

**MARR S.p.A.**

**Human Resource Management Policy**

*This Human Resource Management Policy was adopted by resolution of the  
Board of Directors of MARR S.p.A. on 28 October 2019*

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## Introduction

The scope of this policy is to describe the standards adopted by MARR in the framework of Human Resource Management and it is a tool aimed at attracting, keeping, motivating and developing individuals with suitable professional skills.

MARR is strongly convinced of the fundamental importance of individuals, who are Human Resources for the growth of the business, and pursues a policy for the development and valorisation of its collaborators based on merit, effective skills and capacities and potential, taking attitude and aspirations into account, in full respect of the criteria of impartiality and equality, without any sort of discrimination based on race, language, gender, political opinion or religious beliefs.

MARR also guarantees a working environment based on organizational wellbeing, undertaking to report, combat and eliminate all forms of moral or psychological violence within its workforce and any other form of conduct that may be damaging to individuals, including threats, harassment or conduct that may be considered mobbing, given that all action or conduct that may be construed to be sexual, moral and psychological harassment is deemed to be inadmissible. To this end, all of the employees have been informed of the methods of reporting any breaches or irregularities that they may become aware of, with a guarantee of anonymity.

MARR also recognises the importance of respecting the law and collective contracting in terms of working hours, rest and recourse to overtime work, and attempts in this regard to balance the working time and personal leisure time of all of its workers and when dealing with requests for changes to working schedules made by the employees (which may be based on personal or family reasons, thereby including requests for “post maternity” leave), it carefully verifies that there are possible organizational solutions enabling such requests to be accepted.

Properly trained, highly motivated collaborators who are involved in the corporate spirit represent the presupposition for the achievement of the corporate objectives. At the same time, the valorisation of the Workforce and the Individuals who are part of it represents one of our primary objectives.

This is why MARR’s management policy is aimed at:

- a high level of sharing among the workforce of the strategic objectives,
- clarity of roles and areas of responsibility and skill,
- meetings to verify the trends in the activities assigned,
- the realisation of training opportunities consistent with the business strategy,
- the management of projects aimed at increasing awareness of the professional skills and talent within the Company and also aimed at valorising Human Resources.

Passion, skill, continuous training and innovation are among the fundamental values that characterise our workforce and that enable us to enhance and increasingly strengthen our position of leadership.

## Recruitment and selection

In the section entitled “Lavora con noi” on the website [www.marr.it](http://www.marr.it), MARR calls for skilful, dynamic and motivated people who are oriented towards working in a team and want to contribute with their commitment and passion to the future of the Company, and receives numerous candidatures daily.

Participation in events such as the Career Day (an annual event held at the University of Bologna created with the aim of enabling undergraduates and new graduates to meet with businesses) enables MARR to come into contact with a large number of young candidates for eventual employment opportunities and to carry out employer branding activities.

The Group also organises internships in collaboration with universities, involving undergraduates and new graduates, thanks to an active collaboration, in particular with the University of Bologna, which suggests candidates for internship positions within the Company. These internships are an educational and professional opportunity for students and new graduates to begin to get to know the working world and a chance for MARR to increase the awareness of youngsters, with a view to possible hiring them at a later date.

MARR guarantees each individual the same opportunities from the selection process onwards, which is based solely on the profiles of candidates in terms of their skills, experience, expectations, aspirations, potential and personal characteristics consistent with the standards of rectitude, loyalty and correctness, in relation to the corporate requirements in terms of vacant positions and profiles required to fill these positions, with the utmost transparency and in respect of the principle of equal opportunity, avoiding any form of favouritism and discrimination.

From the recruitment and selection process onwards, and also throughout all of its relations with its collaborators, MARR implements a management system based on equal opportunities and does not discriminate on the basis of gender, ethnicity, language, religion, political opinion or personal and social status, as it is convinced that differences represent a source of richness, as they facilitate the creation of new ideas and innovation.

MARR also believes that these presuppositions are fundamental in ensuring gender equality, and the MARR S.p.A. Board of Directors is composed of 9 members, of whom 3 are female and 6 male. Also, in 2015, the Marisa Bellisario Foundation awarded MARR S.p.A. its “Pink Apple” recognition for having valorised female talent in the company’s top management positions.

During the hiring phase, the Code of Ethics and the Procedure for the management of insider and confidential information are distributed with the undertaking to respect the standards and rules of conduct envisaged therein.

## Training

Training, which for MARR is a continuous and constant process, is one of our fundamental values.

Always abiding by the principles of equality and impartiality, MARR guarantees that its collaborators undergo suitable professional training which takes into account both professional attitudes and their own human characteristics, consistently with the strategy and on the basis of the corporate objectives.

This is why the MARR Group has also created its own Academy (“MARR Academy”) as a virtual and physical “environment” for learning, training and the development of technical skills, and also transversal skills, through distance learning alternating with traditional “in-hall” learning in which knowledge, skills, experiences and values are shared to favour the growth of individuals and the workforce.

Furthermore, as MARR considers the protection of the psycho-physical integrity of its employees to be a primary objective and it is committed to ensuring that the working environments comply with the health and safety regulations in force and are always healthy and safe, it also encourages a responsible approach to safety by its collaborators.

To make this possible, MARR makes significant and continuous investments in training, with regard not only to general training for all of its workers and managers (according to art. 37 of Legislative Decree 81/08) but also to safety, such as the safety courses for the staff who use forklifts, courses for fire prevention staff and first aid staff, training for those who use overhead vertical platforms and courses for the staff responsible for the maintenance and management of the refrigerator and air conditioning systems, for example.

### Professional growth

MARR is strongly convinced of the importance of the professional growth of its human resources as a vital presupposition for the growth of the company (“Growth to generate growth” – MARR SpA).

Through the programme called “Prendiamoci cura del nostro futuro (*Let’s take care of our own future*)”, aimed at enhancing motivation and a sense of belonging and identifying, through a process of increasing knowledge and evaluation, the resources with potential and a consistent background (school and professional) in order to take on increasing responsibilities also with the support of specific growth programmes, MARR has organised opportunities for the valorisation and growth of its human resources.

Although being aware that inserting new human resources who have accrued previous professional experience in different corporate realities is necessary in order to further enrich the workforce and contribute towards ideas and innovation, MARR believes that it is very important to offer the resources already working for the Company the possibility of expressing their own potential and completing their professional growth, leading to an increase, on one hand, of the personal satisfaction and motivation of each individual and, on the other, the contribution they make to the Company.

### Performance evaluation

MARR evaluates the performance of its workforce by assigning them objectives and verifying the results achieved (“management by objectives”), involving in this process the resources with managerial responsibilities and those who, although not having any managerial responsibilities, are employed in roles deemed to be in direct and specific support for the achievement of the main corporate objectives.

This form of management begins with the assignment of objectives (of a periodical nature, mainly annual, and clear and well-defined, almost entirely of a quantitative nature and thus easily measurable and verifiable, challenging but achievable and shared during the initial part of the reference period) and concludes with the summarisation of the results achieved, also involving periodical verifications and meetings.

In addition to a system of incentives, performance evaluations are also linked to an objective of professional growth through the improvement of personal performance, initially through the clarification of the expectations and objectives and then one or more feedback meetings on that achieved, in order to identify any corrective action that may be required, and thus the possibility of improving performance.

### Remuneration system

The basic principles behind the management of individuals in terms of professional development and growth are impartiality, the absence of any form of discrimination, and merit, which thus becomes a guarantee of the fact that the management system responds to the requirements of equality.

MARR ensures that gender, in addition to political opinion, religious belief, race and language, does not have any relevance whatever in terms of determining the remuneration of its collaborators, as it is strongly convinced of the right to equal remuneration for equal duties and results.

To this end, the remuneration policy is based on the responsibilities attributed, professional capacities and skills and performance evaluation, so as to recognise the responsibilities, the results achieved and development potential.

Lastly, in addition to an annual process of evaluation of increasing the fixed portion of remuneration on the basis of progress in professional growth by undertaking roles with increasing responsibilities, MARR has adopted a system of variable incentives for the resources with managerial responsibilities or those directly and specifically supporting them in the achievement of the main corporate objectives, linked to MBO (Management By Objectives), which it places great emphasis on, assigning annual individual and corporate objectives, prevalently of a quantitative nature, periodical verifications and a final summarisation, paying out the incentives in a measure corresponding exactly to the extent to which the objectives have been achieved.

### Internal communications

The involvement of individuals in the pursuit of the corporate objectives and everything concerning the company business is also pursued through internal communications with the aim of stimulating involvement and developing an increasingly strong sense of belonging, enhanced by motivation and sharing.

In addition to “internal communications” concerning specific themes that are sent to all the departmental and branch managers (and, according to the theme, also displayed on the message boards for internal communications in each of the MARR branches), which they then share with all of their collaborators, MARR also periodically issues and distributes a house organ (InforMARR), which is available to all workers as a chance to share the corporate objectives, initiatives, activities, projects and results.

Periodical meetings are also held, for example:

- commercial conventions (which involve all of the members of the commercial department and the managers of the main company departments),
- operating and commercial meetings (involving the Branch managers, sales management team and the managers of the main company departments),
- meetings called “Fucina delle Stelle” (involving the Branch managers),
- specific topical meetings involving the resources from time to time involved on the basis of the topic of the meeting.

### Trade Union relations

MARR ensures that all of its workers have the right to elect their own representatives, as envisaged by the regulations governing the National Collective Labour Contract (CCNL), ensuring that the representatives are not subjected to any form of discrimination and are able to freely communicate with the workers in the workplace.

MARR meets with the Trade Unions several times every year, and a specific meeting is always scheduled in the first four months of each year to share relevant information regarding any reorganisation, outsourcing, restructuring, etc.

In the event of outsourcing departments or services, MARR has reached an agreement with the Trade Unions in the province of Rimini to inform the workers involved and their representatives with at least 30 days' notice.

The Trade Unions are also given the possibility of displaying their own communications in the areas specifically allocated.

In carrying out its Trade Union activities, MARR also makes meeting rooms available and grants permits for the workers and representatives, who are free to carry out their duties according to that envisaged in the CCNL.