Annual Report
2018/2019

14

HR

The Human Resources Department oversees many levers that allow people to perform to the best of their potential, so that they can put their experience, skills, talents and motivations at the Club's service.

In order to carry out this mission in the most effective way, and to give a strong signal of cultural change, it is essential to lay the foundations to strengthen and develop the processes and systems that enable people. In particular:

- To look for the most appropriate people to cover new / developing roles (both in the market and within the organization)
- To provide all employees with the tools and information they need to join the Club in the best way
- To manage administrative requirements in a timely manner
- To address and manage individual performances so that they are aligned with the Club's strategic objectives
- To design and develop the functional organizational model in line with the business' demands
- To reward and recognise people for their level of responsibility and complexities managed, ensuring internal fairness and competitiveness with respect to the labour market
- To offer a leadership and skills development plan aligned with the Club's and people's expectations
- To facilitate the spread of a positive and stimulating environment, boosting discussion and dialogue

Season review

The recent changes in the ownership and in the corporate and management structure of AC Milan Group have led to the undertaking of a path of significant cultural change accompanied by a deep rethinking of the organisational operating model and of each employee's expectations relevant to roles and behaviours.
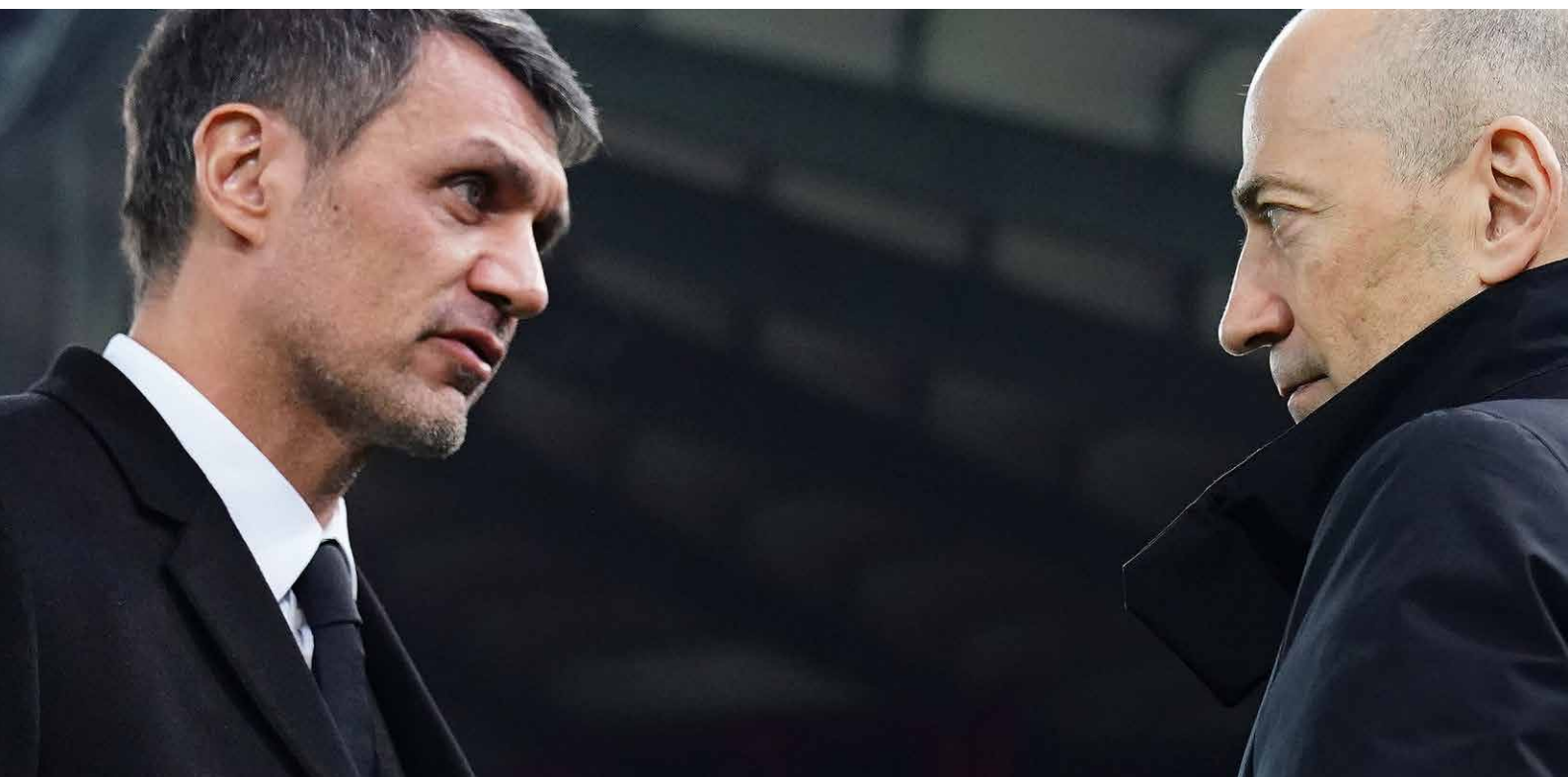
#Fit2goal Project

To such extent, during the 2018/2019 football season, we launched the **#Fit2goal** project, with the following main aims:
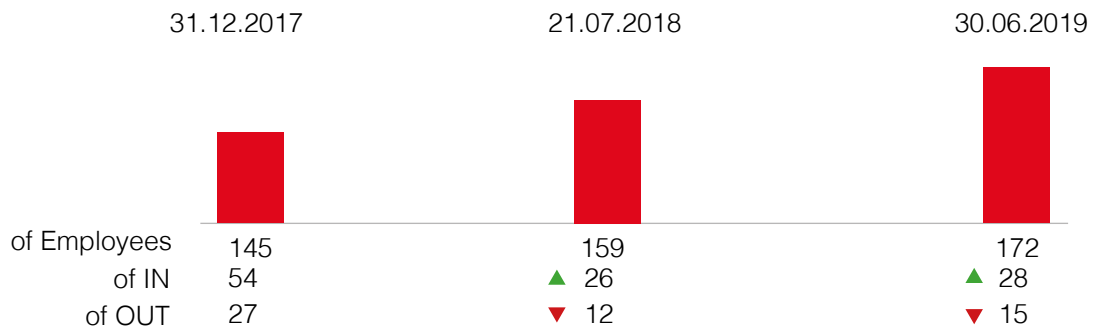- structured listening: planning of moments of structured listening of people, to understand the responsibilities and activities they carry out, and to collect and listen to ideas and suggestions for improvements;
- improvement of organisational clarity in terms of results and behaviours relevant to all offices, also through the development of Job descriptions for all roles;
- comparison with the market, drawing inspiration from the most widespread practices, but also facilitating internal fairness, offering the same opportunities to employees with the same levels of responsibility, through the mapping of the responsibilities;
- understanding of the impact and contribution of each role in the achievement of the Club's results as well as the complexities and peculiarities.

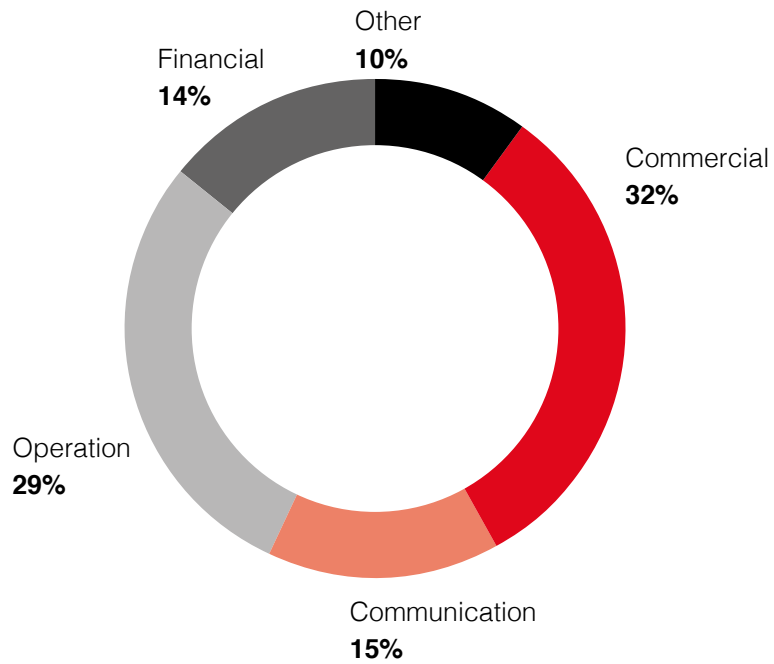Alongside this project, we focused on the following processes:
- **The search and selection of personnel**, at all levels and in all organizational areas;
- **Staff training**, we provided for language courses and launched a training and management development course for managers and middle management.
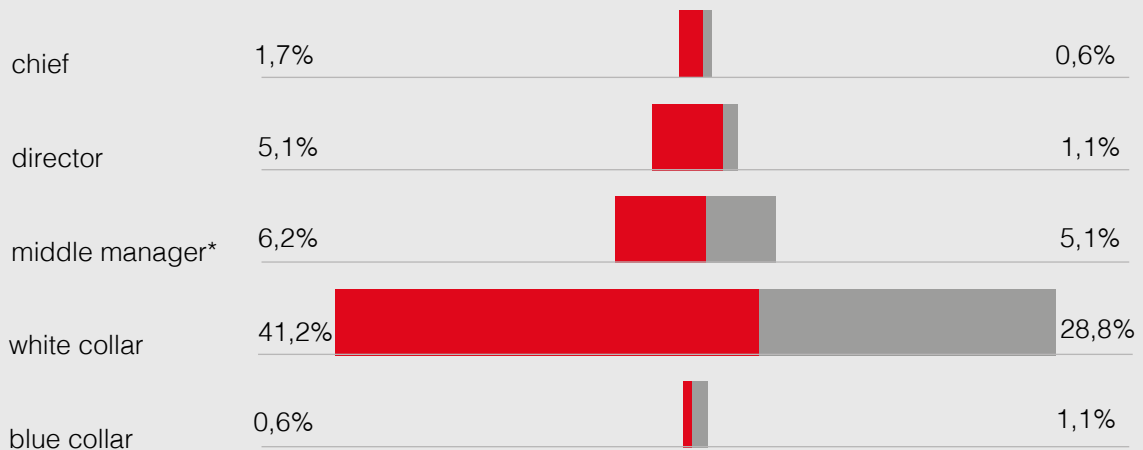
CHANGE OF OWNERSHIP

	31.12.2017	21.07.2018	30.06.2019
of Employees	145	159	172
of IN	54	▲ 26	▲ 28
of OUT	27	▼ 12	▼ 15

DISTRIBUTION BY DEPARTMENT

Other **10%**

Financial **14%**

Commercial **32%**

Operation **29%**

Communication **15%**

Department	%	
Commercial	23%	45
Communication	11%	21
Operation	20%	40
Financial	10%	19
Other (CEO's direct reports)	7%	14

CHANGE DISTRIBUTION BY LEVEL

Level		
chief	1,7%	0,6%
director	5,1%	1,1%
middle manager*	6,2%	5,1%
white collar	41,2%	28,8%
blue collar	0,6%	1,1%

EMPLOYEE DISTRIBUTION BY AGE

Over 60 **2%**
Under 30 **14%**
51 - 60 years **24%**
30 - 40 years **33%**
41 - 50 years **27%**
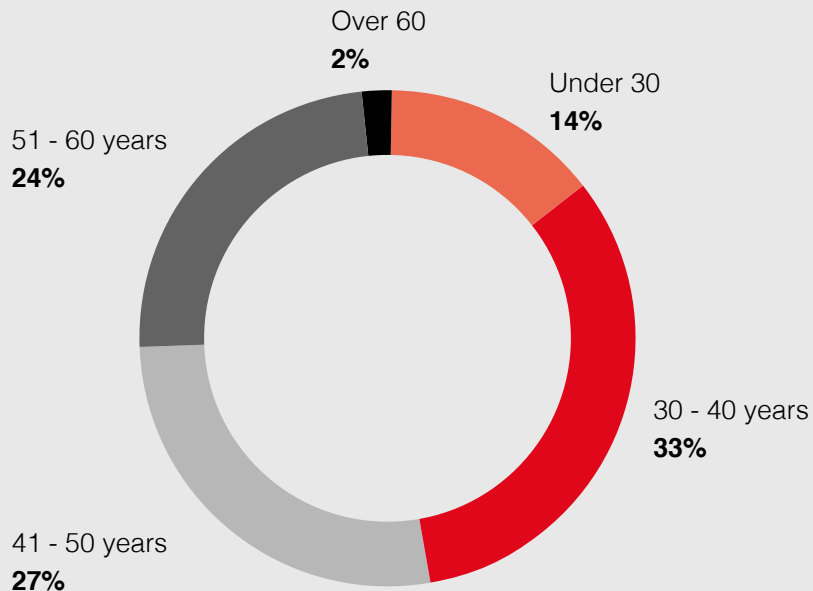
	Under 30	30-40 yrs	31-50 yrs	51-60 yrs	Over 60	
Dirigente	0	1	10	4	0	15
Quadro	0	4	9	9	0	22
Giornalista	0	1	1	0	0	2
Impiegato	19	49	26	25	3	122
Operaio	0	0	3	0	0	3
Intern	5	1	0	0	0	6

Please Note: The above figures are updated to November 20, 2018

Workshop on Organisational Development and HR

The first workshop organised by the **European Club Association** relevant to the changes and the management of HR in the top European Clubs was held today in Milan. AC Milan and FC Internazionale Milano hosted the event at the San Siro Stadium on February 5, 2019 welcoming the attendees and giving the opening speech together.

Many presentations on the agenda of the Eca **Workshop on Organisational Development and HR** among which those of Paris Saint-Germain, Manchester City, Manchester United, FK Austria Wien, alongside AC Milan and FC Internazionale Milano.

AC Milan's **Agata Frigerio**, Human Resources, Organization & Compliance Director and **Giulia Gevi**, Organization & Development Manager attended the workshop.
Their presentation "HR Challenges in a changing Organisation", described the development of the HR model of the Club and the structure of the HR department in the light of corporate and organizational changes. From Silvio Berlusconi's 30-year management to the Chinese ownership up to the current American ownership of the Elliott Fund that brought stability.

"The HR department in a football Club is very important because it has to manage many different souls that however contribute to a single goal. The management of the staff must consider multiple aspects, starting from welfare standards and individual development, both from a sporting and a corporate perspective. And we must not forget the cultural aspect that embodies the values and the identity of a Club, especially in a time of change. It is not always easy but it's our challenge and we must handle it at best". said **Agata Frigerio**, AC Milan Human Resources, Organization & Compliance Director.

Season 2018/2019 novelties

- **Introduction of Assessment Center** sessions for the punctual and structured **selection of the best students from the main Italian universities** for internships
- Follow-up to the **Alternating school-work programs** at Casa Milan dedicated to the young people of our Youth Sector
- **Presentation of the new CEO**, Ivan Gazidis. We organised 3 Town Halls in the Club's seats in December 2018

OBJECTIVES

- Planning and structuring of the new incentive system and **introduction of the new performance bonus**, involving all the Club's employees
- Implementation of the new employment contract including the **smart working**
- **Language training courses** with more flexible and smart methods and detection of the training demands through individual questionnaires
- Analysis of the organisational climate through anonymous questionnaires and subsequent planning of measures to improve motivation, level of collaboration and organisational clarity