

In each direction.

People from every continent and culture. At the centre is diversity: an invaluable treasure, driving improvement and ongoing progress. In an surprisingly and unexpected way, the one that only a multicultural environment can generate.



4. Brembo People

4.1 A Group that grows with talented people: where passion becomes work

Human capital represents the most important strategic heritage for Brembo, which firmly believes that the knowledge and skills of each and every one constitute the real competitive advantage behind the Group’s ability to innovate and pursue excellence when manufacturing all its objectives.



+10.7%
Workforce increase compared to the previous year²⁵



Over **275,000**
Training hours provided during the year



100%
ISO 45001 certified plants

For this reason, in line with its strategy’s pillars, Brembo promotes the growth, development and continual enhancement of its employees’ skills. Today, more than 12,000²⁵ people work for Brembo every day with dedication and passion.

Aware of the huge strategic value of People, Brembo works constantly to boost, on the one hand, the sense of belonging and the motivation of everyone who works for the Group and, on the other, to consolidate its image as a “best place to work”. This commitment is witnessed by the places obtained in Employer Branding-related rankings, such as the 2021 ranking drawn by Statista which saw Brembo rank fourth among the best employers in Italy in the industry of reference.

The Brembo brand’s major ability to attract talented people, distinguished not only by their professional experience and abilities, but also by 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 Company during 2021, with a positive balance of 1,186 new staff compared to the previous year.

Brembo Group is thus able to rely on a dynamic, highly professionalised and qualified team, with 70% of the workforce having achieved a mid-high level of education and over 23% graduated university qualification, of whom more than 1,750 People, 15% of employees, holding a degree in engineering or other technical-scientific disciplines.



12,225
Brembo People²⁵



40.11
Years:
average age



+1,186²⁵
People: headcount increase in 2021

²⁵ The figure includes the J. Juan’s workforce (570 employees). The acquisition of the Group was finalised on 4 November 2021. Therefore, the scope of quantitative data relating to personnel which are indicated in Brembo Group’s Disclosure of Non-Financial Information does not include such companies.



Constant research for and attraction of talents able to stand out for their ability to contribute and anticipate and exceed future challenges in a continually evolving context such as the one in which Brembo operates is a priority for the Group. It is for this reason that the company 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, that allows each candidate's skills and value to be appreciated fully and without discrimination. Brembo also works to offer its people

a positive and stimulating work environment with concrete opportunities for professional growth and job stability, pursuing dialogue with the trade union organisations where required. As proof of this commitment on the matter of employment more than 80% of staff 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, 70.48% of the workforce is covered by a collective bargaining system²⁶.

People hired by geographical area²⁷ and gender (No.)

Geographical area	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Europe	600	138	344	93	483	130
America	434	128	482	89	873	161
Asia	308	27	868	48	850	52
Total	1,342	293	1,694	230	2,206	343

People terminated by geographical area²⁷ and gender (No.)

Geographical area	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Europe	569	100	456	102	424	103
America	390	102	367	65	658	140
Asia	422	32	714	48	700	46
Total	1,381	234	1,537	215	1,782	289

People hired and terminated by age in 2021

Age group	Hired	Terminated
≤30 years	1,570	1,050
31-40 years	653	566
41-50 years	263	261
≥51 years	63	194
Total	2,549	2,071

²⁶ The difference in the percentage of the population covered by a collective bargaining system compared to FY 2019 is due to a change in criteria of classification in Poland.

²⁷ The three macro-areas include the countries indicated below:

Europe: Italy, Poland, United Kingdom, Czech Republic, Spain, Denmark and other;

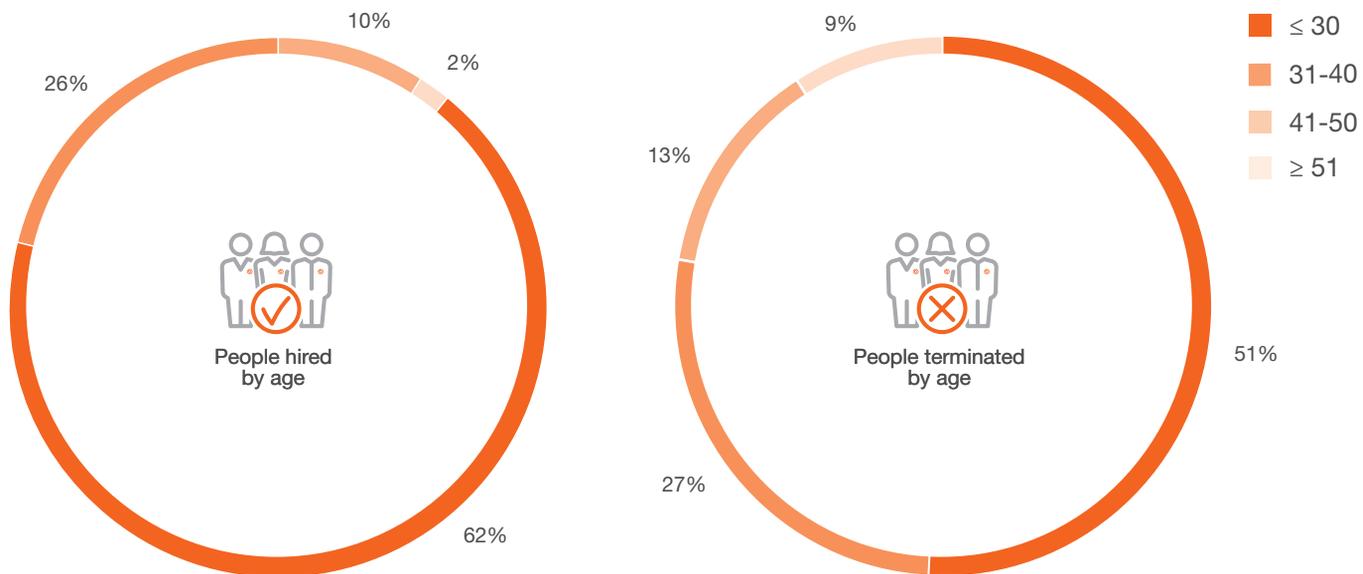
America: Brazil, United States and Mexico;

Asia: China, Japan and India.





People hired and terminated by age



Turnover in itself has not been a structural problem for Brembo over the years, as shown by the turnover data. However, in view of specific labour market situations detected in some Countries, the Group has decided to strengthen certain mechanisms for the periodic monitoring of terminations and the quality of voluntary resignations, analysing the reasons why people consider job opportunities outside the Group. As a safeguard measure for issues relating the attraction and retention of talents, the Group is committed to applying different strategies, such as close collaboration with Universities and Educational and Training Institutions, as well as the periodic analyses connected with the results of the Global Engagement Survey — all tools that have proven to be effective over the years. Non-financial reporting is seen by the Group 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 issue is confirmed, the various remedial measures are activated as necessary, in the broader context of the corporate meetings provided for by Brembo’s annual Corporate Committee System.

As already mentioned, the Group believes that active collaboration with the higher education institutions (for example, amongst others, those in the Bergamo province, Italy), and the university institutions present in the various local areas where

it operates, is a key part of its own talent search and selection process. In order to place itself as a point of reference for many talents, Brembo has set up structured and strategic partnerships with more than 25 Universities worldwide (including the most prestigious in Italy, Sweden, Germany, Czech Republic, Poland, the United Kingdom, the United States and Mexico). This heritage is mapped annually through the annual structured “University Relations Mapping” process involving all the Group’s companies at global level.

Among the various initiatives, Brembo S.p.A. also continued this year to offer scholarships that reward employees who are students and employees’ children in possession of the necessary requisites, confirming the scholarships for students who obtain, with excellent results, the lower secondary school diploma, high school diploma, university degree and 1st and 2nd level university Masters with a technical-economic-scientific or humanities content.

Moreover, Brembo takes part in several *job fairs* and meetings (over these last years mainly in a virtual mode) with schools and universities, and promotes initiatives aimed at both making contact with those about to graduate and new graduates interested in the Group — informing them about the career opportunities — and fostering dialogue and contacts between the Company and the external context, local communities and the academic world.



With reference to the world of work, maintaining these 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 bringing together valued people interested in the world of Brembo and its wealth of job opportunities.



The following are some of the most significant sponsorships or partnerships in the academic and scientific area:

Accademia del Freno
Polytechnic University of Milan

Begonnen: Learn German with Brembo,
Polytechnic University of Milan

Masters in Motor Racing Engineering,
Professional Datagest

Formula SAE Italy – Formula Electric Italy,
Student Competition

In this regard, 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 professionals and researchers make available their skills and experience to students. They do this both by giving students the opportunity

to spend time in the company on thesis, research or internship projects and by providing Brembo specialists to teach as part of certain specific training initiatives, such as the Accademia del Freno organised in collaboration with the Polytechnic University of Milan.

Collaboration with training and research Bodies and Institutions is also instrumental to promote 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 parallel, through a series of initiatives, the Company offers its collaboration in matching job supply and demand and improving intergenerational dialogue, firstly, Brembo's active participation in the We4Youth project, promoted by the Sodalitas Foundation. In fact, the Group takes an active part in the policy and management committees for the training offer of various universities (such as, *inter alia*, the Steering Committee of the Degree Course in Modern Foreign Languages and Literatures at the University of Bergamo), supports specific *training/apprenticeship programmes* and puts in place initiatives to support young people in actively approaching the world of work.



Brembo China Campus Recruitment: Recruiting Online for new talent

Brembo China continued to avail of the "Brembo China Campus Recruitment" to search for high-level talent and profiles online, especially technicians and engineers to work in the R&D Centre and in the Discs and Systems GBUs in China. The event takes place through two online conferences, in which a number of company managers, after giving a video presentation of the campus, provide the young graduates with an illustration of the Brembo world, automotive sector and the increasingly new innovation needs linked to braking systems. During the meetings there is also discussion of the careers in Brembo, the positions sought and the professional path offered by the Company, as well as the living conditions in Nanjing, Brembo China headquarter.

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. One of these is the "LIFT" (Leader's International Fast Track) initiative, the fourth edition of which was launched at the end of 2021. The

programme aims to nurture Brembo's global talent pool and foster the growth of the next generation of global leaders, ensuring, over time, the continuity of the business for the Group's key positions and the Company's competitiveness. The LIFT programme represents the opportunity for brilliant newly graduates to take part in an inter-functional and international





training pathway, lasting 27 months, and a job rotation scheme over three positions belonging to different business areas (production plants, platforms, technical and testing areas, etc.). The first job rotation occurs at Brembo S.p.A. Throughout the course, young people can rely on different company staff:

- a Human Resources and Organisation driver who follows the talent pool throughout the entire programme;
- a sponsor belonging to the C-Suite who meets the participant every six months;
- a mentor identified among the line managers assigned to each participant;
- a Human Resources and Organisation tutor who follows 2-3 participants with quarterly meetings;
- a direct manager who manages the participant for the entire period in which the person carries out the job rotation.

Brembo offers those embarking on their professional career in the Group — as an integral part of 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 involving all the Company's staff worldwide 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.

For instance, the analysis carried out in December 2021 — at its seventh edition — saw a 78% response rate, with an increase of 4 percentage points compared to 2017 on a growing reference population. The survey, consisting of 44 closed-ended questions and 2 open-ended questions, was conducted for the first in an entirely digital mode and involved 10,733 Group people (white-collars and blue-collars).

A number of local initiatives were organised to raise awareness of the survey and invite to participate in it.



Focus on Digitalisation: towards a new human resource management process

As part of Brembo's strategy to become a digital company, the Company has launched an important Digital Transformation Programme for the Group which includes the standardisation and digitalisation of processes relating to the management of the Group's human resources, and resulting in the adoption of a Group Human Capital Management System.

The benefits that can be obtained will be multiple. Some of these are mentioned below, purely by way of example and not limited to:

- ▶ **Speed of response:** instant availability of staff data and information to support decisions
- ▶ **Standardisation and Compliance:** standardisation and synchronisation of processes in the Human Resources area for all Brembo countries
- ▶ **Quality:** improvement of the Brembo employee experience
- ▶ **Efficiency:** simplification of reporting and analysis of KPIs and greater accuracy of data and consolidation of Human Resources data at Group level
- ▶ **Expanded Value Proposition:** opportunities to work in a more targeted way to develop skills and promote a useful mindset for addressing the complexity of technological and organisational innovation

The programme will continue with the implementation of processes and guidelines in the coming years and will also be accompanied by change management initiatives for Brembo People to encourage and support personal change.

The first process that was worked on in 2021 and that will be released in the first quarter of 2022 is the Performance Management (BYR).

At local level both in Italy and in the United States and Mexico, a payroll and attendance system migration process was managed using more sophisticated and respected providers in the local reference context.





Pulse Survey

Following the communication within the Group of the new corporate Purpose or the Vision, Mission and Values, and before the Global Engagement Survey was conducted, a “Pulse Survey” was carried out at the end of March by the Human Resources and Organisation GCF to “detect the pulse” of the organisation involving a sample of employees (about 400) – representative of the Group in terms of gender, generation, professional family, company and country (excluding China which had already conducted a similar survey at local level).

Response rate was 82.5%. People appreciated the widespread communication of the vision and mission and the pillars that support them and understood Brembo’s Purpose and the overall plan that will guarantee the Company’s success over time. They also expressed enthusiasm and engagement in this transformational challenge, aware that a change of mindset will also be necessary.



The media aimed at Brembo employees

Brembo strongly believes in the importance of internal communications: informing employees about what is happening in the Group at all levels (both business and geographical), sharing company addresses, celebrating successes and telling the stories of people who work in the company means involving them and creating a sense of belonging to the Company and the Brand.

Brembo achieves this goal primarily through two different editorial tools: the Intranet Red Portal, which can be used by all employees who have a computer, and the House Organ *MyBrembo*, distributed at all sites and also accessible to those who work in production in the plants.

The Brembo Intranet features editorial content produced in seven languages (Italian, English, Polish, Spanish, Czech, Brazilian Portuguese and Chinese), published periodically and relating to company’s main activities. Red Portal also provides users with infotainment content (animations, videos, podcasts).

The main indicators of the effectiveness and efficiency of Brembo’s Intranet are the number of news items published and the number of distinct users who access this content monthly.

During 2021, with the resumption of activities after the slowdown due to the Covid-19 health emergency, the number of news items published increased slightly compared to 2020, although not yet recovering the levels of previous years, while the number of users fell slightly.

The House Organ *MyBrembo* is a quarterly publication of 12-16 pages, produced in eight languages (Italian, English, Polish,

Spanish, Czech, Brazilian Portuguese, Chinese and Hindi) and distributed to all Brembo plants worldwide. Since 2020 the publication has also been available in all the languages on the Intranet Red Portal thanks to a page navigation function.

The topics covered are of a diverse nature, ranging from institutional (events, awards) and business matters (products, applications, fairs), to motorsport (products, victories) and news about the plants (growth, technology) to topics relating to the environment, stories of people and professions in the various locations around the world and information on Corporate Social Responsibility activities.

over 120	news published on the Red Portal in 2021
over 1,850	monthly users viewed at least one editorial content on the Red Portal
over 90	news published in the <i>MyBrembo</i> House Organ
over 22,000	copies of the House Organ <i>MyBrembo</i> distributed worldwide

The main indicators relating to this means of internal communication are the number of news items published, which indicates the degree of adherence to the company and its activities, and the number of copies printed and distributed in all the plants worldwide, which measures its level of dissemination amongst employees. During 2021, both indicators showed a recovery in the levels prior to the Covid-19 pandemic.





Brembo used this tool in 2021 to involve its employees in the celebrations dedicated to the 60th anniversary of its foundation, publishing a special edition of the *MyBrembo* house organ taken

from the publication “The beauty of innovation”, created for the 60th anniversary of the Company.

Intranet Red Portal	2019	2020	2021
No. of pieces of news published during the year	127	92	103
Average No. of users who viewed at least one editorial content	2,184	2,051	1,865
Brembo's House Organ			
No. of news published during the year	96	64	93
No. of copies distributed worldwide	20,876	13,240	22,091

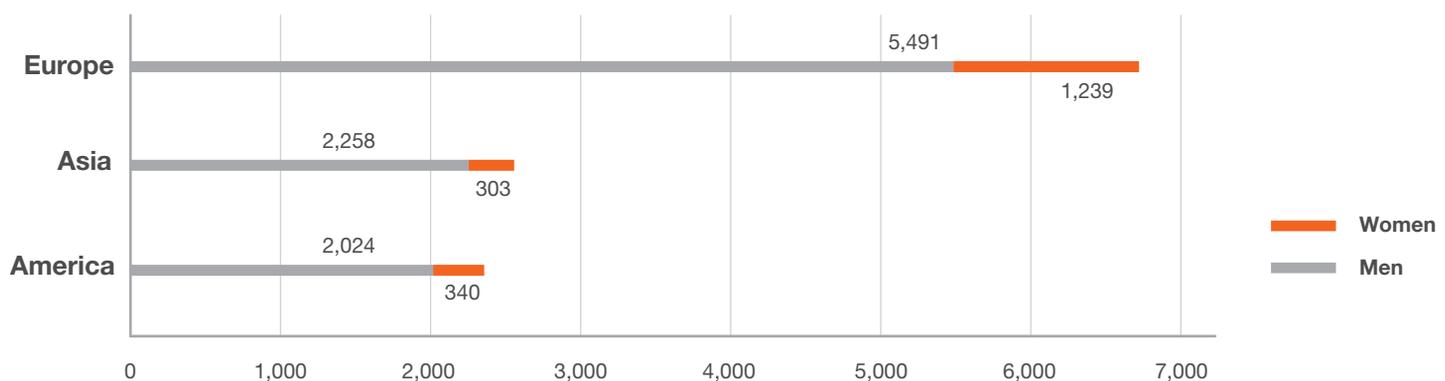
4.2 Different ways of being Brembo People

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. Every day Brembo is committed to promoting an inclusive environment that ensures people’s sense of belonging and encourages them to feel they are leading characters in the Group’s success, fostering a culture of inclusion and respect for diversity from the moment they are hired and respecting the points of view, voices, individualities and special qualities of each person. As a

proof of this is also the presence of Brembo in the 2021 Statista’s Diversity Leaders Europe ranking.

An awareness of the value and the opportunities arising on diversity has led Brembo to create a highly multicultural team in which, out of 100 Brembo People, 27.99 % work in Italy, 18.57 % in Poland, 13.53 % in China, 13.00 % in Mexico, 8.30 % in the Czech Republic, 8.26 % in India and 5.53 % in the United States, while the remaining 4.82 % are distributed among Brazil, the United Kingdom, Spain, Japan, Denmark and other Countries.

Brembo People by geographical* and gender (No.)



Personnel changes by geographical area compared to 2021

+ 170 Europe

+ 267 America

+ 179 Asia

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



As far as gender differences are concerned, men make up the predominant percentage of total workforce. In fact, 84% of employees are men against a female component of 16%, which also reflects 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 clerical staff, representing 26% of the workforce in this category.

Brembo also promotes the integration of different generations, giving a voice to the young and valuing the competencies and the leadership of senior staff. More specifically, the distribution of people by age band sees 25% under 30, 31% between 31 and 40, 29% between 41 and 50 and 15% over 51. In fact, particular emphasis was given to generational diversity through the launch of the Gen Z Forum in which about twenty representatives of generations Z and Y were involved in the development and collection of creative ideas able to contribute to Brembo's future growth. In addition, cross-functional, intergenerational and global working groups were formed with the aim of implementing the company's strategy through the DIGITAL, GLOBAL and COOL pillars, which constitute the main backbone of our Mission.

Brembo's focus on diversity and inclusion also takes shape in the recruitment into the Company of people with disabilities, in accordance with the rules and practices laid down in applicable legislation. In particular, 125 people with disabilities were working in the company at 31 December 2021.

In addition, the training offer helps to create awareness on diversity-related issues and raise awareness of all levels of the company regarding respectful and inclusive behaviour through specific training programmes dedicated to different job positions. In 2021, these training packages continued to be

delivered in the Brembo Academy, aimed at both managers and professionals.

This work is supplemented by a number of socialisation events designed to disseminate the culture of diversity enhancement, such as the activities normally organised in Brazil, India and the United States on the occasion of Women's Day, as well as participation in the "4 weeks for inclusion" marathon, an inter-company initiative organised by TIM that in 2021 involved over 200 Italian organisations on diversity and inclusion issues. The objective, pursued through webinars, digital workshops and online thematic creative groups, was to create awareness and share the inclusion practices adopted by the various companies, related to the aspects of gender, generation, disability, vulnerability and interculturality. Brembo signed up to the initiative, giving its employees the opportunity to participate in certain webinars. It also contributed by creating a webinar held by three Brembo employees of different backgrounds, nationalities and organisational perimeters in which the different inclusion and diversity-related initiatives promoted by the Brembo Group were presented to the internal and external community.

In 2021 as well Brembo participated in the work of the "STEM in Pink" 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 (such as the conference "Il talento non ha genere (Talent has no gender)", within the orientating path "STEM in Pink", speech of a colleague operating within the R&D GCF a BergamoScienza). 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.

People by age and gender (No.)

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
≤ 30 years	2,400	357	2,757	2,377	329	2,706	2,545	336	2,881
31–40 years	2,828	627	3,455	2,881	622	3,503	3,028	625	3,653
41–50 years	2,489	610	3,099	2,571	638	3,209	2,666	658	3,324
≥ 51 years	1,358	199	1,557	1,411	210	1,621	1,534	263	1,797
Total	9,075	1,793	10,868	9,240	1,799	11,039	9,773	1,882	11,655



**People by classification level and gender (No.)**

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Managers	478	77	555	473	76	549	502	86	588
White-collar workers	2,017	688	2,705	2,004	698	2,702	2,102	724	2,826
Blue-collar workers	6,580	1,028	7,608	6,763	1,025	7,788	7,169	1,072	8,241
Total	9,075	1,793	10,868	9,240	1,799	11,039	9,773	1,882	11,655

People by classification level and age (No.)

	2021				
	≤30	31-40	41-50	≥ 51	Total
Managers	2	145	260	181	588
White-collar workers	635	1,012	808	371	2,826
Blue-collar workers	2,244	2,496	2,256	1,245	8,241
Total	2,881	3,653	3,324	1,797	11,655

A further sign of Brembo's commitment to developing an organisation that fosters and enhances multiculturalism is its proximity to local issues. In this regard, taking the managerial team as a reference, the clear majority of local managers at all Group Companies comes from the local area: out of 558 Brembo managers operating in the different countries, 91% were born in the country where they are working. The inclusion of members of the local community in management improves the Company's ability to understand actual local needs, providing it with a better service as a whole.

With reference to the protection of diversity and respect for people and workers' human rights, Brembo continued to avail of, in addition to the provisions set out in the Group's Code of Ethics, the Code of Basic Working Conditions and the Policy on Non Discrimination and Diversity²⁸. These documents reflect and represent the universal beliefs of the Group and the foundations of the employer-worker relationship. In detail, they confirm and establish rules of conduct regarding child labour, forced labour, the treatment of human beings, 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 view of the renewed context in which the Company operates and the growing awareness and sensitivity regarding diversity and

inclusion issues, in 2021 work started on updating the non-discrimination and diversity Policy.

In order to monitor the effective implementation and the respect of the Code of Basic Working Conditions and the Policy on Non Discrimination and Diversity, beside the protection guaranteed by the Human Resources and Organisation GCF and the related management safeguards present in the organisational units in the rest of the world, as well as the presence of the institutional Whistleblowing channel managed by the Supervisory Committee, another specific mechanism has been put in place to gather any reports on behaviour that does not comply with company policies, including a dedicated email address working_conditions@brembo.it, accessible from both inside and outside the company. 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, Countries, Global Business Units and Global Central Functions). Following any contact, the consequent hierarchical reporting procedure is activated — where necessary — which culminates in the periodic "HR & ORG" Meeting between Chief Human Resources and Organisation Officer, Executive Chairman and CEO, where the need to manage any specific urgencies or critical issues is raised.

²⁸ Documents available on the website <https://www.brembo.com/en/company/corporate-governance/codes-policies>.



Finally, the Group has defined more targeted tools for safeguarding diversity that are included in the framework of the local *Employee Assistance Programs (EAP)*. For example, in Italy Brembo has for years run a “sportello di ascolto” (a listening service) which offers employees the opportunity to have a series of meetings with a professional outside the company, when they are faced with particular situations that present personal and temporary difficulties. In addition, the Group in the USA and the UK has set up structured EAPs that are available to employees in partnership with local operators and/or vendors.

In the Czech Republic a communication campaign was organised for all staff to inform people of the existence of a whistleblowing channel used to report cases of discrimination and inappropriate behaviour.

Five episodes that the reporting person considered to be possible workplace discrimination was brought to Brembo’s attention in 2021, through the different available channels. Such events were the subject of in-depth investigation. Some of these have already been archived, others are undergoing in-depth investigation.

The Brembo Group promotes precise policies designed to create a positive and inclusive work environment and define organisational tools able to promote remote working in the current pandemic context, supporting people’s work-life

balance. In this area the Group offers its employees the option to subscribe to part-time working schemes, which were taken up, in 2021, by 271 employees, of whom more than 80% were women.

In 2021 as well, the external factor represented by the Covid-19 pandemic had a major impact on the issue of remote working introduced with the “Bsmart” project in 2019 in Brembo S.p.A. Said project, launched in 2019 as a trial on a sample of 150 people in different organisational units and company offices, took off apace during 2020 until it became the main way of working for all white-collar workers in 2021. During the year, the company’s welfare, rolled out in 2019, was fully implemented through a dedicated Internet platform, offering Brembo employees the possibility of using new and various types of services (for example education, transport, welfare).

Many initiatives were promoted, also in relation to health: from continuation of the WHP (Workplace Health Promotion) accreditation in Italy (and all the related initiatives, including the Listening Desk, which focused a service line on problems linked to the pandemic during the Covid-19 period. These are in addition to education and training initiatives generally conducted in India on domestic safety (so, well outside the business scope) and HIV transmission, in Mexico, Poland and the USA on damage from tobacco, the prevention of breast cancer and prostate diseases in Brazil, as well as other prevention initiatives in Poland and Mexico.

Brembo People with part-time contracts by gender

2019			2020			2021		
Men	Women	Total	Men	Women	Total	Men	Women	Total
52	219	271	46	217	263	46	225	271

4.3 Training and development of skills

The Group’s 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 people development and an enabling factor for the strategy that can anticipate and satisfy the demands of the business and create an identity culture for the Group.

2021 confirmed Brembo’s commitment to continuing with

training investment and preparing various training initiatives with an increasingly inclusive and global approach in favour of transversal enrichment and greater collaboration between Group Companies.

One of the “global” training projects directly related to our Mission is the cascading relating to SENSIFY™, the new intelligent braking system that combines Brembo’s traditional





product portfolio with digitalisation and artificial intelligence. This is an online training event initially dedicated to strategic people and organisational areas and conducted by a team of staff who have worked on developing the new technology. From 2022 this programme will be open to all the Group staff concerned, by self-enrolment, while staff in the technical areas will have access to the SENSIFY™ seminars organised on two levels of increasing difficulty, included in the R&D Academy.

Other programmes connecting to Brembo Purpose cascading were designed and implemented throughout the year. The design of these programmes was also guided by the need to develop in people a Brembo mindset based on four dimensions: open, digital-ready, data-driven and solution oriented.

One example is the “Culture of Data” programme, managed by an international pool of in-house teachers trained with the support of Data Scientists, who are also in-house, and useful for increasing the spread of the data culture to support corporate decision-making processes.

Another success story is the training programme on Artificial Intelligence and Machine Learning that serves to develop innovative and strategic skills also through the use of AI and its multiple related tools.

The “Knowledge Management” programme continues alongside the certification of employees who hold critical know-how to ensure that such know-how is transferred within the Group through internal teaching and participation in inter-functional project groups, as well as through the drafting of manuals.

In technical training, worthy of note is the launch of the “Cast Iron Foundry Seminar”, run by teachers of the Brembo Academy, included in the Manufacturing Academy and dedicated to iron casting and open to all Group personnel worldwide.

2021 saw the launch of the “Skill Factory” global development project for various company populations with critical know-how regarding Commercial, Technical and Platform Management issues. This development path precedes an individual assessment focusing on two aspects: the mindset and the technical skills critical for the role. Over 160 Group people were assessed during the year and many of them, after obtaining the related feedback, have already begun a development and training path.



More than 275,000
training hours
provided in 2021

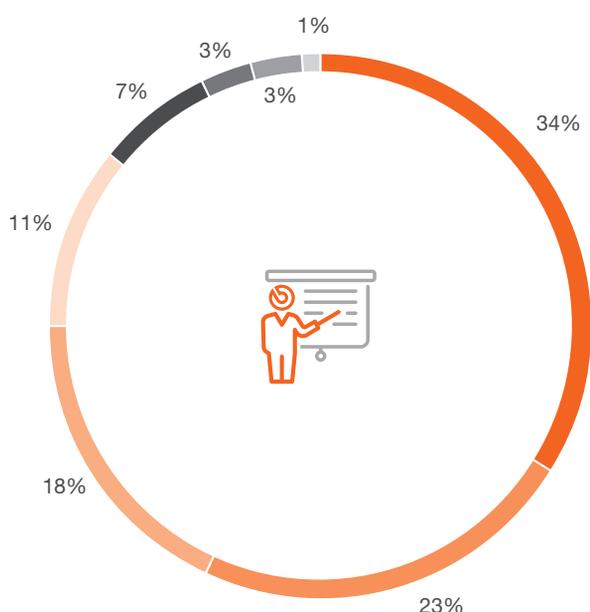
For Brembo it is essential to promote the ability to experiment and innovate, as well as the development of a strong tension to the future, so as that its people are able to anticipate market trends, promote continual product and service innovation and offer customers high-quality solutions.

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.

In 2021, on average each employee received 24 hours of training, with this figure reaching an average of 24 hours per year for managers, 29 hours for white-collar workers and 22 hours for blue-collar workers. Over the course of the year, 20% of people participated in training about human rights and the associated procedures (Code of Ethics included), for a total of more than 6,370 hours.



Training provided by type of content (% on total hours)



- Training on product/process quality management and improvement
- Health and Safety training
- Professional training
- Training on environmental management
- Managerial training
- Code of Ethics and compliance with Leg. Decree No. 231/2001
- Language training
- Other

Average hours of training by classification level

	2019	2020	2021
Managers	28	16	24
White-collar workers	38	15	29
Blue-collar workers	18	13	22

Average hours of training by gender

	2019	2020	2021
Men	24	15	26
Women	21	10	16

Average hours of training by employee

	2019	2020	2021
	23	14	24

To ensure an effective control and management of training activities, Brembo avails of a specific Group procedure — pillar of the Quality System, together with the Organisation Management 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 “Mapping of training needs” process. The individual’s training plan is accompanied by other initiatives for accessing training such as self-enrolment in courses (self-application) and institutional training initiatives provided through the international online learning platform in e-learning mode. In terms of self-development, Brembo People can therefore also access training courses — on a remote or e-learning basis — by self-enrolment authorised by their direct manager.

More specifically, 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 need to be analysed in more depth and improved. The Company also takes account of the views expressed in the *Brembo Managerial Competencies Model* and *Technical Competencies Libraries*. In these latter, — such as for example in the case of Industrial Operations GCF — the technical competencies required within specific professional families at global level are mapped and formalised, also in the context of other company projects and processes relating to Digital Transformation.

In addition, Brembo offers its employees also the opportunity to take part in special coaching, mentoring and tutoring programmes, such as for example the “Internal Buddy” in Poland, so as to personalise their own personal and professional





development path. Thanks to these programmes the Group aims to nurture and empower its people, involving them proactively in defining their own personal learning and development path, starting from their very first day within the company.

Finally, during 2021 as well the Group's Training offer continued to be enriched — online on the Company's portal —, both regarding managerial and technical-specialist topics, in order to make it more effective, featuring increased accessibility and immediacy of consultation.

In 2021, the “catalogue” was further enriched to feature, amongst other things, the training offer in the Digital field (with a particular focus on the “Culture of Data” and “Artificial Intelligence” paths) and strengthening remote or e-learning provision.

The Brembo Academy catalogue currently offers more than 130 different subject titles (in addition to those in the Environment Safety area), allowing the user to find the desired course interactively using tag and keywords.

The broader framework of personal and leadership development also includes the Group Talent Management and Succession Planning system focused on several annual phases. This starts with the Yearly Performance Review (BYR), goes through the updating of the Country Talent Pools and then consolidates the Group Talent and Succession Portfolio downstream the Development Committees of the Global Business Units (GBU) and GCF and Top Management validation.



Fostering knowledge sharing among the Brembo Group's competence centres



The Brembo Academy of Brembo S.p.A. was set up to promote the invaluable know-how developed by the various GBUs and GCFs and teams in Brembo companies around the world. This authentic corporate training school, with UNI EN ISO:9001 quality certification, avails also of teachers from within the Company to ensure a structured sharing of Brembo expertise across the Group.

Precisely in order to strengthen the ability of Brembo experts to transfer their knowledge, experiences and best practices, the training course for trainers (“Train the trainer”) at the Brembo Academy itself was updated and relaunched.

The Academy offers numerous courses: from more technical and engineering-related courses focusing on product research, held by R&D Academy experts, to courses dedicated to competences specific to the production process and included in the Manufacturing Academy programme.

In addition, the implementation of the production methodology known as World Class Manufacturing (WCM) was extended at global level. The training phase —held in virtual mode — was followed by the implementation, at the Group plants involved in the new methodology, of the pillars on which it is based and that envisage technical, organisational and safety-related abilities. In order to integrate the wide knowledge shared with an increasing focus on product value as soon as the design phase, training paths were organised to develop economic-financial competences, along with seminars held by internal teachers covering value analysis and cost engineering with a view to raising awareness to internal and external costs.



4.4 Professional growth through recognition of merit

The performance assessment for white-collar workers (BYR - Brembo Yearly Review) represents an important element for Brembo, as well as an essential tool for ensuring continual improvement of its people and retain talents and key skills within the company.

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

The Group has activated special processes at world level, designed to regulate management and assessment flows, as well as define special 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.

A wide variety of qualitative-quantitative objectives may be included in the personal scorecards within the general context of the Annual Incentive System reserved to specific target population (e.g., executives and managers). These include, for example, implementation of specific projects, meeting one's own spending budget targets, the results of the Engagement Index for a given area or specific KPIs linked to the efficacy of training initiatives.

For the white-collar worker population, Brembo uses a performance assessment process, i.e. a constant dialogue between managers and employees, which terminates with a structured discussion between the same and during which the year's results are analysed, the future objectives to be pursued are defined, along with the preparation of an improvement plan, and future growth paths are identified.

During the year, 82% of Brembo People (82% of men and 80% of women) took part in a performance assessment process, with a rate of 84.5% for blue-collar workers, and 76% for managers and white-collar workers.

Brembo people 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	362	76.53%	55	72.37%	417	75.96%
White-collar workers	1,577	78.69%	471	67.48%	2,048	75.80%
Blue-collar workers	5,667	83.79%	919	89.66%	6,586	84.57%
Total	7,606	82.32%	1,445	80.32%	9,051	81.99%

* Data refer to the 2020 performance assessment process ended in April 2021 and refer to workforce at 31 December 2020.

Moreover, in order to further promote the personal and professional development of its people, Brembo has promoted the use of internal mobility tools, so as to facilitate employees 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 talents the possibility to apply in a proactive way. This is supplemented by other tools including Job Rotation which allows people to express their willingness to change function/role even regardless of the opportunities available at a specific moment.





4.5 Safeguarding workers' health and wellbeing

Brembo has made the protection of safety a distinctive element of its own business DNA, guaranteeing braking systems of the highest quality. This focus on Health and Safety issues not only assures safe products, but 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 people accessing the workplace for different reasons.



100%
of Brembo's plants
in full operation remained
ISO 45001:2018 certified

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 relating to its production facilities, while promoting constant dialogue with its personnel 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 aims for continuous improvement, the Policy is 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 and is an integral part of the broader “Organisation, Management and Control Model” –, the certification of all

sites to this standard was confirmed for 2021 through special maintenance audits carried out by a third party, which revealed no significant non-conformities.

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 accidents, injuries and occupational diseases, raise awareness among people and spread the workplace safety culture throughout the company; 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 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 Company, is applied within each individual plant.

The Parent Company's Management System is reflected in the Worker Health and Safety Management System Manual, Guidelines and Brembo Safety Document System (BSDS)²⁹.

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.

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.

²⁹ 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.



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 and Chief Human Resources and Organisation Officer. This is also where 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. 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 function 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 dangers, assesses risks and plans actions to take advantage of 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 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 personnel and putting the most effective 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 priorities in terms of 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 accidents, near misses, unsafe acts and objective conditions³⁰. 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, where necessary, 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.

Annually, the Group defines quantitative targets relating to the accident frequency 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 2021, Brembo reported for employees an accident rate of 0.71 (excluding en route accidents), 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.

30 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 accidents 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.



	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Workplace accidents by gender (%) - (employee)	87%	13%	82%	18%	85%	15%

Accident rates of employees*

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Accident frequency rate** (No. of workplace accidents / No. of hours worked) x 200,000	1.38	0.91	1.29	0,98****	1.14	1,0****	0.73	0.61	0.71
Accident frequency rate with serious consequences*** (No. of workplace accidents with serious consequences / No. of hours worked) x 200,000	0.05****	0.05****	0.06****	0,03****	0.07	0,03****	0.01	0.00	0.01

* The calculation of reported accident rates takes into account only accidents occurred to employee that have taken place at the workplace. The "Appendix" section provides further details in order to meet the GRI 403 Standards (2018) disclosure requirements. Compared to the 2018 Disclosure of Non-financial Information, the method used to calculate accident rates relating to employees and workers who are not Brembo employees, operating at the Group sites has been aligned to the new reference Standard.

** The frequency rate takes into account both accidents with lost days and those without lost days apart from the day on which the incident occurred (e.g., medical treatment or change in work duties).

*** "Serious consequences" mean accidents that may lead to the permanent loss of body function or accidents that report an absence of more than 180 days.

**** Data has been adjusted as three accidents that had occurred in 2019 led to an absence exceeding 180 days in 2020, thus qualifying as "accidents with serious consequences".

Brembo pays constant attention to the health and safety of all those people who, despite not being Group employees, operate in the company plants or office facilities. In 2021, the

accident frequency rate stood at 0.90, whilst the frequency rate for accidents with serious consequences was 0, in line with the figure for the previous two years.

Accident rates of workers, who are not employees, operating at the Group's sites*

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Accident frequency rate** (No. of workplace accidents / No. of hours worked) x 200,000	0.92	1.97	1.05	0.79	0.96	0.82	0.99	0.56	0.90
Accident frequency rate with serious consequences*** (No. of workplace accidents with serious consequences / No. of hours worked) x 200,00	0	0	0	0	0	0	0	0	0

* The calculation of reported accident rates takes into account only accidents 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. Compared to the 2018 Disclosure of Non-financial Information, the method used to calculate accident rates relating to employees and workers who are not Brembo employees, operating at the Group sites has been aligned to the new reference Standard.

** The frequency rate takes into account both accidents with lost days and those without lost days apart from the day on which the incident occurred (e.g., medical treatment or change in work duties).

*** "Serious consequences" mean accidents that may lead to the permanent loss of body function or accidents that report an absence of more than 180 days.



As far as contractors are concerned, as of 2021 Brembo has begun a process to standardise accident indices as had already been done for employees and temporary staff. With regard to contractors, in 2021 Brembo reported 4 workplace accidents, of which 3 in Italy and one in Czech Republic. None of them was with serious consequences. It also began to collect data on the hours worked by contractors in relation to the Italian plants with the aim of extending this monitoring to the entire Group. The

accident frequency rate occurred to contractors operating at Italian plants was 4.26 in 2021.

Lastly, no fatalities relating to employees, temporary staff and contractors were reported during the year.

In 2021, 15 cases of employee occupational diseases were reported.

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Recordable occupational diseases (No.) (employees)	12	5	17	8	7	15	5	10	15

People 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 health and safety

in the workplace courses in compliance with current legislation and are provided to all company personnel, with a particular focus on new employees.





Over **52,680**
hours of training regarding Health
and Safety provided in 2021

Brembo is committed to keeping all staff responsible for managing workplace health and safety issues up to date with professional training, as well as adapting training content to the different functions in accordance with the risk assessments and training needs. In order to structure effective and useful courses, training planning starts from the concrete needs of the different company functions, identifying the needs that may arise as a result of organisational changes, process changes or internal improvement programmes. In most cases, the teachers are external and are chosen after their qualifications, competence and experience have been verified.

In 2021, Brembo continued to invest in training and workshops by providing online courses, in compliance with Covid-19 regulations.

In particular, the Group has carried out training activities

with the aim of keeping its employees up to date on Health and Safety issues and promoting the observance of safe behaviour. The Company also continued its commitment to raising awareness about the “**10 Life Saving Behaviours**” that all employees must comply with at the workplace, through periodic initiatives to spread the knowledge and implementation of said behaviours.

In addition, in the wider, more positive and inclusive sense of promoting workplace health, a number of sensitisation and prevention initiatives regarding specific illnesses were carried out in each site, such as: WHP (Workplace Health Promotion) in Italy; “Pink Week” (dedicated to breast cancer) in Mexico and Brazil; targeted programmes against tobacco addiction conducted in the United States, Mexico, Poland and Italy. Moreover, Brembo supports a variety of sports-related initiatives promoting the positive values of physical exercise, including the Brembo Sporting Event in the Czech Republic, Running, Volleyball and Football Teams in Poland, Brembo Ski in Italy. Worthy of note in this context are also Brembo Strong, a wellness and welfare corporate programme carried out in the USA aimed at encouraging healthy behaviour alongside discounts on medical insurance.





Health and Safety Campaign in Poland

During September 2021, Brembo Poland launched an awareness campaign involving everyone working at its plant, to draw their attention to important health and prevention issues and raise awareness among employees.

Particular emphasis was placed on showing the most significant risks a worker may incur and the related Personal Protective Equipment necessary to prevent and limit such risks. Important information and tools were also provided to verify the health of employees in the plants.

This initiative represents a tangible step towards archiving the 17 Sustainable Development Goals set out in the UN's 2030 Agenda, particularly SDG 3, targeted at the health and wellbeing of people around the world, and SDG 4, aimed at spreading a quality education.



The Pink October and Blue November Campaigns in Brazil

During October and November, 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 a lunch 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 campaigns aimed to promote healthcare and psychological support, both of which are fundamental to people's wellbeing.

This initiative represents a tangible step towards archiving the 17 Sustainable Development Goals set out in the UN's 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.

<p>Local Health & Safety Committees</p>	<p>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, accident and occupational illness performance, training and information programmes, opportunities for improvement identified, the nature of accidents, near-misses and non-conformities and the results of measures taken to mitigate them, together with any best practices.</p>
<p>Prevention through information sharing</p>	<p>In order to encourage information sharing and discussion about problems, an IT portal facilitates the prompt communication and analysis of information regarding incidents, accidents or <i>near misses</i> 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, as well as 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.</p>
<p>Promoting worker wellbeing</p>	<p>The Group's commitment to promoting the health and wellbeing of its workers has received in 2021 as well, for the tenth year in a row, recognition from the Associazione Confindustria Bergamo. Together with other firms in the area, Brembo was rewarded for its participation in the WHP — "Workplace Health Promotion" 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, courses on proper nutrition, programmes to combat addiction and the Brembo wellness program.</p>





Brembo's Health Service

Employees' health is an absolute priority for Brembo. For this reason, in order to ensure that residual risks do not cause, over time, consequences on personnel's health, Brembo equipped its plants with a free Health Service for employees, comprised of a doctor, first aid teams and paramedical personnel. The Health Service also uses facilities external to the plant in order to look after all aspects of employees' health in the best possible way, such as carrying out blood tests, X-rays and spirometry tests, as well as first aid in emergency situations.

The doctors and paramedical personnel are normally present in the plants during the main shift. Some plants guarantee a continuous presence across all shifts. The first aid team is made up of suitably trained employees and covers all the work shifts.

As well as carrying out the more institutional tasks, such as writing the health monitoring plan, the activity progress report, carrying out medical check-ups and issuing certificates of suitability to work, the Health Service also:

- participates in the assessment of risks, accidents, near misses and the identification of the relative mitigation actions, which also involves sharing the results of the monitoring activities in an anonymous form;
- visits the departments and takes part in the H&S Committees on a plant level;
- trains the First Aid teams and provides workers with support for health issues, including those not directly related to work.

Access to the Health Service is guaranteed for employees thanks to proper activity planning during working hours and information activities designed to encourage employees to use the services provided (example through noticeboards, website, training courses). However, if employees have to visit external facilities, they will receive additional days off or be paid for the hours taken up by the medical visits (e.g. medical check-up during working hours). The Services is also available for any requests made directly by employees.

The Plant Manager periodically monitors the activities provided for by the Health Monitoring plan to make sure they are being carried out properly. This is achieved by monitoring specific KPIs, employee interviews, ensuring that employees attend their medical check-ups or undertakings, checking and filing reports written by the Health Service.

Brembo guarantees the confidentiality of the data managed by the Health Service, absorbing and applying legislation in the sector, including as regards contracts stipulated with external health services.

Lastly, Brembo also makes it easier for employees to access healthcare services outside working hours, for example:

- private health insurance for employees and their families;
- annual physical check-up;
- partial reimbursements for the use of sports centres and discounts for spas and fitness centres;
- flu vaccine;
- free Covid-19 testing;
- 24h medical advice and access to medical services;
- psychological support;
- provision of eye care and physiotherapy.



Methods and tools supporting workers' health and safety

LOTO (Lockout-Tagout) Guideline	In 2021, Brembo completed the periodic annual audit of the application of LOTO procedures in all plants. This work gave rise to improvement plans where non-conformities had been detected in order to continuously ensure the necessary level of safety for operations and access to robotic lines and inside machinery.
World Class Manufacturing	As part of the World Class Manufacturing programme, the <i>Safety</i> pillar was also launched during the year in five pilot plants (in Italy and Poland). In the first phase of the project's Kick Off, the activities carried out concerned the creation and initial training of teams, identification of model areas and identification of the first improvement activities. The activity is due to continue with the project being gradually extended to the other Group sites with the final goal of involving 100% of Brembo sites.
Ergonomics	The aim of the project is to anticipate the ergonomic analyses of production processes in their design phase so as to facilitate line modifications before their construction and also prevent the risks associated with the manual handling of loads and inappropriate postures. Numerous construction sites have been started to test this methodology, in Production and in Technologies, both on existing lines and on lines in the design phase in order to be able to trial the use of the method and evaluate its effectiveness.
Safe behaviour project	60% of accidents 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 accidents 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" for the correct behaviours to follow.
Workshop 'Melting deck'	The activity aimed at completing the application and implementation of standards identified and designed during previous years workshops intended to identify the greatest risks in the melting furnace area, to devise solutions to eliminate or mitigate those risks, and to standardise methods and tools for managing emergencies continued.
Workshop 'Robot line'	Following the workshop held at the end of 2019 which involved the central technologies and several disc mechanical processing facilities, the basic criteria and safety standards (the "safety concept design") have been defined to design and build future robotic production lines and the same have been gradually introduced in supplier specifications of new lines.
Workshop 'Aluminium Foundries'	In September 2020, a series of meetings was launched in remote online format (similar to those organised for the Cast Iron Foundries), involving the Operations area of the Aluminium Foundries (Technology and Production), which resulted in the identification of the main risks and the formulation of countermeasures and mitigation of the risks concerned. This initiative was fully developed during 2021.
'Safety Walk'	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 *MyBrembo* supplement the range of participation and 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.

For this reason, in 2021 the outsourced supplier management process for Health and Safety aspects was further improved.



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 and 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.

Important results were achieved during 2021:

- in all the countries where Brembo is present with its operational activities, countries where most of the outsourced suppliers are also located, audits were carried out on aspects of workplace Health and Safety;
- the audits have involved, to date, 28% of relevant outsourced suppliers;
- the suppliers involved in third-party audits account for 77% of the total 2020 turnover of relevant suppliers.