

3.

The Group's social agenda: people

Non-Financial Statement
2023



Our people are the essential driver of our business. We promote the value, development, training, inclusion and well-being of all employees.

3.1 Our commitment to people: diversity, inclusion and employee welfare

[GRI 2-23]
[GRI 3-3]

Policies and other reference documentation

- Group Code of Ethics
- Group Regulation of Short-Term Incentive Schemes for 2023
- Group Whistleblowing Policy
- Group Policy to promote diversity and inclusiveness
- Gender Equality Management System Regulatory Manual
- Strategic Plan for Gender Equality
- Group employee management policy
- Integrated Safety and Environment Manual
- Regulations for the Granting of Loans to Banca Ifis Group Employees
- Organisational Procedure - Granting of Loans to Banca Ifis Group Employees
- Group Health and Safety Policy
- ESG Policy

Optimising diversity and inclusion, promoting the **physical and psychological well-being of employees, workplace comfort, occupational welfare** policies and schemes, work flexibility, and **work-life balance** - these are topics that positively contribute to employee well-being as well as to improving the organisation's efficiency, for instance in terms of reduced turnover, increased productivity, and fewer workplace injuries.

Diversity and inclusion

As explained in the Code of Ethics, the behaviour of all Group staff must be utterly correct and fair. Banca Ifis Group undertakes to ensure that the management and heads of the individual organisational units behave fairly toward their collaborators, guaranteeing professional growth and fostering a working climate inspired by principles of transparency and loyalty.

Banca Ifis Group guarantees that all employees (and collaborators, including external) are treated with no distinction or preference based on age, gender, sexual orientation, marital status, religion, language, ethnic or national origins, physical or mental disabilities, state of pregnancy, maternity or paternity, including through adoption, personal beliefs, political opinions, affiliation or trade union activities.

It is possible to report any conduct contrary to these principles, with the guarantee that the personal data of the complainant and the alleged offender will remain confidential, **through the Whistleblowing mechanism**, which is available to employees as well as collaborators and independent contractors working with the Group.

As for previous years, **no incidents of discrimination were reported in 2023**.

Diversity and inclusion issues are of significant importance to Banca Ifis Group. This commitment is reflected in **work-life balance policies** and **welfare to support family needs**, in particular to support maternity, parental leave and other situations of family difficulties, thanks to the activation of part-time, remote and flexible work.

Banca Ifis's commitment to the topics of diversity and inclusion was also reaffirmed in 2023 through the creation and posting in all the Bank's offices of the panels "We are Difference" and "We are One": a sort of poster-vademecum on the approach and behaviours to **encourage respect for diversity** and the **spread of inclusion** in the workplace.

Inclusion is also at the heart of the Leadership Model. Indeed, the "**Enhancement**" pillar underlies the "diversity and inclusion" competence, according to which the leader, both individual contributor and manager at all organisational levels, is the one who **integrates and includes different competencies, experiences and visions** with the aim of generating new knowledge, development and innovation for the benefit of the entire organisation, at the same time creating value in respect for diversity: organisation, professional, cultural, ethnic, gender-related and generational.

Diversity and inclusion topics are therefore central to **several training courses** that place the Leadership Model at the centre. These include:

- the **People Management Accelerator**, in which participants train their ability to see in differences the generative opportunity of innovation, promoting a culture of inclusion within their own structure;
- "**Tra il dire e il mare c'è di mezzo il fare**", a training course that aims to support managers in building a shared behavioural style aimed at facilitating the integration and enhancement of differences with a greater personal awareness of emotional and cognitive biases.

In addition, two training sessions were held in 2023 to illustrate the characteristics and scope of application of the UNI Pdr 125:2022 standard and how the Bank has implemented the **gender equality management system** internally. All members of Top Management and some key figures in the Human Resources and Communication, Marketing, Public Affairs and Sustainability functions were targeted by the activities.

In addition, a new e-learning course on the **Code of Ethics** adopted by the Banca Ifis Group has been created, outlining **the set of principles, values, rights, duties and responsibilities assumed and adopted towards all stakeholders** with whom Group companies enter into relations. The course includes a section on ESG and Diversity & Inclusion principles. Precisely with a view to inclusivity, the course, the menu of which was designed to ensure that all employees could use the content, was also made available in LIS (Italian Sign Language) and English.

In 2023, a specific **column on parenting** was launched in cooperation with **Welfood** entitled **Ifis Parenthood**, i.e. one-hour appointments on the Ifis Ondemand live streaming platform to allow parents of children of all ages to benefit from the advice of psychologist and psychotherapist trainers. The videos of the speeches were then made available on Ifis Talent.

In 2023 Banca Ifis Group renewed its partnership with the **Valore D network**, the first association of national and international companies that promotes **gender balance** and works to spread an **inclusive culture** for the growth of companies and the country. In this regard, the Group supports **female training and empowerment** initiatives, in particular to help young female students in paths related to STEM disciplines.

Also as part of the collaboration with Valore D, some modules addressing **behavioural skills** and **raising awareness on Diversity&Inclusion topics** have been made available to all Ifis People in the digital library of the employee training portal, in particular on gender and sexual harassment (e.g. how to recognise and deal with it, what to do if you are a victim/witness of harassment) and on unconscious bias.

The Group was also among the first signatories and partners of the **4 Weeks 4 Inclusion project**, an inter-company event dedicated to inclusion, which this year involved over 400 companies and almost 100.000 people.

Over three last two years, the Group has promoted and supported the **Summer School** project of **the Scuola Galileiana at the University of Padua**, funding STEM orientation scholarships for high school boys and girls.

In order to promote gender equality and the creation of social value, the Group has created a monthly internal series, **Meet You Accelerator**, in collaboration with Objective 5, which provides opportunities for Ifis People to meet and share with leading personalities from the corporate, academic and financial worlds.

On the occasion of the **International Day for the Elimination of Violence against Women**, the following initiatives were implemented:

- **creation of a special dedicated version of the Bank's logo**, which was dyed red for the occasion, to recall the symbol of the day and to raise awareness of the issue. This version of the logo featured for a week on the website of the Bank and all Group companies, on the icons of Banca Ifis's social channels and on the e-mail signature of all employees;
- since Saturday, 25 November, to coincide with the world celebrations, **the Bank's sign** has also been coloured red. On that date, in fact, Banca Ifis unveiled its maxi-installation on the "Green Wall" covering the façade of its headquarters in Via Borghetto 5, Milan;
- **distribution to all employees of two thousand anti-violence personal alarms** as a symbolic gesture to raise awareness of the importance of combating the phenomenon of violence against women;
- **activation of a dedicated communication plan** both externally (i.e. in the national press and on the Bank's social channels) and internally (i.e. on the Intranet and via e-mail) for employees, on the topic of gender-based violence.

In line with the values of innovation, inclusion, attention to diversity and people's well-being that the Group has always pursued, the bancaifis.it website and the Ifis4you Intranet have been integrated with special innovative tools to improve the browsing experience and allow **accessibility to people with physical and cognitive disabilities**, to ensure that everyone can access the site without discrimination or differences. Visually unobtrusive but very powerful tools that allow the page view to be modified according to accessibility needs (over 50 customisable options) to guarantee a better browsing experience even for those with visual, motor or cognitive difficulties.

In terms of **gender diversity**, the percentage of women in the Group stood at **53%** in 2023, in line with prior years, with a distribution in the various categories of classification equal to 23% for senior managers, 44% for middle managers and 60% for clerical staff¹⁹. Specifically, in 2023, in Banca Ifis Group, **53% of the members of the governing body and around 30% of Top Management are women**. Moreover, women hold **25% of STEM-related positions** (26,11% in 2022).

¹⁹ For more information, reference should be made to the tables contained in the section entitled "Additional information on employees".

Gender equality certifications

In confirmation of the growing commitment to diversity and inclusion issues and in order to ensure an inclusive work environment that values diversity, on 5 December 2023 all Banca Ifis Group companies (based in Italy) achieved **UNI/PdR 125 Gender Equality Certification: 2022**.

Obtaining UNI/PdR 125:2022 certification requires the adoption of specific indicators, Key Performance Indicators (KPIs), in relation to 6 assessment areas:

- culture and strategy;
- governance;
- Human Resources processes;
- opportunities for growth and inclusion of women in business;
- equal pay regardless of gender;
- parental protection and work-life balance.

Each area is marked by a percentage weight, totalling 100. Each indicator is associated with a score, the attainment or non-attainment of which is weighted by the weight of the assessment area. Each area achieved the minimum overall score of 60%, which determined the organisation's access to certification.

In addition, in 2023, Banca Ifis also reconfirmed its **gender equality certification by the Winning Women Institute**, a company committed to spreading the principle of gender equality within the world of work, obtained for the first time in 2022. The assessment is based on the **"Dynamic Model Gender Rating"** which considers the achievement of quantitative and qualitative KPIs in four specific areas:

- opportunities for growth within the company;
- compensation equity and HR processes;
- practices for managing gender diversity;
- maternity protection practices.

The Owner's continuous focus, involved and always at the forefront, on issues such as gender equality, respect for individual freedoms, the promotion of equal opportunities, inclusion and the protection of diversity, as well as the fight against discrimination in all its forms, is an important element of strength for the implementation of concrete promotion activities in the Group.

The Group's commitment to gender equality is expressed in an increasingly inclusive culture, which is reflected in work-life balance policies and welfare to support family needs, in particular to support maternity, parental leave and other situations of family difficulties, thanks to the activation of part-time or remote work. In addition, the dissemination of an inclusive culture within the Group is also demonstrated through collaboration with associations such as Valore D, as well as the provision of training courses focusing on diversity and inclusion.

Remuneration and incentives

[GRI 2-20]

The Group's **remuneration and incentive policies** are defined in accordance with the Group's culture and values, long-term strategies, and prudent risk management policies, consistently with the provisions concerning the prudential control process.

For FY 2023, **sustainable finance objectives**, which take into account, among other things, ESG factors²⁰, and the clarification of the "**gender neutrality of remuneration policies**", to be verified through annual monitoring of the gender pay gap and the activation, if necessary, of the related corrective actions, have been confirmed within short- and long-term incentive schemes.

Since 2021, the **path has been taken to counter the gender gap** through, for example, the adoption of the Policy for the Promotion of Diversity and Inclusiveness and the Regulatory Manual of the Gender Equality Management System, the Strategic Plan for Gender Equality, work-life balance policies, as well as welfare to support family needs. These measures can contribute to reducing the gender pay gap through accurate monitoring of the gender pay gap, enhancing careers and mitigating the discontinuity of women's employment.

Within the framework described, as part of the at least annual review of policies and the Supervisory Provisions, with the support of the Remuneration Committee the Board of Directors analyses the gender neutrality of remuneration policies and verifies any gender pay gap and its evolution over time.

Banca Ifis Group envisages an **annual bonus scheme** that follows the employee performance assessment process as well as annual incentive schemes focused mainly on the sales force. When implementing the annual bonus system, where appropriate, Human Resources focuses its attention on the gender pay gap by implementing the most significant improvement measures in favour of the less represented gender, in order to reduce the relative gap.

In 2023, the disbursement of a **variable compensation mechanism**. The agreement signed confirms the approach of the previous year, also thanks to a more than positive return from employees as it encourages their greater involvement in achieving the company's objectives and thus increasing the Group's profitability, productivity, competitiveness and efficiency. In continuity with last year, therefore, again in 2023 the Agreement provides for an additional form of incentive of up to 20% on top of the actual basic bonus, with the aim of rewarding distinctive conduct in terms of fairness, transparency, ethics, collaboration among colleagues and quality of work. This initiative is intended to ensure a recognition more in line with the actual contribution made by each employee and a fairer and more consistent distribution of bonuses. In addition, for 2023, through the same agreement, the additional Welfare Credit was increased in the event of the conversion of 20% of the actual bonus entitlement into a Welfare Credit.

²⁰ For more information, please refer to Chapter "1.3 Corporate governance - Short- and long-term incentive schemes linked to ESG topics" and the 2022 Report on Remuneration Policy and Remuneration Paid.

[GRI 405-2]

Ratio of basic salary of women to men by employee category ²¹		2023	2022	2021
Senior managers	%	93%	97%	95%
Middle managers	%	93%	92%	92%
Clerical staff	%	98%	98%	98%

Ratio of remuneration of women to men by employee category		2023	2022	2021
Senior managers	%	92%	94%	97%
Middle managers	%	92%	90%	91%
Clerical staff	%	97%	96%	98%

For 2023, the analysis of the ratio of women's base salary to men's base salary shows a general **maintenance of the average salary gap** between men and women, particularly in the category of middle managers. On the other hand, substantial parity is evident in the clerical staff category. The analysis also includes foreign clerical staff employees. It should also be noted that fixed remuneration for employees of Italian companies applying the credit national collective bargaining agreement was subject to increases due to the renewal of the national collective bargaining agreement as of December 2023.

The analysis also shows a decrease in the gap between women's and men's remuneration **for the middle management and clerical staff categories compared to the previous year**. As already mentioned, foreign employees are also included in the analysis.

Despite the continued uncertainty and difficulty of the period, the Group has managed to complete its main projects for the review of the organisational and governance structure for the current year, with the aim of optimising the business and people who are a part of it, confirming on the one hand the premiums aimed at withholding resources and protecting the business competitiveness, and, on the other, at continuing to implement its workforce as per the Bank's hiring plan.

For further details on the Banca Ifis Group's remuneration procedure, please refer to the 2023 Report on Remuneration Policy and Remuneration Paid.

Occupational welfare policies

[GRI 401-2]

Banca Ifis Group offers employees an extensive, articulated **benefits platform** focussed on personal care and protection and which are flanked by dedicated initiatives. The platform connected to the corporate Intranet manages in an integrated manner the initiatives with which the company takes charge of the needs of employees, granting benefits and facilities in the form of goods and services. The welfare platform is **accessible to all recipients of the specific agreement**. In addition to establishing the possibility of using the welfare credit (the amount of which for FY 2023, to be used in FY 2024, can be up to twice the welfare credit defined for the previous year) for the purchase of goods and services set forth by law, based on the regulation in force over time, the above-mentioned platform has been adapted to the new and broader tax limits for the purchase of benefits and the payment of bills due to the increased cost of energy.

²¹ Additional amounts paid to employees (e.g. those based on years of service, bonuses, overtime, additional allowances for transport, transfers, etc.) are excluded from the calculation.

In addition, the **package of initiatives and benefits** remained in place in 2023 to be used in 2024, again in the area of Welfare, confirming the Bank's focus on the well-being of its people, in pursuit of an ever greater work-life balance. In particular:

- **Health Insurance Policy:** some limits for the main benefits have been raised (e.g. those for specialist examinations, childbirth, cancer, etc.), and in continuation of the Bank's commitment to prevention and preventive diagnostics, a new comprehensive check-up package will be introduced;
- **Life insurance:** this cover has been improved, with insured capital that will be increased up to 2,5 times the gross annual salary;
- **Low-interest mortgage loans for employees:** a new Regulation on low-interest mortgage loans has been introduced, applicable both to employees who will be purchasing their first home in the course of 2024 and to employees who will be purchasing their second home. The following measures have also been introduced: a 2% CAP to protect against the risk of an increase in interest rates; the raising of the LTV to 100% for the first home; and insurance coverage on the loan to guarantee the residual debt;
- **Ifis V loan:** all employees have been granted the new financial product called "Ifis V" ("fifth"), which provides the possibility of applying for a fixed-rate loan with repayment in constant instalments deducted from the employee's pay and with insurance to cover the remaining debt.

The wide range of employee **benefits** includes²²:

- Supplementary pension fund (supplementary welfare);
- Health policy with family coverage;
- Standard Welfare Credit in the form of reimbursement, payment, purchase and/or facilitation in relation to specific goods and services offered in line with the reference legislation within the dedicated Welfare Platform, such as services and goods in support of the family, with reference, by way of example, to issues of care for minors and family members in difficulty, training, wellness and leisure;
- Lunch vouchers;
- Company car (when provided) with electric charging station at the company's premises;
- Shuttle service for transfer workers;
- Special-rate mortgages for first home purchases;
- Tax assistance service in remote mode (the benefit of which is defined from year to year);
- Gympass, through a partnership with a network of Italian sports facilities for the use of various services dedicated to the well-being of the employee and his family. With a single monthly subscription, employees have access to sports facilities and gyms, personal trainers, live classes to work out from home, and more than 30 partner apps for meditation, nutrition, coaching, workouts and more);
- Welfood consulting;
- WelfareCare (prevention at sites with mobile travelling facilities);
- Presence of the online newsroom (Il Sole 24 Ore) to foster continuous updates;
- Good Morning Ifis and Good Evening Ifis: delivery of daily information press reviews, broadcast in the morning (8 a.m.) and in the evening (6 p.m.) to all employees;
- Distribution of free subscriptions to major media outlets (e.g. Il Foglio);
- Promotion and brokering for registrations for inter-bank sports events;
- Participation in sports events of which the Bank is a sponsor (soccer, volleyball, basketball, cycling, running, etc.);

Free tickets for concerts, shows and matches at the Mediolanum Forum in Assago.

²² The benefits reserved exclusively for permanent employees are defined by company decisions, which apply to the Group in accordance with the relevant company regulations. With regard to foreign employees, both on temporary and permanent contracts, the following benefits, by way of example but not limited to, are provided: health insurance, supplementary pension fund, meal vouchers, company car and purchase vouchers.

In addition, again for 2023, the **Corporate Benefits project** has been confirmed: the portal of corporate conventions with special offers and discounts on a wide range of products and services.

In order to incentivise and facilitate a better work-life balance, the Bank adopted a **new work organisation called "MyIfisWork"**. In particular, the two trade union agreements also applied in 2023:

- the **Smart Working Agreement**, which provides for remote working for up to 10 days per month and certain benefits for those in certain fragile circumstances, for those with children up to 10 years of age, and for those using maternity leave; pregnant women can take advantage of a continuous smart working period as of the fifth month of pregnancy;
- the **Flexibility Agreement**, which, without prejudice to the 7,5-hour working day, allows entry until 10:30 a.m. and the possibility of enjoying a half-day leave by compensating for the hours not worked by working more hours on the other days of the week.

[GRI 2-30]

Employees covered by collective bargaining agreements		2023	2022	2021
Employees covered by collective bargaining agreements	No.	1.893	1.844	1.819
Percentage of total employees	%	98% ²³	98%	98%

Occupational health and safety

[GRI 403-1]

Through the **Safety Policy**, Banca Ifis Group sets out and communicates the fundamental principles and criteria that guide decisions on occupational health and safety.

The **Integrated Safety and Environment Manual**, an integral part of the Organisation and Management Model in accordance with Italian Legislative Decree No. 231/01, has been prepared as required by Italian Legislative Decree No. 81/08 as subsequently amended and supplemented and adopted by the Board of Directors of all Group Companies, in order to protect and guarantee its effective exemption from the predicate offences on matters of safety and the environment, defined by Italian Legislative Decree No. 231/01. The Integrated Manual is structured to guarantee compliance with health of all workers and the safety of all workplaces, all workers and all business of Banca Ifis Group, guaranteeing monitoring and control, with a view to assuring continuous improvement.

[GRI 403-8]

The procedures contained in the Integrated Manual form an internal management system overseeing health and safety, which covers 1.893 employees, like in 2022, making for 98% of all Group employees, as it excludes 31 foreign employees subject to different legislation and 182 non-employed workers whose work and/or place of work is controlled by the organisation²⁴ (100%).

Responsibility for health and safety lies with the Head of the Prevention and Protection Service (RSPP, Responsabile Servizio Prevenzione e Protezione in Italian), the Prevention and Protection Service Officer (ASPP, Addetto al Servizio di Prevenzione e Protezione in Italian), and the Human Resources and General Services functions, as delegated by the Employer, each within the scope of their responsibilities. Specifically, General Services organises and supervises operations as well as manages facilities and equipment at the Group's headquarters and commercial offices concerning health and safety.

²³ This figure represents all staff working in Italy. The remaining 1.6% is represented by foreign employees to whom local regulations, including contractual ones, apply.

²⁴ It should be noted that the category 'non-employees whose work and/or place of work is controlled by the organisation' includes: members of corporate bodies, trainees, temporary workers, CO.CO.s and ordinary service providers (cleaning, reception, building maintenance, security).

Ultimate responsibility for identifying and managing measures to protect employee health and safety lies with the Employer.

Worker participation in matters of health and safety

[GRI 403-4]

In order to guarantee worker participation in matters of health and safety, Banca Ifis Group has implemented a procedure in the Integrated Manual that defines the **manner by which to correctly consult with the Workers' Safety Representatives (RLS, Rappresentanti dei Lavoratori per la Sicurezza in Italian)**, where present, in particular for:

- participation in the **risk assessment** process;
- consultation in the event of **substantial changes** under the scope of a variation of appointed physicians, or in risk assessment;
- attendance of the regular meeting (Italian Legislative Decree No. 81/08, Art. 35) as an important element of the safety management process;
- possibility of requesting an **extraordinary meeting**.

[GRI 403-2]

All the organisational processes and workplaces are analysed to identify possible dangers to safety and thus to define the preventive mitigating measures and establish intervention priorities. The results of this analysis is the **assessment of all risks**, a process adopted by all Group companies.

In order to suitably **monitor and oversee** the risks identified and the correct application of the mitigation procedures identified in the Integrated Manual, a **hierarchy of controls** is applied, which is based on three levels and is made up of trained, competent figures on matters of health and safety, respectively by the officers, by means of the use of a new dedicated portal for the sharing and management of operative controls, the Prevention and Protection Service and a third party audit. In addition, the Internal Audit function carries out spot checks to verify compliance with the procedures of the Integrated Manual. Periodically, the Prevention and Protection Service provides information flows to the Supervisory Body, reporting on the health and safety activities implemented. Any non-conformities or prescriptions are handled through analysis and the adoption of improvement measures.

The Integrated Safety and Environment Manual contains, in its procedures, all formal instruments necessary for any workers to make **reports** to the Prevention and Protection Service of any potentially damaging situations or dangerous behaviour. A subsection dedicated to reports, requests for support and assistance in the area of "Health, Safety and Environment" is available in the **Service desk application on the corporate Intranet**. Tools such as reporting through e-mail correspondence and telephone contact are in place. The Group also offers workers an **anonymous whistleblowing service** by which to report potential offences.

[GRI 403-3]

Occupational medicine and health surveillance are outsourced to a national network of appointed physicians, coordinated by a coordinating doctor.

The medicine service **collaborates** with the Employer and the Prevention and Protection Service to **identify and assess all risks** and once a year carries out **site inspections** at the workplaces to verify compliance with health and safety measures. It is also up to the appointed physician to plan and carry out health surveillance, preparing, updating and keeping custody of, at his own responsibility, the medical records and risk factors of each and every worker.

[GRI 403-6]

In addition to undergoing regular statutory health checks, Group employees have **comprehensive health cover** for illness, accident, permanent disability and life in the event of death. Under no circumstances does the internal organisation become aware of the medical data of its employees.

[GRI 403-5]

The Banca Ifis Group companies are constantly committed to promoting a workplace that can ensure the utmost safety and the protection of worker health. At the same time, the Group's employees must thoroughly comply with health and safety provisions as well as attend mandatory training programmes.

Information, teaching and training (in the event of a change in duties or the introduction of new equipment) **of workers on safety** is designed by the Prevention and Protection Service, in collaboration with the Human Resources function, taking into account the generic and specific risks identified by the risk assessment document and the training needs identified for the individual workers.

Training is partly outsourced and mainly supplied by the Prevention and Protection Service, suitably trained to this end, and is delivered exclusively during working hours, free of charge and with a final test.

In 2023, more than **3.400 hours of mandatory training** were delivered **on health and safety practices and procedures**.

[GRI 403-9]

The following safety indicators are produced in **accordance with the standard UNI 7249** and concern the number of injuries (excluding commuting accidents).

Total number of injuries ²⁵	No.	2023	2022	2021
		0	0	2
Total number of deaths caused by accidents at work	No.	0	0	0
Total number of serious accidents at work (excluding deaths)	No.	0	0	0
Total number of accidents at work subject to registration ²⁶	No.	0	0	2

Injury rate	No.	2023	2022	2021
		0	0	0,7
Rate of deaths caused by accidents at work	No.	0	0	0
Rate of serious accidents at work (excluding deaths)	No.	0	0	0
Rate of accidents at work subject to registration	No.	0	0	0,7

In detail, **no accidents occurred in the workplace during 2023**; on the contrary, 8 accidents occurred on the way to and from work in company or employee-owned cars or during visits to customers. **No accidents took place involving non-employed workers²⁷**.

Dangers at work constituting a risk of injury with serious consequences include the dangers linked to the work carried out by (sales and other) staff using a company car to visit customers or for business trips, or simply while commuting. The Integrated Safety and Environment Manual refers to the **procedure for the analysis and management of accidents**, envisaging any improvements that may need to be made.

[GRI 403-10]

²⁵ Foreign employees are excluded from the disclosure.

²⁶ Rate of accidents at work subject to registration = (number of accidents at work subject to registration/number of hours worked) x 1.000.000 The number of hours worked is 3.249.423,9 and this is defined by excluding the following subsidiaries from the estimate: Ifis Finance IFN and Ifis Finance Sp. Zoo.

²⁷ It should be noted that the figure for the total number of hours worked in respect of non-employees is not collected.

Similarly to previous years, **there were no cases of occupational diseases** either for employees or non-employees. Major hazards that may cause future occupational disease, identified through risk assessment, include those derived from the following risk factors:

- **physical** such as noise and vibration of the hand-arm system and whole body;
- **inherent in the workplace and the organisation of work**, such as proper ergonomics of the workstation and the use of video terminals.

Preventive measures taken to offset these risks and ensure the correct conduct of activities are monitored through the three control levels envisaged in the Integrated Safety and Environment Manual.

During 2023, the Group recorded an **absenteeism rate** of 1,63%, defined as the ratio between the number of days missed due to illness and accidents and theoretical days of work²⁸.

Workplace comfort

To evaluate the effectiveness of the adopted management approach, the General Services function conducts **environmental monitoring and surveys** to assess the internal well-being of work environments, performing air quality analyses at the Group's main locations and monitoring noise levels and micro climate, which have resulted in the adoption of improvements. The Prevention and Protection Service instead conducts **safety audits** on a regular basis, especially at newly opened locations or offices, in the event of significant changes to the layout of work environments.

The Group has started a **site restructuring process** to increase **flexibility and sustainability**, thereby confirming its close focus on and commitment towards adopting socially responsible behaviour. All office restructuring operations are designed and carried out with a view to supplying **functional, comfortable environments**, with a particular focus on design: offices, meeting rooms and common areas feature furnishings and new technologies that promote the exchange and sharing of information. For example, the building restructuring of the offices sees particularly close attention being paid to new dynamics linked to co-working procedures, flexibility of space and remote working²⁹.

²⁸ Leave, maternity and planned holidays are excluded from the calculation. The figure considers employees belonging to: Banca Ifis, Ifis Rental Services, Ifis Npl investing, Ifis Npl Servicing, Capitalfin and Banca Credifarma. In addition, foreign companies are not considered.

²⁹ See section 6.2 Direct environmental impacts for more details.

Protection of the health of employees and families

During 2023, the Group continued to pursue a series of initiatives to promote the health and safety of its employees and their family members. Below are the most significant projects:

- Activation of **Gympass**, a partnership with a network of Italian gymnasiums and sports facilities for the use of various services dedicated to the well-being of the employee and his family.
- The **Kaleidos Health Cloud** container, created in 2021, encompasses all the initiatives that the Bank supports to spread the importance of the culture of prevention to its people. In 2023, the “**Let's Think First**” research project led by Professor Fausto Rigo under the supervision of Ircss San Camillo and aimed at the Prevention of Acute Myocardial Infarction was added to the other existing initiatives. Conducted by the cardiology team of the Venetian hospital Villa Salus, the programme allowed the identification of risk factors leading to fatal coronary ischemic attacks through the screening of 204 healthy volunteers with no previous pathologies, resident in the municipality of Venice and aged between 45 and 65: among them, as part of the project, 10 employees of the Bank also underwent a special ultrasound examination of the heart muscle tissues and carotids. Also as part of the Health Cloud, a partnership with **WelfareCare** was launched to support the importance of breast cancer prevention. In the Group's five largest locations, between 2022 and 2023, Banca Ifis organised appointments where employees and their families had the opportunity to have free mammograms and breast scans. The screening tests were carried out in a mobile clinic positioned at the group's sites with a check-up and immediate release of the report by specialised medical staff, and total respect for patient privacy.
- **Welfood Consulting**, a platform providing online consulting services reserved for Group employees. Thanks to a platform, each employee can build his or her own well-being experience with the professional best suited to his or her needs and goals, choosing from:
 - Psychologist, to support emotional balance and empower the changes you desire;
 - Nutritionist, to improve eating habits;
 - Sport Coach, to escape from a sedentary lifestyle or optimise performance;
 - Parenting counsellor to empower parenting;
 - Counsellor for caregivers, supporting caregivers;
 - Anti-smoking therapist to stop smoking.
- **Ifis Parenthood**, which was launched in July 2023 as part of the activities carried out together with Welfood, is the parenting column that takes an in-depth look at parenting topics. As part of the initiative, a total of six one-hour webinars were delivered to employees on the company's live streaming platform by trainers, psychologists and psychotherapists.

3.2 Our commitment to people: enhancement and development of employees

[GRI 2-23]
[GRI 3-3]

Policies and other reference documentation

- Group Code of Ethics
- Group employee management policy
- Group Policy to promote diversity and inclusiveness
- Gender Equality Management System Regulatory Manual
- Strategic Plan for Gender Equality
- ESG Policy

The Group strives to develop training plans based on the concept of continuous learning and dynamically managing the skills and careers of human resources.

Another key aspect is guaranteeing **transparent performance review systems and professional growth plans** for the Group's entire population, allowing all employees to work to the best of their abilities.

Training

Training is key to Banca Ifis Group for constantly upgrading employee skills **to support business growth, guaranteeing increasing integration on all levels**. Adequate training positively impacts the individual and organisational performance and effectiveness, the dissemination of the corporate culture and personal engagement. This has positive implications also for customers, as complying with professional standards, promoting a culture of preventing risks, and empowering the members of the network influence the quality of the service rendered. **Mandatory training required by law** also plays a crucial role, as it prevents employees and the Group from committing, including unwittingly, acts that could constitute criminal offences.

The **Training Plan** for employees is proposed by the Human Resources Learning and Development function and approved by the Chief HR Officer and the CEO.

The Group supports its employees' professional growth through:

- **basic training**, aimed at providing general information about the company's operations, products and services offered, procedures and basic regulations;
- **career mobility**, intended to build specialist, business, and management skills;
- **specific professional growth projects tailored** to the different types of positions / employee categories or clusters.

2023 marked the consolidation of **Ifis Academy**, the Group's training school inspired by the new Leadership Model and aimed at supporting the continuous enhancement of the technical and behavioural skills of all its people. It represents the core of Banca Ifis Group's talent training, enhancement and development system, and involves internal organisational structures, internationally renowned partners and leading business schools.

Ifis Academy is not only a place for training but also a **People Management tool**, whereby the Group intends to attract and grow people:

- **by enhancing existing skills and know-how** through the involvement and identification of a community of internal lecturers and facilitators;
- **by enhancing and enriching the professional profiles** of employees, with a people-centric approach that focuses on people's experience;

- **by creating a common corporate culture**, through training activities inspired by the five pillars of the Leadership Model (Awareness, Enhancement, Vision, Action, Connection) and aimed at the development of the relative distinctive competencies.

Ifis Academy provides **different ways of accessing training activities**. In addition to compulsory courses that must be attended by all employees, there are initiatives dedicated to specific professional families, to which the Human Resources function issues targeted invitations (HR invitations). This is joined by the training proposals developed to accompany the performance appraisal and which employees can request themselves by compiling their individual training plan (On Demand). Finally, an **extensive catalogue of free resources** is always available and accessible, which all people can freely use in self-guided learning mode (Open Resources).

Ifis Academy provides eight training areas:

- **Onboarding**, the process of integrating new colleagues into the organisation, which aims to welcome and accompany people by facilitating the acquisition of autonomy, fostering inclusion on teams and developing a sense of belonging to the company. The onboarding programmes are partly digitalised in the Ifis Talent platform and include, amongst the various activities, a series of individual and/or group events. In 2023, a **new programme** inspired by Banca Ifis's commitment to the Economy of Beauty was launched, divided into 3 macro-phases: the "Bello di iniziare", dedicated to the first moments of meeting with one's team and with the Manager; the "Bello di imparare" - a series of online webinars dedicated to the Group's Organisation and its main businesses; and finally the "Bello di incontrarsi", an event that attracts all new hires to the General Management with the aim of working interactively on the Leadership Model. The initiative came into full swing in the second half of the year and **involved more than 100 colleagues**;
- **Talent Accelerator**, a macro-area which includes the Ready to Race project and the Start to Grow project, aimed at identifying and developing talent in the organisation;
- **Business Accelerator**, training courses aimed at specific structures of the Commercial & Corporate Banking and Npl business, involving almost 110 employees and divided into basic and advanced levels. The basic level consists of training activities aimed at providing the key elements to empower colleagues in their role within the organisation. The advanced course aims to consolidate the core technical competencies of the role, while also developing distinctive soft skills and providing the reference cultural elements for an improved vision of the business;
- **People Accelerator**, i.e. a series of initiatives aimed at the development and practical training of soft skills in which 35 employees took part during 2023. These initiatives include the "People Management Accelerator" course for new managers and coordinators and a series of catalogue courses, anchored in the competencies of the Leadership Model, which employees can apply for through the performance management process;
- **Specific and refresher courses**, a macro-area within which catalogue courses related to cultural and business-specific knowledge (which can be requested through the performance management process) fall. Courses of a specific nature are structured around three macro-areas: Commercial & Corporate Banking, Npl and Banking Culture;
- **Ad hoc initiatives**, i.e. transversal training initiatives activated and organised in response to specific organisational needs;
- **Digital library**, a collection of digital training content relating to current topics connected to behavioural, cultural, regulatory, technical and procedural matters.
- **Mandatory training** includes all initiatives relative to: administrative liability of entities pursuant to Italian Legislative Decree No. 231/2001, operative requirements linked to the regulations on banking transparency, anti-money laundering, worker health and safety, IT security, regulation on personal data protection and business continuity, IVASS, MiFID 2, etc.

Depending on the type of subject area to be explored and the level of knowledge to be achieved by the person, the Human Resources Learning and Development function identifies the most suitable didactic mode of delivery, depending on the objectives and target audience: behavioural and management training workshops

and laboratories (internal and external), targeted technical training (internal and external), online courses, external information seminars/conferences, on-the-job training, coaching and One-to-One interviews³⁰.

A key element, with a view to continuous improvement, is the **monitoring of satisfaction and effectiveness**, which is punctually activated at the end of each proposed activity.

[GRI 404-2]

Of central importance in strengthening the identity of the Ifis Academy during 2023 was the creation of a **Community of Internal Lecturers**, responsible for the construction and delivery of training courses for other colleagues. All of the teachers, who represent a veritable knowledge asset, were supported to ensure they best filled this role by their involvement in a dedicated initiative: the **Train the Trainers** course, to explore the tools necessary to enhance their expertise. The community of internal lecturers constituted a fundamental pillar for the delivery of a wide range of **technical courses** related to the Bank's Business (Npls, Corporate & Commercial Banking) and the strengthening of the banking culture, which can be requested by all colleagues during the Performance Management process.

2023 also marked the start of two important training projects for Banca Ifis Talents:

- **Ready to Race** is a three-year course for 50 colleagues who have been selected following an initial assessment phase. The course includes training sessions, meetings with renowned speakers, company visits and trips abroad. For those who do not have an adequate level of English, dedicated language training has also been set up. As part of the various activities, participants are asked to work on topics central to Banca Ifis such as sustainability, innovation, business and digitalisation. The Ready to Race course made possible a significant increase in participant satisfaction, promoting greater engagement with the organisation and resulting in high retention among participating employees, which stands at 98%.
- **Start to Grow** completes the training offer of the Academy cluster dedicated to the Talent Accelerator and is designed as a path for a wide range of colleagues who have the opportunity to develop their skills through training sessions that explore in detail some of the pillars of the Leadership Model. The participants will also be called upon to carry out dedicated networking and mutual acquaintance activities in some important Italian theatres.

Another area of intervention was the **strengthening of English language skills** both from a general and business point of view for employees belonging to some specific functions, involved in a training project, which combined online group lessons and materials for independent study like videos, podcasts and readings.

Also this year, the Bank continued its commitment to **Cybersecurity Awareness topics**, also in line with Bank of Italy Directive 285, by implementing a programme structured around two key elements: on the one hand, the attendance of training activities aimed at obtaining certifications in the cybersecurity field for some key figures; on the other hand, the realisation of some training events aimed at the entire corporate population, aimed at developing awareness on the behaviours and habits to be kept to prevent cyber crime attacks. Activities include meetings with Raoul Chiesa - one of the world's most famous ethical hackers - and a webinar focusing on the role of cyber attacks in the current geopolitical scenario. In addition, new compulsory training courses on phishing and cybersecurity issues were added to the Ifis Talent digital library, as well as a series of fifteen training pills on **Digital Transformation**.

More generally, the **IT sphere** was the subject of a **dedicated training plan**, aimed both at strengthening skills related to the **Agile methodology** and consolidating the skills needed to use specific databases and development frameworks to implement proprietary digital solutions.

Furthermore, in light of the implementation of the new **Leadership Model**, the catalogue of courses on soft skills that can be selected during the Performance Management process was significantly revised. The purposeful courses enabled colleagues to raise awareness of the Model's drivers, as well as provide concrete elements for their application in daily life.

³⁰ The Group does not offer transition assistance and career-end management programmes.

In 2023, the first edition of the **Advanced Business Accelerator** (Npl and Commercial & Corporate Banking) courses was completed: through a project structured in several phases, participants worked on the development of soft skills such as communication, negotiation and error management (Phase 1), on the consolidation of technical-specialist skills (Phase 2), and on market developments and the impact of ESG factors (Phase 3).

Over the course of the year, two **managerial development** courses were provided, involving a significant number of employees in managerial positions across different functions and organisational levels:

- **People Management Accelerator**, a programme for new managers that aims to take a closer look at the founding elements (pillars) of the Leadership Model, providing concrete elements related to effective team management;
- **“Tra il dire e il mare c’è di mezzo il fare”**, a path that aims to: encourage the development and consolidation of connections and relationships across the various corporate structures; develop individual and group awareness of the Leadership Model by encouraging the identification of best behavioural practices.

[GRI 404-1]

Training hours delivered		2023 ³¹	2022	2021
Total	h.	47.934,2	50.095,1	28.601,1
By gender:				
Men	h.	25.842,9	26.832,1	14.599,0
Women	h.	22.091,3	23.263,0	14.002,0
By professional category:				
Senior managers	h.	3.405,3	2.527,7	1.249,8
Middle managers	h.	16.250,9	17.325,1	8.986,5
Clerical staff	h.	28.278,0	30.242,3	18.364,8

[GRI 404-1]

Average training hours per capita		2023 ³²	2022	2021
Total	h.	24,9	26,7	15,5
By gender:				
Men	h.	28,7	30,8	17,1
Women	h.	21,6	23,2	14,1
By professional category:				
Senior managers	h.	34,7	26,6	14,0
Middle managers	h.	27,0	30,6	16,5
Clerical staff	h.	23,1	25,0	15,1

Total training hours provided by type/area		2023 ³³	2022	2021
Total	h.	47.934,2	50.095,1	28.601,1
Total about health and safety	h.	3.458,0	5.148,0	3.989,0
Total on anti-corruption policies and procedures	h.	1.033,0	2.449,5	833,0
Total on anti-money laundering policies and procedures	h.	1.701,0	6.508,0	2.312,5
Total "Other" ³⁴	h.	41.742,2	35.989,6	21.466,6

³¹ Il dato si riferisce al personale dipendente di Gruppo in forza al 31.12.2023. Considerando il personale dipendente che ha lasciato l'organizzazione durante il periodo di rendicontazione e ha ricevuto la formazione nel corso dell'anno 2023 (89 individui), le numeriche sono: Numero ore di formazione per dipendenti uomini: 26.477,05; Numero ore di formazione per dipendenti donne: 22.729,62; Numero ore di formazione dirigenti: 3.413,93; Numero ore di formazione quadri: 16.359,38; Numero ore di formazione impiegati: 29.433,36; Numero totale ore di formazione: 49.206,67.

³² Il dato si riferisce al personale dipendente di Gruppo in forza al 31.12.2023. Considerando anche il personale dipendente che ha lasciato l'organizzazione durante il periodo di rendicontazione e che ha ricevuto la formazione nel corso dell'anno 2023 (89 individui – 52 uomini e 37 donne – di cui 2 dirigenti, 19 quadri e 68 impiegati), le numeriche sono: numero totale ore medie di formazione per dipendente: 25,6; numero ore medie di formazione per dipendenti uomini: 29,4; numero ore medie di formazione per dipendenti donne: 22,2; numero ore medie di formazione dirigenti: 34,8; numero ore medie di formazione quadri: 27,2; numero ore medie di formazione impiegati: 24,0.

³³ Il dato si riferisce al personale dipendente di Gruppo in forza al 31.12.2023. Considerando anche il personale dipendente che ha lasciato l'organizzazione durante il periodo di rendicontazione e che ha ricevuto la formazione nel corso dell'anno 2023 (89 individui), le numeriche sono: numero totale ore salute e sicurezza: 3.636; numero totale ore anticorruzione: 1.080; numero totale ore antiriciclaggio: 1.776,5; numero totale ore altro: 42.714,17; numero totale ore complessive: 49.206,67.

³⁴ Also included under 'Other' are 692 hours of study/examination leave.

Compared to the previous year, there was a slight decrease in the total number of training hours, in light of the retention of content related to some specific subjects (e.g. anti-money laundering, anti-corruption) following the major update and review campaign that had characterised 2022.

At the same time, there is evidence of an **increase in training hours on managerial, soft and technical topics**, thanks to the rich offering of Ifis Academy, which enabled a large number of employees to be involved in training activities. In particular, on the one hand, some key initiatives aimed at the development of core role skills (Business Accelerator) and behavioural growth (People Accelerator) were re-proposed, and on the other hand, new training courses were introduced aimed at developing internal talent and strengthening the managerial culture. Added to this is **the expansion of the training offer** linked to the **Performance Management** process, which now has two catalogues, one of a technical nature (relating to the topics of Banking Culture, Npl business and Corporate & Commercial Banking business) and one linked to the key competencies of the Leadership Model.

ESG training

The culture of sustainability is also disseminated within the Group through **training activities dedicated to ESG issues**.

Since the construction of Banca Ifis Group's Leadership Model, Sustainability has been defined as one of the model's ten Core Competencies. As a result, when the Ifis Academy was designed, the topic, consistent with the Leadership Model, was included in different training initiatives in a more or less explicit manner by taking a mindset creation approach from a cultural and behavioural perspective.

[GRI 2-17]

In the course of 2023, the Group pursued several initiatives to support the **dissemination and creation of a strong and sensitive sustainability culture**. The table below summarises the main types of intervention.

INTERVENTION TYPE	DESCRIPTION
People Management Accelerator	Within the People Management Accelerator course, an initiative aimed at new managers, a session was organised during which the topic of sustainability was addressed from the point of view of the managerial role and the enhancement of resources: 35 people participated for the duration of 4 hours in live streaming mode.
Legal Impact, ESG and Corporate Sustainability for the Legal Sector	Activation of the training course, "Legal Impact, ESG and Corporate Sustainability" organised by Cottino Social Impact Campus, with a total duration of 26 hours.
Onboarding - Welcome Day	ESG topics are discussed as part of the Onboarding path proposed to new recruits through, for example, speeches dedicated to sustainability topics by the Sustainability Manager, in which the numerous ESG-related initiatives in which Banca Ifis is involved are recounted; and activities in subgroups based on the pillars of the Leadership Model, one of which is dedicated to sustainability ("Vision").
Ready to Race	As part of the Ready to Race project, a 1,5-day sustainability training session was organised for 50 colleagues, exploring how to plan and engage in sustainable initiatives and how to measure a company's level of sustainability.
Advanced Business Accelerator	As part of the Advanced Business Accelerator courses, which involved around 80 colleagues, two training sessions were dedicated to the ESG world, organised in collaboration with the Polytechnic University of Milan: "Sustainability in the world of Npls" and "ESG and corporate finance".

INTERVENTION TYPE	DESCRIPTION
Post Performancement courses	<p>Some of the soft and technical courses selected by colleagues in the performance management process offer topics related to the ESG world. Soft courses that addressed sustainability topics included "Team management", "Managing conflicts", "Understanding and managing complexity" and "Team working membership", in which a total of about 105 colleagues participated. As far as technical courses are concerned, of particular note was the seminar "ESG and Business Banking", which involved around 90 colleagues.</p>

The Group is also committed to spreading the culture of sustainability internally within the company by strengthening **internal communication on ESG**, organising dedicated webinars, contests and internal sustainability surveys (e.g. European Mobility Week dedicated contest) and the expansion of the internal narrative with the continuous reporting of all activities and projects through dedicated news.

Banca Ifis has also once again joined "**ESG Culture Lab**" Observatory - in collaboration with Eikon Strategic Consulting and AdnKronos - aimed at mapping ESG culture on an individual Bank and National Economic System basis starting from internal listening, with a view to raising awareness and involving employees with respect to sustainable values and behaviours, not only corporate but also individual.

Performance review

The Banca Ifis Group thoroughly **reviews the performance of its employees on a regular basis** in accordance with the Group Employee Management Policy.

People are an essential asset involved in accomplishing Banca Ifis Group's goals. Therefore, **human resources management seeks to promote the competencies, skills and aptitudes of each individual** by providing opportunities to fulfil their potential.

Following the introduction of the new Leadership Model, the performance management process has undergone a major overhaul, with the aim of proposing a new modality that is closer to the needs of employees, encapsulating the essence of the Model and enhancing the contribution of the individual. For this, a **logic of co-design** was adopted, directly involving employees in the revision phase, through: an **exploratory survey** to which more than 760 colleagues responded, which allowed feedback to be gathered and expectations to be analysed; **qualitative interviews with managers**, through which the enabling elements for a culture of mutual exchange were explored; and **two in-person focus groups** where, thanks to the participation of around forty volunteer employees, it was possible to create a moment of confrontation on the central aspects of the new process.

The process therefore has a **cyclical structure** that is spread over the whole year, with three key moments:

- **definition of objectives** (developmental, team and qualitative performance) to emphasise the link with everyday life;
- **continuous feedback** to promote mutual and constant exchange between leader and co-worker and/or between peers;
- **end-of-year summary and closing moment** between boss and co-worker to guide future prospects.

The **performance assessment process** is handled by the Human Resources function and conducted by ensuring the assessments are fair as well as simply and clearly represented.

Every year, the head of each Organisational Unit formally reviews the performance of the people assigned to their structure. The effectiveness of the management approach is ascertained through internal analyses carried out by the Human Resources Department, namely: verification of compliance with the distribution of expected assessments and the fulfilment of contractual obligations regarding the evaluation of employees by managers.

[GRI 404-3]

Total employees assessed during the year		2023	2022	2021
Total	No.	1.734	1.707	1.579
	%	90%	91%	85%
Men	No.	796	776	722
	%	88%	89%	84%
Women	No.	938	931	857
	%	92%	93%	86%
Senior managers	No.	93	87	78
	%	95%	92%	88%
Middle managers	No.	554	530	481
	%	92%	93%	88%
Clerical staff	No.	1.087	1.090	1.020
	%	89%	90%	84%

The performance appraisal process that took place during 2023 is linked to performance in 2022 and was therefore carried out by adopting the appraisal system prior to the revision detailed above. This process

involves the senior and middle management and clerical staff of Banca Ifis Group, hired by 30 September of the previous year and those who worked at least 3 months during the previous year³⁵.

Ifis Talent

For a company that innovates, it is essential to focus on the development of people and actions that can boost human potential. This was the reasoning behind the 2017 creation of Ifis Talent, the **Banca Ifis Group Talent Management System**: a platform, and an example of the continuous digitisation process, designed to improve the process of training, promotion and management of people in order to satisfy the needs of the organisation and of all current and future employees. With this project, employees have a single platform available incorporating all Human Resource Development processes and where they can find the tools they need to continue to grow professionally. It is an innovative tool for managers, who can view and get to know the “history” of their co-workers. All this makes it an absolutely exceptional opportunity to increase the Group’s professional and managerial potential.

Ifis Talent, in addition to tools for the annual assessment of collaborators, has an area dedicated to **Continuous Feedback**, to allow managers to constantly give feedback to its collaborators on the objectives achieved, skills acquired and areas of improvement. It is also possible to exchange feedback between colleagues from different areas and give feedback to superiors or request it. The tool is supplemented with **digital snippets** that vary according to the capacities subject to the feedback, thus supporting not only the personal self-awareness process, but also the acquisition of new behavioural references and methods.

On the platform, the **onboarding** process has also been digitised in order to support and guide the new employees in the first three months of company life.

The introduction of Ifis Academy resulted in an update of the platform, which now includes **two important new features**:

- **Certificates of Participation**, which are awarded at the end of some significant training experiences;
- **Badges**, which are awarded based on activities on continuous feedback, digital snippets viewed and digital snippets shared with colleagues.

These innovations, inspired by gamification principles, aim to **enhance continuous learning and development** by introducing motivational and engagement tools.

The implementation of gamification logics, together with the aforementioned system of continuous and 360-degree feedback exchange between bosses, collaborators and colleagues, allowed Banca Ifis to redefine the performance management process, making it more effective and co-participatory, and earned it recognition from the HR Innovation Practice Observatory of the School of Management of the Polytechnic University of Milan in the “Performance Management” category. On 11 May last, the Observatory awarded Banca Ifis the **HR Innovation Impact Award 2023**, an award addressed to organisations that have already won the HR Innovation Award in previous years and that have made their projects evolve over time, with a significant impact on the organisation

³⁵ The assessment refers to the workforce employed at 31/12/2023, and all those who received an assessment during the year but were no longer employed at that date are therefore excluded.

Employee engagement

Employee engagement is a key element in the Group's strategy, which in recent years has further strengthened its Brand Engagement activities with initiatives and projects aimed at strengthening the Ifis People's sense of belonging.

The many initiatives introduced by Banca Ifis for its employees include:

- **strengthening of internal narrative** thanks to the continuous storytelling about all Group activities and projects through dedicated news; the creation of a container live streamed internally, called Ifis Cappuccino: short, virtual breakfasts with the various members of the Group's management team, who analyse the most relevant subjects for the Group live;
- **the launch of the Sustainability Flash column**, with one publication per month on the company intranet. The content is aimed at inspiring, by steering it towards sustainable practices, the way employees consume, in the office and beyond, as well as creating awareness of the main current issues in sustainability and environmental culture;
- **the launch of the internal newsletter "Flash Cyber News"** to help Ifis People gain awareness, and to help them stay informed on key Cyber Security issues. Once a month, the tool turns the spotlight on the most recent cyber attacks and the most widespread cyber crime actions, as well as describing the Bank's main cyber security initiatives;
- the **organisation of internal contests** on the corporate Intranet, carried out on the occasion of sponsorships, international days and internal initiatives such as, for example, Fantasanremo (to involve employees in the Bank's presence at Casa Sanremo 2023), the contest on the 2022 sports events and other initiatives for the Bank's 40th anniversary, including the activation of the "Correva l'anno 1983..." gallery;
- employee **engagement activities** on their birthdays and the sending out of gift boxes to their workplaces to express the company's bond with its employees on other occasions such as Easter and Christmas. The purchase of gifts for employees includes support for associations active in the social field: SOS Children and the Heal Foundation at Easter and the Prevention is Life Association, as part of WelfareCare, for the Christmas gift box;
- **survey on Ifis People's perceptions of their workplaces**, delivered in October 2023 via e-mail to all employees to find out their opinion on workplace comfort. Satisfaction elements such as the perception of air quality, acoustics and light in the Bank's offices and branches were investigated. The survey is part of the gradual redevelopment plan of its headquarters and offices undertaken by Banca Ifis to respond to new work requirements and to generate a stronger sense of corporate belonging;
- the **LinkedIn Ambassador** project, which started in two phases during 2022 and continued with a third phase during 2023, involved a total of 70 employees. By joining the project, participants received initial training in the use of the LinkedIn social network, and then communicated the Bank's initiatives and projects via their personal profiles. As part of the project, participating employees were involved in the creation of an editorial product shared on the Bank's social media and corporate Intranet. This project, **Ifis People Chat**, consists of an exchange (via video, audio, images and text) between the Ifis People involved on topical issues or topics of interest to the Bank (e.g. sustainability, sport, financial education, diversity and inclusion, art and culture, well-being).

Evolution of the Ifis4you Intranet

In June 2020, the **Ifis4you** corporate internet was completely revamped during the rebranding, with the goal of improving the user experience and internal browsing. With a view to integrating the entire company population spread throughout the territory, it has been transformed from a platform of documents and information into a means of disseminating content and sharing with a focus on internal news: photographs, ample space for sponsorships and activities in the territory, personal branding of managers and interviews. The live-streaming platform is also innovative.

Within the Intranet there are **sections dedicated to specific topics**, such as the one on “MyIfisWork”, the Group's new work organisation area, where all important updates and communications relating to the agile working mode are shared, or the one reserved to **Ifis Academy** and the special rates and prizes or gifts made available to Ifis People by Banca Ifis. On the page dedicated to free tickets, tickets for the matches of sports teams sponsored by the Bank (Umana Reyer Venice basketball, Vero Volley Monza, U.C. Sampdoria football), FAI free tickets or free tickets to attend concerts or shows at the Mediolanum Forum in Assago (MI).

Employees can also access various **innovative functions** directly from the Intranet homepage. For example, they can:

- enter the streaming platform Ifis On Demand to follow actual digital events;
- comment on news published on the homepage and interact with comments from colleagues;
- consult “Smart Working Contribution”, the sustainable savings meter, activated in September 2023. The tool makes it possible to quantify on a daily basis - by calculating the savings in tonnes in terms of CO₂ emissions - the contribution of the Bank and each employee to the protection of the environment thanks to the days we spend smart working;
- express their opinion through the quick survey Di la tua (Have your say);
- access the interactive multimedia contents of the Ifis Gallery (videos and photographs);
- directly access the Corporate Benefit partnership, a one-stop portal for employees with corporate conventions and offers ranging from school supplies, travel, wellness, recreation and technology;
- book to participate in events, both sporting and non-sporting, of which the Bank is a sponsor or with which it has partnerships;
- see the birthdays of colleagues on the “birthday board” and receive a birthday gift of their choice in the office;
- answer questions in the “Conosciamoci Meglio” section, a space where employees tell their stories, with the possibility of reading colleagues' answers and interacting with them through the comments function;
- upload their own photos in the gallery “Correva l'anno 1983...”, activated on the occasion of the Bank's 40th anniversary, asking Ifis People to publish a photo that refers to the year of foundation;
- connect to a “virtual market” where colleagues can exchange, sell and purchase items.

Ifis4you also has a **virtual assistant** called Leo, whom employees can contact to ask for help in booking and managing trips (e.g. tickets, hotels, restaurants), reserving a virtual room or meeting room, looking for a number in the company telephone directory or finding a document.



Additional information on employees

[GRI 2-7]

Total employees		2023	2022	2021
	No.	1.924 ³⁶	1.874	1.849
Men	No.	901	870	856
	%	47%	46%	46%
Women	No.	1.023	1.004	993
	%	53%	54%	54%

Total employees		2023	2022	2021
	No.	1.924	1.874	1.849
On permanent contracts (total)	No.	1.868	1.825	1.786
Men	No.	873	848	829
	%	47%	46%	46%
Women	No.	995	977	957
	%	53%	54%	54%
Fixed term (total)	No.	56	49	63
Men	No.	28	22	27
	%	50%	45%	43%
Women	No.	28	27	36
	%	50%	55%	57%

The figure returned includes all employees of Banca Ifis Group, including foreign employees who account for 1,6% of the total (31 people).

Apprenticeship contracts account for approximately 0,5% of permanent workers. A breakdown of data by geographical area is not provided in view of the fact that operations are primarily concentrated in Italy.

Banca Ifis Group did not employ any employees with non-guaranteed hours during the reporting period.

Total employees		2023	2022	2021
	No.	1.924	1.874	1.849
Full time (total)	No.	1.817	1781	1.758
Men	No.	895	866	851
	%	49%	49%	48%
Women	No.	922	915	907
	%	51%	51%	52%
Part time (total)	No.	107	93	91
Men	No.	6	4	5
	%	6%	4%	5%
Women	No.	101	89	86
	%	94%	96%	95%

The figure, collected at the end of the reporting period, i.e. on 31.12.2023, refers to the total number of employees (headcount).

³⁶ It is specified that the three most common nationalities of employees within the Banca Ifis Group are: Italian (97,6%), Polish (0,8%) and Romanian (0,8%).

[GRI 2-8]

Against the backdrop of the Group's continued interest in engaging new talent in its business activities, in 2023 there was a number of internships activated (curricular and non-curricular) and temporary work placements, which was in line with 2022. In addition to providing training, the internships and placements contributed to supporting projects initiated during the reporting period.

In 2023, the total number of non-employees whose work is controlled by the organisation was therefore 49 (43 in 2022 and 17 in 2021).

[GRI 405-1]

Breakdown of personnel		2023	2022	2021
Total	No.	1.924	1.874	1.849
By gender:				
Men	No.	901	870	856
	%	47%	46%	46%
Women	No.	1.023	1.004	993
	%	53%	54%	54%
Less than 30 years old	No.	118	128	138
	%	6%	7%	7%
Between 30 and 50 years old	No.	1.411	1.380	1.380
	%	73%	74%	75%
More than 50 years old	No.	395	366	331
	%	21%	20%	18%

Total number of employees by category and gender		2023	2022	2021
	No.	1.924	1.874	1.849
Total Senior Managers	No.	98	95	89
Men	No.	75	71	67
	%	77%	75%	75%
Women	No.	23	24	22
	%	23%	25%	25%
Total Middle Managers	No.	602	567	546
Men	No.	337	317	309
	%	56%	56%	57%
Women	No.	265	250	237
	%	44%	44%	43%
Total Clerical staff	No.	1.224	1.212	1.214
Men	No.	489	482	480
	%	40%	40%	40%
Women	No.	735	730	734
	%	60%	60%	60%

Total number of employees by category and age bracket		2023	2022	2021
		No.	1.924	1.874
Total Senior Managers	No.	98	95	89
Less than 30 years old	No.	0	0	0
	%	0%	0%	0%
Between 30 and 50 years old	No.	44	43	41
	%	45%	45%	46%
More than 50 years old	No.	54	52	48
	%	55%	55%	54%
Total Middle Managers	No.	602	567	546
Less than 30 years old	No.	3	1	3
	%	0%	0%	1%
Between 30 and 50 years old	No.	395	382	377
	%	66%	67%	69%
More than 50 years old	No.	204	184	166
	%	34%	32%	30%
Total Clerical staff	No.	1.224	1.212	1.214
Less than 30 years old	No.	115	127	135
	%	9%	10%	11%
Between 30 and 50 years old	No.	972	955	962
	%	79%	79%	79%
More than 50 years old	No.	137	130	117
	%	11%	11%	10%

The 31 resources working abroad - including 18 women in 2022 and 13 men (in line with 2022) - have been classified in the "Clerical staff" category, as they are not otherwise classifiable in the typical categories under Italian law.

Individuals from minority or vulnerable groups		2023	2022	2021
Total	No.	90	88	87
Less than 30 years old	No.	6	3	3
Men	No.	4	1	2
Women	No.	2	2	1
Between 30 and 50 years old	No.	63	63	64
Men	No.	25	25	24
Women	No.	38	38	40
More than 50 years old	No.	21	22	20
Men	No.	6	6	5
Women	No.	15	16	15
<i>% individuals from minority or vulnerable groups out of total employees</i>	%	4,8%	4,7%	4,7%
<i>% disabled individuals from minority or vulnerable groups out of total employees</i>	%	4,0%	4,1%	4,2%
<i>% individuals from minority or vulnerable groups out of total employees (included in calculation base)</i>	%	5,5%	5,5%	5,5%

The figure relating to the % of individuals from minority or vulnerable groups out of total employees was calculated on the basis of the Group companies, with the exception of 31 foreign employees. In accordance with Italian Law No. 68/99, the protected categories considered regard subjects with physical or sensory disabilities and other categories such as orphans, surviving spouses and refugees (repatriated Italians).

[GRI 401-1]

		2023	2022	2021
		Total employees hired³⁷	No.	197
	%	10%	14%	33%
Men	No.	111	132	284
	%	12%	15%	33%
Women	No.	86	126	331
	%	8%	13%	33%
Less than 30 years old	No.	65	59	94
	%	55%	46%	68%
Between 30 and 50 years old	No.	128	155	486
	%	9%	11%	35%
More than 50 years old	No.	4	44	35
	%	1%	12%	11%

		2023	2022	2021
		Total employees who left the organisation	No.	147
	%	8%	12%	23%
Men	No.	80	118	194
	%	9%	14%	23%
Women	No.	67	115	223
	%	7%	11%	22%
Less than 30 years old	No.	28	25	39
	%	24%	20%	28%
Between 30 and 50 years old	No.	101	158	350
	%	7%	11%	25%
More than 50 years old	No.	18	50	28
	%	5%	14%	8%

It should be noted that within recruitments and resignations for 2023, 7 inter-company contract assignments were included.

³⁷ In 2023, Banca Ifis Group incurred a cost for new hires of 2.994.920 Euro (over 5 million Euro in 2022), corresponding to an average cost of 15.762,74 Euro per FTE (31.653,77 Euro in 2022).

Total employees who voluntarily left the organisation		2023	2022	2021
	No.	82	94	95
%	4%	5%	5%	
Men	No.	52	58	55
	%	6%	7%	6%
Women	No.	30	36	40
	%	3%	4%	4%
Less than 30 years old	No.	7	8	9
	%	4%	6%	7%
Between 30 and 50 years old	No.	63	78	69
	%	4%	6%	5%
More than 50 years old	No.	12	8	17
	%	3%	2%	5%

During 2023, a total of 71 job positions were opened (80 in 2022), 6% of which were filled by internal candidates through outplacement actions (28% in 2022)³⁸.

[GRI 401-3]

Parental leave ³⁹		2023	2022	2021
Total number of employees entitled to parental leave	No.	576	565	591
Men	No.	259	260	271
Women	No.	317	305	320
Total number of employees who took parental leave	No.	158	565	591
Men	No.	9	3	1
Women	No.	149	121	101
Total number of employees who returned to work during the reporting period after taking parental leave	No.	158	124	101
Men	No.	9	3	1
Women	No.	149	121	100
Total number of employees who returned to work after taking parental leave and who are still employed by the organisation in the 12 months following their return	No.	158	123	100
Men	No.	9	3	1
Women	No.	149	120	99
Rate of return of employees who took parental leave	%	100%	100%	99%
Retention rate of employees who took parental leave	%	100%	99%	99%

³⁸ "Open positions" are defined as hire requests made during the year in order to increase personnel (incremental entries); therefore, hire requests to replace personnel on maternity leave and terminated personnel are excluded.

³⁹ The following types of parental leave were considered: hourly parental leave at 30%; daytime parental leave at 30%; 80% daytime parental leave. The following were included in the calculation: Data perimeter: Banca Ifis, Ifis Npl Investing, Ifis Npl Servicing, Ifis Rental Services, Capitalfin, Banca Credifarma. It should be noted that the calculation did not include two resources who took parental leave, returned to work during the reporting period and terminated during the reporting period.