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FROM "0" TO INFINITY.

THE PASSION WE PUT INTO OUR WORK.

The end of the year is always an important time and this has never been truer than this year. It is a time for taking stock of the past, but also for looking to the future.

It is the meeting point between a past we could never have imagined we would live through, and a future that has to be about confidence and regeneration. We have spent months chasing the game as we helped customers to deal with the fallout the pandemic has had - and continues to have - on businesses. Yet, month by month, we have built up more experience that has actually been fortified by these troubles and, perhaps through the troubles, it has helped us to take ourselves more seriously.

The experience I am talking about is essentially about sharing and being close to others. At times, such closeness has been remote or online, but we have sought to work even more closely together and to be closer to our customers.

We have tried to be close to the families around us, finding ways to manage sudden and unexpected quarantines or school closures, to ensure people can be there for elderly relatives, to help people who might no longer be comfortable taking public transport or struggle with working from home or the countless other personal and business aspects upturned by the pandemic.

We have been close to our partners and customers as they grapple with many tribulations and much uncertainty as they decide what options to take (regulatory or otherwise) to find a way out of the crisis and to manage the trials and hopes of life and work on a daily basis.

Throughout this whole time, we have stuck firmly to a guiding principle: none of us are defined or must be defined by the pandemic. We have always placed enormous value on people and, never more so than in recent years, our starting point has been a sympathy for all that is human.

This is also the underlying reason for our desire to pause for a moment, so we can then start again with renewed enthusiasm and a creative outlook on the future.

This was the driving force behind creating a new graphic look for the newsletter, and producing a “number zero” edition in which we told something about ourselves, rather than the latest regulatory or legislative developments.

We are delighted with the idea of **this new newsletter being our “mile 0”, which is a starting point, but also inherently contains a complete project**, with a whole new road ahead just waiting to be travelled. And travelled with enthusiasm, expertise, passion and of course closeness and sharing.

The number “0” has fundamental value. It is a beginning of something that comes after and transforms infinitely. It is the number of birth and never has there been a more appropriate time for starting again and renaissance.

So, a big thank you, from “0” to infinity, to everyone for the steps they have taken and those still to come. We might well work with numbers and regulations, but above all we work with people with whom we want to share our passion for what we do each and every day.

This is also our wish for this Christmas and the New Year, although we’d like to borrow from the great poet T.S. Eliott to express it:

***“For last year’s words belong to last year’s language and next year’s words
await another voice.***

And to make an end is to make a beginning”¹

Luca Insabato and the Jobcode team



NEWSLETTER

Nextsteps, next to you.

Our next step is always at the side of our customers.

Without their trust and without them being happy with what we do, we would not go anywhere. Such reasoning lay behind the decision to give our periodic newsletter a graphic overhaul and make it more readable.

We have called it **NEXTSTEPS** because, like the old newsletter but even more so, it will shine light on the changes and the next steps that need to be taken by providing information that is clear and quick to read. It will remain a useful, comprehensive newsletter, but now it is more visually appealing.

It will also provide a tool for ensuring we are always on the ball, even covering the very latest developments in a breaking news service we have chosen to call **“DOT DOT”**.

There will always be some change that needs to be communicated and some new steps to be taken on the pathway to exploring and better understanding the business world.



PARTNERSHIP

Jobcode and Zucchetti.

Another key step: partnership with Zucchetti.

We have worked with Zucchetti for over 20 years, building our ever closer relationship on mutual respect and cooperation. But now we are on the verge of becoming a certified “Zucchetti service partner”.

In practice, this means becoming an integral part of the Zucchetti world, increasing our expertise and developing closer relations with their specific, specialist offices to offer our clients even better support and a direct line for managing payroll solutions and an HR office.

Our staff are currently doing a specific training courses that will mean Jobcode becomes a Zucchetti certified partner in the spring, meaning even greater professionalism and another level of added service value for our clients.

QUALITY CERTIFICATION

As part of the efforts we are making to ensure ever-improving quality for our services, we have begun the processes for ISAE 9001 and 3402 quality certification.

Both these certification pathways will be essential in helping us develop procedures and controls that will substantially bolster service quality and data security standards.

Yet, we are undertaking these developments as an extension of our past and in line with our vision in which technology and processes must serve customers, and not the other way around. While seeking to be more efficient and improve the quality of our services, we are well aware that at the basis of this must be an ability to listen and to provide tailor-made services.

This is also why we are facing these challenges with deliberate patience and care, ensuring that by the time we reach our target, our services and security will be greatly improved, but our approach - based on being close to our customers and flexibility - will not have changed.

JOB CODE

Sustainability and common good.

The recent difficult years have also made it clear we currently have a unique opportunity to re-imagine and re-design our future. We each have our small part to play in this, without making major statements, but trusting in what is dearest to us: people. The people who work with us and the people to whom we provide services or from whom we receive services.

As the famous American law professor E.M. Dodd wrote back in 1932 (in the Harvard Law Review):

“...business is permitted and encouraged by the law primarily because it is of service to the community rather than because it is a source of profit to its owners.”

We firmly believe in this and we want, to respond to Pope Francis's recurrent call for “a model of recovery capable of generating more inclusive and sustainable solutions, a model based on the peaceful coexistence among people and harmony with all creation.”

This takes actual form in our daily choices, in focusing on young people to give them the opportunity to grow as people and develop careers, in supporting initiatives that help those in difficulty or helping them directly,

²Based on the subtitles from the video message delivered to the 16th Globesec Bratislava Forum.

and in ensuring our approach is built on the environmentally-friendly use of materials.

Such choices and initiatives have always been part of the company, but we have decided to take it to next level by becoming a “Società Benefit”.

We strongly believe the Società Benefit model (introduced in Italy in 2016, based on the **American Benefit Corporation B-Corp.** concept) is the natural extension of the same concept. The corporate purpose of such a company includes not only profit goals, but also a positive impact on society and its biosphere.

This is definitely not the creation of a “non-profit”. Indeed, it is something quite different: a company in all senses that not only seeks value for its shareholders, but all its stakeholders, including its employees, other people who work with the company, customers, suppliers and even the companies around us and the areas in which we live.

This is what we are and taking the step to become a Società Benefit is the natural next step of the ideal that has always guided our progress.

FUTURE

We build the future every day.

Let's keep moving forward.

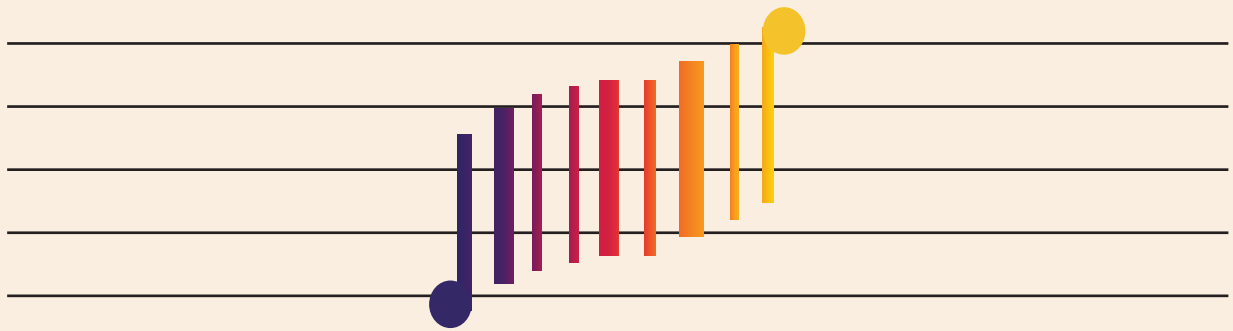
Step by step, project by project, we are living through times of enormous change.

We work professionally, but with passion, to produce the best possible present, but keeping a careful eye on the future to ensure we are ready

In this edition “0” we have set out a few steps we envisage for 2022.

We believe it will be a year rich with surprises.

Stay tuned!



2022: A STAGE AT "LA SCALA" IN MILAN.



BEAUTY

Let's go to La Scala.

In a **first for us**, we are proud and pleased to announce that, **from the 2021/2022 season, we have become a Corporate Subscriber of the La Scala Opera House in Milan.**

The amazing playbill for the season will ensure we can watch some stupendous operas.

Through our business we have made the decision to support art and culture at La Scala and give our staff and customers an opportunity to enjoy some beauty and music.

These will be timeless, magic evenings in Milan, a city that is always elegant and enthralling.



CHRISTMASCODE.

LASCIAMOCI GUIDARE DALLA LUCE DEL NATALE.
AUGURI.

