

# Diversity and Inclusion Week

14 - 18 October 2019





# Diversity and Inclusion Week



## Agenda

- Introduction: Diversity is key to innovation and growth
- Foreword: One week, one common framework
- Why Diversity and Inclusion matters
- Our journey
- Diversity and Inclusion week: 5 days full of initiatives and events
- Closing remarks



## Introduction

# Diversity is key to innovation and growth

Jean Pierre Mustier (*Chief Executive Officer, UniCredit*)

“UniCredit is enriched by its diverse workforce and committed to creating an **inclusive working environment** where all talents, skills and experiences are valued. This is fundamental for us to remain a pan-European winner. Creating a **culture of inclusion** is of strategic importance to the bank. That’s why we signed the Joint Declaration on Equal Opportunities and Non-Discrimination in 2009.

UniCredit launched its first **Diversity and Inclusion Week** in October 2019

and I want to thank colleagues for volunteering to organize **80** events, in **15** different markets. During that week, UniCredit employees explored various facets of diversity, in line with our values, **Ethics and respect**, and our guiding principle: **Do the right thing!**. Different points of view bring fresh perspectives, original approaches and new solutions”.

“  
A workplace where **all differences are respected**, is essential for diversity to really work.  
”





## Foreword

# One week, one common framework

Ayse Ozpirincci (*Global Head of Diversity and Inclusion, UniCredit*)

“We are on a journey towards greater diversity and inclusion, and we have learned a lot along the way. We applied these lessons to reshape and accelerate our approach to how we look for talent and nurture it, including how diversity ties into our overall business strategy, vision, and purpose. In this report, we share the story of our global **Diversity and Inclusion journey** with you. I hope that by sharing our experiences, challenges and insights, we will learn from and engage with

others about their own Diversity and Inclusion journeys. No single organisation has the sole right answer. We hope that by sharing our thinking, we learn from others, knowing the **best ideas come from having many voices** in the conversation. While we’ve made some strides around our global network, including appointing some more diverse leadership teams at the global and country levels, we have more work

to do. We believe **transparency and accountability are two key pieces to driving better results**, which is another reason why we are sharing more about the Diversity and Inclusion ecosystem. This past year has been the start of my own personal Diversity and Inclusion journey. It is clear to me that our focus needs to go beyond gender **to embrace and value all types of difference** more broadly. Only through such a broad effort will we be able to

deliver our ambitious business strategy for the future. This wider view has been the heart of my efforts since I was appointed **Global Diversity and Inclusion leader in 2018**. Throughout my career with UniCredit I’ve held various leadership roles. No matter whether they were client, business, or people-related they’ve all made one thing clear to me: **#inclusionmatters.”**



# Why Diversity and Inclusion matters

We aim to create **an inclusive work environment**, removing barriers and prejudices.

**Unconscious Biases** are a series of learned stereotypes that influence our behaviour without us realising it. Unconscious Bias exists in each of us and can **create barriers to inclusion, performance, engagement**, and also **innovation**.

We cannot get rid of Unconscious Bias completely. But learning how to

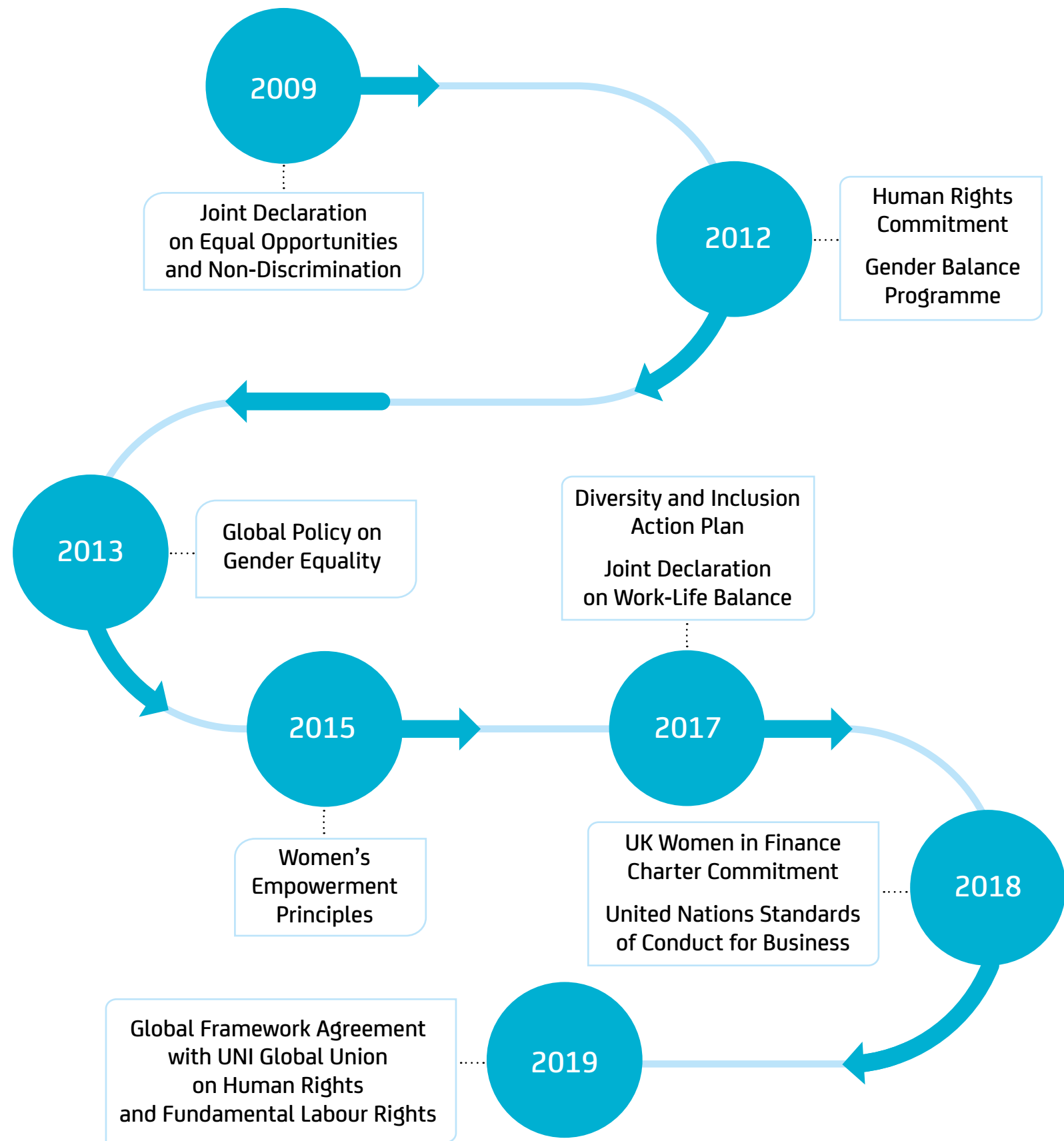
be aware of it is a skill everyone can master. Making ourselves aware of Unconscious Biases and the power of the **“diversity of views”** and perspectives can help us change the way we act and lead to innovative thinking, **better decision-making** and **better business results**.

## Some small tips to be more inclusive:



- Examine your own assumptions
- If you have a strong reaction to someone, ask yourself why?
- Listen carefully to the person speaking until he/she feels understood
- Make a habit of asking questions
- Include input from people with a wide variety of backgrounds

# Our journey



## Focus on 2019: 3 special moments

Not just one day,  
but every day:  
**#inclusionmatters**



**International Women's Day** - We are fully committed to promoting diversity including gender balance, and all talents, skills and experience are valued and different points of view are openly expressed.



**We support Pride** - This is part of the Bank's continued strong commitment to Diversity and Inclusion in line with our core values of Ethics and respect, which are crucial for guaranteeing business sustainability.



**International Day of People with Disabilities** - At UniCredit, inclusion also means creating a better and more accessible working environment where barriers are minimised. We believe in addressing special needs in order to guarantee **equal opportunities** to all our employees.



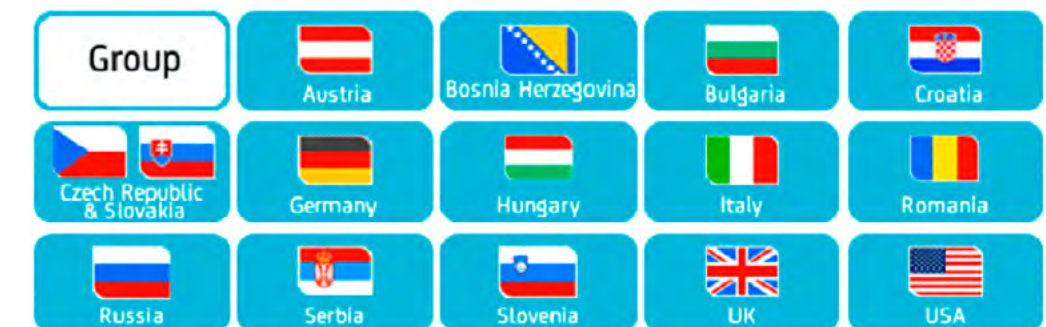


# Diversity and Inclusion week: five days full of initiatives and events across countries

14 - 18 October 2019

We dedicated a week to discuss and explore new perspectives and solutions to put Diversity and Inclusion at work, with the participation of our colleagues, testimonials and experts.

Navigate across countries



## Key numbers

**80** events

**146** speakers

**153** hours

**15** countries

**13,600** participants





# Group

We did a **kick-off event** in Milan divided in three panels, to reach out to **all Group colleagues**, where **internal and external leaders**, and role models from various industries, with different experiences, came together to share their **stories, plans** and **best practices**.

## HR Best practices on Inclusion

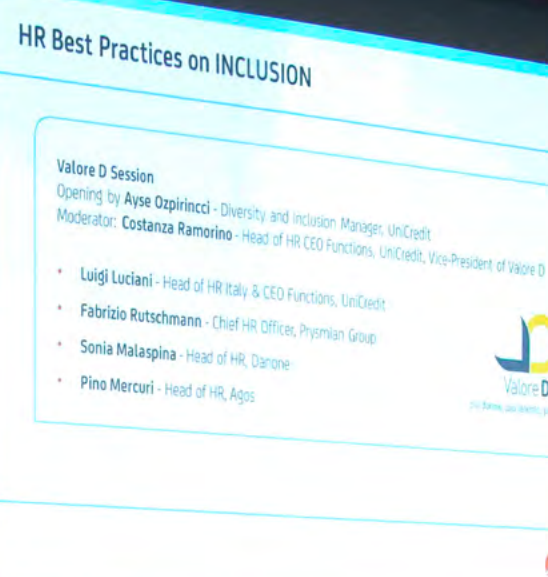
Event | Milan

A panel discussion organised in collaboration with ValoreD, an Italian organisation that is sponsoring, supporting and embracing the female leadership.



Inclusion is about everyone's Talent.  
If we include **everyone's prospective** we will be able to create **the Bank of the Future our Clients are waiting for!**

**Costanza Ramorino**  
Head of HR CEO Functions, UniCredit and Vice-President of ValoreD



“

We should move from a **Diversity** approach to an **Inclusive one**.



**Pino Mercuri**  
Head of Human Resources, Agos

“

**Work and act by conviction** – if you are convinced, you can move the “mountains”.



**Sonia Malaspina**  
HR Director South Europe, Danone SN

“

We need to be **committed** and to work on Diversity and Inclusion issues. **Diversity and Inclusion** is not an HR responsibility, is a business issue – the Managers should understand that Diversity and Inclusion is the **true “wealth”** for the company.

**Luigi Luciani**  
Head of HR Italy & CEO Functions, UniCredit

“

**Keep Diversity and Inclusion topics in the Agenda**, not only at top levels. More debates, meetings and moments where people are involved to talk about **Diversity and Inclusion** and be part of the Journey. This can support the cultural change.



**Fabrizio Rutschmann**  
Chief HR Officer, Prysmian Group



# Our Leaders, Our Stories on Inclusion

Event | Milan

Personal stories, challenges of inclusion.

“

The best things happen when you are **out of the comfort zone**, so do not be afraid of being uncomfortable.



**Marco Iannaccone**

Executive Director, Chief Operating Officer,  
Yapi Kredi Bank

“

Encouraging the adoption of policies and measures aimed at promoting respect for and integration of diversity, including the field of gender identity, is an **enriching element** of the **organisational culture** itself and requires an **ever-increasing commitment**.



**Valentina Giagnoni**

Head of Group Internal Communication,  
UniCredit

“

My success tips are **listening more** and **reaching out to people**, being **close to the customer** and **feeling the sense of being part of a team**. Leadership profiles are no longer a monologue, but dialogue. As leaders, we must understand the language inside the organisation.



**Feza Tan**

CEO and Chairperson of the Management Board,  
UniCredit Bank Serbia

”

“

**Diversity and Inclusion** can't just remain a declaratory, institutional comment without concrete substance. Our credibility on **Diversity and Inclusion depends on the behaviours** we truly adopt. Diversity and Inclusion happens when no one is looking.



**Daniele Tonella**

CEO UniCredit Services and Group Chief Information Officer,  
UniCredit

”

“

Organisations that are diverse and inclusive of their people are actually the only ones that will survive and thrive in the future. By creating an **inclusive work environment**, we are also creating differences of opinions and views. This is **a mindset, a process** – it cannot be achieved through a training course, it has to be lived daily. Senior managers must act as the role model.



**Ljiliana Čortan**

Member of the Management Board and Chief Risk Officer,  
HypoVereinsbank - UniCredit Bank AG

”

# CEO's Talent Strategy Session

Event | Milan

What top executives think about talent diversity and inclusive work environment.

“

Companies that are diverse, are **more creative, more innovative**, have more adaptive business models and also a better retainment of their people.



**Teodora Petkova**

CEO and Chairperson of the Management Board, UniCredit Bulbank

”

“

Diversity and Inclusion are a cultural matter. In particular, Inclusion is going beyond the gender, it means also to be able to create a **sense of purpose** where everybody can feel part of a team, of an organisation.



**Carlo Vivaldi**

Co-Chief Operating Officer, UniCredit

”

“

Diversity and Inclusion need to be more than a slogan, more than a good marketing piece. It **needs to be a reality**, it needs to be part of the **DNA** of a corporate culture.



**Shannon Lazzarini**

Head of Group Litigation and Group Deputy General Counsel, UniCredit

”

“

Diversity and Inclusion starts from the top to set the tone and the priorities for the entire organisation. However, **every employee should also contribute** to creating an inclusive environment.



**Silvia Candiani**

Country General Manager, Microsoft Italy

”

“

**Companies are at different steps of the journey.** Even the organisations that are very diverse, in general, still have to do some work. Having diversity targets helps accelerate the journey.



**Simona Comandè**

Market Leader Italy, Israel & Greece, Philips

”

“

Forced internal career paths can overcome the situation of non-diverse teams. **Diversity is also a game of balancing the team** not only with one or two dimensions, but to be really able to include diversities in all their aspects.



**Mario Pellizzari**

Consultant, Egon Zehnder

”





# Austria

We **focused** our initiatives on **gender, disability, intergenerational dialogue, resilience** for individuals & organizations and on **Unconscious Biases**. We value the differences in people while **focusing** on inclusion.

## Monday

### Diversity and Inclusion Matters!

Event | Vienna

CEE in cooperation with Bank Austria

A full day event involving **150 participants**, of which around **70 managers** from the CEE countries and Vienna, as well as **50 senior managers** from Bank Austria.

A series of panel discussions were held, in which experts and entrepreneurs from the fields of medicine, art, startups, entrepreneurship, media and academia shared their insights with the aim to raise awareness on the Diversity and Inclusion issues and look at it from different perspectives.

#### Dress for Success

to explore the impact we make with the way we dress and present ourselves

#### Women Managers, mind the Gap!

different challenges that women managers experience every day in their professional careers

#### Women In Startups

to deep dive into the challenges that women entrepreneurs are facing

#### Personal Branding

inspiring keynote speech on how to actively manage your own personal branding

#### Let's talk about Arts

challenges of gender in different domains of the art world - from theatre and dance to the fine arts



Monday

## Diversity and Inclusion Matters!

Event | Vienna

CEE in cooperation with Bank Austria



“

The event was highly appreciated by the participants and we are confident that it gave the right focus to this important topic in terms of the evolution that our organisation needs to go through, to raise awareness and avoid **judgmental behaviours**.

This is not something that we can achieve overnight. It is a process, and it starts with ourselves.

I hope that all colleagues who took part in this day will now serve **as ambassadors for diversity and inclusion** in their working environment.



**Laura Orlic**

Head of CEE HR, UniCredit

”

“

Diversity and Inclusion are about the acceptance of everyone: whoever you are, wherever you come from, whatever **your BELIEFS are**. Of course it is a question of gender, nationality, religion, skin colour or sexual preferences, **BUT NOT ONLY**.

Being inclusive means to appreciate differences, enjoy and **LEARN FROM diverse viewpoints and CULTURES**.

I am very pleased that everyone will be given the opportunity to participate in dedicated training sessions where to learn more about what acceptance concretely means and how it should be applied in the daily behaviours at work [and elsewhere].



**Louise Tingstrom**

Spokesperson to the CEO (UniCredit)

”



## Workshop | Vienna

Around **50 colleagues**, divided in small groups, had the opportunity to gain an insight into the everyday work of **people with different disabilities** and their everyday lives as **bank customers**.



The **more diverse** the organisation, **the better** we will master **the future**. Colleagues from different backgrounds help us to continuously improve our barrier-free services. As a leading provider of barrier-free financial services, it is simply a social and economic necessity due to demographic change to continue investing here.



**Robert Zadrazil**  
CEO of Commercial Banking Austria



## Generations in Dialogue – working together and learning from each other

Lecture | Vienna

A diversity of generations also means a diversity of ideas about values and motives in the workplace. Needs and expectations flow into the way we work - and so do our teams! Together we got to know the different generations at our workplace and have thus already taken the first step towards a generation-spanning and successful future.



It was very exciting to see how **different generations** perceive a **generation or an age group**. However, many of these perceptions were only created by stereotypes. It is my **personal responsibility** to minimize these stereotypes and to learn from different generations.

### A quote from a participant

“



Thursday

## Resilience for individuals & organizations

Lecture | Vienna

Men and women today face **unprecedented challenges** and **pressures**, so they need resilience more than ever. How can individuals and businesses build **strategic resilience** to become more effective, **adaptable** and **sustainable**?



## Unconscious Biases

Workshops | Vienna

Our brain is an excellent detector for patterns. We use categories and rules of thumb when we perceive and decide. As a rule, this assessment runs correctly. But sometimes we are guided by unconscious prejudices, the Unconscious Biases. Women and men may be judged differently, talents may be overlooked or customers' needs may be misjudged.

## Consciously dealing with unconscious prejudices

- how Unconscious Biases stand in the way of diversity in organisations and which strategies you can use to prevent biases

## Make Better Decisions

- how Unconscious Biases are created, which species exist and what strategies can reduce their negative effects and make gender- and diversity-conscious decisions.

“

It's not just the right thing, it's the **smart** thing to do. The Diversity and Inclusion concept initiates a personal and organisational **change of perspective**. The focus is not only on avoiding discrimination against social groups, but also on the **diversity of perspectives**, approaches to solutions and experiences. This also gives the topic its economic relevance for UniCredit Bank Austria.



**Manfred Wondrak**

Independent expert for the European Commission  
in the field of Diversity & Equality and founder of Factor-D Diversity Consulting

”

Friday

## Ethics and Respect: Do the right thing! Your opinion counts! Living Ethics & Respect at my workplace Online

What “Ethics and Respect” means to our employees in their daily interaction with colleagues and customers and why they believe these values must be an important part of our Group. Presentation via screens of testimonials collected from employees.





# Bosnia Herzegovina

We started the week with “**Respect Wall**” initiative.  
We organized **three workshops** with more than  
**200 participants** and launched a **humanitarian initiative**.

## Are you Biased?

Workshop | Banja Luka

With professor  
**Srđan Dušanić**  
(social psychologist).



## Are we different?

Workshop | Banja Luka

Gender Awareness workshop - panel discussion



## Lifestyle & Personal Branding

Workshop | Banja Luka

Key message that was pointed out  
is the **importance of work-life  
balance** (to be able to improve  
yourself, to be satisfy and achieve  
better results) and personal  
branding (how we present  
ourselves and how other people  
perceive us).





# Ethics & Respect

Humanitarian initiative | Banja Luka

We have launched a humanitarian initiative with the aim to raise donations for the **Dystrophy Association** of the Banja Luka Region.



# Respect Wall

Event | Banja Luka

## More than 50 colleagues left their messages on the wall

We invited colleagues to leave their comment or opinion on the topic of respect at the workplace. Colleagues shared their thoughts by finishing the sentence at the wall.



## Respect at workplace for me is:

- Culture in communication, oral and written, openness, sincerity
- Respect for diversity
- Respect and reciprocity
- The awareness that everyone is fighting a battle that the other party knows nothing about
- When I have the opportunity to say my opinion
- We are all different which makes us all the same!



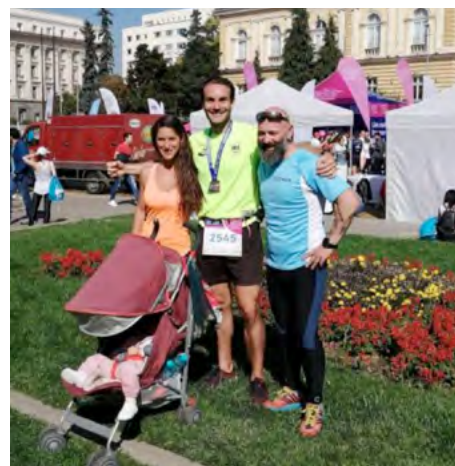


# Bulgaria

We supported the marathon **Champions4Diversity**.  
The money, raised with the charity will be used  
by a prominent NGO in Bulgaria, **JAMBA**,  
specialized in supporting the career  
advancement of people with special needs.

## Marathon

Charity event | Sofia



“We **run** to express  
our view that  
**no human  
is limited.**”



**Blagoy Solakov**

Manager Private and Individual Sales, UniCredit Bulbank

## EU Commission

Management participation | Sofia

Our Head of HR, **Federico Bedini**,  
and the Head of Identity and  
Communications, **Viktoriya Blazheva**,  
who is also Diversity and Inclusion  
Manager of the bank, took part in  
the European Commission workshop  
in Sofia “**Discrimination in the  
workplace: how to put reasonable  
accommodation into practice**”.







Renata Možar Milković (Region Manager for Continental Croatia, Zagrebačka banka )



Jean Pierre Mustier (Chief Executive Officer, UniCredit)

# Croatia

We believe that creating awareness and launching the conversation needs to **start from the top.**

## Online activities

We create awareness about Diversity and Inclusion with **online external and internal activities.**



Diversity & Inclusion presentation to Zagrebačka banka's Top and Middle Management.







## Unconscious Bias

Workshop -Zaba Management Meeting | Zagreb

“We are open to everyone’s ideas on how to improve Diversity and Inclusion culture in our Bank.”



Diversity and Inclusion corner

“



Gianluca Totaro

Head of Human Resources, Zagrebačka banka

My impression is that it was a very good choice to engage the whole bank management on this very important topic. **I was impressed by the active participation of our people** in both the workshop and the following Q/A session, as an evidence that “Diversity and Inclusion” matters a lot to us as an organisation. I believe that passion and energy about this topic contributed to the success of the initiative.

”

“

I liked the message “**Like more people**” and the way it was presented. The insights were also very interesting and useful and it was obvious that the sense of engagement was achieved.



Eugen Paić-Karega

Management Board member for Retail, Zagrebačka banka

”





# Czech Republic/Slovakia

## We organised:

- **four days of presentations and workshops** on diversity topics (Diversity in life and business, age diversity, psychological diversity, remote working and life-work balance), with **inspirational speakers** (with more than **620 participants**, both on classroom and online)
- a **photo competition** for all the employees: “How do you enjoy D&I week?”.

## Diversity and Inclusion in Life and Business

Event | Prague

“For me, the concept of diversity involves **overall acceptance, recognition and understanding** of individual differences, and respect for every individual in the organisation.”



**Rostya Gordon Smith**  
HR expert



# Every one of us is unique

[illegible]





# Germany

We had a week full of events and initiatives with more than **650 participants**.

## Monday

### Unconscious Bias in our daily work life

Lecture | Munich

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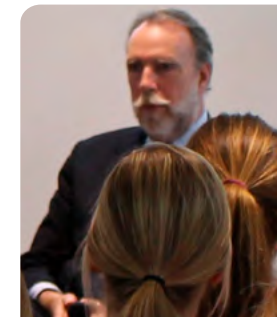


**Lothar Wüst**  
Leadership-Coach, Cormens GmbH

**We must all accept** that we, as human beings, are **biased**. That is not problematic in itself, it only becomes problematic when one sees his/her perspective as the only true one.

”

“



**Antonio Keglévich**  
Global Head of Sustainable Finance Advisory,  
UniCredit

Never stop being **curious** and **eager** to find out something new - because: Learning knows **no age limit!**

”

## Tuesday

### Designing your career at any age

Lecture | Munich

“



**Monika Rast**  
Head of Multinational Corporates Germany, UniCredit Bank AG

I am proud - also from my own experience and career steps - to be able to say that UniCredit offers the environment to do so and encourages everyone, who is open to change, **to take new challenges and to rotate within the organisation.**

”



## Making your Voice heard

For female Talents in CIB (Talent program) in cooperation with CIB Council

**Workshop** | Munich and Milan (on Thursday)

As part of the 3 years talent development in the Corporate Investment Banking, our Female Talents took part in a one-day highly interactive programme. The path wants to support the female talents in the development of their leadership character and profile.

## Inclusion at UniCredit

**Workshop** | Munich

How to create a positive and inclusive work environment, leveraging on our diversified workforce.

## LGBT Inclusion

**Events** | Munich

During the LGBT Day, the UniCorn members and Inclusion Ambassadors had the opportunity to exchange ideas with Ayse Ozpirincci, about Diversity and Inclusion in UniCredit with a focus on ERG Groups and networks in companies, in order to generate new ideas for the future. In the evening an after-work event was organised, in cooperation with the Kunsthalle München, to which BMW Group DIVERSE and Proud at Work networks were also invited.

## UWIN Network Initiative - Gender Diversity

**Event** | Munich

Our society and the bank are undergoing a deep transformation process. In a world where complexity is increasing, it is more and more important to reach out for networks and different ways of thinking and acting. In this context, the UWIN network and young female talents, had the opportunity to receive some insights from our Chief Transformation Officer Finja Kütz career that pointed out the advantages of being a woman.





## Thursday

### Visibility and Communications

Workshop | Munich

Key topics discussed:

- How to create and use the networks
- Gender-specific communication & self-marketing
- Dealing with the rules of the game
- Ambiguity

### Diversity Business Case & Best Practices at Ernst & Young

Workshop | Munich

“It is great that UniCredit hosts five days full of initiatives about Diversity & Inclusion. I see just the **right topics and questions** that Diversity and Inclusion is about.”



**Oliver Simon**  
HR Director, Ernst & Young

### Open House @Dussmann Culture Kindergarden

Event | Munich

A Childcare Initiative



picture from the Yoga session during the Lunch time in HVB Tower's Skylounge

## Friday

### Integration of disadvantaged people into the labour market & the story behind Joblinge

Lecture | Munich



“With **Joblinge**, we are connected by a long-standing great partnership - with **150 volunteer mentors** of the bank that have supported **247 mentees** for several months.”

**Stephanie Kraus-Nijboer**

Head of Social Impact Banking Germany, UniCredit Bank AG







# Hungary

We discussed about diversity in **two different panels**, with around **250 participants**.

We dedicated specific activities to women:

- **Mums at work** (first meeting and workshop with 21 mums who will return from their maternity period for part-time work in different positions)
- **Elevating Women in Leadership** (panel discussion with around 70 participants)

“ There is a clear correlation between diversity and quality of performance. Inclusion however is directly connected to humanity. Both elements together make a **win-win situation**. ”



Ivan Vlaho

Deputy CEO, UniCredit Bank Hungary Zrt

## Diversity mindset

Panel | Budapest

“ If you search in Google for the word: **CEO, the first few photos are of men.** If you write beautiful hand, only female hands are visible. ”



Edina Heal

Founder of Egyenlítő Foundation,  
former Managing Director of Google Hungary





# Italy

We celebrated the week inviting all colleagues to share best practices and to raise the awareness and understanding of the topic.

## Kick-off D&I Week

Online

Launch online of the Transformation Agents Community (OneNet) to inform about the initiatives planned for the week.

“



**Remo Taricani**  
Co-Ceo CB Italy, UniCredit

Diversity and Inclusion are an opportunity to increase the value of our business. They are the true key to **unlock the potential of people** and teams by generating **innovative ideas** in a stimulating environment. To ensure that Diversity and Inclusion do not remain just an abstract idea, **we need to get them into our culture and everyday behaviours.**

”



## Listening Moments with STEM women

Event | Milan and Bari

Internal moments dedicated to young **STEM** (science, technology, engineering and mathematics) women recently onboarded in our Group and external one involving female STEM students nearing graduation in the Polytechnic University of Bari. The aim is to enhance our **positioning as “Employer of choice”** for the **STEM talent** and becoming more and more attractive for this cluster of population, **increasing the number of STEM women inside COO Area.**

## Group Wealth Management (GWM) Inclusion Promoters Committee

Event | Turin

The **3 founders** from Austria, Germany and Italy presented the **Action Plan** for Diversity and Inclusion during the first edition of the **GWM Leadership Academy**, a change management program dedicated

“



**Marco Bizzozero**  
CEO of Group Wealth Management,  
UniCredit

A diverse and inclusive workplace leads to better business outcomes.

- in this first edition -  
to 30 Key Managers.

”



# Speak up Diversity and Inclusion to Italy Regional Leaders

Event | Italy

Dedicated moments and interviews with Business Leaders to cascade and spread Diversity and Inclusion contents, within Commercial Banking Italy.



“

Inclusion is an ethical issue: I am proud to work in a Group that believes that everyone's contribution is appreciated. In the future, the opportunity for each of us to contribute to the Bank's result will be greatly increased by the digitisation and therefore we cannot really lose anyone, because **every PERSON of the Bank will be even more important**. So, every manager has to work to keep everyone involved, because diversity is a richness.



**Giovanni Forestiero**  
Regional Manager Region Centro, UniCredit

”

“

In a world that is changing at great speed, our “fear” should concentrate on being equal and not on being different. Standard thoughts and behaviours risk neutralising diversity of thoughts and decisions: this **diversity** represents the best guarantee of being able to **guide change, leading it towards constant improvement**.



**Debora Gatti**  
HR Manager Region Centro and Diversity Manager Italy, UniCredit

”



# Inclusion & Responsibility lab

Workshop | Milan

Promoting cultural change by spreading inclusive leadership and useful tools to create a truly inclusive environment for all, regardless of the “category” of belonging. Around 30 Commercial Banking Managers were involved.

“



**Tommaso Campana**  
Co-Head HR Commercial Banking Italy, UniCredit

You are asking me about a common responsibility we all have: **listening**. I mean careful listening – with the heart, with competence – **about what customers and colleagues are telling us.**

”

“



**Enrico Corgiolu**  
Co-Head HR Commercial Banking Italy, UniCredit

I recognise my biases, bias is **something natural**, it is not something studied or desired but it is a predisposition that we have when we observe others. To be able to overcome it, you have to observe people with the intent **to enrich them and enrich yourself.**

”

# Kick-off MAAM - Maternity as a Master

Inviting all colleagues (women and men) with children aged 0-3 years to join  
Event | Turin

MAAM is a digital path (addressed to all colleagues – women and men – with children aged 0-3 years) that leverages on the educational potential of parenthood to develop new soft skills which are also useful at work, building a stronger and more complex character, leading to a better work-life balance. MAAM offers a tool to enhance professional growth, improving engagement and team inclusion, while promoting personal well-being.

“



**Andrea Casini**  
Co-CEO CB Italy, UniCredit

Commercial Banking Italy began a long time ago a great journey to enhance diversity and boost inclusion. **MAAM is an example of this:** a training program for colleagues with 0-3 years old children, that transform maternity in a master in key competences for professional growth. We started with new mothers and, during the Diversity & Inclusion week, we launched MAAM Parenting with the extension to new fathers.

”







# Embracing disability

We strive to listen to the needs of our diverse workforce by creating a better and more accessible working environment based on inclusion, raising awareness and understanding of the topic through a **wide variety of dedicated workshops, discussion panels, webinars and training courses.**

## Blind Walk: In my shoes

Event | Milan

Twenty bank **employees experienced blindness first-hand**, walking around the highest tower of Piazza Gae Aulenti for thirty minutes while blindfolded, with the help of a stick, guided by volunteers from UIC (Unione Italiana Ciechi). **They personally experienced the challenges** that a blind person faces every day, to get around.

## Embrace Disability

Online webinar

**Managing efficient relations with people with disabilities** in the daily lives. Line managers and Disability Manager discussed the relationship with people with disability.

## Report out of the “Inclusion Relay” event

Event | Turin

A three-days workshop, gathered together around **250 people** with different roles within the Bank (colleagues with disabilities, HRBP, managers) to **discuss inclusion issues** and to **exchange ideas** on **building an inclusive work environment.**

## Training courses on “Disability Management”

Online course

On-line courses, such as **introduction to sign language and lip reading**, featuring some of our deaf colleagues, offer **a guide to supporting the increasing numbers of caregivers** as well as dedicated **courses on visual disability and motorial disability.**





# Romania

We organised **four live events** involving **more than 700 participants**, both in classroom and online, on different topics.

## Age Minorities

**Lecture** | Bucharest

How seniors and millennials are perceived in corporations and how do they collaborate. Personal experiences from a young professional and also as a senior mentor in his 70's and people's perception of being too young or too old to have a valid opinion.



**Dan Pascariu**

Chairman of the Supervisory Board, UniCredit Bank Romania

## My expat story: 4 times since I was 24

**Lecture** | Bucharest

Being a woman who started her management and leadership carrier early, she encountered several religious, misogynist and bias attitudes from her male team members.



**Catalina Roman**

Identity & Communication Director, UniCredit Bank Romania

## Gender discrimination in our key social sectors

**Lecture** | Bucharest

A successful professional who decided to join politics and managed to promulgate 5 laws with an important social impact for disadvantaged women, guaranteed medical care for children with no identity and a common lifetime database for the sexual aggressors individuals, in one mandate, as an independent deputy.



**Oana Bizgan**

Independent Member of Romanian Parliament

## Minorities inclusion

**Lecture** | Bucharest

How to be a smart gipsy kid, one who had both luck and perseverance to overachieve. An example of Roma who succeeded in corporations at international level, and became an activist to promote the rights and integration of Minorities.



**Valeriu Nicolae**

Coach, trainer, former diplomat





# Russia

We create awareness on Diversity and Inclusion with an internal communication campaign and a workshop about “Gender Diversity - personal stories and challenges”.

## Key topics

- #gender diversity
- #life & work integration
- #equal opportunities
- #diversity of culture
- #managing diverse teams



## Gender Diversity

Event | Moscow

“ This event is supporting Group’s high-level approach on diversity and inclusion. We should follow this event to **raise awareness** why we need this and promote the tools we need to reach and improve it. ”



Svetlana Zolotareva

Member of the Management Board, UniCredit Bank Russia

“ Equal opportunities give us a chance to do something important, as well as the ability to **work with people with different points of view and backgrounds**. I am convinced this approach will make our life better as well as the Bank more efficient. ”



Valentin Timakov

Head of HR Department, UniCredit Bank Russia





# Serbia

**Being Yourself Matters!** We organized **three days of discussion** sessions, with **250 participants**, about several topics: gender diversity, age difference among colleagues, differences of working in headquarters and branches, dress code. All sessions were followed by professional artist who made **illustrations on discussion outputs**.

## Family Day

Event | Serbia

For the first time, a full day was organised for the whole Bank and around **1,200 colleagues** and **their family members** enjoyed the activities planned.



## Being Yourself Matters!

Workshops and experience sharing | Belgrade

“ This initiative is the best-practice example for inclusion and accepting the opinions and diversities of all employees. Pleasant atmosphere and **open and sincere conversation** additionally contributed to the conviction that diversity and inclusion become **part of our mindset**, no matter in which part of the bank we work. ”

A quote from a participant





# Slovenia

One **central event** involving around **40 participants** (mainly Senior Management), **focused on how our unconscious bias drives our daily decisions** and the effort we need to make to increase awareness. All participants cascaded down the messages within their teams and around 30% of the employees were included into the conversation about the importance of Diversity & Inclusion.

**Senior female leaders shared their experience from CEE Division & Bank Austria event**, pointing out how even small things matter and we should not ignore any opportunity to leverage on our diversity.

“



**Marco Esposito**

Chief Executive Officer, UniCredit Banka Slovenija d.d

I am proud to lead a company where we have **a perfect balance of great women and men** in our managerial population!

”

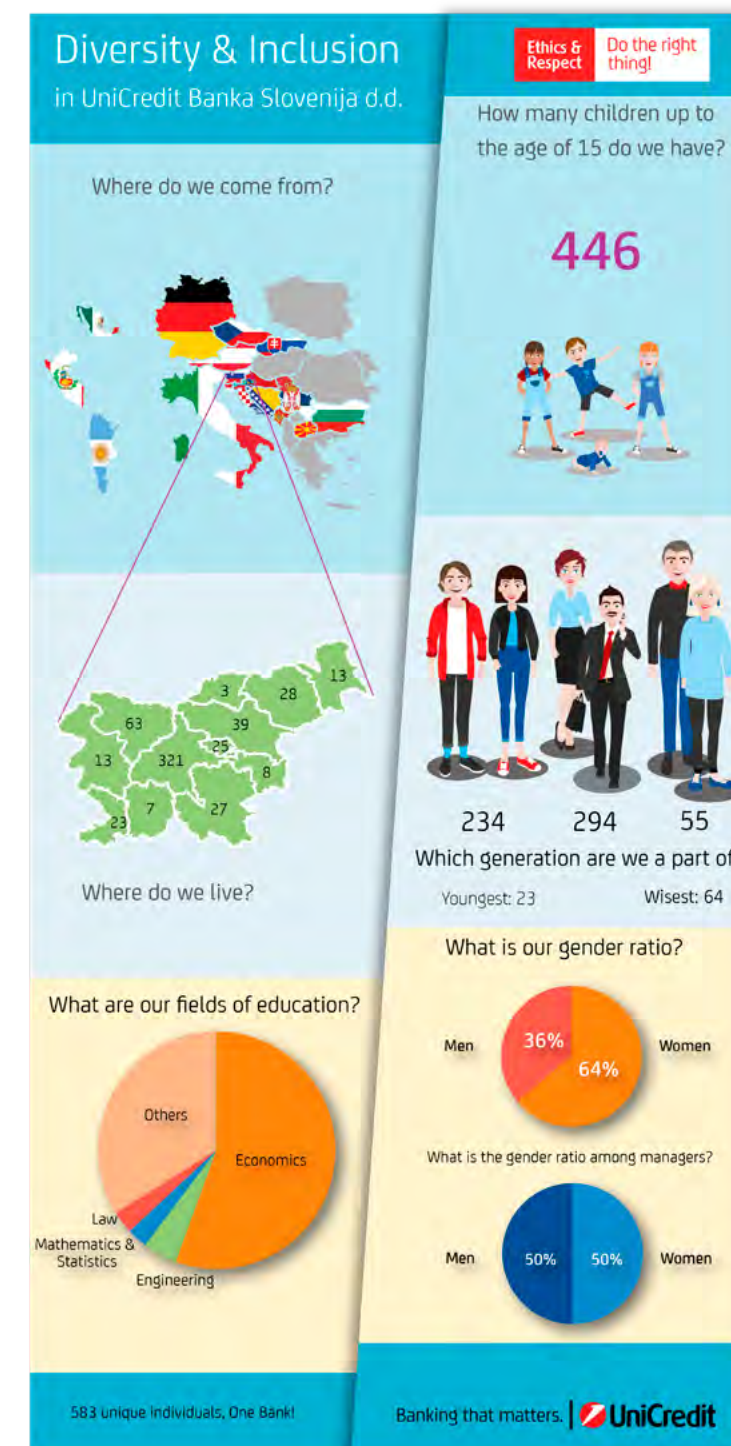
“

“**Diversity** is an **engine** to drive innovation, while the **Inclusion** is the **fuel**.”

“All **unique**, stronger **together!**”

Quotes from participants

”



Moreover, an **infographic about diversity** in our Bank was created, showing how the smallest countries in UniCredit are so diverse and rich with different aspects, with our own **international footprint, generational representation and perfect balance** in managerial population.





# United Kingdom

Each day, an event dedicated to Diversity and Inclusion topics, with more than **300 participants**.

## Monday

**Diversity & Inclusion Networking Breakfast**  
Event | London



**Christian Steffens**  
UK Country Head, UniCredit Bank AG

“**Doing the right thing** by creating an inclusive workplace with a positive working culture and support for on-going professional development is mission critical for any successful organisation.”

## Tuesday

**The Brokerage Insight Day**  
Charity activity | London

**Chiara Cremonesi**  
Fixed Income Strategist,  
UniCredit Bank AG



“I’m very glad I took part in the initiative with the Brokerage, a non-profit charity specialising in supporting and inspiring social mobility amongst students. It was a great experience for the students, but I have to say it was a great experience for us too. **I was very inspired by the experience** this year, I saw a lot of potential in the students, of genuine interest and a lot of those qualities that we always look for in the workplace, like support of others’ ideas, **Teamwork, cooperation** and **willingness** to listen to others’ opinions.”



## Wednesday

### The London network

Panel discussion | London



**Robert Glover**  
Head of UK Credit Sales,  
UniCredit Bank AG

“ I recently joined UniCredit, and it was such a pleasure to be involved in the Diversity and Inclusion week. Topics like **inclusiveness in the workplace** and how to **create a more diverse environment** are on our management agenda and I wanted to endorse these messages by organising an evening with The London Network, a well-known networking group of women currently in leadership roles. Thanks to the participation of talented women, we had a very interesting and successful event discussing the topic of how to develop the set of skills necessary to manage teams. ”

## Friday

### Bring Your Daughter To Work Day

Event | London

“ It was wonderful to have so many young women with us on Bring Your Daughter to Work day. They had a day packed with activities and specific presentations from across the various businesses within UniCredit. We hope that the understanding and insight they gained **help to demystify banking** and attract more women into the industry. ”



**Abdul Raza**  
Head of UK Institutional Equity Derivatives Sales,  
UniCredit Bank AG

## Thursday

### Inclusive Leadership

Lunch seminar | London



**Sophie Sanadi**  
Head of UK Rates Sales & Co-Head of UK Solution Sales, UniCredit Bank AG  
and Chair, UniCredit London Diversity Network

“ Such an insightful and practical seminar led by Andi Keeling! Unquestionably powerful given the proven results and impact of inclusive leadership on organisations. **High performing organisations make high quality decisions** and they do this by fostering a culture where diverse thought, diverse opinions and diverse approaches are not just tolerated, but actively encouraged. I firmly believe we all have the ability and the responsibility to contribute, to confront our own biases and to have the courage to lead with integrity and inclusion. ”





# USA

We organised **three events**, with around **120 participants**, which **underscored our commitment to promoting Diversity and Inclusion** within the New York branch.

## Diversity and Inclusion - Why it matters in the workplace

Event | New York City

The importance of Diversity and Inclusion in the workplace. An **engaging and interactive session** aimed at sharing ideas on how to get the best out of our teams and colleagues and bring our authentic selves to work.

## Working in NYC in the wake of #MeToo

Event | New York City

What does #Me Too mean for the workplace and New York City.

## Speed Networking lunch with New York employees and CIB Exco Members

Event | New York City

Foster communication across experience levels and business areas.

“

We left the week proud to celebrate and be part of **UniCredit New York** which is a **diverse branch in terms of backgrounds and perspectives** within the wider UniCredit family and reminded to “Do the Right Thing!” and work with ‘Ethics and Respect’ in everything that we do.



**Supriya Saxena**  
Managing Director  
Head of Financing and Advisory for the Americas,  
UniCredit Bank AG

”





# Closing remarks

“ The initiatives we planned during this week are improving the level of awareness we need to have in our organisation. It is not about having to work with people you don’t like.  
**It is about learning to like more people.** ”



**Paolo Cornetta**  
Head of Group Human Capital, UniCredit

“ **We would like to thank all colleagues, their families, external guests, NGOs and experts** who took part and above all made it a success.  
This week was a reminder for us all to celebrate our differences every day and enjoy our inclusive work place. Preparations for the **2020 Diversity and Inclusion Week** are already ongoing!  
**Let’s continue our journey!** ”



**Ayse Ozpirincci**  
Global Head of Diversity and Inclusion, UniCredit



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