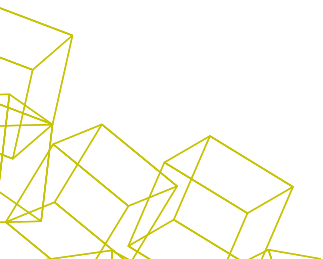


SUMMARY OF THE

2022

SUSTAINABILITY
REPORT







SUMMARY
OF THE SUSTAINABILITY REPORT

2022
WORLDWIDE

LETTER TO STAKEHOLDERS



*Veronica and
Marco Squinzi*
co-CEOs

In 2022, we celebrated **85 years** of activity with a declaration of intent: “Building a present designed to have a future”. We are convinced that only by committing ourselves today can we lay the foundations to ensure a future for the people and the planet.

Mapei takes this seriously and walks the talk. We started a long time ago with research and we have always backed our sustainability claims with data and certifications. We are proud to publish our seventh Sustainability Report and the first **Sustainability Report encompassing a global scope**.

This is a fundamental milestone in a virtuous path that began in 2016 when we published our first Sustainability Report, referring only to the Parent Company. In the following four years, we included in the reporting all the Group’s Italian subsidiaries operating in our core business and last year we expanded it to cover the sustainability initiatives and commitment of our European subsidiaries. This year, confirming our intention to give the document an international scope, we decided to go even further and present the results of the entire Group worldwide, describing – clearly and transparently – **Mapei’s operations in all the 57 countries** in which the Group operates. Every day we work to implement sustainability both environmentally and socially, supported by a solid economic performance that enabled Mapei to reach €4 billion in sales in 2022.

Sustainability is one of Mapei’s cornerstone. Mapei is a pioneer in the world of construction and we are making a concrete contribution to the fight against climate change by creating increasingly durable products with high quality and low environmental impact. We made a start by optimising our formulations.

Ten years ago, aware that we could do even more and with a view to reducing CO₂ emissions, we were the first to introduce Keraflex Maxi S1 Zero, our cementitious adhesive for ceramics, which has become one of the best-selling and most popular in the world. In 2022, we offered to the entire supply chain the first carbon neutral system for ceramic tile laying following our decision to include also our iconic Ultracolor Plus grout among the products fully offsetting CO₂ emissions over their entire life cycle. We therefore purchased certified environmental credits to encourage the implementation of renewable energy and reforestation projects.

The initiative took off in Italy and quickly extended to all subsidiaries globally, starting

with some adhesives for ceramics and building concrete and will continue with the addition of more products.

To help the construction industry maintain high standards while reducing its carbon footprint, Mapei has developed an **integrated approach** based on specific hardware and software to overcome the difficulties involved in using cement with low clinker content and aggregates of varying quality throughout the various steps of production, transport and installation.

In 2022, we also carried out numerous energy efficiency upgrades of our production facilities. Subsidiaries around the world, from Europe to China and the United Arab Emirates, have installed **photovoltaic panels** that will enable the self-production of electricity from renewable sources, reducing greenhouse gas emissions generated at their sites.

None of this would be possible without almost **12,000 of our employees**, selected via the Mapei competence model to form a **winning team**. The quality of Mapei's policies and projects in the field of human resources management are of fundamental importance to the Group.

Our Company implements a meritocratic system that translates into equal opportunities, as evidenced by our position - for the third consecutive year - in the top part of the **"Italy's Best Employers for Women"** ranking.

Mapei is committed to supporting culture, sports, social and solidarity initiatives to promote growth and development in the regions in which the Group operates.


We do this in our own way with passion and engagement because we are convinced that sustainability means exactly this: contributing to the development and support of local communities with an eye to the future.

We believe strongly in the value of training, especially for young talents. For this reason, **Mapei Academy** organises thousands of events, seminars, webinars and training courses at our premises or at the client's premises and in collaboration with Trade Associations. We contribute to facilitating the sharing of knowledge among the various professionals in the building industry, making our skills and tools available to them and raising their awareness of sustainability issues.

The green transition is taking place globally. It represents a lever of competitiveness and attractiveness of talents. This is why we invite you to discover the **seventh edition** of Mapei's Sustainability Report. It is a confirmation of our commitment to investing and growing responsibly: we want to embrace the circular economy, we care for people's well-being, we work towards increasing social inclusivity and we have adopted technologies that integrate and enhance human capabilities.

Enjoy your reading.

Veronica and Marco Squinzi



* A study carried out by the **German Institute of Quality Institute ITQF** and its Media Partner **La Repubblica Affari&Finanza**.



SUSTAINABILITY FIGURES

All numbers refer to worldwide scope

approximately
3,900
MILLION EUROS OF
VALUE DISTRIBUTED TO
STAKEHOLDERS IN 2022



53
MILLION EUROS
SPENT ON R&D
IN 2022




69,168
TECHNICAL TRAINING HOURS

approximately
238,000
PARTICIPANTS
IN 2022



CO₂ EMISSIONS LINKED TO THE PRODUCTION OF CERTAIN ADHESIVES AND MORTARS WORLDWIDE **FULLY OFFSET** BY PURCHASE OF CERTIFIED CREDITS TO PROMOTE THE DEVELOPMENT OF THE **HYDROELECTRIC POWER STATION** IN THE DAKRLAP DISTRICT IN VIETNAM AND THE CONSERVATION OF **BIODIVERSITY OF THE RYMBARAYA FOREST** IN INDONESIA





93%

PURCHASED PRODUCTS
(IN WEIGHT) SOURCED
FROM LOCAL SUPPLIERS¹
IN 2022




11,438

EMPLOYEES
IN 2022²



21%
HIRING RATE
IN 2022



16%
EMPLOYMENT
TERMINATION RATE
IN 2022



22%
reduction

IN THE INJURY
FREQUENCY RATE
IN 2022 VS 2021

93%

EMPLOYEES WITH
A PERMANENT CONTRACT



more than
241,000 TOTAL
EMPLOYEE TRAINING
HOURS (APPROX.
21 PER-CAPITA HOURS)



approx. 36 MLN CONTRIBUTIONS INVESTED
IN SPORTS, CULTURAL AND SOCIAL INITIATIVES³

1 Local suppliers are suppliers located in the same geographical region as the subsidiaries of reference: Italy, Africa, Latin America, Asia, Western Europe, Eastern Europe, Middle East, North America and Oceania.

2 Note that this number differs from the figure published in the 2022 Consolidated Financial Statements (11,914) because it refers to headcount instead of FTEs and temporary workers are not included. Furthermore, the reporting scope of the two reports does not coincide, as better detailed in section 1.1 *Our History: 85 Years of Success*.

3 Note that the value reported here, amounting to €35.8 million, includes €23.3 million allocated by Mapei Group companies to U.S. Sassuolo Calcio to conduct its activities.



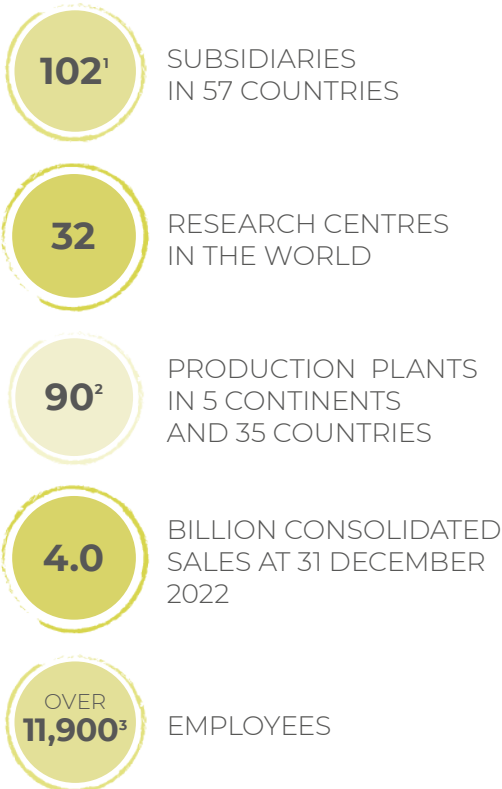


BUILDING AN INTERNATIONAL GROUP TOGETHER

Our history: 85 years of success

The origins of the Mapei Group date back to 1937 when Rodolfo Squinzi founded **Mapei** in Via Cafiero in Milan, specialising in the production of protective wall finishes and materials for flooring and wall coverings. The all-Italian family business grew over time. This year, the Group celebrates 85 years of activities with 102 subsidiaries distributed in 57 countries globally. Since its establishment, the Mapei Group has grown and consolidated its reputation on international markets thanks to a clearly defined **International Expansion and Specialisation strategy**, continuous commitment to **Know-How Development** and **Research** of new solutions for the construction chemicals industry while never relenting on **Sustainability** as a guiding principle. These principles have enabled Mapei to develop over time a broad array of products, including 24 different lines offered directly on the market and the products of the other **12 brands** belonging to the Group and operating worldwide.

The Mapei Group worldwide in 2022



¹Of which 7 are not operative.

²Of which 1 is not operative.

³Note that this number is the figure published in the 2022 Consolidated Financial Statements and differs from that reported in this Sustainability Report (11,438) which refers to headcount instead of FTEs and temporary workers are not included. Furthermore, the reporting scope of the two reports does not coincide, as better detailed in section 1.1 Our History: 85 Years of Success.

A structured governance

The Mapei Group is controlled by a stable, family-led shareholder base which presides over and constitutes the **Board of Directors (BoD)**; the Parent Company's Governance consists of the traditional corporate bodies, represented by the **Shareholders' Meeting**, the **Board of Statutory Auditors** and the **BoD** itself which has four members (three of whom are female and one male): the co-CEOs Veronica and Marco Squinzi, Lawyer Laura Squinzi (Chairman) and Arch. Simona Giorgetta (Board Member). The top management is supported by the **Parent Company's Management**, which supervises the operations of the Group's subsidiaries. In the Boards of the subsidiaries, the shareholders of the Parent Company are usually also supported by the local **General Managers** in order to guarantee their full involvement and responsibility in strategic and operational decisions.

The excellent global reputation of the Mapei Group, recognised as a reliable, solid and ethical partner, is accompanied by values such as integrity, transparency and loyalty. These values underly the corporate culture and orient employee conduct all over the world in the daily performance of operations. These principles are collected in the **Code of Ethics** which is applied by all companies of the Mapei Group and guarantees transparent and direct communication with its stakeholders. It is intended to prevent misconduct or behaviour inconsistent with the Company's directives.

To offer all employees an opportunity to report conduct not in line with the provisions of the Group's Code of Ethics, Italian companies have access to the **Whistleblowing Portal** directed to the parent company, which allows for anonymous reporting.

Transparent communication

The Group involves its stakeholders in different ways, including active participation in initiatives and discussion tables to explore various areas of interest for the Group. For instance, the Group has joined a number of national and international **Trade Associations**.

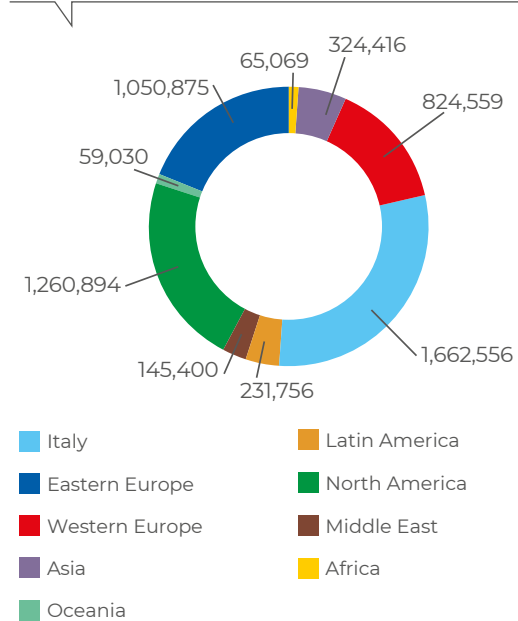
To demonstrate the importance of transparency as a cornerstone of the Group's actions, Mapei regularly publishes on its website technical data sheets, safety data sheets and performance declarations for each product and describes in the **Environmental Product Declarations (EPD)**, the potential environmental impacts associated with the production phases. In addition to the annual publication of the Consolidated Annual Report and the Sustainability Report, the Group communicates directly and promptly with its customers and stakeholders in various ways, including the **website**,

social media, the **Mapei App**, and **advertising** in the main media. Mapei publishes **newsletters** and the "**Realtà Mapei**" magazine on a monthly basis. "Realtà Mapei International" is published in English and there are also another 14 different local versions.

The value chain

The Mapei Group's deep-rooted internationalisation strategy enables it to operate in all the major global markets, providing solutions suited to local needs while maintaining production and transport costs under control. Mapei's success also stems from the organisation of its production cycle which, thanks to a broad and differentiated portfolio of subsidiaries, takes shape as a true **integrated chain of production**. Upstream with **strategic raw materials** and downstream with the offer of **a diversified range of more than 6,000 products and solutions**.

Production by geographic area (tonnes)

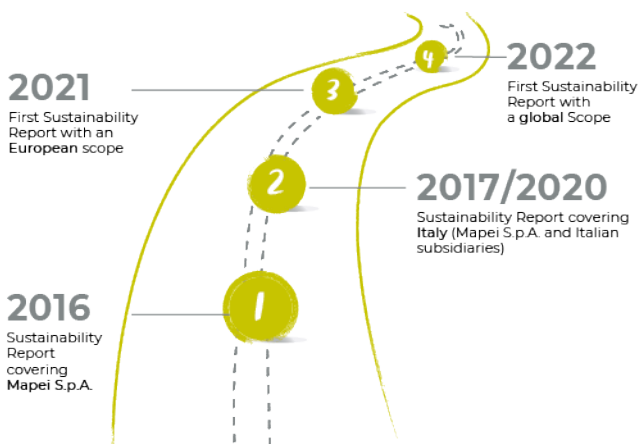


To reduce the environmental impact of its production process while maximising efficiency, the Group has adopted and certified fundamental **management systems** in the fields of quality (**ISO 9001**), health and safety (**ISO 45001**) and the environment (**ISO 14001**). To complete its portfolio of subsidiaries making up the integrated supply chain, the Group has a substantial network of suppliers all over the world. Despite its international vocation, the Group pursues **local procurement strategies** as much as possible.

At the Group level, the percentage spent on local suppliers⁴ totalled 73% in 2022. Comprehensively, 40% of the 964 new suppliers of **raw materials**, packaging materials and finished products for procurement activated in 2022 by Group companies were selected through a formalised procedure that also took into account voluntary quality aspects related to environmental and social issues. Regarding procurement activities, due to the difficulties throughout the year in sourcing raw materials, purchases decreased - in line with production - by approximately 3% vs. 2021, totalling about 4.7 million tonnes.

Our journey towards a sustainable future

The Mapei Group published its first voluntary **Sustainability Report** in 2017 (2016 data) with a scope covering Mapei S.p.A. In 2018, and for the subsequent three years, Mapei expanded and consolidated the scope of its Sustainability Report to include all of the **Group's Italian subsidiaries** active in its core business ("a chemical company for construction") and in 2022 Mapei's Sustainability report covered also all **European subsidiaries** (2021 data). This year, to add a further milestone to its sustainability journey, Mapei presents **its first Sustainability Report with a global scope**. This means that all the Group's fully consolidated subsidiaries are included. The document's aim is to describe and analyse the main aspects related to social, environmental and economic issues that have characterised the company on a global level, retracing the initiatives undertaken and the results achieved in the three-year period of reference.



⁴ Local suppliers are suppliers located in the same geographical region as the subsidiaries of reference: Italy, Africa, Latin America, Asia, Western Europe, Eastern Europe, Middle East, North America and Oceania.

The materiality analysis

Based on the provisions of the new GRI Standards 2021, Mapei defined the process of updating the Group's materiality analysis and the subsequent identification of **material topics** in three steps:

1. Analysis of the **context** in which the Mapei Group operates and **identification of the** current and potential negative and positive **impacts** of the Group on the environment, the population (including human rights) and the economy throughout its value chain;
2. **Assessment of the relevance** of the impacts and their **prioritisation**;
3. **Identification of material topics** associated with the impacts identified in the previous steps.

All impacts that were found to have moderate or high relevance, and were therefore above a specific identified materiality threshold, were grouped together in order to define a **list of material topics associated with them**.

MATERIAL TOPICS	AREA
Focus on employees and their professional development	Social
Consumption of raw materials	Environment
Creation and distribution of the economic value in the territory and the local communities, including sponsorships	Social / Governance
Energy efficiency and combating climate change	Environment
Emissions into the atmosphere	Environment / Social
Responsible supply chain management	Environment / Social / Governance
Waste management	Environment
Water management	Environment
Equal opportunities and gender diversity	Social
Respect and protection of human rights	Social / Governance
Occupational health and safety	Social
Innovative development of products and technologies to promote greater sustainability in the construction industry	Environment / Social
Soil protection and biodiversity	Environment

The table on the previous page shows the material topics identified along the Group's value chain. It should be noted that, as a result of the analyses carried out based on the new GRI methodology, last year's topics have been confirmed except for new items emerged as a consequence of the global extension of the reporting scope. These are *Water management*, *Respect and protection of human rights*, and *Soil protection and biodiversity*.

In line with the material topics, the Mapei Group identifies six among the Sustainable Development Goals defined by the United Nations. The Group perceives that it can contribute significantly to **SDG 3**, **SDG 4**, **SDG 9**, **SDG 11**, **SDG 12** and **SDG 13**.

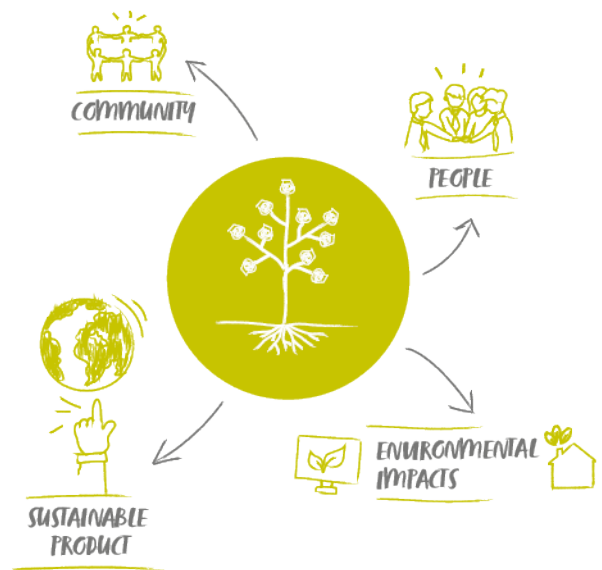
To pursue its business objectives, the Group needs to take into account **stakeholders' expectations**.

For the purpose of eventually updating the mapping of the main stakeholders, the Group resumed the analyses conducted in previous years concerning the corporate structure, its activities and the entire value chain.

Mapei's cornerstones of sustainability

Sustainability is a distinctive element and an added value for the Mapei Group's corporate governance model, which integrates the environmental, social and economic dimensions in a synergistic and virtuous manner. These three guidelines drive a responsible

development strategy which is confirmed by the Group's adoption of four cornerstones: sharing value with **communities**, making increasingly sustainable **products**, paying attention to impacts on the **environment**, and caring for the **people** who are part of the Mapei family.



Solutions for comfort and health

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



Sustainability education

Through training courses, conferences and webinars, **Mapei** enhances the human capital of the company and its stakeholders, providing them with suitable skills and growth tools 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 producing sustainable works.



Eco-sustainable construction

Mapei supports the development of local communities and areas and creates products that help increase the sustainability of buildings by meeting the most common sustainable building protocols, such as **LEED** (Leadership for Energy and Environmental Design), and **BREEM** (BRE Environmental Assessment Method).



Circular economy

Mapei adopts a circular process and product approach by reducing waste generated through recovery and reuse, limiting the consumption of incoming virgin raw materials and promoting the use of recycled materials in formulations.



Reduction of process and product impacts

Mapei measures and monitors greenhouse gas emissions from its activities to increasingly support the fight against climate change. Furthermore, through the LCA methodology it also measures emissions related to its products and undertakes to constantly reduce them.



BUILDING A RESPONSIBLE COMMUNITY TOGETHER

The Mapei Group is aware of the central role it plays in the development of the communities in which it operates. For this reason, it is constantly committed to increasing the well-being of these communities through the implementation of different initiatives and investments. In 2022, the **economic value⁵ generated by Mapei** amounted to €4.1 billion, up vs 2021 (+22%). Of these, 93.4% (equal to about €3.9 billion) was distributed to the stakeholders as shown in the graph below.

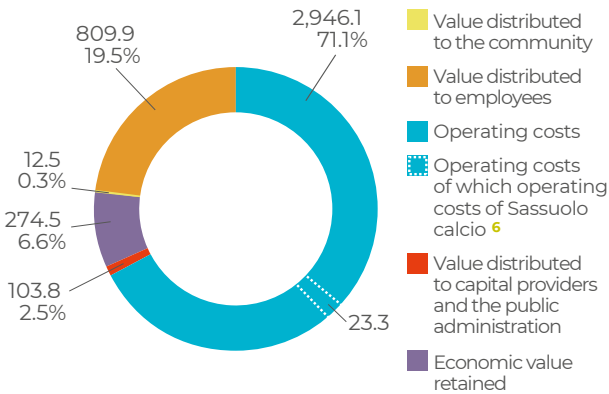
A community that gathers around sport

Passion for sports has always been part of the Mapei Group's corporate philosophy, confirmed by the Group's participation in a multitude of sports initiatives and competitions. Among team sports, which represent a means of sharing some of the company's core values, the best-known investment is **Sassuolo Calcio**. After becoming the Main Sponsor of the football club in 2002, Mapei acquired the club in 2003. Among numerous initiatives, linked to the football club there is "**Generazione S – Per diventare grandi ci vuole passione**" (Generation S - It takes passion to become great), a project launched to promote the ethical and educational values of football among young people. Mapei has always endorsed ambitious projects.



An example is its participation in 2022 as Global Sponsor in the first Italian ocean sailing project "**Alla Grande**," which allowed the sailor **Ambrogio Beccaria**, to participate in the **Route du Rhum 2022**, the most famous solo transatlantic offshore regatta. Every year, Mapei confirms its support for cycling through the implementation of a range of global initiatives. These include the sponsorship of the **Road World Championships** during which an Hospitality Area was set up by **Mapei Australia**.

Breakdown of the economic value generated in 2022 (in MLNs and percentage)



⁵ The economic value generated and its distribution to the stakeholders were calculated on the basis of the GRI Standards and values used for the Group's consolidated financial statements.

⁶ The value reported here refers to € 23.3 million allocated by Mapei Group companies to U.S. Sassuolo Calcio S.r.l. to conduct its activities.

A community that promotes culture

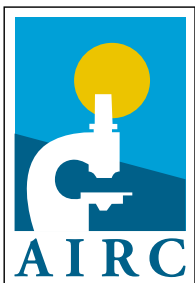
The attention that the Mapei Group devotes to culture generates several initiatives in support of art-related activities implemented by its subsidiaries around the world. In 2022 Mapei celebrated the milestone of 30 years of **Guggenheim Intrapresae**, the first and most important Corporate Membership project of an Italian museum. To celebrate the event, Mapei joined the special communication campaign "1992 - 2022: 30 years of Guggenheim Intrapresae under the banner of art, creativity and business". In the same year, the parent company also renewed its support for the **Teatro alla Scala in Milan** and **Accademia Nazionale di Santa Cecilia in Rome** and participated in the "**Adotta una statua**" (Adopt a statue) project, launched by the **Veneranda Fabbrica del Duomo** when the entrance of the headquarters was enriched by the fascinating sculpture of "**David con l'arpa**" (David with the harp).



At the international level, **Mapei Polska** has been a sponsor of **FORMA**, a national festival of sung poetry organised by the municipality of Barcin. The three-day event involves both singers and musicians from all over the country.

In the world of cinema, **Mapei Inc.** (Canada) is one of the Major Sponsors of the "**Italian Contemporary Film Festival**" (ICFF), the largest festival of Italian films outside the country's borders.

A community that encourages sharing and solidarity



In addition to sports and art, every year Mapei also supports numerous solidarity and charity activities. The Group has been supporting the **AIRC Foundation** for cancer research for many years. This collaboration also included the establishment of a three-year **scholarship** named after Giorgio

and Adriana Squinzi. In 2022, the winner was **Dr. Andrea Costamagna** of the University of Turin, for a research on pancreatic cancer. In the area of research, **Mapei Corp** (USA) has long supported the activities of the **American Cancer Society**, for which, in 2022,

participated to the "**Breast Cancer Walk**". Considering South America, **Mapei Brasil Construction Materials** sustained **Pequeno Cotolengo**, a foundation dedicated to assisting people with severe disabilities. Coincidentally, in Africa, **Mapei South Africa** collaborates with **Amcare**, a non-profit organisation that assists the most vulnerable people.

A community that promotes quality and sustainability for the local areas

Mapei has always paid great attention to the territories in which it operates, actively contributing to their improvement from a technical, aesthetic and sustainability standpoint. **Vinavil** provided real and important support to the Municipality of Villadossola for the restoration project of the Church of **Santa Maria Assunta del Piaggio**, finished in 2022. Outside European territory, **Mapei Perù** participated in the "**Valora Nuestro Barrio**". The programme aims to improve the quality of life in the neighbourhoods in Lima.



The Group pays great attention to providing support for communities facing emergencies. For example, in 2022, **Mapei Benelux** (Belgium) stepped in to support the reconstruction of the areas affected in the province of Liegi in July 2021 by a devastating flood.

A community that collaborates in favour of scientific progress

In line with Giorgio Squinzi's philosophy, the Group pays a great deal of attention to research, which takes the form of various initiatives and activities in support of the scientific community and universities. In 2022, these include – among others – the research project with the **University of Brescia** with the global consortium of **Innovandi Global Cement and Concrete Research Network**, and Polymat research centre of **Universidad del País Vasco** (Spain).





3 BUILDING INNOVATIVE SOLUTIONS TOGETHER

Mapei is strongly committed to offering excellent and innovative solutions for **sustainable construction**. That will provide designers, contractors, users and companies with **products with low environmental impact that are safe and durable**.

The credit for the results achieved derives from the activity developed by the Group's Research and Development (R&D) division counting on professionals distributed in **32 research centres around the world**. In 2022 alone, **€53 million Euros⁷** were allocated to R&D activities. This enabled the Group to proceed with the development of durable and reduced environmental impact solutions.

Admixtures for cement and concrete: Mapei's solution to combat climate change

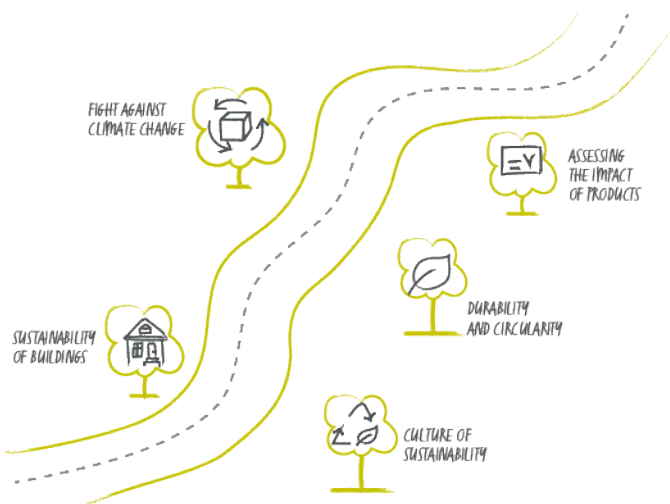
Cement is an indispensable material in the construction industry, a primary component in the production of concrete but it also has a high environmental impact.

Thanks to several European initiatives the cement industry is increasing its commitment to progressively mitigating its impacts. Many of these efforts focus on promoting new types of cement with **lower clinker content**, a CO₂-intensive component or replacing it with lower-impact materials. Mapei has addressed these new challenges through the technological innovations developed by its R&D Group, solutions include an **integrated approach** that is called the **CUBE System**. This is meant to help the industry **maintain the highest standards while reducing the climate impact**.

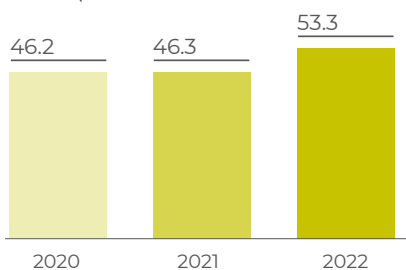
Mapei is committed to reducing the greenhouse gases emissions generated by its products and has **purchased certified credits** to offset the portion that cannot be avoided.

In 2022, Mapei thus offset 60,000 tonnes of CO₂ through the construction of the **hydroelectric power plant in Vietnam**, and the creation of a **Forest Reserve in Indonesia**.

⁷These expenses include R&D personnel costs, consulting services, equipment depreciation and the costs for the materials used in the laboratories.



Research & Development costs (in € millions)



Assessing the impacts of products

Mapei monitors the impacts of its products through the **LCA (Life Cycle Assessment)⁸ approach** and draws up voluntary **EPDs (Environmental Product Declarations)** in compliance with the international ISO 14025 and EN 15804 standards. In 2022, the **Environmental Sustainability** function developed 20 new **product-specific EPDs**, reaching a total of 95 EPDs at the Group level, certifying a total of 235 products. Concerning the potential impacts of Mapei products on human health and on the environment, the Group conducts a compliance assessment based on the product safety regulations applicable in the countries in which they are manufactured and marketed. Moreover, Mapei carries out periodic controls of its product formulations.

Durable and circular products

Mapei's R&D team is dedicated to creating durable, circular products and solutions that allow for reduced maintenance and less waste of materials. These characteristics represent key elements of the circular economy model that Mapei intends to pursue. To reduce the consumption of virgin raw materials both for products and formulations, as well as packaging, Mapei has increased the use of **recycled materials**, with subsidiaries all over the world which are engaging with different initiatives. The purchase of recycled material to replace virgin materials is particularly relevant in packaging, especially for recycled plastic, paper, and cardboard.

Mapei's role in the sustainable construction industry

The solutions offered by Mapei stand out for their **quality** and **reduced environmental impact**. These characteristics can contribute significantly to the sustainability of the buildings in which they are used, improving, for example, their energy performance. In addition, the Group is constantly striving to find solutions to increase the level of **safety** and **well-**

⁸ Product life cycle analysis, from raw material extraction to disposal of demolition waste, using a "cradle-to-grave" approach.

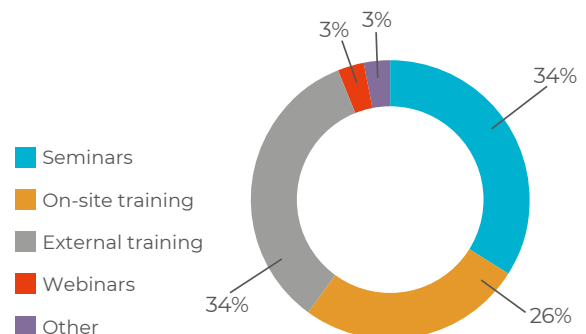
⁹ GEV *Gemeinschaft Emissionskontrollierte Verlegewerkstoffe Klebstoffe und Bauprodukte e.V.* is the German association for emission control of flooring products, adhesives and building materials and the developer of the EMICODE label, which neutrally and non-competitively certifies building products by classifying them on the basis of 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).

being within living spaces, offering formulations that enable soundproofing, counter the spread of radon and provide fire-fighting, seismic strengthening and reduced air pollution. Mapei is constantly committed to obtaining dedicated voluntary certifications such as, for example, the certifications issued by **GEV⁹**, with the **"EMICODE ECT^{PLUS}"** trademark that also guarantees a low level of VOC (Volatile Organic Compound) emissions of products and **"Der Blaue Engel"** licences, a German eco-label that requires compliance with specific criteria related to safety and environmental protection. By complying with these voluntary certifications, Mapei products also meet international sustainable building certification protocols such as **LEED** (Leadership in Energy and Environmental Design), **BREEAM** (Building Research Establishment Environmental Assessment Method) and **WELL** (WELL Building Standard).

The "culture of sustainability" for the construction development

Mapei promotes the sharing of knowledge between players in the building sector, collaborating with designers, contractors, users, manufacturers and companies to provide them with adequate assistance and guarantee optimal use of Mapei products. In this context, to emphasise the Company's commitment to creating a culture of sustainability, **Mapei Academy** was established which periodically a multitude of events dedicated to technical and topical themes for the building and design sectors. In 2022, the Group provided a total of 69,168 hours of technical training with approximately 238,000 participants all over the world.

Hours of technical training in 2022

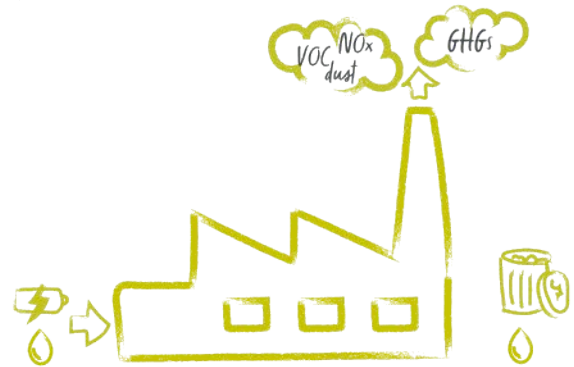


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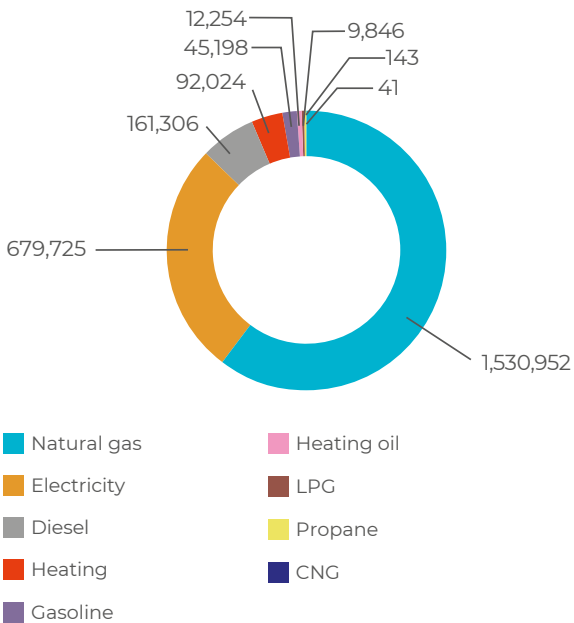
BUILDING A SUSTAINABLE FUTURE TOGETHER

The Group, aware of its environmental and social impacts, has implemented a **QHSE** (Quality, Health, Safety and Environment) **policy** that applies to all its subsidiaries in the world. The policy testifies to and formalises the Group's attention to aspects such as the quality of its products, the health and safety of its employees, collaborators and all other interested parties (citizens, customers, users, etc.) and environmental protection along the entire value chain.

The Group's environmental impacts



Energy consumption in 2022 [GJ]

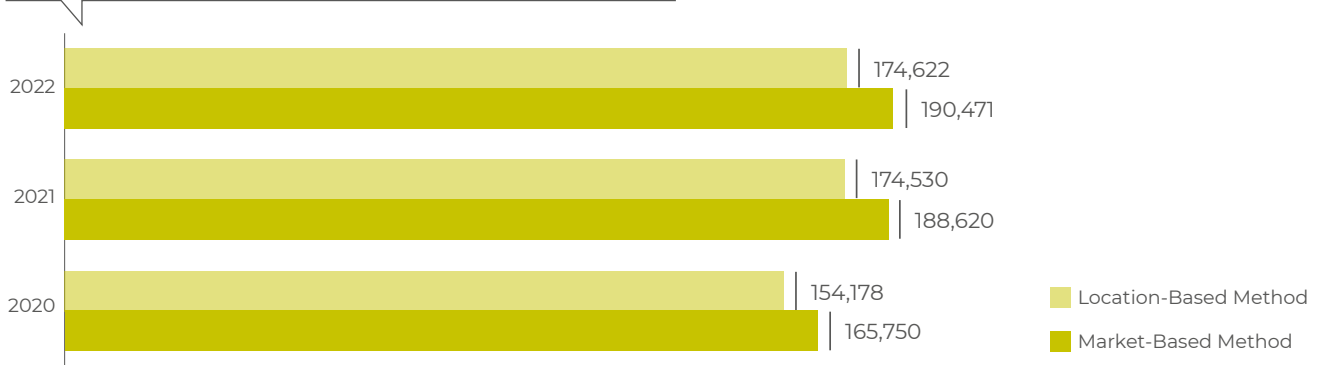


Energy and GHG emissions

Overall, the Group's **energy consumption** in 2022 amounted to 2.5 million GJ, in line with the previous year. The larger part (87%) is attributable to electricity and natural gas, used to power production processes and lighting in factories and offices.

As a direct consequence of energy consumption and a cause of the climate change we are currently experiencing, greenhouse gas (GHG) emissions represent an impact that the Group monitors constantly. Mapei's commitment to reducing its energy consumption and, consequently, its GHG emissions, is testified by the Group's ongoing investments in implementing energy-efficient measures in its production sites. These include the installation of **cogeneration** systems (in the Italian subsidiaries of Vinavil, Polyglass and Vaga) and **photovoltaic systems**. In 2022, the Group **self-produced** and used 1.98 million kWhs generated by the PV systems installed with approximately 883 **tonnes of CO₂** saved.

Total GHG emissions (tCO2 eq) (Scope 1 + Scope 2)



Waste

In 2022, the Group produced approximately 71.8 thousand tonnes of **waste**, up 13% year-on-year compared to 2021. This increase is partly attributable to the diversification of the production mix compared to the previous year and partly to increased production in some Group subsidiaries – e.g. Mapei Corp (USA), which produced about 20% of the total. Of this amount, nearly 73% is **non-hazardous** waste and the remaining 27% is **hazardous** waste. The main waste treatment methods are: approximately 37% **recovery/recycle**, while the remaining 63% of the Group's waste is in **disposal in landfills** or **incineration** (energy recovery included).

Biodiversity

In addition to the environmental impacts described above, along its entire value chain, the Mapei Group also has an impact on biodiversity. The supply of raw materials, the presence of production sites and the construction of building infrastructures can negatively affect the diversity of natural ecosystems, along with the animal and plant species that inhabit them. In this area too, aware of its actual and potential carbon footprint on ecosystems, Mapei constantly measures the environmental effects of its operations and products.

Other environmental impacts: water resources and polluting emissions

In 2022, the quantity of water **used** by the Group amounted to approximately 6.3 million m³, most of which (88%) was drawn from **wells** which has a lower impact on ecosystems and biodiversity than water drawn from surface water bodies (used by the Group

for the 2% of its total water draws). The remaining portion (nearly 10%) comes from **public aqueducts** or **third-party** water resources. In line with consumption amounts, **industrial water discharges**¹⁰ show a decreasing trend over the three-year period.

In 2022, the volume of water discharged by the Group totalled about 5.7 million m³.

Almost all process wastewater, which is mainly used to cool the equipment¹¹, is discharged into **surface water bodies** (5.3 million m³, 93%), and only a small part ends up in **sewage systems** (380,599 m³) or groundwater (2,551 m³).

As mentioned above, Mapei is committed not only to monitoring the consumption of water and the quality of its discharges, but also to monitoring the **direct emissions above certain thresholds of pollutants into the atmosphere**. These emissions differ from climate-altering emissions, which are responsible for the so-called “greenhouse effect” and the resulting rise in temperature. In the case of Mapei, these emissions that can come from industrial operations are mainly composed of **NO_x**, **dust** and volatile organic compounds (**VOC**)_x.

¹⁰ Rainwater and sanitary water were not considered.

¹¹ It should be noted that this use does not affect the chemical-physical parameters of the discharged water. In this case, water returns to the receiving water body with the same characteristics, except for the temperature, which is necessarily higher than the initial temperature, but always within the regulatory parameters.





5

BUILDING A WINNING TEAM TOGETHER

Mapei Group's global success is the result of several factors.

One of the most important is undoubtedly its people, who contribute to making the Group's subsidiaries achieve their goals, leveraging their expertise. The Mapei Group has always stood out for the attention dedicated to its personnel, implementing a human resources management method inspired by the "Mapei Family" concept. Mapei employees have access to training courses covering a broad variety of requirements, including health and safety to minimise the risk of injuries in the workplace and professional illnesses. With the aim of helping the subsidiaries in their operations, carefully guide them in their choices and harmonise processes, the Group has introduced over the years **formalised procedures related to human resources management**, which the individual local realities must implement and adapt to the context in which they operate.

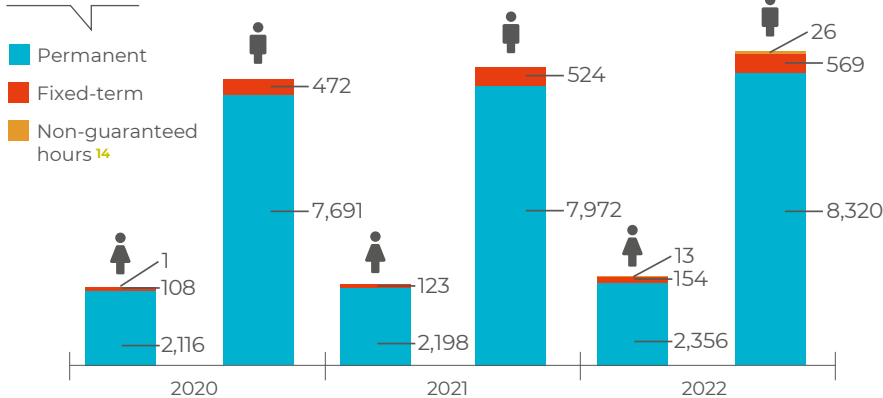
A team that is open and inclusive

Considering the 2022 period, the Mapei Team includes **11,438¹² employees** worldwide (+10% vs 2020 and +6% vs 2021). The majority of the Group's employees have a **permanent contract** (93%). In addition, there are 1,586 non-employee¹³ workers; **women represent 22% of Mapei's employees**. In terms of **professional categories**, white-collar workers represented 45% of the total, blue-collar workers 38%, managers 12% and executives 3%. The remaining 2% refers to sports professionals, belonging to the U.S. Sassuolo Calcio.

The quality of the policies and initiatives implemented by the Group in personnel management are recognised and rewarded. For example the Group won the first position in the "Top Job - Italy's Best Employers" and the second one the "Italy's Best Employers for Women" ranking (among chemicals companies).

Globally, in 2022 there were **2,240 hires**, a sharp increase compared to 2021 (1,830) and 2020 (1,221). There were 1,722 terminations.

Contracts



¹²Note that the numbers relating to personnel reported in this chapter differ from those published in the 2022 Consolidated Financial Statements because they refer to headcount instead of FTE and temporary workers are not included. Furthermore, the reporting scope of the two reports does not coincide, as better detailed in section 1.1 *Our history: 85 years of success*.

¹³This terminology applies to the following categories: temporary agency workers, canteen service contractors, interns, cleaning services contractors and agents.

¹⁴Workers on a non-guaranteed hourly contract are employees of the organisation, whose contract does not define any minimum or fixed number of working hours.

A team that promotes professional growth and development

Training and professional development activities for employees represent a further cornerstone of Mapei's human resources management as demonstrated by the **241,491 hours** of training provided in 2022, corresponding to an average of approximately **21 hours per capita**. To ensure participants' safety, in the three year period, courses were delivered almost exclusively

in web-based mode. In 2022 as a result of the gradual easing of the Covid-19 restrictions, the Group resumed in-person training activities. Mapei also intends to continue the digital transformation process that envisages the use of e-learning as a complementary modality along with in-person training. As every year, also in 2022, the Group organised courses focusing on **specialised and managerial skills** (29%), **health and safety** (25%), **technical training** (16%) and **foreign languages** (10%).

Average hours of training per employee

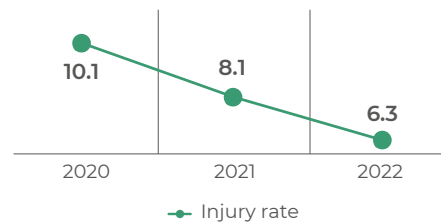


A team who cares about health, safety and well-being in the workplace

The Mapei Group pays a great deal of attention to the health and safety of all of its stakeholders. To this end, Mapei drafted the **QHSE Policy**. Globally, in 2022, Mapei recorded **110 injuries** to employees in the workplace¹⁵ down versus 2021 (135 injuries) and 2020 (158 injuries). Moreover, none of the injuries reported in 2022 had high-consequences¹⁶. In 2022, the injury frequency rate¹⁷ was 6.3, also down compared to the two previous years (8.1 in 2021 and 10.1 in 2020). Mapei not only takes care of the safety of its employees but also of non-employee workers. In 2022 (and also in 2020), **17 injuries** were recorded (22 in 2021), none with high-consequences. Both in 2022 and 2021, there were no cases of occupational diseases. It should be noted that in the three-year reporting period, there were no deaths due to occupational diseases or injuries occurring in the workplace. Despite the easing of the Covid-19 restrictions in almost all the countries in the world, Mapei maintained a high level of attention to guarantee employees' safety. To this end, it distributed all the PPE required in compliance with the applicable

local provisions from time to time. A further testimony of support for its employees is the great attention that the Group devotes to the **company welfare**: for example, in response to the cost of living in 2022, many subsidiaries adopted *ad hoc* tools to support their employees such as **Flexible and Corporate Benefit** platforms.

Injury frequency rate



¹⁵Injury at work means an accident in the workplace that results in one of the following: fatality, days absent from work, limitation of work duties or transfer to another duty, medical treatment beyond first aid or unconsciousness, serious injury. Accidents while travelling are excluded.

¹⁶High-consequences" means injuries that may cause permanent irreversible harm to the injured person or injuries that result in an absence from work of more than 180 days.

¹⁷Injury frequency rate: (Number of injuries at work/worked hours) x 1,000,000.





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