

# Human Capital

## Portrait in numbers<sup>A</sup>

The data in this part of the Supplement applies to UniCredit employees (headcount) as at 31 December 2023, excluding external staff (e.g. interns or consultants). Numbers reflect all employees of fully consolidated entities and represent 100% of the population unless otherwise noted.

### Percentage and number of employees by country and gender 2023-2022

Country	Women 2023	Men 2023	Head count 2023	Head count 2022
Italy	49.09%	50.91%	32,864	34,428
Germany	52.78%	47.22%	11,751	13,332
Austria	56.36%	43.64%	5,499	5,860
Bosnia and Herzegovina	76.74%	23.26%	1,539	1,598
Bulgaria	77.20%	22.80%	4,049	4,369
Croatia	74.55%	25.45%	3,430	3,549
Czech Republic	63.58%	36.42%	3,451	3,581
Hungary	66.92%	33.08%	2,095	2,131
Romania	73.60%	26.40%	5,268	5,425
Russia	64.31%	35.69%	3,595	3,937
Serbia	67.59%	32.41%	1,370	1,387
Slovenia	66.79%	33.21%	521	550
Other <sup>B</sup>	64.02%	35.98%	1,148	1,201
<b>Total</b>	<b>57.58%</b>	<b>42.42%</b>	<b>76,580</b>	<b>81,348</b>

A. Numbers may not add up due to rounding.

B. Other includes: Luxembourg, Poland, Slovakia, UK and USA.

### Percentage of employees by employment tier 2023-2022

Employment tier	2023	2022
Senior leader	0.14%	0.15%
Executive	0.44%	0.46%
Middle management	12.27%	12.04%
Staff	87.15%	87.35%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

### Percentage of employees by employment tier and gender 2023-2022

Employment tier and gender	2023	2022
<b>Senior leader</b>		
– Female	32.11%	31.40%
– Male	67.89%	68.60%
<b>Executive</b>		
– Female	22.99%	23.99%
– Male	77.01%	76.01%
<b>Middle management</b>		
– Female	35.43%	34.49%
– Male	64.57%	65.51%
<b>Staff</b>		
– Female	60.91%	60.60%
– Male	39.09%	39.40%

# Human Capital

## Percentage of employees by gender and contract type 2023-2022

Gender	2023		2022	
	Fixed term	Permanent	Fixed term	Permanent
Female	1.62%	55.96%	1.80%	55.44%
Male	1.01%	41.42%	1.02%	41.74%
<b>Total</b>	<b>2.62%</b>	<b>97.38%</b>	<b>2.82%</b>	<b>97.18%</b>

## Percentage of employees by contract type and country 2023-2022

Country	2023		2022	
	Fixed term	Permanent	Fixed term	Permanent
Italy	0.00%	100.00%	0.00%	100.00%
Germany	2.40%	97.60%	2.21%	97.79%
Austria	5.51%	94.49%	4.32%	95.68%
Bosnia and Herzegovina	7.41%	92.59%	6.57%	93.43%
Bulgaria	5.29%	94.71%	5.70%	94.30%
Croatia	0.47%	99.53%	1.27%	98.73%
Czech Republic	8.32%	91.68%	10.11%	89.89%
Hungary	0.10%	99.90%	0.09%	99.91%
Romania	4.20%	95.80%	6.19%	93.81%
Russia	2.81%	97.19%	3.99%	96.01%
Serbia	6.28%	93.72%	7.43%	92.57%
Slovenia	17.47%	82.53%	17.82%	82.18%
Other <sup>A</sup>	25.44%	74.56%	23.98%	76.02%
<b>Total</b>	<b>2.62%</b>	<b>97.38%</b>	<b>2.82%</b>	<b>97.18%</b>

A. Other includes: Luxembourg, Poland, Slovakia, UK and USA.

## Percentage of employees by employment tier 2023-2022

Employment tier	2023			2022		
	under 30	age 31-50	over 50	under 30	age 31-50	over 50
Senior leader	0.00%	0.11%	0.24%	0.00%	0.12%	0.24%
Executive	0.00%	0.41%	0.61%	0.00%	0.50%	0.53%
Middle management	0.95%	13.02%	14.64%	1.06%	12.93%	14.14%
Staff	99.05%	86.46%	84.51%	98.94%	86.45%	85.09%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Turnover for incoming employees by country 2023-2022<sup>A</sup>

Country	2023		2022	
	Number	Percentage	Number	Percentage
Italy	788	2.29%	1,458	4.12%
Germany	373	2.80%	406	2.81%
Austria	271	4.62%	236	3.42%
Bosnia and Herzegovina	141	8.82%	132	8.14%
Bulgaria	325	7.44%	480	10.65%
Croatia	305	8.59%	362	9.75%
Czech Republic	272	7.60%	446	12.28%
Hungary	200	9.39%	306	14.35%
Romania	654	12.06%	973	17.27%
Russia	418	10.62%	520	11.43%
Serbia	194	13.99%	262	19.15%
Slovenia	57	10.36%	78	13.81%
Other <sup>B</sup>	81	6.74%	169	13.82%
<b>Total</b>	<b>4,079</b>	<b>5.01%</b>	<b>5,828</b>	<b>6.80%</b>

A. Turnover rates are calculated as follows: for incoming employees (employees hired)/(total employees at the end of the year) × 100.

B. Other includes: Luxembourg, Poland, Slovakia, UK and USA.

## Turnover for outgoing employees by country 2023-2022<sup>A</sup>

Country	2023		2022	
	Number	Percentage	Number	Percentage
Italy	2,375	6.90%	2,394	6.77%
Germany	1,982	14.87%	1,571	10.87%
Austria	682	11.64%	1,319	19.10%
Bosnia and Herzegovina	199	12.45%	155	9.56%
Bulgaria	644	14.74%	617	13.69%
Croatia	425	11.98%	538	14.50%
Czech Republic	396	11.06%	502	13.83%
Hungary	235	11.03%	307	14.40%
Romania	803	14.80%	1,166	20.70%
Russia	760	19.30%	1,134	24.92%
Serbia	215	15.50%	243	17.76%
Slovenia	85	15.45%	92	16.28%
Other <sup>B</sup>	133	11.07%	142	11.61%
<b>Total</b>	<b>8,934</b>	<b>10.98%</b>	<b>10,180</b>	<b>11.88%</b>

A. Turnover rates are calculated as follows: for outgoing employees (employees who left the Group)/(employees at the end of the year) × 100.

B. Other includes: Luxembourg, Poland, Slovakia, UK and USA.

## Turnover for incoming employees by gender<sup>A</sup> and age<sup>B</sup> 2023-2022

Gender	2023		2022	
	Number	Percentage	Number	Percentage
Female	2,294	4.93%	3,327	6.83%
Male	1,785	5.13%	2,501	6.76%

Age	2023		2022	
	Number	Percentage	Number	Percentage
Under 30	2,203	24.61%	3,081	32.75%
Age 31-50	1,529	3.46%	2,389	5.06%
Over 50	347	1.23%	358	1.23%

A. Turnover rates are calculated as follows: incoming employees (employees hired) by gender/(employees by gender at the end of the year) × 100.

B. Turnover rates are calculated as follows: for incoming employees (employees hired) by age/(employees by age at the end of the year) × 100.

## Turnover for outgoing employees by gender<sup>A</sup> and age<sup>B</sup> 2023-2022

Gender	2023		2022	
	Number	Percentage	Number	Percentage
Female	4,821	10.35%	5,452	11.20%
Male	4,113	11.83%	4,728	12.78%

Age	2023		2022	
	Number	Percentage	Number	Percentage
Under 30	1,527	17.06%	1,974	20.98%
Age 31-50	3,393	7.68%	4,029	8.53%
Over 50	4,014	14.22%	4,177	14.40%

A. Turnover rates are calculated as follows: for outgoing employees (employees who left the Group) by gender/(employees by gender at the end of the year) × 100.

B. Turnover rates are calculated as follows: for outgoing employees (employees who left the Group) by age/(employees by age at the end of the year) × 100.

# Human Capital

## Percentage of employees by gender and employment status 2023-2022

Gender	2023		2022	
	Part-time	Full-time	Part-time	Full-time
Female	12.37%	45.21%	12.53%	44.71%
Male	1.59%	40.84%	1.60%	41.16%
<b>Total</b>	<b>13.95%</b>	<b>86.05%</b>	<b>14.13%</b>	<b>85.87%</b>

## Differential<sup>A</sup> between female and male employee gross salaries<sup>B</sup> by country and employment tier 2023-2022<sup>C</sup>

The percentage represents the weighted averages of women's average gross salary compared to men's.

Country	2023			2022		
	Executive	Middle management	Staff	Executive	Middle management	Staff
Italy	99.21%	92.15%	93.66%	99.80%	91.07%	92.16%
Germany	85.91%	87.51%	92.71%	85.87%	87.45%	90.87%
Austria	Not applicable	95.55%	85.35%	0.00%	94.13%	82.54%
Bosnia and Herzegovina	126.42%	93.49%	87.29%	126.42%	95.00%	88.26%
Bulgaria	Not applicable	87.48%	74.55%	Not applicable	87.59%	75.21%
Croatia	97.00%	89.94%	91.28%	103.02%	92.76%	89.39%
Czech Republic	Not applicable	86.70%	81.25%	103.17%	100.00%	72.30%
Hungary	104.76%	88.32%	80.54%	97.83%	90.59%	83.98%
Romania	132.50%	101.09%	81.01%	105.44%	91.41%	77.77%
Russia	85.64%	99.33%	68.03%	78.45%	92.37%	68.37%
Serbia	Not applicable	96.69%	73.40%	Not applicable	99.84%	72.61%
Slovenia	Not applicable	89.49%	89.60%	Not applicable	97.86%	90.41%

A. The ratios were calculated as follows: (total gross salary of female employees/total females)/(total gross salary of male employees/total males).

B. Gross salary: the full year fixed amount paid to an employee for performing his/her duties. It includes allowances provided according to specific positions.

C. Data represents 90.3% of the population.

## Differential<sup>A</sup> between female and male employee total remuneration<sup>B</sup> by country and employment tier 2023-2022<sup>C</sup>

The percentage represents the weighted averages of women's average remuneration compared to men's.

Country	2023			2022		
	Executive	Middle management	Staff	Executive	Middle management	Staff
Italy	95.29%	88.66%	93.11%	94.98%	87.99%	91.85%
Germany	89.12%	81.04%	91.22%	78.66%	80.91%	89.05%
Austria	Not applicable	91.82%	84.02%	0.00%	91.07%	81.33%
Bosnia and Herzegovina	112.95%	95.14%	86.07%	82.91%	94.99%	87.24%
Bulgaria	Not applicable	86.12%	74.68%	Not applicable	87.07%	75.30%
Croatia	88.33%	86.49%	90.16%	98.84%	89.30%	89.71%
Czech Republic	Not applicable	80.74%	79.47%	84.01%	91.40%	71.01%
Hungary	115.28%	85.89%	80.04%	108.30%	90.48%	84.38%
Romania	140.65%	101.19%	80.10%	108.24%	91.03%	77.64%
Russia	59.38%	96.76%	69.01%	69.40%	89.08%	69.99%
Serbia	Not applicable	97.56%	73.80%	Not applicable	97.50%	72.70%
Slovenia	Not applicable	93.14%	90.31%	Not applicable	98.49%	90.94%

A. The ratios were calculated as follows: (total remuneration of female employees/total females)/(total remuneration of male employees/total males).

B. Total remuneration: gross salary plus additional amounts such as bonuses including cash and/or available equity shares to reward individual performance and company's results and any other amounts which are not one-off payments.

C. Data represents 90.3% of the population.

## Training hours per capita by employment tier and gender 2023-2022

Employment tier	2023			2022		
	Female	Male	Total	Female	Male	Total
Senior leadership	14.58	12.04	<b>12.86</b>	15.23	8.49	<b>10.61</b>
Senior executive	20.88	21.80	<b>21.59</b>	13.59	15.49	<b>15.04</b>
Middle management	25.22	23.61	<b>24.18</b>	21.18	19.08	<b>19.81</b>
Staff	35.67	37.06	<b>36.21</b>	31.47	31.82	<b>31.61</b>
<b>Total</b>	<b>34.84</b>	<b>34.36</b>	<b>34.64</b>	<b>30.67</b>	<b>29.27</b>	<b>30.07</b>

## Industrial Relations

Maintaining proactive and regular dialogue with our workforce strengthens UniCredit's spirit of collaboration and helps us unlock value creation. We have a proud track record of consistent engagement with our people at both national and international levels across the Group – and this has enabled us to manage the many market challenges we have faced over the years.

At the heart of our drive to maintain effective and mutually beneficial industrial relations is our unwavering commitment to respecting local laws and the terms and conditions of collective agreements, including employees' rights to exercise freedom

of association and collective bargaining. We continually monitor our engagement processes and outcomes Group-wide, sharing best practices to strengthen social dialogue across all Group countries.

Nationally, employees' interests can be represented by trades unions, works councils or other representatives in line with the applicable labour laws and local industrial relations systems. At an international level, employees are represented by the European Works Council (EWC). Since it was first established in 2007, the EWC has ensured that our workforce has the right to information and consultation on transnational Group topics that could significantly affect employees' interests.

## Percentage of employees covered by collective bargaining agreements 2023-2022<sup>A</sup>

Country	2023	2022
<b>Italy</b>	100%	100%
<b>Germany</b>		
UniCredit Bank AG	38.29%	38.59%
Wealthcap Kapitalverwaltungsgesellschaft GmbH	Not applicable	Not applicable
UniCredit Leasing GmbH		
UniCredit Direct Services GmbH		
<b>Austria</b>	100%	100%
<b>Bosnia and Herzegovina</b>	Not applicable	Not applicable
<b>Bulgaria</b>		
UniCredit Bulbank AD	57%	59%
UniCredit Consumer Financing AD	Not applicable	Not applicable
UniCredit Leasing AD		
<b>Croatia</b>		
Zagrebačka Banka DD	100%	100%
UniCredit Leasing Croatia doo za Leasing	Not applicable	Not applicable
<b>Czech Republic</b>		
UniCredit Bank Czech Republic and Slovakia as	95%	95%
UniCredit Leasing CZ as	Not applicable	Not applicable
<b>Hungary</b>	Not applicable	Not applicable
<b>Romania</b>		
UniCredit Bank SA	100%	100%
UniCredit Consumer Financing IFN SA	Not applicable	Not applicable
UniCredit Leasing Corporation IFN SA		
UniCredit Leasing Fleet Management Srl		
<b>Russia</b>	100%	100%
<b>Serbia</b>		Not applicable
<b>Slovenia</b>	100%	100%
<b>Slovakia</b>		
UniCredit Bank Czech Republic and Slovakia as	97%	96%
UniCredit Leasing Slovakia as	Not applicable	Not applicable

A. The collective bargaining agreement refers to national, sector and company level.

# Human Capital

## Notice period typically provided to employees and their elected representatives prior to implementing significant operational changes that could substantially affect them, 2023

Country	Notice period	Legal number of days notice	Notice period specified in collective bargaining agreements
<b>Italy</b>	Yes	25	Yes
<b>Germany</b>	No	Not applicable	No
<b>Austria</b>	No	Not applicable	No
<b>Bosnia and Herzegovina</b>			
UniCredit Bank DD	Yes	30 (15 days if less than five years of service)	No
UniCredit Bank and Banja Luka	Yes	Minimum 30 days (eventually more depending on length of service)	No
<b>Bulgaria</b>			
UniCredit Bulbank AD	Yes	45	Yes
UniCredit Consumer Financing AD	Yes	45	No
UniCredit Leasing AD			
<b>Croatia</b>			
Zagrebačka Banka DD	Yes	14	Yes
UniCredit Leasing Croatia doo za Leasing			
<b>Czech Republic</b>			
UniCredit Bank Czech Republic and Slovakia as	Yes	60	Yes
UniCredit Leasing CZ as			
<b>Hungary</b>	Yes	30	No
<b>Romania</b>	Yes	20	Yes
<b>Russia</b>	Yes	60	No
<b>Serbia</b>	No	Not applicable	No
<b>Slovenia</b>	Yes	8	Yes
<b>Slovakia</b>			
UniCredit Bank Czech Republic and Slovakia as	Yes	28	No
UniCredit Leasing Slovakia as			

## Retirement plans offered to employees 2023

Country	Principal retirement plans	Contribution from employer	Contribution from employees
<b>Italy<sup>A</sup></b>	Defined contribution plan	2% or 3% <sup>B</sup>	Minimum 0.5%
<b>Germany</b>			
UniCredit Bank AG	Defined contribution plan	Before 2003: 1.75% of gross income up to a gross yearly income of €63,084	Before 2003: 1.75% of gross income up to a gross yearly income of €63,084
Wealthcap Kapitalverwaltungsgesellschaft GmbH		After 2003: 2.5% of gross income up to a gross yearly income of €63,084	After 2003: 2.5% of gross income up to a gross yearly income of €63,084
UniCredit Leasing GmbH	Defined contribution plan	4.36% of the agreed annual income	2.14% of the agreed annual income
UniCredit Direct Services GmbH	First and senior vice presidents	1 gross monthly salary	2.5% of gross income up to gross yearly income of €63,084
<b>Austria</b>			
UniCredit Bank Austria AG	Defined contribution plan	2.9% or more	Arrangement between the pension fund and employees are made on an individual basis
Schoellerbank Aktiengesellschaft		Depending on length of Service	
Card Complete Service Bank AG			
UniCredit Leasing (Austria) GmbH			
<b>Bosnia and Herzegovina</b>	No plans	Not applicable	Not applicable
<b>Bulgaria</b>	No plans	Not applicable	Not applicable
<b>Croatia</b>	No plans	Not applicable	Not applicable
<b>Czech Republic</b>	No plans	Not applicable	Not applicable
<b>Hungary</b>	No plans	Not applicable	Not applicable
<b>Romania</b>	No plans	Not applicable	Not applicable
<b>Russia</b>	Defined contribution plan	7% of the monthly base salary	7% of the monthly base salary
<b>Serbia</b>	No plans	Not applicable	Not applicable
<b>Slovenia</b>	Defined contribution plan	45%	55%

- A. The reported contribution percentages refer to the Defined contribution section of the Fondo Pensione per il Personale delle Aziende del Gruppo UniCredit. This Pension Fund is the unique fund open to new participants.
- B. For newly hired employees with apprenticeship contracts (pursuant to Art. 33 – National Collective Bargaining Agreement of ABI, 3 March 2015) as amended by the Renewal Agreement of 19 December 2019, the Group in the Team 23 Agreement of 2 April 2020 in Art 14 (Supplementary pension), has provided for a total contribution of 4% for the first three years following recruitment.

## Transition assistance programmes to support employees<sup>1</sup> 2023

Across the Group, we have a number of transition assistance programmes in place to facilitate employees' continued employability and/or manage the end of their careers due to retirement or termination. For example, in Italy and Germany we provide pre-retirement planning for retirees and specific reskilling programmes in order to help employees continue to work in the Group.

In CE&EE countries such as Russia, we provide an outplacement programme that aims to help employees leaving the Bank to develop professional CVs and prepare for job interviews.

## Health and safety management

We are totally committed to the health and safety of our people. Our aim is to provide optimal conditions for employees' health, safety and well-being in the workplace – avoiding or reducing to the minimum their possible exposure to the risks, accidents and occupational diseases associated with work.

To reach and maintain this goal, we have adopted policies, procedures and controls in compliance with EU directives, local laws, regulations and signed agreements, which ensure an adequate working environment and respect for the individual dignity of all employees.

Our organisational and management framework ensures the protection of personnel in all workplaces. It includes an effective company-wide system for the identification, assessment, prevention, protection from and prompt elimination of risks and dangers, which are monitored and analysed as follows:

- compliance with the technical and structural regulations relating to equipment, workplaces, chemical, physical and biological agents
- risk assessment activities and preparation of any necessary prevention and protection measures
- organisational activities regarding the management of emergencies, first aid, procurement contracts, periodic meetings on safety, consultations with the workers' safety representatives (RLS) and the Group's formal joint management-worker committees

- health surveillance activities, carried out by UniCredit's occupational physicians, and the drafting of the related protocols
- information and training activities for all employees through specific training and updated modules on health and safety, emergency management, first aid and work-related stress
- supervision of employees' compliance with procedures and instructions for working safely
- periodic checks on the application and effectiveness of the procedures adopted

Employees are able to report any dangers or malfunctions via a range of channels including by e-mail and a dedicated "ticket remedy" tool. Reports are then managed by the competent function.

In addition, during 2023 we continued to support measures to ensure the health and safety of our employees and customers in relation to Covid-19, including:

- support for all colleagues from competent physicians, through the appropriate channel
- availability of personal protective equipment where appropriate

In compliance with local regulations and with the support of specialised consultants, we have continued to update specific protocols regarding the necessary prevention and protection measures for the containment of Covid-19 infection.

In addition to the adoption of appropriate behaviours and personal protective equipment, we continued to provide flexible arrangements to encourage remote working where possible, until the end of the emergency was declared. Our support was extended beyond that point for those in the most vulnerable categories (fragile people and pregnant women).

1. Some programmes are provided only in the case of company restructuring/reorganisation.



## Formal joint management-worker health and safety committees 2023

Country	Formal joint management-worker health and safety committee
Italy	Yes
Germany	Yes
Austria	Yes
Bosnia and Herzegovina	No
Bulgaria	Yes
Croatia	Yes
Czech Republic <sup>A</sup>	Yes
Hungary	No
Romania	Yes
Russia	No
Serbia	No
Slovenia	No

## Rates of injury 2023–2022<sup>A</sup>

Number of injuries	2023	2022
Number of fatalities as a result of work-related injuries <sup>B</sup>	0	0
The number of high-consequence work-related injuries (excluding fatalities) <sup>C</sup>	5	2
The number of recordable work-related injuries <sup>D</sup>	148	146
Rates		
Rate of fatalities as a result of work-related injuries <sup>E</sup>	0	0
Rate of high-consequence work-related injuries (excluding fatalities) <sup>F</sup>	0.04	0.02
Rate of recordable work-related injuries <sup>G</sup>	1.21	1.18
Hours worked <sup>H</sup>	122,413,209	123,629,487

A. This data was drawn from a population that represented 100% of the reporting perimeter. Injuries are recorded as per applicable local law. The data reported in the above table refers to the injuries of employees included in the reporting perimeter.

B. A death resulting from a work-related injury.

C. A work-related injury from which the worker cannot, does not or is not expected to fully recover to pre-injury health status within six months.

D. A work-related injury or ill health resulting in any of the following:

- death, days off work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness;
- significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if not resulting in death, days away from work, restricted work or job transfer, medical treatment beyond first aid or loss of consciousness. This includes injuries resulting from commuting accidents only when transport is organised by UniCredit Group.

E. Calculated as follows: (total no. of fatalities as a result of work-related injuries/total hours worked) × 1,000,000.

F. Calculated as follows: (total no. of high-consequence work-related injuries (excluding fatalities)/total hours worked) × 1,000,000.

G. Calculated as follows: (total no. of recordable work-related injuries/total hours worked) × 1,000,000.

H. The reported hours worked are the result of an estimation method based on the hours prescribed by local agreements.