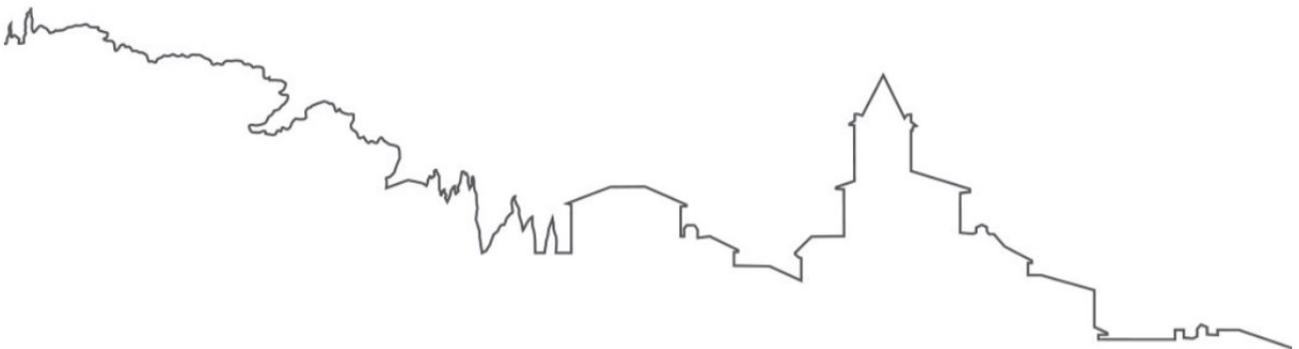




BRUNELLO CUCINELLI

POLICY "HUMAN RELATIONS"  
STAKEHOLDER ENGAGEMENT



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## 1. A SHARED COMMITMENT

Sharing is a core value of the Brunello Cucinelli Group's (hereinafter also referred to as the "Group") corporate philosophy and working method; it encompasses all subjects involved within the value creation chain.

Starting from this premise, aware of the ever-increasing complexity and changeability of demands and needs, and with the aim of implementing a **strategic approach** capable of preserving **lasting human relationships**, this "*Human Relations*" Policy contains principles and values that must guide moments of dialogue with all stakeholders. At the same time, it represents the reference framework for the processes of managing all sustainability impacts, risks and opportunities related to the management of stakeholder relations pertaining to the Casa di Moda.

The Policy directs the methods of engagement, diversified according to the categories of stakeholders involved, ensuring **communication that is always polite, responsible, constructive and as transparent and inclusive as possible**. In this way, not only is it believed that trust and cooperation with stakeholders can be strengthened by ensuring they **always have a contemporary perception of the brand**, but also that the **Group's social license to operate can be nurtured and preserved over time**, ensuring that strategies, priorities and objectives, activities and processes are always perceived, accepted and aligned with the different interests of the parties involved.

**Humanistic Capitalism** and *Human Sustainability* must inspire the contents of dialogue, communication and engagement.

Dialogue with each stakeholder is planned and implemented in compliance with the Universal Declaration of Human Rights of 1948, the Conventions on Fundamental Labour Rights and Principles of the International Labour Organization (ILO). Furthermore, the Policy refers to the provisions outlined by the *AA1000<sup>1</sup> Stakeholder Engagement Standard (2015)* and the ESRS of the CSRD, with specific reference to the principle of "stakeholder inclusivity". It comes into force as of its approval by the Board of Directors (BoD) and has mandatory validity at Group level. The Council for Human Sustainability and Humanistic Capitalism is directly responsible for implementing, coordinating, monitoring and updating the contents of this Policy.

All Regions of activity and all departments identified as responsible for engagement with the various stakeholder categories are considered direct recipients of the following contents.

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<sup>1</sup> The AA1000 Stakeholder Engagement Standard (SES) was defined by the AccountAbility organization, starting with the AA1000 Principles of Inclusiveness, Materiality and Responsiveness. The latest available version of the Standard is the 2015 version, which is currently under review and update.

## 2. RESPONSIBILITIES, OUTPUTS AND OUTCOMES

Each company department will be responsible for the dialogue, discussion, and the gathering and sharing expectations for its assigned category of stakeholders. This approach ensures that a continuous mechanism of engagement with external stakeholders is integrated into company operations; it also helps to ensure inclusivity from a viewpoint of internal cooperation for the purposes of engagement.

The Group envisions that a global and shared implementation of this Policy can generate the following results over time, in terms of:

- **Outputs for all mapped stakeholders**
  1. Continuous sharing of values and knowledge;
  2. Listening to and taking into consideration their respective concerns;
  3. Recognition of the strategic role of each in defining material sustainability issues.
- **Outcomes for the Group**
  1. Increased positive internal and external perception of corporate reputation;
  2. Enhancing inputs collected through engagement to drive internal decision-making processes, including the strategic definition of material issues;
  3. Efficient risk management and identification of opportunities, in environmental, social and economic/governance matters.

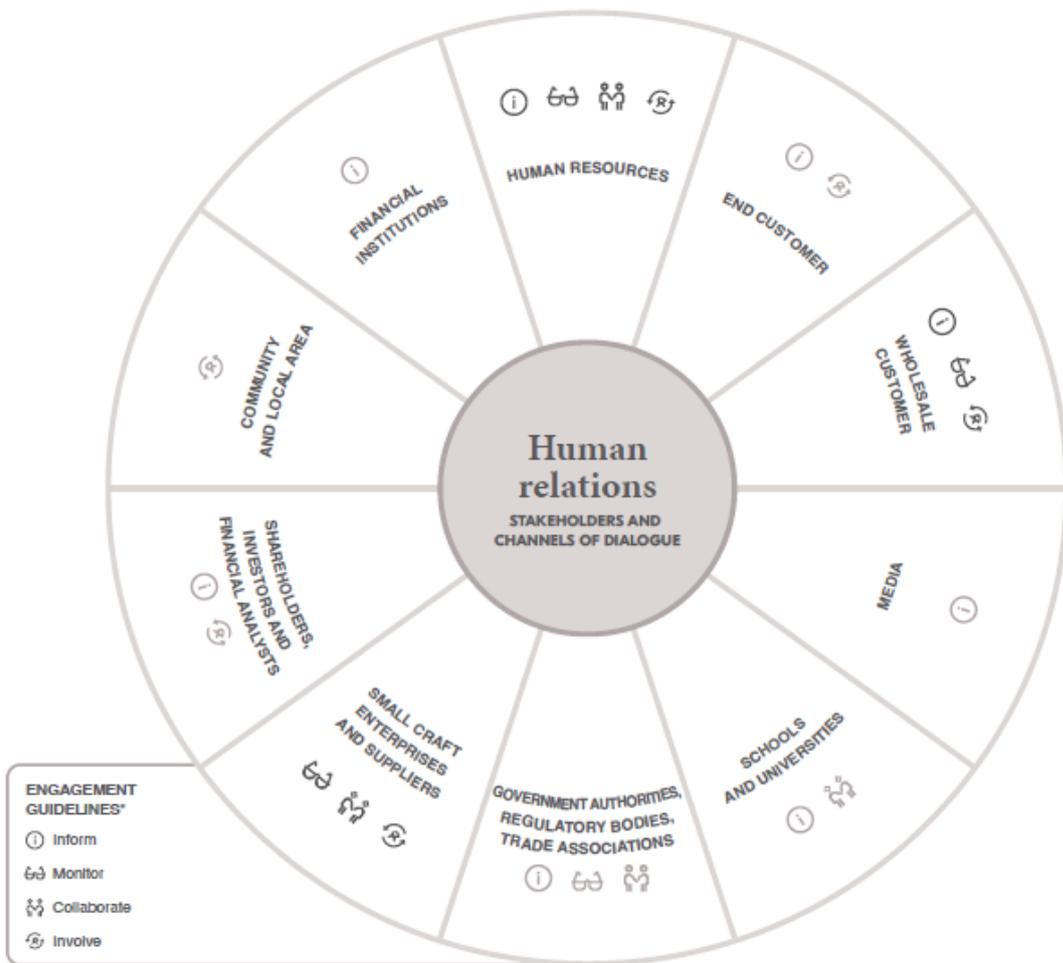
### 3. THE STAKEHOLDERS OF THE BRUNELLO CUCINELLI GROUP

Drawing inspiration from the principle of **stakeholder inclusivity**, outlined by the Standards to which this Policy refers, the Group undertakes to annually identify the various categories of stakeholders and classify them on the basis of the dimensions of **influence** and **dependency**.

In this way, from year to year, an engagement plan will be prepared along four directives: i) "*engage*"; ii) "*inform*"; iii) "*monitor*"; iv) "*collaborate*".

The Policy must be brought to the attention of all stakeholders, including all employees of the 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.

Below are the mapped stakeholder classes.



**Human resources** i b p r

**DIALOGUE CHANNELS**

- Informal and formal dialogue via email and telephone/video call
- One-to-one/one-to-many online and face-to-face meetings
- Annual performance evaluation meetings and definition of future objectives
- Feedback culture
- Institutional business update meetings
- Interaction with friendly advisors
- "Sympo" e-learning platform
- Skilla platform for training activities (business managers)
- Store managers meetings and retail meetings

**SOME TOPICS OF INTEREST THAT EMERGED FROM DIRECT ENGAGEMENT**

- Perception and awareness of workplace care
- Appreciation of the Company's commitment to land redevelopment
- Awareness of working for a company of excellence
- Balance between "time for the spirit" and "work time"
- Strengthening internal communication
- Further enhancement and application of the Decalogue "To our wonderful employees"
- Lack of awareness of projects in the field of Human Sustainability

**End customer** i r

**DIALOGUE CHANNELS**

- Face-to-face meetings in boutiques and "Casa Cucinelli" sales areas
- Trunk show
- Digital presence and user experience (e.g. corporate website and e-commerce) and Social Media
- Dedicated events
- Personalised experiences in Solomeo (Hamlet and headquarters)
- Customer service (online boutique)
- Select value and product communications (e.g. Newsletter)
- Instant messaging, telephone and video-call tools

**SOME TOPICS OF INTEREST COLLECTED BY THE REPORTING FUNCTIONS**

Request for product information: composition of garments, with reference to materials used (e.g. nickel-free metals; leather processing with reference to tanning processes – chemical or vegetable –, colour and glues used)

\* The engagement guidelines were defined on the basis of the analysis carried out with the involvement of Group management

**Wholesale customer** i ↻ ↺

**DIALOGUE CHANNELS**

- Values and training meetings
- Pitti Uomo
- Milan Fashion Week
- Order collection and feedback sharing
- "Sympo" e-learning platform
- Visits to Solomeo to share philosophy and values
- (Digital) roadshows with multi-brand owners and their managers
- Telephone/e-mail/video-conference

**SOME TOPICS OF INTEREST THAT EMERGED FROM DIRECT ENGAGEMENT**

- Increasing involvement of suppliers
- Ongoing external communication of corporate excellence

**Media**  
(local, national and international) i

**DIALOGUE CHANNELS**

- Dialogue by phone/email
- Informal talks
- Formal talks
- Press releases

**SOME TOPICS OF INTEREST COLLECTED BY THE REPORTING FUNCTIONS**

- Supporting requests for quantitative verifications; updating on business developments and initiatives realised/planned (e.g. presentation of the Universal Library of Solomeo project)
- Interest in community and local area initiatives and in the framework of the Sustainable Markets Initiative (SMI)

**Government Authorities, Regulatory Bodies, Trade Associations** i ↻ 👤

**DIALOGUE CHANNELS**

- Meetings with local government representatives
- Company visits
- Telephone/e-mail
- Meetings with representatives of trade associations
- Partnerships to support the local area and communities

**SOME TOPICS OF INTEREST COLLECTED BY THE REPORTING FUNCTIONS**

Business-related authorisations/supervision

**Schools and universities** i 👤

**DIALOGUE CHANNELS**

- School of Arts and Crafts
- Internships and company visits
- Collaboration with "Sistemil Formativi Confindustria Umbria"
- Open days at universities
- Talks and testimonials at Schools and Universities
- Telephone/e-mail

**SOME TOPICS OF INTEREST COLLECTED BY THE REPORTING FUNCTIONS**

Organisation of internships; career days; already active training programmes; development of new training or job placement projects

**Community and local area** ↻

**DIALOGUE CHANNELS**

- Planning and carrying out interventions in the local area to preserve the beauty of the territory and give it value over time
- Activities of the Brunello and Federica Cudnell Foundation
- Organisation of events to bring art to local areas and allow the public to experience it in a direct and engaging way
- Meetings with representatives of associations

**SOME TOPICS OF INTEREST COLLECTED BY THE REPORTING FUNCTIONS**

- Reliance on the role of Casa di Moda in the local area
- Extension of the perimeter of suburban redevelopment
- Social Inclusion
- Creation of more frequent moments of confrontation between the different local actors

**Small craft enterprises and suppliers** ↻ 👤 ↻

**DIALOGUE CHANNELS**

- Constant support with a dedicated team
- Company visits
- Annual meeting to share results and expectations
- Individual or group meetings
- Supply Chain Programme
- Biannual telephone interview for annual performance evaluation and small craft enterprises satisfaction analysis

**SOME TOPICS OF INTEREST THAT EMERGED FROM DIRECT ENGAGEMENT**

**Small craft enterprises:**

- Workplace care and the pursuit of beauty
- Transparency, dialogue and respect for the human relationship with Casa di Moda
- Maximum collaboration on sustainability issues with the entire supply chain
- Demand for the Company to be a driving force in the digital and technological evolution

**Financial Community**  
(shareholders, investors and financial analysts) i ↻

**DIALOGUE CHANNELS**

- Dialogue by phone/e-mail and video call
- Visits to Solomeo
- Shareholders' Meeting
- Institutional website and Investor Relations
- Interviews
- Press releases of results and conference calls (increased in 2023)
- Price-sensitive communications and information
- Roadshow
- Fashion Week (Milan) and Pitti (Florence)
- Group meeting
- Dedicated events
- Store visits (also Casa Cudnell)
- Gratitude dinners

**SOME TOPICS OF INTEREST COLLECTED BY THE REPORTING FUNCTIONS**

- Greater involvement of the supply chain in the Human Sustainability journey of Casa di Moda
- Human Resources Management Methods
- Circular economy and reuse of raw materials
- Transparency and traceability of manufactured goods

**Financial institutions** i

**DIALOGUE CHANNELS**

- Press releases
- In-person meeting with management, on a quarterly basis, with the participation of specialists on various topics
- Collegial meeting in Solomeo (organised for 30 years) in November with all bank managements
- One-to-one meetings Hub

**SOME TOPICS OF INTEREST COLLECTED BY THE REPORTING FUNCTIONS**

Strategic and relationship aspects; banking operations (management of current accounts, bank terms and conditions, credit facilities, financing and day-to-day operations); WellMakers platform; Welfare Hub platform

## 4. PRINCIPLES TO SUPPORT DIALOGUE

The commitment to listen to, understand and embrace the demands expressed by internal and external stakeholders develops from the absolute importance that the Group attributes to the **personal and human relationship** with each of them, in line with the indispensable centrality of the human being that is the basis of the corporate philosophy.

Therefore, the Group has defined **four principles**, which the departments responsible must be inspired by and refer to in moments of dialogue with the various stakeholders:

1

Providing prompt, complete, and accurate information to stakeholders

The Group is responsible for respecting the right of stakeholders to **be promptly and accurately informed about its activities, decisions, projects and initiatives**, through communication that is as transparent as possible.

2

Working together to generate shared value over the long term

The occasions for dialogue must be considered as moments of **two-way sharing and generation of value and knowledge**, by the Group and by the stakeholders involved.

3

Receiving feedback and gathering stakeholder viewpoints

In this sense, the development of a **culture of dialogue** is considered crucial, both internally - towards human resources - and in relations with subjects external to the Group, in terms of open discussion on issues considered relevant in the environmental, social and economic/governance dimensions and the return of results deriving from involvement.

4

Increasing satisfaction with and trust in the Group

The effectiveness of the interaction is then strongly correlated to the perception that stakeholders develop towards the **brand identity** and corporate **reputation**; for this reason, the Group expresses its commitment to **ensuring the satisfaction of stakeholder expectations**, so as to progressively increase their trust in the relationships established.

Recognizing the fundamental contribution that can derive from interaction with each stakeholder, it is believed that respecting and enhancing these principles in present and future occasions for discussion and dialogue can not only increase the **solidity of collaboration** between the Group and the various stakeholders but also strengthen the continuity of the business itself.

## 5. A SPECIALIZED AND SPECIFIC ENGAGEMENT

The following are the guidelines and practices for dialogue with the various types of stakeholders. Each reference department must therefore refer to what is envisaged for the relevant stakeholder category.

Through the definition of a strategic and disciplined approach, the Policy requires the departments involved to increasingly integrate the moments of dialogue and their related contents with the issues of Humanistic Capitalism and Human Sustainability, in order to make stakeholders aware and updated with reference to the commitment, strategy and activities carried out by the Group and therefore collect their feedback in this regard.

### 5.1. Guidelines and practices for communicating with human resources

Human resources play a central role in achieving corporate objectives. In alignment with the provisions of the Code of Ethics, the Policy of Human Sustainability "*In Harmony with Creation*" and the Diversity and Inclusion Policy, the Group is committed to ensuring that the relationship with them is based on respect for human values, the personality and dignity of the individual, the autonomy and responsibility of the individual in the context of their work, as well as the promotion of equal opportunities at every stage of the employment relationship, through the prevention and repression of any situation that may create discrimination against the diversity present within the Group.

Each employee's adherence to and participation in the Group's strategic goals is promoted and highlighted; the intention is to strengthen relationships with all employees through daily dialogue, using formal and informal channels, with the coordinators of the *Human Resources* department. Periodical company meetings are also scheduled to provide updates on the progress of the business so as to keep employees informed about company activities.

Performance evaluation is organized on the basis of evaluation sheets and concludes with an annual meeting between the employee and the manager, during which feedback is provided, and future objectives are defined, also in the presence of the *Human Resources* department.

Crucial are also the moments aimed at strengthening communication and collaboration between the various *Regions* in which the Group operates. In fact, local HR managers interface periodically with the *Human Resources* department at the Solomeo headquarters: a mode that allows to always ensure a coordinated management of aspects related to the different phases of employees' working life, while ensuring the specific treatment of local situations.

Finally, human resources throughout the Group can refer to the company intranet channel, set up as an internal communication tool aimed at providing accurate and up-to-date information on current activities and serving as a repository of internal documentation.

## 5.2. Guidelines and practices for communicating with final customers and wholesale clients

Transparency, reliability, fairness, integrity, professionalism and quality are elements that distinguish the relationships developed not only with final customers, but also with the network of wholesale clients, and through which the Group nurtures their trust and loyalty.

In particular, with the final customer, the dialogue must be based on communication that is always polite and never intrusive, to protect the human privacy of each individual, which is why the use of any advertising or communication means that can mislead customers is not recommended, reporting information that differs from reality in terms of quality, quantity, origin and provenance of the products offered.

The exclusivity of the relationship then extends to convivial moments and unique experiences organized to make the customer participate in the brand's essence. The experience offered to them therefore also extends to the digital realm through the online boutique, which is also representative of the brand's contemporaneity and a means of presenting the collections: thanks to the technological updates initiated, users have the possibility of experiencing an increasingly rich and engaging experience online. Other communication channels are also the Group's institutional website and social media, through which customers can always stay up to date.

Finally, newsletters represent selected communications of both value and product. The Group is also committed to ensuring the utmost attention to suggestions and any complaints from customers and therefore to providing them with timely feedback in this regard.

The *Customer Relationship Management* department in charge of managing the relationship with final customers interfaces with them constantly through dedicated Customer Care channels. As for wholesale clients, we dedicate value-based and training meetings to them, also at the Solomeo headquarters, and the dialogue is equally nurtured during industry events, such as, among others, Pitti Uomo and Milan Fashion Week. Periodic meetings dedicated to them are also organized, open to the participation of all the Group's multibrand owners and their managers, in order to strengthen their central role as "guardians" of the brand, share strategic and operational issues, discussing mutual responsibilities, inform them in a timely manner about delivery and collection presentation dates and define future activities.

### 5.3. Guidelines and practices for communicating with raw material suppliers and third-party artisan (*façonisti*)

Relationships with raw material suppliers and *façonisti*, mostly of a multi-year nature, are substantiated in the recognition of fair merit and fair economic value for the work of all those who, from the selection of raw materials to the production of the garment, contribute to the creation of a product that is an ambassador of Made in Italy in the world.

Relationships are based on the utmost fairness, transparency and efficiency.

The relationship also develops through individual or group meetings, including the annual Convention dedicated to sharing results and expectations and strengthening issues related to corporate values and philosophy. This occasion for meeting and discussion highlights the importance of transparency, fairness and trust in the relationships between the Company and suppliers, reiterating the key principles and rules that guide them.

As part of the management of the relationship with our suppliers and with the aim of an increasingly precise monitoring of their compliance and their level of maturity in the ESG sphere, we have initiated a progressive process of supply chain mapping and collection of fully digitalized qualitative-quantitative primary data.

The *Informative Façon and Suppliers* department represents their dedicated interlocutor, in the management of daily activities and in the operational, strategic and financial support offered in particular to *façonisti*.

### 5.4. Guidelines and practices for communicating with shareholders and investors

The dialogue with market operators and the Business Community - including institutional investors, individual investors and financial analysts - is characterized by prompt and accessible information, ensured by the implementing a proactive approach to communication.

Formal dialogue with this category of stakeholders takes place continuously by means of email, telephone and company visits. With particular reference to shareholders, the annual Assembly is the reference point in the relationship with them.

Also significant are the *roadshows* and communications required by the regulations applicable to listed companies, as well as meetings during the Pitti Uomo event in Florence and Milan Fashion Week. Further information is accessible to them on the corporate and investor relations website.

The *Investor Relations* department is the reference figure in the management of continuous dialogue with shareholders and investors. The relationship is characterized by trust and collaboration, and they are made aware of financial and non-financial performance and medium- and long-term strategic corporate directions.

### *5.5. Guidelines and practices for communicating with the community and the territory*

The Group has a responsibility towards the territory and local communities, and therefore operates taking into account their needs, recognizing its duty to contribute to the promotion of quality of life and local economic, social, cultural and civil development.

In planning projects to be carried out in favor of the territory, the company's activities are flanked by those of the Brunello and Federica Cucinelli Foundation. To support small local communities, the Group has joined the Fashion Task Force of the Sustainable Markets Initiative.

The relationship with local realities also develops through meetings with representatives of local associations, essential moments of discussion to come into contact with the real needs of the territory.

The *Communication* department is responsible for collecting requests for projects and initiatives that are addressed to the Group by local realities, with respect to which it carries out an analysis to obtain specific information about them and evaluate their congruity with respect to corporate values and principles.

### *5.6. Guidelines and practices for communicating with the media*

Relations with the mass media are maintained in compliance with the Group's communication policy.

Dialogue is organized through formal discussions - for example during press conferences - and informal ones, via telephone or email. The main moments in which the Group interacts with the media are the interviews given by Chairman Brunello Cucinelli and the company's top management, as well as the occasions when the journalists themselves are invited to the Solomeo headquarter or Milan to fully grasp the Group's and brand's identity.

In particular, all information is conveyed by the responsible corporate departments, including *Communication* and *Press Relations*, who are in charge of ensuring that what is disseminated is always accurate, truthful, complete, transparent and properly circulated.

### *5.7. Guidelines and practices for dialogue with schools and universities*

Multi-year relationships are maintained with local schools and universities, in order to ensure that new generations have an adequate knowledge of the brand's values and activities. This stakeholder category in fact represents the opportunity for contact with the youngest people, who might be interested in experiencing a working opportunity within the Group, and who become spokespersons for ever new needs.

The interaction takes place through various periodic occasions, such as university orientation days and speeches and testimonials at schools and universities.

In the same way, internship periods, as well as school-work alternation, allow the Group to get to know and make itself known in depth by the girls and boys who carry out these experiences.

In managing the relationship with this category of stakeholders, different departments can be recognized that interact in a specific way depending on the type of dialogue channel activated. In particular, the *Human Resources* department is responsible for aspects related to university orientation days, the activation of training internships and the management of the school-work alternation program. Equally relevant is the role of the *Facility Management and Services* department in charge of organizing courses at the School of Arts and Crafts in Solomeo. In addition, the company's top management, in particular the two CEOs, are directly involved in the dialogue with schools and universities and in the validation of training projects, also playing a central role in testimonials at schools and universities.

#### *5.8. Guidelines and practices for dialogue with Public Administration, regulatory Bodies and industry associations*

In Italy, as well as in the other *Regions* where it operates, the Group maintains the necessary relations, according to an approach aimed at maximum collaboration and fairness, with public offices, in compliance with the roles and functions attributed by the applicable law.

Communication takes place mainly through meetings with representatives of local public administrations and trade associations.

The designated and regularly authorized corporate departments interface with public officials, regulatory board and industry associations in compliance with the provisions of current laws and regulations and ensuring the utmost protection of the Group's integrity and reputation.

The main corporate departments involved are:

- Facility Management (relations with local authorities, for environmental, safety and building issues);
- Personnel Administration (local administrative bodies for labor law issues);
- Administration and Finance (fiscal authorities);
- Legal and Internal Audit Office (CONSOB).

## 6. FOLLOW-UP AND REPORTING

The adoption of a strategic approach to stakeholder dialogue extends to the fundamental definition of ex-post sharing moments, both with the engaged stakeholders, to ensure them timely feedback on what emerged during the dialogue, and internally in order to comprehensively assess the demands collected, define intervention priorities and related action plans. Any negative evaluations/complaints made by stakeholders must be addressed and resolved by the various authorized departments with even greater care, promptness, and willingness to foster an **open dialogue and direct discussion**, demonstrating a willingness to work towards constant improvement.

With the above listed purposes, the Group is committed to ensuring that the employees involved are equipped with appropriate skills so as to ensure that stakeholder engagement processes are efficient. To this end, periodical activities for training and raising awareness will be held with content specific to the individual departments, supporting them before, during, and after the engagement activity.

It is also necessary to consider any risks that may arise before activating the stakeholder engagement process, for example due to a lack of willingness to participate on their part. All the coordinating departments are committed to managing problems of this type, trying to meet the needs of the stakeholder and facilitating, as far as possible, the engagement process. If greater support is needed, it is possible to refer to the Human Sustainability Team, in charge of the operational management of the Group's sustainability aspects.

With reference to the **internal sharing of what emerged** from communicating with the various stakeholder categories, the coordinating departments are in charge of collecting the demands, expectations, perceptions and also the concerns expressed by their interlocutors, carrying out an initial evaluation and prioritization of the same, compiling, on a half-yearly basis, a database to be shared with the Human Sustainability Team, which will assess the scope - environmental, social and economic/governance -, the relevance - on a predefined priority scale - and the impact - direct/indirect.

It will then be the responsibility of the Human Sustainability Team to transmit the analyzed information to the knowledge and evaluation of the "*Council for Human Sustainability and Humanistic Capitalism*", a committee composed of board members and employees/managers in the Parent Company who have investigative and advisory roles towards the company Board of Directors on sustainability matters.

In particular, the Council evaluate and validate the most relevant issues as input to be taken into consideration for updating the double materiality analysis.

Finally, in alignment with the provisions of the Standards to which this Policy refers, the Group undertakes to **periodically monitor the efficacy of stakeholder engagement processes**, evaluating

in particular the following dimensions: *i)* commitment; *ii)* objectives; *iii)* inclusiveness; in terms of internal departments and categories of stakeholders involved; *iv)* operational methods of engagement; *v)* stakeholder participation rate.

This oversight is also made explicit within the Sustainability Plan "In Harmony with Creation" as a further strengthening of the annual commitment to monitor its progress and results.

The results of stakeholder engagement will be reported annually within the Group's Sustainability Report, which will keep track of the main needs and expectations that emerged during the year under review from the various stakeholder categories during the moments of dialogue. The Sustainability Report is also to be understood as a tool capable of ensuring timely feedback to stakeholders in the field of Humanistic Capitalism and Human Sustainability.

In order to ensure a coordinated sharing of information that is representative of all the interests involved, should further clarifications be necessary regarding the engagement plan and the activities carried out for its implementation, please request them at the following e-mail address:

[humansustainability@brunellocucinelli.it](mailto:humansustainability@brunellocucinelli.it).