

# Sustainability Report 2021



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# CHAPTER 6

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## 6.0 OUR PEOPLE

In OSAI's philosophy, Work is not only the application of man's physical and intellectual faculties intended for the production of a good or product, work is also the means by which people seize opportunities; it is the path along which individuals can achieve their goals of professional and personal growth.

To make this philosophy a reality, OSAI is committed on a daily basis to protecting the mental and physical well-being of its people by fostering, through work organization, growth and skill acquisition paths, corporate welfare plans, the right **balance between work, personal and family needs** with the goal of tangibly improving the quality of life.

These attentions, the person-centered approach, make OSAI a large family in which to find opportunities and support in pursuing, through one's work, a sense of security for oneself, one's family and all those with whom one relates, strengthening one's sense of belonging toward the company.

With this policy, OSAI aims to enhance and grow its people and achieve through them its ambitious goals, without setting limits, because all along ...

*la nostra forza  
sono le persone*

(Founder of OSAI A.S. S.p.A.) (A.)

At the end of 2021, there are 197 people in the Company's workforce, growing steadily over the

years with an increase of +7.65% over 2020 of 14 resources.

% employees by category and gender	2019			2020			2021		
	♂	♀	Tot.	♂	♀	Tot.	♂	♀	Tot.
EXECUTIVES	5	1	6	5	1	6	5	1	6
%	2.89%	0.58%	3.47%	2.73%	0.55%	3.28%	2.54%	0.51%	3.05%
MANAGERS	5	0	5	7	1	8	8	1	9
%	2.89%	0.00%	2.89%	3.83%	0.55%	4.37%	4.06%	0.51%	4.57%
EMPLOYEES	104	30	134	109	32	141	120	37	157
%	60.12%	17.34%	77.46%	59.56%	17.49%	77.05%	60.91%	18.78%	79.70%
WORKERS	27	1	28	27	1	28	25	0	25
%	15.61%	0.58%	16.18%	14.75%	0.55%	15.30%	12.69%	0.00%	12.69%
TOTAL	141	32	173	148	35	183	158	39	197
Employees by gender out of total employees as of Dec. 31	81.50%	18.50%	100.00%	80.87%	19.13%	100.00%	80.20%	19.80%	100.00%

\* Rates are calculated on total employees as of December 31

A total of 25 new hires (20 men and 5 women) were made during 2021, largely from the clerical professional category, confirming the trend already observed in previous years.

Women accounted for 19.8 percent of total employees, up slightly from the 18.5 percent

recorded in 2020. The majority of the corporate population, regardless of gender, is represented by the white-collar category while the average age range is between 30 and 50.

EMPLOYEES BY AGE GROUP AND GENDER	2019			2020			2021		
	♂	♀	Tot.	♂	♀	Tot.	♂	♀	Tot.
<30	18	2	<b>20</b>	18	3	21	22	5	<b>27</b>
30-50	98	20	<b>108</b>	98	21	119	102	21	<b>123</b>
>50	25	10	<b>45</b>	32	11	43	34	13	<b>47</b>
<b>TOTAL</b>	<b>141</b>	<b>32</b>	<b>173</b>	<b>148</b>	<b>35</b>	<b>183</b>	<b>158</b>	<b>39</b>	<b>197</b>

% employees by category and age group*	2019			2020			2021		
	< age 30	age 30-50	> age 50	< age 30	age 30-50	> age 50	< age 30	age 30-50	> age 50
EXECUTIVES	0	3	3	0	3	3	0	2	4
%	0.00%	1.73%	1.73%	0.00%	1.64%	1.64%	0.00%	1.02%	2.03%
MANAGERS	0	4	1	0	5	3	0	6	3
%	0.00%	2.31%	0.58%	0.00%	2.73%	1.64%	0.00%	3.05%	1.52%
EMPLOYEES	14	94	26	15	97	29	20	104	33
%	8.09%	54.34%	15.03%	8.20%	53.01%	15.85%	10.15%	52.79%	16.75%
WORKERS	6	17	5	6	14	8	7	11	7
%	3.47%	9.83%	2.89%	3.28%	7.65%	4.37%	3.55%	5.58%	3.55%
TOTAL	20	118	35	21	119	43	27	123	47
%	11.56%	68.21%	20.23%	11.48%	65.03%	23.50%	13.71%	62.44%	23.86%
TOTAL EMPLOYEES	173			183			197		

AVERAGE AGE AND AVERAGE COMPANY SENIORITY (YEARS)	2019		2020		2021	
	AVERAGE AGE	AVERAGE SENIORITY	AVERAGE AGE	AVERAGE SENIORITY	AVERAGE AGE	AVERAGE SENIORITY
EXECUTIVES	52	15.2	53	16.2	54	17.36
MANAGERS	46	7.4	47	6.6	48	8.75
EMPLOYEES	41	5.9	41	6.5	41	6.48
WORKERS	40	3.3	41	3.8	39	3.77
<b>GENERAL AVERAGE</b>	<b>42</b>	<b>5.9</b>	<b>42</b>	<b>6.4</b>	<b>42</b>	<b>6.57</b>

The average age of staff over the three-year period is consistently 42 years, with average seniority increasing over the three-year period, demonstrating the low level of turnover. Of note is the increase in the average seniority

of Executives and Managers, which ensures the Company's preservation of its wealth of experience and professionalism and frames it as one that can guarantee stability and longevity through young management with a high sense of belonging.

\* Rates are calculated on total employees as of December 31

## CONTRACT TYPES

The continuity and stability of an employment contract is among the primary requirements strictly necessary to ensure not only compliance with and enhancement of a career plan, but also the achievement of a life goal. OSAI is committed, to the best of its ability, to protect the employment development of the area in which it operates and to promote the quality and stability of work

through permanent employment contracts and in company training insertion paths aimed at stabilization.

All fixed-term contracts expiring during 2021 were renewed, and most of them were eventually converted to permanent contracts.

EMPLOYEES BY CONTRACT TYPE AND GENDER	2019			2020			2021		
	♂	♀	Tot.	♂	♀	Tot.	♂	♀	Tot.
PERMANENT EMPLOYEES	136	27	163	145	35	180	153	37	190
FIXED-TERM EMPLOYEES	5	5	10	3	0	3	5	2	7
<b>TOTAL</b>	<b>141</b>	<b>32</b>	<b>173</b>	<b>148</b>	<b>35</b>	<b>183</b>	<b>158</b>	<b>39</b>	<b>197</b>

As recorded in 2020 also in 2021 there are 5 people with a part-time type contract (4 men and 1 woman).

FULL-TIME EMPLOYEES	2019			2020			2021		
	♂	♀	Tot.	♂	♀	Tot.	♂	♀	Tot.
EXECUTIVES	5	1	6	5	1	6	5	1	6
MANAGERS	5	0	5	7	1	8	8	1	9
EMPLOYEES	104	29	133	106	31	137	116	36	152
WORKERS	27	0	27	27	0	27	25	0	25
<b>TOTAL</b>	<b>141</b>	<b>30</b>	<b>171</b>	<b>145</b>	<b>33</b>	<b>178</b>	<b>154</b>	<b>38</b>	<b>192</b>

PART-TIME EMPLOYEES	2019			2020			2021		
	♂	♀	Tot.	♂	♀	Tot.	♂	♀	Tot.
EXECUTIVES	0	0	0	0	0	0	0	0	0
MANAGERS	0	0	0	0	0	0	0	0	0
EMPLOYEES	0	1	1	3	1	4	4	1	5
WORKERS	0	1	1	0	1	1	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>5</b>



## RECRUITMENT AND TURNOVER ACTIVITIES

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Working at OSAI means being part of a large family that believes in people and the importance of valuing each individual so that they can express their talents to the fullest. The Company is committed to conveying externally the values in which it believes as an element of involvement and attraction for new talent.

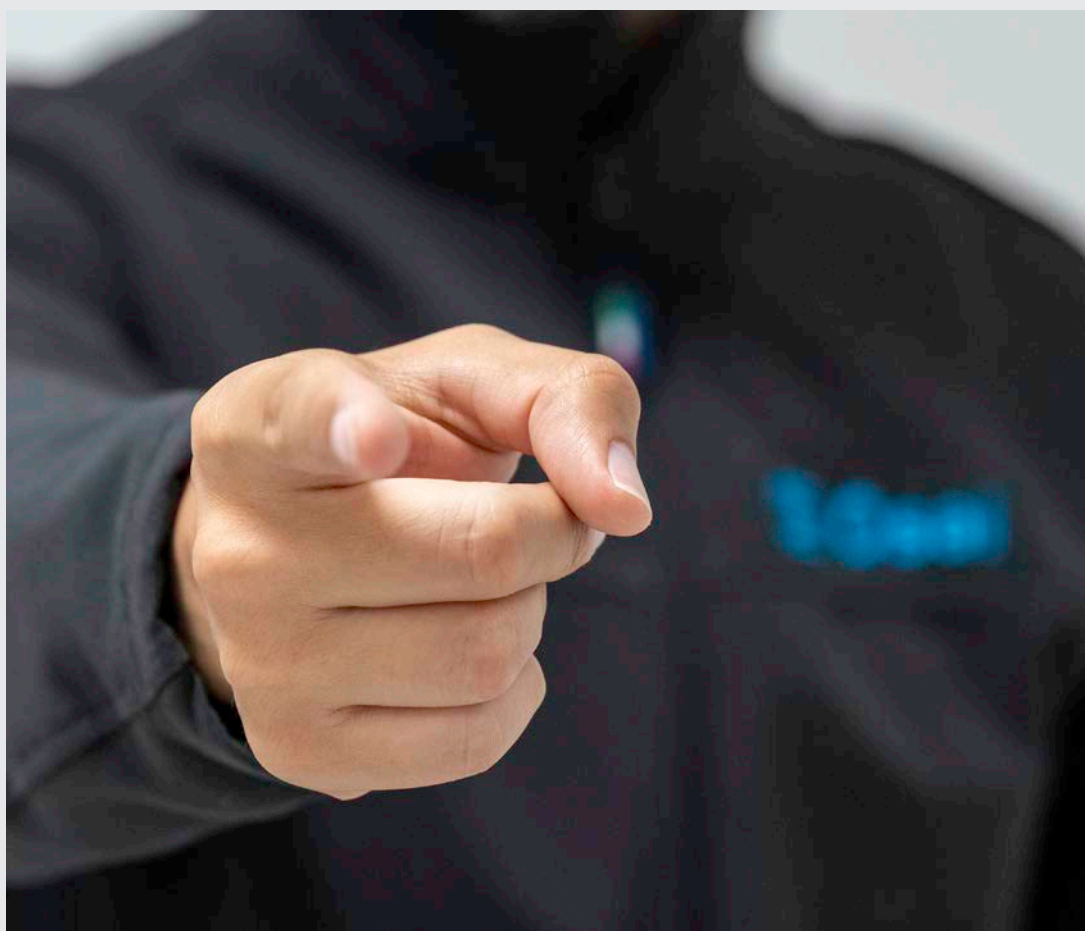
The selection process is structured, transparent and ensures a thorough assessment of candidates in terms of technical skills, soft skills, aptitudes and professional aspirations. It is conducted with respect for equal opportunities and is communicated to all potential candidates through a procedure published on the company website within the "Work with Us" section.

Candidates receive correct and comprehensive information about the organization and the position for which they will be evaluated so that they can seize in the employment proposal a real opportunity in which to realize their professional

and life expectations. The search and selection of candidates is carried out by qualified and experienced in-house staff.

The evaluation of profiles is developed in sharing with the heads of the functions concerned through fair and transparent systems: together we pursue the goal of enhancing skills and experience as well as enhancing the human qualities that make a candidate a new member of the corporate family.

Upon completion of the process, OSAI notifies candidates who pass the selection process of their interest through a formal written commitment to ensure from the outset, seriousness, transparency and trust. OSAI is also committed, to the best of its ability, to protect the employment development of the area in which it operates and to promote the quality and stability of work through permanent employment contracts.



Despite a situation that is still critical and for long periods weighed down by restrictions related to the global health situation, in FY 2021 the increase in the number of OSAI employees settled at levels again close to the trend of the years before the pandemic: in FY 2021 the increase in employment also affected a variety of business

sectors, highlighting important investments in very strategic departments as they related to design and innovation and development. The average age of new hires in 2021 is 25, denoting how important OSAI believes it is to innovate and renew its workforce by investing in the under-30 age group.

HIRING *	2019			2020			2021		
	♂	♀	Tot.	♂	♀	Tot.	♂	♀	Tot.
<30	2	1	<b>3</b>	4	1	<b>5</b>	9	2	<b>11</b>
recruitment rate	1.42%	3.13%	<b>1.73%</b>	2.70%	2.86%	<b>2.73%</b>	5.70%	5.13%	<b>5.58%</b>
30-50	20	4	<b>24</b>	6	2	<b>8</b>	11	2	<b>13</b>
recruitment rate	14.18%	12.50%	<b>13.87%</b>	4.05%	5.71%	<b>4.37%</b>	6.96%	5.13%	<b>6.60%</b>
>50	1	1	<b>2</b>	3	0	<b>3</b>	0	1	<b>1</b>
recruitment rate	0.71%	3.13%	<b>1.16%</b>	2.03%	0.00%	<b>1.64%</b>	0.00%	2.56%	<b>0.51%</b>
<b>TOTAL</b>	<b>23</b>	<b>6</b>	<b>29</b>	<b>13</b>	<b>3</b>	<b>16</b>	<b>20</b>	<b>5</b>	<b>25</b>
<b>recruitment rate</b>	<b>16.31%</b>	<b>18.75%</b>	<b>16.76%</b>	<b>8.78%</b>	<b>8.57%</b>	<b>8.74%</b>	<b>12.66%</b>	<b>12.82%</b>	<b>12.69%</b>

\*Hiring rates are calculated as the ratio of no. of employees hired in the year to the no. of employees as of Dec. 31 of each year by gender and total.

The rate of terminations was slightly higher than in the previous year and mainly involved male employees between the ages of 30 and 50.

TERMINATIONS*	2019			2020			2021		
	♂	♀	Tot.	♂	♀	Tot.	♂	♀	Tot.
<30		0	<b>0</b>	00	0	<b>0</b>	2	0	<b>2</b>
termination rate	0.00%	0.00%	<b>0.00%</b>	0.00%	0.00%	<b>0.00%</b>	1.27%	0.00%	<b>1.02%</b>
30-50	2	0	<b>2</b>	5	0	<b>5</b>	7	1	<b>8</b>
termination rate	1.42%	0.00%	<b>1.16%</b>	3.38%	0.00%	<b>2.73%</b>	4.43%	2.56%	<b>4.06%</b>
>50	0	0	<b>0</b>	1	0	<b>1</b>	1	0	<b>1</b>
termination rate	0.00%	0.00%	<b>0.00%</b>	0.68%	0.00%	<b>0.55%</b>	0.63%	0.00%	<b>0.51%</b>
<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>10</b>	<b>1</b>	<b>11</b>
<b>termination rate</b>	<b>1.42%</b>	<b>0.00%</b>	<b>1.16%</b>	<b>4.05%</b>	<b>0.00%</b>	<b>3.28%</b>	<b>6.33%</b>	<b>2.56%</b>	<b>5.58%</b>

\*The termination rates are calculated as the ratio of no. of employees terminated in the year to the no. of employees, by gender and out of the total, as of 12/31 of the reference year.

# 6.1 TRAINING AND CAREER DEVELOPMENT

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OSAI ensures adequate and continuous professional growth for its employees, aimed at enhancing and developing the potential of its staff, who are involved in training courses aimed at acquiring new skills.

This attention is found starting with the basic training reserved for newly hired personnel so that through a special course the newcomers are best integrated into the company's reality, understand its founding values, methods, references, methodologies, procedures and tools that are indispensable for working at their best in a functional and serene manner.

For each newly hired employee, in addition to the mandatory training, such as that related to health and safety in the workplace, a total of 8 hours are dedicated to learning the principles of the Code of Ethics, company policies, internal regulations, management systems adopted by the company (Organizational Model 231, Quality, Environment and Safety) and related to the use of information and IT tools.

In order to ensure an adequate and structured process in the management of corporate training, the Human Resources department has defined over the years a special procedure through which the various stages of the process are established, which originates from a need for skills and is completed with the delivery and verification of the effectiveness of the training course executed.

Periodically, training needs are surveyed within the various functions and departments in order to identify specific themes and topics through which to bring in new skills or a refresher for those already possessed.

Thereafter, a specific annual plan is prepared that is extended to all personnel and also includes

continuing education as stipulated in the national industry contract and mandatory training.

In addition to the specific training needs expressed by the Company, **OSAI also enhances the training requests made by individual employees, providing for the coverage of costs in the areas deemed to be of interest to the Company as well:** in addition to specific training of a purely technical or managerial nature, individual tutoring, mentoring and coaching paths are developed in order to further empower resources in the exercise of their roles.

A total of 5,870 training hours were provided in 2021 with a marked increase in average training hours per employee. This increase affected all categories and both genders. Men in particular have benefited the most with an increase in average hours. (See the tables below for details).

## SOFT SKILLS: DEVELOPMENT AND GROWTH THROUGH THE ENHANCEMENT OF THE PERSON

In its 30 years of operation, the Company has become aware that technical expertise, specific skills, and hard skills in a more general sense, are necessary but no longer sufficient elements to be able to ensure business continuity at high levels in competitive, innovative, and rapidly changing markets such as those in which the Company operates.

High-level technical skills, and efforts to make them their own in the world of work, are not enough to ensure the expected results if the relationships between people are not strong and functional. There is a risk of not being able to express the true potential of the human capital at one's disposal because of other factors, which are often overlooked or devalued and which manifest themselves in various

forms such as: conflict situations, difficulties in resource management and enhancement, low motivation, lack of leadership, and failure to achieve goals. In each of the above areas there is a major loss of value marked by a decrease in performance and a deterioration in motivation. The realization that technical skills are necessary but not sufficient, as they represent only a part of the expected qualities that human capital must possess, prompted OSAI to commit to and invest in a specific project aimed at the acquisition of new skills in the sphere of soft skills, capable of enhancing personal abilities and thus one's potential by improving one's performance, the work environment and consequently the results expected by the Company.

The change management project launched at the end of 2019 and continued in 2020 and 2021, despite the difficulties of the pandemic, involved more than 150 internal resources in classroom and individual training activities for more than 5,000 hours with the widespread participation of all levels of the company, from apical to operational levels, for a total investment in training consultancy of about 170,000 euros.

The result achieved has been remarkable, beyond initial expectations; the acquisition of new relational skills has made it possible to change the way relationships are approached, improve efficiency in one's work and the quality of results achieved in terms of performance and organizational well-being.

The path followed also made it possible to make the company's organizational structure more functional, improving the definition of roles, responsibilities and processes among functions, making senior figures advocates of change and promoters of the growth and enhancement of resources within work teams.

#### **ADRIANO ANIBALDI - CEO and Founder of Interago Academy**

The grand project of Change that Osai A.S. S.p.A. entrusted to us, starts from the premise, below, which at the time of the initial design was shared, agreed and accepted with the Ownership and the General Management.

Every Corporate Relational System is based on People united by more or less strong and more or less explicit ties of interdependence.

A System based on roles, role interpretations, relationships and connections.

Individual interpersonal relationships impact the state of well-being or discomfort of an individual belonging to a work group and consequently enhance or depower its performance and efficiency.

In any organization, the level of reliability of alliances between groups (divisions, departments, entities, organizational areas) impacts overall performance.

The Relational System thus moves within an Organizational System where a series of actions attributable to explicit, structured and shared processes as well as repetitive and implicit behaviors are enacted on a daily basis.

When Osai's management decided to tackle the plan that would lead to the creation of a new way of interpreting Relationships, it set itself the great goal of not only leading the Company to improve its organizational efficiency, but also, and perhaps more importantly, making the "Climate of the Organization" a climate in which people could "Feel Good."

To achieve this, we decided to take action on three main elements.

The first element was the intervention on the dissemination of a new common language: each type of Osai staff role,

participated in specific trainings in "Relational Communication".

Training based on specific scientific constructs of Emotional Intelligence and Relational Behavior Analysis born with the purpose of having in our hands a specific tool for understanding and directing relationships and subsequent operational well-being.

The second element was the work done on the organizational structure. Interventions have seen reanalyzing and better optimizing the hierarchical structure, roles and its boundaries, delegations, and processes related to activity and people management.

The third element was to remodel relational communication modes. The intervention enabled Osai people to achieve a high level of explicitness and negotiation skills, based on seeking explicit, bilateral agreements.

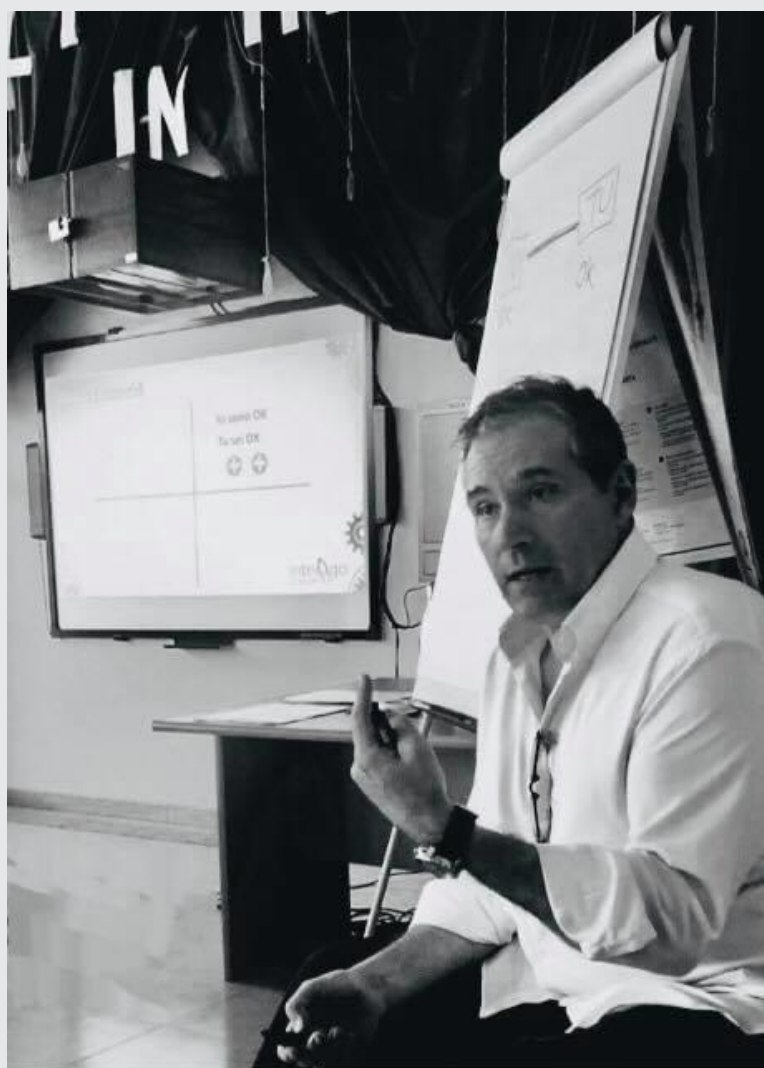
Relational Contract Theory, peculiar to Organizational Transactional Analysis, has become a powerful operational tool in Osai. Each person now seeks to act according to a known and shared operating agreement so that the system itself is protected and supported.

After about three years of work, we can say that the "Osai Relational System" has achieved the desired change. More than 180 people "speak" the new language. Those who want to solve any "operational problem" now have the tools and the ability to act on paths that lead to the solution and not to get stuck on ineffective dysfunctional and painful behaviors.

The relational culture in the organization has increased to the point that, like any improvement project, it has become a "Continuous Improvement Project." A project that well realizes that "decisions made

can always be changed," that agreements are made to be aligned on the constant innovations that people and the market propose to Companies.

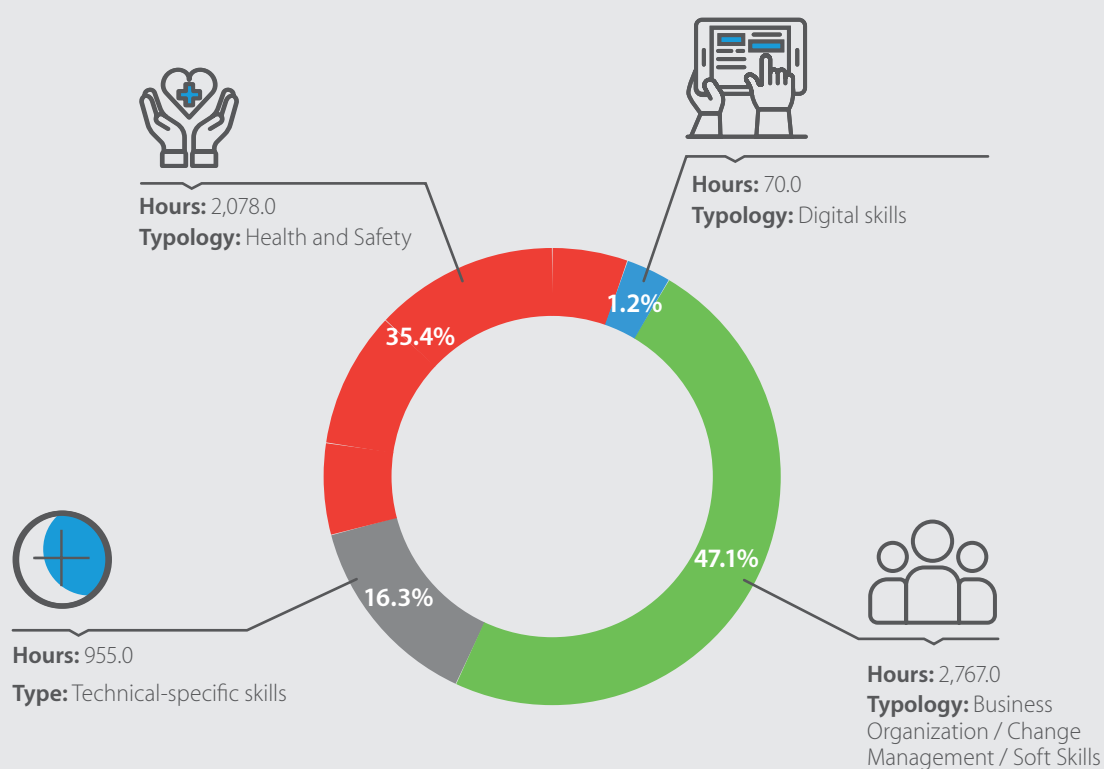
Osai is certainly ready to follow its own challenges necessary to become an increasingly important Company in its target market, but knowing even more deeply that shared success is achieved with happy and motivated People.



AVERAGE HOURS OF TRAINING	2019			2020			2021		
	♂	♀	AVERAGE HOURS CATEG.	♂	♀	AVERAGE HOURS CATEG.	♂	♀	AVERAGE HOURS CATEG.
EXECUTIVES	85.0	24.0	18.2	113.5	53.0	27.8	231.5	15.5	41.2
MANAGERS	73.0	0.0	14.6	208.5	75.5	35.5	416.5	32.0	49.8
EMPLOYEES	2,037.0	564.5	19.6	3,270.0	1,191.5	31.6	3,742.0	855.0	29.3
WORKERS	462.5	48.0	17.6	556.5	2.0	19.9	577.5	0	23.1
<b>AVERAGE HOURS BY GENDER</b>	<b>18.8</b>	<b>19.9</b>	<b>19.0</b>	<b>28.8</b>	<b>37.8</b>	<b>29.9</b>	<b>29.7</b>	<b>22.6</b>	<b>29.8</b>

The following table shows the breakdown of hours provided by training type.

HOURS OF TRAINING BY TYPE	2021	%
Occupational Health and Safety	2,078.0	35.4
Change Management and Business Organization	2,767.0	47.1
Digital Skills	70.0	1.2
Technical-specific skills	955.0	16.3
<b>TOTAL</b>	<b>5,870</b>	<b>100</b>





## 6.2 EMPLOYEE WELFARE

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The human and family dimension of the Company, attentive to the needs of the individual and its requirements, has always guaranteed, an adequate and above all positive working environment, inspired by the protection of freedom, dignity and inviolability of the person, as well as principles of fairness in interpersonal relationships, which allow all employees to perform their work to the best of their ability by expressing their talents and potential.

OSAI consistently pursues the goal of maintaining a high level of organizational well-being through careful monitoring of the business climate.

In this framework, the Company considers strategic the listening activity that the Human Resources function carries out on a daily basis as a constant element to intercept any situations of difficulty and/or discomfort but also as an element of stimulus to improvement for the growth of resources.

OSAI has also long considered it substantial to develop policies and actions aimed at safeguarding the health of the individual. A large part of these interventions relates to supplementary health care: the Company not only joins, as required by the national industry contract, the *MètaSalute* Health Fund, but since 2018 it has been directly integrating insurance coverage, guaranteeing

higher ceilings and further support for workers and their families.

Beginning in 2019, OSAI has also taken out an accident policy for all employees, which provides compensation for both minor and serious injuries occurring outside of work and includes indemnities for fractures, injuries with temporary or permanent disability, and in the event of death. Such coverage provides additional peace of mind for families who may find themselves in distress due to traumatic events that have occurred to their family members.

Starting in 2020, a specific protection related to COVID was activated and extended for 2021 as well, which provides an allowance for support for employees who have contracted the virus and require hospitalization and subsequent rehabilitation.

As part of the initiatives and actions carried out by the Company during 2021 to combat COVID and thus aimed at protecting the health and well-being of its staff, OSAI lent its willingness to host a Covid-19 vaccination presidium dedicated to its employees and family members within the company premises, which was later not realized due to the expansion of the vaccination campaign implemented by the government during the same period.



# WELFARE AND WELL-BEING

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In the three-year period 2017-2019, OSAI implemented corporate welfare for the first time with the aim of increasing the welfare of workers and their families through new ways that took the form of the provision of goods and services by the Company.

The development and implementation of targeted welfare policies have made a positive contribution by raising the level of employee satisfaction, organizational well-being and sense of belonging among employees and thus the level of retention.

Following up on the experience started in 2017, OSAI later extended its Welfare Plan to all employees with the following objectives:

- Valuing "Our People" who daily face their work with commitment and dedication, honesty and passion, creating the best conditions to support their expression;
- Rewarding the loyalty, transparency and sacrifices of those who confidently continue to choose to live their working future in OSAI;
- Promoting work-life balance (work-life balance) by providing greater flexibility and creating the conditions to perform at one's best anywhere, anytime;
- Establishing a healthy and lasting relationship between business and workers, between business and Family - the focus of every worker's life - by offering solutions and answers to needs;
- Seeking solutions to needs by creating interventions tailored to the employee and family;
- Enriching the concept of wages by going beyond the notion of purchasing power: to broaden the meaning of welfare with both the ability to buy or acquire what is needed and the opportunity to enjoy a service or good without disbursement;

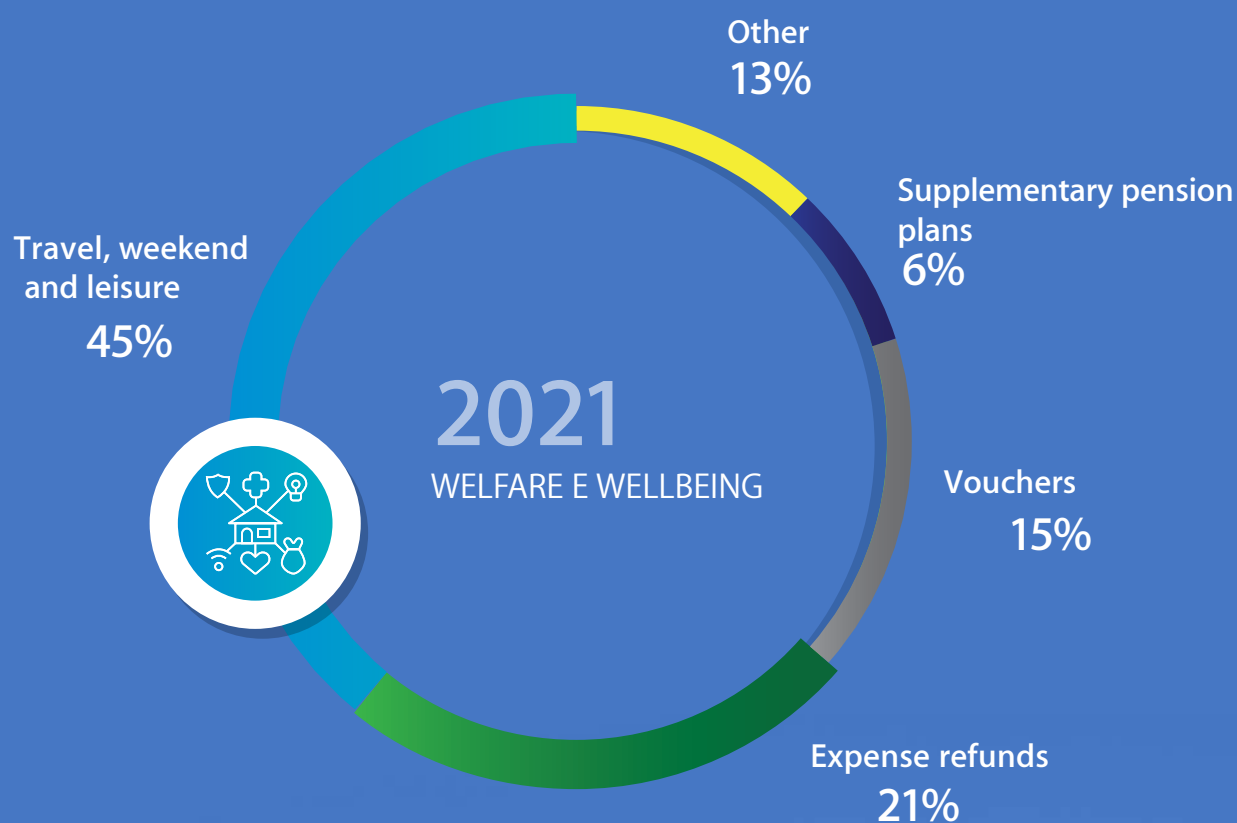
- Cultivating corporate welfare by pampering the individual talent and gain a decisive competitive advantage.

The fruit of this approach resulted in the drafting of an annual Welfare Plan and special implementing regulations approved by the Company's Board of Directors.

The Plan presents heterogeneous interventions in the areas provided for by the regulations to encourage corporate social initiatives in support of workers and their families; it provides for and regulates forms of subsidized corporate loans, disbursements of the advance payment of severance pay (TFR) beyond the limits established by law, and defines complementary health coverage to the category health fund.

The 2021 Welfare Plan identifies 15 homogeneous groups of beneficiaries, represented according to the beneficiary's type of job classification, job description, company seniority and age: the recipients thanks to their "on top" ceiling can enjoy goods and services through the OSAI CARE portal, a special web platform accessible to employees.

In 2021, the ceiling made available by the Welfare Plan amounted to over 275,000 euros divided between "Welfare On Top" and Welfare provided by the relevant CCNL (100% employees covered by CCNL). The total amount of goods and services used during the year amounted to 237,548.89 euros, proving to be significantly higher than the previous year's amount (193,343.78 euros). The areas of greatest interest were once again travel and leisure activities (107,069.73 euros), regulatory reimbursement claims (49,118.39 euros), vouchers and coupons (35,955.00 euros) and payments to supplementary pension schemes (14,050.00 euros). In addition to the above, subsidized loans to employees amounted to 18,268.84 euros during 2021.



## WORK-LIFE BALANCE

Work-life balance is a recent and very broad concept that refers to the ability and possibility to balance work-life spaces in a balanced way.

Underlying this thinking is the notion of "time" which has become an increasingly valuable resource in an age of great social change.

Over the years, OSAI has devised and implemented internal provisions aimed at protecting and facilitating work-life balance. In addition to guaranteeing the forms of leave provided in the

Category Contract to deal with serious family situations, it introduced the following measures aimed at ensuring a better balance:

- Workday characterized by hourly flexibility;
- Ability to activate and make use of the hour bank;
- Requests for leave on short notice;
- Facilitated remote working for certain categories of individuals;

## REMOTE WORKING

In 2020, given the emergency situation caused by the pandemic, OSAI widely applied remote working by following the provisions and regulations dictated by the different Prime Minister's Decrees (DPCMs) and according to the Protocols contained therein.

Previously, the Company had started remote work on an experimental basis, involving about a dozen employees, to give the opportunity to work from home in the case of special difficult situations related to the management of family members or related to health reasons.

Throughout 2021, even during periods when restrictions have gradually eased, and despite a gradual and steady return onsite, remote working has been an established, widespread and highly effective mode of operation in providing flexibility and support in work-life balance.

The experience over the past two years has been very rich in insights: it has enabled us to overcome static and unidirectional concepts of work. It certainly brought out gaps but also allowed for the discovery of benefits unknown until then. It stressed the need and importance of harmoniz-

REMOTE WORKING	2020			2021		
	♂	♀	Tot.	♂	♀	Tot.
Number of employees who worked remotely	113	34	147	101	34	135
% who used remote working out of the total	74%	97%	78%	61%	85%	65%
Total days worked remotely	8,938	4,070	12,794	5,226	3,531	8,757
% of remote working days out of total days worked	26%	53%	27%	17%	48%	22%

\*Ratio between the no. of employees who worked remotely and the number of employees transiting in the company (including hires and terminations in the reporting year)

ing flexibility and organization, security and interpersonal relations in daily activities.

Widespread application of this modality represents a new perspective in the world of work and will find sure application in the Company even after the pandemic is over thanks to the experience gained.

Regarding the 2021 data, there is a reduction in the number of total resources that worked

in remote working mode compared to 2020, a phenomenon due to a gradual return to normalcy and onsite after the devastating effects of the 2020 pandemic. In any case, the number of women choosing this mode (amounting to 84% of the total number of women in the company) remains constant, which demonstrates the functionality of this new mode of work.

## RELATED WORK STRESS

During 2021, as stipulated under Legislative Decree no. 81 of April 9, 2008, the Occupational Health and Safety Consolidation Act, the new preliminary assessment of Related Work Stress Risk has been initiated in OSAI.

The Company wanted to seize this activity as an important opportunity, in order to be able to better understand and highlight with managers any difficulties and implement dedicated improvement plans in order to increase work well-being. In addition to what is conducted in this specific study, the Company conducts annual individual monitoring by submitting specific questionnaires to its employees that investigate different aspects related to organizational well-being.

Over the course of three months of activities and analysis, 70 percent of staff, or 132 people, were involved in the project in more than 300 hours of dedicated meetings with Homogeneous Groups identified as a representative sample of OSAI workers and 530 hours of training sessions.

For the assessment, the guidance provided by INAIL was adopted, which in addition to ensuring full compliance with the assessment methodology harmonized with other European Union countries<sup>1</sup> allowed the Company to obtain aggregate risk levels for the different areas of analysis.

Details of the three areas analyzed are given below:

- **Area - SENTINEL EVENTS** which analyzes injury indices, sick leave, turnover, unused vacation, disciplinary proceedings and sanctions, reports from the Medical Officer, requests for extraordinary visits to the Medical Officer, frequent formalized complaints and requests for transfer by workers;
- **Area - CONTENT OF WORK**, factors analyzing work environment and equipment, work loads and pace, working hours and shifts, work task design;
- **Area - WORK CONTEXT**, factors that analyze the role within the organization, decision-making/control autonomy, interpersonal relationships at work, career evolution and development, communication, home/work interface.

The summary data from the preliminary assessment, and the final value returned by the assessment for each group represent the starting point for planning and initiating organizational, psychosocial and structural improvement interventions to be implemented.

The results obtained from the assessment on the 12 Homogeneous Groups, identified according to the previously shared criteria, provided a positive result overall, despite highlighting limited areas of not insignificant risk, but classified as "medium."

2) Eu-Osha, European Agency for Health and Safety at Work.



#### PRELIMINARY ASSESSMENT MATRIX RELATED WORK STRESS

Homogeneous Group	Sentinel Events Area	Content Work Area	Work Context Area	Final Score
Services Area	6	20	15	41
Purchasing Services	0	20	16	36
Administration Services	0	11	33	44
Logistics Services	0	26	17	43
Sales Area	0	31	46	77
Construction Area	0	5	32	37
Design Area	6	6	16	28
Software Development and Laser Applications Area	0	24	25	49
Project Management	0	29	40	69
After Sales Services	0	15	43	58
Core Area Managers	0	13	28	41
Service Area Managers	6	20	26	52

#### MATRIX FOR THE ASSIGNMENT OF SCORES

Final Checklist Score	Risk bands					
	Not relevant		Average		High	
	TO	A	TO	A	TO	A
Sentinel Events Area Score	0		6		16	
Content Area Score	0	23	24	43	44	100
Context Area Score	0	37	38	53	54	100
Final Score	0	58	59	90	91	216

The contents and outcomes of the checklists and sentinel events discussed in the classroom, will be shared by the Management Group<sup>3</sup> with the relevant Managers belonging to the various functions referring to the 12 Homogeneous Groups, and in all areas of non-significant risk,

improvement plans and actions aimed at reducing the critical issues that emerge will be prepared.

Actions under improvement plans may include organizational, technical, procedural, communication or training interventions.

3) Composed of: Employer, Prevention and Protection Service Manager, Medical Officer, Workers' Safety Representative, Human Resources (HR) Office and Health and Safety (H&S) Office



## MOBILITY OF PEOPLE

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The issue of home-to-work commuting has become of stringent relevance during 2021 given the extension of the requirement to draw up Home-Work Commute Plans (so-called PSCL) also for Companies with at least 100 employees located in metropolitan cities (Decree Law no. 34 of May 19, 2020). Before 2021, this requirement, as well as the attached appointment of a Corporate Mobility Manager (so-called "Mobility Manager"), concerned only companies with more than 300 employees per production unit or 800 employees across multiple locations.

OSAI, with the support of external consultant staff and the appointed Mobility Manager, drafted its

first PSCL in 2021, which already frames a range of actions to encourage the containment of environmental impacts produced by workers' daily travel. Among these, the most large-scale action, because of the audience it is aimed at, will be the promotion of carpooling including through dedicated travel booking apps. As in the case of remote working, it is fair to point out that the Company has long supported the good practice of car sharing among employees, ensuring that those who do so benefit from Viacard cards as reimbursement for highway tolls incurred to reach the workplace.

## EQUAL OPPORTUNITY

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OSAI views diversity as an opportunity to draw new insights and culturally enrich the corporate family: it rejects any form of discrimination or harassment, and is actively committed to developing and maintaining an inclusive work environment and a climate aimed at tolerance and respect for human dignity.

OSAI protects all characterizing aspects of the employment relationship, regardless of ethnic origin, gender, sexual orientation, religion, nationality, age, political opinion, union affiliation, marital status, disability or any other status or personal characteristic.

With a view to the best development of people, the Company applies a personnel evaluation system that detects the skills put in place to achieve the assigned goals, providing specific growth plans for each role, task and responsibility. This protects equal opportunity for every employee by ensuring a fair pay level and a meritocratic career growth path that reflects each individual's knowledge, skills, abilities, and professional experience.

## REMUNERATION

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OSAI strongly believes in "total reward", an extended compensation concept that aims to maximize satisfaction in the economic treatment received by people through several key parameters.

The Company, in addition to the usual rewards related to category contract conditions, aims to broaden the spectrum of monetary treatment through the application of welfare policies, maintaining a positive work environment, and perfor-

mance and talent management.

Therefore, in addition to economic recognition defined according to the logic of the labor market and collective agreements, other components are added such as:

- Structured and widespread welfare at all company levels (including MBO);

- Positive work environment (organizational well-being, good relationships, cohesion, job security, work-life balance);
- Performance management (feedback culture and multi-assessment);
- **Talent management** (skills mapping, growth paths and skills development).

## THE POWER OF LISTENING AND DIALOGUE

The pandemic has radically transformed our understanding of life, people's priorities have changed, and the Company, which is made up of people, can only change with its people. Changing the approach and ways of work means opening a dialogue, a discussion, paying attention to and valuing the needs of one's human resources.

Motivation and a sense of belonging, elements considered fundamental by OSAI, should be sought through stronger relationships built not only through economic compensation, although it is an important element when it comes to work, but also through building a safe and secure environment based on trust and cohesion, investing in listening and understanding needs.

It is in this logic that the management of an ongoing process of alignment between employee and corporate expectations takes on a fundamental aspect. It is necessary to work in the utmost consistency between what is communicated and what is actually applied through annual surveys to monitor the elements that contribute to staff satisfaction.

The Company on an annual basis, through the company's online platform, makes available to all staff and on an optional basis, 3 types of questionnaires aimed at surveying **staff satisfaction, organizational well-being and for evaluating the work environment**.

Through the analysis of data from the satisfaction surveys, it is possible to identify critical areas and business sectors on which to act with a view to improvement, initiating specific activities or paths of discussion and listening with the apical and operational stakeholders involved. This continuous improvement process, which can be regarded as a **"organizational welfare management system"** is a key element in the management and enhancement of personnel in OSAI. In fact, we believe that through the satisfaction of our people the level of performance increases, which cannot be separated from motivation and a sense of belonging to ensure a level of responsibility that is functional to the achievement of the Company's objectives.

## STAFF SATISFACTION

The **staff satisfaction** questionnaire, which has been active since 1999, now consists of 24

assessment items and covers the areas that contribute to defining the level of satisfaction

of resources such as: role, job description, appreciation of one's work, compensation, growth prospects, company values, climate and relationships with colleagues and superiors, and information and tools for doing the job. The company's goal through this survey is to monitor the average level of satisfaction so that it is above 8/10. The data for 2021, which saw 95% voluntary participation in the survey, reported a satisfaction level value of 8.1/10, which is on target for the third consecutive year despite the difficulties and uncertainties due to the two-year pandemic

period.

**BEST AVERAGE PARAMETER:**

9.2/10 - management's level of sensitivity to safety and environmental compliance

**WORST AVERAGE PARAMETER:**

6.8/10 - Level of involvement and sharing in company decisions

## ORGANIZATIONAL WELL-BEING

The **Organizational Well-Being** Survey, introduced in 2020 allows us to provide insights into the level of well-being perceived by staff and in particular to analyze 3 specific areas: corporate culture, coordination of top functions, and well-being and discomfort. Through the questionnaire for the 2021 period, which involves an evaluation on a total of 31 parameters, 95 percent of the staff expressed an average value of 7.6/10 that is almost in line with the 2020 figure (7.8/10), providing indications of the critical areas and on which to act in order to reach the desired target of 8/10.

**BEST AVERAGE PARAMETER:**

9.1/10 Proper modes of behavior of colleagues and figures of responsibility

**WORST AVERAGE PARAMETER:**

6.2/10 Opportunities for further education and professional development through training courses, seminars, fairs and conferences

## THE WORK ENVIRONMENT ASSESSMENT

The **Work Environment** Assessment Survey, introduced since 1999 allows for providing indications on the appreciation level of personnel with reference to the environment in which they work by evaluating 15 parameters including: work areas and workstations, comfort of environments, safety and work equipment, waste management, etc.

Through the questionnaire for the period 2021, in which 96 percent of the staff adhered, an average value of 8.3/10 was obtained, slightly lower than

the 2020 figure (8.7/10) providing indications of the critical areas and on which to act to reach the desired target of 8.5/10.

**BEST AVERAGE PARAMETER:**

9/10 Personal and Collective Protective Equipment provided by the company

**WORST AVERAGE PARAMETER:**

7/10 the level of sound insulation

## PARENTAL LEAVE

OSAI has manifested since the most difficult months of the pandemic the will to "leave no one behind", that is, not to penalize those who had to forcibly abstain from work for causes objectively beyond their control, and at the same time not protected by any institution.

It therefore deemed it essential to extend, even for the first half of 2021, some of the measures already taken in the second part of 2020, extending the institution of solidarity leave for:

- employees subjected to quarantine and/or fiduciary isolation procedures without the ability

to perform work activities remotely and without coverage of absences from work by social security institutions, for the resulting period of abstention;

- residents/domiciled in municipalities included in the red zone if restrictions prevent them from leaving municipal boundaries to go to work in any case, for the resulting abstention period;
- employees unable to perform their duties and who have used all vacation and/or leave for proven objective reasons.

## COMMUNICATION ACTIVITIES

OSAI has traditionally been attentive to details, and corporate and institutional communication has always held great importance. For this reason, all communication, marketing and social media activity is handled by an exclusively dedicated in-house team.

The Company has chosen and invested essentially in 2 communication channels that it considers compatible with the ethical characteristics and professional and social purposes of communication to its stakeholders: the company website and LinkedIn profile.

As for the OSAI website, it had 255,576 visitors in 2021, a year-on-year growth of 279.1%, mainly due to the interest of foreign audiences (88.4% of visitors). Equally significant is the number of access sessions (+141.9% over 2020).

The LinkedIn profile continues to show a steadily growing trend in 2021, as in 2020, expressed in terms of followers, with 2,542 subscribers in 2021 (+38.1% over 2020 and +364.7% over 2018).

From the study of communication tools that were emotionally engaging and effective in presenting

content of interest to the company, the company mascot was created in 2018, Mr. OSAI, which presents itself to the world as a distinctive entity for institutional and non-institutional communications. Mr. OSAI embodies the tradition and values cherished by OSAI through its image. The white coat as a hallmark to convey and emphasize the focus on research, innovation, and also order and cleanliness, aspects considered basic to working at one's best.

Mr. OSAI is not an ad hoc created character, but a figure inspired by everyday life who can and will represent every resource of OSAI. The mascot is then found as the protagonist in Mr. OSAI Comics: a simple and direct communication model that can strike a wide audience, drawing attention to a reality still unknown to many. Through a periodic comic strip featured on the company website, led by Mr. OSAI, the reader can retrace the journey through time to discover the history of the Company in its 30 years of operation.

Another distinctive project is the one called "Give Your Work a Face," dedicated to enhancing the value of OSAI people who humbly transform

## OUR PEOPLE



ideas into excellent technological products every day.

Each system produced by the Company arrives to the customer accompanied by manuals, contained within customized packaging with the faces of OSAI employees who actively participated in the project.

A way to appreciate the daily work of each of our employees, proud to say that our strength has always been rooted in people and is strengthened day after day, including by enhancing each individual with initiatives like this one; but also an opportunity to bring the customer inside the company's reality of passion, will and dedication.

Absolute values	2019	2020	2021
LinkedIn Followers	889	1,841	2,542
Site visitors (users)	22,570	67,420	255,576
Site views (sessions)	80,912	144,836	350,340

Changes	2019/2018	2020/2019	2021/2020
LinkedIn Followers	62.5%	107.1%	38.1%
Site visitors (users)	28.5%	198.7%	279.1%
Site views (sessions)	8.3%	79.0%	141.9%





Osai  
on systems

CASO DI NECESSITA'  
mo DAE dotato di istruzioni di  
custodia, parte automaticamente  
o Emergenza NUE 112

USE OF AN EMERGENCY  
(AED) equipped with light  
it automatically calls the Unique





## 6.3 OCCUPATIONAL HEALTH AND SAFETY

OSAI bases its business activities on a culture of safe work that places the Person at the center of the company system; therefore, at OSAI, no compromises are made on the integrity of human life and the health of individuals.

The Company is committed on a daily basis to spreading the culture of workplace safety in order to promote responsible behavior by all employees and to actively involve them.

OSAI has structured occupational safety management by constantly investing resources and raising its standards; thus it has contained

the number of accidents to 1 case in the year 2021 and zero occupational diseases in the last three years. In the previous three-year period, the number of accidents was also zero, with the exception of so-called "in itinere" accidents, i.e., those related to home-to-work commutes.

All employees have safe and healthy working conditions regardless of their role or task: "Safety of our People" is a founding principle that inspires OSAI's choices and is pursued with firmness and absolute rigor.

INJURIES (corrected table!)	2019	2020	2021
Deaths	0	0	0
Death rate	0%	0%	0%
Accidents with serious consequences	0	0	0
Rate of injury with serious consequences	0%	0%	0%
Recordable injuries	1	0	1*
Recordable injury rate (per 1,000,000 hours worked)	2.92	0	2.88
Hours worked	342,336	353,598	347,650
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>1</b>

\* **Insight related to the accident case recorded in 2021 (43 days lost in 2021 and 3 days lost in 2022).**

The isolated accident case that occurred at the end of the year 2021, was the subject of analysis by the Safety Office in collaboration with the Sector Managers concerned. The analysis revealed no critical issues with regard to failure to follow procedures or use of Personal Protective Equipment (PPE), and the event was traced back to the operator's improper handling of a power tool. The limb-distorting injury caused by the jamming of the drill/screwdriver bit caused a long period of convalescence and temporary inability to work, which justifies the higher severity index shown in the summary table.

The survey carried out immediately put in place an improvement plan, which included strengthening specific training in the use of manual equipment and raising awareness among the entire production staff.

OSAI has also for several years activated insurance coverage intended for personnel engaged in activities while away abroad in order to ensure the

timely handling of unforeseen events or emergencies that may occur during a mission, from lost luggage, to a health problem. This coverage, given

the state of global health emergency caused by the pandemic, guarantees assistance and reimbursement in case of medical expenses in case of Covid-19 infection or otherwise related to it.

On March 12, 2020, as an additional protection for the health of its people during the period of the Covid-19 pandemic, OSAI activated for all its employees, a specific insurance coverage for the Coronavirus emergency, which provides a

package of guarantees and services stipulated to supplement the coverages already provided by the Social Security Institutions. The coverage, which has also been renewed for 2021, provides, in the event of a Covid-19 infection and subsequent hospitalization, a hospitalization and convalescence benefit, as well as a post-hospitalization care package to better manage health recovery and family management.

## THE COVID-19 PROTOCOL ADOPTED BY OSAI

The goal of safeguarding the health and safety of employees and their families led to the immediate activation of extraordinary protocols and specific safety measures to deal with the state of pandemic emergency that has struck our country.

OSAI has implemented as early as March 2020 all possible actions to protect its people, in terms of employment and health and safety. For proper and efficient management, an **internal task force composed of RSPP (Prevention and Protection Service Manager), RLS (Workers' Health and Safety Representative), Medical Officer, Corporate Management and Human Resources** was established for the pandemic emergency period.

The task force was established to continuously support and monitor staff, meet periodically to take new preventive and risk mitigation actions, and update internal procedures and regulations as the pandemic situation evolves.

To the need to intervene on interpersonal distancing in the workplace, the Company immediately intervened with the work-from-home formula for all professionals not directly related to production activities.

Personnel who necessarily had to work on company premises for the continuation of production activities were put in the best possible conditions

to work safely, according to **internal procedures drafted in advance of national company protocols**.

With a view to prevention and containment of contagion, activities that involved movement or grouping of people were stopped or significantly decreased:

- Business trips and travel, limited to what is strictly necessary;
- Business meetings conducted by videoconference.

**Out of the total number of resources employed, there were a very small number of cases, developed at different times of the year and never related to possible infection among employees, amounting to less than 3%.**

Overall, the monetary commitment that OSAI made to guarantee safe access at the production site, installation and Aftersales activities at its Customers was Euro 91,792.

The **overall decrease in expenditures incurred in 2021, compared to the year 2020**, is attributable to the listed factors:

1. **lowered prices for the purchase of PPE** (masks and other personal protective equipment);
2. **less time commitment by internal resources belonging to the Task Force**, which in 2021

was thus able to focus on updating previously written internal procedures;

3. **clearer and more timely regulatory framework;**

4. **much smaller training and information sessions on contagion risk management,** as they are limited to only staff hired during 2021;

5. **Centralization of the Green Pass and body temperature verification point at the Front Desk,** including through the establishment of access times for homogeneous groups, instead of the three checkpoints established prior to the entry into force of the green certificate requirement in the workplace.

SAFEGUARDS FOR PEOPLE	2020		2021	
	Pieces purchased	Expenditure [euro]	Pieces purchased	Expenditure [euro]
Personal protective equipment	50,700	29,475	71,250	10,877
Antigenic swabs	38	1,520	37	1,450
Molecular swabs*	14	1,400	60	6,020

\* Swabs purchased for overseas work trips

COVID-19 PROTOCOL	2020		2021	
	Hours invested	Expenditure [euro]	Hours invested	Expenditure [euro]
Protocol Management*	6,271	250,820	1,150*	46,000
Workplace sanctions carried out by service providers	1,144	19,055	1,572	26,646
Staff information/training	180	7,200	20	800

\*task force, body temperature measurement and Green Pass control, internal sanitation



