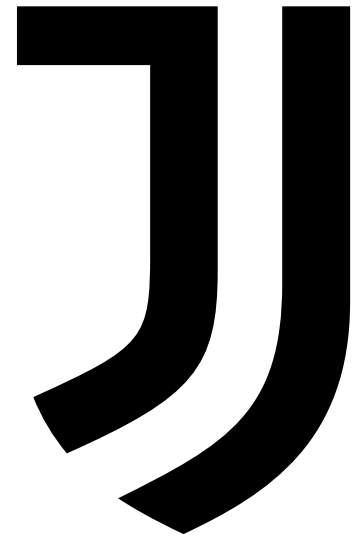


# PEOPLE FIRST POLICY



Turin, April 2025

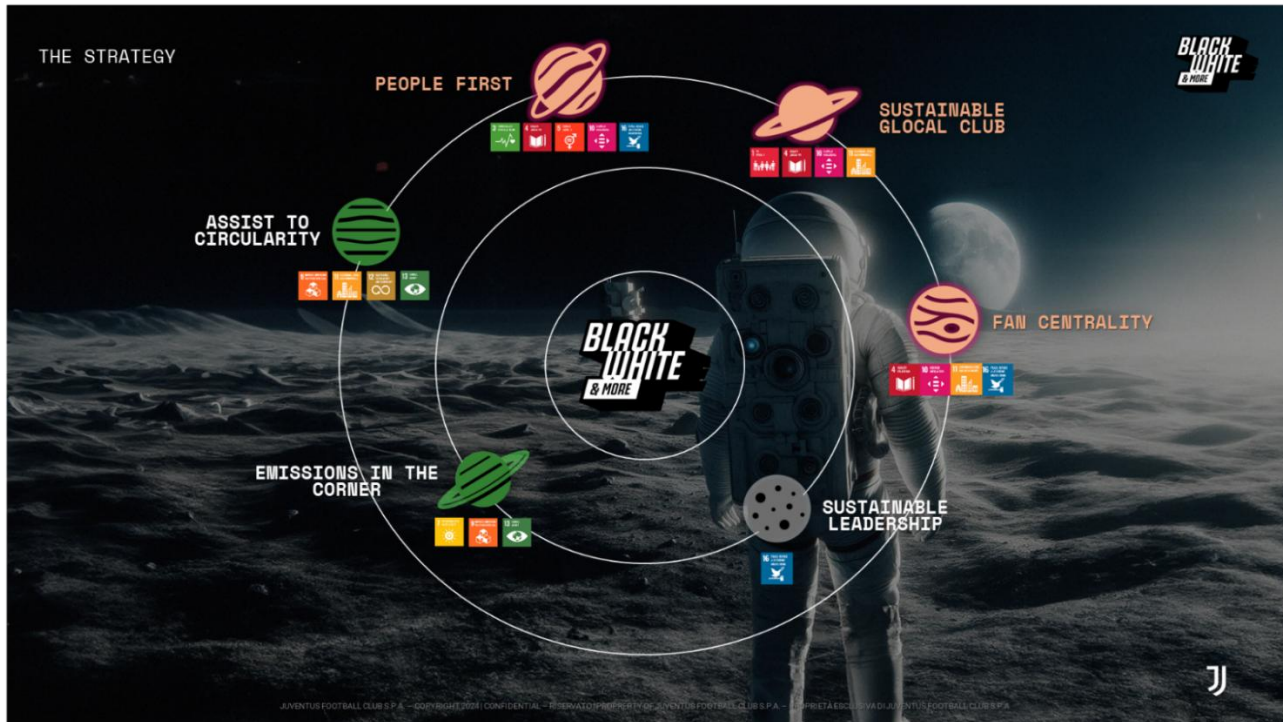


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## 1. Introduction



Juventus is committed to fostering an inclusive, fair and respectful environment, valuing diversity as an engine for growth and innovation. Through this document, the Company aims to reinforce its commitment to a barrier-free workplace and football, on and off the field.

The “*People First*” Policy is an integral part of Juventus' ESG (*Environmental, Social, Governance*) Strategy and is part of its social and governance pillars, in detail:

### PEOPLE FIRST

It is the founding pillar on which this policy is based, related to the willingness to integrate ESG principles into the Club's culture and activities, both sporting and non-sporting, to empower people through:

- virtuous paths of development, involvement and well-being;
- a work environment that inspires excellence and a sense of belonging to a great team.

### SUSTAINABLE GLOCAL CLUB

Aims to promote the core values of sport, such as equity and teamwork, both globally and locally through:



- selected initiatives with a significant social impact on local communities;
- major projects in the global territories manned by the Club (e.g. by the presence of *Academies, Fan Clubs*).

## FAN CENTRALITY

Aimed at creating a cohesive network in which the principles of diversity, equity and inclusion unite fans, athletes and partners.

The Club is committed to:

- increase fan involvement, without discrimination or bias of any kind;
- ensure fans full access to sports facilities.

## SUSTAINABLE LEADERSHIP

Concerning the strengthening of the club's leadership in *Integrated Governance* through:

- overseeing the ESG regulatory framework;
- integrating ESG principles into business.

***“Juventus is against all forms of discrimination includign social discrimination, racism, xenophobia, and intolerance.”<sup>1</sup>***

This axiom of the Corporate Code of Ethics is one of the cornerstones of the “*People First*” Policy, which reflects, at its core, the Club's core values and related expected behaviors (with particular reference to the value called “*One field for all*” and “*Play right*” behavior).

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<sup>1</sup> Code of Ethics | General principles, Impartiality (2.1)



**#team play #collaboration  
#trust and transparency**

*We play as a team, believing that unity is what makes us stronger. In our day by day, we care about each other and champion transparency, building strong mutual trust; this is how we have fun and collaborate at our best. By challenging each other, we take out the most in everything we do.*

**#excellence #innovation #unexpected**

*At peace with the unexpected, we love the thrill that comes with it. Having a forward-looking, excellence driven approach has made us who we are. We like to aim high, experiment and go where others haven't imagined yet. Where some see challenges, we see opportunities – always finding inventive solutions to reach our goals.*

**#responsibility #perseverance #humbleness**

*With selflessness, responsibility and a strong sense of ownership, we lead by example and give a determined and solid kick ahead. With determination and perseverance, we work hard, rise through challenges, stick to our goals and never give up. Victory is more rewarding when recognized by others, and the path to success is more nurturing when we have the grandness to smile about ourselves with humbleness.*

**#diversity and inclusion #respect #equity**

*Each member of our team is unique and one-of-a-kind. We all bring something different to the table by nurturing our differences for more diverse ideas and innovation. By opening to playmates' opinions, we constantly improve. Being honest with each other and about oneself is for us the strongest base for respect. That's how we foster an inclusive and diverse community.*



**Football fans for passion, Juventus people by choice.**

*First and foremost, we're a team of sport enthusiasts who stand together, listen and challenge each others' ideas—that's how we grow and prosper. We stand shoulder by shoulder, creating an environment where everyone feels safe to speak up, ask for help, be themselves and disagree. Together, we go faster and further. That's why we foster collaboration among teams and share information openly and honestly.*

**Aim for more. Don't settle for less. Set what's new.**

*Everything we do, we do it at our best: we demand top performance from our people, on and off the pitch. We're committed to set new standards in the football industry and beyond. We are fearless and relentless, facing challenges head-on and believing that anything is possible. Success is not just about talent. That's why we train hard and never stop learning.*

**Play with pride. Guide with passion. (Just like the best captains on the field)**

*When we put on that jersey, we're not just a team, we're a legacy in motion. With honesty, humility, and integrity, we set our sights high and embrace mistakes as steps to success. We keep our promises, building trust within our ranks and with our fans. Every role counts—we take the initiative and show others the way, supporting each other and welcoming feedback for continuous improvement.*

**Diverse teams. United goals.**

*Every idea is a potential game winning strategy. We value each other's unique views, thriving in the diversity that makes us unstoppable. We pursue meritocracy and equity, ensuring everyone has the right support and opportunities to shine, whether it's scoring goals or setting up the perfect assist. We're committed to making our teams—and the world—a fairer, more inclusive place for all.*

The Policy is also based on:

- The principles of equity, inclusion and respect referred to, in various ways, in the **Club's governance documents**, such as:
  - o Code of Ethics
  - o The Club's ESG Strategy “Black, White & More”
  - o Safeguarding Policy
  - o Model 231
  - o Prevention Model
  - o Corporate Governance Report
  - o Non-Financial Statement (formerly “Sustainability Report”)



- o *Recruitment & Onboarding Procedure*
- o *Remuneration Report*
- o *Facility Use Regulations (Allianz Stadium)*

- **Best practices and key applicable regulations**, guidelines and national and international documents on human rights, corporate social responsibility and corporate governance, including, for example: The *OECD Guidelines for Multinational Enterprises* and the main *United Nations and European Union frameworks*.
- The **Sustainable Development Goals (SDGs)** as defined by the United Nations under the 2030 Agenda.
- The **guidelines of FIFA, UEFA, Lega Serie A and FIGC**.

## 2. Objectives and fundamental principles

Consistent with its *Safeguarding Policy* and extending its objectives and principles to the entire Juventus population, the Club is committed to promoting an inclusive culture and environment, setting itself the following objectives:

- ensure the dignity and respect for the rights of all employees and athletes, and in particular of minors;
- ensure equality and fairness, valuing diversity;
- prevent and condemn harassment, gender-based violence and any other condition of discrimination, whether it be for matters of ethnicity, religion, belief, disability, age or sexual orientation.

These objectives are pursued through a culture and specific measures that are based on the following principles:

- **Impartiality** | Juventus believes that football should unite and not divide. The Company is committed to combating all forms of discrimination and valuing differences in age, gender, sexual orientation and identity, ethnicity, religion, health status, political and union ideas, social background, language or disability.
- **Meritocracy, Fairness, Transparency** | The Club guarantees equal opportunities for all, recognizing the value of merit and promoting a fair and transparent environment in which talent and commitment are the only determining factors for personal and professional growth.
- **Inclusion** | Juventus is committed to creating an environment where every individual feels welcomed, respected and valued, because only through a sense of belonging can we build a truly united team, on and off the field.
- **Diversity** | The Society recognizes diversity as a key resource for innovation and success. Valuing different perspectives, experiences and cultures allows it to approach each challenge with a broader and more inclusive vision.



- **Accessibility** | Juventus believes that football should be a barrier-free experience. The Club is committed to ensuring accessibility for all, eliminating physical, sensory and cultural barriers, so that every fan, athlete, employee and collaborator can fully participate in the life of the Club.
- **Loyalty, Fairness and Probity** | The Club undertakes to comply with all the rules of the Federal Statute, the Code of Sports Justice, the FIGC Internal Organizational Rules (NOIF) as well as other federal regulations and to observe the principles of loyalty, fairness and probity in any relationship in any way referable to sporting activity.

### 3. Application of the Policy

This policy applies to:

- all employees, players, technical staff and members of the social control bodies
- fans, sponsors, suppliers and business partners
- any event or activity organized by Juventus, including youth academies and social responsibility activities.

### 4. Programms

To ensure the implementation of this policy, Juventus implements:



- **Zero Tolerance for Discrimination: Counter all forms of discrimination and racism, both on and off the field.**
  - **Internal (Personal) Dimension.** Within its organization Juventus does not tolerate any form of discrimination, exploitation, harassment, bullying, isolation for personal or work-related reasons; situations of this magnitude will be sanctioned with disciplinary measures graduated according to the charge, with sanctions that can go as far as termination of employment or collaboration.
  - **External dimension (fans | stadium).** Allianz Stadium has been equipped with a system to identify individuals who are responsible for behaviors that are not in line with the Regulations for the Use of the Facility (and consequently with the Club's values), which can lead to disqualification from Club events.
  - **External dimension (fans | digital community).** The willingness to act on multiple fronts also involves the digital community. Juventus digital ecosystem is one of the most followed, and the Club's goal is to build a healthy environment within which everyone can express freely. For this reason, the club has decided to adopt a tool that automatically moderates comments on social media containing hate speech claims, succeeding in preserving freedom of speech.



- **Fair and Inclusive Personnel Management Policy:** The application of the core principles of this policy, in the area of people management, is implemented through the following processes:

- **Recruitment process.** The selection process is carried out on the basis of objective and meritocratic evaluation criteria, free of discrimination; this means giving full and fair consideration to all candidates regardless of age, disability, ethnicity, religion or belief, gender, sexual orientation and identity, marriage and civil union, pregnancy and maternity/paternity. The purpose of the process is to ensure the identification of the most suitable person for the role and in line with Juventus' distinctive values.
- **Valuing diversity.** Being recognized as one of the greatest Top Football Clubs internationally, Juventus has an extraordinary social impact. Every goal is celebrated by millions of people anywhere on the globe, each with a different story in terms of origin, culture, language, gender, ability, context, and so on. Every game is broadcast and watched, simultaneously, at times and latitudes among the most disparate. Even the way we watch one of our matches involves an enormous range of possibilities: from radio to smartphone, from stadium to TV: each participates in heterogeneous ways-and possibilities. Given this scenario, the Club firmly believes that an inclusive work environment that values differences is crucial. The Club encourages the hiring of people with different backgrounds, from any point of view, in the firm belief that diversity is an added value that can help Juventus connect - in the best possible way - with its millions of fans/and stakeholders.
- **People's Remuneration.** The ESG component represents one of the founding and guiding elements of Juventus' work, which is aimed at the creation of long-term value for the organization (in particular, with reference to internal stakeholders, such as human capital) and for the Company (with particular reference to external stakeholders, such as shareholders, suppliers as well as supporters of the Teams), integrating sustainability variables in the assessments of all context and process aspects of the organization. Juventus' Remuneration Policy, defined in coherence with the corporate governance model adopted by the Company and in line with the recommendations of the Corporate Governance Code, is based on the following principles: **(a)** meritocracy, fairness and transparency as cornerstones of the remuneration strategy; **(b)** focus on sustainability, through the inclusion of ESG objectives in the incentive systems consistent with the corporate strategy.

The *Total Reward Framework* is the tool Juventus has adopted in order to apply the principles of the Remuneration Policy transversally to all personnel, in a fair, transparent and inclusive manner at each level of the organization and with the aim of supporting a corporate culture aimed at the creation of sustainable value in the long term.






- **Training e Awareness:** Consistent with its ESG Strategy, the Club believes that the values of sustainability must be shared and put into action on a daily basis by all members of the organization, not just "insiders." For this reason, Juventus is committed to supporting and valuing all personnel, so that they can internalize the





principles of sustainability and integrate them into their daily work, becoming protagonists and promoters of “sustainable” change. With this in mind, the Company is committed to constantly acting on its internal culture, providing its employees and collaborators with periodic courses on equity and inclusion

Training and/or awareness-raising activities are also extended to all the remaining stakeholders, in particular to the Club's fans. Juventus is a nationally and internationally recognized symbol, which means that its target community consists of millions of people. Such a wide audience entails, on the one hand, the opportunity to have a concrete impact on society, and on the other, the responsibility to set a good example through inclusive language and the promotion of positive values. In this regard, the Club is committed to building a cohesive network in which diversity, equity and inclusion unite fans, athletes and partners; to do this, awareness campaigns are constantly promoted to spread the values and principles underlying this policy.

-  • **Inclusive language:** Juventus pays special attention to language as a tool for inclusion. The words we use every day have the power to build a welcoming environment or, conversely, to perpetuate stereotypes and discrimination, often without our realizing it. For this reason, the Club adopts specific guidelines to ensure that communication, both internal and external, is always respectful and inclusive. We are committed to educating our staff, players, and stakeholders in the use of bias-free language, promoting awareness about the importance of words. In a special way, Juventus pays special attention to outward-facing communication, as the Club interfaces with millions of fans around the world. The Club's message is clear: football is for everyone, and every voice should feel represented, respected, and welcomed. Through language, it is possible to build the future of truly inclusive football.
-  • **Accessibility projects:** Juventus recognizes accessibility as central to its inclusion strategy and is committed to ensuring that every Club-related experience is barrier-free. In particular, the Club is committed to ensuring the full accessibility of the Allianz Stadium, the Museum and in general all its venues and all fan services so that they can be enjoyed to the fullest by all people, regardless of their physical, sensory or cognitive abilities. To coordinate and improve initiatives in this area, the Club has appointed a Disability Access Officer (DAO), in accordance with UEFA regulations. The DAO serves as the point of contact for all accessibility issues, regularly collaborating with the Club's various departments to ensure that the needs of fans/fans with disabilities are always considered and met. Through constant dialogue with fans/and stakeholders, the DAO drives the implementation of innovative solutions and adoption of best practices, promoting an inclusive and welcoming environment for all.
-  • **More Women in Football:** Juventus firmly believes in fairness and equal opportunity within the football system and is committed to ensuring that talent and merit are the only determining factors for success in sport. It



was among the first Italian clubs to concretely invest in women's football, with the goal of creating a competitive and sustainable reality at the highest level. Since 2017, with the creation of Juventus Women and women's academies, the club has developed a model of excellence, offering young female players structured paths to emerge and contributing to the growth and professionalization of the sector in Italy. This commitment is part of a broader vision for the development of women's football, in line with UEFA strategies, which promote equal conditions for female athletes and professionals in the sector. Through targeted investments and long-term planning, Juventus continues to strengthen its role as a reference point on the international scene, focusing both on sporting excellence and the evolution of the women's movement.



- **Social Projects:** Juventus recognizes the central role of sport in social integration, the promotion of mutual respect and social equity by committing to be a reference point for its national and international community thanks to the affirmation it has achieved as a multifaceted brand beyond the sporting dimension. Consistent with its ESG strategy, the Club is committed to promoting principles of equity and inclusion in communities both locally and globally by networking with associations and third sector organizations with common goals.



- **Monitoring and Reporting:** Juventus is committed to ensuring an inclusive and respectful environment, free from any form of discrimination. To this end, the Club has implemented anonymous and transparent reporting systems to enable all Stakeholders, internal and external, to report any conduct that is discriminatory or contrary to the principles of fairness and inclusion. Through the Whistleblowing portal, Juventus encourages the reporting of conduct that does not comply with this Policy (including episodes of abuse or harassment), the Safeguarding Policy, the Code of Ethics and the values of loyalty, fairness and probity, as well as violations of national and European regulatory provisions that may harm the public interest or the integrity of the organization. Every report is handled with the utmost confidentiality, in compliance with current regulations, ensuring a fair and retaliation-free process for whistleblowers who report possible violations.

## 5. Accountability and Compliance

The implementation, monitoring, and updating of this Policy is the responsibility of the ESG Steering Committee (hereinafter also only "Committee"). Specifically, this Committee is responsible for:

- **Supervision**

Oversees the implementation of this policy and the achievement of goals related to equity and inclusion.

Promotes the cascading of goals within the organization.



Oversees compliance with national and international guidelines and regulations on human rights, corporate social responsibility and corporate governance, including the principles of UNI/PdR 125:2022.

- **Monitoring e Assessment**

Analyzes data and indicators to measure progress toward gender equality and inclusion. Plans a periodic (annual) review in order to verify the alignment of the strategic plan with current goals and the definition of future goals, considering whether to involve senior management, responsible departments, and the ESG Endoconsulting Committee.

The Committee consists of the following figures:

- **Chief People, Culture & ESG Officer**
- **Marketing Director**
- **Head of Football Institutional Relations**
- **Facilities Management Director**

The Committee, in order to verify the effective application of the Policy through periodic internal audits, is supported by the Risk & Compliance and Internal Audit Department with an independent, gender-balanced team with expertise in the field. Finally, it is foreseen the involvement of the DAO (Disability Access Officer) to ensure that accessibility is confirmed as a key element in the application of the policy.



*This policy is an integral part of the Club's identity and will be subject to periodic review to ensure continuous improvement of corporate practices.*

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