

Turning progress into milestones:

Our key metrics for
Diversity, Equity and Inclusion



Empowering
Communities to Progress. |  UniCredit



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We believe that when Diversity, Equity and Inclusion work in harmony, great things happen. Our people are not only **acknowledged and valued for their contributions** but also inspired to harness their full potential. This synergy catalyses creativity, innovation and productivity. Moreover, it cultivates a profound

sense of belonging and shared pride among colleagues, enhancing their overall well-being. Recognising the immense talent within each of our individuals is both our responsibility and privilege. We are committed to **delivering them a top-tier experience** that lays the foundation for shaping **the Bank for Europe's future**.

Andrea Orcel
Group Chief Executive Officer
and Head of Italy

CLIMBING THE LEAGUES

Diversity, Equity, and Inclusion (DE&I) are among strategic assets within our business, embedded in our ESG framework and corporate Culture, empowering our people through our core values of Integrity, Ownership and Caring.

These three Values are crucial for us and serve as financial drivers for our investors. This is why DE&I stands as a top priority for UniCredit, enabling us to strengthen our competitive advantage, foster innovation, make informed decisions, attract top talents, and mitigate risks.

It is now widely recognised as a key indicator of a company's long-term potential for success. That is why, our commitment is also driven by our mission to ensure transparency to financial markets. The data we provide to our investors facilitate their decision-making and brings us closer to fulfilling our Purpose: empowering communities to progress.

DE&I GOVERNANCE IS EMBEDDED IN EVERYTHING WE DO

14

**DE&I Accountable
Executives**
role models

20+

**DE&I Local
Managers**
enablers

1,000+

**Employee
Networks Members**
active promoters
& allies

*Employee Networks on
several diversity strands:
Gender, Disability,
LGBTQIA+, Ethnic & Cultural
Diversity, Generations,
Caregiving.*

Our DE&I governance is now stronger than ever, empowered by our shared corporate policies, guiding principles, best practices, and passionate DE&I networks, including Accountable Executives, Local Managers, and Employee Networks. These are spread throughout our organisation to enhance synergies and promote cross-pollination within our business. They play a fundamental role in ensuring accountability, cultivating a supportive culture, driving sustainable growth, and fostering a continuous commitment to innovation and creativity.



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At UniCredit, we have long recognised the essential role of an **equitable and diverse workforce** in our business. By openly sharing our advancements and performance in Diversity, Equity, and Inclusion, we reaffirm our **dedication to driving social progress** and constructing a workplace where every individual is welcomed, respected, and empowered to flourish.

Siobhan McDonagh
Head of Group People & Culture

LEADERSHIP AND TALENT PIPELINE

We are committed to achieving gender balance within our workforce, as diverse representation fuels both diversity of thought and innovation.

LOOKING AHEAD

As a step towards our goal of ensuring **gender equity across all organisational levels**, we have set an intermediate goal of 40% women representation within our Leadership Team (GEC plus GEC-1) by 2025, as a signatory of the UK Women in Finance Charter.

PAY EQUITY

We are committed to closing the gender pay gap through **transparent and effective action plans**.

2.6%

Gender pay gap on comparable roles

28.5%

Raw overall gender pay gap

We have confirmed this commitment by taking measures and instating initiatives to **significantly reduce the non-demographic gender pay gap**.

These are:

Allocation of **c.€100m** to ensure equal pay for equal work by **2024**, **c.€30m of which has already been invested in 2022**.

Guidelines for our **compensation process**.

Inclusion of DE&I KPIs as either **standalone goals** or part of a **broader sustainability goal**, alongside other non-financial measures. These are included in the **individual scorecards of senior roles**, as part of their **performance evaluation**.

DE&I KPIs: ensure equal pay for equal work, promote gender parity across all organisational levels, increase cultural and ethnic representation of our staff, boost work-life quality, well-being and flexible working model.

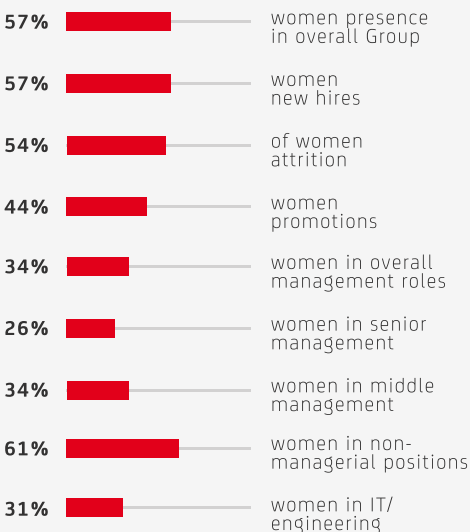
Women in key leadership roles

46% women in Board of Directors (BoD)

80% of BoD committees' leadership roles held by women (Internal Controls & Risks Committee, Corporate Governance & Nomination Committee, ESG Committee, the Remuneration Committee, Related-Parties Committee)

43% women Executive Officers

Talent Pipeline



INCLUSIVE CULTURE



Our people are our greatest asset, and we are committed in building a workplace of equal opportunities and a positive environment. We are dedicated to striving for a more sustainable, inclusive, and equitable future for all our stakeholders.

FOSTERING INCLUSIVITY

At UniCredit, we remain committed to creating a **barrier-free and inclusive workplace**, where no one is “left behind”, so as to enable our colleagues to have a voice and engender a true sense of belonging.

Our employees include:

C.3%

people with disabilities

4

generations

125

countries of birth

International mindset*:

57%

Group overall

64%

Group Executive Committee (GEC)

43%

Leadership Team (GEC plus GEC-1)

**People originating from countries outside of Italy*

BUILDING A POSITIVE WORK ENVIRONMENT

In every country where our Bank is present, we tailor our welfare offerings to meet local needs. We care for well-being of our people, their families, and communities, with a commitment to addressing their specific and concrete needs. This includes a continuous focus on improving our workplace conditions, facilitating personal growth, and promoting well-being. Additionally, we continue to endorse and adopt remote and flexible working wherever feasible and adapted to different populations.

Further, we aim to:

Support our people in their personal and professional challenges. We see flexibility, well-being, and caring as key components of our DE&I strategy. These elements not only contribute to sustainable excellence but also enhance our ability to better serve our stakeholders.

Strive to be an employer of choice with a widespread culture of diversity and inclusion, accompanied by concrete work-life quality solutions tailored to individual needs.

Set a Group-wide minimum standard for parental leave across all our markets, ensuring that mothers are offered at least 16 weeks of paid leave and fathers are provided with at least 4 weeks on a voluntarily basis.

87%

women parental leave retention rate



DE&I IS AT THE HEART OF OUR GROUP

Our Diversity, Equity and Inclusion strategy is fully integrated into our Group's development offerings throughout the entire Employee Life Cycle. We have implemented DE&I and inclusive culture programmes designed to stimulate a more encompassing mindset and dismantle barriers.

As an example, we offer dedicated training on DE&I Policies & Unconscious Bias, available to all colleagues in all countries' languages, including:

DE&I principles related to DE&I Global Policy.

Principles related to Global Policy against harassment, sexual misconduct, bullying and retaliation.

Culture Values.

Inclusive language.

Reflection on expected DE&I behaviours and unconscious bias.



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To truly live and breathe an inclusive culture, we are committed to embedding Diversity, Equity and Inclusion principles across our Group, ensuring they guide our behaviours and the **way we do business**. Engaged leaders, dedicated Employee Networks, and key moments **celebrating our differences** help shape our Bank for a **better tomorrow**.

Sara Gay
Head of Group Diversity,
Equity and Inclusion



For further information, refer to:

2023 Group Remuneration Policy and Report

Diversity, Equity and Inclusion Global Policy

Global Policy against Harassment, Sexual Misconduct, Bullying and Retaliation

2022 Integrated Report

Report for the 2022 financial year approved on February 24, 2023

2022 Annual Reports and Accounts

The data in the document pertains to the year 2022.

UniCredit SpA

A joint stock company

Registered Office and Head Office in Milan: Piazza Gae Aulenti 3 - Tower A - 20154 Milano

Share capital Euro € 21,133,469,082.48 fully paid in,

Fiscal Code, VAT number and Registration number

with the Company Register of Milan-Monza-Brianza-Lodi:00348170101

Registered in the Register of Banking Groups and Parent

Company of the UniCredit Banking Group, with. cod. 02008.1; Cod. ABI 02008.1

Member of the National Interbank Deposit Guarantee Fund

and of the National Compensation Fund

Stamp duty paid virtually, if due - Auth. Agenzia delle Entrate,

Ufficio di Roma 1, no. 143106/07 of 21.12.2007

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