



WE DRESS  
THE FUTURE

AEFFE

2024 SUSTAINABILITY COMPANY PROFILE



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# LETTER FROM THE EXECUTIVE CHAIRMAN

The theme of sustainability and the integration of ESG objectives into corporate governance have taken on an increasingly central role, in line with the evolution of European regulations and major international trends.

During 2024, we strengthened our commitment through a structured plan focused on three strategic areas: Planet and Environment, Product and Supply Chain, People and Community.

This is a challenging path, requiring vision and responsibility, but at the same time representing an opportunity to create lasting value. At this stage, the contribution of everyone will be crucial to the success of our actions.

The following summary illustrates in greater detail the progress and priorities of the Aeffe Group in terms of sustainability, confirming a commitment that grows and consolidates year after year.

The Chairman of the Board of Directors

**Massimo Ferretti**

A handwritten signature in black ink, appearing to read 'Massimo Ferretti', with a stylized flourish at the end.

# A STORY TO DESIGN THE FUTURE

The history of Aeffe began in 1972 thanks to the creative intuition of Alberta Ferretti, whose vision gave life to a brand capable of combining elegance, craftsmanship and innovation.

From the beginning, Aeffe has stood out for its multi-brand approach, which has led it to collaborate with leading luxury fashion houses. The partnership with Franco Moschino is historic, having started in 1983 with the production and distribution of the "**Moschino Couture!**" line, which has become an international icon over the years.

After Moschino's passing in 1994, the creative direction was taken over by Rossella Jardini, maintaining the founder's spirit intact. From 1995 to 2013, Aeffe also collaborated with **Jean Paul Gaultier**. The expansion continued with the acquisition of **Pollini**

(2001), a symbol of excellence in leather goods, and Velmar (2002), specializing in lingerie and beachwear.

In 2007, Aeffe was listed on the Stock Exchange. In the following years, it consolidated its structure by acquiring 100% of **Moschino** and fully integrating Velmar and Aeffe Retail. In 2023, it completed its rationalization process internationally as well, reorganizing its offices in France, the United Kingdom, and the United States. Today, Aeffe is a global group that combines heritage, creativity, and advanced strategic management.

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**€251 MLN**

in revenues

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**1,315**

employees





AEFFE

## THE AEFFE BRANDS

### **AEFFE SPA**

Ready To Wear - Accessories

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ALBERTA FERRETTI



MOSCHINO



POLLINI



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### **AEFFE SPA**

Licences - Real - Design

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### **POLLINI SPA**

Footwear - Leather Goods

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### **AEFFE SPA**

Beachwear - Underwear - Lingerie

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ALBERTA FERRETTI

POLLINI

MOSCHINO

MOSCHINO

MOSCHINO

MOSCHINO  
JEANS

ALBERTA FERRETTI

LOVE  
MOSCHINO



Aeffe adopts an “**island model**” that combines the best of two worlds: creative freedom and organizational strength. Each fashion house in the Group – from Moschino to Alberta Ferretti, from Philosophy to Pollini – maintains its own identity thanks to dedicated teams for style, marketing, and sales. At the same time, production, sourcing, and distribution are centralized, guaranteeing efficiency and synergies. Creativity sits at the heart of the process: in-house style departments and R&D units follow every phase, from research to sampling, ensuring the creation of collections that are original, recognizable, and consistent with the DNA of each brand. A winning balance between stylistic autonomy and industrial solidity.

### Ready-to-wear division

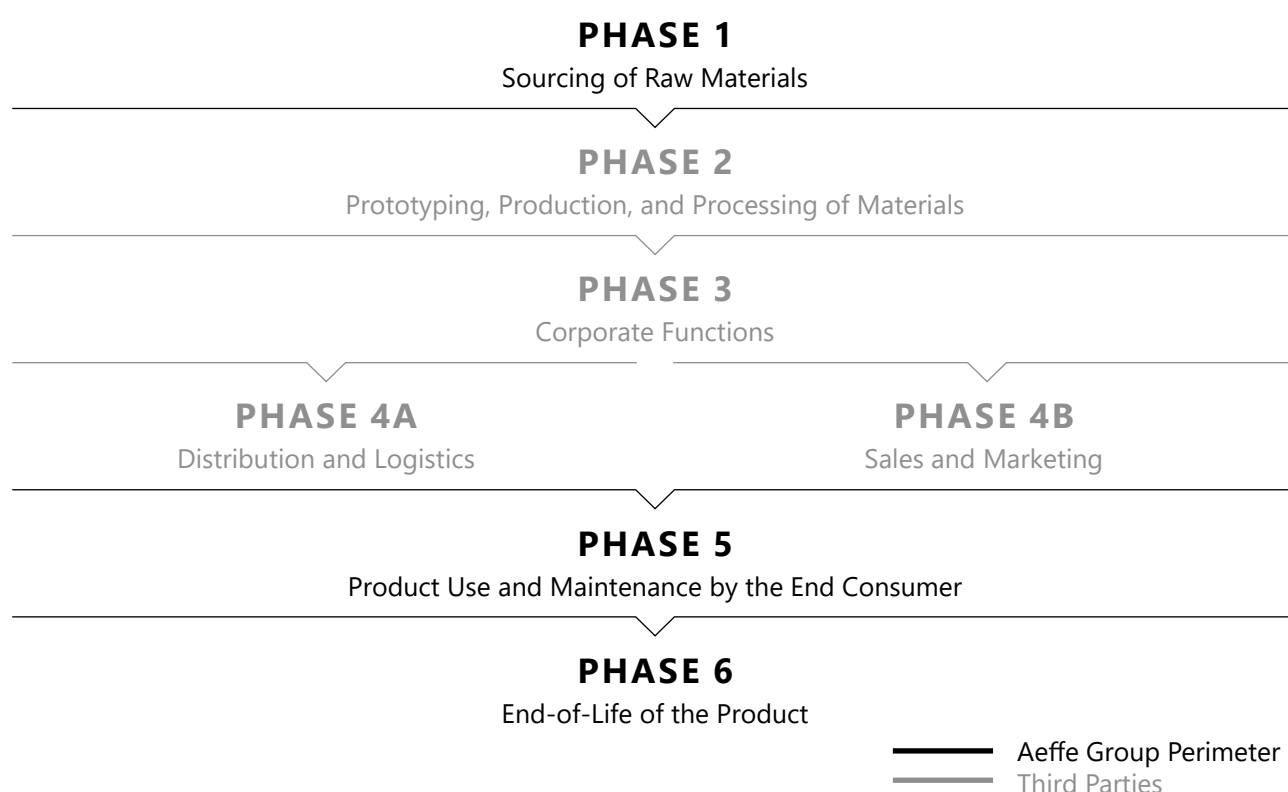
The division develops, produces, and distributes luxury apparel collections, lingerie, beachwear, and loungewear with house brands such as Alberta Ferretti, Philosophy di Lorenzo Serafini, Moschino, Boutique Moschino, and Love Moschino, all distributed through retail and wholesale channels. It also manages licensing agreements for products such as perfumes, eyewear, and Love Moschino lines.

### Footwear and Leather Goods Division

Led by Pollini, it manages the conception, production, and distribution of footwear, bags, and accessories, both for its house brands and under license. It also manages external licenses for Pollini-branded products, such as umbrellas, scarves, and ties.

The production process involves a series of stages, some of which are managed by external suppliers, while others are managed directly by the organization:

### Schematic Representation of the Aeffe Value Chain



The Group's products are distributed mainly through three channels:

- **physical retail**, which includes stores managed directly by the Group's Companies;

- **direct online sales**, which includes the sale of goods through the online store and the best marketplaces on the market;

- **wholesale**, represented by major multi-brand stores, franchises, department stores, as well as direct showrooms and showrooms of agents and importers.

# BETWEEN CREATIVITY AND SUSTAINABILITY

The Group's founding values, updated in 2024, denote AEFPE's commitment to quality, innovation, and sustainability, elements that are central to the business strategies:



## PASSION AND DREAMS

Passion for work is the driving force behind ideas and creative thinking, fostering a stimulating environment based on collaboration and sharing.



## QUALITY

Attention to quality is a daily commitment, reflected in ideas, processes, and product details.



## RESPECT AND INTEGRITY

Activities are carried out with respect and integrity, promoting a work environment founded on listening and trust. Relations with stakeholders are based on fairness and transparency.



## CREATIVITY

Originality and innovation guide daily work, through observing events and situations from different perspectives. Adopting new tools and models allows us to face market changes with agility and continuous improvement.



## SUSTAINABILITY AND INNOVATION

Company operations are driven by sustainability and innovation, developing practices and products capable of meeting the needs of the present without compromising the future.

In the two-year period 2023-2024, key instruments were defined to consolidate sustainability governance, including the appointment of the Sustainability Manager, the drafting of the Sustainability Plan, and the introduction of a Code of Conduct for suppliers to promote ethical standards along the supply chain. Furthermore, in 2024, the company also strengthened transparency and reporting by conducting a Double Materiality Analysis to identify the most relevant impacts from an ESG perspective and implementing the new Corporate Sustainability Reporting (CSRD) framework.

Since 2023, a Sustainability **Governance Procedure** has been introduced to clearly structure the roles, responsibilities, and decision-making processes related to ESG issues. The model is designed to manage sustainability topics in an operational and informed way and provides for the following figures:

- The **Sustainability Manager**, who connects strategy and operations, monitors activities, collects data, supports departments, and facilitates the involvement of internal and external stakeholders.
- The **Sustainability Committee**, an interdisciplinary body that validates initiatives, assists the Board of Directors in defining strategic guidelines, and evaluates the Sustainability Manager's proposals.
- The **Control, Risks, and Sustainability Committee**, which ensures oversight of ESG risks.
- The **Board of Directors**, which guides decisions, approves plans, policies, and reporting, drawing on specific and up-to-date expertise on the topic.

In 2024, the company also strengthened transparency and reporting by conducting a Double Materiality Analysis to identify the most relevant impacts from an ESG perspective and implementing the new Corporate Sustainability Reporting Directive (CSRD) framework, supported by a structured reporting procedure.

The Double Materiality Analysis aims to identify the most relevant sustainability issues by evaluating both their impact on the environment and society (impact materiality) and the possible implications for the company's business model (financial materiality), allowing for the definition of strategic priorities on which to build increasingly aware, integrated, and long-term oriented management.



The analysis identified the following topics:

| SDGS                                                                                                                                                                                                                                                              | CATEGORY                         | MATERIAL TOPICS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><br>       | E1 - CLIMATE CHANGE              | <ul style="list-style-type: none"> <li>— Adaptation to climate change</li> <li>— Mitigation of climate change</li> <li>— Energy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                   | E2 - POLLUTION                   | <ul style="list-style-type: none"> <li>— Air pollution</li> <li>— Water pollution</li> <li>— Soil pollution</li> <li>— Substances of concern</li> <li>— Microplastics</li> </ul>                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                   | E3 – WATER AND MARINE RESOURCES  | <ul style="list-style-type: none"> <li>— Water consumption</li> <li>— Water withdrawals</li> <li>— Water discharge</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                   | E4 - BIODIVERSITY AND ECOSYSTEMS | <ul style="list-style-type: none"> <li>— Direct exploitation</li> <li>— Impacts on the extent and condition of ecosystems (Pollution, Impacts and dependencies in terms of ecosystem services)</li> </ul>                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                   | E5 – CIRCULAR ECONOMY            | <ul style="list-style-type: none"> <li>— Inflow of resources, including resource use</li> <li>— Outflow of resources related to products and services</li> <li>— Waste</li> </ul>                                                                                                                                                                                                                                                                                                                                                              |
| <br><br> | S1 – OWN WORKFORCE               | <ul style="list-style-type: none"> <li>— Creation and maintenance of employment (Secure employment, Working time, Adequate wages)</li> <li>— Work-life balance</li> <li>— Health and safety</li> <li>— Training and skills development</li> <li>— Promotion of diversity and equal opportunities (Diversity, Gender equality and equal pay, Employment and inclusion of people with disabilities, Measures against violence and harassment)</li> <li>— Respect for human rights in company activities (Child labour, Forced labour)</li> </ul> |
|                                                                                                                                                                                                                                                                   | S2 – WORKERS IN THE VALUE CHAIN  | <ul style="list-style-type: none"> <li>— Health and safety</li> <li>— Equal treatment and opportunities for all (Secure employment, Working time, Adequate wages, Work-life balance)</li> <li>— Respect for human rights in the supply chain (Child labour, Forced labour)</li> </ul>                                                                                                                                                                                                                                                          |

| SDGS                                                                              | CATEGORY                     | MATERIAL TOPICS                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | S4 – CONSUMERS AND END-USERS | <ul style="list-style-type: none"> <li>— Access to (quality) information</li> <li>— Personal safety of consumers and/or end-users (Health and safety, Personal security)</li> <li>— Responsible business practices</li> </ul>                                   |
|  | G1 – BUSINESS CONDUCT        | <ul style="list-style-type: none"> <li>— Corporate culture</li> <li>— Whistleblower protection</li> <li>— Animal welfare</li> <li>— Active and passive corruption</li> <li>— Management of relationships with suppliers, including payment practices</li> </ul> |
|  |                              |                                                                                                                                                                                                                                                                 |
|                                                                                   | OTHER MATTERS                | <ul style="list-style-type: none"> <li>— Brand protection and enhancement</li> <li>— Technological innovation and digitalization</li> </ul>                                                                                                                     |

Aeffe has outlined a multi-year sustainability roadmap structured around three key pillars: **Planet & Environment, Product & Supply Chain, and People & Community.**

By 2025, ESG objectives will be integrated into incentive systems, while the calculation of the carbon footprint will be extended to the entire value chain (Scope 3), along with extended producer responsibility strategies. Year 2026 will mark the launch of the **Net-Zero Strategy**, the adoption of more stringent policies on exotic materials, and the start of the process for adherence to the SBTi (Science Based Targets initiative). Between 2027 and 2028, Aeffe plans to implement emissions compensation initiatives and the transition to an electric company fleet.

On the product front, actions are underway to increase traceability and the use of sustainable

raw materials, with the goal of evaluating the environmental impact of product lines through an LCA (Life Cycle Assessment) by 2026 and launching carbon-neutral and circular lines. In parallel, a big focus is dedicated to the development of digital solutions like the Digital Product Passport and more stringent controls on suppliers. Furthermore, in the 2027-2028 period, AEFEE intends to strengthen its global commitment by adhering to initiatives such as the UN Global Compact or The Fashion Pact, which are strategic for promoting sustainable practices in the international fashion sector.

The People & Community pillar includes sustainability training, philanthropy policies, volunteering programs, gender equality projects, and a plan to obtain the Gender Equality Certification by 2028.

# THE MOST SIGNIFICANT RESULTS AND OBJECTIVES IDENTIFIED BY THE GROUP TARGETS

**2027-2028**

**OBJECTIVE**

UN Global Compact  
Gender Equality Certification  
Digital Product Passport  
Hybrid/Electric Car Fleet

**2026**

**OBJECTIVE**

Net-Zero Strategy  
Science Based Targets Initiative (SBTi)

**2025**

Carbon Footprint Scope 3  
Digital Product Passport (Pilot)  
CSRD Sustainability Statement

**2024**

Carbon Footprint Scope 1-2  
Supply Chain Mapping & Monitoring  
Sustainability Training

**2023**

Sustainability Governance  
Sustainability Plan  
EU Taxonomy

**2018-2022**

Non-financial reporting  
Energy efficiency



// This is a challenging journey,  
which requires vision and  
responsibility, but at the same  
time represents an opportunity  
to create lasting value //

Massimo Ferretti



# THREADS OF VALUE

We are building a supply chain based on solid relationships with suppliers who share our sustainability values. Choosing a local supply chain allows us to control quality and processes, reducing transport-related emissions.

## OUR SUPPLY CHAIN



FINISHED PRODUCT SUPPLIERS



FACTORIES



SERVICE PROVIDERS



RAW MATERIAL SUPPLIERS

We pay particular attention to Italian textile companies, located especially in Como, Prato, and Biella, which are strategic partners in the creation of our collections. Through a responsible approach, we ensure transparency, traceability, and sustainability along the entire supply chain,

strengthening the link between Made in Italy and responsible innovation every day.

We have set concrete targets to be achieved by 2025, such as:

---

**889**

suppliers in 2024

of which **84%** are Italian

---

**105**

suppliers subjected to the  
ESG mapping process

---

**SUPPLY CHAIN  
AUDITING PROJECT**

launch of auditing activities  
across the entire supply chain  
catena di fornitura

---

**19%**

suppliers by revenue subjected  
to an ESG audit by 2025

We have set concrete targets to be achieved by 2025, such as:

---

**INCREASE IN ESG AUDITS  
ON SUPPLIERS**

Increase in the percentage of  
suppliers evaluated according  
to environmental, social, and  
governance criteria

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**LAUNCH OF THE PILOT PROJECT  
FOR THE DIGITAL PRODUCT  
PASSPORT**

Experimentation of the digital  
product passport launched to  
improve traceability, transparency,  
and sustainability



# AEFFE IN ACTION

## The Code of Conduct

To ensure respect for human rights and ESG principles along the entire value chain, we have integrated social responsibility principles into our Model 231 and, above all, adopted the Supplier Code of Conduct. This instrument guides our partners in **respecting workers' rights and the ethical and social** values that represent us, strengthening our commitment to a transparent, responsible, and respectful supply chain.

## The ESG Qualification Process

We have introduced a new ESG qualification process for suppliers, fully aligned with our sustainability values and our Code of Conduct:

---

1

### ONBOARDING

Acceptance of the Code of Conduct and PRSL (Product Restricted Substances List).

---

2

### MAPPING

Collection of company data, certifications, and ESG checklists.

---

3

### ESG RISKS

Risk analysis to carry out targeted audits.

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4

### AUDIT

On-site visits, documentary analysis, and employee interviews.

This process allows us to select reliable and responsible partners, contributing to the construction of a transparent and responsible supply chain. During 2024, 105 suppliers were subjected to the described mapping and evaluation process.



### ESG Qualification

Our ESG qualification process is a **strategic tool for selecting suppliers** who share our values. We evaluate their ESG practices, the production context, the materials used, and the processes employed.

Since 2024, 69% of our Tier 1 suppliers in terms of revenue are active participants in a collaborative platform with other brands in the sector, which makes the supply chain more transparent and synergistic, reducing duplication and increasing the quality of information. This is a concrete step towards a more responsible supply chain.

### The ESG Audit Plan

In 2024, we launched our first ESG audit plan to transparently manage the supply chain and monitor working conditions and sustainability along the value chain. The initial audits involved finished product suppliers, representing 13% of our revenue, with no evidence of serious violations.

The initiative, which began in December, will expand in 2025, with the goal of covering at least 19% of revenue, strengthening our commitment **to an increasingly ethical and responsible supply chain.**

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## SUPPLIER ESG QUALIFICATION

105 suppliers subjected to the mapping and evaluation process



# TIMELESS INNOVATION

We carefully select raw materials with attention to sustainability and adopt advanced technologies to create garments that combine beauty, quality, and respect for the environment. We focus on controlled and traceable supply chains, promoting certified, organic, and recycled materials. With our digital transformation plan and the development of increasingly conscious collections, we are building a fashion model that looks ahead with creativity, intelligence, and responsibility.

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**16%**

of total garment production is made with sustainable materials

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## **DIGITAL PRODUCT PASSPORT**

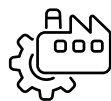
and new technologies for complete supply chain traceability  
and process optimization

## Methods of Garment Production:

**INDUSTRIALIZED**

**Direct purchase of raw materials** and direct or third-party management of the processing phases.

**250,136 garments produced in 2024**  
— of which 11% were made using materials with sustainability features<sup>1</sup>

**COMMERCIALIZED**

**Purchase of finished garments**, without direct intervention in the production phases.

**514,576 garments distributed in 2024**  
— of which 19% were made with sustainability features

## AEFFE IN ACTION

**The Digital Transformation Plan**

Aeffe has launched an ambitious Digital Transformation Plan, integrating advanced technological solutions to strengthen efficiency, resilience, and sustainability. The **new ERP** (Enterprise Resource Planning) optimizes business processes, while the Digital Product Passport enables supply chain traceability. Business Intelligence and Artificial Intelligence systems improve data analysis and decision support. The company is thus renewing its organizational model and supply chain management, focusing on **innovation and long-term value**.

**Adherence to the Re.Crea Consortium**

Since 2023, Aeffe has joined the Re.Crea Consortium, launched by Italy's Fashion Chamber (Camera Nazionale della Moda Italiana) to sustainably manage the entire lifecycle of textile products and promote innovative recycling solutions. **The Company is committed to reducing pre-consumer waste and improving post-consumer recovery**, anticipating the entry into force of regulations that favor the circular economy in the fashion sector, for a more sustainable and responsible production system.

**The Digital Product Passport Project**

As part of its sustainability plan, in 2025 Aeffe will strengthen its commitment to supply chain traceability by launching a pilot project for the Digital Product Passport (DPP), an innovative tool for identifying products and components. The initiative aims to ensure **greater transparency and responsibility throughout the entire production chain**. The large-scale adoption of the DPP is planned between 2027 and 2028, marking a decisive step towards increasingly traceable and conscious fashion.

**The "Re-Waste. Circular Ecosystems in Textile Chain" Project**

Since 2023, Aeffe has been participating in the "Re-Waste. Circular Ecosystems in Textile Chain" project, coordinated by the University of Florence and funded by the NextGenerationEU program, which is aimed at innovating the management of textile waste. Using a design-driven approach and developing a deep collaboration among companies, universities, and research institutes, the project maps production flows to **reduce and valorize waste**, focusing on the cutting room. Between 2023 and 2024, quantities of textile waste were collected and analyzed, also involving local suppliers. The objective is to develop guidelines for the adoption of circular practices throughout the supply chain, **fostering industrial symbiosis and innovation in the Italian fashion production system**.

<sup>1</sup> Namely, certified, organic, or recycled materials, with a reduced environmental impact.



# THE NATURE WE WEAR

We are building an environmental strategy based on measurable data, clear objectives, and progressive actions. We have launched a three-year plan to reduce emissions, focusing on energy efficiency, renewable sources, waste management, and packaging.

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## FULL CALCULATION OF SCOPE 3 EMISSIONS

Launched for the first time to measure the impact across the entire value chain, in line with the Greenhouse Gas Protocol.

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## ONE PHOTOVOLTAIC SYSTEM INSTALLED

Implemented energy efficiency measures in production sites, resulting in a reduction in consumption and direct CO<sub>2</sub> emissions.

The greenhouse gas emissions for Aeffe in 2024 are:

- 1,149.07 tons of CO<sub>2</sub>eq for Scope 1 emissions;
- 1,840.35 tons of CO<sub>2</sub>eq (location-based) and 1,968.92 tons of CO<sub>2</sub>eq (market-based) for Scope 2 emissions;
- 34,919.29 tons of CO<sub>2</sub>eq for Scope 3 emissions.

In 2024, Aeffe strengthened its environmental commitment with concrete actions across the entire value chain: it completed the calculation of Scope 3 emissions for the first time, in line with the Greenhouse Gas Protocol, and expanded the measurement perimeter for Scope 1 and 2. Concurrently, it launched initiatives for the reduction of virgin plastic in packaging, the optimization of waste, and adherence to circular economy projects, such as Re-Waste and Re.Crea. Operationally, it installed a Seabin for the recovery of marine plastics and confirmed its total adherence to the Fur-Free policy and the elimination of angora from its collections.

# AEFFE IN ACTION

## The Photovoltaic System and Energy Efficiency Initiatives

The Aeffe Group has initiated actions to reduce the environmental impact of its production sites in San Giovanni in Marignano and Gatteo, including the installation of a photovoltaic system in Gatteo and energy efficiency measures through remote monitoring of systems and the replacement of lighting with LED technology. These actions, resulting from careful planning and a significant investment of resources, concretely contribute to the Group's climate strategy.

### PHOTOVOLTAIC

installed in Gatteo

### LED TECHNOLOGY

replaced the lighting

## The Seabin Project

In June 2024, Aeffe participated in an anti-pollution project by installing the "Seabin," an innovative "trash-eating" bin, in Marina di Cattolica. In collaboration with Lifegate, the Sustainability and Communication teams dedicated energy and resources to this project capable of:

- more than **25,000 litres** of water filtered per hour;
- up to **500 kg of plastic captured per year**, including microplastics and microfibres;
- **204 kg** of waste collected up to February 2025, equivalent to over **13,600 half-litre bottles**.

## The Fur-Free Policy

Aeffe is committed to animal welfare and has permanently abolished the use of animal fur in all its collections, starting from the Spring/Summer 2024 season. No garment, accessory, or footwear with real fur will be used, sold, or promoted again. To avoid waste, the existing stock will be responsibly sold off. Furthermore, the company has also eliminated angora wool, confirming its journey aligned with the values of respect and innovation, for a more conscious and respectful fashion towards animal life.

### ZERO

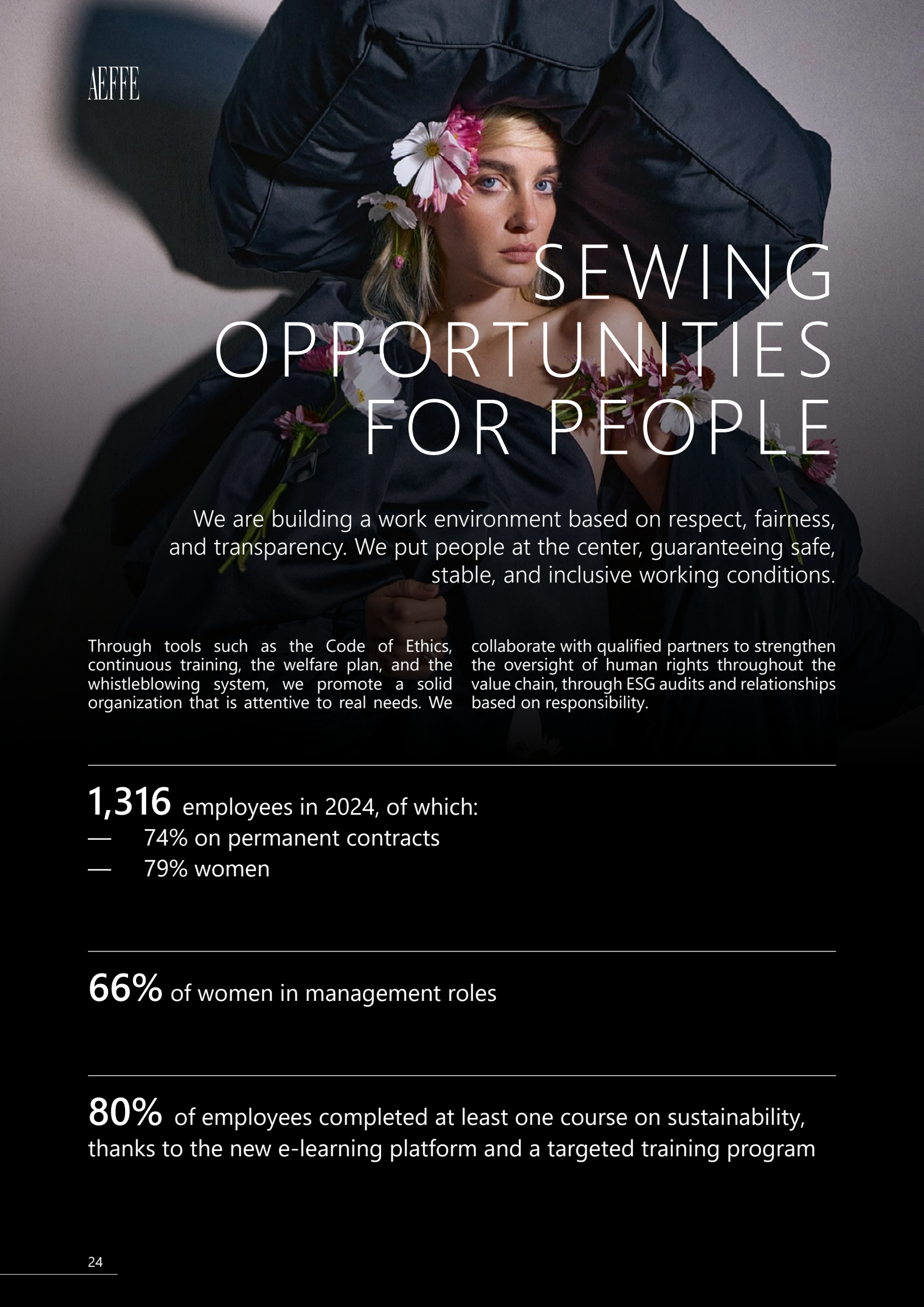
garments, accessories,  
or footwear with real fur used,  
sold, or promoted

## Sustainable Packaging Optimization

Aeffe is committed to reducing its environmental impact through packaging optimization and efficient waste management, progressively replacing virgin plastic with post-industrial recycled plastic and introducing FSC-certified paper for packaging and customer communications. Thanks to this commitment, in 2024 the Group implemented the following actions:

- approximately **200,000 meters** of virgin **plastic bags replaced with recycled plastic**;
- **+95% recycled plastic polybags** for underwear and beachwear collections;
- single-use virgin plastic replaced with **100% recyclable paper** as filler for the e-commerce of the Moschino, Alberta Ferretti, and Philosophy di Lorenzo Serafini brands;
- **58% of boxes** made with **FSC-certified paper**.





# SEWING OPPORTUNITIES FOR PEOPLE

We are building a work environment based on respect, fairness, and transparency. We put people at the center, guaranteeing safe, stable, and inclusive working conditions.

Through tools such as the Code of Ethics, continuous training, the welfare plan, and the whistleblowing system, we promote a solid organization that is attentive to real needs. We

collaborate with qualified partners to strengthen the oversight of human rights throughout the value chain, through ESG audits and relationships based on responsibility.

---

**1,316** employees in 2024, of which:

- 74% on permanent contracts
- 79% women

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**66%** of women in management roles

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**80%** of employees completed at least one course on sustainability, thanks to the new e-learning platform and a targeted training program



The safeguards related to people and community put in place:



## CODE OF ETHICS

Defines the principles and behavioral guidelines for all employees and collaborators.



## SUPPLEMENTARY COMPANY AGREEMENT

Agreement with social partners promoting respect for people, human and social rights, workplace safety, and sustainable development.



## WHISTLEBLOWING SYSTEM

Allows for the secure and confidential reporting of any irregularities or misconduct, even anonymously.



## HR PROCEDURE

Defines the company processes related to personnel search and selection, training, remuneration policies, and the administrative management of employees.

# AEEFE IN ACTION

## Corporate Welfare

Aeffe is strengthening its commitment to the well-being of its people with a corporate welfare plan designed to improve the quality of life both inside and outside of work. In 2024, a new, more flexible formula was introduced, better aligned with the real needs of employees, thanks to the collaboration with Satisfay. The welfare credit is now digital, simple to use, and can be spent across a wide network of physical and online businesses. This is a concrete step to **support purchasing power and promote work-life balance**.

## Training

Aeffe invests in the future of its workforce with a concrete approach to training. Thanks to the new e-learning platform, every employee can access a **wide catalogue of courses**, designed to stimulate continuous professional growth. Launched in Italy and soon to be available abroad, the platform makes learning more accessible and personalized. Over 80% of the company's workforce has already completed at least one course on sustainability, a sign of shared commitment. With **3,894 hours delivered in 2024** (approximately 2.33 hours for female employees and 5.33 hours for male employees), training at Aeffe is a strategic lever that fuels skills, awareness, and value at all levels of the organization.

## Performance Management

During 2024, Aeffe initiated an important Performance Management project, a system for evaluating and developing skills that aims to foster constant dialogue between employees and management. It's a structured process that encourages the continuous **improvement of individual and corporate performance**. This project will be fully implemented during 2025, representing a strategic tool for the professional growth of all employees.

## Diversity and Inclusion

Aeffe has started a concrete path on the themes of diversity and inclusion, in collaboration with the Fondazione Libellula. The objective is to better **understand people's needs and prevent discrimination and inequalities**. The initiatives include: an anonymous survey to gather perceptions and suggestions, dedicated training sessions and the creation of an internal working group that will present a two-year DE&I action plan by 2025. This is a pragmatic approach, based on listening and targeted interventions, to make the work environment more equitable and respectful of differences.

**Aeffe S.p.A**

Via delle Querce, 51  
47842 San Giovanni in Marignano (RN), ITALIA

The complete Consolidated Sustainability Report is available on the website  
[www.aeffe.com](http://www.aeffe.com)

Editorial Project Coordination  
Art Direction and Graphic Design

**common.**





