

GIORGIO ARMANI

Gender Equality Policy

CODE: GA_LG_HR_002

DEVELOPED BY: Human Resources Management Team

REVISED BY: Sustainability and Compliance Teams

DATE: 5 June 2026

VERSION: 02



Summary

Mission and strategic vision	3
Introduction	3
Guiding principles and areas of action	5
Steering committee	7
Resources	8
Internal and external communication	8
Monitoring and review	9
Policy communication	9

Mission and strategic vision

For more than half a century, the Armani Group, leading player in the fashion and luxury sector, has represented elegance around the world through its refined and timeless lifestyle concept. This vision, created by founder Giorgio Armani, lives on through the Armani Foundation, which is committed to preserving his legacy and safeguarding the brand. With a vast international presence, the Armani Group continues to create and distribute wealth by contributing to the economic growth of the social and environmental context in which it operates, whilst ensuring the interests of stakeholders are respected.

Introduction

This Gender Equality Policy ("**Policy**") applies to the following companies: **Giorgio Armani S.p.A.** - **Giorgio Armani Retail S.r.l.** - **G.A. Operations S.p.A.** - **Alia S.r.l.** henceforth jointly referred to as the "**Armani Group**".

The Armani Group is committed to sustainability, a commitment based on the concepts of People, Planet and Prosperity. Sustainability drives business decisions, putting the people who work in the Group, both internally and externally, at the center. The goal is to ensure that economic growth takes into account the social and environmental impact of the Group's activities.

In particular, in developing this policy, the Armani Group is committed to incorporating the principles of *gender equality* into all facets of interaction with employees and partners, both current and potential. This commitment has been integrated into a human resource development and management strategy designed to ensure effective compliance with equal opportunity through the promotion of concrete actions. Equality and equity are values that deserve recognition and commitment in their own right. Gender equality is an expression of these values and, as such, should be embraced, protected and promoted by organizations through concrete actions integrated across all organizational and management processes, and through the people who contribute to them.

In pursuit of its mission and in line with its strategic vision, the Armani Group has chosen to adopt a **Gender Equality Management System (GEMS)** compliant with UNI/PdR 125:2022. This framework provides an effective means of ensuring gender equality in relation to women's representation and professional development, while fostering an inclusive culture and promoting initiatives that support *women's empowerment*.

For the Armani Group, obtaining certification represents only the first step in a broader journey to implement gender equality policies, with a focus on continuous improvement and the promotion of gender equality. The certification is intended to support and encourage the organization in adopting *policies* designed to reduce the gender gap, generating benefits for employee wellbeing as well as positive ethical and reputational outcomes.

This objectives of this policy are to:

- Define the principles and guidelines that underpin the Armani Group's commitment to gender equality, the recognition of gender diversity and women's *empowerment*;
- Provide for the establishment of a **Steering Committee** for the adoption and continuous and effective implementation of the gender equality policy, thus ensuring transparency and impartiality;
- Allocate appropriate resources, responsibilities and authority to achieve and maintain the established gender equality goals;
- Promote the integration of gender equality principles across all relevant organizational processes, including people and career management, and internal and external communications;
- Counter all forms of violence and discrimination, both within the workplace and towards external customers and suppliers.

This Policy is reviewed and updated under the responsibility and coordination of Company Management and the Steering Committee.

The Armani Group's commitment to ensuring that its Gender Equality Management System (GEMS) meets the requirements of UNI/PdR 125:2022 is guided, in line with the European Union's Gender Equality Strategy 2020-2025, by the pursuit of the following objectives:

- Increased participation of women in the labor market;
- Reducing the gender pay and pension gap, including as a means of addressing women's poverty;
- Promotion of equality between men and women in decision-making;
- Countering stereotypes, gender-based violence, and providing victim protection and support.

Guiding principles and areas of action

The adoption and implementation of a gender equality management system, with the ultimate objective of achieving the Armani Group's **Gender Equality Certification**, is intended to promote and safeguard diversity and equal opportunities in the workplace through: (i) the identification and analysis of areas requiring improvement; and (ii) the measurement of progress through specific key performance indicators (KPIs), which are monitored and reported in official company documentation.

The Armani Group has already taken significant steps towards closing the gender gap through initiatives outlined in its strategic plan. At the same time, however, it recognizes that the path to gender equality is a long one and requires an ongoing and increasing commitment, with the aim of fully addressing the areas most affected by this issue.

Selection, recruitment and management processes

Selection processes must ensure fair representation of both genders, with policies implemented to reduce any gender *bias* and promote diversity. This includes the adoption of gender-neutral *recruitment* procedures, the review of job advertisements to promote diversity and inclusion, as well as training for hiring managers to identify and counter unconscious bias during the selection process. In addition, it is essential to continuously monitor recruitment results to identify any gender disparities and take timely corrective measures.

In this way, the Armani Group ensures a fair and inclusive work environment where every individual has the opportunity to develop his or her potential, regardless of gender.

Salary equity and career management

Salary equity and career management are two key pillars for ensuring a fair and inclusive work environment. A corporate culture that is not open to gender equality can sometimes reinforce unequal treatment in terms of pay and career progression, creating barriers that hinder the advancement of women and other underrepresented groups. The organization therefore aims to continue adopting and improving the tools, procedures and resources needed to address these disparities, including the use of objective and transparent criteria for performance evaluation and career advancement. In addition, the Armani Group is committed to promoting diversity in *leadership* roles and to providing development and training opportunities that are equally accessible, regardless of gender or other diversity factors.

Parenthood and family care

Parenthood and family care are areas in which deeply rooted gender stereotypes persist, and these continue to influence organizational decisions as well as employees' career paths.

The Armani Group is committed to developing tools that support both women in balancing work and personal life, and men in sharing responsibility for family care.

Training and awareness

Raising awareness of the key challenges within an organization, as well as the stereotypical perceptions of women's roles within the broader national context, is a crucial starting point for achieving a genuine understanding of the gender gap and progressively overcoming it. However, to turn this awareness into concrete action, it is essential to invest in training and awareness initiatives across all levels of the organization.

The Armani Group is committed to the implementation of targeted training and awareness initiatives. These initiatives should focus first and foremost on company *management*, while also ensuring the involvement of all employees at every level, regardless of their role or position within the organization. This inclusive approach helps ensure that everyone fully understands the importance of gender equality and actively contributes to the process of change.

Activities to prevent all forms of physical, verbal, digital abuse (harassment) in the workplace

Every person has the right to work in a safe, respectful environment free from any form of abuse or harassment. Organizations must adopt strict policies and procedures to prevent and address all forms of physical, verbal or digital abuse in the workplace. It is essential that business *leaders* demonstrate a clear commitment to preventing and addressing all forms of abuse, ensuring that every employee feels safe and respected in the workplace. Through its inclusive corporate culture, the Armani Group has fostered a safe and welcoming working environment.

Steering committee

The Steering Committee is hereby established as follows:

- Laura Tadini, Global HR Director;
- Andrea Camerana, Board Member;
- Paolo Bolla, Head of Learning, Development and DE&I;
- Rossella Ravagli, Sustainability Director;
- Emanuela Boca, External Advisor, Simmons & Simmons;
- Rebecca Casini, Global Licensing Director;
- Luca Frezza, Stores/Hotels/Restaurants Design & Procurement Director.

The task of the Steering Committee, which will have its own code of conduct and meet at least quarterly, is to:

- Ensure the continuous and effective implementation of this **Gender Equality Policy**;
- Develop the **strategic plan**, with the aim of translating the themes of this policy into SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives with individually-assigned implementation responsibilities;
- Allocate the **resources** made available by Management to support the effective implementation and achievement of the strategic objectives set out in the strategic plan;
- Promote **training** and awareness on the topics covered by the strategic plan, with particular emphasis on senior managers who are responsible for embedding and applying the relevant principles and objectives within their areas of responsibility.

Resources

Following an assessment of their appropriateness, Management will allocate, on an annual basis, the financial resources required to support the initiatives proposed by the Steering Committee for the continuous improvement of the Gender Equality Management System, in particular those aimed at:

- Eliminating gender pay disparities among employees with equivalent roles and competencies;
- Addressing processes that do not comply with the principles outlined above by allocating the necessary human resources and tools to review and revise policies and practices that are inconsistent with them;
- Promoting training and any awareness-raising initiatives deemed appropriate by the Steering Committee to strengthen accountability and engagement among employees at all levels;
- Promoting initiatives that support parenthood and family responsibilities, in line with the measures planned and implemented under the strategic plan.

Internal and External Communication

Through the initiatives implemented by the Steering Committee and the *stakeholders* involved in its activities, the Armani Group aims to promote gender-neutral internal and external communications, in line with the principles of this policy and the strategic objectives it establishes.

In particular, with regard to external communications, the Armani Group is committed to:

- Designing its *marketing* and advertising campaigns in a way that avoids reinforcing gender stereotypes and promotes the use of inclusive, gender-neutral language;
- Encouraging participation in Armani Group events and *webinars* through balanced gender representation among speakers and participants.

Through the preparation of the stakeholder document, the Steering Committee will identify all *stakeholders* involved in its project to promote inclusive communication that respects gender equality principles.

Monitoring and review

This policy will be reviewed annually under the responsibility of senior management to ensure that its principles remain aligned with the initiatives and progress achieved by the Steering Committee within the organization.

Policy communication

The gender equality policy is to be communicated and shared with all employees and relevant stakeholders through internal communications and publication on the official website.