



## Oggetto: Strategic Plan for Gender Equality

### 1 Foreword

#### 1.1 People, values, future: the MMB business model

MMB bases its business model on sustainability in the sense of civil entrepreneurship: a way of doing business that looks beyond corporate boundaries to generate a positive environmental, social and governance impact.

We are convinced that a company's success depends on people above all, not merely processes. People do business, bring their own values of justice, transparency and ethics and create the added value that allows us to stand out from our competitors. Investing in the well-being of people and their potential intrinsically means investing in our company's well-being and soundness.

#### 1.2 Gender equality as a competitive advantage

MMB has always promoted and protected equal opportunities as part of this approach. We believe that an environment based on a culture of diversity and inclusion is the most fertile ground for innovation. We reject all forms of stereotyping or discrimination, aware that developing an inclusive climate requires constant commitment and the active contribution of the entire organisation.

#### 1.3 The strategic plan: our roadmap

We at MMB see our strategic plan as not just a formal document, but as an essential part of our business plan. It is the tool we use to turn our vision into tangible action, demonstrating our management's commitment to ensuring gender equality through clear, measurable goals.

- Part of our corporate machinery: the Plan is an integral part of the Periodic Review and management system, updated annually in accordance with UNI PdR 125:2022 (Italian gender equality management system standard);
- Three-year time frame: The Plan is the outcome of a joint and participatory process. It has a three-year horizon and represents an operational guideline for increasingly inclusive actions;
- Analysis and responsibility: for each thematic area covered by the standard, we analysed strengths and areas for improvement, defining specific objectives, designated owners and ongoing monitoring systems.

The strategic plan is our starting point: confirmation that, for MMB, market excellence necessarily depends on respecting and valuing every individual.



## 2 References to standards

The management system is developed in accordance with the requirements of UNI/PdR 125:2022.

The references reflecting the legislative aspects relevant to compliance with the Italian legal framework are:

- Italian Constitution, adopted by the Constituent Assembly on 22 December 1947, Articles 3, 37, 48, 51, 117;
- Royal Decree of 16 March 1942, No 262, as amended, Article 2087;
- Law No. 66 of 9 February 1963 – Admission of women to public offices and professions (affirming the principle that women may access all positions without restrictions on duties or career progression);
- Workers' Statute, Law No 300 of 20 May 1970, Italian Official Gazette 27/05/1970 – Article 15 – Discriminatory acts: "any action a) making a worker's employment conditional on joining or not joining a trade union, or on ceasing to be a member thereof; b) dismissing a worker, discriminating against them in the assignment of qualifications or duties, in transfers, disciplinary measures, or otherwise causing harm due to trade-union affiliation or activity, or participation in a strike, shall be invalid. These provisions also apply to agreements or acts aimed at political or religious discrimination";
- Law No 903 of 9 December 1977 – Equal treatment for men and women in employment (prohibiting all forms of direct discrimination in access to employment, assignment of duties, career progression, and affirming the principle of equal pay and judicial remedies);
- ILO Convention No 155 of 22/06/1981 - Workers' Health and Safety Convention;
- Presidential decree No 568 of 28 September 1987 – Implementation of provisions arising from the collective agreement for personnel in research and development institutions under Article 7 of Presidential Decree No 68 of 5 March 1986 for the three-year period 1985-87;
- Presidential decree No 395 of 23 August 1988 – Provisions arising from the inter-sectoral agreement under Article 12 of the Framework Law on Civil Servants No 93 of 29 March 1983, covering the three-year period 1988-90;
- Law No 125 of 10 April 1991 – Positive actions for achieving gender equality in employment. This law codifies positive actions as measures aimed at removing de facto obstacles to equal opportunities. It also introduces sanctions for indirect discrimination, defined as any disadvantage arising from apparently neutral criteria that disproportionately affect workers of one sex, where such criteria are not essential to the job, unless objectively justified;
- Legislative Decree No 29 of 3 February 1993, as amended. - Rationalisation of the organisation of public administrations and review of civil service regulations;
- Directive of the President of the Council of Ministers of 27 March 1997 – Measures to promote the allocation of powers and responsibilities to women, to recognise and guarantee freedom of choice and social quality for men and women, implementing the Declaration and Platform for Action adopted at the Fourth UN World Conference on Women (Beijing, 1995);
- Law No 53 of 8 March 2000 - Provisions for the support of maternity and paternity, for the right to care and training and for the coordination of urban time schedules;



- Legislative Decree No 151 of 26 March 2001 – law on legal provisions concerning the protection and support of maternity and paternity; under Article 15 of Law 53 of 8 March 2000;
- Legislative Decree No 165 of 30 March 2001 – General rules governing employment within public administrations, including (Articles 7, 57, 42) reserved quotas, mandatory training and refresher courses, and the establishment of three-year positive-action plans. Article 301-bis provides protection pathways for workers who are victims of gender-based violence or harassment;
- Directive 2002/73/EC – implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions;
- Legislative Decree No 198 of 11 April 2006 – Code of equal opportunities between men and women, pursuant to Article 6 of Law No 246 of 28 November 2005. (Italian Official Gazette No 125 of 31/05/2006 – Ordinary Supplement No 133);
- Law No 120 of 12 July 2011 – Amendments to the Consolidated Text of Provisions on Financial Intermediation, pursuant to Legislative Decree No 58 of 24 February 1998, concerning gender balance in the boards of directors and supervisory bodies of listed companies;
- Law No 215 of 23 November 2012 - Measures to promote gender balance in the councils and executive bodies of local authorities and in regional councils;
- Legislative Decree No. 216/2013, implementing European Directive 78/2000 - Prohibition of all discrimination on grounds of sex;
- ILO Convention No 190 of 21 June 2019 – Convention on violence and harassment;
- INAIL (Italian Workers' Compensation Authority) Guidelines on harassment – Publication by the INAIL Joint Committee for Equal Opportunities, the promotion of workplace well-being, and the fight against discrimination (CUG);
- Law 162/2021 Amendments to the code referred to in Legislative Decree No 198 of 11 April 2006 and other measures regarding equality between men and women in the workplace (Italian Official Gazette No 275 of 18/11/2021);
- Law No 234 of 30 December 2021, Article 1 (139-148) - Establishment of the National Observatory for the Integration of Gender Equality Policies;
- UNI/PdR 125:2022 Reference Practice containing “Guidelines for gender-equality management systems”, introducing specific KPIs relating to gender-equality policies within organisations, in force since 16 March 2022 following ratification by the President of UNI;
- Interministerial Decree of 29 March 2022, Annex A – Procedures for drafting the report on the situation of male and female personnel;
- Prime Ministerial Decree – Department for Equal Opportunities No 152 of 29 April 2022 published in the Italian Official Gazette on 01/07/2022 - Parameters for obtaining Gender-Equality certification for companies, and involvement of company-level trade-union representatives and regional/local equality councillors;



- Legislative Decree No 105 of 30 June 2022, published in the Italian Official Gazette on 29/07/2022, on work-life balance;
- Italian national social security institute (INPS) Circular No 3066 of 04 August 2022 - New rules on mandatory paternity leave and changes to parental leave rules for both parents;
- Legislative Decree No 24/2023, implementing EU Directive 2019/1937;
- Legislative Decree No 36 of 31 March 2023, Public Contracts Code;
- ACCREDIA FAQs of November 2024;
- ACCREDIA FAQs of January 2026.

Technical and regulatory references concerning the development and operating of the management system:

- UNI EN ISO 9000 Quality management systems - Fundamentals and vocabulary;
- UNI EN ISO 9001 Quality Management Systems;
- UNI EN ISO 19011 Guidelines for guidelines for auditing management systems, including quality management systems and environmental management systems;
- UNI CEI EN ISO/IEC 17021-1 Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part 1: Requirements;
- UNI EN ISO 26000 Guidance on Social Responsibility;
- UNI ISO 30415, Human resource management - Diversity and inclusion;
- CCNL Metalmeccanica CONFAPI (National Collective Labour Agreement for the Metalworking Sector – CONFAPI).

The regulatory and legislative references listed above shape the structural and operational characteristics of the management system and its processes, as the system complies with UNI/PdR 125:2022, which incorporates these foundations into its development.

### 3 Values and ethical principles

The following principles are fundamental to MMB: observing them is essential to ensure sound, reliable management and a reputation for excellence. These values guide every operation we carry out, radically shaping the conduct and relationships we cultivate both inside the company and externally.

1. **Passionate:** we love our work and we are proud of what we do, of the company we are building, of the thirst for knowledge that unites us. All this gives us the drive to push the bar ever higher and the motivation to grit our teeth when necessary;
2. **Team:** we are good together. In our company, we value PERSONAL RELATIONSHIPS and are always ready to support each other to achieve shared goals. We are a close-knit GROUP. We consistently work together, involving the entire supply chain, to maximise customer satisfaction.



3. Professional: every day we commit to keeping the promises we make to those who interact with us and to exceeding their expectations. We remain curious about what we do not yet know and are never satisfied with our current skills, continually expanding our expertise to meet our customers' needs.
4. Transparent: what we say reflects what we think and is always consistent with our actions. We never place ourselves above others, aware that our results depend on everyone's contribution – from the newest hire to distributors and repair professionals. We communicate clearly, share our knowledge with colleagues, and put it at the service of customers and suppliers to make everyone's work easier.
5. Aware: we believe that what we do – and how we do it – can, in our own small way, improve people's lives inside and outside MMB. For this reason, we do everything in our power to ensure an ideal working environment and to contribute to environmental protection and road safety.
6. Altruistic: the driving force behind our work is customer satisfaction, which in turn translates into the satisfaction of colleagues and partners. We find motivation in giving 100%, because doing so enables others to perform at their best.
7. Glocal: coming from Emilia Romagna teaches us to be welcoming. This enables us to better understand those we deal with too. We are grateful to be part of the local scene and make a difference to its economic and social development. We are also open to the future, with an innovative bent. We seek solutions where others see problems. Our ambition is to anticipate our customers' times and needs, helping them to overcome their daily challenges.

## 4 Continuous improvement

For MMB, operational excellence is a shifting goal that requires ongoing monitoring. We are constantly analysing our strengths and weaknesses to translate them into specific programmes for optimising and streamlining business processes. This analytical approach prevents stagnation and enables us to evolve our business model to respond swiftly to market challenges.

People are crucial to this improvement mechanism:

- Workplace climate analysis: conducted every two years as one of our main internal audit tools. It allows us to measure the effectiveness of our policies and identify any gaps in well-being, fairness, and engagement.
- Great Place to Work® 2026 certification is the tangible result of our optimisation process. It demonstrates that when a company improves its processes while placing talent and equality at the centre, the positive impact on internal culture and productivity becomes a clear competitive advantage.

Our gender equality management system fits perfectly into this model – not as an isolated element, but as an ongoing improvement project that ensures everyone is working under the best conditions to contribute to MMB's success and reliability.



## 5 Global and long-term vision

MMB's business is an ecosystem where diversity is understood as a driver of performance. Our departments act in unison to achieve clear, shared equality objectives, with a long-term vision aimed at breaking glass ceilings and ensuring equal career opportunities. For us, anticipating tomorrow's needs means building a company today where merit is the only yardstick, setting ourselves apart from our competitors by our ability to attract diverse talent.

## 6 Awareness and competence

People are at the heart of our strategy. We foster the acquisition of new skills through training programmes that include awareness-raising on unconscious bias and the culture of inclusion. This virtuous cycle of continuous learning ensures that every employee possesses the tools to grow, transforming individual awareness into a collective organisational competence that fosters dialogue and mutual respect.

## 7 Effective communication and involvement

MMB's viewpoint is that communication and stakeholder engagement are fundamental pillars for promoting responsible and transparent business management. We do not see gender equality and inclusion as isolated concepts, but as an integral part of our *modus operandi*: when dealing with our partners, customers and suppliers, we uphold the principles of fairness and respect that guide our corporate culture. We adopt an approach of ongoing partnership to ensure shared growth. We believe that the integrity of our conduct and the transparency of our processes are the best credentials for a solid, reliable business, capable of generating value for the entire ecosystem in which we operate.

## 8 Sustainable approach

Gender equality is an intrinsic pillar of MMB's social sustainability strategy. Our concept of entrepreneurship puts the individual at the centre, ensuring a work-life balance that allows everyone to fulfil their potential. For us, equity is the main driver of innovation: a more inclusive company is a more creative, resilient and responsive company.

## 9 Enhancing relationships

MMB management passionately believes that a business's strength lies in the quality of its human relations and *stakeholder engagement* processes. Relating with empathy and respect means recognising the unique value of each individual, strengthening a corporate identity in which every stakeholder can feel proudly represented.

## 10 The company

### 10.1 MMB's identity, company organisation and staff composition

Founded in 1998 in Faenza (RA) as a service centre for inspection centre equipment, MMB has evolved to become a technology leader in the automotive sector. Today it specialises in the design and production of IT solutions for the car service world. The core business in our portfolio is the YAP (Your Automotive Platform) ecosystem, an



integrated cloud platform that allows workshops, tyre shops and inspection centres to manage every aspect of their business.

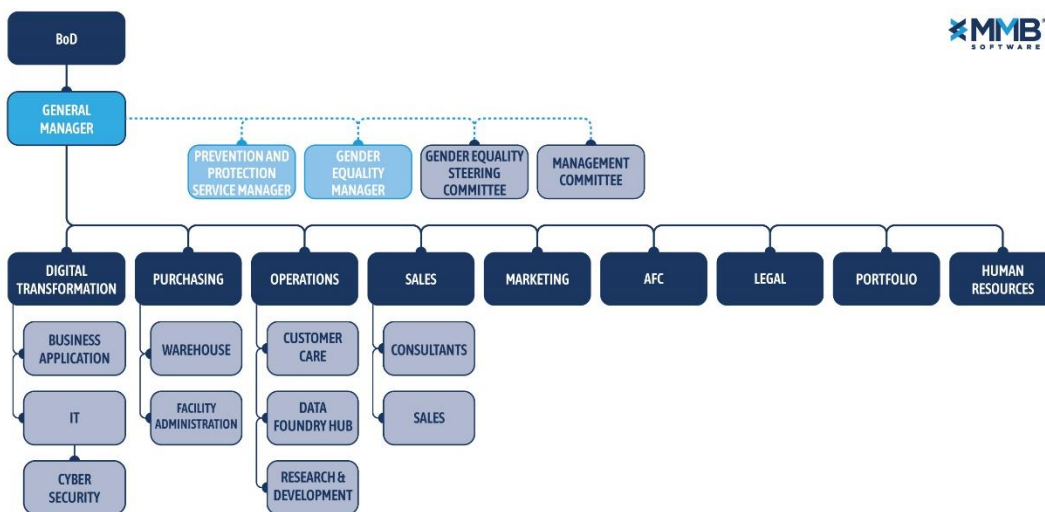
MMB does not simply respond to current needs; it seeks to anticipate market changes through its cutting-edge R&D department. The MMB Academy helps transform traditional craft businesses into modern digital enterprises, backing software sales with ongoing consultancy and support.

MMB to grow with its stakeholders (customers, partners and suppliers). Its strategy is aimed not only at profit, but at creating value along the entire car service supply chain, ensuring transparency, reliability and the high-quality technical support that has long been its hallmark.

MMB’s identity is built on a clear principle: “In a world of machines, people make the difference.” The company invests heavily in the well-being of its employees (around 80 specialists by the end of 2025). The inauguration of the new MMB Campus in Faenza is proof of this: a space designed for collaboration, sustainability and a healthy work-life balance. MMB’s entrepreneurial approach is civic-minded: the company is rooted in the Romagna region yet open to international standards (including its ambition to obtain Gender Equality certification, publish a Sustainability Report and achieve Great Place to Work recognition).

In short, MMB is a company that combines the technical excellence of software engineering with a strong human and ethical sensibility, positioning itself as the benchmark partner for the digital transformation of automotive repair in Italy.

*Functional organisation chart:*



## 10.2 Gender equality: roles, skills and policy

To ensure the correct and effective application of the UNI PdR 125:2022 management system, MMB has structured its organisation in line with its policy, to secure the involvement and participation of management and all employees, with the aim of achieving its strategic objectives and ensuring that services comply with the identified requirements.

The main responsibilities for the gender equality management system lie with Management and the Gender Equality Committee.

The Committee is made up of:

CEO: Omar Montanari



RSG (manager of the gender equality management system): Marianna Donati, Head of the UNI/PDR 125:2022 Management System, formally appointed on 15/07/2025

CHRO (chief human resources officer): Marianna Donati, Head of Human Resources Office.

The Committee's main duties are to actively create and support the conditions necessary for a working environment that is as inclusive and equitably represented as possible, and to provide points of contact to whom people can turn if they face difficulties concerning their individuality. The Committee also plays a leading role in developing and implementing the principles of gender equality, as set out in the policy, engaging with all relevant stakeholders and promoting its dissemination among all company employees.

The Committee's task is to effectively monitor activities in the workplace in order to oversee:

- compliance with UNI PdR 125:2022;
- the effectiveness of methods adopted to meet the organisation's policies and practice requirements.

The Gender Equality Committee also works with other areas of the organisation to examine, define, analyse and/or resolve any possible instances of non-compliance with UNI PdR 125/2022.

Management has worked in coordination with the Steering Committee to draft a Gender Equality policy in line with the requirements of UNI/PdR 125:2022. On 30/07/2025, this was incorporated in the company's official Gender Equality policy that is communicated and disseminated within the organisation and published on the company website <https://www.mmbsoftware.com/>.

## 11 Implementation of Strategic Plan actions

### 11.1 Selection and recruitment

#### 11.1.1 Strengths

1. MMB's management and HR staff have always conducted the entire recruitment and selection process without any form of discrimination. Sourcing on employment websites is based solely on specific technical skills without considering names, gender, sex, nationality or religion, while selection interviews and the entire onboarding process are conducted without ever asking questions about parenthood, childcare, marital status, and related topics. The guiding criterion is competence, which ensures that the entire process is carried out with transparent objectivity and without any discrimination;
2. The core recruitment and selection process is handled by in-house staff with many years of experience, who oversee the entire process and personally ensure respect for and protection of inclusion.

#### 11.1.2 Weaknesses

1. Some operational roles are initially selected and interviewed by recruitment agencies. This outsourced first phase, which applies only to certain positions, may not be fully under the company's control, and candidates may potentially feel discriminated against (e.g., they may be asked questions about children, pregnancy, etc.) and mistakenly associate such behaviour with the agency's client company.
2. Sometimes departmental managers are involved in the second internal interviews and they might not be aligned with our HR approach due to inexperience in handling interviews or other reasons, and ask questions not in line with HR protocol.



### 11.1.3 Objectives

To address and eliminate these weaknesses and/or possible threats, MMB has set itself the following specific objectives:

#### 11.1.3.1 Objective 1: Build partnerships with bodies acting in accordance with UNI PdR 125:2022

- Specific actions: include a specific clause concerning compliance with the requirements of UNI PdR 125:2022 within the framework agreements with recruitment agencies at renewal (if not already present);
- Budget: internal resources (estimated 1/2 day);
- Owner: HR;
- Implementation timeframe: first half of 2026;
- Monitoring frequency: annual (in view of renewals);
- Monitoring type and target: 100% of recruitment agencies certified UNI PdR 125:2022;
- KPI: effectiveness of communication and outcomes found in MMB interview.

#### 11.1.3.2 Objective 2: Ensure that the company's front lines are aligned with the internal search and selection policy

- Specific actions: HR Manager to plan and deliver dedicated training to all front-line staff, with the distribution of guidelines and handbooks respecting the values of inclusion, equal opportunities and competence evaluation criteria (technical and soft skills);
- Budget: internal resources (estimated approx. 3 hours);
- Owner: HR Manager;
- Implementation timeframe: first half of 2026;
- Monitoring frequency: continuous;
- Monitoring type and target: 100% alignment with internal policy;
- KPI: effectiveness of action measured through HR verification at interview.

#### 11.1.3.3 Objective 3: obtain timely and appropriate feedback on the satisfaction of newly hired employees to enable prompt action during the onboarding period

- Specific individual actions:
  - Administer feedback questionnaires to new hires to assess their satisfaction with the onboarding process and their level of engagement (climate analysis).
  - Conduct annual feedback meetings with function managers.
- Budget: internal resources (estimated 24 hours);
- Owner:
  - Talent Acquisition;
  - HR Manager.
- Implementation timing: From the beginning of 2026;
- Monitoring frequency: every six months;
- Monitoring type and target: 90%;
- KPI: survival rate (no. of people left vs new hires in the period/new hires in the period)\*100.



## 11.2 Career management

### 11.2.1 Strengths

1. Continuous opportunities for professional development, supported by the introduction of new or innovative internal processes and the strengthening of in-house expertise
2. Internal growth opportunities considering objective meritocratic aspects.

### 11.2.2 Weakness

1. Communication around career opportunities is not always perceived as effective or transparent, according to the survey results (the lowest score in this area: 3.96 compared with an average of 4.42).

### 11.2.3 Objectives

To address and eliminate these weaknesses, MMB has set itself the following specific objective:

#### 11.2.3.1 Objective 1: Ensure greater transparency in communication about career opportunities

- Specific actions: publish open job positions on the intranet and on company noticeboards to facilitate internal applications and help employees prepare and develop the relevant skills;
- Budget: internal resources (estimated approx. 30 h);
- Owner: HR Manager;
- Implementation timing: By the end of 2026;
- Monitoring frequency: every six months;
- Monitoring type and target: 100%;
- KPI: number of recruitment processes published and communicated internally / total number of open recruitment processes.

## 11.3 Equal pay

### 11.3.1 Strengths

1. Continuous monitoring of job grades in relation to assigned duties within the sector, with no gender-based discrimination.
2. Job levels and salaries aligned with the provisions of the national collective labour agreement (CCNL).
3. Gender pay gap percentage in line with the requirements of UNI PdR 125:2022;
4. A welfare plan that reflects the needs of different gender and age groups.

### 11.3.2 Weaknesses

1. The tools and channels for reporting any perceived gender pay disparities are not clearly defined.
2. A slight gender-related pay difference is perceived.

### 11.3.3 Objectives

To address and eliminate these weaknesses, MMB has set itself the following specific objectives:



#### **11.3.3.1 Objective 1: clearly communicate the tools and procedures for reporting any perceived pay inequality**

- Specific actions: use company communication channels (intranet, noticeboards, and the reporting section of the corporate website) to ensure adequate access to information;
- Budget: internal resources (estimated approx. 12 hours);
- Owner: HR and Marketing;
- Implementation timeframe: by the end of 2026;
- Monitoring frequency: annual
- Monitoring type and target: minimum score of 4 out of 5 in the survey question relating to pay equity;
- KPI: average score of the survey questions relating to pay equity in the UNI PdR survey.

#### **11.3.3.2 Objective 2: communicate actual pay equity clearly and effectively**

- Specific actions: use company communication channels (intranet, noticeboards, and the reporting section of the corporate website) to highlight pay parity between genders for the same job level and role;
- Budget: internal resources (estimated approx. 12 hours);
- Owner: HR and Marketing;
- Implementation timeframe: by the end of 2026;
- Monitoring frequency: annual
- Monitoring type and target: minimum score of 4 out of 5 in the survey question relating to pay equity;
- KPI: average score of the survey questions relating to pay equity in the UNI PdR survey.

## **11.4 Parenthood and caregiving**

### ***11.4.1 Strengths***

1. Guarantee of returning to the same role upon return from maternity/paternity leave;
2. Continuity of training;
3. A welfare plan that parents can use at their discretion according to their individual needs (e.g. healthcare, children's education, work-life balance measures, shopping/fuel vouchers, psychological well-being, etc.).
4. Appropriate coaching on return from maternity leave, supported by a dedicated mentor;
5. New baby bonus;
6. Hybrid working arrangements (flexible working).
7. Part-time options and flexible working hours to support family needs.

### ***11.4.2 Area for improvement***

1. A company summer camp for the month of August is under consideration. This measure aims to compensate for the limited availability of external recreational services during that period and to support childcare needs for all employees.

### ***11.4.3 Objectives***

To address and eliminate this area for improvement, MMB has set itself the following specific objective:



#### **11.4.3.1 Objective 1: implementation of a recreational summer centre in August**

- Specific actions: activation of the summer recreation centre;
- Budget: 6.000 Euro overall;
- Owner: HR Department;
- Implementation timing: August 2026;
- Monitoring frequency: Annual;
- Monitoring type and target: actions completed on time;
- KPI: actions completed on time.

### **11.5 Work-life balance**

#### **11.5.1 Strengths**

1. Hybrid working arrangements (flexible working).
2. Part-time options and flexible working hours to support family needs.

#### **11.5.2 Areas for improvement**

1. The introduction of additional services to help optimise work-life balance (with solutions applicable to all employee groups).

#### **11.5.3 Objectives**

To address and eliminate this area for improvement, MMB has set itself the following specific objective:

##### **11.5.3.1 Objective 1: introduce additional on-the-job services to support better work-life balance**

- Specific actions: provide a fruit/vegetable delivery service and create a logistics hub for receiving personal parcels directly at the workplace.
- Budget: internal resources and company funds;
- Owner: HR;
- Implementation timing: By June 2026;
- Monitoring frequency: annual
- Monitoring type and target: actions completed on time;
- KPI: actions completed on time.

### **11.6 Prevention of abuse and harassment**

#### **11.6.1 Strengths**

1. Implementation of the Whistleblowing reporting system and related training for all employees.
2. Ongoing annual commitment by the organisation to awareness-raising activities on issues related to violence.

#### **11.6.2 Weakness**

1. Communication regarding the use of the Whistleblowing tool is not always effective.



### 11.6.3 Objectives

To address and eliminate this weakness, MMB has set itself the following specific objectives:

#### 11.6.3.1 Objective 1: Improve communication to make employees aware of tools to protect inclusion and equal opportunities

- Specific individual actions: specific internal communication plan;
- Budget: internal resources;
- Owner: HR + marketing;
- Implementation timing: End of 2026;
- Monitoring frequency: annual
- Monitoring type and target: specific questionnaire;
- KPIs: actions completed on time and improvement in the KPI in the 2027 survey compared with the previous one.

#### 11.6.3.2 Objective 2: Promotion of a working climate based on zero tolerance

- Training and awareness-raising activities for first-line managers, supported by a dedicated policy.
- Budget: approx. 2,000 euro;
- Owner: HR;
- Implementation timing: End of 2026;
- Monitoring frequency: annual
- KPI: 100% reduction in incidents of abuse and harassment, based on the results of the 2027 survey compared with the previous one.

## 12 Conclusions

The Steering Committee undertakes to keep this strategic plan up to date and to present an annual report to the Board of Directors on the progress of the Plan. The data and information contained in this report will form the basis for the annual review required for all planning documents, ensuring that objectives and actions remain aligned with evolving contextual conditions and with emerging needs and critical issues.

This document is addressed to all internal and external stakeholders of MMB. Its dissemination is ensured through publication on the company website (once the organisation has obtained certification), as well as on office and production-site noticeboards, on the intranet, and/or through controlled distribution to anyone who formally requests a copy.

Faenza, 03 March 2026



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