



# HUMAN RESOURCES POLICY

## Premise

The Human Resources policy of A. Benevenuta & C. Spa illustrates the strategic content of the initiatives aimed at personnel.

It is based on the values and the "mission" of the Company.

The success of the company on the market depends above all on the know-how, abilities and skills of its staff.

Therefore, the management of people within the company and the definition of values and objectives become crucial factors.

Recognizing the importance of all this, the Management of A. Benevenuta & C. Spa has outlined this policy that illustrates the key elements for attracting, retaining and growing our staff.

## 1. Values and principles of ATB

The values describe the behavior of ATB collaborators.

They form the basis of business relationships, so special attention must be paid to corporate values and culture.

The values of ATB are:

- create value for the customer
- leadership
- integrity
- commitment to personnel development
- continuous improvement of products and services
- guarantee the safety of our collaborators and our users
- excellent business organization
- accurate, timely and continuous information

To be successful, a team leader must demonstrate:

- respect, reliability and a sense of fairness
- clarity and result orientation
- open-mindedness and loyalty
- initiative
- commitment to collaborators
- responsibility
- teamwork

## 2. Employment and staff motivation

ATB has adopted an organized and Quality-oriented Management System based on continuous improvement.

Within this organization, competence, ability and know-how and the Company are required offers a variety of attractive positions for resource development and growth.

ATB believes that satisfaction can only arise thanks to highly motivated collaborators of the customer and therefore business success.



Therefore it periodically carries out surveys on staff motivation and, based on the results obtained, implements action plans in order to constantly improve the level of motivation and keep it in its factories. These surveys are primarily aimed at:

- detect the level of job satisfaction and company climate
- detect the level of trust and awareness of organizational changes

ATB aims to establish long-term employment relationships and in return requires employees to make a commitment to adapt to constantly evolving requirements through professional reorientation and continuous learning.

ATB strives to provide a work environment that protects the health of its staff according to safety standards.

### 2.1 Remuneration

Remuneration policies and choices are a fundamental element for the management of human resources. It is in fact a series of choices that are aimed at aligning the work of people with the strategic priorities of the company and with the objectives of the functional units to which they belong. Furthermore, beyond the purely economic aspects that obviously guide the actions of workers, the remuneration policy contributes significantly to transfer messages in relation to company strategy and policies both at the business level and at the personnel management level.

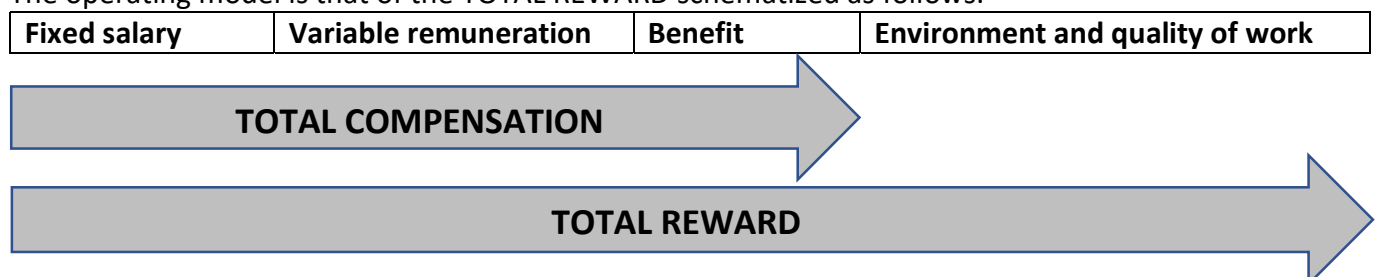
In ATB the remuneration package provides for a fixed part of the remuneration and a variable part potentially paid as follows:

- Fixed part
- Variable part (types):
  - Collective awards with company contract (quality and production)
  - Bonus or bonus at Management's discretion
  - Variable according to the individual/company objectives defined
  - Long-term incentives (stock options, shares, company shares, ...)

#### **Remuneration policies and rewards management:**

- Renewal of supplementary company contracts
- Individual increases (meritocracy: availability, proactiveness, quality and production)
- Use of overtime
- Incentives linked to individual objectives (performance and competence at the service of the company)
- Use of benefits (car, mobile phone, services ...)
- Distribution of corporate profits (based on ownership of shares or company stakes)
- Improvement of the environment and quality of work

The operating model is that of the TOTAL REWARD schematized as follows:





## 2.2 Bonus or incentive bonus

The incentive bonus is structured as follows:

- Production (monetized with 50% weight): compliance with the defined production targets
- Quality (monetized with 50% weight): compliance with the defined qualitative targets
- PIM (not monetized but incentivizing): individual improvement proposals (Workplace Organization, Safety, Logistic, Quality, Production)

At the beginning of the year, the ATB company defines the budget as a % of the turnover for the incentive bonus.

The production target relates to compliance with the machine cycle time, considering the self-maintenance activities defined to keep the equipment effective and efficient for its performance.

The qualitative target is related to the ppm (waste) and rework generated in the machine during the production period.

Company and operator objectives:

- Respect the production program without neglecting the self-maintenance interventions defined in the work cycle, respecting the frequencies and sampling provided for in the control cycle.

The incentive bonus linked to PIMs aims to motivate the resource to propose ergonomic improvements in terms of workstation, safety, quality, logistics.

The PIMs are continuous improvement cards (minor Kaizen) that follow the following process:

- The operator fills out the PIM card and places it in the company container
- On a monthly basis, the management team analyzes the value generated by Benefits/Costs of the various PIMs and creates a classification of results (A, B, C)
- On a quarterly basis, the classification and award ceremony is formalized for operators with non-remunerative incentives (gadgets, material prizes, shopping vouchers, fuel vouchers, ...)

## 3. Responsibilities of HR

The Human Resources Department, together with the Management, will have to measure and verify:

- annually: probate cards
- annually: the number of talents
- annually: individual development plans
- every two years: level of motivation of "strategic" resources

## 4. Personnel Development

The success of ATB essentially depends on the quality of its staff.

ATB strives to attract, retain and develop people who prove they own, in addition to professional skills, the following characteristics:

- customer orientation
- people orientation
- result orientation
- leadership
- ability to influence
- self-confidence



While the professional skills, experience and characteristics mentioned above are taken into account, origin, nationality, race, religion, sex are not taken into consideration in the evaluation of collaborators.

ATB develops the skills of all collaborators to create high levels of motivation and performance and to facilitate the widest expression of potential.

The goal is to have well-trained and extremely competent staff. During the annual development interview between employee and manager, the strengths and weaknesses are established in relation to the skills and competences required.

From this meeting a development plan is born containing concrete measures and actions to be implemented.

Responsibility for personnel development is divided between three figures:

- the employee himself
- its manager
- the Human Resources Department.

A variety of processes and methods can be applied to staff development, including:

- field training
- classroom training
- job rotation
- performance management
- coaching
- assignment of projects

Particular attention is paid to the identification, development and preparation of "talents" at all levels, for the assignment of greater responsibilities within our organization.

The Human Resources Policy of ATB follows the principle: "to create continuity and guarantee in the business with succession charts of all professional figures with detailed analysis in the radar chart".

## **5. Personnel Health and Safety Policy**

### **Commitment and principles**

Safety is a fundamental value for ATB.

It is part of the way ATB works.

No compromises are made regarding the safety and health of those who work for our business.

We believe that all work-related injuries, illnesses and accidents can be prevented and we strive to achieve the highest standards in safety and health.

Our safety culture is based on prevention, risk awareness, continuous improvement and ever greater compliance with respect to carefully procedures developed.

Through this culture, it will be possible to make rapid progress in our performance.

### **Responsibility**

Each employee is responsible for the safety-related consequences of what he or she does or fails to do.

Each of us must maintain a high level of conscience regarding safety in the workplace, comply with all prescribed safety rules and work instructions, promptly report all events and accidents or unsafe conditions to their superior, warn those who may be in danger while you are working and, where possible, protect them from these dangers until the risk is no longer present.



Managers, at every level in the organization, have direct responsibility for the implementation of the safety policy and standards, as they apply them in their areas of competence.

They form, communicate, strengthen and ensure compliance, lead by example.

They set goals, measure results, implement improvement plans and consider themselves and their collaborators responsible for the performance achieved. The Management periodically checks and approves the ATB safety policy and standards.

**6. Resource selection process**

- Definition of the company's needs and the profile to seek
- creation of the description of the position
- activation of sources and channels that can lead to recruitment
- recruitment of the resource with interviews, tests with formalization of the selection form
- classification of candidates and final choice
- insertion into the company with a gradual and specific plan

**7. Resource communication process**

**Objective:** To be able to establish an effective communication relationship between the manager and the staff

- Top-down, communicating information from the top (managers) to the bottom (staff);
- Botton-up, that is, feedback, a return of communication from the bottom (staff) upwards (managers).

**Instruments**

- Warm (conventions, family days, award ceremonies, celebrations, employee relationship, meeting, team briefing, ...)
- Lukewarm (newsletter, poster design, notice board, ...)
- Cold (e-mail, company newspaper, corporate video, ...)

A. Benevenuta & C. Spa - General Manager

06/11/2015

Date	Change	Description	Revision
06/11/2015	Emission		1