



BREMBO
PEOPLE*

10,653

A WINNING TEAM

Brembo supports the professional growth and value development of its People, both as individuals and as part of an organisation. With the same intent, it promotes multiculturalism, inclusion and integration of diversity, promoting the wellbeing of its People in the workplace.

* The number of Brembo People includes employees and temporary workers.



ISO 45001
CERTIFIED
PLANTS**

000/000

OVER

350,000

TRAINING HOURS
PROVIDED
IN 2023

** 36 plants out of 41 are certified; SBS started the certification process.



4. PEOPLE



15,653⁵⁹

Brembo People



over
350,000

Training hours
provided in 2023



88%⁶⁰

ISO 45001
certified plants

4.1 PEOPLE WITHIN BREMBO

People are the key element of Brembo’s success, its most precious strategic asset that allows the Group to innovate and achieve increasingly challenging goals. Brembo pays particular attention to human capital, strongly believing that it is people’s knowledge and skills that determine the real competitive advantage that is useful for anticipating and overcoming challenges in an evolving, complex and strongly dynamic context, influenced by the digital and the technological innovation. Therefore, in line with its strategic Pillars (Global, Digital, Cool), Brembo promotes the growth, development and continual enhancement of skills.

Today, more than 13,000 employees work for Brembo every day with dedication and passion. Brembo People are over 15,000.

Aware of the strategic value of each of them, Brembo works every day both to boost the sense of belonging and the motivation and to consolidate its image as a “best place to work”.

Brembo is committed to offering a comfortable and welcoming work environment, including in terms of work tools and human environment, so as to facilitate performance, exchange, discussion and collaboration, with a guide that favours strategic direction in the development of the organisation.



13,654⁶¹

Employees



+697

More employees
in 2023



39 years

Average age
of employees

⁵⁹ The number of Brembo People includes employees and temporary workers.

⁶⁰ 36 plants out of 41 are certified; SBS started the certification process.

⁶¹ It also includes the Brembo Reinsurance AG’s employee, not included in the scope of this document.

Creating a positive environment also means giving each person the space and freedom to make decisions and propose ideas, encouraging the individual contribution to achieving long-term goals that make Brembo a solid, lasting and sustainable company. Moreover, all Brembo's actions are centered around the adoption of healthy lifestyles enabling people to best express themselves and be productive.

To strengthen people's engagement, specific initiatives were implemented such as the People Day in Japan and the Czech Republic and the "Trunk or Treat" in the United States, dedicated to all employees and their families. Town Hall Meetings were organised in various Group plants and corporate areas to share the results achieved and the objectives, but also to promote active dialogue and listening with all personnel.

The Brembo brand's major ability to attract talented people, distinguished by their professional experience and abilities, their passion, their upholding of the Group's values and their aptitude to work with others, is also reflected in the growth in the workforce recorded by the Group during 2023, with an increase of 697 in the number of new employees compared to the previous year.

Brembo Group is thus able to rely on a dynamic, highly professionalised and qualified team. 46% of the workforce

has achieved a medium-high level of education, and 25% graduated university qualification. Of the employees with a university qualification, 56% holds a degree in engineering.

Following this approach, it is natural that constant search for and attraction of talents are a priority for Brembo. It is for this reason that the Group has structured a search and selection process, defined within the framework of the Group's specific Guidelines, also founded on the principles of diversity and equal opportunities, so that candidates' skills and value are appreciated fully and without discrimination. At the same time, Brembo also acts on the internal workforce in order to provide its People with opportunities for professional growth and employment stability, pursuing a constructive dialogue with trade unions where required. As proof of this commitment on the matter of employment 80% of Group employees are hired with an indefinite-term contract. In addition, the Group, consistent with the contents of the *Code of Basic Working Conditions*, applies collective bargaining when the law so require. In particular, as of today, 70.5% of the workforce is covered by a collective bargaining system. For employees which are not covered by the collective bargaining system, the working conditions and the terms of employment are defined by local labour regulations or agreements concluded between each employee and the Company, according to the country in which the Company operates.

PEOPLE HIRED BY GEOGRAPHICAL AREA⁶² AND GENDER (No.)

GEOGRAPHICAL AREA	2021		2022		2023	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Europe	483	130	719	209	852	253
America	873	161	1,301	257	802	216
Asia	850	52	962	137	1,215	127
Total	2,206	343	2,982	603	2,869	596

62 The three macro-areas include the following countries: **Europe:** Denmark, Italy, Poland, United Kingdom, Czech Republic, Spain and other European countries; **America:** Brazil, Mexico, United States; **Asia:** China, Japan and India.

PEOPLE TERMINATED⁶³ BY GEOGRAPHICAL AREA⁶² AND GENDER (No.)

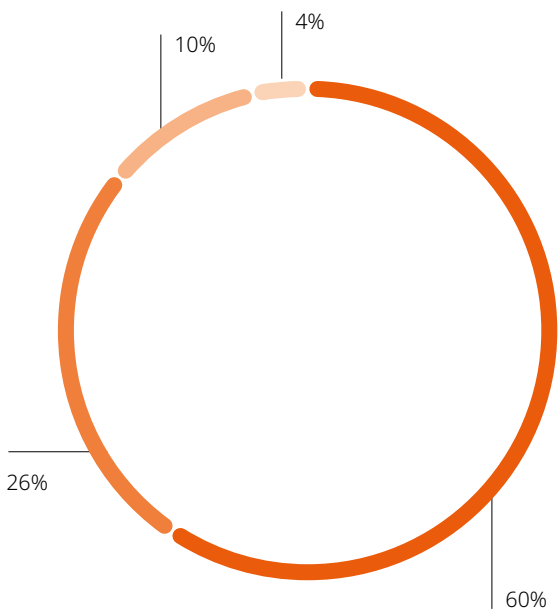
GEOGRAPHICAL AREA	2021		2022		2023	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Europe	424	103	556	117	615	153
America	658	140	613	642	765	176
Asia	700	46	822	73	1,026	84
Total	1,782	289	1,991	832	2,406	413

PEOPLE HIRED AND TERMINATED⁶⁰ BY AGE GROUPS IN 2023

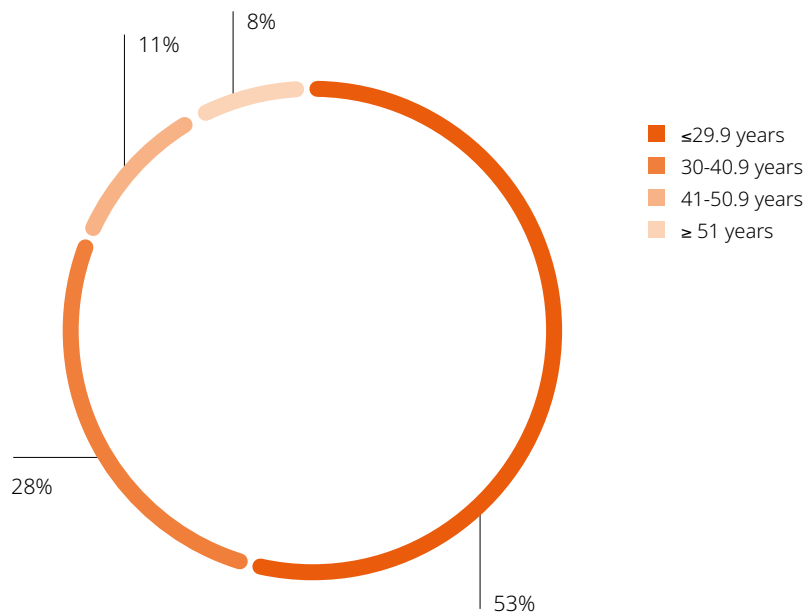
AGE GROUPS *	HIRED	TERMINATED
≤29.9 years	2,072	1,505
30-40.9 years	894	779
41-50.9 years	370	308
≥ 51 years	129	227
Total	3,465	2,819

* As of 2023 the representation of the breakdown by age groups has been brought in line with GRI requirements.

PEOPLE HIRED BY AGE GROUPS (%)



PEOPLE TERMINATED BY AGE GROUPS (%)



62 The three macro-areas include the following countries: **Europe:** Denmark, Italy, Poland, United Kingdom, Czech Republic, Spain and other European countries; **America:** Brazil, Mexico, United States; **Asia:** China, Japan and India.

63 Terminations also include employees whose employment relationship ended on 31 December 2023 and do not include employees whose employment relationship ended on 31 December 2022 as the latter were already included in the previous year's report.

Turnover has never been a structural problem for Brembo over the years, as shown by the related data. However, in view of specific situations detected in some countries, the Group continues to monitor the labour market in the different geographical areas of interest, the remuneration provided for with regard to the most critical roles, the terminations and the quality of voluntary resignations, while analysing the reasons why people consider job opportunities outside the Group. Particular attention is paid to the turnover of people serving in key roles in Brembo's core processes. Lastly, as a safeguard measure for issues relating to the attraction and retention of talents, the Group is committed to applying different strategies, such as communication and recruitment campaigns for specific professional profiles and close collaboration with Universities, Educational and Training Institutions and Research Institutes, as well as specific actions connected with the results of the *Global Engagement Survey* carried out every three years and *ad-hoc Pulse Surveys* dedicated to specific organisational scopes.

Non-financial reporting is seen by the Group as an opportunity to analyse consolidated annual data: if critical issues arise during this phase or at other times of the year, the resources in the Human Resources and Organisation GCF allocated in the various organisational and/or geographical units are involved immediately. If the critical issues are confirmed, they would be discussed in the context of the corporate events — as provided for by Brembo's Committee System — with the involvement of the responsible point of contact.

As already mentioned, the Group believes that active collaboration with the university and research institutions, as well as all local higher education systems present in the various areas where it operates, is a key part of its own talent search and selection process. In the 2022-2023 academic year, Brembo has set up structured and strategic partnerships with over 42 Universities worldwide (Italy, Denmark, China, Poland, India, Spain, USA and Mexico), with a 27% increase compared to the previous 2021-2022 year, and it carried out more than 113 activities in collaboration with the academic world (+41% compared to the 2021-2022 year). These partnerships are mapped annually through the structured "University Relations Mapping" process involving all the Group's companies.

Among the various initiatives undertaken in several countries, including Italy and the United States, Brembo continued to provide scholarships to employees and employees' student children having the stated requisites and educational qualifications.

Moreover, Brembo takes part in several job fairs and meetings with universities and schools in Italy, Europe and internationally, promoting initiatives aimed at both making contact with those about to graduate and new graduates interested in the Group — illustrating them the career opportunities — and fostering dialogue and contacts between the Group and the external context, local communities and the academic world.

In this regard, mention should be made of the various "industrial doctorates" (Executive PhDs) made possible by collaboration between universities and Brembo: for example, a Brembo Person was awarded a PhD for studying the particles generated during the braking process as the basis for reducing fine particles in urban areas.

With reference to the world of work, maintaining communication channels with the Universities is proving to be fundamental, both for promoting a constant interchange of experiences, and for multiplying the occasions for reciprocal knowledge and put valued people in contact with the world of Brembo and its wealth of job opportunities.

SOME OF THE SPONSORSHIPS OR PARTNERSHIPS IN THE ACADEMIC AND SCIENTIFIC AREA



- Accademia del Freno (whose name was changed into Brembo Learning Program@ PoliMI), Milan Polytechnic
 - Formula SAE Italy – Formula Electric Italy, Student Competition
 - Sodalitas Foundation: Deploy your Talents
 - Partnership with Kettering University for the Cooperative Education
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Another activity that plays a major role in developing such synergies is the organisation of specific training paths (provided in a virtual mode) during which Brembo's managers and specialists make available their skills and experience to students, giving them the opportunity to spend time in the company on thesis, research or internship projects. Within the framework of several specific training initiatives such as the *Brembo Learning Program @PoliMI*, organised in collaboration with Milan Polytechnic, Brembo

people with a high level of expertise make available their know-how and experience, illustrating for students at the Polytechnic nearing graduation how Brembo products are created, from conception to production, and Brembo's evolution into a provider of digital solutions to foster the adoption of more flexible, innovative processes. Brembo also collaborates with the Kettering University, the prestigious University of Michigan-Flint (USA) as Cooperative Education Partner, allowing students to alternate periods of attendance of courses with hands-on working experiences in which they develop professional skills in parallel to their academic learning.

Collaboration with training and research bodies and institutions is also instrumental to promoting, within the reference areas, the development of essential technical and scientific skills to meet the constant market changes effectively, as well as investing in training and development of competences — and the subsequent employment of qualified resources — also in areas generally characterised by low unemployment, such as for example in the Czech Republic and Poland.

In 2023, Brembo participated in the work of the “UniBgirls & STEM” project group of Confindustria Bergamo, for the promotion of workshops focused on the topic of women in business and guiding young female students towards technical-scientific degree courses. The proposal stems from the desire to increase the capacity to attract and select female staff and to mitigate preconceptions in favour of gender parity. In addition to participating in career days dedicated to promoting diversity and gender inclusion, in partnership with the Sodalitas Foundation, Brembo took part in the “Deploy Your Talents” project, focused on overcoming gender differences in STEM subjects. Participation in this initiative was confirmed for 2024 as well.

With regard to STEM disciplines, according to the rankings of the Most Attractive Employers relating to Italy for university students and young professionals drawn up by Universum Italia, a leading international employer brand-

ing firm, Brembo ranks 31st according to students and 43rd according to young professionals, within a ranking system that rewards the top 100 companies in Italy.

Within the general framework of the Group's talent management system, in addition to the structured annual processes, Brembo also designs and implements specific talent pool recruitment projects, linked to both local and global needs. The 2022-2024 LIFT Program – Leaders' International Fast Track Program continued in 2023. Brembo's graduate programme reached its fifth edition in May 2022. Every nine months, the programme rotates participants to a new organisational and geographical area, over a total period of 27 months, with the final destination only identified at the end of the process. In December 2023, participants began the third and final rotation, which will be followed by the final assignment to a specific area of the company in September 2024. In this final rotation, half of the participants were assigned to organisational areas of foreign sites.

Brembo offers those embarking on their professional career in the Group — as an integral part of its Employee Value Proposition — a stimulating and positive environment in which to develop and feel themselves to be leading players. This is confirmed — net of other consultation initiatives — by the results of the Global Engagement Surveys carried out every three years and reserved for all Group's workforce and which collect in an anonymous form perceptions on the company's environment, level of motivation and engagement resulting from their own professional experience in Brembo. In addition, in 2023 two *ad-hoc Pulse Surveys* were conducted, with a focus on two indicators: engagement and enablement. The first *ad-hoc Pulse Survey*, carried out in April, involved white-collar employees in four countries: the UK, Poland, the Czech Republic and Brazil. The second, conducted in October, involved white-collar employees in approximately ten areas of the company in Italy and internationally. The next edition of the Global Engagement Survey is planned for the end of 2024.

BREMBO'S INTERNAL MEDIA

Internal communication represents an opportunity for Brembo to inform all employees of what is happening in the Group, celebrate the Company's successes and involve all People in awareness-raising activities and active participation in corporate life. The sharing of information, news and stories that tell and describe the Group reality is, in fact, a priority aspect of Brembo's culture and identity.

88 news items published on the Red Portal Intranet in 2023

1,956 monthly users viewed at least one editorial content on the Red Portal Intranet

89 news items published in the MyB House Organ

14,500 copies of the House Organ MyB distributed worldwide

Brembo communicates with its People primarily through the following channels: the MyB House Organ, distributed at all sites and plants, and the intranet Red Portal, which can be used by all employees who have a computer. The Brembo intranet Red Portal features editorial content produced in Italian and English which is published periodically. The news released on the platform varies from the institutional area to the product, from motorsport to engagement and internal awareness-raising campaigns on sustainability issues. They cover the main activities carried

out by the Group and present infotainment content — animations, videos, podcasts — with the aim of engaging as many Brembo People as possible.

The main indicators of the effectiveness and efficiency of the company Intranet are the number of news items published and the number of (*distinct users*) who access this content monthly.

The new house organ was launched in print and digital format in 2023. It brings together the 20-year heritage of the historic MyBrembo, redesigned in form and substance — starting with the name. MyB Brembo People's Magazine is the new magazine, published every four months. It showcases the contributions of Brembo People and makes significant, creative use of photography, along with adopting a new approach to spreading information that also leverages digital content available for use via QR code. It is produced in eight languages (Italian, English, Polish, Spanish, Czech, Brazilian Portuguese, Chinese and Hindi) and distributed to all Brembo plants worldwide. The topics covered are chiefly of an institutional nature (events, awards) or relating to the vision and mission (the pillars), business matters (products, applications, fairs), motorsport (products, victories), news about the plants (growth, technology) and topics relating to safety and environment. Great attention is also paid to sharing Brembo People's stories and to the Group's Corporate Social Responsibility activities.

The main indicators relating to this internal means of communication are the number of contents published and the number of copies printed and distributed at all plants around the world.

	2021	2022	2023
Red Portal Intranet			
No. of news items published during the year	103	121	88
Average No. of users who viewed at least one editorial content	1,865	1,894	1,956
House Organ MyB			
No. of news items published during the year	93	90	89
No. of copies distributed worldwide	22,091	16,362	14,500

Inform and engage. The strategic role of Internal Communication finds its expression in communication campaigns that today increasingly, play a central role in sharing company's values and engaging people, face-to-face and remotely.

One example of this is the "Put Your Face on It" initiative. Created in 2022, this project is part of the programme to raise awareness about the 17 sustainable Development Goals (UN 2030 Agenda) launched in 2019 with the campaign "We support SDGs". "Put Your Face on It" aims to spread and share all the good practices that Brembo People put in place in their professional and private daily lives, through short amateur videos broadcast in the plants, published on the company Intranet and website.

People engagement also underpins the promotion of the safety culture, which follows on from the "I am safety" campaign launched in 2019. Awareness-raising initiatives in this regard resumed in 2022 in Italy and China, with dedicated workshops and the spread of com-

munications materials, was intensified in 2023, through a "bottoms-up" feedback campaign at Italian sites. The most significant messages that emerged from the interviews and cards filled in by people during the dedicated days are represented in graphical form on cubes set up at sites, becoming an integral part of future communications campaigns on the subject.

Motivation and engagement are also two of the focal elements of the information campaign on Cybersecurity, which was particularly intense in October 2023, a month dedicated to IT security. Short modules with helpful suggestions, interactive experiences and phishing tests to increase awareness of the network's risks at the global level.

Finally, the creation of a new internal platform for reporting violations and irregularities, Legality-Whistleblowing, inspired the launch of a campaign to raise awareness of the existence of a dedicated channel and of shared accountability for whistleblowing between both those who make and receive reports.

4.2 DIFFERENT WAYS OF BEING BREMBO PEOPLE

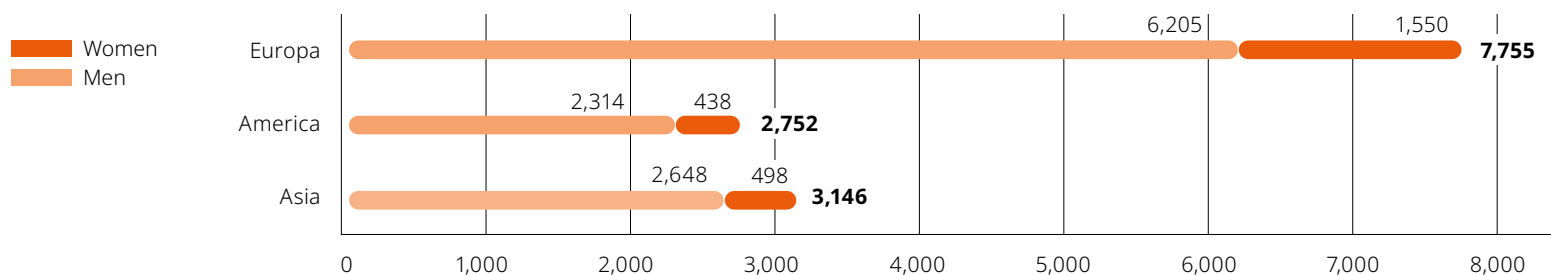
Diversity is a strength for a global Company like Brembo, which operates and is constantly confronted with very diverse situations from the economic and cultural point of view. With a "zero-tolerance" approach towards any form of discrimination, every day Brembo is committed to promoting an inclusive environment capable of supporting sense of belonging. It encourages its People to feel they have a leading role in the Group's success, fostering a culture of respect for diversity and inclusion and fully respecting the points of view, individualities and special qualities of each person. Indeed, Brembo is aware that discrimination harms the wellbeing of any discriminated person.

An awareness of the value and the opportunities arising on diversity has led Brembo to create a highly multicultur-

al team in which, out of 100 Group employees, 26% work in Italy, 17.4% in Poland, 14.4% in China, 13.4% in Mexico, 7.4% in the Czech Republic, 8.4% in India and 5.2% in the United States, while the remaining 7.8% are distributed between Brazil, Denmark, Japan, the United Kingdom, Spain and other countries.

As far as gender differences are concerned, men make up the predominant percentage of total employees. In fact, 82% of employees are men against a female component of 18%. Such distribution reflects in particular some of the intrinsic characteristics of the Automotive jobs market. The female component is in any case in line with the previous year and is more significant amongst white collars, representing 26% of the workforce in this category.

BREMBO EMPLOYEES BY GEOGRAPHICAL AREA* AND GENDER (No.)



PERSONNEL CHANGES BY GEOGRAPHICAL AREA COMPARED TO 2022*

+ 388 Europe **+ 77** America **+ 232** Asia

* The three macro-areas include the following countries: **Europe**: Italy, Denmark, Poland, United Kingdom, Czech Republic, Spain and other European countries; **America**: Brazil, Mexico, United States; **Asia**: China, Japan and India.

Brembo also promotes the integration of different generations, giving a voice to the young and valuing the competencies and the leadership of senior personnel. More specifically, the breakdown of employees by age group sees 22% under 29.9, 33% between 30 and 40.9, 29% between 41 and 50.9 and 16% over 51.

One of the Group's initiatives designed to highlight and enhance the contribution of the younger generations is the Gen Z Forum which involves young people, belonging to the Group, from Generation Z and Millennials from different entities in terms of geography and professional families.

With this initiative, Brembo created an incubator and accelerator of innovative ideas, an open and inclusive space where the company's new generations can share thoughts and reflections, working with a bottom-up, start-up and creativity approach. It is supported by several external facilitators on methodological aspects, internal facilitators, who bring their experience and know-how, and by the sponsors, members of the C-suite. The third edition of the Gen Z Forum was concluded in November 2023 with the presentation to the CEO and members of the C-Suite of five ideas potentially capable of making Brembo a Company capable of delivering disruptive innovations. As many as four of these ideas were selected and will be implemented in 2024 in one of the three Pillars.

Brembo's focus on diversity and inclusion takes shape in the recruitment of people with disabilities, in accordance with the rules and practices laid down in applicable legislation. In particular, 126 people with disabilities were working in the Group at 31 December 2023.

In addition, also the training programmes contribute to creating awareness on diversity-related issues and raise awareness at all levels of the company regarding respectful and inclusive behaviour through specific training programmes dedicated to different job positions. In 2023, training for both managers and professionals continued to be delivered at the Brembo Academy. For example, the Group's training and development offerings have been enriched by the Learning and Development Program for Brembo Global Executives, targeted to newly appointed Group executives or executives recently hired from outside the Company in partnership with the SDA Bocconi Business School, as well as by the programme dedicated to blue-collar supervisors.

Finally, these initiatives are supplemented by social events to disseminate a culture in which diversity and inclusion practices are enhanced, such as the activities organised in Brazil, India and the USA to mark Women's Day and the signing of the Gender Diversity Pledge by the subsidiary SBS Friction in Denmark.

**EMPLOYEES BY AGE GROUP AND GENDER (No.)**

	2021			2022			2023*		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
≤ 29.9 years	2,545	336	2,881	2,742	444	3,186	2,532	443	2,975
30 – 40.9 years	3,028	625	3,653	3,254	751	4,005	3,691	860	4,551
41 – 50.9 years	2,666	658	3,324	2,967	762	3,729	3,075	833	3,908
≥ 51 years	1,534	263	1,797	1,702	334	2,036	1,869	350	2,219
Total	9,773	1,882	11,655	10,665	2,291	12,956	11,167	2,486	13,653

EMPLOYEES BY CLASSIFICATION LEVEL AND GENDER (No.)

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Managers	502	86	588	565	98	663	580	118	698
White-collar employees	2,102	724	2,826	2,416	864	3,280	2,632	935	3,567
Blue-collar employees	7,169	1,072	8,241	7,684	1,329	9,013	7,955	1,433	9,388
Total	9,773	1,882	11,655	10,665	2,291	12,956	11,167	2,486	13,653

EMPLOYEES BY CLASSIFICATION LEVEL AND AGE GROUP (No.)

	2023*				
	≤ 29.9	30-40.9	41-50.9	≥ 51	TOTAL
Managers	3	160	311	224	698
White-collar employees	739	1,400	936	492	3,567
Blue-collar employees	2,233	2,991	2,661	1,503	9,388
Total	2,975	4,551	3,908	2,219	13,653

EMPLOYEES BY CLASSIFICATION LEVEL AND AGE GROUP (No.)

	2022				
	≤30	31-40	41-50	≥ 51	TOTAL
Managers	7	149	309	198	663
White-collar employees	799	1,151	897	433	3,280
Blue-collar employees	2,380	2,705	2,523	1,405	9,013
Total	3,186	4,005	3,729	2,036	12,956

* In 2023, age groups were changed according to the GRI standard, as indicated in the table. Data relating to 2022 and 2021 were based on the following age groups: ≤ 30.9; 31-40.9; 41-50.9; ≥ 51.

A further sign of Brembo's commitment to developing an organisation that fosters and values multiculturalism is its proximity to local sensibilities, accompanied by influences from other cultures. In this regard, taking the managerial team as a reference, out of 698 managers operating in the different countries, approximately 89% were born in the country where they are working, while 11% comes from a different country. The inclusion in management of both members of the local community and members with different backgrounds and origins improves the individual Company's ability. On the one hand, it allows to understand the actual local needs and, on the other, to develop an open and global mindset increasingly mindful of diversity.

For Brembo, ensuring a fair and inclusive work environment is an essential tool for ensuring there are no episodes of human rights infringements. In this regard, with reference to the protection of diversity and respect for people and workers' human rights, Brembo continues to avail of — in addition to the provisions also set out in the Group's *Code of Ethics* —, the *Code of Basic Working Conditions*, the *Brembo's Modern Slavery Statement* and the *Policy on Non Discrimination and Diversity*. In particular, through the latter Brembo set out the guidelines on how to promote the principles of diversity, equity and inclusion (DEI) within the Group and disseminate a solid DEI culture. The Policy is also accompanied by the *Brembo Charter on Diversity, Equity and Inclusion (Brembo DEI Charter)* which promotes virtuous behaviour to be put into practice at work on a daily basis in order to be more inclusive and respectful of the diversities within the Group. These documents reflect and represent the Group's universal beliefs and the foundations of the employer-worker relationship. In detail, they confirm and establish rules of conduct regarding child labour, forced labour, human trafficking, the right to work, freedom of association and collective bargaining; harassment and discrimination, health and safety, working hours, remuneration, corruption, environment and sustainability, social commitment and local communities.

In order to monitor the effective implementation and respect of the *Code of Basic Working Conditions* and the

Policy on Non Discrimination and Diversity, the institutional Whistleblowing channel, updated in 2023 and managed by the Supervisory Committee, as well as another specific mechanism to gather any reports on behaviour that does not comply with company policies are used. These channels are also configured as a possible search for assistance and/or advice when the reporting person needs it. Naturally, to complement the channels open to all stakeholders, given the organisational model that Brembo has adopted around the world, the management facilities of the Human Resources and Organisation GCF remain available to employees, allocated in the various organisational units (plants, Global Business Units, Global Central Functions, geographical areas). Following any contact, the consequent hierarchical reporting procedure is activated - where necessary - which culminates in the periodic Meeting between Chief Human Resources & Organisation Officer, the Executive Chairman and the CEO, where the need to manage any specific urgencies or critical issues is raised, including for instance the violation of human rights.

Finally, the Group provides its employees access to several structured programmes like its *Employee Assistance Programs (EAPs)*, such as those in partnership with local operators and/or vendors in the USA and UK. In Italy Brembo has for years run a "sportello di ascolto" (listening service) which offers employees the opportunity to have a series of meetings with a professional outside the Group, when they are faced with particular situations that present personal difficulties. The same tool was also implemented in India in 2023.

No episodes of workplace discrimination were brought to Brembo's attention in 2023, through the available channels.

The Brembo Group promotes precise policies designed to define organisational tools able to promote remote working and people's work-life balance. In this area the Group also offers its employees the option to subscribe to part-time working schemes, which were taken up, in 2023, by 308 employees, of whom 78% were women.

EMPLOYEES WITH PART-TIME CONTRACTS BY GENDER

2021			2022			2023		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
46	225	271	58	235	293	69	239	308

4.3 PEOPLE DEVELOPMENT

People and their skills are the main pillar for the deployment of the company strategy. In fact, the strengthening of skills and the promotion of talent are the primary levers of the development of each employee and at the same time an enabling factor for the strategy that can anticipate and satisfy the business-related demands and create the Group's identity culture.

In 2023, Brembo confirmed its commitment to continuing with important investment in the training offer and launching various training initiatives with an increasingly inclusive and global approach in favour of transversal enrichment and greater collaboration between Group Companies' employees and instrumental to the achievement of the strategic objectives.

One of the global and inclusive training projects of 2023 as well, in keeping with the previous years, is the Brembo Global Induction Programme (B-GIP) which offers the Group's new hires (white-collar employees) an overview of business, organisation and corporate culture through virtual sessions run by the managers of the various areas. This programme aims to facilitate alignment and a sense of belonging, as well as accelerate the induction process for new employees, fostering contact and discussion with colleagues belonging to different professional families, cultures and geographies. The programme, divided into two editions at two different times of day in order to involve people in all geographical areas, consists of 22 virtual sessions organised into 11 modules. In 2023, it involved 560 newly hired white-collar employees and managers. In parallel, in 2023 Brembo also organised the Basic Induction Programme for newly appointed Directors and Statutory Auditors of Brembo S.p.A., designed to ensure adequate knowledge of the Group's area of activity, products, company dynamics, principles for proper risk management and the regulatory framework of reference. Other global training programmes closely associated with the company's strategy include the Artificial Intelligence and Machine Learning programme and the renewed *Culture of Data* course, taught by internal teachers and external professionals, as part of efforts to expand the range of AI expertise and applications in the company environment. The Company academies, such as the R&D, Disc and Manufacturing Academy, run by internal teachers certified by the Brembo Academy, are constantly updated and enriched with new content.

For Brembo it is essential to identify and spread strategic skills. Therefore, in 2023 as well it continued its process of certifying Domain Experts: Brembo employees with the critical skills needed to ensure that their knowledge is transferred within the Group through internal teaching and the drafting of specific technical manuals. In July, 82 Domain Experts were certified during a ceremony which represented for Brembo an occasion for recognising the active participation of employees in pursuit of excellence.



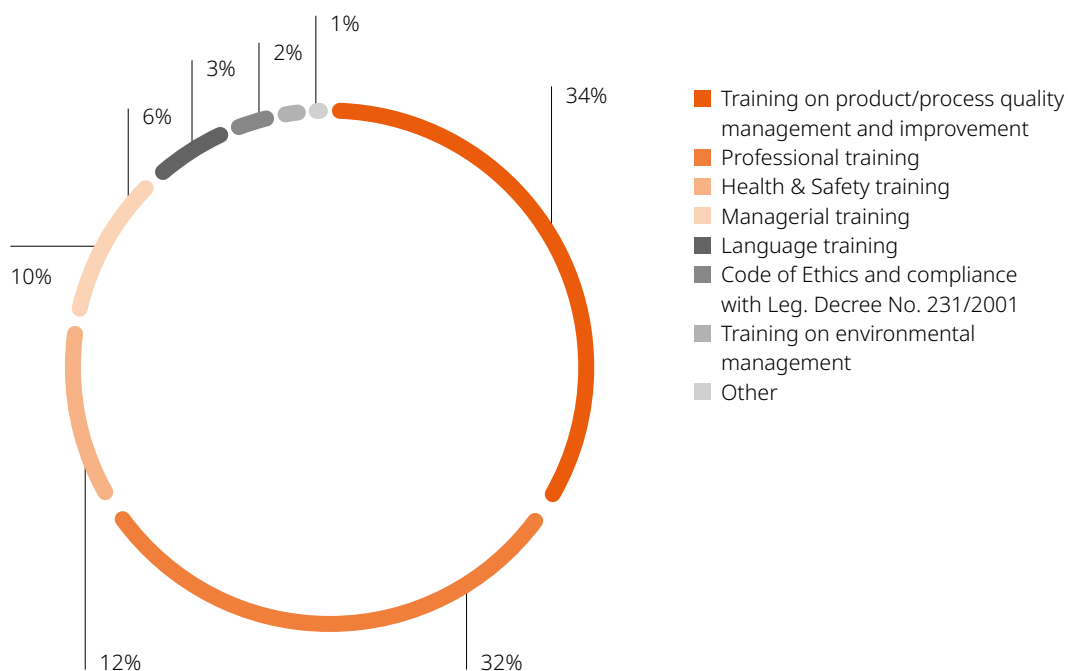
more than 350,000
training hours provided in 2023

The Group has, therefore, ensured a structured, flexible and inclusive training offer differentiated by target population, complemented by additional tools such as individual and group coaching, mentoring and tutoring and, most recently, the Career Advisory Desk launched in Italy on an experimental basis.

The training provided "remotely", through virtual classrooms which also involved People of all Group geographies or in e-learning mode, has been strengthened and renewed thanks to the attention paid to reformulating the way content is presented. In particular, over 21,000 training hours were provided in e-learning mode in 2023.

On average each employee received 26 hours of training in 2023. This figure reached an average of 27 hours per year for managers, 29 hours for white-collar employees and 24 hours for blue-collar employees. Over the course of the year, 24% of employees participated in training about human rights and the associated procedures, for a total of 9,273 hours.

TRAINING PROVIDED BY TYPE OF CONTENT (% ON TOTAL HOURS)



AVERAGE HOURS OF TRAINING BY CLASSIFICATION LEVEL AND GENDER

AVERAGE HOURS OF TRAINING BY CLASSIFICATION LEVEL

	2021	2022	2023*
Managers	24	29	27
White-collar employees	29	32	29
Blue-collar employees	22	31	24

AVERAGE HOURS OF TRAINING BY GENDER

	2021	2022	2023*
Men	26	33	27
Women	16	24	19

AVERAGE HOURS OF TRAINING BY EMPLOYEE

	2021	2022	2023*
	24	31	26

*2023 did not present the same training hours as 2022, which was characterised by a high number of personnel from outside the company entailing a significant investment in the initial training, especially with reference to Safety and the Environment training.

To ensure an effective management of training activities, Brembo avails of a specific Group procedure that defines the methods and organises the various phases of the process, starting with identifying the annual training needs of the corporate population, through a structured process for identifying and analysing training needs. The training scheme for individual employees is accompanied by other initiatives for accessing training such as those of an institutional nature, which meet compliance or legislative requirements, delivered face-to-face or online through an e-learning platform, ad hoc training projects dedicated to GCF/GBU teams and course self-application. In terms of self-development, Brembo employees can in fact also access training courses — on a remote or e-learning basis — by self-enrolment authorised by their direct manager.

Brembo defines the annual training plan based on a survey and the related analysis of the specific areas and topics for which individual organisational areas believe there is a need to enhance and improve knowledge. The Group continues to invest in the development of transversal skills and organisational behaviours indicated within the *Brembo Competency Model* — described in detail in the “Casa

Brembo” development manual, along with Brembo’s principles and values —, as well as in strengthening role-based skills. The global training and development offer consists of over 130 training courses covering different topics (in addition to those in the Safety and Environment field). A constantly increasing percentage of these courses is also available in English or the language of the Country concerned.

The broader framework of People and leadership development includes the Group Talent Management and Succession Planning system. It starts with the BYR (Brembo Yearly Review), which allows evaluations of individual annual performance to be collected. It then proceeds with the updating of the Country Talent Portfolios and the mapping of successors at country level and then the expansion of the map of GFC and GBU talents and successors within the Development Committees involving the GBU and GCF Chief Officers, the Human Resources and Organisation GCF and the Top Management. The process ends with the consolidation of the Group Talent and Succession Portfolio and with the definition of appropriate development actions and initiatives for the enhancement of the talents and the mapped successors.

4.4 GROWTH AND MERIT

The performance assessment for white-collar employees (BYR) represents an important element, as well as an essential tool for ensuring continual improvement, enhance and retain talents and key skills within the company. The BYR consists of a constant dialogue between managers and employees, which ends with a structured discussion and feedback during which the year’s results are analysed, the future objectives to be pursued are defined, an improvement plan is prepared, and future growth paths are identified.

The performance assessment for blue-collar employees falls under the Brembo Production System and is based on a multi-functional and multi-competency analysis of the individual employees in relation to specific metrics and matrices.

The Group has also activated special processes at world level, designed to regulate management and assessment flows, as well as define ad hoc management tools. These processes are included in Brembo’s Human Resources Management Model, which is based on measures of performance, competencies, potential and motivation. The system for professional development and for recognising each person’s contribution to the company’s success is structured into three phases: the constant sharing of business expectations with employees, defining expected performance and accurately assessing the results achieved during the year.

In 2023, 78.3% of employees (77.7% of men and 81.1% of women) took part in the 2022 performance assessment process, with a rate of 79.5% for managers, 89.5% for white-collar employees and 74.14% for blue-collar employees.

**EMPLOYEES INVOLVED IN THE REGULAR PERFORMANCE ASSESSMENT PROCESS*
OUT OF THE TOTAL OF THE CATEGORY TO WHICH THEY BELONG**

	Men	% ON TOTAL MEN	Women	% ON TOTAL WOMEN	Total	% ON TOTAL
Managers	448	79.29%	79	80.61%	527	79.49%
White-collar employees	2,214	91.64%	721	83.45%	2,935	89.48%
Blue-collar employees	5,624	73.19%	1,058	79.61%	6,682	74.14%
Total	8,286	77.69%	1,858	81.10%	10,144	78.30%

* Data refer to the 2022 performance assessment process and refer to employees at 31 December 2022.

In addition to a preset number of common objectives assigned by the Company, several qualitative and quantitative individual objectives may be included within the annual incentive system reserved to specific target population (e.g. MBO for all the *eligible* population). These include, for example, the implementation of specific projects and meeting one's own spending budget targets which measure the individual contribution to the Group's strategic objectives.

The *Plant Organisational Development Project* continued as part of efforts to standardise the organisational structure of plants, and the related areas and roles at the global level. In particular, following the standardisation of Italian and Polish plants, pilot *competence assessment* projects were launched for the relevant white-collar employees and the managers.

The global *Skill Factory* development project in the ICT field, with structured feedback to participants from HR and

managers and with the definition of individual development plans was completed. In addition, two *Development Centre* sessions were held, involving managers in a structured process of leadership profile assessment, followed by the definition of individual development plans.

In order to promote the personal and professional development of employees, Brembo has fostered the use of internal mobility tools, so as to facilitate them in accessing new job opportunities within the Group. The *internal job posting* is a very widespread tool. Where present, it advertises worldwide and through the most appropriate company's tools open positions currently unfilled and collects any applications, giving interested People the possibility to apply in a proactive way. This is supplemented by other tools including *job rotation* which allows employees to express their willingness to change function/role even regardless of the opportunities available at a specific moment.



**DIGITAL TRANSFORMATION FROM THE HR STANDPOINT:
AN ADVANCED HUMAN RESOURCE MANAGEMENT SYSTEM**

As part of the Group's Digital Transformation Programme and in particular the Journey 10, the standardisation and digitalisation of processes relating to the management of the Group's human resources, which translates into the adoption of a new Cloud Group Human Capital Management System (Brembo HCM) global integrated system, continued. This project initially focused on white-collar employees.

As of 2024, blue-collar employees will also be included in the system at global level.

Some of the most significant benefits are the availability and accuracy of data and information on Group personnel, the standardisation and synchronisation of HR processes, the improvement in the Brembo employee experience, and reporting.

The programme provides for the implementation of processes and guidelines and is accompanied by change management initiatives to encourage and support change in people and the adoption of new ways to collaborate. In particular, 2023 saw the launch of the BYR and the (pilot) MBO at global level and implementation of the recruiting and competence assessment processes.

4.5 WORKERS' HEALTH AND WELLBEING

Brembo has made the protection of Safety a distinctive element of its own business and way of being, guaranteeing braking systems of the highest quality. This focus on Health and Safety is not only directed to assuring safe products, but it also applies to all People in the Group. This commitment translates into an organised Health and Safety management, which aims on the one hand to respond positively and concretely to the needs of all interested parties, and on the other to ensure increasingly healthy and safe working environments both for Brembo employees and for all those accessing the workplace for different reasons, preventing the occurrence of work-related incidents, occupational diseases and near misses.



100%

of Brembo's plants in full operation remained ISO 45001:2018 certified

PRINCIPLES OF THE OCCUPATIONAL HEALTH AND SAFETY POLICY



- Health, individual and collective safety are essential prerequisites: their protection steers the company's decision-making processes and individual behaviour.
- Brembo pursues sustainable development through integrated planning of the development phases and/or modification of each process in order to minimise any significant health and safety risk.
- Prevention of risks to workers is implemented through appropriate management of the processes and substances combined with correct operation, maintenance and control of machinery and equipment.
- The identification, dissemination across the Group and implementation of best practices and/or opportunities for improvement are the cornerstone of prevention.
- Training and information are the basic ways in which to inform workers about the principles, guidelines of the Management System for Workplace Health and Safety, and ways in which it is implemented.
- Brembo's propensity to reduce the residual risks of its business is also demonstrated by its direct communications with people and interested parties.
- Suppliers and contractors need to be involved with the Management System in order to reduce the risks of operations carried out at industrial plants.
- When evaluating its suppliers, Brembo carefully considers those who have a certified Management System.
- Brembo believes that the consultation and participation of its workers, or their representatives, are among the fundamental requirements for pursuing the ongoing improvement in the Health and Safety area.
- Each worker must take care of his or her own health and safety and of that of the other persons in the workplace, also in accordance with the training received.
- Brembo encourages a widespread culture of safety involving all stakeholders.

To guarantee the highest Health and Safety standards for its own People, Brembo has adopted an increasingly structured approach, especially with regard to workplace, starting from the assessment of risks connected with production activities. To achieve this, the Group complies with local legislative requirements in activities within its production facilities, while promoting constant dialogue with its employees and ensuring that access to all company facilities and outsourced processes takes place in a fully safe manner.

Brembo's commitment to these issues takes concrete shape in the related Health and Safety Policy, which defines the objectives, principles and commitments that the Group sets itself in this area. The document is signed by the Chairman and is subject to periodic reviews.

In order to encourage a corporate culture that promotes Health and Safety and seeks continuous improvement, the Policy is adopted by all sites that are required to incorporate it into their own "Site Policy", as well as adapt the Site Policy content to the operating context based on the main risks featured on the site. The Group Policy, therefore, provides the overall framework within which employee health and safety is assured, leaving the formalisation of specific and operational aspects, such as Emergency Plans and specific risks, to site tools. The Health and Safety Policy is thus available to all interested parties both internal and external to the Group, through publication on the company intranet portal and workplace notice boards.

Updated during 2020, upon the issue of the new Management System, a System that has adopted the principles of the ISO 45001 standard, the Health and Safety Policy is an integral part of the broader "Organisational, Management and Control Model". The certification of all sites according to this standard was confirmed for 2023 through special maintenance audits carried out by a third party, which revealed no significant non-conformities. The decision to apply this management standard was not taken due to mandatory legal requirements or explicit requests from stakeholders, but in consideration of the opportunities that could be seized by applying the principles defined by the management system itself. The newly-acquired sites have also begun the certification process.

The new management standard allows the company operating flows to be defined in a structured way for all aspects related to workplace Health and Safety issues and enables them to be refined and managed over time with increasing detail and effectiveness. In this way, the Group aims to reduce work-related incidents, injuries and diseases, raise awareness among people and spread the workplace safety culture within Brembo, as well as monitor performance trends, ensure legislative compliance and, last but not least, protect both the persons to whom legislation assigns responsibilities and Brembo itself and its image among stakeholders.

The Management System gives equal consideration to both employees and other workers, such as temporary workers, providers of labour or interns, whose work and/or workplace are directly controlled by Brembo. In fact, the Group Guidelines and Site Procedures do not make any distinction that refers to the type of employment contract in place. Therefore, in defining the Management System all the parties accessing Brembo sites on an ongoing basis have been taken into account (such as contractors, visitors, customers). To date, this Management System does not include the SBS Friction and J.Juan sites since — as recently acquired sites — they have not yet completed all the activities necessary to obtain the ISO 45001 certification. Accordingly, considering the new Brembo scope — also including the recently acquired plants, 94.37% of employees is covered by the System.

The model adopted for the management of workplace Health and Safety aspects is composed of a Management System defined by the Parent Company and a Management System which, referring to that of the Parent, is applied within each individual plant.

The Parent's Management System is reflected in the Worker Health and Safety Management System Manual, Guidelines and Brembo Safety Document System (BSDS)⁶⁴.

The facility General Manager is responsible for setting out explicitly the principles enshrined in said documents in local procedures and identify any cases in which they do not comply with applicable legislation and implements any modifications. If the Manual and/or Guidelines differ from the law, the principle of prevalence applies, whereby the most stringent directive prevails.

64 The Brembo Safety Document System is the document which correlates the structure of the Management System Manual and the Guidelines to the ISO 45001 standard. Said document is available both at Group and plant level.

The effectiveness of said approach is checked at least annually both at Group and plant level. To ensure the full and effective implementation of the Policy's provisions, the Group voluntarily submits to regular independent third-party audits to verify that said Management System has been effectively implemented at all the different manufacturing sites. Furthermore, at local level all manufacturing sites undergo a third-party statutory audit to verify and ensure compliance with applicable laws and regulations in every country where the Group operates.

Verification of audit results and annual performance, activity planning and medium-/long-term goal setting in this area are entrusted to the Industrial Committee in which take part, inter alia, the Executive Chairman, Chief Executive Officer, Chief Industrial Operations Officer, Chief Human Resources & Organisation Officer and the Safety Committee comprising all sites and Operations. This is also where the main safety KPIs and the findings of the analysis of the situation conducted at the Group level are presented, along with risk mitigation activities identified as significant — which may compromise Brembo's ability to achieve the expected results, as established in the Management System — and examples of the solutions and best practices arising from the analysis of the main events. The Committee's decisions are circulated to all concerned parties, and in particular to the Plant Managers of the plants, to whom the Health & Safety area undertakes to send the goals, targets and projects relating to the reduction of the risks identified. The Plant Manager sets goals and plans activities at the plant level, considering all information received, the analysis of the Group's situation and the expectations of the various stakeholders. In particular, he or she identifies hazards, assesses risks and plans actions to seize opportunities for improvement; determines the applicable legal requirements (or those to which the Organisation has subscribed); sets the goals and identifies the steps to achieve them, so as to improve the Management System constantly; and informs Group Health & Safety area of the plans and targets set and achieved. Moreover, on a site level, in keeping with rules established by the Group, committees or work groups meet to discuss aspects of health and safety. All the workers are represented in these groups.

The Group's approach as part of the Health and Safety Policy entails analysing, on a plant level, potential sources of risk for its employees and putting the best solutions into place to prevent, reduce and, where possible, eliminate such risks: from appropriate handling of substances and processes to the correct operation, maintenance and control of machinery. The risk identification and assessment process inside each site involves an inter-functional team consisting of the Health and Safety Officer, Occupational Physician, process supervisors and, last but not least, the employees through interviews or specific requests for opinions. Where necessary, the process involves external roles that support its plants in carrying out practical surveys aimed, for example, at assessing noise or chemical risk level. Once identified, all the risks — both generic and specific — are added to an assessment scale that allows identification of the mitigation actions. The precise goal of each prevention and protection measure for employee Health and Safety is to reduce, if not to eliminate, the existing risk.

The Group's commitment to overseeing workplace Health and Safety issues also reflects into a systematic approach for monitoring trends in incidents, near misses, unsafe acts and objective conditions⁶⁵. Based on problem solving principles, if indicators are revealed that are not in line with the pre-set objectives or critical issues inside Brembo sites, each individual plant engages in improvement plans and actions, setting up ad hoc working groups. Once the efficacy of the actions adopted has been verified, these are shared within the Group to allow all the plants to implement the same solutions promptly, if necessary.

The value added of this process lies in continual search for improvement by involving all employees in collecting ideas and suggestions in the area of workplace Health and Safety.

Brembo has also implemented a mechanism for the collection, analysis and dissemination of the risk reports by the whole organisation. Reports are an essential starting point for identifying new potential risks and thus defining and implementing actions aimed at improving employees' working conditions from the standpoint of safety.

⁶⁵ An objective condition is a condition not caused directly by the action or inaction of one or more employees in an area. It may result in incidents or injuries if not corrected in a timely manner. It may be caused by a defective design, incorrect fabrication or construction or inadequate maintenance procedures and resultant deterioration. Objective conditions differ from unsafe acts because they are beyond the direct control of operators in the area in which the condition is observed.

Each year, the Group defines quantitative targets relating to the incident rate to be achieved annually. Specific objectives are then defined for each site, based on the previous year's performance and the results of the assessments and periodic audits. In 2023, Brembo reported for employees an incident

rate of 0.55 (excluding commuting incidents), the lowest figure ever reported. The main types of accidents are connected to the use of machinery, transport of materials and product manual lifting, in other words connected with the work environment and the operations carried out therein.

	2021		2022		2023	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Workplace incidents by gender (%) - (employees)	85%	15%	91%	9%	86%	14%

INCIDENT RATES OF EMPLOYEES*

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Incident Rate (No. of work-related injuries / No. of hours worked) x 200,000	0.73	0.61	0.71	0.73	0.32	0.66	0.58	0.42	0.55
Incident Rate with high consequences** (No. of high-consequence work-related injuries / No. of hours worked) x 200,000	0.01	0.00	0.01	0.04	0.00	0.03	0.01	0.00	0.01

* The calculation of reported incident rates takes into account only injuries occurred to employees that have taken place at the workplace. The "Appendix" section provides further details in order to meet the GRI 403 Standards (2018) disclosure requirements.

** High consequences" mean injuries that may lead to the permanent loss of body function or injuries that record an absence of more than 180 days.

Brembo pays constant attention to the health and safety of all those people who every day operate in the Group plants or office facilities. In 2023, the incident rate of workers who are not employees decreased to reach 0.67, while the inci-

dent rate with high consequences of workers who are not employees amounted to 0, decreasing compared to the previous year when it was 0.09.

**INCIDENT RATES OF WORKERS, WHO ARE NOT EMPLOYEES⁶⁶ OPERATING AT THE GROUP'S SITES**

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Incident Rate ** (No. of work-related injuries / No. of hours worked) x 200,000	0.99	0.56	0.90	1.06	1.15	1.08	0.81	0.20	0.67
Incident Rate with high consequences* (No. of high-consequence work-related injuries / No. of hours worked) x 200,000	0	0	0	0	0.38	0.09	0	0	0

* The calculation of reported incident rates takes into account only injuries occurred to workers that are not employees, but whose work and/or workplace is under the control of the organisation. The "Appendix" section provides further details in order to meet the GRI 403 Standards (2018) disclosure requirements.

** High consequences" mean injuries that may lead to the permanent loss of body function or injuries that record an absence of more than 180 days.

With regard to contractors, in 2023 Brembo reported 6 work-related incidents, of which five in Italy and one in China. None of them was with high consequences. Lastly, no fatalities relating to employees, temporary

workers and contractors were reported during the year. In 2023, 22 cases of employee occupational diseases were reported, of which 18 in Italy, 3 in the Czech Republic and one in Poland.

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
No. of recordable occupational diseases (employees)	5	10	15	10	0	10	16	6	22

TRAINING ON WORKPLACE HEALTH AND SAFETY

Brembo is firmly of the belief that a safe work environment goes hand-in-hand with a continuous Health and Safety training. Because of this, the Group has defined general workplace Health and Safety courses in compliance with current legislation. The courses are provided to all company personnel, with a particular focus on new recruits.

Brembo is committed to keeping annually all personnel responsible for managing workplace Health and Safety

issues up to date with professional training, as well as adapting training content to the different functions and specialisations in accordance with the risk assessments and training needs. In order to structure useful and effective courses, training planning starts from the tangible needs of the different company functions and the already acquired skills (such as the level of knowledge of a foreign language), identifying the needs that may arise as a result of organisational changes, process changes or internal improvement programmes.

⁶⁶ The calculation of incident rates does not take into account contractors.

In most cases, the teachers are external and are chosen after thorough assessment of their qualifications, competence and experience. In some geographical areas, such as Mexico and China, a further specific certification is requested.

of the "10 Life-Saving Behaviours" with which personnel must comply in the workplace.

With the aim of keeping its employees updated on Health and Safety matters and promoting the observance of safe behaviours, the direct training activity was also accompanied by periodic awareness-raising initiatives, such as the "10 Life Saving Behaviours", which are designed to spread an understanding and application



Over 41,377 hours
of training regarding Health and Safety
provided in 2023



In a context aimed at a broader, inclusive and positive promotion of workplace health, these activities are in addition to awareness-raising and prevention initiatives regarding specific illnesses that were carried out in various sites, such as: the Workplace Health Promotion (WHP) in Italy and the EMPLOYEES' healthy lifestyle Global Healthy Days campaigns in India; the Breast cancer awareness, Men health prevention, Altruistic Blood Donation, On-site vaccination campaigns in Mexico, the Breast Cancer Awareness Month and Tobacco Cessation Program in the USA, the Pink October and Blue November campaigns and the *Jornada saludable* initiative in Brazil, consisting in providing all employees with a healthy breakfast. Similar prevention initiatives were introduced in Poland, along

with the Ergonomics at the Office and Workplace campaigns, accompanied by physical therapy sessions. In addition to these initiatives, the Brembo To You programme offered sessions dedicated to raising awareness among all employees of individual health and wellbeing issues and encouraging collective discussion.

In addition, Brembo supports sports projects aimed at promoting the positive value of physical activity, such as Running, Volleyball and Soccer Teams in Poland and Brembo Strong in the USA, a wellness and corporate welfare programme developed with the aim of encouraging healthy behaviours and discounts on medical insurance premiums.

THE PINK OCTOBER AND BLUE NOVEMBER CAMPAIGNS IN BRAZIL



During October and November, each year Brembo do Brasil organises two awareness campaigns open to everyone working at its plant, to draw their attention to important health and prevention issues: Pink October & Blue November.

October is the month dedicated to breast and womb cancer: all the women are invited to attend an event where these issues are discussed, and the importance of prevention and early diagnosis is emphasised. November is the month for raising awareness about prostate cancer, involving all the male workers.

In addition to these meetings, the company offers women over 40 the

chance to undergo breast examinations, while men are able to do a PSA test at a medical clinic partnering Brembo do Brasil.

The aim of the campaigns is to promote medical care and raise awareness among employees and their families about prevention, diagnosis and treatment, to increase the treatment possibilities and reduce the mortality rate caused by these diseases.

These initiatives represent tangible steps towards reaching the 17 Sustainable Development Goals set out in the UN 2030 Agenda, particularly SDG 3, targeted at the health and wellbeing of people around the world.



OPEN DIALOGUE AND DISCUSSION FOR CONTINUAL IMPROVEMENT

Brembo pursues the goal of guaranteeing Health and Safety at work, making consultation, involvement and empowerment of workers one of the cornerstones of its actions. In fact, one of the most significant innovations in the update of the Management System during 2020 was the definition of management methods, common to the whole Group, allowing more active employee participation and consultation on H&S issues.

Local Health & Safety Committees

At all Group sites, the workers and management meet at least on a half-year basis, to discuss and take decisions on open Health and Safety issues and identify specific solutions. In particular, they include the Plant Manager, H&S, the Workers' Representative and the Physician, along with the heads of plant functions. The subjects dealt with are circulated to workers through their representatives or, subordinately, in the minutes of the meetings.

The issues handled include topics such as risk assessment, work-related incident and occupational illness performance, training and information programmes, opportunities for improvement identified, the nature of incidents, near-misses and non-conformities and the results of measures taken to mitigate them, together with any best practices.

Prevention through information sharing

In order to encourage information sharing and discussion about problems, an IT portal facilitates the prompt communication and analysis of information regarding incidents, injuries or near misses at the various Group sites, improving management effectiveness and above all efficiency in preventing incidents. In fact, the platform facilitates the analysis of each event and the identification of the root causes. It also makes it possible to structure the information in a single archive accessible to all Group sites. In this way the plants not involved in the incident are able to rapidly assess whether what happened could repeat itself at their facility and to implement appropriate preventive actions.

Promoting workers' wellbeing

Brembo's commitment to promoting the health and wellbeing of its workers has translated in 2023 as well, for the twelfth year in a row, into pursuing the achievement of the WHP "Workplace Health Promotion" recognition. In Italy Brembo took part in the WHP project, for which the Group has been one of the main advocates since 2011.

This initiative, in partnership with the local health authorities and Bergamo's entrepreneurial association, is designed to promote healthier lifestyles and eating habits among workers of the companies involved. In addition, based on World Health Organisation guidance, Brembo is fostering health promotion initiatives for risks not directly related to the working environment. In fact, the Group's employees have been involved in information campaigns to spread healthy lifestyles, thanks to courses on proper nutrition, programmes to combat addiction and the Brembo wellness program.



METHODS AND TOOLS SUPPORTING WORKERS' HEALTH AND SAFETY

Communication campaign

People engagement underpins the promotion of the safety culture, which follows on from the "I am safety" campaign launched in 2019 and relaunched in 2022. In 2023, Brembo intensified efforts to raise awareness on this subject, during a second phase of the campaign, through "bottoms-up" involvement of people at Italian sites, designed to gather contributions and opinions to best identify the content on which the focus the campaign moving forward.

Brembo World Class Manufacturing (WCM)

The Brembo World Class Manufacturing programme, launched in 2022 and extended in 2023, is underway at all Brembo sites. Following the definition of reference Teams for the Safety Pillar and specific training courses, projects were launched to improve working conditions and prevent risks at the Group's sites.

Compared to the previous year, personnel engagement increased, due to visual aids and signs, as did requests for direct participation in reporting and analysing near misses and unsafe actions.

Ergonomics

The aim of the project is to anticipate the ergonomic analyses of production processes in their design phase so as to facilitate line optimisation before their construction and also prevent the risks associated with the manual handling of loads and inappropriate postures. Following the activities aimed at improving ergonomics carried out in 2022 and the launch of a study project for the use of exoskeletons, designed to provide adequate ergonomic support at the most critical workstations, 2023 witnessed the start of the experimental phase involving the use of exoskeletons within the factories.

Safe behaviour project

60% of incidents are generally due to unsafe behaviour, a percentage that goes as high as 80% in Labour intensive areas (assembly and mechanical processing). The Safe Behaviour Project aims to identify and correct specific behaviours that have caused incidents or *near misses* that could be repeated in the future. The project's strength lies with the involvement of site prevention personnel, team leaders, department heads and shift managers both as observers of the behaviours themselves and as "trainers" of the workers for the correct actions to follow. In 2023, this project was further extended to several sites, thanks to training and awareness-raising activities devoted to the security personnel.

In particular, in 2023 the Layered Process Audit project was integrated in the Brembo WCM methodology and disseminated at all the sites in which the programme was developed. Following a safety audit, this project enables the identification and subsequent analysis of the unsafe conditions and actions found on individual workstations in order to implement the appropriate countermeasures.

'Safety Walks'

Each plant, depending on specific local circumstances, provides for employee consultation and participation activities. One example, in Italy, features the 'Safety Walks', in which the Employer and Worker Representatives jointly carry out a monthly audit in the sections regarding the operational aspects of Health and Safety.

Dedicated company notice boards, projections on screens inside the factories, booklets and information leaflets, as well as the company's Intranet portal and the internal quarterly magazine MyB supplement the range of information tools available to employees.

HEALTH AND SAFETY IN BUSINESS RELATIONSHIPS

Brembo aims to promote Health and Safety issues throughout its supply chain, in order to ensure suitable and healthy working environments for all people who have dealings with Brembo. In 2023 as well, the outsourced supplier management process for Health and Safety aspects was maintained.



OUTSOURCED SUPPLIES

Aware that it does not have direct control over suppliers and even less over the work environments they use, the Group has focused its attention on structured processes with the aim of raising awareness among suppliers on Health and Safety issues, as well as accompanying and supporting them in the effective management of these aspects. In this way, the Group aims to prevent, and when this is not possible, mitigate, its impacts caused by outsourced activities.

Specifically, the management process applicable to workplace Health and

Safety issues is structured into three aspects:

- communication and sharing of occupational Health and Safety standards that Brembo intends to apply to its outsourced suppliers;
- assessment of the ability of suppliers to apply and comply with the necessary requisites;
- sharing with suppliers the path designed to continuously improve performance

In line with the objective of ensuring

that the Health and Safety principles are respected throughout the supply chain, Brembo uses third parties to carry out audits of suppliers in order to verify compliance with the required standards, while new suppliers are subject to a preliminary assessment to verify that they meet the minimum requirements.

If the checks highlight critical situations, Brembo asks the supplier to take the necessary actions to bring the risk under control and monitors the related implementation plan.