

Human Capital ¹⁴

Portrait in numbers

The data in this part of the Supplement applies to UniCredit employees (headcount) as at 31 December 2022, excluding external staff (e.g. interns or consultants). Numbers reflect all employees of fully consolidated entities and represent 100 percent of the population unless otherwise noted.

PERCENTAGE AND NUMBER OF EMPLOYEES BY COUNTRY AND GENDER 2022-2021

Country	Female 2022	Male 2022	Headcount 2022	Headcount 2021
Italy	48.59%	51.41%	34,428	35,367
Germany	52.90%	47.10%	13,332	14,457
Austria	55.44%	44.56%	5,860	6,907
Bosnia and Herzegovina	75.28%	24.72%	1,598	1,622
Bulgaria	77.04%	22.96%	4,369	4,508
Croatia	74.67%	25.33%	3,549	3,711
Czech Republic	63.78%	36.22%	3,581	3,631
Hungary	66.92%	33.08%	2,131	2,132
Romania	73.20%	26.80%	5,425	5,634
Russia	65.35%	34.65%	3,937	4,550
Serbia	67.84%	32.16%	1,387	1,368
Slovenia	67.82%	32.18%	550	565
Other ^A	62.20%	37.80%	1,201	1,223
Total	57.24%	42.76%	81,348	85,675

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

PERCENTAGE OF EMPLOYEES BY EMPLOYMENT TIER 2022-2021

Employment tier	2022	2021
Senior leader	0.15%	0.15%
Executive	0.46%	0.48%
Middle Management	12.04%	11.64%
Staff	87.35%	87.73%
Total	100.00%	100.00%

¹⁴ Our employee data does not include external staff (e.g. interns or consultants). Numbers reflect all employees of fully and proportionately consolidated entities. The data represents 100% of the population unless otherwise noted. Numbers may not add up due to rounding.

PERCENTAGE OF EMPLOYEES BY EMPLOYMENT TIER AND GENDER 2022-2021

Employment tier and gender	2022	2021
Senior leader		
Female	31.40%	27.13%
Male	68.60%	72.87%
Executive		
Female	23.99%	21.81%
Male	76.01%	78.19%
Middle Management		
Female	34.49%	33.75%
Male	65.51%	66.25%
Staff		
Female	60.60%	60.27%
Male	39.40%	39.73%

PERCENTAGE OF EMPLOYEES BY GENDER AND CONTRACT TYPE 2022-2021

Gender	2022		2021	
	Fixed term	Permanent	Fixed term	Permanent
Female	1.80%	55.44%	2.31%	54.64%
Male	1.02%	41.74%	1.20%	41.85%
Total	2.82%	97.18%	3.52%	96.48%

PERCENTAGE OF EMPLOYEES BY CONTRACT TYPE AND COUNTRY 2022-2021

Country	2022		2021	
	Fixed term	Permanent	Fixed term	Permanent
Italy	0.00%	100.00%	0.01%	99.99%
Germany	2.21%	97.79%	4.30%	95.70%
Austria	4.32%	95.68%	7.14%	92.86%
Bosnia and Herzegovina	6.57%	93.43%	5.06%	94.94%
Bulgaria	5.70%	94.30%	6.72%	93.28%
Croatia	1.27%	98.73%	2.61%	97.39%
Czech Republic	10.11%	89.89%	9.17%	90.83%
Hungary	6.19%	93.81%	0.23%	99.77%
Romania	3.99%	96.01%	5.66%	94.34%
Russia	7.43%	92.57%	5.54%	94.46%
Serbia	17.82%	82.18%	8.19%	91.81%
Slovenia	0.09%	99.91%	17.35%	82.65%
Other ^A	23.98%	76.02%	24.04%	75.96%
Total	2.82%	97.18%	3.52%	96.48%

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

PERCENTAGE OF EMPLOYEES BY EMPLOYMENT TIER 2022-2021

Employment tier	2022			2021		
	under 30	age 31-50	over 50	under 30	age 31-50	over 50
Senior leader	0.00%	0.12%	0.24%	0.00%	0.12%	0.24%
Executive	0.00%	0.50%	0.53%	0.01%	0.47%	0.64%
Middle Management	1.06%	12.93%	14.14%	0.88%	12.52%	13.73%
Staff	98.94%	86.45%	85.09%	99.11%	86.89%	85.38%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

TURNOVER FOR INCOMING EMPLOYEES BY COUNTRY 2022-2021 ^A

Country	2022		2021	
	Number	Percentage	Number	Percentage
Italy	1,458	4.12%	1,200	3.24%
Germany	406	2.81%	395	2.58%
Austria	236	3.42%	333	4.53%
Bosnia and Herzegovina	132	8.14%	116	7.07%
Bulgaria	480	10.65%	391	8.47%
Croatia	362	9.75%	240	6.02%
Czech Republic	446	12.28%	310	8.10%
Hungary	306	14.35%	307	14.11%
Romania	973	17.27%	862	15.06%
Russia	520	11.43%	1,210	27.30%
Serbia	262	19.15%	216	16.01%
Slovenia	78	13.81%	64	11.13%
Other ^B	169	13.82%	156	10.97%
Total	5,828	6.80%	5,800	6.48%

^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 2022-2021 ^A

Country	2022		2021	
	Number	Percentage	Number	Percentage
Italy	2,394	6.77%	2,771	7.48%
Germany	1,571	10.87%	1,199	7.82%
Austria	1,319	19.10%	561	7.63%
Bosnia and Herzegovina	155	9.56%	132	8.04%
Bulgaria	617	13.69%	497	10.76%
Croatia	538	14.50%	438	10.99%
Czech Republic	502	13.83%	499	13.05%
Hungary	307	14.40%	341	15.68%
Romania	1,166	20.70%	945	16.51%
Russia	1,134	24.92%	1,079	24.35%
Serbia	243	17.76%	195	14.46%
Slovenia	92	16.28%	75	13.04%
Other ^B	142	11.61%	135	9.49%
Total	10,180	11.88%	8,867	9.91%

^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^A AND AGE^B 2022-2021

Gender	2022		2021	
	Number	Percentage	Number	Percentage
Female	3,327	6.83%	3,344	6.61%
Male	2,501	6.76%	2,456	6.32%

Age	2022		2021	
	Number	Percentage	Number	Percentage
Under 30	3,081	32.75%	3,156	31.71%
Age 31 - 50	2,389	5.06%	2,374	4.77%
Over 50	358	1.23%	270	0.91%

^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 OUTGOING EMPLOYEES BY GENDER^A AND AGE^B 2022-2021

Gender	2022		2021	
	Number	Percentage	Number	Percentage
Female	5,452	11.20%	4,735	9.36%
Male	4,728	12.78%	4,132	10.63%

Age	2022		2021	
	Number	Percentage	Number	Percentage
Under 30	1,974	20.98%	1,973	19.82%
Age 31 - 50	4,029	8.53%	3,196	6.42%
Over 50	4,177	14.40%	3,698	12.46%

^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.

PERCENTAGE OF EMPLOYEES BY GENDER AND EMPLOYMENT STATUS 2022-2021

Gender	2022		2021	
	Part-time	Full-time	Part-time	Full-time
Female	12.53%	44.71%	12.99%	43.96%
Male	1.60%	41.16%	1.69%	41.36%
Total	14.13%	85.87%	14.68%	85.32%

DIFFERENTIAL^A BETWEEN FEMALE AND MALE EMPLOYEE GROSS SALARIES^B BY COUNTRY AND EMPLOYMENT TIER 2022-2021^C

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

	2022			2021		
	Executive	Middle Management	Staff	Executive	Middle Management	Staff
Italy	99.80%	91.07%	92.16%	93.03%	88.48%	90.42%
Germany	85.87%	87.45%	90.87%	82.89%	87.02%	87.46%
Austria	Not applicable	94.13%	82.54%	100.99%	90.91%	81.26%
Bosnia and Herzegovina	126.42%	95.00%	88.26%	126.42%	100.07%	88.55%
Bulgaria	Not applicable	87.59%	75.21%	Not applicable	90.25%	73.74%
Croatia	103.02%	92.76%	89.39%	81.93%	103.84%	90.64%
Czech Republic	103.17%	100.00%	72.30%	Not applicable	86.83%	80.23%
Hungary	97.83%	90.59%	83.98%	86.12%	94.30%	81.02%
Romania	105.44%	91.41%	77.77%	104.33%	102.19%	80.48%
Russia	78.45%	92.37%	68.37%	Not applicable	97.86%	73.47%
Serbia	Not applicable	99.84%	72.61%	Not applicable	93.74%	74.64%
Slovenia	Not applicable	97.86%	90.41%	Not applicable	91.95%	90.83%

^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 85.9% of the population.

DIFFERENTIAL^A BETWEEN FEMALE AND MALE EMPLOYEE TOTAL REMUNERATION^B BY COUNTRY AND EMPLOYMENT TIER 2022-2021^C

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

	2022			2021		
	Executive	Middle Management	Staff	Executive	Middle Management	Staff
Italy	94.98%	87.99%	91.85%	90.54%	87.51%	90.73%
Germany	78.66%	80.91%	89.05%	74.87%	82.12%	86.02%
Austria	Not applicable	91.07%	81.33%	91.24%	89.57%	80.39%
Bosnia and Herzegovina	82.91%	94.99%	87.24%	87.75%	98.63%	87.61%
Bulgaria	Not applicable	87.07%	75.30%	Not applicable	88.62%	74.72%
Croatia	98.84%	89.30%	89.71%	66.95%	101.72%	91.56%
Czech Republic	84.01%	91.40%	71.01%	Not applicable	83.62%	79.15%
Hungary	108.30%	90.48%	84.38%	82.27%	93.38%	80.25%
Romania	108.24%	91.03%	77.64%	103.61%	100.70%	81.19%
Russia	69.40%	89.08%	69.99%	Not applicable	95.66%	73.93%
Serbia	Not applicable	97.50%	72.70%	Not applicable	94.60%	73.41%
Slovenia	Not applicable	98.49%	90.94%	Not applicable	94.87%	91.69%

^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 85.9% of the population.

TRAINING HOURS PER CAPITA BY EMPLOYMENT TIER AND GENDER 2022-2021

	2022			2021		
	Female	Male	Total	Female	Male	Total
Senior Leadership	15.23	8.49	10.61	14.71	15.12	15.00
Senior Executive	13.59	15.49	15.04	20.34	17.92	18.45
Middle Management	21.18	19.08	19.81	23.29	21.70	22.24
Staff	31.47	31.82	31.61	31.33	32.41	31.76
Total	30.67	29.27	30.07	30.74	30.32	30.56