

# Human capital



This capital includes the expertise, skills and experience of the people that work for Intesa Sanpaolo. The motivation to innovate, the sharing of ethical values and the commitment to improving our processes and customer services are fundamental for our Group.

## SHARED VALUE GENERATED BY INTESA SANPAOLO

- Employment stability
- Competitiveness
- Greater productivity
- Talent attraction and retention
- Development of new professions

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## JOB PROTECTION

Employment is one of the priority areas in which we are working to motivate and engage people in terms of flexibility, efficiency and productivity.

In 2014 the Group recruited 2,686 people (477 in Italy and 2,209 abroad). At Group level the number of women reached 53.2% and the investment in the future through the introduction of new resources continued in line with company objectives.

The Group workforce turnover rate of -0.92% is in line with the planned structural action.

The Business Plan identified the development and motivation of people and the strengthening of their sense of belonging as some of the key levers for meeting the Group's strategic objectives. To this end, a project was launched for the requalification of the excess production capacity, numbering around 4,500 people, who can be moved to new initiatives that will generate value. In fact, the recovery of productivity and the attainment of the income and assets goals will be crucial for protecting jobs. With this in mind, the "Banca 5" growth initiative was launched which involved the creation of a commercial chain dedicated to the development of around 5 million customers which, according to forecasts, will employ around 3,000 people from other structures. Family managers and customer assistants, in particular, are involved. A training programme that focuses closely on business methods, the management of customer relations (also remotely) and change management was set up for them.

As regards the research and recruitment of personnel, 2014 saw the continuation of the investments aimed at strengthening the presence of Intesa Sanpaolo on the LinkedIn professional network, the new recruitment and employer branding channel, with the goal of enhancing Intesa Sanpaolo's reputation as an excellent workplace and attracting highly-talented candidates, with benefits deriving from the hiring of expert professionals in Italy and abroad. In the first year it was used, LinkedIn, a tool with no geographical barriers, proved to be an effective channel for quickly and directly accessing a large candidate base, and by the end of the year the company profile reached the milestone of 50,000 followers.

## EMPLOYEE ENHANCEMENT

In 2014 the corporate strategy regarding the Bank's people involved:

- seeking innovative ways of motivating and retaining its employees, also through the introduction of widespread share ownership instruments that make it possible to share the value created over time;
- investing in actions and processes to drive the engagement and motivation of people, developing concrete ways of promoting merit, professionalism

and expertise with targeted growth projects and paths for motivated and talented people;

- creating value through an industrial relations system capable of maintaining social cohesion and developing innovative, sustainable solutions focused on the enhancement of the integrated welfare system for employees and their families;
- continuing to invest in ongoing training, focusing on important projects in support of the Bank's strategic decisions.

## PROFESSIONAL ENHANCEMENT AND DEVELOPMENT

The "On Air" platform for the professional management and development of the Group has been extended to all employees in the Parent Company and Banca dei Territori Division Head Office Departments. On Air promotes employee motivation through a structured process of self-nomination for assessment procedures, which are followed by personalised enhancement and empowerment plans aimed at stimulating professional growth and development. The platform guarantees a constant monitoring and the enhancement of people as part of a Succession Planning process.

Individual motivation is therefore the distinctive feature of On Air, the basis for identifying merit and launching professional development paths that respect the policy of inclusion and promote diversity. In response to the evolution of the context and the appearance of new roles, and thanks to the mapping of the expertise, skills, motivation and attitudes voluntarily made available by people in On Air, a new process, "Direct Job Offering", was launched during the year, which made it possible to carry out targeted job search campaigns based on the profiles of open positions and the expertise required in the company. According to a "corporate job market" logic, it was possible to create cross-department growth opportunities for interested and motivated employees. In 2014, the assessment activities involved over 2,400 people, with the launch of 574 development plans. Managerial assessment activities continue in parallel.

In the Corporate and Investment Banking Division, 146 assessments were carried out as part of the "Compass" project, which seeks to map the skills and areas of excellence of professional employees who have performed to an outstanding level. In addition, the "Talents on board" project, involving 12 participants, saw the launch of a multidisciplinary on-the-job learning programme dedicated to high-potential young graduates. Also active was the "Imagine" project, an empowerment and career guidance course for new joiners (under-32s) in the Division, which involved 35 participants (and 350 since it was launched).

In the International Subsidiary Banks Division the "Mlpath" project continued. This project aims at creating and implementing international training and

development courses dedicated to employees of the international subsidiaries that work in the Chief Financial Officer, Chief Lending Officer and Risk Management areas. The initiative is designed to strengthen and/or increase skill levels in priority areas for the Group through training activities and periods of on-the-job training. The courses, accessible to employees in Italy and abroad, were specifically developed to more effectively meet the needs of each participant, and involve close collaboration between the International Subsidiary Banks Division, the relevant departments at Parent Company level, and the International Subsidiary Banks involved. Launched in late 2013 with the collection of applications, in 2014 the project led to the implementation of 22 international courses. A project to extend the initiative to other areas is currently under consideration.

December 2014 saw the launch of a Managerial Assessment project, primarily aimed at second line managers of the International Subsidiary Banks, in which Alexbank acted as pilot bank. The aim of the project is to highlight the target population's compliance with the new Group managerial expertise model and define - also at cross-country level in the future - development initiatives in line with the improvement areas underlined by the assessment.

### PERFORMANCE ASSESSMENT SYSTEM

The "Performer" assessment system, applied right across the Group, including the international hubs, is based on expected profile logic, appraising employees on the basis of their conduct in relation to the complexity and specific nature of their duties, with objectivity and fairness of assessment also through professional self-assessment and an individual development plan based on strengths and investment areas. Its evolution, Performer 2.0, developed in 2014 and presented to the trade unions, is based on assessment indicators and a matrix of correlation between performance (final summary judgment) and leadership styles dedicated to the managers, with the aim of helping them in their managerial activities. A specific IT platform was set up, adopting all of the developments, and a Group-level communication plan is under examination. Said plan will be consistent with the Business Plan achievements specifically involving the Network.

### PROACTIVE ENGAGEMENT IN DEVELOPMENT PATHS

Expanding and diversifying people's knowledge and skills is crucial to achieving our business strategy, enabling us to fully exploit the potential of our talents, generating commercial, social and economic value. The "Master Class" and "Direct Job Offering" projects reflect the innovative dimension of the "corporate job market", responding to the evolution of the context and the emergence of new roles by leveraging on the diversification, integration and enrichment of people's skills through their proactive engagement

in development paths. The projects aim to enhance internal expertise through targeted training and development investments that seek to strengthen specialist skills also with regard to emerging new roles in the banking and finance sector. "**Direct Job Offering**" uses the information made available by On Air on the Group's employees (in terms of technical skills, previous experience, motivation and aspirations) to meet the job search requirements of the Departments as regards both role and specific expertise. Both projects will help to generate new job opportunities, exploiting people's professional backgrounds and motivation to apply for roles/positions that differ from their current one. Internal mobility makes it possible to go beyond the traditional culture of professional silos of origin to support a culture of cross-disciplinary work that enhances the specialist content of the various roles.

Thanks to the Direct Job Offering process, two job search campaigns were carried out in 2014: the first one dedicated to open positions at Banca Prossima (around 1,700 people were contacted for 160 positions with 900 applications), and the second one that is ongoing in the Legal Affairs Department (for 10 positions around 60 people have been contacted). The initial screening of potential candidates - based on the profile being sought - continues with the persons being directly contacted by email to ascertain their interest and motivation in the position. In case of positive reply, the process is completed with the management and line interviews, and the appointment of the person to their new role.

"**Master Class**" is a skills acceleration and development project focused on Risk Management themes and developed in association with SDA Bocconi (School of Management). The project consists of a 6-month accelerated training and development course, structured into a dynamic sequence of technical and on-the-job training with periodic sessions to monitor the level of learning and proficiency demonstrated during the field activities and projects in the Departments. At the end of the course SDA Bocconi awards participants a certificate attesting to the skills they have acquired.

### LEADERSHIP STYLES

The aim of the "Feedback 180" project launched in the Banca dei Territori Division is to strengthen leadership styles and to generate widespread long-term involvement by entrusting people with responsibility. This stems from an understanding that, as well as strategic choices, nowadays success is connected to people's ability to change and adapt their behaviour, making decisions based on the customer's needs and accepting challenges and responsibility. The "Feedback 180" project is a development course focused on leadership skills that has made it possible to define and acquire an understanding of the prevalent leadership styles, supporting managers in the evolution of their leadership approaches to make them more consistent and effective with regard to business challenges. The strategies for managing and motivating employees were redefined,

focusing on greater flexibility, innovation and engagement and support for the growth of all members of the team, particularly those that are less expert. In 2014, after an initial pilot phase carried out together with the Internal Auditing Department, the project was extended to the management of the Banca dei Territori Division (Regional Managers and Commercial Managers) with the aim of developing a culture of ongoing and structured dialogue between managers, providing precise indications on possible actions for improving management style and the factors that impact on corporate efficiency. "Feedback 180" involves an initial cross-assessment phase (assessment and self-assessment) relating to the quality of leadership actions and the conditions that impact on corporate efficiency. This is followed by a look at the results and a discussion on the strengths and the areas for improvement that emerged. The course then involves the definition of individual and group development and empowerment plans, and monitors the changes and improvements that occur over time in terms of leadership style and corporate efficiency.

### INCENTIVE SYSTEM

Thanks to a specific trade union agreement, an initiative was launched for the free allocation of Intesa Sanpaolo shares to employees who also have the option of participating in investment plans (LECOIP: Leveraged Employee Co-Investment Plan). At the end of these plans they obtain a higher capital sum than the original investment, even if the shares drop in value, and the chance to earn even more if the shares

increased in value. By allocating shares, the Bank plans to reward its employees in advance for their greater level of commitment to meeting the goals of the Business Plan, in both organisational and production terms, offering each one the chance to participate in the expected value growth through an individual and voluntary choice that recognises teamwork and the pursuit of sustainable growth. In summary, under the Lecoip, Group employees, having been assigned, without charge, Intesa Sanpaolo ordinary shares purchased on the market ("Free Shares"), are also allocated additional, newly-issued Intesa Sanpaolo ordinary shares deriving from a free share capital increase ("Matching Shares"). The Lecoip also provides that Group employees subscribe to newly-issued Intesa Sanpaolo ordinary shares deriving from a share capital increase made against payment and reserved for employees, through the issue of shares at a discounted price ("Discounted Shares"). The Certificates are divided into three categories and have different characteristics depending on whether they are intended for employees classed as Risk Takers, Senior Managers or for all other employees. All in all, on the date the offer expired, **50,298** Group employees had subscribed to the investment plan - 79% of entitled employees - for an exchange value of around 150 million euro. In detail:

Category	Number of applicants	Percentage of total number of eligible employees	Value[€]
Risk Takers	218	88%	22,358,994
Senior Managers	654	91%	16,101,070
All other employees	49,426	79%	111,652,662
<b>Total</b>	<b>50,298</b>	<b>79%</b>	<b>150,112,726</b>

The initiative had another benefit for all employees: the possibility, given the difficult economic context, of obtaining a sum of money at advantageous conditions in the form of an unsecured loan with repayment of capital in May 2018 and a minimum duration of a year for a sum equal to 80% of the "protected capital" (with a minimum of 1,500 euro) envisaged by the Lecoip investment plan. The same special rate currently applied to loans for Group employees will be applied to this loan. The possible extension of the plan to the International Subsidiary Banks is currently under examination.

### The new Banca dei Territori Division incentive system

Sustainable profitability, method and collaboration: these are the issues that underpin the new Incentive System of the Banca dei Territori Division areas and branches. The incentive system was developed in line with the strategic priorities of the Banca dei Territori Division and the new Service Model, which created the Retail, Personal and Corporate business areas. Seven pillars shape the 2015 incentive plan: profitability,

credit quality, expandability (broadening the customer base); sustainable growth of volumes; service quality (customer experience); co-responsibility among areas; integrated multi-channel approach.

The parameters considered therefore refer both to the typical revenues of the relevant business area, suitably adjusted in order to take account of the application of the business method, and to indicators relating to the quality of credit and sustainable growth, integrated

with customer satisfaction and customer service quality indicators.

To strengthen teamwork between the Commercial Local Areas, a synthetic co-responsibility indicator based on the across-the-board relationships between the areas was introduced with the goal of strengthening the spirit of collaboration among employees at all levels.

## THE VALUE OF DIVERSITY

Inclusion and non-discrimination are the values that underpin various corporate projects and instruments developed to improve the company's performance, promote female talent and contribute to the life-work balance of all Intesa Sanpaolo employees. The Bank has adopted an informed approach to the management of diversity in the business place, whether these differences relate to culture, ethnicity, age, gender or different abilities.

The diligence with which the practice of including differently-abled people is managed has gained recognition from Italy's leading national organisations and associations: in March 2014 (confirmed also in 2015) Intesa Sanpaolo was rewarded with the "Diversity & Inclusion Award DiversitaLavoro", which is given to companies that promote policies to provide work for diversely able people, aiming at enhancing talent and skills.

Initiatives and policies aimed at reconciling the work and private lives of employees have also been introduced in some of the International Subsidiary Banks. The most relevant activities include a number of initiatives developed by VÚB Banka in the aftermath of the "Ladies Let's talk together" dialogue and listening project for employees held in 2013.

Even though no particular criticalities emerged from the focus groups and surveys carried out, the bank put together a series of measures for the gradual elimination of the critical issues identified and, in 2014, the "New benefits for employees" initiative was launched. This initiative provides health prevention and support services for employees of over 50 years of age that have worked for the bank for more than 10 years, and the possibility of taking a day off work in order to accompany children on their first day of school.

With the signing in 2014 of the framework agreement on inclusion and equal opportunities, Intesa Sanpaolo confirmed its intention to create value, while striving for sustainability and equality, through a listening, consultation and orientation process involving the stakeholders that not only eliminates discrimination but also promotes measures to exploit diversity. In this context, the "Sexual orientation and identity diversity regulations" were issued which require the relevant Departments to define operating procedures, beginning with unions between people of the same sex, in registered partnership situations or situations regulated by legal systems recognised by the Italian system, to provide them with the benefits foreseen by company regulations

or similar benefits, also offering paid casual leave to employees in same sex unions or registered partnerships. As part of an open and constructive relationship, the bank also sought to increase its dialogue with stakeholders that have specific requests or improvement proposals, also planning and launching joint actions.

Intesa Sanpaolo's commitment to the principle of equality, which has gradually become more tangible in its various activities, is founded on the belief that respect for the personality and dignity of each employee is the basis for the development of a work environment marked by trust and loyalty, and enriched by everybody's various experiences.

### The inclusion working group

Taking a constructive approach and experimenting with new forms of collaboration, the CSR Unit promoted an inter-departmental working group designed to share needs, good practices and new solutions. Special attention was paid to disabilities, with a particular focus on visually-impaired and blind people.

As part of this dialogue and collaboration initiative, aimed at further increasing the accessibility of its documents published both externally on the website and internally on the company Intranet, a partnership was launched with Fondazione LIA (Libri Italiani Accessibili - Accessible Italian Books), which has been collaborating with the Italian Publishers' Association and Unione Italiana Ciechi e Ipovedenti (the Italian Union of the Blind and Visually-Impaired) for several years. The first documents made available in the LIA-certified format were the main corporate social responsibility documents: the Code of Ethics and the Sustainability Report. This collaboration, which is still ongoing, aims at turning the emphasis on accessibility, also through training measures, into one of the distinctive features of the Group's business culture. Accessibility and inclusion are also the distinctive features of the Gallerie d'Italia, which already organise tours for the blind and the deaf, and whose access features contributed to them being given National Museum status as of this year.

## TRAINING

In accordance with the Business Plan, the 2014 Training activities focused on updating the skills necessary for the ongoing consolidation of the company's expertise, and specific support for change, with projects designed to support the evolution of the banking sector and the needs of customers without neglecting the expectations of all stakeholders. In fact, the Bank continued to invest in the organisation of custom training initiatives dedicated to enhancing the skills of all Group employees, in Italy and abroad, through constant support for the evolution of the roles in the various professional areas and the focus on improving the ability of the people to adapt to continuous change and the new service requirements. Many training initiatives in recent years have supported

the development of the skills required to improve the quality of the service to Household and Corporate customers.

### Insieme per la crescita

A training and change management programme for the diffusion of excellent service practices in the Banca dei Territori Division which can improve both customer satisfaction and the satisfaction of the employees directly involved. A team formed of Network personnel identified indispensable, virtuous and ethically responsible behaviour to develop and promote with customers. The practices identified stemmed from a process of definition and sharing with the people affected by the change of the model, through

specific focus and exchange workshops. The behaviour identified takes account of five macro activities that take place in branches: welcoming, transactions, relations, development and management/coordination. As well as classroom training activities, the project is supplemented with the online "Pro" platform dedicated to the Network professionals who, in this initiative, help participants to effectively implement the things that have been shared and learned, and to explain and discuss good practices.

The aim is to improve business results and customer and employee satisfaction, and to this end constant monitoring is carried out using specific indicators.

In 2015 the model will be extended to all remaining branches.

## CAPUSABILITY

What don't we know? What would we like to know? Professional role, expertise and training gaps on one hand, the large amount of educational content made available in the Group's training activities on the other. How can we automatically summarise everything in a personalised range of courses? These are the questions that **Capusability**, "smart" computer engine, aims to answer by using algorithms and tags to propose a training path in line with the needs of each employee. The **Capusability** project makes it possible to share professional knowledge through the analysis of content, related comments, the role and the interests expressed by participants. Acknowledged by the "Osservatorio HR Innovation Practice" in 2014, the goal of the project is to improve the effectiveness of online training, leveraging on the personalisation of training courses and capitalising on and exploiting the numerous training resources already present within the Bank. Thanks to the contribution of internal trainers, the project will be fine-tuned in 2015 with the refinement of the automatic recommendation system and the personalisation level.

### Integrated Multi-channel project

This training project is designed to meet the changing needs of our customers, by strengthening the integration between branch activities and the digital channels, and transferring the ability to provide the customer with new remote services and products. All the new instruments available were examined through specific online lessons. A social learning platform then made it possible to widely disseminate the training content (making written communication more effective) and, through chats and social instruments, to share successful and widespread "multi-channel" experiences.

**Dimensione Impresa** is a modular training plan designed to accompany the introduction of the new service model for businesses. The plan is designed to foster a significant growth in technical expertise and "advanced" management behaviour in relations with corporate customers, in order to start a virtuous consultancy and business cycle that benefits all stakeholders.

With the aim of spreading a culture based on the interpretation of **risk** both in advance and in the final analysis, training projects were launched in the Banca dei Territori Division. These projects enable Managers to continuously provide entrepreneurs with partnership services aimed at anticipating both risks and opportunities in complex and dynamic contexts.

The training offer, also strengthened through the introduction of new channels, focused in particular on the Group's International Subsidiary Banks. The main goals included: developing innovative global management skills, fostering the integration of corporate behaviour throughout the Group and breaking down cultural barriers by supporting change management projects. The levers used included: expansion of the initiatives in the catalogue, dissemination within the Group and the activation of the Mylearning platform (49 online courses held in 12 subsidiaries, 18,000 people registered on at least one course). The classroom initiatives were held in 11 locations with both local and cross-country sessions thanks to the use of a number of geographically and logistically functional hubs (Vienna, Bratislava, Zagreb).

### "FORMAZIONE RISPONDE"

Through **Formazione Risponde**, for several years Intesa Sanpaolo has been reviewing its processes from a "service offer" perspective with the aim of continuously improving service quality. This authentic customer care tool is perfectly attuned to the number of customers, the volumes of products supplied, and the strong multi-channel nature of the offer. **Formazione Risponde** is a multi-channel contact service for all Group employees that operates in line and synergy with the corporate help desk services. It is instantly accessible from the Intranet page and offers a series of dedicated tools: an email account, FAQ and prompt feedback to the posts published in the MiaFormazione social learning spaces. **Formazione Risponde** has two levels of management according to the complexity of the requests. At the second level the relevant training planners are also always involved as part of the "value chain" for the internal customer. In standard cases a direct answer is supplied in response to the employee's questions, often by phoning them in order to provide immediate support. In 2014, 2,800 requests were processed, 81% of which were resolved within 24 hours.

The creation of new businesses and new organisational models was addressed, in synergy with the newly-created Innovation Centre, in the New Roles Workshop which made it possible to share, across-the-board, ideas and visions on the evolution of banking roles and the formal and "informal" skills required to support it.

Alongside the permanent offer, available through the two "learning gateways", the Management School and MiaFormazione, the employees of the various Bank Departments were involved in over a hundred custom projects. Multiple managerial and behavioural themes were addressed, including: staff management, leadership, teamwork, ageing, managing complexity, wellbeing and resilience.

#### Spreading the culture of responsibility

The planning of initiatives to transfer knowledge and make the Bank's principles and values part of everyday life continued with a joint project between the CSR Unit and the Training Department. A key role was played by the CSR Delegates in Italy and the Delegates abroad, the latter specifically committed to the extension of the new approach adopted to monitor and control the Code of Ethics. In fact, a targeted training session was held in Budapest to trial the so-called 'self-assessment' of the departments using the guidelines of the ISO 26000 standard. The Delegates were also involved in a 3-day classroom training activity on the adoption of the new Global Reporting Initiative G4 social and environmental reporting guidelines.

Launched in 2013 from interdepartmental activities between the CSR Unit, the International Subsidiary Banks Division and the Training Department, the CSR Drops training project, dedicated to the Group's International Subsidiary Banks, uses the storytelling method to explain the Intesa Sanpaolo Group CSR model with day-to-day examples and through four pillars of CSR which have been turned into four short films: Our choices, The seven values, Dialogue with stakeholders and The culture of responsibility. In 2014 CSR Drops was made remotely accessible to all employees in the International Subsidiary Banks and the International Subsidiary Banks Division.

For the Italian CSR Delegates appointed in recent months and those that interact with the CSR Unit on an informal basis, 25 employees overall, a specific activity was organised to introduce them to the issues of responsibility and to present the people that work in the CSR Unit. During the annual meeting the entire Delegates community (60 people) took part in a mind-mapping event; the goal was to take stock of the work carried out in recent years and to pass on the baton to the new delegates who will gradually assume the role. The result was a joint effort that led to the creation of a genuine map of possible answers to these questions: How to stimulate the courage and understanding of Intesa Sanpaolo delegates and employees in relation to these themes? How to overcome the indifference and accusations of rhetoric of our internal and external stakeholders? How to foster the commitment and engagement of our managers, employees and our community in general? How to help the business grow

by displaying greater levels of awareness with regard to these themes?

Also addressed were the transfer of contents and the awareness raising on environmental issues ("Ambientiamo" with the integration of the 4 Climate Change support tools - see p. 124), the risks and challenges of Project Finance loans (see Equator Principles Training: p. 63), and the methods of reporting Community contributions according to the London Benchmarking Group standard, for which a specific webinar was held.

Intesa Sanpaolo Vita continued with the project called "Towards a shared identity: the future in our stories", developed together with the Training Service and the Corporate Social Responsibility Unit, whose strategic goal was to strengthen the company's identity and culture through the sharing of its values and the acquisition of a greater understanding of the value and effectiveness of day-to-day behaviour adopted as part of an "extended responsibility" (multi-stakeholder) approach. The project featured a series of stories that will help to create installations in the company headquarters and turn some spaces into narrative environments that promote corporate culture.

### Culture and development of innovation

In the second half of 2014 the new Chief Innovation Officer Governance Area was set up with the goal of identifying, analysing and developing innovation activities together with the Group's Business Units and Head Office Departments. One of the goals of this Area is to guarantee the dissemination of a "culture of innovation" within the Group through specific training initiatives and events. It also develops innovation solutions through the planning and management of workshops (Experience Design Lab) aimed at conceiving and designing prototype products, services and solutions.

Concerning the dissemination of culture, 20 initiatives were organised involving around 600 people from the various Group companies. Of particular note were the:

- innovation workshops (Service design: service culture and practice; Planning Innovation; Creativity and innovation; Lean thinking and Innovation; Sponsoring Innovation, Being Innovation);
- bespoke workshops for the specific needs of external / internal customers (Business Innovation across industries, with the participation of David Orban – Singularity University; Smart life, Multichannel and Digital Payments convergence workshop; Sharing experience and projects, Banca dei Territori Division and International Subsidiary Banks Division);
- Evening dialogues ("Passion as a drive for growth" - the experience of Enrico Loccioni and Isabella Rebichini; "Dialogue on Bitcoin"; "Creative confidence" with Tom Kelley);
- Getting to know and using the Innovation Centre;

- joint meetings and events (Meetings with Iren, Mastercard, IBM, Confindustria, Turismo Torino).

As regards the "Experience Design Labs", 25 sessions on projects and unexpected initiatives (e.g. digital signage, the redesign of TARMs) were held, involving 650 participants. Also launched were the setup activities of the "innovation network", which involves the creation of a network of branches and employees within the Group, and the finalisation of the communication plan and platforms for the Chief Innovation Officer both internally and externally.

### New ideas from the International Subsidiary Banks

The initiatives to stimulate the generation of ideas from employees on certain key issues relating to company life continued in various International Subsidiary Banks in 2014. These issues included products and services, approaches to customer relations, internal processes, cost containment, communications, working environment, image, reputation and corporate social responsibility activities. One example was the improvement of the children's corners, created in 2014 in 38% of Hungarian branches of CIB Bank which, in 2015, will see the development of educational modules on the theme of financial education as well as the creation of simplified forms for Albanian customers in order to facilitate procedures and reduce processing times. Other initiatives regarded sustainability solutions such as parking areas for bicycles and recyclable envelopes. In Slovenia, the "Invite a friend for the good bank" marketing campaign, for example, stemmed from an initiative involving the collection and sharing of experiences and ideas for the acquisition of new customers.

Over time, some of these initiatives have become genuine sources of innovation within the company: for example, since being launched in 2009, "Zapni" has enabled VÚB Banka to implement over 130 of the approximately 1,100 ideas put forward. Two hundred ideas were collected in 2014 alone, 11 of which implemented.

The new initiatives launched in 2014 included:

- "Fresh Ideas" at Intesa Sanpaolo Bank Albania, an initiative designed to collect ideas for improving processes, creating new products, using new technologies and proposing new business partnerships to the various stakeholders;
- "Those who need us" at Alexbank, an initiative designed to identify, thanks to the recommendations of colleagues, CSR and voluntary projects with which to help and assist disadvantaged regions of the country (the project will run till the end of 2015);
- "T- REX quick win" at Banka Koper, an idea-gathering initiative that forms part of a project to improve the productivity of internal processes.