



# CHARTER OF ETHICS

The values that we have always had,  
those that we didn't know we had,  
those that will guide our future.

*Great Lengths<sup>®</sup>*

*I would like to thank my family of origin,  
and my family of adoption in the various  
countries of the world, for their faith in  
me.*

*Many thanks to all my staff, without  
whom the Great Lengths mission  
would not be able to live and grow,  
day after day.*

**Fabio Massimo Antonino**  
**CEO, Great Lengths**

TO START

# OVERTURE

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The present is increasingly complex, and we know that to find a direction in this complexity, we need something deeper to guide us than just economic objectives.

We have to give profound meaning to our actions. For this reason, it is important that our work embodies the values that encourage a peaceful working environment, one that is also stimulating.

This Charter of Ethics represents a crucial step in our route to self-awareness. We created it to describe the values that have always underpinned and guided our company, because declaring them clearly means reinforcing them and guaranteeing the fact that they will be passed on, making them increasingly meaningful and fruitful.

For us, the generation of economic value, while also creating value for individuals and the environment, has always been a way of life. Today the world is ready to receive this message, and in fact it needs to see it expressed and implemented in as many situations as possible.

Therefore, beyond the realms of Great Lengths, we wish to be ambassadors of a message of hope, witnesses and pioneers of an epochal change, in which the economy, the environment and society will be able to develop together in harmony, providing mutual support and improving one another.

**Fabio Massimo Antonino**  
**CEO, Great Lengths**

A wide-angle photograph of a body of water at sunset. The sky is a deep, dark blue. In the background, a city skyline is visible, with buildings illuminated by the setting sun. The water is a light, silvery-grey color, and a bright, golden reflection of the sun stretches across the surface. A small sailboat with a single dark sail is positioned in the lower center of the frame, sailing towards the viewer. The text "CHARTER OF ETHICS" is overlaid in the center of the image in a white, sans-serif font.

# CHARTER OF ETHICS

WHAT IS IT?

# CHARTER OF ETHICS

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*There is no favourable  
wind for the sailor who  
doesn't know where to go.*

**Seneca, philosopher**

The Charter of Ethics describes Great Lengths' ethical heritage, and represents the commitment, towards itself and towards all stakeholders, to pursue a sustainable corporate approach from environmental, social and economic points of view. How? By taking guidance from certain fundamental principles in our everyday decisions and behaviour. Which values are we referring to? We have subdivided them into two types, "consolidated values" and "aspirational values". Why did we make this distinction?

Every time that we discuss ethics (and values), we are referring to reflections on the behaviour and attitudes that hallmark a person or a group, in this case a company, in order to identify them, but above all to ask ourselves how they can be improved. Ethics is not so much, or is not only, a photograph of "who we are", but the decision and commitment to "who we would like to be".

Our consolidated values are those with which we can identify most, those that have always been part of us and that we wish to confirm and heighten. On the other hand, aspirational values are the values that we intend to pursue and embrace with even greater totality and conviction in the near future.

HOW WE USE IT AND WHOM IT CONCERNS

# FOR THE INTERNAL GROUP

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The Charter of Ethics was compiled primarily for everyone at Great Lengths so that it can be a source of inspiration for them in every moment of their working life. All of us, in our individual roles, are expected to contribute to the implementation of the values in the Charter.

What does this mean in practical terms? We have said that values are like a compass, in that they provide a sense of direction to answer the question: how should I behave?

In some cases, the question seems superfluous, because we have already adopted some values – both as individuals and as an organization – and for us they have become almost a second skin and we implement them virtually spontaneously. This is the case of the concepts that we have called ‘consolidated values’.

But as regards the aspirational values, we have to actively endeavour to put them into practice. This means asking ourselves the meaning of behaving in compliance with that value. In some situations, this reflection is particularly important: situations in which we have to solve a problem, when we are under pressure to hurry, or we are not sure of what to do, situations connected to relations with colleagues or superiors, or just those in which we act in a

routine manner, without thinking of what we are doing.

Example: with respect to the value “total sharing”, I ask myself: have I shared a piece of information that will be valuable for everyone’s work, or have I shared it just with my colleagues in the office, or even worse, have I kept it for myself in order to benefit from it, or have I considered it as unimportant and put it to one side? If this is the case, how can I make amends, and how should I act in a future situation?

It is important to remember that the Charter of Ethics is not a code of behaviour, and so it does not specify modes of operation in detail. You will not find a check list of things that should be done and things that should not be done. The implementation of values, and therefore the Charter, require everyone’s sensitivity, intelligence and judgement. Everyone is responsible for their behaviour, but at the same time, everyone has the responsibility for providing positive examples to others of how the value in question can be put into effect in practical terms. And an example is contagious.

HOW WE USE IT AND WHOM IT CONCERNS

# FOR ALL OUR PARTNERS

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For our partners, we hope that they can take inspiration from our values, and, in first place, that they recognize the importance for a company, any company, of constituting a series of values and endeavouring to follow them at all times.

Those described in this Charter are the values of Great Lengths, but they are also values that any company can embrace, in its own ways and means, thus contributing to its prosperity.

We hope that our partners can identify with this culture of values, in order to contribute, together with us, to the creation of a global corporate community aspiring to a new way of doing business.

HOW IS IT STRUCTURED?

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FOR  
EVERY  
VALUE:

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QUOTATION

An inspirational phrase by an international intellectual or artist

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SYMBOL

An animal and a geometric symbol to understand the value and remember it more easily

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DESCRIPTION

An explanation of what the value means in terms of ethics

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OUR IMPRESSIONS

Examples regarding the value that emerged from the workshop



THE METHOD

WORKSHOP

THE METHOD

# WORKSHOP

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*To make a prairie it takes a clover  
and one bee,  
One clover, and a bee.  
And revery.*

*The revery alone will do,  
if bees are few.*

**Emily Dickinson, poetess**

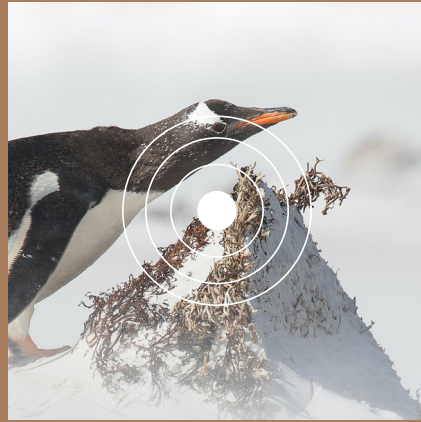
The Charter of Ethics was compiled by people, for people, because ethical wellness starts from people, even before procedures.

The Charter of Ethics gives voice to people, their dreams, their experience and qualities.

In fact, it is not enough to ask people working in the company with which values they identify in order to faithfully reconstruct a photograph of corporate values. The authentic values emerge more from behaviour than from words.

For this reason, we decided to compile the Charter of Ethics by means of a workshop process, which began with exercises using the imagination, and continued as a voyage of discovery of the ethical heritage – in which the compass was the narration of stories from corporate life – and lastly configured as taking part in a shared quest for a common goal for the entire company.

We explored the various values that the community accepts as its own and uses for guidance towards a future which in this way is shaped in a more conscious and intentional manner.



A SYMBOL FOR EVERY VALUE

# ICONOGRAPHY

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We drew a symbol for each value, consisting of a graphic composition of geometrical forms, and an image from nature, and more specifically from the world of animals.

The choice of geometrical forms is based on the power that this science has always had in introducing people to awareness of self and reality. Above all, the circle is present in all the images of this document, as it is the quintessential symbol of union, harmony and protection – qualities that the Charter of Ethics intends to preserve and promote.

Our relationship with animals is crucial in the history of humanity. One just has to think of the degree to which they were present right from the prehistoric depictions all over the world, and in ancient mythology. Animals represent the wisdom of the wild, a wisdom that is deeply sedimented even in us as human beings. The animals that we have chosen specifically inspire reverence and wonder, and their way of behaving, though instinctive, helps us to fathom the depths of our values' character, to remember them and pass them on to those wishing to become part of the Group.

We therefore thank Nature for these valuable creatures, that give us something remarkable: an invitation, a warning, a recommendation.

*Look deep into nature, and then you  
will understand everything better.*

**Albert Einstein, scientist**

*Once we are bound together to our  
brothers by a common good that  
is outside us, then we can breathe.  
Experience teaches us that love is not  
to gaze at one another but to gaze in  
the same direction.*

*There is no comradeship except  
through unity on the same rope,  
climbing towards the same peak.*

**Antoine de Saint-Exupéry, writer**

# OUR VALUES

A HORIZON TO BE GAZED AT TOGETHER



*HARMONIOUS*  
BELONGING



*RESPONSIBLE*  
COMMITMENT



*ARTISANAL*  
EXCELLENCE

# CONSOLIDATED VALUES





THE ELEPHANT

**The elephant, the largest land mammal, has been venerated for millenia by various cultures and religions, above all in India. It lives in a matriarchal society, in which the females lead the group.**

In popular tradition, its image, an amulet that protects the home, is an unparalleled model for the family. Elephants are tied to their group with honour, dignity and pride: for this reason, we have chosen it to embody our harmonious sense of belonging to Great Lengths.





*No man is an island, entire of itself; every man is a piece of the continent, a part of the main.*

**John Donne, poet**

## HARMONIOUS BELONGING

*A consolidated value*

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**“Belonging”** literally means “to pertain to” or “to be part”. There is a sort of belonging that consists simply of being part of something, of being-alongside-together, a coexistence, and there is a sense of belonging that means feeling that one is truly a part, a life shared, bringing together projects and ways of doing things. This second type of belonging means feeling tied, from the point of view of sentiments and values, to a community. In this case, to a working community in which we are living, some of us for many years, and whose plans and fortunes we share.

How do we experience the links with other people in this community? We feel in “harmony”. However, harmony doesn’t mean that it is not possible to make your own original contribution, and neither does it exclude arguments or different points of view. After all, according to mythology, Harmony was born from Ares, war, and Aphrodite, love, two opposites in search of a creative combination.

**Harmonious belonging** – harmony, from the Greek *armòzein*, connection, link, agreement – means privileging a quest for constant reharmonisation in the working community.

HARMONIOUS BELONGING

# Our impressions

For me, **human relations**, and likewise trust, have never changed over the years, and in fact they have become **stronger**.

There are strong bonds to the Great Lengths family, not just inside the company, but also **outside**, amongst our **international distributors** and the hair **stylists**, our **clients**, who experience the brand with a great sense of belonging.



**Loyalty** to the Great Lengths brand has always been a hallmark of our people.

The score and the **instruments** are there, we just have to identify **the right composition**.

All of us, within the area of our respective roles, work with the entire team to create a **harmony** and an overall **balance**, which determines the project's final **success**.



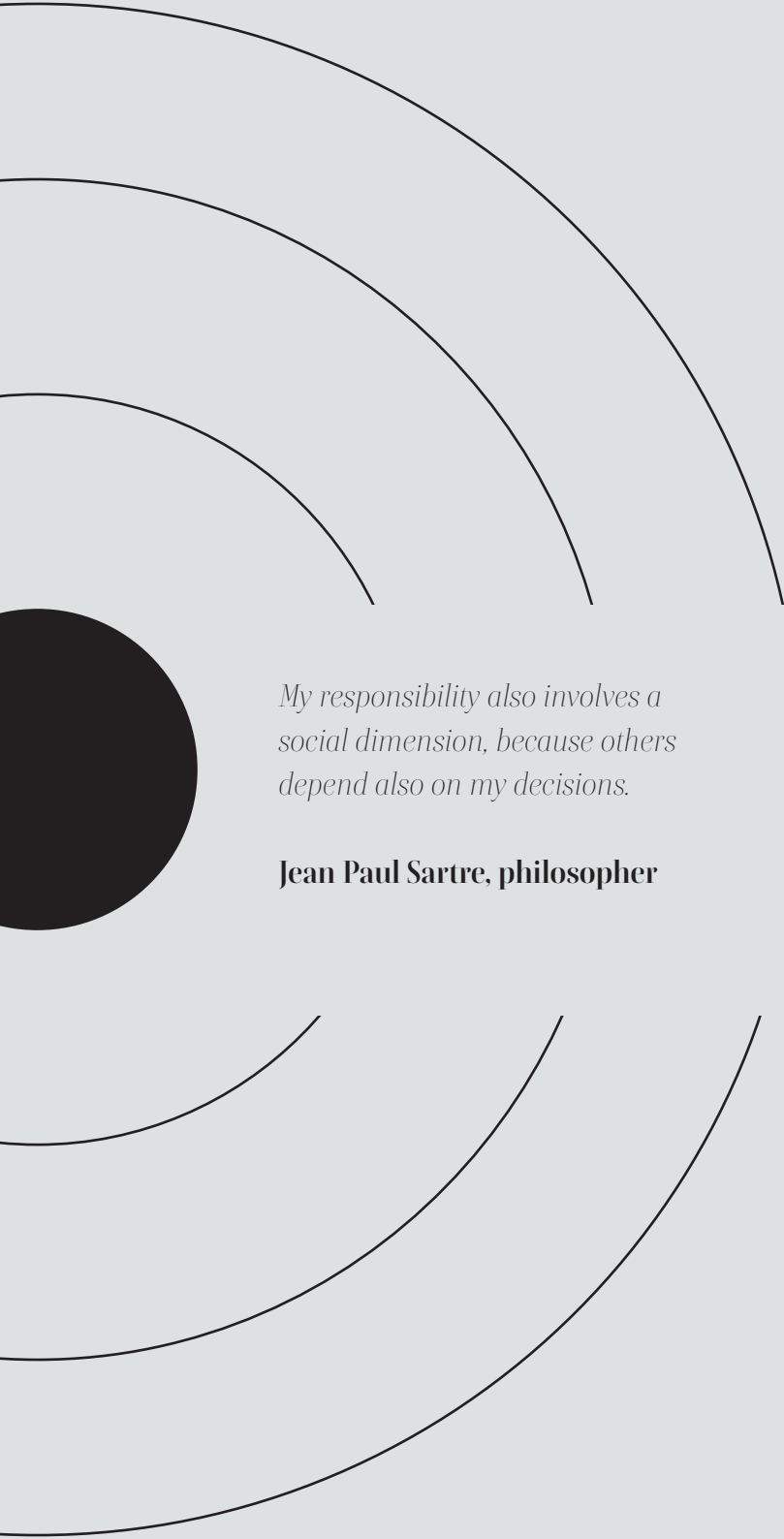


THE EMPEROR PENGUIN

**The emperor penguin gives us a noble example of responsible commitment to safeguarding its own species.**

The emperor penguin breeds in the Antarctic in winter, when temperatures drop to  $-65^{\circ}\text{C}$  and winds blow at over 200 km/h.

As the ground is covered in ice, instead of building a nest, the male emperor penguin incubates the egg on his feet for 64 consecutive days until it hatches, fasting and huddling together with other males in order to survive the cold.



*My responsibility also involves a social dimension, because others depend also on my decisions.*

**Jean Paul Sartre, philosopher**

## RESPONSIBLE COMMITMENT

*A consolidated value*

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The term **“responsible”** comes from the Latin “responsum”, which means “answer”. Responsible people are first and foremost those capable of providing answers. We are expected to answer for our actions, but also for our omissions, to ourselves and above all to others. Considering that we are powerfully interconnected social beings, our actions inevitably involve other people.

In a working community, being responsible regards primarily what is expected from a person for the role that he or she is required to perform. One of the ways in which this responsibility takes shape at Great Lengths is the attention that we dedicate to our work. Responsibility as a form of care is a **“commitment”** not just to performing our tasks as required by the role, but also to endeavour to achieve, and hence to take responsibility for, the solution of a new problem if required by the situation, and to work with everyone in order to implement the shared objectives.

RESPONSIBLE COMMITMENT

# Our impressions

For us there is **no commitment without responsibility**, and no responsibility without commitment.

We are aware of the degree to which the commitment and responsibility that we dedicate to our work every day are fundamental for attaining the **shared objectives.**



Responsible commitment means doing your job well, but also accepting commitment towards other people.

As **we are all inter-dependent,** we have to realise that our individual commitment affects the degree to which other people work with the same level of commitment. Responsible commitment means enabling commitment from others.

RESPONSIBLE COMMITMENT

# Our impressions

Responsible commitment means always identifying **the most appropriate way** of assisting the company, in its predetermined objectives and challenges.

Today, responsibility has another significance, which goes beyond corporate life: **paying attention to the impact** that we have on the external environment, in everything that we do.



Responsible commitment has to be founded on a **sense of discipline** that begins with each of us and that enables us to organise our work.

Responsible commitment means **acting with our heart** in all our operations, and protecting everything, as if it were **personal property**.



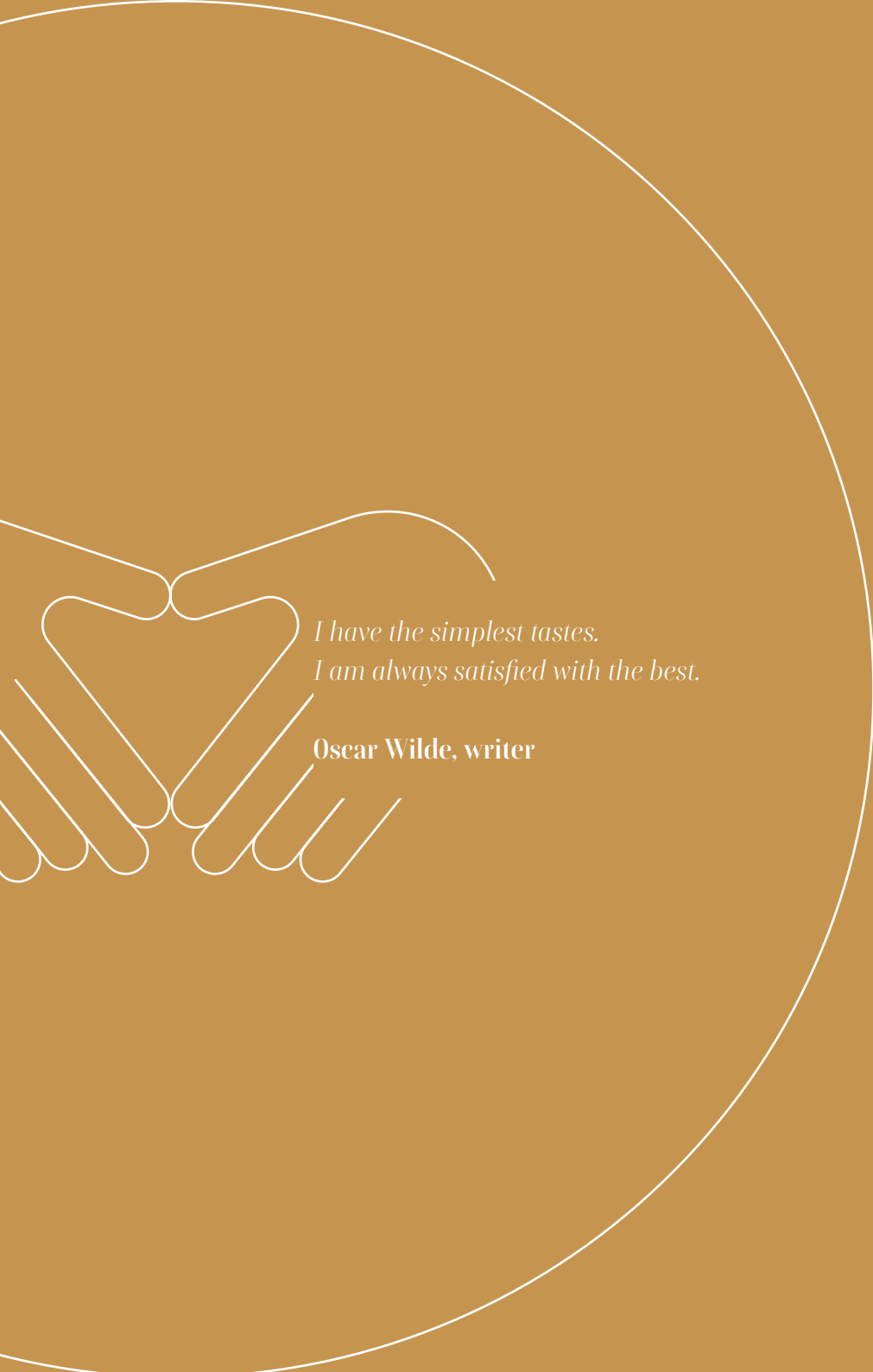




## THE WORKER BEE

**The noble worker bee, indispensable for preserving biodiversity, is a symbol of incessant activity and loyalty to the hive and queen.**

In the same way that the bee transforms pollen into honey, the most valuable foodstuff, we transform a raw material into a product of very high quality. Thinking of the bee's skill in constructing an architectural structure of absolute perfection, the hive, we invite everyone to ensure that we use our hands with great care in every gesture, so that the things that we do become expressions of love.



*I have the simplest tastes.  
I am always satisfied with the best.*

**Oscar Wilde, writer**

## ARTISANAL EXCELLENCE

*A consolidated value*

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Excelling (from the Latin ex-cellere, to push, to move) means standing out from the rest, surpassing the others by means of specific qualities.

**Excellence** is a quality activity that is given form by the value of what is produced, and the care dedicated to attaining it. The artisanal spirit is the method through which the quality of our products is made possible: manual skills, care, knowledge of materials and forms, combined, in a positive way, with creativity and innovation.

There is an ancient link between excellence and virtue: Aristotle considered virtue (aretè) as the capability of performing one's tasks in the best possible way, and so being virtuous means striving for excellence in **every human activity**. For Great Lengths, excellence means "working well", in compliance with the needs of the environment, contributing to the quality of life in the organisation, bringing creativity and a desire for experimentation to each of our projects.

ARTISANAL EXCELLENCE

# Our impressions

**Passion, love, commitment** and determination are essential, otherwise excellence is never attained, above all in our sector, because it is very hard to work with hair.

The constant **quest for quality** is a characteristic that has always hallmarked us.



**Innovation** but also **manual skill**, because that is our strength, the thing that sets us apart from all the other companies in the field.

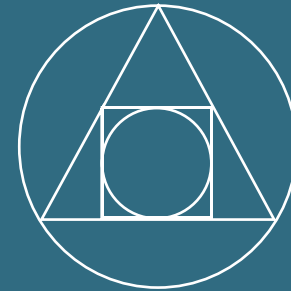
The **commitment** and **enthusiasm** that we have always dedicated to our work should be a constant theme in our company's future



TOTAL  
SHARING



SUSTAINABLE  
INNOVATION



DECLARED  
APPRECIATION

# ASPIRATIONAL VALUES





FLOCKS OF BIRDS

**Against the backdrop of the sky, flock of birds form spectacular choreographies every day.**

Their dynamic manoeuvres are a fascinating example of total sharing, in which every bird turns instantly, together with all the others, performing a model of impeccable, instant communication, based on alignment and cohesion.

## TOTAL SHARING

*A value to which we aspire*

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Etymologically, sharing is “apportioning with others”, “possessing something with others”, which is very close to the most authentic meaning of the term “to communicate”. In an authentic expression of corporate co-participation, not just information is shared, but much more besides: objectives, projects, workspaces, skills, experiences, languages, ideas, symbols, rituals, emotions, states of mind and values.

Sharing, unlike one of its meanings – “apportioning with others” – does not lead to a reduction in one’s own benefits. On the contrary, when things are shared, often their circulation increases their value to the benefit of all those concerned.

In some cases, sharing is spontaneous: with a colleague who shares the office with us, or is part of our workspace. However, very often it is postponed due to urgent business or because it is not considered a priority. In this case, our commitment is to not leave it to chance, but to positively plan for it, training **our skills of sharing**, imagining targeted tools and opportunities, until it becomes second nature, a good habit. Our objective is total sharing, extended to us all.

*If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas.*

**George Bernard Shaw, writer**

TOTAL SHARING

# Our impressions

I am one of those people who always share their opinions, the good things and the less good things, my fears and worries, and likewise my happiness. I nearly always share certain things with other people, even **when they think differently** about them.



Sharing **increases personal experience for everyone** at work. It is a pleasure and also a duty.

I share a lot, as soon as I discover synchronicity. However I have learnt that not everything can be shared, partly due to factors of **protection** but sometimes because of the need **to wait**, in expectation of receiving more reliable information.

I don't share every tiny step that I perform in my work, even though it could be useful to some. It is **difficult to choose** the things that are worth sharing on each occasion.



TOTAL SHARING

# Our impressions

Sharing knowledge of our values enables us to **improve**, day after day, **measuring up** to what values mean and **imply** in our working life.



We wish to increasingly extend sharing to those **partners**, such as our international dealer network, who do not experience our corporate reality from inside, but whose **involvement** is essential for the attainment of satisfactory results for our activities.

This workshop revealed the desire to equip ourselves with new **technological tools**, to expand internal sharing towards characteristics of **transparency**, the **celebration** of results attained, the **challenges** to be faced together and with the shared objective of becoming increasingly sustainable.





THE GOLDEN EAGLE

The golden eagle is one of the most majestic animals: a symbol of strength, magnificence and foresight. Its physical power, its acute vision, its ability to fly at remarkable heights, its uncontaminated habitat at altitudes for which only few life forms are adapted, **spur us on to face every challenge with courage, in order to bring a sustainable future into existence.**

**Lastly the eagle, as an emblem of Ancient Rome, plays a special role in our historical identity.**



## SUSTAINABLE INNOVATION

*A value to which we aspire*

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Invention is the act of creation through which an idea is given tangible form. **“Innovation”** is the process by means of which original creation spreads through society, in the form of new products, services or processes. Developing sensitivity and attention to innovation is fundamental to ensure a company a long and prosperous life.

But this is not enough.

In today’s age, afflicted by environmental and social problems, innovation is not sufficient in itself. It should be performed with a clear view of the objectives, the sense of direction and therefore the benefits, not just corporate but also social, that innovation can bring. Today there is certainly no lack of ideas and new features. Therefore our objective is to concentrate on the good ideas and on **“sustainable”** innovations. We want to return to a utopian outlook towards the future. Using creativity, imagination and a critical approach in order to think of a better future that can be achieved, and to start building it together!

*Act so that the effects of your action are compatible with the permanence of genuine human life on earth.*

**Hans Jonas , filosofo**

SUSTAINABLE INNOVATION

# Our impressions

Our ideal vision for the company is one capable of combining **efficiency** and **organisation** with the **wellness** of people.



I like to compare Great Lengths to a **technological tower**, which alters the landscape without overpowering it, but rather **enhancing** and **enriching** it.

## What do we want to take with us into the future of Great Lengths?

We think that the enthusiasm that we have always had is essential in achieving innovation.

In order to preserve and increase innovation, it is important to maintain the Group's **solidity** and the **sense of belonging**.

SUSTAINABLE INNOVATION

# Our impressions

**If something works, it doesn't mean that it can't be improved.**

Working as a **team** towards the same objective, in the constant **quest for something new**, is the factor that allows us to grow, in pursuit of the ideal of sustainable innovation.



The company is **investing** a great deal into sustainable innovation, because it believes that this is **the winning direction**. We have to fight and remain focused on this, every day. We hope to achieve the expected results.

**Sustainable innovation** is the primary value that will guide our company in the future, in order to keep us **competitive**.






THE FIDDLER CRAB

**The fiddler crab has an unusual feature: one of its claws is so large that it forms about a quarter of its total body weight. It would be as if we had a hand one meter long!**

But in actual fact, what at first sight seems to be a quirk of nature is a fundamental attribute for social interaction and courtship.

The fiddler crab shows that we can reveal our true identity without fear, with our unique characteristics, inviting us to appreciate skills and talent in others, and reminding us of the importance of expressing our appreciation.





Our identity is formed of expressive communications and recognition (...) If we repress our voice and our expressions, if we avoid acknowledging other people, if we hide, or retreat into silence (...) the things that we do are quenched, without any relevance or meaning.

**Davide Sparti, philosopher**

## DECLARED APPRECIATION

*A value to which we aspire*

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We wish to win appreciation for our qualities, our skills and our commitment. This is a universal desire that involves us all, because the **recognition** that we receive provides us with the energy that we use every day to construct our identity.

Workplaces comprise a fundamental opportunity to generate recognition because work represents an important key to our identity. This does not always happen, usually not through ill will, but perhaps just through oversight or lack of time.

We are convinced that recognition, even when it is present, should not remain just a thought, but it **should be declared**. We all wish to hear words of thanks and appreciation. They provide us with motivation and help us to give the best of ourselves in our work.

DECLARED APPRECIATION

# Our impressions

We have put our **heart and soul** into the development of our company, and we have always been appreciated for this.

Our team leader gives us a **sense of fulfilment** when talking to other people about us.



We have **to pause for a moment** and appreciate what we have succeeded in doing.

Our company has decided to grow, and we have to find **time for sharing and appreciating** the important things that we are doing, and the speed at which we are doing them. There are companies where people find opportunities for saying thank you for far smaller things.

DECLARED APPRECIATION

# Our impressions

Appreciation is a **valuable commodity**, and therefore it has to be searched for by each of us, and received in confirmation of our merits.

In order to achieve recognition, first of all you have to become recognisable, **making your voice heard.**



Recognition goes hand in hand with responsibility and **awareness.**

## **Self-recognition**

is also important, finding in oneself the gratification for a job well done. If this never happens, you end up constantly seeking acknowledgement from outside, in order to make up for your lack of self-esteem.



## CONCLUSION

*In actual fact, a beginning*



The declaration of values is an open-ended process, calling for constant care and attention for its implementation.

For this reason, our Charter is the beginning of our path.

*To conclude, in consideration of the shared objective*

## THE PARABLE OF THE STONEMASON

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*Walking through a city, a pilgrim noticed a group of men  
shaping some blocks of stone.*

*“What are you doing?” he asked. “I am earning my living”,  
replied the first, without even lifting his eyes.*

*“I am shaping the block of stone so that it fits perfectly with  
the others”, said the second.*

*“I am building a cathedral”,  
replied the third, and a smile brought his face to life.*

*Great Lengths<sup>®</sup>*

