

Future Leaders Program

The 2022-2025 Business Plan underscores a robust commitment to nurturing and elevating the Group's human capital. At the heart of this strategy is the Future Leaders Program, designed to identify and cultivate approximately 1,000 high-potential individuals within the organization.

It comprises two dedicated programs that span the pivotal stages of professional growth:

- The **International Talent Program** targets the Group's professionals and middle managers, offering a personalized 3-year development path with interfunctional, interdivisional, and international experiences. Participants receive specialized managerial training in English from top Business Schools, engage in international innovation-focused workshops, and participate in project work connected to the Group's businesses. A mentorship and tutoring program with Senior Managers is also provided.
- The **Key People Program** is an excellence path for selected member of the Group's middle management, identified as key enablers for the new Business Plan. It aims to enhance their professional and managerial growth, guiding them towards future leadership roles in complex managerial contexts. Throughout the Business Plan duration, participants undergo a personalized development path with cross-sectional and premium initiatives, designed and supervised by a dedicated HR management pool.

In addition to these two key initiatives, other programs aimed at developing the soft skills of management are noteworthy:

- **SLAM** is Intesa Sanpaolo's international graduate program tailored for recent top-tier graduates. It offers three 12-month job rotations, including one international assignment. The program is customized to participants' passions and interests and includes cross-functional projects to expand networks and knowledge. Additionally, participants have the opportunity to attend a training program at a leading Italian Business School to deepen their understanding of finance, complemented by courses focused on developing strategic soft skills.
- The **Art of Leadership** program engaged approximately 1,150 participants, including all senior directors of the Group and around 750 colleagues—referred to as Masters within the program—selected from various roles and contexts with a focus on valuing female talent. The involvement of this diverse group aligns with the Group's priority of fostering cultural change and enhancing managerial skills, particularly among women. This community serves as a platform for exchanging strategic insights crucial to the Group's future while strengthening professional networks among its members. The program spanned one year and included numerous open-mind meetings and discussions, both in person and remotely.
- **K-Hub** is an exclusive in-house designed Business School, dedicated to a select international group of approximately 35 Intesa Sanpaolo managers. The program aims to empower participants in their leadership roles for the years ahead, fostering knowledge sharing and network development. It provides a valuable observatory on the Group's strategic vision and the external landscape, enriched by insights from key internal speakers and international experts. Participants will strengthen their leadership skills through personalized training experiences.

Key Objectives:

- **Human Capital Enhancement:** Recognize and champion the existing talent within the organization, fostering their professional growth and development with the aim of retaining the high-level skills people.
- **Strategic Internal Growth Management:** Ensure the Group consistently has access to the best, most updated, and competitive resources, thereby reducing reliance on external recruitment to fill critical roles.

- **Generational Renewal:** Ensure ongoing rejuvenation of the talent pool, enabling the Group to maintain a balanced blend of experience and fresh perspectives.

Business benefits:

- **Continuity and Stability:** Establishes a talent pipeline ready to step into Key Roles, ensuring operational continuity and organizational stability.
- **Cost-Efficiency in Recruitment:** By filling future positions with internal candidates, the Group realizes significant savings on external hiring costs.
- **Competitiveness:** Boosts the Group's competitiveness by acquiring and nurturing high-level skills.
- **Organizational Culture:** Reinforces a corporate culture focused on excellence, innovation, and continuous growth.

Impact:

The Future Leaders Program has already delivered significant business benefits to the Group by playing a pivotal role in meeting the Group's critical staffing requirements and advancing internal talent. By the conclusion of 2024, the initiative successfully filled **346** highly specialized and managerial positions, roles typically requiring external recruitment, with internal candidates, leading to significant cost savings and enhanced cultural cohesion.

In addition, the program has achieved a **70%** promotion rate among its eligible participants, reflecting a notable increase in responsibilities and contribution. This rate of internal progression is a clear indication of the program's success in developing talent that meets the company's changing needs.

Participants

~1,900 current participants, or 1.8% of the current employee population. In addition to those, 295 alumni have already completed their path. Participants are thus divided:

- SLAM: 40 current participants
- International Talent Program: 211 current participants and 295 participants who have already completed the program
- Key People: 460 current participants
- Art of Leadership: 1.150 current participants
- K-HUB: 35 participants

Managerial Development Program

Intesa Sanpaolo has implemented a strategic Human Resources initiative designed to nurture and guide the development of its employees as they progress into managerial roles. This initiative serves as a tool for managerial development, facilitating a comprehensive gap analysis aligned with the expectations outlined in the Group's leadership framework.

Managerial development is enabled through assessments which are performed by a dedicated team of highly skilled professionals who possess a deep understanding of the organization's dynamics and operational structure. This enables the delivery of a tailored approach that addresses the specific needs of the Group's workforce.

Following the assessment participants may engage in a structured **coaching** program aimed at enhancing their leadership skills, which can be conducted individually or in group sessions. Delivered by certified coaches, who may be sourced internally or externally, these programs provide focused guidance to individuals, enabling them to target and refine areas identified within the Intesa Sanpaolo's Leadership Model. Each coaching program is sponsored by a senior manager who offers advice on goals and monitors the success of the initiative, ensuring alignment with organizational objectives.

Key Objectives and Business Benefits:

The Managerial Development Program guides emerging leaders in transitioning to higher roles through personalized analysis and coaching, fostering their growth within the organization.

- **Customized Development:** Tailored to Intesa Sanpaolo's specific needs, the program cultivates essential leadership skills aligned with strategic goals.
- **Targeted Coaching:** Participants receive focused guidance to address specific gaps, empowering them to drive positive change.
- **Succession Planning:** Identifying and nurturing talent ensures a steady pipeline of capable leaders for future roles.
- **Cost Efficiency:** Utilizing internal resources offers a cost-effective solution, promoting continuous learning.
- **Retention and Engagement:** Investing in employee growth fosters loyalty and satisfaction, enhancing retention rates.

Impact of Business Benefits:

Specific feedback from participants informs that:

99% of participants report an increased awareness on their skillset and growth areas

95% of coaching sponsors report significant benefits for both the coachee and the broader team

Participants

849 participants in 2024, corresponding to 0.9% of the total employee population.