

**Massimizzare la Performance delle Persone
contribuendo al Business e Valorizzando le Diversità:
la nuova sfida HR, Change Management e Sviluppo
Organizzativo**

Vitec Group Photographic Division

Marco Scippa

Senior VP Human Resources Photographic

Bologna, 24 September 2015





ABOUT Vitec Group

Around 1,900 employees

Our people are our strongest asset. We are committed to their progression through learning and development

Stock Exchange

The Vitec Group Plc is listed on London Stock Exchange and is participated by both leading financial investors and independent entrepreneurs



£309.6 million*

Revenue in 2014

£38.8 million*

Operating profit in 2014

20 world class brands

Many of our brands are number one in their chosen markets

Offices in 12 countries

Brazil, Canada, Costa Rica, France, Germany, Japan, Italy, Netherlands, Singapore, UK, USA

ABOUT Vitec Group: 2 Division



BROADCAST Division



PHOTOGRAPHIC Division

The Mission



“We provide vital products and services
that support the capture and share of exceptional images”



Vitec Photographic Division

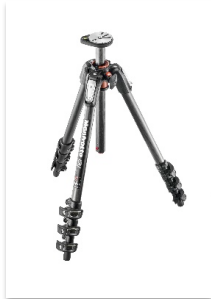


Photo Supports



Video Supports



Photo Bags



LEDs



Lighting Controls



Lighting Accessories



Filters



Smartphone Accessories

OUR Brands



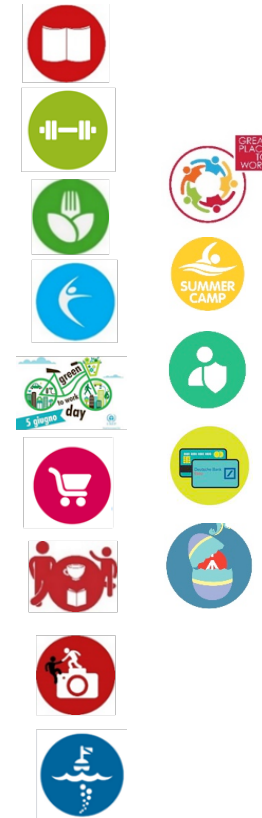
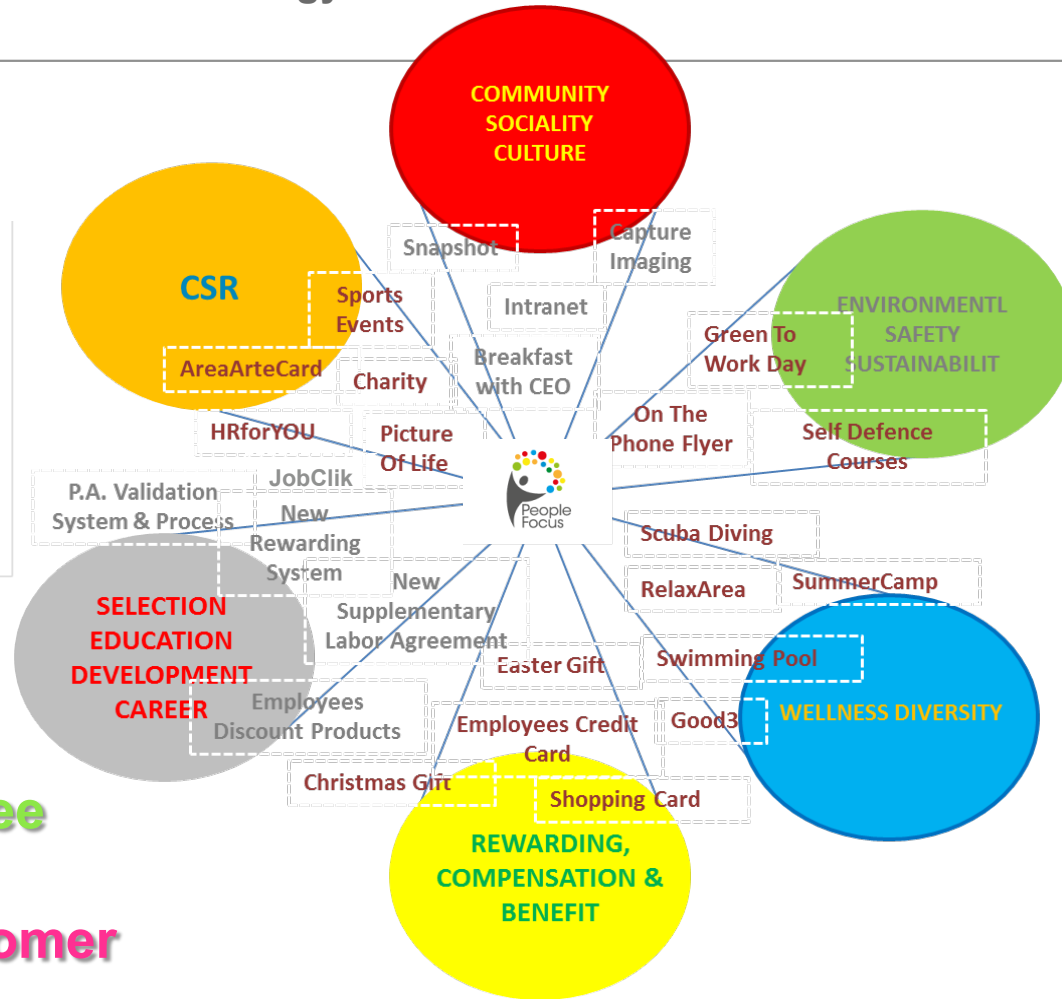
0. Team OUR Start Point



0. The HR Mission

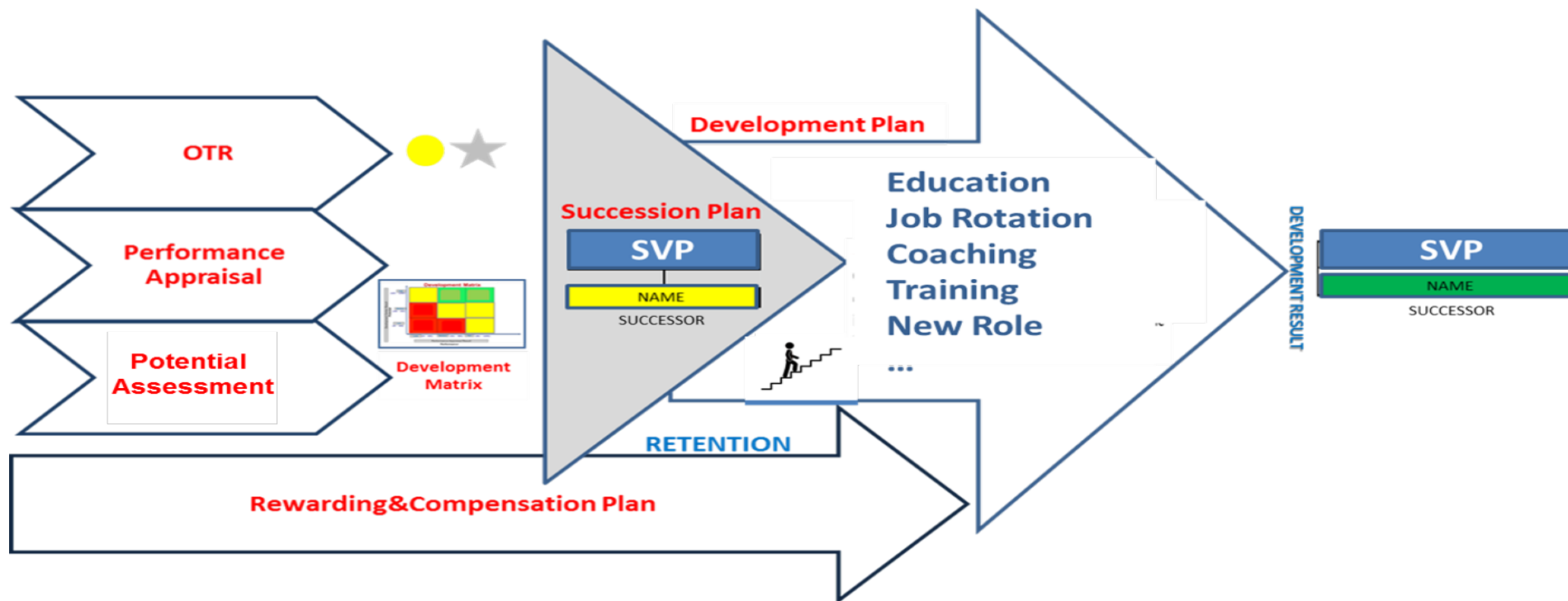


1. OUR WELFARE: People Focus Strategy



Our Employee
=
Our First Customer

2. OUR DEVELOPMENT SYSTEM

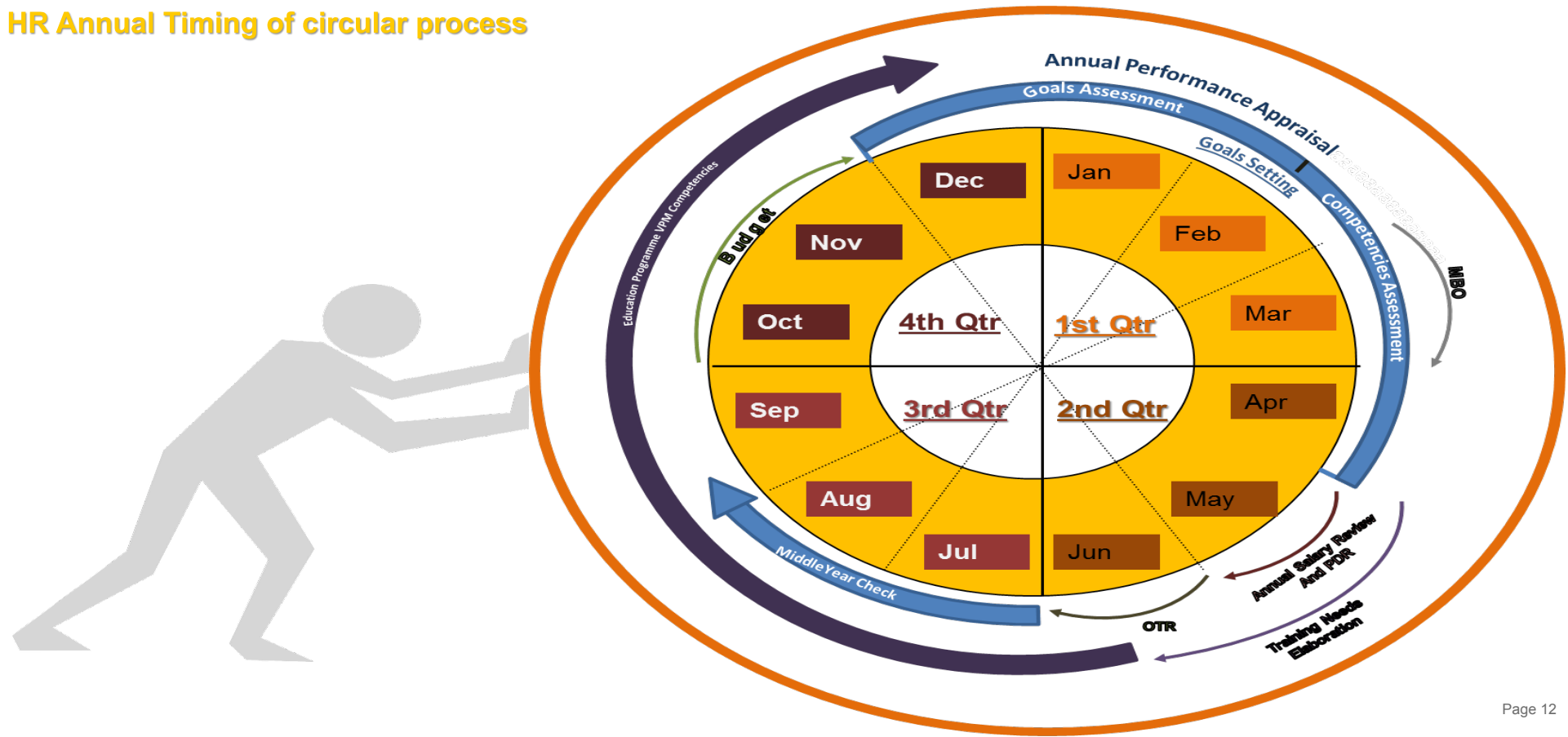


2. OUR DEVELOPMENT SYSTEM

- > **OTR:** a tool for overall appraisal of motivation, value of the role for the company and timing for personal development. It does not assess skills and attitudes.
- > **Performance Appraisal:** a tool for assessing skills and their impact on the achievement of annual objectives assigned by the head.
- > **Potential Assessment:** tool for the evaluation of features not directly expressed on the role but as well characterizing the person (behavior, aptitudes, abilities unexpressed in the covered role). The methods used in potential assessments are various: indirect methods, which do not steadily involve the candidate; 360 ° Feedback Questionnaire test (we used it only for EXECUTIVES AND MANAGERS); direct methods, that actively involve the candidate; and Development Center (we used it for all the EMPLOYEES).
- > **Development Matrix:** it provides a concise overview of the development level on which we can act to support the individual in his/her growth inside the Company.
- > **Succession Plan:** the formal outcome of the assessments. It can suggest an immediate successor (if any) in the specific role, measuring also organization' and structure' health (org. Vitality).
- > **Development Plan:** set of actions that support individual growth. It follows the results given by the succession plan.
- > **Compensation & Total Rewarding Policy:** (salary Increase, MBO, PDR, ELTIP): retention tool. In particular, it delivers significant recognition of the Development Plan and Succession Plan, considering results from previous data assessment tools to ensure meritocracy and build an Culture assessment-based.

2. Our HR CIRCLE

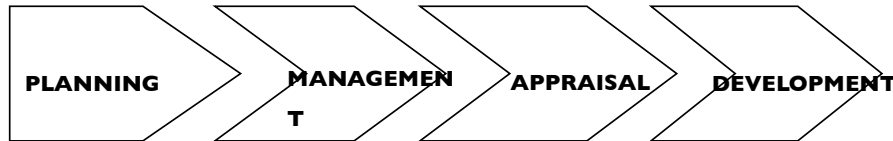
HR Annual Timing of circular process



3. Performance Appraisal System & Process Validation



New Performance Appraisal System



Appraisal GOALS + COMPETENCES with numerical output

System&Process Validation



Validation of the "Performance Appraisal System" Vitec Group Imaging Division

The University of Pisa, the Provincial Secretary FIM-CISL, the Trade Union Representatives of the Vitec Group Italia Spa Imaging Division Company, in Cassola

after a detailed Analysis and Development through several meetings from April 2014 to July 2014 confirm the **validity** of the new **Performance Appraisal System** which is going to be implemented from January 2015.

The key features of the system are:

- **NON DISCRIMINATION** by gender, age, culture, ethnicity, religion, political orientation, sexual orientation, social status and any other diversity.
- **MERITOCRACY** in the development of the observation and measurement of work-related behavior of specific roles during the year.
- The **VALIDITY OF THE METHODOLOGY** of the model based on the existing scientific research literature and the relevant adjustment to the Company.

Validation of the "Performance Appraisal System" Process Vitec Group Imaging Division

The Provincial Secretary FIM-CISL, the Trade Union Representatives of the Vitec Group Italia Spa Imaging Division in Cassola,

After the **Pilot Project** on the **Performance Appraisal System** as defined in the Supplementary Labour Agreement signed in June 2013, confirm the project closed successfully, with the **validation** of the new **Performance Appraisal System** Vitec Group Imaging Division.

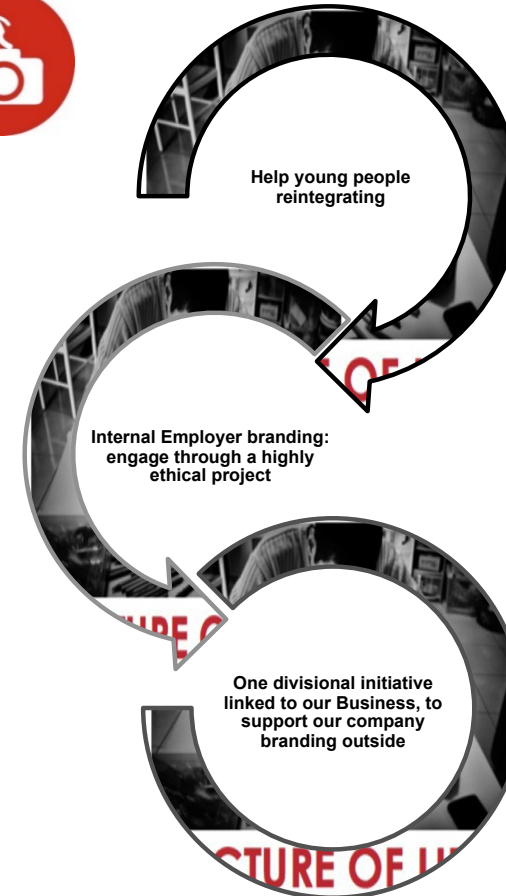
Furthermore, the parties confirm that the process of the new **Performance Appraisal System** with regard to:

- Appraisers' training;
- Appraisees' training;
- Performance Appraisal form;
- Set up of the "Performance Committee" made by the Company and the Trade Union Representatives to guarantee the **NON DISCRIMINATORY** and **MERITOCRACY** base of the Model

was developed successfully, according to the guidelines defined during the Pilot Project of the Performance Appraisal System.



4. A global CSR project – *Picture of Life*



“PICTURE OF LIFE”

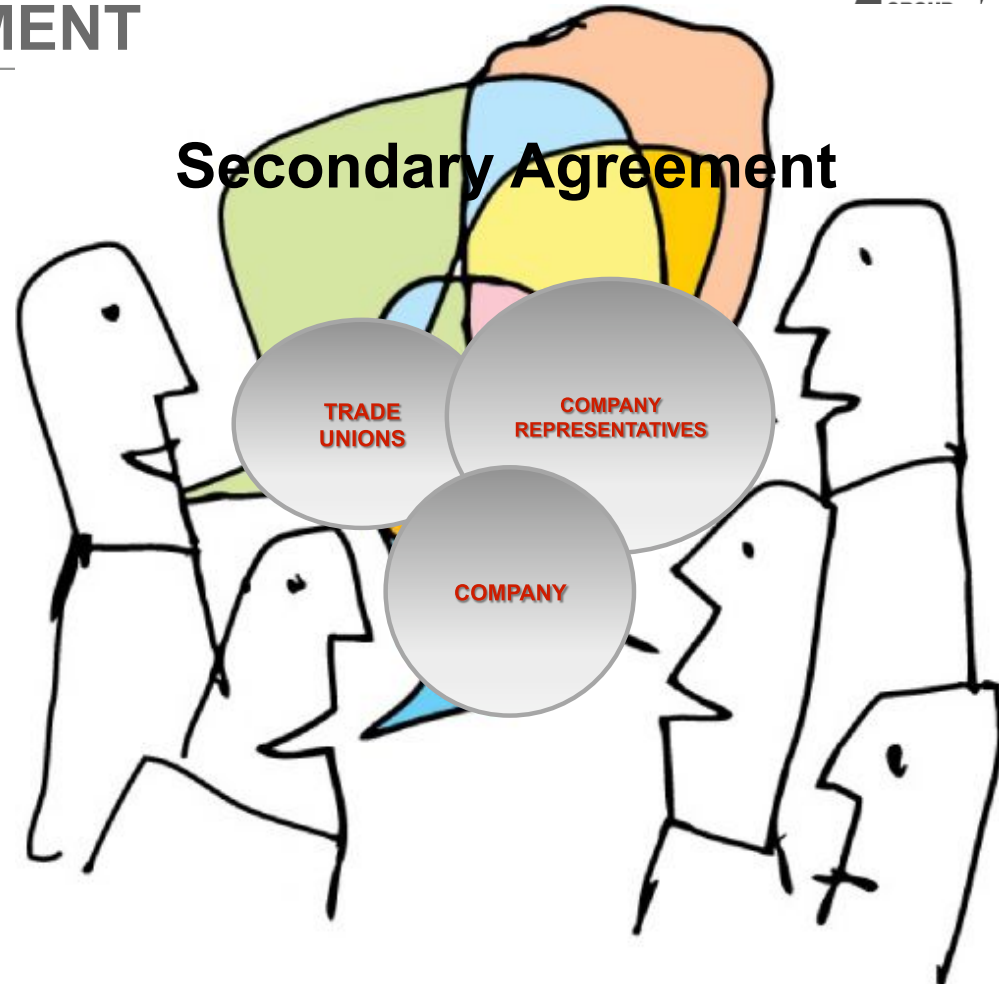
By the partnership between:



5. OUR COMPANY AGREEMENT



Secondary Agreement



A round up of news



Il Sole **24 ORE**

FOCUS AZIENDA

Una carriera in Vitec per venti profili tra fotografie e video

IL MODELLO
Le performance dei lavoratori vengono valutate con un sistema certificato che garantisce criteri meritocratici



FORUM DELLA MERITOCRAZIA



Senato della Repubblica

CORRIERE DELLA SERA

La Lente

di **Dario Di Vico**

Quella formula dell'università per l'integrativo Il caso Manfrotto



INDUSTRIAVICENTINA
MAGAZINE DI INFORMAZIONE ECONOMICA PER LE IMPRESE
Il "modello Manfrotto" certificato dall'Università degli Studi di Pisa e dalla Fim-Cisl di Vicenza
Meritocrazia e non discriminazione obiettivi comuni di sindacati e azienda.



CORRIERE DEL VENETO

L'accordo Vitec-Manfrotto

SE L'IMPRESA È CONDIVISA

Conquiste del Lavoro

Manfrotto, zoom sulla meritocrazia. Fim Vicenza: quando vince la partecipazione

R.i.f. ECONOMIA & Finanza con Bloomberg

La pagella ai lavoratori, certificata dall'Università: così l'azienda innova l'assegnazione dei premi

A round up of news on POL (newspaper & TV)



IL MATTINO

Il progetto Le foto dei ragazzi di Scisciano da oggi al Pan

Carmela Maietta

Certo, di foto ne avevano fatte. Con il cellulare. Ma vuoi mettere gli statti con una macchina fotografica.

care se non è troppo tardi per cambiare binario. Ti danno la misura di sicurezza, che vuoi dire trasferirti in una comunità dove ti offrono qualche chance. Cominciando dall'apprendere un mestiere che può essere l'alternativa alla devianza. Con il supporto di qualche azienda che ti mette a disposizione, dai 14 ai 17 anni, della Comunità, Jonathan e Oliver di Scisciano, con l'aiuto di **Manfredo Imagnola** imparano la professione di fotografo "come arte e riscatto sociale". Un corso durato alcuni



reteneews24
 Quotidiano di informazione on-line

Il cambiamento degli "scugnizzi", mostra fotografica al Pan di Napoli



PICTURE OF LIFE, LA FOTOGRAFIA COME RISCATTO SOCIALE



DA NAPOLI
 Valerio Cataldi



"PICTURE OF LIFE": LA FOTOGRAFIA COME RISCATTO SOCIALE

relazione 16/09/2015
 "A Napoli Manfrotto, Jonathan Onlus e il Centro Giustizia Minorile insieme per POL 2015. L'evento si svolgerà venerdì 12 giugno alle ore 11.00 presso il Palazzo delle Arti di Napoli in via dei Mille, 60"



THANK YOU!

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