

Generali launches the Generali Excellence Academy to strengthen and accelerate the Group's strategic transformation

- A new global Academy offering best-in-class learning opportunities to all Generali people, further supporting the strategic plan
- Based in Palazzo Berlam, Trieste, which celebrates its 100th anniversary

Trieste – Generali announces the launch of the **Generali Excellence Academy**, to further strengthen continuous learning and upskilling as a strategic enabler of the Group's long-term growth.

The 3-year plan “**Lifetime Partner 27: Driving Excellence**” has set highly ambitious objectives, supported by a comprehensive transformation agenda to strengthen Generali's competitiveness and sustainable growth in an increasingly complex global environment. In this context, the Generali Excellence Academy will introduce a new integrated learning model to equip all employees with the critical skills, capabilities and mindset needed to deliver the strategic plan. The model will offer best-in-class learning opportunities to all people throughout the Group by **aligning priorities, developing key capabilities and ensuring a consistent, high-quality learning experience** across the organisation.

The Generali Excellence Academy is built on six key features, starting with **strong collaboration across the Group** to enable expertise and best practice to be shared and scaled globally. This will be supported by robust governance and common processes with decisions taken by a **Multi-Country Learning Committee** that represents all Business Units, and by co-designed content for a single Group learning catalogue and plan. At the same time, an **Internal Faculty** will drive excellence by leveraging a structured community of leaders and experts who share their skills and experience across the Group. Furthermore, the experience of learners will be **enhanced by AI**, making learning more personalized, interactive and scalable. Finally, **in-person learning** will be enhanced through more flexible and cost-effective formats across locations, supported by a **single Group learning platform** progressively aligned across local systems.

Philippe Donnet, Generali Group CEO, commented: *“In a rapidly evolving context shaped by Artificial Intelligence and technological innovation, it is essential that we continue to place people at the centre of our transformation. At Generali, this means building on the strength of our approximately 90,000 people serving 75 million customers worldwide. The Generali Excellence Academy will play a key role in fostering a culture where human talent and technology work together, enabling our organisation to adapt, innovate and remain close to the customers. Rooted in Palazzo Berlam in Trieste, it reflects our heritage while reinforcing our ambition to shape a future where people, empowered by innovation, continue to make the difference.”*

Monica Possa, Group Chief People & Organization Officer at Generali added: *“With the launch of the Generali Excellence Academy, we are taking a concrete step forward in evolving our learning model, making it more integrated, scalable and closely aligned with business impact. Our ambition is to equip our people with*



the strategic and technical capabilities needed to stay relevant and drive the Group's sustainable value creation and growth. By strengthening coordination across the Group and scaling high-quality learning solutions, the Academy will ensure learning is directly linked to excellence and business performance."

The Academy will develop a high-quality learning ecosystem accessible to all Generali people, enhancing synergies and knowledge sharing across the countries in which the Group operates. By leveraging its multinational scale and expertise, it will ensure a consistent mastery of the strategic skills that fuel business success, while contributing to the development of an excellence culture across the organisation, fostering role modelship, collaboration and partnership at both, the global and local level, and further defining the Generali Way.

This ambition builds on a strong foundation already in place. In 2025, with an **upskilling index** reaching 31% - targeted to exceed 90% by 2027 - and a **total investment** of €74 million in learning initiatives, significantly increased from €62.5 million in 2024, the Group has accelerated capability building, reinforcing its commitment to developing a future-ready organisation.

Headquartered in **Palazzo Berlam in Trieste**, celebrating this year the 100th anniversary of the start of its construction, the Generali Excellence Academy is rooted in a place deeply connected to the Group's history and identity. From this symbolic location, it will build strategic skills across all geographies, ensuring the organisation can evolve at the speed matching its transformation and successfully overcome skills disruption.

The new Generali Excellence Academy therefore marks **an important evolution in the way learning is designed, governed and delivered** across the Group. Since its introduction in 2014, the Group Academy has played a fundamental role in spreading Lifetime Partner behaviours and supporting reskilling initiatives across critical skills and roles. With the launch of the Generali Excellence Academy, this role is further strengthened: it will act as **a core enabler of transformation**, coordinating learning efforts across the Group to achieve excellence, develop strategic capabilities and embed a shared culture of performance and continuous development.

THE GENERALI GROUP

Generali is one of the largest integrated insurance and asset management groups worldwide, with a total premium income of € 98.1 billion and € 900 billion AUM in 2025. Established in 1831, with over 88,000 employees and 163,000 advisors serving 75 million customers, the Group has a leading position in Europe and a growing presence in Asia and America. At the heart of Generali's strategy is its Lifetime Partner commitment to customers, achieved through innovative and personalised solutions, best-in-class customer experience and its digitalised global distribution capabilities. The Group has fully embedded sustainability into all strategic choices, with the aim to create value for all stakeholders while building a fairer and more resilient society.