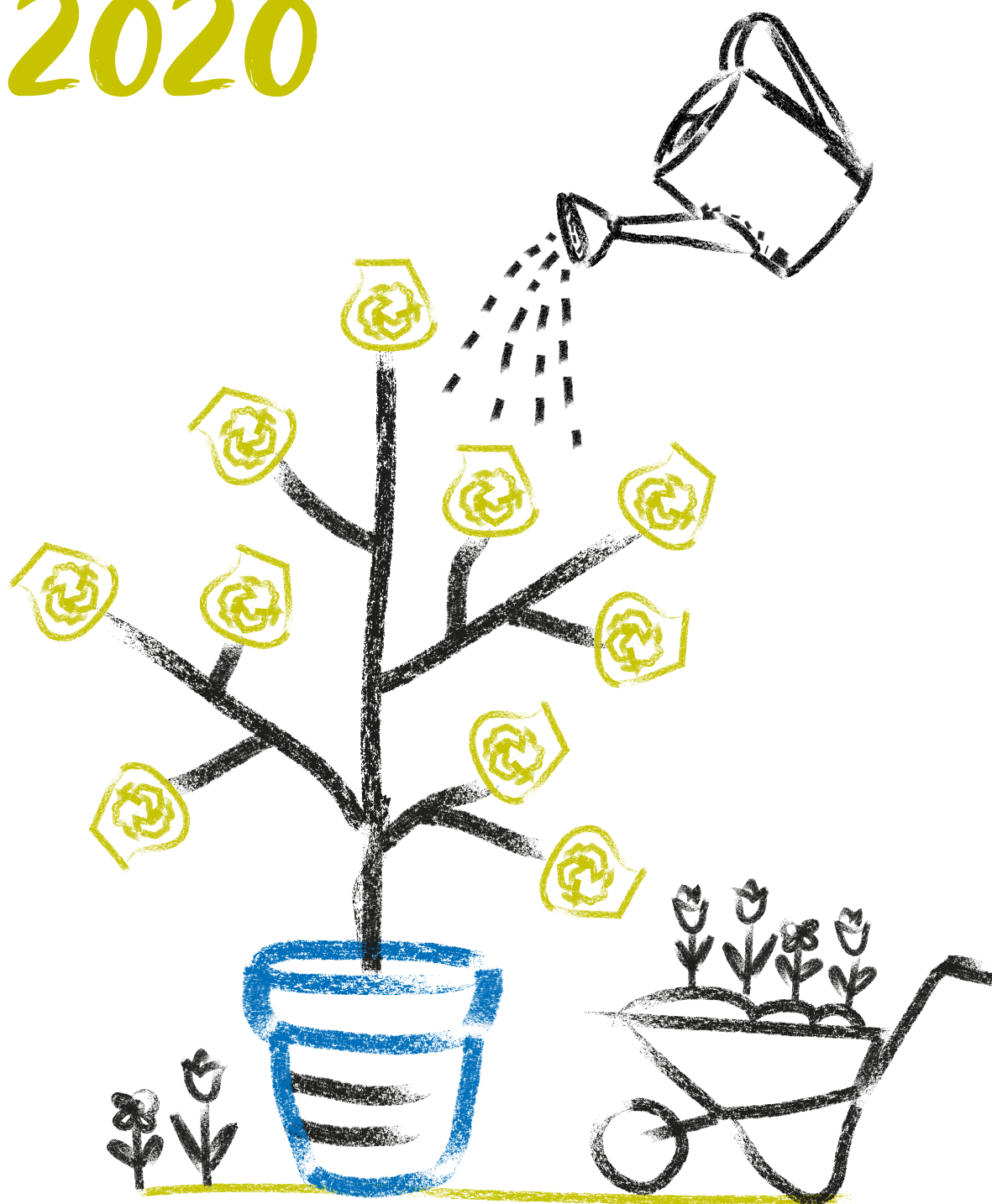
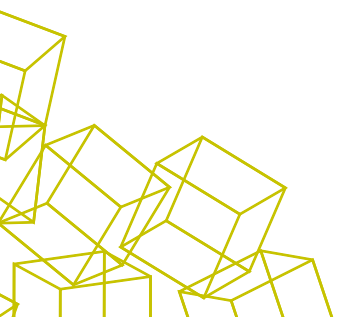


SUSTAINABILITY  
REPORT  
MAPEI AS

2020





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SUSTAINABILITY REPORT

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2020

# MESSAGE TO OUR STAKEHOLDER



*Veronica and  
Marco Squinzi*  
Managing Directors

2020 was an unprecedented year, almost entirely dominated by the **Covid-19 pandemic** that overwhelmed Italy and the entire world, changing the priorities and challenging not only on all countries' healthcare systems, but also on their economic framework.

This change of perspective has required exceptional responsiveness and flexibility from companies and institutions, a digital acceleration that could represent an epochal leap for our country, both from a technological and cultural point of view, towards the **sustainable development**.

In this challenging context Mapei, that is not unprepared, is firmly convinced that the path towards the sustainability goes through research and innovation. Thanks to **investments in our plants, digitalisation and training**, we have been able to maintain a high level of efficiency, safety and quality, even in the new configurations imposed by the pandemic.

Despite the difficult situation at global level, we are proud of the results achieved thanks to the company's well-established strategy based on **Internationalisation, Specialisation, Research & Development**, and **Sustainability**: indispensable features of an efficient production and commercial system.

This has enabled Mapei to continue to be an active member of the community and to offer its solidarity contribution in support of numerous hospitals, placing itself at the side of health personnel and anyone who has found itself, and still finds itself every day, on the front line in the battle against the virus.

Special thanks are due to all the members of the great **"Mapei Family"** for the seriousness and dedication they have always shown and for the commitment and support that are allowing us to continue our work even in this particular situation.



Mapei, which in 2020 has more than **10,600 employees worldwide and revenues for 2.8 billion euro**, did not stop because of the pandemic and continued to operate and produce in complete safety, not only to support all its subsidiaries and to guarantee supplies to customers all over the world, but also to avoid the interruption of important work sites and strategic national infrastructure works.

In this difficult moment for our Countries and for the whole world, the virus has not prevailed against **passion, commitment, transparency, talent and competitiveness**, or rather the values that have always distinguished us and made us the perfect teammates for each of our stakeholders: from customers, to suppliers, to all the people and the organisations we work with.

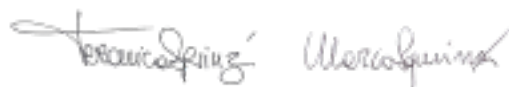
Indeed, for over eighty years, Mapei has been working to guarantee **“continuous quality”** for the market, for clients, for the environment and for its own employees.

In 2020, convinced that we want to make our contribution to a better environment, we are strongly committed to reduce environmental impacts from a Circular Economy perspective, limiting the incoming raw materials consumption and maximising the recovery and reuse of produced waste. In this context, the **Circular Economy** topic gained further importance with the annual update of the Group’s materiality matrix, not only as proof of the growing interest shown by our stakeholders in this theme, but above all as confirmation of the strong commitment made by Mapei in this direction and of the important results obtained.

Lastly, 2020 is also the year in which Mapei has decided to expand its sustainability reporting by supporting some European countries, chosen as pilots, in the production of their own local Sustainability Report, which will be added to the annual Sustainability Report for Italy published by the Group.

According to this, it is therefore with great pride that we present to you **our first Mapei AS Sustainability Report**.

**Veronica and Marco Squinzi**





## PREFACE

With the aim of fostering a more transparent and open communication towards its own stakeholders, Mapei AS (Hereinafter also “Company”) has decided to publish its first Sustainability Report.

This choice is part of a wider sustainability path undertaken by Mapei Group, to which Mapei AS belongs. Starting from 2017, Mapei annually publishes its Sustainability Report at Italian level, sharing with all stakeholders the main results and performances related to sustainability for the parent company and all subsidiaries located on the national territory. The Report describes the main activities carried out to monitor and reduce the environmental impacts related to Mapei’s products and operations and the initiatives in place to value and support its people, as well as the communities in which the Group operates, while continuing to preserve economic performance and make economic results growing.

In line with Mapei Italia Sustainability Report, this document begins with an introductory section followed by four chapters, each one of them dedicated to a specific ingredient of Mapei’s successful recipe: research and development, people centrality, production system efficiency and closeness to the surrounding community.



# INDEX

	Message to our stakeholder	2
	Sustainability highlights	6
	Sustainability reporting path for the first Sustainability report	8
	Mapei's stakeholders	8
	Material topics	10
<b>1</b>	<b>MAPEI GROUP: A PASSION BECAME HISTORY</b>	<b>14</b>
	1.1 An International Company With An Italian Soul	18
	1.2 Ethics And Transparent Communication	22
<b>2</b>	<b>RESEARCH AND CONTINUOUS INNOVATION WITH GROWING ATTENTION TO SUSTAINABILITY</b>	<b>24</b>
	2.1 Sustainability Stated In Our Products	26
	2.1.1 The environmental impact assessment of products	27
	2.1.2 The manufacturing of durable and circular products	29
	2.1.3 The sustainability of buildings: Mapei's contribution	30
	2.1.4 The spreading of a "culture of sustainability"	32
<b>3</b>	<b>MAPEI'S VALUE CHAIN: EFFICIENCY AND RESPECT FOR THE ENVIRONMENT</b>	<b>34</b>
	3.1 The Production Activities And The Costant Guarantee Of Quality	35
	3.2 The Monitoring Of The Production Process Impacts For The Environment Safeguard	37
	3.2.1 Energy and Green House Gases emissions: efficiency and reduction	38
	3.2.2 Waste: recovery, recycle and disposal	40
	3.2.3 Water: consumption and wastewater management	41
	3.3 The Responsibility In The Procurement	42
<b>4</b>	<b>PEOPLE CENTRALITY IN THE GREAT MAPEI FAMILY</b>	<b>44</b>
	4.1 People Wellbeing And Safety As A Priority	46
	4.2 Diversity And Inclusion: Important Strong Points	49
	4.3 The Professional Growth As A Result Of Continuous Training	51
<b>5</b>	<b>THE COMPANY BOND WITH THE COMMUNITY AND THE TERRITORY</b>	<b>54</b>
	5.1 Sport	56
	5.2 Culture	58
	5.3 Solidarity	59
	NOTE ON METHODOLOGY AND CONTENT INDEX	60

# SUSTAINABILITY HIGHLIGHTS

**€82.6**  
NOK 884



MILLIONS OF VALUE  
DISTRIBUTED TO  
STAKEHOLDERS DURING  
2020

**€1.1** NOK 11.9

MILLIONS  
SPENT ON  
R&D ACTIVITIES  
DURING  
2020



**270**

HOURS OF TECHNICAL  
TRAINING

**310**

PARTICIPANTS  
TO TRAINING  
COURSES  
DURING 2020





OF SPENDING ON  
LOCAL SUPPLIERS



OF EMPLOYEES WITH A  
PERMANENT CONTRACT



**6.5**

INJURIES  
FREQUENCY RATE



**7%**

EMPLOYEE NEW  
HIRING RATE



**3,210** HOURS OF TRAINING  
GIVEN TO EMPLOYEES



## Sustainability reporting path for the first Sustainability Report

This 2020 Sustainability Report has been prepared taking into account the **GRI (Global Reporting Initiative) Sustainability Reporting Standards**, and it describes the main environmental, social and economic aspects and impacts that characterize Mapei AS, giving an overview of all the initiatives launched during the reporting year and the results obtained.

The path undertaken to draft this Report has seen the involvement of a working group, including the Company's top management,

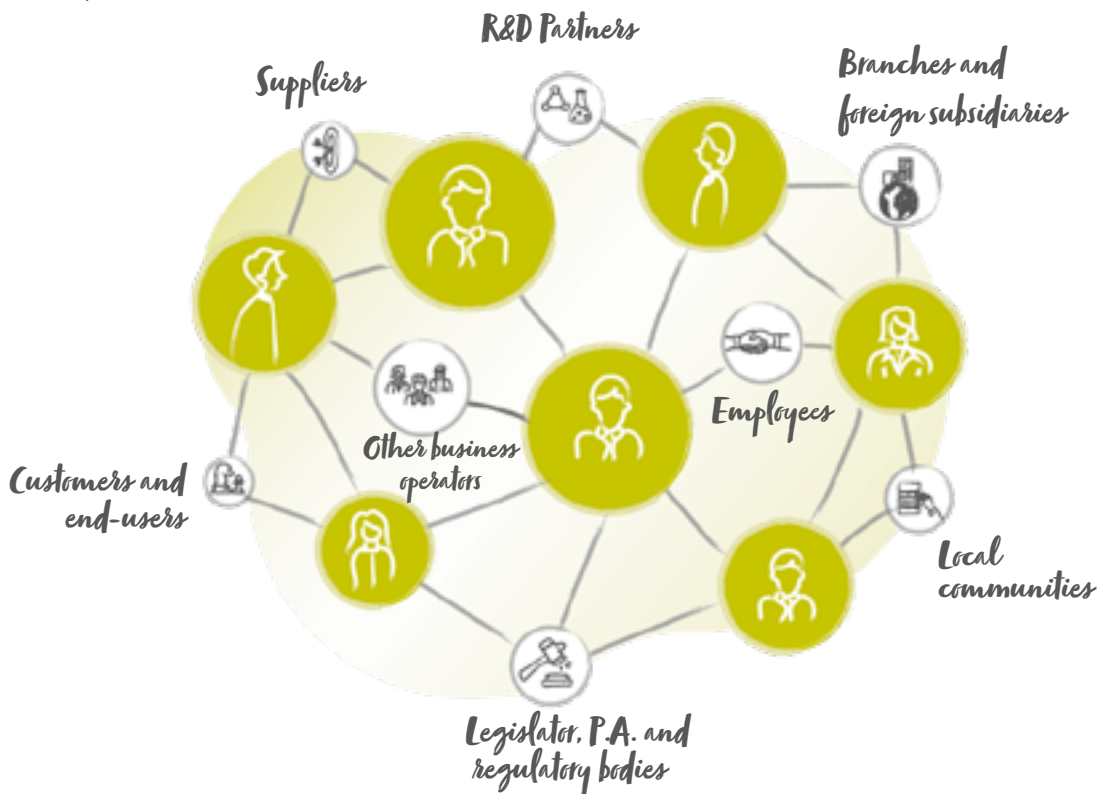
which followed step by step the document's set up and drafting. The main Mapei AS functions worked together giving their contribution for each respective area of expertise, supported by Mapei Corporate functions.

The first steps for the realization of the Report are represented by the stakeholder identification and the materiality analysis, both carried out at corporate level by Mapei S.p.A.



## Mapei's stakeholders

The main stakeholder categories identified are represented below:







*Parking garage - Sørumsand - Norway*



## Material Topics

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Key element of a Sustainability Report is the Materiality analysis, a map that presents the most relevant environmental, social and economic topics for a Company and for its stakeholders and their decisions.

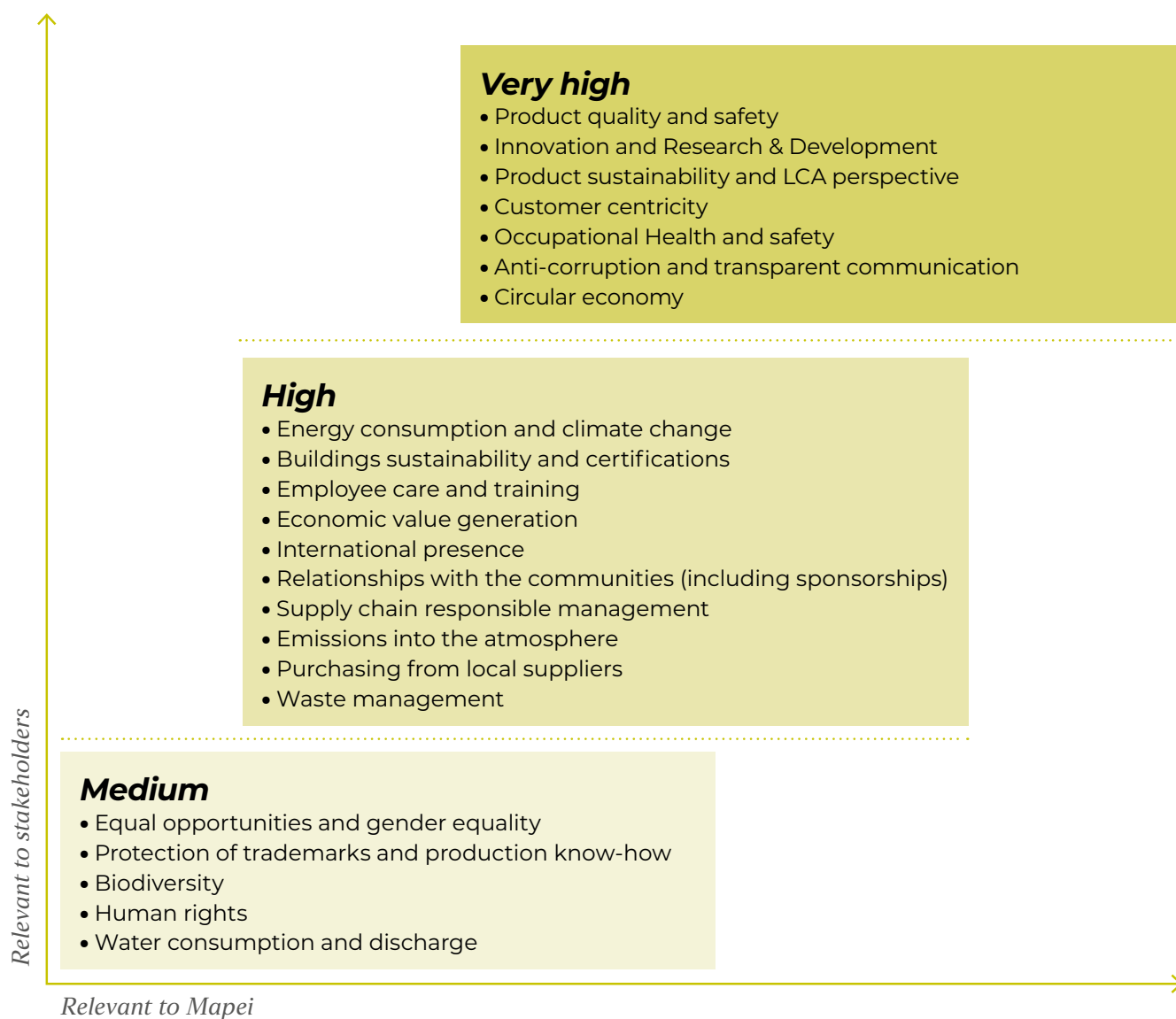
The following Materiality Analysis has been carried out by the Parent Company on the basis of an analysis of the GRI Standards and of the external stakeholder main expectations (i.e. benchmark and sustainability trend sector analysis). The identified topics have been included into the Materiality Analysis and they have been evaluated depending on their priority, assigned to each one of them by Mapei S.p.A. through an internal sharing process involving corporate functions and considering the external stakeholder's point of view, even without their direct engagement.

The topics included in the classes "high relevance" and "very high relevance" of the Materiality analysis are the ones considered "Materials topics". For this reason, in accordance with the GRI Standards, this document is focused on them.

Even though they represent subject matters close to the Mapei Group's principles and actions, the remaining topics reporting in the "medium relevance" class are not considered material at the moment due to the lower significance of their impacts, to the strong attention already given them by the Group or to their fundamental importance into the reporting perimeter current legislation (e.g. human rights).



## Mapei materiality analysis 2020





## SUSTAINABLE DEVELOPMENT GOALS - SDGs

Unanimously approved on September, 2015 by the 193 countries members of the General Assembly of the **United Nations**, the **17 Sustainable Development Goals - SDGs** are part of the **2030 Sustainable Development Agenda** ambitious action plan aimed to bring peace and prosperity to the people and the planet. These goals are based on the integration between the **3 dimensions of the sustainable development** (environmental, social and economic) and affect several development areas, such as inequalities suppression, natural resources safeguard and urban development.

## SUSTAINABLE DEVELOPMENT GOALS



Mapei Group shares, supports and promotes the 2030 Agenda and the SDGs. In particular, it has identified four goals (**SDG 3, SDG 4, SDG 9 and SDG 11**) that are close to its values and commitments and on which it can significantly provide its contribution through its activities, in line with the priorities defined by the Group and the identified material topics: **Product Sustainability and LCA perspective, Employee care and training, Product quality and safety, Relationships with the communities (including sponsorships), Customer centricity, Innovation and Research&Development, Buildings sustainability and certifications.**



Ensure healthy lives and promote well-being for all at all ages



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



Make cities and human settlements inclusive, safe, resilient and sustainable



MAPEI GROUP:  
A PASSION BECAME HISTORY

# Mapei objectives



The Strait of Gibraltar is a narrow strait that connects the Atlantic Ocean to the Mediterranean Sea



## MAPEI GROUP: A PASSION BECAME HISTORY

### Mapei Group in 2020



SUBSIDIARIES  
IN 57 COUNTRIES



MAIN  
RESEARCH  
CENTER IN 21  
COUNTRIES



PRODUCTION  
SITES IN 5  
CONTINENTS IN  
36 DIFFERENT  
COUNTRIES



BILLIONS OF  
CONSOLIDATE  
TURNOVER AT  
DECEMBER, 31<sup>ST</sup>  
2020



EMPLOYEES



**Quality and innovation, skills and knowledge, efficiency and durability** represent the strengths for which Mapei Group is known worldwide. Thanks to them and to a rooted **internationalization** strategy, Mapei Group has grown from a family-run small Company in Milan outskirts to a world leader Group in the production of adhesives, sealants and chemical products for the building industry.

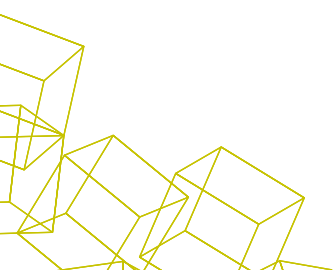
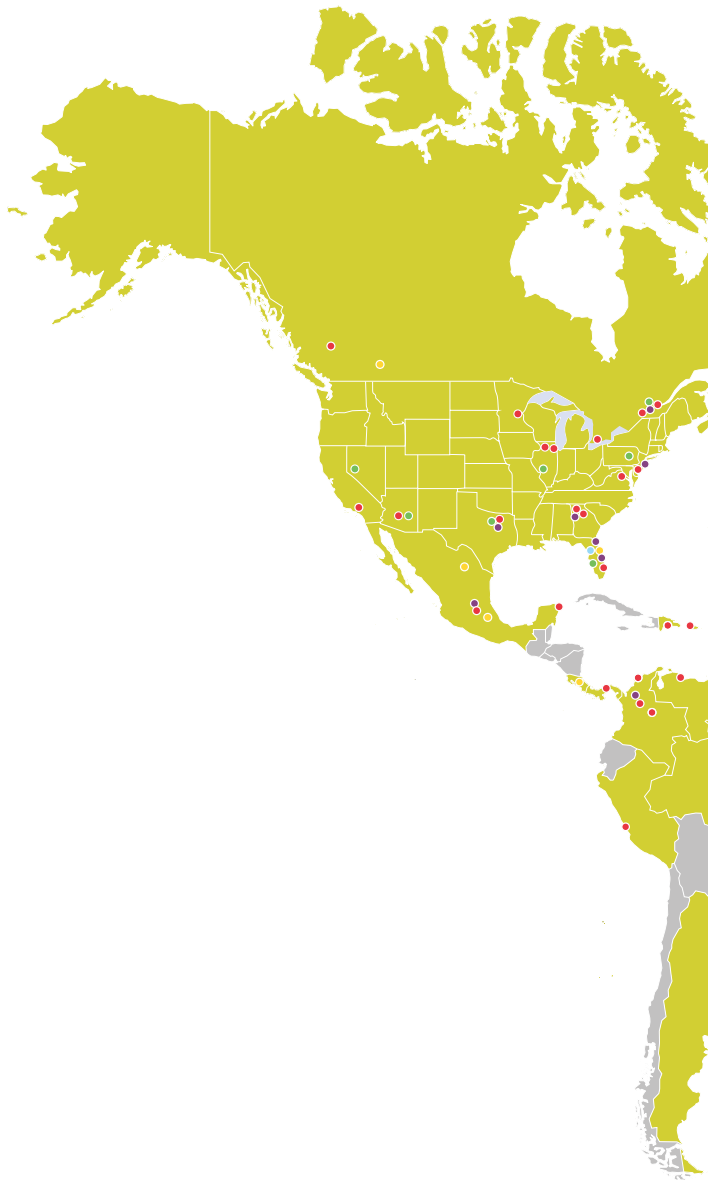
The Group expansion at a geographical level over time is tightly connected to a progressive growth in the systems and solutions offered on the market, which currently cover all the building industry's sectors, starting from small civil buildings to major infrastructure projects, as well as new architectural structures and restoration activities.

This wide level of **specialization** is a fundamental feature of the Group's way of doing business and it has been reached thanks to a continuous and well-structured **Research and Development** activity, a **qualified technical assistance** and the Group teams' professional **experience**, creative genius and passion.

Especially in these difficult times linked to the Covid-19 pandemic spreading, it's crucial to have the opportunity to rely on people who are joined together by a strong sense of responsibility and by a deep group spirit: this allowed, and still permit, Mapei to act without making any compromise on the offered products and services quality.

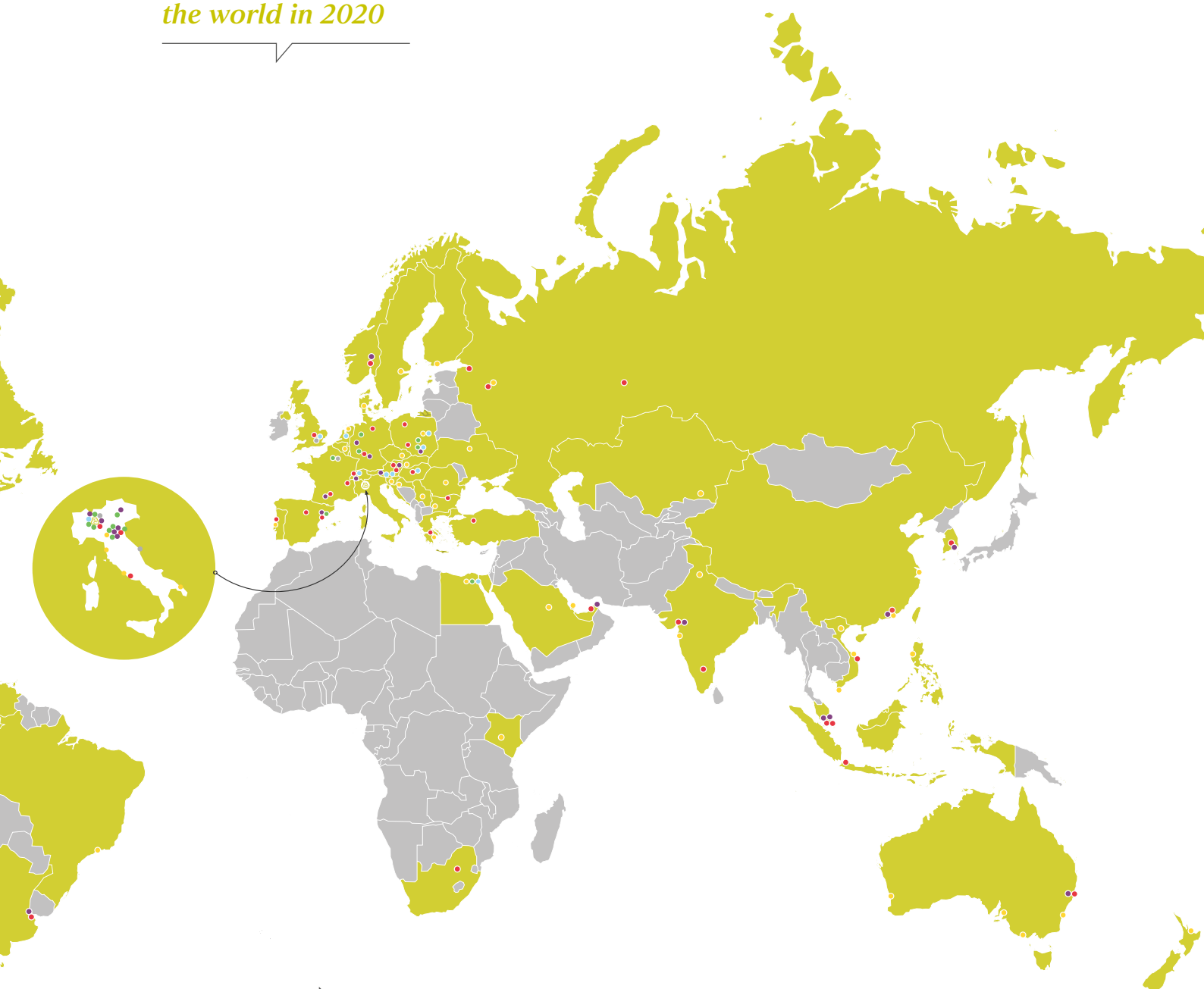
There are two additional successful and distinctive details that complete the Group profile: the commitment on **sustainability** in all its dimensions –


including the development of **healthy** and **environmentally safe** products – and the **transparent communication** of its own performance aimed at keeping alive, authentic and deep the relationship that links the Group to its customers and collaborators.





## *The Mapei Group in the world in 2020*



-  Headquarters of the Mapei Group
-  Commercial branches of other companies
-  Mapei offices and factories
-  Headquarters and factories of other companies
-  Research & Development Centers
-  Mapei commercial branches
-  Mapeiworld Specification Centres



## 1.1 An International Company With an Italian Soul

Mapei is a leading supplier of adhesives, sealants and chemical products to the construction industry. Mapei AS is located at **Sagstua** in Nord-Odal municipality, and the facility here is also the cornerstone of the Nordic market. Our products are designed to withstand the challenges of our Arctic climate. Mapei's Norwegian research and development center is an important resource in the development of unique products and system solutions for the Nordic market. With great faith in the future, we have expanded the plant in Nord-Odal for € 15 million, and in 2019 production started in the new factory.

Mapei AS is part of the international Mapei Group, which was founded in Italy in 1937. By strongly investing every year in research and development (R&D), Mapei has become the world's largest producer in our industry. A total of 10,600 employees are employed by Mapei in a total of 81 factories in 36 countries.

On 31.12.2020 Mapei AS has 191 committed and skilled **employees**, and we have a turnover of € 87 million in the Nordic and Baltic market. We cover Norway, Sweden, Iceland, Denmark, Finland, Estonia, Latvia and Lithuania.

Mapei started the business in Norway in **1976**. The story begins with the founders of the company, two brothers, the concrete technologist Odd Tjugum and the chemist Geir Tjugum. They established the company **Rescon** and specialized in their own recipes for additives in concrete, special mortars and thermosetting plastics for construction, repair and protection of concrete structures.

The solutions Rescon developed were much appreciated for the large offshore projects, where there was a great need for new concrete solutions that could withstand the enormous forces of the North Sea. Rescon established itself in Nord-Odal, which is as far away from the sea as you can get in Norway. The reason why Nord-Odal in Hedmark was chosen was that the municipality made a great effort to facilitate the construction of the factory. Well helped and supported by the Public government, this was the start of a large industrial adventure in the countryside of Norway.

Over the years, Rescon built up a solid position in the market, and in **1999** the company was acquired by the leading Italian adhesive and sealant company Mapei. In 2011, the company changed its name from Rescon Mapei to Mapei.

Mapei in Norway has had a steady growth, both in turnover and number of employees. In addition, Mapei is expanding production at Sagstua in Nord-Odal, and the core of the business is the international research and development center specialized in products for the cold and wet environment. Together with 30 other R&D centers elsewhere in the world, this facility is crucial for developing the innovative and sustainable solutions of the future.





DECEMBER  
31<sup>ST</sup>, 2020

**191**  
EMPLOYEES

*Restaurant "Under" - Lindesnes - Norway*

## Generating value for stakeholders

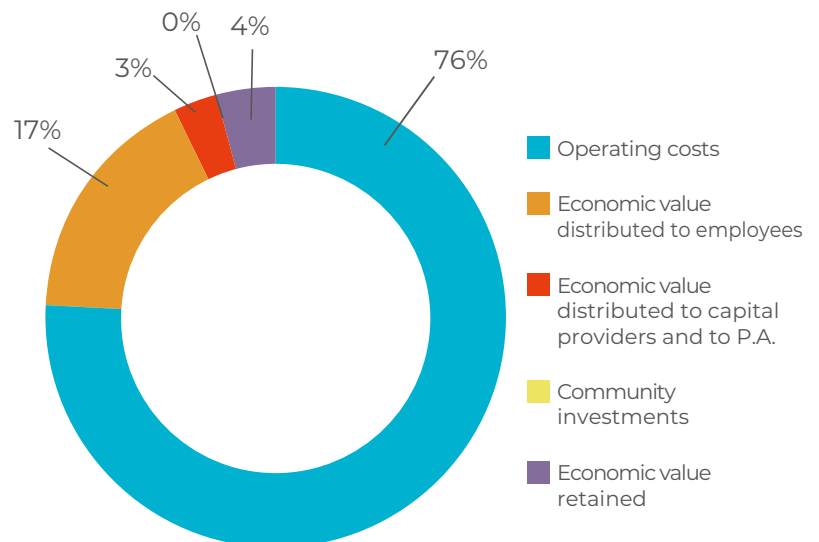
The **economic value generated**<sup>1</sup> by Mapei AS shows a decreasing trend during the three-year period, registering a -12% between 2018 and 2020 (€ 98 million in 2018, € 93 million in 2019, € 86 million in 2020).

During the same period, the pricing method internally in the Nordic region was also changed, which transferred significant sales and margins to the subsidiaries in the Nordic region equal to a 11% lower economic value ending up at a 1% lower adjusted value in €. In addition the weakening of the NOK against € reduce the value generated by 10%. Taken those two incidents into consideration the economic

value in NOK shows an increasing trend of 11% from 2018 to 2020 ( NOK 943 million in 2018, NOK 968 million in 2019 and 1.044 million in 2020). This change is a part of our Nordic commitment and strategy to grow in Sweden, Denmark and Finland.

€ 82.6 million, equal to the 95.8% of the economic value generated in 2020, has been distributed to stakeholders as represented below.

### Direct economic value generated and distributed



<sup>1</sup>The economic value generated by Mapei AS and its distribution among stakeholders has been calculated based on GRI Standards and data shared with Mapei Corporate for the drafting of the Consolidated Financial Report.

ECONOMIC VALUE  
GENERATED BY  
MAPEI AS IN 2020:

**86**  
MILLION €  
**922**  
MILLION NOK

*Sparebank1 SR-Banken Finansparken - Stavanger - Norway*

## 1.2 Ethics And Transparent Communication



*We believe that the only way to do business must always be responsible and sustainable.*

**Mapei AS** is directly owned and controlled by Mapei S.p.A., parent company of the Mapei Group.

The Board of directors of Mapei AS is made up of five members: Veronica Squinzi (President), Marco Squinzi (Vice-Chairman), Trond Hagerud (General Manager), Kine Buchholdt Jonassen (employee representative) and Espen Bothner (employee representative).

A distinctive feature of Mapei AS and of Mapei Group as a whole is the continuous commitment to guarantee a **transparent and direct communication** to all stakeholders, both internal and external, in order to preserve a solid relationship with all of them.

A first crucial instrument to communicate both internally and externally its commitment is the **Code of Ethics**, which drafting allowed Mapei to state and organize its own ethical values. This document expresses the principles of conduct that the Company is bound to observe when doing business, as well as the responsibilities and obligations assumed by all the people that work for or on behalf of the Company. The Code of Ethic promotes virtuous behavior, "characterized by the highest transparency, integrity and loyalty standards" and without conflicts between corporate and personal interests.

### The Mapei pillars of ethics

- 1 Always be one step ahead
- 2 Be the best supplier
- 3 Build a relationship as a partnership
- 4 Maintain a solid financial base
- 5 Never stop innovating
- 6 Continually improve product and service quality
- 7 Create a committed, winning team
- 8 Be ahead in environmental sustainability
- 9 Be determined in the pursuit of excellence
- 10 Always communicate the facts



The Code of Ethics represents the corporate landmark even in terms of anti-corruption, and it is hence being communicated to all employees and commercial partners.

Mapei believes that the contribution that the Company can give to the chemical world and to the building sector is one of its **“ethical and scientific duties”**, carried on through Trade Associations and the national and international bodies of which Mapei is part.

Mapei AS is a member of a number of organizations such as industry associations, research institutes and green organizations for lower emissions of buildings. By attending these industry meetings, the company has the opportunity to influence and stay up-to-date on the latest developments and trends.

The main associations Mapei AS is member of are the **NHO Byggevareindustrien** (Construction Industry), **Norwegian Green Building Council**, the **Building Ceramic Association**, as well as several different associations for concrete like **Norsk betongforening**, **Elementforening**, **European Federation of Concrete Admixtures Associations**. The company also works closely with the research institutes of **SINTEF** in buildings and is a member of **COIN** (COllaboration and INnovation).

The adhesion to Trade Associations and the Code of Ethics publication aren't the only instruments through which the Group keep in contact and communicate with the sector in which it operates and with the other market players.

To maintain contact with customers, Mapei uses **e-learning**, **webinars** and traditional **face-to-face courses**.

Within the company's CRM Marketing system, it was set up category of customer, define role and interest for activity, and follow up with target marketing towards the various category of customers. With the knowledge and quest back from participants, e-learning and webinars, Mapei transform the information to sales department that will follow up by sales calls. Mapei distributed 46 target newsletters and arranged 21 webinars.

In 2020, Mapei published 7 full page printed advertisements, with topics ranging from sustainability, research & development, internationalization and specialization. Mapei uses the magazine **Byggeindustrien**, considered the most important branch magazine. With the same topics in mind, Mapei published 5 content advertisement at bygg.no, which is the home page of Byggeindustrien.

Concerning **digital strategy**, the main goal is to drive attention to the company's owned media. This is done through SEO and PPC. Through Google tag manager, a campaign was built to lead traffic toward the company's web site. Mapei believe that SEO and brand content will drive the sharing and traffic in owned media. Mapei's goal in paid media is to achieve proper sharing and engagement through advertising (PPC, display ads, retargeting, paid content promotion and SoMe media ads). From the result of owned and paid media Mapei believes that the company will achieve good results in the area of earned media.



RESEARCH AND CONTINUOUS INNOVATION  
WITH GROWING ATTENTION TO SUSTAINABILITY

# Mapei solutions



Perito Moreno, on the border line between Chile and Argentina





## RESEARCH AND CONTINUOUS INNOVATION WITH GROWING ATTENTION TO SUSTAINABILITY

Behind all Mapei Group products and solutions there are intense research and development (**R&D**) activities.

The strong commitment in this field is handled by a team of passionate professionals and it is testified by the total amount spent in R&D activities. In particular, during the three-year period, the investments made in these activities<sup>2</sup> by Mapei AS amount to € 3.7 million, of which € 1.1 million only in 2020.

The Group's policy for social responsibility is to link social, environmental and economic values in a sustainable interaction. Economic growth depends on finding the good solutions for the benefit of society.

Therefore, Mapei is committed to preserving the natural resources for the future of the next generations.

With support from Innovation Norway, Mapei in Norway started a three-year environmental project for the concrete industry in 2017. The goal is to reduce the amount of waste and recycle valuable raw materials. This is a groundbreaking sustainability project in the concrete industry.

Mapei is a large company, therefore the company takes responsibility for helping to develop the industry. Mapei is involved through NHO, Byggevareindustriens Forening and the regional industrial association 7sterke, which the company is the initiator to establish. Mapei invests heavily in research development, and education as part of its 360° perspective on sustainability. Among other things, this has led to the **Construction Industry's Innovation Award** for technology that recycles construction waste.

<sup>2</sup>These expenses include R&D personnel costs, eventual consultations, equipment's depreciation costs and the costs of the materials used in the laboratories.



## 2.1 Sustainability Stated In Our Products



*Through research and innovation we want to contribute to a building that is increasingly attentive to the environment and the health of users.*

*The fundamental concept of “Sustainability” for Mapei is combined in several elements:*



Productive know-how, experience and ability to innovate are fundamental elements of Mapei Group's activities: only by combining these ingredients it is possible to create high-performance, durable and sustainable products.

The Mapei Group essential concept of “Sustainability” includes several goals and aspects, among which:

- the environmental impact assessment of products;
- the manufacturing high quality and durable products, characterized by a lower consumption of virgin raw materials;
- the contribution to increase the sustainability of buildings;
- the creation of a “culture of sustainability”, thanks to which a proper use of the products can be ensured, by guaranteeing performance, durability and sustainability itself.



## 2.1.1 The environmental impact assessment of products

A primary goal carefully pursued by Mapei Group is to monitor and minimize the products' impacts over their lifecycle, starting from their production and packaging to their use and disposal.

Mapei is reducing **fuel consumption** and **pollution** generated by transport. By choosing efficient transport solutions such as trains and by manufacturing our products close to our markets: a train of 12 tanker cars can carry as much as 36 lorries. Moreover, the company set requirements for carriers in relation to emissions, specifying that the carriers must meet the requirements specified in EURO 5.

The environmental impacts of our products are quantified through **LCA** (Life Cycle Assessment), a standardized methodology. The LCA of a product is the assessment of its environmental impacts all along its life cycle: from the raw materials extraction, to their transport to the plant, to the production phases. LCA takes into account packaging, waste and the delivery of the products to the customers and the final disposal. The outcome is issued in an Environmental Product Declaration (**EPD**), which is a report issued according to international standards (ISO 14025, EN 15804) that describes the environmental impacts of a product along its whole life cycle. By the end of 2020, Mapei AS has in total 24 product specific EPDs that cover 45 products.

In the construction field, EPDs are an important tool for architects, designers and other stakeholders in order to have a better understanding of the environmental impacts of a product. Building ratings such as **BREEAM** (see paragraph 2.1.3)



have implemented sustainability criteria and established specific requirements for buildings based on the LCA methodology.

One area Mapei can really contribute to, is technology and solutions to reduce CO<sub>2</sub> emissions from cement and concrete production. Cement additives are sold to local cement producers in Norway and Sweden and one in particular, the MA.G.A./C211 M, is highly appreciated because it guarantees faster setting and strength development in a cement with lower content of cement clinker.

The high temperature process for production of clinker, and the fine grinding of clinker and other raw materials to produce finished cement represent the main subprocesses that emit CO<sub>2</sub> during manufacturing of Portland cement. The more the clinker is reduced, the smaller the CO<sub>2</sub> footprint of the cement, but with the negative consequence that it also becomes slower in developing strength, especially in winter and cold weather. The use of suitable cement additives allows accelerating the strength development and reducing the energy needed for fine grinding, obtaining a good performing cement with a lower CO<sub>2</sub> footprint.

Reduced CO<sub>2</sub> emissions from concrete production is achieved by using **superplasticizers**, which make it is possible to reduce the cement paste (cement



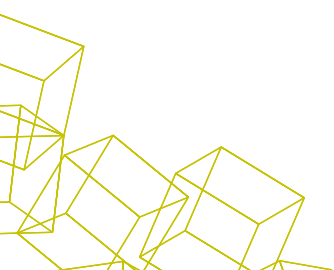
and water) in concrete mix design. In the recent years concrete producers increased the cement concrete, or replaced a CEM II with a pure CEM I in winter, in order to achieve sufficient strength development. Now that the concrete industry is more focused on low-carbon concrete, in winter it's becoming increasingly popular to use hardening accelerators, such as Mapefast Ultra N or Mapefast HA. Moreover, there is a strong focus on the possibilities of recycling products and turn waste into new resource.

Mapei developed 4 EPD's for 8 superplasticizers (Dynamon SX-23, SX-N, SR-N, SX-130, NRG-500, NRG-600, NRG-670 and NRG-700), and one for Mapefast Ultra N.

Thanks to the continuous attention dedicated to a deep and prompt study of the legislation and to the active participation to working tables and pilot tests promoted by affiliated associations and federations, Mapei Group has always been able to address their research activities through innovative and safe procedures.

The company works actively to substitute products included on the Authorities' and BREEAM NOR A20 list every year. The aim is to substitute all substances of very high concern (SVHC). Products that are in compliance with initiatives like Basta, Byggvarubedömningen and SundaHus criterias are testimony to the fact that Mapei takes care of the safety and the environmental aspects of the products.

In addition, for the purposes of a gradual improvement of the offered solutions, the Group constantly monitors possible customers' complaints related to the product's negative effects on human health.



## 2.1.2 The manufacturing of durable and circular products

The most significant environmental impacts during the lifecycle of Mapei Group products are related to raw materials' extraction and manufacturing. All the companies can give their active contribution to the reduction of these impacts, in a perspective of circular economy in the building sector that aims both at recycling and reusing waste produced and at reducing the consumption of raw materials.

In 2020, Mapei AS and Mona Betong AS have entered into an agreement on practical **R&D cooperation for concrete and sludge recycling**. The aim of the collaboration is to recycle concrete sludge and (unused/ returned) concrete from (construction sites), together with waste from dry mortar production, into products for drainage, base layers for roads or aggregates for new concrete.

In 2020, Mapei received the award as the construction industry's most innovative company for the product **RE-CON ZERO EVO**, which is a two-component powder product used to completely recover returned concrete from mixer trucks. RE-CON ZERO EVO can convert returned concrete (which, otherwise, should be disposed) to concrete aggregates, reducing the consumption of raw materials. Moreover, it makes possible that the returned concrete is not delivered to landfill.

RE-CON ZERO EVO can be also used in the process called "dry washing", where "empty" concrete trucks (which still has a layer/ film of concrete inside the drum) can be cleaned using the additive, without water consumption. Thanks to Re-Con Zero EVO,



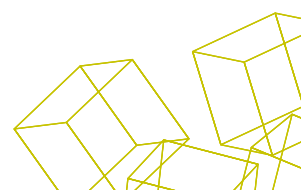
the residual material is agglomerated and turns into an artificial aggregate which can be reused.

The treatment of a cubic meter of returned concrete can save a huge amount of CO<sub>2</sub> emissions, if compared with a cubic meter of concrete to be disposed.

The "dry washing" process can reduce the use of clean water up to 90% to clean a concrete truck, and leads to a much lower generation of waste sludges.

For many concrete manufacturers, this environmentally friendly solution can also provide cost savings.

The problem of waste is global: Mapei believe that this can contribute to creating an even more sustainable construction industry in Norway, as well as in the rest of the world.



## 2.1.3 The sustainability of buildings: Mapei's contribution



*The winning recipe for looking to the future with confidence is only one: working hard to offer the most satisfying products that the construction market can demand.*



Mapei Group solutions can bring different contributions to the sustainability of the buildings, both in terms of environmental impacts and people safety and comfort.

The concept of durability has always moved hand-in-hand with sustainability: durable high-quality products and systems actively contribute to reducing construction and demolition waste and decreasing the amount of virgin raw materials consumed. Lengthening the life cycle of existing buildings and infrastructures and reducing maintenance work is a winning strategy for consuming fewer resources and generating less waste, thereby reducing the amount of GHGs (greenhouse gases) emitted. GHGs are,

indeed, responsible for the climate change we are currently experiencing.

For example, Mapei has sustainable thermosetting plastic solutions for swimming pools that ensure durability.

Last year's new Purtop 1000 Pool, joint-free system, can withstand sunlight and thus lasts longer in the Nordic climate.

Mapei aims to develop sustainable solutions that improve the indoor climate and indoor air quality, that have low levels of volatile organic compounds (VOC) emissions. The company therefore prior independent third-party certifications of indoor products as proof of low volatile compound emissions in the products, such as GEV-EMICODE and M1 certifications. Mapei has in total 134 GEV EMICODE licences and 33 M1 certifications. In 2020 Mapei manage to certify 36 products with EMICODE EC1<sup>PLUS</sup>.

For example, Mapei supplied Uniplan Eco and Uniplan Eco LC self-levelling products, as well as Primer Eco acrylic primer to the LHL hospital project (almost 3,000 tons), a BREEAM project which requires low emissions. All products meet the requirements for indoor air quality, as they are certified EMICODE EC1<sup>PLUS</sup>, with very low emissions of volatile organic compounds.

Mapei products are in use on most surfaces, from the foyer to the operating rooms at this hospital project. In addition to the environmental perspective, the focus has also been on reducing the noise level from the floor. The self-levelling products have EPDs, which can also contribute to BREEAM-Nor rating, available on our website.

BREEAM-NOR is a Norwegian version of the BREEAM in UK and is today Norway's most used environmental certification for new buildings and major rehabilitations of buildings. BREEAM- NOR ensures that sustainability is at the center of the construction project by setting requirements that either builders or developers are obliged to comply with.

These requirements are the basis for the evaluation of the construction project which is crucial for financing but also for potential buyers and tenants. When the building is built according to BREEAM-NOR, it shows that the project has qualities beyond the minimum requirements of the building regulations and has taken into account values that society is concerned about.



## 2.1.4 The spreading of a “culture of sustainability”

In a continuously evolving construction industry, it is important that a Group like Mapei dedicates its efforts and investments to share and spread its know-how within the sector, for example with designers and raw materials producers. In this way, the Group can always be close to its customers, guaranteeing them a 360° assistance and ensuring that all the subjects that handle its products can use them in the best way possible, so that their performance, durability and sustainability are not being compromised.

Transmitting an adequate level of knowledge of its solutions is important to contribute to the evolution of the technical skills and to the culture's growth into the building sector, particularly in terms of sustainability.

Specifically, during 2020, 270 hours of technical training was provided to our customers which involved about 310 participants through different kind of activities, such as seminars and webinars.

The number of events has been stable in the last three years, however, the total hours spent was reduced due to the Covid-19 situation that started in March 2020. Due to the pandemic, Mapei favoured the use of webinars instead of physical seminars, and no tours were arranged during the year.

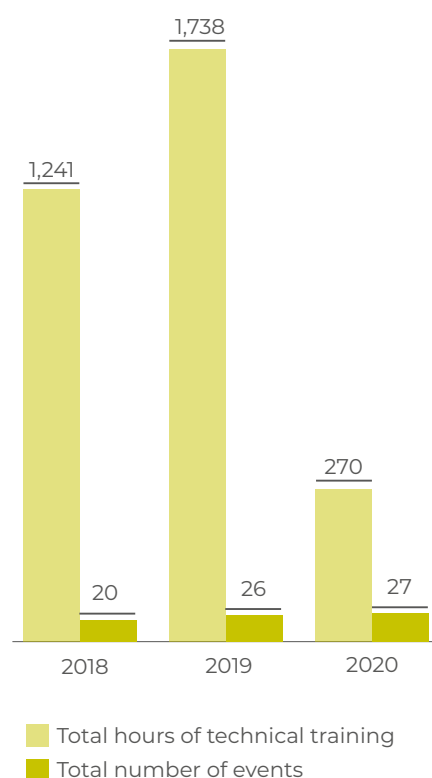
Sustainability is an integrated part of our long-term strategy. Several employees attended sustainability courses in 2020 arranged by the College Center at Kongsvinger and more will participate during 2021.

The goal is to develop a holistic view of sustainable solutions for the company and for the construction industry.

The training has helped Mapei to focus on the company at 360° and that everything Mapei does in one way or another is about sustainability. Mapei has been challenged on what measures the company have implemented and which measures we can initiate in the future.

Mapei trains its employees so that they will have a common understanding of the challenges and acquire tools to foster constant improvement for the company in line with the sustainability goals.

### Technical Training









# MAPEI'S VALUE CHAIN: EFFICIENCY AND RESPECT FOR THE ENVIRONMENT

## Mapei Strategy

### IMPACT ON THE ENVIRONMENT



### INTEGRATED PRODUCTION CHAIN



### MANAGEMENT OF THE SUPPLY CHAIN







## MAPEI'S VALUE CHAIN: EFFICIENCY AND RESPECT FOR THE ENVIRONMENT

*"We have been able to adapt our strategy to the world of the future, which is a world in constant change."*

*The Squinzi Family*

### 3.1 The Production Activities And The Constant Guarantee Of Quality

Mapei in Norway has its head office, production facility with R&D at **Sagstua** in Nord-Odal municipality. Mapei expanded the plant in Nord-Odal for € 15 million, and in 2019 production began in the new factory.

The production at Mapei AS in Nord-Odal is divided into liquid products and powder products.

Production of additives is a mixing and / or dissolving process of chemicals in a closed system. During normal operation, the production takes place without emissions into the atmosphere or into any waterbodies.

Production of thermosetting plastic is a mixing and dispersing process of chemicals, fillers and pigments. During normal operation, the production takes place without

emissions into the atmosphere or into bodies of water. Dust is collected via filters. However, emissions may be diffused in the air due to evaporation in connection with opening / closing of production vessels or packaging units.

Production of special mortars is a mechanical mixture of chemicals, cements and sand. The production processes take place in a closed plant without emissions into the air or into water bodies during normal operation. Dust is collected via filters.

During the three-year reporting period 2018-2020, the production of Mapei AS resulted to be as follows: 124.2 thousand tons produced in 2020, 123.3 thousand tons produced in 2019 and 127.4 thousand tons produced in 2018.



The trend registered by the production from 2018 to 2020, shows a decrease of 2.5% in production volume.

In order to comply with the highest performance standards and to guarantee excellent products that meet the clients' expectations, in the production site is present a **Quality Control laboratory**, in charge of verify entering raw materials and finished products quality levels.

The company's management system was first certified for quality according to NS EN **ISO 9001** in 1994. Then, together with **EMAS** and environmental certification according to NS EN **ISO 14001** obtained in March 2001, it became a more complete management and control system. Additionally, Mapei AS was the first company in Norway to be

certified according to the new 2015 editions of NS EN ISO 9001 and NS EN ISO 14001.

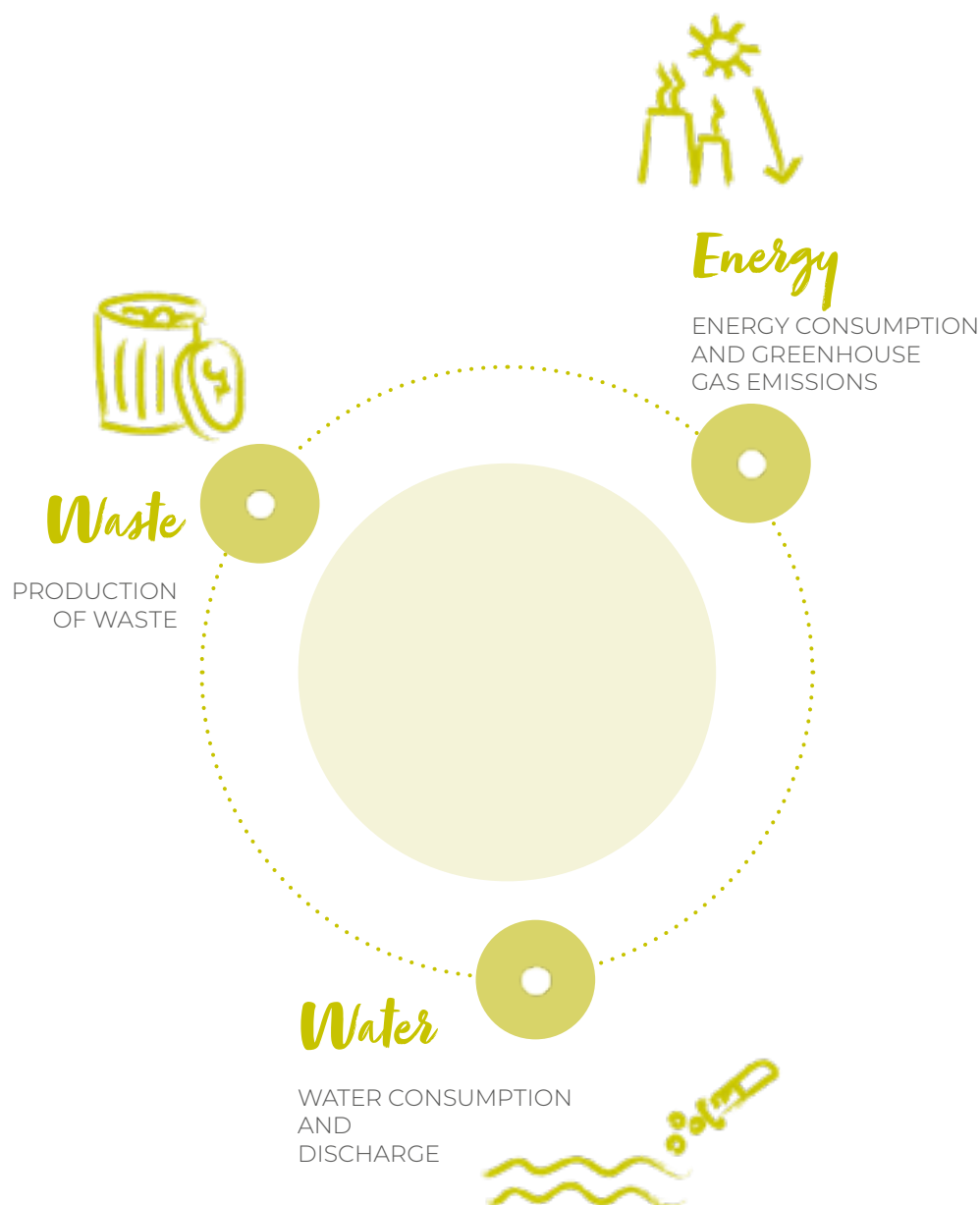
In November 2006, Mapei AS was certified also from a health and safety point of view according to **OHSAS 18001**, which was later replaced by NS EN **ISO 45001** in November 2018.

The company uses DNV Business Assurance Norway AS on behalf of DNV Business Assurance Denmark A/S with registration number as EMAS environmental controller DK-V6001.



## 3.2 The Monitoring Of The Production Process Impacts For The Environment Safeguard

Among the different environmental impacts related to Mapei AS production process, the most relevant ones are represented by the energy consumption (and the relative GHG emissions), waste production and water consumption.



## 3.2.1 Energy and Green House Gases emissions: efficiency and reduction

The consumption of electricity for 2020 was 7,876.1 MWh, slightly lower (-1.5% .vs 2019). In connection with the expansion of the factory in 2019, Mapei AS installed a larger **geothermal heating system** and reconditioning plant for leftover heat from compressors and ventilation. Energy consumption from geothermal heat in 2020 amounted to 720.3 MWh. Additionally, 7% of the 2020 energy consumption is due to diesel consumption both for the forklift and company car fleet.

Increase in building area was approximatively 9,200 m<sup>2</sup>. There is no change in land use from 2019-2020. 2020 was the first year of full production in a new plant.

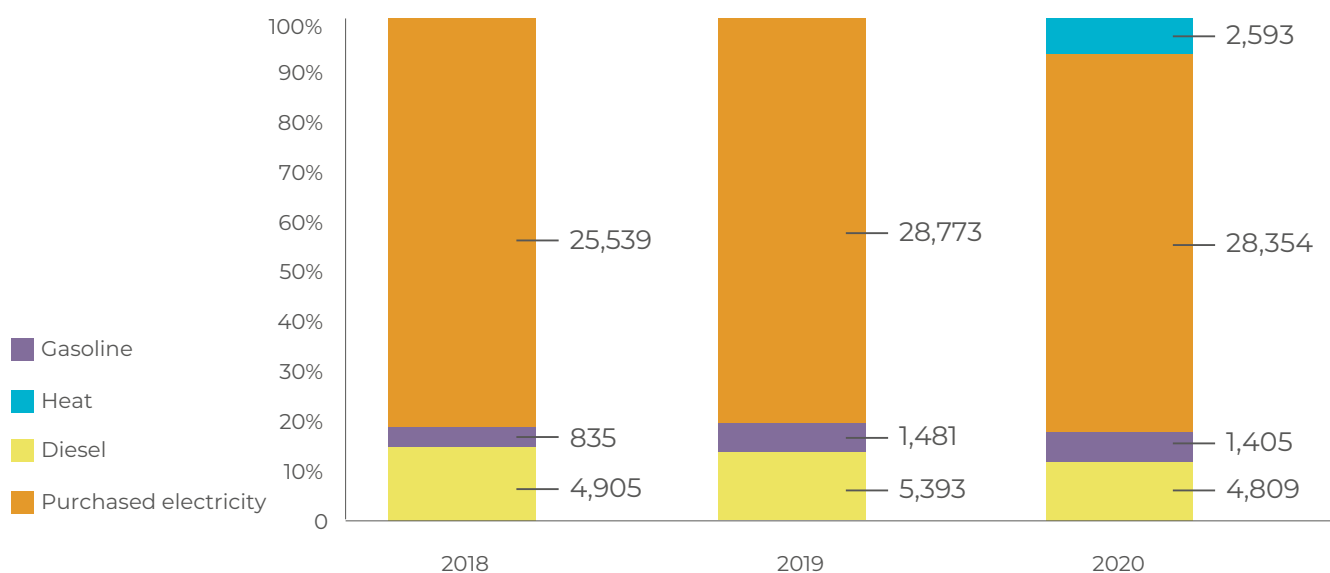
The increase of the energy consumption from 2018-2019 is due to a larger total area and construction activities. A new warehouse was put into use in the summer of 2019 and a new plant for powder production started up in September 2019.

Most of the increase was due to heating of the new warehouse from September 2019, and due to the conversion of forklifts from diesel to electricity.

Reduction in diesel and gasoline consumption from 2019 to 2020 can be attributed to the Covid-19 pandemic and the consequent decrease in travel activities and increased use of home office for the sales teams.

In 2020 the company replaced one forklift running on diesel with electricity, and the aim is to replace all forklifts running on diesel to forklifts running on electricity.

### Energy Consumption (GJ)





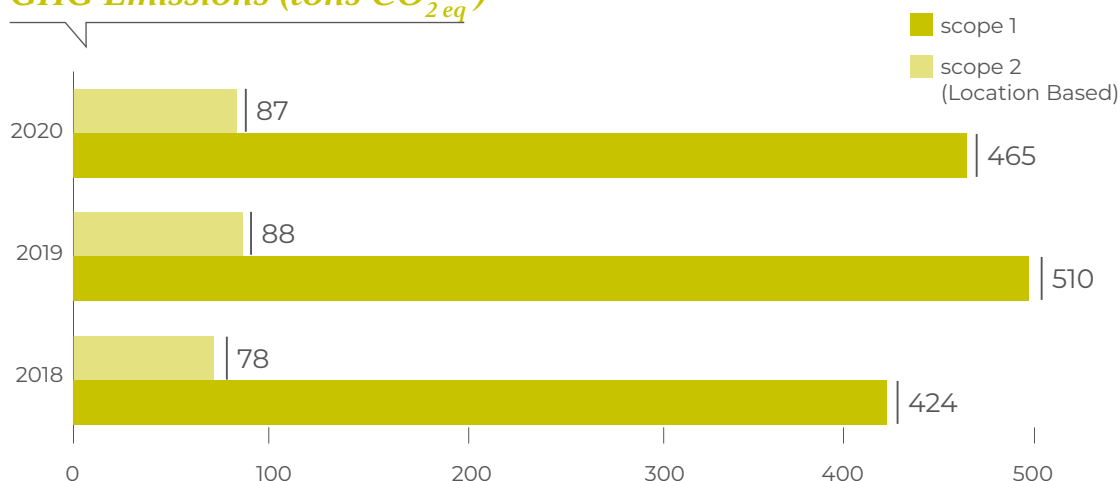
The **GHG emissions** are strictly connected to the energy consumption: during 2020 their largest share is represented by **Scope 1** emissions (or direct emissions, 465 tonCO<sub>2</sub>eq), which are due to diesel (almost 75% of the total Scope 1 emissions), gasoline and LPG consumption.

**Scope 2** emissions (or indirect emissions) are due to electricity purchasing: they are calculated following two methods, known as Location-Based method (86.6 ton CO<sub>2</sub> during 2020) and Market-Based method (1,961 ton CO<sub>2</sub> during 2020), which are higher because as of today Mapei AS doesn't purchase Guarantee of Origin (GO).

In addition, Mapei AS has calculated also the Scope 3 emissions, which contains several sources: travel by air and business travel, mileage used, waste and water consumption. All key indicators have been reduced from 2019 to 2020.

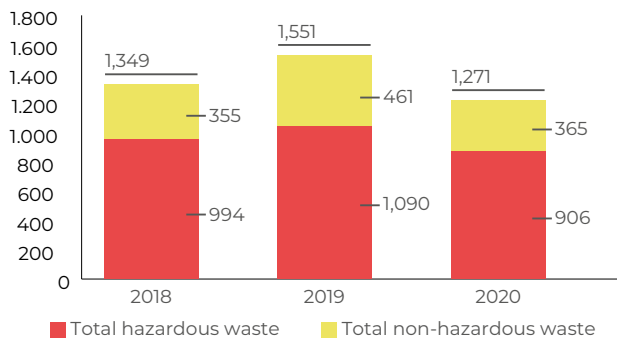
2020 has been affected by the Covid-19 pandemic and there has been less travel activity and more use of home office. This is clear in connection with travelling by air and business travel, which has been reduced by 93% from 2019 and mileage allowance, which has been reduced by 37% from 2019.

### GHG Emissions (tons CO<sub>2</sub>eq)



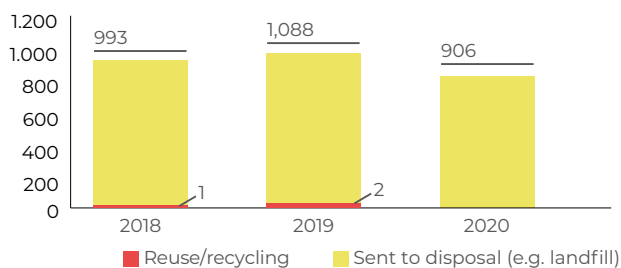
## 3.2.2 Waste: recovery, recycle and disposal

### Total Waste (tons)



In 2020, 1,271 tons of waste were managed in Mapei AS, which decreased with 18% compared to 2019 and approximately 6% decreased from 2018 to 2020. The introduction of many measures and new routines, better use of water for washing equipment, continuous training of operators and suppliers, contributes to the decrease of non-hazardous and hazardous waste from 2019 to 2020. The 71% of the waste generated is **hazardous** waste, instead 29% is non-hazardous waste.

### Hazardous waste (tons) by disposal method



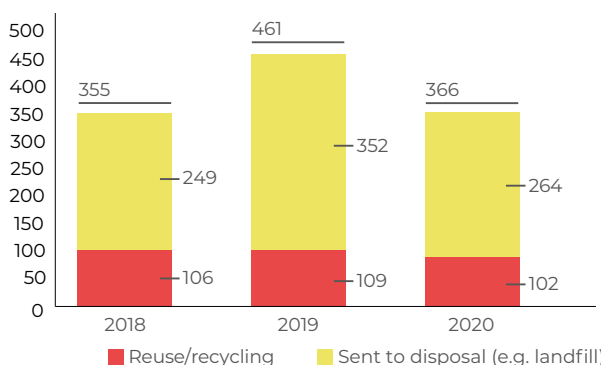
100% of the **hazardous** waste were sent to **disposal** (e.g. landfill). For **non-hazardous** waste the 28% was sent to **recycling**, 72% was sent to **disposal**.

The amount of dust from mortar production (hazardous waste) for 2020 has been reduced compared to 2019.

The Group has put a greater focus on reducing waste dust from the mortar production, and a number of measures have been implemented in relation to this:

- in 2018 Mapei started a project to recycle mortar waste. This has been an ongoing project in 2019 and has continued in 2020. The project has been followed up with monthly meetings.
- we have been running a few tests during 2020 to make hazardous dust from the mortar production from waste into new resources.

### Non-hazardous waste (tons) by disposal method



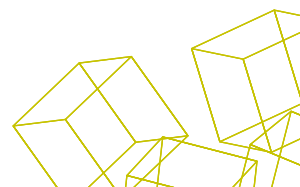
As a result, from adopted measures, a 34% reduction of hazardous wastewater from 2019 to 2020 has been accomplished, which corresponds to a reduction of 1.05 kg hazardous wastewater per ton produced product.

### 3.2.3 Water: consumption and wastewater management

Water consumption is one of the major environmental impacts of the company. Water is used in many water-based products and for washing production equipment which ends up as wastewater for disposal. Mapei therefore has been focused on this topic for several years.

Thanks to the introduction of many measures and new routines, better use of water in products, continuous training of operators and suppliers, the total water consumption has been reduced in 2020 compared to previous years. Water used as an ingredient in the products has been relatively stable compared to 2019, while the amount of water that ends up as wastewater decreased compared to 2019. The total water consumption is reduced by 9% from 2019 to 2020.

Due to Covid-19, the reduction of activities in the administration and the decrease of the number of people working at the plant (due to more employees working from home) are the main reason for the decrease of discharged water, which amounted to with approximately 26% less than the previous year.



### 3.3 The Responsibility In The Procurement

The amount of purchased raw materials has been reduced from 2018 to 2020. The amount of purchased finished product has increased on the other hand. In total, over the three years period, the amount of purchased materials is stable.

The company's focus on suppliers and partners when it comes to environmental

awareness and active environmental attitudes has improved. Mapei AS has incorporated environmental requirements into significant procurement agreements. Requirements are set for production quality, delivery capacity, environmental attitude and satisfactory documentation, through annual supplier evaluations.

#### MATERIALS USED BY WEIGHT (TONS)

	2018	2019	2020
Raw materials (natural resources used for conversion to products or services)	126,541	112,211	108,943
Purchased finished products	14,092	14,575	24,578
<b>TOTAL</b>	<b>140,633</b>	<b>126,786</b>	<b>133,521</b>

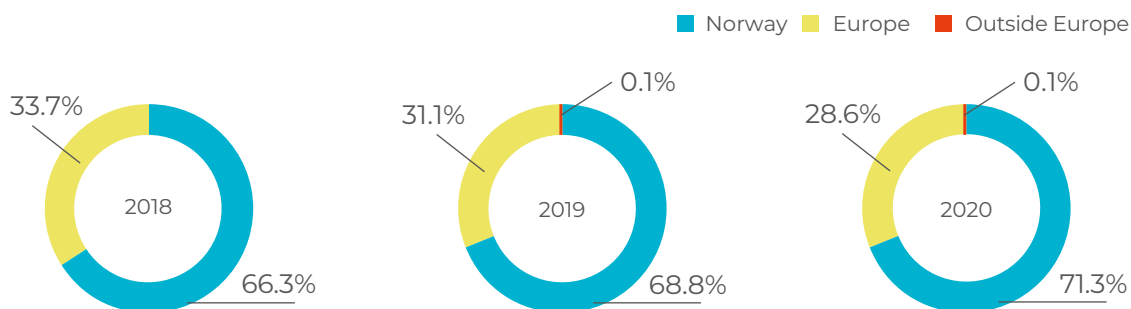




It is especially when purchasing packaging and chemicals that the company focuses on environmental improvements.

Purchasing at local level is the company's main areas of purchase. With 71.3% of Mapei's purchasing comes locally from Norway. Purchasing at local level has increased with 5% from 2018 to 2020. 28.6 % of purchasing in 2020 comes from the rest of Europe, and only 0.1% comes from out of Europe.

### *Geographic distribution of material suppliers\* by purchase weight (MP, PKG and PFA)*



\* By materials we mean: raw materials (MP), packaging materials (PKG) and finished purchase products (PFA).



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PEOPLE CENTRALITY IN THE  
GREAT MAPEI FAMILY

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*People first*

FAMILY



TRAINING



WELFARE

INCLUSION



HEALTH & SAFETY





## PEOPLE CENTRALITY IN THE GREAT MAPEI FAMILY

*“As Mapei, we are helped by a true long-term vision.  
We are an excellent team that, together,  
have a goal to reach.”*

Veronica Squinzi

As well as the entire Mapei Group, ever since being established Mapei AS identifies **people** as the key element for the Company's success and continuous growth. That's why the Company strongly believes in its employees and collaborators and strives to increase and enhance their talent, proactivity and team spirit and to preserve their safety and well-being.

This is the philosophy that distinguishes the Company itself and the entire Group, even during the most difficult times, as the recent health emergency linked to the Covid-19 pandemic.





## 4.1 People Wellbeing And Safety As A Priority



*Safeguarding the health and safety of employees and stakeholders is a fundamental aspect for the long-term success of the company.*

One of Mapei AS main targets is to ensure employees a comfortable and safe workplace, keeping in mind their personal needs and guaranteeing them a general condition of well-being.

Among many **benefits** and **initiatives** put in place by the Company, it is worthwhile to mention the followings.

Mapei AS has been certified as a **Great Place to Work** company both in 2019 and 2020. Throughout the examination, community, pride and trust among all employees are investigated and the results are used to improve the organization so that everyone can do their best for customers and partners. The 2020 survey showed that progress has been made in all areas since 2019, especially well regarding questions related to employee's perception of the top management's ability to communicate and follow a clear direction. The employees show great pride in working here and Mapei AS is on level with the best companies in Norway. Mapei AS places great emphasis, on its great results pertaining to its great working environment, high well-being and low sickness leave (< 4%). Despite the Covid-19 pandemic, this work continues unabated. This means Mapei AS can provide our customers

with the best possible service.

70 employees in Mapei AS are members of the trade union "**Industri Energi**" and 30 employees are members of Mapei AS's second and last trade union "**Negotia**".

According to the Norwegian Working Environment Act all employees (not only the members) are covered by these agreements.

Regarding the spread of Covid-19, **smart working** is the most important welfare initiative in addition to disinfection, face masks and a strengthened focus on facility services ability to contribute to a safe working environment.

Together with people's well-being, it is essential for Mapei AS to ensure a healthy workplace, where employees and collaborators can carry out their tasks in the safest possible manner.

For this reason, the Company has always been committed to reduce as much as possible the chance that an injury may occur.

The company was certified according to OHSAS 18001 "Occupational Health and Safety Management Systems" in November 2006 which was replaced by NS EN ISO 45001 in November 2018.





Mapei AS actively seek to protect every employee against work related injuries. The overall goal for health work is to conduct business in such a way as to avoid work related injuries to employees and others, as well as actively work to promote employees' health.

Every year, an action plan is prepared for activities within HSE together with an external occupational health service.

Risk assessments are used as an active tool in the work of reducing potential hazards in the handling of chemicals or other operational work. The focus has also been the use of the correct type of protective equipment.

In accordance with our procedure, all managers must follow up on their employee on sick leave, so that contact with the workplace is maintained during the period of illness. At the same time, the person on sick leave must be ensured an offer of follow-up and facilitation for the fastest possible return to the workplace.

Sickness absence over the years has been stable, and the goal of having sickness absence no higher than 4% has been achieved in the last four previous years. For 2020, however, sick leave ended at 4.7%. Some of this is related to the Covid-19 pandemic. Not considering Covid-19 related absences, the sickness absence is estimated at 4.2%. There has been a small increase in long-term absence.

The contingency group for Covid-19 has had 51 meetings in 2020 and published 15 information letters in 2020.

Significant restrictions were introduced in connection with the Covid-19 pandemic (home office, distance rules, etc.).

In 2020 two **injuries** occurred:

1) The first one was related to the lifting of one chemical by a forklift, and manually to transfer to IBC, the barrel slipped on the floor and spilled the chemical over the employee. A new lifting equipment was implemented to attach to the forklift to prevent the accident to occur again.

2) The lid opener to a metal container was broken and an employee damaged its arm due to the lid that hit the employee. The employee returned back to work quick despite the injury. A new routine for check every time the container before opening was implemented to prevent the accident to occur again.

In addition to the injuries related to production reported in the table below, it has also been two commuting incidents from 2018 to 2020.

Regarding the Company non-employee workers<sup>3</sup>, during the three-year period 0 incidents have been registered.



WORK-RELATED INJURIES FOR EMPLOYEES	UNIT OF MEASURE	2018	2019	2020
TOTAL NUMBER OF INJURIES	n.	1	2	2
<i>of which with high-consequence work-related injuries<sup>4</sup></i>	n.	0	0	0
Employee worked hours	hours	304,043	297,761	307,332
RATE OF TOTAL INJURIES	-	3.3	6.7	6.5
RATE OF HIGH-CONSEQUENCE WORK-RELATED INJURIES <sup>37</sup>	-	0	0	0

<sup>3</sup> Interns, temporary agency workers and fixed outside contractors

<sup>4</sup> Injury with more than 6 months of absence or that led to a permanent and irreversible damage to the injured person

## 4.2 Diversity And Inclusion: Important Strong Points

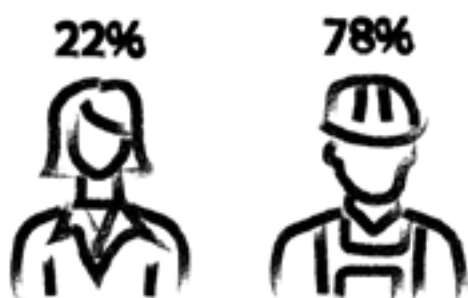
On 31<sup>st</sup> December 2020, Mapei AS counts **191 employees**, of which **22% women** and **78% men**.

Regarding the **professional categories**, Mapei AS workforce is made up of 0.5% of executives, 17.8% managers, 42.4% white collars and 39.3% blue collars.

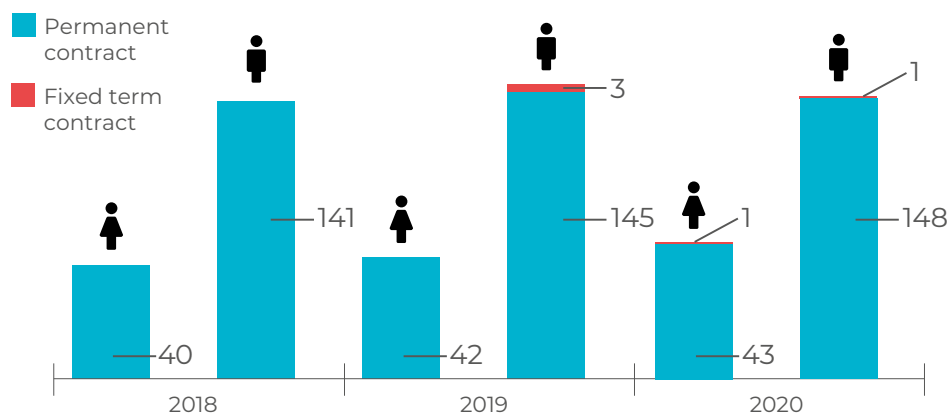
In 2020, employees' contracts are mainly **permanent** (98.95%), while the remaining part consists in 1.05% of **fixed-time** ones. The **part-time contract** option covered 4 employees and it's used mainly by men (about 75%).

During 2020, the Mapei AS family has also seen the involvement of **interns** and **temporary agency workers**, for a total amount of 27 people.

Nobody is excluded or isolated, this is a distinctive cornerstone of the whole Mapei Group, that wants to be like a family for its people. According to this, Mapei AS constantly follows the principles of inclusion and equality and appreciation of the differences and peculiarities of each individual.



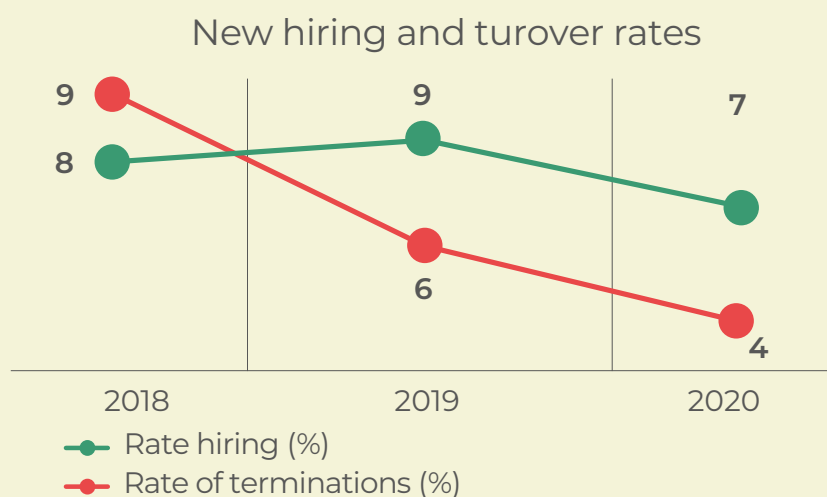
### Contracts



## HIRING AND TERMINATIONS

Compared to 2019, the number of employees is increased in 2020 by 2.1%, due to the balance between the 13 hiring (46% of women and 54% of men) and the 8 terminations (12.5% of women and 87.5% of men) occurred during the year. Instead, in 2019 4 women and 13 men were hired (in 2018, 2 and 12 respectively), while the terminations concerned 3 female employees (3 in 2018) and 5 male ones (13 in 2018).

% of turnover out was high in 2018 (9%) due to organizational change in the sales team. Turnover in 2019 and 2020 was normal according to the Norwegian "HR Norge".



### HIRING AND TERMINATIONS BY AGE GROUP (n.)

AGE GROUP	HIRING			TERMINATIONS		
	2018	2019	2020	2018	2019	2020
< 30 years old	3	5	5	3	2	2
Between 30 and 50 years old	9	10	7	8	10	2
> 50 years old	2	2	1	5	0	4
<b>TOTAL</b>	<b>14</b>	<b>17</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>8</b>

## 4.3 The Professional Growth As A Result Of Continuous Training



*Training your people and encouraging team spirit is essential to create value for the company and its customers.*

The **training activities** provided by Mapei AS are related to several subject areas and include:

- 15 employees participated in a course for sustainable business model innovation in autumn. There were employees from the management team, operations management, quality, marketing, HR, Sales Building Norway, Technical Department Building, R&D Building.
- Quality, HSE and Sustainability Manager conducted sustainability studies.
- Leadership education and middle manager education.
- Studies at a higher level/post-education (Master's degree in chemistry/ Master's degree in Human Resource Management / Technical vocational school four years).
- Certificates in vocational subjects.
- A wide range of various statutory safety courses.
- Increasing use of e-learning, for example procedural training aimed at all departments.
- A wide range of LEAN-courses.



- E-learning for all new employees / onboarding.
- Develop and apply e-learning to product training of both new and existing salespeople.

The **training hours** provided by the Company during 2020 amounted to 3,210, registering a +15% trend during the three-year period. There were 150 training measures.

Positive effect that the company use digital training, which is time effective, flexible for the contender, as well as cost-saving.

Annually, competence mapping is carried out. It is **Mapei Academy** at the company and each manager with personnel responsibility who reviews and develop each employee's competence plan for the coming year.





AVERAGE TRAINING HOURS	2018	2019	2020
Average training hours per employee	15.37	11.29	16.81
BY GENDER			
Average training hours per female	20.75	15.39	13.20
Average training hours per male	13.95	10.14	17.95
BY EMPLOYMENT CATEGORY			
Average training hours per executives	0.00	1.00	34.00
Average training hours per managers	11.83	17.06	19.91
Average training hours per white collars	8.78	8.44	18.90
Average training hours per blue collars	25.68	11.99	12.91



836.5

PERSONS ENROLLED  
IN VIRTUAL COURSES  
AND STUDENT EXCHANGES  
IN 2015

1%

SLAMFUNDRAISING  
FOR AMERICAN  
SOCIETY OF 400  
FUNDRAISING  
EVENTS IN 2015

82%

PERCENTAGE  
OF STUDENTS  
WHO ARE  
COMPLETED  
IN 2015

227

STUDENTS  
WHO  
WON  
IN 2015

31.8

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

3.500

NUMBER  
OF  
STUDENTS  
WHO  
WON  
IN 2015

50,000

NUMBER  
OF  
STUDENTS  
WHO  
WON  
IN 2015

6.8%

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

4.02

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

6.29

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

17%

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

45,500

NUMBER  
OF  
STUDENTS  
WHO  
WON  
IN 2015

87

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

32

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

32

PERCENTAGE  
OF STUDENTS  
WHO  
WON  
IN 2015

Source: Mayan  
updated March 2015

Source: Mayan  
updated March 2015

MAP



# THE COMPANY BOND WITH THE COMMUNITY AND THE TERRITORY

## *Tradition and excellence*



The Matterhorn is located on the border between Italy and Switzerland

## 5

## THE COMPANY BOND WITH THE COMMUNITY AND THE TERRITORY

*“To grow it is necessary not only to achieve economic results but also to be responsible to all the communities to which we belong.”*

Adriana Spazzoli

Mapei AS is aware of the great impact that it can have on the local communities, generating economic value within its surroundings in the region and taking on an active role in the community life.

For this reason, the Company, just like the Mapei Group as a whole, constantly commits to keeping its relationships with the communities in which it operates through numerous initiatives, based on key elements such as tradition and excellence, passion for sport, love of arts and culture, care for others and closeness to new generations.

In particular, during 2020, Mapei AS provided a contribution of € 212.922 through all the initiatives supported and implemented.

In the following pages, the most significant initiatives put in place during the three-year period are reported.

Mapei AS have consider their relation to the community and the importance of being a local sponsor rather than national.

To support the community around the plant is important based on the impact and the importance our company play for many of the people living near to the plant.





## 5.1 Sport



*Our proximity to the world of sport is also the result of the desire to contribute to the social development of the community and the territory.*

**KIL Toppfotball** is a football club that has been at the top level in Norway since the beginning of the 1980s. Mapei AS has been sponsoring this club since 1982. During the 3 last years, Mapei AS has been the Main Sponsor for the club. In the season 2020 they played in the Norwegian Second Division,

also known as OBOS League. To support this club is important in many regards. It's the most important club in the area and the club attracts the people and businesses around us. One of our biggest customers in admixtures for concrete business are also supporting this club. To have a top football team also generates interest from the press and our brand enjoys good value from being so visual on the jerseys and on the stadium stands.

KIL Toppfotball also have an agreement with **Mapei Sport**. Mapei Sport conducts testing sessions for all players four times a year.





In our sponsoring strategy we find great value in sponsoring young promising talents in the sport of **cycling**.

Together with our biggest customer within admixtures, **Betong Øst**, Mapei AS is sponsoring some of the best young cyclists in Norway. The club is based in Kongsvinger municipality and delivered several champions in Norway. Indeed, some of the riders have



become professionals in intercontinental teams and, this year, two of them are even cycling in the Tour de France. The clothing gives Mapei good visibility and brand knowledge.

In our sponsoring strategy we focus on equality and supporting minor clubs that have an offer to all kinds of young people. We feel that it is important that the local community around our plant area have a good variety of sports to offer the kids.

### Team Odal

Local ski team that Mapei supports. In return Mapei gets our logo on their overall and warm-up clothes. The team consist of youth from 12-16 years old and represents the best youth in the company's local region.



### Nord-Odal ice skating club

This club is located right next to the Mapei AS plant. They have a long tradition of bringing forward young talents to become national heroes. Mapei supports the youth group.



## 5.2 Culture



*Supporting art, entertainment and culture means not only believing in a better future, but also investing concretely in one of the engines of recovery and strategic development of our country.*

Not all kids are into sports. Therefore, Mapei AS also contributes to the cultural arena by sponsoring different cultural events and organizations.

### **Morodals-Festivalen**

One of the biggest festivals for young people with Downs Syndrome. The festival is broadcast on television. Several famous Norwegian artists perform, and this is a big event close to the Mapei AS plant. In 2020 Mapei would like to contribute as much as they did last year for this very meaningful cultural event.



### **Odals revyen**

Local amateur theatre group. Every year they produce a local theatrical production, based on lots of stories from the community around Mapei AS plant.

In return Mapei get tickets for our employees and branding in the theatre programme, web site and on posters.



## 5.3 Solidarity



*It is important to grow and make recognizable the commitment of companies capable of generating shared social value, for the benefit of the community, territories and people.*

Mapei also supported and children charity foundation.

### Children Hospital Clowns

All the hospital clowns are professional performing artists who specialize in meeting children and young people to create memorable experiences. Several studies

During 2020 everyone was hit by the pandemic and to support locally, Mapei contributed with face masks in the beginning when it was a shortage of this equipment. In the beginning of the pandemic March 2020, there was a lack of face masks for the health personell in nearby municipal nursing homes, like Sør-Odal Alders- og Sykehjem. Mapei AS provided them with 250 face masks.



argue that laughter and joy are powerful healing instruments. Laughter suppresses pain, helps to strengthen the immune system and suppresses the development of stress hormones. International research also shows that hospital clowns can help reduce the use of medicine, anesthesia and coercion.



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NOTE ON  
METHODOLOGY AND  
CONTENT INDEX

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*2020*

## Note On Methodology

This document represents the first Sustainability Report of Mapei AS and it refers to 2020 reporting year (from January 1<sup>st</sup> to December 31<sup>st</sup> 2020).

The Report also contains, where available, the performance data regarding the previous two years, in order to allow a comparison of the data over the 2018-2020 three-year period.

The reporting standards adopted by Mapei AS to prepare the 2020 Sustainability Report are the GRI Sustainability Reporting Standards. In particular, in accordance with GRI Standard 101: Foundation, paragraph 3, reference has been made in this document to the Disclosures the table below, in accordance with a **GRI-Referenced approach**. In addition, the GRI Content, available at the end of this document, contains the GRI indicators associated with each material topic.

At the publication date of this Report, Mapei AS had not been informed of any significant events in 2021 that could be deemed important for purposes of sustainability reporting.

Unless otherwise indicated, the reporting perimeter is limited to Mapei AS.

Mapei AS has its registered office in Vallsetvegen 6, 2120 Sagstua, Norway; details of the production sites of the Company included in the perimeter of this Sustainability Report are provided at the beginning of chapter 3.

This document has not been audited by an independent company.

GRI STANDARDS	GRI DISCLOSURE	DESCRIPTION
GRI 102 - General disclosures	102-8	Information on employees and other workers
	102-14	Statement from senior decision-maker
	102-18	Governance structure
	102-40	List of stakeholder groups
	102-46	Defining report content and topic boundaries
	102-47	List of material topics
	102-55	GRI content index





## NOTE ON METHODOLOGY AND CONTENT INDEX

GRI STANDARDS	GRI DISCLOSURE	DESCRIPTION
GRI 103 - Management Approach	103-1	Explanation of the material topic and its boundary
	103-2	The management approach and its components
	103-3	Evaluation of the management approach
GRI 201 - Economic performance	201-1	Direct economic value generated and distributed
GRI 204 - Procurement practices	204-1	Proportion of spending on local suppliers
GRI 205 - Anti-corruption	205-3	Confirmed incidents of corruption and actions taken
GRI 301 - Materials	301-1	Materials used by weight or volume
GRI 302 - Energy	302-1	Energy consumption within the organization
GRI 305 - Emissions	305-1	Direct (Scope 1) GHG emissions
	305-2	Energy indirect (Scope 2) GHG emissions
GRI 306 - Effluents and waste	306-2	Waste by type and disposal method
GRI 307 - Environmental compliance	307-1	Non-compliance with environmental laws and regulations
GRI 308 - Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria
GRI 401 - Employment	401-1	New employee hires and employee turnover
GRI 403 - Occupational health and safety	403-1	Occupational health and safety management system
	403-2	Hazard identification, risk assessment, and incident investigation
	403-3	Occupational health services
	403-4	Worker participation, consultation, and communication on occupational health and safety
	403-5	Worker training on occupational health and safety
	403-6	Promotion of worker health
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
	403-9	Work-related injuries
GRI 404 - Training and education	404-1	Average hours of training per year per employee
GRI 413 - Local communities	413-1	Operations with local community engagement, impact assessments, and development programs
GRI 414 - Supplier social assessment	414-1	New suppliers that were screened using social criteria

GRI STANDARDS	GRI DISCLOSURE	DESCRIPTION
GRI 416 - Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories
GRI 417 - Marketing and labeling	417-1	Requirements for product and service information and labeling
GRI 419 - Socio-economic compliance	419-1	Non-compliance with laws and regulations in the social and economic area

## Material topics

In accordance with the GRI Standards, the content of the Sustainability Report depends on the materiality analysis performed by Mapei Group, as described in the introductory chapter. The table below provides the list of the material topics identified by the Group and its stakeholder, the corresponding GRI Topics and the

related perimeter in terms of impact and any restrictions on reporting due to data unavailability on the external perimeter.

Over the coming years, Mapei Group intends gradually to extend the reporting perimeter of the material topics.

MATERIAL TOPICS FOR MAPEI GROUP	GRI TOPICS	PERIMETER OF THE TOPIC		RESTRICTIONS ON THE REPORTING PERIMETER	
		Internal	External	Internal	External
Product quality and safety	Customer health and safety; Marketing and labeling	Mapei AS	-	-	-
Innovation and Research&Development	-	Mapei AS	-	-	-
Product sustainability and LCA perspective	Materials; Emissions	Mapei AS	Suppliers	-	Reporting not extended to suppliers
	Customer health and safety	Mapei AS	-	-	-
Customer centricity	-	Mapei AS	-	-	-
Occupational Health and safety	Occupational health and safety	Mapei AS	Suppliers	-	Reporting partially extended to suppliers



## NOTE ON METHODOLOGY AND CONTENT INDEX

MATERIAL TOPICS FOR MAPEI GROUP	GRI TOPICS	PERIMETER OF THE TOPIC		RESTRICTIONS ON THE REPORTING PERIMETER	
		Internal	External	Internal	External
Anti-corruption and transparent communication	Anti-corruption; Environmental compliance; Socio-economic compliance	Mapei AS	-	-	-
Energy consumption and climate change	Energy; Emissions	Mapei AS	Suppliers	-	Reporting not extended to suppliers
Buildings sustainability and certifications	-	Mapei AS	Clients	-	-
Employee care and training	Employment; Training and education	Mapei AS	-	-	-
Economic value generation	Economic performance	Mapei AS	-	-	-
International presence	-	Mapei AS	The Other Subsidiaries of Mapei Group	-	-
Relationships with the communities (including sponsorships)	Local communities	Mapei AS	-	-	-
Supply chain responsible management	Supplier environmental assessment; Supplier social assessment	Mapei AS	-	-	-
Emissions into the atmosphere	Emissions	Mapei AS	Suppliers	-	Reporting not extended to suppliers
Purchasing from local suppliers	Procurement practices	Mapei AS	-	-	-
Waste management	Effluents and waste	Mapei AS	-	-	-
Circular economy	Effluents and waste	Mapei AS	-	-	-

## The principles for the content definition and the quality guarantee of the Report

This Sustainability Report is prepared in compliance with the *Reporting Principles* defined by Standard *GRI 101: Foundation*, namely the principles of *completeness, sustainability context, stakeholder*

*inclusiveness* and *materiality* for the Report content definition, and *reliability, clarity, comparability, accuracy, timeliness* and *balance* to ensure the overall quality of the report.

## The reporting process and the calculation methods

The content of this Report has been defined on the basis of what emerged from the materiality analysis performed. The qualitative and quantitative data on the social, environmental and economic-financial aspects have been collected, on an annual basis, through the involvement of the main Company and Group functions.

The main calculation methods and assumptions adopted for the performance indicators included in the Report are indicated below, in addition to those already explained within the text.

- Regarding environmental data: when unavailable, conservative estimates had been followed. This approach led to choose the assumptions linked to the less positive environmental performances for the Company.
- Greenhouse gas (GHG) emissions have been reported in accordance with the guidelines established by the GHG Protocol Corporate Accounting and Reporting Standard developed by the World Resources Institute (WRI) and by the World Business Council

on Sustainable Development (WBCSD).

The emissions calculation is based on the following formula:  $\text{CO}_2 \text{ emissions} = \text{activity data} \times \text{emission factor} \times \text{GWP}$  (Global Warming Potential). The calculation of greenhouse gas emissions also considers the emissions associated with any leakage of refrigerant gases. In this case, the quantity of lost refrigerant is multiplied by the respective GWP.

- The emission factors and the GWPs used are shown in the table on the following page.
- Scope 2 GHG Emissions reported in the environmental impacts paragraph are calculated using the Location Based method; for completeness, the overall amount of Scope 2 emissions has been calculated using also the Market Based method, which emission factor is provided by AIB – European Residual Mixes.



- For calculation of GHG emissions and energy consumption, the conversion factors used (lower heating value and density of natural gas and diesel) are obtained from the DEFRA (Department for Environment, Food and Rural Affairs) database of the UK Government, which is updated annually.
- For any additional information and in-depth analyses, please contact:  
Mapei AS, [post@mapei.no](mailto:post@mapei.no)

EMISSION FACTORS AND GWPS						
SCOPE	COEFFICIENT	UNIT OF MEASUREMENT	2018	2019	2020	SOURCE
Scope 1	E.F. Diesel	kg CO <sub>2</sub> eq/l	2.688	2.687	2.688	DEFRA
	E.F. Gasoline	kg CO <sub>2</sub> eq/l	2.305	2.315	2.315	DEFRA
	E.F. LPG	kg CO <sub>2</sub> eq/tonnes	2,937.32	2,936.86	2,938.81	DEFRA
Scope 2	Market-based electricity E.F.	gCO <sub>2</sub> eq/kWh	274.56	396.27	401.94	AIB – Residual mixes
	Location-based electricity E.F.	gCO <sub>2</sub> eq/kWh	11	11	11	TERNA – Confronti internazionali



# GRI Content Index

GRI STANDARDS	DISCLOSURES	CHAPTER	OMISSIONS
GENERAL DISCLOSURES			
GRI 102: General Disclosures 2016	ORGANISATIONAL PROFILE		
	102-8 Information on employees and other workers	4.2	
	STRATEGY		
	102-14 Statement from senior decision-maker	Message to our Stakeholders	
	GOVERNANCE		
	102-18 Governance structure	1.2	
	REPORTING PRACTICE		
	102-46 Defining report content and topic boundaries	Material topics; Note on methodology	
	102-47 List of material topics	Material topics; Note on methodology	
	102-55 GRI Content Index	GRI Content Index	



GRI STANDARDS	DISCLOSURES	CHAPTER	OMISSIONS
<b>MATERIAL TOPICS</b>			
<b>GRI 200 - ECONOMIC PERFORMANCE INDICATORS</b>			
<b>ECONOMIC PERFORMANCE</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	1.1	
	103-3 Evaluation of the management approach	1.1	
<b>GRI 201: Economic performance 2016</b>	201-1 Direct economic value generated and distributed	1.1	
<b>PROCUREMENT PRACTICES</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	3.3	
	103-3 Evaluation of the management approach	3.3	
<b>GRI 204: Procurement practices 2016</b>	204-1 Proportion of spending on local suppliers	3.3	
<b>ANTI-CORRUPTION</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	1.2	
	103-3 Evaluation of the management approach	1.2	
<b>GRI 205: Anti-corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken	During the three-year period no incidents of corruption occurred	

GRI STANDARDS	DISCLOSURES	CHAPTER	OMISSIONS
<b>GRI 300 - ENVIRONMENTAL PERFORMANCE INDICATORS</b>			
<b>MATERIALS</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	3.3	
	103-3 Evaluation of the management approach	3.3	
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	3.3	
<b>ENERGY</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	3.2; 3.2.1	
	103-3 Evaluation of the management approach	3.2; 3.2.1	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	3.2.1	
<b>EMISSIONS</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	3.2; 3.2.1	
	103-3 Evaluation of the management approach	3.2; 3.2.1	
<b>GRI 305: Emissioni 2016</b>	305-1 Direct (Scope 1) GHG emissions	3.2.1; Note on methodology	
	305-2 Energy indirect (Scope 2) GHG emissions	3.2.1; Note on methodology	
<b>EFFLUENTS AND WASTE</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	3.2; 3.2.2	
	103-3 Evaluation of the management approach	3.2; 3.2.2	
<b>GRI 306: Effluents and waste 2016</b>	306-2 Waste by type and disposal method	3.2.2	



## NOTE ON METHODOLOGY AND CONTENT INDEX

GRI STANDARDS	DISCLOSURES	CHAPTER	OMISSIONS
ENVIRONMENTAL COMPLIANCE			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	1.2; 3.2	
	103-3 Evaluation of the management approach	1.2; 3.2	
GRI 307: Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	During the three-year period no episode of non-compliance occurred related to environmental laws and regulations.	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	3.3	
	103-3 Evaluation of the management approach	3.3	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	In 2020, there are not new suppliers that were screened using environmental criteria, because there are not new suppliers.	
GRI 400 - SOCIAL PERFORMANCE INDICATORS			
EMPLOYMENT			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	4.1; 4.2	
	103-3 Evaluation of the management approach	4.1; 4.2	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	4.2	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	4.1	
	103-3 Evaluation of the management approach	4.1	

GRI STANDARDS	DISCLOSURES	CHAPTER	OMISSIONS
<b>GRI 403: Occupational health and safety 2018</b>	403-1 Occupational health and safety management system	4.1	
	403-2 Hazard identification, risk assessment, and incident investigation	4.1	
	403-3 Occupational health services	4.1	
	403-4 Worker participation, consultation, and communication on occupational health and safety	4.1	
	403-5 Worker training on occupational health and safety	4.1	
	403-6 Promotion of worker health	4.1	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.1	
	403-9 Work-related injuries	4.1	
<b>TRAINING AND EDUCATION</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	4.3	
	103-3 Evaluation of the management approach	4.3	
<b>GRI 404: Training and education 2016</b>	404-1 Average hours of training per year per employee	4.3	
<b>LOCAL COMMUNITIES</b>			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	5	
	103-3 Evaluation of the management approach	5	
<b>GRI 413: Local communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	5	





GRI STANDARDS	DISCLOSURES	CHAPTER	OMISSIONS
SUPPLIER SOCIAL ASSESSMENT			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	3.3	
	103-3 Evaluation of the management approach	3.3	
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	In 2020, there are not new suppliers that were screened using social criteria, because there are not new suppliers.	
CUSTOMER HEALTH AND SAFETY			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	2.1.3	
	103-3 Evaluation of the management approach	2.1.3	
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	2.1.3	
MARKETING AND LABELING			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	2.1.1	
	103-3 Evaluation of the management approach	2.1.1	
GRI 417: Marketing and labeling 2016	417-1 Requirements for product and service information and labeling	2.1.1	
SOCIO-ECONOMIC COMPLIANCE			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	1.2	
	103-3 Evaluation of the management approach	1.2	
GRI 419: Socio-economic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	During the three-year period no episode of non-compliance occurred related to laws and regulations in the social and economic area	

GRI STANDARDS	DISCLOSURES	CHAPTER	OMISSIONS
NON GRI TOPICS			
CUSTOMER CENTRICITY			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	1.2; 2.1.4	
	103-3 Evaluation of the management approach	1.2; 2.1.4	
BUILDINGS SUSTAINABILITY AND CERTIFICATIONS			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	2.1.3	
	103-3 Evaluation of the management approach	2.1.3	
INNOVATION AND RESEARCH&DEVELOPMENT			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	2	
	103-3 Evaluation of the management approach	2	
<b>Mapei Indicator</b>	Amount spent in Research & Development	2	
INTERNATIONAL PRESENCE			
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Material topics; Note on methodology	
	103-2 The management approach and its components	1; 1.1	
	103-3 Evaluation of the management approach	1; 1.1	







**Edited by**

Anders Hagen-Næsset, Mapei AS - Marketing Department

**The following corporate functions have collaborated in this report:**

- All Mapei Corporate functions;
- Administration, finance and controlling;
- Production;
- Purchasing;
- Warehouse & Inventory;
- Environmental Sustainability;
- Finance & Controlling;
- Corporate Internal Audit;
- Quality Management;
- R&D Management;
- Plant Manager;
- HR Department;
- Marketing Department;
- General Manager;
- HQSE Department;
- Transport and logistics.

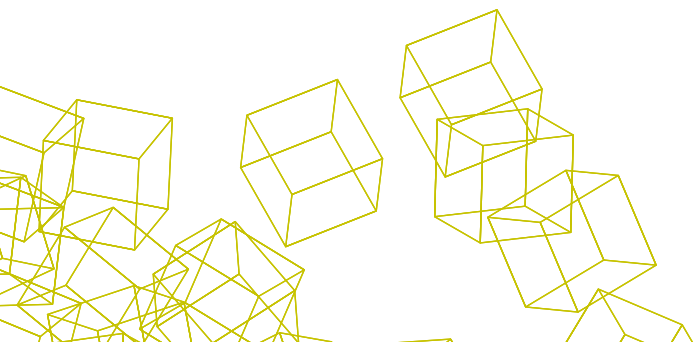
**Graphic project**

Jack Blutharsky

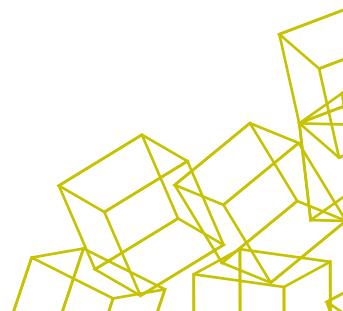
**Photography**

Archive photos Mapei S.p.A., local photos Mapei AS

Sagstua, September 2021









[www.mapei.no](http://www.mapei.no)