



BRUNELLO CUCINELLI

DIVERSITY AND INCLUSION POLICY



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1. OUR COMMITMENT

For the Brunello Cucinelli Group (hereinafter also referred to as the "Group" or "Brunello Cucinelli"), **diversity** has always been an irreplaceable source of **mutual**, personal and professional **enrichment** and **inspiration**.

We strive to promote the continuous dissemination, sharing and implementation of the key value of **inclusion**, in order to **understand and embrace diversity** within all internal organizational and management processes, fighting unfairness and the humiliation of others, strengthening the personal **respect** that is central to every process, **considering** the individual characteristics of every person and **enhancing** the contribution made by each toward the achievement of the group's goals.

The Diversity and Inclusion Policy (hereinafter also "the Policy") has its roots in the Group's Code of Ethics, which proclaims the principles of **respect for the personality and dignity** of each individual, the **prevention of discrimination, harassment, and abuse of any kind**, the **promotion of equal opportunities, recognition of fair pay**, and a **fair, impartial recognition of knowledge, skills, and professional experience**.

The principles outlined in this Policy are the result of a collaborative process conducted with key stakeholders, also carried out through stakeholder engagement activities, aimed at ensuring that the needs and expectations of all parties involved are duly considered and integrated.

Likewise, the focus on the individual and the development of a company atmosphere of serenity, enthusiasm, respect, esteem, and understanding are key elements of the Decalogue "*To Our Gracious Co-Workers*" (ref. Annex) and our Policy of Human Sustainability ("In Harmony with the Creation").

The contents of this Policy are meant to be in keeping with the current legislation and the principles defined by the relevant international organizations, with particular reference to the Universal Declaration of Human Rights of the United Nations, International Labor Organization (ILO) Convention No. 111 concerning Discrimination, and the Sustainable Development Goals (SDGs), in particular Goal #5 – Gender equality, and Goal #10 – Reduced inequalities.

The principles contained in the Policy should also be applied in relation to the composition of the administrative and control bodies of Brunello Cucinelli S.p.A. Although the appointment of members of these bodies is the responsibility of the Company's shareholders, management hopes and recommends that the principles of this Policy be taken into account when selecting and choosing candidates for membership of the Company's administrative and control bodies.

Our goal is that the principles and commitments described in the following pages must be considered essential and always applicable throughout the entire professional life of our collaborators – both employees and non-employees – and extend to the Group's external relations, with the aim of consolidating their universal nature.

This Policy applies to all companies of the Brunello Cucinelli Group, as well as to relations with third parties maintained by those acting in the name and on behalf of the companies of the Brunello Cucinelli Group.

This Policy is to be considered an integral part of the Group's Code of Ethics; therefore, its violation may constitute a violation of the Code of Ethics itself.

The Policy must be brought to the attention of all stakeholders, including all employees of each Group Company, through appropriate communication channels, including publication on the company website and intranet, and translated into the relevant languages to ensure effective dissemination. Once duly informed, all stakeholders are required to comply with the principles contained therein.

2. THE DIMENSIONS OF DIVERSITY IN THE BRUNELLO CUCINELLI GROUP

We strive to guarantee that all our collaborators may fully express their potential, in keeping with the definition of diversity envisaged by the ILO, according to which: *“Diversity refers to a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that embraces and celebrates individual and collective achievement. Identity is dependent on much more than one dimension of a person’s background. In recognizing and appreciating the many characteristics that make individuals unique, diversity provides solutions to eliminate discrimination in the workplace”*¹.

We promote the inclusion, respect, consideration, and enhancement of all human resources, regardless of their **gender identity, age, different physical and mental abilities** (whether visible or not), **sexual orientation**, or different **cultures, nationalities, socioeconomic background, ethnic groups, and/or religions**.

The following sections offer an analysis of the above-said dimensions of diversity and the commitments the Group undertakes in order to celebrate inclusion in the company’s daily life.

2.1. Gender Identity

The Group strives to respect and enhance gender identity, making sure there is always a **gender balance** at all organizational and decision-making levels in order to ensure fair representation and participation.

We acknowledge that gender identity is not simply dichotomic, male or female, in nature, and therefore we understand the necessity to promote a greater development of a shared language that does not restrict anyone’s expression of personal identity.

It is our goal to make sure that everyone will be **treated properly and professionally, with an attention to individual needs**, and guarantee of **equal access to job, career, and pay opportunities**, regardless of their gender identity.

2.2. Age

The Group is committed to preserving and passing down the art and artisanal craftsmanship that characterizes every Brunello Cucinelli creation. Therefore we strive to **recognize the knowledge and experience** of the people who have worked with the Group the longest, while at the same time focusing on the **innovative spirit, creativity, and enthusiasm** of the younger members. Indeed, the value of intergenerational dialogue is central to us, around which we build our internal

¹“Promoting diversity and inclusion through workplace adjustments a practical guide” (2016), International Labour Organization.

and external relationships, and promote **constructive dialogue between different ages** in order to transmit **love for preservation and for the future**.

For this reason, we are committed to making sure our **conduct** with our collaborators **is not compromised by age considerations**. Instead, we protect the **distinctive traits of each generation** and guarantee the **transmission of their skills and knowledge**, as well as **equal job and development opportunities**. We believe **talent** must be put to the best use at every stage of an individual's working life, regardless of their job and years of experience, in order to promote their professional development, also made possible thanks to continuing education pathways.

2.3. Different physical and mental abilities

We are committed to seeing that all those who have the opportunity to work with the Group may **live their working experience fully**, without encountering barriers that hinder the expression of their abilities.

To this purpose, we protect and enhance workers' **different abilities** and will ensure a **safe, healthy environment which is able, above all, to support** the motor and mental needs, both visible and invisible, of everyone.

We are also committed to promoting a **culture of inclusion** that goes beyond regulatory compliance, particularly by raising awareness among all staff. We recognize the unique value that each individual brings to our work environment and endeavor to create personalized growth and development opportunities, enhancing the distinctive talents and skills of each individual, regardless of their different abilities.

2.4. Sexual Orientation

We respect **everyone's right to free choice**, a fundamental human right. We believe in the importance of promoting **inclusive workspaces and opportunities** which guarantee that each worker will be full freedom to express their personality and preferences, preventing and condemning discrimination of any kind.

2.5. Multiculturalism

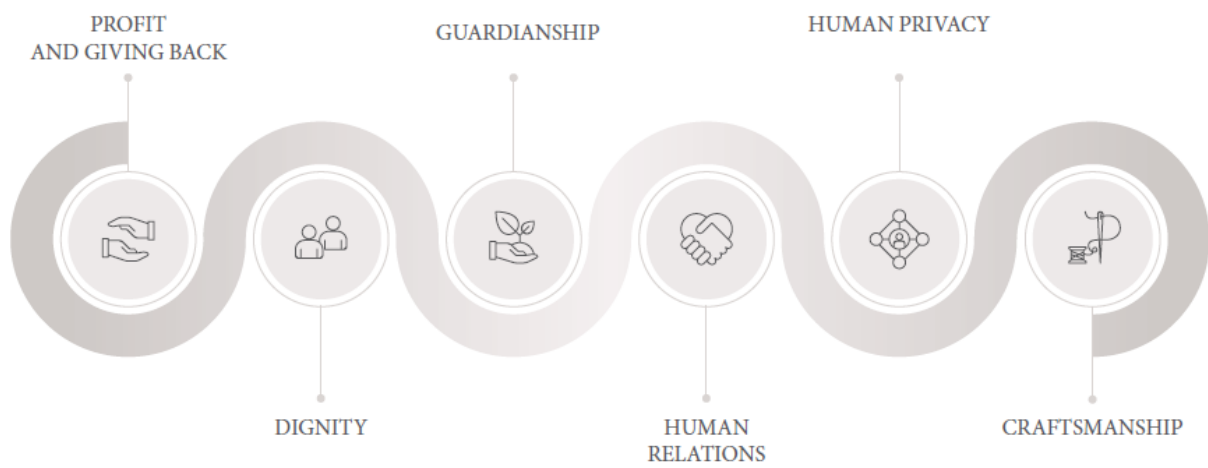
We promote the development of workplaces in which all **ethnic groups, nationalities, socioeconomic backgrounds and religions** are **included, accepted, and appreciated**.

Our planet is nourished by the great diversity of its cultures: from east to west, millions of lives are in touch, come together, and converse, both in the real world and virtually, by digital means. As of today, there are representatives of 60 different nationalities among our collaborators, and each of them contributes to and enriches the company life with their own distinctive traits. We intend to

continue being the expression of a **multiculturalism capable of giving prominence to the added value of inclusion.**

3. OUR COMMITMENTS

The Group commitments are organized into the following five pillars, through which we strive to foster an ever-greater integration of the above-described dimensions of diversity in the company organization and the Group's internal and external activities:



The first four pillars permeate the various phases of the working life of each of our collaborators: from their selection to their internal growth paths, to their achievement of top positions, to the end of their employment. The fifth also concerns the relationship with all the Group's external stakeholders, demonstrating our extensive commitment, which must become increasingly ingrained and spread with every action we take.

In the following sections, each pillar provides a description of how the Group intends to intervene to transform commitment into *modus operandi*. The actions shared here will be subject to **monitoring** and it will be our responsibility to ensure clear internal and external **communication** of the **progress made** and the **constant orientation towards improvement**.

The Council for Human Sustainability and Humanistic Capitalism is directly responsible for implementing, coordinating, monitoring and updating the contents of this Policy.

3.1. Dignity of work

We never stop looking for genius in people, and when we find it we go out of our way to enhance it

The attraction of highly qualified individuals and specialist profiles, as well as the retention of these resources within the organization, are considered strategic and therefore valued through the creation of stable working relationships over time, based on **trust, honesty, fairness** and characterized by fair economic treatment.

Starting from the selection phase, we strive to interact with human resources according to criteria based on **impartiality, integrity, and merit**, avoiding at all times situations of uneasiness, threat, hostility, or intimidation, whether physical, verbal, or psychological.

We are committed to accepting applications from any person of talent, without distinction of gender, age, physical or mental ability, and/or sexual orientation, and with respect for multiculturalism, **nationalities, socio-economic conditions, and religions** to which the individual belongs and in which he or she recognizes himself or herself

We listen to, and learn to know, the person we have before us for the first time; our evaluations are always inspired by the **great values of justice and the recognition of the dignity of all**.

As a guarantee of our commitment:

- *We will explore, during the selection phase at the Group's operational headquarters and boutiques, people from different locations, national and international, in order to consider a multicultural and diverse group of candidates;*
- *We will ensure selection methods that take into account different physical and mental abilities.*

3.2. Diversity culture

We believe in the relevance of culture as a way to improve human beings. That's why we try to gently foster it

We have the privilege of dealing with different cultures and social contexts and for this reason we intend to develop, in alignment with the Humanistic Enterprise model, a corporate identity that is universal.

Therefore, we strive to promote a company culture oriented towards the dissemination of the value of inclusion that allows the Group to operate according to an organizational model that represents a **true mélange of cultures, ideas, individualities and personalities**, recognized as the foundation of our being a community.

Through the promotion of a process of constant growth of our people, we try to prevent all forms of discrimination and prejudice, even if unconscious, so that our employees can coexist, within the work framework, according to **nature** and **solidarity**.

As a guarantee of our commitment:

- *We will promote the development of a corporate community and culture that strengthen the spirit of inclusion, also through training workshops aimed at disseminating this Policy and, with it, its cornerstones, facilitating its understanding through "real-life scenarios" of diversity management;*
- *We will remove any possible obstacles, for example of a linguistic nature, in the process of creating a shared corporate culture;*
- *We will propose to our employees to create diversity working groups in the company that allow for in-depth exploration of the topic and the organization of specific initiatives to support it.*

3.3. Inclusive leadership

It is our custom to meet on a regular basis during the year to discuss things, so that everyone is up to date on how the business is evolving

All our Human Resources are involved in defining corporate objectives and are an essential prerequisite for achieving them.

Therefore, we are committed to ensuring that there is a constant and direct dialogue between manager and employee, based on a **leadership model** that is **human, aware, receptive, reflective**; a **virtuous example** for others and careful not to incur discriminatory forms of any kind.

For us, "inclusive leadership" means valuing the unique **contribution of each individual** and demonstrating **trust and confidence in delegating and assigning responsibilities**.

Finally, we believe that **evaluation** is also an important moment of exchange between the manager and their employees, who are directly involved through a **continuous feedback system** that is the basis for constant growth, stimulation and passion.

As a guarantee of our commitment:

- *We will promote a one-to-one evaluation system that also takes into account aspects related to the protection and the inclusion of diversity;*
- *We will promote gender balance in top positions and related responsibilities;*
- *We will propose various Human Resources engagement activities, specific to the generations represented;*
- *We will develop mentoring programs aimed at increasing the level of self-esteem of each employee.*

3.4. Equal opportunities

In our company we want everyone to enjoy equal opportunities, fully aware of the value of their knowledge

We work to combat all forms of discrimination in the workplace, promoting the recognition of equal opportunities for all our employees, at all levels of the organization.

We strive to guarantee equal **access** to the opportunities for growth, pay, and professional development, using **objective, merit-based** criteria.

We prevent any wage gap between men and women doing the same job with the same level of expertise and background; we recognize everyone's "time of the spirit", protecting the balance between work time and private life, sustaining the fundamental value of the family; we protect everyone's health, paying particular attention to the specific necessities of those who need greater care; we value our workers even during their last working years, accompanying them and supporting them when they reach retirement.

As a guarantee of our commitment:

- *We will enhance corporate welfare plans that support inclusion;*
- *We will build career paths that take diversity into account;*
- *We will conduct rotation programs for our employees in the various Regions of activity;*
- *We will provide working methods that meet the needs of all, especially the most vulnerable categories;*
- *We will ensure increasingly accessible and safe workplaces for people with disabilities, through specific tools and technical support, with particular regard for our points of sale;*
- *We will define talent retention plans that are inclusive and allow everyone to feel they belong to a community;*
- *We will strive to bridge the gender pay gap;*
- *We will participate as an active party in sector and internationally recognized programs focused on inclusion issues.*

3.5. Inclusive communication

We believe in worldwide universalism, and our actions are imbued with a great respect for all civilizations

We don't just ponder our own internal company situation, but also consider the relationship with our external stakeholders, customers, and partners. Each and every message to them transmits the values inherent in the Group's actions, and so we strive to guarantee that every form of communication uses a language and images **mindful of the moral and esthetic sensitivity of everyone**.

In this sense, in the dialogue between the Group and its external contacts, no one must feel left out, discriminated against, or the target of any other physical, verbal, or psychological prejudice.

Likewise, we commit ourselves to giving visibility, through our communications, to the dimensions of diversity that characterize us.

As a guarantee of our commitment:

- *We will use inclusive and diversity-celebrating modes of expression;*
- *We will urge our trusted partners - façonisti and suppliers - to align themselves with the provisions of the following Policy in managing their employees;*
- *We will take into consideration the requests made by internal and external stakeholders on diversity and inclusion, as fundamental inputs to corporate decision-*

4. POLICY IMPLEMENTATION AND PROMOTION

All HR directors and HR managers of the Group, in the various Regions, are identified as directly responsible for implementing and disseminating the Policy in order to ensure an organization and management of company activities that are as inclusive and open as possible to dialogue with the dimensions of diversity that characterize the reality around us.

Similarly, we also require close supervision by function managers towards their direct reports, who will be called upon not only to implement the provisions of the Policy in their daily activities but also to promote knowledge and full understanding of it.

We believe that, in addition to constant training, it is necessary to actively involve and listen to Human Resources, which allows us to learn from each of them.

All recipients of the Policy have the right, but also the moral obligation, to report any problematic or unacceptable behavior in violation of the principles outlined in this document. In particular, in accordance with what has been approved at the level of individual Regions/Companies, the objective of the Policy is to regulate the prevention of all forms of discrimination and harassment, whether physical, verbal or visual, intentional or not, in the workplace, aimed at undermining the personal integrity of the individual.

Reports can be made informally, by informing one's function manager, as well as the HR Department of the Group, or through the forms and channels provided for by the Whistleblowing Procedure pursuant to Legislative Decree no. 24/2023².

We assure the whistleblower protection against any retaliatory or discriminatory act, direct or indirect, against them.

Any violation of the following Policy entails the activation of a disciplinary procedure that provides for different levels of action depending on the seriousness of the act, up to and including dismissal or termination of the existing contract with the company of the Brunello Cucinelli Group.

For any information regarding the contents, interpretation and implementation of the Policy, please contact your local HR representative.

Finally, it is specified that the Policy may be subject to amendments if it is deemed appropriate to provide for its updating to ensure its proper effectiveness over time and in line with regulatory developments on the subject.

² <https://investor.brunellocucinelli.com/en/services/archive/governance/documents>

ANNEX

The Decalogue “To Our Gracious Co-Workers”

- I. *We have always made sure that our workplaces are well-maintained and welcoming places where you can always raise your eyes and look at the sky.*
- II. *We all work fair hours and share the same working hours; but nobody is connected on Saturdays and Sundays.*
- III. *We have always made sure that wages are a little higher for everyone, without any difference.*
- IV. *In our Company we want everyone to have equal opportunities, as we are constantly aware of the value of their knowledge.*
- V. *We have paid utmost attention to promoting healthy relationships based on respect and trust between workers, whom we consider to be thinking souls.*
- VI. *We believe in the great value of culture as a factor of human improvement. That is why we kindly promote it.*
- VII. *We are aware that passing on knowledge fosters creativity and talent. For this reason in Solomeo we have established the School of Arts and Crafts.*
- VIII. *If our Company lasts for centuries, as we hope, it will also be thanks to the generational change that we have always nurtured over time.*
- IX. *It is our habit to meet regularly throughout the year and talk to each other, so that everyone can learn about how the company is evolving.*
- X. *We never stop looking for the genius in others and, when we find it, we endeavor to make the most of it.*