

Active Aging e Ponte generazionale

testimonianza di Carlo Dalla Valle



Prysmian Group

the worldwide leader in the cable industry.

Energy business

the widest cable offering in the business.

Telecom business

optical fibre and cables for the Telecom industry.



**E&I
(T&I / PD)**



**PPL
(Submarine &
HV)**



**Specialties and
OEM**



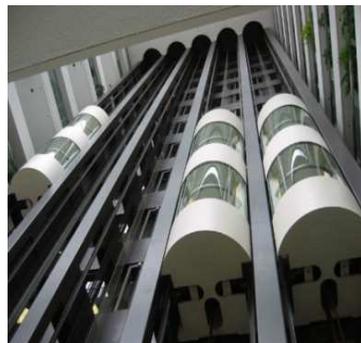
Renewable



Oil & Gas



Automotive



Elevators



**Network
components**



Surf



Aerospace



Fiber



**Multi Media
Solutions**



Telecom solutions



Brief History

Prysmian: milestones

- **1879**: Pirelli starts a **cable and system division**
- July 2005: Goldman Sachs acquisition and birth of **Prysmian Group**
- May 2007: **Company listed** on the Milan Stock Exchange (IPO)
- 2010: become a **public company**

Draka: milestones

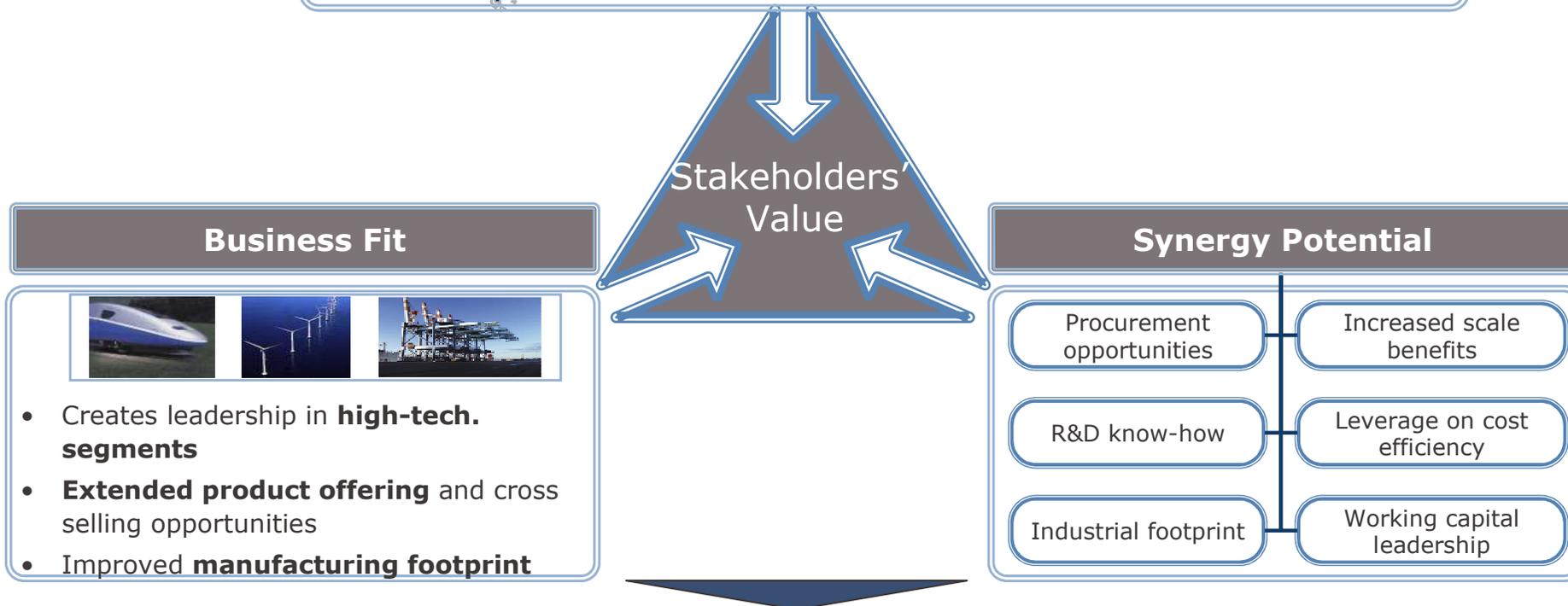
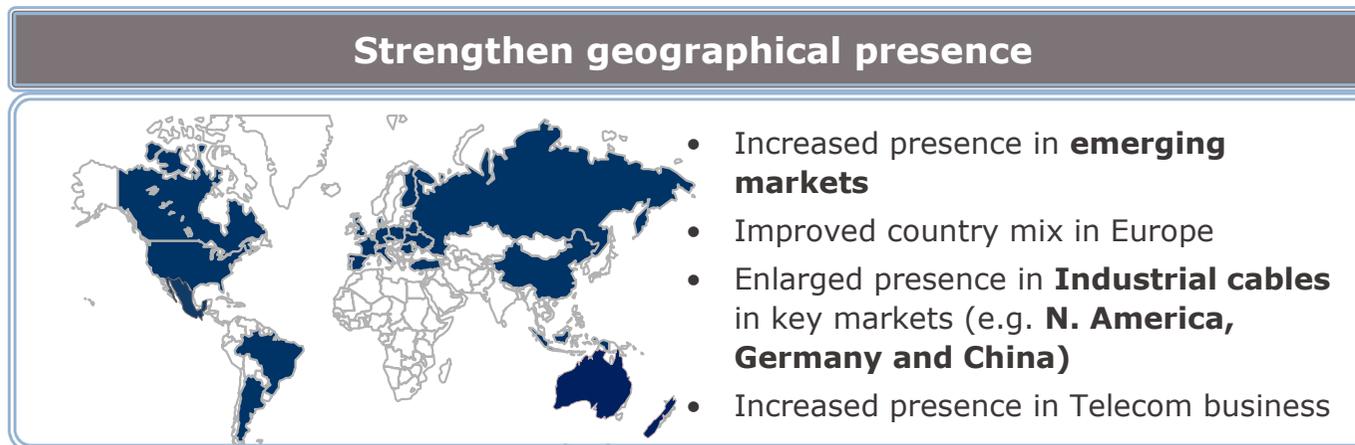
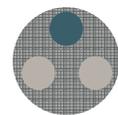
- **1910**: founded in **Amsterdam** meeting the increased demand of electricity
- 1970: Draka is acquired by **Philips**
- 1991: Draka is **listed** on the Amsterdam Euronext Stock Exchange

Key Figures

- **4,6 BIL € rev** and **8,5% EBITDA** (2010)
- **55 plants**
- **39 countries**
- Approx. **12,500 employees**
- **2nd** in **Worldwide market share**

- **2,4 BIL € rev** and **6,1% EBITDA** (2010)
- **43 plants**
- **31 countries**
- Approx. **10,000 employees**
- **5th** in share worldwide, with **leadership** in selected industries in **Europe, Asia and EMEA**





HR challenge: bringing together **two organizations** and **cultures** across **different geographies** and **businesses** contributing to **deliver synergies...**

Prysmian Group profile after the merger



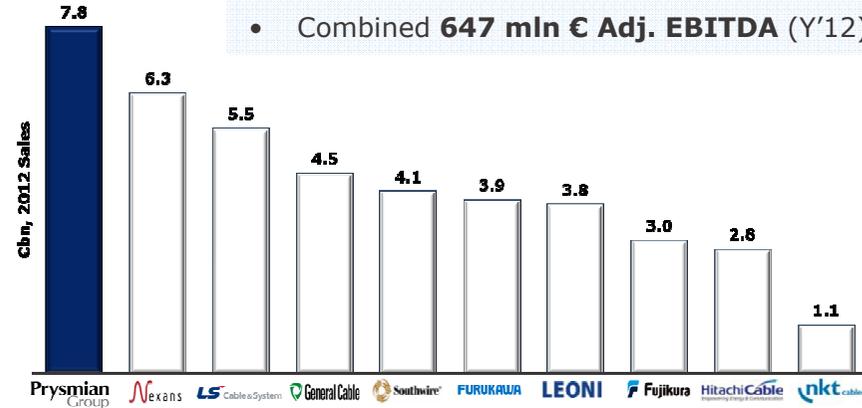
A truly public company

1 Shareholder with 6,0% - 7,0%
6 Shareholders with 2,0% - 2,5%

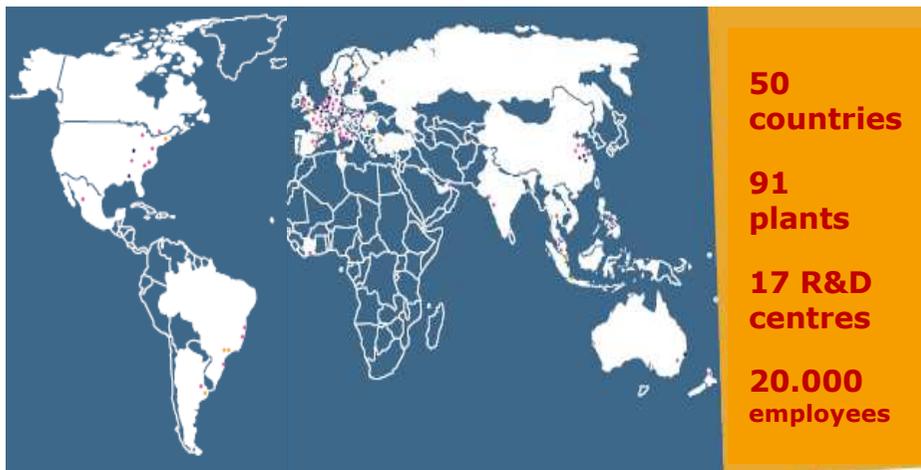
Institutional Investors = 80,9%

No.1 Worldwide cable manufacturer

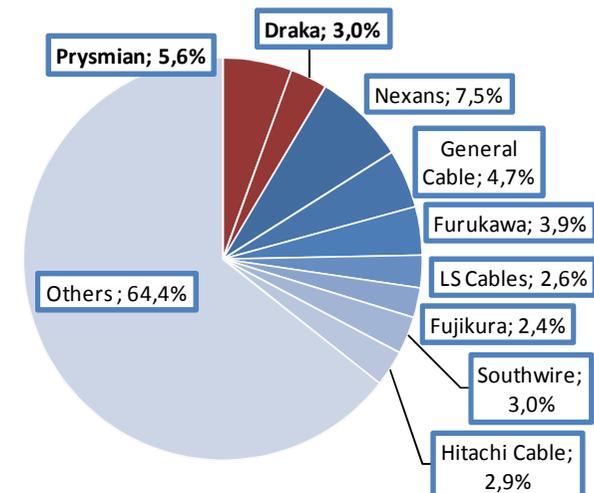
- Combined **8 bln € turnover**
- Combined **647 mln € Adj. EBITDA (Y'12)**



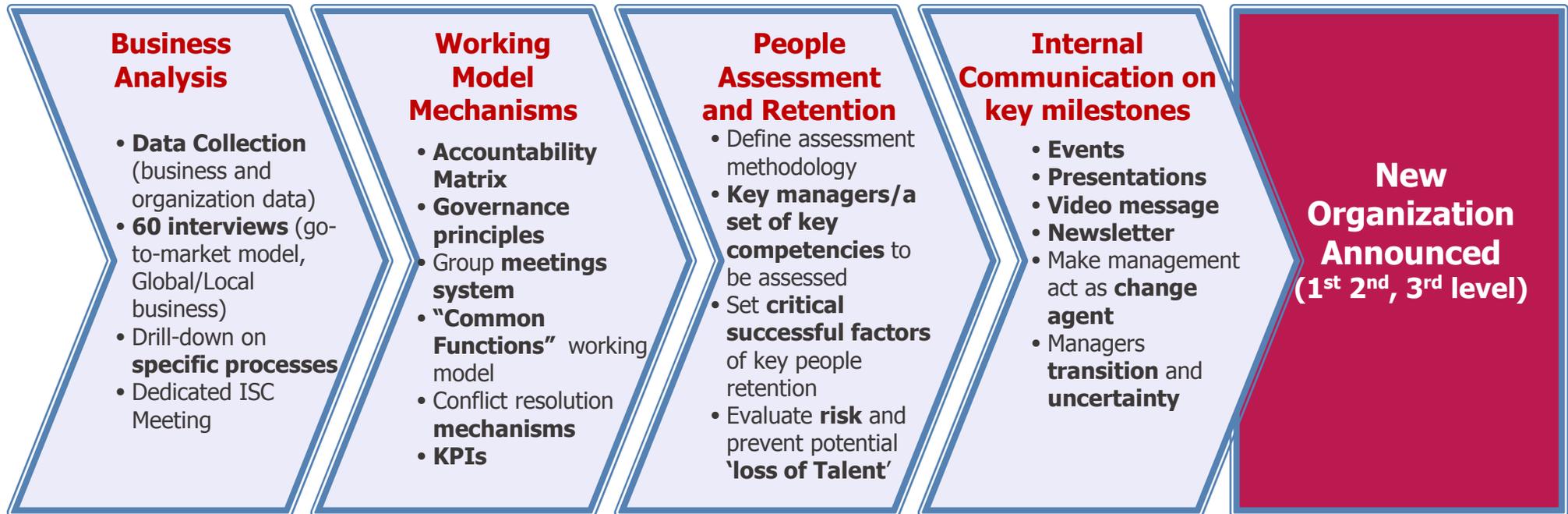
>90 plants covering 5 continents



Leading a fragmented market



What has been done to become one organization



March 2011

July 2011

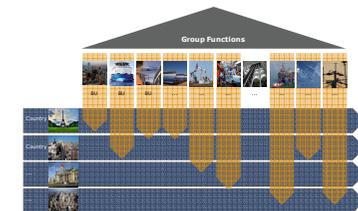
Follow the money

Clarify key interworking principles

Choose and Keep the right people

Consistent and timely communication

Minimize uncertainty





Graduates



- 1° group: **50** hirings by January 2013
- 2° group: **50** hirings by 2015

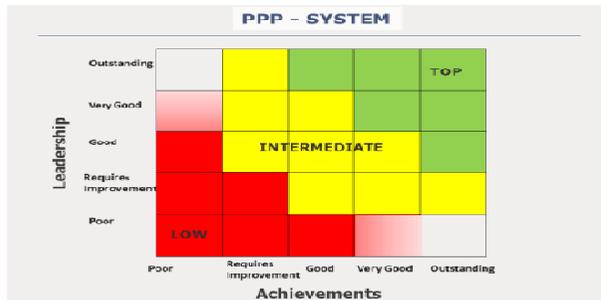
Total 100 new candidates

2500 applications worldwide

ROADMAP:

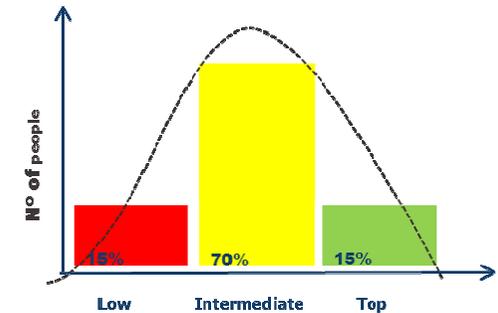
- 12 months induction (6 months in R&D, 3 in operations, 3 in sales)
- 24 months of international assignment mandatory

Performance Management



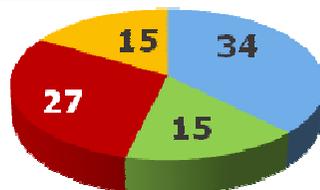
- One Group **online system** with 2 dimensions of evaluation: **Leadership and Achievements**
- **Standard distribution** and **Calibration** process
- Performance evaluation as a driver for **managing people**
- Impact on **MBO Payout** (High vs Low performers)
- **Pilot Launched in July 2012**

P3 PRYSMIAN GROUP
PEOPLE PERFORMANCE



Talent Management

Total Pool : 100 ca.

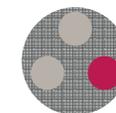


■ Operations ■ R&D ■ Sales ■ Staff

GLOBAL TALENT PROGRAM (28-33 years old)

- 5/7 years seniority (including other experiences);
- Outstanding performance;
- Fluent English;
- At least a previous career advancement;
- Aspiration and potential to grow in Key position in 2/4 years;

4 editions of Global Talent Program 2012 - 2013



Prysmian Academy

SDA Bocconi
School of Management



SCHOOL OF MANAGEMENT:

- **Post Graduate training program**
- **Global Talent Program:** Group Training program in order to assess and develop Talents to cover key positions in the company.
- **Advanced Leadership Program:** Group Training program in order to assess and develop Managers.



*Each program will give the opportunity to join the **Global Executive MBA***

PROFESSIONAL «SCHOOL»:

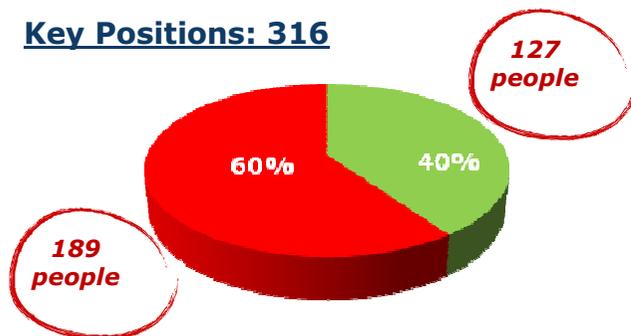
- Internal technical training in 4 areas: **R&D, Operations, Business Controlling, Commercial.**



Internal employees involved as teachers

Succession Planning

Key Positions: 316



Picture of the **potential successors for Key Positions in the Group:**

- 40% of ready now
- 60% lack of successors



The action plan drives the career management

ACTION PLAN: assignments/ Job rotations, training and selective hirings

- Succession management to be **reviewed on a yearly base**

Employees Survey



Launch in Q1 2013 of the **first Group Survey:**

- to get **employees' views**
- to measure and increase employees' engagement to our Organization



Active (?) Aging = quale ruolo per gli over fifties ?

Le possibili criticità



- innalzamento dell'età media aziendale per effetto delle politiche sociali
- fenomeno dell'*Ageism*: diffusione di stereotipi (sociali, lavorativi, psicologici) a danno degli over 50
- conseguente rischio di progressiva demotivazione professionale
- incremento delle variabili di costo collegate all'anzianità
- Young-in, Old-out = sostituzioni non *perfettamente* aderenti = perdita di know-how?
- *difesa* della posizione = atteggiamenti ostruzionistici

Active Aging ! quale ruolo gli over fifties ?

Le azioni necessarie



- Individuazione di politiche attive atte a:
 - superare l'*ageism* / barriere culturali
 - rivalutare le componenti professionali collegate all'età (capacità relazionali, conoscenza dell'ambiente, etc.)
 - valorizzare l'integrazione generazionale
 - tutelare e diffondere il know how
 - recuperare la motivazione

Active Aging ! quale ruolo gli over fifties ?

L'esperienza Prysmian



- definizione di un ruolo attivo del C.K.Owner nei processi di inserimento di giovani laureati
- partecipazione in qualità di docenti e/o testimonials nelle attività della School of Management e della Professional School
- forte diversità di approccio culturale al tema in base alla cultura locale

Active Aging ! quale ruolo gli over fifties ?

Il progetto Prysmian-SDA Bocconi

SDA Bocconi
School of Management



- sensibilizzazione del Management sul tema dell'*Age Diversity*
- monitorare e misurare il fenomeno nel contesto aziendale europeo
- rilevare la relazione dell'individuo con l'organizzazione/gruppo di lavoro/ruolo
- in base agli esiti della survey, riorientare gli investimenti formativi e
- creare nuovi metodologie e percorsi per il trasferimento del know-how e ancora
- riprogettare il ruolo aziendale di Mentor
- riconsiderare i processi HR anche in funzione dell'*Age Diversity* e del seniority planning

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Grazie per l'attenzione