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HRO.TAD

«TIM's approach to D&I Management»

Rome, march 5th 2021



Theory



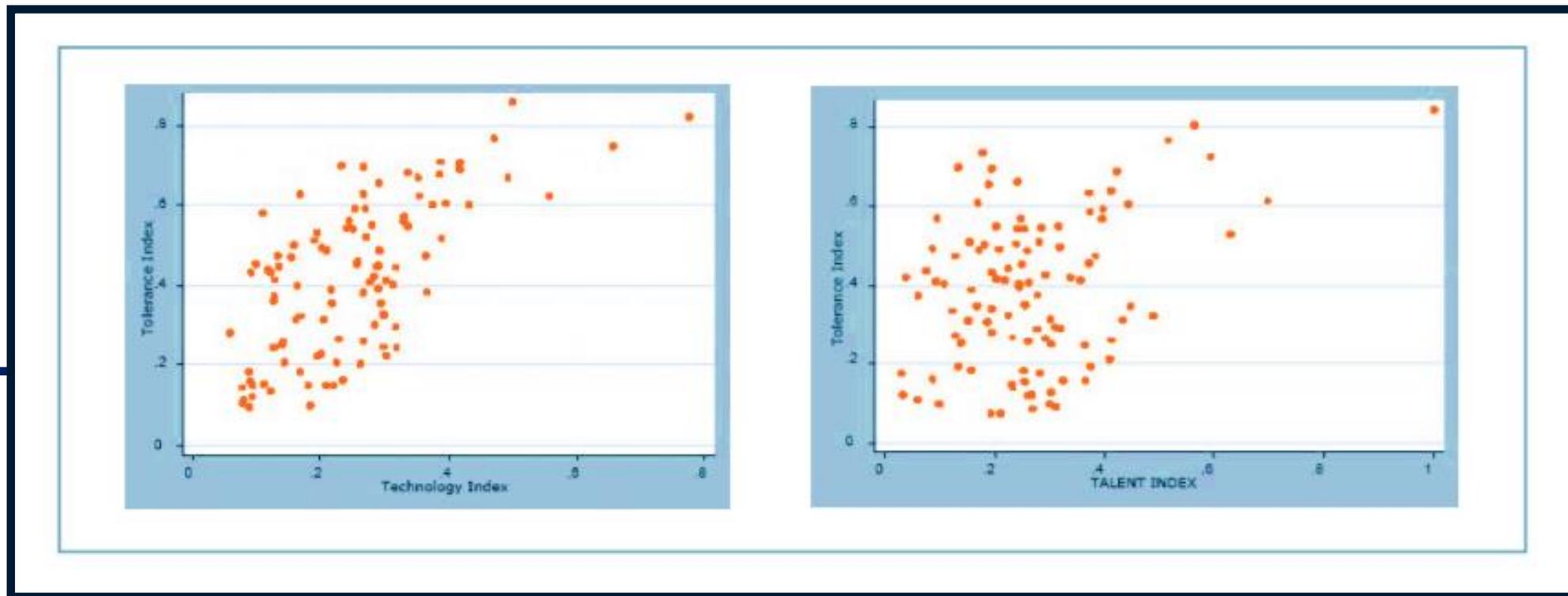
BASSO?

PERUVIANO?

SORDA?

SARDO?

Inclusion x innovation: relationship between tolerance, technology and talent index



«ITALY IN THE CREATIVE ERA», by Irene Tinagli and Richard Florida, July 2005

For several years, economists, sociologists and experts from social and business organizations have demonstrated the system of relationships between contexts that favor the inclusion and contamination of diversity and the ability to produce innovation and attract talent.

Inclusion impacts performance and reputation



Dealing with welfare and inclusion has considerable impacts on employer branding. In **Global recruiting Trends** published from **LinkedIn** in 2018, Diversity is the Top Trend



Corporate performance on the inclusion and enhancement of diversity is increasingly subject to evaluation by financial analysts. **Thomson Reuters** for some years it has published the **Top 100 Diversity & Inclusion Index**. In 2018 and 2019 TIM was 6th in the world, the first Italian company and the first telco.



For over 10 years, economists, business organization experts in the first place (McKinsey) and labor sociologists, have demonstrated the impact of welfare and inclusion on people's satisfaction and productivity.

Inclusion Management: aims and effects

Purpose

- To make full use of the contribution that each employee can bring to the achievement of corporate objectives
- An approach to the management of human resources aimed at enhancing diversity.
- A “different” workforce can help companies increase productivity and facilitate access to new market segments.

Effects

According to some research (*), companies that have adopted a **joint approach a Equity & Inclusion** they have:

- Improved the **productivity** (1.12X) and the **retention** (1.19X)
- Improved the **collaboration** (1.57x) and the **commitment** (1.42x) of teams
- Increased by 53% on **ROE** (Return on Equity)
- Increased the **EBIT** 14%
- Had **better financial results** in a range between 15 and 35% (depending on the thrust given)
- Detected improvements on **various indicators**:
 - 61% recruiting and talent management
 - 58% customer care
 - 49% new product development
 - 45% learning
 - 42% development of new markets
 - 40% managerial processes

* = McKinsey (2012) "Is there a pay off from top-team diversity"

McKinsey (2015) "Why diversity matters "

Corporate Executive Board / CLC Human Resources (2012) "Creating Competitive Advantage Through Workforce Diversity"

Diversity management in 2008: research with the European Business Test Panel

Welfare & Engagement

Plan 2021/2022



I want Olivetti to be not just a factory, but a model, a lifestyle. I want it to produce freedom and beauty because it will be them, freedom and beauty, who will tell us how to be happy!

Adriano Olivetti

We believe

That the **Engagement** be true **engine** development of the company and that it is its primary objective to cultivate and strengthen it.

It is from Engagement, in fact, that the **pride** to belong to the long history of TIM and is orienting the **motivation** necessary to follow it up, projecting itself into **future**.

Inclusion, care and listening constant are, therefore, the pillars of a plan that intends to support and accompany the **Citizens of TIM** in their professional experience.

An important part of TIM's Welfare: Inclusion Management

| | WORKING TIME MANAGEMENT | INCLUSION MANAGEMENT |
|-------------------------------------|---|--|
| TIM Summer | Agile working | Age Management |
| Nurseries, maternal, reimbursements | Mobility Management | Disability Management |
| Refunds University fees | | Woman project |
| Subsidies | | LGBT |
| Study grants | | Culture of inclusion (TIMInclusion Week + TIM4INCLUSION Open Discussion Group) |
| TIM Studio | | Volunteering business TIM |
| Well-being | | |
| Flexible benefits | | |
| Commercial Opportunities | In support of the TIM strategy, People Caring activities help people in balancing work-life and in the transformation of mindset and lifestyles | |
| Family Audit | | |

The history of D&I in TIM

TIM was among the first Italian companies to envisage a program of Diversity Management

2009

- Start-up of D&I **Program of** with HR ownership
- Creation of **first working groups** by thematic areas and affinities

2015

- Concept and launch of **TIM Inclusion Week**, a week of D&I events entirely designed and created by TIM people

2010

- Partnership with the main associations of companies and academic bodies:
+ PARKS, SDA Bocconi, Wise Growth, ASPHI



2017

- Launch of the **TIM4INCLUSION community**, 400 people who, on a voluntary basis, collaborate to design and implement TIM's D&I projects

2011

- Evolution from **cultural** approach to **planning** approach

2020

- TIM Inclusion Week turns into "**4 Weeks 4 Inclusion**" and opens up to the partnership of 26 companies
- On March 8, 2020 the **Woman project**

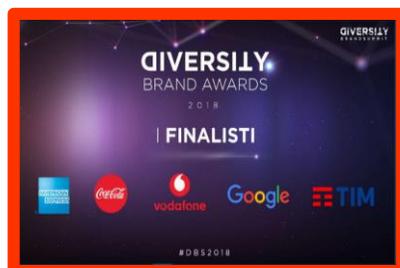
Our main results



In 2018 and 2019 TIM reached the 6th position worldwide in the **Thomson Reuters Diversity & Inclusion Index** improving last year's position by 86 positions (from 93 to 6), ranking first and first Italian company telco in the world.



In 2017 we obtained the "**Family Audit Certification**", which was confirmed in 2018 and 2019, a standard and a managerial tool that aims to activate a cultural change in the company through innovative work-life balance actions.



In 2015 we received the "**PARKS Award**" as a more inclusive company for LGBT people. In 2018 and 2019 we were among the Top 20 of inclusive companies according to the Diversity Brand Index announced in the **Diversity Brand Summit**.

The path towards total inclusion

| | |
|--|--|
| <p>Level 5 Performance is increased through E&I</p> | <ul style="list-style-type: none"> • There diversity it is rooted in organizational practices • There diversity it is no longer a separate process but is acted out naturally • It leverages on diversity to gain a competitive advantage |
| <p>Level 4 Everyone is managed starting from his being a person</p> | <ul style="list-style-type: none"> • Focus on integration and inclusion • Promotion of diversity in working groups, organizations, ... • Contrast of the «group thinling"(To reach a goal there are several solutions) • Managers manage and value diversity • The main processes are regularly monitored to verify their compliance to diversity |
| <p>Level 3 Everyone is managed the same way</p> | <ul style="list-style-type: none"> • The focus is on assimilation by the organization • Clear articulation of business programs designed on the basis of diversity • Launch of a formal structure and measurement systems • Promotion of a system of "equal treatment "(which could hide barriers to the emergence of talent belonging to minorities) • Transition from the "cultural" approach to one based on the measurement of impacts on selection, retention and development |
| <p>Level 2 Preparation of policies and procedures</p> | <ul style="list-style-type: none"> • There diversity is considered a theme of compliance • Launch of prudent policies • Programs are limited to avoiding the risk of discrimination lawsuits • Launch of basic training on the diversity • Launch of network /affinity groups • Launch of first, basic, monitoring tools |
| <p>Level 1 No action on E&I</p> | <ul style="list-style-type: none"> • Diversity is ignored by the organization • No policy, no procedure • High risk of possible episodes of discrimination |



D&I Management and organizational identity

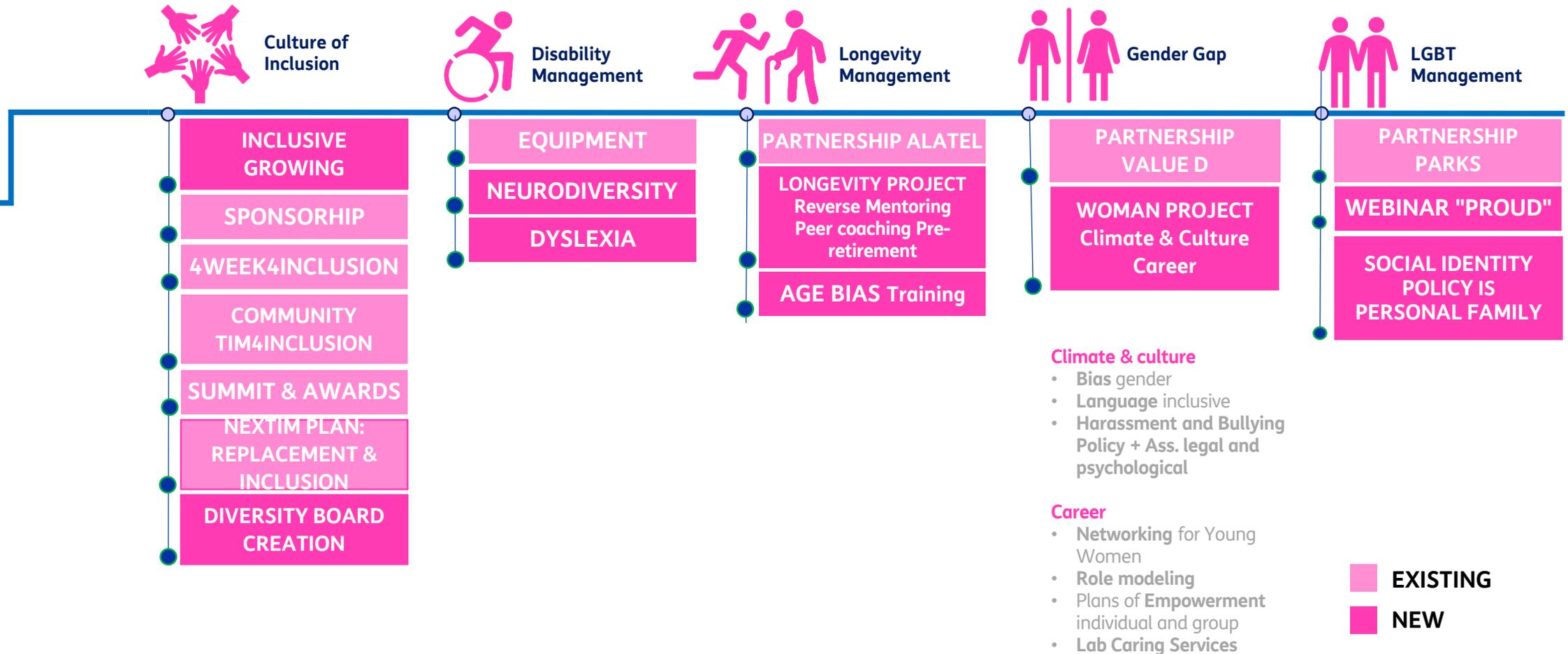
Feedback

- L'inclusion management is a profoundly identifying and strategic lever for us. It clearly permeates all the founding documents of the new organizational identity

- from the **ethical code**:
 - *"We guarantee equal opportunities in the workplace, stigmatizing and sanctioning all forms of discrimination or harassment, based, in particular, on sex or sexual orientation, race, ethnic or social origin, citizenship, language, religion, political opinions or other nature, belonging to a national minority, different ability or age. We do not tolerate an offensive or intimidating work environment. "*
- Alla **human rights policy**:
 - *"We respect the Human Rights of every individual and do not discriminate on the basis of religion, age, sex, sexual orientation or gender identity, political opinion, social status and origin, race or ethnicity, color, language, physical or mental disability; we treat all of our people fairly and honestly, regardless of their jobs. "*
- **Ai values**:
 - *"We choose the culture of inclusion because the contribution of each one, as a person and as part of a team, represents an asset for all of us and for our customers"*
- To the **leadership model**:
 - *"Diversity and Inclusion"*

Diversity & Inclusion 2021

The initiatives related to the **enhancement of diversity and inclusion**, for which TIM is currently considered a benchmark, are for TIM a support to the Brand Reputation and one of the main engagement boost. In particular on the numerically most relevant targets **Women and Senior** and on the most vulnerable (**people with disabilities and LGBT people**).



To communicate inclusion management: Management Endorsement

REFINITIV™ 

TOP 100 COMPANY 2019
Diversity and Inclusion Index

TIM ancora una volta
Top inclusive Company

Prima azienda italiana e unica telco al mondo nel Diversity & Inclusion Index di Refinitiv. Per festeggiare l'ennesimo successo anche un video, 6 colleghi raccontano la loro esperienza di inclusione

Nel **2016** non eravamo presenti. Nel **2017** siamo entrati in classifica al 93° posto. Nel **2018** il balzo al 6° posto. Nel **2019** la riconferma: TIM per il secondo anno consecutivo tra le prime 10 aziende del Refinitiv Diversity and Inclusion Index, **prima azienda italiana e prima telco al mondo, sesta nella classifica complessiva** delle aziende che si sono distinte per le politiche di inclusione e promozione della diversity.

“

Questo risultato premia il nostro impegno quotidiano per attuare in concreto una visione sostenibile e di lungo periodo dell'azienda, garantendo pari opportunità e il pieno rispetto della diversity tra tutte le oltre 50mila persone del Gruppo TIM. Siamo fortemente convinti che un ambiente inclusivo in cui ognuno possa esprimere al meglio le proprie potenzialità e particolarità sia alla base della crescita aziendale e, proprio per questo, queste tematiche sono centrali nelle strategie dell'azienda. (Luigi Gubitosi, Amministratore Delegato TIM)



**2019: CEO Luigi
Gubitosi**

To communicate inclusion management: Management endorsement

l'Espresso 07/2019 - 202143 | via pag. 91

Rep Le Guide

Luciano Sale, responsabile risorse umane

“Aperti ai talenti diversi Tim è prima in Italia”

«La chiave del successo nel favorire la diversity aziendale e l'inclusività è far emergere i bisogni dal basso. È così che Luciano Sale, responsabile risorse umane e sviluppo organizzativo di Tim, spiega come Tim sia riuscita per il secondo anno consecutivo ad essere la prima azienda italiana (e la prima telco al mondo) secondo il Refinitiv diversity and inclusion index, la classifica che Refinitiv (ex Thomson Reuters) stila ogni anno valutando secondo 24 parametri di diversità e inclusione l'operato di oltre 7.000 società mondiali.

L'inclusività e l'attenzione verso la diversity, oltre ad essere dei valori di per sé, avvantaggiano le aziende?

«Da decenni è dimostrato il nesso causale tra inclusione, valorizzazione delle diversità e tasso di innovazione e attrazione dei talenti. Per questo per un'azienda come Tim, che vive di innovazione, è fondamentale favorire lo sviluppo della persona, a partire dalla capacità di creare ambienti e team di lavoro inclusivi. Ne beneficia la performance: le nostre persone che hanno più alta la competenza "diversità e inclusione" e quelle che si sentono maggiormente incluse sono anche le più performanti».

Qual è il modo migliore per aiutare i manager e i quadri a essere più inclusivi?

«Da un anno a questa parte ci siamo dati l'obiettivo di misurare tutte le nostre persone per una specifica competenza: "diversità e inclusione". Ciascuno di noi viene valutato dal suo capo sulla sua capacità di mettere in campo e incoraggiare

comportamenti inclusivi nel proprio contesto lavorativo. Allenare l'occhio e la mente a intercettare e premiare comportamenti inclusivi credo sia la regola numero uno. Oltre a questo, i percorsi formativi - soprattutto rivolti a ridurre l'effetto degli *unconscious bias*, dei pregiudizi inconsci, sulle valutazioni e sulle decisioni - sono sicuramente buoni alleati».

E come si diffonde in tutta l'azienda la cultura della inclusività?

«È importante liberare le energie delle persone e metterle in condizione di indicare all'azienda soluzioni per rimuovere le barriere di ogni tipo: culturali, fisiche, normative. Questo ci consente di mettere in pista progetti e soluzioni realmente efficaci perché rispondenti a richieste precise delle persone. Abbiamo, infatti, una community di oltre 400 persone, Tim4Inclusion, che, oltre al loro lavoro quotidiano, si sono offerte di lavorare, connesse su una piattaforma online, sulla progettazione di soluzioni che rendano Tim un'azienda sempre più inclusiva. La diffusione della cultura dell'inclusione, in ottica di change management, ha, infine, un ruolo importante. La settimana di eventi Tim Inclusion week (a fine ottobre ha avuto appena luogo la quinta edizione) viene organizzata direttamente dalle persone che portano nelle loro sedi degli eventi a partire dal proprio bagaglio di passione e relazione. In questi cinque anni abbiamo organizzato quasi 1000 eventi».

Quali sono le vostre "best

practices" di inclusività riguardo a orientamento sessuale e identità di genere?

«Siamo stati, nel 2013, la prima azienda italiana a concedere un permesso retribuito, di durata equivalente alla licenza matrimoniale, a una collega che si univa civilmente in Germania con la sua compagna. Inoltre abbiamo una policy che permette alle persone in transizione di genere di poter uniformare la loro identità percepita con le anagrafiche aziendali, anche prima della sentenza di riconoscimento di cambiamento di genere».

- g. a

DE PRODUZIONE EDITORIALE

Luciano Sale, responsabile risorse umane

“Aperti ai talenti diversi Tim è prima in Italia”



2019: Luciano Sale,
resp. HRO

Internal and external storytelling

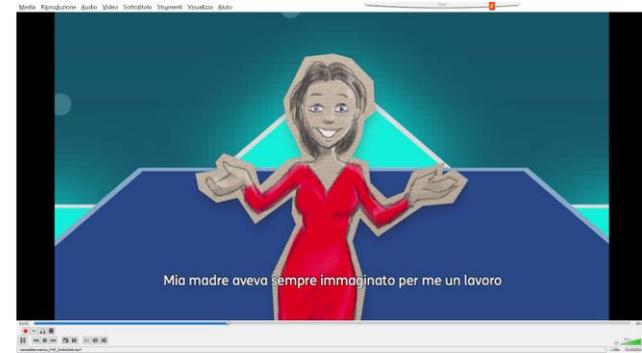
Within TIM Inclusion Week, every year we make videos internally that start from the stories of colleagues.



2017: "Uh-mani"



2018: "Eleonora's sign"



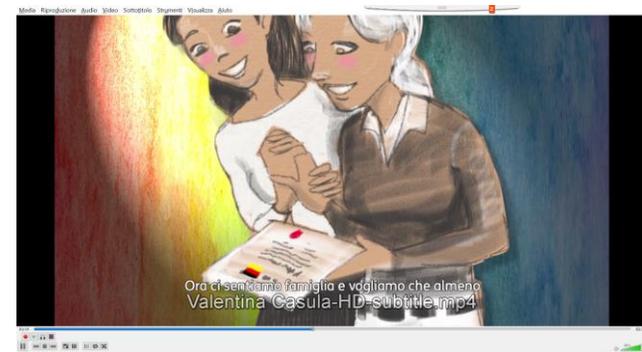
2018: "The sign of Mariadelia"



2018: "The sign of Sara"

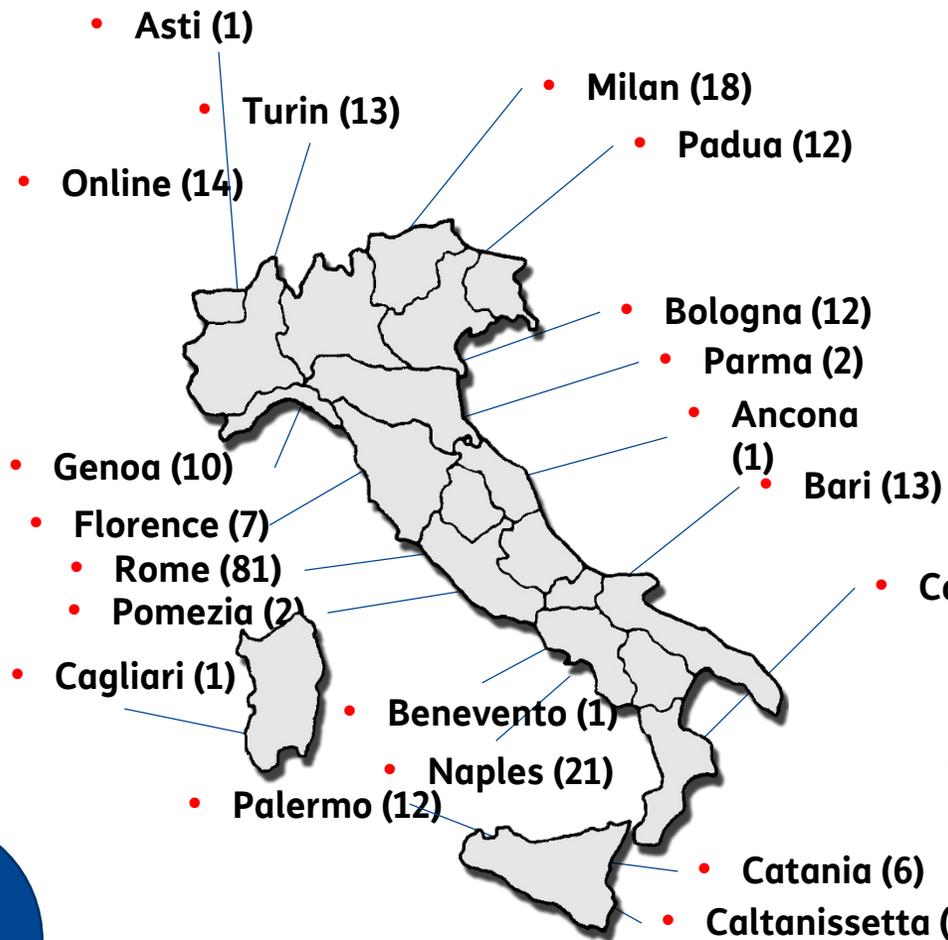


2018: "The sign of Roberto"

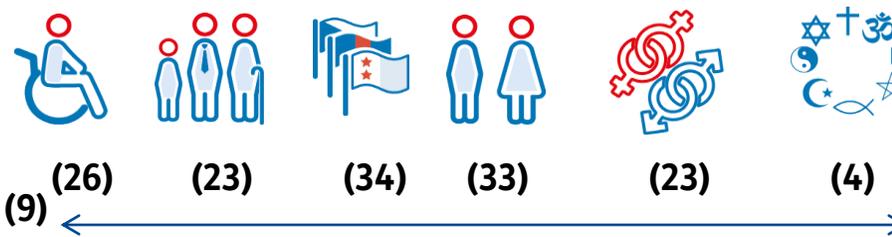


2018: "The sign of Valentina"

TIM INCLUSION WEEK: events, cities, numbers



20 city



+84 events on Include = Innovate in general

A widespread event. A calendar of initiatives with these characteristics: proposed and implemented, for the most part, by colleagues aimed at everyone, colleagues and managers, online or live, located as much as possible throughout the national territory, basically at no cost

TIM Inclusion Week

2017

2018

2019

INCLUDERE=INNOVARE

7 giorni di incontro dall'11 al 15 dicembre 2017

TIM Equity & Inclusion Week TERZA EDIZIONE

Vai sulla Intranet per proporre subito un evento per la seconda TIM Equity & Inclusion Week e scoprire, dal 21 novembre, le iniziative nella tua sede e il calendario di tutte le attività.

TIM

The poster features a large, colorful mandala in the center, surrounded by seven smaller white mandala icons at the top. The background is dark blue.

INCLUSIONE=VALORE

7 giorni di incontro dal 26 al 30 novembre 2018

TIM Inclusion Week QUARTA EDIZIONE

Vai sulla Intranet per proporre subito un evento per la quarta TIM Inclusion Week

TIM

The poster features a large, colorful mandala in the center, surrounded by seven smaller yellow mandala icons. The background is dark blue.

TIM INCLUSION WEEK 2019
SALVATORE ANGIUS RACCONTA:
«Ritrovarsi diversamente abili, ritrovarti diverso, adesso»
Roma, 24 ottobre 2019 - ore 15.30 - 17.30
Tim Factory, via delle Conce 12B

Paure, speranze su come possa realizzarsi la propria vita. La parola a chi ogni giorno si riscopre in una nuova sfida. Workshop tra teatro, poesia e racconto a cura di Salvatore Angius, poeta, bancario, comunicatore che ci racconta la storia del suo incontro con la sclerosi multipla
<https://www.salvatoreangius.it/it/>

TIM

INCLUSIONE = ENERGIA

The poster features a large, colorful mandala in the center, surrounded by various icons and text. The background is dark blue.

TIM EQUITY & INCLUSION WEEK: Gallery



2020: 4 WEEKS 4 INCLUSION

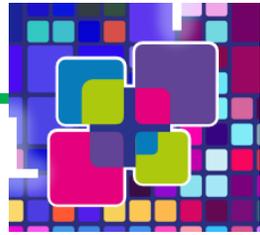


4 WEEKS 4 INCLUSION
Valorizziamo l'inclusione
per fare la differenza.

24 NOVEMBRE | ORE 16.00 - 17.30
All Inclusive - Inclusion 4 Business

 **TIM**

4 Weeks 4 Inclusion



WHEN

**13 NOVEMBER - 11
DECEMBER 2020**

LIKE

MOOD

- **EVOCATIVE**
- **INSPIRATIONAL**
- **POP**
- **EMPATHIC**
- **TEDTALK LIKE**

ARCHITECTURE

**FIRST PHASE:
TOP-DOWN**

**SECOND PHASE:
BOTTOM-UP**

13 - 27 NOVEMBER



Inspirational Webinars organized by companies
Moments of opening and closing with institutional, academic and corporate interventions



**NOVEMBER 30 -
DECEMBER 11**

- **Workshops on specific topics** proposed and edited by TIMa nd other companies people
- **Creative inclusion-thons** with the involvement of people from partner companies

- **70 events shared by 27**
- **Digital labs, Inclusion-thons, Webinars. ALL DIGITAL**

TIM4INCLUSION COMMUNITY: THE TEAM

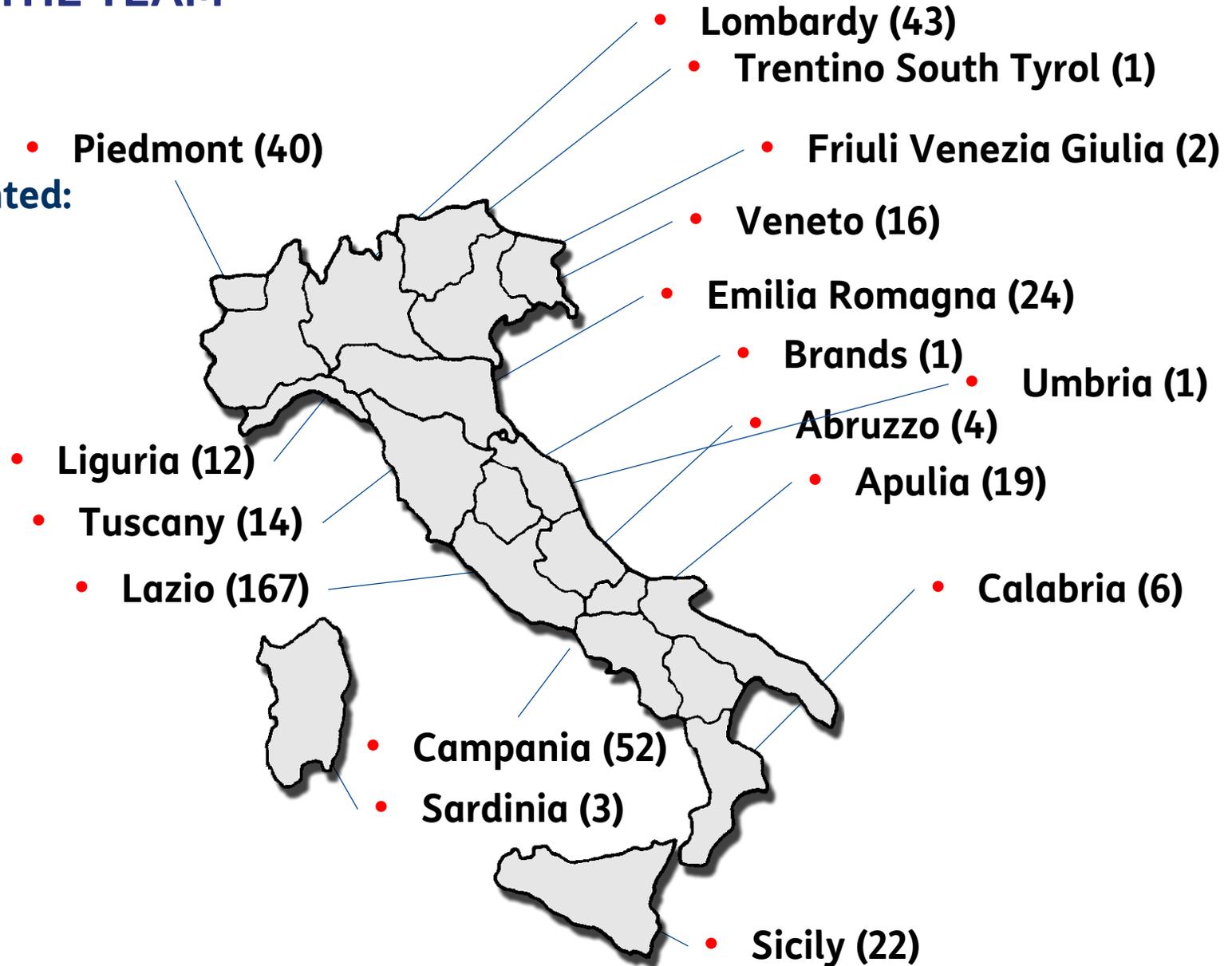
- 427 members
- 247 women and 180 men
- Functions and companies represented:

- Companies:

- YOU Sparkle: 4
- ACC + TCC: 4
- Olivetti: 2
- FTIM: 3
- HRS: 4

- TIM Spa functions:

- | | |
|---------------------------|-----------|
| • IT: 16 | • DC: 4 |
| • AFC: 7 | • HRO: 17 |
| • OA: 31 | • MDS: 3 |
| • B: 36 | • LA: 1 |
| • BS: 5 | • N: 11 |
| • BSM: 3 | • PA: 1 |
| • C: 46 (of which CS: 30) | • JC: 1 |
| • CPO: 2 | • SEC: 2 |
| • CSV: 4 | • T: 14 |
| | • WM: 1 |



THANK YOU



BASSO?

SARDO?

SORDA?

PERUVIANO?