

Human Resources (CONTINUED)

Diversity management

Mutual respect, candour and the recognition and appreciation of differences are integral components of the corporate culture at UniCredit Group.

In order to maintain the high level of commitment, performance and health of all our staff members, we consider it important to pay due regard to the various circumstances in the lives of our employees and to create general conditions in which they can achieve a good balance between work and family. For this reason BA-CA offers numerous part-time work models, flexible working time, sabbaticals and the possibility of telecommuting. Assistance for families includes company kindergartens with a capacity for some 200 children, selective support during maternity leave and seminars for those returning to work.

Taking a gender-based approach, the bank established the BA-CA **Mentoring** programme as one of its staff development and diversity measures a number of years ago. In 2007, some 40 pairs of employees – including, for the first time, ‘international pairs’ – took part in the programme, which is already in its fifth year. The programme’s objective is for mentees and mentors from various functions and hierarchical levels to support each other, become acquainted with new viewpoints and integrate themselves into networks. Mentees recognise their potential and are then ready to assume new tasks. Plans are in progress to match mentoring pairs on a cross-border basis at Group level.

Health and employee safety

At a number of locations, employees have access to advice and treatment by a highly-qualified team of doctors and therapists from different medical disciplines and in line with state-of-the-art occupational medicine. Specialists in occupational safety provide onsite advice on ergonomic issues. Numerous precautionary

measures as well as physical exercise and relaxation programmes intended to promote healthy lifestyles are offered at reasonable prices. Cost-benefit analyses show that these investments lead to significant reductions in employee absences.

Personnel management – transparent and fair

“We are family” could be the caption describing the Personnel Management System being implemented as an integrative measure throughout the various Divisions of Bank Austria. With “job families”, we are introducing a performance-oriented, effective personnel management system which is closely aligned with the core values of the Integrity Charter – in particular with regard to transparency and fairness. All processes and decisions will be made in a manner which is both calculable and transparent for employees.

Project operations were successfully concluded on a trial basis at the end of 2007, and a transition to real-time operations in 2008 has been prepared in cooperation with the Employees’ Council.

The linchpin of the new system is the Job Families Structure of Functions, which defines 117 job profiles for the entire Group, and bundles these jobs into ‘job families’. Within each respective job family, a distinction is drawn among the ‘levels’ which indicate the job’s respective qualification level (e.g., job family: controller, level: senior controller).

Consistent with the concept of a comprehensive and integrated personnel management system, the job families approach ties in with other system components such as compensation management (Compensation & Benefits), performance management and the career system.

Leadership Competence Model

Market and product knowledge

Customer Focus And Value Proposition

(customer focus; customer value proposition; connected with the community)

Risk Management (risk management focus)

Quality Orientation (quality oriented; cost focused)

Values

Integrity And Trustworthiness

(live the “ethics” rules – integrity; trustworthy)

Growth Oriented (growth oriented)

Team Culture (accountable; team culture – open to feedback and ideas; equitable)

Embrace Diversity

(embrace diversity, globally connected)

Leadership

Thought Leadership

(project the future state/communication; intellectual curiosity/analytical)

Execution (performance driven; make tough calls – on people and ideas; entrepreneurship)

Committed To People (committed to people development)

Energising (energising)

Change Oriented

(change oriented; innovation)