

Commitments



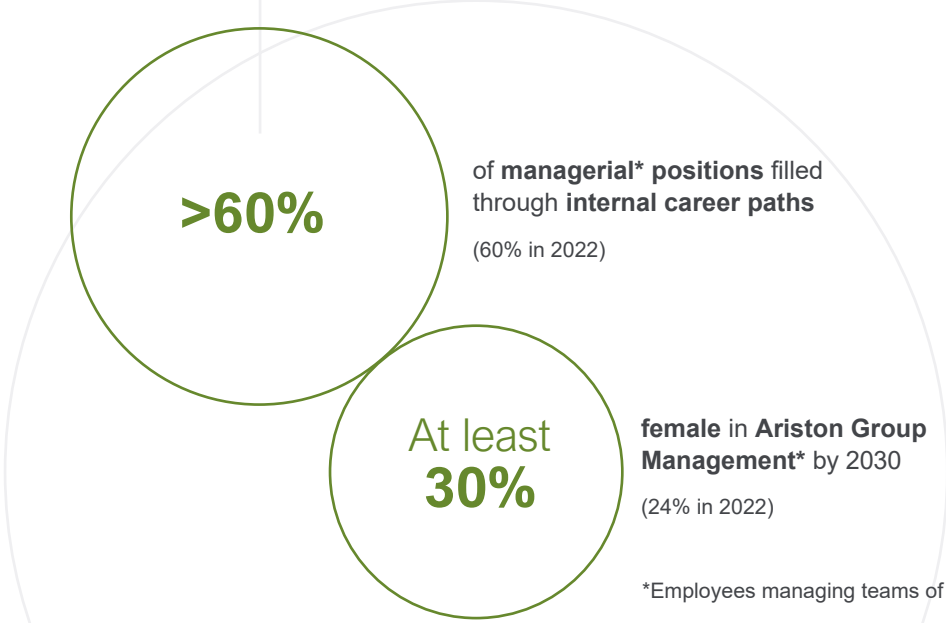
Excellent employee experience and engagement

To be a **certified world class employer** that builds a **sustainable working environment**

2030 TARGET AND AMBITION

For us at Ariston Group, **"people come first"**. Our goal is, first and foremost, that of developing a meaningful and comprehensive people experience, in order to foster a sense of belonging to the Group and **increase the engagement as one Team**. We want our employees to feel that they are valued and cared for. That is why we are working on a set of initiatives that will enable us to become a certified world class employer, where our employees can thrive.

Supporting initiatives to be achieved by 2025





HOW WE WILL
GET THERE

THE HR ROADMAP

Ariston Group has always considered people as the main driver of its success – a staple in its industrial culture, throughout the Company’s history of sustainable growth. In particular, the last 12 to 24 months have brought about significant operational changes due to the company’s **listing** and the latest **acquisition** of the CENTROTEC Climate Systems company, the largest ever for the Group.

The continuous redefinition of the workforce that came as a result of these and other key changes adopted recently has required the Group to evolve its approach to resources management. The integration of different cultures, backgrounds and skills has always represented a great opportunity to enhance its wealth of human capital. Over the next years and as part of its **ambition to improve and to grow**, Ariston Group will focus on further implementing its HR Roadmap, focused on four key macro-areas: **branding and engagement, resources development, digitalisation of HR-related processes**, as well as **diversity and inclusion**. Implementing these pillars will enable the Company to fully focus on providing an **excellent people experience**, proving to be a **world class employer**.

Branding and engagement

Ariston Group is working towards sharpening its **brand positioning, in order** to keep attracting **new and diverse talent** and to maximise its recruitment process at the global, regional and local levels. In parallel, the Company is committed to leveraging on **internal communication** to voice its culture across the entire organisation, therefore further consolidating its identity. Communication, in fact, represents a powerful tool for disseminating the Group’s values, fostering a strong sense of community through **inclusive, engaging and coherent messages**, with the ultimate objective of supporting the deployment of the business strategy and of driving results. A consistently shared corporate culture is, in fact, to be considered as a critical business enabler.

Resources development

Strongly convinced of the importance of its people, Ariston Group will focus on continuing to increase and enhance their **development opportunities**, since the future is fully focused on dealing with change. Managing change successfully starts in fact with offering career development and learning activities to managers and employees that trigger the much-needed **cultural transformation** within their behaviours and the Company itself. Mentoring and coaching activities, along with upskilling initiatives also aimed at implementing the new skills required by the latest technological innovation, are all key pillars of the Group’s people’s career development and learning paths. Resources development will be maximised by leveraging instructive learning platforms and increasing career mapping activities and internal mobility opportunities.

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Digital roadmap

Strengthening the **digitalisation of HR processes** will be key for Ariston Group to guarantee an excellent people experience and management. The Company is working hard to streamline its main processes at the digital level, in order to increase integration and data quality and control, both for reporting purposes and most of all, to analyse trends and generational shifts, with the ultimate objective of **grasping, anticipating and meeting the needs of the workforce**.

Diversity and Inclusion

As part of the cultural transformation currently taking place, Ariston Group is committed to promoting equal opportunities and diversity. Dedicated training activities will be held in order to involve and educate the workforce on their cognitive biases, with the aim of disseminating **awareness at all levels**. As a subsequent step, more **concrete and specific targets** linked, for example, to management compensation or the % of diversity in the selection process will be set.

Education for the future

100% Countries* engaged in projects that foster **awareness on sustainable thermal comfort** as an enabler for **social development**

*Countries Ariston Group operates in

2030 TARGET AND AMBITION

The **bond with local communities** constitutes one of our founding values. Contributing to the social development of the communities we operate in is part of founder Aristide Merloni's industrial culture and rooted in our vision "sustainable comfort for everyone". In parallel to **providing energy efficient solution** where it is needed the most, **educational activities** to foster awareness on sustainable comfort are at the center of our conferences and partnerships, along with sustainability contents accessible to everyone thanks to the digital platforms we rely on.



HOW WE WILL GET THERE

CONTINUOUS COMMUNITY ORIENTATION

The Group's continuous community orientation has always been part of Ariston Group's DNA, as stated in Aristide Merloni's saying according to which "there is no value in the economic success of any industrial initiative unless it is accompanied by a **commitment to social progress**". This long journey, which has been shaped in different ways across time and countries, has the common goal to put people wellbeing at the centre of what Ariston Group does for the communities it operates in.

In line with the company vision "Sustainable Comfort for Everyone", Ariston Group is committed to **provide energy efficient solutions to people in need**, by collaborating with NGO and supporting community shelters in different countries. In order to match the social impacts with the environmental protection, the Group has also and will continue to have an educational role around energy efficiency topics. For example, through the **Aristide Merloni Foundation**, the Company will keep on strengthening its **social engagement** with local communities, organizing **conferences, educational initiatives** and establishing **partnerships** with schools, as well as with training centres. In addition and in continuity with initiatives held at the local level in select countries over time, the Group's aim is to further expand its programmes worldwide, focussing in particular on raising **energy efficiency awareness** among end-users, including younger generations.

The Group is also planning to develop tools aimed at better **communicating its journey** towards a more sustainable future, centred on the development of energy efficient solutions with the aim of encouraging sustainable consumption. As **digitalisation** is one of

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Aristide Merloni

the most important enablers to disseminate energy efficiency awareness, the Group will continue to leverage its **websites and social media channels** to raise awareness amongst end-customers and the broader community. Whilst the Sustainability Report and the Road to 100 Report can be used as powerful tools to deepen the Company's sustainability-related efforts and goals, the Group is looking for new ways to continue to **effectively engage and educate its stakeholders on energy efficiency topics**. Country-specific blog selections, tailored articles, tips, energy reports, product pages and the Smart Home hub will be further improved and enriched to reach **an ever-broader audience**.

To offer more in depth contents on sustainability topics, the Group is planning to provide wider explanations relating to products' characteristics, such as efficiency, durability and performance in order to better explain technical specifications, such as consumption and materials, and to compare different product models. All this in order to provide the external stakeholders with a complete set of tools that allows them to better value and exploit the available sustainability features.