



Nurturing International Leaders

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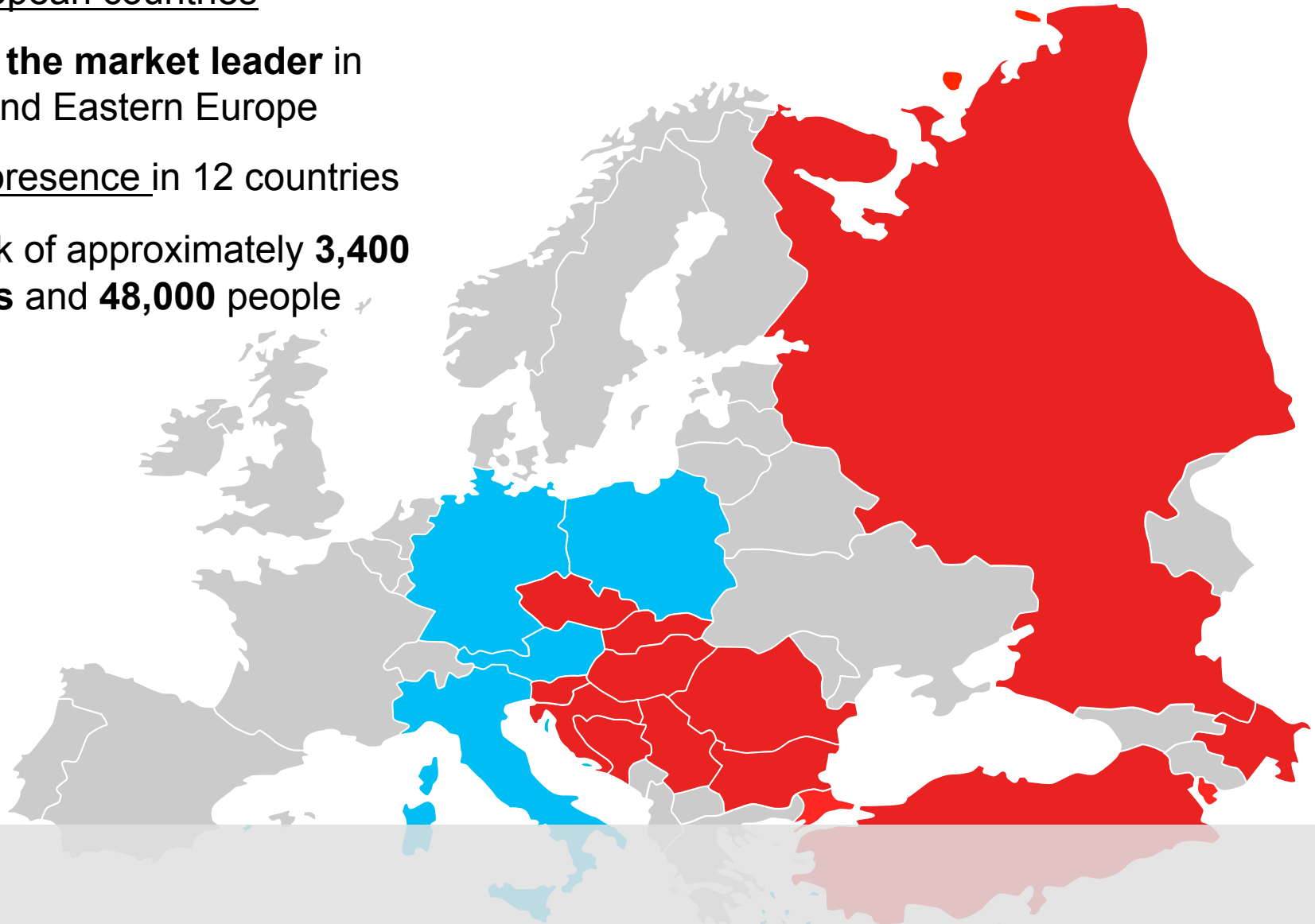
Belgrade, October 21st 2016



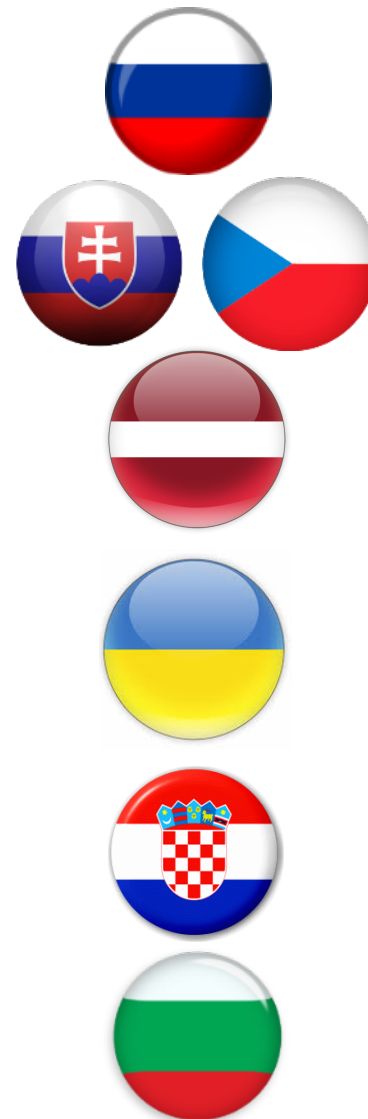
- 17 European countries
- We are **the market leader** in Central and Eastern Europe
- Direct presence in 12 countries
- Network of approximately **3,400 branches** and **48,000 people**

Other countries


CEE Division



UniCredit & CEE Division



How did we move from a local succession focus to an International leadership pipeline?



Does not meet

1. **X-COUNTRY experience**
2. **X-FUNCTIONAL experience**
3. Risk management
4. Cooperation and synergies
5. People development
6. Specific business criteria

Partially Meets

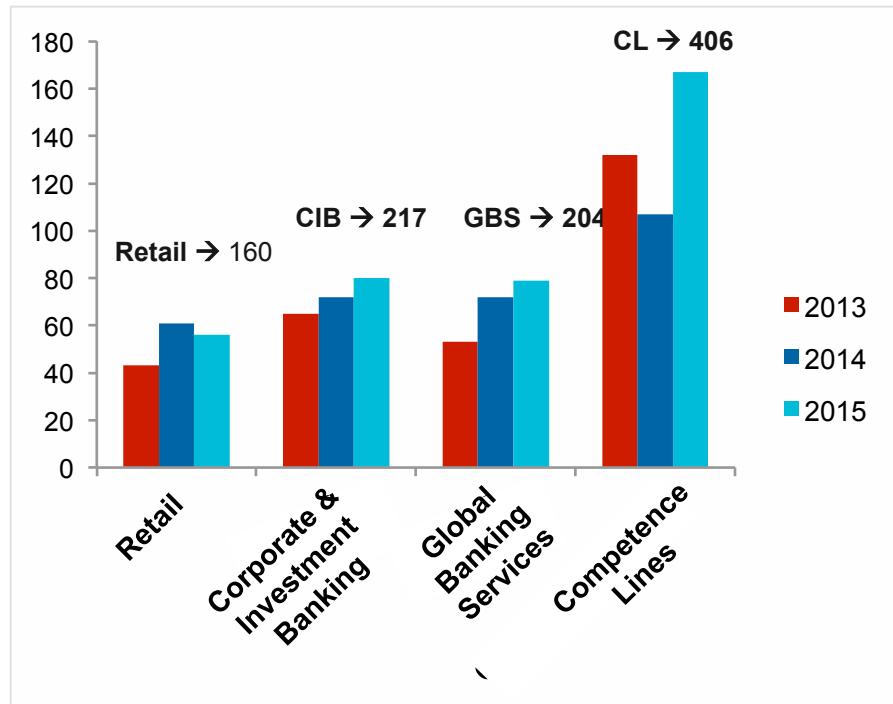
Meets

First, we introduced clear criteria for succession readiness

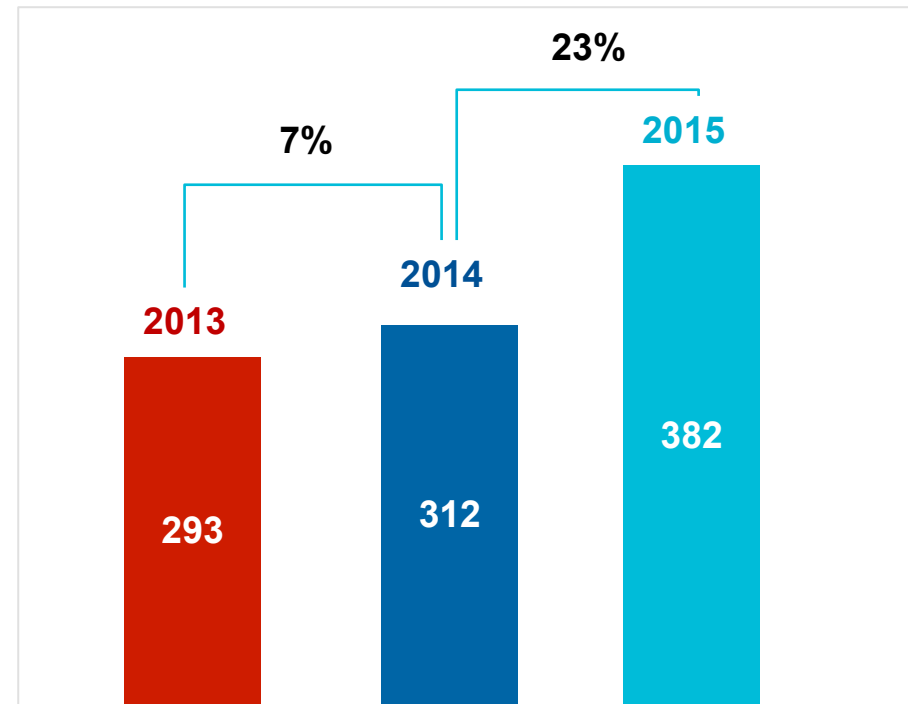


**We introduced a MOBILITY KPI:
Leadership Development Scoring...**

of moves per division per year



of moves per year



... to measure X-country and X-functional moves and increase awareness in the countries

- 2 or more "Best" successors
- At Least 1 "Best" successor
- No "Best" successors

Local Country View

2015	BL 1	BL 2	BL 3	BL 4	BL 5	BL 6
Country 1						
Country 2						
Country 3						
Country 4						
Country 5						
Country 6						
Country 7						
Country 8						
Country 9						
Country 10						
Country 11						

10% of countries with 2 or more best successors

CEE X-Country View

2016	BL 1	BL 2	BL 3	BL 4	BL 5	BL 6
Country 1						
Country 2						
Country 3						
Country 4						
Country 5						
Country 6						
Country 7						
Country 8						
Country 9						
Country 10						
Country 11						

51% of countries with 2 or more best successors

Then we decided to share an international view of succession pipeline with the countries



**Finally, we have launched “Cross-Country succession
pool”**




**In one month we have closed the gap from
non-transparency to full transparency in succession**



**Creating more opportunities & integrating
people's aspirations and business needs**



**Increasing readiness of successors through more
X-country & X-functional experiences**



**36
People**

**27 pitches in
Management
Committee**

**11 People in
new job**

**64% in
selection
processes**

**Improving visibility of successors with the opportunity
to pitch in front of the CEE top management**



**Space for real
stories,
attitudes and
passions**

We have discovered some unexpected benefits



Thank You!