

# LEARNING & DEVELOPMENT

## OUR MISSION

*“Providing **common and transparent approach to development opportunities** across the entire Group **through tailor-made offer for learning and professional development.**”*

## REFERENCE CULTURE VALUE



INTEGRITY



OWNERSHIP



CARING

**UniCredit University** offers targeted and continuous learning experience to each employee. It connects learning to **skills** necessary to **cover the role**, alongside a focus on **upskilling** and **reskilling** of capabilities for the **future**. This allows our colleagues to **unlock** and embrace their **fullest potential** through a blended menu of initiatives across the bank, connected to individual and organizational needs enabling the Bank's transformation.

## KEY FACT



**“In 2023 the average hours of training per employees were ~35. Our learning catalogue available on PLUS includes ~70k courses”**

# LEARNING & DEVELOPMENT CE&EE

## OUR MISSION

“A journey to **harmonize** our approach towards Learning & Development, building stronger **L&D Community**, focusing on best practice sharing and creating **synergies** across CE&EE **through tailor-made offer** for learning and professional development.”

## FACT & FIGURES 2023

**>900k**

Hours invested in trainings

**845**

Training programs/courses

**34**

Average # of training hours per participant

**~85%**

Passed at least 1 non-mandatory training

## KEY GLOBAL INITIATIVES

Executives/GEC -2 roles

### SucCE&EEd

Accelerating readiness of divisional successors to GEC-2

High potentials

### CE&EE TalentED

Accelerating readiness of divisional successors to GEC-3

Roles with specific needs

### Digital Sales Upskilling

Upskilling path to support CE&EE Retail Strategy

Roles with specific needs

### Retail Branch Managers Frame

Assuring common & consistent educational standard, future sustainability and change of mindset.

All employees

### More2Know in CE&EE

A democratized approach promoting Peer2Peer Learning within the Division

# LEARNING & DEVELOPMENT CE&EE

## A FLAVOR OF SOME LOCAL L&D INITIATIVES

### Peer 2 Peer Learning

Local More2Know stream - Learning initiative based on self-application with the aim at creating an internal trainers' community focused on designing trainings on **ESG, Communication, Digital**.



### Risk&Rules for Retail

Local More2Know stream - Set of internal trainings for the entire **Retail** population managed by talents and middle managers on technical topics such as **AML, Risk, IT, Security, Payments**.



### Fearless Culture

Workshops dedicated to managerial population to promote and incorporate idea of **psychological safety at workplace** as precondition for unlocking our full potential.



### Calendar for me

Calendar of **DE&I and Wellbeing initiatives**, empowering people living DE&I every day and boosting well-being as a key organizational priority.



### AI Learning Framework

Learning framework aimed at raising **awareness about AI** tools, developing **the attitudes and skills** towards AI readiness, spot opportunities where AI could drive real value.



### Younique

One-year program dedicated to high potential young colleagues, consisting in the **definition of main competencies** (strong and weak) and **development path designed with P&C and manager**.



### EmpowHER

Program dedicated to **women** aiming to create a community, **personal and professional development**.



### Internal Trainers Community

Local More2Know stream - community of internal trainers aimed at creating learning opportunities for all colleagues and reaching a diverse and greater number of **soft skills needs**.



### Leadership Labs

Series of labs on different business topics with the goal to contribute to improving processes, **encouraging continuous learning** through experience and knowledge sharing.



### Futures

Development program dedicated to high potential and future leaders, aimed to address development needs mostly regarding **soft skills, design thinking, new market trends and innovation**.



### Health Days

Monthly online meetings with external lecturers, to enable colleagues to learn about **physical, mental health and wellbeing**.



# LEARNING & DEVELOPMENT CLIENT SOLUTIONS

## OUR MISSION

We develop our people from entry level to managerial roles to **unlock their potential** to strive and become inspired **challenge seekers**, **change agents** and **champions in dealing with clients**

## OUR OFFER

### LEARNING

The **UniCredit University Client Solutions** is designed to **enhance professional development** through highly valuable training opportunities built in partnership with renowned **global providers** and our **internal faculties**.

#### Learning Architecture

1,070

seats available

565

people enrolled

380

training hours

26

courses offered

#### Peer to peer learning

##### Increase awareness on CS

- FOOD FOR THOUGHT
- KNOWLEDGE FACULTIES

##### Stimulate curiosity

- BOOKS FOR THOUGHT
- ONEMARKETS STUDIOS

51

sessions recorded



13

sessions in pipeline



51

training hours delivered



**Record of subscription**

(+ 36% vs 2023)

300

first live viewers per session

14,600

viewers during live events

### DEVELOPMENT

#### Development programs

198

participants



40 Graduates

95 Talents

43 Masters in CS

20 Recently nominated MDs

#### 6 month-mentorship path

147

mentees



40 Graduate program

95 Talent program

12 Newly MDs



280

development hours



880

mentorship hours

# LEARNING & DEVELOPMENT – DIGITAL

## OUR MISSION

Delivers the human side of digital by unlocking the potential of people

## REFERENT CULTURE VALUE



INTEGRITY



OWNERSHIP



CARING

Leveraging the Ownership and Caring values, the UniCredit University Digital offer a wide training offer not only for Digital people but for all Group people. A one-stop-shop for all things digital, with a focus on knowledge sharing, mindset, and community. Our main-streams are:

- **Knowledge Hub:** explore the wide educational offering to learn about the latest digital trends, or dive deeper into specific topics with our featured *Vertical Series*
- **Events:** take a look at the rich calendar of events, featuring external speakers and expert colleagues. Join us, learn and take the chance to have your questions answered!
- **Community:** Connect with others and join the conversation in our in our Living digital community.




## KEY FACT

**Learning paths**  
for Digital


 **2,4k+** digital colleagues trained yearly

 **630+** people reskilled by end 2023

**Peer to peer**  
for Digital & All

 **5k+** attendees

**Knowledge Sharing**  
for All

 **10k+** attendees

 **40+ hours of learning material**

Discover the University Digital offering, learning material, events recording and much more on *Digital Knowledge Hub* SharePoint pages or using the QR code



Win. The Right Way. Together. 

# LEARNING & DEVELOPMENT – ITALY

## OUR MISSION

Learning and Development Italy offers customized training and development paths, a **physical** and digital **ecosystem** to **develop** skills and **talent of each individual**. A journey that supports them as they enter the company, through **reconnection with business and the territory**, to enhance and unleash talent at all levels of the organization.

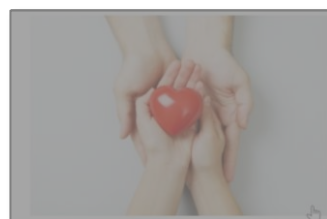
## REFERENCE CULTURE VALUE



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CARING

**UniCredit University Italy** provides a personalized experience based on specific needs, reconnecting with Business and Territories through a return to in-person training and an offering that supports individuals from their entry into the company, throughout their professional growth. Due to experimentation and innovation, and thanks also to the responsibility and passion of those who choose to share their skills through a Faculty of recognized and certified internal trainers, it builds a learning process integrated with the corporate strategy.



Talento **Diffuso**

**Talento Diffuso** is a new paradigm of talent management, based on the assumption that every individual has at least one talent to discover and cultivate, which, alongside the traditional talent management program, aims to trigger energy at all levels of the organization to better achieve the strategic plan goals leveraging on the engagement of all colleagues.

## KEY FACT



**UniCredit University Italy serves about 28,000 colleagues, has delivered approximately 2.5 million hours of training since its foundation. 27 roles are covered by onboarding and upskilling activities. 8,000 colleagues have already joined Talento Diffuso. 2,000 have participated in the dedicated training program, and 20% have changed roles.**