



Spread your wings

The Generali People Strategy





Letter from Group HR & Organization Director

Dear Colleagues,
when great people come together,
amazing things happen.
Each bringing their unique energy, ide-
as and perspective, yet having a shared
vision. It's a powerful force.

We're living in times of volatility, change
and uncertainty. We must adapt to
changes in the market and be ready
to grasp opportunities. Our reinforced
'Simpler, Smarter, Faster' Strategy re-
flects the need to accelerate on execu-
tion, implementing simpler and smarter
ways of working and being more cus-
tomer-focused.

And we know that our people want to
be empowered. This was a clear mes-
sage we received, for example through
our Global Engagement Survey.

Our people's voice, together with the
support of the HR Community spread
across the Group, helped to identify the
aspirations and the four priorities that
sustain the **Generali People Strategy**.

This is what will enable us to shape the
company so that we are ready for the fu-
ture and fit to pursue our strategic path
to become retail leader in our sector.

The People Strategy ensures that our
People processes keep customers at
the center and that our people are en-
gaged and empowered. It also means
developing our leaders and talents, and
making our company more agile, flexi-
ble and innovative. It means staying one
step ahead by investing in new capabil-
ities.

Over the following pages you can dis-
cover more about these priorities, their
related initiatives and how they can help
each of us to reach our potential. We
continue to welcome your feedback and
see it as fundamental to improving the
way we work.

Together we have an opportunity to
build our future. It all begins with us.

Monica Alessandra Possa



Building our future together

Insurance is changing. That's why we want to be a place where pioneering and bravery are encouraged. Where people are not afraid of challenges and work together to find a fast way to put new solutions into action. An inclusive and open environment that puts the customer first.

A place where we challenge how things are done and find a simpler, smarter way. Where each of us, wherever we may be, can contribute and make a difference. Where taking ownership is rewarded.

We welcome curiosity, creative thinking and an appetite for learning. People who are ready to help shape our business. By valuing and developing our people, we make sure we are ready for the challenges that lie ahead.

This is why we have developed the Generali People Strategy. It is part of the Business Strategy and enables

our transformation towards a Simpler, Smarter Generali. Faster.

The Generali People Strategy gives us a clear direction and the right approach so that we can make a difference to the success of our company and to the lives of our customers in a sustainable way.

Read on to discover what this means for each of us.

The Generali People Strategy is driven by four priorities



Promote
Engagement

1

& Empowerment

Build an
Agile Organization

3

& New Capabilities

Strengthen our
Leadership

2

& Talents

Shift mindset towards

4

**Customer
Centricity**

What will success look like by 2018?



100%

People with **Performance Dialogue** in place

500+

Global Talents in Group talent development programs

60%

Internal successors in Top Leadership Positions

People going through a **customer facing experience**

+70%

+100%

Women and International profiles in Top leadership positions

+30%

Investments in **new capabilities**



The future is in our hands

An aerial photograph of a relay race on a red track. Four athletes are visible, passing a baton. A large, semi-transparent red circle is overlaid on the image, centered on the baton being passed between two athletes. Inside this circle, the number '1' is written in white. The number '1' is positioned in the center of the circle, slightly to the left of the baton.

1

Promote Engagement
& Empowerment

Promote Engagement & Empowerment

The future is in our hands

Being empowered means sharing power, information and skills at all levels, so that each of us can make informed choices and demonstrate personal leadership. It gives us the opportunity to take the initiative, solve problems and fully utilize our skills.

Engagement is the passion and energy beneath our wings; it makes us feel more satisfied in our daily activities. By being engaged we give our best and help our organization succeed. When combined with empowerment it's a strong enabler, giving us the momentum to create our future and build a successful, inclusive and open environment.

How do we achieve this?

MEASURE AND PROMOTE ENGAGEMENT

By giving and seeking constructive feedback in daily activities and through the Global Engagement Survey, our people can make Generali an even better place to work.

BOOST A PERFORMANCE CULTURE

By providing each employee with a structured performance conversation by the end of 2018. Performance feedback helps us develop ourselves and ensures that we are aligned with the company's values and strategic objectives.

CREATE AND EMBED A NEW GLOBAL MANAGERIAL SYSTEM

By defining a set of "golden rules" and embedding them in The Generali New Managerial System which equips our managers with the necessary mindset, skills and tools to effectively manage our people and the organization.

IMPROVE DIVERSITY & INCLUSION

By nurturing an inclusive environment where everyone, with different backgrounds, can unlock ideas and add value to the organization.



“Empowerment works. But you need courage and time to get there.”

—Federica, Genertel



Creating tomorrow's leaders

Strengthen our Leadership & Talents

2

Strengthen our Leadership & Talents

Creating tomorrow's leaders

The changing face of insurance requires a new breed of leadership.

Our aim is to foster a leadership model that encourages people who have the customer front of mind and who strive for high performance through simpler, smarter solutions. Entrepreneurial leaders who are able to engage their teams and shape the industry with a diverse and global mindset.

From young graduates to senior executives, we want to attract the best, prepare our leaders and talents for their next career steps and look for long-term sustainability.



PROVIDE SUCCESSION PLAN FOR TOP POSITIONS AND CLEAR CAREER PATHS

By designing individual development plans for our future leaders and by creating roadmaps for all job families at different levels of the organization.

IDENTIFY AND DEVELOP TALENTS AT GROUP AND LOCAL LEVEL

By setting a common talent definition and implementing a fair identification process to allow our best people to accelerate their career.

DEVELOP LEADERSHIP SKILLS

By continuing to invest in our leaders and talents at all organizational levels through dedicated development programs, international exposure and diversified experiences.

ATTRACT, SELECT AND RETAIN THE BEST PEOPLE

By facilitating internal mobility of key talents across the Group and assuring a continued excellence in technical capabilities. By preparing young international talents through our specific global graduate programs. By hiring people who match our values and leadership model and who are capable of contributing to our business objectives.





A simpler, smarter place to work



3

Build an Agile Organization
& New Capabilities

Build an Agile Organization & New Capabilities

A simpler, smarter place to work

We are challenging the status quo, that's why we are investing in developing new capabilities and skills.

By creating an agile organization and investing in a cutting-edge HR system, we believe that we can efficiently manage and simplify our People processes and achieve higher performance.

We are looking for a simpler, smarter way of working. One that is lean, fast and agile. Through connectivity and flexibility we can achieve more with less.



BUILD A SIMPLER GROUP ORGANIZATION

By simplifying our organization to become "Fit to Lead" and to allow for a simpler, smarter and more client-focused way of working.

IDENTIFY AND INVEST IN KEY NEW CAPABILITIES

By upskilling our people by launching a set of development and training initiatives that strengthen new capabilities.

SIMPLIFY OUR HR PROCESSES WITH A CUTTING-EDGE PLATFORM

By implementing a system that facilitates our HR processes, including performance and learning management.

SUSTAIN SMART WORKING

By developing a new approach to working that empowers us by increasing our flexibility, autonomy and responsibility.





The customer at the heart of everything we do

4

Shift mindset towards
Customer Centricity

Shift mindset towards Customer Centricity

The customer at the heart of everything we do

We are facing a revolution in customer behavior.

No longer satisfied with one-size-fits-all, our customers look for tailor-made offerings. They expect clear information, flexibility and a human approach.

That's why, in everything we do, we need to put our customers at the very center. Our People processes, from hiring to training to performance management, will embed customer-orientation. The result: a simpler, smarter way of working that delivers a better customer experience.



FOSTER A CUSTOMER MINDSET FROM DAY 1

By introducing new hires to our company strategy, culture, values and making customer contact an essential step in their first few months via a structured onboarding program.

UNDERSTAND HOW TO SUPPORT THE CUSTOMER EXPERIENCE

By investing in impactful learning experiences that increase customer knowledge and awareness among all our people.

GIVE RECOGNITION FOR GREAT CUSTOMER SERVICE

By introducing group-wide campaigns that highlight and showcase examples of employee actions that create excellent customer experiences.

“We must know our customers better than everyone else, to offer them a superior client experience and always deliver consistently according to their expectations.”

—Isabelle, Group Head Office





Our Role as Employees

It's time to spread our wings and unlock our potential. To stand up and take our place as the protagonist of our transformation towards an agile, simpler and smarter customer-centric company.

Generali empowers all of us to take ownership and responsibility. We want to be powerful, to be accountable, and to challenge how things are done. Only through our unique talents, ideas and energy we can make a real difference in people's lives.

We want to be open to new experiences and opportunities, ready to help shape our business and make an impact.

Our success starts with us. Be the change.

**Shape
our
transfor-
mation**





Spread your wings

Generali empowers us to **make a difference** in people's lives with the work we do.

We are an **inclusive** and **open community**, where our **entrepreneurship** and **growth** are encouraged.

We **challenge** how things have always been done to find a **simpler** and **smarter** way. **Faster.**