



Health, safety and well-being
of the Group's people



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RELEVANCE OF ISSUES AND MAIN IMPACTS

The definition of tangible approaches, policies and measures for the development, management and strengthening of a modern and integrated corporate welfare system, which is also key to maintaining high levels of satisfaction for its employees, is of fundamental importance for Intesa Sanpaolo. The programmes adopted to date, also thanks to the numerous agreements signed with the Trade Unions, have made it possible to introduce and consolidate numerous innovative contractual tools, which are able to foster the development of an effective company welfare system and establish a better work-life balance. In addition, with the intention of managing and avoiding potential negative impacts on the physical and mental well-being of its people, for some time Intesa Sanpaolo has also adhered to an Occupational Health and Safety Management System compliant with the most advanced international standards.

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2023 Actions/Results	Plan Objectives for 2025 2022-2025 Cumulative value
Welfare and People Care	Next Way of Working	<ul style="list-style-type: none"> After the extension of the new work planning and attendance recording tools to around 72,000 Group people, the gradual release of the workspace booking functionality continued in line with the completion of the building works for the activation of the Next Way of Working Review of working methods with the trade unions in May 2023 which further improved the flexibility measures in the area of working hours and remote work, introducing a voluntary 4-day working week with equal pay. 	<ul style="list-style-type: none"> Large-scale application of the Next Way of Working model (hybrid: physical/remote) ensuring maximum flexibility for all Group's people and renewing IT equipment and layout in the workplace
	Consultation and Support	<ul style="list-style-type: none"> Around 3,000 service accesses in 2023 As of June 1st the Consultation and Support psychological support service was extended to all employees at the Group's international companies 	<ul style="list-style-type: none"> Large-scale employee well-being and health and safety initiatives (e.g. new office spaces, gyms, healthy food, business travel safety)

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2023 Actions/Results	Plan Objectives for 2025 2022-2025 Cumulative value
Welfare and People Care	CareLab/ #Stepbystep/ Online gym platform/ 21days/ 4Fooding	<ul style="list-style-type: none"> ■ Over 70% of employees (Italy and Serbia) have so far benefited from the wellness opportunities offered by CareLab ■ The App ■ #Stepbystep dedicated to movement reached over 12,300 subscribers ■ Over 9,400 members signed up to the CareLab online gym ■ A total of over 8,200 courses were activated in the 21days web app designed to traina emotional well-being ■ Over 5,600 members signed up to the 4Fooding web app dedicated to nutrition 	
	Energy corner	<ul style="list-style-type: none"> ■ 58 energy corners (lounges equipped with meeting spaces, food and beverage) activated so far at 21 company offices across the territory 	
	Company gyms	<ul style="list-style-type: none"> ■ two company gyms activated, in Brescia and Milan in Via Gioia 22 	
	ALI (Associazione Lavoratori Intesa Sanpaolo)	<ul style="list-style-type: none"> ■ Over 173,000 members ■ Over 5 million euro to support free time initiatives, personal services, tourism, culture, sport 	<ul style="list-style-type: none"> ■ Welfare promotion
	Group health fund	<ul style="list-style-type: none"> ■ Approximately 200 million euro's worth of healthcare services (in car insurance and with healthcare and Long Term Care – LTC coverage) ■ Approximately 246,000 patients, of which over 219,000 with self-insurance healthcare services 	
	Supplementary pension scheme	<ul style="list-style-type: none"> ■ Around 140,000 subscribers to all Group Funds (Defined Contribution and Benefit) ■ Approx. 10.7 billion's worth of assets 	
Company climate	Internal climate analysis	<ul style="list-style-type: none"> ■ The Group People satisfaction index continued to grow, reaching the highest level in the last decade (84% in 2023 vs 79% in 2021 and 66% in 2013) 	

PERFORMANCE INDICATORS, RESULTS ACHIEVED AND OBJECTIVES

Macro-issue	Projects/Indicators	2023 Actions/Results	Plan Objectives for 2025 2022-2025 Cumulative value
Health and safety	Injuries	<ul style="list-style-type: none"> ■ At work: 183 ■ While travelling: 383 ■ Employee injury rate: 0.6% 	<ul style="list-style-type: none"> ■ Protecting Group's people health and safety
	Health and Safety Management System Certification	<ul style="list-style-type: none"> ■ Confirmation of the certification of compliance of the Occupational Health and Safety Management System with the ISO 45001 standard which covers, for Italy, 100% of the branches and buildings of the parent company Intesa Sanpaolo and the companies of the Insurance Division. In addition, compliance with ISO 45003 guidelines relating to the management of psychosocial risks was also certified 	
	Health and safety training	<ul style="list-style-type: none"> ■ 40,978 participants in health and safety training; 121,182 hours provided 	

COMPANY POLICIES

In terms of relationships with Group's people, the Intesa Sanpaolo Code of Ethics promotes policies that help foster a better work-life balance; the concrete implementation of this principle takes the form of specific rules in this area. Welfare is a priority area with actions designed to foster motivation and involvement, placing people at the centre with the aim of meeting their needs and those of their families. Accordingly, the meetings between the company and the Trade Unions have often centred on policies to strengthen and fine-tune the instruments that make up the company's welfare package and significantly contribute to improving the work-life balance of Group's people and, as such, also their well-being. Well-being that is also protected through the safeguarding of health and safety in the workplace via increasingly effective measures, as outlined in the Group's Health and Safety Policy and Code of Ethics. The internal regulations establish a system of roles and responsibilities – in the shape of company rules and operating guidelines affecting many different parties – with regard to particular professional skills, i.e. specific corporate functions.

WELFARE AND PEOPLE CARE

Intesa Sanpaolo has chosen a corporate welfare model that operates within an integrated system and includes: the supplementary pension scheme, supplementary health care, the Cultural, Recreation and Sports Association for Intesa Sanpaolo Group employees (ALI), the Intesa Sanpaolo Ente Filantropico Foundation, as well as the coordination of the inter-functional group Disability Management, the activities relating to the individual and work/life balance and the set of Mobility Management activities (see page 252). The company welfare system seeks to address the key issues in order to establish the best possible work-life balance for Group's people and their families. It does this by promoting sustainable solutions and projects consistent with their expectations. The activities are managed and monitored by the Labour Affairs and Policies Head Office Department.

PEOPLE CARE

In 2023, People Care initiatives to promote and disseminate people's well-being and quality of life were further strengthened, in line with the 2022-2025 Business Plan and the Group's HR strategy. In response to people's needs, new tools, innovative services and diverse initiatives were developed to promote all-round well-being, in synergy with support for diversity and inclusion, with corporate welfare and with the new working methods. The review of company spaces continued and further "Energy corners" were set up, which are welcoming places with a healthy food offering to guarantee a quality break and encourage meetings and networking. The modular use of the rooms made it possible to host morning yoga sessions, events led by experts in the different dimensions of well-being and cultural and social initiatives. In particular, the new Milan headquarters in Via Gioia 22 was set up as a hub for experimenting with these activities, including movie and theatre nights and events. With a view to encouraging physical exercise, two company gyms were set up, in Brescia and Milan in Via Gioia 22, and further openings are planned in other locations during 2024.

Abroad, the psychological support services provided by psychologists and psychotherapists of a leading European player in the industry was extended to all the Group's employees. It is active for 93,000 people in 40 countries, free of charge, 24 hours a day and 365 days a year, anonymously and in the local language. The initiative is accompanied by the gradual extension abroad of the "CareLab" platform, the workshop for the promotion of physical, mental and emotional well-being consisting of a structured offering of content, tools and initiatives, both in digital and in-person mode, available to people and customisable by homogeneous target clusters. To date CareLab is present, as well as in Italy, in Serbia, Moldova, Bosnia and Herzegovina, Slovenia and Croatia. The extension process will continue throughout 2024. Pilot tests were launched with market apps on meditation and mindfulness and the web app 21days was enriched. This app encourages the progressive adoption of virtuous behaviours for people's emotional well-being and currently includes 8 training paths, such as those to reinforce emotional intelligence, self-esteem, cultivate quality relationships and relieve cognitive load. To promote healthy eating habits, the 4Fooding web app was expanded with sections to enable a greater understanding of the ingredients of food products and to encourage people to create unique dishes at home inspired by Harvard's Healthy Eating Plate, which also drives the company's catering offering. Thanks to the #Stepbystep app, which rewards an active lifestyle, a series of initiatives were put in place, such as special step challenges that allow the collective involvement of groups of people in the achievement of ESG objectives: by transforming the steps taken into tangible actions, everyone was able to combine attention to their physical well-being with support for initiatives designed to protect the environment or to help the most vulnerable people. CareLab continues to host initiatives of openness and attention to the issue of disability, in collaboration with Disability Management and Diversity, Equity and Inclusion, for example the series of content on dyslexia in the working world and at school, in collaboration with AID, Associazione Italiana Dislessia. In 2023 some webinars continued to be held in the format of dialogue between experts, with the participation of national high-profile figures. In support of parenting, the first interactive courses were created to guide people through the parenting experience up to the first three years of their children's lives. In line with the training course held in 2022 and aimed at HR managers on the importance of their role for people's well-being, People Care also operates in the new "Tribe HR" community, a sharing and exchange platform between people united by the same profession, in order to spread increasing awareness of the importance of well-being and mental health, elements that, such as inclusion, can shape company culture and lead to an increasingly people-centric approach, which one of the Group's hallmarks.

As part of "People First", a programme – designed in the Human Resources area – that puts people at the centre and guides them towards change, the Be Well initiative was launched in January 2023. This is an annual wellbeing programme that leverages a virtual space dedicated to the well-being of the employees of the Internal Subsidiary Banks Division. Be Well provides video content and articles on nutrition, movement and mind-body balance.

Since 2015, Flexible Working has been the remote working model of the Intesa Sanpaolo Group. From the initial phase to its consolidation as an ordinary working method, Flexible Working has gradually involved an ever-increasing number of structures and employees, proving to be a winning model throughout the entire emergency period, as well as a successful experience in work organisation and an effective tool to guarantee business continuity. In order to make this working method possible, Intesa Sanpaolo completed the processes for the supply of IT equipment and reviewed its organisational and technological processes. At the end of 2023, over 74,600 people joined the Flexible Working scheme at Group level. In light of the experiences gained within the Group, and in line with the 2022-2025 Business Plan, 26 May 2023 marked the signing of the agreement which introduces further measures regarding work organisation, with the aim of increasing flexibility: greater flexibility in terms of daily working hours, an annual ceiling of 120 days of work from home (which can be increased to 140 in specific cases), a nine-hour working week for four days (short week) on a voluntary basis with equal pay, the experimentation of remote working in over 280 branches of the Banca dei Territori and Private Banking Divisions and the testing of the short week for the personnel of around 40 large branches and for the personnel of over 250 small branches.

NEXT WAY OF WORKING

Launched in 2021 and accelerated by the pandemic, the Next Way of Working programme is also paid special attention within the new 2022-2025 Business Plan with the aim of guaranteeing the best professional experience for Group's employees. Activities continued to be carried out for the purposes of rethinking working methods and for the allocation of real estate space, as well as technological measures with the aim of strengthening the overall benefits for the Group, creating new work environments and extending digital tools and initiatives aimed at employees. These initiatives are conceived with the aim of supporting people in the structural use of a flexible working method, based on a hybrid office and remote working mode, while at the same time promoting and encouraging the adoption of inclusive behaviours. The new spaces are designed to make the most of the time in office, creating co-working opportunities to strengthen the sense of belonging, increasing networking and promoting people's well-being through the development of dedicated initiatives (e.g. creation of fitness areas, energy corners, conscious healthy eating). The new technological tools support people in the gradual adoption of hybrid working methods, guaranteeing the highest degree of flexibility in organising their time and activities as well as in terms of team-working. This includes the activation of a new time management and slot booking tool (available in both desktop and mobile version via the #Planning app), a tool dedicated to employee attendance, a dashboard dedicated to the monitoring of scheduling and booking activities and, finally, the gradual extension of Microsoft Teams to facilitate, enhance and enrich hybrid work. An initiative was also launched with the aim of expanding the opportunities for discussion and feedback between managers and employees, enhancing the current feedback tools with "Task Management". The change, triggered by the new working method, continues to go in parallel with a change management plan which aims to support the Group's people in adopting the most effective behaviours in the new working environment and which includes customised actions (for managers, HR managers and professionals), digital content, live meetings and dedicated listening.

Within the scope of the International Subsidiary Banks Division, the Banks are continuing with the analyses to verify the applicability of the Next Way of Working project and flexible working models, in line with the provisions laid down by local laws and the Group guidelines. More specifically, in 2023, VÚB Banka started the analysis of the Next way of Working framework and is proceeding with the testing of the 4x9 on the Digital Branch. BIB is currently reviewing the use of company spaces, while PBZ also extended the "Smart working and Optimization of Workspace" project to the other HUB banks (Slovenia and Bosnia). The common threads of these initiatives are the identification of a target number of days to work from home, the redesign of the layout of company offices on the basis of the new needs, as well as the extension of flexible working to a greater number of people.

An innovative tool adopted by the Group is the Time Bank, a reserve of time made available by the company and Group's people so they can provide greater support for employees in difficulty, even for brief periods, and give them more time. It is also an initiative that appeals to our generosity and spirit of solidarity because, in addition to the hours made available by the company, with an initial reserve of 65,000 hours, every person has the possibility of donating some of their leave or holidays to the bank, which the company will then match, up to a maximum of another 100,000 hours in total. This option was extended as part of the renewal of the second-level bargaining agreement in 2021, providing for the possibility of it being used also for assistance to the elderly (over 75 years of age) or dependent persons (family members and relatives within the first degree), and introducing, by way of an experiment, for the 2022-2023 two-year period, a total number of hours to assist spouses, family members and relatives up to the second degree during surgical procedures. In relation to the severe flood events that hit the Emilia Romagna, Marche and Tuscany Regions in May and November 2023, Intesa Sanpaolo and the Trade Unions signed two agreements, aimed at promoting donations to the Time Bank initiative to grant paid leave for the Group employees who had to deal with personal and family emergencies due to the flood and to allow participation in voluntary initiatives aimed at supporting the people affected. The Group provided a total of 4,000 additional hours in relation to these events and doubled the donations received in the reference campaigns. As part of the Time Bank initiative, corporate volunteering activities were launched in 2023, which led over 300 people to carry out volunteer work, on working days for external associations and bodies chosen by the Group. A total of around 132,000 authorised hours of leave were granted. In 2023, around 34,500 hours were donated by the Group's employees, in addition to the hours made available by the company (and exceptionally, following an agreement, around 11,000 hours of paid holiday not taken by personnel that left pursuant to the company agreements in place for voluntary exits), for a total of around 145,000 hours.

Maternity and paternity support is provided through an excellent company crèche service in Florence, Milan, Moncalieri, Naples, Turin, Brescia and Bergamo, which looks after 330 children, and a network of partner crèches right across Italy.

The series of regulations on parental rights covers specific paid leave to settle children in at crèches or pre-school, to take them to the emergency room, and extra days of unpaid leave to care for underage children for separated or divorced parents, the exclusive guardians of children, as well as in the cases of widowhood and single-parent families. For fathers, specific additional paid leave is available following the birth of their children, as well as the entitlement to an allowance of 10% of the sum granted by law for parental leave, and the possibility of taking 10 days of parental leave. 2022 saw the continuation of the process for the extension of the second-level bargaining agreement measures with the signing of two trade union agreements that strengthen inclusion and equal opportunities, extending parenting protection provisions to same-sex civil unions, de facto relationships and in favour of the spouse's children. A specific paid extraordinary leave was introduced on the occasion of the child's birth and an optional extraordinary leave for childcare needs in relation to the children of the spouse, civil partner or cohabitant. Similarly to parental leave for fathers, these leaves can be used by the child's twelfth birthday with a remuneration equal to 40% of the salary paid by the Group. In 2023, through a trade union agreement, these measures were adapted to the new provisions on parental leave, with the retention of the financial supplementary contributions provided by the company and full equality in parenting protection. With the renewal of the Second-Level Collective Bargaining Agreement, as of 2023 a new welfare contribution was introduced for each dependent child up to the age of twenty-four by way of a payment to the supplementary pension scheme position in the name of the same child, also providing for the possibility of using the amount by way of reimbursement through the "Conto Sociale" account. The same contribution will also be paid to families with foster children.

Among the company welfare programmes, the so-called "Youth package" was recently introduced, which includes an increase in the employer's contribution to the supplementary pension scheme for the first 5 years after hiring, a "primary residence bonus" and a "child birth bonus" payable within the first 10 years after hiring.

In 2023, the Group's supplementary pension scheme reached a total of around 140,000 members for over 10.7 billion euro's worth of assets. In relation to the processes of integration of the Group's different social security forms into the reference Pension Funds, the incorporation of Fondo CR Firenze into the Group's Defined Benefit Pension Fund was completed.

During the year, in order to make the offer increasingly consistent with the social security requirements of the members, in the current complex economic-financial scenario, the financial and insurance sectors of the Group's Defined Benefit Pension Fund were streamlined and the sectors themselves were renamed. Contribution Pension Funds offer their members a wealth of investment options, allowing them to choose their ideal allocation based on individual needs and specific risk appetite, including across multiple sectors. The

Bodies and structures of the Group Funds constantly monitor market performance, to maintain and defend the income targets of each sector, with the interventions that are deemed necessary in the interest of its members and for the protection of pension savings. The focus on ESG issues and the consistency of the portfolios under management with the Guidelines on socially responsible investments is always high; these aspects are also considered fundamental in terms of proper risk management as well as compliance with regulatory requirements. With regard to death/disability insurance coverage, in 2023 a public selection was carried out that enabled to obtain reduced rates compared to the past, in addition to an improvement in conditions, recording around 40 thousand members. From an organisational point of view, the functions of the area reserved for Contribution Fund members were further refined and implemented, expanding the options for online transactions and eliminating paper forms.

THE GROUP HEALTH FUND

The Intesa Sanpaolo Group Health Fund is an NPO that operates on the basis of cooperative and social solidarity values, appointed to manage supplementary health care services for all Intesa Sanpaolo Group employees, as well as former employees on leave and retired employees who were subscribers and their family members. Overall, the Fund provides health care to around 246,000 members, while the Long Term Care (LTC) coverage activated by the Fund covers around 65,000 people.

In addition, the Fund is promoting an effective prevention and early diagnosis programme for the most common oncological pathologies, which allows patients to undergo specialist examinations and diagnostic checks free of charge, without incurring any fee or deductible. The amount of health care, prevention and LTC spending in the year 2023 overall exceeds 200 million euro and more than a third of it is carried out at the affiliated network structures. With the aim of improving the service to members and qualifying the Fund's action, in 2023 a selection of the Third Party Administrator (TPA) was carried out for the 2024-2026 three-year period; the service was awarded to InSalute Servizi, an Intesa Sanpaolo Group company specialising in the supplementary health insurance sector.

In 2023 the International Subsidiary Banks Division once again renewed the International Healthcare Programme initiative, which provides a total of over 18,000 international employees with permanent contracts, second medical opinions (also extended to spouses and school-age children) and/or medical treatment in top-level health facilities (for employees only) located in foreign countries to those where employees live and/or work. The programme provides assistance in the event of serious illnesses (cancer, transplants, highly complex surgical procedures etc.), covers treatment and complementary service costs (visa assistance, hospitalisation, accommodation for an accompanying person, travel etc.), all transport and accommodation expenses in the foreign country, and reimburses all medical costs borne once back in one's own country. In 2023, the "precision medicine" service was also added, which provides personalised care through the use of genetic tests in the event of oncological diseases.

Since 2014 ALI (Associazione Lavoratori Intesa Sanpaolo) has been the only Group association in the Group Welfare System. ALI proposes social gathering, tourism, culture and sport initiatives and personal services to over 173,000 thousand members. For some years now, ALI has also set itself the goal of implementing initiatives designed to promote the achievement of some of the objectives set in the UN 2030 Agenda. Furthermore, in line with the objectives aimed at improving the living conditions and safety of cities and roads and at combating climate change, ALI provides financial contributions for sustainable mobility and to encourage the purchase of public transport passes on the Intesa Sanpaolo Mobility Ticket platform (SDGs 11 and 13) and "green" agreements, for the purchase or sharing and long-term rental of scooters and hybrid and electric cars. In 2023, in line with the objective of spreading good practices in terms of environmental protection by contributing to reducing the use of disposable plastic bottles and encouraging greater consumption of water as a source of well-being (SDGs 11, 12 and 14), 1,650 newly recruited ordinary members received a water bottle for Christmas.

2023 recorded a significant increase in aggregation initiatives following the trend already started last year, particularly worthy of note were the numerous intercontinental tourism proposals at the national level, along with the continuation of the tourism and cultural enhancement initiatives promoted by the territories.

The wide range of personal services offers initiatives and contributions dedicated to families with children for the purchase of textbooks, participation in summer camps in Italy and abroad, guidance to help with the choice of their university and secondary school and learning courses to improve academic performance also

dedicated to children with learning disabilities (“Studio con metodo!”). A new agreement was entered into with Tutornow, the start-up specialising in online training and repetition services for children from primary school to university. ALI provides free psychological support services in collaboration with STIMULUS and tailored advice on “Welcare Family” social welfare and educational services in collaboration with Welfare Come Te.

In line with the social inclusion objectives (SDG 10), new editions of the course on Limited Guardianship was created and of the online course “Il metodo Validation: aiutare l'anziano fragile” (The Validation method: helping the frail elderly) were proposed. As part of the promotion of solidarity initiatives, the Association, as usual, took part with its volunteers in the Giornata di Raccolta del Farmaco (Medicine Collection Day), organised by the non-profit Banco Farmaceutico Foundation and promoted “La cultura del dono, dare il meglio di noi” (The culture of giving, giving the best of us), the webinar designed to raise awareness of bone marrow and/or blood donations with the aim of creating culture and awareness on the subject (SDG 3).

In the cultural sphere, the “book allowance” was doubled and the “Al cinema con ALI” (At the cinema with ALI) campaign continued to be highly successful.

More physical activity and a less sedentary lifestyle (SDG 3) is the rationale behind the sport and leisure allowance and the offer of Gympass gym networks which also include online activities.

Sports events were promoted at national and local level: from skiing to volleyball and tennis, from running to football, for which some days of athletic preparation were organised in collaboration with the partner Gympass.

The initiatives designed to support household spending power were also wide-ranging, with numerous food purchasing groups (Destination Gusto) and those for the purchase of large-scale retail and Enjoy gift cards.

In 2023, the Association initiated the procedure aimed at acquiring legal personality and adopted a new Articles of Association – as defined by the Institutional Sources – in force as of 1 January 2024.

Through the Intesa Sanpaolo Ente Filantropico Foundation, efforts to combat financial and social hardship continued. In 2023, the Foundation approved initiatives relating to institutional activity for over 3 million euro, of which around 690 thousand euro for the Group's employees, pensioners and their family members in a proven state of difficulty and for a specific extraordinary initiative dedicated to the Group's employees who were hit by the flood in Emilia-Romagna and Marche in May 2023; around 850 thousand euro for university scholarships and PhD projects in the humanities and over 1.5 million euro for solidarity initiatives – such as canteens and dormitories – as well as to Third Sector Entities that carried out projects directly in favour of people in need and deserving of solidarity.

The Blood Donor Group has been active since 1966, with the aim of raising awareness of blood donation (or plasma or platelets) among in-employment or post-employment people from all Group companies, as well as their family members, both by directing them to the collection points at National Associations and hospitals, and through blood collection initiatives organised at some company facilities. Every year, the over 2,500 active members (donors are from 18 to 70 years old) contribute thousands of donations to the needs of hospitals for all procedures that require transfusions to patients.

COMPANY CLIMATE

The Intesa Sanpaolo Internal Communications Service is responsible for developing a common culture based on corporate values and fostering the sense of belonging of employees. An integrated system which, as well as the structured consultation of employees, is made up of instruments like the Intranet, Web TV, Mosaico and Mosaico International that foster the continuous sharing of information, engagement, the sharing of objectives and active participation in changes. As of May 2023, the company's Intranet featured a new look, in keeping with the rapid evolution of the company's ways of living and working.

A key moment in 2023 was the Climate Analysis, which detects, every two years, the perception of the Intesa Sanpaolo Group's people, in Italy and abroad, with quantitative tools. The 2023 climate analysis was conducted between June and July, with the methodological consultancy and operational support of a third-party company which guarantees the total anonymity of the survey respondents and which also gives the opportunity to blind people to participate in the survey online through the provided screen reader. The online questionnaire – which can be completed in 13 languages on each corporate and private device – was divided into 14 questions that investigated job satisfaction, the perception of the Group's overall image and the effectiveness of the new working methods (remote working and short week), knowledge of ESG issues and projects, customer and management satisfaction. The survey recorded the highest number of respondents' participation and satisfaction since 2007. In Italy 70.8% of people in the Professional Areas, Middle Managers and Executives

answered the questionnaire, and 77.9% in the International Subsidiary Banks, with a Group satisfaction index of 84%. This figure confirms that the UBI merger, which had influenced the results of the 2021 analysis insofar as it had occurred a few months earlier, was well absorbed by people. Among the interesting and positive aspects, it emerges that the Group is seen as increasingly strong and innovative, people are increasingly proud to be working for the Intesa Sanpaolo Group, sharing its values, vision and changes. The perception of the “top management” – especially with regard to its ability to motivate, honour the commitments undertaken and build the future – and of direct superiors – also improved. Respondents endorse the new working methods, which make it possible to perceive a better work-life balance, increased autonomy and more productivity, and the Group's internal policies, especially on the rejection of discrimination, particularly gender and age-based discrimination.

This year, over 110 listening activities and projects (feedback, surveys, focus groups, interviews, etc.) were implemented in Italy and abroad, and involved almost all the employees of the Governance Areas, Divisions and companies of the Group.

HEALTH AND SAFETY

The Workplace Safety, Environment and Energy Head Office Department is the structure which, within the Group, supervises occupational health and safety activities, in accordance with the provisions laid down by the “Occupational health and safety policy” approved by Intesa Sanpaolo in its capacity as Employer identified by the Board of Directors.

In the context of this Policy, Intesa Sanpaolo has adopted and successfully implemented an Occupational Health and Safety Management System identifying, within its organisational structure, responsibilities, procedures, processes and resources for implementing its policy on the protection of Group's people.

The responsibilities and methods associated with the implementation, maintenance, monitoring and improvement of the Occupational Health and Safety Management System are outlined in the Process Guide – Compliance Management – Management of Occupational Safety Regulations, approved by the competent corporate functions. The activities described in the above-mentioned document and the procedures put in place make it possible to guarantee over time the ability to comply with current regulations and to pursue the principles and commitments declared in the company Policy on the subject. The Guide was produced with the goal of reducing the possibility of any harmful event occurring that impacts people, the environment and relevant external parties, monitoring risks in the operations of the company and suppliers involved in the company's activities, and gradually improving the Group's performance in occupational health and safety.

The risks to the health and safety of Group's people are evaluated according to a multidisciplinary approach, considering the combined effect of the working environment, processes and equipment as well as the subjective conditions of workers. The health and safety risk management process comprises the following phases:

- identification of dangers and their classification;
- risk assessment;
- identification and preparation of prevention and protection measures and procedures;
- definition of an action plan as part of a programme to guarantee the improvement of safety levels over time, with the identification of the competent company structures;
- realisation of the planned measures as part of the programme;
- definition of worker information and training programmes;
- monitoring of the implementation of the programmes and checks on the application and effectiveness of the measures adopted;
- management of residual risks.

The Guide specifically introduces operational health and safety checks for the identification, prevention and management of emergencies, implementing effective methods to prevent or minimise risks. In particular, it defines the procedures for the identification and appointment of emergency workers, the procedures for the performance of the tasks assigned for emergency management, the organisation and conduct of periodic checks and emergency drills. Furthermore, in order to monitor the risks from interference, the Guide specifically defines the obligations to be fulfilled regarding health and safety in the event of organisation of internal events or services, supplies and contracted works to be carried out at the Group's offices by external suppliers or subcontractors.

Among the safeguards envisaged by the Guide, in order to assess injuries, accidents and/or near misses in the workplace, the Occupational Medicine and Psychosocial Risks Office – which guarantees ever greater supervision of the activities related to occupational medicine (health surveillance, accident and occupational disease analysis, health emergency management) and psychosocial risks – submits a weekly summary of the

accidents reported to the Prevention and Protection Office, which in turn activates the preliminary investigation. For each of the accidents and/or incidents reported by Supervisors, Emergency Coordinators, workers or Worker Safety Representatives (WSR), a verification activity is carried out by the Prevention and Protection Office. The activity includes the collection of all the factual elements both of a testimonial and documentary nature (e.g. description of activities, equipment used, companies involved, etc.) and, where necessary, the conduct of an inspection to identify the primary cause of the event and define any corrective measures to be taken.

In September 2022, the Workplace Health and Safety, Environment and Energy Department and the People Care and Personnel Services structure decided to launch the "Tutela 4ALL" Project, in view of the positive results of the experimentation of the analysis and assessment of emerging risks related to technostress, cognitive load and ageing developed in 2019-2020 as part of the Health and Safety 4.0 Project, in line with the neuroscientific research project "Analysis of the impact of neuroscientific intervention strategies on corporate well-being" ("Phase 2 Protection"), conducted by the Neuroscience Lab of Intesa Sanpaolo Innovation Center, in collaboration with the IMT School for Advanced Studies Lucca, concluded in 2021 and which involved around 8,300 people belonging to 9 central structures of the Intesa Sanpaolo Group. The study, which involved around 300 people belonging to Network, Department and Company structures of the Group, analysed the 3 dimensions of interest mentioned above: cognitive load management (with training proposal), ageing effect and technostress. The objective of the Research Project was to create and test a detection and intervention system to improve the Group's well-being, with special attention to people with sensory, visual and hearing disabilities. The results of the project, concluded in December 2022, were presented to the sample in anonymous and aggregated form in June 2023. In view of the positive results of the "Phase 2 Protection" Project, at the end of 2022 the cognitive load industrialisation programme – carried out as part of CareLab – was released on the "21Days" platform in April 2023 and made available to all Group employees. The industrialisation process for the technostress and ageing effect dimensions will follow in 2024. In 2023, Top Employers Italia published in the 2023 e-Book "For a better world of Work" an information sheet dedicated to "Pathways for cognitive load, technostress and ageing", selecting the research project of the Intesa Sanpaolo Group that resulted in a "training course" to relieve cognitive load. In the 2023 E-book, Top Employers collected a range of practices in line with current trends giving visibility to the best initiatives at the national level and the Intesa Sanpaolo Group contributed by presenting an experimental initiative carried out during 2022, within the broader framework of awareness-raising initiatives and activities for the well-being of the Group's employees.

Intesa Sanpaolo and Intesa Sanpaolo Innovation Center also participated in the event "People, cities and urban policies", held on 29 September at Palazzo delle Stelline in Milan and organised by University4SDGs, a national network of university associations that promotes the seventeen sustainable development goals (SDGs) included in the UN 2030 Agenda. "Social sustainability and well-being" is the theme of the working group led, together with Università Cattolica del Sacro Cuore in Milan, by the cross-functional team that involved the Workplace Safety, Environment and Energy Head Office Department, People Care and Personnel Services and the Neuroscience Lab of Intesa Sanpaolo Innovation Center. As further proof of the attention paid by the Company to the aspects associated with psychosocial risks, in 2022 the Group implemented the medical record used to carry out health surveillance, which is provided every year to a significant cluster of Intesa Sanpaolo Group employees (over 12,000 in 2022). The protocols adopted for the conduct of medical examinations serve the purpose of assessing the state of health of workers with regard to their role responsibilities as a whole and to allow the occupational health doctor to express the related fitness opinion with a holistic approach. With this in mind, a new tool was introduced, with the aim of gathering more evidence regarding the impacts that emerging risks and the transformation of traditional ones have on the cluster of employees subject to health surveillance, with the aim of identifying the need, if any, to activate new processes/initiatives related to employee well-being and health.

WORK-RELATED STRESS

The current regulatory framework for the protection of health and safety in the workplace – Legislative Decree 81/2008 – in addition to making specific reference to “work-related stress” as one of the risks subject to assessment and protection (as set out in the Framework Agreement of 8 October 2004), “delegated to the Permanent Advisory Commission on occupational health and safety, the task of drawing up the necessary guidelines for the assessment of work-related stress risk”.

The Istituto Superiore per la Prevenzione e la Sicurezza del Lavoro – Higher Institute for Prevention and Occupational Safety – (ISPESL currently merged into INAIL), after a careful analysis into the way the work-related stress problem was managed in the various European Union countries, chose to make reference, for the assessment and management of work-related stress, to the Management Standards model prepared by the Health and Safety Executive (HSE), validated in the United Kingdom and in the Republic of Ireland on over 26,000 employees.

The methodology chosen by the Intesa Sanpaolo Group is based on the research activity begun in the Occupational Medicine Department of ISPESL, now INAIL, and is divided into two macro-phases: a necessary/mandatory one (preliminary assessment) and an optional one (in-depth assessment).

The mandatory preliminary assessment, which must be objective, comprehensive and, when possible, parametric, consists of the identification of “verifiable and where possible numerically significant risk indicators from work-related stress”, identified by the Advisory Commission, belonging to three separate categories:

- I Sentinel events (e.g. accident ratios; leave of absence due to illness; turnover, etc.)
- II. Work content factors (e.g. environment, work loads and patterns; working hours and shifts, etc.).
- III. Work context factors (e.g. organisational culture, independent decision-making and control, communication, etc.).

The assessment is carried out on Homogeneous Groups (HG) of workers from the point of view of exposure to risk in relation to the environment, equipment, work tasks and their combination.

The application of the assessment method mentioned above is carried out by an assessment management group which plans, coordinates and applies the entire assessment process of each Company in the Italian scope.

This Group includes the Employer (or his/her deputies), the Head of the Prevention and Protection Service (and PPS Employees), the Coordinating and local Occupational Health Doctors, as well as any external specialists (psychologists/ergonomists/etc.). It also relies on the corporate functions deemed necessary in relation to the characteristics of the company (Human Resources, Organisation, Training, Legal, etc.) involving the workers and/or the Worker Safety Representatives.

The assessment Group collects the data relating to the “sentinel events” and proceeds with the final compilation of the checklists: “work content” and “work context”, thus defining the classification of the risk level (low/medium/high).

The in-depth assessment, on the other hand, is an optional phase that is only required in the event of identification of medium or high risk conditions and in the event that the corrective measures implemented by the company are not effective. It is aimed at evaluating the workers’ “subjective perception” and is implemented through specific tools and methodologies (e.g. questionnaires, focus groups, etc.). In larger companies, this phase can be implemented through a representative sample of workers.

Since the entry into force of the requirement in January 2011, Intesa Sanpaolo has completed 95 preliminary assessments applied to approximately 70 homogeneous groups including all Intesa Sanpaolo employees in Italy, mapping the entire organisation and extending the activity to all product companies and the banks of the group subsequently incorporated into Intesa Sanpaolo, in the context of the approvals of the specific risk assessment documents.

As laid down by Article 29, paragraph 3 of Legislative Decree 81/2008, the risk assessment was reviewed in the presence of significant work organisational changes for the purposes of workers’ health and safety, or in any case a new assessment was carried out two/three years after the last one.

Despite the absence of medium-high risk classifications, Intesa Sanpaolo also decided to carry out in-depth assessments, as a more comprehensive descriptive and information tool covering all organisational aspects, for the groups of workers best known in scientific literature as being exposed to this risk (e.g. contact centre workers, night workers, guards, drivers, etc.), as well as to the new models introduced from time to time (e.g. new concept branches, extended hours branches, digital branches, etc.).

In October 2023, the update of the preliminary assessment for work-related stress in the network was completed. 25 homogeneous groups of the Retail and Exclusive segments (traditional and New-Concept branches), Enterprises, Digital branches (traditional and remote), Agribusiness and Third Sector branches and International Development and Protection Specialists were examined. The method issued by INAIL in 2011 and updated in 2017 was used for the preliminary assessment. The results made it possible to classify all the groups in the low-risk range, highlighting some areas for improvement that differ partially depending on the homogeneous group. Concurrently, the in-depth assessment was carried out in collaboration with the Department of Biomedical and Clinical Sciences "Luigi Sacco" of the University of Milan, divided into two phases: quantitative and qualitative. For the quantitative phase, 1,559 people were involved and of these 680 participated in the assisted compilation of questionnaires for the detection of welfare conditions within the company. In order to enable increased participation, the Group chose to use, for the first time, a remote submission method assisted by the Specialists of the University of Milan. Among the proposed questionnaires, a scale was included for the detection of technostress, currently considered one of the most concerning emerging risks in the context of the evolution of working methods, and its components (techno-overload, techno-invasion, techno-complexity).

After the analysis of the questionnaire results, a sub-group of 204 participants was invited to take part in 17 focus groups for the qualitative in-depth analysis of organisational criticalities, depending on their respective task and structure. To complete the in-depth assessment activity, 8 additional focus groups were conducted by psychological specialists who collaborate with the bank in order to explore the critical issues related to specific variables not previously subject to examination: gender differences (M/F), differences by age classes (Under 50/Over 50), people in extended home-working mode because of fragile conditions and those returning to the office after a long period of home working. Even in the in-depth assessment phase, both the quantitative and qualitative surveys showed a condition of significant well-being with the indication of some areas for improvement depending on the homogeneous group. The results of both assessment phases will be published in the risk assessment document to be approved in 2024. The 2020-2025 National Prevention Plan (PNP) is the fundamental tool for central planning of prevention and health promotion initiatives to be carried out in the territory. As part of this Plan, some Regions, through their respective Local Health Units (ASL/ATS), to date ATS Lombardia, ASL Toscana Nord-Ovest, ASL Bari, ASL Taranto, ASL Lecce, ASL Brindisi – to then be followed by others in the country – have already put in place Targeted Prevention Plans (PMPs), which involve Intesa Sanpaolo – with other Institutes and ABI – in particular on the risk of work-related stress, with the aim of raising awareness on the issue and, more generally, on psychosocial risks. The main focus of the PMP is to promote the emergence of good practices, both in terms of the assessment and management of work-related stress (WRS) and as a "gold standard" for the assessment and management of psychosocial risks. The Plan requires the engagement of companies through meetings and distribution of information material; a compilation by each Bank of a self-assessment form relating to the description of the process followed by the same for the evaluation of the WRS; a compilation by all employees of a risk perception questionnaire. For this last phase, in 2023, the recipients of the initiative amounted to around 1,000 in the Puglia Region. The activity will also continue in 2024/2025 and the next steps will be defined by the ASL/ATS themselves following the results that will emerge.

In line with the 2022-2025 business plan and with the related HSE (Health Safety & Environment) 4.0 Project aimed at evaluating, among other things, personal vulnerabilities, through new methodologies and advanced applications, in June 2023 Intesa Sanpaolo attained the Compliance Certification for Occupational health and safety management – Psychological health and safety at work — Guidelines for managing psychosocial risks (ISO 45003), by a third-party certifying body. The ISO 45003 certification represents a significant recognition of the commitment to promoting a healthy and sustainable working environment. This certification is the result of a proactive approach to managing psycho-social risks, which takes into account the results of the implementation of practices and policies that comply with international standards established to ensure employees' psychological well-being. Compliance with these standards not only highlights the Group's dedication to adhering to industry best practices, but also underscores its willingness to create a work environment that fosters productivity, employee satisfaction, and long-term business sustainability.

An HSE Management System Review meeting is held annually, in which the Top Management evaluates the results obtained and defines new qualitative/quantitative objectives relating to the improvement of health and safety performance for the current year. Through constant monitoring of the system indicators and an annual plan of internal audits, the Workplace Safety, Environment and Energy Head Office Department reports annually on the level of achievement of the targets set by Top Management. In 2023 Intesa Sanpaolo retained the compliance certification of its Occupational Health and Safety Management System with the ISO 45001 standard; the third-party audit activities were based on a representative sample of branches and sites and involved the main head-office structures, branch employees, occupational health doctors, Worker Safety Representatives, and maintenance and cleaning company staff. The certification obtained covers all of the Intesa Sanpaolo branches and buildings in Italy. The certification body also confirmed that the organisation has fully implemented its risk management protocols in line with the current national and industry regulatory requirements. In line with the central role attributed by Intesa Sanpaolo to occupational medicine, both as a primary tool for prevention and, prospectively, for health promotion, the Intesa Sanpaolo Group chose to continue with the fine-tuning process already underway thereby retaining the Biosafety Trust Certification, which enhances the set of reference best practices to minimise the risks of spreading communicable and non-communicable infectious diseases in public and private meeting places. Intesa Sanpaolo (as Employer) – with the collaboration of the Head of the Prevention and Protection Service and the Occupational Health Doctors and following the consultation of the Worker Safety Representatives – drafts and updates the Risk Assessment Document which contains, among other things:

- identification of dangers and their classification;
- specification of the prevention and protection measures implemented and the individual protection equipment adopted following the assessment;
- the programme of measures regarded as suitable for guaranteeing an improvement in safety levels over time;
- an outline of the procedures for the implementation of the measures, as well as the company roles responsible for this.

In 2023, the “Pandemic Plan” was drawn up to contain the spread of any pathogenic biological agent in compliance with the provisions laid down by Legislative Decree 81 of 2008, according to which the employer has the obligation to identify the general risks and the specific risks associated with the specific methods of performance of the employment contract and to put in place the appropriate prevention and protection measures, and with the WHO recommendations and the implementing regulations of the Italian State. The Plan’s objective is to strengthen preparedness for a possible pandemic at national and local levels, so as to promptly recognise the start of the pandemic, minimise the risk of transmission, limiting its morbidity and mortality and, consequently, reduce the impact on health and social services, ensuring the continuation of essential services. The Intesa Sanpaolo Group, following the intensification of seismic activity linked to the phenomenon of bradyseism in the Phlegraean Fields area and due to the increase in the associated critical level to “attention”, put in place a series of procedures to be followed in parallel with initiatives aimed at keeping all the Group’s structures constantly informed. More specifically, the “Plan for the emergency management of the volcanic risk scenario in the Phlegraean Fields area” was prepared, with the definition of any operational and organisational safeguards to which each Organisational Structure involved must refer based on the recorded volcanic risk alert scenario, indicating the measures to be implemented, based on the alert level, in order to protect the health and safety of all persons who may be present in the company assets, in accordance with the contents of the Risk Assessment Document (DVR) pursuant to Legislative Decree No. 81/2008 and the procedures set out in the Emergency Plan attached to the DVR. During the year it addressed emergencies caused by flood events in the Marche, Emilia-Romagna and Tuscany Regions. The Emergency Management structures and the Crisis Management Model levels were therefore activated, taking all the steps required to ensure people’s safety, with the activation of psychological support and all the necessary remediation measures (restoration of damaged structures, environmental monitoring, medical checks by Occupational Health Doctors). With regard to the international scope, a risk management model was developed for the protection of workers’ health and safety at the international branches in line with the Parent Company’s Policy, Process Guides and OH&S (Organisational Health & Safety) strategies. For the above-mentioned Intesa Sanpaolo branches and for the Subsidiary Banks, the risk situations were identified and the related improvement plans were released. In particular, for the Banks in the ISBD scope, in 2023, the activities related to the Group project “People Security & Resilience” continued and were perfected with the aim of improving the Group’s ability to respond to unforeseen critical events, with a potential impact on the safety of the people and banks involved, exploiting the synergies between the central and local levels. The main activities include:

- the activation of travel safety for expatriates and non-Italian travellers (foreign-international travellers);
- the verification of the presence of critical physical assets and the definition of the related emergency plans,

- where necessary;
- the identification of roles and processes to contact “All People” in case of critical events;
- the activation of a process for the management of critical issues or emergency events, which could impact Key People, that is, those who hold those roles that must ensure the continuity of the strategic decision-making process.

INTEGRATED VULNERABILITY PROJECT

The growing complexity and dynamism of the context as well as the ever-increasing importance of compliance, business continuity, reputational risks and the so-called emerging risks associated with the Next Way of Working programme and climate change, make it necessary to renew the HSE risk assessment model in a 4.0 dimension, raising awareness of the impact of new digital technologies on work and on the workplace and on the related challenges and opportunities in the field of occupational health and safety, with the aim of increasing the efficiency of the safeguards implemented, and of the mitigation measures. The strategies for the achievement of these objectives lead to an evolution of the assessment of existing “vulnerabilities” and of the preventive measures implemented, through an integrated vulnerability assessment model (buildings, people, processes), to govern the management of critical situations arising from both sector-wide events and from extensive catastrophic phenomena that can have repercussions on the company. The assessment and the associated document are updated on the basis of technical developments at least once a year, as well as significant changes to the production process and organisational structure of the company that may impact on the risk exposure of workers. This commitment was fulfilled in 2023 as well, with the updated document provided to all Group's people.

Following a 2021 union agreement, the Group's Worker Safety Representatives (WSR) were renewed. Their areas of responsibility are defined on a geographical basis. The group of representatives in Italy currently numbers 96 people who represent almost 100% of the staff. This representation makes the procedures for consultation (14 Consultation Meetings were held during the year) and participation in the overall health and safety management system fully operative, as established by the regulations.

With regard to the international scope, a risk management model was developed for the protection of workers' health and safety at the international branches in line with the Parent Company's Policy, Process Guides and OH&S (Organisational Health & Safety) strategies. For the above-mentioned Intesa Sanpaolo branches and for the Subsidiary Banks, the risk situations were identified and the related improvement plans were released.

With Intesa Sanpaolo Innovation Center Neuroscience Lab and the IMT School for Advanced Studies Lucca, the research project called “Tutela4HCI” is in the process of being implemented, which aims to investigate the Human Computer Interaction (HCI) of the Group's people and its inherent characteristics in relation to subjective variables (e.g. demographics). The project aims to map a sample of the head office and network employee cluster in order to analyse which factors affect the interactions of Intesa Sanpaolo's people with technological devices, in implementation of the Group's health protocol, thereby providing useful information relating to cognitive resources, control over own performance, cognitive load, perception of technology, etc. with special attention to individuals with digital learning difficulties. The “4HCI Protection” research project was launched in November 2022 and will last approximately 30 months.

Over 5,500 Group people were involved (panel belonging to both the Network and the Department and balanced by gender, age, job roles and geographical distribution) for whom the periodic Health Surveillance medical examination had already been planned. On 29 September 2023, the initial survey of the project was completed, which recorded 1,922 accesses and 1,204 complete responses: 73% of the participants were therefore eligible for the training phase scheduled for 2024. The results of this first phase will be presented to the panel of participants during a seminar conducted by the Neuroscience Lab of the Intesa Sanpaolo Innovation Center in collaboration with the IMT School for Advanced Studies in Lucca and the Workplace Health and Safety, Environment and Energy Department, at the beginning of 2024. In 2023, a new applied research project entitled “Risk Aversion 4ISP”, commissioned by the Health and Safety structure (Workplace Safety, Environment and Energy Head Office) and the Savings Museum, was launched. The experimental project, which will also be carried out by the Neuroscience Lab of Intesa Sanpaolo Innovation Center, in collaboration with its scientific partner IMT School for Advanced Studies in Lucca, aims to investigate the existence of a correlation between gender and risk aversion (financial and health-related) of the Group's people who will voluntarily participate in the research. The project will be carried out through the experimental analysis of

cortisol and testosterone values in salivary samples, accompanied by the results of some behavioural tasks performed on a personal computer. For the definition of the sample in the months of November and December 2023, the employees working in some buildings in Milan were invited to compile a survey for profiling and participation purposes. 1,013 people from the Group chose to participate in the experimental phase that will start in 2024, and 812 of them also stated their availability for the "in-person" phase, which involves the collection of a salivary sample.

Finally, with regard to the safety and personal protection measures connected to the COVID-19 pandemic, the prudential approach maintained despite the termination of the state of emergency in March 2022 has been substantially abandoned, with the support of the Coordinating Occupational Health Doctors. Accordingly, from 1 March 2023, the internal rules on inter-personal distancing were suspended, resulting in the minimum distance of one metre being removed for all in-person activities, a return to the maximum ordinary capacities based on the configuration of the spaces and the removal of plexiglass barriers where present. The importance of responsible individual behaviour has however been stressed, and in particular the recommendation to use FFP2 protective equipment in the most crowded settings and for situations of vulnerability, proper hand and workstation hygiene, and room ventilation. From 1 September 2023, following the changes in the legal provisions, the requirement for home isolation in the event of a positive test was abolished and replaced by the recommendation of a series of generally valid precautions to prevent the transmission of respiratory infections (for those with symptoms, staying at home until they have ceased; proper use of FFP2 masks in workplaces and company break and catering areas; inter-personal distancing; and hand hygiene). As a result, the obligation to report positive cases to the Occupational Health Function through the company reporting mechanism has been removed. Finally, greater attention continues to be paid to workers in vulnerable situations with the extension of remote working from home, in line with the requirements progressively established by the legislative provisions. By virtue of the provisions laid down by Law no. 85 of 3 July 2023, during the months of September and October 2023 over 1,500 people working in extended remote working (or precautionary abstention) mode due to Covid fragility received a visit from the company's Occupational Health Doctors. These assessments above all made it possible to collect health data which, in anonymous and aggregated form, will complement the 2023 epidemiological survey, providing insights into the way these people work.