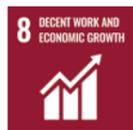




PEOPLE COME FIRST

STRENGTH LIES IN DIVERSITY.
GIVE PEOPLE A CHANCE.
PAVE THE WAY TO MAKE THEM
SUCCESSFUL.





PEOPLE COME FIRST

People and places are at the centre of our business: the leadership of Ariston Thermo is rooted in the work of motivated, qualified people who are well aware of the social responsibility of their actions.

2019 | KEY FACTS AND FIGURES

ROAD TO 2022

LOCAL RESOURCES HOLD MORE THAN **80% OF MANAGERIAL POSITIONS**

MORE THAN 60% OF MANAGERS COME FROM **INTERNAL CAREER PATHS**

0 INJURIES AT OUR PRODUCTION SITES

OVER

7,500

PEOPLE

ACROSS 42 COUNTRIES OF 53 DIFFERENT NATIONALITIES

38%

OF OUR PEOPLE ARE MILLENNIALS

#WARMING YOURTALENT

ENGAGING RECRUITMENT PROCESS TO INTRODUCE CANDIDATES TO THE COMPANY'S CULTURE

CANDIDATE EXPERIENCE SURVEY

LISTENING TO CANDIDATES AND NPS TO CONTINUOUSLY IMPROVE THE TALENT ACQUISITION PROCESS



OHSAS 18001:2007 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM CORPORATE CERTIFICATION

WHITECOLLAR:

500

NEW HIRES OF WHICH 74% ARE MILLENNIALS

OUR STORIES

WE ARE ARISTON THERMO

The 2018 **EMPLOYEE ENGAGEMENT EXPERIENCE** programme led to a series of projects and activities aimed at boosting employee engagement. The most significant initiatives were the establishment of the **Internal Communication function**, the review of the variable

incentive model (MBO), the application of **Career Mapping** to a select share of the S&M and Operations population, and the launch of the **Global Leadership Programme**. In addition, the Group launched internal communication initiatives also at the local level such as Family Days and Townhalls.



WORK IN THE AGE OF MILLENNIALS

By 2020, Millennials will account for over one third of workers worldwide.



DIGITAL AND IoT EVERYWHERE

The Internet of Things is the backbone and lifeblood of the digital transformation. There were 8.6 billion connected devices globally at the end of 2018—a number set to triple by 2024.



THE AGILE COMPANY

A fast-changing, unstable and complex environment represents a challenge for businesses. Taking a dynamic and proactive mindset makes the company agile and capable of turning threats into new opportunities.



A NEW SOCIAL CONTRACT AT WORK

Used to a fast-moving world, employees expect rapid career growth. Firms must build a flexible and motivating workplace.



ARISTON THERMO'S GROWTH

The company has grown extensively worldwide. Our strength lies in diversity, but it is crucial that we learn the art of "thinking independently together".

The workplace is constantly changing. It is increasingly necessary to embrace change in order to **effectively engage employees in the workplace**, promote a feedback-oriented corporate culture, build leadership capabilities across the organisation, and boost job rotation across functions and countries to support people's career paths.

The **WORKPLACE DIGITAL PLATFORM** provides an effective tool to engage Ariston Thermo people at all sites across the world, encouraging the exchange of information and comments while building a comprehensive internal network of professionals at work. **Since its launch in July 2018, the adoption rate of the Workplace mobile App**

has topped 88%, and more than 355 discussion groups have been created live on the platform. The Workplace platform is now providing an excellent mean to foster networking and increase functional collaboration through the creation of communities, chats, project sharing, and live stream video broadcasting.

GLOBAL LEADERSHIP PROGRAMME

The Global Leadership Programme is a set of Learning initiatives aimed at **activating, supporting, and strengthening practices associated with the competences of the corporate Leadership Model: LEAD CHANGE, LEAD BUSINESS, and, most importantly, LEAD PEOPLE.** The feedback culture and the interpretation of the Leader's role as Coach will be the thread that runs across the different journeys, which will involve all 7,500 people in 42 countries. Bolstering these competences will lead to

an organisation made of people "equipped" to tackle new business challenges with flexibility, innovation, and speed. Launched in November 2019, the programme will last two years and uses several approaches and methods such as one-to-one meetings, lectures, and web seminars. In this context, management personnel play a key role: the journey will require them to be actively involved in order to set a "good example".

CAREER MAPPING

“People come first” is not only one of the Group’s core Values, but also the intention that guides us every day as we consolidate and enrich initiatives aimed at attracting and developing talent.

By offering new and diverse “**experience opportunities**”, Ariston pays particular attention to the development of innovative skills as well as the consolidation of those associated with more conventional professions.

Career Mapping is our innovative reference framework—a

solid methodological basis to **build all career paths rigorously and flexibly, opening up to individual experiences and interests while meeting business needs.**

After the first year of implementing this method at the global level, we are gearing up to apply it in specific local settings in order to propose solutions that are consistent with the business and individual development needs of the individual countries.



WORKPLACE HEALTH AND SAFETY

The Group is constantly committed to protecting the health and safety of all its people in each country where it operates.

Once again in 2019, it launched several initiatives to improve health and safety as well as promote best practices.

Behaviour Based Safety (BBS) is the Protocol serving as the basis of the training approach that leads workers to assess what human factors influence behaviours that **lower the perception of risks**, thus identifying the barriers to the adoption of safe practices. The working groups involved are accustomed to performing a hybrid assessment of the risks associated with

business operations, raising awareness about them, helping to identify potential dangers, and reducing residual risks.

Ergonomics is another initiative activated by the Group. Based on the ergonomics principle, according to which the workplace must be designed to fit the characteristics of the worker, and not vice versa, Ariston held a series of workshops at its production sites focusing on the application of internationally recognised approaches (Niosh and OCRA) **to assess manual handling risks, including those associated with high-frequency and repetitive movements.**

At the Osimo Plant, as part of our **4.0 smart manufacturing programme**, we adopted **Xsens’s cutting-edge motion tracking technology** to evaluate the ergonomics of our new assembly lines by using a full body motion capture suit. The implementation of appropriate preventative measures is intended to improve the overall satisfaction of employees, ensuring their wellbeing, health, and safety.

The **Automatic Tracking System** installed at three pilot sites, was created to enable the **automatic tracking of employees in the workplace** in the event of emergencies or natural disasters, dramatically reducing rescue times.

The system, based on Bluetooth Low Energy wireless technology, ensures low-energy and low-cost communication.



Italia Loves Sicurezza

The Leadership in Health and Safety Foundation, which promotes the “Italia Loves Sicurezza” movement, was created in 2010 to dramatically change **the idea of health and safety**, spreading an innovative approach capable of making a lasting mark on the culture of people. The initiatives organised by Ariston were featured in the Foundation’s 2019 brochure, which lists the most important events held during the **World Day for Safety and Health at Work**.



ARISTON THERMO TO BE

#WARMINGYOURTALENT

Ariston Thermo aims to attract the best professionals on the market and also to grow talents from within. The scale of the Group’s international operations and an evolving business offer many opportunities for professional growth to those who are willing to accept the challenge. The **#Warmingyourtalent** campaign has made the recruitment process more engaging, **introducing candidates to the culture and mission of Ariston Thermo.** Some employees were selected to speak about their experience at Ariston Thermo and how they are fulfilling their ambitions and aspirations inside the Group. To constantly **improve the talent acquisition process**, at the end of the year the Group launched a “**Candidate Experience Survey**”, allowing all potential candidates that get into contact with the Group to express their opinion. This allows understanding what people are looking for when they approach Ariston Thermo, what they want, and whether they had a positive experience throughout the recruitment process: this way, the Group can measure also the **NPS of the Talent Acquisition process.**

RANKED AMONGST THE “MOST ATTRACTIVE EMPLOYERS IN ITALY 2019” FOR THE SECOND YEAR RUNNING - SURVEY CONDUCTED BY UNIVERSUM AMONG

40,000

STUDENTS FROM

44 UNIVERSITIES