

INTESA  SANPAOLO



Official Global Partner

Gender mainstreaming in organizations? Tools and experiences: Intesa Sanpaolo and his Asset Management Division

- Evidence from the GFK Eurisko Seminar: «Men & Women»
- Intesa Sanpaolo Business Plan 2014 – 2017 and the real economy
- ISP tools and experiences

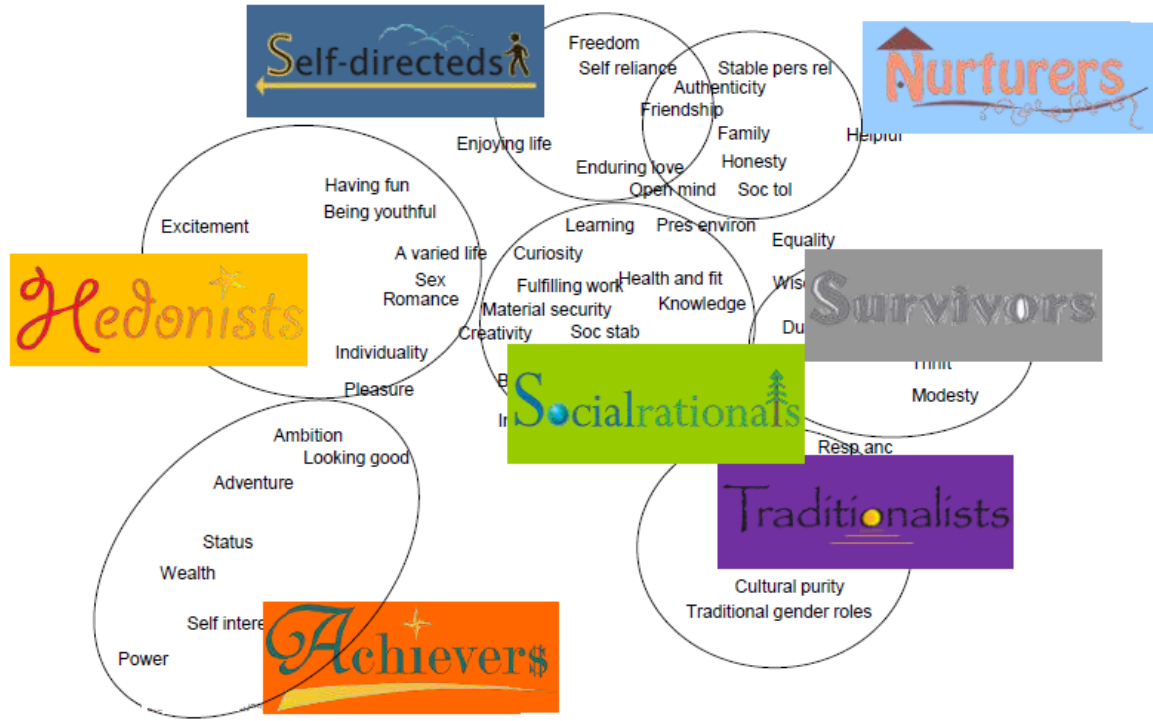
GFK Eurisko Seminar: «Men & Women»???

11th June 2014

EurizonCapital

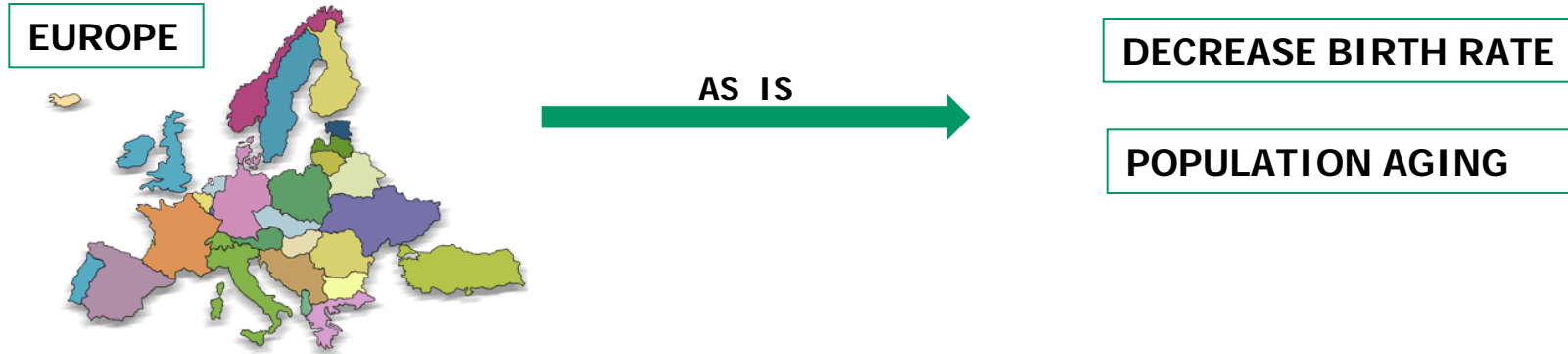
According to the Roper Reports Worldwide (RRW) it does exist a value map made up of values types:

RRW = The most important continuing survey of social and cultural change held in 25 countries, 5 continents with a total sample of 37,000 cases accounting for about 1 billion and a hundred people

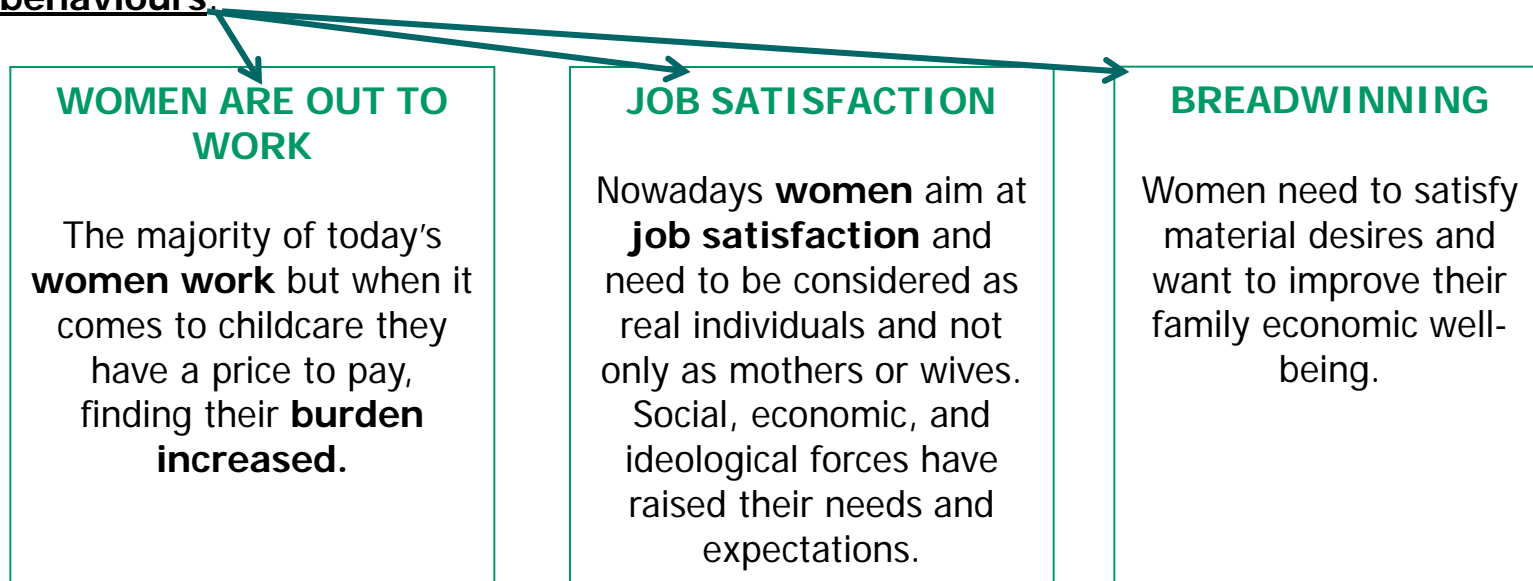


- 7 values types sharing a number of common characteristics;
- A global segmentation within 25 countries;
- Segment evolution gives a clear evidence of cultural changes within the different countries

2008-2013 Evolution



The causes of these phenomenons are to be found in the role played by women in our society. As a matter of fact, it has deeply changed over the last few decades by triggering **new social behaviours**:





Equal opportunities IS NOT the right answer to face the future



Need for new solutions to respect women nature

- Strong need to loose from the old social, psychological an economic patterns to favour the position of women in the modern society
- Respect for women nature (as mothers, wives and individuals) by providing services and support tailored to meet their specific needs
- Desire to turn consciousness into action, by defining a CORPORATE strategy

- Empowered and Motivated People

Main initiatives

Long-term incentives

- **Upgrade of the incentive systems**, linked to productivity and results

Human capital development

- **Strong effort on training**, with focus on technical and managerial capabilities (more than €1bn invested in training)
- Development of **international and inter-functional career paths**
- **Identification of future leaders** (“scuola dei Capi”)
- **People re-allocation** from non-client facing or low value added activities to commercial and other value-added activities
- **Fostering of ISP values and culture** through dedicated initiatives
- **Improvement of working flexibility** (e.g., part-time, telecommuting)

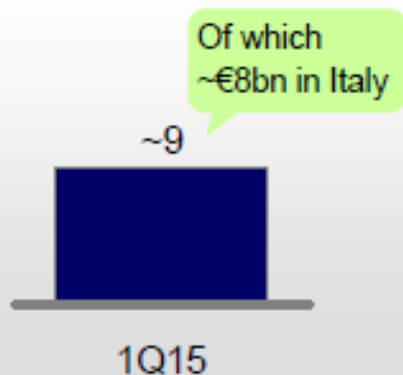
Sense of belonging and pride

- **Internal policies and communication** aimed at fostering the Bank’s culture of **outstanding service and support to families and businesses**
- **Upgrade of company welfare** mechanisms (e.g., pension fund, nursery schools, etc)

All Stakeholders Benefiting From ISP Performance

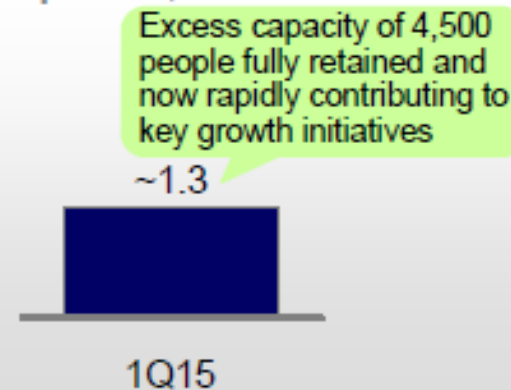
- Families and Businesses

Medium/Long-term new lending, € bn



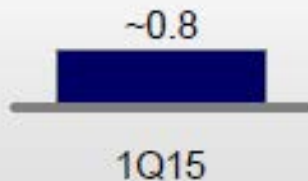
- Employees

Personnel expenses, € bn



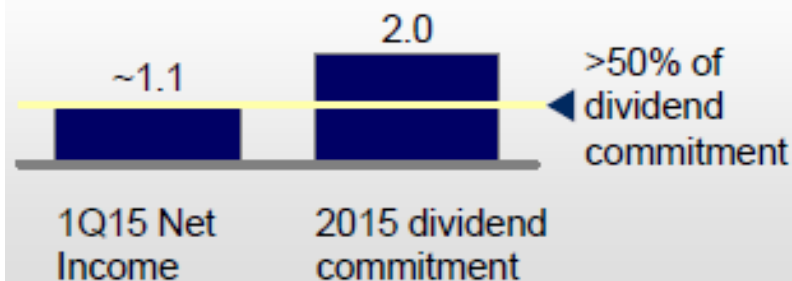
- Public Sector

Taxes⁽¹⁾, € bn



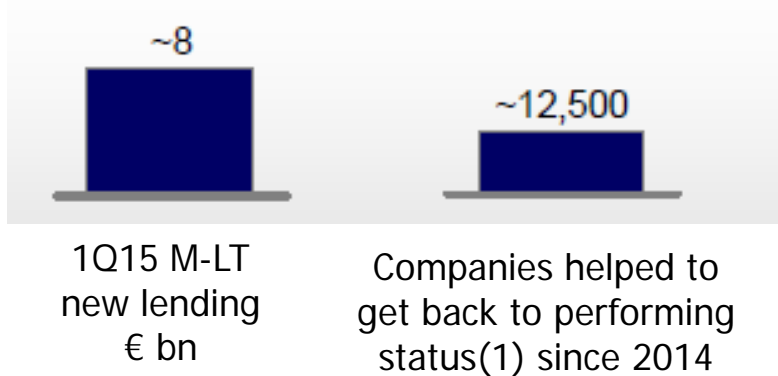
- Shareholders

€ bn



ISP: an Accelerator for the Growth of the Real Economy in Italy

- ISP: Italian economy's financial partner



- ISP: innovation driver



- **Chief Innovation Officer** fully operational
- **"Innovation Centre"** located in the new **ISP Tower** in Turin, the heart of the Bank's digitisation programme
- More than 80 **startups** financed

- ISP: bridge towards internationalisation



- **ISP Global Financial Partner of Expo 2015** (20m visitors expected, 11m tickets already sold)
- **ISP pavilion** to host more than 400 companies
- **SME Internationalisation Office** in Padova as a reference point for export-intensive SMEs

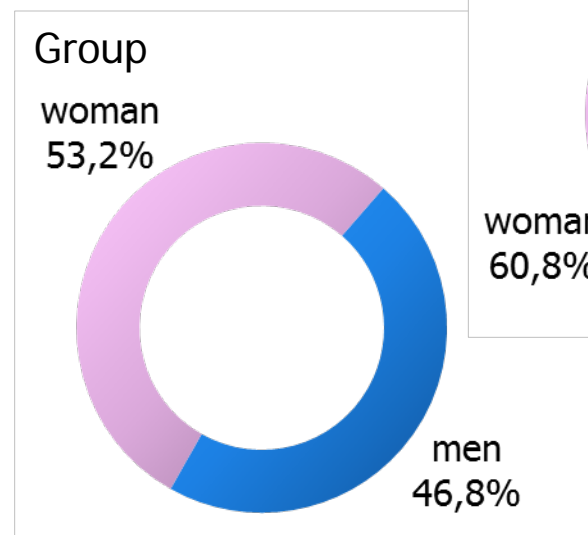
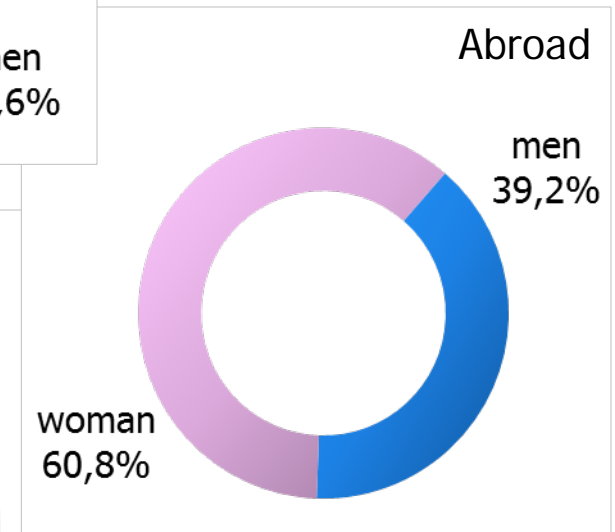
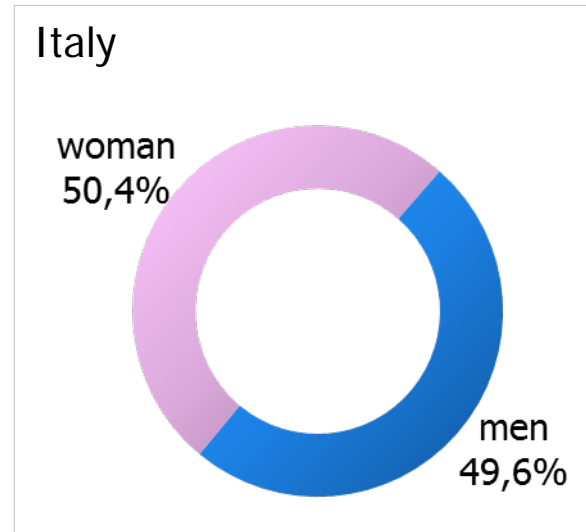
- ISP: engine for social sector initiatives

- **BANCA PROSSIMA** the **largest Social Sector Lender** in Italy
- €1.5bn lending to support social initiatives
- €100m available for *"Prestito della Speranza"* (2) with *"Conferenza Episcopale Italiana"* (3) and Caritas

INTESA SANPAOLO: 93.000 employees

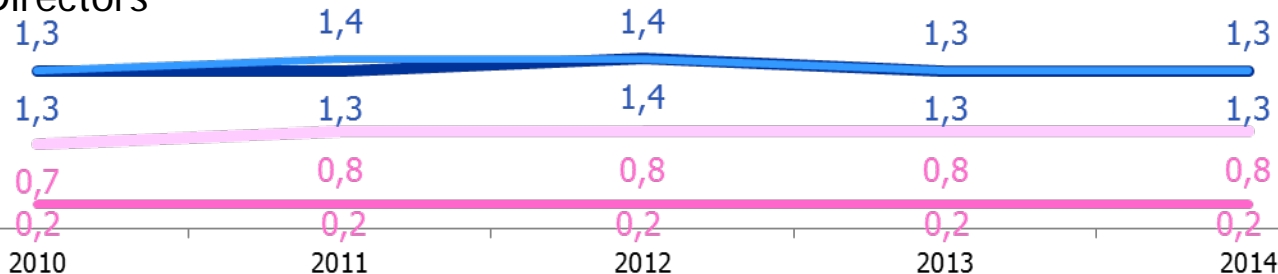
- Breakdown by gender

The global commitment with respect to the impact of optimisation action has allowed the recruitment of 2,746 employees at Group level (346 in Italy and 2,400 abroad). The investment in the future through the recruitment of young people has continued in line with corporate objectives and the Group turnover rate of -2.31% shows a trend consistent with the structural action planned.

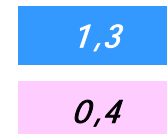


Composition by gender

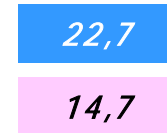
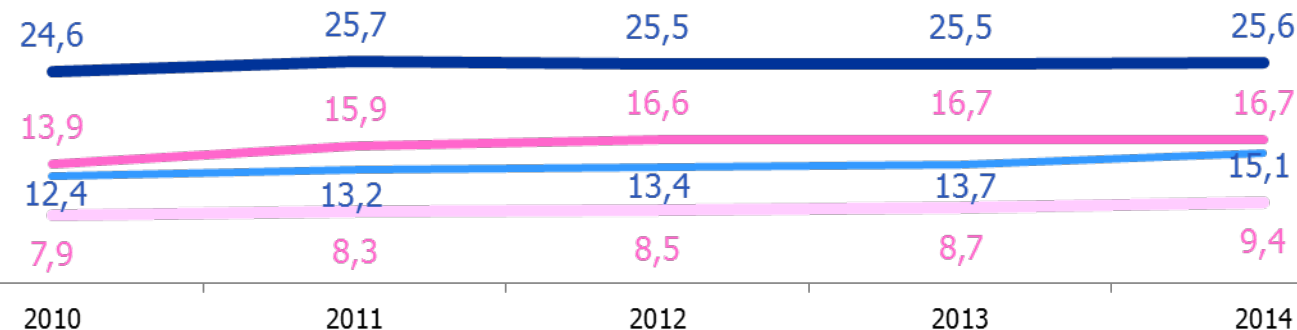
- Directors



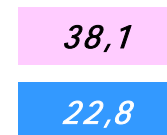
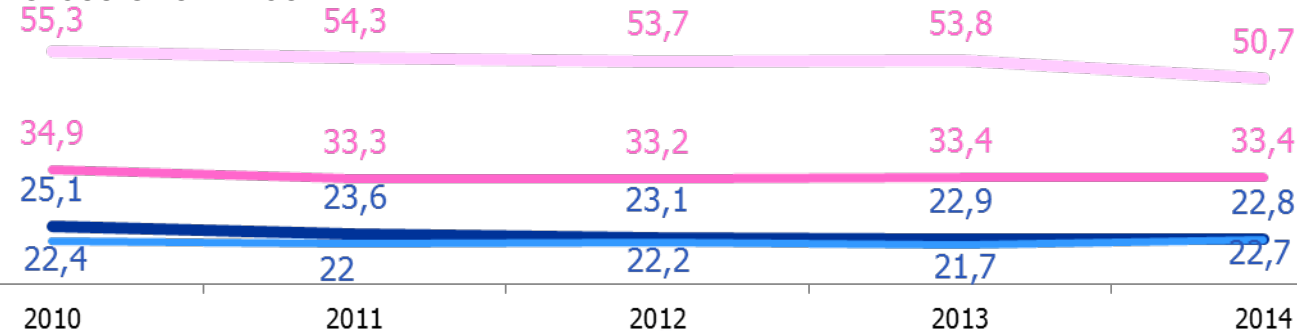
Group 2014



- Vice-director



- Professional Area



I ASSESSMENT SYSTEM

II REMUNERATION POLICIES AND INCENTIVE SYSTEM

III PROFESSIONAL DEVELOPMENT

IV DIVERSITY MANAGEMENT

V TRAINING

VI QUALITY OF LIFE

VII WELFARE AND HEALTH

I ASSESSMENT SYSTEM

└──> PERFORMER = system to ensure objectivity and fairness in assessments

Supervisors & Managers
Received 2,200 hours of
training

Identified needs

Regular training sessions

New assessment model

II REMUNERATION POLICIES AND INCENTIVE SYSTEM

└──> Related to PERFORMANCES

III PROFESSIONAL DEVELOPMENT

└──> Enhancement of the professional development model

Over 30,700 The employees "mapped"

└──> Over 10,700 applied for a development path

ON AIR
PLATFORM

IV DIVERSITY MANAGEMENT

↳ ON AIR focuses on individual motivation and career development

TO OVERCOME

stereotyping

prejudice

barriers



50,13% women candidates (5,383)

↳ Empowerment al Femminile (Women's empowerment)

TRAINING COURSES (5 editions in 2013) with 56 professional women employees participation

FEMALE MANAGERS INCREASED + 122% = 27%

A GROUP = To ensure the enhancement of female talent and a focus on integration of people with disabilities « GROUP CODE OF ETHICS »

↳ Compatibility of women's working conditions with the principles of the Code of Ethics

Multitask to balance

Family duties (private life)

with

Working life

V TRAINING



- a) Enhancement of didactic tools and models based on the expected roles and skills for specific professional communities
- b) Ongoing training (before, during and after the classroom lessons)
 - ✓ Classroom
 - ✓ Distance learning (online)
 - ✓ Training workbooks (quaderni di formazione)
 - ✓ **Eurizon Academy and MIAMA**

VI QUALITY OF LIFE



- ✓ Reduction of overtime
- ✓ Solutions for flexibility
- ✓ ABI WORK GROUP for disseminating corporate welfare
- ✓ Mobility office to facilitate transportations

VII WELFARE AND HEALTH



- ✓ Principle of fairness and intergenerational solidarity (retirement)
- ✓ New cultural recreational and sports association (ALI)

ALI provides for CULTURAL & SPORTS EVENTS for the 3 generations:



- **CHILDREN**
- **EMPLOYEES**
- **RETIRED EMPLOYEES**

- ✓ People junior campus (summer holidays for children from 6 to 17)
- ✓ Families and childcare

4 DAY CARE CENTRES:

- **MILAN**
- **FLORENCE**
- **NAPLES**
- **TURIN (Headquarters)**

- ✓ Homecare and support needs

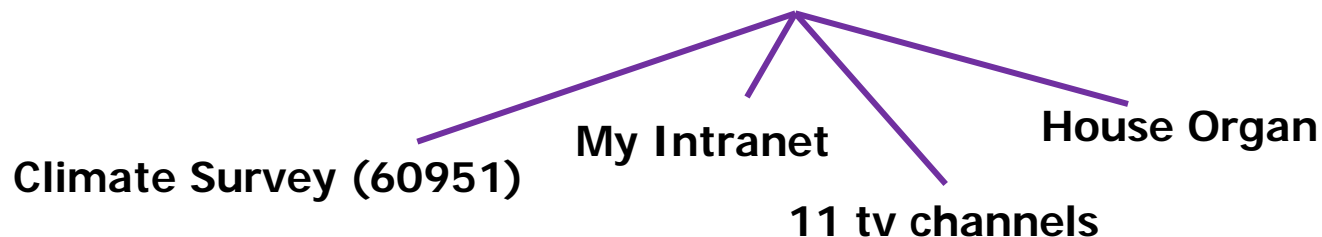
WELCARE FAMILY = MULTICHANNEL SERVICE



- **INFORMATION AND SUPPORT ON BUROCRATIC, ADMINISTRATIVE, WELFARE AND TAX PAPERWORK**

I.E.: baby security, information about prevention and solutions about babies accidents (food, pediatrics etc).

- ✓ Group health fund – it provided services for 130 MLN EUROS in 2013
- ✓ Bonus
 - CASH or
 - SCHOOL'S FEES, HEALTH SERVICES AND WELFARE BENEFITS
- ✓ PENSION FUNDS (30)
- ✓ INFRA GROUP COMMUNICATION TO INCREASE INTEGRATION AND COHESION





“We can not solve our problems with the same thinking we used when we created them” (Albert Einstein)