



KPIs	2019/2020
Average monthly unique visitors to site	446.089
Average monthly visits to site	855.257
Average monthly page views	2.293.510
Average time spent on site	02:19
% access to the site by mobile	72%
% access to the site by desktop	28%
Number of news published on the site during the season	-
Total fans number on Facebook	25.060.295
Total subscribers number on Youtube	619.000
Number Twitter followers	7.684.296
Number Instagram followers	7.842.211
N ° of posts published on social media	16.533

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HR

The Human Resources Department oversees several levers aimed at pursuing the best working environment for people so they can perform to the best of their potential and make their experiences, skills, abilities and motivation available to the Business.

To achieve this mission in the most effective way, and to give a strong signal of cultural change, it is essential to lay the foundations for the strengthening and development of the processes and systems that enable people. In particular:

- To look for the most appropriate people to cover new / in progress roles both on the market and internally.
- To provide all employees with the tools and information necessary to become part of the organization optimally.
- To manage administrative obligations in a timely manner.
- To address and manage individual performance to align them with the strategic objectives of the company.
- To Design and develop the organizational operating model in line with the needs of the business.
- To Reward and recognize people for the level of responsibility and complexity they manage, ensuring internal fairness and competitiveness with respect to the labor market.
- To offer a leadership and skills development plan aligned with organizational and individual expectations.
- To facilitate the spread of a positive and stimulating working environment, also by facilitating the dialogue.



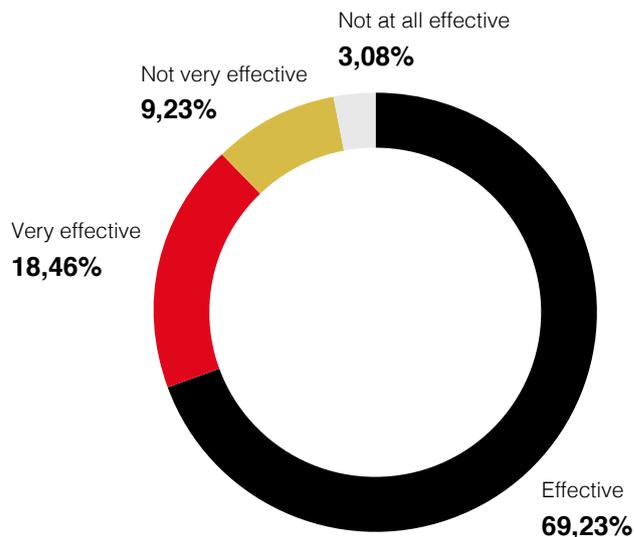
Season review

During the 2019-20 Season, the Human Resources Department launched several projects whose planning and implementation was re-defined or amended during the year due to the health emergency caused by the global pandemic.

In particular:

- The launch of a new **Incentive System** and of the **Efficiency Bonus** involving the entire staff, albeit with different remuneration and opportunities according to the level of responsibility and complexity of the role. The fundamental principles underlying the system were:
 - alignment with the strategic priorities and values of the club;
 - focus on performance and motivation;
 - differentiation between organizational levels with increasing responsibilities;
 - simplicity and transparency of implementation.
- Launch of **language courses** involving all staff. In particular:
 - English and Italian conversation one-to-one lessons with mother tongue teachers for managers and registered professionals;
 - E-learning and one to one phone lessons with mother tongue teachers for the whole staff that was also able to use the platform 24/7 with 7000 content including videos, articles and exercises. English and Italian conversation one-to-one lessons with mother tongue teachers were activated to the women's first team.

In the graph below we see that 87% of the employees participating in the course found it effective or very effective..



- Among the various initiatives carried out in partnership with major Italian and European universities, we launched a project in partnership with IULM University involving the Milan Media House: we submitted a brief to the students of the Master in Sport Marketing and Communication. The students presented their works to the Marketing and Digital department at Casa Milan which then chose the most interesting ones. In addition, the collaboration with the students of the **“Master in Strategies for the Business of Sport”** of the Ca ‘Foscari and Verde Sport continued. Every year, the students have the opportunity to visit the headquarters and attend lessons with our Club’s managers.
- In line with the previous season: research and selection of personnel at all levels and in all organizational areas, with the launch of training courses for interns and the inclusion of new profiles and profiles necessary to strengthen the different areas.

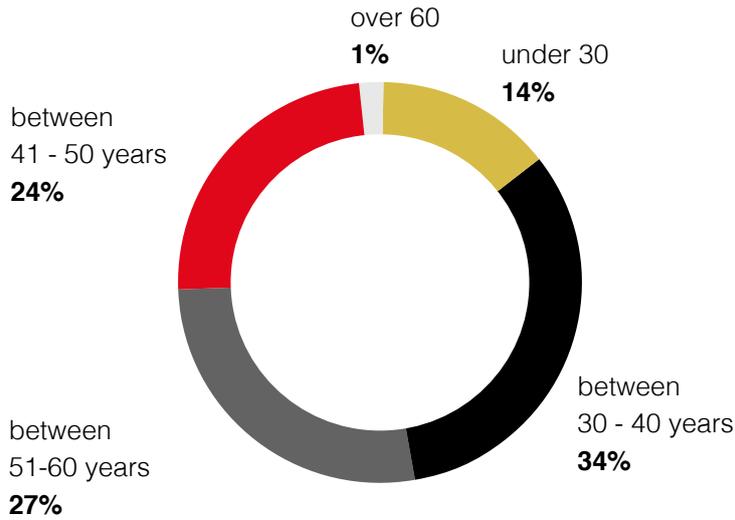
During the lockdown period we launched ad hoc initiatives to be closer to the staff:

- **“Covid-19 emergency”** survey: the survey was launched during the lockdown period to collect feedback on the smart working experience, the main difficulties encountered and the perception of the effectiveness of the working method. Based on the responses collected, further insights followed to better understand how to support colleagues.
- **Training support:** we launched a survey to understand the training demands of our colleagues concerning IT, in order to plan courses as well as a test to see the level of skills concerning Excel to include each participant in the correct sessions (high, intermediate and basic).
- All employees were given the possibility:
 - To take advantage of **constant psychological support** thanks to a recurrent newsletter sent by one of our consultants, also available for personal appointments;
 - To enjoy the continuous assistance of our health staff for any need due to Covid-19;
 - To receive constant **regulatory updates** relating to the provisions envisaged at a national level.

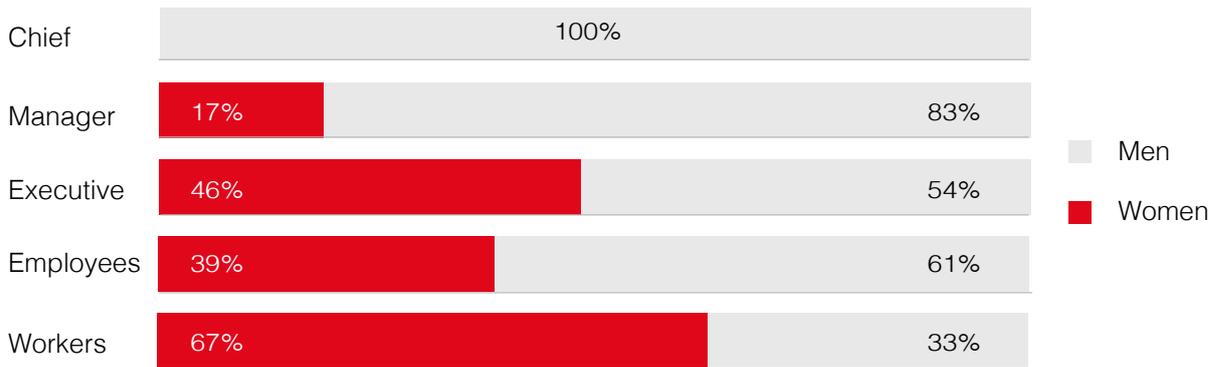


SEASON KPI 19/20

Age distribution *



Type of work, level and gender *



New staff and leavers during the Season*



As of June 30, 2020

Another interesting KPI of the 2019-20 Sports Season is the number of people involved in the language training course: **10 managers and 86 employees out of 181 total employees** (data updated to February 2020, the month of the launch of the course).

SURVEY COVID-19 EMERGENCY

The “Covid-19 emergency” survey was aimed at collecting the opinions of our colleagues on the smart working experience, with reference to the management of Phase 2, any critical issues, preferences, reports and suggestions.

The survey, which was sent to **195 people**, got a high response rate: 77% ie 151 people. The overall feedback on smart working was excellent, with 90% of respondents saying that this way of working as “very positive”, “positive” or “fairly positive”. For most of the people (56%) the equipment provided by the company was adequate. In the case of specific requests, the necessary technological equipment was provided.

**How do you judge your overall experience of Samert Working in recent months?
Give a rating from 1 to 5**



NEW INCENTIVE SYSTEM AND EFFICIENCY BONUS

Launch of a new Incentive System and of the Efficiency Bonus involving the entire staff, albeit with different remuneration methods and opportunities according to the level of responsibility and complexity of the role.

Among the most significant elements of the system there are:

- the payment of the bonus (both the incentive and the Bonus) tied to the achievement of a minimum company performance condition, the so-called “Gate”, to ensure its financial sustainability;
- company performance (without the results achieved by the Team), so that the actual managerial result could be measured - and possibly rewarded;
- assigning S.M.A.R.T. targets to all persons involved by their respective managers;
- qualitative objective for everyone linked to their behaviour in compliance with our corporate values;
- definition of the remunerations pursuant to responsibilities, complexities managed and impact on the results.



★ GOALS:

- Launch of a survey to collect and map training demands in order to structure an individual training plan for each employee;
- Implementation of training interventions related to the IT. With a view to progressive and constant digital transformation and digital integration of processes, training sessions will be organized (Microsoft Teams, Excel and Power BI);
- In line with the previous seasons, new figures, interns and employees will be closely followed, with a first moment dedicated to on-boarding;
- Including 100% of the company population in the incentive system;
- Planning and structuring of the new HR page on the Club's official website, with a new section dedicated to the "work with us" and a section telling the roles and stories of the Milan world.

