



Unicredit European Works Council

Our experience

European
Works
Council



Bruxelles, 7th of May 2010

UNICREDIT GROUP AT GLANCE

On November 18th 2005

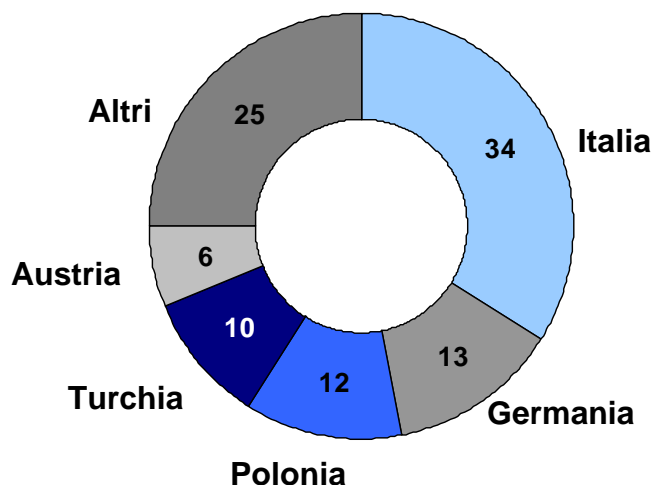
- UniCredit international experience began with the **merger between the UniCredito Italiano Group and the HVB Group** that led to the creation of the current UniCredit Group



Today

- UniCredit is the result of the merger of **nine of Italy's largest banks** and the subsequent combination with **the German HVB Group and the Italian Capitalia Group**

Employees Country by Country (% FTEs)



UniCredit is present in 22 European countries, with more than 165,000 employees and over 9,700 branches



**STRONG EUROPEAN IDENTITY,
EXTENSIVE INTERNATIONAL
PRESENCE
AND BROAD CUSTOMER BASE**

INDUSTRIAL RELATIONS THE ROLE IN THE UNICREDIT GROUP

Industrial Relations as a complex and strategic tool for Company Management through which **strengthening the listening and understanding of the expectations and needs both of the Company and of the Employees, aiming at creating a sustainable business and work environment**

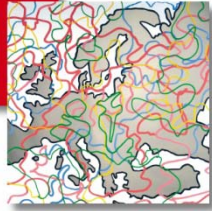


FACILITATOR

THE UNICREDIT EUROPEAN WORKS COUNCIL

... WHAT IS IT?

European Works Council



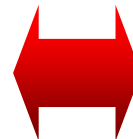
- The UniCredit European Works Council is a **Governance body** established in 2007 thanks to the combined efforts of **local and Group HR** and the **Worker Organizations and Representatives**
- It involves **all the European Countries where the Group is present**, including **both EU and non-EU** Members. This level of involvement exceeds EU provisions.
- The Employees' Representatives have the **right to be timely informed and consulted by the Group Management on all the relevant cross-border issues**, in particular on those that can have an impact on Employees
- No negotiating rights (only informative and consultative)



Central Management Delegation:

HEADS OF HR & INDUSTRIAL RELATIONS HOLDING – AUSTRIA – GERMANY – POLAND - TURKEY

UEWC Permanent Contact:
Industrial Relations - International



European Works Council



27 Countries
44 Representatives

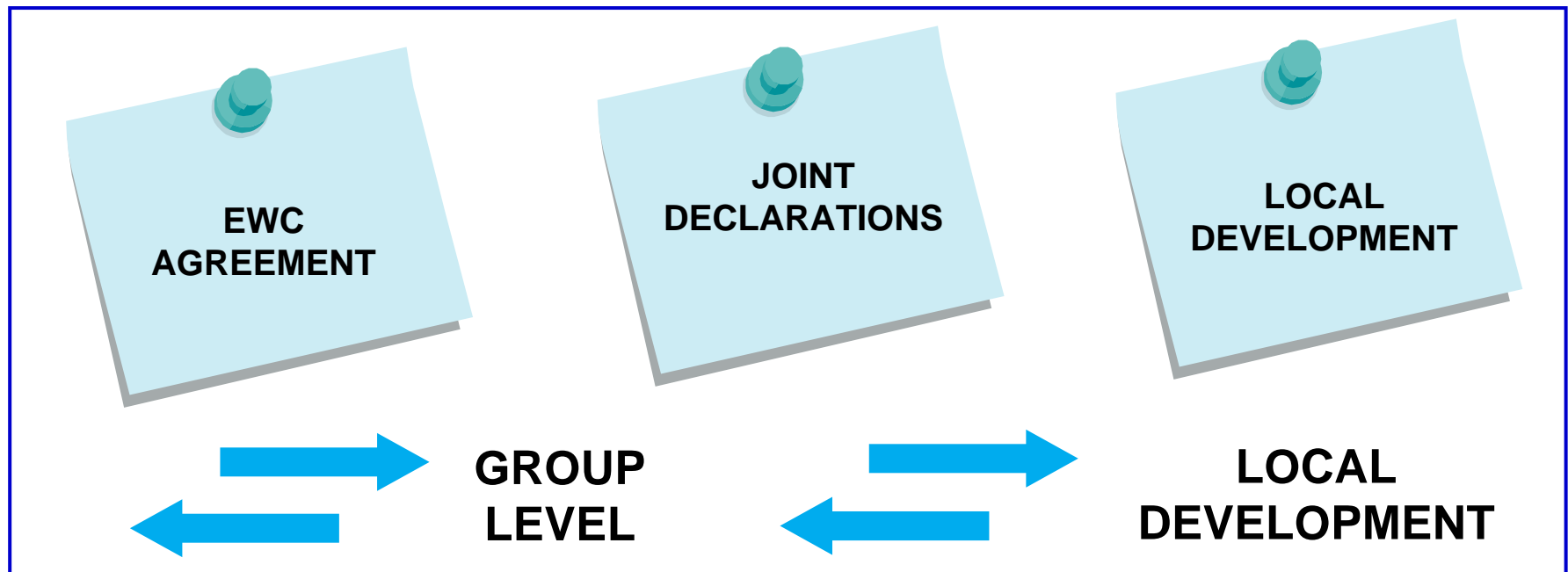
Select Committee
“operative body”
7 MEMBERS

JOINT DECLARATIONS

WHY THIS CHOICE?

In its **pretty new international dimension**, the UniCredit Group is committed to create an effective **virtuous circle** among the **different levels of Social Dialogue**

- The **Joint Declarations** play a **key role for its development: the day by day application** as **stimulus for local cooperation** and discussion **among Management and Employees' Representatives**



- **First shared commitment to train common efforts** for a steady evolution of Social Dialogue

THE UNICREDIT EUROPEAN WORKS COUNCIL JOINT COMMISSIONS

April 8th 2008

- Establishment of the Joint Commissions on “Training, Learning and Professional Development” and “Equal Opportunities and Non-Discrimination”

12 Members:

- 6 UEWC Employees’ Representatives
- 6 Group HR Representatives

with the strong **involvement of Group competent Functions** for technical support and consistency with future actions

MEETINGS

DIALOGUE

DISTANCE WORKING

December 16th 2009

- Signing of the Joint Declaration on “Training”

May 14th 2009

- Signing of the Joint Declaration on “Equal Opportunities”



JOINT DECLARATIONS STRUCTURE AND CONTENTS

<p>1</p> <p>PREAMBLE</p>	<p>Brief chronicle of the Declaration with the main steps taken and normative references</p>
<p>2</p> <p>CONTEXT AND AIMS</p>	<p>Part dedicated to the reasons and rationales behind the Declaration, with clear references to the current scenario. Definition of the main terms used in the text</p>
<p>3</p> <p>FUNDAMENTAL PRINCIPLES</p>	<p>It's the “core” of the Declaration where the principles and guidelines are introduced and well explained, with the aim of becoming a support for all actors involved and a point of reference for all future actions and initiatives in the field</p>
<p>4</p> <p>MUTUAL COMMITMENT</p>	<p>With the purpose of implementing the declaration in every workplace through mutual involvement, commitment and social dialogue, this part is focused both on organizational responsibilities and individual contribution</p>
<p>5</p> <p>MODALITIES</p>	<p>This paragraph translates into concrete actions the Group's choice and commitment, highlighting the different level of interventions, responsible Functions and processes to be implemented</p>
<p>6</p> <p>MONITORING</p>	<p>Besides local initiatives which will be constantly promoted according to social dialogue and national regulations, divisional results will be presented during the different forms of official UEWC meetings</p>

JOINT DECLARATIONS

QUALITY DISSEMINATION TO RAISE AWARENESS

A **quality dissemination** of the joint declarations is a fundamental step to **raise awareness** of their principles, creating a **common culture** and a **shared direction**



The communication plan was developed both for an **internal** and an **external audience** at **Group and local level**

- **Translation in 22 languages** and uploading of the text in the UniCredit Intranet (in the EWC section with reminders in the HR section that Employees daily use) and local portals (Bank Austria, Bank Pekao, HVB)
- External Website: http://www.unicreditgroup.eu/en/Governance/European_Works_Council.htm and <http://www.unicreditgroup.eu/en/Careers/Careers.htm>
- HR newsletter and Webcall
- Welcome Kit for new Employees
- Inclusion of the Declaration on “Training, Learning and Professional Development” in the invitation mail for Training and Workshops and in all feedback questionnaires given to participants
- Inclusion of the Declaration on “Equal Opportunities and Non-Discrimination” in the Training course on Diversity
- Sustainability Report
- Meetings with Employees Representatives organized in each country
- Trade Unions Webpages
- Local initiatives

SOCIAL DIALOGUE EVOLUTION THROUGH DIRECT PARTICIPATION

LISTENING AND UNDERSTANDING MUTUAL EXPECTATIONS AND NEEDS IS FUNDAMENTAL

A concrete example...

The agenda for the first Meeting 2010 (25th-27th May) is structured to facilitate the feed of information, giving voice to all the involved actors

- FIRST PART OF THE DAY

The **Top Management** will present and explain the main **results achieved**, the **future challenges** and the **current projects**

- SECOND PART OF THE DAY

The **EWC Members of three selected CEE Countries** will present an analysis of the **as-is situation of Industrial Relations** and Social Dialogue **done jointly** with the respective Head of HR.

The focus will be on the **expectations and priorities** for the future, tangible **suggestions and initiatives** that will have to be implemented **by the Company** to support and **facilitate the development of Social Dialogue**

NEXT STEPS

In its 4 years of existence, the UEWC has reached important results:

- Recognition as part of the governance system of the Group
- Two Joint Declarations
- Concrete enhancement of the level and quality of dialogue between the Management and Employees' Representatives



Being recognized as a best practice is not our final goal but a launch pad to further improvement, in tight cooperation with the EWC


Moments of discussion and sharing of experiences like this meeting are really worth and valuable....

THANK YOU FOR THE INVITATION!

UNICREDIT EUROPEAN WORKS COUNCIL CONTACTS



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 **EUROPEAN WORKS COUNCIL**

 ewc@unicreditgroup.eu



BACK UP

■ **Joint Declaration on**



“TRAINING, LEARNING AND PROFESSIONAL DEVELOPMENT”

The text defines **guidelines** and **principles** that, respecting the different cultural, social and historical backgrounds of each Country where UniCredit is present, want to be a **support** for all the actors involved and a **point of reference** for all the strategies, activities and initiatives in the field of Training, Learning and Professional Development

KEY MESSAGES

- **EMPLOYABILITY AND NEW OPPORTUNITIES**
- **GROWTH**
- **POTENTIAL**
- **MOTIVATION**
- **CASCADE EFFECT**
- **NON-DISCRIMINATION**

The **newly acquired competencies** represent essential employability elements that enable People working in the Group to **seize new opportunities** and **improve** their **flexibility**

The new global business market requires a **constant development of People**, based on a close analysis of needs and directed to enrich professional profiles in a **perspective of sustainable growth**

Training has to be focused on actual improvement needs, also related to **individual potential** and **possible future roles**

The **development of People skills** represents a priority investment that **fosters motivation** and engagement

Managers have a fundamental role **as facilitators in promoting company values**, spreading best practices, facilitating training opportunities and supporting the learning process

Training strategies and actions have to **guarantee and support equal opportunities and non-discrimination**

LEARNING IS A
LIFELONG,
CONTINUOUS AND
EFFECTIVE
EXPERIENCE

TRAINING
ENHANCES THE
EMPLOYABILITY

LEARNING AND
TRAINING IN SOME
SPECIFIC MOMENTS
OF THE
EMPLOYEE'S
WORKING LIFE,

Learning is aligned with the Group's values and must play a **fundamental role in both professional and personal development** of all Employees.

Training has to be **planned on a timely basis** and has to be **focused on actual improvement needs** linked with development potential and future possible career steps, creating a structured and rational path of steady learning.

Learning and training as backing in some specific moments, particularly in the following cases:

- Hiring
- Change of duties
- Modification of procedures
- Return from long absence
- Relocation after a restructuring or reorganisation process.

DIVERSITY AS ONE OF THE PILLARS OF OUR SUSTAINABLE GROWTH

MANAGER'S ROLE AND RESPONSIBILITY

EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

Diversity is recognised as **source of strength** for our sustainable growth, supporting innovation, and sharing knowledge and best practices.

Managers have a paramount role **as facilitators** in fostering company values, spreading best practices and facilitating learning opportunities as well as they are **responsible for the development of their team** and are therefore at the front line in supporting the learning process

All training strategies and actions have to guarantee and promote equal opportunities and non-discrimination **regardless of hierarchical position or kind of work contract**, including atypical workers, such as part-time staff or evening shift workers

■ **Joint Declaration on**



“EQUAL OPPORTUNITIES AND NON-DISCRIMINATION”

The text aims at becoming a **point of reference** for all the Employees, through the definition of **guidelines** on such sensitive issues as Diversity, Equal Opportunities and Non-Discrimination, with the purpose of creating a diversity corporate culture, improving the sense of belonging and enhancing the quality of life at work.

FOCUS ON DEFINITIONS

Diversity

“The term diversity refers to differences such as age, gender, disability, sexual orientation and any personal feature and background. It also refers to any feature that a person acquires during his or her life, such as personal and corporate culture, geographical origin and location, religion, employment contract, professional role and level within the organization”

Non-Discrimination

UN Global Compact, principle Six

“We describe non-discrimination in employment and occupation as any situation in which “...employees are selected on the basis of their ability to do the job and (...) there is no distinction, exclusion or preference made on other grounds”; on the contrary, with the term discrimination we mean “treating people differently or less favorably because of characteristics that are not related to their merit or the inherent requirements of the job...”. ”

KEY MESSAGES

■ OVERCOMING GAPS

UniCredit confirms its **determination and commitment to overcome any existing gap** by implementing specific initiatives aimed at recognizing, understanding and respecting diversities, thus increasing their value within the Organization.

■ SOCIAL DIALOGUE

UniCredit Group and the Employees' Representatives firmly commit themselves to **social dialogue** and to strong cooperation **at all appropriate levels**, using any available opportunity and tool, with the purpose of **making the present declaration always relevant and alive**.

■ INDIVIDUAL CONTRIBUTION

The **responsibility of each individual** represents a priority **commitment** that gives concreteness to the principles of equal opportunities and non-discrimination

■ MANAGER'S ROLE

Managers have a **proactive and responsible role** in increasing the awareness of the existing varieties as well as in sharing and spreading the mutual understanding. A particular focus is given to training initiatives for supporting them in playing their central role

■ BEST PRACTICES

While respecting the local socio-economic and legal systems, **the sharing of best practices, their valorization** and further improvement represent a **common aim** pursued by spreading the activities that have already been successfully adopted within the Group.

FOCUS ON FUNDAMENTAL PRINCIPLES

EQUAL TREATMENT
AND SAME DIGNITY
FOR EACH DIVERSITY



Same value and dignity **without any priority scale** is guaranteed to every kind of diversity

THE **CULTURE OF DIVERSITY** AS A
JOINT AND CROSS-
ORGANIZATIONAL
PROCESS



A **strong cooperation** and a **proactive approach** from all the relevant actors is fundamental to enhance the awareness that the creation of a **diversity culture** is a **shared and cross organizational process**

MERITOCRACY AS
THE BASIS FOR
EQUAL
OPPORTUNITIES AND
NON-
DISCRIMINATION



Employees management and evaluation have to be based on competencies, potential and quality of work results