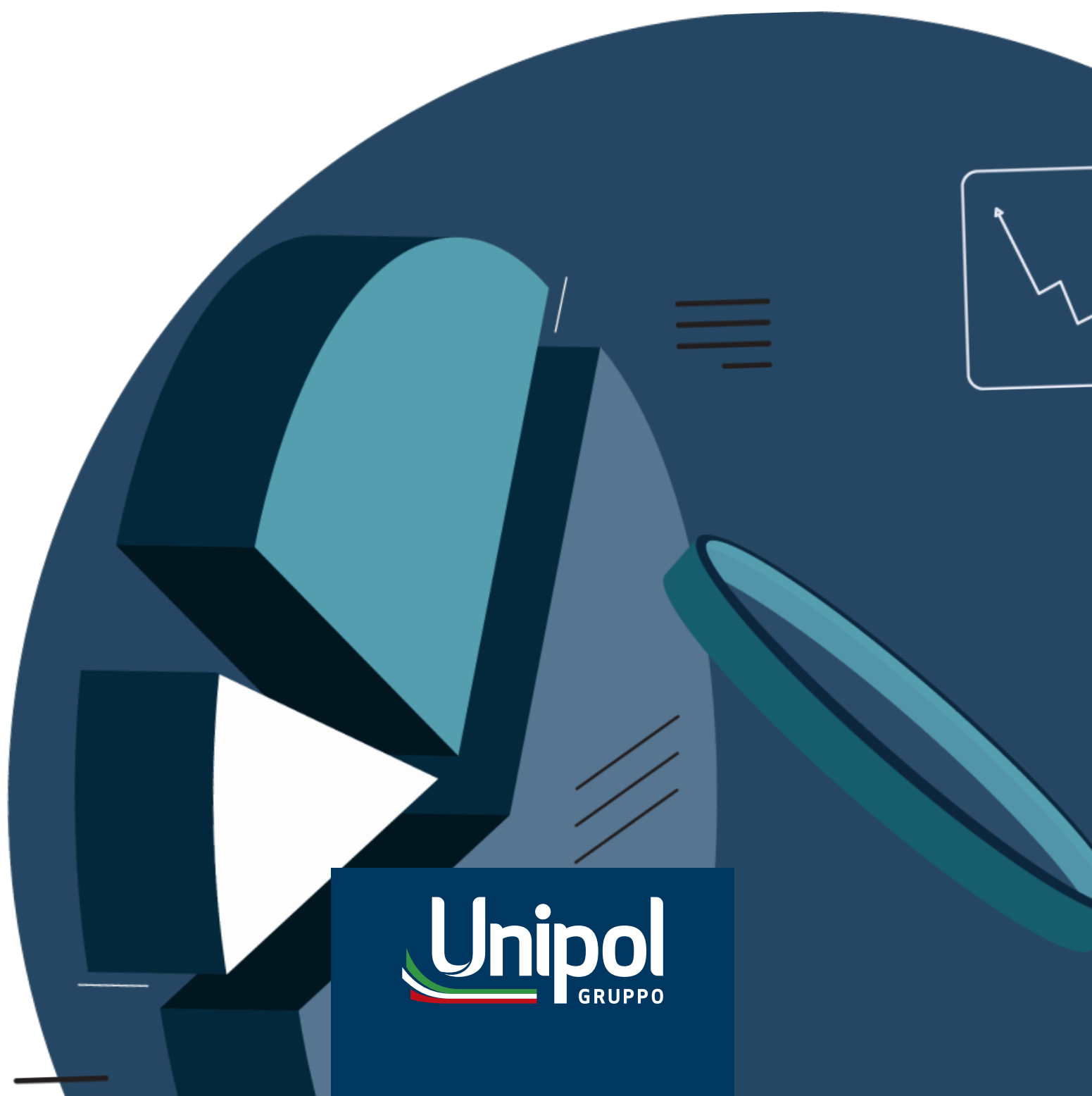


# UNIPOL GROUP REPUTATION REPORT 2015-2021

Reputation as an asset in business planning processes



**Unipol**  
GRUPPO

by **Carlo Cimbri, Chairman Unipol Gruppo S.p.A. and UnipolSai Assicurazioni S.p.A.**



The Business Plan 2019-2021 Mission Evolve for the first time ratified the status of Reputation as a strategic asset and set a goal, largely exceeded, for the three-year period that has just ended: to maintain reputation leadership in the insurance sector.

Now is the time to strengthen the relationship we have been able to build with our stakeholders over the years, by renewing the pact of trust.

It is a great achievement to be proud of, but an enormous challenge looms ahead with the 2022-2024 Plan confirming the commitment of the Unipol Group to maintain its reputation capital in a range above the average of its competitors in the sector.

Reputation is trust and credibility at the same time. Having an excellent score on the market makes us more attractive to our clients who will be willing to go along with us even when we talk about something that is difficult to explain. I am referring, for example, to service ecosystems: nowadays, many of our clients have learned to appreciate their advantages and are not surprised when we offer products that may appear “far” from our core business.

Reputation is credibility and at the same time it is an attraction factor for talents and for large investors. We are more attractive on the job market, even for professionals whose services we need to use in order to support digital transformation. Young people who until recently did not consider insurance companies as a professional opportunity have now changed their mind and understood that it is possible to grow in this sector. Our reputation value makes us interesting for the financial markets, which see the Unipol Group as a player attentive to profitability but also to its role within the Society.

In recent years we have communicated our mission by always disclosing business decisions and processes in a timely and transparent manner, without forgetting to involve our stakeholders to learn about and improve the sustainability of our strategic decisions.

We cannot fail to take into account how Society is changing and the growing importance of the role performed by businesses within it. The Unipol Group published its first Social Report in 1994, which may certainly be defined as a forerunner in the reporting of non-financial activities. In 2017, the first Integrated Report was published, by early adoption of regulatory requirements by one year. We are no strangers to the importance of the social impact of corporations. Facts testify to this.

We are now the first company to publish a Reputation Report, aware of the fact that integrating stakeholder engagement and thinking into our business decisions is an opportunity, because it allows us to demonstrate that our actions add value to the communities in which we operate.

A value that people recognize to companies according to data from the Edelman Trust Barometer 2022, indicating them as examples of ethics and transparency more than politicians and the media. For Millennials and Generation Z, the concept of consumption has changed: they favor usage over property, they choose to buy goods according to specific values (environment and inclusion above all) and reward companies that do what they promise.

In this scenario, our guiding principles are Concreteness, Authenticity and Consistency. This means that it is not enough to render the business purpose the subject of communication: it must be integrated into the business model with a long-term view. Our purpose is to protect the future of the people and companies that rely on the Unipol Group: we do this every day by providing services that can integrate an anticipatory vision of emerging and future risks combined with a caring gaze on today's fragilities.

# TABLE OF CONTENTS

---

1.	REPUTATION MANAGEMENT REPORT	6	9.	BUSINESS PLANS AND REPUTATION CAPITAL	22
2.	TRUST IS KEY FOR REPUTATION	8	10.	GOALS FOR THE NEXT THREE-YEAR PERIOD AND CONSOLIDATION DRIVERS	28
3.	REPUTATION AND INTANGIBLES IN CORPORATE REPORTING	9	11.	INTEGRATED GOVERNANCE: PROCESSES AND BODIES	31
4.	THE REPUTATION OF ITALIAN COMPANIES DURING THE PANDEMIC	10	8.1.	Reputation Risk Channeling Process	
5.	STAKEHOLDERS		8.2.	RRI - Reputation Risk Index	
	Measurement of the Unipol Group's Reputation with its key stakeholders	13	8.3.	Reputation Network	
5.1.	General public		8.4.	Reputation Management Operating Team	
5.2.	Clients		8.5.	Reputation Supporters	
5.3.	Employees		8.6.	KPI Dashboard	
5.4.	Agents		8.7.	Reputation within the corporate MBO system	
5.5.	Key Opinion Leaders		12.	MEASUREMENT MODEL: REPTRAK®	32
6.	COMPARISON WITH THE INSURANCE SECTOR	18			
7.	REPUTATION CERTIFICATES	19			
8.	PRIORITY REPUTATION RISK SCENARIOS	20			

# REPUTATION MANAGEMENT REPORT

In the redefinition of new social and economic models we are moving in the direction of an ethical economy based on the concepts of community, "societing" and social innovation.

**Very deep and powerful global dynamics are underway** that have, especially in the new generations, **revealed new factors that influence choices: ethics, transparency, social role, purpose.**

The Unipol Group took action in time, in 2014, by launching a reputation management project for the construction and protection of its intangible asset par excellence and today it holds transparent and world recognized certifications, in addition to its seven-year track record proving its ability to meet the expectations of stakeholders.

According to a study conducted on benchmark companies in the insurance sector, measured in Italy by RepTrak® (www.reptrak.com) as part of the measurement of the Unipol Group, Unipol has been the leader in Reputation with the general public for five consecutive years. A virtuous path that began in 2014 from a position of weak reputation (59.9 points).

The project was born with the aim of permanently integrating the reputation asset into business planning processes, ensuring both the construction and the protection of the company's reputation asset.

The Team members that coordinated operations are diverse and combine communication skills with risk management expertise: with their integrated vision, they built a solid architecture that has made it possible to achieve important results:

- integration of Reputation in the 2019-2021 and 2022-2024 Business Plans, in a two-fold role as an objective (to preserve the company's reputation leadership in the sector) and as an asset (business enabler)
- integration of Reputation in the company remuneration system, alongside financial performance indicators
- establishment of corporate processes and bodies dedicated to the proactive management of Reputation
- reputation leadership in the insurance sector for the fifth consecutive time in 2021.

The gradual spread of a culture of reputation within the company was the true factor enabling success. The construction of a governance system, patiently shared with all company departments, and the continuous planning of internal and external communication initiatives were the essential engines to achieve widespread awareness of the value of Reputation as a competitive business lever, a precious asset to be protected and strengthened in day-to-day operations.

The integrated reputation management project envisages a structured and continuous engagement with the Group's key stakeholders. The goal is to constantly monitor the balance between the promise being made and market expectations.

- Monthly public opinion surveys (CAWI method)
- Annual survey of clients and agents (CAWI method)
- Annual survey of the Unipol Group's corporate population (CAWI method)
- Annual survey of key opinion leaders (opinion makers, financial community, institutions) (CATI method).

Monitoring the type of narration that (offline and online) media and social media disseminate among the public opinion is equally important because, in their mediating role, they influence the perception of the company and the creation of future expectations. The monitoring activities over stakeholders and the media are preparatory to the definition of specific action and engagement plans with the same stakeholders.

Since the start of the project, the reputation management system has worked in synergy with the Reputational & Emerging Risk Observatory, which views reputation risk management from a forward-looking perspective. **Keeping market dynamics**, changes in the society, new technologies and new emerging paradigms **under observation** allows a company to predict the creation of new expectations in the reference stakeholders and gives the company

the time necessary to organize a response system on relevant issues both in the present and on a forward-looking basis.

The reputation risk management framework has evolved from a reactive approach to a proactive approach, requiring the mapping, assessment and prioritization of reputation risk scenarios by integrating Management's corporate view with the stakeholders' external perspective.

Reputation risk management is integrated into the Group's risk management system. Since 2016, the Group's reputation performance with the general public has been introduced into the Group's risk appetite with monitoring and quarterly reporting to the Board of Directors. ESG (Environmental, Social and Governance) risks, which represent an important multiplier of reputation risk and an area to be monitored carefully with a view to protecting reputation capital, have also been integrated into the Enterprise Risk Management framework.

As a result of this structured approach and of the initiatives implemented to meet the expectations of the community and of stakeholders, the reputation index of the Unipol Group among the public in Italy has grown, reaching a score of 79.3 in 2021 (+5.7 points on 2020) on a 100-point scale. This figure places the Group in a "strong" reputation bracket.

The Group is associated with three conceptual pillars:

- ethical management of relationships
- competence and professional skills in the way business is done
- leadership - in insurance and more - as a guarantee of closeness to the people's needs.

In the annual survey carried out in September 2021, the reputation indices with employees (which reached 89.5/100 points), agents (90.8/100 points) and clients (84.8/100 points) were in the "excellent" bracket.

In the years marked by the Covid-19 emergency, the Group supported important initiatives for the benefit of the community, of clients, of the agency distribution network and of employees: it allocated over €20 million to face the Coronavirus emergency and, in the most affected areas of our country, it worked in close cooperation with the Authorities and the Civil Protection to increase the availability of beds in hospitals and purchase the health equipment necessary to cope with the spread of the epidemic.

With regard to clients the Group set up a Coronavirus medical consultancy service for its policyholders through the UniSalute Medical Centre, which was operational 24 hours a day.

UnipolSai launched #UniSalutePerTe, health coverage to deal with the possible consequences of Covid-19 offered free of charge to all of the insurance company's clients, created the health protection product #AndràTuttoBene dedicated to companies for the protection of their employees, and promoted the #UnMesePerTe campaign which provided for refunding an amount equal to the cost of one month of the policy in place to 10 million Motor TPL clients through a voucher to be used upon contract renewal.

With regard to the agency distribution network, significant financial support measures and initiatives for operations in safe conditions were adopted. Digital transactions with clients were also developed, in particular with reference to payment systems and to the digital signature of contracts.

To ensure the health of all Group employees, remote working methods were adopted using technology solutions that enabled approximately 9,300 people to carry out their activities from home in a few weeks' time.

Our stakeholders acknowledged Unipol's commitment to each of these plans and rewarded it by renewing their trust in the company for its ability to meet their expectations year after year.

*Unipol Group holds transparent and globally recognized certifications, as well as a seven-year track record of its ability to meet stakeholder expectations.*

# TRUST IS KEY FOR REPUTATION

*People and businesses, which are made of people, can manage to survive not only by producing profits but especially by obtaining the appreciation and recognition of others.*

*All of this becomes a crucial element, as crucial as sound financial statements.*

by **Stephen M. R. Covey**, author of the bestseller *The Speed of Trust* and founder of the Trust Practice at FranklinCovey

The pandemic changed the world faster than we thought. In just two years, our system of values, our way of living and working were upset. But are we sure that this transformation has been adequately exploited and well understood also with regard to the topic of leadership? In my new book *Trust and Inspire* I emphasize how it is necessary to deeply change the paradigm and move to a model based on “trust and inspiration”. These two elements contribute to bringing positive effects in two ways: trust is the engine that allows you to do a job better and faster and inspiration is the factor of personal awareness that helps to achieve unprecedented goals, as the pandemic has taught us. In this way, productivity will grow and, with it, the company’s Reputation in the market, but not only that.

As I wrote some time ago in *Changes*, when it comes to human beings, “speed” and “trust” go hand in hand because these are two characteristics that have always made a difference in our history: “Nothing is as fast as the speed of trust!”. Trust, and I would also say the Reputation arising from it, produces positive effects on operational speed and costs. It is no coincidence that every time we see a gap in trust, speed also decreases and consequently costs increase. As I often say, in these cases we end up paying a sort of “low-trust tax”. On the contrary, when there is trust, work seems to flow away quickly, without particular hitches and with decreasing costs. In this case, I believe it is not wrong to speak of a “high-trust dividend” which, first of all, entails a strong growth in value for shareholders, but also for all the other stakeholders with

equally important intangible benefits, not just economic or financial benefits, such as strengthened partnerships and a better external reputation.

But not only that. I would like to reiterate the strong link between trust, security and Reputation. Security comes primarily from having both character and the right skills. I have often had the opportunity to explain how being good people, of character and with character, is not enough: we should also be able to prove that we know how to do our job well. In this way, we will transmit to others the image of an individual, or an organization, with an integral “character” and nature, competent, skilled in carrying out the assigned task, efficient but who does not distance him/herself from the others. In short, we will prove that we know how to work not only for us or our company, but also for the others and for the Society because we are not an island but in close correlation with those around us.

Trust is also central to the use of good technology, which in this period has experienced an unprecedented boom. Today, we wouldn’t go far in our digital world without it. If we simply don’t trust it at all, we may be able to avoid being scammed, but we also give up on the many benefits that technology offers our lives.

That is why what I call “smart trust” in *The Speed of Trust* and in *Smart Trust* is needed. “Smart trust” is common sense that helps us find the right point, the right balance between “not trusting enough” and “trusting too much”. And obviously Reputation plays a central role in this balance.

In this way, trust and Reputation will truly represent a sort of “currency of our time”, our new currency for this era in which only collaboration and sharing can show us the way to growth.



Stephen M.R. Covey

# REPUTATION AND INTANGIBLES IN CORPORATE REPORTING

**Prof. Stefano Zambon**  
Full Professor of Business Administration, University of Ferrara  
Secretary General of Organismo Italiano di Business Reporting (O.I.B.R.)  
Member of the Task Force EFRAG for European Sustainability Reporting Standards

Reputation is a vital intangible asset of a corporate organization. Even if it does not appear as an independent item in a company’s financial statements, as it does not meet the conditions to be included as a balance sheet item, this key resource influences the values stated in company accounts in many ways. First of all, in terms of revenues, especially if the company operates in sectors that are particularly sensitive to reputation issues and in direct contact with end clients (e.g. fashion, media, mass production). But also in terms of costs, potentially allowing a company to have access to lower procurement prices for large quantities, longer payment terms and cheaper interest rates due to its more competitive credit rating.

But investment decisions are also affected by the level of Reputation enjoyed by an organization, as the latter affects the risk rate used to implement capital budgeting methods.

More generally, Reputation is a powerful tool for improving one’s strategic positioning, as it is able to strengthen the choices of senior management regarding the basic orientation and growth prospects of the organization. It must therefore be expressly considered in the business plans of companies, and therefore managed in a conscious and informed way through specifically prepared metrics, also to face the feared and extremely dangerous reputation risk.

But while Reputation is essentially an “invisible” asset within the system of accounting values that make up the traditional financial statements, capable of exerting an important influence only indirectly, it is in the context of sustainability and integrated reports that this special and pervasive corporate resource has begun to emerge visibly over the past 5-10 years. Reputation resides “in the eye of the beholder”, and in this sense it represents a key element in the company’s relations with its stakeholders, who through the Reputation that they reserve for the company

show the degree of their acceptance of and consensus for its actions concerning the environment, Society, consumers, local communities and territories.

From this point of view, Reputation is therefore a “thermometer”, a summary broken down by categories of stakeholders, of the appreciation of and agreement on the company’s behavior and products.

On this point, it should be noted that both the Integrated Reporting Framework (<https://www.fondazioneoibr.it/linee-guida-e-documenti/>, in Italian) and the “WICI Intangibles Reporting Framework” (<https://www.wici-global.com/framework>), i.e. the two most authoritative guides at international level on this kind of reporting aimed at representing the creation of corporate value, include Reputation among the resources to be reported in the context of an entity’s relational capital.

In this sense, sustainability reports have begun to include the organization’s Reputation scores among their target audiences, while reputation metrics in integrated reports are associated with the company’s ability to continue to generate value over time.

In sustainability and integrated reports, Reputation therefore has been granted “active citizenship” and given a role more suited to its “ultimate” cross-cultural and intangible nature as an “intangible funnel”, because it is the asset on which a company’s problems and incorrect behavior will be reflected sooner or later.

Reputation reporting is only in its infancy, but it is certainly destined to expand due to its significance not only in terms of sustainability and relations with the various stakeholders, but also due to its function as a catalyst for other intangibles and corporate actions in view of strengthening a company’s business model and its creation of value in the short, medium and long term.



Prof. Stefano Zambon

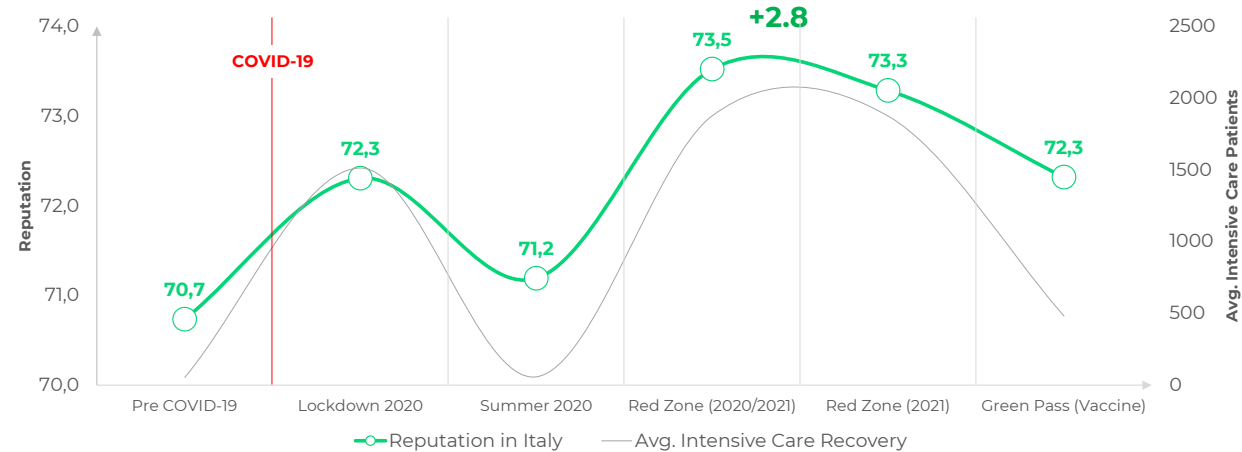


# THE REPUTATION OF ITALIAN COMPANIES DURING THE PANDEMIC

The pandemic situation represented a development stage for the role played by companies with respect to their ability to be the conveyors of credible and concrete solutions. What we have been experiencing, starting in early 2020, is a scenario of progressive change, which witnesses companies increasingly becoming the hub of new emerging dynamics. In a scenario of strong social, political and economic instability, the business world is the player whom the stakeholders look to with a vigilant gaze in order to receive answers where traditional players have lost credibility and relevance.

A scenario of great opportunities has opened up, but just as many challenges, which companies have shown to be able to manage in the past two years, putting forward concrete proposals and solutions to the increasingly challenging - and constantly evolving - needs of the Italian people.

Development of COVID-19 pandemic in Italy



The graph shows the way the trend in the number of hospitalizations in intensive care (2020-2021) on Italian national territory correlated with the trend in the Reputation (emotional bond) of companies operating in Italy

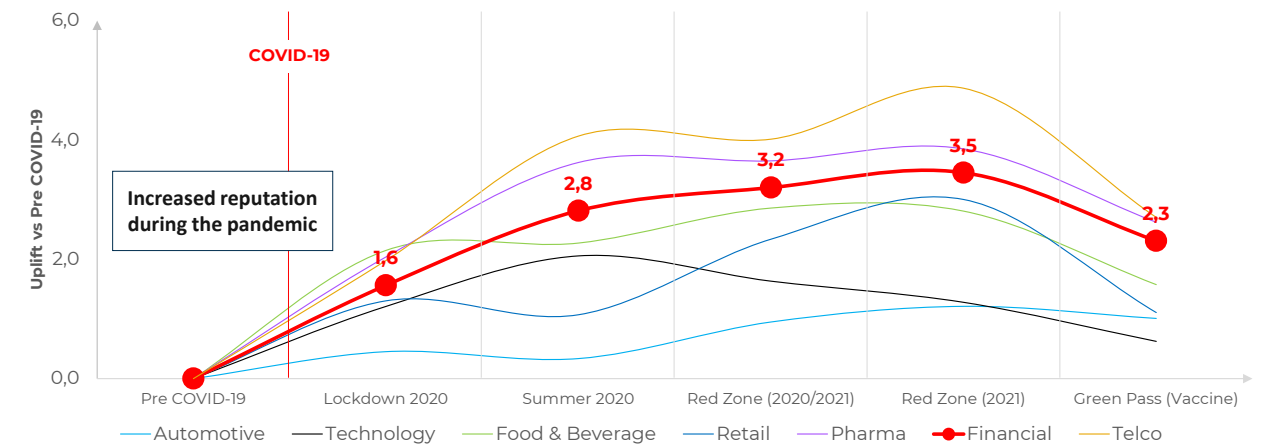
The data are there to prove it. In two pandemic years (March 2020 - December 2021), the communication linked to the Covid crisis (see the communicated number of intensive care hospitalizations on Italian territory) is strongly correlated with the perception that the Italians had of the role played in this field by companies (see the emotional link expressed towards the players). The strong relationship between

these two trends confirmed the strong credibility and concreteness that companies demonstrated: the answer was an increase in the trust (Reputation) placed in them, especially at times of great concern, during which a "peak" was recorded.

Not all sectors were able to capitalize on the importance of the actions implemented in the same way. Their ability to follow

up on responses given made the difference in terms of reputation performance.

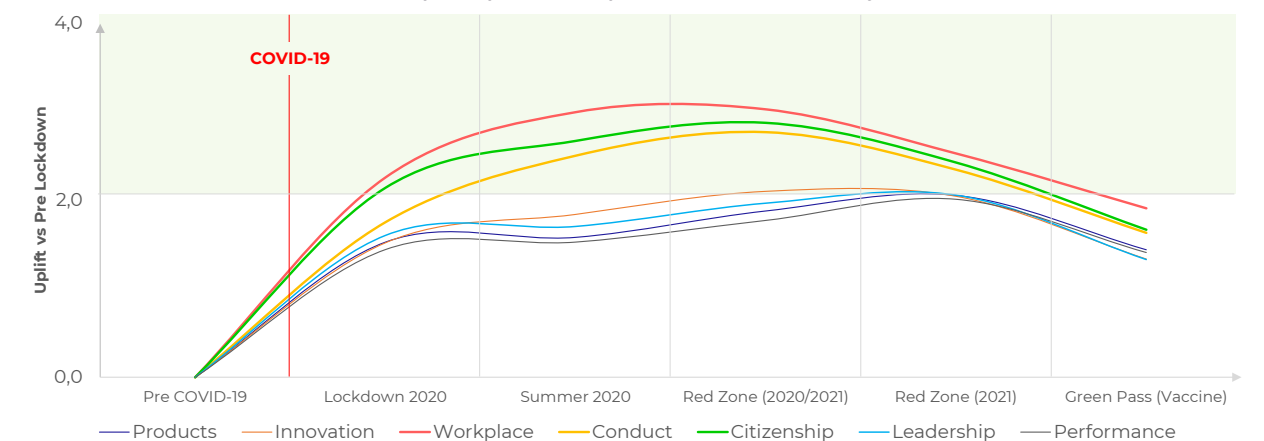
Reputation growth for companies during the COVID-19 pandemic in Italy



A comparison between sectors reveals that the Telco, pharmaceutical and financial sectors were among the sectors that played a key role during the pandemic: just consider the role of the pharmaceutical industry in supporting the national health system by managing an event of such proportions, or the importance of telecommunications in a world where people were forced to stay at home without being able to have personal contacts with others. The financial sector also played its part: consider the role that firms played in supporting an economy that had been extremely tried by continuous closures and restrictions. This "closeness"

to the Italians therefore rewarded these sectors, which were capable of meeting the expectations of the Italian people, with a significant increase in the Reputation associated with them. Secondly, it should be emphasized that the reputation boost given by the pandemic outbreak was undoubtedly stronger for sectors, such as those mentioned above, which had not enjoyed an extremely high Reputation in the pre-Covid period.

Trend of the perception of reputation drivers in Italy over time



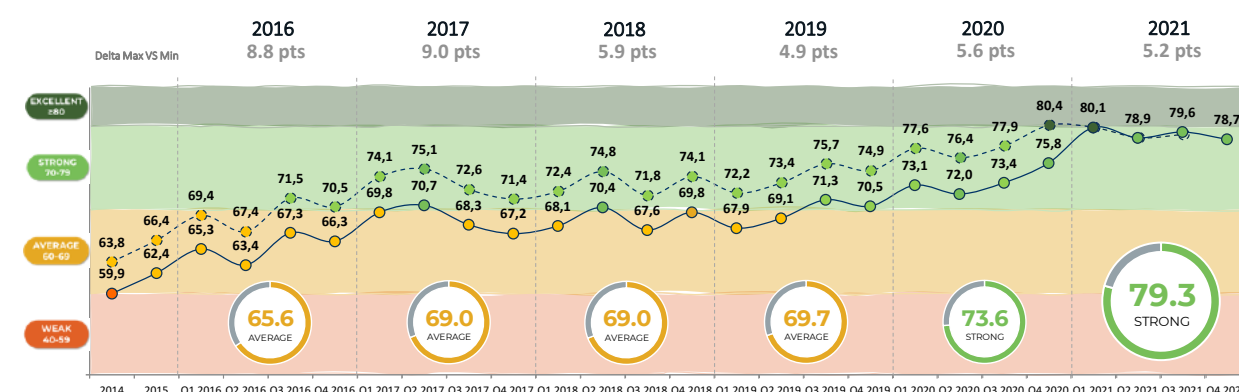
The companies' drive toward improvement and their ability to be perceived as closer was based on a narration made up of "social elements", a decisive aspect in a context of strong social instability in which the Italians needed to feel guided and protected.

Not surprisingly, although the Italians appreciated all the assets deployed (from product to innovation, from social role to soundness), the traits linked to commitments in the social area drove the consolidation of

the corporate role further ahead: this consists in the ability to narrate aspects related to one's work environment (work/life balance policies, attention to employees) and to the area of social responsibility both in its environmental component and in the attention to local communities (support for good causes).

# STAKEHOLDERS GENERAL PUBLIC

## Measurement of the Unipol Group's Reputation with its key stakeholders



--- \*Unipol reputation trend based on cultural weight: the figure was recalculated in accordance with a method update carried out in the month of January 2021  
 — Unipol reputation trend

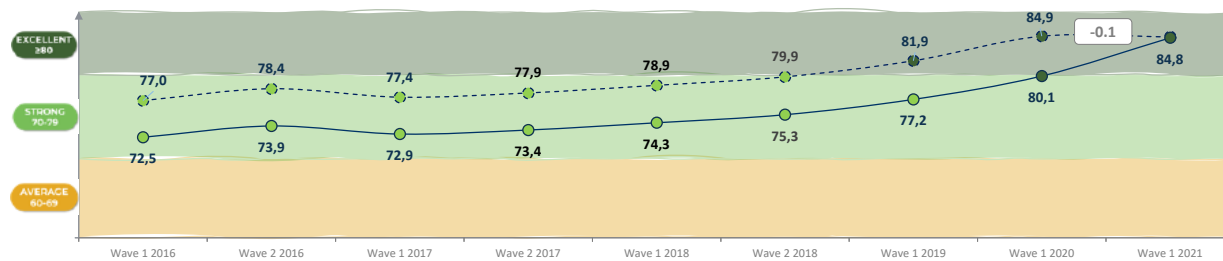
Unipol's Reputation with the general public, i.e. the slice of the Italian population that is aware of the Group, has had a continuously growing trend from 2014 to present: the Group's Reputation perception, the top one in the medium range, reached the strong tier in 2020 and positioned itself one step away from the excellent tier in 2021, a sign that the public particularly appreciated Unipol as a company, especially when compared with other operators in the insurance sector\*.

Even from a rational viewpoint, the Group has now consolidated its position in the strong bracket according to the general public: Innovation is the most recognized area, adjacent

to the excellent tier, while Leadership, together with the social macro-area, is the area that shows the greatest opportunities for improvement. However, compared to 2020, it was precisely the social macro-area, headed by Governance - which together with Product and Performance, was among the top 3 areas most prioritized by Italians - that recorded the greatest increases in 2021, thus driving the Group's reputation growth.

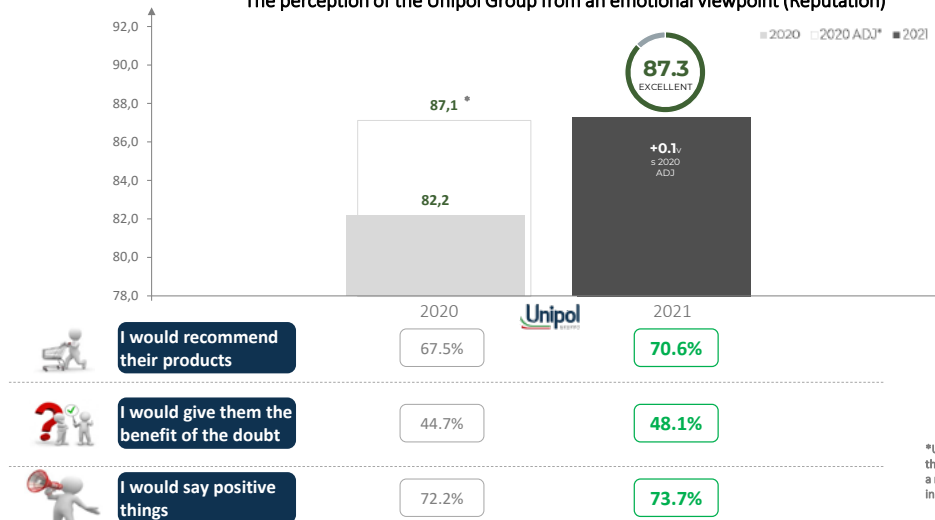
\*Generali, Allianz, AXA, Zurich.

Unipol Group clients –  
Perception of the Unipol Group from an emotional viewpoint (Reputation)



----- \*Unipol reputation trend based on cultural weight: the figure was recalculated in accordance with a method update carried out in the month of January 2021  
 ——— Unipol reputation trend

Insurance clients using the services -  
The perception of the Unipol Group from an emotional viewpoint (Reputation)



\*Unipol reputation trend based on cultural weight: the figure was recalculated in accordance with a method update carried out in the month of January 2021

The Unipol Group's clients have always held the company at very high levels of Reputation: in the past three years, the Group has even managed to enter the excellent Reputation bracket - the highest - a sign that clients greatly appreciate the Group's products and services. On the other hand, the Reputation trend with younger clients, a target group that is rapidly changing its attitude towards companies, should be monitored. Also in terms of comparison with the market, clients showed a much higher degree of appreciation towards Unipol than towards other insurance companies\*.

An ever-increasing growth in Reputation was also accompanied by a growth in the clients' support for the company, propensity to recommend Unipol's products and services or to speak positively about the Group.

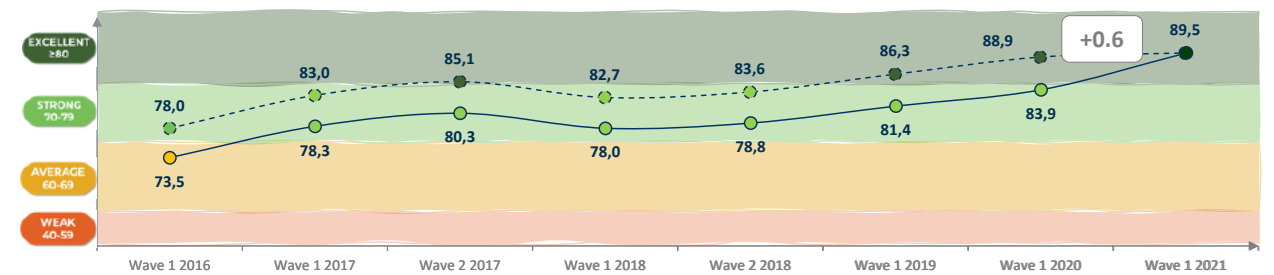
These metrics are even more positive if one looks at the

category of "ecosystem" clients i.e. clients who use services that supplement Unipol's products, a sign that the integration approach towards which the Group is moving is absolutely fruitful in terms of reputation.

In terms of rational perception, however, clients rated Unipol as excellent in all areas except for the Workplace, which remained in the strong bracket for insurance service clients, also due to the high percentage of uncertainties. Given that Product and Governance are dimensions that were considered extremely important for clients, the areas on which the Group should focus are transparency and good value for money of its products, while the perception of the quality of the company's product range, assistance and claims management were well recognized.

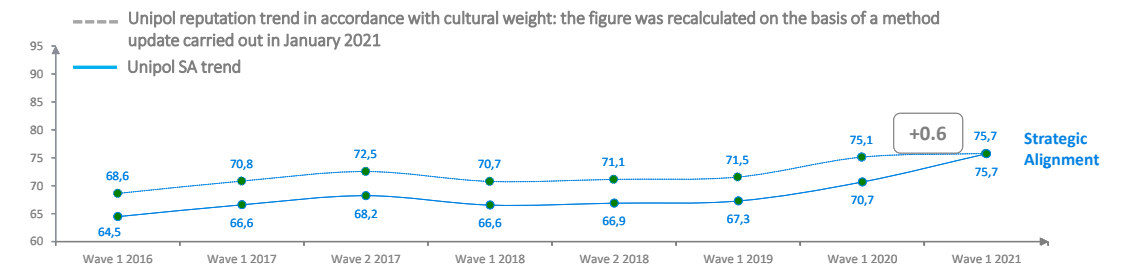
\*Generali, Allianz, AXA, Zurich.

Unipol Group employees -  
Perception of the Unipol Group from an emotional viewpoint (Reputation)



----- \*Unipol reputation trend based on cultural weight: the figure was recalculated in accordance with a method update carried out in the month of January 2021  
 ——— Unipol reputation trend

Unipol Group employees -  
Strategic Alignment



% ambassador

I would say positive things	65.1%	69.9%	74.5%	72.8%	72.7%	74.8%	78.4%	79.8%
I would suggest to go to work for them	65.6%	69.9%	74.6%	71.5%	72.8%	74.7%	78.7%	78.9%
Group's ability to make the right choice	48.3%	54.9%	58.6%	61.8%	57.5%	61.8%	68.7%	70.4%

Unipol employees have always held the Group at very high levels of Reputation: in the past three years, the Group managed to enter the excellent Reputation bracket - the highest.

With an ever-increasing growth in Reputation, there was also an increase in terms of employee support for the company, propensity to speak positively about the Group or recommend it as an employer.

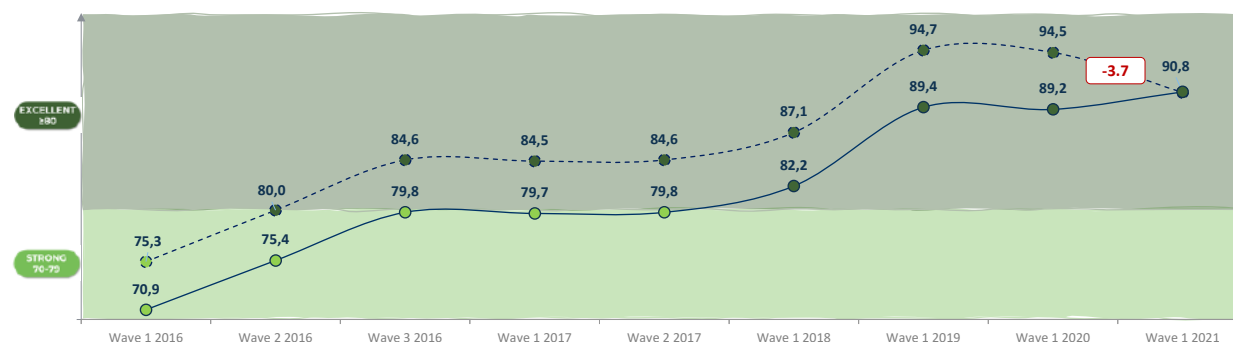
Just like Reputation, the employees' level of Strategic Alignment - i.e. how far they are aligned with the Group's strategies - has grown over the years, reaching very high levels: in these terms, the direct relationship with the Group's managers and internal communication initiatives / tools were still perceived as the most effective drivers in ensuring Strategic Alignment.

In terms of rational perception, however, the employees expressed very positive opinions on the Corporate macro-areas (linked to the Performance and Leadership drivers) and Business (linked to the Product and Innovation drivers), while the Workplace area - which is also the most important for employees - was still the one showing the greatest areas for improvement, especially for the younger generations.

In this regard, a plan to implement advanced performance management and continuous employee feedback is strongly desired (73% strongly agree with its implementation).



Unipol Group agents –  
Perception of the Unipol Group from an emotional viewpoint (Reputation)



--- \*Unipol reputation trend based on cultural weight: the figure was recalculated in accordance with a method update carried out in the month of January 2021  
 — Unipol reputation trend

Although the Group's Reputation according to agents has always remained in the excellent bracket since 2017, it slowed down in 2021, which may be mainly explained by a more neutral attitude towards Unipol. Compared to other market players\*, however, Unipol is the winner, as the agents placed the other companies in the strong or medium brackets, but never in the excellent bracket.

The propensity to support the company also decreased in the same way. However, the percentage of agents supporting the Group was still extremely high.

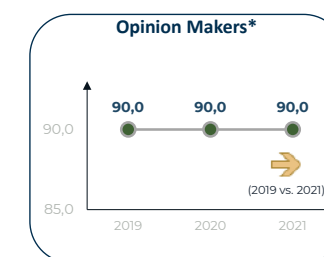
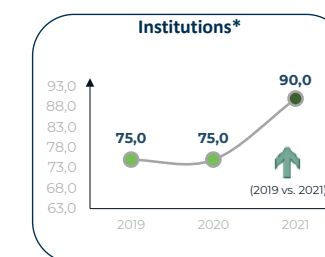
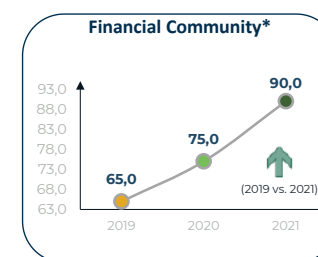
From a rational viewpoint, while remaining excellent, the perception underwent a decline across all reputation drivers compared to the previous year. In terms of Leadership, the perception of their supervisors / company was very positive.

In terms of expectations, the Product returned among the top 3 most important drivers in 2021, alongside Governance and Performance: specifically, the focus was on product range, price and assistance.

\*Generali, Allianz, AXA, Zurich.



Unipol Group KOLs –  
Perception of the Unipol Group from an emotional viewpoint (Reputation)



Unipol Group KOLs –  
Expectations from the Unipol Group

Institutions

Expectations

Rank	Driver
1	Performance
2	Leadership
3	Governance

Expectations

Rank	Driver
1	Innovation
2	Citizenship
3	Leadership

Expectations

Rank	Driver
1	Products&Services
2	Innovation/Governance
3	Leadership

**Financial Community.** In three years, the Group was able to gain more and more trust within the financial community year after year, showing a reputation perceived to be in the excellent bracket in 2021, on a par with the other business operators\*. Innovation, while strong, shows room for improvement. The areas most prioritized by these stakeholders (Performance, Leadership and Governance) were those that also contain the main recommendations, among which the simplification of corporate governance stands out.

**Institutions.** For the first time, Reputation with the institutions entered the excellent bracket in 2021, in line with the company's reputation profile. The year 2021 also witnessed significant increases, which therefore led the Group to clearly take the lead in the insurance sector, which, on the other hand, is struggling to get out of an average position. The most prioritized areas were Innovation, Citizenship and Leadership. Key areas of opportunity included maintaining its role as market leader, greater communication on sustainability-related commitments and a more innovative and younger leadership.

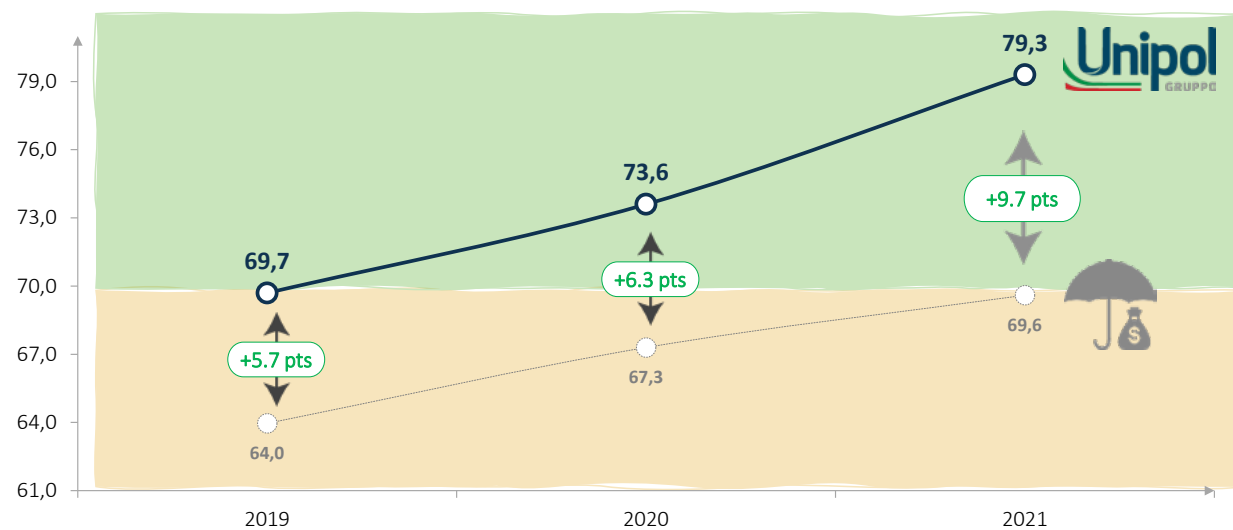
**Opinion Makers.** Reputation remained steadily in the excellent bracket, in line with the insurance sector\*, which was generally viewed positively by these stakeholders. Opinion makers recognized Products, Workplace and Leadership as excellent and the other reputation areas as strong. Given these stakeholders' expectations, Innovation and Governance were the areas that showed the main opportunities for improvement: greater integration of products and services and greater customization of the product range to meet client needs, as well as a more innovative and multi-channel strategy, also winking one's eye at the younger generations, and new leadership models enhancing the Group's resources.

\*Generali, Allianz, AXA, Zurich.



# COMPARISON WITH THE INSURANCE SECTOR

Unipol vs. Insurance sector\*: Reputation trend 2019-2021



Starting in 2019, - in addition to the measurement of key stakeholders - the Unipol Group has embarked on an engagement path with the insurance sector in order to verify its positioning with respect to the other market operators.

This analysis has revealed a situation of absolute leadership: while in 2019 the Group overtook the sector with a reputation advantage of almost 6 points, in 2020 and 2021 this gap widened further, bringing the Group's lead to almost ten points.

During the pandemic period, the Italians' trust in companies increased across all sectors: in this context, Unipol proved to live up to expectations and consolidated its reputation positioning by remaining close to the Italian people and the country, supporting them in dark times.

This achievement was the result of a greater perception linked to leadership within the framework of Innovation, management of social aspects and ability to deliver, increasingly in line with client needs.

\*Insurance sector: annual figure based on a panel of companies comprising: Generali Group, Allianz, Sara assicurazioni, AXA, Zurich, Reale Mutua assicurazioni, Groupama

# REPUTATION CERTIFICATES

2019

**Reputation Institute**

**Unipol Reputation Management**

**Attestazione del posizionamento reputazionale del Gruppo Unipol nel 2019 rispetto al settore assicurativo**

Nell'ambito del programma di Reputation Management del Gruppo Unipol -che prevede la misurazione continuativa su base mensile della reputazione aziendale presso un campione rappresentativo della popolazione italiana (General Public)- si attesta che nel corso del 2019 l'indice reputazionale del Gruppo Unipol è pari a 69,7/100<sup>1</sup>.

Reputation Institute certifica, inoltre, che la reputazione del Gruppo Unipol presso il General Public: così come definita nel corso del 2019 è superiore di 5,7 punti alla media reputazionale del settore assicurativo<sup>2</sup> pari a 64,0 punti così come rilevato all'interno dello studio Italy RepTrak® 2019 e diffusa attraverso i canali di comunicazione di Reputation Institute oltre che attraverso alcuni media nazionali e di settore.

**Reputation Institute**  
Reputation Institute ([www.reputationinstitute.com](http://www.reputationinstitute.com)) è una società internazionale specializzata nella misurazione della Reputazione fondata dal Prof. Charles Fombrun e dal Prof. Cees Van Riel nel 1997. Attraverso il modello RepTrak®, ogni standard riconosciuto a livello globale, ogni anno Reputation Institute misura la reputazione di 7.000 aziende a livello internazionale in circa 40 mercati.

**Modalità di raccolta ed elaborazione dati per i clienti con misurazione continuativa della Reputazione**  
Reputation Institute si avvale di uno dei più grandi panel provider del mondo, specializzato nella raccolta dati attraverso modalità CATI ([www.toluna.com](http://www.toluna.com)). I dati raccolti e gestiti da Reputation Institute vengono gestiti nel pieno rispetto del Regolamento (UE) n. 2016/679 del Parlamento europeo e del Consiglio del 27 aprile 2016 relativo alla protezione delle persone fisiche con riguardo al trattamento dei dati personali, nonché alla libera circolazione di tali dati (<https://www.reputationinstitute.com/privacy>).

L'elaborazione dei dati avviene interamente all'interno di Reputation Institute e solamente attraverso personale dipendente di Reputation Institute, in accordo di non divulgazione all'esterno dell'azienda. I dati elaborati vengono trasformati ai fini della rappresentazione e della condivisione con il cliente (Gruppo Unipol) senza modificare i risultati raccolti, né alterando nel tempo la modalità di elaborazione dei dati, al fine di avere totale confrontabilità e tracciabilità.

In fede,  
Reputation Institute

*[Signature]*

<sup>1</sup> Tale indice è da considerarsi come la media dei punteggi raccolti nelle rilevazioni mensili dell'intero anno 2019, effettuate da gennaio 2019 a dicembre 2019.  
<sup>2</sup> L'indice reputazionale del settore assicurativo fa riferimento allo score composto dalle seguenti aziende: Gruppo Unipol, Zurich Insurance Group, Generali, Allianz, Sara assicurazioni, AXA, Groupama, Reale Mutua assicurazioni.

Reputation Institute Italy s.r.l.  
Sede Legale: via S. Martini 42 - 20121, Milano  
Partita IVA: + Codice Fiscale IT 01641500968  
Tel. +39 02 84251266/9  
[www.reputationinstitute.com](http://www.reputationinstitute.com)

2020

**RepTrak.**

**Unipol Reputation Management**

**Attestazione del posizionamento reputazionale del Gruppo Unipol nel 2020 rispetto al settore assicurativo**

Nell'ambito del programma di Reputation Management di Unipol -che prevede la misurazione continuativa su base mensile della reputazione aziendale presso un campione rappresentativo della popolazione italiana (General Public)- si attesta che nel 2020 l'indice reputazionale di Unipol è pari a 73,6/100<sup>1</sup>.

The RepTrak Company certifica, inoltre, che la reputazione del Gruppo Unipol presso il General Public così come definita nel corso del 2020 è superiore di 6,3 punti alla media reputazionale del settore assicurativo<sup>2</sup> pari a 67,3 punti così come rilevato all'interno dello studio Italy RepTrak® 2020 e diffusa attraverso i canali di comunicazione di RepTrak Company oltre che attraverso alcuni media nazionali e di settore.

**The RepTrak Company**  
The RepTrak Company ([www.reptrak.com](http://www.reptrak.com)) è una società internazionale specializzata nella misurazione della Reputazione fondata dal Prof. Charles Fombrun e dal Prof. Cees Van Riel nel 1997. Attraverso il modello RepTrak®, ogni standard riconosciuto a livello globale, ogni anno The RepTrak Company misura la reputazione di 7.000 aziende a livello internazionale in circa 40 mercati.

**Modalità di raccolta ed elaborazione dati per i clienti con misurazione continuativa della Reputazione**  
The RepTrak Company si avvale di uno dei più grandi panel provider del mondo, specializzato nella raccolta dati attraverso modalità CATI ([www.toluna.com](http://www.toluna.com)). I dati raccolti e gestiti da The RepTrak Company vengono gestiti nel pieno rispetto del Regolamento (UE) n. 2016/679 del Parlamento europeo e del Consiglio del 27 aprile 2016 relativo alla protezione delle persone fisiche con riguardo al trattamento dei dati personali, nonché alla libera circolazione di tali dati.

L'elaborazione dei dati avviene interamente all'interno di The RepTrak Company e solamente attraverso personale dipendente di The RepTrak Company, in accordo di non divulgazione all'esterno dell'azienda. I dati elaborati vengono trasformati ai fini della rappresentazione e della condivisione con il cliente (Unipol) senza modificare i risultati raccolti, né alterando nel tempo la modalità di elaborazione dei dati, al fine di avere totale confrontabilità e tracciabilità.

In fede,  
The RepTrak Company

*[Signature]*

<sup>1</sup> Tale indice è da considerarsi come la media dei punteggi raccolti nelle rilevazioni mensili dell'intero anno 2020, effettuate da gennaio 2020 a dicembre 2020.  
<sup>2</sup> L'indice reputazionale del settore assicurativo fa riferimento allo score composto dalle seguenti aziende: Gruppo Unipol, Zurich Insurance Group, Generali, Allianz, Sara assicurazioni, AXA, Groupama, Reale Mutua assicurazioni.

Good business. Better world.

2021

**RepTrak.**

**Unipol Reputation Management**

**Attestazione del posizionamento reputazionale del Gruppo Unipol nel 2021 rispetto al settore assicurativo**

Nell'ambito del programma di Reputation Management di Unipol -che prevede la misurazione continuativa su base mensile della reputazione aziendale presso un campione rappresentativo della popolazione italiana (General Public)- si attesta che nel 2021 l'indice reputazionale di Unipol è pari a 79,3/100<sup>1</sup>.

The RepTrak Company certifica, inoltre, che la reputazione del Gruppo Unipol presso il General Public così come definita nel corso del 2021 è superiore di 9,7 punti alla media reputazionale del settore assicurativo<sup>2</sup> pari a 69,6 punti così come rilevato all'interno del panel da database RepTrak® 2021.

**The RepTrak Company**  
The RepTrak Company ([www.reptrak.com](http://www.reptrak.com)) è una società internazionale specializzata nella misurazione della Reputazione fondata dal Prof. Charles Fombrun e dal Prof. Cees Van Riel nel 1997. Attraverso il modello RepTrak®, ogni standard riconosciuto a livello globale, ogni anno The RepTrak Company misura la reputazione di 7.000 aziende a livello internazionale in circa 40 mercati.

**Modalità di raccolta ed elaborazione dati per i clienti con misurazione continuativa della Reputazione**  
The RepTrak Company si avvale di uno dei più grandi panel provider del mondo, specializzato nella raccolta dati attraverso modalità CATI ([www.toluna.com](http://www.toluna.com)). I dati raccolti e gestiti da The RepTrak Company vengono gestiti nel pieno rispetto del Regolamento (UE) n. 2016/679 del Parlamento europeo e del Consiglio del 27 aprile 2016 relativo alla protezione delle persone fisiche con riguardo al trattamento dei dati personali, nonché alla libera circolazione di tali dati.

L'elaborazione dei dati avviene interamente all'interno di The RepTrak Company e solamente attraverso personale dipendente di The RepTrak Company, in accordo di non divulgazione all'esterno dell'azienda. I dati elaborati vengono trasformati ai fini della rappresentazione e della condivisione con il cliente (Unipol) senza modificare i risultati raccolti, né alterando nel tempo la modalità di elaborazione dei dati, al fine di avere totale confrontabilità e tracciabilità.

In fede,  
The RepTrak Company

*[Signature]*

<sup>1</sup> Tale indice è da considerarsi come la media dei punteggi raccolti nelle rilevazioni mensili dell'intero anno 2021, effettuate da gennaio 2021 a dicembre 2021.  
<sup>2</sup> L'indice reputazionale del settore assicurativo fa riferimento allo score composto dalle seguenti aziende: Gruppo Unipol, Zurich Insurance Group, Generali, Allianz, Sara assicurazioni, AXA, Groupama, Reale Mutua assicurazioni.

Good business. Better world.



# PRIORITY REPUTATION RISK SCENARIOS

Within the risk management framework, the Group has adopted a proactive approach to reputation risk management, integrated into its Enterprise Risk Management (ERM) system, considering reputation risk as a specific risk that should be managed as a separate event because it has peculiar characteristics that require a dedicated approach and distinctive skills.

This is an anticipatory approach also thanks to the Group's Reputational & Emerging Risk Observatory, which constitutes the framework and ensures the identification of

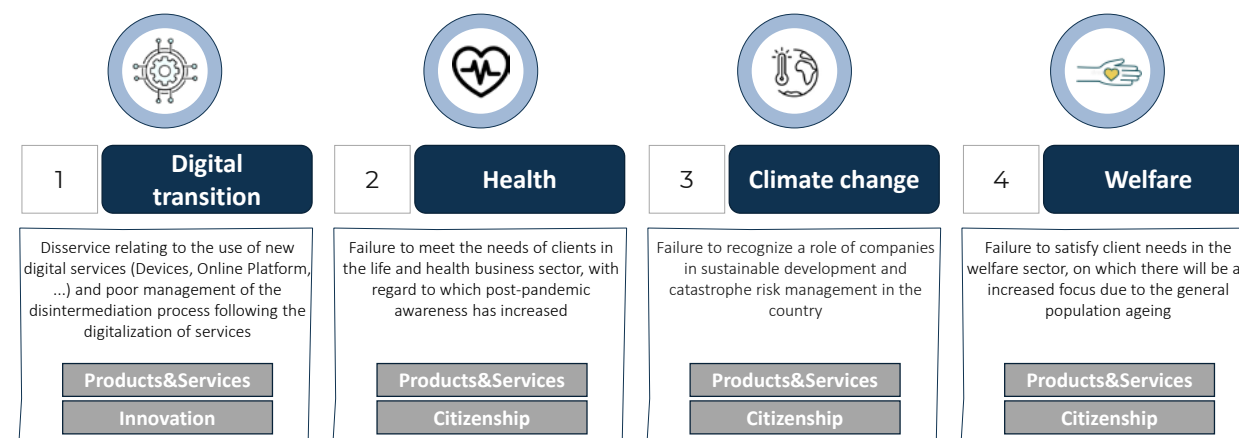
issues that are relevant for stakeholders today and issues that will become relevant in the next 3-5 years.

The Group has caused the risk management framework to evolve also from a multi-stakeholder perspective within the time span of its 2019-2021 Business Plan. This extension concerned the measurement of the impact of reputation risk scenarios, which has been regularly carried out on public opinion since 2016 and extended to other key stakeholders. In particular, in 2020 a survey was conducted on clients, agents and the financial community, while in 2021 the assessment involved employees, opinion makers and institutions.



This type of cross-stakeholder matrix has revealed the priority reputation risk areas at present, i.e. the risk areas that would have a greater impact on the emotional bond built by the Group with its stakeholders in the event of an incident:

- **Data management:** this risk area is the one that spans across all areas more consistently, being relevant for all categories of stakeholders. Its importance has intensified as a result of the pandemic. It concerns the Group's correct use of the personal data of clients, employees and other stakeholders and ability to activate protection measures against external attacks.
- **People:** the awareness of this area has grown the most due to the pandemic, as it not only narrates the importance of issues external to the company but also of attention to the Group's people. Specifically, it concerns the theme of human capital enhancement and the theme of diversity in its many forms. It is relevant not only for employees, but also for clients, public opinion and opinion makers.
- **ESG issues:** these are relevant both in terms of the environment (climate change) and in terms of social and governance issues. They concern the integration of ESG issues into business processes, in particular in the key areas of investment and underwriting. They have maximum relevance for institutions, but are also increasingly relevant for the financial community, as well as for clients, and public opinion.



Looking at the areas to be addressed in the future, the engagement with institutions and opinion makers reveals the 4 priority challenges for the near future:

1. **Digital transition**, which poses the challenge of governing the potential disintermediation process following the digitalization of services and ensuring reliability and security to a world, the digital world, with which the physical world will be increasingly "hybridized";
2. **Health**: failure to satisfy client needs in the life and health business sectors, sensitivity to which has increased following the pandemic;
3. **Climate change**: failure to recognize the company's role in the country in sustainable development and management of catastrophic risks;
4. **Welfare**: failure to satisfy client needs in the welfare area, on which the focus will increase due to the aging population.

These challenges represent a distinctive positioning opportunity for the Group, where it will be possible to consolidate the ecosystems development and innovation approach underpinning the Group's strategy.



# BUSINESS PLANS AND REPUTATION CAPITAL

## 2013-2015

The Business Plan for the three-year period 2013-2015 - the first one in which the Unipol Group began the process of measuring and managing its reputation capital - focused on the post-merger industrial integration of Unipol and Fondiaria Sai and on simplification of corporate governance, aimed at the creation of a new player, the market leader, reliable both for the financial markets and for the institutions and public opinion.

Specifically, the Plan envisaged significant steps such as the streamlining of the number of Group companies and the simplification of the corporate and shareholding structure leading to the Unipol Group to being the enterprise that we know today, in addition to investments for the unification of IT systems, among other things.

In terms of reputation, the drivers that are most associated with these activities were undoubtedly **Governance** and **Leadership**: over the three-year period, following the actions taken, the perception of Unipol by the Italians (general public) grew on both drivers - respectively by 6.9 points (+11.9%) and 4.4 points (+7.1%) - driving the Group's reputation growth with the general public, which recorded a reputation increase of 2.6 points (+4%).

These improvements from the standpoint of reputation also had excellent results in terms of business: the propensity to buy Unipol products and services grew by 5.5%.

### Plan Goals

### Unipol - Fondiaria SAI integration


- **Corporate streamlining** (from about 120 companies to 60) following **mergers, disposals and liquidations**
- **Corporate and shareholding simplification** (from 4 to 2 listed companies and from 8 to 2 categories of shares - Unipol and UnipolSai)
- **Unified IT systems** to support management processes (from 41 to 19 applications) and start-up of the new Group **Data Centre**
- **Synergies** for approx. **€390 million**
- **Disposal of assets and equity interests** (including the Milan business unit sold to Allianz as per request of the Antitrust Authority)

### Actions

### Reputation goals

### Reputation levers (last vs. first measurement year)

### Reputation differentiation from the sector and entry into the "average" bracket


 **Leadership: +4.4 pts vs 2014 (+7.1%) with GP**

 **Governance: +6.9 pts vs 2014 (+11.9%) with GP**

### Reputation Results (last vs. first measurement year)

### Results in terms of client loyalty

 **Reputation: +2.6 pts vs 2014 (+4%) with GP**

 **Propensity to buy: +5.5% vs 2014 with GP**

Average **retention rate\*\*** in the **Non-Life** business of **82.8%** in 2014-2015

*The key insights presented in terms of levers and results and reputation results were calculated on the basis of "adjusted" data, i.e. they were newly calculated in order to take into account the January 2021 methodological change in the RepTrak® measurement model.*

*\*\*For motor vehicles, only TPL was considered (excluding car fleets).*

## 2016-2018 “UnipolToBe”

After streamlining the Group's corporate and shareholding structure with the achievement of significant synergies, the 2016-2018 Business Plan - a three-year period in which the Group stabilized its reputation capital by reducing volatility and became the top company in the financial sector by Reputation in Italy for the first time in its history - focused on streamlining its insurance business and restructuring its banking business.

A three-year preparation period to facilitate the pursuit of the Group's strategic options that would materialize in the following three years: on the one hand, strengthening of and focus on the core insurance business, aggregated under the control of UnipolSai, with numerous benefits in terms of consistency and effectiveness in governance, renewal of the Agreement with the agency network, which would preserve its crucial role, and black box development plan, strategic for the future of insurance telecommunications. On the other hand, reconfiguration of the Group's operations in the banking sector understood as functional to greater penetration of its insurance product range.

The core actions in the three-year period were the disposal of UnipolBanca, the renewal of the strategic partnership with the BPER Banca Group and Banca Popolare di Sondrio, and the acquisition of 19.9% of BPER.

From the viewpoint of the general public, the **Products&Services** area was the reputation driver that grew the most, +3.1 points (+4.4%), and which drove the Group's reputation growth (+3.5 points, +5%). Business results were equally positive: the propensity to buy Group products and services and to recommend them grew by 2.3% and 2.9%, respectively.

From the clients' point of view - another key stakeholder in addition to the general public to measure the results of the interconnection between the Business Plan and reputation capital management - **Leadership** was the lever that drove growth in reputation over the three-year period, +1.5 points, +2.0%: during the course of the three-year period, the Group achieved a European leadership position in the motor third-party liability sector with black boxes.

The perception of this driver for clients increased by 6.5%. Specifically, clients recognized the Group as the charismatic leader with strong growth prospects. Clients also rewarded the Group in terms of business: in fact, there was a growth of approximately a 3.1% and a 3.4% increase in the propensity to buy the Group's products and services and to recommend them, respectively. The three-year period also witnessed an increase in the client loyalty rate over the previous period.

### Plan goals

### Focus on insurance core business

### Actions


- **Renewal of strategic partnership with the BPER Banca Group and Banca Popolare di Sondrio and disposal of Popolare Vita** with a capital gain of **€309 million**
- **Acquisition of 19.9% of BPER** and disposal of **Unipol Banca to BPER**
- **Streamlining of the insurance business** (disposal of Unisalute, Linear and Arca to UnipolSai)
- **Innovative UnipolSai 2.0 Agreement** entered into **with agents with a variable MV-TPL commission**
- **European Leadership in black boxes** (approx. 4 million) fully integrated in the claims settlement process

### Reputation goals

**Reputation levers**  
(last vs. first measurement year in the three-year period)

### Consolidation of Reputation

 **Products: +3.1 pts vs 2016 (+4.4%) with GP**

 **Leadership: +4.2 pts vs 2016 (+6.5%) with clients**

**Reputation Results**  
(last vs. first measurement year in the three-year period)

**Results in terms of client loyalty**

 **Reputation: +3.5 pts vs 2016 (+5%) with GP, +1.5 pts vs 2016 (+2.0%) with clients**

 **Propensity to buy: +2.3% vs 2016 with GP, +3.1% vs 2016 with clients**

 **Propensity to recommend products / services: +2.9% vs 2016 with GP, +3.4% vs 2016 with clients**

Average **retention rate\*\*** in the **Non-Life** business of **83.3%** in the three-year period (**+0.5 pts** over three-year period 2013-2015)

*The key insights presented in terms of levers and results and reputation results were calculated on the basis of "adjusted" data, i.e. they were newly calculated in order to take into account the January 2021 methodological change in the RepTrak® measurement model.*

*\*\*For motor vehicles, only TPL was considered (excluding car fleets).*



## 2019-2021 "Mission Evolve"

The three-year period 2019-2021 was a period of innovation for the Unipol Group: the Business Plan revolved around the introduction of ecosystems (Mobility, Welfare and Property), but other important Plan pillars were the development of bancassurance and multi-channels to reach an increasingly large slice of clients, without forgetting improvements in the product range. The three-year period was also characterized by the pandemic outbreak, which gave the Group the opportunity to be recognized as a "caring" player that looks after its clients and its people. The Group's Reputation experienced the strongest growth since the beginning of reputation measurement: from the viewpoint of the **general public**, the reputation drivers that leveraged this growth, +5.3 points (+7.1%), were the "social" drivers, led by **Citizenship** (+10.1%), and **Innovation** (+7.7%).

Unipol's ability to meet client needs and widespread presence of its agency network, in addition to taking care of its people and acting with integrity, were particularly appreciated. The results in terms of business were remarkable: both the propensity to buy Group products and services and to recommend them grew by more than 10%. From the point of view of clients however, the levers that drove reputation growth in the three-year period, +3.0

points, +3.6%, were **Leadership** and **Performance**, on the one hand, and **Innovation** on the other: in all cases there was a growth of around +4.5%, mainly linked to the strong digitalization of the Group's services, being one step ahead of other business operators and having strong growth prospects. Clients too, strongly rewarded the Group in terms of business: in fact, there was an increase of +8.0% and +8.2% in the propensity to buy the Group's products and services and to recommend them, respectively.

Finally, looking at the results obtained from the point of view of clients who use services that are ancillary to the Group's insurance products, the results were even better: the ecosystem approach proved to be rewarding, since the average reputation advantage over the three-year period compared to clients not using such services was 2.5 points. These clients also recognized Innovation as a driving force for the Group's growth (+4.0%), attributing Unipol a strong ability to digitize its services. Finally, in terms of business, taking advantage of ancillary services led to an additional average propensity to buy the Group's products and services and to recommend them, respectively equal to +4.8% and +5.6%. As in the previous three-year period, the client loyalty rate continued to grow at an even greater rate.

### Plan goals

### From insurance leader to Ecosystem leader

- **Business development** according to the **Ecosystem-based strategy**: Mobility, Welfare and Property
- **#UnMesePerTe** campaign and support for the vaccination campaign
- **Strengthening** of a **specialized sales force** (1,100 Family Welfare and 500 Business Specialists) and **intensified omnichannel commercial contacts** with clients
- **Activation** of **mobile sales** and **enhancement** of the integrated multi-channel system
- **Development** of **bancassurance**, thanks to the **expansion of the BPER distribution network** following the acquisition of former UBI branches
- **Improvement** of the **quality profile of the new Life business** (3% margin)

### Actions

### Reputation goals

**Reputation levers**  
(last vs. first measurement year in the three-year period)

### Reputation Leadership maintained



**Citizenship: +7.0 pts vs 2019 (+10.1%) with GP**



**Innovation: +5.6 pts vs 2019 (+7.7%) with GP, +3.4 pts vs 2019 (+4.4%) with clients, +3.2 pts vs 2019 (+4.0%) with ecosystem clients\*** (additional average score in the three-year period vs. clients: **+2.0 pts**)



**Performance e Leadership: +3.6 pts vs 2019 (+4.6%) and +3.5 pts vs 2019 (+4.5%) with clients**

**Reputation Results**  
(last vs. first measurement year in the three-year period)

**Results in terms of client loyalty**



**Reputation: +5.3 pts vs 2019 (+7.1%) with GP, +3.0 pts vs 2019 (+3.6%) with clients, +2.4 pts vs 2019 (+2.9%) with ecosystem clients** (average reputation advantage in the three-year period vs. clients: **+2.5 pts**)



**Propensity to buy: +10.2% vs 2019 with GP, +8.0% vs 2019 with clients, +6.9% with ecosystem clients** (additional average propensity in the three-year period vs. clients: **+4.8%**)



**Propensity to recommend products / services: +10.4% vs 2019 with GP, +8.2% vs 2019 with clients +6.5% with ecosystem clients** (additional average propensity in the three-year period vs. clients: **+5.6%**)

**Average retention rate\*\* in the Non-Life business of: 84.8% in three-year period (+1.5 pts over three-year period 2016-2018)**

The key insights presented in terms of levers and results and reputation results were calculated on the basis of "adjusted" data, i.e. they were newly calculated in order to take into account the January 2021 methodological change in the RepTrak® measurement model.

\*Clients who also use additional services in connection with products and services offered by the Group.

\*\*For motor vehicles, only TPL was considered (excluding car fleets).

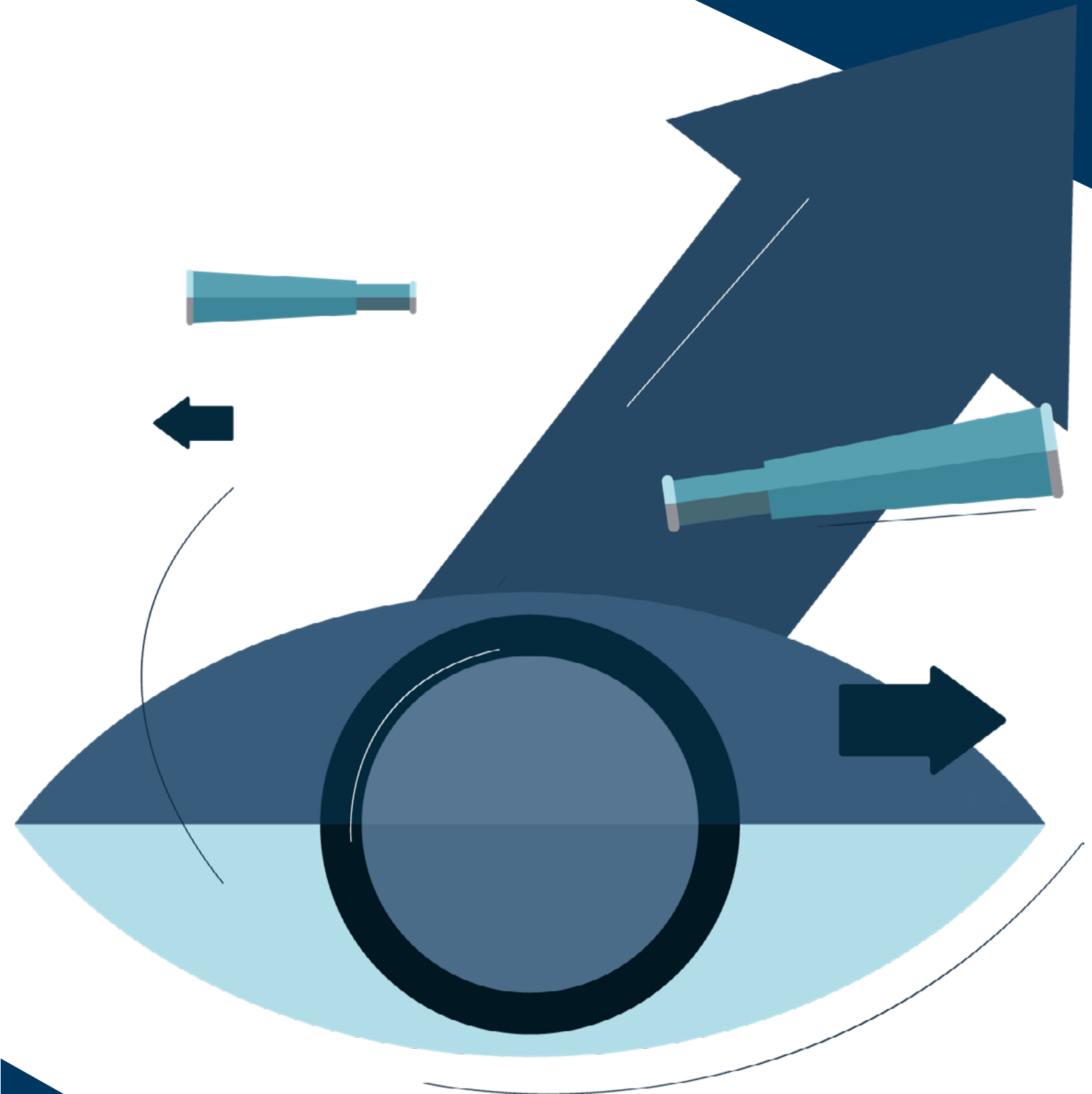
# GOALS FOR THE NEXT THREE-YEAR PERIOD AND CONSOLIDATION DRIVERS

## Goals

1. Maintain a reputation performance with the general public above the insurance sector average in the three-year period 2022-2024
2. Complete the dashboard of business, management and relational KPIs, to be correlated with reputation perception, on a monitoring and predictive basis
3. Integration of reputation metrics into business planning processes

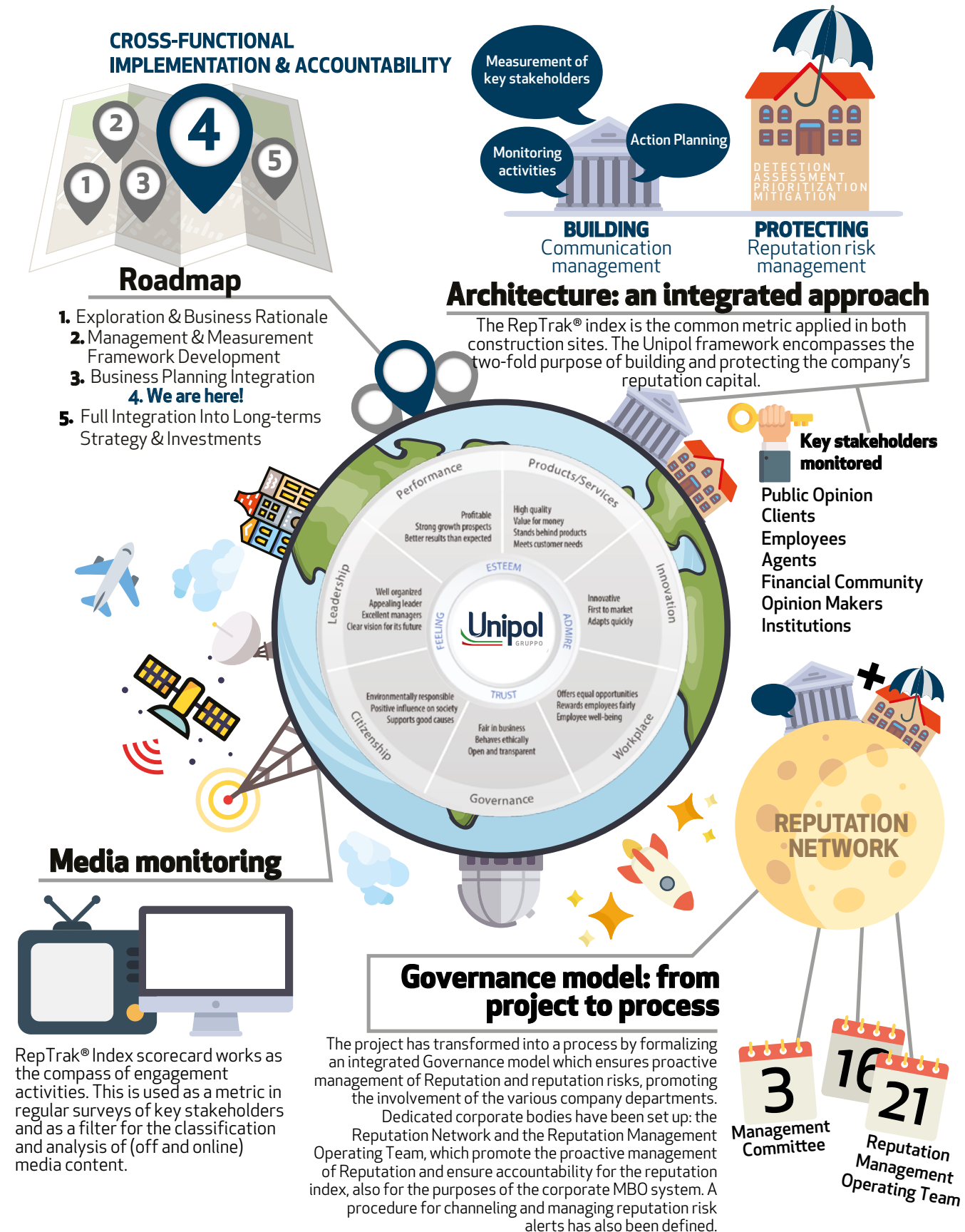
## Consolidation Drivers

1. ENHANCEMENT AND CORRECT DATA MANAGEMENT AND DIGITAL TRANSITION
2. ENHANCEMENT OF AND RESPECT FOR PEOPLE
3. ATTENTION TO NEW GENERATIONS
4. ENHANCEMENT OF SOCIAL ROLE AND ESG ISSUES



## Reputation Management at the Unipol Group

Starting in 2014, the Unipol Group began building a framework for managing corporate reputation with the aim of permanently integrating such asset into its business planning processes. The Unipol framework encompasses the two-fold purpose of building and protecting the company's reputation capital.



## INTEGRATED GOVERNANCE: PROCESSES AND BODIES

The Unipol Group has defined an integrated **governance model** aiming to ensure an effective Reputation and reputation risk management process, promoting the involvement of the various corporate departments concerned.

In line with the Group's risk management policy, reputation risk is understood as the risk that an internal or external event may cause a misalignment between the Group's promises and actions with respect to its main stakeholders' expectations and perceptions and which may, therefore, have a negative impact on the perception they have of Unipol and consequently of the Group's expected business performance.

More specifically, the Group's integrated governance model includes two macro-areas of action:

- Building Reputation under the supervision of Communication;
- Protecting Reputation and managing reputation risk under the supervision of Risk Management.

This integrated governance model will be consolidated through dedicated processes and bodies.

### • Reputation Risk Channeling Process

"Alert" is understood as a signal of a potential reputation crisis, i.e. an adverse event that shows or may generate a state of dissatisfaction of one or more stakeholders and that may put the Group's Reputation at risk depending on the type of incident, its recurrence and possible media coverage. The detection of alert signals is based on four categories of sources: Traditional media, Digital media, Sources within the company, Communications from specific Stakeholders (e.g. Supervisory Authorities, Trade Unions, etc.).

The Group's and the Group Companies' department Heads will notify any potential reputation risk signals to BOX-Reputation Management using the appropriate "Reputation risk report form" and providing the necessary information for incident diagnosis purposes in a complete and timely fashion. The Reputation Management Operating Team will, on the basis of its knowledge of the overall scenario and with the aid of classification algorithms, evaluate the relevance of the potential impact of the incident on Reputation, associating the alert signal with a level of risk according to a predefined assessment scale, and will inform Top Management, who will take over management of the reputation crisis.

### • RRI - Reputation Risk Index

Reputation risk monitoring will be operational on all media 24/7 thanks to an electronic platform. The Reputation Risk Index rate is a value between 0 and 10 (the higher the value, the greater the risk) and is calculated using a proprietary algorithm that multiplies a **QUANTITATIVE** factor that takes into account the quantities of Intensity and Relevance (INT + RIL) by a **QUALITATIVE / MULTIPLYING** item that takes into account the direction in which risk is going (positive / negative).

### • Reputation Network

This comprises the Heads of the Group Departments. Its responsibilities are as follows:

- ensure proactive Reputation and reputation risk management by contributing to develop a culture of reputation within the Group;
- ensure accountability for the reputation index, which has been included in the company incentive system (MBO) for Group executives.

### • Reputation Management Operating Team

This comprises the Media Relations, Corporate Reputation and Digital PR and Emerging and Reputational Risk departments in order to ensure the operational and proactive management of Reputation.

### • Reputation Supporters

These comprise people designated by members of the Reputation Network that will engage with the Reputation Management Operating Team in order to foster the detection of reputation risk signals, disseminate a culture of reputation within the company and ensure the collection of reputation KPIs with a view to reporting.

### • KPI Dashboard

In 2021, with the Reputation Supporters' aid, the collection of business, management and relational indicators was started, divided by reputation driver, in order to build a historical data series concerning the actions implemented by the Group, to be correlated with reputation perception on a monitoring and predictive basis.

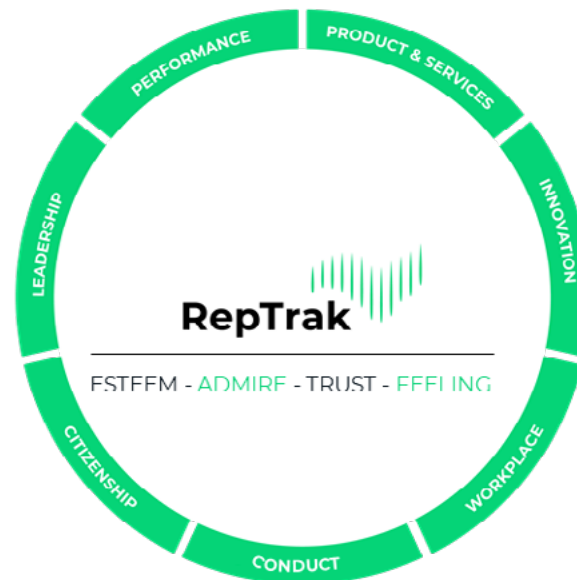
### • Reputation within the corporate MBO system

Since 2019, the Group's reputation performance with the general public has been included in the company incentive system (MBO) for the Group's executives for the purposes of computing the LTI Bonus in the relevant three-year period (as per Unipol and UnipolSai Remuneration Reports).

### Reputation business case – The RepTrak model®

The RepTrak® Model (see Figure 1) is based on evidence that there are two types of bond between stakeholders and companies:

- The heart of the RepTrak® model shows the **emotional bond** (RepTrak® Pulse) that allows a company to create a bond between the stakeholders and the company and makes it possible to measure its strength based on four attributes: esteem, trust, admiration and feeling.
- **Rational perception** with respect to the 7 areas that influence Reputation: Product, Innovation, Workplace, Conduct, Citizenship, Leadership, Performance. These areas constitute the levers available to companies to change perceptions and therefore the behavior of stakeholders.
- Products&Services
- Innovation
- Workplace
- Governance / Conduct
- Citizenship
- Leadership
- Performance



In order to **move the emotional bond** and therefore **improve Reputation**, the Company must work on the 7 content areas to be communicated and developed through the various company operations and at the same time it should detect the areas of vulnerability associated with them, i.e. the areas of potential reputation risk. Managing Reputation does not just mean managing your own positioning but it means influencing the propensity that people have in supporting the company.

The RepTrak® Model aims to highlight the relationship that exists between the company's Reputation (RepTrak® Pulse index) and the potential **impacts on the propensity of stakeholders** to support the company in different ways (buying company products, speaking positively about it, giving the benefit of the doubt, recommending the company / products, etc. ...). To validate the model, quantitative and qualitative data from 17 different countries were collected at the scientific / academic level.

#### The RepTrak® model

The RepTrak® index is the common metric adopted to build and protect Reputation and represents the liaison between the two souls of the integrated project, constituting its central core, also thanks to its strong correlations with the supporting behavior of stakeholders, such as stakeholder propensity to buy, recommend and invest, and therefore with business variables, such as profit and stock market capitalization.

#### The RepTrak Company

The RepTrak Company ([www.reptrak.com](http://www.reptrak.com)) is an international company that specializes in Reputation measurement. It was founded by Prof. Charles Fombrun and Prof. Cees Van Riel in 1997. Through the RepTrak® model, now a globally recognized standard, The RepTrak Company measures the Reputation of 7,000 companies internationally in approximately 40 markets every year.

#### Procedure to collect and process client data with continuous Reputation measurement

The RepTrak Company uses one of the largest panel providers in the world, specializing in data collection with the CAWI method ([www.toluna.com](http://www.toluna.com)). The data collected and managed by The RepTrak Company are processed in full compliance with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 concerning the protection of individuals with regard to personal data processing, as well as the free circulation of such data.



# REPUTATION NETWORK

**Claudio Belletti**  
**Monica Cacciapuoti**  
**Vittorio Corsano**  
**Paolo De Collibus**  
**Gian Luca De Marchi**  
**Adriano Donati**  
**Alberto Federici**  
**Stefano Genovese**  
**Giovanna Gigliotti**  
**Giacomo Lovati**  
**Norberto Odorico**  
**Marisa Parmigiani**  
**Fulvia Pirini**  
**Pietro Ranieri**  
**Enrico San Pietro**  
**Giovanni Siciliano**  
**Fernando Vacarini**  
**Vittorio Verdone**  
**Walter Visani**

(Chief Commercial Officer)  
(Chief Human Resources Officer)  
(Chief Strategic Planning and Organisation Officer)  
(Chief Legal Officer)  
(Chief Risk Officer)  
(Head of Investor Relations)  
(Director of Marketing and Commercial Communications)  
(Head of Institutional Relations)  
(Chief Life & Health Officer)  
(Chief Beyond Insurance Officer)  
(Chief Claims Officer)  
(Head of Sustainability)  
(Chief Corporate Affairs Officer)  
(Head of Compliance and Anti-Money Laundering)  
(Insurance Business Deputy General Manager)  
(Chief Regulation and Economic Studies Officer)  
(Head of Media Relations, Corporate Reputation and Digital PR)  
(Director of Corporate Communication and Media Relations)  
(Ethics Officer, Data Protection Officer)

# REPUTATION SUPPORTERS

**Giulia Balugani**  
**Alberto Boidi**  
**Emma Boschero**  
**Silvia Cervellera**  
**Monica Cesari**  
**Sonia Cinzia Chiabai**  
**Laura Colli**  
**Carlotta Dal Molin**  
**Daniele Sebastiano Epifani**  
**Rossana Eredia**  
**Francesco Gandini**  
**Daniele Giorgetti**  
**Silvia Lazzari**  
**Francesco Lorenzano**  
**Cristina Mariani**  
**Piergiorgio Montrucchio**  
**Tiziana Oliveto**  
**Elisabetta Pugliese**  
**Morena Rico**  
**Sabina Tarozzi**  
**Silvia Tonioli**  
**Caterina Tremante**  
**Carmine Trerotola**  
**Walter Visani**

(Sustainability Manager)  
(Director of Life Business)  
(Head of Complaints and Special Assistance to Clients)  
(Head of Content and People Engagement)  
(Product Marketing)  
(Commercial Operating Support)  
(Head of Brand Image and Advertising)  
(Head of Governance Conduct Compliance)  
(Head of Client Communication)  
(Head of Crm, Targeting & Campaign Management)  
(Head of PMO Claims)  
(Sustainability)  
(Head of People Management)  
(Head of Corporate Services Bologna – Firenze)  
(Regulation)  
(Planning and Organisation Project Coordination)  
(Development of Non-Life Projects)  
(Institutional Relations)  
(Marketing & Client Experience Beyond Insurance)  
(Head of Welfare Schemes)  
(Investor Relations)  
(Head of Technical Health)  
(Industrial Relations, Safety and Welfare Plans)  
(Ethics Officer, Data Protection Officer)

# REPUTATION MANAGEMENT OPERATING TEAM

**Liliana Cavatorta**  
**Gianluca Rosso**  
**Paola Rosso**  
**Marian Josè Sanò**

(Head of Emerging and Reputational Risk)  
(Emerging and Reputational Risk)  
(Head of Corporate Reputation and Digital PR)  
(Corporate Reputation and Digital PR)





**By:**  
Reputation Management  
Operating Team  
Unipol Group  
The RepTrak® Company

**Unipol Group S.p.A.**  
**Registered office**  
**Via Stalingrado, 45**  
**40128 Bologna**

[www.unipol.it](http://www.unipol.it)