



# Consolidated Non-Financial Statement

at 31 December 2018 pursuant to Italian Legislative Decree 254/2016

(Translation from the Italian original, which remains the definitive version)



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# Corporate Information

**Openjobmetis S.p.A.**

Employment Agency

Aut. Prot. N.1111-SG dated

26/11/2004

*Registered Office*

Via G. Fara 35 – 20124 Milan

Headquarters and Offices

Via Marsala 40/C Centro Direzionale Le Torri, 21013 Gallarate (VA)

*Legal Information*

Approved and subscribed share capital: EUR 13.712.000

Registered in the Milan Register of Companies under tax code 13343690155

*Website*

[www.openjobmetis.it](http://www.openjobmetis.it)

Professional.  
Personal.



## Chairman's Letter

Dear Shareholders,

The 2018 Consolidated Non-Financial Statement is the second such document prepared by the Openjobmetis Group, in accordance with Legislative Decree no. 254 of 30 December 2016, to supplement our traditional financial review.

At Openjobmetis we believe that environmental and social aspects pertaining to personnel, to respect for human rights and to combating active and passive corruption are key issues to which every modern company should pay as much attention as they do to economic and financial aspects. The focus on these topics is integral to the Openjobmetis Group's guiding principles and has enabled us to embark on a growth process that has seen us become an industry leader.

For Openjobmetis drafting the Consolidated Non-Financial Statement is not just a legal obligation but, more importantly, an opportunity for self-assessment and therefore growth.

Openjobmetis's social responsibility is also highlighted in its support and creation of initiatives to enhance the areas in which it operates, for example by promoting projects to provide support for children and adolescents with serious illnesses (e.g. *Dynamo Camp* and *Make a Wish Italia onlus*) and providing economic and operational support for various cultural and sporting events.

We hope that our commitment to accurately reporting the main aspects of our corporate social responsibility and the attention we dedicate to improving our performance year on year will meet the expectations of the Group's stakeholders and shareholders.

The Chairman

Marco Vittorelli

(signed on the original)

## **1. Methodology for reporting non-financial information**

This Consolidated Non-Financial Statement (hereinafter also “Statement”) of the Openjobmetis Group, prepared in accordance with Legislative Decree no. 254 of 30 December 2016, is a separate document from the Management Report but an integral part of the 2018 Financial Statement documentation. The scope of accounting is limited to Openjobmetis S.p.A. and its subsidiaries, fully consolidated at 31 December 2018, excluding Meritocracy S.r.l., acquired on 5 June 2018, and HC Human Connection S.r.l., acquired on 25 July 2018, for which, considering prevailing trends, as also represented by Assonime Circular Letter no. 13 of 12 June 2017, it was decided that the consolidation of non-financial information would take place from 1 January 2019. The subsidiaries included in the consolidation scope for the purposes of this Statement are as follows:

- Openjob Consulting S.r.l.
- Seltis S.r.l.
- Corium S.r.l.

The scope of accounting is consistent with the above content. The ownership structure has not undergone any changes in terms of the scope and reporting period considered.

The data and information reported refer to the year ended 31 December 2018 (from 1 January to 31 December 2018) and, in order to compare the changes during the 2017-2018 two-year period, the data and information regarding 2017 are also reported, where available. Useful elements for understanding the performance during the two-year period have been included in appropriate notes within the document. The document was drafted in accordance with the GRI-Referenced option laid down by the GRI Standards of the Global Reporting Initiative and using the Reporting Principles defined by the “GRI Standards: 101 Foundation”. In particular, the document makes reference (Referenced) to the “Topic specific standards” listed in the “GRI-Referenced Table”. The breakdown by geographical region required by some GRI indicators has not been provided for data concerning personnel as the Group’s businesses activities are conducted in Italy.

The Statement contains information on environmental and social issues, employees, respect for human rights and the fight against corruption, which can be used to understand the activities conducted by the Group, its performance trends, its results and the impact of its activities. The breadth and quality of the reporting reflect the principle of materiality (relevance), an aspect introduced by the reference regulations and inherent in the GRI standards: following careful assessment, the issues covered in the Statement were deemed to be most relevant in terms of reflecting the impacts of the Group's activities or influencing the decisions of its stakeholders. The process of identifying the stakeholders, the definition of the material (relevant) issues and the drawing up of the Statement were coordinated by a Working Group. Although issues concerning the environment are not relevant for the Group, in accordance with Decree no. 254/16, this topic has been examined within this Statement. To collect information on the material issues, the subject matter of this Statement, the Working Group used data collection sheets, which were issued to representatives of the company departments involved. The data were processed and checked by the various departmental managers.

The Board of Directors of Openjobmetis S.p.A. approved this document on 14 March 2019.

The consolidated non-financial statement is subject to a “limited assurance engagement”, in accordance with the “ISAE 3000 Revised” principle, by KPMG S.p.A.

The Consolidated Non-Financial Statement at 31 December 2018 pursuant to Italian Legislative Decree 254/2016 was filed with the financial report and will be made available to the public at the registered office and Borsa Italiana S.p.A. in the timeframes established by law. The documentation will also be available on the company website at <http://www.openjobmetis.it>.

## **2. Corporate identity**

Openjobmetis S.p.A. is an Employment Agency that has been present on the Italian market for more than 18 years, operating in outsourcing, the Group's core business, and in the search, recruitment, relocation and training of personnel. The company's current configuration dates from the 2011 merger between the companies Openjob S.p.A. and Metis S.p.A.

Openjobmetis S.p.A., which acts primarily as an employment agency, has 100% direct control of:

- Seltis S.r.l.: focused on the search and recruitment of personnel for third parties;
- Corium S.r.l.: focused on professional relocation support activities;
- Openjob Consulting S.r.l.: focused on the management of financed training activities.
- Meritocracy S.r.l.: focused on digital headhunting. As previously indicated, Meritocracy S.r.l. was not included in the consolidation scope of this document.

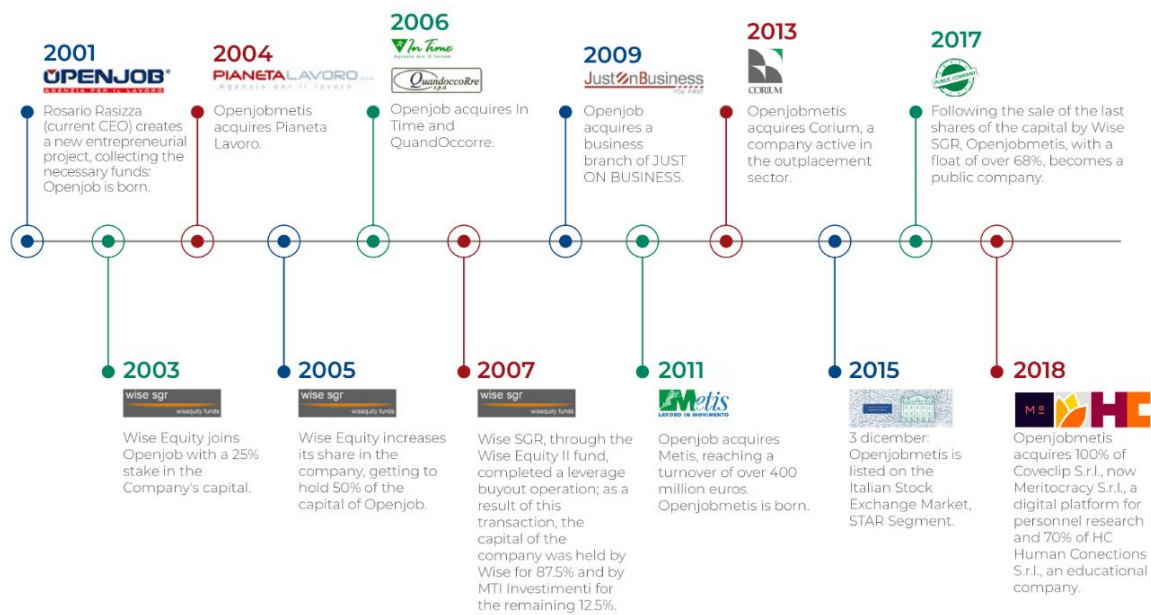
Openjobmetis S.p.A. also controls 70% of HC Human Connection S.r.l., an educational company that carries out activities dedicated to the development and motivation of human resources in organisations. As previously indicated, HC Human Connection S.r.l. was not included in the scope of consolidation of this document.

Thanks to the solid experience it has acquired over time, Openjobmetis S.p.A. acts as a bridge between businesses seeking personnel and resources seeking employment with the aim of optimally matching supply and demand in the labour market and ensuring the swift employment of qualified personnel while respecting the rights and duties of workers.

Operating across Italy, Openjobmetis S.p.A. has its headquarters in Gallarate, in the province of Varese, and has a network of over 130 branches, 37 of which in Lombardy at 31 December 2018. Its increasingly widespread presence is a source of major value added as its extensive knowledge of various areas of Italy enables Openjobmetis S.p.A. to guarantee companies and candidates the utmost professionalism and immediate, personalised and effective solutions.

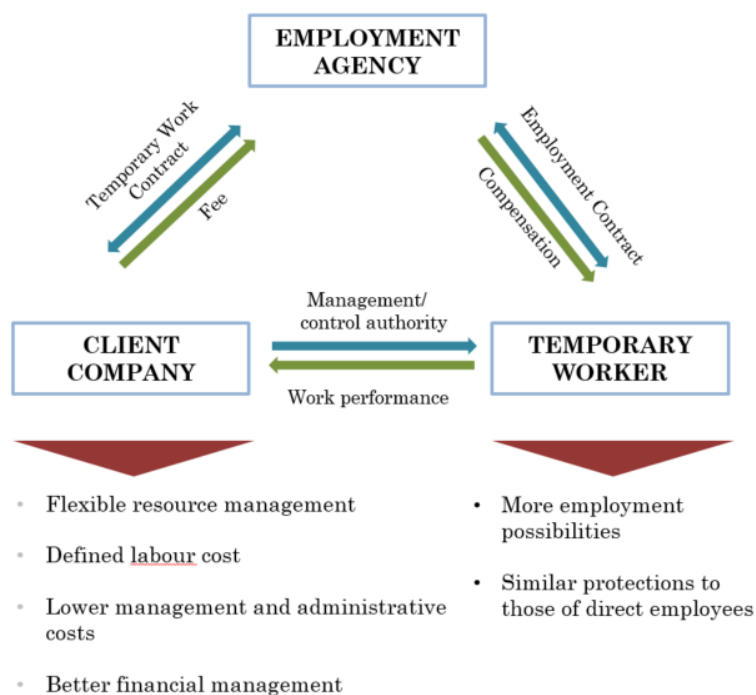
### **2.1 Main historical milestones**

Openjobmetis S.p.A. was the first operator in the sector to be listed on the Italian Stock Market's Mercato Telematico Azionario (online stock exchange). This milestone was the result of an intensive growth trajectory that has marked the Group out from the beginning. Its adventure began in 2001 with the launch of Openjob S.p.A. In 2003, "Wisequity", a private equity fund managed by Wise SGR, entered the shareholding structure. The expansion project began in December 2004 and consisted of a series of acquisitions of major operators in the sector (including Pianeta Lavoro, In Time, QuandoccoRre, JOB), culminating in the merger with Metis SpA, an Employment Agency founded in 2000 and active at national level, in 2011. In December of the same year the Openjobmetis Group was created. In January 2013 Openjobmetis S.p.A. acquired Corium S.r.l., a company active in the outplacement sector. Lastly the subsidiary Seltis S.r.l., which specialises in the search and recruitment of middle and top managers, completes the picture. The main milestones in the history of the Group are reported below.



## 2.2 Mission, values and Business Model

The world of work is continuously changing and the Openjobmetis Group has set itself the goal of being a leading player in the human resources sector, the go-to partner for companies interested in the kind of services it provides and a point of reference for workers interested in entering, re-entering or repositioning themselves in the world of employment.



Through its business activities, the Group undertakes to:



- Contribute to the growth of employment in the country
- Create value for its shareholders
- Contribute to the wellbeing and professional growth of its employees
- Foster economic and civil progress in the community in accordance with the values that inspire the Group

This takes place through a process of growth and constant development, a strategy based on differentiation and specialisation, careful management control, professionalism, integrity and targeted solutions. Through teamwork, the people of the Openjobmetis Group are able to identify new opportunities and find the optimum solutions for their clients. At the same time, the Group promotes the development of human relations, discouraging self-interest in favour of synergies designed to enhance the quality of its services. Moreover, the Openjobmetis Group believes in the added value of diversity, i.e. the different cultures and experiences that people come into contact with every day. Workers and clients who think and act in a different way are regarded as valuable resources for this type of business.

By providing its regular outsourcing, search and recruitment, relocation support, training and HR consultancy services in addition to increasingly viewing innovation as a critical success factor, the Openjobmetis Group aims to fulfil the requirements of companies and workers by offering targeted solutions and efficient, innovative services that respond to the continuous evolution of the working world.

Through its corporate communications, the Group disseminates the content of its business mission in order to involve all employees in the process of achieving the company's goals and maintain the high quality standards of its services.

### **2.3 Governance model**

Corporate governance is the system of administration and control, i.e. all of the mechanisms and rules, legal and technical, for the governance of the business, aimed at creating value for shareholders and all of the company's stakeholders. The governance model is a cornerstone of the company's activities and, alongside the business strategy, aims to strengthen the trusting relationship between Openjobmetis S.p.A. and its stakeholders and to contribute to achieving the business results, creating long-term sustainable value.

Openjobmetis S.p.A. is organised in accordance with the traditional administration and control model and its organisation, in compliance with the provisions of Italian legislation on listed companies, assigns corporate management to the Board of Directors and entrusts supervisory duties to the Board of Statutory Auditors. The statutory auditing of the accounts is assigned to an independent auditor. More specifically, Openjobmetis S.p.A. is governed by:

a) The Board of Directors, with responsibility for corporate management.

b) The Board of Statutory Auditors, responsible, among other things, for monitoring compliance with the law and the Articles of Association, as well as respect for the principles of correct administration; monitoring the adequacy of the Company's organisational structure for the aspects under its responsibility, the internal control system and the administrative-accounting system, as well as the reliability of the latter in terms of correctly representing management information; monitoring the adequacy of the instructions given by the Company to subsidiaries for the fulfilment of the communication obligations established by law; supervising the financial reporting process.

c) The Shareholders' General Meeting is responsible for passing resolutions, among other things, on the approval of the financial statements and the allocation of profits, the appointment and dismissal of the members of the Board of Directors, the appointment of members of the Board of Statutory Auditors and respective fees, the acquisition and transfer of treasury shares, the shareholding plans, amendments to the Articles of Association and the issuing of convertible bonds.

With its listing on the online stock exchange (MTA), STAR segment, of the Italian Stock Exchange, and its adherence to the Code of conduct for listed companies, Openjobmetis S.p.A. has become subject to a series of other constraints - established as part of a varied and structured regulatory framework - whose main inspiration is the need to protect and provide guarantees to savers/investors. The applicable rules consist of legal provisions, regulatory provisions, private-sector regulations and administrative provisions and have a significant impact on the organisation and functioning of the Company. Respect for these rules, together with the adoption of internal controls and policies (e.g. for the emergence and management of conflicts of interest or as regards diversity), represent a guarantee of the quality of the governance practices adopted by the Company in the area of significant equity investments, the composition of administrative, management and control bodies, for example, of the management or of transactions with related parties. An up-to-date snapshot of the Company structure, also regarding these issues, can be found in the Report on Corporate Governance and ownership structures pursuant to article 123-bis of Legislative Decree 58/1998.

Openjobmetis S.p.A. decided to adopt an Organisation, Management and Control Model for the purpose of drawing up and creating a system of governance that adheres to high ethical standards, capable of encouraging the constant dissemination of the control culture and a heightened appreciation for responsible and conscious conduct. The purpose of the Model, adopted for the first time with the approval of the Board of Directors on 28/5/2012 and subsequently updated, is to prevent the risk of the crimes detailed in Legislative Decree no. 231/2001 being committed and is directed at subjects that engage in relations with Openjobmetis S.p.A. The Company established the Supervisory Board in accordance with article 6 of Legislative Decree no. 231/01. The objective of the SB is to supervise the operation and effectiveness of the Organisation, Management and Control Model and the Code of Ethics adopted by the Company, and to promote their updating.

#### **2.4 The Group's stakeholders and relevant non-financial issues**

The Consolidated Non-Financial Statement contains environmental and social information on human rights and the fight against corruption that was considered material for the Group.

In order to identify these issues, the Openjobmetis Group carried out a detailed mapping of its stakeholders, selected from among those most affected by the Group's activities and services and deemed fundamental for achieving its business objectives, identifying their degree of influence/dependence. Below is the map of the main stakeholders identified:



After mapping the relevant stakeholders, the Openjobmetis Group carried out a materiality analysis<sup>1</sup> to identify relevant non-financial matters for the Group and their stakeholders. Through a detailed analysis of internal documentation and external sources, such as benchmarks with its main competitors, a list of potentially relevant issues for the Openjobmetis Group was drawn up.

Each potentially relevant issue was assessed by the company’s top management by defining its degree of importance for the Group and for its stakeholders. In particular, to provide an external point of view, the issues were assessed by the individual members of the Working Group, who put themselves in the shoes of the key stakeholders. By comparing this assessment with the importance assigned to each issue at internal Group level, the following issues, of varying relevance, emerged with regard to its specific business activities:

Very relevant	Relevant
Training, education and development	Work creation
Anticorruption	Health and safety at work
	Criteria and selection policies
	Inclusion and diversity
	Respect for human rights
	Privacy
	Support for the community
	Responsible supply chain management
	Compliance
	Incentive-based remuneration systems

The process of identifying stakeholders and defining the material issues was coordinated internally by a Working Group created ad hoc for the purposes of the Consolidated Non-Financial Statement. This Working Group was coordinated by the Administration and Finance Department and involved the managers of the main company departments. The list of relevant and very relevant non-financial issues for the Group was approved by the Working Group.

<sup>1</sup> The Group did not feel it was necessary to repeat the materiality analysis for the non-financial report as there were no changes in the type of business or operating methods of the Company and its subsidiaries in 2018 compared with 2017.

### 3. Risks

The Openjobmetis Group undertakes to effectively guarantee the safeguarding of the rights of all its stakeholders, from employees to shareholders. To achieve this, the Company manages its business risks through activities and controls aimed at defining and monitoring these risks in order to minimise and reduce their consequences. Poor management of these risks could have negative repercussions for the whole Group, particularly as regards its reputation and its future as a going concern, and in terms of lost business opportunities. In particular, the company has adopted an internal control and risk management system, defined as “the set of rules, procedures and organisational structures designed to enable the identification, measurement, management and monitoring of the main risks”.

To this end the Group has identified its risks and, through a Business Risk Assessment, evaluated them in terms of their risk potential and residual risk. Internal controls are therefore planned giving priority to activities connected with risks with a higher residual risk. The risk assessment activity is periodically updated.

Of all the risks identified, those connected with the management of the company, already presented in the Report on the management performance, are as follows:

- Risks related to the sector, to legislative changes and to the loss of Ministerial authorisations
- Risks connected with its reputation
- Liquidity risk
- Risks connected with legal and/or arbitration proceedings and the possible inadequacy of the risks provision
- Interest rate risk
- Cash flow and credit risk

Please refer to the Report on management performance for further details on the main risks identified and their monitoring.

In order to respond in full to all legal requirements, the Group has also identified a number of risks connected with the issues outlined in Legislative Decree no. 254/2016 and with topics regarded as material.

With regard to the context and the business operations of the Group, the main risks regarding clients and outsourced workers regard potential interruptions of the outsourcing relationship and the lack of regulatory compliance, including changes in the working world that increasingly require new and updated professional expertise. Moreover, the high number of outsourcing contracts necessarily requires the careful management of issues connected with the Privacy law. The main risks regarding suppliers concern issues connected to corruption and any issues of regulatory non-compliance on matters of health and safety. The Openjobmetis Group requires its suppliers to adopt high standards of conduct and, at the same time, to guarantee the high quality of the goods or services they provide. With regard to local communities, the main risk identified is reputational, which can negatively impact on the Group’s relations with its clients and, consequently, the business’s development prospects.

The Group assesses and manages the risk of corruption and the adoption of unethical or fraudulent conduct through a painstaking and accurate risk mapping process in line with the Organisation and Control Model pursuant to Legislative Decree no. 231/01 and through the adoption of company policies and practices that prioritise honesty, loyalty and integrity.

The following table shows the main risks, mapped on the basis of their impacts on the Group's stakeholders and their connection with the material issue in question.

<b><u>TOPIC</u></b>	<b><u>POTENTIAL ASSOCIATED RISKS</u></b>	<b><u>IMPACT (Stakeholders)</u></b>
<b><i>Management of environmental issues</i></b>	Due to the fact that environmental issues are not relevant for the Group, and considering the characteristics of the sector in which the Group operates, the only risk currently identified concerns non-compliance with environmental legislation/regulations.	<u>Internal:</u> - Openjobmetis Group
<b><i>Management of social issues and respect for human rights</i></b>	<p><u>With regard to clients and outsourced workers</u> – Risks connected with:</p> <ul style="list-style-type: none"> <li>• Interruption of the service</li> <li>• Legal-regulatory non-compliance regarding the health and safety of outsourced workers</li> <li>• Inadequate professional expertise</li> <li>• Failure to protect privacy</li> <li>• Errors or failure to pay wages due</li> <li>• Payroll errors</li> </ul> <p>Errors in the invoicing of services</p> <p><u>With regard to suppliers</u> – Risks connected with:</p> <ul style="list-style-type: none"> <li>• Legal-regulatory non-compliance on matters of health and safety</li> <li>• <u>Corruption by intermediation</u></li> </ul> <p><u>With regard to local communities</u> – Risks connected with:</p> <ul style="list-style-type: none"> <li>• Reputational damage</li> </ul> <p><u>With regard to trade unions and trade associations</u> – Risks connected with:</p> <ul style="list-style-type: none"> <li>• Pursuit of association interests different to the interests of other Employment Agencies</li> </ul> <p>Openjobmetis S.p.A. believes that the risk of instability in relations with trade unions of outsourced workers is very unlikely thanks to the excellent relationship between the Group and its key stakeholders, who appreciate the reputation of Openjobmetis S.p.A.</p>	<p><u>Internal:</u> - Openjobmetis Group</p> <p><u>External:</u> - Outsourced workers - Clients - Investors and shareholders - Suppliers - Communities - Trade unions - Non-governmental organisations - Institutions - Trade associations</p>
<b><i>Staff management</i></b>	<p>Risks connected with:</p> <ul style="list-style-type: none"> <li>• Legal-regulatory non-compliance on matters of health and safety</li> <li>• Legal-regulatory non-compliance on labour issues</li> </ul> <p>As regards issues concerning company staff, Openjobmetis believes that the sound, good management of human resources, as shown by the low level of staff turnover and the limited number of disputes to date, mitigates these risks, both for personnel and for the Group itself.</p>	<u>Internal:</u> - Openjobmetis Group

<b><u>TOPIC</u></b>	<b><u>POTENTIAL ASSOCIATED RISKS</u></b>	<b><u>IMPACT (Stakeholders)</u></b>
<b><i>Management of issues connected with combating active and passive corruption</i></b>	Risks connected with: <ul style="list-style-type: none"> <li>• Corruption</li> <li>• Litigation</li> <li>• Fraud by company personnel</li> <li>• Non-compliance with current regulations</li> <li>• Failure to comply with the measures regarding organisational model 231/2001</li> </ul>	<u>Internal:</u> - Openjobmetis Group  <u>External:</u> - Clients - Investors and shareholders - Suppliers - Institutions

The environmental risks that can emerge within the Group have minimal impact and consequences due to the lack of relevance of environmental issues in the Group's business area. More specifically, the risks are connected with office activities: from the correct disposal of toner and lighting systems to correct forms of separate waste collection, through to the disposal of paper and obsolete computer equipment. The Group has adopted specific internal procedures for the correct disposal of toner and has outsourced the disposal of paper, wood, lighting systems and computer equipment to specifically accredited suppliers, also in accordance with the law.

The risks connected with social issues and respect for human rights can emerge in the Group or in the relations with the various stakeholders. In particular, there can be various different consequences due to multiple causes, as indicated in the table. More specifically, the Group centralises its technical and legal expertise in order to guarantee a high-quality service to its clients and outsourced workers. With regard to the risk of possible errors in the preparation of payslips and invoices, Openjobmetis S.p.A. has adopted a suitable internal system for recording the presence of personnel in the workplace and the subsequent processing of data in accordance with the applicable labour law. The internal set of procedures, the internal control system and the staff training programme are very important for monitoring these risks. Regarding the risk connected with the workplace safety of outsourced workers, Openjobmetis S.p.A. has always been very attentive to this issue, adopting specific data collection procedures to provide workers with clear information, as well as specific control tools. Openjobmetis S.p.A. has also adopted specific procedures for managing reports so it can take action regarding any errors and/or anomalies in the performance of its business activities. With regard to the risk of corruption and non-compliance with health and safety laws and regulations among its suppliers, Openjobmetis S.p.A. has adopted a specific Code of Ethics and Organisational Model with procedures designed to limit these risks.

Risks connected with the management of company staff can emerge within the Group with potential risks connected with the failure to comply with labour laws and regulations. The Group focuses particular attention on workplace safety adopting specific procedures and instruments to manage this issue. In general, the Group views its human resources, their professional expertise and motivation as being of key importance, also in terms of the company's widespread geographical presence across Italy.

The risks connected with anti-corruption issues can take the form of actions designed to commit specific crimes with an impact on both the Group and its stakeholders in general, considering the risks as both active and passive. The adoption of a Control and Management Model pursuant to Legislative Decree no. 231/01 is specifically designed to reduce the risk of corruption through the introduction of specific procedures, in addition to the Code of Ethics, for the clear management of spending processes, the choice of suppliers, entertainment expenses and relations with public entities, for example. The staff training specifically focused on these issues and the adoption of dedicated contractual clauses in relations with clients, suppliers and business partners, are designed to reduce this risk.

## 4. Management of company staff issues

### 4.1 Group policies

For the Openjobmetis Group, people are the fulcrum of all its business activities. They are the promoters of the Group's distinctive modus operandi, characterised by constant growth and specialisation, high levels of professionalism and creativity in identifying the best solutions for its clients and outsourced workers.

Currently there is no official Group policy regarding the various issues concerning HR management, such as recruitment, training and career development. However, also because of the increasing size of its workforce, the Openjobmetis Group does not rule out making a commitment in this regard in the coming years and adopting a policy that covers the essential principles of ethics, transparency and meritocracy, reflecting the policies already applied in all of the Group's companies, as indicated below. As explained further ahead in the chapter, a policy regarding the incentive-based remuneration schemes applied to the network and the Group's departments was defined in 2018 and will be applied on a trial basis in 2019.

At organisational level, responsibility for the correct management of employees lies with the HR Director and the Chief Executive Officer. As regards the recruitment of company staff, in the event new personnel is required, the Department Manager or Team Leader is responsible for making requests for new staff to the HR Department and to the Chief Executive Officer, who authorises the process of identifying and recruiting new resources. The recruitment of new resources can take place through different channels (for example, job advertisements, corporate website etc.), including internal job postings. The Department Manager or Team Leader is responsible for defining the specific job requirements and the respective selection criteria. The department that conducts the interview is responsible for collecting the candidate's CV, filling out the "direct personnel data collection sheet" and drafting the "direct personnel recruitment sheet" summarising the history of the job search. Depending on the role and the responsibilities of the candidate, an interview with the relevant management team may be arranged. On the selected candidate's sheet, the reasons for choosing them over the other candidates must be indicated.

The process involving direct office personnel is reported in more detail below.

Direct staff recruitment process (direct Office, National Branch, Specialised Division or Subsidiary employees): the recruitment process is conducted independently by the respective Departmental Managers or Team Leaders of the Area or Division in question and is completed onsite with the approval of the HR Director and/or the Chief Executive Officer. The recruitment process is broken down into a series of coordinated phases through specific instruments used ad hoc based on the figures being sought. Generally speaking, the process consists of four main parts:

1. Job Analysis
  - Description of the activities/specific aspects of the role, with the definition of contractual aspects
  - Definition, on the basis of the role, of the attitudinal characteristics, specific expertise/knowledge and personality traits required
2. Recruitment

Initial phase defined according to two possible sources of candidates:

- within the Openjobmetis Group – Through Job Postings published on the corporate website or notifications by the Departmental Managers on a meritocratic basis

- outside the Openjobmetis Group – Through advertisements online, in print or direct search and recruitment processes (head hunting)

Having gathered together the candidates of potential interest and obtained authorisation for the processing of their sensitive data, next comes a pre-screening phase with the examination of the CVs received in response to the ad or together with speculative job applications.

### 3. Evaluation

Divided into two or more occasions, based on the department, role and the type of contract in question:

- Initial telephone contact, for the purpose of checking the basic prerequisites and an initial analysis of the reasons for the change and the expectations of the candidate
- Individual interviews, from two to four, for the purpose of checking and examining the personal, experiential, attitudinal and motivational characteristics of the candidate

The instruments used in the recruitment process vary depending on the needs of the role, and comprise:

- technical/professional, motivational, attitudinal, psychological interviews
- Assessment centres and group interviews
- Questionnaires and specific tests

### 4. Placement

Final phase of the selection, in which the following take place:

- The drawing up of the contract by the Group HR Office and the subsequent placement of the candidate deemed suitable for the role
- The training process and on-the-job training involved as envisaged for the role

The entire selection process stands out for its respect for equal opportunities (in terms of gender, religion, ethnic origin, disability, age, sexual orientation, personal convictions etc.).

*Performance assessment and career development:* The performance of each Group employee is carefully assessed by their manager on an annual basis. Specifically, the assessment hinges on: carrying out the work task assigned, the ability to take part in several lines of activity, demonstration of initiative in solving problems/operational difficulties, the ability to respond as necessary to unexpected events and urgencies, the ability to adapt in carrying out different tasks, the ability to integrate and collaborate with colleagues.

Career development paths and promotions of the Group's resources are proposed by the Departmental Managers to the top management on the basis of the results of their performance analysis over the years, as previously described. The top management will make the final decision about whether to accept the proposals received or postpone them for subsequent evaluation.

*Openjobmetis Group network and department incentive scheme:* in 2018 the Openjobmetis Group drew up an incentive scheme for its team leaders, branch personnel and office departments. With this plan the bonus is commensurate with the achievement of specific economic/financial targets. The new incentive system will be implemented on a trial basis in 2019 with the aim of introducing it as standard from 2020.

The incentive takes the form of a bonus pool. The bonus pool is a fund linked to an economic-financial indicator (EBITDA) on the basis of a specific percentage. It is paid out if a minimum performance level is reached.



The bonus pool, calculated using the above mechanism, is channelled into two parallel incentive schemes: the first establishes the bonuses of branch personnel and team leaders, while the second establishes the bonuses of head office staff. The two channels adopt different approaches in order to guarantee greater alignment with the areas of influence of the various departments.

- a) Network personnel incentive scheme: the bonus pool of each branch is allocated as a percentage according to the branch's contribution to the budgeted results. An individual incentive curve identifies the bonus percentage to pay out to team leaders and branches, taking account of the extent to which targets have been achieved. The bonus will then be distributed to the branch's staff on the basis of the role.
- b) Head office personnel incentive scheme: the bonus is payable upon the achievement of 2-3 targets, set at the start of the year using a department goals sheet. The size of the bonuses paid to department heads depends on whether they achieve the goals they are set. Lastly, the departmental head will decide on the payment of any additional bonuses to head office staff that have made particularly significant contributions to meeting the department's goals.

In the following paragraph, a quantitative and qualitative comparison is given of the efforts made by the Group in implementing the principles of meritocracy, fairness and transparency in the management of its direct workforce.

#### 4.2 Performance indicators

The Openjobmetis Group's workforce at 31 December 2018 consisted of 625 people, an increase of 0.8% compared to 2017. All employees are hired under the national collective labour contract.

Breakdown of employees by role and gender						
%	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Senior Managers	0.0%	1.7%	0.3%	0.0%	1.7%	0.3%
Middle Managers	4.8%	10.7%	6.0%	5.1%	16.0%	7.2%
Office staff	95.2%	87.6%	93.7%	94.9%	82.3%	92.5%

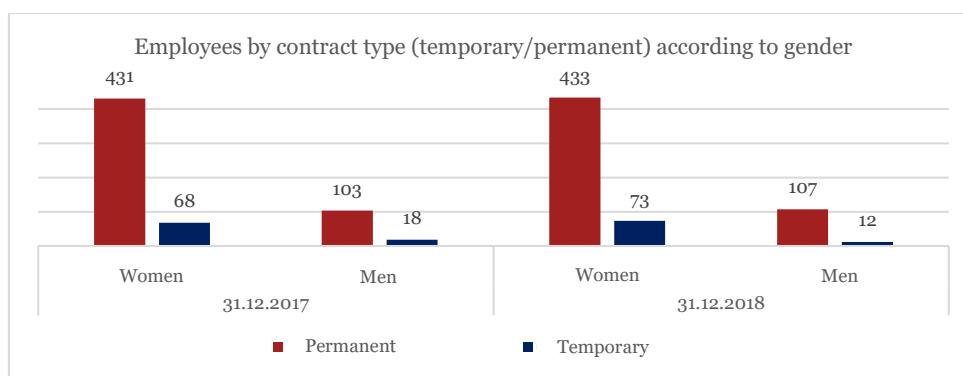
92.5% of employees fall under the office staff category while 7.2% are middle managers and 0.3% senior managers. The 2018 figures are in line with those recorded at the end of 2017.

The following table shows the percentage of employees that have received performance-related bonuses

Employees that have received bonuses, according to role		
%	31.12.17	31.12.18
Senior Managers	50.0%	50.0%
Middle Managers	70.3%	60.0%
Office staff	60.2%	67.1%

As in 2017, female employees received 81% of the bonuses paid out in 2018.

Employees by contract type (temporary/permanent) according to gender						
No.	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Permanent contract	431	103	534	433	107	540
Temporary contract	68	18	86	73	12	85
<b>Total</b>	<b>499</b>	<b>121</b>	<b>620</b>	<b>506</b>	<b>119</b>	<b>625</b>



The Group's commitment to forging long-term relationships with its employees is shown by the high percentage of employees hired on permanent contracts, 86.4% of the overall workforce, slightly up compared with 2017 and notable for the clear prevalence of female workers. The remaining 13.6% of the employees have temporary contracts.

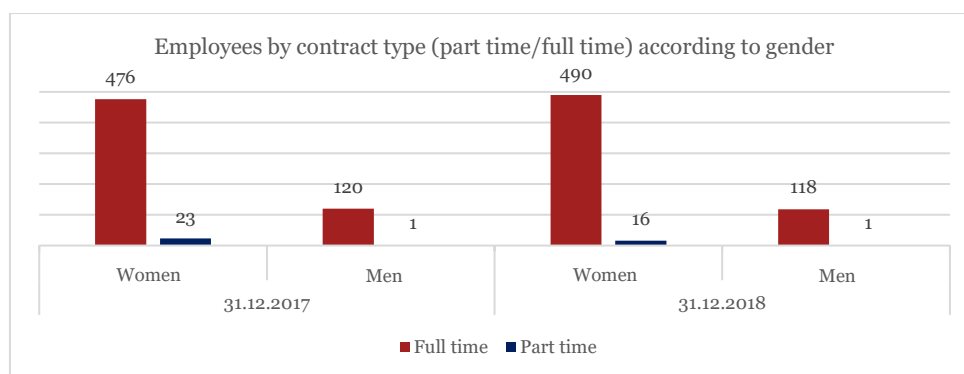
Incoming staff by age range						
%	2017			2018		
	Women	Men	Total	Women	Men	Total
≤ 29 years	77.8%	85.7%	78.6%	57.6%	100.0%	60.0%
30 - 50 years	10.9%	16.8%	12.1%	11.5%	14.9%	12.2%
≥ 51 years	0.0%	30.8%	8.5%	0.0%	7.1%	1.9%
<b>Total</b>	<b>18.6%</b>	<b>22.3%</b>	<b>19.4%</b>	<b>16.6%</b>	<b>16.8%</b>	<b>16.6%</b>

In 2018, 104 people joined the Openjobmetis Group (16 fewer than in 2017). The Group therefore recorded a turnover in recruitment of 16.6%.

Outgoing staff by age range						
%	2017			2018		
	Women	Men	Total	Women	Men	Total
≤ 29 years	31.7%	85.7%	37.1%	36.4%	75.0%	38.6%
30 - 50 years	11.7%	10.9%	11.5%	13.3%	15.8%	13.8%
≥ 51 years	2.9%	23.1%	8.5%	0.0%	21.4%	5.6%
<b>Total</b>	<b>13.6%</b>	<b>16.5%</b>	<b>14.2%</b>	<b>15.2%</b>	<b>18.5%</b>	<b>15.8%</b>

In 2018, 99 people left the Group (11 more than in 2017). In most cases, these were voluntary departures. Other departures are due to retirements, the termination of temporary contracts and dismissals.

Employees by contract type (part time/full time) according to gender						
No.	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Full time	476	120	596	490	118	608
Part time	23	1	24	16	1	17
<b>Total</b>	<b>499</b>	<b>121</b>	<b>620</b>	<b>506</b>	<b>119</b>	<b>625</b>



97.3% of staff are hired on full-time contracts while the remaining 2.7% have part-time contracts.

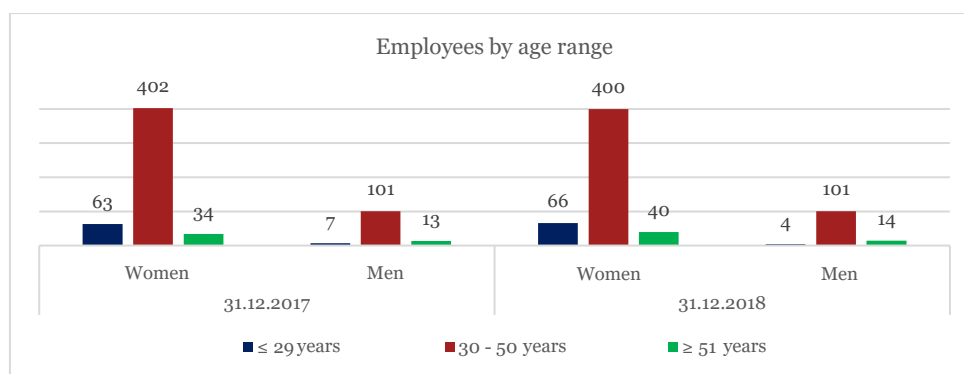
The HR Department is tasked with guaranteeing its personnel suitable working conditions so they can carry out their duties to the best of their ability.

One of the company's main objectives with regard to HR management is respect for equality and balance. Even when acquiring new companies over the years, the Group has always been able to amalgamate and successfully integrate diverse groups of people. In fact, the Openjobmetis Group has never engaged in harmful conduct with regard to either the protection of diversity or the protection of human rights. Moreover, no instances of discrimination have ever been identified. The Openjobmetis S.p.A. Board of Directors adopted, on 19 December 2017, the "Policy on matters of diversity for the composition of the administrative, management and control bodies", which aims to ensure the proper functioning of the Group's corporate bodies, regulating their composition and ensuring that the personal and professional attributes of their members guarantee the highest possible level of diversity and expertise, contributing to greater independence of judgement and capacity for comparison. The ordinary shareholders' meeting of 24 April 2018 appointed the new Board of Directors and the new Board of Statutory Auditors for the period 2018-2020. At 31 December 2018 the Group's Board of Directors was composed as follows:

<b>Members of the Board of Directors by age range at 31.12.18</b>						
	Women	Men	Total	% Women	% Men	% Total
≤ 29 years	-	-	-	-	-	-
30 - 50 years	1	3	4	11.1%	33.3%	44.4%
≥ 51 years	1	4	5	11.1%	44.5%	55.6%
<b>Total</b>	<b>2</b>	<b>7</b>	<b>9</b>	<b>22.2%</b>	<b>77.8%</b>	<b>100.0%</b>

In addition to previous indications regarding the Openjobmetis S.p.A. Governance Model, for further information regarding the Openjobmetis S.p.A. Corporate Governance system and the respective Committees established, please refer to chapter 4.0 (Board of Directors) of the Report on Corporate Governance and ownership structures.

<b>Employees by age range</b>						
No.	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
≤ 29 years	63	7	70	66	4	70
30 - 50 years	402	101	503	400	101	501
≥ 51 years	34	13	47	40	14	54
<b>Total</b>	<b>499</b>	<b>121</b>	<b>620</b>	<b>506</b>	<b>119</b>	<b>625</b>



As regards the age of the Group's employees, most of the workforce (80%) are between 30 and 50 years of age. 11% of employees are under 29 and 9% are over 51. The figures are in line with those of 2017.

No.	Employees by age range and role							
	31.12.17				31.12.18			
	Senior Managers	Middle Managers	Office staff	Total	Senior Managers	Middle Managers	Office staff	Total
≤ 29 years	-	-	70	70	-	0	70	70
30 - 50 years	-	30	473	503	-	33	468	501
≥ 51 years	2	8	37	47	2	12	40	54
<b>Total</b>	<b>2</b>	<b>38</b>	<b>580</b>	<b>620</b>	<b>2</b>	<b>45</b>	<b>623</b>	<b>625</b>

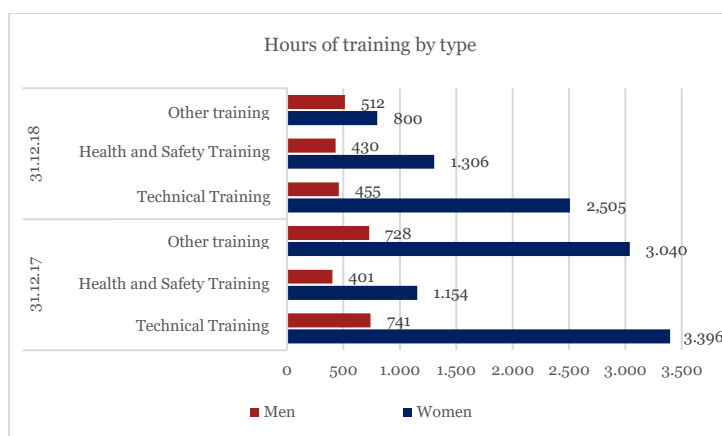
The Group is committed to hiring disadvantaged people, recognising the value of diversity and promoting the integration of the differently-abled (*Italian Law 68/99, art. 1*) and protected categories (*Italian Law 68/99, art. 18*).

No.	Differently-abled employees and protected categories					
	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Middle Managers	1	0	1	1	0	1
Office staff	32	4	36	29	5	34
<b>Total</b>	<b>33</b>	<b>4</b>	<b>37</b>	<b>30</b>	<b>5</b>	<b>35</b>

The Group had 35 differently-abled employees and employees belonging to protected categories in 2018, in line with 2017 (37 people).

The Openjobmetis Group has always regarded professional training as a priority. From their first days with the company, all employees are followed via a training course that covers specific aspects of their role and the more general aspects of company policies and practices. The following tables show the number of training hours provided and the number of participants on the courses.

No.	Total training hours by role					
	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Senior Managers	0	8	8	0	8	8
Middle Managers	201	108	309	733	366	1,099
Office staff	7,389	1,754	9,143	3,878	1,023	4,901
<b>Total</b>	<b>7,590</b>	<b>1,870</b>	<b>9,460</b>	<b>4,611</b>	<b>1,397</b>	<b>6,008</b>
<i>Technical training</i>	3,396	741	4,137	2,505	455	2,960
<i>Health and Safety Training</i>	1,154	401	1,555	1,306	430	1,736
<i>Other training</i>	3,040	728	3,768	800	512	1,312



Over 6,000 training hours were provided in 2018. This was down compared with 2017 mainly because of the conclusion of the roll-out of the new Databook management system which required additional hours of dedicated technical training in 2017. The lower number of new hires compared with 2017 also impacted on the training hours provided in 2018. Compared with 2017 there was an 11% increase in the number of hours of Health and Safety training provided in 2018. As regards other types of training, the extraordinary courses started in 2017 on negotiation and management techniques, which involved around 500 employees, concluded in early 2018. Later in 2018, training specifically regarded the expertise of head office staff, resulting in a fall in the number of hours provided in 2018 versus 2017. These courses are not supplied systematically but organised and provided when deemed necessary by the management.

Each team leader or departmental manager is responsible for assessing the need for any training courses in their departments, according to specific requirements.

Average number of training hours by role						
No.	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Senior Managers	0	4.0	4.0	0	4.0	4.0
Middle Managers	8.4	8.3	8.4	28.2	19.3	24.4
Office staff	15.6	16.5	15.7	8.1	10.4	8.5
<b>Total</b>	<b>15.2</b>	<b>15.5</b>	<b>15.3</b>	<b>9.1</b>	<b>11.7</b>	<b>9.6</b>

In 2018, the Group provided an average of 9.6 hours of training per employee.

The working conditions of Openjobmetis Group employees meet all workplace safety requirements as well as the necessary ergonomic and environmental standards for office work. With regard to these issues, the Group has established a precise protocol that involves both the physical fitness check-ups and training laid down by the law, as well as relative updates.

Accidents						
No.	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Travel accidents	7	0	7	5	2	7
Accidents during working hours	0	2	2	0	0	0
<b>Total</b>	<b>7</b>	<b>2</b>	<b>9</b>	<b>5</b>	<b>2</b>	<b>7</b>

As regards accidents, 7 were recorded during 2018, all of which took place while commuting with none occurring in the workplace. In 2018 the number of days lost due to accidents fell by 35.7% compared to the previous year (92 days compared to 143 in 2017). In 2018, there were no cases of fatal accidents or occupational diseases.

Health and safety indicators <sup>2</sup>						
	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Absenteeism rate*	3.3	1.2	2.8	2.8	1.3	2.5
Severity index	1.1	2.6	1.4	0.6	1.7	0.9
Frequency index	8.9	9.7	9.1	5.8	9.3	6.5

As regards the health and safety indices, the Group's severity index stands at 0.9, down compared with 2017. On a like for like basis, the frequency index fell from 9.1 to 6.5. The absenteeism rate was also slightly down compared with the previous year. For both 2017 and 2018 the majority of accidents (100% in 2018) came under the "travel" category, i.e. occurring during employee commutes to and from work.

## 5. Management of social issues and respect for human rights

The Openjobmetis Group believes in the importance of managing stakeholder relations, deemed indispensable also for guaranteeing its credibility. The Group and its personnel act with transparency, fairness and respect for the human rights of all its stakeholders. The Group monitors this aspect, even in the absence of official policies and procedures, since the protection and promotion of human rights are considered essential elements of the modus operandi of all the Group's companies.

The material issues identified by the Group concerning the social sphere are dealt with on the basis of its relations with its key stakeholders. Specifically, these regard:

- The management of relations with clients and outsourced workers and the protection of their privacy
- The responsible management of the supply chain
- The management of the relations with trade unions and trade associations
- The initiatives implemented to support the local community

### 5.1 Clients and outsourced workers: Openjobmetis S.p.A. policies and performance indicators

Openjobmetis S.p.A. offers an integrated system of services to over 7,500 client businesses.

Through the outsourcing service, the Group's core business, Openjobmetis S.p.A. guarantees workers the same rights, the same protection and the same remuneration as workers (with the same duties) employed directly by the client companies to which they are "seconded". Equal pay is in fact one of the pillars of outsourced work in Italy and a right established by Legislative Decree no. 81/2015 article 35 paragraph 1 (*for the entire duration of the secondment at the client company outsourced workers are entitled to the same economic and legal conditions as workers of the same level at the client company that carry out the same role*) and by the national collective labour contract for employment agencies, article 30 paragraph 1 (*workers are entitled to the same conditions as employees of the client company of the same level, according to the collective bargaining agreement applied to same*). The flexibility guaranteed by temporary work in Italy today represents an effective solution in an

<sup>2</sup> As regards absenteeism, absences due to illness and all other absences other than holidays and days off were calculated. The calculation made was the following: (total hours of absence \* 100)/(total hours worked). Severity Index = ((dT + dP + dD) \* 10,000)/(total hours worked), where: dT = the number of days lost due to temporary incapacity; dP = ((total degree of permanent incapacity in %) \* 7500)/100; dD = number of fatalities. Frequency Index = (no accidents \* 1,000,000)/(total hours worked)

increasingly unstable and complex labour market. Openjobmetis S.p.A. facilitates the relocation of workers and, at the same time, represents an excellent opportunity for young people to enter the world of work. Moreover, thanks to outsourced work and the incentives in the sector regarding training, Openjobmetis S.p.A. contributes to identifying and developing highly specialised professional and technical figures, now a rarity in Italy. As a result, as well as having a significant impact on its client companies, the Group's business also generates value for the entire community and the production fabric with which it interacts.

Openjobmetis S.p.A. provides its services mainly to private sector companies and covers all outsourced processes, from finding the professional figures required by the client to managing employment contracts, performing its activities by virtue of the permanent authorisation issued to it by the Ministry of Employment. The characteristics of its services are defined by the Management and are in line with the UNI EN ISO 9001:2015 Quality Certification obtained both for the head office and the branches. Furthermore, on 20 February 2019 the National Competition Authority resolved to attribute Openjobmetis S.p.A. a legality rating of 2 stars (out of 3). Openjobmetis S.p.A. is present throughout Italy thanks to its extensive network of branches. Given the Group's nationwide presence, every geographical area is overseen by a Team Leader who manages the various branches in their area of responsibility.

The management of the outsourcing services is structured in the following areas:

- management of business relations with clients (or "users");
- recruitment, selection and training of outsourced workers;
- management of the mission;
- administrative obligations, during and after the mission.

In order to identify potential new clients, Openjobmetis S.p.A. resources constantly map the territory and continuously monitor the market. Once a new client is identified, Openjobmetis S.p.A. contacts it in order to identify its needs, analyse the working context, define the profile of the most suitable professional resource and plan the recruitment and selection activities.

Following the positive outcome of the preliminary verification of the new client's solvency, Openjobmetis S.p.A. searches its database for professional profiles that potentially meet the needs of the end user. In the event none are found, an ad hoc selection process is launched to find one or more candidates with a suitable profile on the labour market. The hiring of the resource is usually preceded by a further interview to be held directly with the client. Once the user expresses its approval of the resource indicated, the Openjobmetis S.p.A. Branch, in close collaboration and with the support of the head office, carries out the administrative procedures for the definition of the outsourcing contract, which include the formalisation of a part-time or full-time contract with the selected resource and a commercial outsourcing contract with the client.

Each branch plays an essential role in the management of the client. In particular, it verifies the client's satisfaction with the employed resource by means of:

- the analysis of complaints or reports by either the client or the outsourced workers;
- information acquired by the Management during meetings with key clients;
- customer satisfaction surveys.

As defined in the basic principles of the "Quality Policy and Objectives", Openjobmetis S.p.A. strives to guarantee the satisfaction of the Client. In fact, Openjobmetis S.p.A. guarantees the success of its services through a dynamic quality system, the involvement of all company personnel and the development of a culture based on risk analysis and awareness. These objectives are monitored through:

- constant head office and branch audits, understood as instruments of verification and active comparison;
- constant monitoring of current processes and respective documentation.

The following tables show the main characteristics of Openjobmetis S.p.A. outsourced workers in the two-year period 2017-2018.

Outsourced workers by gender		
%	31.12.17	31.12.18
Women	44.8%	44.3%
Men	55.2%	55.7%

In 2018, 55.7% of the outsourced workers were male and 44.3% female.

All outsourced workers are hired in compliance with the applicable collective contract. The most significant national collective labour contracts in the areas covered by Openjobmetis S.p.A.'s outsourcing services in 2017 and 2018 were: commerce, engineering, tourism, food, cleaning services, rubber, textiles, wood and furniture, public enterprises and haulage.

Due to the uniqueness of the service, 98% of the outsourced workers have temporary contracts<sup>3</sup>. This figure was slightly up on the 2017 value (1.2%).

Active missions by role		
%	31.12.17	31.12.18
White collars (and domestic workers)	42.7%	32.5%
Blue collars	57.3%	67.5%

67.5% of the outsourced workers belong to the professional category of Blue collars, while the remaining part belong to the category of White collars (a category that also includes domestic workers), which represents 32.5% of the total.

Outsourced workers by nationality		
%	31.12.17	31.12.18
Italy	83.9%	82.0%
Rest of Europe	5.4%	5.5%
Rest of the world	10.7%	12.5%

Openjobmetis S.p.A. also contributes to the integration of non-Italian workers, offering its services to its own outsourced workers, around 18% of whom are not Italian.

Outsourced workers by age range		
%	31.12.17	31.12.18
≤ 29 years	39.0%	41.4%
30 - 50 years	48.2%	45.1%
≥ 51 years	12.8%	13.5%

Almost half of the outsourced workers in the year were between 30 and 50 (45.1%). 41.4% were under 29 years of age.

As regards principles of conduct and workplace health and safety responsibilities with regard to outsourced workers, having greater knowledge of its working environment and organisation, the user business is able to control the risk factors that affect the outsourced worker. For this reason, the client is usually requested to specifically and effectively inform, train and instruct the outsourced workers supplied during the mission. In fact, contractually

<sup>3</sup> The values reported were calculated on the basis of the number of active missions in the year, i.e. the ongoing missions on 31.12 of the reporting period.



speaking safety obligations are normally the responsibility of the user business. In any case, as established by the category collective labour agreement, upon being employed and before the employee's mission at the user company, Openjobmetis S.p.A. provides each outsourced worker with the "Workplace safety notice for staff" (Legislative Decree no. 81/2008 as amended) in order to increase the level of awareness of outsourced staff as regards the protection of workplace health and safety at the user company.

In some cases, or following specific agreements with the client, Openjobmetis S.p.A. organises training on Health and Safety in the Workplace through qualified third parties.

Accidents						
Frequency index <sup>4</sup>	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Frequency index travel accidents	4.1	4.8	<b>4.5</b>	3.5	2.6	<b>2.9</b>
Frequency index accidents during working hours	7.7	28.4	<b>20.8</b>	13.6	29.8	<b>24.0</b>
Frequency index fatal accidents	0.0	0.0	<b>0.0</b>	0.0	0.1	<b>0.1</b>
<b>Frequency index total</b>	<b>11.8</b>	<b>33.2</b>	<b>25.4</b>	<b>17.1</b>	<b>32.5</b>	<b>27.0</b>

In 2018 the number of accidents per million hours worked came to 27.0, slightly up compared with 2017 (25.4). In 2018 there were 2 fatal accidents involving outsourced workers at user companies.

Occupational diseases						
% of total outsourced workers	31.12.17			31.12.18		
	Women	Men	Total	Women	Men	Total
Occupational diseases	0.019%	0.018%	<b>0.019%</b>	0.011%	0.052%	<b>0.034%</b>

In 2018 the number of occupational diseases among outsourced workers increased compared to the previous year, rising from 0.019% in 2017 to 0.034% in 2018. Moreover, the number of occupational diseases among female outsourced workers fell.

In 2018, the absenteeism rate among outsourced workers was 2.18%, compared with 1.85% in 2017<sup>5</sup>.

#### The training of outsourced workers

Openjobmetis S.p.A. provides candidates and outsourced workers, on both temporary and permanent contracts, with all the training they require to improve their skills and be integrated more easily in the world of work. This training is promoted by the Fund for the professional training of temporary workers, Forma.Temp, the bilateral entity whose activities are controlled and supervised by the Ministry of Employment and Social Policies. Forma.Temp is financed by the contribution, equal to 4% of taxable income for welfare purposes, of workers hired on temporary and permanent outsourcing contracts. On the basis of the Forma.Temp Handbook, for the purposes of financing, the training must be delivered by entities accredited by the Fund itself. These entities are subject to the control of the Forma.Temp Fund through appropriate audits.

None of the courses involve costs of any kind for the participants. The identification of the subject matter of the training courses, organised with the financing of the Forma.Temp Fund, is closely tied to the needs of the labour market or the individual user company. Indeed, should it be necessary or specifically requested by the client,

<sup>4</sup> Frequency Index = (no. accidents \* 1,000,000)/(total hours worked)

<sup>5</sup> For the purposes of the calculation, the hours of illness, accidents, maternity, Italian Legislative Decree 104, breast-feeding, blood donation, matrimonial leave and leave of various types were considered.

selected candidates may be asked to take part in appropriate professional training courses aimed at providing these subjects with the expertise they need to conduct the activities, including at the premises of the end client. The contents and organisational aspects of the courses (duration, hours, location) are decided by Openjobmetis S.p.A. in agreement with the client and on the basis of its specific and actual requirements.

Total training hours		
No.	31.12.17	31.12.18
Outsourced workers	33,613	35,139
Unemployed	45,250	47,044
<b>Total</b>	<b>78,863</b>	<b>82,183</b>

Overall, more than 82,000 hours of training were provided in 2018 (+4.2% compared to 2017): 57.2% of the training hours provided were for unemployed workers.

Students		
No.	31.12.17	31.12.18
Outsourced workers	2,423	2,557
Unemployed	6,571	5,659
<b>Total</b>	<b>8,994</b>	<b>8,216</b>

On the start date of the courses, most of the students were unemployed (68.9%) with the remaining 31.1% outsourced workers.

In the two-year period 2017/2018 courses were provided on various work sectors. The Regulations lay down four types of training for outsourced workers on temporary contracts<sup>6</sup>.

#### 1. Basic training

The activities financed within this type of training aim to transfer and develop basic skills to improve the employability of human resources. These short programmes regard the transfer of across-the-board skills that can be used in any work context. This category includes training courses on workplace safety, foreign language courses and computer courses. The targets are the unemployed, first-time jobseekers and workers with temporary outsourcing contracts.

#### 2. Professional training

Professional training is aimed at the creation of skills or professional specialisations. It is the most significant type in terms of economic resources used. It is a very effective instrument for the process of matching the supply and demand of labour. Qualification, requalification, specialisation and updating training courses fall under this category.

This type of training may also involve hiring the direct personnel of the user company as teachers. This enables the placement of resources specially trained for the company in question which, ready to begin right away, require less training on the job.

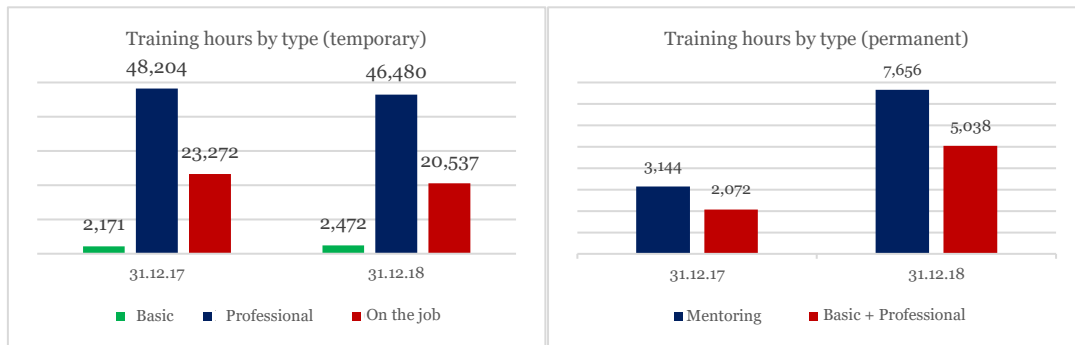
<sup>6</sup> The data do not consider the type of continuous training financed with the one-off credit line from the Forma.Temp Fund and calculated on the basis of the average contribution paid in the period 2009/2013

### 3. On the job training

On the job training is designed to help outsourced workers during the first phase of a new work placement and mainly aims to match the worker's professional skills with the main requirements of their role. This takes place through educational activities accompanied by a tutor within the user company and monitored by an external mentor.

### 4. Training for permanent employment

This type, which incorporates all three training types outlined above, is reserved for workers hired on permanent outsourcing contracts.

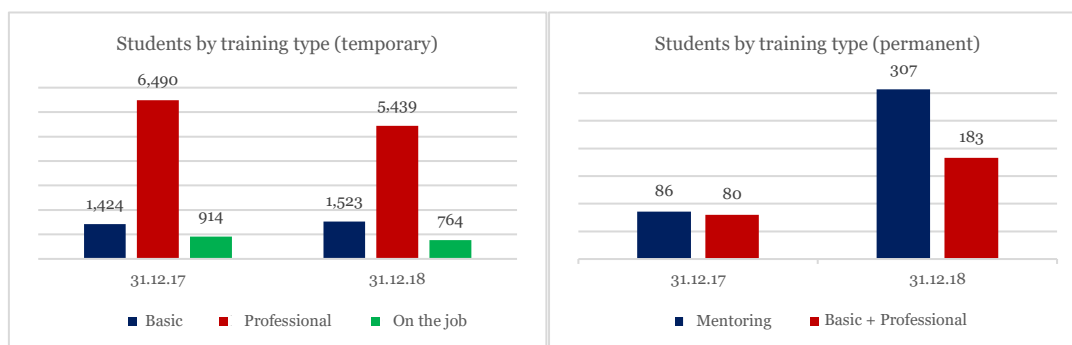


The following tables illustrate the training activities provided by the Group, which include both the training hours provided, divided by type, and the number of participants on these courses.

Training hours by type (temporary)		
No.	31.12.17	31.12.18
Basic	2,171	2,472
Professional	48,204	46,480
On the job	23,272	20,537
<b>Total</b>	<b>73,647</b>	<b>69,489</b>

The number of training hours provided to outsourced workers on temporary contracts fell by 5.6% in 2018 compared to the previous year. In fact, the 13.9% increase in basic training was offset by a fall in the number of hours of on the job and professional training. The fall in on the job training is due to the type of outsourced personnel requested by clients with previously-trained workers generally preferred for missions in 2018. As regards professional training the fall is linked to the organisation of the courses: in fact, although in 2018 more specialisation courses were provided than in 2017, in line with market demand and therefore the requests of our user companies, to improve the effectiveness, quality and specialisation of the training there were fewer participants in the classes. At the same time, the number of training hours provided to outsourced workers with permanent employment contracts rose by 143.4%. This increase is closely connected with the growth of this type of worker and, as a result, the training needs of the category.

Training hours by type (permanent)		
No.	31.12.17	31.12.18
Mentoring	3,144	7,656
Basic + professional	2,072	5,038
<b>Total</b>	<b>5,216</b>	<b>12,694</b>



Students by training type (temporary)		
No.	31.12.17	31.12.18
Basic	1,424	1,523
Professional	6,490	5,439
On the job	914	764
<b>Total</b>	<b>8,828</b>	<b>7,726</b>

Students by training type (permanent)		
No.	31.12.17	31.12.18
Mentoring	86	307
Basic + professional	80	183
<b>Total</b>	<b>166</b>	<b>490</b>

The identification of the subject matter of the training courses financed by the Forma.Temp Fund is closely connected with the needs of the labour market or the individual user company. The courses in the two-year period 2017-2018 concerned different work sectors, including: footwear, leather goods, welding, advanced information technology and next-generation Industry 4.0. The training of retail personnel (e.g. butchers, pastry chefs, sales staff), tax operators and various call centre operators is also under continuous development. All these courses have obtained a high level of satisfaction among participants and led to good results in job placements.

### Work creation

Every year, Openjobmetis S.p.A. calculates the percentage<sup>7</sup> of unemployed people who find outsourced employment after attending a professional course. In 2018 this percentage was 46.87% at 31 January 2019,

<sup>7</sup> The value is calculated according to the parameters laid down by Forma.Temp, as reported in the Handbook containing the operating notes for the management of the training activities financed by the Fund. In particular, the percentage indicates the ratio between the number of recruitments communicated within six months of the end of the course and the number of the students that received the certification of participation in professional courses. People with disabilities that took part in the courses are not included in the calculation, neither are those that did not receive the certificate.

compared to 46.13% at 31 January 2017 (the final placement figure for 2017 was 46.28%). The figure for 2018 will only be definitive in June 2019 as, in order to contribute to this statistic, recruitment can take place within six months from the date of the end of the course. The Group believes that this index is representative of the value added that Openjobmetis S.p.A. generates in society.

Moreover, appropriate training courses are provided for disadvantaged categories. In 2018, 1,700 training hours were provided (down by 47.3% compared to 2017, in correlation with the training requests of our client companies) for a total of 80 students in 2018 and 260 in 2017.

### Privacy protection

With the resolution of 15 May 2018, the Openjobmetis S.p.A. Board of Directors appointed the Chief Executive Officer to oversee all privacy issues and to guarantee compliance with all regulatory obligations in this area. During the same Board meeting, powers were also assigned to the previously-appointed Data Protection Officer (DPO). Finally, these powers were also extended to Seltis S.r.l., Corium S.r.l. and Openjob Consulting S.r.l., in accordance with the rights permitted by art. 37 paragraph 2 of the GDPR.

In terms of the company policy, Openjobmetis S.p.A. and Seltis S.r.l. have published comprehensive information on their websites with regard to the processing of the personal data of candidates and workers, as well as the other categories whose personal data are processed.

Openjobmetis S.p.A., Seltis S.r.l. and Openjob Consulting S.r.l. have also updated their paper forms, where applicable, containing the notice on their processing of personal data and have made the necessary forms available to the Group branches via the intranet.

Candidates seeking an outsourced job and/or a position with the company can register with the Openjobmetis S.p.A. website. To do this, they must read the notice and consent to the processing of their personal data, where necessary.

If personal data are processed by paper means, the ISO 9001 operating instructions and procedures, which regulate the obligations of branch managers, have been provided and updated.

With regard to Seltis S.r.l., parties that wish to submit speculative applications or apply to ads published by the company must register, via the company website or other connected recruitment portals, with the Seltis S.r.l. database. To register, candidates must read the notice and consent to the processing of their personal data according to their freely expressed preferences, where necessary. In the event that CVs are received via other means, Seltis S.r.l. personnel have been given instructions on creating a candidate account in the database; to conclude the registration process, the candidate must confirm by accessing the database, reading the notice and consenting to the processing of their personal data. Candidates have a limited amount of time to complete their registration, after which Seltis S.r.l. shall cease all data processing activities.

The database adopted by Seltis S.r.l. was designed and implemented to comply with the GDPR and, for this reason, automated procedures for the storage/cancellation of personal data according to preferences expressed by candidates are in place. In addition, there are also procedures that grant company users limited access to the personal data of candidates as per a data segregation policy developed according to the candidate's willingness to work in one or more Regions of Italy (each of which is assigned to one or more branches of the Company), again on the basis of the preferences freely expressed by the candidate when registering and which they can later change.

With regard to Openjobmetis S.p.A. and Seltis S.r.l., interested parties can request the deletion of their personal data or exercise their privacy rights by sending an email to [privacy@openjob.it](mailto:privacy@openjob.it) or [privacy@seltis.it](mailto:privacy@seltis.it).

There have been no serious complaints filed about client privacy violations or data loss.

## **5.2 Industrial relations and trade associations**

The management of relations with the Trade Union Organisations and with the trade associations is of fundamental importance for business continuity of Openjobmetis S.p.A. The excellent relations between the Company and these stakeholders are a guarantee of its commitment to conducting its activities in accordance with the rules of the specific employment sector and fully safeguarding the rights of its outsourced workers.

The responsible company office manages direct relations with Assosomm and the national representatives and general secretaries of the trade union organisations, also as a member of the joint contractual commission.

The main meetings with the trade union organisations concern the procedures of relocating outsourced workers on permanent contracts or regard economic requests almost always linked to economic issues not communicated to Openjobmetis S.p.A. by clients and established by their supplementary contracts. In addition, in 2018 there were over 20 meetings with the trade union organisations and the Assosomm trade union delegation to renew the national collective labour agreement for employment agencies. Each meeting, consisting of negotiations between the parties, was preceded by meetings with the Assosomm technical committee, of which we are a member.

The long activity carried out in 2018 led to the Draft Renewal of the Collective Labour Agreement, which was signed in January 2019.

Openjobmetis S.p.A. is associated with Assosomm, the Italian Association of Employment Agencies. The Company actively collaborates with the association's initiatives, sharing its aim of providing, and receiving, the utmost assistance in operational, legal and contractual terms regarding the petitions of all the Employment Agencies.

As in 2017, in 2018 the "Branches in pink" association initiative was repeated with the branches of the association's employment agencies opening their doors on Saturday 24 November 2018 to answer all the doubts and questions of female candidates or workers. This day devoted to the female contingent in the world of work was organised for the first time in 2016 and repeated, with increasing levels of participation, in the following two years.

## **5.3 Support for the community: Openjobmetis Group policies and performance indicators**

The Openjobmetis Group, whose network consists of over 130 branches across Italy, is committed to promoting and enhancing local communities through its activities and numerous initiatives in an effort to support the Italian economy. By matching the supply and demand for employment, cultivating the talent of young or trained workers and identifying the most suitable professional figures, it seeks to meet the specific requirements of local companies. All of this favours the activation of a virtuous circle that generates wellbeing for the entire community.

The Group also promotes the spread of culture, sponsoring sporting, cultural and artistic events, organising press conferences and meetings to promote the culture of work, and supporting charity and fundraising events. In communicating these charitable activities for the community and, more generally, as regards its regular marketing activities, no cases of non-compliance with regulations or voluntary codes have been brought against the Company.

Some of the most significant initiatives in 2018 are described below:

- **Openjobmetis Theatre:** for the third consecutive season the Group helped promote art and culture in the Varese area.
- **Dynamo Camp:** in parallel with 2018 Christmas holidays, Openjobmetis S.p.A. made a donation to the Dynamo Camp NPO, the first camp in Italy designed to host ill children and youngsters receiving treatment or during the post-hospitalisation phase.
- **Make a Wish:** Openjobmetis S.p.A. made a donation to Make a Wish, the NPO that makes the dreams of seriously ill children to give them new strength, hope and spirit. The project made the dreams of 8 year-old leukaemia patient Arianna and 17 year-old Riccardo, affected with Duchenne muscular dystrophy, come true.
- **Macerata Opera Festival:** donation to the 54th Macerata Opera Festival at the Sferisterio in Macerata. The festival stages the most famous operas connected with a specific theme, which changes every year. The Openjobmetis Group decided to support the edition in which the “green for hope” theme embraces environmental sustainability and other environmental issues.
- **Legality Project:** support for the project of the National Association of Carabinieri of Varese aimed at promoting the culture of legality in schools through various meetings (Capitano Ultimo, Mario Mori, Comandante Alfa) organised between the end of 2018 and the start of 2019.
- **Magic Camp:** charity evening with auction, lottery and fundraising and donations for the MagiCamp Romania Association for children affected with childhood cancers.
- **Abruzzo Food Bank:** donation to the Abruzzo Onlus Food Bank Association, which works together with lots of other organisations to help the needy and combat poverty. A commitment that made it possible to recover over 2 million kg of products and distribute them free of charge to 213 charities that provide assistance to 35,000 people in need.
- **Blu Pulito:** donation to support the cleaning of the water and shore of the Porto Ceresio lakeside in Varese.
- **Disability Pride:** sponsorship of the event dedicated to disabilities.
- **Pink run:** participation of the Group’s employees in the Pink Run, an 8 km non-competitive race for women through the centre of Padua with all proceeds going to charity.
- **Pordenone Legge:** Literary festival in the city during which we held a talk on the generational issue using Francesco Cancellato’s book “Né sfruttati né bamboccioni” as a starting point. Attended by many colleagues and clients. We gave many of our free tickets to the festival’s events to our clients.
- **Filosofarti:** Philosophy festival in the city of Gallarate. Here the Company supported the talk by Gad Lerner (moderated by Prof. Cristina Boracchi) on the contemporary world of employment.
- **Chiara Award:** Historic literary festival that celebrates the art of storytelling while paying tribute to the works of writer Piero Chiara. The Company supported the Music award (presented to singer-songwriter Roberto Vecchioni) and the Career award (given to writer Dacia Maraini).
- **Ponte del sorriso NPO:** Openjobmetis S.p.A. participated in the “Adopt a room” project promoted by the Il Ponte del Sorriso NPO, an organisation dedicated to hospitalised children and their families, with the aim of leaving its mark in the Children’s Ward of the new Del Ponte Hospital in Varese. As part of the project many prominent local businesses adopted a room in the paediatric department of the new Michelangelo wing. Openjobmetis S.p.A. wanted to make a tangible and concrete contribution in support of Del Ponte Hospital, also making a donation of €25,000 to the Il Ponte del Sorriso NPO. The entire hospital was artistically coloured as part of an effort to reassure the children and make them feel welcome. Openjobmetis S.p.A. chose the train room because of the significance of this symbol for the Company: in

fact, we often tell youngsters taking their first steps in the working world that trains do pass by but they need to jump on them quickly before they depart again!

#### 5.4 The supply chain: Openjobmetis Group policies and performance indicators

As indicated in the Code of Ethics, Annexe I to the Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001, the Openjobmetis Group requires its suppliers and workers to adopt lawful and ethical conduct in compliance with internationally recognised standards and principles on the treatment of workers, with particular regard for the protection of fundamental human rights, the prohibition of discrimination, the protection of children, the prohibition of forced labour, the protection of trade union rights, the protection of health and safety in the workplace, respect for working hours and the principle of equal pay and respect for the environment. Currently, the Openjobmetis Group has more than 1,700 suppliers. To illustrate the Group's supply chain and the main types of suppliers involved, the following table shows, in percentages, the breakdown of the Group's suppliers at 31 December 2018, with reference to the acquisition value of the supply. As shown by the table, and in line with the reference sector, most purchases involve amounts of less than €1,000. Furthermore, the Group's main purchases concern professional, consultancy and training body services and are provided by entities that operate in Italy.

Supplies by purchase volume		
	31.12.17	31.12.18
< € 1,000	65.3%	62.3%
€ 1,001 - € 10,000	19.6%	20.9%
> € 10,001	15.1%	16.8%

Since 2017 the issue of the sustainability of the supply chain has been subject to extensive investigation within the Group.

To this end, the Procurement procedure gives the various departmental managers responsibility over the selection, management and assessment of suppliers and the supervision of different supplies, through dedicated methods.

Supplier accreditation began in late 2017 and, through the completion of a dedicated questionnaire, seeks to verify the requisites and characteristics of the most important suppliers. Since 2018 the accreditation questionnaire put to these suppliers has also included questions on environmental and social issues (e.g. it asks suppliers to declare whether or not they possess environmental or ethical certification, whether they have adopted an organisational model pursuant to Italian Legislative Decree 231/01, whether they draft a CSR report etc.). Every departmental manager ensures their supplier fills in the questionnaire before signing the contract and making the purchase. When the checks have been carried out and the accreditation form submitted, the supplier is considered "accredited". Every departmental manager is responsible for ensuring that the requisites contained in the accreditation form are maintained and that the statements therein are respected. The Group believes that the activities performed by each supplier must be carefully supervised by each individual departmental head in question in order to prevent inefficiencies, anomalies and problems.

As such, suppliers undergo assessment according to the following criteria:

- failure to comply with mandatory requirements
- detection of serious breaches or nonconformities
- loss of the prerequisites required of the supplier
- problems of an ethical/reputational nature



In any event, in addition to the criteria indicated every departmental head must take account of valuation elements such as the exclusivity of the supplier, references or professional qualifications, and economic-financial availability and capacity.

## **6. Combating active and passive corruption**

### **6.1 Group policies and performance indicators**

Openjobmetis S.p.A. has adopted an Organisation, Management and Control Model to develop and implement a governance system that adheres to high ethical standards, able to foster the constant dissemination of the management control culture and greater awareness of responsible and informed conduct, and which is therefore appropriate for avoiding and/or reducing the risk of the offences outlined by Legislative Decree no. 231/2001. The willingness of Openjobmetis S.p.A. to adhere to the principles of Legislative Decree no. 231/2001 is also reflected in its Code of Ethics which constitutes a legally relevant, guiding principle for everything laid down by the organisational model (hereinafter, Model or MOG).

On 18 June 2018 Openjobmetis S.p.A. completed the fifth update – since 2012, the year it was adopted – of its MOG in order to keep the document in line with changes to Legislative Decree no. 231/2001. The Model establishes, among other things, safeguards against the corporate offences to which, by virtue of its status as a listed company, the entity became subject following its listing on the Italian Stock Exchange's electronic equity market; with the update of March 2018, the Model adopted the provisions of article 6, paragraph 2-bis of Legislative Decree no. 231 (regarding whistleblowing) and checked the correspondence of the company's organisational safeguards against the risk factors linked to the offences, most recently assessed pursuant to Italian Legislative Decree 231/01, such as attempted bribery between private parties (article 2635-bis of the Italian Civil Code) and Illegal brokerage and exploitation of labour (article 603-bis of the criminal code).

The updating of the Organisational Model is always followed by its disclosure to ensure its correct adoption and implementation. Since the adoption of the MOG by the Company in 2012, the Corporate Organisational Model – of which the Code of Ethics is an integral part – has been disseminated to stakeholders in the following ways:

- publication on the company website of the General Part of the Organisation Model, as well as the Code of Ethics and the Disciplinary System;
- adoption of specific contractual clauses with the aim of both communicating the existence of the Organisational Model and Code of Ethics and binding their recipients to respecting them. In particular, these clauses have been adopted with regard to direct employees, clients, outsourced employees, suppliers, trainees and collaborators;
- training, particularly of company staff; for the benefit of outsourced workers an extract of the Organisational Model is posted on the company notice boards in branches

Until now there have been no episodes of corruption. The company considers its Organisational Model, drawn up in accordance with Italian Legislative Decree 231/2001, to be a safeguard against corruption. Suitable internal procedures have been adopted and correctly applied at operational level, in particular the commercial process, the process of managing entertainment expenses and the process of managing purchases.

With regard to the subsidiaries, the Risk Assessment activity pursuant to Legislative Decree no. 231/2001 was launched and completed in 2018. The results of these activities did not reveal any divergence in the awareness of the risks pursuant to Legislative Decree no. 231/01 between the subsidiaries and the parent company, also because the activities they carry out independently of the parent company only regard customer services. In any case, areas of improvement and action with regard to 231/01 compliance were identified independently - but at the same time in the case - of the future adoption of a solution dedicated to 231/01 risk prevention. Direct employees of the subsidiaries are also aware of Organisational Model pursuant to Legislative Decree no. 231/01 of the Parent and must comply with it wherever applicable; as well as being provided the full version of the Organisational Model they also receive the training provided to employees of the Parent at the start of their jobs.

As regards compliance with the current regulations, the Openjobmetis Group will act so that all the necessary measures are implemented to ensure compliance with and the fulfilment of these regulations, including with regard to the risks connected to changes in the national regulatory framework concerning outsourcing contracts. Please refer to the 2018 Annual Report for more information regarding nonconformities and labour and tax law disputes during 2018.

## **7. Management of environmental issues**

### **7.1 Openjobmetis Group policies**

All organisations should consider issues such as emissions, climate change and the consumption of natural resources. Specifically, it is necessary to extensively assess the impacts that the activities of one's business generate on the external environment. In consideration of the type of services it offers, the activities of the Openjobmetis Group have limited environmental impacts in terms of energy consumption, greenhouse gas emissions and the consumption of natural resources. However, the Group is committed to ensuring its energy consumption is reduced and that the regulations in protection of the environment are constantly respected.

Some of the initiatives aimed reducing its environmental impact and raising the awareness of employees and outsourced workers with regard to these issues are reported below:

- safeguarding the environment as made clear in the Code of Ethics;
- initiatives aimed at minimising its environmental impact:
  - the installation of new LED lights in all newly opened branches, where possible;
  - introduction of an operating instruction that enables clients to choose the digital contracting of the outsourced personnel hired. The same method can now be used to send payslips to outsourced workers, who can choose to receive them via email rather than pick them up in paper form at the branch.
  - supply of FSC (*Forests for all forever*) certified paper for the Group, highlighting its commitment and rigour with regard to environmental issues.

In 2018 a new hybrid car was introduced to the company fleet following the positive trials carried out in 2017. In fact, the Group fleet now includes three new KIA Niro rental cars, also introduced to reduce emissions of pollutants and thereby reduce its environmental impact. In 2018, the fleet consisted of 225 cars (233 in 2017), of which 219 are long-term rentals and 6 owned by the company. All the vehicles have diesel engines, apart from three hybrid vehicles and two petrol cars among those owned by the company. In 2017 tests were also performed to gauge the possibility of introducing full electric vehicles to the fleet but after close assessment the project was not pursued as the autonomy of the tested vehicles was lower than the figures quoted by the car makers. Furthermore, the recharging infrastructure currently present in Italy does not meet the Group's requirements. The possibility of trialling new electric vehicles in the future has not been ruled out.

Finally, water consumption is not considered by the Group to be a significant factor since it is only used for sanitary purposes. However, also in this case the Openjobmetis Group acts promptly in the event of notifications of possible faults in its offices and branches.

With regard to the production of waste, this is generally very limited. For the most part paper is consumed and separate waste collection depends on the methods used to manage condominiums or the local municipality. Any superfluous wood, paper and iron is disposed of in the materials deposit through a qualified supplier. Finally, spent printer toner and cartridges, produced by the personnel of the Group's head office and branches, are disposed of in accordance with current regulations.

## 7.2 Performance indicators

The Group is committed to limiting its energy consumption. The main energy sources consumed by the Group are electricity and natural gas: the consumption of electricity mostly consists of lighting and the air-conditioning of administrative offices and the branches located throughout Italy; the consumption of natural gas, on the other hand, is linked to the heating of administrative offices and branches.

	Energy consumption		
	Unit of measurement	31.12.17 <sup>8</sup>	31.12.18
Electricity	MW	594,976	807,245
Natural gas	m3	155,151	86,264
Electricity	GJ	2,141,914	2,906,082
Natural gas <sup>9</sup>	GJ	6,112,949	3,398,802

In 2018, the Group consumed 807.245 MWh of electricity in its headquarters and branches (+35.7% compared to 2017). As regards natural gas, consumption came to 86,264 cubic metres (-44.4% vs. 2017). Since 2018, also to improve the accurate monitoring of consumption, the Group has chosen to use a single service provider. Since 2018 the figure reported in this document is no longer estimated (as it was in 2017) but based on actual consumption levels. The variation in consumption in 2018 compared with 2017 is partly due to this reason. The increase in average temperatures during 2018 probably also impacted on the consumption reported in 2018. According to the data measured in the first nine months of 2018 by the *National Climatic Data Centre (Noaa)*, 2018 was the hottest year on record in Europe. The high temperatures recorded led to greater use of air conditioning systems in the Group head office and branches, increasing its electricity consumption. They also meant that heating systems, run mainly on gas, were turned on for fewer hours in 2017.

The Group has quantified the greenhouse gas emissions associated directly or indirectly with its typical activities. Its Scope I and Scope II greenhouse gas emissions are reported below.

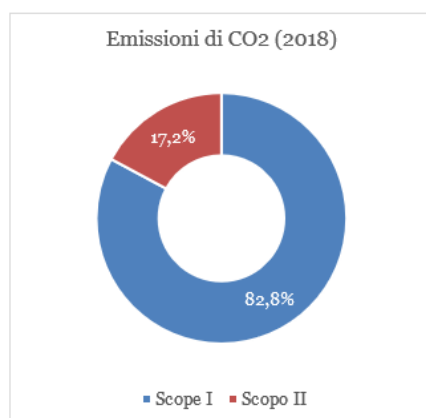
	Greenhouse gas emissions <sup>10</sup>		
	Unit of measurement	31.12.17	31.12.18
Scope I	tCO2	1,467	1,287
Scope II	tCO2	197	267
<b>Total</b>	tCO2	<b>1,664</b>	<b>1,554</b>

<sup>8</sup> The value is based on the calculation of gas and electricity consumption in the period of reference (from 1 January to 31 December) weighted according to the consumption of the three sample branches, representatives of the three geographical areas (North; Centre; South) in which the Openjobmetis Group operates. The method used takes account of the three different bands of climatic temperature that characterise the country and influence consumption, and the distribution of the branches across Italy.

<sup>9</sup> On the basis of an average upper calorific value 39.4 MJ/MC

<sup>10</sup> For the calculation of the emissions of CO2 deriving from the consumption of natural gas and electricity the national standard parameters defined by ISPRA were used. For the calculation of the CO2 deriving from the corporate fleet, the average emissions factors of ISPRA were used, updated based on the last available version (2015).

All emissions deriving from assets possessed or controlled by the Group were considered to be part of Scope I. The calculation includes tons of CO<sub>2</sub> produced by the use of natural gas and the cars in the fleet, including both owned and rented vehicles, the latter of which are controlled by the Openjobmetis Group. Emissions deriving from the production of electricity consumed by the Group come under Scope II since the calculation includes emissions for which the organisation is indirectly responsible.



In 2018, the Group's overall emissions were an estimated 1,554 tons of CO<sub>2</sub>, a decrease of 6.6% compared to 2017. This variation is mainly due to the fall in natural gas consumption and the fall in the number of diesel cars forming part of the Group fleet. Scope I (direct) greenhouse gas emissions account for 82.8%, while Scope II (indirect) emissions made up the remaining 17.2%.

As regards the consumption of paper, FSC-certified paper is the main type used by the Group.

	Paper consumed <sup>11</sup>		
	Unit of measurement	31.12.17	31.12.18
FSC paper	t	-	31.5
Virgin paper	t	36.9	2.9
<b>Total</b>	<b>t</b>	<b>36.9</b>	<b>34.4</b>

In 2018, the Group consumed 34.4 tons of paper, down 6.8% compared to 2017. In addition, as part of its closer focus on environmental issues, since 2018 the Group has mainly purchased FSC-certified paper.

<sup>11</sup> Volume procured during the reporting period.

## 8. GRI-Referenced Table

The Consolidated Non-Financial Statement makes reference (Referenced) to the following “Topic Specific Standards”:

MATERIAL ISSUE	GRI-Referenced Topic-Specific Standard	GRI-Referenced Topic-Specific Disclosure	Section/Paragraph of reference	Accounting Perimeter	Notes
<b>Training, education and development*</b>	<b>404: Education and training 2016</b> <b>103: Management Approach 2016</b>	404-1: Average hours of annual training per employee, divided by gender and category 404-2: Programs for upgrading employee skills and transition assistance programs 103-1, 103-2 and 103-3 of the Management Approach	4. Management of issues concerning the organisation’s personnel 5.1 Clients and outsourced workers: Openjobmetis S.p.A. policies and performance indicators – The training of outsourced workers	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	-
<b>Incentive-based remuneration systems</b>	<b>404: Education and training 2016</b> <b>103: Management Approach 2016</b>	103-2 of the Management Approach 404-3: percentage of employees receiving regular performance and career development reviews	4. Management of issues concerning the organisation’s personnel	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	
<b>Remuneration of outsourced staff</b>	<b>102: General Disclosure 2016</b>	102-36: Process for determining remuneration	5.1 Clients and outsourced workers: Openjobmetis policies and performance indicators	Openjobmetis S.p.A.	
<b>Anticorruption</b>	<b>205: Anticorruption 2016</b> <b>103: Management Approach 2016</b> <b>102: General Disclosure 2016</b>	205-3: Confirmed incidents of corruption and actions taken 103-1, 103-2 and 103-3 of the Management Approach 102-25: Conflicts of interest	2.3 The governance model 3. Risks 6. Combating active and passive corruption	205-3: The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology. 103: Openjobmetis S.p.A, as indicated in Section 6 102-25 The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	
<b>Work creation</b>	<b>203: Indirect economic impacts 2016</b> <b>103: Management Approach 2016</b>	203-2: Significant indirect economic impacts 103-1, 103-2 and 103-3 of the Management Approach	5.1 Client and outsourced workers (Work creation)	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	-
<b>Occupational health and safety*</b>	<b>403: Occupational health and safety 2016</b> <b>103: Management Approach 2016</b>	403-2: Types of accidents, accident rate, occupational diseases, working days lost, absenteeism and total number of deaths 103-1, 103-2 and 103-3 of the Management Approach	4. Management of issues concerning the organisation’s personnel	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	-
<b>Recruitment criteria and policies*</b>	<b>401: Employment 2016</b>	401-1: New employee hires and employee turnover by age,	4. Management of issues concerning the	The Openjobmetis Group, all companies consolidated with the	-

MATERIAL ISSUE	GRI-Referenced Topic-Specific Standard	GRI-Referenced Topic-Specific Disclosure	Section/Paragraph of reference	Accounting Perimeter	Notes
	<b>103: Management Approach 2016</b>	gender and geographical area 103-1, 103-2 and 103-3 of the Management Approach	organisation's personnel	line-by-line method, as defined in the Note on Methodology.	
<b>Inclusion and diversity*</b>	<b>405: Diversity and equal opportunities 2016</b> <b>102: General Disclosure 2016</b> <b>103: Management Approach 2016</b>	405-1: Diversity of governing bodies and employees 103-1, 103-2 and 103-3 of the Management Approach 102-22: Composition of the highest governance body and its committees	2.3 The governance model 4. Management of issues concerning the organisation's personnel	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	-
<b>Respect for human rights</b>	<b>406: Non-discrimination 2016</b> <b>103: Management Approach 2016</b>	406-1: Incidents of discrimination and corrective actions taken 103-1, 103-2 and 103-3 of the Management Approach	4. Management of issues concerning the organisation's personnel	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	-
<b>Privacy</b>	<b>418: Customer privacy 2016</b> <b>103: Management Approach 2016</b>	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data 103-1, 103-2 and 103-3 of the Management Approach	5.1 Client and outsourced workers (Protection of privacy)	418-1: The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.  103: The Openjobmetis Group, the consolidated companies with the integral method, excluding the company Corium, as indicated in Section 4.1.	-
<b>Support for the community</b>	<b>203: Indirect economic impacts 2016</b> <b>103: Management Approach 2016</b>	203-1: infrastructure investments and services supported 103-1, 103-2 and 103-3 of the Management Approach	5.3 Support for the community	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	All the Group's "operations" are involved in the initiatives for the local community and make a significant social and economic contribution, in particular in the province of Varese. For this reason, the issue has been identified as material.
<b>Responsible supply chain management</b>	<b>102: General Disclosure 2016</b> <b>103: Management Approach 2016</b> <b>308: Supplier environmental assessment</b> <b>414: Supplier social assessment</b>	102-9: Description of the supply chain 103-1, 103-2 and 103-3 of the Management Approach 308-1: Percentage of new suppliers that were screened using environmental criteria 414-1: Percentage of new suppliers that were screened using social criteria	5.4 The supply chain	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	Refer to paragraph 5.4

MATERIAL ISSUE	GRI-Referenced Topic-Specific Standard	GRI-Referenced Topic-Specific Disclosure	Section/Paragraph of reference	Accounting Perimeter	Notes
Compliance	<b>419: Socioeconomic compliance 2016</b> <b>103: Management Approach 2016</b> <b>417-3: Marketing and labelling</b>	419-1: Non-compliance with laws and regulations in the social and economic area 103-1, 103-2 and 103-3 of the Management Approach 417-3: Incidents of non-compliance concerning marketing communications	5.3 Support for the community 6. Combating active and passive corruption	The Openjobmetis Group, all companies consolidated with the line-by-line method, as defined in the Note on Methodology.	-

Even though the issues regarding the environment are not relevant for the Group, in accordance with Decree no. 254/16 the issue was examined within this Statement. To this end, the Group made reference, where possible, in terms of availability and monitoring, to the indicators of the Global Reporting Initiative:

- 301: Materials; Disclosure 301-1: Materials used by weight or volume;
- 302: Energy; Disclosure 302-1: Energy consumption within the organization;
- 305: Emissions; Disclosure 305-1: Direct (Scope 1) GHG emissions; Disclosure 305-2: Energy indirect (Scope 2) GHG emissions.

\*The indicators identified for the aforementioned issues were adapted and also used in reference to the management of outsourced workers.

### Contacts

This document was drafted by the Administration and Finance Department. For any further information, comments or requests, please contact [investor.relator@openjob.it](mailto:investor.relator@openjob.it).

Milan, 14 March 2019

On behalf of the Board of Directors

The Chairman

Marco Vittorelli

(signed on the original)



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(Translation from the Italian original which remains the definitive version)

## **Independent auditors' report on the consolidated non-financial statement pursuant to article 3.10 of Legislative decree no. 254 of 30 December 2016 and article 5 of the Consob Regulation adopted with Resolution no. 20267 of 18 January 2018**

*To the board of directors of  
Openjobmetis S.p.A.*

Pursuant to article 3.10 of Legislative decree no. 254 of 30 December 2016 (the "decree") and article 5 of the Consob (the Italian Commission for listed companies and the stock exchange) Regulation adopted with Resolution no. 20267 of 18 January 2018, we have been engaged to perform a limited assurance engagement on the 2018 consolidated non-financial statement of the Openjobmetis Group (the "Group") prepared in accordance with article 4 of the decree and approved by the board of directors on 14 March 2019 (the "NFS").

### ***Responsibilities of the directors and board of statutory auditors ("Collegio Sindacale") of Openjobmetis S.p.A. (the "Parent") for the NFS***

The directors are responsible for the preparation of a NFS in accordance with articles 3 and 4 of the decree and the "Global Reporting Initiative Sustainability Reporting Standards" issued in 2016 by GRI - Global Reporting Initiative (the "GRI Standards"), selected as specified in the "Methodology for reporting non-financial information" section of the NFS (the "GRI Standards – GRI-Referenced option").

The directors are also responsible, within the terms established by the Italian law, for such internal control as they determine is necessary to enable the preparation of a NFS that is free from material misstatement, whether due to fraud or error.

Moreover, the directors are responsible for the identification of the content of the NFS, considering the aspects indicated in article 3.1 of the decree and the Group's business and characteristics, to the extent necessary to enable an understanding of the Group's business, performance, results and the impacts it generates.

The directors' responsibility also includes the design of an internal model for the management and organisation of the Group's activities, as well as, with reference to the aspects identified and disclosed in the NFS, the Group's policies for the identification and management of the risks generated or borne.





The *Collegio Sindacale* is responsible for overseeing, within the terms established by the Italian law, compliance with the decree's provisions.

### ***Auditors' independence and quality control***

We are independent in compliance with the independence and all other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our company applies International Standard on Quality Control 1 (ISQC Italia 1) and, accordingly, maintains a system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### ***Auditors' responsibility***

Our responsibility is to express a conclusion, based on the procedures performed, about the compliance of the NFS with the requirements of the decree and the GRI Standards – GRI-Referenced option. We carried out our work in accordance with the criteria established by "International Standard on Assurance Engagements 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 revised"), issued by the International Auditing and Assurance Standards Board applicable to limited assurance engagements. This standard requires that we plan and perform the engagement to obtain limited assurance about whether the NFS is free from material misstatement. A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000 revised, and consequently does not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures we performed on the NFS are based on our professional judgement and include inquiries, primarily of the Parent's personnel responsible for the preparation of the information presented in the NFS, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

Specifically, we carried out the following procedures:

- 1 Analysing the material aspects based on the Group's business and characteristics disclosed in the NFS, in order to assess the reasonableness of the identification process adopted on the basis of the provisions of article 3 of the decree and taking into account the reporting standards applied.
- 2 Analysing and assessing the identification criteria for the reporting scope, in order to check their compliance with the decree.
- 3 Gaining an understanding of the following:
  - the Group's business management and organisational model, with reference to the management of the aspects set out in article 3 of the decree;
  - the entity's policies in connection with the aspects set out in article 3 of the decree, the achieved results and the related key performance indicators;
  - the main risks generated or borne in connection with the aspects set out in article 3 of the decree.



Moreover, we checked the above against the disclosures presented in the NFS and carried out the procedures described in point 4.a).

- 4 Understanding the processes underlying the generation, recording and management of the significant qualitative and quantitative information disclosed in the NFS.

Specifically, we held interviews and discussions with the Parent's management personnel and personnel of the subsidiaries Openjob Consulting S.r.l., Seltis S.r.l. and Corium S.r.l.. We also performed selected procedures on documentation to gather information on the processes and procedures used to gather, combine, process and transmit non-financial data and information to the work team that prepares the NFS.

Furthermore, with respect to significant information, considering the Group's business and characteristics:

- at Parent and subsidiaries level,
  - a) we held interviews and obtained supporting documentation to check the qualitative information presented in the NFS and, specifically, the business model, the policies applied and main risks for consistency with available evidence,
  - b) we carried out analytical and limited procedures to check the correct aggregation of data in the quantitative information;
- we visited Openjobmetis S.p.A., Openjob Consulting S.r.l. and Seltis S.r.l., which we have selected on the basis of their business, contribution to the key performance indicators at consolidated level and location, to meet their management and obtain documentary evidence supporting the correct application of the procedures and methods used to calculate the indicators.

### **Conclusion**

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2018 consolidated non-financial statement of the Openjobmetis Group has not been prepared, in all material respects, in accordance with the requirements of articles 3 and 4 of the decree and the GRI Standards - GRI-Referenced option.

Milan, 22 March 2019

KPMG S.p.A.

(signed on the original)

Luisa Polignano  
Director of Audit



**Openjobmetis S.p.A.**  
Employment agency  
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