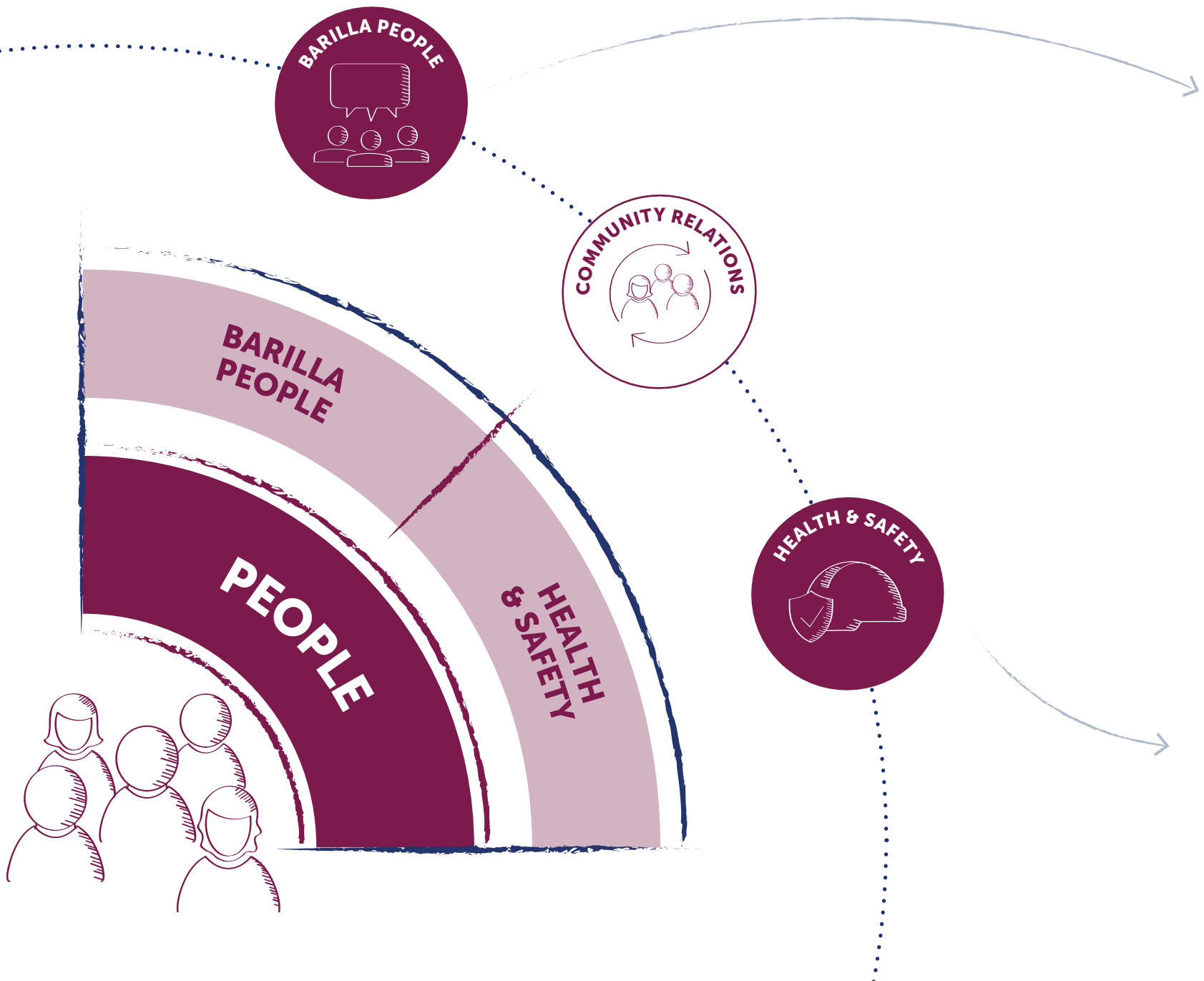


Barilla People are our central resource for the development and success of the business. That's why respecting and valuing everyone's unique differences is one of Barilla's most important tasks. It is crucial to create a respectful environment where everyone feels valued, included and encouraged to be themselves, where no one discriminates or is discriminated against based on any aspect of diversity. Therefore, after a careful analysis of the impacts, risks and opportunities, concrete actions have been defined to ensure the wellbeing and safety of people in every area, to align with ever-changing social and economic expectations.

The choices adopted by the Group were developed in response to social and labour factors, such as the need to ensure safe and decent working conditions, and to attract and retain talent in a competitive environment. In addition, thanks to these choices, we aim to enhance skills, improve productivity and strengthen the company through a positive and inclusive work environment. As such, Barilla will be able to continue to improve people's wellbeing and make a positive impact on the communities in which it operates.





INCREASE THE NUMBER OF
WOMEN IN MANAGERIAL POSITIONS
from the current **35%** to **40%** by 2030



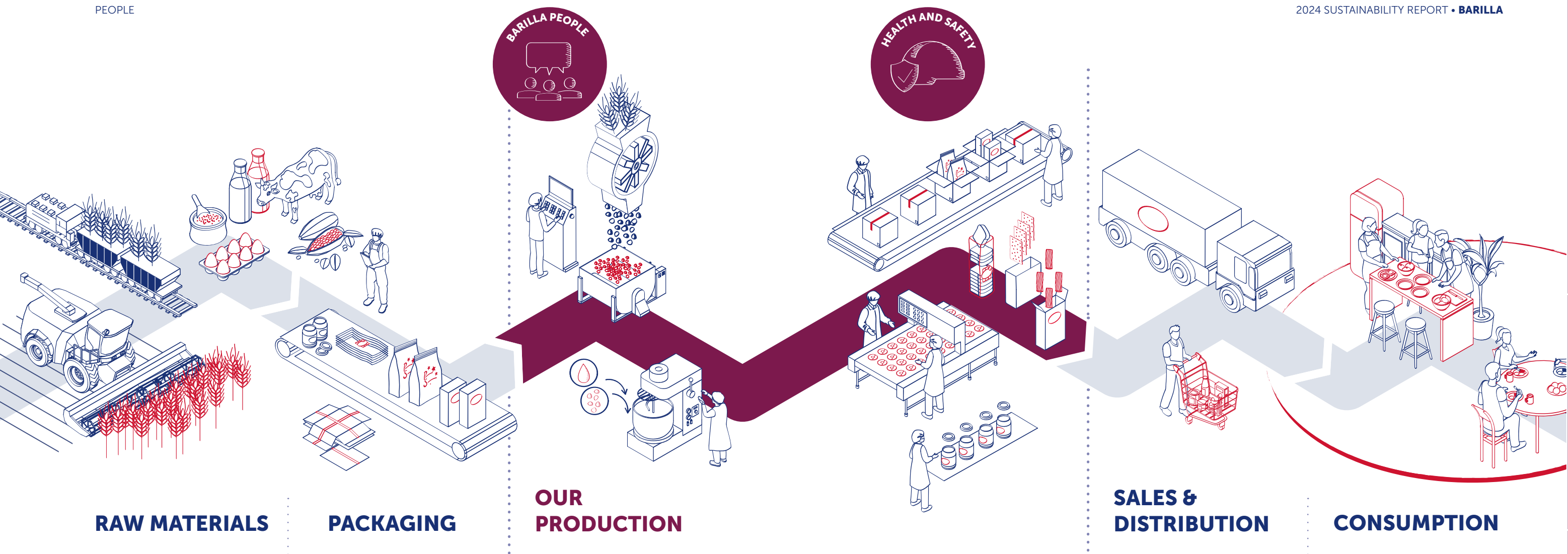
MAINTAIN
EQUAL PAY
ACHIEVED IN 2020



Confirm the level of
SATISFACTION
achieved in terms of the
FLEXIBILITY AND WELLBEING POLICIES
(85% INTERNAL REPUTATION INDEX 2024)



MAINTAIN CONSTANT COMMITMENT
IN PURSUING
ZERO ACCIDENTS
MONITORING THE FREQUENCY
AND SEVERITY INDICES ANNUALLY



BARILLA PEOPLE

Barilla considers people a priority and makes them the focus of its corporate strategy. Barilla's ambition is to create an **innovative, inclusive and sustainable work environment**, where everyone can express their talent, grow professionally and contribute to the success of the company.

Barilla's goal is to **develop an advanced human resources management system**, which supports cultural transformation by aligning HR strategies with business needs and priorities. This system aims to improve employee engagement, wellbeing and belonging, by investing in innovation and training as strategic levers to cultivate talent in a stimulating environment where strong and competitive brands can be built.

Within the **People Agenda**, **diversity and inclusion (D&I)** represents a **strategic pillar and a concrete commitment to ensuring equal opportunities and valuing every individual**. Barilla strives to eliminate the gender pay gap by ensuring pay equity, offering fair parental leave for all, and adopting inclusive hiring policies. Through these actions, Barilla consolidates its role as a responsible employer, **creating an environment based on shared values, innovation and inclusion**. **The ambition is to transform the company into an international, inclusive and high-performance organisation that can combine business growth and people's wellbeing.**



HEALTH & SAFETY

Barilla guarantees a **safe working environment for all its employees**, by respecting health and safety standards and continuously improving company practices. **The company's primary goal is to eliminate workplace accidents** through proactive measures, strict guidelines, targeted actions and continuous risk monitoring.

Barilla promotes a **culture of safety based on dialogue** between management and workers, encouraging the reporting of risky situations and the in-depth analysis of any near-misses. This process makes it possible to identify concrete improvement actions and strengthen prevention at each company site.

Training is a pillar of the Health & Safety strategy, essential for maintaining high awareness of occupational safety and health issues.

Attention remains focused on technological and plant engineering improvements at sites, with targeted interventions on safety during transport handling and loading operations and ongoing certification activities.

Continuous investments and initiatives strengthen Barilla's commitment to ensuring an increasingly safe and innovative work environment, by focusing its corporate strategy on its people.