



AMB Story book
Adapting to change through COVID-19

COVID-19 - Adapting to change

Welcome

Within this AMB Story Book we look back at how our amazing colleagues have adapted to different ways of working due to the impact on COVID-19.

These are personal accounts of just some of our amazing colleagues that have had to adapt to change.

It has not only been the way that people have had to make big adjustments to their working life whilst managing the impact of COVID-19 on family dynamics, but how the high levels of work and excellent outputs have continued through this period.

To all our colleagues, both in and outside of the book, we thank you for everything you give to the business.



Stefano Baldassar, Commercial Director, AMB in Italy

Nobody could have predicted the situation that unfolded in the first months of the year, but despite the circumstances we've seen an increase in market share across all markets, both in Italy and internationally. On a global scale, we closed the quarter with a +15% increase in volumes compared to the same period of last year and we achieved sales budget.

There's a big focus on sustainability and we've noted that clients and potential clients are showing huge interest in our mono-material high-barrier films in particular.

We've acquired a number of important new clients, including Casa Tarradellas (Spain), Fleury Michon (France), DMK (Germany), Karro Food (UK), Pack Plast (Denmark), Pakmar (Poland) and Bomark (Croatia). Grandi Salumifici Italiani also came back to us recently.

It goes without saying that the spread of COVID-19 is holding back growth across the globe. Fortunately, our field is involved in the production chain for essential goods so it hasn't been affected. There has actually been a significant increase in orders, especially in Italy. It's now become even more crucial for us to guarantee reliable supplies of materials, especially to producers in the food industry, so that they in turn can continue to supply large chain stores on a constant basis.

Mark Prinn, Managing Director, AMB in the UK

I'm still coming to terms with how quickly the Covid-19 pandemic escalated, the speed of which has left many feeling like they're living in a bad movie. On the 11th February I landed at Marco Polo - Venezia airport on my way to AMB for meetings to be met by men in masks with thermometers - my first real encounter of what was to come. Luckily for me I had decided to have a short holiday after my meetings - Venice, Trieste, Cividale then on to Barcelona with my son to see Messi score 4 and finally Scotland to play golf for a few days. Little did I know then how well timed and how grateful I would be for that little holiday which would be my last for quite a while!



In the weeks that followed the UK business had a great insight into what was coming from my discussions with aly. That insight was invaluable in allowing the UK business to act quickly ahead of many in the UK to get homeworking and our procedures in place to protect our colleagues. The UK watched on at the terrible situation in Italy, unaware that we would soon catch up.

Fast forward a month or so and life as we knew it has completely changed and while a lot of focus is on the negative aspects of Covid-19 there are many positives that will be the legacy of this pandemic; We have embraced new and more flexible working practices, increased the use of technology for communication, worked closer together as a team, got fitter and shed a few kg's, forced the doubters question their misconceptions of plastic and realise the importance of the product that we produce at AMB (I can only hope the importance of this is remembered by all post COVID-19) and given our planet a much needed rest from daily pollution.

As a business we have been fortunate, our position in the food supply chain has made us robust and protected jobs. The sacrifices we are making now are small compared to previous generations but the lessons the same - In the coming months as life begins to return to normal it will be a new better normal and we will all appreciate how lucky we are and what we have that little bit more.

Alessandro Zanella, Health and Safety Officer, AMB in Italy

"So what shall we call ourselves? What would you say to HSE Team?" "That sounds perfect. Let's get started!"

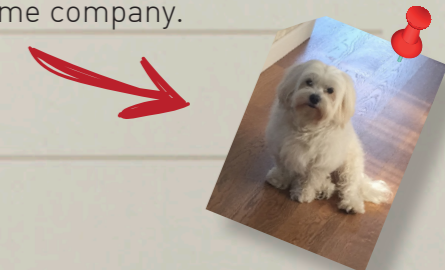
It all began with these words on a February evening that now seems a long time ago, when the first cases of COVID-19 had started to appear in Lombardy. Those of us from the health and safety department joined together with the management, with all of the heads of department also lending a hand. Since then we've had a team meeting every day - online of course - so that we can discuss issues, support each other and come up with all of the conceivable ways to keep health and safety standards as high as possible at this difficult time, while ensuring that AMB SpA is able to carry on working.

What has changed for us since that day? Everything and nothing. We often work from home and we only enter company premises when it's strictly necessary. Our health and respect for the rules must come first. On our first day of smart working, we realized that we needed to have faith. That means faith in others, faith in ourselves, and faith in what's proving to be an increasingly close-knit group as each day goes by. Smart working has also taught us that technology provides essential support at times like these. The health and safety department has even organized online courses so that new members of staff have a basic understanding of our production cycles and safety standards when they first venture into our world.

I am not sure exactly what lies ahead in the coming days, weeks and months, or what the near future holds in general. I only know that the AMB Team will be here and keep getting stronger every day.

Cristina Chessa, Graphics Department, AMB in Italy

This is my first experience of smart working. Initially I thought it would be practically impossible to do everything from home, but I got organized and I am now on top of things. For example, I have the colour proofs sent directly to my home. We are moving forward with new jobs and we manage to get the layouts to the company on time. I discuss matters with my colleague from the Graphics Department whenever I think it's necessary and he does the same with me. We might not be able to talk face to face, but all of the tools that we have at our disposal mean that nothing has come to a stop, despite the pandemic. My dog Menni's always there to keep me company.



Gabriele Vittori, Cast line, San Daniele del Friuli, AMB in Italy

My name's Gabriele Vittori and I've been working rotating shifts in AMB's San Daniele facility for four years. As I imagine is the case for most of you, this is the first time I've found myself in a situation like this. In terms of the work that I do on a daily basis, not much has changed since the emergency began. We obviously take much more care when cleaning our stations, the lockers have been closed, we now have set, staggered break times to ensure that there's no crowding, and we wear masks. That might be the most bothersome part of all this because it's hot in the production department and it really gets to you when you're wearing a mask. Nonetheless, it's better to be safe, even if it means getting a bit too hot. Fortunately, everyone obeys the rules and there haven't been any disagreements. It's nice to know that we are doing something useful by contributing to the food industry. I feel lucky to be able to carry on working.

Lee Armitage, Tool Design Manager, TDX part of AMB

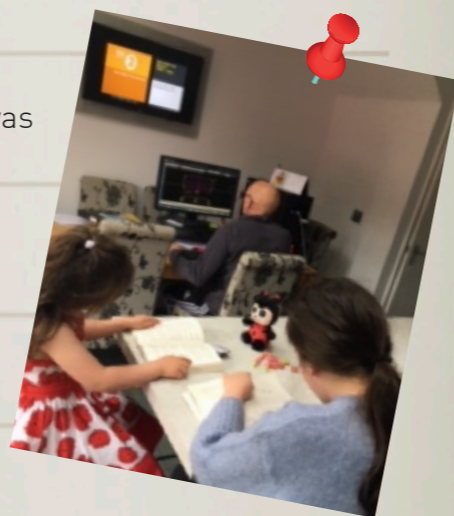
The day I brought my computer home so I could work from home was the same day the government closed down the schools and pubs. Having never work from home before I didn't know what to expect. Monday the 23rd April was my first day starting at 8 a.m. by 11 a.m. I wished the pub was still open!

Myself, partner and 2 young children all being in the house trying to work was far from ideal. Now into the 6th week things are much better, routine for the kids (bribery) being the main thing.

All the tool design team are working from home and the biggest challenge we have faced is the speed of the software we use being much slow than when we are at work.

Also not being able to interact with the guys on the shop floor has been another stumbling block we have had to overcome. Things are not ideal but everybody has pulled together to try to keep our working practices as normal as possible.

Most of all we are all well and safe, we hope this covid19 passes as soon as possible so we can get back into the office and the pub.

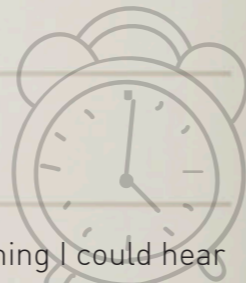


Fabiola Tarussio, Cast line, Amaro, AMB in Italy



I called Fabiola on a sunny afternoon, when the only thing I could hear on the road outside was the springtime sound of chirping birds. She was in Paularo getting everything ready for her daughter's birthday party. It was going to be quieter and on a smaller scale than she had planned, but there were still going to be a decent number of guests because seven people live in Fabiola's house. She is always very busy, especially right now. "I work shifts in Amaro," she told me. "I knocked off from a night shift earlier today. I race between home, work and the pharmacy. I have to find the time to go shopping, then come home to cook. My children never want to do their homework, so I need to keep an eye on them, too! My daughter has a test tomorrow: online, of course.

All of the necessary infection protection measures have been taken at work, but I can't deny that going there scares me a little bit. I've got an 82-year-old mother and young children at home. It's a scary situation but I've got lots to do and I try not to think about coronavirus too much. Let's just hope it all ends soon."



Margherita Martinis, HR Department, AMB in Italy

The HR Department was one of the first to make arrangements for people to work from home. However, we are also striving to cater to the everyday needs of the staff who are still working in the facilities in San Daniele and Amaro by taking it in turns to go into the office so that someone is physically present on site as often as possible.

I consider myself lucky because I can carry out almost all of my current duties from home, so it's largely business as usual as far as I'm concerned. The biggest change has been the need to handle the coronavirus emergency. Our department has been involved in the front-line efforts to reorganize company activities and protect everybody's health.



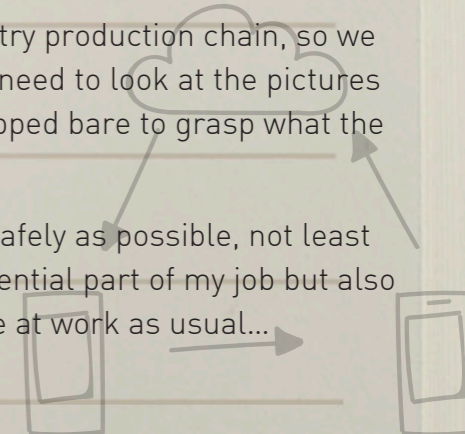
The containment measures have also had an impact on training and recruitment. The former was all postponed, but we managed to carry on with the recruitment process for a few more days – mainly through interviews on MS Teams – before we had to put it all on hold until the emergency is over. Having remote interviews was an option that proved very popular with candidates and it was something that we had already done in the past when we were considering applications from people who lived far away, had work issues or were unable to travel easily. All the same, we tend to see telephone and video interviews as no more than a first step: the only way to really get to know someone is by meeting them in person.

It's fair to say that AMB was ready for the switch to smart working. It's an option that has been open to a number of employees for years. Some can work from home for part of the week and some all of the time. Therefore, it was "just" a matter of taking a tried and tested approach and putting it into practice on a wider scale. Lots of companies are worried that it might lead to a drop in staff productivity, but so far in AMB's experience these fears have proved groundless. Although there have been countless problems with connections, organizing family life and getting to know IT tools, we are all online and hard at work.

Obviously different risks are faced by the people who work on site, but the company took action very quickly on this front and introduced measures even before the government made them compulsory. I think the production staff realize that the company has gone to great lengths because it's determined to protect everyone's health. Inevitably there have been some tense times in recent days, but everyone has been willing to discuss matters and exchange views, so all of the issues that have arisen so far have been resolved in the best possible way.

We are all mindful of the fact that we are part of the food industry production chain, so we have a crucial role to play in keeping supplies going... You only need to look at the pictures from recent weeks of supermarket shelves that have been stripped bare to grasp what the consequences would be of a halt in production in our field.

Basically, I hope that we get through all of this as quickly and safely as possible, not least because daily interaction with my colleagues is not only an essential part of my job but also my favourite aspect of it. In the meantime, if you need me I'll be at work as usual... in my living room at home!



Ambra Lirussi, Internal Sales, AMB in Italy

I started #smartworking on 24 February. The first challenge was to reorganize the area where I would be working and share the space equally with my partner. He normally travels a lot for work so he isn't at home that often. It's interesting to hear him motivating his staff remotely and I'm finding out more about his approach to work, including things that can be useful for my job. My relationship with our clients has changed in the last few weeks. When the emergency was mostly limited to Italy, they just needed to be reassured that supplies would continue to be delivered punctually. As the virus spread across Europe, they became more supportive, understanding and cooperative. I've discovered that there are some undeniable benefits to smart working. For example, you save time by not having to commute — and you get to work in familiar surroundings while still maintaining the same high standards. I haven't noticed any significant differences between working from home and working in the office. I do miss being able to discuss things with colleagues, especially when it comes to technical and practical matters. In the last few weeks, I've learned how important it is to be able to adapt and change your habits quickly. For instance, the fact that I can't print at home has taught me that I'm capable of doing my job without covering my desk with huge piles of paper... It means that I'm now also more environmentally friendly! I can't deny that I feel like a prisoner in my own home: the most exciting part of the week is going out to do the shopping. I now appreciate the value of freedom, which I always took for granted until it was suddenly taken away from us!

Nevertheless, even the most difficult situations can give rise to some wonderful things. I've noticed that I'm taking greater care of myself and finding simple ways to treat myself. I'm feeling more creative and every evening I try to cook a special dinner. I'm also more organized: planning lunches and dinners for a whole week is no mean feat! I'm always doing online yoga sessions and meditation. I take virtual coffee breaks with colleagues and meet up for online drinks with friends. The thing that I've missed most is human interaction in person, without the web coming between us.

Perhaps all of this can help us to rediscover genuine, wholesome values. When life gets back to normal, let's hope that the positive things that the virus has helped us to rediscover don't get swept away and forgotten, along with our current worries and restrictions.



Michele Menotti, ICT Manager, AMB in Italy

"Resilience" has always been one of the main objectives of ICT tools and processes. The aim is for them to have the capacity to adapt to changing external conditions without losing their identities. The ICT department uses know-how and technology to enable people to work in a range of ways, cutting back infrastructural constraints. In ICT circles it is common to work with "scenarios" and simulate the effects of events of various levels of severity. This approach meant that we were not caught unprepared recently when we had to put safety measures into place to protect AMB's staff and business.

In the last year, we have aimed to standardize the work stations of the office staff. We have provided them with standard laptops that can be used not only at all AMB desks but also at home and in airports and hotels, as long as an internet connection is available. Telephones, email, SAP, Rileva, Modula and Arxivar are always available, wherever they go. We've installed Wi-Fi networks in the offices and production facilities in San Daniele and Amaro so that all ICT services can be accessed wirelessly. To give just one example, our clients can still call us using the landline numbers that they've always known. The "ticket"-based report logging system also helps us a lot. The five members of the ICT team are continuing to provide support and assistance from their own homes and they use the online list of tickets to coordinate their work. In addition, an "expert system" (which many people now pass off as artificial intelligence) is used to analyse the contents of each email sent to ict@ambpackaging.com, categorize the ticket and assign it to the most appropriate person. This might not sound particularly ground-breaking, but it would be inconceivable for the team to have to do all of this themselves over the telephone.

On our intranet portal (<https://ambpackaging.sharepoint.com/IT>), we have added a section with handy documents that tell users how to do things such as use their telephones, open the VPN, and change their passwords.

In conclusion, I feel professionally satisfied with the work done by the ICT team and the way in which we are engaged by the business: we shine the spotlight on "what we want to do" and respond with "how we can do it", bearing in mind the complex system of servers and programs, preserving the continuity of all services, and keeping personal and business data secure. The fact that we already had an ICT system that was ready for the switch to "smart working" (or rather remote working) meant that we were able to focus on people, who handled the change extremely well. We're all a little further apart, but I'm pleased to see that there's a greater focus on the things that are beneficial to AMB, along with respect for other people's time. After all, technology can't help you to get lunch ready, look after your children or rearrange your home so that you can work there.

We are now all faced with the challenge of balancing our work and family lives (I recommend adding personal commitments to your Outlook calendar and labelling them as "Private"), so we don't want people to have to worry about problems with technology in addition to all the rest.





Will Turner, Business Development Manager, AMB in the UK

Working from home is not an unusual prospect for me, however over the last four weeks it has taken on a different dynamic.

Usually I spend a couple of days in my office at home, a few days out in the car visiting customers and some time in the AMB UK office.

As much as I used to bemoan the early starts to make 9am appointments or to beat the traffic, the movement broke up any

routine, which was, in a way nice, it gave me something to plan and prepare for. The prolonged period of working from home now means 5pm on a Friday represents very little, as many customers are in the same boat, the working days and weeks just roll into one. My office has expanded to the garden due to the nice weather, and I'm sure during the countless customer phone calls there is a perception, despite lockdown, that I am in a beer garden or on the golf course! If only that was the case!

The increased video conferencing has also brought about an interesting form of work attire, often shorts and flip flops with smart shirt, we have to keep up appearances don't we?

I hope everyone is staying safe and working from home is not proving too difficult.

Lucia Rovedo, Logistic Outbound Manager, AMB in Italy

In the logistics department, we divided our response to the emergency into two stages.

Stage 1:

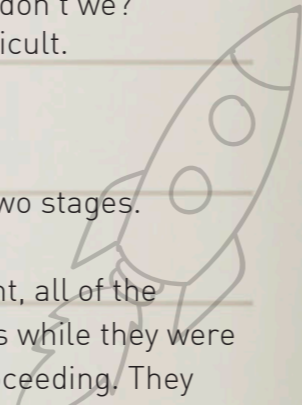
- In accordance with the instructions from the health and safety department, all of the entrances to the Amaro facility were closed. Drivers used to secure goods while they were being loaded, but now they must wait until loading is complete before proceeding. They have to ring the bell in order to enter the site and they have to go to reception one at a time.
- Documents are mainly handled by a single person, who is equipped with gloves and a sanitizer spray for the documents.
- We've introduced smart working for one person at a time, except at the busiest times, which are mostly associated with the monthly closing processes.
- We've given out hand sanitizer gel and the staff clean the vehicles that they've used at the end of each shift.

Stage 2:

- We've moved one of the desks in the warehouse for distancing purposes.
- Everyone wears masks and gloves, including the drivers.
- The health and safety department have set up different routes for office workers, warehouse staff and external staff.

On the operational front, in the first few days I called the haulage companies to find out about the availability of vehicles and ask for updates on restrictions on the transit of goods in other countries.

The situation was critical for a number of days, with queues stretching back approximately 80 km at the Brenner Pass, but ever since then we've managed to find the vehicles needed to provide clients with our usual service. However, it's necessary to look at a number of haulage companies in order to find the best solution and ensure that the deliveries arrive.



Damian Harris, UK Sales Manager, AMB UK

Before the recent COVID-19 situation, working from home (WFH) was part of my everyday role as a sales manager. Most factory-based people, if honest, would challenge how much work a salesperson does when 'working from home'! Pre-COVID-19 a typical working week would involve WFH, customer visits, visits to AMB facilities and lots of telephone calls and emails! Currently a working week now includes lots of telephone calls and emails, and meetings on Microsoft Teams! WFH has meant that I know my office' environment well, but now WFH all day every day means I know every aspect of my office four walls.



Part of the sales manager's role is about meeting and interacting with customers face to face, it's what we enjoy doing, but in these challenging times, for us all, we have had to adapt. It is much easier dealing and interacting with customers face to face, you can spot and register information good and bad in body language, facial expressions and tone of voice. You only have the latter to work with when you speak on the telephone, and none when receiving an email.

Like everyone at AMB I look forward to getting back to normal working practices, but unlike most I will still be WFH, but not everyday!!

Jillian Batey, Financial Controller, AMB in the UK

The Finance Team during Furlough. It has certainly been a learning curve with the whole Department working from home.

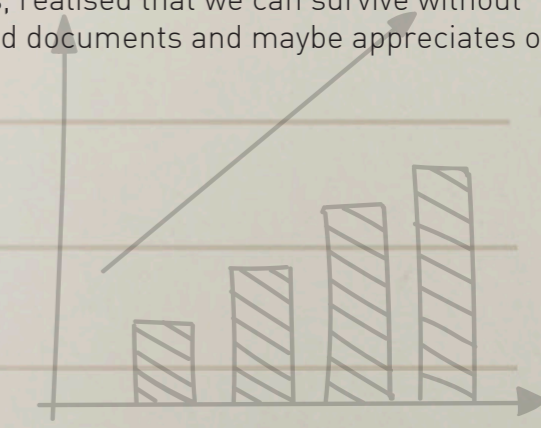
I think we all miss the camaraderie, but understand it's for the best, but also miss the ability to just trouble-shoot amongst the team. We're still communicating via phone and think we've all learned to type faster with one hand, whilst holding the phone in the other. Whatsap group chat has also become invaluable.

The positives have included no rush hour traffic, not having to un-jam the printer every 10 minutes and fewer nuisance calls, as their all Furloughed!

Challenges have certainly included how not to take over the house with paperwork and working around those that are also based at home, not only the humans!

Steph has found she doesn't need a hole punch as her rabbit Thumper had bitten through her purchase invoices & Tracy didn't need to shred her confidential overtime paperwork, as Toby her dog got a hold of it first. As for me, I just plugged my headphone in as two teenagers and Fortnite on the X-box are not always conducive to maintaining concentration.

All in all, I think we have improved some efficiencies, realised that we can survive without paperwork better than we expected by using scanned documents and maybe appreciates out work mates a little more.



Tracy McCluskey, HR Manager, AMB in the UK

Covid 19 and lockdown. What about me?

As you can probably guess, I chose a career in HR as I enjoy working with people and until now the majority of this is on a face to face basis. A large part of the attraction of being a site based HR Manager is the regular contact with my colleagues on site.

Have I coped with the change?

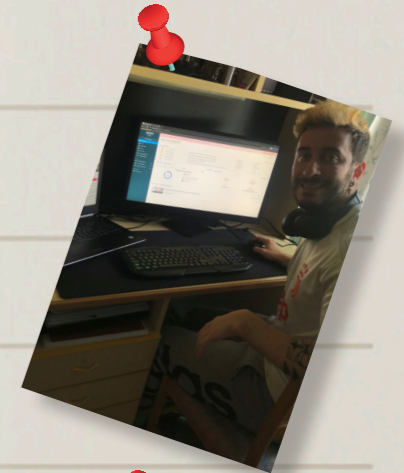
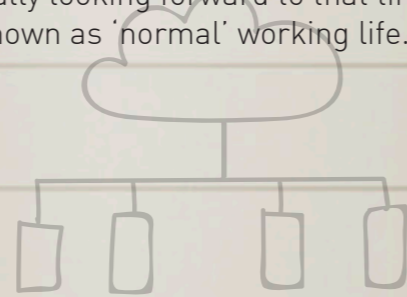
The short answer is yes, however working off site means that I am unable to have the face to face contact that I enjoy. I must admit that I am finding it strange and, for me, a lonely way of working – I have certainly realised that I don't particularly enjoy my own company and I miss the constant noise and activity on site !

Has the business and my colleagues coped?

Absolutely yes, despite having to make extremely quick decisions to protect our colleagues and the business as a result of these unprecedented times, we have adapted and been able to continue with as close to 'business as usual' as is possible. The business has seen some fantastic success during this time demonstrating how resilient and adaptable individuals, teams and the business can be.

How will the future look?

Despite developing effective new ways of working, a lot of which are likely to continue, I am sure it won't be too long until I can spend more time on site. I am really looking forward to that time, a time when I can return to some sense of what I've previously known as 'normal' working life.



We have not changed or amend the stories that have been supplied by our colleagues, these are as they where supplied.

Thank you!

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