

SUSTAINABILITY
REPORT

2024





SUSTAINABILITY REPORT

2024

WORLDWIDE

LETTER TO STAKEHOLDERS



***Veronica and
Marco Squinzi***
CEOs

Talking about pillars, values, continuity in these years still marked by profound global transformations may seem contradictory. Yet, remaining steadfast on our sustainability pillar, consistent with our commitment to the planet and people, and continuing our virtuous path toward measuring and improving our environmental performance, we have come to the publication of our ninth Sustainability Report, the third published on a worldwide scope.

In all 59 countries where we are present, we have operated by synergistically and virtuously integrating environmental, social and economic dimensions, interacting with communities and people, to spread the culture of responsible growth that is part of our DNA.

Challenges related to climate change, energy transition, and increasing focus on social responsibility have required concrete, timely, and forward-looking responses that have been translated into concrete actions within corporate strategy and day-to-day activities.

In 2024, we further expanded our Zero Line to 230 products whose residual CO₂ emissions - a total of 300,000 tonnes - were fully offset through the purchase of certified environmental credits to support reforestation and biodiversity protection projects.

This achievement is the result of an ongoing commitment that involves all phases of our business and guides our daily choices, from designing durable, low-impact solutions to promoting an inclusive culture and supporting local communities.

During the year we continued the global plan of installing photovoltaic systems, intervening in the improvement and efficiency of production processes, helping to reduce the climate-changing emissions of our factories:

thanks to these interventions, in 2024 alone we avoided the emission of more than 1,600 tonnes of CO₂ into the atmosphere.

We also continued our journey of calculating Scope 3 indirect GHG emissions, that is, those generated along the value chain, to get an increasingly accurate and detailed picture of the Group's carbon footprint.

In our journey toward sustainability, we see an opportunity to innovate, create value and build a better future. That is why we continue to invest in research and development, collaborating with universities and science centres to offer increasingly high-performance, environmentally friendly and safe solutions for users and applicators.

But to really make a mark, teamwork is key: today we can count on more than 13,000 employees worldwide, who are our greatest strength. We dedicate training, professional development and welfare initiatives to them, promoting a fair, inclusive and meritocratic work environment. The new version of our Code of Ethics, updated in 2024, further reinforces these principles, reaffirming our commitment to respect for human rights, diversity and inclusion.


During 2024, we also launched our first corporate volunteer project: "*Un giorno per gli altri*" ("A Day for Others"). An invitation to our people to allocate a portion of their working time to social initiatives promoted by local charities, giving value back to the community.

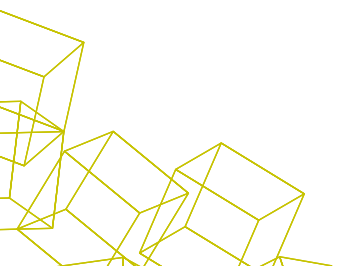
We also named our commitment to preserving and promoting Italian and international architectural heritage: "*Mapei per la cultura*" ("Mapei for Culture"). A project that has seen us support important cultural institutions and contribute to the restoration of a monument that belongs to all humanity: the Notre-Dame Cathedral.

At Mapei, we are familiar with the values that culture and sports convey: passion, tenacity, and commitment to keep growing and improving. Sharing these principles, values and goals has led us to intertwine our story with that of so many around the world, becoming active supporters of initiatives, athletes, teams of all levels, to grow together.

And it was from sports that we learned that when you have a great team, a lot of passion, a lot of ideas and technology to implement them, there is no limit to plans for the future.

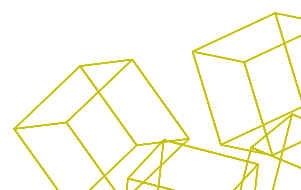
Veronica and Marco Squinzi





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SUSTAINABILITY FIGURES

All figures refer to worldwide scope

approx.
4,118



MILLION EUROS
DISTRIBUTED TO
STAKEHOLDERS IN 2024

approx.
75



MILLION EUROS
SPENT ON
R&D¹ IN 2024



59,639

HOURS OF
TECHNICAL TRAINING

approx.
332,000

PARTICIPANTS
IN 2024



230 PRODUCTS
OFFSET THROUGH
THE PURCHASE OF
CERTIFIED CREDITS



FOR A TOTAL OF
TONNES OF CO₂

300,000



approx.
1,666

TONNES OF CO₂
AVOIDED THROUGH.
THE INSTALLATION OF
PHOTOVOLTAIC SYSTEMS

¹ The figure includes costs charged to all Mapei Group companies.



93%

PURCHASED PRODUCTS (IN WEIGHT) FROM LOCAL SUPPLIERS² IN 2024



12,951

EMPLOYEES IN 2024³



20%

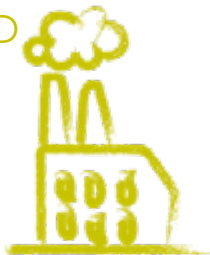
HIRING RATE IN 2024



14%

TERMINATION RATE IN 2024

56 PLANTS GLOBALLY CERTIFIED ACCORDING TO THE ISO 45001 STANDARD



92% OF EMPLOYEES WITH PERMANENT CONTRACTS




more than **272,000** HOURS OF TOTAL TRAINING TO EMPLOYEES (APPROX. 21 HOURS PER CAPITA)

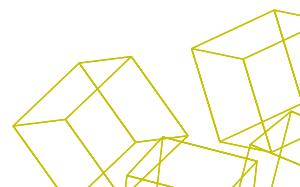


approx. 39.8 MILLION EUROS AS CONTRIBUTION TO SPORTS, CULTURAL AND SOCIAL INITIATIVES⁴

2 Local suppliers are defined as suppliers located in the same geographical area as the relevant subsidiaries: Italy, Africa, Latin America, Asia, Western Europe, Eastern Europe, the Middle East, North America, and Oceania.

3 It should be noted that this number differs from the number published in the 2024 Consolidated Financial Statements (13,252) as these are values in headcount instead of FTE and do not include temporary workers.

4 It should be noted that the value reported here includes €23.5 million allocated by Mapei Group companies to U.S. Sassuolo Calcio for its activities.



1 | MAPEI FORMULA

Responsible growth.



WESTIN BEAR MOUNTAIN RESORT AND SPA - VICTORIA

THE KEY FORMULA OF AN INTERNATIONAL GROUP

The Mapei Group in the world in 2024

98⁵

SUBSIDIARIES IN
59 DIFFERENT COUNTRIES

39

RESEARCH CENTRES
IN THE WORLD

4.4

BILLION EUROS
CONSOLIDATED SALES AS
OF DECEMBER 31, 2024

106⁶

PRODUCTION PLANTS IN 42
DIFFERENT COUNTRIES IN
ALL 5 CONTINENTS

OVER
13,200⁷

EMPLOYEES

⁵ Of which 2 are non-operational.

⁶ Of which 1 is non-operational.

⁷ It should be noted that this number is the one published in the 2024 Consolidated Financial Statement and differs from the one reported in this Sustainability Report (12,951), which considers headcount instead of FTEs and does not include temporary workers.



Our History

Mapei S.p.A. (hereinafter also referred to as "Parent Company"), an acronym for "Materiali Ausiliari Per l'Edilizia e l'Industria," was founded in **1937** by Rodolfo Squinzi on the outskirts of Milan as a manufacturer of protective paints and materials for floor and wall coverings. Over the years, thanks to a strategy aimed at **internationalisation** and **specialisation**, the Company has grown to become a multinational leader in the construction chemicals sector, an excellence of Made in Italy with a commercial and production presence on five continents and over **twenty product lines** offered on the market.

Veronica and Marco Squinzi, who represent the third generation of the family at the helm of Mapei, now lead a Group that includes **15 globally recognised brands**: these, together with constant efforts in **research and development** and the goal of operating in a **sustainable** way, enable the Company to stand out in the market and offer its customers a comprehensive range of innovative solutions.





Internationalisation, specialisation, research and development and **sustainability** constitute the four pillars on which the Group's strategy rests and which have enabled it to consolidate its reputation, making it a key player in projects with high architectural and symbolic value: among the major interventions around the world in which Mapei has provided its know-how are the renovation of historic buildings such as the **Guggenheim** Museum in New York, **Casa Batllò** in Barcelona, the **Teatro alla Scala** in Milan, the **Colosseum** in Rome and the **Notre-Dame** Cathedral in Paris, but also the construction of revolutionary infrastructural works, such as the **Panama Canal**, the **Metro** in Riyadh, and the new **San Giorgio bridge** in Genoa. For more details on the strategy and business model of the Group, see *Chapter 1.2. Strategy and business model*.



MAPEI FORMULA

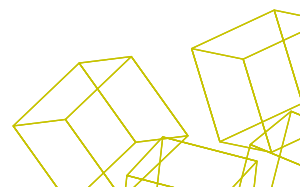
The Group's international expansion process continued in 2024, when Mapei completed new acquisitions in Saudi Arabia, Chile, and Bahrain; the scope of consolidation for this Sustainability Report is the same as that

used for the financial statements (with the exceptions noted below), and within this document, this overall scope is referred to through the words "Mapei," "Group," or "Mapei Group."





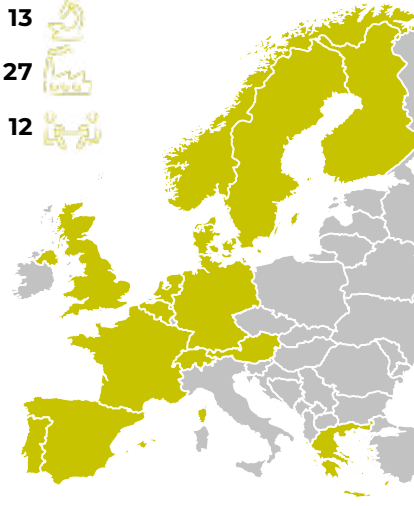









2008	2013	2020	2024
Polyglass USA Inc	Mapei Srb Doo	Mapei Marine	Polyglass Nederlands BV
U.S. Sassuolo Calcio Srl	Mapei Brasil Constructions Materials		Bituminous Products Limited
Polyglass Spa	Mapei Yapi Kimyasallari In aat Sanayi ve Ticaret	2021	MapeiChile Spa
Polyglass GB Ltd		MBP (NZ) Ltd	KingdomOil Company
Mapei Croatia Doo	2014	Mapei Building Materials Technology Co. Ltd	Lectros International Limited
	Mapei Doha Llc	Eurosyntec Snc	Bitumat LLC
2009	Kazakhstan Representative Office	Resipoly Chrysor Sas	Wecal*
Mosaico+ Srl	General Resources Tecnology Corp	2022	Wykamol
Mapefin Austria GmbH	Mapei Stadium Srl	Profilpas Spa	
Mapei Bulgaria Eood	2015	Immobiliare Emme Srl	
Mapei Nederland Bv	PT Mapei Indonesia Construction Products	Scott 1937 Srl	
Mapei South Africa Pty Ltd	Mapei Costa Rica	Profilpas France Sarl	
Vaga Societa Agricola Ss	2017	Profilpas Russia Llc	
	Mapei Egypt for Construction Chemicals	Profilpas Espana Slu*	
2010	Mapei Colombia	Profilpas Polska Spzoo*	
Mapei De Mexico sa	2018	Profilpas Portugal*	
Mapei Korea Ltd	Fili e Forme Srl	Profilpas Czech Sro*	
Mapei Denmark As	Kenya Mapei East Africa Ltd.	Profilpas Deutschland GmbH*	
	Tecnopol Sistemas	Profilpas Middle East Building Materials Llc*	
2011		Mapei Saudia Llc	
Mapei Construction Products India pvt ltd			
Mapei Construction Panama SA			

*Merged in Mapei companies in their respective countries.



MAPEI FORMULA

ITALY	WESTERN EUROPE	EASTERN EUROPE
 8  12  6 	 13  27  12 	 1  11  9 
Adesital Spa	Eurosyntec Snc	Gorka Cement Spzoo
Cercol Spa	Lectros International Limited *	Mapei Bulgaria Eood
Immobiliare Emme Srl	Mapefin Austria Gmbh	Mapei Croatia Doo
Mapei Marine Srl	Mapefin Deutschland Gmbh	Mapei Doo
Mapei Spa	Mapei Ab	Mapei Kft
Mapei Stadium Srl	Mapei As	Mapei Polska Spzoo
Polyglass Spa	Mapei Benelux Sa	Mapei Romania Srl
Profilpas Spa	Mapei Denmark As	Mapei Sk Sro
Scott 1937 Srl	Mapei France Sa	Mapei Srbija Doo
U.S. Sassuolo Calcio Srl	Mapei Gmbh (A)	Mapei Sro
Vaga Srl	Mapei Gmbh (D)	Mapei Ukraina Llc
Vaga Società Agricola Ss	Mapei Hellas Sa	Mapei Yapi Kimyasallari Ins. San. Ve Tic. As
Vinavil Spa	Mapei Nederland Bv	Sopro Hungaria Kft
	Mapei Oy	Sopro Polska Spzoo
	Mapei Portugal Sa	
	Mapei Spain Sau	
	Mapei Suisse Sa	
	Mapei UK Ltd	
	Polyglass Nederlands Bv **	
	Profilpas France Sarl	
	Rasco Bitumenteknik Gmbh	
	Resconsult As	
	Sopro Bauchemie Gmbh (A)	
	Sopro Bauchemie Gmbh (D)	
	Sopro Nederland Bv	
	Tecnopol de Sistemas SLU	
	Wykamol *	



Research centres



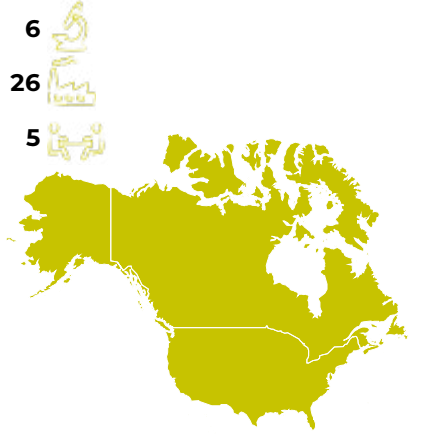

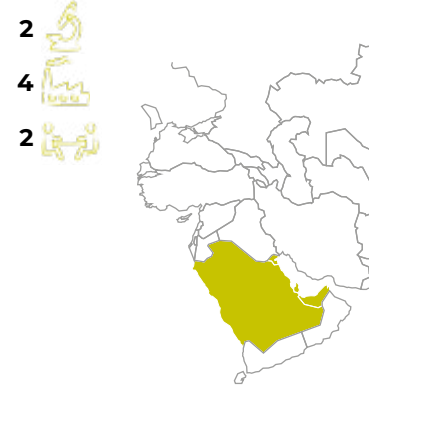
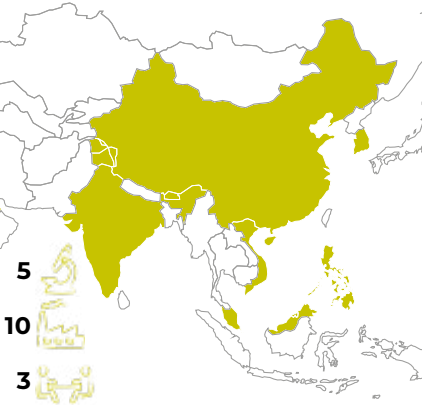

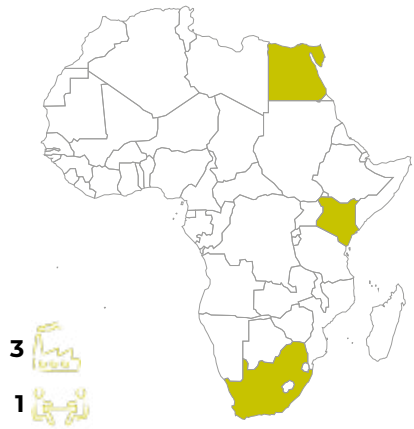
Manufacturing plants



Commercial and service companies

* The Company is included in the scope of this Report with regard to economic and financial data, however, it is excluded from the reporting of environmental and social data, as it is consolidated in the second half of 2024.

** Note that during the reporting year it incorporated Weecal Isolatie Techniek BV, which was acquired in 2024.

NORTH AMERICA	LATIN AMERICA	MIDDLE EAST
		
4307721 Canada Inc	Mapei Argentina Sa	Bitumat LLC
Gorka Cement US Corp	Mapei Brasil Construction MaterialsLtda	Bituminous Products Limited Company
Mapei Caribe	Mapei Chile Spa	Kingdom Oil Company
Mapei Corp	Mapei Colombia Sas	Mapei Construction Chemicals LLC
Mapei Dominicana Srl	Mapei Conctruction Chemicals Panama Sa	Mapei Doha Llc
Mapei Inc	Mapei Costa Rica Sa	<div style="text-align: center;">ASIA</div> 
Polyglass Usa Inc	Mapei Mexico Sa de Cv	
Vinavil Americas Corporation	Mapei Perù Sac	
Vinavil Americas Inc	Mapei Venezuela Ca	
OCEANIA	AFRICA	Mapei Building Materials Technology Co. Ltd (Zhejiang)
		Mapei China Ltd
Mapei Australia Pty Ltd	Mapei East Africa Limited	Mapei Construction Materials Company Ltd (Guangzhou)
Mapei New Zealand Ltd ***	Mapei Egypt for Constr. Chemicals Sae	Mapei Construction Products India Ltd
MBP (NZ) Ltd	Mapei South Africa Pty Ltd	Mapei Far East Pte Ltd
	Vinavil Egypt for Chemicals Sae	Mapei Indonesia Construction Products Pt
		Mapei Indonesia Construction Solutions Pt
		Mapei Korea Ltd
		Mapei Malaysia Sdn Bhd
		Mapei Philippines Inc
		Mapei Vietnam Ltd

*** The Company is included in the scope of this Report with regard to economic and financial data; however, it is excluded from the reporting of environmental and social data, as it was put into liquidation in May 2021.



1.1 Mapei governance system

The Mapei Group is controlled by a stable, family-led shareholder base, which presides over and constitutes the **Board of Directors (BoD)** of Mapei S.p.A., a body that together with the **Shareholders' Meeting** and the **Board of Statutory Auditors** composes the governance structure of the Parent Company. Members of the governing bodies are selected on the basis of their skills and experience, with particular attention to potential conflicts of interest and with the aim of ensuring equal opportunity, without discrimination of any kind. The Parent Company's Board of Directors, which meets periodically and is responsible for approving organisational strategies and developing management policy, it currently consists of four members, three of whom are women and one man: CEOs Veronica and Marco Squinzi, Chairman Laura Squinzi, and Board Member Simona Giorgetta, all of whom possess established skills and many years of experience in the business sector of Mapei.

The Board of Statutory Auditors, appointed by the Shareholders' Meeting of Mapei S.p.A., plays a supervisory role and is responsible for overseeing compliance with the principles of proper administration of both the Parent Company and its subsidiaries, each of which has its own Board of Directors or Sole Director. The top management is supported by the **management of the Parent Company** in the operational management of processes and in the supervision of the activities of the subsidiaries; in the Boards of Directors of the subsidiaries, the shareholders of Mapei S.p.A. are instead often supported by the local **General Managers** to ensure active involvement and clear ownership in strategic and operational decisions.

In dealing with sustainability issues, members of the governing bodies are supported by a heterogeneous **Working Group** consisting of top management and corporate functions, who collaborate in the preparation of this Sustainability Report according to their respective areas of expertise.

The Internal Control and Risk Management System (ICRMS)

The set of rules, procedures and organisational structures designed to identify, manage and monitor business risks constitutes the **Internal Control and Risk Management System (ICRMS)**, a pivotal tool for ensuring that activities are carried out in accordance with the values formalised in the Group's Code of Ethics and the provisions of the corporate policies (for detailed information on the Group's Code of Ethics and business conduct practices, see *Chapter 4 - Ethics and Responsibilities. Culture and business conduct*).

The operation of ICRMS is structured on three levels of control:

1. Line controls, inherent in operational processes;
2. Management and monitoring of typical business risks, such as operational, financial, security risks, etc;
3. Support, advice and independent assurance on the adequacy of the design and operation of the ICRMS as a whole.

The latter falls under the responsibility of the **Corporate Internal Audit** function, which also has the task of analysing and monitoring the ICRMS to assess its adequacy in terms of effectiveness and efficiency by



carrying out activities, analyses and audits on Group Companies; the function, which is autonomous and independent, reports directly to top management and interacts with the management of the Parent Company and the control bodies. In carrying out its duties, it follows its own **Code of Conduct**, defined according to the principles of the Institute of Internal Auditors.

Transparent communication

The Mapei Group adopts multiple channels to ensure direct and rapid communication with all its stakeholders, mainly through the annual publication of the Consolidated Financial Statements and Sustainability Report but also through its **website, social network, Mapei App** and **advertising campaigns** on major media channels. In addition, Mapei publishes a monthly **newsletter** and "**Realtà Mapei**", the magazine that has been used as a corporate communication tool since 1991 also in an English version (Realtà Mapei International) and in 14 local editions, so as to meet the needs of a global audience. To make corporate storytelling more complete and current, since 2023 the magazine has also been digital with **Realtà Mapei Magazine**, available at Mapei.it on all digital devices.

In all the information flows the Group has to the outside world, transparency in its communications plays a crucial role. To demonstrate this, Mapei makes available on its website:

- **Technical Data Sheets:** they provide detailed information on products, such as composition, methods of use, applications, drying times and performance, and are essential tools for building professionals who need to understand how to use products effectively;

- **Safety Data Sheets:** they contain information on the risks associated with Mapei products and include details on potential hazards, safety measures, emergency procedures, and storage and disposal methods, ensuring operator safety and environmental protection;
- **Declarations of Performance:** they attest how Mapei products meet specific standards and performance requirements by providing information on characteristics such as strength and durability, ensuring that the materials used meet the quality and safety standards required in the construction industry;
- **Environmental Product Declarations (EPDs):** they describe the environmental effects associated with production processes through specific indicators, such as the Global Warming Potential (GWP)⁸, expressed in quantities of CO₂ (for further details refer to *Chapter 2.5 - Circular economy*).

The Group's communication strategy, devoted not only to transparency but also to the continuous updating of the information shared, also includes membership in multiple **Trade Associations** and national and international bodies. Active participation in initiatives and working tables makes it possible to maintain a lively dialogue with stakeholders and provide constant input to the chemical and construction sectors.

⁸ Global warming potential of a greenhouse gas compared to that of CO₂, characterised by a GWP of 1.

GWP represents a measure of the amount of energy that the emissions of one tonne of a greenhouse gas absorb in a given time interval compared to the emissions of one tonne of CO₂.

MAPEI AND THE MAIN ASSOCIATIONS

CONFINDUSTRIA		Voluntary association system representing companies producing goods and/or services in Italy. Giorgio Squinzi served as its president from 2012 to 2016.
FEDERCHIMICA		Italian National Federation of the Chemical Industry. Giorgio Squinzi was its president from 1997 to 2003 and from 2005 to 2011. Marco Squinzi currently is a member the President's Council.
ASSOLOMBARDA		Association of companies operating in the Metropolitan City of Milan and the provinces of Lodi, Monza and Brianza, Pavia. Veronica Squinzi is currently vice president in charge of internationalisation and Europe.
EU FEDERATION OF CONCRETE ADMIXTURES ASSOCIATIONS		Partnership established in 1984 by the union of 13 Associations to represent concrete admixture and product manufacturers at the European level.
THE COUNCIL OF NORTH AMERICA		Leader in North America in developing criteria for the tile industry for health and safety, sustainability, and dozens of quality and consumer protection standards. In 2022, Giorgio Squinzi was awarded Tile Person of the Year, sponsored by TCNA.
ASSOCIATION OF THE EUROPEAN ADHESIVE & SEALANT INDUSTRY		International association representing the adhesives and sealants industry at the European level and working with major stakeholders in order to create an economically and legislatively beneficial environment.
GREEN BUILDING COUNCIL		Non-profit association whose members include companies, associations and professional communities operating in the sustainable building sector. Mapei has a presence in this organisation in several countries including Italy and the United States.
CONSEIL EUROPÉEN DES FÉDÉRATIONS DE L'INDUSTRIE CHIMIQUE		Founded in 1959, it represents large, medium and small chemical companies in Europe by interacting on behalf of its members with institutions, non-governmental organisations and international media.
EUROPEAN FEDERATION FOR CONSTRUCTION CHEMICALS (EFCC)		Federation representing construction chemical companies (both manufacturers of raw materials for construction chemicals and formulators of construction chemicals) and associations in Europe.
P+Ex		Non-profit organisation of excellence focused on preserving and extending the useful life of concrete structures.



1.2 Strategy and business model

The Group's leading role in the construction chemicals industry consolidated over the decades has leveraged the setting up of an **integrated** and highly **specialised system**, which starts from the careful selection of **strategic raw materials** and ends in the offering of **over 7,700 products and solutions**.

This business model is made successful by a **global**, broad and differentiated portfolio of subsidiaries through which high-quality products are offered, and by the numerous **research and development** (hereafter also R&D) centres, which study the development of innovative, durable and **sustainable** solutions.

 <p>SPECIALISATION</p> <p>The Mapei Group offers specific solutions and systems to meet every need in the construction world. The quality and specialisation of the product lines, together with the support and expertise of Mapei people, make it possible to solve the main problems of construction.</p>	 <p>INTERNATIONALISATION</p> <p>With its eyes always open to the world, the Group has reached all five continents, an internationalisation strategy that has led it to responsible growth as it meets market and local demands and contributes to the development of local communities.</p>
 <p>RESEARCH AND DEVELOPMENT</p> <p>The road to innovation is through research. All over the world, the Group's laboratories, coordinated by the Corporate Research Centre in Milan, study cutting-edge, durable and high-quality solutions, devoting maximum attention to the impact on the environment and the health of users.</p>	 <p>SUSTAINABILITY</p> <p>For Mapei, sustainability is a duty to people and the planet, a commitment to future generations. A way of being and acting that translates into durability of projects, innovation of solutions, health of operators and living well-being.</p>

The supply chain

Where necessary, the **integrated** Mapei **supply chain** is complemented by a dense network of suppliers distributed all over the world, who are hired with a preference for **local sourcing**: with this approach, the Group aims to promote the creation of value for the surrounding area and facilitate any need for timely and efficient intervention, limiting costs and environmental impact as much as possible.

In continuity with the previous year, 2024 again saw no particular critical issues in

the raw materials procurement process: compared to recent periods marked first by the pandemic and then by the geopolitical situation in Ukraine, during the year the only issue that slowed down logistics inflows at times was the decline in ship traffic through the Suez Canal, which forced suppliers to opt for alternative and longer routes.

However, this obstacle has not prevented the Group from ensuring the continuity of purchases, which stood at around **5 million tonnes** (with a 4% growth over 2023), consisting mainly of raw materials needed for formulation development (about 92% of

the total, including cements, resins, and sands); the remainder consists of finished purchase products (5%) and materials for packaging (3%).

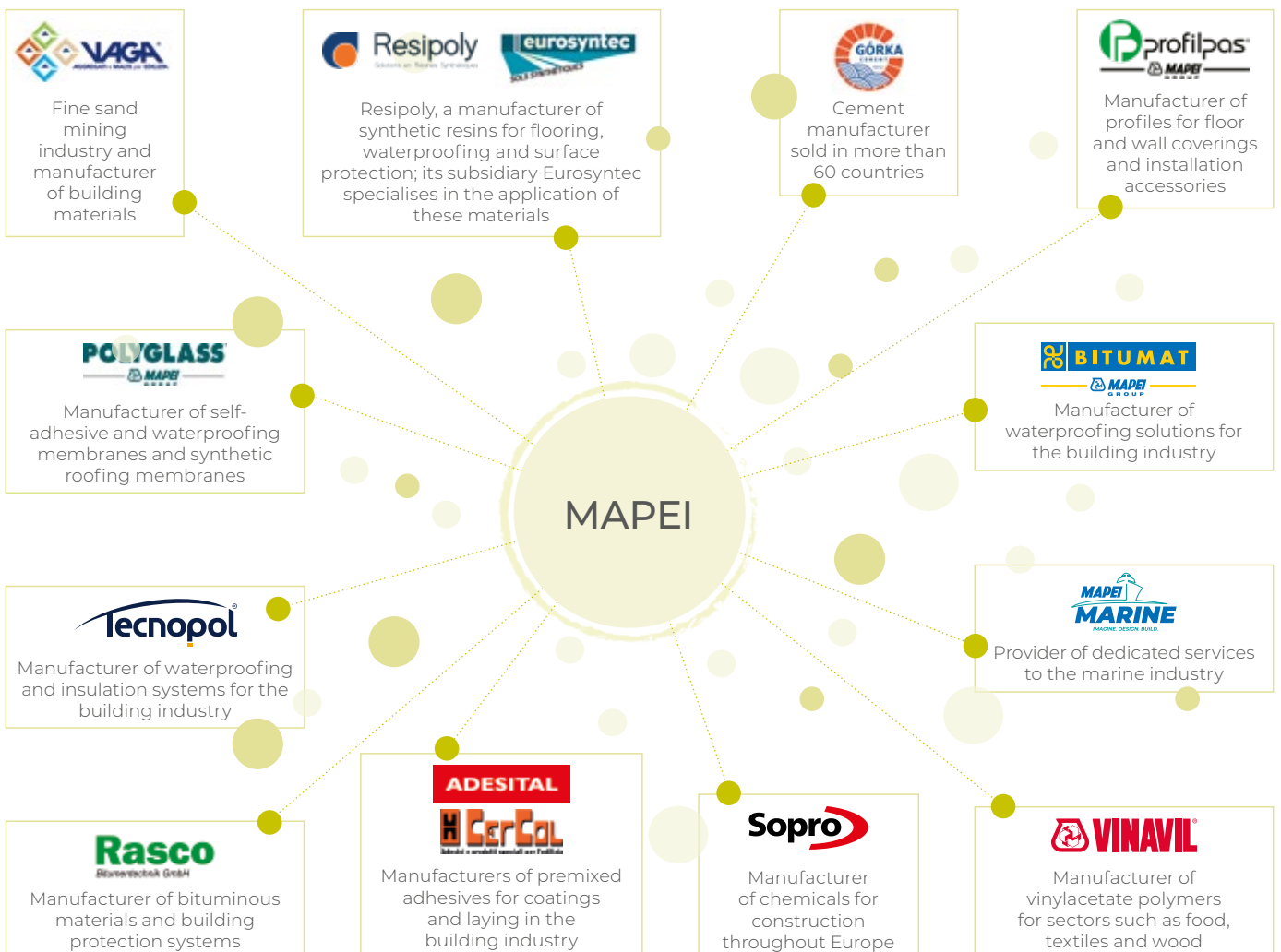
A quality production process

In its portfolio, Mapei can boast a complete range of products and technologies for construction that can meet the different needs of operators and intervene in all types of sectors of the **building industry**. Each of the fifteen brands in the Mapei family contributes diverse products, ranging from tile adhesives and sealants, designed to

ensure durable and resilient installation, to waterproofing products, essential for protecting structures from moisture and infiltration.

These are joined by solutions for structural strengthening, such as carbon fibres and composite materials, admixtures for concrete, which optimise its performance by making it stronger and more workable, as well as products for cleaning and maintenance of surfaces, sports flooring, wooden flooring, and thermal and acoustic insulation systems.

To ensure the high quality level of its production process at all times, over the years the Group has adopted and certified fundamental management systems in the field of quality



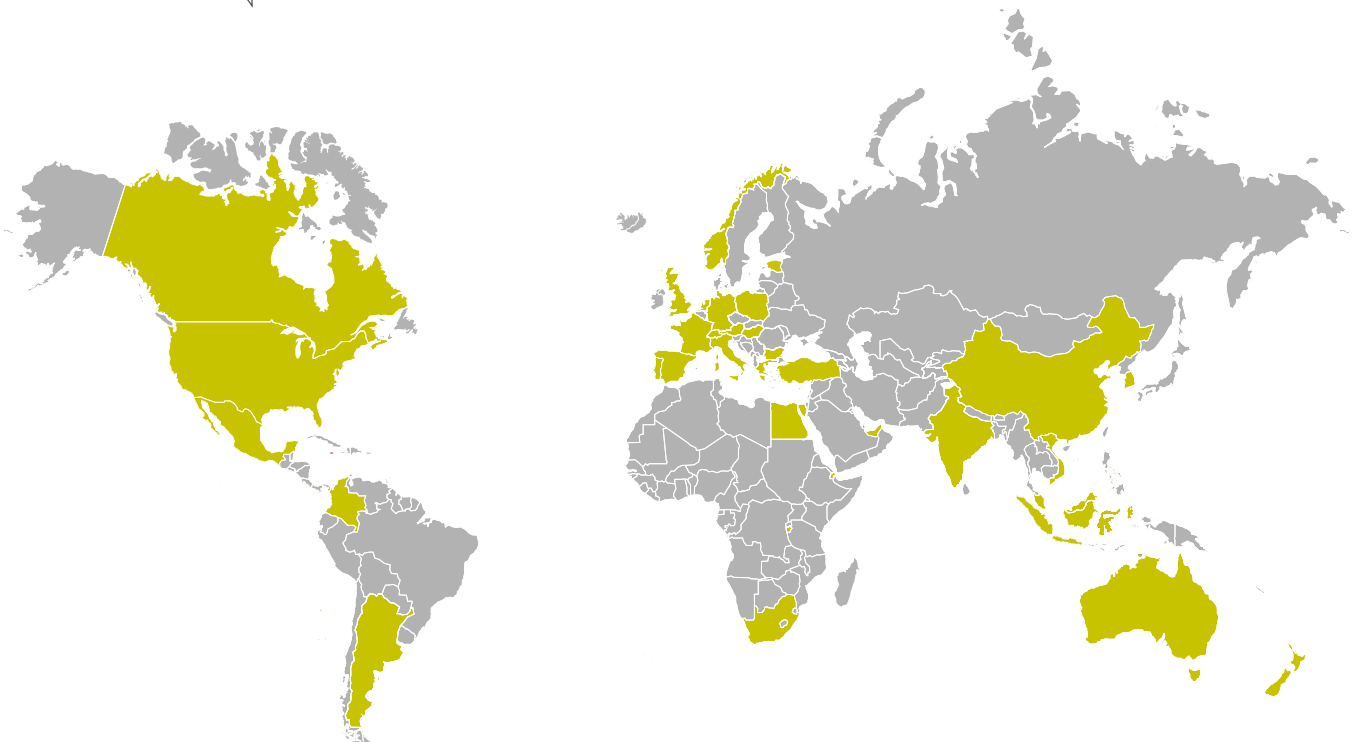
(ISO 9001); the task of coordinating and supporting globally the subsidiaries in the implementation of management systems and improvement of business processes is headed by the Corporate Quality Management function, which during 2024 continued the visits and audits at production plants, warehouses and offices confirming the goal of extending certification to additional sites and maintaining those already achieved. Moreover, the extension of ISO 9001 to new sites is preparatory to the achievement of ISO 14001 and 45001 certification for all of the Group's operating sites, a project in which the function itself is participating in collaboration with the HSE Corporate function. In 2024, the digitisation of key business processes continued, through the implementation of software and IT tools aimed at streamlining activities and standardising processes.

To date, there are **52** Group companies with ISO 9001 certification, with the majority located in Western and Eastern Europe (24) and the remainder in Italy (8), North and Latin America (7) and Asia, Australia and Africa (13 in total).

During the year, the certification process was completed by **Mapei Corp** (USA)'s Wildwood and Calhoun sites and Speke (**Mapei UK**), Kosi (**Mapei India**) and Chu Lai (**Mapei Vietnam**), joined by the extension of Kutno (**Mapei Polska**) and the acquisition of Bitumat, for a total of 80 certified plants by the end of 2024.

On the other hand, the implementation of the Quality Management System in the new Modugno site of **Mapei S.p.A.**, in **Mapei Saudia**, in the new plants in **North America** (Houston), **Latin America** (Bogotá) and in the new subsidiary **Profilpas** is underway.

Geographical representation of ISO 9001 certifications

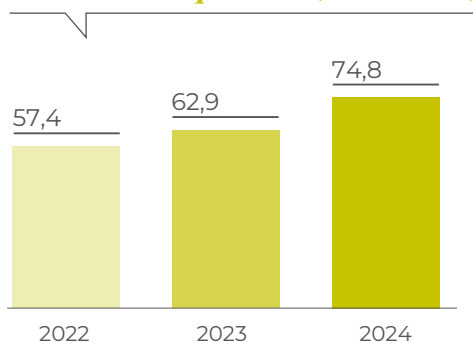


Research and development activities

Another winning element of Mapei's strategy and business model is its **research and development** centres, which through their activities enable the Group to offer highly **innovative** solutions. In order to stand out in the marketplace, it is indeed essential to know how to anticipate needs, developing products that are not simply more **performing** but also **safe** for users and **sustainable** from an environmental point of view: in this context, innovation represents an ongoing process that drives both the development of new products and the improvement of existing ones. Scientific research is therefore an essential element for Mapei, which constantly invests in R&D activities to ensure a cutting-edge offering capable of responding to the environmental, technological and regulatory **challenges** of the building industry.

These activities are carried out by professionals active in **39 specialised research centres** spread all over the world and coordinated by the Corporate Research Centre in Milan. Thanks to the significant portion of Company resources invested in this area, amounting to **€74.8 million in 2024⁹**, it was possible to develop almost **5,400 formulations** and qualify more than **750 raw materials** during the year.

Investment in Research and Development (million €)



⁹The amount spent covers the cost of all R&D personnel, external consultants, depreciation costs of laboratory equipment and the cost of materials used in the laboratories.



39 Mapei research centres around the world

ITALY

- Milan - Italy
- Cadoneghe - Italy
- Costa de Nobili - Italy
- Fiorano Modenese - Italy
- Ponte di Piave - Italy
- Sassuolo - Italy
- San Cesario sul Panaro - Italy
- Villadossola - Italy

WESTERN EUROPE

- Feldbach - Austria
- Langenwang - Austria
- Sagstua - Norway
- Paris - France
- Saint Alban - France
- Villeneuve le Roy - France
- Augustdorf - Germany
- Wiesbaden - Germany
- Burnley - United Kingdom
- Speke - United Kingdom
- Amposta - Spain
- Barcellona - Spain
- Sorens - Switzerland

EASTERN EUROPE

- Trzebinia - Poland

NORTH AMERICA

- Laval - Canada
- Dalton - United States
- Deerfield Beach 1 - United States
- Deerfield Beach 2 - United States
- Garland - United States
- Eagan - United States

LATIN AMERICA

- Buenos Aires - Argentina
- Medellin - Colombia
- Zimapan - Mexico

MIDDLE EAST

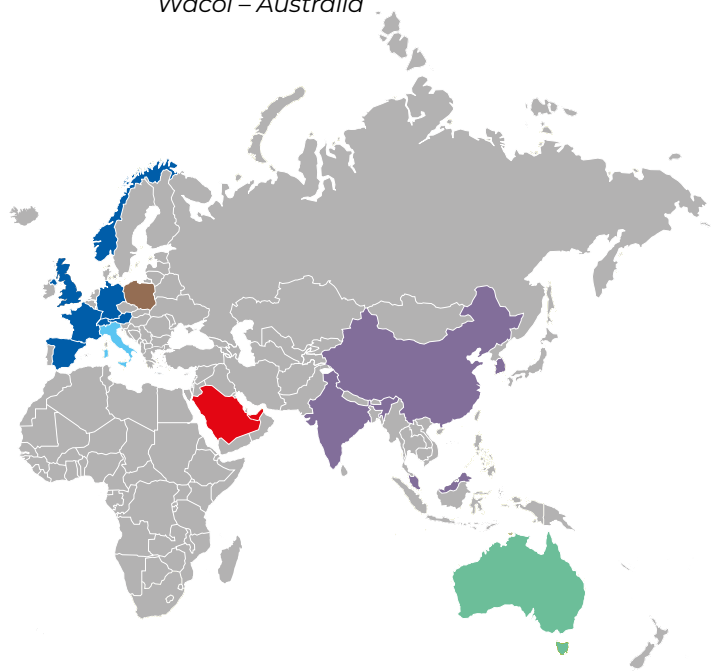
- Damman - Saudi Arabia
- Dubai - United Arab Emirates

ASIA

- Guangzhou Canton - China
- Cheonan - Korea
- Baroda - India
- Rawang Nilai - Malaysia
- Singapore - Singapore

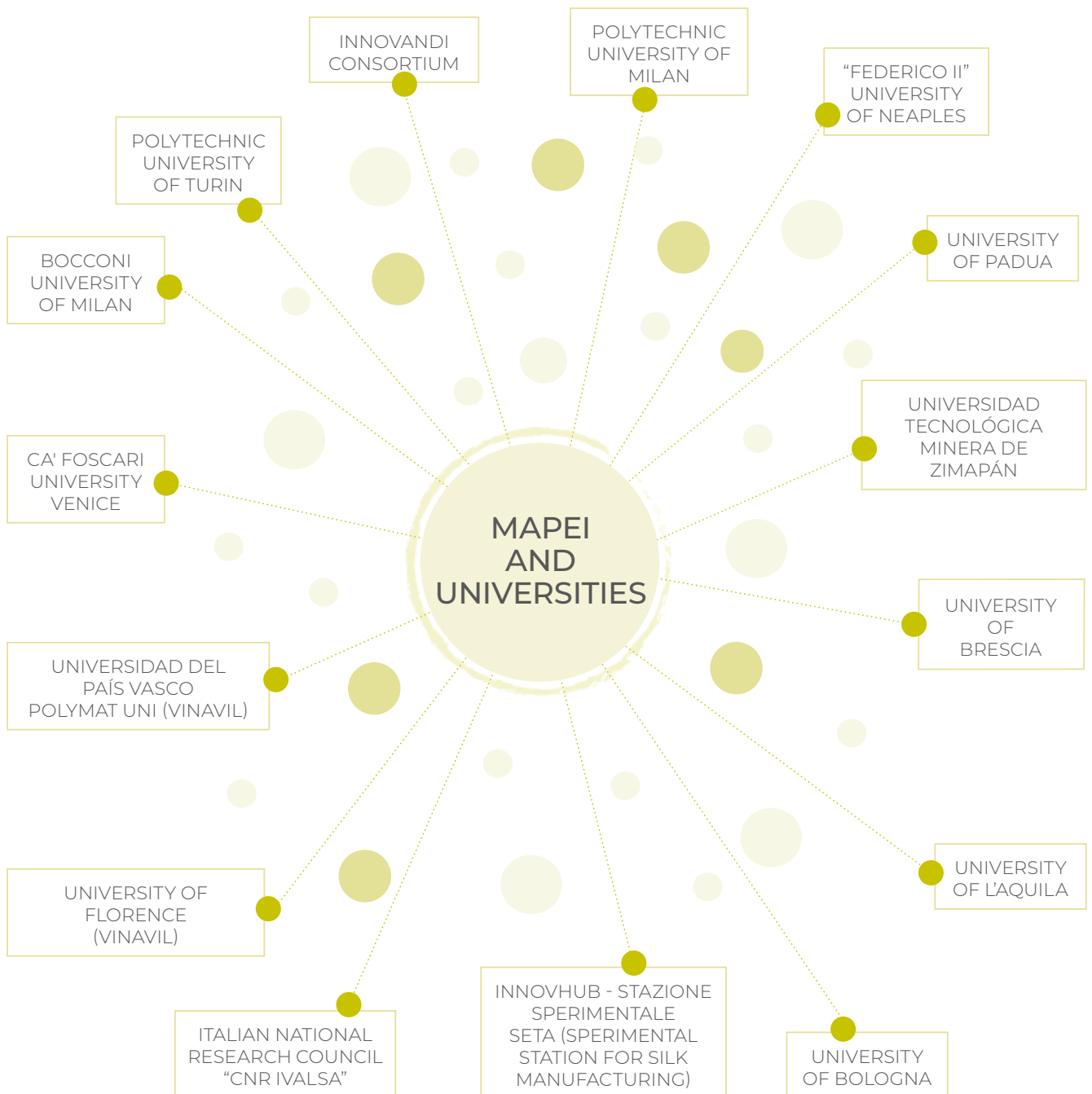
OCEANIA

- Wacol - Australia



In the area of research, equally relevant are the numerous collaborations established and cultivated over time with the scientific community, to which Mapei provides support through various activities and initiatives: during 2024, the Group disbursed a total of approximately €316,012 to universities and research institutes worldwide.

These partnerships have enabled the development of modern technologies, such as concrete admixtures with reduced environmental impact, secondary raw materials to replace virgin material, and new solutions for reusing products that have reached their end of life.



As anticipated, special attention in R&D activities and in collaborations with academia and science is paid to aspects of **product sustainability**, an increasingly relevant element in the Group's development strategy and one that contributes to strengthening the Company's soundness and competitiveness in the market. It is precisely with this in mind that Mapei develops products and solutions that take into account not only the safety of users and applicators, but also the **environmental** dimension, consistent with the expectations of stakeholders and the evolution of the regulatory and market environment. Also leveraging the know-how acquired on the most complex and globally relevant construction sites, the Group makes its contribution to **sustainable construction** by focusing on making **durable** products that contribute to **reducing the energy consumption** of buildings and **emissions of harmful substances**. In this regard, solutions such as radiant flooring, exterior insulation systems, and high solar reflectance coatings such as, for example, cool roofs, which help to improve summer environmental conditions and reduce the heat island effect, stand out. Mapei is also dedicated to the safety of living spaces, offering products for acoustic insulation and fire protection, as well as proposing solutions that meet international protocols for sustainable building certification, such as **BREEAM**¹⁰, **LEED**¹¹, **WELL**¹² and **CAM**¹³ through which it is possible to classify and certify a building according to increasing levels of sustainability of the construction or indoor designed environment.

End customers

The breadth and specialisation of Mapei's offerings find full expression in the variety of markets served and the diversification of customers. The Group's ability to develop technical solutions suitable for different application contexts translates into a widespread presence in numerous sectors of construction, both traditional and specialised. In this scenario, understanding the composition and needs of one's customers is a key element in ensuring a targeted, effective and evolving offering.

Specifically, the customers served by the Group can be divided into two macro categories:

- **direct customers**, i.e., retailers of building materials, ceramic, resilient and wood coatings, as well as construction companies, pre-packers and prefabricators of concrete products, cement factories, and industrial and construction companies specialising in large-scale construction;
- **indirect customers**, which instead include applicators and construction companies that purchase products from retailers for use in their business, users (owners or users of the asset) who commission the execution of the work by requesting Mapei products, and designers, who define the methods of intervention and provide in the specifications the products to be used.

¹⁰ Building Research Establishment Environmental Assessment Method.

¹¹ Leadership in Energy and Environmental Design.

¹² WELL Building Standard.

¹³ Minimum Environmental Criteria.

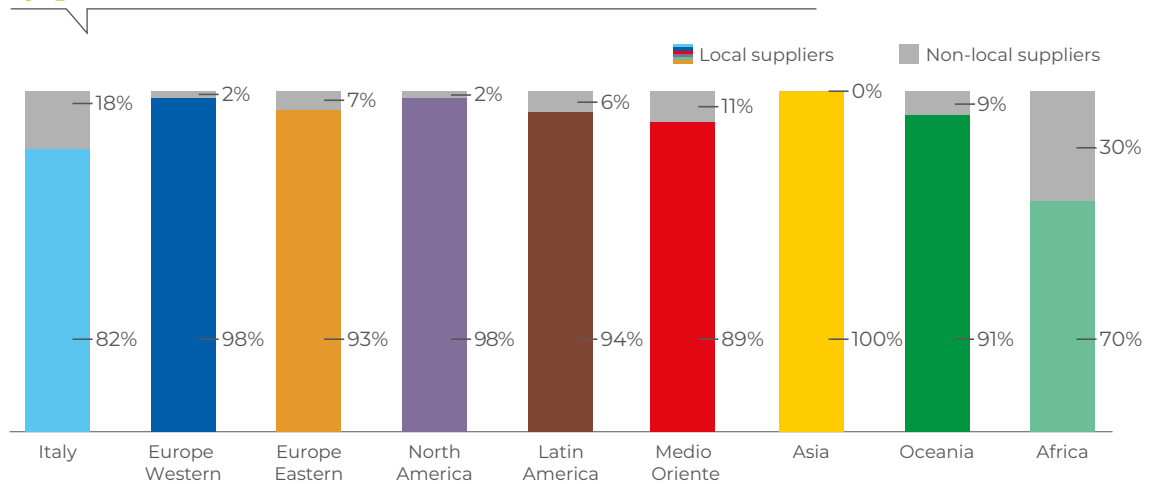
KPI Tables

Confirming the Group's focus on local sourcing, in 2024 the proportion spent on **local suppliers**¹⁴ is 77%, in line with the previous two-year period (77% also in 2023 and 73% in 2022); this proportion is even higher when

considering purchases in terms of **weight**, standing at 93%, also in line with what was recorded in 2023 (94%) and 2022 (93%).

Specifically, at the individual region level, the volume shares of purchases result in the percentages shown in the following graph:

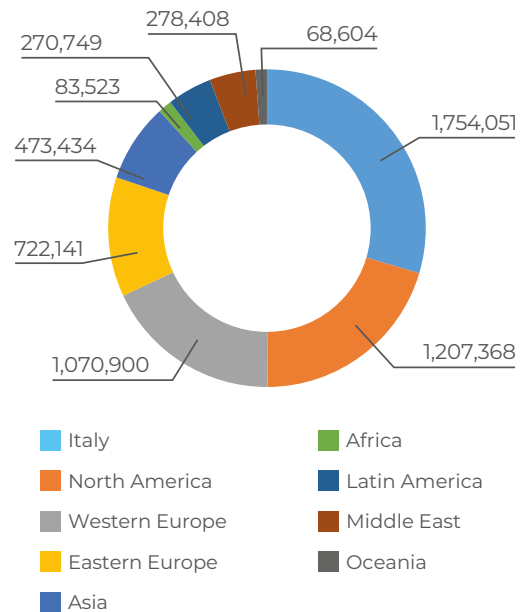
Geographical distribution of material suppliers* by purchased volume (RM, PKG and FPP)



* Materials are understood as: raw materials (RM), packaging materials (PKG) and finished products for procurement (FPP).

During 2024, the production plants distributed around the world enabled the Group to reach a total production of about 5.9 million tonnes, in line with the values recorded in the three-year reporting period; also geographically, the regions with the largest volumes remain unchanged, with Italy contributing about 30% of the Group's total production (about 1.7 million tonnes produced), North America contributing 21% (1.2 million tonnes), and Western Europe contributing 18% (about 1 million tonnes).

Production by geographical area (tonnes)



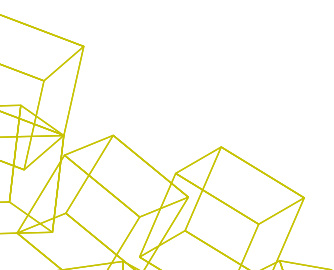
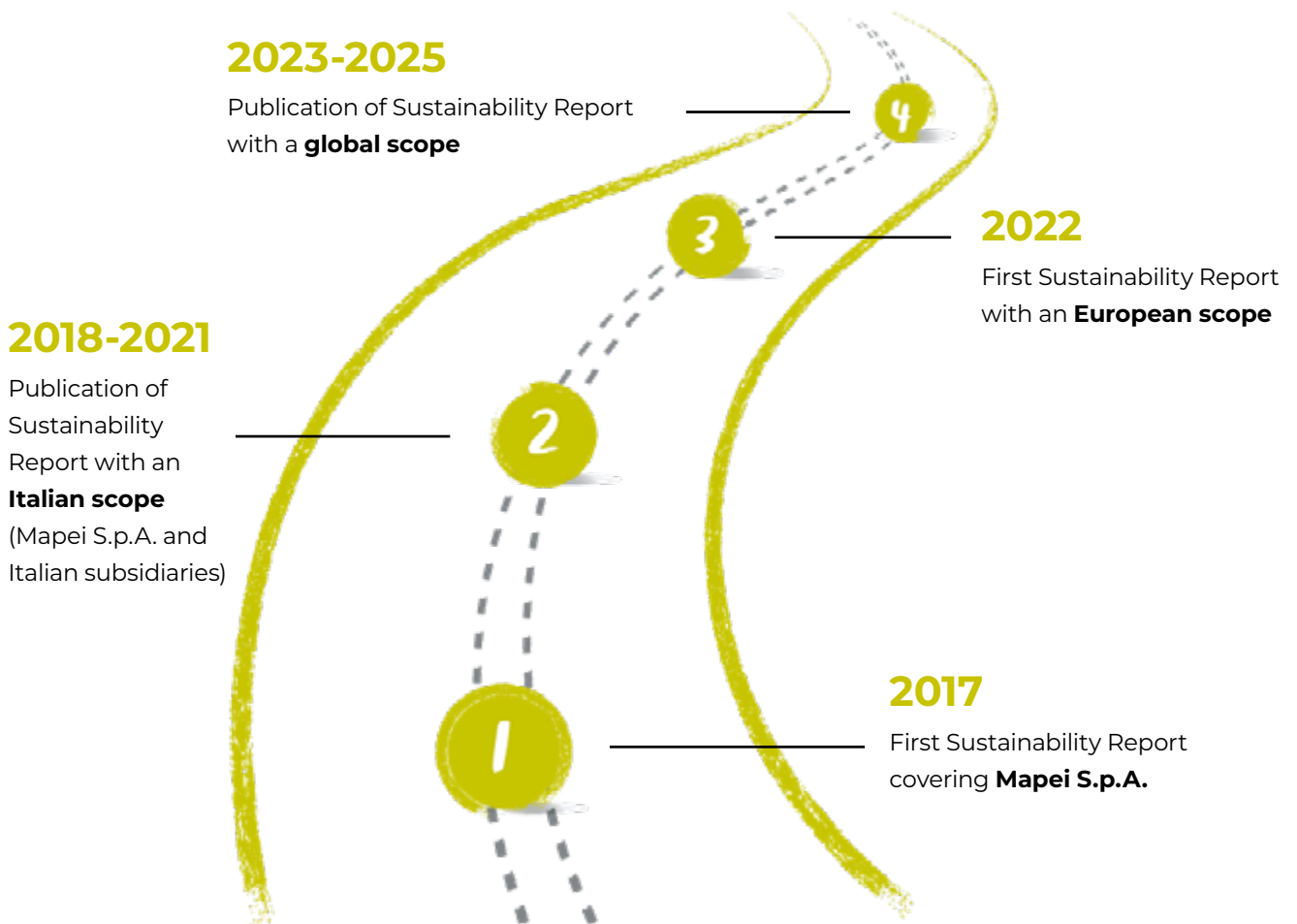
¹⁴ Local suppliers mean suppliers located in the same geographical area as the relevant subsidiaries (Italy, Western Europe, Eastern Europe, North America and Latin America, the Middle East, Asia, Oceania and Africa).



1.3 The identification of materials topics

The Group's journey in sustainability reporting began in 2017 with the publication of the first voluntary **Sustainability Report** (2016 data) for the Parent Company alone. The scope of the document has been gradually expanded, initially extending to the **Italian subsidiaries** operating in the core business of the Group (construction chemicals), and later, in 2022 (2021 data), to the **European subsidiaries**. As of 2023, the Sustainability Report covers the **global scope**, thus including all fully consolidated Group subsidiaries.

The annual publication of an accurate account of Mapei's ethical principles and achievements in environmental, social and economic terms makes it possible to maintain a direct and transparent dialogue with stakeholders, helping to provide a complete and detailed view of the Group itself and to offer an overview of the practices in place to prevent, monitor and manage the impacts generated in the field of sustainability.



MAPEI AMONG 2024 SUSTAINABILITY LEADERS

Mapei has been recognised as 2024 Sustainability Leader for the fourth consecutive year, according to a ranking compiled by Statista in collaboration with *Il Sole 24 Ore*.

This award highlights the Company's commitment to the environment and people through the development of durable, environmentally friendly products and offsetting CO₂ emissions through reforestation projects. The analysis identified the **240 most sustainable** Italian companies, assessing corporate social responsibility in the environmental, social and economic spheres, and rewarded Mapei thanks to the innovative initiatives it promotes, such as the Zero Line, which offers products with offset CO₂ emissions.



Mapei's 2024 Sustainability Report is prepared in accordance with the **GRI (Global Reporting Initiative) Sustainability Reporting Standards 2021** and aims to recount and analyse the main aspects related to social, environmental and economic issues that have characterised the Company's reality at the global level, retracing the initiatives undertaken and the results achieved in the year of reference, with the addition - to ensure the comparability of information - of data referring to the previous two years. The activities of setting up and drafting the document were constantly monitored by a working group comprising top management and numerous corporate functions, who collaborated on the project by actively providing input for their respective areas of expertise.

The materiality analysis

With a desire to anticipate future regulatory obligations, on a preliminary and voluntary basis, the Group has chosen to carry out an initial **double materiality analysis** exercise, drawing inspiration from the EFRAG

(European Financial Reporting Advisory Group) Guidelines, which provide support for the application and implementation of the provisions of the new **ESRS (European Sustainability Reporting Standards)**. Their use is not mandatory for the Mapei Group, which to date does not fall within the scope of **CSRD (Corporate Sustainability Reporting Directive)**, a new European Directive in the area of sustainability reporting. However, Mapei has chosen to complement the analysis of the impacts generated, already carried out in the past as required by GRI standards and useful for the preparation of this Report, with an analysis of the sustainability risks and opportunities to which the Company is exposed. Through this approach, the Group intends to strengthen its ability to identify, assess and manage in a structured manner **Impacts, Risks and Opportunities (IROs)** related to sustainability.

The internal double materiality analysis exercise carried out by the Group is based on the following components:

- the **impact materiality**, that is the effects that the Company generates on the environment, people and society;



- the **financial materiality**, that is the effects that ESG risks and opportunities may have on the Company's economic and financial performance in the short, medium and long term.

This analysis involved, as a first step, understanding the Group's activities and its business relationships in order to gather useful information to obtain a complete picture of its value chain. In addition, the main regulatory references, global trends in sustainability and the reports of other companies in the chemical-construction sector were examined, as well as reports and articles published in the media concerning Mapei. Through these analyses, a list of positive or negative **impacts** that the Company has or could have along its value chain was initially identified.

Instead, the identification of **risks** and **opportunities** was done by considering the following elements:

- **Impacts**: a risk or opportunity may arise from one of the impacts (identified at the previous stage) that the Company has or may have on people and the environment;
- **Dependencies**: represent all those factors (suppliers, customers, workforce, etc.) on which the Company depends for its functioning and the achievement of its goals;
- **Sustainability actions**: actions implemented by the Company to mitigate its negative impacts or maximise its positive ones.

The significance of IROs was assessed according to their type; in particular, the significance of actual negative impacts was determined by their severity, while for potential negative impacts the probability of occurrence was also considered.

To determine the severity of each impact, the following variables were analysed, in accordance with the requirements of both GRI and ESRS::

- *Scale: severity of impact;*
- *Scope: its spread along the Group's value chain;*
- *Irremediable character: difficulty in remedying the damage caused.*

Instead, the severity of a positive impact was determined by taking into account only the scale and scope parameters, in addition to probability in the case of potential ones.

Instead, the significance of risks and opportunities was determined by assessing their probability of occurrence and, qualitatively, their economic magnitude.

As this is the first year of the double materiality analysis exercise, this Report is still guided by impact materiality only, as required by GRI standards.

The following table shows the material topics with their associated impacts; for their descriptions and how Mapei manages them, see the following chapters.

AREA	MATERIAL TOPICS	IMPACTS
Environment	Climate change	
	Energy	Reduction of energy availability
	Climate change mitigation and Climate change adaptation	Climate change
		Increased sustainability in the building sector through the innovative development of energy-efficient products and technologies
	Pollution	
	Air pollution	Effects on human health and ecosystems caused by the emission of pollutants exceeding legally defined thresholds
	Water pollution	Pollution of water resources caused by discharges of pollutants exceeding legally defined thresholds
Substances of concern Substances of very high concern Microplastics	Environmental pollution due to the release of microplastics and other harmful substances in products	



MAPEI FORMULA

AREA	MATERIAL TOPICS	IMPACTS
Environment	Water and marine resources	
	Water	Scarcity of water resources, particularly in water-stressed areas
	Biodiversity and ecosystems	
	Direct impact drivers of biodiversity loss	Impacts on ecosystems and loss of biodiversity
	Uso delle risorse ed economia circolare	
	Resource inflows, including resource use	Depletion of natural resources due to excessive consumption of virgin raw materials Lower consumption of raw materials and reduction of waste generated in the construction sector through innovative development of more durable circular products
Waste	Land occupation due to waste produced	
Social	Own workforce	
	Working conditions - Health and safety	Effects on workers' health and safety
	Working conditions - Excluding Health and safety, Work-life balance Other work-related rights - Child labour, Forced labour	Failure to respect human rights
	Equal treatment and opportunities for all - Gender equality and equal pay for work of equal value, Employment and inclusion of persons with disabilities, Measures against violence and harassment in the workplace, Diversity	Lack of respect for equal opportunity and diversity
	Equal treatment and opportunities for all - Training and skills development	Development of workers' professional skills through training activities
Working conditions - Work-life balance	Employee well-being through corporate welfare initiatives	

AREA	MATERIAL TOPICS	IMPACTS
Social	Workers in the value chain	
	Working conditions - Health and safety	Effects on the health and safety of workers and collaborators
	Working conditions - Excluding Health and safety, Work-life balance Other labour-related rights - Child labour, Forced labour	Failure to respect human rights
	Equal treatment and opportunities for all - Gender equality and equal pay for work of equal value, Employment and inclusion of persons with disabilities, Measures against violence and harassment in the workplace, Diversity	Lack of respect for equal opportunity and diversity
	Affected communities	
	Communities' economic, social and cultural rights - entity-specific disclosure	Creation and distribution of economic value on the territory and to local communities, including sponsorships
	Consumers and end-users	
	Social inclusion of consumers and/or end-users - Responsible marketing practices Personal safety of consumers and/or end-users - Health and safety	Health and safety effects on applicators and users due to poor quality of products sold or unfair marketing practices Effects on the health and safety of spectators attending events (e.g., Mapei Stadium) due to poor building organisation and/or maintenance practices
Governance	Business conduct	
	Management of relationships with suppliers including payment practices	Adoption and dissemination of responsible practices by the supply chain
	Corruption and bribery Corporate culture	Creation and distribution of economic value on the ground and to local communities, including sponsorships





In managing its material impacts, the Mapei Group is guided by the **Sustainable Development Goals (SDGs)**, a set of 17 global goals adopted by the United Nations in 2015

as part of the 2030 Agenda for Sustainable Development. These goals aim to address the world's most pressing challenges, such as poverty, inequality, climate change, environmental degradation, peace, and justice by tracking 169 subgoals, which provide a framework for measuring progress and promoting concrete actions by governments, businesses, and civil society.

Aware of its role in this global challenge, Mapei is actively responding to the call to action by identifying six goals in line with its material themes to which it feels it can contribute significantly through its activities: **SDG 3, SDG 4, SDG 9, SDG 11, SDG 12** and **SDG 13**.



Solutions for comfort and health

In addition to promoting healthy and safe workplaces for its employees, **Mapei** is committed to developing solutions that preserve the indoor air quality of buildings, ensuring a high level of indoor comfort, and ensure the well-being of installers and end users.



Sustainability education

Through training courses, conferences and webinars, **Mapei** values the human capital of the Company and its stakeholders, providing them with appropriate skills and tools for growth and raising their awareness of sustainability issues.



Innovative and quality products

Mapei is committed to the research and development of innovative, quality and durable products that contribute to sustainable works.



Eco-sustainable construction

Mapei supports the development of local communities and the local area and manufactures products that contribute to the increased sustainability of buildings because they meet the most popular sustainable building protocols such as **LEED** (Leadership for Energy and Environmental Design), **BREEAM** (BRE Environmental Assessment Method) and **CAM** (Minimum Environmental Criteria).



Circular economy

Mapei adopts a circular process and product approach, reducing waste generated through recovery and reuse activities, containing the consumption of virgin raw material inputs, and promoting the use of recycled materials in formulations.



Reduction of process and product impacts

Mapei measures and monitors greenhouse gas emissions related to its activities, with the goal of contributing more and more to the fight against climate change. It also measures the emissions related to its products through the LCA methodology and is committed to continuously reducing them.

Stakeholder relations

In order to achieve its corporate objectives, the Mapei Group considers it essential to take into account the **expectations of its stakeholders**, i.e., those individuals who may exert influence on the Group's activities or who may be affected by them. As every year, in order to assess the need to update the mapping of key stakeholders, Mapei conducted analyses related to the corporate structure, its activities (not only business activities) and the entire value chain; these analyses confirmed the priority categories

and related engagement and communication methods defined in 2023.

Categories of stakeholders thought to be priorities as a result of these analyses were then identified, and specific ways of interacting and communicating with them were defined.

STAKEHOLDER	MODE OF ENGAGEMENT
Employees	<ul style="list-style-type: none"> • Code of Ethics • Ongoing dialogue, including through dedicated periodic meetings • Performance assessment process • Internal communication, corporate magazine "Realtà Mapei", website and social network • Company-sponsored sports and cultural events • Training courses
Suppliers	<ul style="list-style-type: none"> • Code of Ethics • Dialogue through regular technical updates and refresher meetings • Qualification process
Community	<ul style="list-style-type: none"> • Support for organisations and participation in cultural, sports and charity events/projects • Realtà Mapei, website, social network and newsletters • Interaction with local residents and their representative bodies • Company newsletters • Press releases
Consumers and end users	<ul style="list-style-type: none"> • Code of Ethics • Pre- and after-sales technical assistance (including on-site visits) and mobile workshops • Seminars and training courses • Trade fairs, conventions and sports and cultural events • Realtà Mapei, website, social network and newsletters • Technical documentation for products, user manuals, design guides and dedicated software
Research and development partners	<ul style="list-style-type: none"> • Code of Ethics • Collaboration with the scientific community, training institutes and university research centres • Trade fairs, conventions and special events • Realtà Mapei, website, social network and newsletters • Scientific congresses
Other business operators	<ul style="list-style-type: none"> • Participation in Working Groups within trade associations
Legislator, Public Administration and supervisory bodies	<ul style="list-style-type: none"> • Institutional documentation and conferences in the field of IEA (Integrated Environmental Authorisation) - Integrated Environmental Authorisations) • Code of Ethics



2 | RESPECT FOR THE PLANET

Measure to protect.



OKOL LAKE PARK GOLF & RESIDENTIAL
COMMUNITY - BULGARIA

2

TECHNOLOGIES, ENERGY AND MATERIALS FOR AN EVER LIGHTER FOOTPRINT

For a constantly growing Group with a global presence characterised by diversified production processes and a broad portfolio of solutions, **monitoring** direct and indirect environmental impacts is a central element of the sustainability strategy. The ability to thoroughly understand which activities are characterised by the largest consumption (energy or water), as well as the environmental effects related to the entire life cycle of its products - from raw material sourcing to final disposal - is the basis for conscious and responsible management of the resources used and the impacts generated.

In pursuing its strategic goals, Mapei considers environmental sustainability to be a key element for long-term success and growth; this principle - combined with ensuring the best standards of quality of production processes, occupational health and safety, innovation and social responsibility - is the basis of the **global QHSE** (Quality, Health, Safety and Environment) policy, which guides the Company in the continuous improvement of its operational and environmental

performance and in the active involvement of all stakeholders (citizens, customers, users, etc.).

The policy, approved by Company management and updated in early 2025, at the same time allows for a uniform approach to environmental issues among all subsidiaries, free to adapt the document to local legislative needs and specificities.

The Group's environmental impacts



Teams of experienced and highly specialized professionals are responsible for implementing the principles of the policy on a daily basis, committing themselves to studying solutions for improving energy efficiency, reducing direct environmental impacts, and developing products that combine high performance with an increasingly virtuous environmental profile, while maintaining the principles of quality, reliability, and safety that have always distinguished Mapei's identity. While the **Corporate Environmental Sustainability** and the **R&D teams** play a key role in the latter aspect, at the level of manufacturing plants there are two Corporate functions charged with ensuring the effectiveness and homogeneity of the actions taken at the global level: **Corporate Energy**, called to manage energy and GHG emission issues, and **HSE Corporate**, in charge of overseeing aspects of waste management, water consumption, and pollutant emissions. Both functions operate with the aim of spreading a sustainability-oriented corporate culture, promoting continuous improvement by sharing best practices and providing technical support to the Group's subsidiaries. This approach is supported by dedicated digital tools, such as the **QHSE Scorecard**, used globally to collect and analyse environmental and energy data, and an in-house **management software** for tracking HSE deadlines and compliance, currently adopted in more than 95% of the Group's plants worldwide.

As per the goal of QSHE policy, to strengthen the supervision of environmental aspects along the production process and improve its efficiency, the Group has implemented and certified environmental management systems over the years in line with the **ISO 14001** standard.

The presence of certified systems emerges as a strategic element to promote continuous improvement in performance while ensuring a structured, systemic and verifiable approach to the management of environmental issues. Of particular importance in this regard is the project to complete the implementation of Health, Safety and Environmental Management Systems for all Mapei Group operating sites, planned over the two-year period 2024-2025. In this regard, a plan for achieving ISO 14001 and 45001 Certifications has been drawn up in agreement with Corporate Management and shared with the subsidiaries involved: with regard to environmental management systems, by the end of 2024, the Group's ISO 14001-certified plants are 57, thanks to the achievement of certification for the sites of **Vaga** (Italy), Langenwang and Nussdorf (**Mapei Austria**), Ruse (**Mapei Bulgaria**), Bangalore and Vadodara (**Mapei India**), Speke (**Mapei UK**) and Wildwood and Calhoun (**Mapei Corp**), as well as the Kutno extension (**Mapei Polska**). The same sites have also obtained the ISO 45001 certification: see *Chapter 3.1. Our people* for further details.

As anticipated, the environmental sustainability of the Group's products is the responsibility of the **R&D teams** and the **Corporate Environmental Sustainability** function. While the former is responsible for the design and development of innovative solutions with reduced impacts on the environment, the tasks of the latter include their analysis and monitoring: key tools in this regard are **LCA**¹⁵ (Life Cycle Assessment) analyses and Environmental Product Declarations (**EPD**), the use of which to measure and document product performance is moreover formalised within the Group's QSHE policy.

¹⁵ Analysis of the product life cycle, from extraction of raw materials to disposal of demolition waste, using a "cradle-to-grave" approach.

EPD Norge, thus meeting the digitalization requirements according to ISO 22057 in the Scandinavian market.

Just as with product-specific EPDs, the issuance of new **model EPDs**¹⁷, issued by the European **FEICA** and **EFCA**¹⁸ associations,

has also experienced a major acceleration, rising from 487 units in 2023 to 605 in 2024 (a 24 percent increase), available to all subsidiaries in Europe.

2.1 Energy and climate change

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Reduction of energy availability	Potential negative impact	Medium to long term	Direct activities and Value chain	The production of chemical compounds, cement and building materials requires significant energy use, both electricity and fossil fuels, including along the entire value chain - from raw material processing to transportation and end-of-life treatment. These activities can lead to excessive energy consumption and a consequent reduction in its availability. For this reason, the Mapei Group has adopted energy efficiency measures at its production sites, supported by specific guidelines defined in the Group QHSE Policy.
Climate change	Actual negative impact	Short term	Direct activities and Value chain	The use of energy resources in production activities and along the value chain results in significant climate-changing gas emissions. To reduce its impact, Mapei takes energy efficiency measures, monitors emissions through LCA and, in 2024, expanded its use of renewable energy and integrated its Scope 3 emissions inventory to include more accurate logistics data.
Increased sustainability in the building sector through the innovative development of energy-efficient products and technologies	Actual positive impact	Short term	Direct activities	Through its value chain and research and development activities, the Mapei Group contributes to the progressive improvement of the sustainability of the entire building sector by offering products that reduce the energy impact of built structures and environments.

¹⁷ EPDs covering all products within a given range of chemical compositions and applications; issued by European associations, they can be used by members as long as they can demonstrate that their respective products can be represented by the appropriate EPD model.

¹⁸ FEICA - Association of the European Adhesive & Sealant Industry and EFCA - The European Federation of Concrete Admixtures.

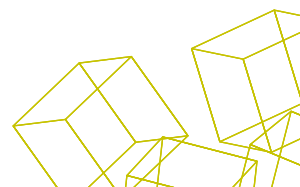
Energy efficiency and GHG emission reduction

In line with the principles expressed in the QHSE policy on the reduction of environmental impacts and the effective use of resources, the Group implements initiatives every year to make **energy consumption** efficient and to increase the production of **energy from renewable sources**, which are reflected in a reduction in climate-changing emissions. The coordination of subsidiaries in this area is handled by the Corporate Energy function, which oversees global energy consumption and assesses the feasibility of individual interventions. Through centralised data collection, the function is able to conduct targeted analyses to identify possible critical issues or inefficiencies and promote the adoption of best practices for increasingly virtuous energy management.

Also during 2024, projects were approved or implemented in the various countries where the Group operates. These include the installation of photovoltaic systems at the **Parent Company's** Italian offices in San Cesario and Cafiero, with a capacity of 243 kWp and 190 kWp, respectively, and in Villadossola (**Vinavil S.p.A.**), with a capacity of 780 kWp, to which are added those of Ritsona (**Mapei Hellas**), with a capacity of 829 kWp, Langewang (**Mapei Austria**) of 50 kWp, Feldbach (**Sopro Bauchemie Austria**) of 158 kWp, and Cantanhede (**Mapei Portugal**) of 300 kWp. Overall, such systems produce more than 3,000 MWh of electricity per year.

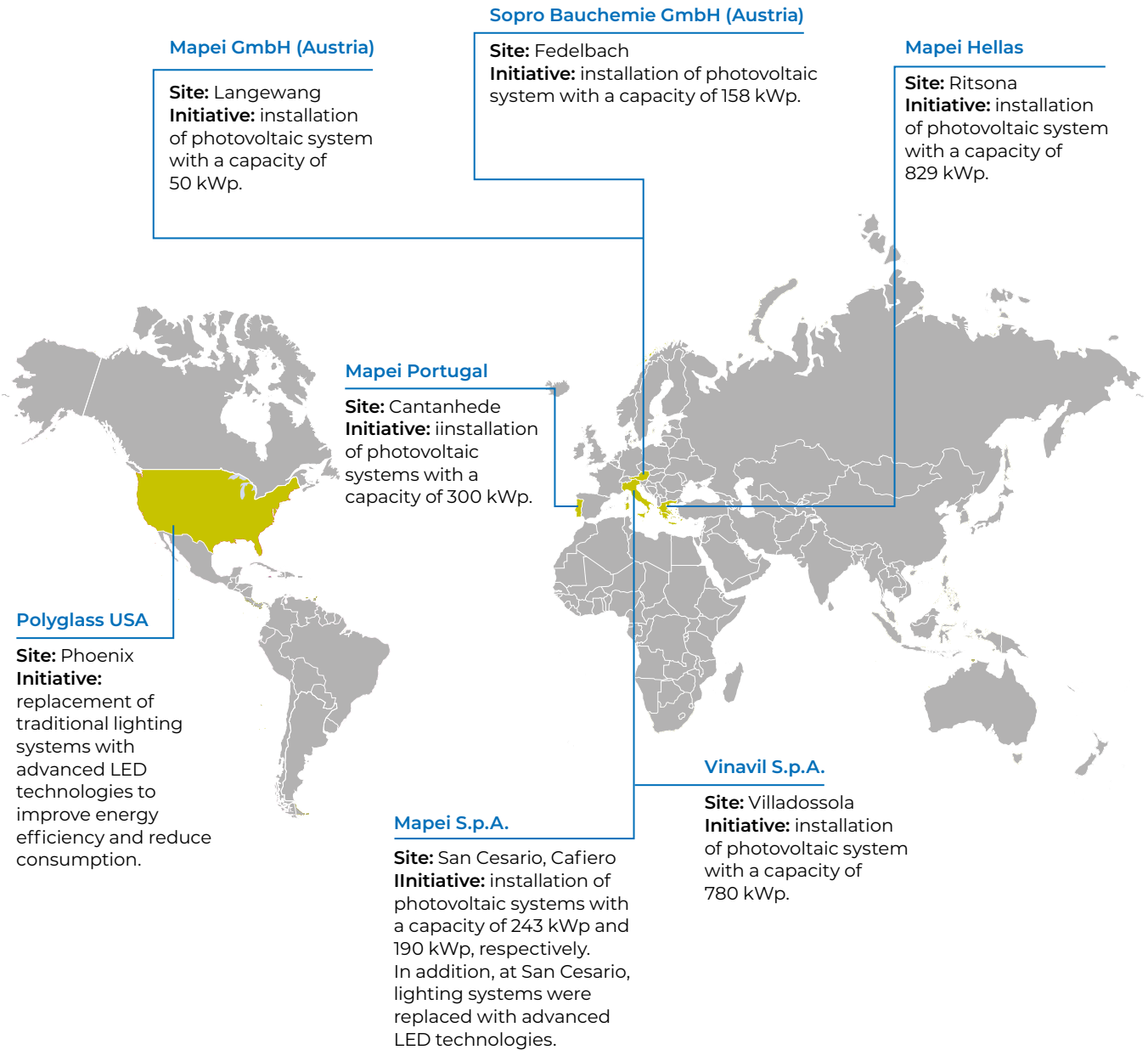
Alongside the investments in self-production of energy from solar sources, interventions aimed at reducing consumption were carried out, such as the replacement of traditional lighting systems with modern **LED technologies** at the San Cesario (**Mapei S.p.A.**) and Phoenix

(**Polyglass USA**) plants, with an estimated total energy saving of around 310 MWh per year. In addition, at the **Vinavil** plant in Ravenna, a heat recovery project has been implemented by reusing condensate in production processes, resulting in a reduction in steam consumption estimated at around 530 MWh per year.



The Mapei Group and energy efficiency

The following image shows the main **energy efficiency** measures (resulting in the reduction of climate-changing emissions) implemented in 2024, or initiated in early 2025, by the Group's subsidiaries.



Products with low environmental impact and offset emissions

The cement industry, which according to some studies is responsible for about 8% of global CO₂ emissions, is facing a major challenge related to **decarbonisation**; among the main reasons for this impact is the firing process of **clinker**, a key component of cement itself that provides the mechanical strengths needed for structural applications. It is obtained by baking at very high temperatures (around 1,450 °C) a mixture of calcium carbonates and aluminium silicates, which gives rise to a chemical reaction called **decarbonation**, responsible for the direct release of CO₂ into the atmosphere.

In this context, companies in the industry are being called upon to study climatically less impactful alternatives: among them is the reduction of clinker content, the proportion of which to other cement components has always been strictly regulated. The recent entry into force of European Standards EN 197-5 and EN 197-6¹⁹ expands the type of cements that can be marketed, introducing two in which the clinker content can be reduced by up to 50%. In this regard, alternative materials (called supplementary cementitious materials, **SCM**), such as limestone, slag, ash, and pozzolan²⁰, play a key role; however, their availability is limited, which is why complementary solutions, such as Limestone Calcined Clay Cements (**LC3**), which require a lower firing temperature

(600-900°C), must be found.

Among the main obstacles presented by alternative cements are reduced workability, high water demand and lower initial strengths. Mapei has partnered with two of the world's leading cement industry players in the study of new cements with reduced clinker and increased use of concrete demolition waste, as well as combinations of demolition waste and calcined natural clays. Through these research efforts and development, specific additives were formulated and used (product line: MA.P.E./C-C) capable of improving workability and early strength development, enabling Holcim Switzerland to bring a new cement with low clinker content to the market, and Limak (Turkey) to produce a Type CEM II/A-M (V-F) 52.5 N cement certified in accordance with TS EN 197-6 for the first time in Turkey. The Group's R&D teams are working to reduce the climate impact of the cement industry; significant in this regard are the activities conducted in 2024 by the subsidiary **Mapei AS** (Norway), which in cooperation with the cement plant **Norcem** is working on the production of cements with zero emissions: to achieve this goal, the Norwegian Company provides for CO₂ geological **storage systems** (CCS - Carbon Capture and Storage), for collecting and injecting into the ground of the carbon dioxide generated in the cement production stage. However, a study by Norcem itself showed that such technologies can only remove up to 50% of the CO₂ resulting from cement production; the remainder must be

¹⁹ EN 197 standards introduce new types of cement that help reduce greenhouse gas emissions and minimize the use of natural resources. Specifically, the UNE-EN 197-5:2021 standard covers composite Portland cement (CEM II/C-M) and composite cement (CEM VI), while the TS EN 197-6 standard (UNI EN 197-6) covers the standardisation of cements based on recycled aggregates or more specifically "recycled concrete fines" (RCF) and establishes requirements for the origin and composition of aggregates, allowing the use of materials from demolition of concrete structures.

²⁰ Cements are classified according to their constituent materials. Traditional cement (CEM I) is 95% clinker and 5% gypsum. Blending cements exhibit lower percentage of clinker that is replaced by other materials, e.g. CEM II/B-L (clinker 68%, gypsum 4%, limestone 28%) and CEM III/A (clinker 50%, gypsum 4%, slag 46%).



reduced by replacing clinker with alternative materials, and this is where Mapei's contribution fits in, as it is working on the development and supply of **cementitious admixtures** that, thanks to an SCM content of between 24 and 50%, would contribute to a reduction of more than 25% in emissions from the entire production process.

In 2024, Mapei, in collaboration with the Polytechnic University of Parma and BreBeMi, studied and carried out the restoration of 20 km of porous bituminous conglomerate wearing course, using 25% of RAP (Recycled Asphalt Pavement) in the mix (for a total of 6,400 tonnes thanks to Mapei admixtures from the Asphalt pavements line).

In addition to the clinker reduction process carried out by the Research and Development team of Mapei AS, there is the wide range of **cement-based self-levelling substrates** whose carbon footprint has been significantly reduced, thanks to the use of hydraulic binders with reduced clinker content. These products are characterised by the **RECLIMATE** (REduced CLinker MATerials) logo: thanks to this project, the carbon footprint of these self-levelling products has been reduced by up to 40% compared to existing products on the market with similar performance.

Taken together, Mapei's solutions for reduced-emission construction are integrated into an approach known as the **CUBE System**, designed to support the industry in decreasing the climate impacts associated with the cement and concrete supply chain and consisting of several product lines:

- **DYNAMON CUBE** offers superplasticising admixtures that improve the workability of mix cements, such as CEM III, CEM IV, and CEM V, ensuring low viscosity without setting delays and promoting products with lower CO₂ emissions;
- **MAPECUBE** provides admixtures that, by optimising cement hydration, increase its mechanical strengths, bringing the performance of low-clinker cements closer to that of traditional cements. In this context, **MAPECUBE 1**, based on nano-particles of complex hydrated silicates, enables maximum mechanical strengths to be achieved even in short curing periods, making it a key element in optimising production processes and ensuring the timeliness of projects;
- The **MA.P.E./C-C** (Cement to Concrete) series proposes **grinding aids** that make the new low-clinker cements more suitable for modern mix-design²¹, through energy reduction of the entire production process, improved mechanical performance and reduced water demand.

Also helping the development and production of more sustainable concrete mixtures are **Mapei CIS** (Concrete Industry Solutions): using sensors distributed along the production chain, these tools enable real-time monitoring and analysis of the quality of the raw material mixture and that of the finished material.

Despite the development of formulas with reduced climate footprints, coupled with production plant energy efficiency initiatives and preference for local suppliers (refer to *Chapter 4.2 Supplier selection and evaluation*), there remains a residual portion of a product's life cycle emissions that cannot

²¹The mix-design is the procedure for calculating the composition of concrete, in terms of the amount of cement, water and aggregates per m³ of concrete.

be avoided. In order to be able to zero out this share as well and obtain climate-neutral products, the Group has been on a path since 2013 to purchase **certified carbon credits** for **offsetting CO₂** and **residual emissions**. To this end, it is essential that every product whose emissions have been offset has an EPD, a tool that ensures third-party verification of the corresponding LCA analysis, thus certifying that the value of offset CO₂ is correct. The EPDs of the offset products²² therefore represent the scientific basis of each Mapei product claim, as also required by the EC Green Claims Directive.

Mapei's **Zero Line** represents a range of products with reduced environmental impact and fully offset residual CO₂ emissions. Mapei introduced this type of solution more than a decade ago, beginning to measure and offset the residual CO₂ emissions associated with the production of one of its best-selling ceramic adhesives: KERAFLEX MAXI SI ZERO. Beginning in 2022, the line gradually expanded to include adhesives, waterproofers, building and repair mortars, cleaners, and paints. The Zero line project, which began with Italian production, has expanded to all subsidiaries, covering **230 products** by the end of 2024, and offsetting a total of 300,000 tonnes of CO₂ for the entire Group by purchasing carbon credits for biodiversity and reforestation.

Projects with which offset credits purchased by Mapei are associated must ensure that avoided emissions can be quantified through officially recognised methods and meet precise criteria, including:

- **intentionally**, i.e., these are initiatives that are voluntarily implemented through human intervention and cannot be traced back to natural processes;

- **additionality**, that is, the emission reduction must be additional to the situation that would occur in the absence of such a project.

In addition, projects should not only be limited to reducing CO₂ emissions but also contribute to socially, economically and environmentally sustainable development in emerging countries, contributing to the UN's Sustainable Development Goals (SDGs).

Most of the carbon credits purchased by Mapei in 2024 are related to the **Mai Ndombe** project, which aims to protect 300,000 hectares of critical habitat in the Congo Basin, the world's second largest intact rainforest. This project focuses specifically on protecting chimpanzees and elephants by reducing deforestation and investing in local communities through building schools, access to health services and food security, promoting agricultural diversification and community capacity building. Added to this are credits related to projects that support solar power generation in India and mangrove conservation in Colombia.

²²The EPD of compensated products covers the entire product life cycle, from cradle to grave, to ensure uniformity with product category rules for EPDs on construction products (EN 15804: A2); all the remaining amount of CO₂ is offset annually.



MAPEI AND RESEARCH

As part of the collaboration between Mapei and the **University of Brescia**, sustainable solutions for concrete were explored, aiming to reduce its carbon footprint. Through industrial trials on reinforced concrete beams, the project evaluated the use of innovative materials, such as geopolymers²³ and hybrid reinforcements²⁴, to improve structural performance and promote the circular economy.

Tests conducted have shown that geopolymer concretes not only maintain but in some cases exceed the mechanical performance of traditional concretes, thanks to the use of hybrid reinforcements such as glass fibres and fibre-reinforced polymers. These innovative materials improve the strength and durability of structures while helping to reduce the amount of clinker used, with the potential to cut CO₂ emissions by up to about 66% compared to traditional concretes.

In addition, the study highlights the benefits of adopting circular economy practices, such as recycling demolition materials and using recycled aggregates, which not only reduce the need for new materials, but also help close the life cycle of construction materials, making the production process more sustainable.

In summary, the results of this project not only support the goals of sustainability and reduction of climate impacts, but also offer practical and concrete solutions for the construction industry, demonstrating that it is possible to build more responsibly without compromising the quality and safety of structures.

²³ Geopolymers are innovative building materials obtained through the reaction of precursors, such as ground slag or fly ash, with an alkaline activator. These materials have a reduced environmental impact compared to traditional Portland cement-based concrete and offer mechanical strength that continues to improve over time.

²⁴ Hybrid reinforcements combine traditional materials, such as steel bars, with innovative materials such as glass fibres (GFRP) or polymer fibres (FRC). This combination improves structural performance, reduces environmental impact, and increases the durability of structures due to the corrosion resistance and light weight of composite materials..

KPI Tables

In 2024, the Group's **energy consumption** amounts to **2.7 million GJ**, up slightly from the previous year's consumption.

Most (86%) of this is attributable to electricity and natural gas, the use of which is mainly for powering production processes, lighting plants and offices, and the use of cogenerators at the Vinavil, Polyglass and Vaga subsidiaries; other energy sources used by the Mapei Group include diesel,

gasoline and LPG, used to power both internal handling equipment and Company cars, but over the years the installation of photovoltaic systems at sites is continuing in order to increasingly reduce dependence on traditional energy sources.

Energy | GRI 302-1: Energy consumed within the organisation

CONSUMPTION OF FUEL FROM NON-RENEWABLE SOURCES	UOM	2022	2023	2024
Natural gas	m ³	42,874,213	38,455,325	45,910,489
Diesel	l	4,476,081	4,702,568	4,531,543
Petrol	l	1,364,542	2,315,717	2,738,178
LPG	t	214	224	604
Heating oil	t	279	577	112
Compressed natural gas (CNG)	kg	915	6,637	7,280
Propane	l	5,990	10,710	11,253

INDIRECT ENERGY CONSUMPTION	UOM	2022	2023	2024
Purchased electricity consumption	kWh	186,831,905	178,883,019	192,800,773
<i>of which purchased with guarantee of origin certificates (GO)</i>	kWh	2,250,385	6,847,014	18,936,681
Purchased thermal energy (steam)	kWh	25,105,435	24,168,979	20,375,867

ENERGY PRODUCED	UOM	2022	2023	2024
Electricity from renewable sources produced and consumed (photovoltaic)	kWh	1,977,216	3,407,123	4,083,246
Thermal energy produced from renewable sources (geothermal)	kWh	456,659	585,504	490,478



RESPECT FOR THE PLANET

ENERGY CONSUMED	UOM	2022	2023	2024
Natural gas	GJ	1,530,952	1,391,981	1,667,427
Diesel	GJ	161,306	167,958	161,355
Petrol	GJ	45,198	76,835	91,134
LPG	GJ	9,846	11,029	27,738
Heating oil	GJ	12,254	26,653	4,924
Compressed natural gas (CNG)	GJ	41	302	332
Propane	GJ	143	256	269
Purchased electricity	GJ	672,595	629,579	694,077
Electricity self-produced from renewable sources (photovoltaics)	GJ	7,130	12,266	14,700
Thermal energy (steam) purchased	GJ	90,380	87,008	73,353
Thermal energy produced from renewable sources (geothermal)	GJ	1,644	2,108	1,766
Total energy consumed	GJ	2,531,490	2,405,630	2,737,075

During 2024, **Scope 1 emissions** (direct emissions) amounted to 115,342 tonnes of CO₂ and were mainly attributable to methane gas consumption (approximately 81% of total direct GHG emissions) and the use of diesel and gasoline (15%). In addition, during 2024, the Group has estimated the **direct CO₂ emissions** in the **atmosphere** derived from the chemical reaction of decarbonation, which occurs during the cement production process and attributable to the Gorka subsidiary: they are found to be 19,854 tonnes CO₂ (18,374 in 2023 and 27,303 in 2022). **Scope 2 emissions** (indirect energy emissions), on the other hand, are related to the purchase of electricity from the grid and steam, and are calculated according to

the Location Based (equal to 70,035 tonnes CO₂ in 2024) and Market Based (equal to 80,280 tonnes CO₂ in 2024) approaches.

Among the most virtuous behaviours contributing to the reduction of **Scope 2 emissions** according to the Market Based approach are those of Mapei Spain SA, Mapei GmbH (Germany), Mapei GmbH (Austria), Rasco Bitumenteknik GmbH (Germany), Sopro Germany (Germany), Mapei Nederland and the companies Cercol, Polyglass and Vinavil in Italy, which purchase from the network, totally or largely, electricity covered by guarantee of origin (GO) certificates, totalling nearly 19 million kWh in 2024.

Emissions | GRI 305-1: Direct GHG Emissions (Scope 1)

SOURCE	UOM	2022	2023	2024
Natural gas	tCO ₂ e	86,606	78,387	93,906
Diesel	tCO ₂ e	11,450	11,813	11,387
Petrol	tCO ₂ e	3,193	4,857	5,707
PLG	tCO ₂ e	630	657	1,775
Heating oil	tCO ₂ e	883	1,827	355
Compressed natural gas (CNG)	tCO ₂ e	2.3	17	19
Propane	tCO ₂ e	9.2	16.5	17
Refrigerant gas leaks	tCO ₂ e	672	1,765	2,176
Total Scope 1 emissions	tCO₂e	103,446	99,359	115,342
Process emissions	tCO ₂ e	27,303	18,374	19,854
Total Scope 1 emissions including process emissions	tCO₂e	130,749	117,714	135,196

Emissions | GRI 305-2: Indirect GHG emissions from energy consumption (Scope 2)

SOURCE	UOM	2022	2023	2024
Purchased Electricity - Location-Based Method	tCO ₂ e	66,811	61,520	66,286
Purchased Electricity - Market-Based Method	tCO ₂ e	82,661	73,460	76,531
Purchased thermal energy (steam)	tCO ₂ e	4,364	4,447	3,749
Total Scope 2 emissions - Location-Based Method	tCO₂e	71,176	65,967	70,035
Total Scope 2 emissions - Market-Based Method	tCO₂e	87,025	77,907	80,280



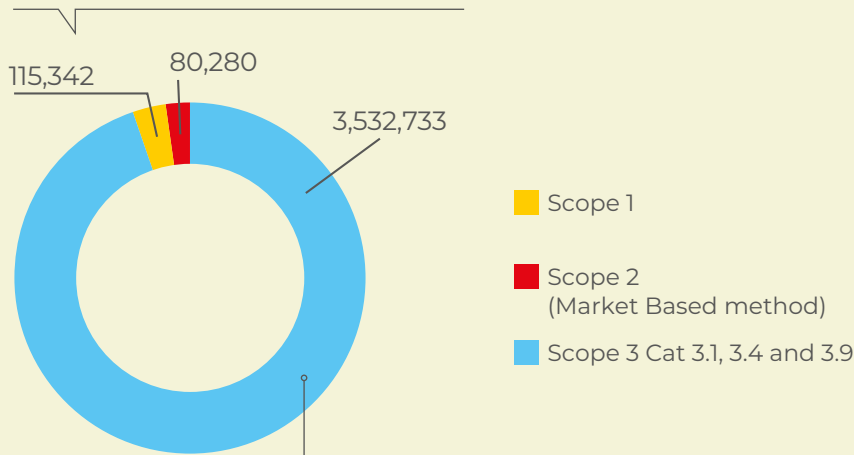
SCOPE 3 INDIRECT GHG EMISSIONS

Also in 2024, the Group continued the process of analysing and monitoring its **Scope 3** indirect emissions, i.e., those generated along the **value chain**, in continuity with what has been done in the past two years.

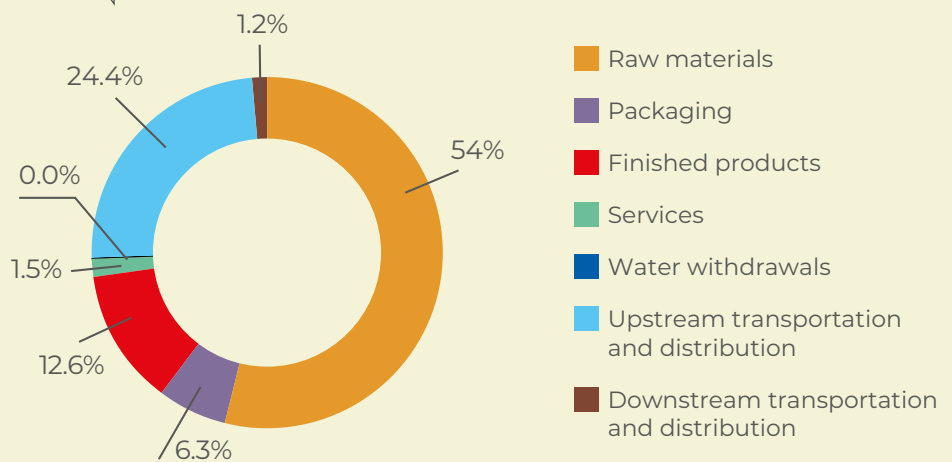
In fact, an initial exercise had been carried out in 2022 to calculate Scope 3 emissions,

especially those related to the production of the **raw materials** used in manufacturing processes globally, such as Portland cements (gray and white), carbonates, sands, quartz, bitumen, and resins (attributable to the category "3.1 - Purchased goods and services" defined by the GHG Protocol²⁵).

2024 GHG emissions [tCO₂]



Focus Scope 3 - Categories 3.1, 3.4 and 3.9 [tCO₂]



²⁵The GHG Protocol Corporate Accounting and Reporting Standard, developed by the World Resources Institute (WRI) and the World Business Council on Sustainable Development (WBCSD), is the most widely used international standard for calculating and reporting GHG Scope 3 emissions.

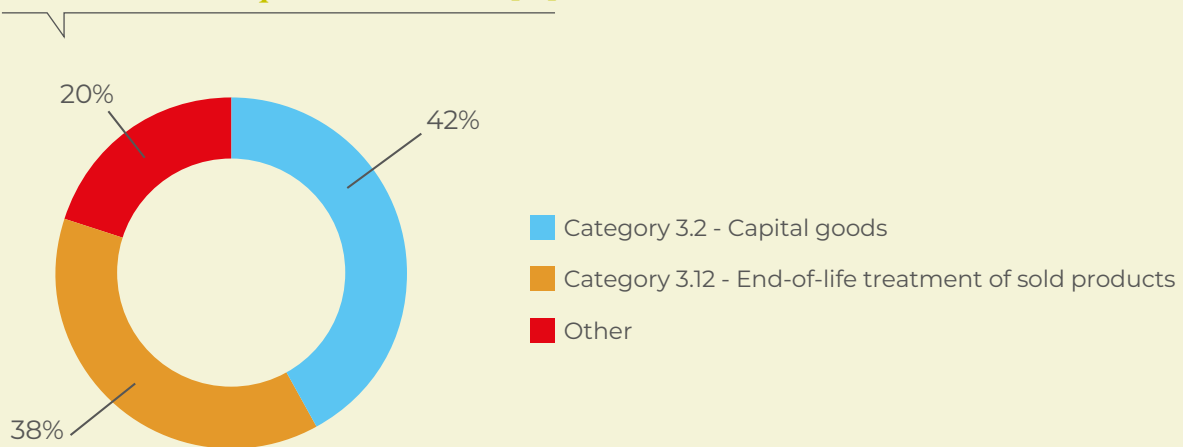
In 2023, the scope of calculation had been further expanded; in addition to also calculating the emissions associated with the production of **packaging, finished products and services** purchased, a mapping of the other Scope 3 emission categories defined by the GHG Protocol had been carried out, which were deemed applicable to the nature of the business of the Group itself and listed below:

- **Category 3.2** – “Capital goods”, which includes all emissions from the production of capital goods purchased by the Group in the reporting year;
- **Category 3.3** – “Fuel- and energy-related activities (not included in scope 1 or 2)”, which includes upstream emissions (e.g., extraction, transport) of fuels and electricity purchased and used within the Company's scope;
- **Category 3.4 e 3.9** – “Upstream & downstream transportation and distribution”, relating to emissions from inbound, outbound and interCompany logistics;
- **Category 3.5** – “Waste generated in operations”, which includes emissions generated in the disposal and treatment activities of waste generated by the Group;
- **Category 3.6** – “Business travel”, related to business travel;
- **Category 3.10** – “Processing of sold products”, which includes emissions generated in the processing of semi-finished products sold by the Group to third parties;
- **Category 3.12** – “End-of-life treatment of sold products”, relating to emissions generated in the disposal and treatment of products sold by the Group once they have reached their end-of-life.

Since this mapping revealed emissions attributable to **logistics activities** (Categories 3.4 and 3.9) as potentially significant, their contribution to the Group's overall carbon footprint was calculated to be 904,508 tCO₂ during 2024.

With 3,532,733 tCO₂, Scope 3 emissions falling into categories 3.1, 3.4 and 3.9 account for about 95% of the total emissions generated and calculated by the Group in 2024.

Other 2024 Scope 3 emissions [%]



2.2 Pollutant emissions

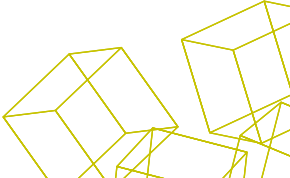
IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Effects on human health and ecosystems caused by the emission of pollutants exceeding legally defined thresholds	Potential negative impact	Short term	Direct activities and Value chain	Chemical industry production activities generate air emissions that are harmful to the environment and health, such as NOx, dust and VOCs. Mapei Group sites, in compliance with local regulations, conduct periodic monitoring and operate within the limits imposed by environmental authorisations.
Pollution of water resources caused by discharges of pollutants exceeding legally defined thresholds	Potential negative impact	Short term	Value chain	Chemical companies generate hazardous residues that could be discharged into wastewater. Mapei constantly monitors quantity and quality of discharges, even beyond regulatory requirements.
Environmental pollution due to the release of microplastics and other harmful substances in products	Potential negative impact	Short term	Direct activities	During the life cycle of products, microplastics or other hazardous substances may be released. Mapei constantly monitors the quality of its production processes and products, which comply with all safety regulations, ensuring the absence of SVHCs.

Preventing pollution and ensuring adequate air quality in the areas where it operates is one of Mapei's environmental priorities, as formalized within the QHSE policy. For this reason, during 2024 the Group continued to invest in timely control activities of **atmospheric emissions**, ensuring that each production facility complied with the conditions set forth in local environmental permits, as well as the limits imposed by current regulations.

The monitoring focused on emissions of dust, volatile organic compounds (**COV**) and nitrogen oxides (**NOx**), substances that constitute the main emission sources associated with the Company's production

processes and that differ from the climate-affecting ones (such as CO₂, CH₄ and N₂O), which are responsible for the so-called "greenhouse effect."

The amount of pollutants emitted into the atmosphere can vary significantly depending on the type of materials used in production and the environmental conditions present at the time of analysis. Sampling in 2024 showed values well below regulatory limits, confirming the effectiveness of the measures taken to contain emissions and protect human health and the environment.



2.3 Water resources

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Scarcity of water resources, particularly in water-stressed areas	Actual negative impact	Short term	Direct activities and Value chain	Water withdrawal for production processes and along the value chain can affect the availability of the resource, especially in areas at risk. In the Mapei Group, the issue relates to the activities of a few subsidiaries that draw mainly from wells - which are less impactful than other withdrawal methods - while along the value chain water use remains significant, both upstream and downstream.

Among the natural resources used by the Group, water plays a central role, and is used for both civilian and industrial purposes, such as cooling plants and powering production processes. In this context, the contribution of the subsidiary **Vinavil** is relevant, whose activities (especially in the Villadossola plant) require high water consumption, especially for the **dilution** of finished products. Aware of the importance and substantial volume of the resource used, the subsidiary carefully monitors its water withdrawals and adopts targeted **efficiency** interventions to optimize its use; among the main initiatives implemented over the years are the optimization of water use in the production departments and the direct connection of the same with the well at the Vinavil plant in Villadossola, which have brought a significant improvement in the water impact of the main contributor at the Group level.

KPI Tables

During 2024, the amount of water withdrawn by the Group will amount to about 6.8 million m³, the majority of which (74%) emitted from wells, a mode of withdrawal whose impact on ecosystems and biodiversity is lower than supply from surface water bodies (used by the Group for 0.03% of its withdrawals). The remaining portion of the volume withdrawn (about 26%), however, comes from public aqueducts or third-party water resources.

As mentioned, however, it is emphasised that **Vinavil**²⁶ alone is responsible for about 73% of all water withdrawn by the Group, with consumption in 2024 amounting to 5 million m³, down 18% from 2023.

The **industrial water discharges**²⁷ show a slightly increasing trend over the three-year period: in 2024, the volume of water discharged by the Group was about 5.7 million m³. Almost all of the process wastewater, which is mainly used to cool the plants²⁸, is discharged into surface water bodies (4.7 million m³, or 81%), while a smaller portion ends up in sewage (1,086,641 m³) or groundwater (2,162 m³).

In the same way that it is committed to monitoring the quantity of water discharged, the Mapei Group periodically reviews the quality of its water discharges, even when not strictly required by the relevant environmental authorisation.

Water and effluents | GRI 303-3: Water withdrawal

	UOM	2022	2023	2024
Total volume of industrial water withdrawn	m ³	6,295,871	6,715,644	6,837,309
<i>of which from surface water bodies (rivers, lakes, etc.)</i>	m ³	134,968	25,639	1,791
<i>of which from groundwater</i>	m ³	5,545,492	5,912,891	5,032,117
<i>of which from third-party water (e.g., sewage)</i>	m ³	607,241	662,914	1,769,991
<i>of which from produced water</i>	m ³	8,170	114,199	33,410

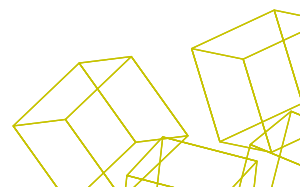
Water and effluents | GRI 303-4: Discharge of water

	UOM	2022	2023	2024
Total volume of industrial water discharged	m ³	5,667,372	5,719,810	5,776,709
<i>of which in surface water bodies (rivers, lakes, etc.)</i>	m ³	5,284,222	5,392,121	4,687,906
<i>of which in groundwater</i>	m ³	2,551	1,941	2,162
<i>of which in third-party water (e.g., sewage)</i>	m ³	380,599	325,748	1,086,641

²⁶ Vinavil S.p.A. and Vinavil Egypt for Chemicals Sae.

²⁷ Stormwater and civil water are not considered.

²⁸ It is specified that this use does not affect the chemical and physical parameters of the discharged water: in fact, the resource is returned to the receptor water body with the same characteristics, except for the return temperature, which is necessarily higher than the withdrawal temperature, but always monitored in compliance with regulatory parameters.



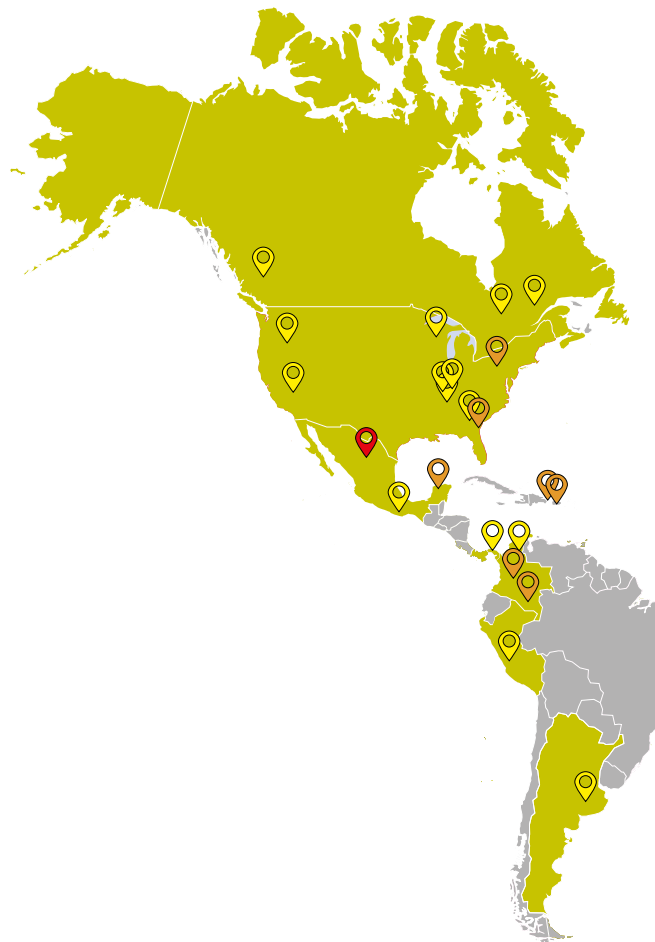
2.4 Biodiversity

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Impacts on ecosystems and loss of biodiversity	Actual negative impact	Short term	Direct activities and Value chain	The exploitation of raw materials, the presence of manufacturing plants and the construction of building structures negatively affect biodiversity and natural ecosystems. To monitor and manage the impact, Mapei uses LCA methodology, including effects such as eutrophication and acidification.

The Mapei Group recognises that its own activities, as well as those along the entire **value chain**, can generate significant direct and indirect impacts on biodiversity, also affecting the entire life cycle of the products it offers. These pressures may arise from, among other things, the proximity of some production sites to protected natural areas, the supply of virgin raw materials whose extraction may alter ecosystem balances, and indirect impacts associated with the construction of building infrastructure.

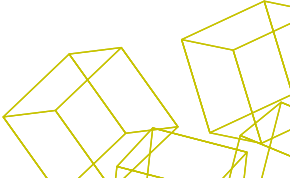
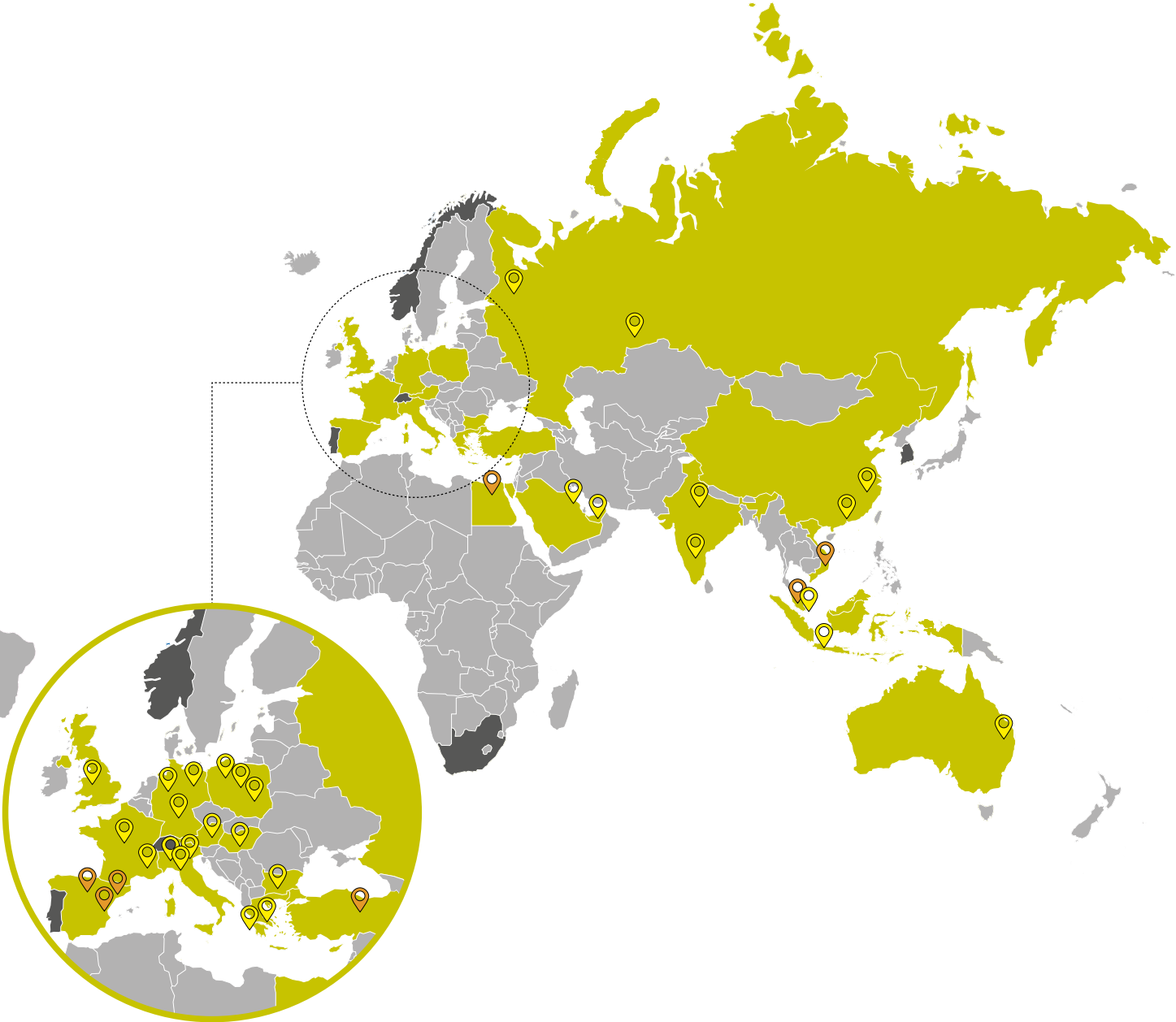
In light of these considerations, in 2024 the Group continued its analysis activities aimed at identifying production facilities located near areas of high environmental value. This mapping makes it possible to assess and monitor potential risks to biodiversity²⁸, promoting, where possible, the adoption of useful mitigation measures to protect the richness and diversity of local ecosystems.

The results of this mapping are illustrated in the figure below:



²⁸The WWF tool "WWF Risk Filter Suite" was used to determine areas at risk to biodiversity, considering a minimum risk threshold of 3 "Moderate risk".

-  Very high risk
-  High risk
-  Medium risk
-  Countries where Mapei's production sites are located in areas of medium, high and very high biodiversity risk
-  Countries where Mapei's production sites are located in areas of low biodiversity risk



2.5 Circular economy

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Land occupation due to waste produced	Actual negative impact	Short term	Direct activities and Value chain	The production and disposal of products generate waste that, if not recovered, can pollute and occupy the soil. Mapei is committed to efficient management of the waste it produces by promoting the recycling, reuse and durability of its products, fostering circular materials management.
Depletion of natural resources due to excessive consumption of virgin raw materials	Actual negative impact	Medium to long term	Direct activities and Value chain	The chemical-building sector uses large quantities of raw materials, contributing to a reduction in their availability in nature. Mapei takes a circular approach, focusing on recycled materials and reducing the use of virgin resources in products, formulations, and packaging.
Lower consumption of raw materials and reduction of waste generated in the construction industry through the innovative development of more durable circular products	Actual positive impact	Medium to long term	Direct activities	Through constant investment in research and development, the Mapei Group is able to make increasingly durable and circular products, increasing the content of recycled materials and consequently reducing both the waste produced and the amount of virgin raw materials needed.

As regards circular economy, the Group focuses its efforts on several fronts: from the careful **selection of input materials** to the **reuse** and **recycling** of production waste, through the design of **durable and resistant products**, such as to allow for less material waste and reduced need for maintenance once applied. Moreover, these commitments are formalised within the **QHSE Policy**, through which the Group manifests its desire to safeguard natural resources throughout the life cycle of its products by minimising the use of environmentally harmful raw materials.

Activities related to the procurement of raw materials, packaging and finished products are managed by the Corporate Purchasing function, which is responsible for establishing globally valid purchasing processes and procedures and coordinating the teams that operate locally. The purchasing process is mapped for each subsidiary through two "tools":

- **responsibility matrices**, which define roles and responsibilities based on the principle of segregation of responsibilities;
- **delegation of authority**, which establishes delegations and spending limits for each category of purchases, authorised at the local level.

It is precisely at the local level that the main guidelines are then shared, formalised within two specific **procedures**: the first is aimed at regulating the purchase of so-called "materials at stock" (raw materials, packaging and finished goods of purchase), the second all other types of materials purchased, including services.

As part of the strategy aimed at reducing dependence on virgin raw materials and adopting virtuous practices of reuse and recycling (moreover formalised in the

QHSE policy), the Mapei Group has long been committed to increasing the use of **recycled materials**, both within products and formulations and in packaging: precisely in order to gradually change packaging, considerable efforts have been made, favouring the use of recycled plastic and recyclable multilayer bags wherever possible. The Group's commitment in this regard has also been recognised by the **Italian National Packaging Consortium** (CONAI), which included Mapei among the "Success Cases" after analysing the life cycle of five pieces of packaging in use at the Parent Company. The packaging materials in question, canisters containing 50% recycled plastic, have demonstrated significant advantages over previously used canisters made of virgin plastic in terms of:

- GWP (Global Warming Potential): expressed in mass of CO₂ equivalent, assesses the total emission of greenhouse gases over the entire life cycle of the product;
- GER (Gross Energy Requirement): measured in Megajoules (MJ), represents the total energy consumption during the life cycle of a product;
- H₂O (water consumption): expressed in litres (l) or kilograms (kg), measures the amount of water used in the process of producing and marketing goods.

Still as far as packaging is concerned, Mapei has also begun using bags of polyethylene with a **reduced thickness** (10 to 7 microns), thus contributing to a significant reduction in materials used. Although the use of polyethylene has not been completely eliminated, this initiative enables a step toward greater sustainability, promoting a decrease in plastic waste and contributing to resource optimisation.



Also at the product level, the activities of the R&D teams are increasingly focused on the use of **secondary materials**: over the years, in fact, Mapei has developed useful solutions for the **reuse** of concrete residues and other cementitious materials within the **RE-CON** line, which through a transformation process converts these waste materials into reusable aggregates. By doing so, residues do not end up in landfills, helping to reduce the need for virgin materials and, consequently, reducing the environmental impact of the entire production process. Initially developed in Italy, the RE-CON line has since spread to Europe, thanks to the contribution of **Mapei As** (Norway), and to the Asian region, through its subsidiary **Mapei Far East** (Singapore). The European subsidiary, in particular, is proposing RE-CON aggregates, taking advantage of their porosity, as a means of dry cleaning concrete transport trucks that need to dispose of the cement residue inside them. In this way, the concrete producer saves significant amounts of water for truck cleaning, and sludge sediment in the wash tanks is reduced to about 10-20% compared to the normal washing procedure.

Also **Polyglass S.p.A.** (Italy) has explored the use of recycled materials as inputs to its production process, for example by making use of waste polymers and rebar and redesigning the formulation of some products to increase the content of polymers from external waste sources post-processing. At the Costa De' Nobili **Vaga** (Italy) production site, on the other hand, it has initiated projects to develop sustainable mortars and cementitious grouts, aiming for a recycled material content, from the recovery of waste from waste-to-energy and slag from steelmaking activities, of more than 6% by weight of the total.

In addition to recycling and reuse, Mapei is also committed to replacing fossil-sourced materials with bio-based alternatives.

In this context, for its Villadossola plant **Vinavil S.p.A.** has obtained the **ISCC Plus** (International Sustainability & Carbon Certification) certification, an international standard focused on the concept of circular economy that certifies the commitment and quality of management in terms of sustainable production. By adhering to this certification, the subsidiary promotes and supports responsible sourcing of renewable raw materials: in fact, ISCC Plus requires a clear traceability system that promotes transparency in the supply chain. In this way, Vinavil will be able to offer "Bio-attributed" products using sustainable raw materials, including "Bio" materials (derived from virgin biomass), "Circular" (derived from the recycling of materials of non-biological origin), "Bio-Circular" (derived from waste and residues of biological origin), and "Renewable" (derived from processes using renewable energy sources).

Finally, special attention is paid to the proper management of **production waste**, preferring recovery and reuse practices as much as possible: in this regard, the HSE Corporate function coordinates subsidiaries globally, which are called upon to apply the principles of the QHSE policy and to periodically monitor, through the QHSE Scorecard tool, the amount of waste generated, as well as its type. Particularly virtuous and worth noting are some initiatives led by **Polyglass S.p.A.** (Italy), whose bitumen department in 2024 worked to reuse production waste, such as ground bitumen rolls and processing scraps; similar initiatives were also implemented in the synthetics department of the same subsidiary, which reintegrated TPO (thermoplastic polyolefins) waste.

MAPEI AND RESEARCH

The durability of concrete structures and infrastructures is often affected by cracking phenomena related to the onset of dynamic cyclic loads: the collaboration between Mapei and **University Federico II of Naples** tested the use of MAPEGROUT EASY FLOW ZERO sulfate-resistant mortar (with CO₂ offset emissions) to improve the durability of concrete structures, thus helping to prolong the useful life of buildings and minimising waste generated by demolition. The research involved tests on concrete elements restored with this mortar that demonstrate higher fatigue strength than untreated elements.

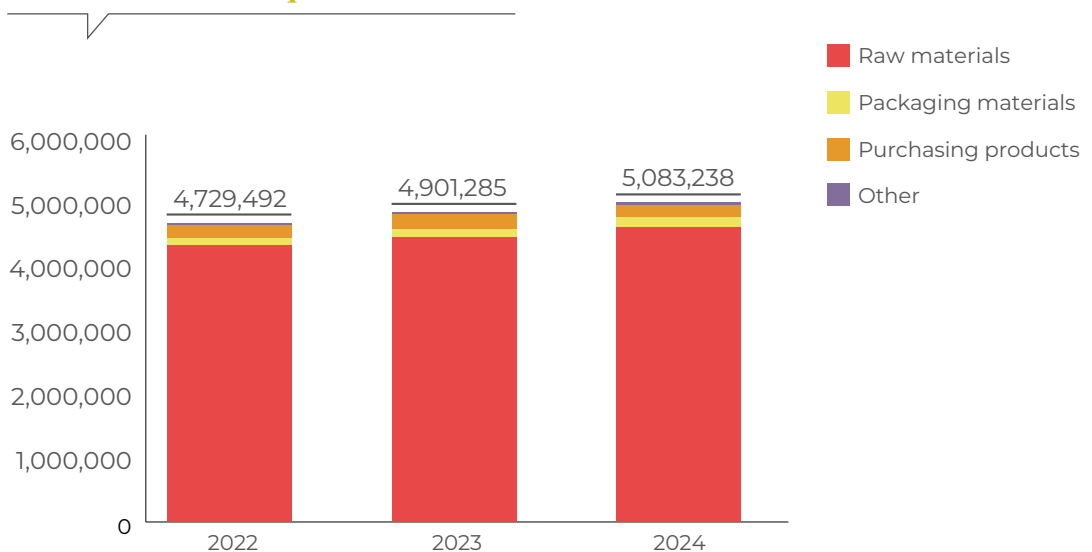
In addition, full-scale beam tests were carried out, highlighting how restoration with MAPEGROUT EASY FLOW ZERO can significantly improve load bearing capacity and stabilise cracking. These tests were also taken up by **Mapei Australia**, which in collaboration with the **University of Queensland** performed dynamic bending tests on two unreinforced concrete products and one repaired product, with the aim of analysing further data on the fatigue performance of materials used in the rehabilitation of concrete structures.

KPI Tables

At the procurement level, there has been a steady increase in input volumes over the past three years, which stood at around 5 million tonnes in 2024 (4% more than in 2023).

This amount consists mainly (92%) of raw materials, i.e., natural resources that will be transformed into products and services; the remainder is made up of finished purchase products (5%) and materials for packaging (3%).

Material consumption (tonnes)



RESPECT FOR THE PLANET

Of the total purchased during the year, the percentage of recycled materials stood at 3.3%, down slightly from 2023 (3.6%); in detail, 4,077 tonnes of recycled plastic and 4,408 of paper and cardboard from recycling were purchased during the year.

On the other hand, the amount of waste generated by production activities will amount to about 84 thousand tonnes in 2024, an increase of about 14% from 2023. The trend regarding waste production is partly due to the diversification of the production mix, which has varied over the years, and partly due to the increase in production that characterised the Group's activities in 2024.

Of the total recorded, it is analysed that about 77% is non-hazardous waste and the remaining 23% is hazardous waste. The main methods of waste treatment are as follows:

- Recovery/recycling activities, to which about 43% of waste generated was allocated in 2024;
- Landfilling or incineration, for the remaining 57% of the Group's waste during the year (this type also includes energy recovery).

Waste | GRI 306-4,5: Waste diverted from disposal and directed to disposal

SOURCE	UOM	2022	2023	2024
Waste diverted from disposal	t	26,526	31,914	36,290
Waste directed to disposal	t	45,263	41,973	48,466
Total waste produced	t	71,789	73,887	84,756

MAPEI AND SUSTAINABLE CONSTRUCTION

Partly through the supply of products that comply with international sustainable building certification protocols, the Mapei Group has established itself over the years as one of the most reliable partners within cutting-edge construction sites that put a premium on reducing the environmental impacts of buildings through improved energy efficiency, water resource optimisation, virtuous waste management, reduction of CO₂ emissions, and enhancement of common spaces.

One example is the **Embassy TechVillage Business Park** in Bellandur (India), a **LEED Platinum** certified park that harmoniously integrates commercial, retail and hospitality areas for which **Mapei Construction Products India** supplied flooring products. The building complex includes a rainwater harvesting system, which contributes to the efficient management of water resources, the installation of a renewable energy system through a solar farm, and the replacement of the existing cooling tower, which enables significant energy savings and a significant reduction in CO₂ emissions.

The site is also equipped with a wastewater treatment plant and an organic waste converter, which turns food waste into compost; recycling and waste management initiatives have also been implemented, and a modern heating, ventilation and air conditioning system has been installed.

Through the supply of a range of products in line with LEED parameters (such as MAPEPLANTM and TB, ADESILEX P9 and KERACOLOR SF), the subsidiary **Mapei Vietnam** contributed to the construction of the new **LEGO** headquarters in Vietnam, which opened in Binh Duong province. The Danish toy Company's new factory is designed to be sustainable: by 2026 it will run entirely on renewable energy, thanks to the installation of solar panels on the roof and an energy storage system. The buildings that make up the industrial hub, designed to maximize energy efficiency, are certified **LEED Platinum** and **Gold**, a certification of the green practices adopted in the design and construction phases.

In the United States, the subsidiary **Mapei Corp (USA)** is playing a significant role in the construction project of **New Terminal One at New York's JFK Airport**, a major modernisation initiative at one of the world's major airfields. Located in Queens, the new terminal is expected to span approximately 223,000 square metres and include 23 new gates, with a design that aims to improve accessibility and the passenger experience. Specifically, the Group has pledged to provide a range of products that will contribute to the building's **LEED Silver** certification: thanks to a system of tinted glass, it will be possible to achieve natural-type lighting while shielding excessive heat from exposure to the sun.

The project also includes the installation of solar panels capable of generating 35-40% of the building's total energy needs and a rainwater harvesting system on the roof to optimise the use of the water resource.



With completion scheduled for 2025, the new **Guggenheim Museum**, located in the cultural district of Saadiyat Island in the United Arab Emirates, will establish itself as a museum institution of international significance, dedicated to modern and contemporary art. The museum will house both a permanent collection and works from the Guggenheim Foundation's other venues. **Mapei Construction Chemicals** (UAE) contributed to the construction of the work by supplying numerous products that comply with the stringent sustainability requirements set by the ESTIDAMA system, an initiative promoted by the Abu Dhabi Planning Council to drive sustainable development in the emirate.

Achievements include a construction waste recovery rate of about 90%, a transition to LED lighting and a water recycling system through condensate capture and reuse, and a design of outdoor spaces aimed at thermal comfort and protection against extreme weather.

Through the supply of products, the subsidiary **Mapei Australia** has played a significant role in the **Queen's Wharf Brisbane** building project, contributing to the creation of a state-of-the-art and sustainable development area. This project has been awarded **Green Star Communities** certification, a rating system that promotes sustainable development by addressing issues such as green transportation methods, equitable community development, and integrated water management. In fact, sustainable water management strategies have been implemented in the building complex, ensuring that stormwater and rainwater are captured and reused for irrigation, while wastewater from the businesses that are part of the complex are pre-treated so as not to compromise the water quality of the Brisbane River and Moreton Bay.

In addition, the project aims to reduce greenhouse gas emissions through energy efficiency measures and the use of renewable energy sources. Mapei Australia supplied levelers and products for interior and exterior ceramic areas, helping to ensure that construction met high standards of sustainability. With these features, Queen's Wharf Brisbane stands out as an example of responsible and sustainable urban development.

The building project **Ložionica** in Belgrade represents a significant transformation of a historic area of the city, formerly used as a railway depot, into a creative and innovative multifunctional centre. This new hub is designed to host arts and cultural activities, offering spaces for workshops, events, and exhibitions, and aims to become a hub for the local community and visitors. In this context, **Mapei Srbija** has played a key role in the project by providing a wide range of products that meet the parameters of LEED certifications.

The new facility is designed to incorporate environmentally friendly practices,

contributing to a healthy and stimulating work environment. The new building's sustainability features include the use of recycled materials and innovative energy-saving technologies, reflecting the project's commitment to reducing its environmental impact. The combination of the restored historic building and a newly constructed one will create a unique architectural experience, combining tradition and innovation. In addition, the project will create an urban park that will transform the surrounding post-industrial landscape into an active play space, contributing to a vibrant and sustainable urban environment.



3

VALUE FOR PEOPLE

Community at the heart of our future.



LUIS CARLOS SARMIENTO ANGULO CANCER RESEARCH
AND TREATMENT CENTRE - BOGOTÁ - COLOMBIA

3

TEAM SPIRIT, WELL-BEING AND INCLUSION: THE WINNING RECIPE OF OUR ACHIEVEMENTS

For the Mapei Group, the cornerstones of sustainability include **valuing people** and **sharing value with communities**: its employees, workers along the value chain and local communities, as well as the end consumers are central to the Company's sustainable development.

The Group is committed to providing a safe, welcoming and stimulating work environment for its employees, while at the

same time recognising the importance of building strong and respectful relationships with supply chain workers, actively supporting the communities in which it operates, and offering reliable, safe and quality products. Through concrete initiatives and open dialogue, Mapei aims to create a positive impact on the social sphere, contributing to a more sustainable future for the building industry.

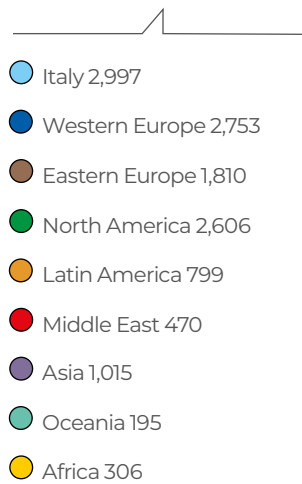
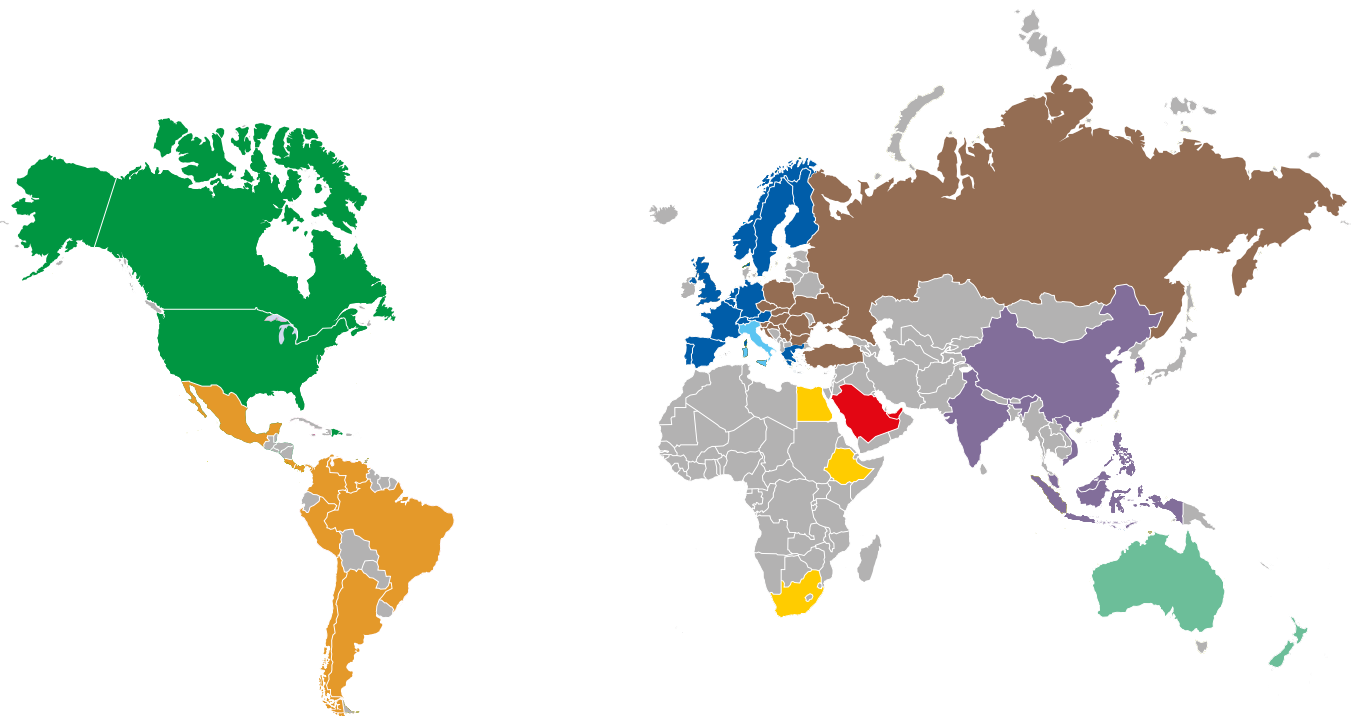


3.1 Our people

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Effects on workers' health and safety	Actual negative impact	Short term	Direct activities	Everyday work activities can cause damage to workers' health, related to both operating conditions and misconduct; to prevent them, Mapei promotes a strong safety culture, supported by a comprehensive QHSE Policy and numerous ISO 45001 certifications at its production sites.
Failure to respect human rights	Potential negative impact	Short term	Direct activities	Instances of disrespect for human rights, such as child or forced labour, can occur along the value chain; to prevent them, Mapei has adopted a Group Code of Ethics that defines the principles of behaviour to be observed in the Company's activities.
Lack of respect for equal opportunities and diversity	Potential negative impact	Short term	Direct activities	Cases of discrimination based on gender, ethnicity, religious belief, disability or sexual orientation may occur within the Company. Mapei, as stated in its Code of Ethics, guarantees equal opportunities at all levels, promoting an inclusive work environment and fair professional development based solely on merit and skills.
Development of workers' professional skills through training activities	Actual positive impact	Short term	Direct activities	Among the prerogatives of a Company that values its employees is the continuous contribution to their training. With this in mind, the Mapei Group actively promotes the continuous upgrading of its employees' skills, investing in offering a wide variety of training courses to its employees each year.
Employee well-being through corporate welfare initiatives	Actual positive impact	Short term	Direct activities	Regardless of its size, it is in a Company's interest to constantly invest in generating a positive impact on people in terms of well-being. In this area, Mapei stands out for the attention it pays to its employees, offering numerous benefits and initiatives designed to meet their needs and foster a welcoming and stimulating work environment.

Since its founding, the Mapei Group has always stood out for its commitment to ensuring its **employees²⁹** an inclusive and equitable work environment that fosters professional growth and an appropriate work-life balance.

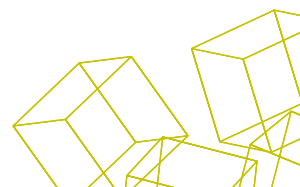
This approach, which values each individual member of the "**Mapei Family**" and has been formalised in the Group Code of Ethics, is fundamental to the success of the Company and its continuous global expansion.



The constant growth that characterises the Group, which by 2024 had grown to nearly **13,000** employees, confronts it with many challenges: the complexity of managing an ever-changing organisation is addressed through the experience and expertise of the Parent Company's HR functions, represented by HR & Organisation Italy and HR & Organisation Corporate, which have a guiding and supporting role for all subsidiaries in Italy and around the world. This approach ensures uniformity in business processes, while maintaining an adequate degree of flexibility, such that at the international level subsidiaries have the ability to adapt central guidelines to the needs and peculiarities of their local contexts.

²⁹ It should be noted that numbers relating to the employees reported in this chapter differ from those published in the 2024 Consolidated Financial Statements in that these are headcount instead of FTE and do not include temporary workers

With the aim of ensuring the proper



functioning of processes related to human resource management and protecting the welfare of all workers, Mapei has outlined a structured system of policies and procedures for managing the workforce, which are in addition to those defined in the **Group Code of Ethics**. Through this document, approved by the Corporate Management and updated in 2024, the Group formalises its intention to:

- guaranteeing in every situation working conditions that respect **human rights**, avoiding any form of child or forced labour;
- offer **equal opportunities** to all its people at any level, ensuring that they are always treated according to their ability and avoiding any form of discrimination;
- not to allow any kind of **harassment** or misconduct, including all forms of bullying and mobbing;
- safeguard the **health** and **safety** of people and all stakeholders;
- ensure the **confidentiality** of personal information by applying high standards of data protection.

These basic principles govern the contents of existing policies and procedures: as far as the **management of HR processes** is concerned, there is a dedicated procedure at the Group level that defines the guidelines. Recently revised by the HR & Corporate Organisation function, this procedure was approved by Management in 2023, detailing the recruiting process in greater detail and introducing a paragraph devoted to social aspects, such as diversity and inclusion.

The Mapei Group also places great emphasis on safeguarding the health and safety of all

its employees and stakeholders, a corporate cornerstone that in 2020 was formalised within the **QHSE Policy**, revised in 2024: this document, approved by Management and valid for all subsidiaries, underscores the Group's commitment to investing resources in this field, improving performance in compliance with current legislation and standards, and promoting safe behaviour by working on a culture of safety. In this area, the Group can then rely on a wide range of time-tested **procedures**, which, through the coordination of the HSE Corporate function, aim to support and guide the subsidiaries in the conduct of day-to-day activities and management of operational processes. In an effort to stay abreast of regulatory and own business developments, these procedures are periodically reviewed and updated, and new ones are drafted as needed. In 2024, for example, two were issued globally, relating respectively to event reporting HS (Health and Safety) and installation of thermal cameras for fire detection, the latter developed together with the Corporate Engineering function. Other procedures, however, were revised during the year, including one related to technical clothing for those working in production departments and laboratories and one related to personal protective equipment (PPE) that must be provided to workers to prevent health and safety-related risks.

In addition to these procedures are then **operational guidelines**, formalised and issued at the Corporate level and valid for all subsidiaries globally; these include, for example, risk assessment, behaviours to be taken during emergencies, and safety measures to be taken in confined spaces.

Processes for engaging with workers and labour relations

Over the years, Mapei has established an active and continuous dialogue with its employees, both directly and through employee representatives, based on the values of transparency and trust in decision-making. This dialogue allows the Group to receive precious feedback on its activities, enabling continuous improvement in the impact the Company itself has on workers. In line with what has happened historically, 2024 also provided for a continuous and fruitful dialogue between the Group's subsidiaries and their respective **local and territorial trade unions**: the parties have always talked to each other while maintaining a focus on the protection of workers and their welfare, an approach that over the years has led to very effective and satisfactory collaboration. At **Italian level**, the **CCNL (National Collective Labour Agreement)** was renewed again in spring 2025, which remains valid until June 2028 for all Mapei employees of domestic subsidiaries.

Equally essential is the constant dialogue between the functions responsible for human resource management: it was precisely with the desire to improve internal processes and enhance synergies between local HR functions that the **Cactus Project** was born, which involved all European HR functions in a path divided into four areas (communication, employer branding, development and engagement) and aimed at discussing issues such as innovation and collaboration and the future of **people strategy** of Mapei. Through the working tables, participants shared challenges, needs and priorities that emerged among

the different subsidiaries, pooling best practices to build a successful future that promotes the development and well-being of all people. The results of this project were then brought to the attention of the European HR Meeting, held at the Parent Company's headquarters in Milan, where the main solutions implemented in the various countries were discussed and presented over three days.



In addition, to protect its employees, the Group has equipped itself with a **Whistleblowing Portal**, which, as defined by the **Whistleblowing Policy**, allows them to report any conduct that is not in line with the Code of Ethics (for more details on this tool, refer to *Chapter 4 - ETHICS AND RESPONSIBILITIES. Culture and business conduct.*)



The creation of a welcoming and inclusive work environment

As stated in the Code of Ethics, Mapei is committed to ensuring a safe and positive work environment, free from all forms of discrimination and in which human and labour rights are always protected. These principles direct the initiatives that Mapei implements on behalf of its employees related to issues such as gender equality and diversity, training and skills development, work-life balance, and health and safety.

The Group's dedication to human resource management has been recognised and rewarded by authoritative entities for years: in fact, in 2024 Mapei again received global recognition by being included in the "**World's Best Employers**" ranking, compiled by the prestigious Forbes magazine in collaboration with Statista, which lists the 850 most virtuous companies in managing their employees. The scores are based on a survey of more than 300,000 employees from companies operating in 50 different countries, who were asked to rate their employers on several metrics, including focus on professional development, diversity, work-life balance, remote working and Company welfare. This award recognises the Group's commitment to ensuring a stimulating and inclusive work environment for its nearly 13,000 employees in 59 countries.

At the European level, the subsidiary **Mapei Hellas** (Greece) received the "**Best Workplaces**" certification issued by Great Place to Work, a research Company that through a survey administered to employees of companies evaluates five

aspects: credibility, respect (which includes professional development), fairness, pride (both for one's work and for the Company's image) and cohesion. **Mapei Spain** (Spain), on the other hand, participated in the **Pulse Survey** based on a Great Place to Work model, a climate survey that provides a snapshot of the current situation and allows for the identification of possible areas for improvement and the implementation of corrective actions, if necessary.

Also on the subject of awards, the Parent Company was included for the fourth year in a row in the "**Italy's Best Employers**" ranking compiled by Statista in collaboration with Corriere della Sera on the basis of an online survey involving approximately 20,000 people. Mapei was recognised as one of the best employers in Italy in the "Products for Industry, Construction and Agriculture" category, and the Company's commitment to providing its employees with a stimulating work environment and adequate opportunities for professional growth was rewarded.

Of particular note in the area of gender equality and anti-discrimination are the initiatives conducted in 2024 by subsidiaries **Polyglass S.p.A.** (Italy) and **Mapei France** (France). The former launched the project **Polywomen**, aimed at its female workers and having the purpose of promoting moments of meeting and discussion on issues related to women's well-being in the work context and not; at the end of each meeting a satisfaction survey was distributed, whose answers showed a high level of appreciation.

The French subsidiary, on the other hand, collaborated with an external coach on gender equality and mutual respect,

SPAZIO APERTO SOCIAL COOPERATIVE



Also in 2024, the Parent Company relaunched its historic partnership with the social cooperative *Spazio Aperto - Articolo 14*. The agreement, which has been going on for a number of years now, allows several people with disabilities to be actively included in the world of work, dealing mainly with the cleaning of the outdoor areas of the Mediglia plant, also thanks to the constant support of Mapei HR teams.

In addition to the Parent Company, which has renewed its contract expiring in 2024, the cooperation with the cooperative has also involved the subsidiary **Polyglass** for some time.

involving employees of both sexes in meetings aimed at encouraging appropriate behaviour in the workplace and overcoming gender stereotypes.

The process of recruiting new talent

In addition to valuing its employees, it is important for a Company that aspires to be successful to have an effective **recruiting** process, especially in the current context of an increasingly dynamic and complex labour market: factors that make the search for new talent particularly challenging include demographic changes - related primarily to an aging population, rapid technological change, and strong competition in some geographic areas.

Aware of this scenario, the Mapei Group is committed to ensuring that its recruitment processes are constantly aligned with market needs through an approach that, in keeping with the principles of the Code of

Ethics, is designed to be **transparent, equal** and **non-discriminatory**; to achieve this goal, the Company uses several channels, including social media, the Group website and in-person interviews. To analyse and improve the experience of candidates who participated in such interviews, in 2024 Mapei also conducted an Italian-wide **survey**. The responses provided valuable insights for analysis: the results showed that the most important factors in choosing a Company are career prospects, work-life balance, opportunities for skills development, and the stability of the Company itself.



MAPEI ONBOARDING PROCESS

Among the priorities of the Group's HR functions is to optimise and facilitate the **induction process of new resources**. This commitment is particularly relevant considering the Group's global presence, which entails greater complexity in implementing shared and effective processes capable of adapting to people from very diverse cultural and professional backgrounds. To meet this challenge, over the past few years the HR & Corporate Organisation function has developed and distributed guidelines in digital format to all local HR functions, to be integrated into their respective onboarding processes to standardise the issues dealt with during the induction of new employees, thus facilitating the spread of a shared corporate culture within the Group.

During this process, information is presented on several key aspects of Mapei, such as:

- The history of the Group and its international expansion;
- The main types of products and services that underlie this success;
- The four pillars of the Mapei strategy: Specialisation, Research and Development, Internationalisation and Sustainability;
- The Sustainability Report that is published annually;
- The Group Code of Ethics;
- An overview of the website and tools used by employees.

To meet the recruitment needs for the new plant in Modugno (Bari), the Parent Company decided to expand its recruitment initiatives by launching a collaboration with the German multinational Bosch in 2024, launching a **voluntary relocation campaign** for staff at a factory located in Bari, in the same industrial area where Mapei operates. Thanks to this agreement, already during the year, the **Parent Company** integrated into its workforce some employees who needed repositioning due to industrial transformation.

The partnership, drawn up until 2027, represents not only an opportunity for Mapei to grow and expand its family, but also a concrete contribution to the development of the local community,

offering dozens of workers the chance to be relocated and maintain a stable source of income.

COLLABORATION WITH SCHOOLS

One of the aspects closest to the Group's heart is the **collaboration with schools**, which Mapei resumed at the Italian level in 2022 by launching the four-year project "**MAPEI4SCHOOL**". During 2024, in fact, the multiple initiatives aimed directly at students, from institutions related to the world of chemistry, mechanics and mechatronics, electronics, sustainable building and construction, continued. The initiatives mainly involved 3rd, 4th and 5th high school classes through: classroom interventions, in the form of group work and as technical themed meetings for career guidance; guided tours of the production plants (particularly the one in Mediglia), the Headquarters and laboratories; and **school-to-work alternation** training projects.

For the two-year period 2024-2025, Mapei has set the goal of expanding these partnerships, both by increasing the number of high schools involved, with 10 new partnerships in 2024, and by entering the world of universities: in fact, during the year, **Job Days** were organised in schools and **Career Days** in some Italian universities, some of which focused on the theme of **young women in STEM pathways**. Specifically, in terms of collaboration with high schools, Mapei involved **256 students** in 512 hours of job orientation, with support from functions related to technical services, product management, information technology, research and development, quality control and maintenance.

The Group's project aims to narrow the gap between the school and university system and the world of work, bringing students closer to the skills and professional requirements demanded by a large international Company like Mapei. School-to-work alternation activities offer young people the opportunity to take their first steps into the world of work, gaining concrete experience and fundamental practical skills. At the same time, they represent a valuable opportunity for the Company to strengthen ties with colleges and universities, improve its employer branding and make recruiting activities more effective.

Collaboration with schools is not unique to Italy, but represents a path being pursued by many other subsidiaries. Notable examples include:

- **Mapei Polska** (Poland) in 2023 started a school-to-work alternation activity for six students who worked for two days a week in various areas of the production plant (distribution, warehouse, and production), who were joined by another nine students in 2024, who thus had the opportunity to learn the trade in a real work environment;
- **Mapei France** (France) during the year partnered with the association *Elles bougent*, which aims to promote the career development of young women in the industry through presentations and interventions in schools by technical employees;
- **Mapei Corp** (United States) in 2024 promoted the Mapei brand among students at several universities, such as the University of Illinois Chicago and the New Jersey Institute of Technology, with the intent of building a pool of potential candidates and maintaining strong relationships with leading universities and institutes involved in the programme.



The professional development of employees

Investing in training is considered by the Group as a fundamental element for the **professional development** of its employees, who represent a capital to be enhanced with commitment and dedication. Moreover, this goal is formalised in the Group's QHSE policy, within which Mapei's willingness to train, engage and qualify employees in a way that stimulates "team spirit" and creates value for the Company and its customers is stated. A section of the Group HR procedure is also devoted to this topic, with particular reference to the development of soft skills, i.e., the skills that characterise the way one stands in the work environment.

Overall, the procedure aims to provide a guideline for the collection of employees' training needs, the design and delivery of training, evaluation methods and verification of the effectiveness of training received.

In line with the goal of increasing the Group's level of digitisation and in response to the needs that have emerged over the years from its subsidiaries, Mapei has decided to maintain its training activities in hybrid mode in 2024.

This choice involves supplementing classroom courses with **e-learning** activities, recognising that online training can be an added value, especially when used to complement classroom courses.

The courses offered include language courses, which are accessible not only to employees but also to external staff for each of them; an initiative that reflects the family-friendly and inclusive spirit that characterises the Group's activities. Also in the area of digitisation, Mapei has invested in upgrading its management software for HR processes, a project that started in 2023 for the parent Company alone and will be gradually extended to all other subsidiaries starting in 2025.

An e-learning course in line with the distribution of the updated **Code of Ethics** was then disseminated to all foreign subsidiaries during 2024, and participation was mandatory for all users of the platform. The course was structured into four sections, which covered the Code's core themes of business conduct, people, health and safety, and the environment; to ensure greater and more effective accessibility, the content was translated into several local languages.

TRAINING IN ITALY

Given the excellent results achieved over the years, the training activities of the Group's Italian companies continued in line with what had been achieved in previous years, making use of the financial support of the interprofessional funds for continuing education (*Fondimpresa* and *Fondirigenti*) and the dedicated management system.

The training catalogues for **People** and **People Managers** continued in 2024 and were enriched with new content, some of which will be implemented in 2025. The year 2024, in particular, saw the implementation of strategic projects:

- For **People Managers**, the difficult conversation workshop "**Knowing how to say NO**" was held, in which the topic of the impact of assertive communication in managing employees was discussed.
The design touched on a fundamental aspect of the boss-collaborator relationship: trust, with the aim of building a space for reflection and awareness with respect to this issue and its impact in the Company;
- For **People** and **People Managers** classrooms have been organised on the topic of **Decision Making**, useful for understanding what elements influence decision making at the personal and team level, analysing cases and improving one's skills in evaluating situations and making decisions. In addition, in continuity with the management training on **Management of Multigenerational Teams** taken in 2023, for **People** the course "**Dialogue between generations at work**" as inclusion and effective interactions come through knowledge of characteristics, experiences, history, then from reading information of generational diversity in order to build communicative bridges.

The pilot experience of **Mentoring**, a development process in which the **Mentor** helps, supports, guides, and promotes the **Mentee's** personal and professional development, was also consolidated in 2024. This initiative aims to facilitate the transmission of experiences and skills from Mentor to Mentee with an experiential and concrete approach. In particular, the spread of Mentoring has numerous advantages:

- **Capitalise on the experiences** present in the Company, carrying forward the idea of learning through experience, a process that needs the establishment of a relationship of trust and sharing;
- **Speeding up learning** of the business environment and insertion into new roles;
- Teach **role skills** by promoting Mentee autonomy;
- Ensure effective **skill transfer**.

In early 2025, the Group Leader collected feedback on the experience from the colleagues involved, the results of which will help guide future exercises and evaluate not only the Mentee learning according to the project goals, but also the Mentor evaluation and the entire mentoring process. In April 2024, a **LEAN manufacturing** project was started on some of the Parent Company's plants, involving 25 people in 5 thematic modules: Problem solving, Industrial engineering, Quality, Maintenance and Supply chain.

Finally, the use of Coaching as an effective development tool, linked to the achievement of shared goals among the parties involved, is consolidated in 2024: Coachee, Coach, Coachee Manager and HR.



Equally important for the professional development of employees is the periodic analysis of their **performance**: at the global level, evaluations take place following the guidelines and objectives defined by the HR & Corporate Organisation function, which wants to make all employees aware of the importance of this activity, requiring their direct commitment and involvement, starting with the management of individual subsidiaries.

At the Italian level, in 2024 every employee took part in the performance assessment

process carried out by their department managers: this analysis is based on objective and quantifiable criteria, applied through a four-level measurement grid. The results obtained are then used to formulate possible Rewarding/ Compensation proposals for the highest-scoring employees, who may also aspire to a change in job title, resulting in career advancement. For the past three years, this activity has been fully **digitised** and is now conducted using the compensation form of the HR software.

MAPEI SKILLS MODEL

A key element in Mapei's international success is the **skills** of its employees, cultivated by the Group through continuous investment in training activities. With the ongoing aim of building a global framework capable of adapting to local needs, Mapei has shared with all its subsidiaries the skills matrix created centrally by the two HR departments responsible for this area. Within it, skills are classified into 16 categories, which in turn are divided into 4 principal clusters:

- Green cluster, focused on interpersonal skills;
- Red cluster, dedicated to strategic competencies and goal achievement;
- Yellow cluster, focusing on skills related to innovation and change management;
- Blue cluster, which covers emotional competence, personal development and self-awareness.

In addition, additional expertise is considered for the Group's management figures, related to the ability to train, grow and manage other Mapei professionals.

The promotion of well-being

Protecting and promoting the emotional and mental and physical well-being of employees is necessary to create a stimulating and comfortable work environment. In this regard, a number of the Group's subsidiaries periodically carry out **internal climate analyses**.

For example, in Latin America, **Mapei**

Mexico carried out an organisational climate survey that highlighted the quality of the work environment and time management as strengths, while the main area of improvement concerned workloads, suggesting the need to strengthen people's autonomy and empowerment.

As was the case in 2023, this year Mapei decided to renew its policy regarding

smart work: the Group allowed its subsidiaries around the world to decide whether to maintain it and to define how it would be implemented (employees involved and number of days per week), imposing as the only constraint the need to formalise with a policy this decision, in compliance with local laws on the subject. At the Italian level, the agreement defined in 2022, which provides for about 500 figures identified as eligible to do up to two days a week of agile work, has been renewed until early 2026.



In the final months of 2024, the Parent Company launched a new initiative for all employees in its Milan offices to enable them to participate actively and concretely in the social life of the local community.

“**Un giorno per gli altri**” (“A day for others”) is in fact Mapei's first **business volunteering** project, which offers the possibility of using working hours, with a justified leave of two half-days per year, to join one of the initiatives promoted by some associations in Milan:

- **Pane Quotidiano:** secular association, which is responsible for securing daily free basic food items for those in need;
- **Opera San Francesco:** association founded by the Capuchin Friars, which strives to meet basic needs by making hot meals, showers and clean clothes available, but also to guarantee the right to health care;
- **RECUP:** an association established to prevent food waste through the recovery of unsold fruits and vegetables in the open markets of Milan and Rome to be donated

to the entities with which it collaborates.

The initiative, organised in collaboration between the Marketing and HR departments and supported in the ideation phase by **Fondazione Sodalitas**, also originates from the desire to give value back to the community by donating one's time to make it available to those who need it most, with dedication and commitment.



THE IMPORTANCE OF CORPORATE WELFARE

In continuity with the concept of **Family** that has always characterised the Group's policies, over the years Mapei has implemented corporate welfare initiatives to respond to problems related to a strong and generalised increase in prices, mainly caused by inflation, which has created objective difficulties for workers in many countries around the world. **Mapei Colombia**, for example, conducted a salary study of its employees and acted accordingly to improve the pay of positions identified as most critical. Since January 2024, the **Parent Company** has also made a concrete contribution to the welfare of all its employees, regardless of their role or position, by providing an extraordinary welfare bonus to offset the rise in inflation.

At the Italian level, the measures implemented in recent years have been confirmed, which provide employees with **Flexible Benefits**, an annual budget that employees can spend on a special platform, and **Corporate Benefits**, thanks to which they can access a portal of exclusive conventions that entitle them to major discounts on various products and services. In addition, the "*Ferie Solidali*", an initiative that offers employees the opportunity of giving some days off to the "*Banca Ore Etica*" Fund, which donates them to Mapei employees who can use them to care for minor children in need.

The protection of health and safety

Over the past three years, Mapei has implemented several health and safety initiatives, mainly aimed at reducing workplace risks and, consequently, also the number of accidents and injuries. These actions are in line with what is described in the QHSE policy, in which continuous investment in safeguarding the health and safety of employees is a key duty for the long-term success of the Company.

In order to be able to reduce the actual risks to which workers are exposed, it is essential to improve the process of mapping risk factors: in this regard, a **survey** was launched as early as 2023 targeting all HSE functions of the subsidiaries (a total of more than 100 completed questionnaires), aimed at identifying the main perceived risks in the workplace. The results of the

questionnaire helped identify priorities for action and led to the revision in 2024 of some procedures, as described above.

MAPEI HEALTH AND SAFETY IT TOOLS

Every year, the Mapei Group invests in the development and implementation of software dedicated to quality, health and safety management, believing that it is essential to provide business functions with the tools they need to optimise their activities and **prevent negative impacts on employees**. In 2020, a tool had been introduced to report injury events and near-miss and manage quality and health and safety audits, initially at the Italian level. This instrument subsequently found application in the United States in 2021 and the following year in Canada. Following up on the experience of the past few years, an **action database (HSE Event Archive)** that will eventually replace the pre-existing tool, was released in 2024. The new tool, starting with injury, accident, and near-miss notifications, collects the reports recorded and allows the Corporate HSE function to reconstruct the causes of the various events, so that intervention measures can then be defined. As early as 2024, 11 Lessons Learned were shared at the group level as a result of specific events that occurred. Among the various ways in which the database is populated is an online form dedicated to reporting significant quality, health and safety events - a project by the IT function launched in 2023 - that provides a direct channel for subsidiaries to communicate with the central HSE Corporate function.

Also in the past few years, a pilot project had been initiated to create software for equipment and machinery maintenance management; starting in 2023, this system was gradually implemented in an increasing number of subsidiaries. The *software* also functions as a legislative scheduler and serves as a repository for relevant documentation, facilitating the archiving and recording of periodic and extraordinary audits; to support the adoption of this software, **guidelines** have been developed and distributed to the subsidiaries involved.

These tools are complemented by the *QHSE Scorecard*, used by affiliates to collect and analyse KPIs for health and safety (as well as environmental and energy - refer to *Chapter 2 - RESPECT FOR THE PLANET. Measure to protect*).

The culture of a safe working environment is transmitted by the Parent Company to all subsidiaries worldwide, which then take individual action to propose and implement specific initiatives. For example, in 2024 **Mapei Colombia** launched a project that aims to create a collaborative and participatory environment on these issues: in a first diagnostic phase, through an internal survey, the safety culture is

assessed, while a second phase includes a training program for leaders on the "Golden Rules" to prevent any critical events. In Europe, on the other hand, **Mapei France** (France) organised Safety Days, an event aimed at raising awareness of all of the subsidiary's sites about safety, possible risks, and what to do in case of danger, which was also appreciated and commented on by the French Ministry of Labour.



In addition to constantly monitoring health and safety indicators, Mapei also considers it very important to keep open a channel of constant communication and collaboration between the Group's various local HSE functions, which is why in each Region **periodic** coordination meetings

are organised.

In Italy these meetings are held on a two-month basis and are used, for example, to analyse the performance of Mapei on health and safety issues, to share experiences and best practices and to establish joint training plans.

SAFESTART PROJECT

The subsidiary **Vinavil** has renewed its **SafeStart** project on safety culture for 2024 in collaboration with the Canadian company of the same name, involving employees at its Italian sites in Milan, Ravenna, and Villadossola.

The course is based on the "injury risk from states to errors" model, according to which employees' physical and mental states lead to unintentional errors that are the main cause of workplace injuries. The goal is to teach employees simple rules and create new automatisms that, when applied correctly, help prevent these events from occurring.

Given the good results already achieved in 2023, when the project was initiated, in early 2025, similar projects on safety culture were launched in Latin America as well, starting with **Mapei Colombia**.



Mapei's daily commitment to ensuring the **health and safety** of its employees in every operational context underpins all the initiatives it implements and is a challenge to which the HSE Corporate function has responded by defining its strategic direction through a mission, a vision and goals:

- The **mission** is to ensure health, safety and environmental sustainability in business operations by implementing policies and procedures to reduce risks and promote best practices in the industry;
- The **vision** is to be leaders in responsible health and safety management (as well as environmental excellence), aspiring to make a positive impact on the community through continuous innovation and compliance to the highest global standards. In addition, the constant

search for sustainable solutions and the promotion of a corporate culture based on safety are central to Mapei's vision;

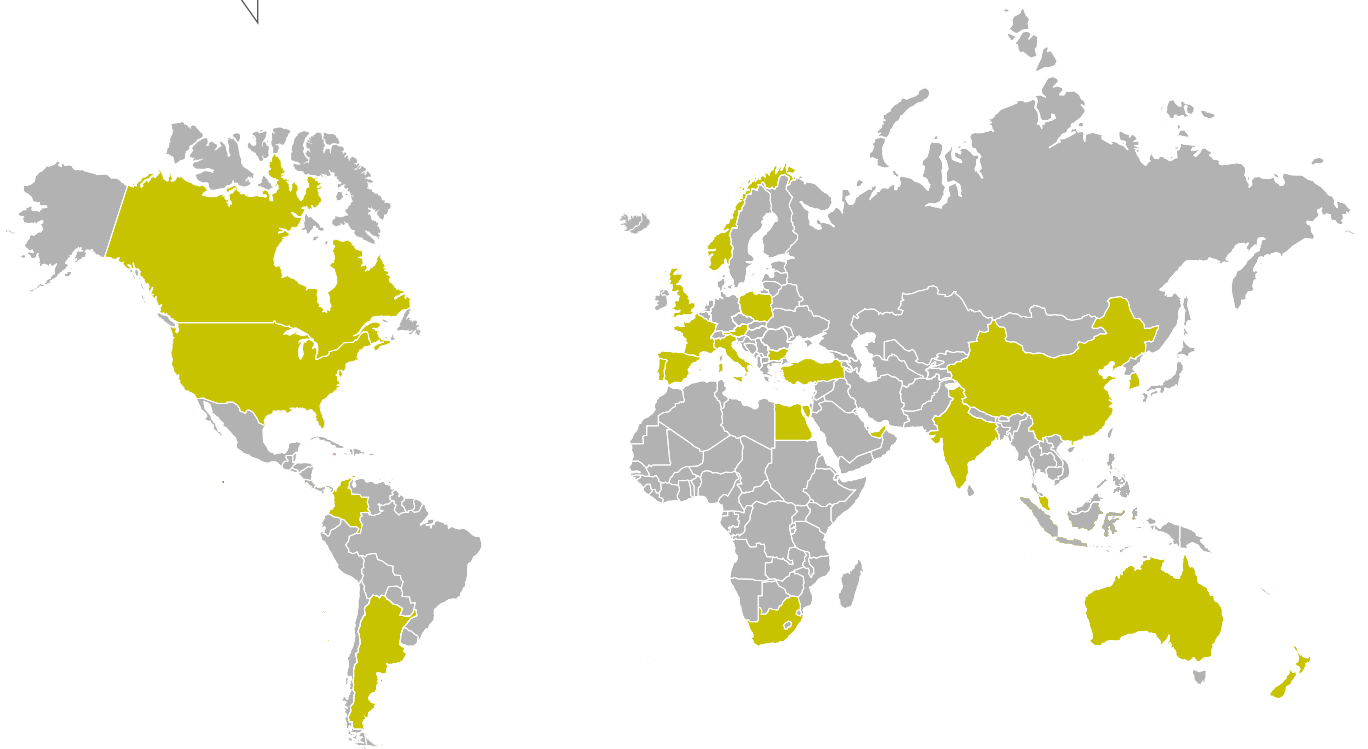
- The **objectives** are to reduce workplace injuries, obtain certifications of compliance with international ISO standards, and promote training and awareness initiatives to ensure a safe and sustainable work environment, as well as to integrate advanced practices and technologies to achieve the highest health and safety standards.

Among the **objectives** outlined within the QHSE Policy is the development and implementation of an Occupational Health and Safety Management System (**ISO 45001**) to support the prevention of occupational injuries and illnesses by managing health risks.

Currently, there are **56** factories globally that possess an ISO 45001-certified management system (60% of the total): as was the case for the ISO 14001 certification (see *Chapter 2 - RESPECT FOR THE PLANET. Measure to protect*), new certifications obtained in 2024 included sites in **Vaga** (Italy), Langenwang and Nussdorf (**Mapei Austria**), Ruse (**Mapei Bulgaria**), Bangalore and Vadodara (**Mapei India**), Speke (**Mapei UK**) and Wildwood and Calhoun (**Mapei Corp**), as well as the Kutno extension (**Mapei Polska**).

The Group's ambitious goal is to complete the implementation of Health and Safety Management Systems for all operating sites by the end of the three-year certification cycle, a project that the Corporate Quality Management and HSE Corporate functions are working on, primarily through the drafting of an ISO 45001 Certification Achievement Plan, shared with the subsidiaries involved.

Geography of ISO 45001 certifications



KPI Tables

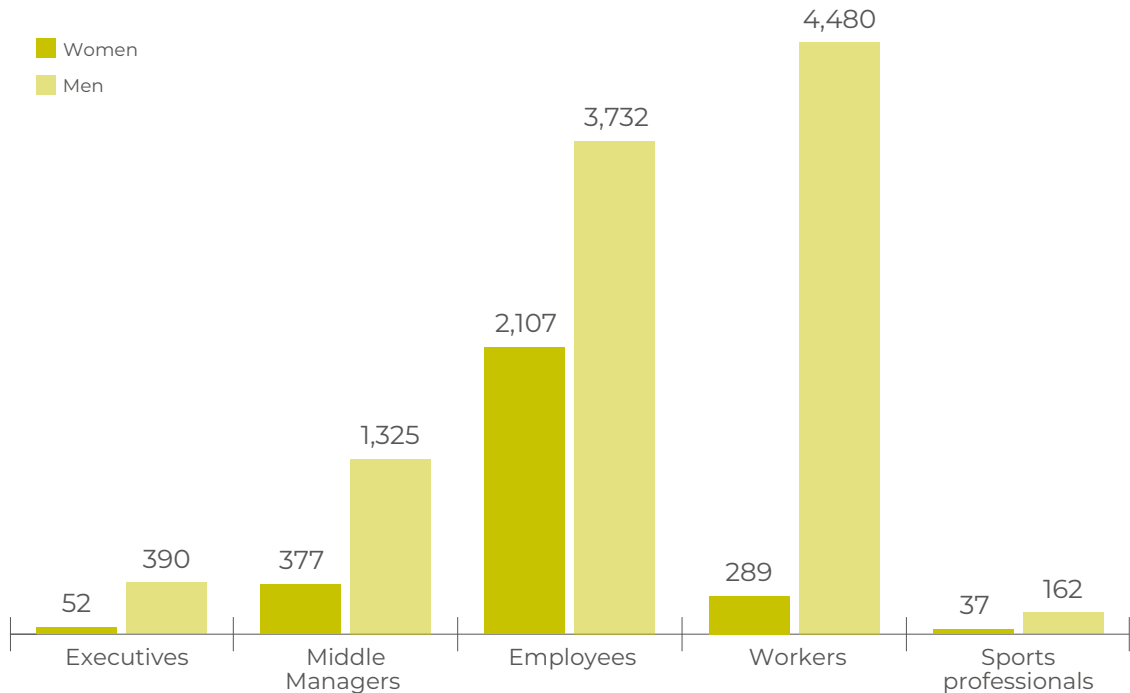
The **employees** who make up the Mapei family worldwide are 12,951 and have steadily increased over the three-year period 2022-2024 (+13% over 2022 and +5% over 2023). They are joined by 1,557 non-employee workers³⁰ whose contribution is equally indispensable to the Group's overall success. In line with a traditionally male-dominated business sector, **women**, who mainly hold white-collar and managerial positions, account for 22% of employees.



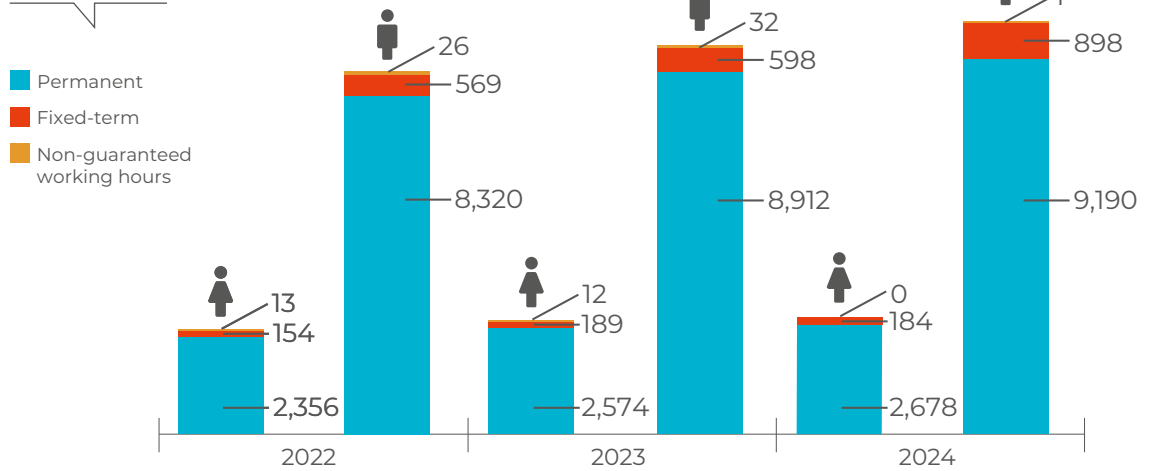
In terms of **professional categories**, in 2024 white-collar workers accounted for 45% of Mapei employees, blue-collar workers for 37%, middle managers for 13%, and executives for 4%; the remaining 1% is made up of U.S. Sassuolo Calcio's sports professionals, such as soccer players, coaches, and masseurs.

³⁰ This terminology refers to the following categories: temporary workers, canteen workers, trainees, cleaning Company contractors, security service contractors, and agents.

Employees by professional category in 2024



Contracts



Almost all employees hold a **permanent-term position** (92%), an aspect that consistently reflects Mapei's conception of "family" management of human resources, oriented toward establishing solid and lasting ties; 8% of the staff, on the other hand, have a fixed-term contract, while only one person is contracted on non-guaranteed hours³¹ for 2024.

Only a small percentage (3%) of employees hold a part-time contract, which is predominantly held by female staff (55%) and provides greater flexibility.

³¹ Workers with non-guaranteed hours are employees of the organization contracted without specification of a minimum or fixed number of working hours.



General disclosure | GRI 2-7: Information on employees

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER				
TYPE OF EMPLOYMENT CONTRACT	GENDER	2022	2023	2024
Permanent	Women	2,356	2,574	2,678
	Men	8,320	8,912	9,190
	Total	10,676	11,486	11,868
Fixed-term	Women	154	189	184
	Men	569	598	898
	Total	723	787	1,082
Non-guaranteed hours	Women	13	12	0
	Men	26	32	1
	Total	39	44	1
Total		11,438	12,317	12,951

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GEOGRAPHICAL AREA				
TYPE OF EMPLOYMENT CONTRACT	GEOGRAPHICAL AREA	2022	2023	2024
Permanent	Italy	2,407	2,563	2,724
	Western Europe	2,384	2,511	2,613
	Eastern Europe	1,683	1,812	1,632
	North America	2,380	2,516	2,606
	Latin America	625	709	760
	Middle East	169	178	235
	Asia	695	800	876
	Oceania	127	173	189
	Africa	206	224	233
	Total		10,676	11,486

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GEOGRAPHICAL AREA				
TYPE OF EMPLOYMENT CONTRACT	GEOGRAPHICAL AREA	2022	2023	2024
Fixed-term	Italy	275	274	273
	Western Europe	66	108	139
	Eastern Europe	155	154	178
	North America	0	0	0
	Latin America	30	26	39
	Middle East	0	36	235
	Asia	141	143	139
	Oceania	1	4	6
	Africa	55	42	73
	Total		723	787
Non-guaranteed hours	Italy	0	0	0
	Western Europe	38	43	1
	Eastern Europe	0	0	0
	North America	1	1	0
	Latin America	0	0	0
	Middle East	0	0	0
	Asia	0	0	0
	Oceania	0	0	0
	Africa	0	0	0
	Total		39	44
Total		11,438	12,317	12,951



VALUE FOR PEOPLE

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER

TYPE OF EMPLOYMENT	GENDER	2022	2023	2024
Full-time	Women	2,356	2,585	2,682
	Men	8,777	9,390	9,939
	Total	11,133	11,975	12,621
Part-time	Women	167	190	180
	Men	138	152	150
	Total	305	342	330
Total		11,438	12,317	12,951

General disclosure | GRI 2-8: Workers who are not employees

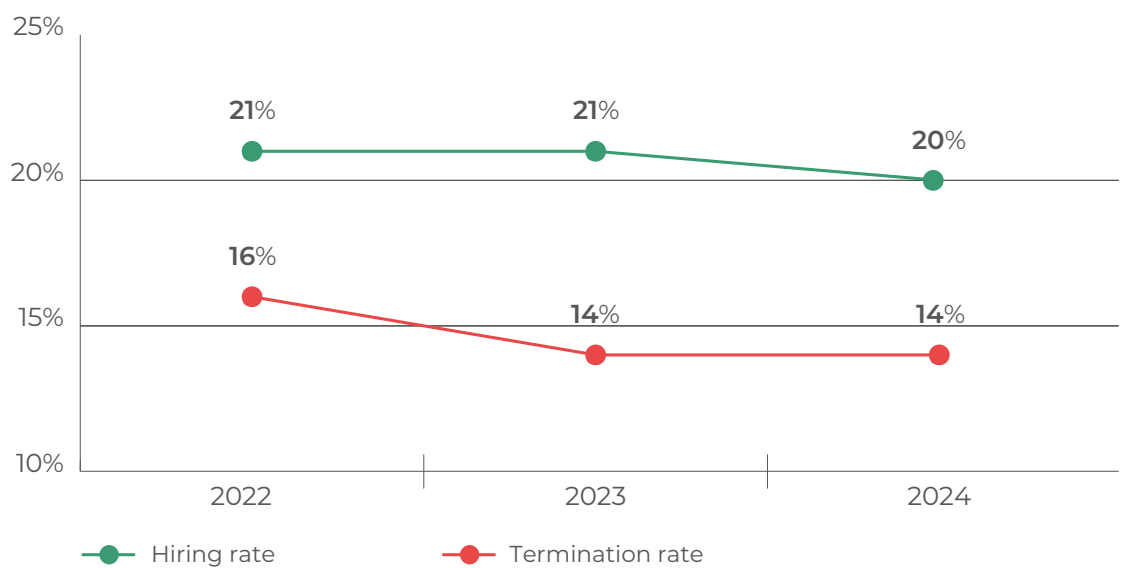
NUMBER OF EMPLOYEES PER EMPLOYMENT CONTRACT

TYPE OF EMPLOYMENT	2022	2023	2024
Interns	69	60	71
Temporary workers	962	507	595
Contractors of cleaning companies	73	77	431
Canteen service contractors	44	10	11
Contractors for security service	n.d.	15	23
Agents	434	532	406
Other types of employment	4	15	20
Total	1,586	1,216	1,557

Globally, there were 2,478 hires in 2024, up from 2023 (2,441) and 2022 (2,240); in contrast, there were 1,695 terminations.

North America is the region where there has been the greatest mobility, both in terms of new hires (25% of the total for the entire Group) and terminations, accounting for 32% of the total. The phenomenon is mainly related to subsidiaries operating in the United States, where there is historically a very flexible labour market, which encourages a high turnover among employees. As for **Italy**, there were 254³² new hires among the Parent Company and its subsidiaries (10% of total hires), up from 229 in the previous year.

Hiring and termination rates



³² We also report 176 hires related to U.S. Sassuolo Calcio, for a total of 430 new hires during 2024.



Employment | GRI 401-1: New hires and employee turnover

TOTAL NUMBER AND RATE OF NEW HIRES BY AGE GROUP AND GENDER							
GENDER	AGE	2022		2023		2024	
		NO.	%	NO.	%	NO.	%
Female	< 30 years old	208	9	190	8	200	8
	Between 30 and 50 years old	271	12	357	15	283	11
	> 50 years old	39	2	55	2	66	3
	Total	518	23	602	25	549	22
Male	< 30 years old	592	26	599	25	591	24
	Between 30 and 50 years old	956	43	1.059	43	1.061	43
	> 50 years old	174	8	181	7	277	11
	Total	1,722	77	1,839	75	1,929	78
Total hires		2,240	100	2,441	100	2,478	100

TOTAL NUMBER AND RATE OF NEW HIRES BY GEOGRAPHICAL AREA							
GEOGRAPHICAL AREA	2022		2023		2024		
	NO.	%	NO.	%	NO.	%	
Italy	406	18	358	15	430	17	
Western Europe	389	17	459	19	538	22	
Eastern Europe	257	11	319	13	236	10	
North America	687	31	614	25	615	25	
Latin America	191	9	293	12	258	10	
Middle East	29	1	51	2	84	3	
Asia	229	10	249	10	195	8	
Oceania	27	1	69	3	55	2	
Africa	25	1	29	1	67	3	
Total hires	2,240	100	2,441	100	2,478	100	

TOTAL NUMBER AND RATE OF TERMINATIONS BY GENDER AND AGE							
GENDER	AGE	2022		2023		2024	
		NO.	%	NO.	%	NO.	%
Female	< 30 years old	86	5	89	5	120	7
	Between 30 and 50 years old	211	12	237	14	187	11
	> 50 years old	49	3	54	3	74	4
	Total	346	20	380	23	381	22
Male	< 30 years old	368	21	327	20	312	18
	Between 30 and 50 years old	742	43	703	43	713	42
	> 50 years old	266	15	241	15	289	17
	Total	1,376	80	1,271	77	1,314	78
Total terminations		1,722	100	1,651	100	1,695	100

TOTAL NUMBER AND RATE OF TERMINATIONS BY GEOGRAPHICAL AREA							
GEOGRAPHICAL AREA	2022		2023		2024		
	NO.	%	NO.	%	NO.	%	
Italy	268	16	260	16	270	16	
Western Europe	301	17	310	19	302	18	
Eastern Europe	210	12	193	12	172	10	
North America	549	32	478	29	522	32	
Latin America	167	10	213	13	194	12	
Middle East	12	1	19	1	48	3	
Asia	165	10	134	8	123	7	
Oceania	29	2	20	1	37	2	
Africa	21	1	24	1	27	2	
Total terminations	1,722	100	1,651	100	1,695	100	



VALUE FOR PEOPLE

General disclosure | GRI 2-30: *Collective bargaining agreements*

	2022	2023	2024
Percentage of employees covered by collective bargaining agreements	39%	39%	37%

Diversity and equal opportunities | GRI 405-1: *Diversity in governing bodies³³ and among employees*

PROFESSIONAL CATEGORY AND GENDER	2022	2023	2024
	%	%	%
Executives	3.5	3.6	3.4
Women	16.3	13.3	11.8
Men	83.7	86.7	88.2
Managers	12.3	13.4	13.1
Women	22.6	21.3	22.2
Men	77.4	78.7	77.8
White-collars	44.7	44.5	45.1
Women	36.6	37.2	36.1
Men	63.4	62.8	63.9
Blue-collars	37.8	37.0	36.9
Women	5.4	6.3	6.1
Men	94.6	93.7	93.9
Sports professionals	1.6	1.5	1.5
Women	20.2	20.0	18.6
Men	79.8	80.0	81.4

³³ For the diversity of governing bodies (Board of Directors), please refer to Chapter 1.1. Mapei Governance system.

PROFESSIONAL CATEGORY AND GENDER	2022	2023	2024
	%	%	%
Executives	3.5	3.6	3.4
< 30 years old	5.7	11.2	11.8
30-50 years old	41.2	39.2	36.7
> 50 years old	53.1	49.6	51.6
Managers	12.3	13.4	13.1
< 30 years old	1.3	6.8	1.1
30-50 years old	59.4	53.7	55.8
> 50 years old	39.3	39.5	43.2
White-collars	44.7	44.5	45.1
< 30 years old	11.0	14.8	12.9
30-50 years old	64.8	60.8	61.2
> 50 years old	24.2	24.4	25.9
Blue-collars	37.8	37.0	36.8
< 30 years old	17.5	25.6	17.2
30-50 years old	59.1	50.7	57.3
> 50 years old	23.4	23.7	25.5
Sports professionals	1.6	1.5	1.5
< 30 years old	50.5	48.9	50.3
30-50 years old	37.8	37.2	36.2
> 50 years old	11.7	12.9	13.6



VALUE FOR PEOPLE

The **training** and **professional development** of its employees is a fundamental pillar of Mapei's human resources management. During 2024, 272,089 hours of training were provided, corresponding to an average of about 21 hours per capita, down slightly from the previous year and in line with 2022.

As every year, there were multiple **types of training** dedicated to employees in 2024: specialised and managerial (29%), health and safety (31%), technical (18%),

linguistic (12%), and, finally, related to the Code of Ethics (4%). Globally, the regions that delivered the most training hours per capita were Latin America, the Middle East, and Eastern Europe (31, 37, and 32 hours per capita, respectively), together coming to cover about 37% of Group-wide training hours.

Average hours of training per employee



Training and education | GRI 404-1: Average hours of training per employee per year

AVERAGE HOURS OF TRAINING BY EMPLOYMENT CATEGORY	UOM	2022	2023	2024
Average hours of training provided to executives	Hours	21.8	22.5	28.4
Average hours of training provided to managers	Hours	25.2	26.9	25.6
Average hours of training provided to white-collars	Hours	24.9	25.0	21.5
Average hours of training provided to blue-collars	Hours	16.1	20.8	18.9
Average hours of training provided to sports professionals	Hours	0.9	0.8	0.8
Average hours of training provided to employees	Hours	21.1	23.2	21.0

AVERAGE HOURS OF TRAINING BY GENDER	UDM	2022	2023	2024
Average hours of training provided to women	Hours	26.4	26.6	23.6
Average hours of training provided to men	Hours	19.6	22.2	20.3
Average hours of training provided to employees	Hours	21.1	23.2	21.0

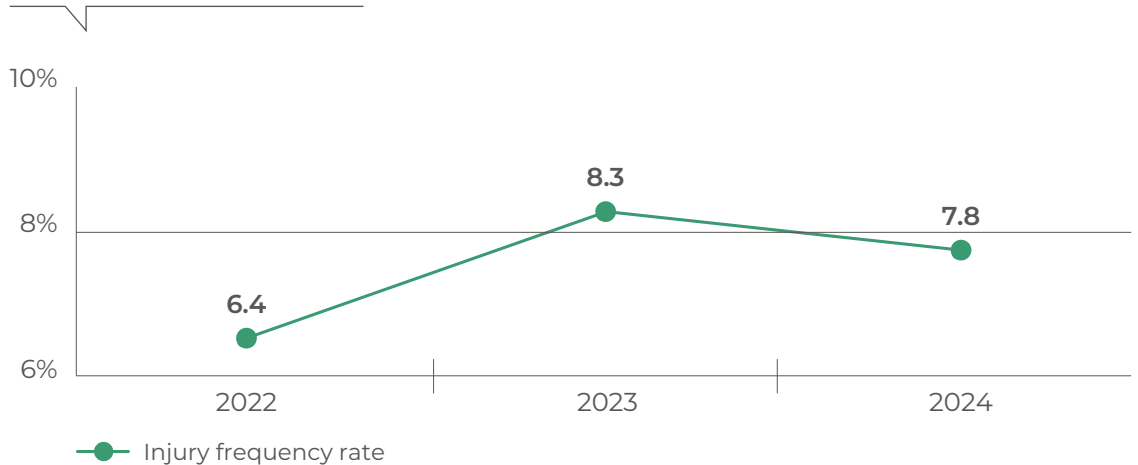
A key aspect of health and safety is the constant monitoring of qualitative/quantitative KPIs, allowing for accurate, real-time analysis of trends. This operation can be particularly complex for a Group of Mapei's size: for this reason, the HSE Corporate function has implemented a unique data collection system, managed through a **Scorecard** that all subsidiaries can access at any time; data are collected on a monthly basis and cover a broad spectrum of HSE issues.

Through the introduction of such a system, it was possible to collect more robust and timely global-level data on accidents, such as the frequency rate, which was 7.8 in 2024 (in 2023 it was 8.3 and in 2022 6.4).

In addition to ensuring the safety of its employees, Mapei also protects the safety of non-employee workers. In this respect, **22 injuries** took place in 2024, none of them with high consequences. This is an increase compared to 2023 (15 injuries) and 2022 (17 injuries).

Furthermore, similarly to the previous two-year period, there were no cases of occupational disease. Finally, during the three-year reporting period, there were no fatalities due to occupational disease or work-related injuries.

Injury frequency rate



Occupational health and safety | GRI 403-9: Work-related injuries

EMPLOYEES	UOM	2022	2023	2024
Hours worked	Hours/000	17,382	19,506	22,803
Total number of work-related injuries ³⁴	n.	110	162	177
<i>of which with high consequences (absence from work of more than 6 months or causing irreversible permanent damage to the injured person), excluding fatalities</i>	n.	0	1	2
<i>of which fatalities</i>	n.	0	0	0
Commuting injuries (in cases where transportation was organised by the Group itself)	n.	1	0	1
Rate of recordable work-related injuries³⁵	-	6.4	8.3	7.8
Rate of work-related injuries with high consequences³⁶	-	-	0.05	0.09
Rate of fatality	-	-	-	-

OTHER WORKERS WHO ARE NOT EMPLOYEES	UOM	2022	2023	2024
Hours worked	Hours/000	707	876	816
Total number of work-related injuries ³⁴	n.	17	15	22
<i>of which with high consequences (absence from work of more than 6 months or causing irreversible permanent damage to the injured person), excluding fatalities</i>	n.	0	0	0
<i>of which fatalities</i>	n.	0	0	0
Commuting injuries (in cases where transportation was organised by the Group itself)	n.	0	0	0
Rate of recordable work-related injuries³⁵	-	24,0	17,1	26,9
Rate of work-related injuries with high consequences³⁶	-	-	-	-
Rate of fatality	-	-	-	-

³⁴ Work-related injuries are defined as injuries occurring in the workplace that result in any of the following: death, days off work, restriction of work duties or transfer to another job, medical treatment beyond first aid or loss of consciousness, serious injuries. Commuting injuries are excluded.

³⁵ Injury frequency rate: (Number of work-related injuries/hours worked) x 1,000,000.

³⁶ Injury frequency rate: (Number of work-related injuries with high consequences/hours worked) x 1,000,000.

3.2 Workers in the value chain

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Effects on the health and safety of workers and collaborators	Actual negative impact	Short term	Value chain	Everyday work activities along the value chain can cause damage to workers' health, related to both operating conditions and misbehaviour; to prevent them, Mapei promotes a strong safety culture, supported by a comprehensive QHSE Policy.
Failure to respect human rights	Potential negative impact	Short term	Value chain	Instances of disrespect for human rights, such as child or forced labour, can occur along the value chain; to prevent them, Mapei has adopted a Group Code of Ethics that defines the principles of behaviour to be observed in relations with the Company.
Lack of respect for equal opportunities and diversity	Potential negative impact	Short term	Value chain	Instances of discrimination based on gender, ethnicity, religious belief, disability or sexual orientation may occur along the value chain; to prevent them, Mapei has adopted a Group Code of Ethics that defines the principles of behaviour to be observed in relations with the Company.

Part of the approach to sustainability issues is the development and consolidation of strong and lasting relationships with all workers in the value chain, starting with suppliers and ending with customers and end consumers. In particular, the guidelines for managing relations with workers in the supply chain are formalised within the **Code of Ethics**, where Mapei's commitment to recognise and respect, wherever it operates, all laws governing labour and personnel selection, including laws protecting human rights, freedom of association, privacy, and equal employment opportunities, clearly emerges. In addition, the Group is committed to avoiding all forms of illegal, child, forced or coercive labour, human trafficking or any practice that is considered as a modern form of slavery; all ethical principles defined within

the Code - integrity, transparency and fairness - are applicable not only to all employees, but also to suppliers, customers, agents, collaborators, and all stakeholders who interact with the Mapei Group worldwide.

In particular, Mapei believes that it is **fundamental** to invest in training not only for the professional development of its employees, but also for the **growth of professionals in the construction industry**. In fact, the Group expands its efforts beyond its operational boundaries, organising a series of events and activities each year to share its expertise and technical know-how with various stakeholders in the sector, ensuring that its products are used as safely and effectively as possible.



In fact, the training activities offered by Mapei directly involve all the experts in the construction industry: designers, contractors, applicators, material manufacturers and companies, which together constitute a dynamic reality that is constantly evolving. In this context, the Group is committed to providing suitable and constant support to ensure the best possible performance of Mapei products at all times.

Precisely with the intention of sharing the extensive wealth of experience accumulated by the Group over time, the **Mapei Academy** was founded over the years, a training structure aimed at providing the skills needed to understand and effectively use Mapei products, spread knowledge about the solutions offered, and contribute to the creation of a building industry culture. Through its Academy, the Group organises thousands of events, dedicated to the construction and design industry, which come to life both at **Mapei training centres** and Italian and international **Specification Centres**, and directly at clients and Trade Associations.

The Parent Company is also authorised to conduct training activities and issue professional training credits (CFPs), as required by the Law regarding **Compulsory Continuing Education** (Italian Presidential Decree 137/2012 No. 137) and since it is accredited in Italy as a **Third Party Trainer** with the *Consiglio Nazionale degli Architetti Pianificatori Paesaggisti e Conservatori* (CNAPPC - National Council of Landscape Planners and Conservators Architects).

In addition to technical training, the Group provides all of its direct and indirect customers with numerous useful tools for understanding and applying its products and solutions; these include:

- mobile laboratories and product safety and technical data sheets, which can

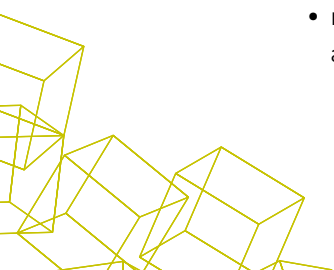
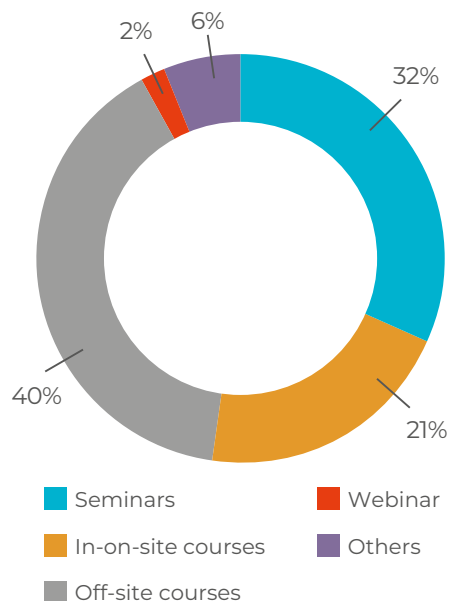
be consulted and downloaded free of charge from the web to facilitate access to product specifications;

- technical specifications;
- calculation software dedicated to designers for estimating the amount of product required for a project or for verifying the acoustic properties of buildings;
- access to **3D BIM (Building Information Modeling)**, a model for the study and integration of all product information related to each project phase.

During 2024, the Group involved about 332,000 participants in its training activities for a total of 59,639 hours of technical training globally. The main modes of training were: external customer courses (23,604 hours), seminars (19,180 hours), customer courses (12,437 hours) and webinars (967 hours).

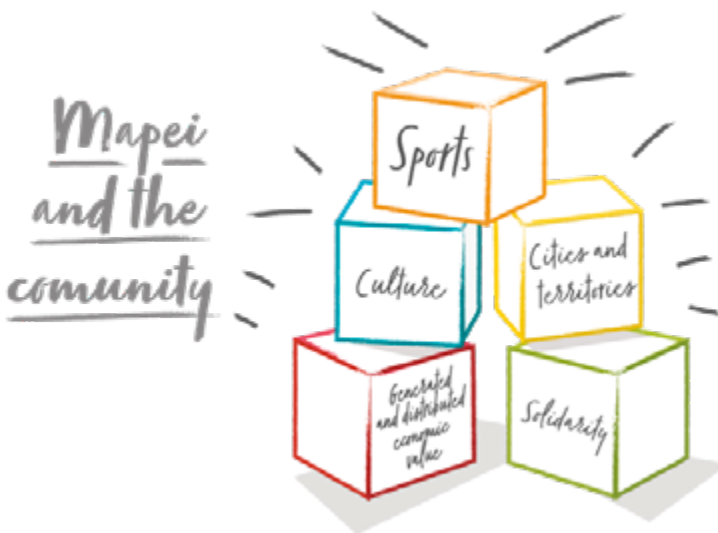
The rest of the training hours (3,451) relate to conferences, congresses, trade fairs or local events such as **Mapei Tours**, mobile training centres to publicise and educate on the proper application of Mapei products, active in several countries around the world.

Hours of technical training 2024



3.3 Local communities

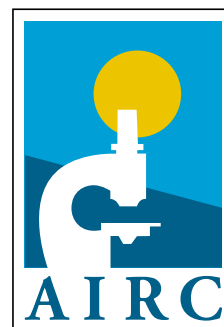
IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Creation and distribution of economic value on the ground and to local communities, including sponsorships	Actual positive impact	Short term	Direct activities	The Mapei Group makes an active and positive contribution to the development of the local communities in which it operates, keeping its ties with the territory alive, including through the organisation and sponsorship of cultural, sports and solidarity initiatives and events.



The deep connection between Mapei and the **territories** in which it is historically present constitutes a source of pride for the Company, which has always stood out for the variety and diversity of the initiatives promoted by all its subsidiaries in favour of local communities. Thanks to its international presence, the Group has the ability to generate a positive impact on heterogeneous realities and communities, with a commitment that extends in multiple directions: in fact, Mapei allocates a significant portion of its profits to **sports, cultural, charitable** and **community development** projects, demonstrating the Company's strong commitment to strengthening and growing the surrounding communities.

Standing by those in need: solidarity initiatives

The Group has always been at the forefront when it comes to devoting time, care and resources to the well-being of people, whether they are its closest employees or members of the communities in which it is active. This strong connection is expressed through a series of **solidarity initiatives** designed to assist those in need by offering them donations, specialised expertise, innovative solutions and the experience of its technicians.



In 2024, in collaboration with **AIRC**, Mapei participated in "**My First AIRC Grant**" project designed to support young scientists. Thanks to funding from the **Parent Company**, a scholarship named after

Giorgio and Adriana Squinzi was established and won by a researcher who can thus pursue his pancreatic cancer research project for a two-year period at the Pasteur Institute Italy - Cenci Bolognetti Foundation in Rome. Mapei also participated in the **Charity Dinner Nastro Rosa**, organised by AIRC itself on the occasion of the Breast Cancer Campaign, contributing by purchasing a table.



During the year, the Parent Company also continued its support for the **San Patignano Community** by participating in the charity auction, and for **Emergency** by supporting its humanitarian projects in conflict zones. It also continued to support **Gomitolorosa Onlus** with the project **Liberi di stare bene** ("Free to be well"), in collaboration with Human Age Institute and Severino Foundation in support of women inmates in female prisons in Italy. The project involved organising "wool therapy" workshops within prisons, promoting crochet work as a therapeutic tool to restore the psycho-physical balance of female inmates.

The initiative also included the involvement of Mapei employees in the creation of the Big Rose bracelet to be donated to female inmates on the occasion of Pink October, a month dedicated to breast cancer prevention, with the aim of supporting women inside prisons and conveying to them useful information regarding prevention.



Mapei France (France)'s support for the association **Courir pour Elles** is now well established. It uses sports and physical activity as a means of prevention for women's cancers. In 2024, to celebrate Breast Cancer Prevention Month, the subsidiary invited its employees to participate in the "**Bouger pour Elles**" walk, a 6-kilometre walk around the Château de Bonrepos-Riquet, near the Toulouse headquarters.

For Mapei and its subsidiaries, not only prevention is of paramount importance, but also support and care for patients and their loved ones. For example, during the UCI (International Cycling Union) Road Cycling World Championships in Zurich, **Mapei Suisse** (Switzerland) organised an event for children with cancer in collaboration with the GreenHope Foundation, involving nine children and their families in a day of activities with Legos.



In Croatia, **Mapei Croatia** participated in the construction industry's second humanitarian gala, collecting donations to support the construction and equipping of the pediatric hemato-oncology department at the Clinical Hospital Centre in Zagreb.

Two important topics, especially for younger people, are education and training: in 2024, **Mapei Benelux** (Belgium) offered free or subsidised products for the educational programmes of a number of local institutions, such as the Institut Saint-Laurent Liège and the ConstruForm Hainaut and ConstruForm Liège centres of expertise, which offer training in various technical and vocational fields. In Romania, **Mapei Romania** has supported the Association Ascendis, which aims to improve education through career guidance programmes, workshops for teachers, scholarships, and customised training sessions.

Subsidiary **Sopro Germany** (Germany), on the other hand, has long been engaged in the "TuWaS" initiative - "*Technik und Naturwissenschaften an Schulen*" (**Technology and Natural Science in Elementary Schools**), a programme that supports teachers to adopt a research-based learning method, while fostering lively and engaging lessons in elementary school classrooms: the goal is to introduce young students to scientific and technological topics in a playful and stimulating way.

On the Asian continent, **Mapei Construction Products India** (India) through donations and direct supply of products helped develop a new building at Saraswati Vidya Mandir school in Hindupur, thereby improving the educational environments for students. In Africa, on the other hand, **Mapei East Africa** (Kenya) has contributed to the development of an educational facility for boys through the charity AMANI EDUCATION ODV, which operates in the secondary education sector in one of the poorest rural areas of Tanzania; through these initiatives, Mapei reinforces its commitment to building infrastructure that empowers future generations.

In addition to the world of youth and students, the Group particularly cares about the welfare of people in precarious conditions. On the occasion of National Heroes' Day, the Asian subsidiary **Mapei Indonesia Construction Products** (Indonesia) partnered with a local foundation to donate wheelchairs to people with disabilities.



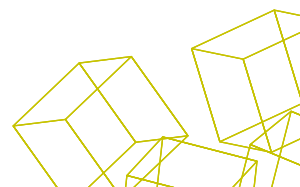
In Europe, **Mapei Ukraine** (Ukraine), on the other hand, provided support to the charity organisation "Together - Kind Force," which helps people affected by conflict by providing food, clothing, medicine and support to large families, disabled children and sick people, as well as caring for abandoned animals in war-torn villages. Also in Eastern Europe, **Sopro Poland** (Poland) was involved in the "**Noble Package**" (*Szlachetna Paczka*) project, an annual initiative that helps families in need make their dreams come true at Christmas: the subsidiary supported families with building materials that helped them with home renovation, as well as donating clothes, toys and food.

Overcoming one's limits: supporting the world of sports

Mapei's identity is closely intertwined with the world of **sports**, a now unbreakable bond that has been consolidated over the decades thanks to the countless events organised and sponsored by the Group and the support offered to athletes of different disciplines in achieving their goals. All the sports-related initiatives that the Group has supported and promoted over time are united by a common denominator: determination and the will to win.

Passion, commitment, hard work and team spirit are characteristic values of the sports world that are also found in the Company's DNA, resulting in a combination that has always proven to be solid and successful.

A cornerstone of this bond is the **Mapei Sport Research Centre**, founded in 1996 at the behest of Giorgio Squinzi and Aldo Sassi to foster a "human and social dimension" in the world of sports. This principle led to the creation of a centre dedicated to research, assistance and promotion of balanced



psycho-physical and social growth for professional and amateur athletes, as well as the dissemination of knowledge useful for proper, wellness-oriented sports practice. To date, the Centre is engaged on a number of fronts: from all-round assistance to high-level athletes; to the training of young graduates in the world of sports in a wide variety of skills (managerial, educational, scholastic, technical); to tutoring, in agreement with local universities, for students who are finishing their academic path; and to scientific dissemination, through participation as speakers at conferences, conventions and congresses with their own experiences regarding "applied research." During 2024, the injury and disease management service also became operational, available to athletes and sports clubs in the context of the already existing Training Department: this area of the Centre constitutes a technical advisory department capable of planning for athletes an individual athletic preparation course, as well as the possibility of following a proper post-injury re-athletisation program.

The Group's experience in the world of Italian soccer spans more than two decades and is linked to its main and most recognisable investment in sports. After being Main Sponsor for one year, in 2003 **Sassuolo Calcio** in fact became Mapei-owned football club, also supported today by several Italian subsidiaries (**Adesital**, **Cercol** and **Polyglass**). After an extraordinary journey that saw it climb the ranks of the Italian leagues, moving from Serie C2 to Serie A in a short time, in 2024 the club faced one of the first difficult moments in its recent history, with relegation to Serie B.

By leveraging the principles that characterise the entire Group and thanks to the team spirit that has always

distinguished the club, Sassuolo Calcio immediately regained the most prestigious stage, achieving promotion to Serie A after only one year and winning the championship.

This important milestone was accompanied by a further triumph that enriches the club's history: the title of **2023-24 Champion of Italy** won by the Primavera team, concrete evidence of the Group's commitment to the path of growth and enhancement of young talent.



CORPORATE SOCIAL RESPONSIBILITY - SASSUOLO CALCIO

Throughout the year, **Sassuolo Calcio** formalised its commitment to promoting social responsibility and sustainability within a document that is divided into several thematic areas, such as combating racism, equity, inclusion, and circular economy; for each of these, major projects and goals are outlined, as well as indicators for monitoring and defined timelines for achieving them.

Key activities include the Serie BKT (Lega B) "No to Racism" campaign aimed at raising awareness against racism, and the **Generation S** initiative, Sassuolo Calcio's social responsibility project dedicated to young athletes and their sporting and personal growth, with the aim of spreading the game of soccer as a tool for training, education and aggregation.

Other issues that the club considers a priority are **equality** and **inclusion**, supported through collaborations with schools and associations in the area having cyberbullying and sports values as themes, but also through the promotion of soccer for people with disabilities, participating in the DCPS (Division of Paralympic and Experimental Football) championship and the EAFF Amputee Champions League, to which the Parent Company has also contributed.

Lastly, the Mapei-owned club is committed to **environmental protection** with circular economy projects, such as the collaboration with Aqualy for the production of water in cardboard cartons.

Passion for soccer also moves Mapei internationally, where it supports teams and events through its subsidiaries. One example is **Mapei Argentina**, the main sponsor of **Club Atlético Lanús**, one of the most important teams in the Latin American country. Currently engaged in the first division of the Argentine league, the club boasts numerous successes both nationally and on the continent. Through soccer, an extremely popular sport in Argentina, Mapei has the opportunity to spread its corporate values such as teamwork and a willingness to always take on new challenges to a wide audience. In addition, during the year, Mapei GmbH (Austria) became the new main sponsor of *Grazer Athletiksport-Klub*, also known by the acronym GAK, in Bundesliga following its victory in the second division championship.

Equally iconic is the link between the Group and cycling: again in 2024, Mapei was Main Partner of the **UCI Road Cycling and Para-cycling World Championships**, held in

Zurich, Switzerland, where it welcomed more than 250 people to the hospitality area set up at the Motorhome just 50 meters from the finish line.



In the UK, **Mapei UK** supports the Halesowen Cycling Club, which offers training sessions for cyclists of all levels and organises numerous competitive events, contributing significantly to the development of cycling in the West Midlands. The Academy team continues to grow, offering cyclists aged 16 and older the opportunity to compete in road, cyclocross and track races at a very high level; during the year, some young



people participated in races in Ireland, France and Belgium, competing against the best young cyclists in Europe and achieving excellent results.

Mapei Benelux (Belgium), on the other hand, invited 40 of its major customers to attend the 2024 edition of three major cycling races in the territory: the nineteenth edition of the *Muur van Geraardsbergen*, the indoor event *t'Kuipke* in the city of Ghent, and the *Ronde van Vlaanderen*, where guests of Mapei's hospitality area had the opportunity to win a hot air balloon flight.

Overseas, **Mapei Australia** continues to support the **Cadel Evans Great Ocean Road Race**, an annual event of which Mapei has been partner since the first edition and which takes place along the picturesque Great Ocean Road. On the Asian continent **Mapei Far East** (Singapore), on the other hand, contributed to OCBC Cycle 2024, Singapore's largest mass cycling event since 2009, supporting more than 50 participants including customers, employees and their families. The OCBC Cycle attracts nearly 7,000 participants each year and aims to provide a safe platform for cyclists of all skill levels, promoting cycling as a year-round lifestyle and offering opportunities to ride on closed roads with scenic views.

However, Mapei's passion for sports is not limited to soccer and cycling, but embraces numerous disciplines, all of which are capable of embodying values such as the spirit of sacrifice and determination to overcome one's limits.

Significant is Mapei's experience in the world of sailing, where the Group continues to ply the oceans thanks to the **modern ocean sailing** project starring **Ambrogio Beccaria**, a sailor of Milan origins.

For Mapei, this is not only a sporting challenge but also a technological one, thanks to the

adoption of innovative solutions on board aimed at reducing the boat's environmental impact. In 2024 Beccaria achieved important results, including first place in the Atlantic regatta **The Transat CIC**. During the competition, the Italian sailor's partnership continued with **One Ocean Foundation**, which works to protect the marine environment and raise awareness of the major environmental challenges affecting the ocean. With its unique course, The Transat CIC lends itself to a more in-depth study of meteorology and extreme events, and with the support of oceanographer Sandro Carniel, during the regatta Beccaria recounted the main scientific and environmental issues that characterise the route, such as the Gulf Stream, Atlantic depressions, or melting icebergs.



The Group is then present in motorsport, where since 2018 it has chosen to stand by **Rachele Somaschini** supporting her in the Italian Absolute Rally Championship and in the international Tour European Rally series. Somaschini is not only a rally driver who has won numerous titles, but she is also an enterprising woman who is ready to go beyond her limits; in fact, she is a spokesperson for the Foundation for **Cystic Fibrosis Research**, a disease from which she herself is affected from birth - a

commitment to research that the Company admires and supports.

Starting in 2024, Mapei is also one of the new official sponsors of **Toyota Gazoo Racing Italy**, the racing division of Toyota Motor Italia, in the Italian Rally Championship. The beginning of this collaboration represents a significant moment for both companies, which in their fields are distinguished by product quality, the pursuit of excellence and constant experimentation aimed at continuous improvement.



Commitment, teamwork and fair competition are some of the values of **volley** that the Group consistently upholds. Also in 2024, Mapei was Special Event Partner of the Frecciarossa Italian **women's volleyball Cup Finals**, held for the first time in Trieste and organised in collaboration with Master Group Sport and with the important support of the Friuli-Venezia Giulia Regional Committee of the Italian Volleyball Federation. In addition, the Italian subsidiary **Adesital** is a sponsor of **Volley Leverano**, a men's team playing in the B series.



Turning one's gaze beyond Italian borders, since 2021 **Mapei Yapi** (Turkey) has been providing support to the **women's handball team Beyciler**, founded as a school team in one of Istanbul's poor neighbourhoods by a young teacher to motivate children from disadvantaged families. In 2024, Beyciler competed in the 2nd League with the Under 16 team and two female athletes were selected for the Turkish U-16 national handball team. Mapei is proud of this collaboration, as it represents a significant step in contributing to the empowerment of girls through sports.

Finally, on a global level Mapei has been present in several **marathons** with a social background, such as the **Kyiv Chestnut Run**, a charity run in which **Mapei Ukraine** (Ukraine) employees participated and whose funds raised went toward the purchase of equipment needed for the Ministry of Health of Ukraine's Paediatric Cardiology and Cardiac Surgery Centre. Similarly, **Sassuolo Calcio** has provided support for the **Staffetta della stella** ("Star relay"), an initiative aimed at raising funds for the Bethlehem Hospital in Palestine that consists of running the distance between Modena and the Palestinian city. The **Parent Company** instead participated in the Relay Marathon with a group of employees, supporting different charitable foundations.



Creativity and inspiration: the promotion of art and culture

Throughout its history, Mapei has consistently promoted **cultural initiatives**, and continued this year to strengthen its historic partnerships and support a number of projects that benefit the cultural heritage of the communities in which it operates.

Mapei's enduring link with Milan's **La Scala Theatre**, which has deep roots since the 1984 sustaining subscription, saw Mapei organise four events inside the theatre in 2024 and sponsor the **Extraordinary Concert of the Chicago Symphony Orchestra** directed by Maestro Muti. In addition, Mapei dedicated two afternoons to its employees and their families at a performance of the children's opera "The Little Prince."

300 works including paintings, sculptures, furniture, ceramics, textiles and jewelry from major national institutions, such as the Uffizi Galleries in Florence and the Capitoline Museums in Rome, and international institutions, such as the private collection of the British royal family and the British Museum in London.



In addition, as Top Sponsor of the 60th **Macerata Opera Festival**, the Parent Company supported the evening performance of the opera "Norma" at the **Sferisterio di Macerata**, hosting clients and friends to experience together an evocative evening in one of the city's most iconic monuments.



For the ninth consecutive year, Mapei has renewed its collaboration with the **Museo San Domenico** of Forlì, supporting the exhibition "Preraphaelites. A Modern Renaissance," an opportunity to rediscover and celebrate great artists of the past while sharing the beauty of art. The exhibition was organised by Fondazione Cassa dei Risparmi di Forlì in collaboration with the Municipality of Forlì and featured more than

The **Mapei Stadium** also opened its doors to culture and the community, hosting major cultural and social events including "Parole Parole Parole" ("**Words Words Words**"), a collective and participatory project promoted by the Municipality of Reggio Emilia in collaboration with Nondasola Association, to raise awareness on the issue of violence against women through the language of art. From intense work with the community and careful listening to the area, the women's words have been transformed into images in Elena Mazzi's public artwork, a wallpaper with a graphic texture that covers the walls of several schools in the area and some symbolic places in the city of Reggio

Emilia. This is where the initiative entitled "**1-1 words at the centre. Against violence against women**," inaugurated precisely with the installation of wallpaper in some significant areas of the Mapei Stadium (press room and two public areas in front of the Sassuolo Lounge and the Mapei Lounge): those who pass through these spaces can discover the hidden message, made up of words and phrases of women who have suffered violence and told their stories. The initiative included two events in November, the month that marks the International Day Against Violence Against Women: a workshop dedicated to young female soccer players from the two teams that play at the Sassuolo and Reggiana Calcio stadiums, and a conference open to the public on the role that sports can play in raising awareness of the issue.



Not only the Parent Company, but also the Italian subsidiaries continuously show their commitment to the enhancement of national cultural heritage. **Vinavil** has in fact sponsored the **Enrico Baj Exhibition**, held at Palazzo Reale in Milan, dedicated to the famous Milanese artist who used Vinavil glue in his works as early as the 1970s. As part of the sponsorship, it was also decided to hold a special event with customers, inviting them to an evening that included an exclusive guided tour of the exhibition and dinner, highlighting the Group's attention and care for its customers.

At the European level, on the occasion of the 50th anniversary of the restoration of democracy in Greece and the commemoration of the 50th anniversary of Picasso's death, **Mapei Hellas** (Greece) proudly supported the exhibition of posters and rare ceramics entitled "PABLO PICASSO: The Fighting Genius of Art and Democracy" hosted by the **European Cultural Centre in Delphi**.

In Oceania, **Mapei Australia** has instead provided support through products and training sessions at the **Mosaic Association Australia and New Zealand** (MAANZ) to help develop inclusive and diverse local community initiatives and projects by supporting the 2024 Symposium.

Finally, in the area of cinema, **Mapei Portugal** (Portugal) has offered its support to the **Festival do Cinema Italiano** ("Italian Film Festival") which celebrates the best of Italian cinematography, promoting cultural dialogue and attracting an ever-widening audience. The programme included national premieres, meetings with filmmakers, opportunities to discover new talent, tributes to the rich legacy of classic cinema, and numerous parallel events beyond theatres.



Roots and new horizons: the enhancement of territorial identities

Thanks to its well-established experience and expertise in the chemical-building field, Mapei has always paid special attention to the **territories** in which it is present, actively contributing to their development and improvement through the offering of its wide range of products and solutions.



In Italy, Mapei participated as Technical Sponsor in **RAI's street art project**, which involves the creation of murals dedicated to famous figures from the history of television, to mark the 70th anniversary of the television and the 100th anniversary of the radio. Specifically, Mapei supplied the products necessary for the realisation of the mural dedicated to Piero Angela, in Turin, and the one dedicated to Raffaella Carrà, in Rome.

In addition, as part of the renovation and maintenance project of the **Mapei Stadium - City of Tricolore** in Reggio Emilia, Mapei helped complete the restoration of the municipal area adjacent to the stadium by planting **170 cherry trees and 6 linden trees**, to enliven the flower beds with their colours.

Another noteworthy initiative, in which the Italian subsidiary **Vinavil** has collaborated, is "**Mosaichiamo La Città**," a diverse group of people who have been working for years on collective projects in the province of Pesaro (in 2024 Italian Capital of Culture). The various cultural projects, such as the accordion festival "TRAMANTICI" and the festival dedicated to Brazil "Mistura," included the creation of street furniture in *trencadís* mosaic, very common in Catalan modernist architecture, which involved the use of salvaged materials, stamps, tiles and other scraps held together by Vinavil glue. In addition, a festival was held in September with the theme "**ambienTIAMOci 2024**" that involved one hundred artists from all over the world to create mosaics representing themes such as togetherness and sharing, celebrating the intimate connection between humans and their surroundings and reflecting on the deep love for nature and the responsibility to preserve it. "**ambienTIAMOci**" is a visual ode to love for the Earth, a call to action, and a recognition of the inescapable bond that unites each individual with his or her host environment.

It is not only in Italy, however, that the Mapei Group provides its know-how as well as specific products and solutions in the building sector; in fact, there are frequent interventions in the territory where the Group is present. In 2024, **Mapei Corp** (United States) provided numerous installation materials and radiant floor heating (Mapeheat) to the **Gary Sinise Foundation**, a nonprofit organisation that provides "smart" homes for wounded

veterans of the armed forces and law enforcement agencies. In the Canadian territory, on the other hand, **Mapei Inc.** (Canada) organised a day in collaboration with Tree Canada, involving employees in planting trees at a nearby school. Also at the European level, several subsidiaries are taking action to protect the areas in which they operate; one example is **Mapei Croatia** (Croatia), which in 2024, as part of the **CO2MPENSATING BY PLANTING** project, planted 1,000 trees, reaching a total of 4,000 trees planted since the programme began in 2022, continually expanding the subsidiary's efforts in reforestation and environmental sustainability. Some employees of **Mapei Kft** (Hungary) also planted 790 particularly climate-resilient trees (such as pearl millet) in the Csalit Street Nature Reserve in Budapest, with the support of the Department of Nature Conservation and Forestry of FŐKERT. This initiative not only helped offset the loss of urban forests and green spaces caused by climate change and drought, but also created a community experience that motivated participants to adopt a long-term sustainable approach.

Lastly, also in the Americas, **Mapei Construction Chemicals** (Panama) has entered into a partnership with the ANCON organization, driven by the goal of engaging citizens to participate in numerous activities aimed at protecting the oceans and conserving their biodiversity, for the sake of marine species and humans.

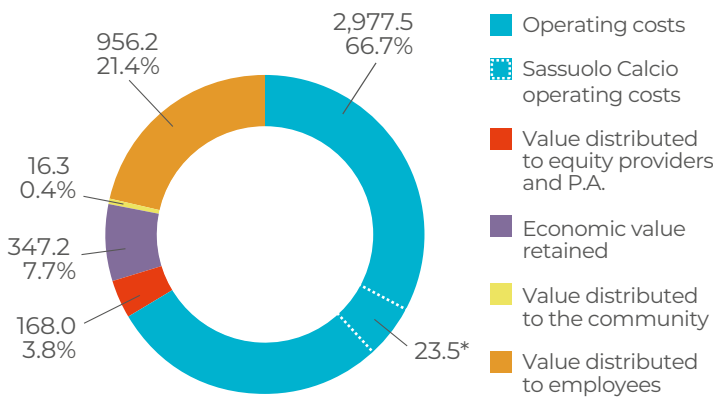


KPI Tables

In 2024, the economic value generated by Mapei increased by 4% compared to 2023, reaching €4.6 billion. Of this figure, 92% - approximately €4.1 billion - was distributed among the various stakeholders, as shown in the chart.

In 2024 Mapei again showed its support for communities on the five continents where it operates, pouring €16.3 million into promoting sports events, artistic and cultural activities, and various philanthropic initiatives. In addition, the Group allocated €23.5 million to Sassuolo Calcio, for a total financial commitment amounting to €39.8 million.

Breakdown of economic value generated in 2024 (in MLN € and percentage)



* The value reported here refers to €23.5 million allocated by other Mapei Group companies to U.S. Sassuolo Calcio S.r.l. to conduct its activities.

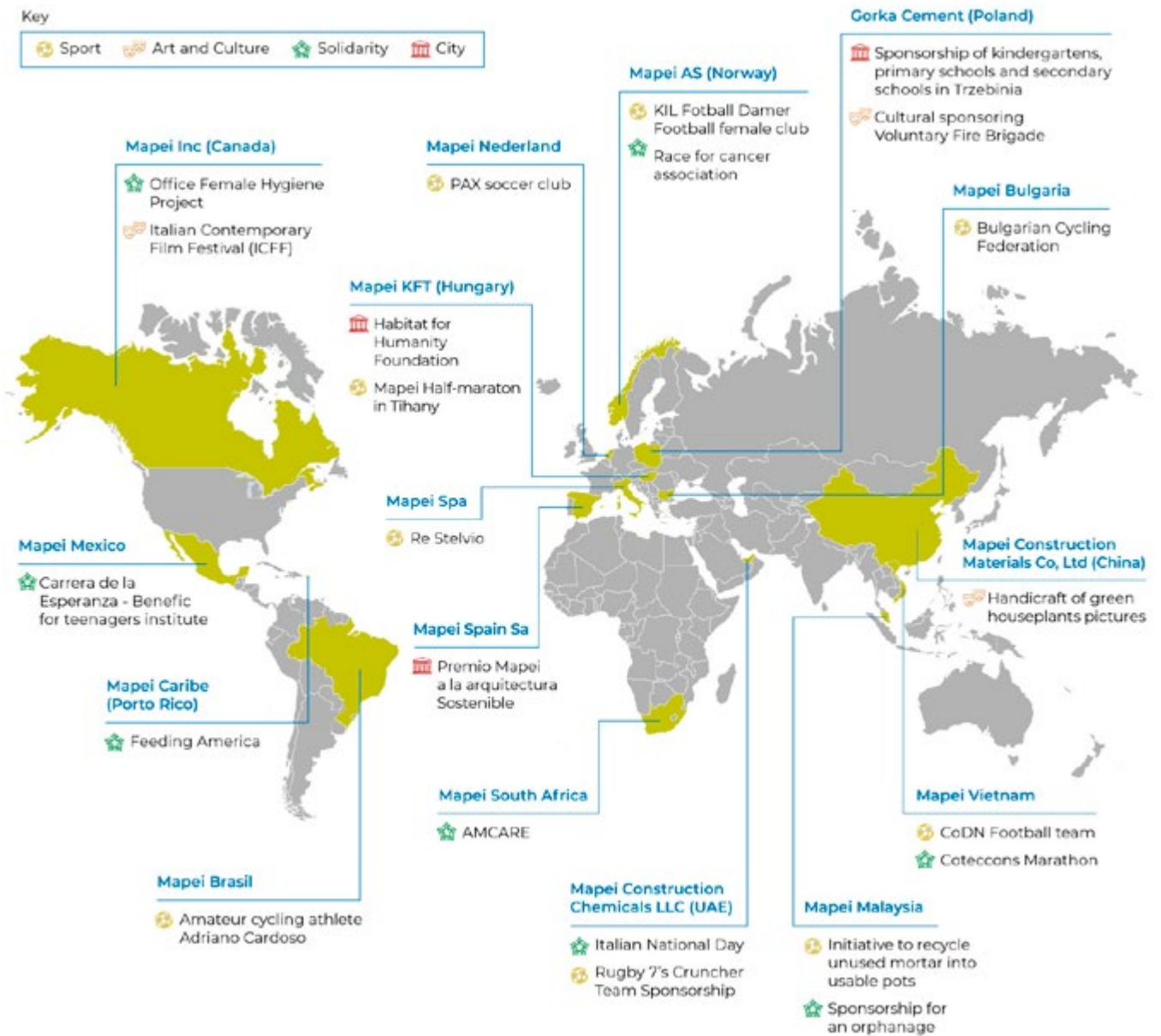
Economic performance | GRI 201-1: Economic value directly generated and distributed

	UOM	2022	2023	2024
Economic value generated	€	4,146,820,302	4,274,426,161	4,465,082,613
Economic value distributed	€	3,872,328,201	3,894,437,404	4,117,864,017
Operating costs ³⁷	€	2,946,123,725	2,853,363,713	2,977,470,643
Employee salaries and benefits	€	809,852,045	896,946,865	956,156,781
Payments to capital providers	€	24,283,229	44,463,666	60,611,443
Payments to the Public Administration	€	79,545,465	117,415,810	107,366,240
Investments in the community	€	12,523,737	14,247,350	16,258,910
Economic value retained	€	274,492,102	379,988,758	347,218,596

³⁷ It should be noted that this value includes a portion allocated by other Mapei Group companies to U.S. Sassuolo Calcio S.r.l. for its activities.

Other global Mapei Group initiatives

In addition to the initiatives described in the text, some projects carried out in 2024 by global subsidiaries are mentioned below.



3.4 Product safety

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Health and safety effects on applicators and users due to poor quality of products sold or unfair marketing practices	Potential negative impact	Short term	Direct activities	Chemical products can have a negative impact on the health and safety of customers and users if they are not made to appropriate standards or if they are marketed through unfair marketing practices. Mapei ensures the safety of its products through rigorous controls, guaranteeing low SVHC concentrations, low VOC emissions and always up-to-date hazard information.
Effects on the health and safety of spectators attending events (e.g., Mapei Stadium) due to poor building organisation and/or maintenance practices	Potential negative impact	Short term	Direct activities	Public events organised by Mapei can have a negative impact on the safety of spectators, related to possible structural or organisational deficiencies; to prevent them, the Group takes measures in accordance with regulations and subjects its facilities to periodic inspections.

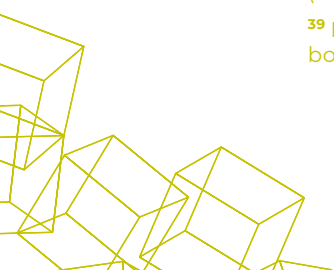
As formalised within the QHSE policy, Mapei is committed to preventing any negative impact that may affect its consumers and end users by paying special attention to indoor air quality where its products are applied. Among the goals expressed in the policy is also the reduction of raw materials that are hazardous to humans, with a preference for eco-friendly ingredients and avoiding highly toxic materials.

These commitments are evidenced by obtaining voluntary certifications, most notably those issued by the GEV³⁸, which as of 2024 totalled 819 - an increase of

12% over the previous year; they bear the "EMICODE ECI^{PLUS}" mark, attesting to extremely low emissions of volatile organic compounds (VOC) from the relevant products. In addition, Mapei has obtained 63 certifications as of 2024 from RTS³⁹, which feature the MI mark required in Scandinavian countries. In addition, the German eco-label "Der Blaue Engel," applied to 61 Mapei products, not only guarantees low VOC emissions, but also mandates compliance with criteria related to safety and environmental protection aspects, such as the content of hazardous substances.

³⁸ GEV Gemeinschaft Emissionskontrollierte Verlegewerkstoffe Klebstoffe und Bauprodukte e.V. is the German association for emission control of flooring products, adhesives and building materials and creator of the EMICODE label, which neutrally and non-competitively certifies building products by classifying them based on their VOC emissions. This certification is therefore a guarantee of quality and health protection in indoor environments, in accordance with the relevant standards (ISO 16000 and EN 16516).

³⁹ RTS Rakennustieto (Building Information Foundation) is a Finnish certification body that provides both information support for the real estate industry and environmental certification services.



Outside the European Union, other certification schemes are widespread; for example, specific to the United States are the **Manufacturer Inventory (MI)**⁴⁰, drawn up for 101 products as of 2024: these constitute documents that transparently report the ingredients of each product and any associated risks, in order to protect the health of users in line with the chemical audit methodologies required by current regulations.

For low chemical emission adhesives that ensure healthy and green interiors, **Mapei Corp** (USA) conducts voluntary certified **CRI Green Label Plus**⁴¹ testing programs covering 19 products as of 2024. To ensure indoor air quality, the subsidiary also certifies its products (422 by 2024) under the **SCS Global Services Indoor Advantage Gold**⁴² scheme.



Finally, mention is made of the **Green Squared**⁴³ mark, aimed at identifying products that comply with ANSI A138.1, a standard for ceramic and glass tiles and the material for their installation, that meet regulations on the assessment, validation and reporting of impacts on human health and

the environment, for which Mapei Corp has seven certified products available.



Overall, the Group's R&D laboratories are constantly challenged to deal with a complex and evolving regulatory framework: significant in this regard is the position taken by the British government in September 2024 regarding the affixing of the **UKCA (UK Conformity Assessment)**⁴⁴ mark on construction products. Reversing the trend of recent years, the Group has chosen to continue indefinitely in the recognition of the **CE marking**, committing to communicate at least two years in advance any changes in this policy. While this resulted in the suspension of the tests still underway to affix the UKCA mark, nullifying the activities and related costs so far incurred by Mapei, it was also an opportunity to once again show the Group's closeness to its customers, some of whom had requested the UKCA prematurely.

However, in line with the development vision imparted by Management, the Parent Company has nevertheless continued to invest human and economic resources in the field of certification and European standardisation, both to maintain and

⁴⁰ Analysis of the list of all materials contained in the manufacturer's product. The presence of even one material that is harmful to consumer health would result in a report from the certifying body.

⁴¹ Testing programmes are created by the CRI - Carpet and Rug Institute in order to establish higher standards for indoor air quality.

⁴² Standard recognised by the EPA - Environmental Protection Agency and qualified for many building rating systems, including LEED, BREEAM and WELL, for which see section 1.2 *Strategy and business model*.

⁴³ Developed by the Green Initiative Committee of the TCNA - The Council of North America and the ANSI - American National Standard Specifications ASC - Accredited Standards Committee A108, which represents manufacturers, distributors, installers and green building professionals.

⁴⁴ U.K. compliance marking that sets the standards that must be met if one is to gain access to the British market.



update existing certificates and to develop new ones, obtaining, for example:

- two **ETAs (European Technical Assessments)**⁴⁵ for the new external thermal insulation composite system for buildings (ETICS) with tile covering “Mapetherm MW Tile System” and “Mapetherm EPS Tile System”;
- an ETA related to FRP systems “CARBOPLATE SYSTEM - CARBOPLATE W SYSTEM,” of which the **(European Assessment Document)**⁴⁶ is still awaiting publication;
- the update of ETAs for the external thermal insulation composite systems for buildings (ETICS) “Mapetherm PIR System”, “Mapetherm XPS system”, and “Mapetherm MW System”.

The basis for issuing these technical assessments (ETAs) is the European Assessment Document (EAD): once obtained, it is possible to place the CE marking on the relevant product, which testifies to compliance with the requirements of the European Union regarding health and safety but also environmental protection.

Mapei's commitment to support designers and users in the adoption of technical solutions that comply with national and international, rigorous and verifiable standards, also resulted in a larger offer of CVT-certified structural strengthening systems. **CVT certificates (Technical Assessment Certificates)**⁴⁷ are

issued by the Central Technical Service of the Italian Ministry of Infrastructure and Transport following meticulous testing programmes conducted at external laboratories authorised by the Ministry itself.

Given the wide and varied landscape of certifications obtained for its products, it is essential to monitor certificate expiries, value their possession through shared knowledge within the Company, and possibly choose which ones to make directly available for external consultation as well. In order to meet these needs, 2024 also saw the Group engaged in finalising the “**Product Certifications Portal**” (PCP), the portal developed in-house by Mapei's IT department based on **PIM - Product Information Management**. To date, the platform is fed with about 13,000 documents related to the products of all Group subsidiaries, with limited exceptions related to companies recently acquired or subject to reorganisation.

Customer satisfaction and care

A culture of quality and attention to customer satisfaction and needs are two cornerstones of Mapei's corporate strategy, to which a section of the QHSE policy is dedicated: in fact, among the objectives formalized within it is the ability to always know, interpret and meet the **needs** of customers and consider their **satisfaction** a key indicator of the Group's success.

⁴⁵ Document providing information on the performance assessment of construction products. The procedure is laid down in the Construction Products Regulation and gives manufacturers the option of drawing up the declaration of performance and obtaining the European CE conformity marking.

⁴⁶ Unified Technical Standard for Construction Products, developed by the European Organisation for Technical Assessment (EOTA) for cases where a product is not fully covered by legislation.

⁴⁷ Technical document with a five-year validity, renewable, issued on the basis of the Guidelines drawn up by the Central Technical Service (CTS) thus enabling the qualification of materials and products for structural use within the national territory.

⁴⁸ Product information management (PIM) is the process of managing all information about a product from a central node.

To achieve these goals and thus maintain solid and constructive cooperative relationships with its customers, it is necessary to ensure that products comply with the safety regulations adopted by the countries in which they are manufactured and sold.

Of crucial importance in this regard are the assessments conducted by the **Corporate Product Safety** function, which are communicated to users through safety data sheets. These documents contain information on potential impacts to humans and the environment, guiding users to proper and safe risk assessment. Also relevant are analyses of current international regulations, such as the CLP regulation (Regulation 1272/2008), and industry-specific regulations, so as to provide adequate information for the safe use of products.

Equally important is the continuous monitoring of reports that may be received from customers, which is why the Group devotes constant effort to identifying the most suitable causes and solutions to prevent a recurrence of similar cases. For this reason, customer satisfaction has always been a top priority for Mapei. Thanks in part to the efforts of the **Customer Complaint Management (CCM)** team within the **Corporate Quality** department, work was carried out in 2024 to update the **CMS (Complaint Management System)** software.

As a result of activities to update the Company's tool, it has been possible to simplify and automate some of the steps involved in entering reports to enable faster closures to customers and more accurate internal analyses aimed at limiting the risk of repeat issues. With the intention of tracking even minor cases related to reports that may have an impact on the environment, specific defects, such as NC biocide contents/unpermitted substances

and allergic reactions, were introduced. However, no complaints have been registered for 2024.

The implementation of the CMS in the various Group subsidiaries continued in 2024 through dedicated training and e-learning, ensuring its use in 67 subsidiaries worldwide. The tool, which involves all functions affected by reports that may help resolve any issues, allows the Group to share important information on the same platform in order to monitor risk situations and seize opportunities to improve products and services.

Started in 2024, the development of a **complaint reporting system** linked to BI (Business Intelligence) was also completed in early 2025, enabling all subsidiaries to more closely and timely monitor certain KPIs related to complaints with reference to turnover and quantities sold.

These tools, together with supervision and coordination of a group of people dedicated to handling complaints in all Group companies, ensure constant quality control of products placed on the market and continuous improvement of processes related to customer service.



4

ETHICS AND RESPONSIBILITY

Business culture and conduct.



© DANIEL DONATI

ARCHAEOLOGICAL SITE OF HEGRA - SAUDI ARABIA

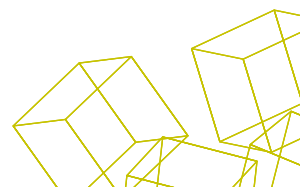


INTEGRITY, TRANSPARENCY AND SUSTAINABILITY ALONG THE ENTIRE VALUE CHAIN

IMPACTS	TYPE	TIME HORIZON	SCOPE OF RELEVANCE	DESCRIPTION
Adoption and dissemination of responsible practices by the supply chain	Potential positive impact	Short term	Direct activities	A Company can promote the development of a sustainable supply chain by selecting and evaluating its suppliers using environmental and social criteria, thus encouraging them to adopt more responsible practices. With this in mind, Mapei has defined a common supplier qualification and evaluation process for all subsidiaries, which includes specific sustainability criteria in the evaluation checklists, while leaving room for local customisation.
Creation and distribution of economic value on the ground and to local communities, including sponsorships	Actual positive impact	Short term	Direct activities	The Mapei Group offers an active and positive contribution to the development of the local communities in which it operates, keeping its ties with the territory alive, including through the organisation and sponsorship of cultural, sports and solidarity initiatives and events.

Historically recognised as a solid, reliable and ethically responsible partner, the Mapei Group has built its reputation on the values that have always guided and inspired every aspect of its daily operations. These values, which together to the principles of **integrity**, **transparency** and **loyalty** define the **business culture**, are formalised in the GroupCode of Ethics, a document that guides the behaviour of employees globally and which sets out the system of rules and procedures currently in place regarding

business conduct: these include, at the Group level, the anti-corruption policy, the Whistleblowing policy and the Organisation, Management and Control Model adopted by the Italian subsidiaries. The reputation that the Group has built up over the decades has enabled it to establish strong and lasting relationships with all commercial partners, including suppliers, subject to selection and evaluation, that take into account various criteria, including sustainability.



4.1 The Code of Ethics and the fight against corruption

As anticipated, for Mapei the key document in terms of business culture is the **Group Code of Ethics**, a dynamic tool that must be constantly updated to intercept possible regulatory, organisational and contextual changes, typical of an international and constantly evolving reality such as the Mapei Group. During 2024, an updated version of this document was published: approved by the CEOs of the Parent Company, the new Code of Ethics reinforces the commitment to sustainable development and deepens

more pointedly some social issues, such as respect for human rights, workers' conditions, and the principles of equal opportunities, diversity and inclusion. The document is valid for all Group companies and is an essential tool to promote a transparent **dialogue** with stakeholders, prevent inappropriate or unethical behaviour that does not align with Mapei's values, emphasise the importance of individuals, and define guidelines on health, safety, and environmental protection. To promote full awareness within each subsidiary, the Code is translated into the languages of the countries in which Mapei operates: at the local level all General Managers of the subsidiaries are responsible of ensuring proper implementation and compliance.

A section of the Code of Ethics is devoted to the issues of **confidentiality and privacy** and reaffirms the Group's commitment to handling personal data and confidential information that may be collected in accordance with applicable regulations. These issues are becoming increasingly relevant also due to the growing digitisation of processes and services, which has led to an increase in the amount of data collected and the IT structures required to manage them. In fact, in recent years, Mapei

has strengthened its cybersecurity standards by implementing an advanced **cybersecurity control system** aimed at countering the increased risks associated with cyber attacks. At the same time, the Group recognises the importance of the human factor in protecting IT systems from possible attacks or misuse: for this reason, there is constant investment in training activities, aimed at offering specific courses and promoting internal awareness to stimulate cultural change among employees.

Operating globally, a close eye is then paid to strict compliance with the **anti-corruption** laws in force in the countries where the Group operates: possible cases of corruption could compromise the integrity of individuals and lead to legal risks and reputational damage. For this reason, specific criteria have been defined within the Code of Ethics for recognising and reporting unlawful conduct, reflecting the Group's firm opposition to any corrupt act. Particularly significant in this regard is the drafting of the **Anti-Corruption Policy**: this document, approved by the Parent Company CEOs and published during 2024, defines the values, principles and responsibilities to which Mapei adheres in the fight against corruption, providing a framework relating to the prohibition of corrupt practices within the Group worldwide. The policy is addressed to both Mapei personnel (top management, members of the Corporate Bodies, employees and collaborators) and to all external stakeholders (partners, customers, suppliers, consultants and external collaborators), to whom it is proposed to provide the provisions and guidelines to be followed to ensure compliance with anti-corruption principles. Among the

general ones that govern the document are: responsibility to know, understand, and **comply** with the Policy and applicable regulations; the **segregation of duties**; compliance with the **internal delegation matrix** in force at Mapei; the formalisation and traceability of the **decision-making process**; compliance with all **applicable policies and procedures**; disclosure of potential conflicts of interest; transparency and fairness to **public authorities**; accuracy, correctness and completeness of all accounting records.

Mapei has also identified the **activities** most susceptible to corruption risk, divided into three main categories:

1. **Relations with Public Administration:** management of relations with public officials, such as those for obtaining authorisations, licenses and permits, and handling customs formalities;
2. **Sensitive activities:** management of purchases of goods and services, consulting, management of agency contracts, commercial policies and customer relations;
3. **Instrumental activities:** cash flow management and expense reimbursement; nonprofit initiatives, social projects and sponsorships; conferences, seminars, fairs and events; gifts and donations; personnel selection, recruitment, management and incentive policies.

In order for all recipients of the policy to be informed of its contents, Mapei ensures its dissemination through the publication online; in parallel, it encourages training courses for employees, with different modalities and granularity depending on the role and risk employees are exposed to.

Compliance with the principles set forth in the Anti-Corruption Policy is promoted through the dissemination of a corporate culture marked by transparency and integrity, which protects whistleblowers

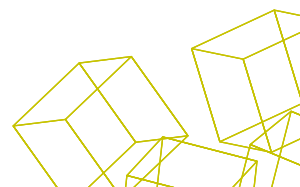
from any form of retaliation: to this end, the **Whistleblowing Portal**, available online for each Group Company and regulated by the **Whistleblowing Policy**, is the official tool for collecting and handling reports. Updated to May 2024, the Group's Whistleblowing policy addresses to the Company Management, members of the corporate bodies to all employees and internal co-workers, as well as partners, customers, suppliers, consultants, collaborators and, in general, to stakeholders of the Company ("Third Parties").

It represents the Group's real commitment to addressing the reporting of potential wrongdoing, ensuring the protection of whistleblowers in accordance with national or supranational laws. The policy establishes ways to report misconduct or omissive behaviour that constitutes a breach of the Code of Ethics, the Anti-Corruption Policy, local regulations and any other internal regulations. The reports must be substantiated and adequately documented; they may be submitted in writing, through the Whistleblowing Portal, which guarantees the anonymity of the whistleblower, or orally, through a voice messaging system or by direct meeting with the team responsible for handling the reports.

Mapei ensures there is no retaliation, discrimination or penalty for those who report in good faith, guaranteeing confidentiality of the identity of the whistleblower, except with the explicit consent of the person concerned or legal obligations.

Reports are handled by the Corporate Internal Audit department, with support from the HR&Organisation and Legal departments.

Additional issues related to the conduct of business are then covered within the Code of Ethics, ranging from the protection of intellectual property to the proper management of corporate resources, from the accuracy and transparency of accounting records to the fair competition, right down



to the relationships to be maintained with customers, suppliers, the local community, the media and public institutions. A specific section is then devoted to the management of **conflicts of interest**, understood as situations in which personal, financial or family interests may affect an individual's ability to objectively perform his or her duties.

As such, employees are required to disclose any financial or other interests to their supervisor, keeping in mind that complete transparency is a key to addressing all potential conflicts.

Organisation, Management and Control Model

In Italy, pursuant to Legislative Decree 231/2001, the Mapei Group has adopted for each subsidiary⁴⁹ a specific **Organisation, Management and Control Model** (OMCM or "Model 231"), i.e., a system of principles, rules and provisions aimed at regulating and monitoring sensitive Company activities to prevent the commission of crimes referred to in the Decree itself and thus protect the Company. The Model 231 is constantly updated to reflect regulatory

and organisational changes and its content is communicated both internally and externally, for example through the Company intranet, induction and training sessions, the website, and contracts with third parties.

Every Italian Company in possession of a Model 231 has appointed its own **Supervisory Board** (SB), charged with overseeing and monitoring the proper implementation of the Model⁵⁰. A multi-party body, the SB supervises the correctness of the management of corporate activities; its chairmanship is entrusted to members from outside the Company, while internal members include the Corporate Internal Audit function, which represents the Parent Company to all subsidiaries and conducts assessments and audits of sensitive activities.

The SB is responsible for reporting to top management on the implementation of the Model and pointing out critical aspects and proposals for changes, through direct reports to the CEOs and regular updates to the Board of Directors and the Board of Auditors through six-month written reports.

4.2 Supplier selection and evaluation

Establishing and maintaining with **suppliers** transparent, long-lasting relationships based on mutual trust is critical to ensuring business continuity. For this, the Group defines the main guidelines within the Code of Ethics, whose principles and rules are also

binding on suppliers and their staff. As established within the document, Mapei people are encouraged to establish stable and collaborative relationships with suppliers, based on fairness and impartiality and ensuring equal opportunities for all stakeholders.

⁴⁹ Except Mapei Stadium.

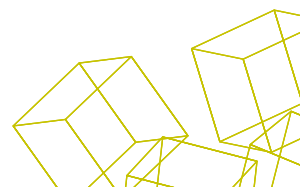
⁵⁰ For 2024, no significant critical issues are reported.

The supplier selection process is based on **objective criteria**, which include elements such as innovation, quality, technical and professional suitability, as well as economic and sustainability aspects. These take on strategic importance for a group like Mapei, which relies on a large and diverse network of partners distributed globally. The variety of suppliers results in a plurality of social and environmental impacts along the supply chain, needing constant monitoring to ensure that expected standards are met. With the aim of establishing a common approach with respect to qualification and evaluation methods, the Corporate Purchasing function has drafted guidelines applicable to all subsidiaries. As early as 2023, with the support of the Corporate Quality Management function, an **evaluation** checklist had been drawn up, which includes sustainability aspects to be verified during audits at suppliers, conducted both in-person and remotely. In addition, again with the intention of assessing its compliance with to the Group's sustainability requirements, the Corporate Purchasing Function has included questions related to the management of sustainability aspects within the **qualification questionnaire** including the adoption of a Code of Ethics and the presence of a strategy to reduce energy consumption and GHG emissions. During 2024, a **pilot project** was started to assess the sustainability maturity of suppliers of raw materials, packaging and finished products of the Parent Company. To this end, an IT tool has been implemented that simplifies the entire evaluation flow. The system involves sending suppliers a questionnaire consisting of fifteen questions regarding environmental, ethical and social aspects; the responses are automatically processed by the software, which provides an overall score on a scale of zero to one hundred. This approach enables a homogeneous and

comprehensive screening of all suppliers, ensuring uniform standards of assessment and objective comparisons. In view of the satisfactory response rates obtained, over the next few months the Group intends to extend this practice to the direct purchases of its other Italian and foreign subsidiaries as well, envisaging to involve not only new supplies activated during the year but also established ones: in this way it would be possible to have a snapshot of the suppliers' current level of maturity on sustainability issues.

KPI Tables

Of the 628 new suppliers of raw materials, packaging and purchasing finished products activated in 2024 by Group companies, about **60%** were selected through a formalised qualification process that also took into account voluntary quality aspects referable to social issues, while **62%** to environmental issues. These results represent a marked improvement over the previous two-year period: in 2022, the percentage of new suppliers evaluated according to social criteria was 38%, while in 2023 it rose to 44%; for environmental criteria, it rose from 41% in 2022 to 50% in 2023.



METHODOLOGICAL NOTE
AND CONTENT INDEX

2024

Methodological note

This **Sustainability Report** represents the ninth edition of the document for Mapei and reports information for the **year 2024** (January 1 to December 31). This document is prepared annually and was published on the Group's website in August 2025.

The reporting scope of the Financial Report extends to the Parent Company **Mapei S.p.A.** and all Group subsidiaries, except where otherwise indicated.

For the complete list of companies included in the scope, see *Chapter 1. MAPEI FORMULA*. The report also contains, when available, performance data for the three-year period 2022-2024 to provide a comparison with previous years.

Mapei S.p.A. has its **headquarters** in Milan, Italy, Via Cafiero 22; details of the sites of the Companies included in the scope of this Sustainability Report can be found in the introductory chapter.

The reporting standards adopted by Mapei for the preparation of the Sustainability Report are the **GRI Sustainability Reporting Standards** published by the Global Reporting Initiative (GRI), in their most recent version (2021), following the **In accordance option**.

This document has not been audited by an independent third party Company.

The Consolidated Financial Statements are audited by EY S.p.A., the entity in charge of the statutory audit of that document, just as all local financial statements are audited by local external auditors, in compliance with relevant regulations.

As of the date of publication of this Report, there are no significant events known to have occurred in 2025 that are relevant for sustainability reporting purposes.



Material topics

In accordance with the GRI Standards 2021, the contents of the Report are derived from the materiality analysis as described in paragraph 1.3. *The identification of material topics.*

The table below lists the material topics and the corresponding GRI Topics.

Please note that following the update of the materiality analysis, the material topics have been changed from what was reported in the 2023 Sustainability Report.

MATERIAL TOPICS FOR MAPEI	GRI TOPICS
Energy	GRI 302: Energy
Climate change mitigation and Climate change adaptation	GRI 305: Emissions Non-GRI: Sustainability of buildings and certifications Non-GRI: Innovation and Research and Development
Air pollution	Non-GRI: Polluting emissions in the atmosphere
Water pollution	GRI 303: Water and effluents
Substances of concern Substances of high concern Microplastics	GRI 416: Customer health and safety
Water	GRI 303: Water and effluents
Direct impact drivers of biodiversity loss	GRI 304: Biodiversity
Resource inflows, including resource use	GRI 301: Materials
Waste	GRI 306: Waste
Working conditions - Health and safety	GRI 403: Occupational health and safety Gri 414: Supplier social assessment
Working conditions - Excluding Health and safety, Work-life balance Other work-related rights - Child labour, Forced labour	GRI 2-26: Mechanisms for seeking advice and raising concerns GRI 2-27 Compliance with laws and regulations GRI 414: Supplier social assessment
Equal treatment and opportunities for all - Gender equality and equal pay for work of equal value, Employment and inclusion of persons with disabilities, Measures against violence and harassment in the workplace, Diversity	GRI 401: Employment GRI 405: Diversity and equal opportunity GRI 414: Supplier social assessment
Equal treatment and opportunities for all - Training and skills development	GRI 404: Training and education
Working conditions - Work-life balance	GRI 401: Employment GRI 405: Diversity and equal opportunity

MATERIAL TOPICS FOR MAPEI	GRI TOPICS
Communities' economic, social and cultural rights - entity-specific disclosure	GRI 201: Economic performance GRI 413: Local communities
Social inclusion of consumers and/or end users - Responsible marketing practices Personal safety of consumers and/or end users - Health and safety	GRI 416: Customer health and safety GRI 417: Marketing and labeling
Management of relationships with suppliers including payment practices	GRI 204: Procurement practices GRI 308: Supplier environmental assessment GRI 414: Supplier social assessment
Corruption and bribery Corporate culture	GRI 205: Anti-corruption

The principles for defining the content and ensuring quality of the Report

The principles used to ensure the quality and fair presentation of the information contained in this Report are the Reporting Principles defined by the

GRI 1: *Foundation 2021* (accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability).

The reporting process and calculation methodologies

The contents of this Sustainability Report were defined on the basis of the materiality analysis. Qualitative and quantitative data of a social, environmental and economic-financial nature were collected on an annual basis through special data collection forms and interviews with the active involvement of Parent Company functions having a corporate or regional role.

Below are the main calculation methodologies and assumptions for performance indicators included in this Report, in addition to what is already indicated in the text.

- Greenhouse gas emissions are reported according to the guidelines set by the main internationally recognised standards; in particular, they refer to the GHG Protocol Corporate Accounting and Reporting Standard developed by the World Resources Institute (WRI) and the World Business Council on Sustainable Development (WBCSD).

The calculation was carried out using the following formula: activity data (cubic metres of natural gas, litres of diesel fuel, litres of gasoline, tonnes of LPG, litres of fuel oil, kilograms of compressed natural gas (CNG), litres of propane, kWh of purchased



electricity, kWh of purchased steam) multiplied by the respective emission factor. Refrigerant gas losses (kg) multiplied by the respective GWP (Global Warming Potential) were, in addition, considered. Process emissions were included in direct emissions and added to those from activity data.

- The emission factors and GWPs used to calculate GHG emissions are as follows:
 - Scope 1 emissions: both the emission factors of fuels previously mentioned and the specific GWPs of each refrigerant gas are taken from the Defra (Department for Environment, Food and Rural Affairs) database, which is updated annually.
 - Scope 2 emissions: emission factors from the Defra database were applied to calculate emissions related to purchased thermal energy (steam); for electricity purchased from the national grid, emissions were calculated using two methodologies:
 - Location-based⁵¹ approach, emission factors taken from Terna International Comparisons on Enerdata data were used for each country in which the Group operates to calculate indirect emissions over the two-year period 2022-2023. These emission factors, updated periodically, were used in their most recent version (2019). Instead, the following emission factors, specific to each geographical area, were used for 2024 reference:
 - For European countries (with the exception of Norway, Serbia, Switzerland, Turkey, the United

Kingdom, and Ukraine), the factors of emissions published by the European Environmental Agency (EEA);

- For Canada, the United States and Puerto Rico, factors provided by the Environmental Protection Agency (EPA) were used;
- For Australia, the factor published by the Department of Climate Change, Energy, the Environment and Water was adopted;
- For China, the factor published by the Ministry of Ecology and Environment of the People's Republic of China was used;
- For India, the factor published by the Ministry of Power - Central Electricity Authority was used.
- For all other countries in which the Group operates, emission factors were taken from Terna's International Comparisons document, based on Enerdata data.

All emission factors were used in their most up-to-date version available at the time of the processing in order to ensure maximum accuracy in the calculation of indirect emissions over the three-year period 2022-2024;

- Market-based⁵² approach, for which the factors reported in the document "European Residual Mixes" published by the Association of Issuing Bodies (AIB), updated annually, were used.

⁵¹ The Location-based method takes into account a factor that reflects the energy mix of the country in which energy consumption takes place.

⁵² The Market-based method reflects supply choices (e.g., use of instruments such as renewable energy certificates (RECs) and guarantee of origin (GO)).

For those countries for which a residual mix specific factor is not available, the location-based emission factor taken from Terna International Comparisons on Enerdata data was used conservatively.

- Scope 3 emissions: the sources of the emission factors used are derived from the SPHERA database, the Ecoinvent 3.8-3.9-3.11 database, from Ecoprofile Cariant, from the GABI database, from the Defra database and from Environmental Product Declarations (EPDs), issued by the European Federation of Concrete Admixtures Associations (EFCA) and the Association of the European Adhesive & Sealant Industry (FEICA).
- For the calculation of GHG emissions and energy consumption, the conversion factors used are taken from the annually updated Defra (Department for Environment, Food and Rural Affairs) database.
- In the treatment of quantitative data on water discharges, it should be noted that civil waste water and storm water discharges were not considered.
- For environmental data, including energy data where not available, conservative estimation approaches were used, resulting in the selection of assumptions associated with the least positive environmental performance for the Group.

Note that the energy and emission data on pages 47, 48 and 49 do not include the sites of Diaplas (Mapei Inc) and Davidson (Mapei Corp).

Finally, please note that the number of hours worked, the number of injuries (for employees and non-employees) and the number of occupational diseases (for employees) reported on pages 95 and 96 do not include

the following subsidiaries: Theologos (Mapei Hellas) and Venezia Malcontenta di Mira (Mapei S.p.A.).

For more information and insights on this document, please contact: MAPEI S.p.A. mapei@mapei.it



GRI Content index

STATEMENT OF USE	The Mapei Group has submitted reporting in accordance with GRI Standards for the period 01/01/2024 - 31/12/2024
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	N/A

GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMISSIONS		
			OMITTED REQUIREMENT	REASON	EXPLANATION

GENERAL DISCLOSURES

GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMITTED REQUIREMENT	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-1 Organisational details	10; 12-13; 16; 123			
	2-2 Entities included in the organisation's sustainability reporting	2024 Consolidated Financial Statements; 2024 Sustainability Report (Pages 14-15).			
	2-3 Reporting period, frequency and contact point	123			
	2-4 Restatements of information	There have been no significant changes in the information reported in 2022 and 2023.			
	2-5 External assurance	123			
	2-6 Activities, value chain and other business relationships	12-13; 18-21; 23; 26			
	2-7 Employees	84-88			
	2-8 Workers who are not employees	88			
	2-9 Governance structure and composition	16			
	2-10 Nomination and selection of the highest governance body	16			
	2-11 Chair of the highest governance body	The role of Chairman of the Board does not cumulate to executive appointments currently covered.			
	2-12 Role of the highest governance body in overseeing the management of impacts	16; 29			
	2-13 Delegation of responsibility for managing impacts	16; 29			
	2-14 Role of the highest governance body in sustainability reporting	29			
	2-15 Conflicts of interest	16-18			

GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMISSIONS		
			OMITTED REQUIREMENT	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	120			
	2-17 Collective knowledge of the highest governance body	120			
	2-18 Evaluation of the performance of the highest governance body	-	2-18; 2-19; 2-20; 2-21	Confidentiality constraints	The Group considered the information required to cover the indicators as confidential and therefore did not proceed with publication for this reporting year.
	2-19 Remuneration policies	-			
	2-20 Process to determine remunerations	-			
	2-21 Annual total compensation ratio	-			
	2-22 Statement on sustainable development strategy	2-3			
	2-23 Policy commitments	35; 118-120			
	2-24 Embedding policy commitments	35; 118-120			
	2-25 Processes to remediate negative impacts	40; 52; 54; 56; 58; 68; 97; 99; 112; 117			
	2-26 Mechanisms for seeking advice and raising concerns	71; 119			
	2-27 Compliance with laws and regulations	During the three-year reporting period (2022-2024), there were no instances of non-compliance with laws and regulations and no significant monetary sanctions were received within the scope of this Sustainability Report.			
	2-28 Membership associations	19			
	2-29 Approach to stakeholder engagement	35			
	2-30 Collective bargaining agreements	92			
MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	28-30			
	3-2 List of material topics	31-33; 124-125			



METHODOLOGICAL NOTE AND CONTENT INDEX

GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMISSIONS		
			OMITTED REQUIREMENT	REASON	EXPLANATION
ECONOMIC PERFORMANCE					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 99; 124-125			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	110			
PROCUREMENT PRACTICES					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 124-125			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	27			
ANTI-CORRUPTION					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 117-120 124-125			
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	In the three-year reporting period (2022-2024), there were no established cases of corruption in any of the companies in the scope of this Sustainability Report..			
MATERIALS					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 58; 124-125			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	61-62			
ENERGY					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 40; 124-125			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	47-48			
WATER AND EFFLUENTS					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 54; 124-125			

GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMISSIONS		
			OMITTED REQUIREMENT	REASON	EXPLANATION
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	54-55			
	303-2 Management of water discharge-related impacts	54-55			
	303-3 Water withdrawal	54-55			
	303-4 Water discharge	55			
BIODIVERSITY					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 56; 124-125			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	56-57			
EMISSIONS					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 40; 124-125			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	49			
	305-2 Energy indirect (Scope 2) GHG emissions	49			
WASTE					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 58; 124-125			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	31-32; 62			
	306-2 Management of significant waste-related impacts	31-32; 62			
	306-3 Waste generated	62			
	306-4 Waste diverted from disposal	62			
	306-5 Waste directed to disposal	62			
SUPPLIER ENVIRONMENTAL ASSESSMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 117; 124-125			



METHODOLOGICAL NOTE AND CONTENT INDEX

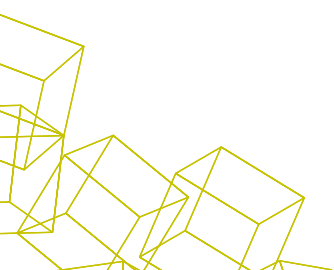
GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMISSIONS		
			OMITTED REQUIREMENT	REASON	EXPLANATION
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	120-121			
EMPLOYMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 68; 124-125			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	89-90			
OCCUPATIONAL HEALTH AND SAFETY					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 68; 124-125			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	80-83			
	403-2 Hazard identification, risk assessment, and incident investigation	80-83; 96			
	403-3 Occupational health services	80-83			
	403-4 Worker participation, consultation, and communication on occupational health and safety	35; 80-83			
	403-5 Worker training on occupational health and safety	76-78; 94			
	403-6 Promotion of worker health	78-83			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	32; 80-83			
	403-9 Work-related injuries	32; 80-83			
	403-10 Work-related ill health	In the three-year reporting period (2022-2024) no cases of work-related ill health occurred in the companies included in the scope of this Sustainability Report			

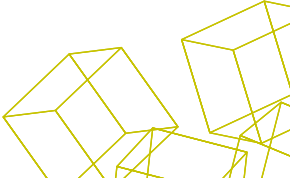
GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMISSIONS		
			OMITTED REQUIREMENT	REASON	EXPLANATION
TRAINING AND EDUCATION					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 68; 124-125			
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	94			
DIVERSITY AND EQUAL OPPORTUNITIES					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 68; 124-125			
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	72; 92			
LOCAL COMMUNITIES					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 99; 124-125			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	35; 99-109; 111			
SUPPLIER SOCIAL ASSESSMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 117; 124-125			
GRI 414: Suppliers Social Assessment 2016	414-1 New suppliers that were screened using social criteria	120-121			
CONSUMER HEALTH AND SAFETY					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 112 124-125			
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	112-115			
PRODUCT MARKETING AND LABELING					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 112; 124-125			
GRI 417: Marketing and Labeling of products 2016	417-1 Requirements for product and service information and labeling	112-115			



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GRI STANDARDS	DISCLOSURES	PAGE NUMBER(S) AND/OR URL	OMISSIONS		
			OMITTED REQUIREMENT	REASON	EXPLANATION
ASPECTS NOT COVERED BY GRI INDICATORS					
AIR POLLUTANT EMISSIONS					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 52; 124-125			
BUILDINGS' SUSTAINABILITY AND CERTIFICATION					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 40; 124-125			
INNOVATION AND RESEARCH AND DEVELOPMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	28-33; 124-125			
Innovation and Research and Development	Research and Development costs	23			





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