

UBI Banca “Top Employer” 2019

The results achieved by the Group in 2018 enabled it to win this award for excellence in its human resources policies for the fifth consecutive year.

Milan, 4th February 2019 – A performance assessment system open and continuously ready for input, “*lavoro agile*” (smart working) and the development of the relative competencies, **one-day training courses on organisational well-being, team building events, the instructors’ school, talent acquisition, onboarding and the enhancement of talents**: these are just some of the initiatives which, subject to an overall analysis of working conditions and activities carried out to manage staff that work in the company, enabled UBI Banca to achieve “Top Employer” certification again for 2019.

Acquisition of the data and grant of the award was by the Top Employers Institute, an international certification institution which has been assessing companies throughout the world since 1991 on the basis of best practices in place for employees in terms of training, enhancement of talent, benefits professional growth and career paths.

Professional assessment: continuous dialogue and self-assessment

The digital transformation has impacted companies in all areas of their activity and corporate processes are also evolving to provide new opportunities. And this is also happening for UBI Banca’s professional enhancement process.

“*Continuous Performance*” was introduced in 2018. It is an **online tool embedded in the human resources portal** which offers employees, managers and staff, the opportunity to communicate online and exchange feedback on the professional objectives they have been assigned for the current year. By encouraging this dialogue UBI intends to build growth paths for its staff consistent with the aptitudes and ambitions of each individual and with the demands of the organisation. This tool goes beyond the compliance approach intrinsic to the annual ritual of the previous process and progresses to an approach based more on the value of engagement.

Furthermore, a self-assessment stage has been present in the professional assessment process since 2017. This gives each person an opportunity to express their own opinion in a precise manner on their performance during the year. Office managers and staff members therefore have full visibility of the indications they have given and are able to discuss them in a feedback based interview.

Smart working: over 5,000 days in 2018

One further response to the demands of individuals, consistent with company objectives, is seen in smartworking also made possible by evolving technology and IT systems. Introduced to the company in 2014 by means of a pilot scheme, in 2018 it also appeared as part of a trade union agreement.

Today approximately 500 UBI employees work in “*modalità agile*” (smart working mode), either at company premises or from their own homes with over 5,000 days spent smartworking in 2018.

More engagement and productivity and improvement in the work-life balance are just some of the effects of smart working. The development of certain key abilities in the smartworker and smartmanager lie at the heart of this way of working. In the former it stimulates the ability to plan, organise and focus on objectives by managing their smartworking day on their own and it involves increasingly greater use of digital means of communication such as Skype for Business for example. In the latter it stimulates the use of an assessment method based increasingly on the achievement of objectives and not just on physical presence, a responsible approach supported and guided also by the company's IT tools.

Training: focus on organisational well-being, team building and the instructors' school

UBI Banca pays particular and growing attention to the training of its staff. Evolving technology, innovation in products and services and in organisational and distribution models require continuous training throughout a person's working life for the maintenance and growth of all employees. UBI Academy, the Group's Corporate University, studies, plans and delivers training proposals to develop technical knowledge and expertise, managerial abilities and behaviours to establish a corporate identity with its own culture and professional ethic.

The Group has involved staff in **organisational well-being initiatives** to consolidate a culture of co-operation, organisational communication, involvement and sharing of knowledge, with a total investment of **3,757 training days** in 2018.

There were again numerous **initiatives organised for managerial roles** in 2018: events and "top team" team building meetings, assessments and individual and team coaching courses, branch manager qualification courses, English language and public speaking sessions for a total of **2,381 days**.

The Group invests each year in the training and growth of **internal instructors**: employees who after attending a special classroom management qualification school, become an integral part of the teaching staff of the Group Academy. These constitute a pool of approximately **400 staff**, who make an annual commitment that varies from between 4 and 20 days per instructor. **69% of classroom training days is delivered by UBI employees** compared with 31% supplied by outside instructors.

Talent Acquisition and Onboarding: the development of competencies guides generation turnover

Evolving competencies and fields of expertise associated with digitalisation and the change of service models have driven talent acquisition activities to support the **generation turnover** plan guaranteed by the over **400 new recruits** who joined the Group in 2018 alone.

The spread of values and dynamism in the UBI Banca environment has made use of digital channels as the preferred tool for meeting **new generations**.

Consistent with Group culture, aimed at giving space to people and facilitating inclusion and growth, approximately 330 new recruits have been involved so far in an onboarding programme (induction courses for new recruits), which have included meetings with senior management and Human Resources, classroom courses and new methods of engagement using gamification apps.

Enhancement of talent translates, by means of challenging selection procedures, into initiatives to identify staff for inclusion in training and professional programmes which use interfunctional

experiences and geographical mobility and participation in strategic projects and external events, where the aim is to develop their potentials and competencies in the shortest time possible. These programmes prepare the employees involved for the possibility in future of taking on key company roles, by ensuring improvement in their performance and increasing their attraction to the bank.

The initiative UBINEXT was launched in 2018, a new three-year talent growth programme aimed at 40 young people in the Group who, following an internal selection procedure, were included in separate and accelerated programmes, both in the commercial network and in central units, consistent with organisational demands and the profiles of those selected.

These results, together with other initiatives and activities (such as **professional and career programmes, salary and benefit policies, the definition and assignment of social and environmental objectives in the assessment of performance by senior managers of the Group**), led the Top Employers Institute to confer the title of Top Employer on UBI Banca again for 2019.

“This recognition by the Top Employers Institute, received for the fifth consecutive year, is cause for great satisfaction and gives us further confirmation of the efficacy of our policies for the enhancement of human resources” said **Mario Napoli**, Human Resources Manager at UBI Banca. *“We are in a context of rapid transformation which is not just technological but is also seen in the approach to work and in the dividing line between work and individual and family demands. Consequently the tools and solutions introduced, ranging from smartworking to participatory assessment, training by instructors who are employees and professional growth are concrete demonstration of our attention to people which are confirmed, now more than ever, as a fundamental asset. Their satisfaction is a goal that is inseparable from the pursuit of the Bank’s operating objectives, using an approach that includes environmental and social sustainability”*.

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