

SUSTAINABILITY
REPORT





SUSTAINABILITY REPORT

2021
EUROPE

LETTER TO STAKEHOLDERS



*Veronica and
Marco Squinzi*
co-CEOs

2021 has seen recovery and the desire to return to normality, giving new impulses to energy, in the awareness of facing an unprecedented and unexplored scenario that represents a simultaneously complex and fascinating challenge. At Mapei, too, borne by the great desire to restart and aware of the responsibilities that a company like ours must assume at such a complex and unpredictable time, we have chosen to reassert our growth path with conviction. We are guided in this by the same corporate strategy that has proved successful even in difficult periods, based on **Internationalisation, Specialisation, Research and Development** and, above all: **Sustainability**.

Mapei studies advanced solutions every day to reduce the environmental impact of its activities and spread the culture of quality and long-lasting construction, by working on the entire product life cycle and putting the well-being of the planet and people at the centre of business activities.

Acting effectively to produce less and less waste and limit the exploitation of resources is one of the main challenges of this millennium: at Mapei we address it by paying particular attention to using recycled materials in products and their formulation, as well as in packaging.

This requires study, a constant commitment to research and, above all, the conviction that change is possible. At Mapei this awareness is strong and we are proud of the awards our work has achieved in the field of sustainability.

It is always important to remember that behind all the activities and successes of the great “**Mapei Family**” are people who work with passion and dedication every day: it is thanks to them that the company now stands out on the market for its quality and expertise. Our sincere thanks go to the team, which in 2021 consisted of over **11,000 employees worldwide** and contributed to a turnover of **€3.3 billion**. In these two years of the pandemic we have tried to keep mutual collaboration and support alive, ensuring that everyone can return to work in complete peace of mind and compliance with the corresponding **safety measures**, while agile work partially continues.

Care for people and their **personal and professional growth** are central elements of the Group's corporate policy. For this reason, we resumed training activities partly interrupted by Covid-19 as soon as possible. Likewise, as production resumed the **hiring rate** also grew again, with new young talent joining the company.

Our commitment to ensuring an inclusive and meritocratic working environment has been recognised for the second consecutive year by the **"Italy's Best Employers for Women"** analysis from the German Institute of Quality and Finance, which lists Mapei among the 200 best employers for women in Italy. Meanwhile, in Hungary Mapei received the MNKSZ **"Best Workplace" Award from the AEU** Association for Women's Professional Growth (MNKSZ).

Faithful to our DNA, which always drives us to look ahead to face new challenges, we have decided to expand the scope of this **Sustainability Report** to **European level** and redesign the **materiality matrix**, with help from the Group's **main corporate functions**.

We have renewed our active contribution to the UN **Sustainable Development Goals**, with an increasing commitment to adopting a circular process and product approach and to measuring, monitoring and reducing greenhouse gas emissions from our activities and products.

We therefore present Mapei's 2021 Sustainability Report in the belief that sustainability is not a destination, but a compass for devising and designing solutions that are increasingly innovative and attentive to the environment and people.

We hope you enjoy reading it.

Veronica and Marco Squinzi



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SUSTAINABILITY FIGURES

All figures refer to the Mapei Europe scope

1.939

MILLION EUROS OF
VALUE DISTRIBUTED TO
STAKEHOLDERS IN 2021



Approximately
38

MILLION EUROS
SPENT ON R&D
IN 2021



10.752

HOURS OF TECHNICAL TRAINING

127.426

PARTICIPANTS
IN 2021



TOTAL COMPENSATION OF CO₂
EMITTED DURING THE LIFE CYCLE OF
KERAFLEX MAXI S1 ZERO ADHESIVE IN
ITALY AND OF ULTRACOLOR PLUS IN
GLOBAL PRODUCTION, BY PURCHASING
CERTIFIED CREDITS TO IMPLEMENT A
PROJECT TO GENERATE **ENERGY FROM
RENEWABLE HYDROELECTRIC SOURCES**
IN INDONESIA





94%

OF PURCHASES (BY WEIGHT) FROM LOCAL SUPPLIERS¹ IN 2021

6,651

EMPLOYEES IN 2021²



13%

HIRING RATE IN 2021



10%

TERMINATION RATE IN 2021



20% lower

INJURIES FREQUENCY RATE IN 2021 COMPARED TO 2020

93%

OF EMPLOYEES WITH PERMANENT CONTRACTS



MORE THAN

142,000

TOTAL HOURS OF TRAINING FOR EMPLOYEES (ABOUT 21 HOURS PER CAPITA)



APPROXIMATELY **32** MILLION EUROS IN CONTRIBUTIONS TO SPORTING, CULTURAL AND SOCIAL INITIATIVES³

¹ Local suppliers means suppliers located in the same geographical area as the relevant subsidiaries (Italy, Western Europe and Eastern Europe).

² Note that this number differs from the one published in 2021 Consolidated Financial Statements (6,803) as it does not include temporary agency workers.

³ Note that the value reported here of €31.7 million includes €23.3 million allocated by other Mapei Group companies to U.S. Sassuolo Calcio S.r.l. to conduct its activities.

MAPEI'S MILESTONES

Empire State Building - USA



SUSTAINABILITY AT THE HEART OF MAPEI'S GROWTH PATH

The Mapei Group worldwide in 2021



SUBSIDIARIES
IN 57 DIFFERENT
COUNTRIES



RESEARCH
CENTRES
WORLDWIDE



PRODUCTION
PLANTS IN 35
DIFFERENT
COUNTRIES ON 5
CONTINENTS



BILLION IN
CONSOLIDATED
TURNOVER AS OF
31 DECEMBER 2021



EMPLOYEES






1.1 Mapei's identity

The Mapei Group's activities began in **1937** when Rodolfo Squinzi, seeking to offer the market protective wall finishes and materials for installing flooring and coatings, founded **Mapei** (hereinafter also the "Parent Company") in Via Cafiero, Milan. Starting from this family-run business, over the decades Mapei has continuously and progressively expanded all over the world, now with 91 subsidiaries spread across 57 different countries.

The Group's growth and its consolidation on international markets have been enabled by a careful **internationalisation strategy**, begun in 1978 with the opening of a plant in Canada, and constant commitment to developing its know-how and seeking new solutions for the construction chemicals sector. Mapei's product range has thus expanded to 23 lines offered today, plus those of the Group's other **11 brands** in Europe.





- | | |
|--|--|
|  Mapei Head Office |  Mapei commercial branches |
|  Mapei sites and plants |  Sites and plants of other Group companies |
|  Research & Development Centres |  Commercial branches of other Group companies |
|  Mapeiworld Specification Centres | |



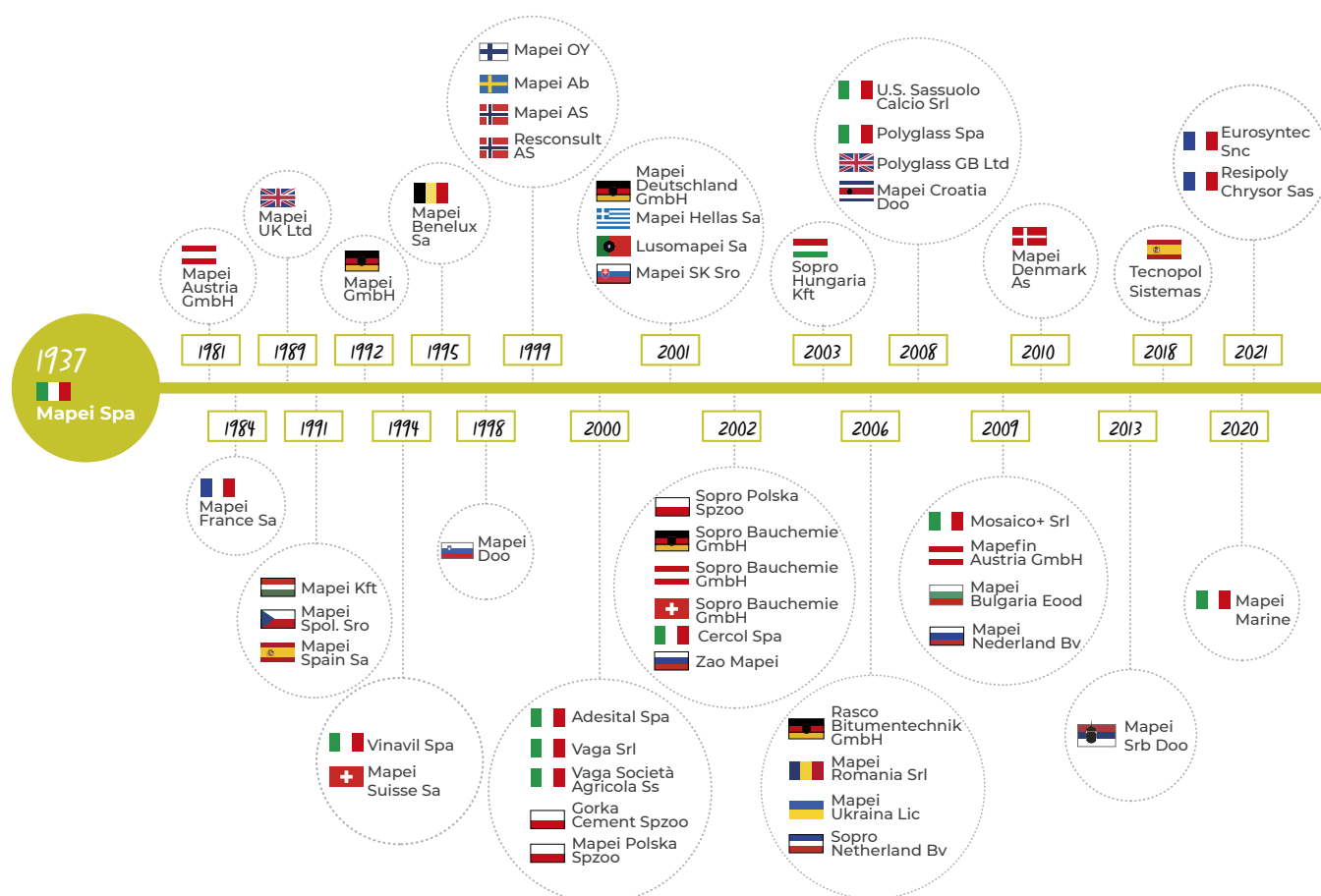
By its very nature, Mapei's business is aimed at specialised sectors, where a focus on product quality and versatility is fundamental to create a solid and constantly expanding customer base. These customers can be divided into two macro-categories:


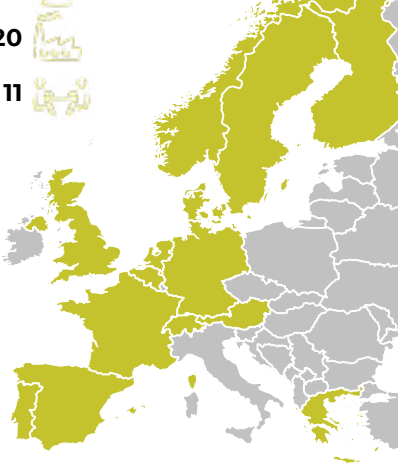
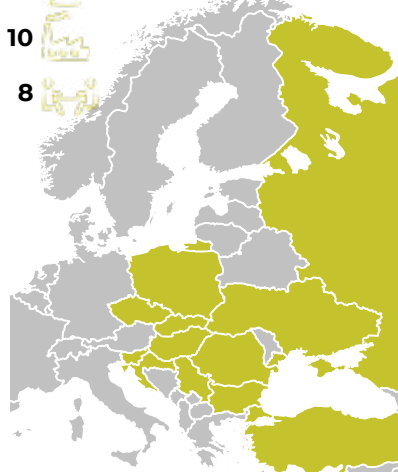
- **direct customers**, i.e. retailers of building materials, ceramic, resilient and wood coatings, as well as construction companies, pre-packers and pre-fabricators of concrete products, cement factories, and industrial and construction companies specialising in large-scale works;
- **indirect customers**, who include installers and construction companies that purchase products from retailers to use in their work, users (asset owners or users) who commission the work and request Mapei products, and designers, who define the work methods and specify the products to be used.

Responding promptly to its customers' increasingly diverse needs has required the Group to consolidate an innovative and cross-functional corporate strategy. Besides **Internationalisation**, mentioned above, this is based on three other fundamental principles: **Specialisation, Research & Development** and **Sustainability**.

Growth in Europe

Starting with the acquisition of Mapei Austria GmbH in 1981, the Mapei Group continued to steadily expand across Europe in the following years, reaching 50 companies today distributed over the regions of **Italy, Eastern Europe** and **Western Europe**.



ITALY	WESTERN EUROPE	EASTERN EUROPE
		
Adesital S.p.A.	Eurosyntec S.n.c.*	AO Mapei
Cercol S.p.A.	Lusomapei Sa	Gorka Cement Spzoo
Mapei Marine S.r.l.	Mapefin Austria GmbH	Mapei Bulgaria Eood
Mapei S.p.A.	Mapefin Deutschland GmbH	Mapei Croatia Doo
Mapei Stadium S.r.l.	Mapei Ab	Mapei Doo
Mosaico+ S.r.l.	Mapei As	Mapei Kft
Polyglass S.p.A.	Mapei Benelux Sa	Mapei Polska Spzoo
U.S. Sassuolo Calcio S.r.l.	Mapei Denmark As	Mapei Romania S.r.l.
Vaga S.r.l.	Mapei France Sa	Mapei Sk Sro
Vinavil S.p.A.	Mapei GmbH (A)	Mapei Srbija Doo
	Mapei GmbH (D)	Mapei Sro
	Mapei Hellas Sa	Mapei Ukraina Llc
	Mapei Nederland Bv	Mapei Yapi Kimyasallari Ins. San. Ve Tic. As
	Mapei Oy	
	Mapei Spain Sa	Sopro Hungaria Kft
	Mapei Suisse Sa	Sopro Polska Spzoo
	Mapei UK Ltd	
	Polyglass Gb Ltd*	
	Rasco Bitumenteknik GmbH	
	Resconsult As	
	Resipoly Chrysor Sas*	
	Sopro Bauchemie GmbH (A)	
	Sopro Bauchemie GmbH (D)	
	Sopro Nederland Bv	
	Tecnopol de Sistemas SL	



Research centres



Production plants



Commercial and service companies

* The following companies are not included in the reporting scope of this Report: Polyglass Gb Ltd is no longer operational as it is in liquidation and Eurosyntec Snc and Resipoly Chrysor Sas have been consolidated since December 2021.

1.2 Governance, ethics and transparency

The company is led by the **co-CEOs** Veronica and Marco Squinzi. Together with the lawyer Laura Giovanna Squinzi (as President) and architect Simona Giorgetta (as Director) they make up the **Board of Directors (BoD)**, the executive body of the company that meets periodically and is responsible for approving organisational strategies and developing a management policy. The **Board of Statutory Auditors**, the supervisory and control body appointed by Mapei S.p.A., has the task of supervising compliance with the principles of correct administration of the company. The subsidiaries have their own Board of Directors or a General Manager, supported in the operational management of processes by the management of the Parent Company, which coordinates the branches' work.

The consolidated financial statements are verified by EY S.p.A., which is in charge of the external audit of these and all local financial statements in compliance with the relevant regulations.

The values and principles that guide the Mapei Group's daily activities are formalised in the **Group Code of Ethics**, a reference document valid for all companies within the scope and containing the set of basic principles for the corporate culture. The company follows this document's guidelines to ensure transparent and direct communication to all internal and external stakeholders and to prevent behaviour that is incorrect or inconsistent with its directives.

Since it is applicable to all Group companies, the Code of Ethics has been translated into the language of each country where Mapei operates. At local level, both Italian and

European, each subsidiary can adapt the document to comply with any regulatory requirements. The document establishes, among other things, that employees and companies working in the name and on behalf of Mapei must respect the values of transparency and moral integrity defined within it. To this end, it outlines **anti-corruption** guidelines for identifying and reporting any unlawful conduct.

A section of the document is also dedicated to **confidentiality** and **privacy** issues: the Group undertakes to process any personal data and confidential information collected in accordance with the law.

Reports on violations of the Code of Ethics can be made via a dedicated mailbox, managed directly at HQ level by the Corporate Internal Audit and Corporate HR functions. Furthermore, for Italian companies, in compliance with local legislation, there is a special online company platform (**Whistleblowing Portal**) for making reports in complete anonymity. The reports submitted in the portal are managed by the Companies' Supervisory Bodies and by the Group Corporate Internal Audit, which verify their reliability in compliance with a specific Whistleblowing Policy. By virtue of a recent European Directive on this subject, the **Whistleblowing Policy** and Portal may be extended to all Group subsidiaries to facilitate uniform and standardised management of this issue, always taking into account the specifics of each country's individual legislation.

As part of the honest and transparent management of its activities, Mapei

Group considers constant dialogue with its stakeholders to be of fundamental importance, including through participation in specific initiatives and discussion tables concerning various areas of interest.

An example of this is its membership of multiple **Trade Associations** and national and international bodies, with the aim of making a contribution to the chemical and construction sectors.



RESPONSIBLE CARE

Mapei, as a member of Federchimica, has joined **Responsible Care**. This voluntary programme promotes the sustainable development of the global chemical industry according to values and behaviours oriented towards health, safety and the environment, in the more general context of corporate social responsibility.

To date, more than 10,000 chemical companies have joined the programme in over 60 countries worldwide. The various national programmes, although influenced by local cultures and socioeconomic contexts, have common fundamental characteristics defined by the ICCA (International Council of Chemical Associations), which plays a role of promotion, assistance and coordination.

To demonstrate the transparency of its activities, Mapei publishes the technical data sheets, safety data sheets and declarations of performance for each of its products on its company website. These show the characteristics, methods of application and possible hazardous factors found during use. Similarly, **Environmental Product Declarations** (EPDs) are available that use a series of indicators, such as the amount of CO₂ emitted or the Global Warming Potential, to describe potential environmental impacts linked to production phases.

As well as publishing the annual **Consolidated Financial Statements**

and **Sustainability Report**, in terms of transparent communication, the Group uses various international channels. Alongside **websites, social media, Mapei App** and **advertising** in the main media, the monthly newsletters and the magazine "**Realtà Mapei**" stand out. The latter is also available in English in the "Realtà Mapei International" version and in 12 local versions in various countries.

The choice to mainly communicate with its customers digitally and share certifications and technical documents with them in the same way stems from the desire to provide information and news promptly and make the sharing processes more sustainable.

TODAY, AS 30 YEARS AGO, REALTÀ MAPEI IS CLOSE TO ITS READERS

On 5 August 1991, the first issue of Realtà Mapei was published with the aim of publicising the company's activities and informing readers about the latest events in the sector.

Adriana Spazzoli, Marketing Manager and Editor of the magazine until her death in 2019, stressed how Realtà Mapei was designed for customers in order to consolidate the relationship with them based on communication and collaboration. Since then, the magazine has updated its readers on the main developments in the fields of construction, building, products and cultural, artistic and sporting initiatives Mapei is involved in around the world. The magazine's pages have often hosted interviews and articles on big names in the world of construction and design such as Renzo Piano and Mario Botta, to name but two, and numerous experts from the world of culture, sport and international politics. Today Realtà Mapei, which reached its 168th edition on 31 December 2021, continues to be a benchmark for corporate communication. Besides being available online, it is printed in Italian, English and 10 other languages, and sent to subscribers worldwide.



1.3 Sustainability for Mapei

1.3.1 Communicating sustainability

The Group's path in sustainability reporting began in **2017**, when Mapei, with a view to increasingly open and transparent communication with its stakeholders, decided to draw up its first **Sustainability Report** (2016 data). The reporting scope was limited to **Mapei S.p.A.** alone.

Starting in **2018** and for the next three years, the Group continued its important commitment to truthfully communicate its values and environmental, social and economic performance each year, extending the scope of the Report to all the **Group's Italian subsidiaries** active in its core business ("construction chemicals company").

This year, the Group further renewed its approach to sustainability reporting by drawing up the first **Sustainability Report with a European scope**, covering Mapei S.p.A. and all fully consolidated Italian and European subsidiaries. Within the document, this overall scope is referred to with the terms "Group" or "Mapei Group".

MAPEI, SUSTAINABILITY LEADER IN 2021

According to a survey carried out by Statista, the leading company in market research and analysis of company data, in collaboration with Il Sole 24 Ore, **Mapei is among the 150 most sustainable Italian companies and the only one in the chemical industry.**

After the company identification and pre-screening phases, 1,200 large companies based in Italy were investigated. Their published sustainability reports and financial statements were examined in order to analyse their Corporate Social Responsibility in its three dimensions: Economic, Environmental and Social. Specifically, several sustainability indicators were evaluated such as *Waste, Emissions, Diversity and Equal Opportunities, Employees, Transparency and Economic Data*, each of which was assigned a score in order to draw up the list of the 150 most sustainable companies.



Mapei's 2021 Sustainability Report has been prepared according to the **GRI (Global Reporting Initiative) Sustainability Reporting Standards** and describes the main environmental, social and economic aspects that characterise the company at European level, reviewing the initiatives undertaken and the results achieved by the Group during the year.

The document was established and drafted step by step by a working group comprising top management and numerous company functions that collaborated on the project, actively contributing in their respective areas of competence.

In light of the extension of the reporting scope to European level, with respect to the findings for previous Sustainability Reports, the identification of Mapei stakeholders was revised along with their priorities. As every year, the materiality analysis was therefore updated to also take into account the new reporting scope.

1.3.2 Stakeholders

In order to evaluate a possible update to the mapping of Mapei's main stakeholders, previous years' analyses of the company's structure, activities (not only business activities) and entire value chain were resumed. No significant changes were highlighted in this regard. In light of the extension of the reporting scope to European level, it should only be noted that the category of stakeholders previously identified as "Foreign branches and subsidiaries" has been renamed "Non-

European branches and subsidiaries". All the other categories of stakeholders already identified were confirmed, as well as their degree of priority in terms of each one's **dependence** on Mapei and the **influence** they can exert on the Group with their activities and choices.

The categories of **stakeholders** identified as priorities and the respective methods of engagement and communication are shown on the next page.

STAKEHOLDER	METHOD OF ENGAGEMENT
Employees	<ul style="list-style-type: none"> • Code of Ethics • Continuous dialogue, including through regular dedicated meetings • Performance evaluation process • Internal newsletter, house organ "Realtà Mapei", website and social network • Sporting and cultural events sponsored by the company • Training courses • Specific procedures
Suppliers	<ul style="list-style-type: none"> • Code of Ethics • Dialogue through periodic technical update meetings • Qualification process
Local Communities	<ul style="list-style-type: none"> • Support with the organisation of and participation in cultural, sporting and solidarity events/projects • Realtà Mapei, website, social network and newsletters • Interaction with citizens and their representative bodies • Corporate disclosure • Press releases
Customers and end-users	<ul style="list-style-type: none"> • Code of Ethics • Pre and post-sales technical assistance (including through site inspections) and mobile laboratories • Seminars and training courses • Fairs, conferences, sporting and cultural events • Realtà Mapei, website, social network and newsletters • Product technical documentation, user manuals, design guides and dedicated softwares
R&D Partners	<ul style="list-style-type: none"> • Code of Ethics • Collaborations with the scientific community, training institutes and University research centres • Fairs, conferences and events • Realtà Mapei, website, social network and newsletters • Scientific congresses
Other business operators	<ul style="list-style-type: none"> • Participation in working groups within trade associations
Legislator, P.A. and regulatory bodies	<ul style="list-style-type: none"> • Institutional documentation and conferences of services in the field of IEA (Integrated Environmental Authorisation) • Code of Ethics
Branches and non-European subsidiaries	<ul style="list-style-type: none"> • Continuous, cross-functional dialogue between the various company functions • Training courses • Code of Ethics • Realtà Mapei, website, social network and newsletters • Specific corporate procedures



1.3.3 Material topics

Identifying the **material sustainability topics** for Mapei, i.e. those topics deemed relevant to reflect the company's economic, environmental and social impacts or to influence stakeholders' decisions, is a crucial step as they determine the **key content** of sustainability reporting.

In light of this, starting from the first Sustainability Report at the level of Mapei S.p.A., the Mapei Group **annually updates its materiality matrix**. This year, partly **due to the expansion of the reporting scope to European level**, the matrix has seen **two main changes from previous years**, namely:

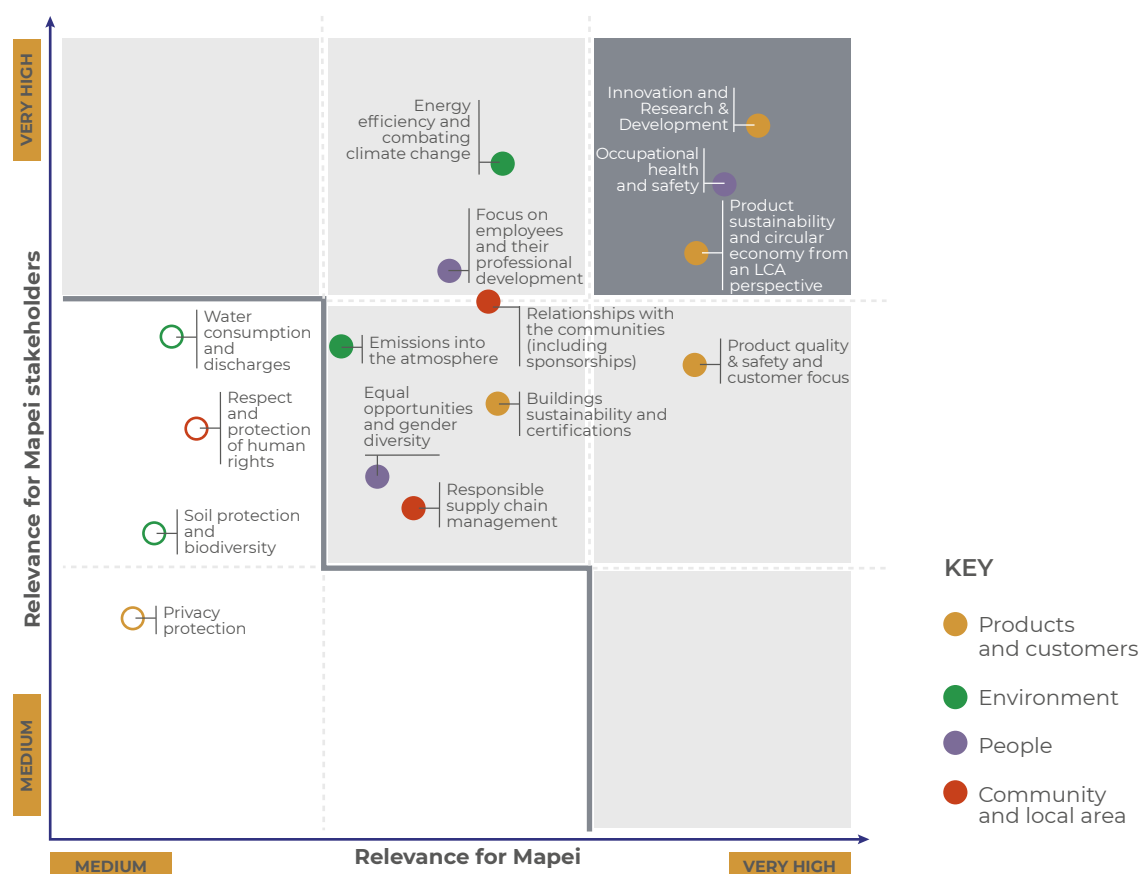
- the **direct involvement of the main company functions** in assessing the significance of the company's economic, environmental and social impacts, by organising dedicated interviews and compiling an ad hoc questionnaire. With a view to continuously improving its sustainability path, this choice responds to Mapei's desire to tap into the company's situation promptly and effectively, identifying its particularities and nuances.
- **updating the universe of** potentially relevant **sustainability topics**. Mapei's **2021 topic universe**, i.e. the set of potentially relevant sustainability topics to be described in the report, was defined on the basis of last year's materiality matrix and considering the results of the following **analyses** conducted with reference to the GRI Standards: benchmarks with respect to companies operating in the Group's sector, recognition of the most relevant press articles on sustainability concerning Mapei, trends in the chemical sector and macro-trends in sustainability. Based on the analyses, with respect to the 2020 topic universe, the new topic of **Privacy**

Protection was added and the following **topics were aggregated**:

- **Economic growth and international expansion**, which merged "Economic value generation", "International presence" and "Protection of trademarks and production know-how";
- **Responsible supply chain management**, which combines in a single item the two previous topics related to procurement: "Purchasing from local suppliers" and "Responsible supply chain management";
- **Product sustainability and circular economy from an LCA perspective**, which combines the previous topics "Circular economy", "Waste management" and "Product sustainability and LCA perspective";
- **Product quality & safety and customer focus**, which includes the previous topics "Product quality & safety" and "Customer centricity".

The results that emerged from the involvement of company functions made it possible to determine the **relevance of the topics for Mapei** and the consequent arrangement along the x-axis of the materiality matrix. The arrangement of the topics along the y-axis, which represents the **relevance of each topic for Mapei's stakeholders**, was based on the results of the analyses described above to define the topic universe.

Mapei 2021 materiality analysis (Mapei Europe scope)



For the preparation of this Report and in accordance with the GRI Standards, the topics in the materiality matrix with high or very high relevance for Mapei and its stakeholders are considered material¹:

- Topics closely related to product impacts and customer relations: **Innovation and Research & Development, Product quality & safety and customer focus, Product sustainability and circular economy from an LCA perspective and Buildings sustainability and certifications**;
- Environmental issues associated with the impact of production processes: **Energy efficiency and combating climate change** and **Emissions into the atmosphere**;

- Topics related to Mapei's focus on its people: **Occupational health and safety, Focus on employees and their professional development** and **Equal opportunities and gender diversity**;
- Topics related to Mapei's relations with the local area and the community: **Responsible supply chain management** and **Relationships with the communities (including sponsorships)**.

¹ The sustainability topics that emerged as material are those represented in the matrix beyond the grey line.

It should also be noted that the topics **Business integrity and transparency in communication** and **Economic growth and international expansion** have not been reported in the materiality matrix as they are indispensable prerequisites for any business activity and therefore considered material regardless.

In the process of defining the materiality analysis, other sustainability topics were subjected to evaluation and prioritisation, which for the moment are not material for the Group despite being very dear to it: Privacy

protection, Soil protection and biodiversity, Respect and protection of human rights and Water consumption and discharges. The non-materiality of these topics is due to the lesser significance of their associated impacts (e.g. Soil protection and biodiversity and Water consumption and discharges) with respect to material topics, the strong attention Mapei already pays to these topics (e.g. Privacy protection), and in some cases their centrality in current European legislation (e.g. Respect and protection of human rights).

CATEGORY	MATERIAL TOPICS	DESCRIPTION OF THE TOPIC
Business sustainability and governance	Economic growth and international expansion	Ensure high levels of medium and long-term economic performance through operational and financial efficiency, consolidating its presence internationally and guaranteeing the protection of its brands and production know-how.
	Business integrity and transparency in communication	Conduct business activities in an ethical manner, adopting policies and procedures to prevent potential cases of corruption and non-compliance with environmental and social laws and regulations, spreading a culture of legality and transparency throughout the company.
Product and customers	Product sustainability and circular economy from an LCA perspective	Develop a "circular" process and product approach through more efficient management of waste produced (e.g. recovery/reuse) and limited consumption of incoming virgin raw materials, and ensure a high level of sustainability of products by evaluating their life cycle through LCA methodology, certified and disclosed through EPDs.
	Product quality & safety and customer focus	Ensure quality, durable and safe products through periodic analysis of the safety data sheets and packaging of products sold, in order to guarantee up-to-date and complete hazard information to end users. Furthermore, guarantee quality services, comprehensively supporting designers, contractors, installers, material manufacturers and companies to make the best use of Mapei products without compromising their performance.
	Buildings sustainability and certifications	Contribute significantly to increasing the sustainability of buildings, offering solutions that reduce the impact of structures on the environment and ensure the comfort and safety of both the people within them and those involved in their construction or restoration.
	Innovation and Research & Development	Ensure a constant commitment, including financially, to Research & Development activities in collaboration with the scientific community.

CATEGORY	MATERIAL TOPICS	DESCRIPTION OF THE TOPIC
Environment	Energy efficiency and combating climate change	Help combat climate change through rational and efficient use of energy sources and implement initiatives to monitor and reduce energy consumption and greenhouse gas emissions throughout the entire value chain.
	Emissions into the atmosphere	Ensure high air quality standards, monitoring and reducing emissions of pollutants (e.g. NOx, dust, VOCs) due to combustion processes and specific production processes that take place in the Group's plants.
People	Occupational health and safety	Promote health and safety in the workplace, identifying, preventing and mitigating the potential risks of accidents and occupational diseases, ensuring excellent working conditions for all Mapei people and taking actions to protect them.
	Focus on employees and their professional development	Enhance the company's human capital, providing adequate skills and growth tools to develop skills and interests and carrying out welfare activities dedicated to Mapei people, also to ensure continued attractiveness on the market and high internal retention.
	Equal opportunities and gender diversity	Ensure fair treatment of all current and potential Mapei people, adopting non-discriminatory practices and offering equal opportunities for professional growth to people of any gender, age, religion, political opinion, ethnic origin, etc.
Community and local area	Relationships with the communities (including sponsorships)	Contribute to the development of local communities and keep their bond with the local area alive by organising and sponsoring cultural, sporting and solidarity initiatives and events.
	Responsible supply chain management	Promote and ensure responsible behaviour within its supply chain, both in selection and qualification (e.g. assessing the management of social and environmental aspects), and in performance monitoring (e.g. conducting audits that also include sustainability issues), also favouring local sourcing, in order to create value in the local area and promote its economy.



1.3.4 Sustainable Development Goals – SDGs

We cannot talk about sustainability without mentioning the Sustainable Development Goals, defined by the UN in 2015 with the approval of the 2030 Agenda to provide precise guidelines for achieving a better and more sustainable future for all. These are 17 goals and 169 sub-goals by 2030 which aim, among other things, to end poverty, fight inequality, combat climate change and promote peace. The change desired by adopting these guidelines is a challenge that Mapei feels it must face while remaining faithful to its values.

In particular, Mapei intends to contribute significantly to six of the 17 goals (**SDG 3, SDG 4, SDG 9, SDG 11, SDG 12 and SDG 13**), through its activities, in line with the material topics identified by the Group.



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 **BREEAM** (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.



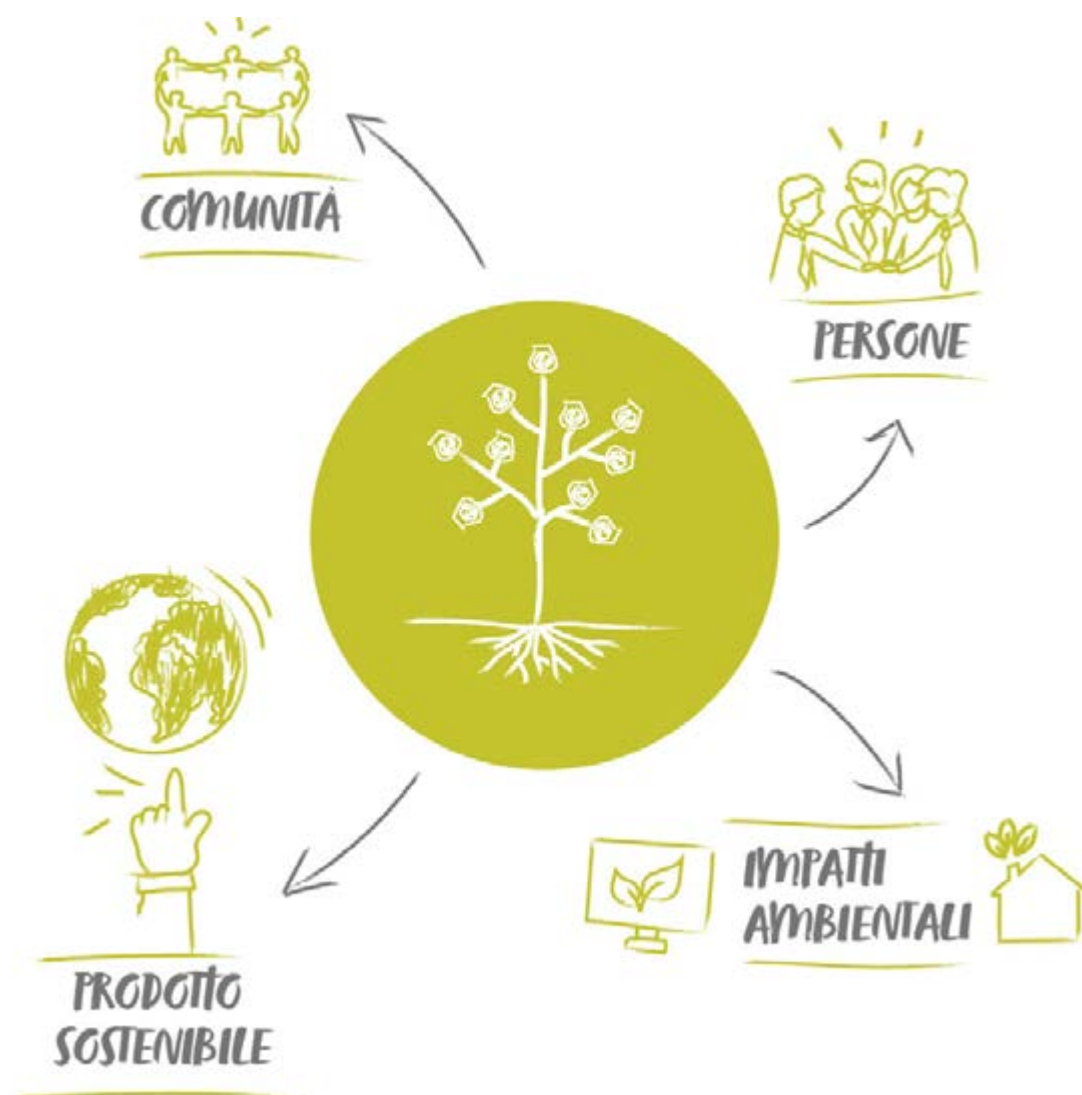
Reduction of process and product impacts

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.

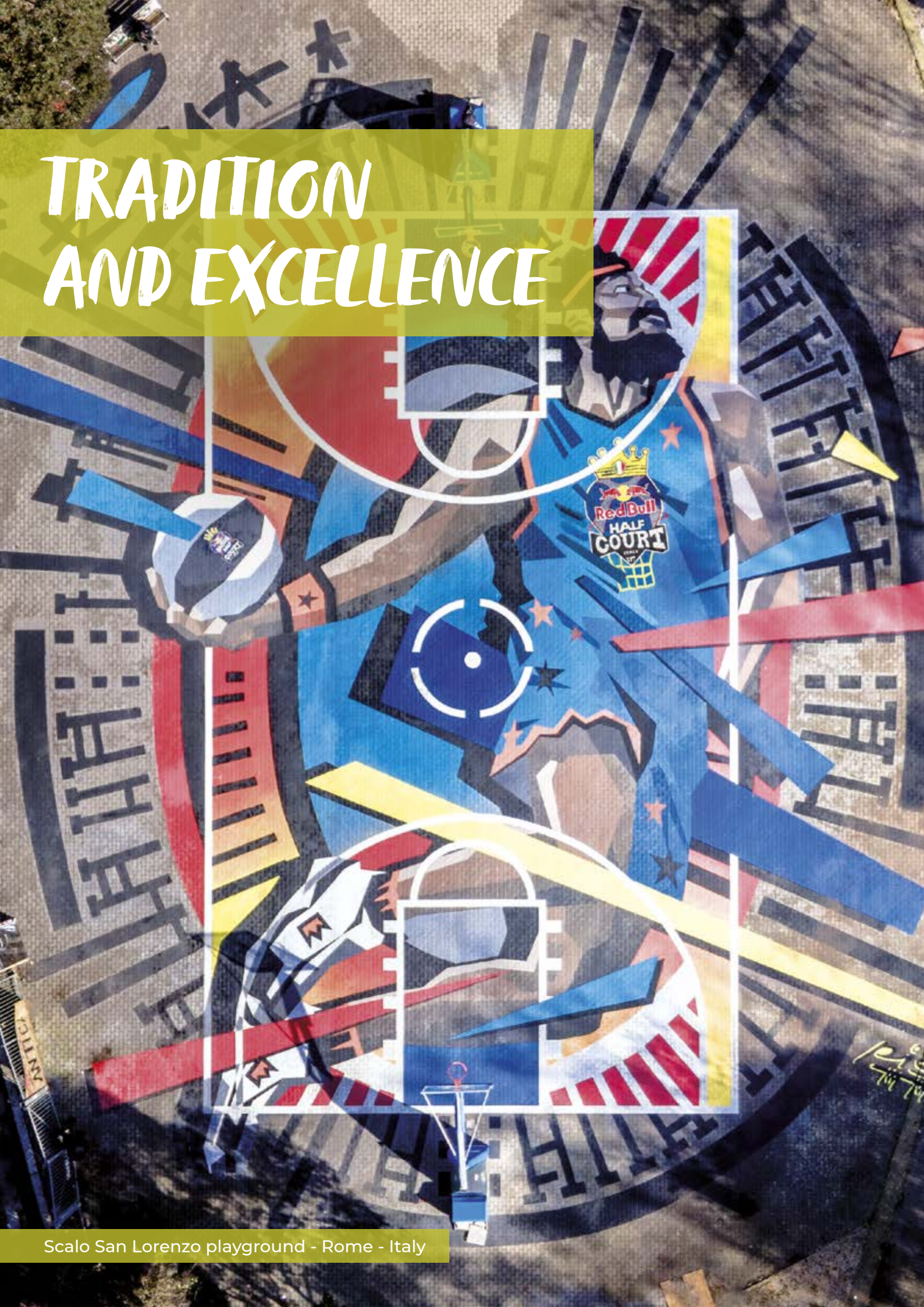
1.3.5 Mapei's cornerstones of sustainability

For Mapei, sustainability has always been an integrated value within the corporate governance model, expressed in the virtuous combination of three dimensions: environmental, social and economic. Mapei's attention in this sense is focused on a responsible development strategy that lets the company grow while ensuring constant benefits to its sector and all its stakeholders.

This translates, as described in this Sustainability Report, into keeping the bond with **communities** alive and supporting their development, increasing the sustainability of its **products**, monitoring and reducing **impacts on the environment** and actively taking care of its **people**.



TRADITION AND EXCELLENCE



2

MAPEI AND COMMUNITIES: AN ALLIANCE THAT GENERATES MUTUAL VALUE

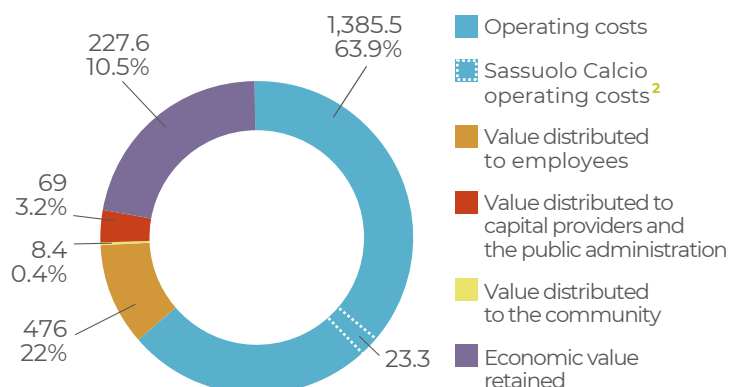
“In every country in the world where we operate, as well as creating structures to support our business, we rely on skilled local workers who are sensitive to the issue of sustainability. Our dual goal is to grow the company and simultaneously contribute to the development of the local community. We are convinced that we cannot “create the future” without a close link between business, local area and society”

Veronica Squinzi, CEO and Director of Global Development

The Group firmly believes that each company plays a defined role in the society it belongs to and is consequently responsible for playing an active role in its development and well-being.

To this end, Mapei is concretely committed to distributing part of its economic value every year to support targeted actions by the local communities and areas where it operates. In 2021, Mapei generated an **economic value**¹ of €2.2 billion, up from 2020 (+21%). Of this, 89.5% (approx. €1.9 billion) was distributed among stakeholders as shown in the graph.

Breakdown of the economic value generated in 2021 (in MLNs and percentage)



¹The economic value generated and its distribution among stakeholders were calculated on the basis of the GRI Standards and the values used for the Group's consolidated financial statements.

²The value reported here refers to €23.3 million allocated by other Mapei Group companies to U.S. Sassuolo Calcio S.r.l. to conduct its activities.

In particular, €31.7 million (of which €8.4 million was distributed by Mapei Europe to the community and €23.3 million was allocated by other Mapei Group companies to U.S. Sassuolo Calcio S.r.l. to conduct its activities) was allocated in 2021 to the communities where Mapei operates. The

amount is to be used to carry out projects mainly related to the world of **sport**, promote **art** and **culture**, spread solidarity initiatives and encourage an increasing focus on enhancing cities and **local areas**. Moreover, Mapei has always been committed to making a contribution to the **scientific community**.

Mapei and the community



2.1 The understanding with sport: sharing the same values

In line with Giorgio Squinzi's motto, "never stop pedalling", sport for the Group has always been an expression of the passion, commitment and tenacity required in everyday life as in business. On its continuous growth path, Mapei has always been inspired by the same motivation that drives an athlete to constantly improve their performance: the desire to excel and enhance its talent, love and dedication to teamwork and the desire to face new challenges with determination and tenacity every day.

To reconfirm its link with this world in 2021, Mapei also continued to invest in sports, which it has supported for years with great conviction and concrete actions. Football is among the best known of them all, thanks in part to the fame of **Sassuolo Calcio**. The Group has been its official sponsor since 2002 and **owner** since 2003, while

the team is supported at all levels, by the **Parent Company** as well as several Italian subsidiaries (**Cercol**, **Adesital** and **Polyglass**). U.S. Sassuolo Calcio has founded its black-and-green philosophy on certain principles inspired by the Group Code of Ethics, with **sports ethics** first among them: honesty, loyalty, fairness and compliance with the laws, which guide its activities on a daily basis. Furthermore, the subsidiary not only ensures compliance with these principles internally but also seeks to extend them to the outside world, striving to spread the values of inclusion and equal opportunities in the community through solidarity-based activities.

One of the most important 2021 initiatives for the subsidiary was the project "**Generation S – It takes passion to become great**". This was aimed at male and female amateur clubs and designed to share a social



responsibility project through organising specific events and training courses. Sassuolo Calcio believes in the social function of sport and sees football as a tool for educating and bringing together all children who take part and grow through it.

The goal of “Generation S” is to develop people even before athletes, instilling them with the same principles that have made Sassuolo Calcio a model over the years: fairness, impartiality, responsibility, transparency, social commitment and equality. Interest in the project has transcended national borders and spread abroad. It has been successfully introduced in football clubs in France, England, Germany, Côte d'Ivoire and Japan, which have specifically asked Sassuolo Calcio's technicians to implement it at their sites too. The initiative is structured around three areas of action: **Educational**, to offer educational and training courses at Sassuolo Calcio facilities, **Academy**, to consolidate relationships and create a network with amateur clubs, and **Experience**, to propose activities coordinated by Sassuolo Calcio professionals. Precisely because of its strong educational imprint, the club met with schools in the city of Sassuolo to implement the project in schools too, proposing a training programme for children linked to the multidisciplinary experiences offered by the world of football.

Shifting the focus to the European subsidiaries, since 1982 **Mapei Norway** has sponsored **KIL Toppfootball**, Kongsvinger's football team, which was promoted to Series B last season. Mapei Sport (see below) also collaborates with this club to regularly monitor and assist athletes at all stages of their sporting career.

Besides its commitment to football, Mapei strongly reinforced its historic partnership with cycling and its key role supporting the



International Cycling Union on the occasion of the Road World Championships, which celebrated their centenary in 2021.

The event, for which Mapei is UCI Main Partner, took place in Flanders, Belgium from 19 to 26 September. **Mapei Benelux** took part in holding the event by setting up a hospitality area for its customers at the Mapei motorhome. The race was broadcast live and in television repeats worldwide, offering Mapei great international visibility.





Following its suspension in 2020 due to the pandemic, the **Re Stelvio Mapei** – the historic sports event of which Mapei is Main Sponsor – also resumed on 11 July 2021, with great joy and involvement from cyclists and runners. The cycling-running Re Stelvio was inaugurated 37 years ago and has been supported by Mapei since 2005. Now in its 36th edition in 2021, the desire for outdoor activities led to the event quickly reaching its maximum capacity of 1,500 entrants (reduced from previous years due to health restrictions), who battled it out along the 48 hairpin bends connecting Bormio to the highest pass in Europe.

Mapei's European subsidiaries also take part in cycling events of great national importance. **Mapei Hungary** believes that sport can help shape a physically and mentally healthy lifestyle, so sponsoring events such as the **Mapei Tour de Zalakaros** bike weekend has become very important in recent years. The Tour is an extremely popular event for cyclists of all ages and abilities, and attracts around 2,000 participants each year: a strong presence worthy of Mapei's legendary reputation in cycling. Meanwhile, **Mapei Austria** sponsored the **Race Around Austria** 2021, known as the most exciting local cycling race and, covering 2,200 km along the country's

borders, the longest individual ultracycling competition in Europe. **Mapei doo** supports the **Cycling Race Slovenia Tour**, the most important cycling event in Slovenia; **Mapei Polska** was present at the 22nd edition of the Cycling Association race in Skarżysko; and **Mapei Norway** supports the renowned youth cycling club based in Kongsvinger, which trains many of the cyclists who compete nationally each year.

Finally, **Mapei UK** is the main sponsor of the local cycling club in Halesowen, West Midlands. The Mapei logo, so iconic in cycling, has boosted the club's fame nationally and locally, helped attract other sponsors and increased the number of members.

Also worth a special mention is the **Mapei Sport Research Centre**, founded in 1996 at the behest of Giorgio Squinzi and Professor Aldo Sassi as a hub for research and constant professional growth of Mapei athletes. Over time, in addition to cycling, the centre has expanded to include all the other disciplines: football, basketball, running, golf, alpine skiing, sailing and motor sports. In 2021, after a hiatus following the 2020 lockdown, it resumed operation in extreme safety thanks to timely and effective environmental sanitisation. Implementing all the prescriptions issued by the competent authorities, it offered athletes services to help them reintegrate into post-Covid competitions. This year saw the debut of the "**Training Department**". This new area sees optimised athletic preparation in all sports disciplines and competitive levels and re-athletisation as focal points along the athlete assistance programme, intended for those who have completed physical therapy and want to return to sport. For these objectives, a dedicated space has been set up within the Olgiate Olona (Varese) site, with the latest and most sophisticated equipment for dealing with this delicate



phase. Many athletes rely on the centre: among the best known are Marta Bassino, Sofia Goggia, Guglielmo Bosca, Dominik Paris (alpine skiing), Elisa Balsamo, Elisa Longo Borghini, Letizia Paternoster, Matteo Moschetti, Jacopo Mosca (cycling), Nadia Battocletti (running), Ambrogio Beccaria (sailing) and Giorgio Roda (motor racing).

At the European level, **Mapei Romania** supports the men's handball team **AHC Potaissa Turda**, one of the best national teams, while **Mapei Yapi (Turkey)** supports the women's handball team **Beyciler**, founded by a young teacher as a school team in one of Istanbul's poorer districts to educate and motivate children from disadvantaged families. The Turkish subsidiary began sponsoring them in 2021 and continues to support the girls to help them achieve a better future. Today they represent the youngest team in the Series A2 championship, with the aim of moving up to the first league by next season.

The world final of the **Red Bull Half Court 2021** tournament took place on an



exceptional playing field, where Mapei participated as a technical partner by helping to redevelop an urban space. On 16 October, in the new Scalo San Lorenzo playground in Rome, the best international street basketball players competed 3vs3 on a court created by the artist Piskv (Francesco Persichella) and built with Mapei technology and products. In particular, the court was created using MAPECOAT TNS RACE TRACK technology, which gives the surface excellent technical performance, such as slip resistance, and exceptional aesthetic performance with bright, long-lasting colours.

In the field of women's volleyball, we highlight the support as Special Event Partner at the final four of the women's volleyball **Series A1 Italian Cup**, held by Mapei on 13 and 14 March at the Palasport in Rimini, and the **Mimmo Fusco** women's volleyball tournament, which awards scholarships to young volleyball players in difficulty.

Finally, in 2021 the Parent Company renewed the sponsorship of the driver **Rachele Somaschini** in the Italian Land Rally Championship and, together with the subsidiary **Vinavil**, in the ACI Monza Rally. As expressed by the slogan on her car "Running for a breath", Rachele competes not just for victory but also to support research on cystic fibrosis, which she herself has suffered from since birth.



2.2 Art and culture as a tool for social cohesion

The art and culture sectors have been severely penalised by the socioeconomic implications of the Covid-19 pandemic, so Mapei feels that it embraces and supports cultural initiatives more strongly by sponsoring related institutions and activities in various cities in Italy and abroad. Attention to culture in all its forms is a central creed for the Group as it represents the foundation and identity of a community, so must be protected and preserved in its best form. To achieve this goal, every year Mapei provides skills and solutions to recover and enhance artistic and monumental heritage and is committed to making historical and cultural sites increasingly accessible to the community.

The Parent Company continues to support opera companies, which have promoted streaming events and digital initiatives in times of restrictions. The **Teatro alla Scala**, of which Mapei has been a Founding Member since 2008, launched a social media campaign with the hashtag **#WeAreLaScala**. Mapei joined in with posts on its social channels, publishing images and stories and asking artists, employees and the public to share the most significant moments from their relationship with La Scala online. The aim was to focus on the Italian theatre and entertainment community left stranded by the emergency.

With the same intention, the **Digital Season of the National Academy of Santa Cecilia**, one of the oldest and most accredited musical institutions in the world, offered concerts of the highest quality on different platforms (*YouTube*, *Facebook*) or broadcast on Rai 5 and Rai Radio 3. Mapei has supported

the Academy as a Founding Member since 2016, and in December 2021 it again hosted a group of customers for the **Caruso 100 Concert** dedicated to the tenor Enrico Caruso.



To support nature and the Milanese community, Mapei entered a new collaboration as a Partner of **BAM – Biblioteca degli Alberi Milano**.

This arose from the partnership between the Municipality of Milan and the Riccardo Catella Foundation to maintain, safeguard and create a cultural programme for the Parco Biblioteca degli Alberi. In particular, Mapei participated in the flagship event **Back to the City Concert – Great classical music in the Park**, inviting a group of guests.

In 2021 Mapei, as Platinum Corporate of the Amici della Triennale Association, also renewed its support for the **Triennale di Milano Foundation**, which organises the International Exhibition every three years to present the work of leading Italian and international architects, designers, and artists.





Collaboration also continued with the San Domenico Museums in Forlì, which hosted the 2021 exhibition “**Dante, the vision of art**” dedicated to the father of the Italian language on the occasion of the 700th anniversary of his death. The location was no accident, as the city in Romagna gave the poet refuge after he left Arezzo in the autumn of 1302. Also with a view to inclusion and social growth, a portion of the proceeds from the exhibition ticket sales was allocated to the “**A regola d'arte**” (“**Rule of art**”) project, aimed at young people living in the outskirts of Italian cities and focused on an educational offer in the cultural and sports field.

By shifting the focus beyond Italian borders, the foreign subsidiaries also play an important role in communities to promote art and culture.

The subsidiary **Mapei Hellas** in Greece was one of the sponsors of the **Biennale of Architecture of Young Architects** in Athens, held at the end of 2021 and open to the public for a month. This was the tenth Biennale of young architects, with

82 participants exhibiting their projects in one of Greece’s most historic buildings: the Doxiadis School.

Mapei Spain, meanwhile, contributed to the corporate philosophy of sustainability by establishing an award dedicated to architecture. The **Mapei Sustainable Architecture Award** is an annual national competition aimed at professionals in the sector who promote sustainable construction projects combining high architectural quality with minimal environmental impact. Rewarding high-quality sustainable architecture means affirming the social value of architecture in its broadest sense, since protecting our planet is an obligation that concerns us all indiscriminately.



Committed to preserving cultural and historical heritage, **Mapei France** took part in the renovation of the castle of Bonrepos-Riquet, once home to *Pierre-Paul Riquet*, the designer of the Canal du Midi which connects Toulouse to the Mediterranean. The castle, located a few kilometres from Toulouse, has been classified as a Historical Monument since 2008 and was awarded the *Maison des Illustres* mark. As a sponsor since 2017, Mapei France is committed to working alongside the Municipality of *Bonrepos-Riquet* and the Fondation du Patrimoine to support the renovation of the castle and its promotion.

Also in support of artistic heritage, the Parent Company took part as Sponsor in creating the new **Auditorium of the Teatro del Maggio Musicale Fiorentino**: the first Concert Hall in the history of Florence, dedicated to Maestro Zubin Mehta on the 50th anniversary of his association with the Theatre. On the opening night on 21 December, a symphonic choral concert was held in the presence of the President of the Republic.



2021 was also the year when **Expo 2020 Dubai** could take place, postponed due to the health emergency and finally held from 1 October 2021 to 31 March 2022. On this occasion, Mapei was present as a **"Partner of Italy Pavilion at Expo 2020 Dubai"** with a strategic role, as the only supplier of the Italian Pavilion to have a production site a few kilometres from the Expo. This allowed better control of the worksites while the pavilion was being installed and prompt assistance in case of unforeseen events. Mapei's solutions

benefited not only the Italian Pavilion, but 55 national Pavilions. For example, the Group provided eco-sustainable materials to construct various areas of the Al Wasl square and water features, the meeting point of this Expo's three thematic areas; adhesives, waterproofing and consolidating agents for the pavilions of the US, Brazil and Australia; and construction materials and concrete recovery operations distributed onsite by the subsidiary Mapei Construction Chemicals for the construction of the French pavilion.

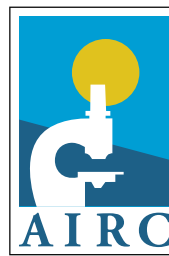


2.3 Sharing and solidarity: ideals to be encouraged

2021 saw numerous commitments from Mapei aimed at solidarity and charitable initiatives, demonstrating the conviction that a company can help develop communities through economic sponsorship, providing free products and technology, and making laboratory and worksite technicians available.



For example, Mapei has been supporting the non-profit **Gomitolorosa** for years. In 2021, through the **Lanaterapia** (“Wooltherapy”) project in Italian oncology hospitals, the Association provided patients and family members in waiting rooms with individual kits containing a ball of wool, a crochet hook and the pattern for hexagonal “tiles”, which were collected and assembled to create colourful blankets donated to people in difficulty.



In addition, Mapei also supports the **AIRC Foundation** for cancer research through a three-year scholarship dedicated to Giorgio Squinzi and Adriana Spazzoli. This

opportunity is aimed at a young recent graduate researcher, who will have the opportunity to learn the basics of research and gain experience at a top laboratory in Italy.

The subsidiary **Sopro Poland** has also chosen to contribute to solidarity initiatives. In 2020 and 2021 it took part in the “**Noble Package**” project (Szlachetna Paczka in Polish), an initiative that helps families living in difficult conditions make their Christmas wishes come true. On this occasion, Mapei contributed by providing families with building materials to renovate their homes, as well as clothes, toys and basic necessities.





Since 2020 **Mapei France** has supported the association “**Courir pour elles**”, which helps the fight against women’s cancers through prevention and improving the quality of life of women in treatment. The association promotes cancer prevention through sport and physical activity, organising dedicated events in schools and companies.

To promote well-being at work and preserve the health of all employees, in 2021 Mapei France and “Courir pour elles” organised webinars on “well-being and relaxation” and “muscle strengthening and good posture”.

In 2021, **Mapei Yapi (Turkey)** supported the campaign “**Together we will regenerate life and hope again!**” founded by **TEMA**, the Foundation for the control of erosion, reforestation and conservation of Turkey’s natural resources. In July and August, a series of over 200 fires burned 1,700 square kilometres of forest in Turkey’s Mediterranean region. TEMA therefore established a plan to replace the trees destroyed by fire and Mapei Turkey donated 1,000 trees to help restore the areas.



2.4 Quality and sustainability at the service of local areas

Mapei demonstrates its commitment to the cities and local areas it works in, offering technical assistance, materials and innovative solutions to enhance outdoor and indoor spaces and promote constant sustainable progress.



Mapei takes part in **Cervia Città Giardino**, the largest open-air floral event in Europe, to support the Romagna cities involved. In 2021 the event was dedicated to the great poet Dante Alighieri and the Divine Comedy. The Squinzi family is strongly linked to Romagna, the homeland of Adriana Spazzoli and the preferred region of Giorgio Squinzi, just as safeguarding greenery and enhancing the local area are issues dear to the Group and receive its constant support. There are three gardens dedicated to the company in Milano Marittima: one in Rotonda Cadorna and two in Parco Treffz, one of which is dedicated to Adriana Spazzoli for her perennial support for the event.

Mapei leaves its mark in the heart of Milan that hosts its main headquarters: three years after it began in 2018, restoration was

completed on the **Aquilonare Sacristy of the Duomo of Milan**. For this undertaking, Mapei made its technical expertise available to solve some complex problems with the materials used for restoration. During the work, the combination of Mapei materials and technologies was of fundamental importance in giving new life to the walls of the Sacristy. It was built in the 1300s, where the Baptistry of Santo Stefano alle Fonti once stood: it was here that Saint Ambrose, patron saint of the city, was baptised a few days before becoming bishop. Thanks to this restoration, new prospects for studying the Duomo have opened up now that it has regained its original appearance.



As regards healthcare facilities, in 2021 Mapei took part in the rapid project in Bari for the new **Covid hospital** set up at the Fiera del Levante. Work on the construction of 152 new intensive and sub-intensive care centres, managed by the Bari Polyclinic, began on 1 December 2020 and ended 45 days later.

On this occasion, Mapei provided useful solutions for the refurbishment, expansion and redevelopment of three pavilions used as health facilities. Given the short times and specificities of designing a health facility, Mapei identified the most suitable products such as MAPECOAT ACT 196, a wall coating for interior finishes that guarantees maximum hygiene and resistance to bacterial attacks.

Finally, in 2021 also Mapei took part in the **Cresco Award** promoted by the Sodalitas Foundation with sponsorship and collaboration from ANCI (National Association of Italian Municipalities) and partnerships with advanced companies on the sustainability front. The Cresco Award seeks to enhance the commitment of municipalities to sustainably develop local areas from an economic, social and environmental point of view.

This year, Mapei dedicated the prize to the theme “Sustainable external thermal



insulation systems in energy redevelopment projects for public housing”. It was awarded on 10 November to the Municipality of Pesaro for “Green Public Procurement and sustainability: the Brancati school”, a project that combines innovation and attention to the environment. The project’s objectives include redeveloping the entire school complex, constructing a new gym and civic centre, and creating an energy community that can act as a forerunner for similar projects in other parts of the city.



2.5 The value of research

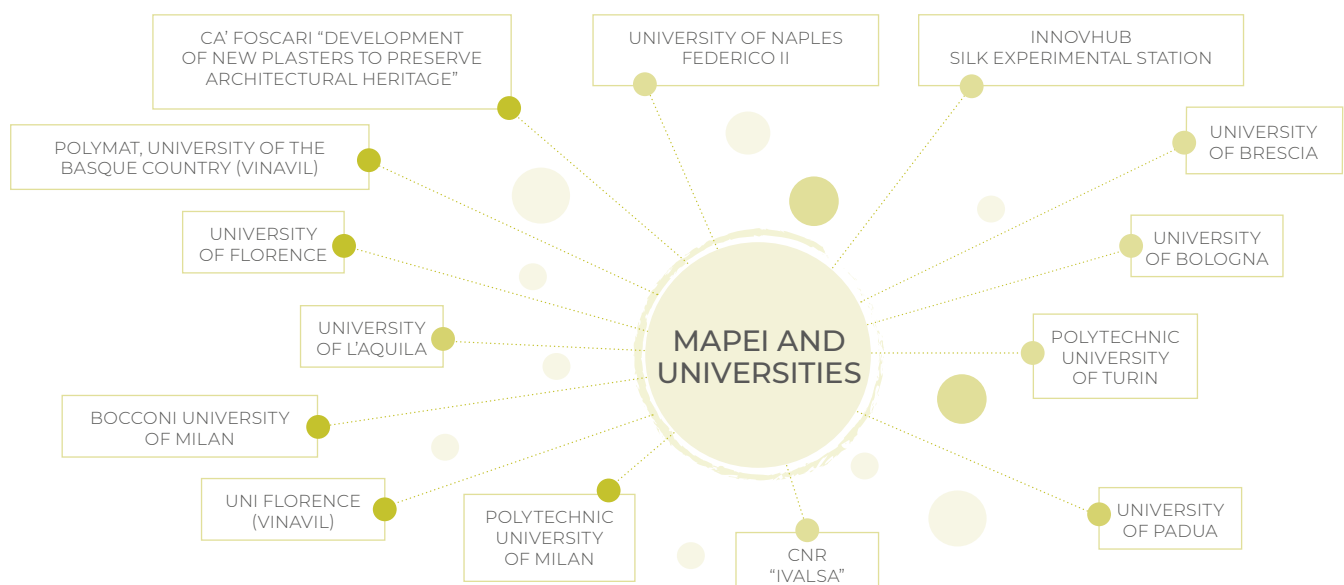


Regarding Mapei's efforts to support the world of research, Marco Squinzi affirms "a commitment that leads us to valorise young researchers, to be increasingly competitive in global markets and to face the challenges of sustainability, with additional positive repercussions on the development of the Italian chemical industry as a whole".

Mapei's commitment to research is increasingly marked and concrete through the valorisation of young researchers and support for the scientific community and universities. Mapei recognises its responsibility to place its tools at the service of society and thereby allow it to be increasingly prepared to face the challenges of sustainability.

Mapei collaborates with the scientific community to share ideas and know-how in the field of R&D. In 2021, the Group granted a total of approximately €472,631 to universities and research institutes.

Among the projects carried out in 2021 in collaboration with the main Italian universities, we highlight the collaboration with the Ca' Foscari University of Venice to develop new plasters to preserve architectural heritage. Work also continued on studying a new low-impact and fast-running system to reinforce concrete structures in collaboration with the University of Naples Federico II, and on the development of an innovative accelerating additive in collaboration with the CIRCE Centre of the Department of Geosciences at the University of Padua.



S.C.I. - Società Chimica Italiana (Italian Chemical Society) - established the “Giorgio Squinzi Medal”

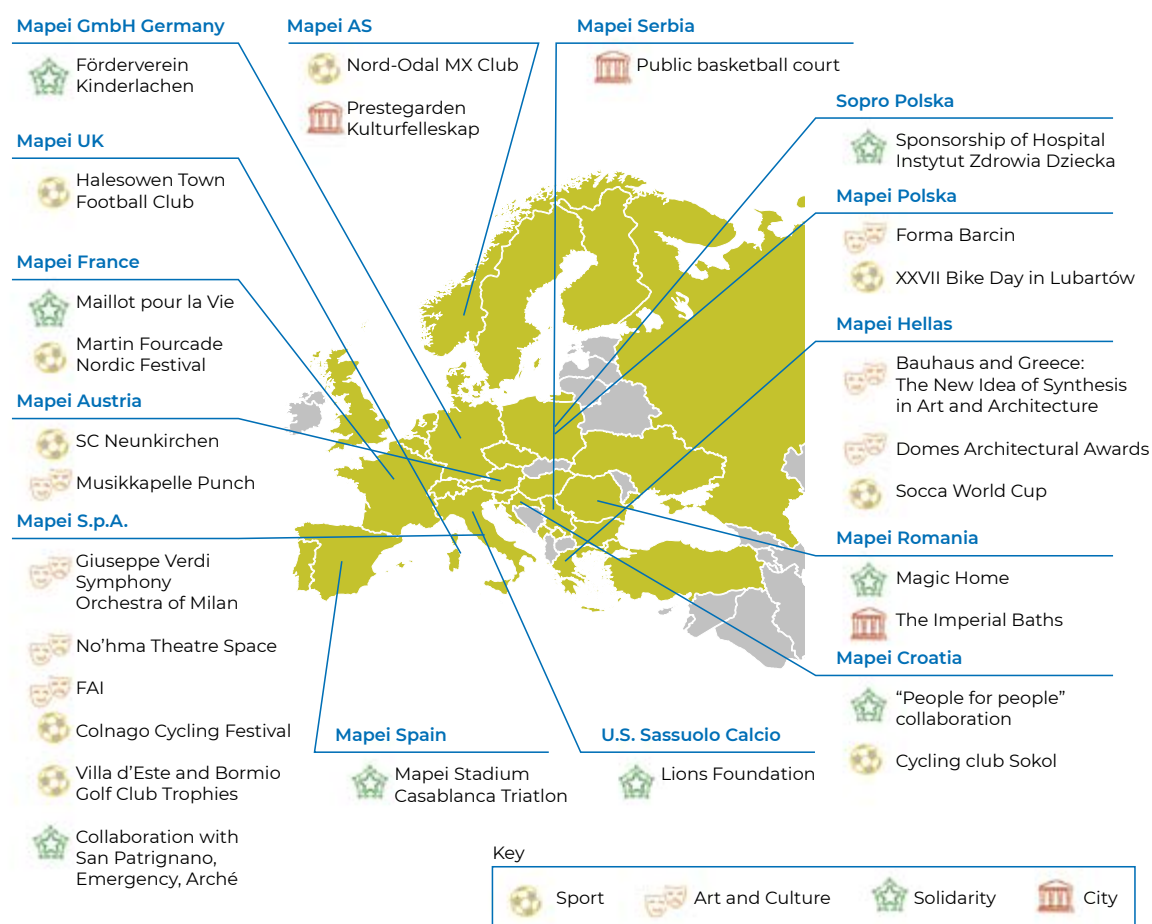
in memory of the entrepreneur and his commitment to the Italian chemical industry. The prize will be awarded annually to a researcher aged up to 45 who has made contributions of particular scientific importance in the field of industrial chemistry.

At its first edition on 22 October 2021, Federico Bella, associate professor at the Polytechnic University of Turin, was awarded the prize “for important scientific and application contributions in the development of innovative materials for electrochemical processes in the renewable energy sector”.



Other Mapei Group initiatives at European level

In addition to the initiatives described in the text, some projects carried out in 2021 by the European subsidiaries are mentioned below.





MAPEI SOLUTIONS

Finansparken bank head offices - Stavanger - Norway

3

MAPEI'S CHALLENGE TOWARDS SUSTAINABLE INNOVATION

“We are convinced that the road to sustainability passes precisely through innovation. For this reason, research at Mapei is focusing on optimising its products: durable, high quality and at the same time with reduced environmental impacts. Circularity, sustainability and innovation are the cornerstones that lead to the development of increasingly sustainable products at an environmental and social level”.

Marco Squinzi, CEO and R&D Director

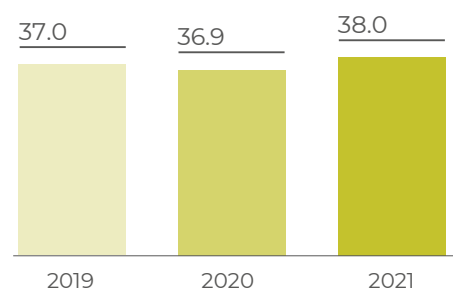


Sustainability for Mapei is manifested daily in the normal course of the Group's activities and encompasses multiple aspects. In concrete terms, this can be expressed in the careful selection of **raw materials**, seeking solutions to **reduce their consumption and create products with a low environmental impact**, especially in terms of **greenhouse gas emissions**. Particular attention is then paid to implementing activities that increase **circularity** in the construction sector and the **durability of the structures** where Mapei solutions are adopted. Finally, to ensure correct use of the products that maximises their capabilities, Mapei is committed to constant dissemination of a “**culture of sustainability**”.

Mapei's commitment to greater sustainability in its solutions was also recognised by the 2021 survey by the German *Institute of Quality and Finance* (ITQF) in collaboration with the *Institute for Management and Economic Research* (IMWF) in Hamburg and *La Repubblica Affari & Finanza*, which included the Group among the 200 most sustainable companies in Italy out of a sample of about 2,000. The research examined nearly one million online citations in 2020 covering technology, innovation, ecological sustainability, green economy and social sustainability. The ranking, drawn up based on the evaluation of sentiment and thematic coverage of the citations, proclaimed Mapei the **Green Star of sustainability**.

This achievement, like many others, is the result of ceaseless and fruitful work by the **Research & Development Group** (hereinafter also R&D), which is equipped with cutting-edge tools to offer increasingly sustainable and high-quality solutions that ensure full customer satisfaction. Mapei's R&D team regularly collaborates with universities and scientific and industrial research institutes to continuously update the technologies in use. It consists of professionals distributed across 32 research centres worldwide, of which 16 are in Europe, coordinated by the Corporate Research Centre in Milan which oversees the work of them all.

Research & Development costs (in MLNs)



In 2021 alone, €38 million was allocated to R&D activities, and this allowed the Group to proceed with the development of 5,700 modified and/or ex novo formulations and the qualification of 530 raw materials.

A further function of the R&D laboratories¹ is to support Technical Assistance in providing clients with the best solutions required.

¹This expenditure includes R&D personnel costs, any consultancy, equipment depreciation costs and costs for materials used in laboratories.

16 Mapei research centres in Europe

Milan – Italy

Villadossola – Italy

Ponte di Piave – Italy

Fiorano Modenese – Italy

Sassuolo – Italy

San Cesario sul Panaro – Italy

Sagstua – Norway

Wiesbaden – Germany

Augustdorf – Germany

Feldbach – Austria

Langenwang – Austria

Sorens – Switzerland

Saint-Alban – France

Villeneuve-le-Roi – France

Barcelona – Spain

Trzebinia – Poland



3.1 Mapei solutions to combat climate change

In the search for new solutions with a low impact on the climate, Mapei developed an important initiative in 2021: the **CUBE System**, designed to actively help the concrete industry maintain its high standards while reducing CO₂ emissions and consequently the climate impact.

The high environmental impact of concrete is actually due to Portland cement: this is associated with huge greenhouse gas emissions, which are responsible for climate change. CUBE admixtures allow cements with a low environmental impact to be used in a mix design, cut with secondary raw materials such as blast furnace slag, fly-ash and pozzolan. This proprietary technology is currently being patented and is one of the main levers available to the concrete industry to **reduce CO₂ emissions**.

The new generation of superplasticising admixtures presented by the DYNAMON CUBE range preserve the concrete's workability for a long time and offer low viscosity without delays in setting, thereby guaranteeing a **high-quality product**.

In addition, specific hardware and software developed by Elettrondata in collaboration with Mapei **monitors and controls** the quality of the concrete to measure and adjust its consistency (*slump*) during transport and unloading. Further advantages are real-time data accessibility, optimisation of the design mix and tracking of the results.

Lastly, the online tool *Concrete Carbon Footprint – Mapei CIS*, which the Group makes available to professionals, **calculates the environmental impact** of a specific concrete mixture. Entering certain parameters, such as the strength class of the concrete and the slump, automatically obtains both the components of the mixture and its environmental impact in terms of CO₂ emissions. The tool also suggests alternative mix designs with low environmental impact cements and the addition of CUBE admixtures, while calculating the percentage reduction in terms of CO₂ emissions.

The Group's commitment to combating climate change is not limited to seeking solutions with ever lower greenhouse gas emissions: it also identifies relevant sustainability projects to offset CO₂ emissions generated by its products.

In fact, in 2021 Mapei decided to offset the total CO₂ emissions generated² by the overall production of KERAFLEX MAXI S1 ZERO in Italy and ULTRACOLOR PLUS in Europe by **purchasing certified credits**. The project chosen to offset the total 31,600 tonnes of CO₂ involves generating **energy from renewable hydroelectric sources in Indonesia**.

² Measured in accordance with EN 15804



3.2 Assessing the impacts of products

Greenhouse gas emissions are just one of the environmental impacts that can be generated throughout a product's entire life cycle, from its production to packaging, through use up to disposal.

Strengthened by an innate interest in caring for the environment, Mapei is committed to monitoring these impacts daily and quantifying them through the methodological approach **LCA (Life Cycle Assessment)**³. Since 2016, Mapei has been authorised (through **Certiquality** certification) to issue and internally verify voluntary **EPDs (Environmental Product Declarations)** drawn up according to the international standards ISO 14025 and EN 15804.

In particular, with the development in 2021 of 24 new product-specific EPDs by the **Environmental Sustainability** function, the Group has a total of 75 EPDs for a total of 208 products currently certified.

Mapei can also count on a significant number of **EPD models**⁴, developed by the European associations **FEICA** and **EFCA**⁵: 375 as at 31 December 2021, about 5% more than in 2020.

To keep track of all product certificates, manage their archiving and centralised sharing, in 2021 the **PIM – Product Information Management** platform was updated with new features at Mapei S.p.A. in collaboration with the IT function. The new database has the advantage of allowing all interested parties to check the expiry dates of certificates. The extension of the PIM to subsidiaries is already underway and will continue in 2022.

The impacts that a product can generate during its life cycle can be not only

environmental, but also related to the health and well-being of those who come into contact with it.

To ensure regulatory compliance in terms of product safety, Mapei requires an assessment in line with the requirements of both the legislation in force in the country of production and that of the country where the product will be sold. The Group also regularly submits new or modified Mapei formulations to detailed analysis by the **Product Safety** corporate function of the chemical/physical properties and any characteristic toxicological and ecological effects.

³ Product life cycle analysis, from the extraction of raw materials to the disposal of demolition waste, according to a "cradle to grave" or "cradle to gate" approach.

⁴ EPDs covering all products falling within a certain range of chemical compositions and applications, issued by European associations, can be used by members provided they can demonstrate that their products can be represented by the appropriate EPD model.

⁵ FEICA – Association of the European Adhesive & Sealant Industry and EFCA – The European Federation of Concrete Admixtures

The function is also responsible for analysing European regulations on the safety of chemical components, such as REACH and CLP (Regulation 1272/2008), in order to ensure that the product's end user always has up-to-date and complete hazard information. Mapei invests human and economic resources in certification and standardisation: several projects were carried out in 2021 aimed at preparing the **EAD (European Assessment Document)**⁶ and/or obtaining the **ETA (European Technical Assessment)**⁷, which will allow us in 2022 to voluntarily apply the CE marking on insulation systems for buildings, structural reinforcement systems and admixtures for concrete.

Lastly, the Group always remains open to receiving reports from customers on any side effects on health resulting from interaction with a product and identifying points for improvement. This attention also extends to environmental issues: the Corporate

procedure for handling *Complaints CP POQ07* establishes that when assessing the seriousness of complaints, the potential associated environmental risk is taken into account.

This monitoring is entrusted to the **Customer Complaint Management (CCM)**, team within the *Corporate Quality* function, which since 2011 has relied on the **CMS (Complaint Management System)** platform. This corporate tool is based on an approval workflow involving all company functions that must be informed or can help solve any problems. The strength of the CMS is the extension of the same software to more and more Group subsidiaries. At the end of 2021, 52 subsidiaries are able to share information on the same platform or request checks and technical/commercial solutions, thus creating a common database for the Group that can nip problems in the bud and highlight potential risk situations to be contained.

⁶The European Assessment Document (EAD) is a unified technical standard for construction products, developed by the European Organisation for Technical Assessment (EOTA) for cases where a product is not fully covered by legislation. EADs are the basis for obtaining the issuance of ETAs, European Technical Assessments.

⁷The European Technical Assessment (ETA) is a document providing information on the performance assessment of construction products. The procedure is laid down in the Construction Products Regulation and gives manufacturers the possibility to draw up the declaration of performance and apply the European CE conformity marking.



3.3 Durability and circularity at the heart of design



The circular economy also entails the pursuit of durability. The use of innovative technologies for decisive and lasting work to extend the life of structures, both new and restored, must become a shared commitment in the field of infrastructure and construction. The fact that this can be achieved using secondary raw materials adds value to a project that fits perfectly with Mapei's choice to make sustainability a pillar of its business.

Mapei's R&D team works to ensure that its solutions generate the two interrelated characteristics of durability and circularity, since the application of a quality product guarantees better resistance, less maintenance and less wasted material. This reduces the environmental impact, exactly in line with a circular consumption model in support of sustainable development. To this end, the Group is active throughout the product manufacturing chain to ensure these characteristics.

Aiming to reduce its consumption of virgin raw materials, the Group has decided to commit to using more incoming **recycled materials**⁸ in its production, in products, formulations and packaging. For formulations, recycled materials used internally in 2021 represented 2.9%⁹ of Mapei's total purchases¹⁰ of raw materials.

Vaga continues to search for dried and wet aggregates consisting of more than 20% recycled material by total weight. These come, for example, from waste recovered by waste-to-energy or from slag generated by

the steel industry. In parallel, the subsidiary has worked on producing sustainable garnet, formulated with aggregates composed entirely of recycled material that are used in sandblasting and water jets, to replace natural garnet.

⁸ To calculate this percentage, Mapei considered the portion of incoming recycled material for certain categories (e.g. slag, microsilica, glass).

⁹ The figure does not include Sopro Bauchemie GmbH (A) and Sopro Bauchemie GmbH (D).

¹⁰ Intercompany material purchases at European level are not considered, but only those from third-party suppliers and Mapei Group companies not consolidated in this Report (the Group's non-European companies).

Mapei France is also committed to reducing the consumption of non-renewable raw materials, used as aggregates in mortars, by replacing them with organic or recycled material (e.g. concrete, glass, oyster shells and eggs, ceramics, rubber). At the same time, aiming to become more autonomous, it intends to develop its own process for transforming raw materials to be used as aggregates.

As far as packaging is concerned, at all Mapei's European locations, ever greater investments are being made in purchasing recycled plastic, paper and cardboard where possible to replace the virgin materials currently still in use. Specifically, in 2021 approximately 1,374 tonnes of recycled plastic and 403 tonnes of recycled paper and cardboard destined for packaging were purchased by all subsidiaries – a significant increase compared to the totals for 2020 of 798 tonnes and 101 tonnes respectively.

In the last months of 2021, a process began to insert QR codes on packaging that allow access to all product information with a simple click.

The reduction of CO₂ emissions does not focus only on the use of recycled materials, but also on the supply chain. Mapei S.p.A. and its subsidiaries have undertaken to favour, where possible, the use of raw materials already available directly at their plants or available within zero kilometres. An example is the subsidiary **Mapei Hellas** in **Greece**, which is researching the products MAPEGROUT ANCHOR & REPAIR and MAPEGROUT 430, used in combination with concrete formed from locally sourced materials and aggregates.

Further R&D efforts are directed towards the end-of-life reuse of artefacts otherwise destined for landfill, with a view to the circular economy. Mapei therefore offers

a line of products for bituminous surfaces for the road industry, such as the **new Road Engineering line**. This is the result of a synergy between the various high-level technical skills found in the company, aimed at guaranteeing durable and sustainable solutions. Among the products in the line, MAPEPLAST PAVI stands out: a polymer for the production of modified bituminous conglomerate, originating from recycled materials, which allows a significant increase in the useful life of all road surfaces from airports to highways to historic centres. This new technology from Mapei makes it possible to create more efficient, safe, sustainable and economical surfaces. They also improve resistance to thermal excursions and UVA rays, resulting in less surface degradation and thus reducing the risks of travel.

Finally, another great milestone in the road infrastructure sector from a circular economy perspective was marked by the agreement signed in April 2021 between Mapei and the **Iren** Group, one of the top multiutility companies on the Italian scene. The agreement provides for the reuse of polyethylene and polypropylene from separate waste collection to produce the recycled polymer *Blupolymer*. This will be used to produce innovative bituminous conglomerates for high-performance road surfaces, in order to make them more durable and sustainable. Given its proven high quality, *Blupolymer* has been used for several years by Mapei Group subsidiary **Polyglass**.



3.4 Commitment to increasingly sustainable construction

The high quality and low environmental impacts that characterise Mapei solutions can significantly contribute to the sustainability of the buildings they are applied in, e.g. by increasing their energy performance. An example of this is the new smoothing adhesive for installing ETICS (*External Thermal Insulation Composite Systems*) developed in 2021 by the Italian subsidiary **Cercol**.

Besides this product, the Mapei range features numerous other solutions that improve buildings' energy performance such as high thermal efficiency radiant flooring, thermal insulation systems and coatings with high solar reflectance and thermal emissivity.

With regard to indoor applications, the Group offers formulations that specifically aim to increase safety and well-being within living spaces: acoustic insulation, counteracting the spread of radon, fire protection, anti-seismic reinforcement and reduced air pollution are always central to Mapei's research.

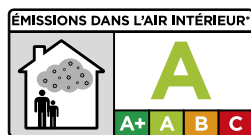
In relation to air quality, the Group is constantly working to obtain dedicated voluntary certifications such as those issued by GEV¹¹. These bear the "EMICODE EC1^{PLUS}" mark and guarantee low emissions of VOCs (Volatile Organic Compounds) by a product. Specifically, in 2021 Mapei Group reached 574 licences issued by GEV, up from 509 in 2020.

Volatile organic compounds can be particularly problematic in water-based polymers developed by Vinavil as more sustainable substitutes for traditional binders and solvent-based adhesives. In order to exploit these sustainable alternatives, the subsidiary **Vinavil** is therefore pursuing a major project to reduce two main sources of VOCs: unreacted monomers and non-reactive volatile impurities.

¹¹ GEV (*Gemeinschaft Emissionskontrollierte Verlegewerkstoffe, Klebstoffe und Bauprodukte e.V.*) is the German association for controlling emissions of products for flooring, adhesives and building materials. It created the EMICODE mark, which certifies construction products neutrally and non-competitively by classifying them based on their VOC emissions. This certification is therefore a guarantee of quality and health protection in indoor environments, in accordance with the reference standards (ISO 16000 and EN 16516).

As of 2021, Mapei also has:

- 41 licences from “**Der Blaue Engel**”, a German eco-label that requires compliance with specific environmental protection and safety criteria such as the content of hazardous substances.
- 38 licences with the **Finnish mark M1** relating to the emission of volatile organic compounds (VOCs) by building materials.
- 410 products classified A+ for the **Logo Sanitaire**, a French qualification procedure on indoor air quality.



* Information sur le niveau d'émission de substances volatiles dans l'air intérieur, présentant un risque de toxicité par inhalation, sur une échelle de classe allant de A+ (très faibles émissions) à C (fortes émissions)



www.blauer-engel.de/uz113

The company's solutions to respond to these voluntary certifications also enable it to satisfy international protocols for the sustainable certification of buildings, such as **LEED** (Leadership in Energy and Environmental Design), **BREEAM** (Building Research Establishment Environmental Assessment Method), **BREEAM-Nor** and **WELL** (Well Building Standard). Compliance with the requirements of these protocols entitles the company to acquire credits: the total number of credits corresponds to an increasing level of certification, and therefore sustainability, of the designed building or indoor environment.

In Europe, an increasing number of buildings have received these certifications using Mapei products: a representative case is **Galata Airport in Turkey**, which in 2021 was awarded the LEED Platinum certification with the

highest scores in 3 of the 9 areas evaluated: “Energy and Atmosphere”, “Sustainable Sites” and “Water Efficiency”. The project, to which Mapei contributed with waterproofing products and systems, thus became the largest certified in Turkey and the second in Europe.

The **Ibis Styles Hotel** in central Krakow was also designed according to the principles of sustainability, offering among various innovative services an electric vehicle charging station that earned it the LEED Award for New Construction 2009 (Platinum Certified) in October 2021. **Mapei Polska** played its part in the development of this sustainable site by providing several products. These included ULTRABOND 333, a product with an EPD declaration used to apply textile flooring, and ULTRAPLAN ECO 20, EC^{1PLUS} certified and with very low VOC emissions, used to level and smooth the substrate.



Mapei Nederland took part in the construction of the “**Amare**” educational and cultural complex at The Hague in 2021, managed by the Dutch construction company Cadanz, by delivering a cast concrete floor filled with aggregates made with the ULTRATOP Terrazzo system. This Mapei solution guarantees low maintenance and greater surface durability – essential features for an area that will be crossed by

MILAN, AN “INCREASINGLY LEED” CITY

In Milan, home to the Parent Company, are two of the most prestigious construction sites Mapei has contributed to: the **Velasca Tower** and the **Unipol Tower**. For the first building, for which the contractor is ARS AEDIFICANDI, Mapei provided materials to restore the façade and for structural strengthening. The project was created with the aim of preserving one of the most famous architectural symbols of the city since 1957 while reinterpreting it in a contemporary key. From a first evaluation, it was appraised as **LEED GOLD**. The second building, on

the other hand, was designed by the studio of Mario Cucinella Architects and built by CMB. Its nest-like form will house the new Milan headquarters of the Unipol Group: commercial spaces, a large auditorium with over 230 seats, offices and a panoramic greenhouse-garden. In this case Mapei offered its materials for various solutions: from flooring, by supplying products such as **MAPEFLOOR** resin, to sealing, with **MAPEFLEX**, up to **KERAFLEX MAXI SI** used to reconstruct the gardens. **LEED PLATINUM** certification was assessed for this major project.

thousands of visitors a year. The complex was certified “BREEAM-NL excellent” at the beginning of 2022, becoming the first sustainably built performing arts complex in the Netherlands.

Mapei solutions are key in large urban building projects, such as those to redevelop residential districts or enhance green spaces. One of these is **GORA**, a residential property complex built in the southern part of Sofia on an area of 13,000 m² and with 10,000 m² of landscaping, designed to offer a safe and relaxed environment with plenty of greenery and shared social living spaces. To contribute to this project, **Mapei Bulgaria** provided adhesives for ceramic tiling and

waterproofing systems to help obtain LEED credits.

Meanwhile, **Mapei Romania** provided some of its products, including adhesives and grouts for laying ceramic tiling, in the construction of **One Cotroceni Park** – the largest urban regeneration project in central Bucharest. With a total area of almost 60,000 m², this park has been designed according to the holistic Live/Work/Play approach, to offer a community of people who live and work together a wide variety of integrated services: expanses of green space, cycle and running paths, cinemas, offices, exclusive apartments and educational facilities.

3.5 Leading construction development by creating a “culture of sustainability”

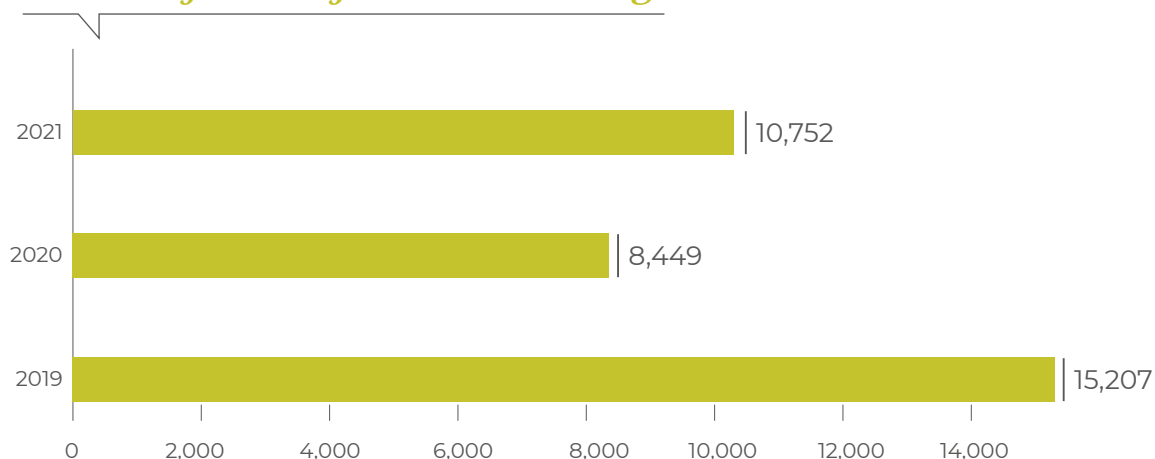
Given the continuous evolution of the construction sector, it is becoming fundamentally important to share know-how between its different players. For this reason, the Group interacts every year with designers, contractors, installers, material manufacturers and companies to guarantee them adequate assistance and ensure that all those who come into contact with Mapei products can make the best use of them without compromising their performance, durability and sustainability.

Mapei Academy therefore organises annual conferences and specialised seminars, sponsored training events, courses for Italian and foreign customers, workshops and technical meetings, installation schools

and masterclasses, all assisted by high-level staff and supported by university professors and industry professionals. The events organised by the Group are aimed not only at customers, but also at employees of all subsidiaries to periodically refresh their skills. They are available throughout Italy and worldwide at **Mapei training centres** and **Specification Centres**.

In 2021, Mapei provided a total of 10,752 hours of technical training throughout Europe, involving approximately 127,426 participants. Technical training activities, up from 2020, are mainly divided into: seminars (1,496 hours), onsite courses (2,575 hours), offsite courses for customers (4,778 hours) and webinars (1,502 hours).

Number of hours of technical training



In Italy, as a **Third-Party Training Body** accredited by the *National Council of the Order of Architects, Planners, Landscape Designers and Conservators*, Mapei S.p.A. is authorised to issue professional training credits to training participants, which are essential for performing their work, as required by the Law on **Compulsory Continuing Training** (Italian Presidential Decree 137/2012 n. 137).

In addition to technical training, the Group provides all its direct and indirect customers with certain tools to make product-specific

information more accessible. These include mobile laboratories and technical and product safety data sheets that can be consulted and downloaded free from the web, specifications and calculation softwares for designers, e.g. for estimating the quantity of product required for a project or checking the acoustic properties of buildings. Solutions for new constructions or the restoration of existing ones are also accessible via **3D BIM (Building Information Modelling)**, which Mapei makes available to integrate all product information for each project phase.



MAPEI STRATEGY

Kneza Miloša Residence - Belgrade - Serbia

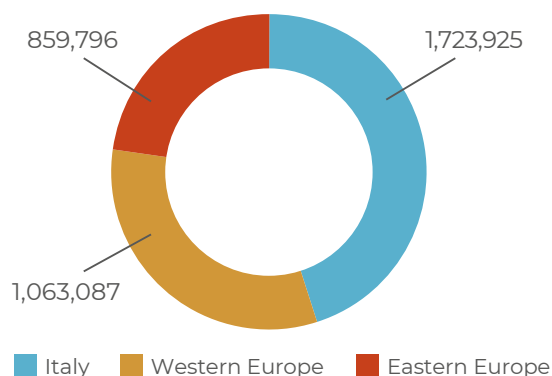
4

FOCUS ON THE ENVIRONMENT THROUGHOUT THE VALUE CHAIN

4.1 Quality in the production chain, from raw material to final product

As part of the corporate internationalisation strategy, production plants throughout Europe allow the Mapei Group to be present in all major markets, providing solutions adapted to local needs and always keeping production and transport costs under control. Thanks to a wide and varied portfolio of subsidiaries, the Group's production cycle is a real **integrated supply chain**.

Production (tonnes) by geographical area, 2021



Over the years it has acquired businesses such as Gorka Cement in Poland (cement factory), Rasco Bitumenteknik in Germany (bituminous material producer) and the Italian companies Vinavil (strategic supplier that also operates in multiple sectors such as food, textiles and wood), Polyglass (active in the production and sale of self-adhesive and waterproofing membranes and synthetic roofing coats) and Vaga (a fine sand extractor that provides quality aggregant). This has allowed **upstream integration on strategic raw materials**, where possible, and the offer on the market of a **broad and diverse range of over 6,000 products and solutions**.

The total **production** of Italian and European subsidiaries' plants in 2021 amounted to around **3.6 million tonnes**, up 14% from 3.2 million tonnes in 2020, when the health emergency led to the temporary closure of some production sites. Geographically, the region with the highest production is **Italy**, which at over 1.7 million tonnes in 2021 contributes 47% of the Group's total production in Europe.

At the Group's production facilities, which use cutting-edge technologies to support the high pace of the entire supply chain, a structured network of **QC (Quality Control) laboratories** allows constant quality control from the incoming raw material up to the packaging of the product itself.

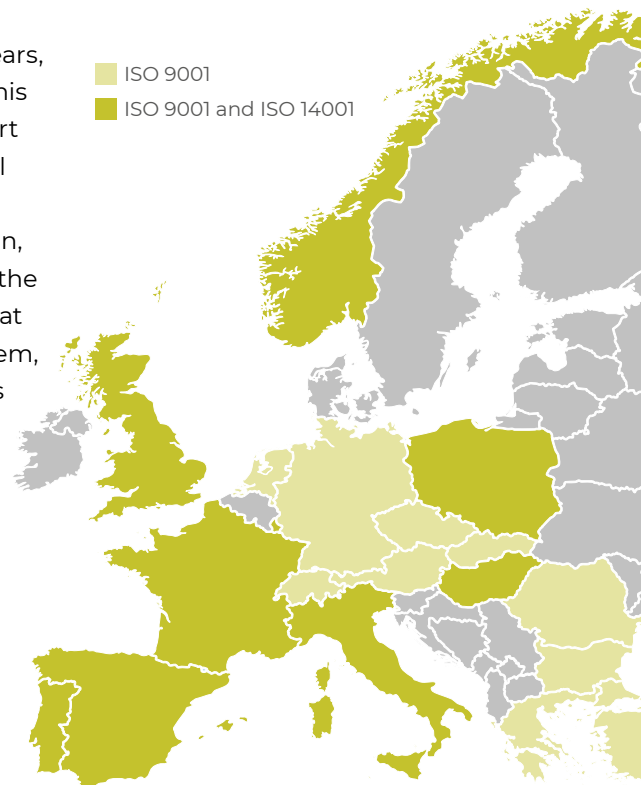
To minimise the impacts of the production process and maximise its efficiency, over the years the Group has implemented and certified fundamental **management systems**, for quality and health and safety (**ISO 9001** and **ISO 45001**) and in the environmental field (**ISO 14001**). In 2021, in particular, a project to optimise and rationalise ISO certification bodies was implemented at European level. With the transition from the use of local certification bodies to institutions already used at Group level, this will allow a homogeneous approach to the third-party audit process in future.

At a global level, the coordination of Group companies' management systems is entrusted to the Corporate Quality Management function. In the last two years, due to the ongoing health emergency, this function has had to reorganise its support activities, for example by planning virtual workshops at a regional level. Working together with the Corporate HSE function, the Corporate Quality function provides the necessary support to Group branches that need to implement a management system, including by organising training sessions for system managers.

In the environmental field, in 2021 the certification procedures were completed for **Mapei Marine** (ISO 14001) and for the Italian site of **San Cesario** (within Mapei S.p.A.'s ISO 14001/45001 certificate), while **Mapei Poland** and **Mapei Turkey** are in the ISO 14001 certification phase. There are currently 7 European Group companies with an ISO 14001 certified environmental management system, in addition to the certified sites in Italy.

With regard to quality, to date there are 20 Group companies with an ISO 9001 certified management system at European level, plus the 8 certificates in Italy. The main new developments for 2021, here too, relate to the certification obtained by Mapei Marine and the San Cesario site (within Mapei S.p.A.'s ISO 9001 certificate), while the Quality Management System at **Mosaico+** and **Tecnopol** is currently being implemented.

Geography of ISO 9001 and ISO 14001 certifications



4.2 A production process that respects the environment

The management of environmental aspects at Group level is the responsibility of the Corporate HSE function and is formalised within the **QHSE** (Quality, Health, Safety and Environment) **policy**, updated at the end of 2020 and shared with all subsidiaries.

The policy defines the global **guidelines** and represents tangible evidence of Mapei's focus on the quality of its products, the health and safety of its employees and collaborators and all stakeholders (citizens, customers, users, etc.), and environmental protection throughout the entire value chain. It is implemented by all Group subsidiaries, which are free to integrate it according to their own particular needs and characteristics (especially legislative ones).

In light of the activities carried out by the Mapei Group, **energy consumption** (and the consequent **greenhouse gas emissions**) and **waste** production represent the most significant environmental impacts.

The Group's environmental impacts



Together with the use of **water resources** and **emissions of pollutants into the atmosphere**, they are constantly monitored and managed with a view to continuous improvement, including by sharing best practices with individual subsidiaries. To this end, HSE software that collects (among other things) environmental data related to Group activities has been undergoing refinement for some years.



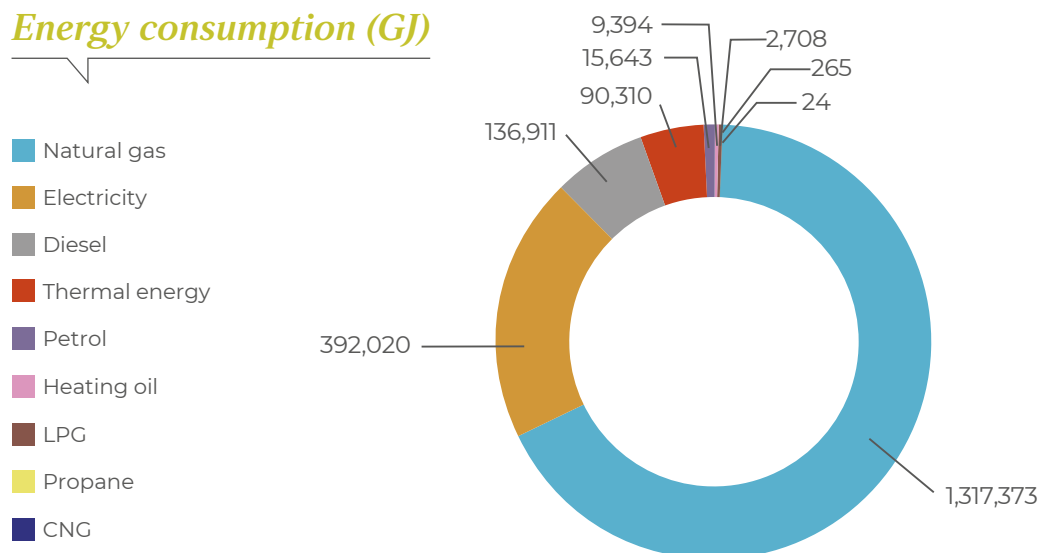
4.2.1 Responsible use of energy

Although to date there is no ad hoc energy policy at Group level, the commitment to **reduce** and **optimise** the consumption of energy resources, through spot checks and continuous awareness-raising among operators, is common to all Italian and European branches and is formalised within the **QHSE policy**. At the central level, the Corporate Energy function is responsible for periodically monitoring the energy consumption of all companies. The information collected is used for specific analyses aimed at identifying any critical issues and sharing **good practices** to observe for the supply, management and use of energy resources. In particular, a pilot monitoring project has been launched concerning the Group's most energy-intensive companies, which are asked to complete a self-diagnosis form to help sites identify virtuous habits or any deficiencies and needs for improvement and intervention. Overall, the Group's **energy consumption** in 2021 (1,964.648 GJ) rose from the previous year, in line with the increase in production. Most (87%) of this is attributable to electricity and natural gas, mainly used to power production processes

and lighting in factories and offices. Among other energy sources used by the Mapei Group, diesel, petrol and LPG are mainly used to power internal handling vehicles and company cars. Regarding the latter, the subsidiaries **Mapei Spain SA** and **Mapei Romania** introduced specific company policies in 2021 aimed at renewing the car fleet and gradually eliminating diesel vehicles.

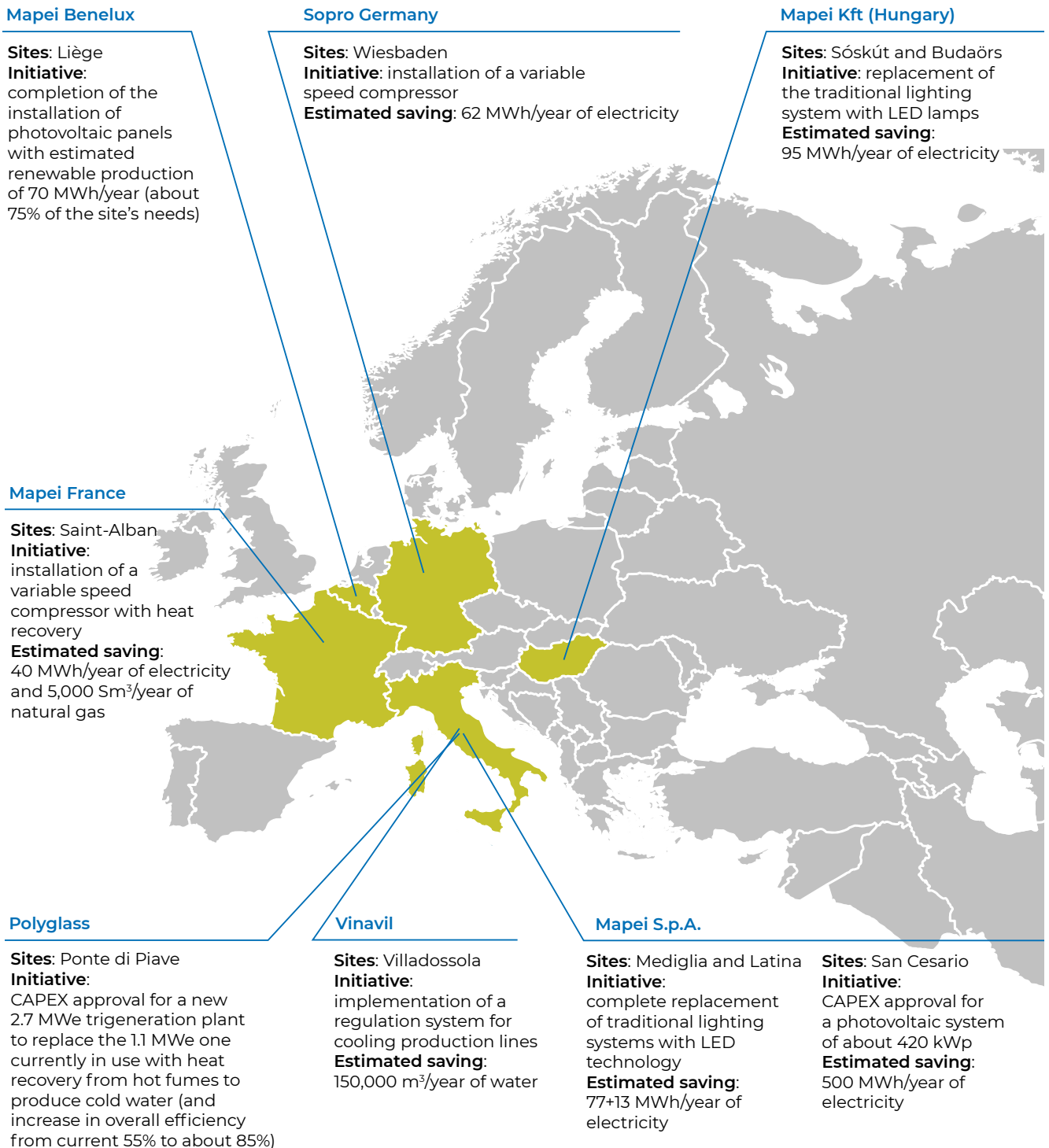
By virtue of their energy practices, the Parent Company's **Mediglia** and **Latina** sites deserve special mention for using the solar panels installed at their plants for several years (in 2021 they produced and consumed 891,610 kWh and 807,879 kWh respectively). Likewise, the sports club **U.S. Sassuolo Calcio** produced 29,588 kWh from photovoltaics in 2021. These Italian companies are joined at European level by **Mapei UK** and **Mapei Benelux**, which also use **solar panels** to self-produce electricity (the latter since 2021). In particular, during the last year Mapei UK produced and consumed almost 150,000 kWh from a photovoltaic system – more than 7% of its annual electricity needs. Meanwhile, Mapei

Energy consumption (GJ)



Mapei Group and energy efficiency

The following image shows the main energy efficiency measures (with consequent reduction of climate-altering emissions) taken in 2021 at European level or approved in the last year and scheduled for implementation in 2022.



Benelux produced almost 33,000 kWh: of this, about 24,000 kWh (24% of electricity needs) was consumed while almost 9,000 kWh was sold to the grid.

Greenhouse gas (GHG) emissions are a direct consequence of energy consumption and cause the climate change we are currently experiencing. In 2021, **Scope 1¹**, emissions, or direct emissions, amounted to 87,389 tCO_{2eq}, mainly due to methane gas consumption (about 85% of total direct GHG emissions), and the use of diesel and petrol (12%).

Scope 2² emissions, or indirect energy, are instead linked to the purchase of electricity and steam and calculated according to the Location-Based approach (equal to 42,771 tonnes of CO₂ in 2021) and Market-Based approach (equal to 55,863 tonnes of CO₂ in 2021). Among the most virtuous behaviour

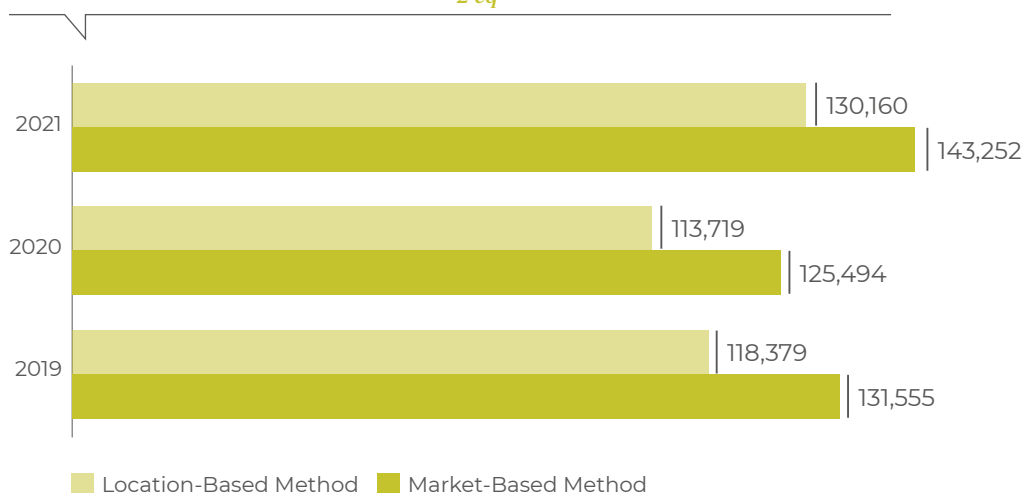
that contributes to reducing Scope 2 emissions according to the Market-Based approach is that of **Mapei Spain SA**. Almost all the electricity it purchased from the grid (about 98% in 2021) is covered by certificates of guarantee of origin (GO).

Investments in **cogeneration** plants (as in the case of the Italian subsidiaries Vinavil, Polyglass and Vaga) and the installation of **photovoltaic systems** are some concrete examples of the Group's focus on reducing its GHG emissions. In 2021, the use of photovoltaic systems for **self-produced energy** made it possible to avoid the release into the atmosphere of almost **850 tonnes of CO₂**, compared to a classic scenario in which electricity is entirely purchased from the grid.

¹ Scope 1 emissions are those deriving from emission sources owned or directly controlled by the Group.

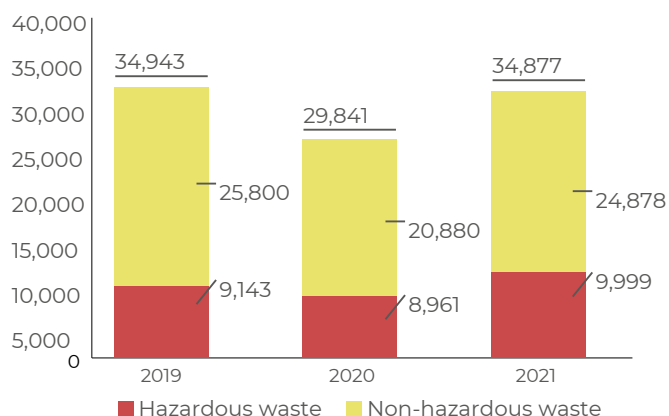
² Scope 2 emissions derive from the production of energy (electrical or thermal) that the Group purchases from external suppliers.

Total GHG emissions (tCO_{2eq}) (Scope 1 + Scope 2)



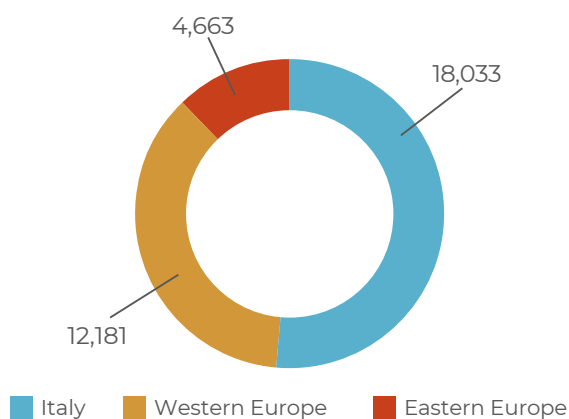
4.2.2 Careful waste management

Total waste (tonnes)



The **waste** produced by the Group in 2021 amounted to just under 35 thousand tonnes, up about 17% from 2020. This is consistent with the increased production and in line with what was recorded pre-Covid. Of the total waste produced, approximately 71% consists of **non-hazardous** waste and the remaining 29% of **hazardous** waste.

Total waste (tonnes) by geographical area, 2021



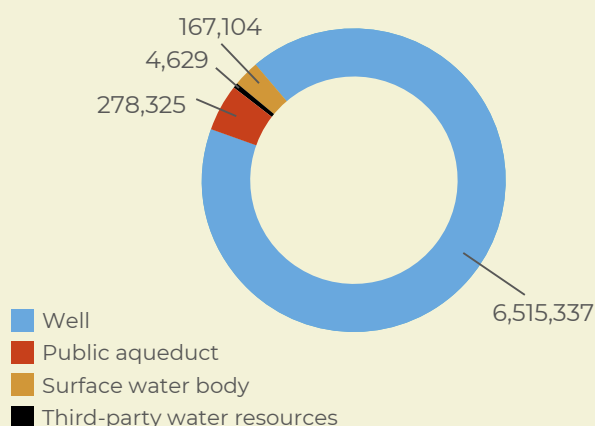
Regarding the method of treating the waste produced in 2021, 49% was sent for **recovery/recycling**, while 51% was destined for **landfill** or **incineration** (including with energy recovery).

OTHER ENVIRONMENTAL IMPACTS OF THE PRODUCTION PROCESS

Water withdrawals and discharges

In addition to sanitary uses, the Group uses water for industrial activities such as cooling plants and feeding production processes. In 2021, the **water withdrawn** by the Group in Europe amounted to approximately 6.9 million m³, most of which (93.5%) came from wells. Unlike the supply from **surface water bodies** (used for 2.4% of the Group's withdrawals), wells have a lower impact on ecosystems and biodiversity. The remaining volume withdrawn (about 4%) comes from **public aqueducts** or **third-party** water resources.

Water withdrawals (m³) by source



However, it should be noted that **Vinavil** alone, with 6.2 million m³ of water withdrawn in 2021, is responsible for 89% of the Mapei Group's total withdrawals. The particular activities carried out at the Villadossola plant require high water use, not only to cool the production plants but also to dilute the finished products. Various efficiency initiatives (e.g. installing thermostatic valves on vapour lines and installing a well pump regulation system) have also reduced site withdrawals by 10% compared to 2020, against a 14% increase in production. Net of this plant, the Group's water withdrawals (736,163 m³ in 2021) are up 11% from 2020, in line with the increase in production activities.

Industrial water discharges³ show a stable trend over the three-year period: in 2021 the Group discharged approximately 6.7 million m³ of water, in line with approximately 7 million m³ in 2020 (-5%). Almost all process wastewater, mainly used to cool plants⁴, is discharged into **surface water bodies** (6.5 million m³, or 98%), while only a small part ends up in **sewers** (164,427 m³) or **groundwater** (2,365 m³). Finally, it should be noted that the Mapei Group, besides monitoring the quantity of water discharged, is constantly engaged in periodic quality checks on its discharges, even where not strictly imposed by the relevant environmental authorisation.

Emissions of pollutants into the atmosphere

Direct emissions of pollutants into the atmosphere differ from climate-altering emissions as they do not contribute to the "greenhouse effect" (and the consequent increase in the Earth's temperature) but, in concentrations above certain thresholds, could potentially cause harmful effects in the local area, on the health of people and other living organisms.

In the specific case of the Mapei group, these emissions, generated by combustion and specific production processes, consist mainly of **NO_x**, **dust** and volatile organic compounds (**VOCs**).

At each site with one or more emission points, Group companies operate in accordance with the provisions of **local regulations**, periodically **monitoring** all polluting substances emitted and **complying with the limits** imposed by the environmental authorisations valid for individual plants. As regards dust and VOCs in particular, the quantities emitted into the atmosphere are strongly conditioned by the type of product processed and the climatic conditions at the time of sampling. The results, however, are always below the legislative limits.

4.3 The value of responsible and local sourcing

The last two years, heavily affected by the health emergency and more recently by a global shortage of raw materials, has certainly been a time of great challenges for Group procurement. However, thanks to decades of experience in its business sector and solid relationships built over time with suppliers and strategic partners, the Mapei Group has managed to avoid interruptions along its supply chain. It has adapted **dynamically** to unforeseen events and diversified the geography of supplies where necessary, always successfully purchasing raw materials of the desired quality and thus ensuring regular production and deliveries of finished products to customers.

Activities concerning the purchase of raw materials, packaging and purchased finished products are supervised by the Corporate Purchasing function, which centrally defines processes and procedures valid for all Group subsidiaries and coordinates regularly with

the respective local teams. On a global level, there are two **formalised procedures**: the first regulates the purchase of “stock materials”, i.e. raw materials, packaging and purchased finished products, while the second is for purchasing services and additional types of material other than the above. The new **D-365 management** system for the purchase of goods and services has recently been engineered around these procedures. To complement the two procedures, there are the following additional tools for mapping the purchasing process:

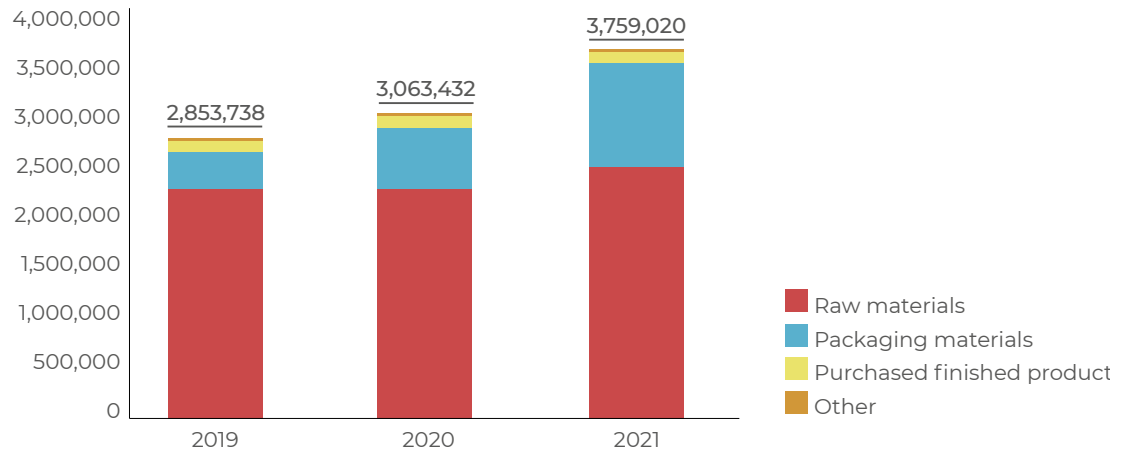
- **responsibility matrices**, which define roles and responsibilities in the context of purchases for each of the Group’s European subsidiaries;
- “delegation of authority”, which establishes delegations and spending limits for each purchase category, authorised by the boards of the individual Group companies.

³ Rainwater and civil water are not considered.

⁴ This use does not affect the chemical-physical parameters of the discharged water. It is actually reintroduced into the receiving water body with the same characteristics, except for the return temperature: this is necessarily higher than at withdrawal, but always monitored in compliance with the regulatory parameters.



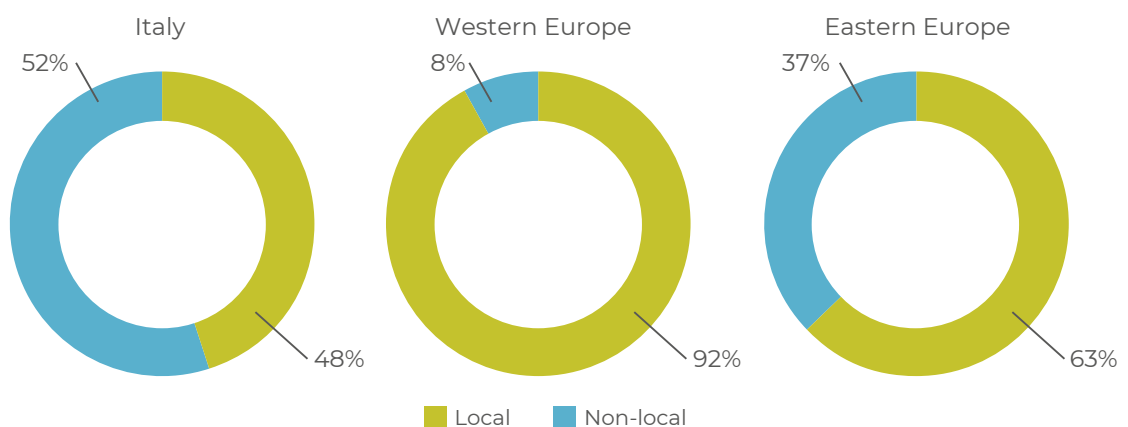
Materials consumption (tonnes)



In line with the increased production, purchases of incoming materials grew by approximately 23% from 3.1 million tonnes in 2020 to around 3.7 million tonnes in 2021. This consisted of 68% **raw materials** (powders and liquids), 28% **packaging materials** and 4% **purchased finished products**.

The Group's internationalisation strategy also includes the desire to favour **local sourcing** as much as possible. This **creates value** for the surrounding area, ensures prompt and efficient responses, optimises the overall management of the production process, and reduces costs and environmental impacts.

Geographical distribution of material suppliers* by purchased value (RM, PKG and PFP)



* Material means: raw materials (RM), packaging materials (PKG) and purchased finished products (PFP).

At Group level, 62% of spending in 2021 was on **local suppliers**⁵; specifically, by region, the shares are divided as follows: 48% for the Parent Company and its Italian subsidiaries, 63% for subsidiaries operating in Eastern Europe, and 92% for those in Western Europe. In terms of the weight of materials purchased, these percentages are even higher: 82% for the Parent Company and Italian subsidiaries and 98% for both Eastern and Western Europe (94% at Group level).

As regards **supplier qualification and assessment procedures**, to date, the subsidiaries follow the Parent Company's actions and adopt their own customised procedures based on their specific situations. The Group's intention, however, is to define a supplier qualification process common to all branches. In this sense, the Corporate Purchasing function has recently stepped up work towards defining common guidelines, including a specific section on sustainability aspects in the assessment checklists, to

be verified during onsite audits of supplier production.

Overall, of the 639⁶ new suppliers used in 2021 at European level, about 21% were selected through a formalised qualification process that also took into account voluntary qualitative aspects related to environmental and social issues. This figure, in line with the previous two-year period, is influenced by the presence of numerous service providers used each year by Group companies (such as restaurants, hotels, agents and services in general), which are not assessed on socio-environmental aspects due to the type of supply.

⁵ Local suppliers means suppliers located in the same geographical area as the relevant subsidiaries (Italy, Western Europe and Eastern Europe).

⁶ The figure does not include the suppliers of Sopro Bauchemie GmbH (A).



PEOPLE AT THE HEART

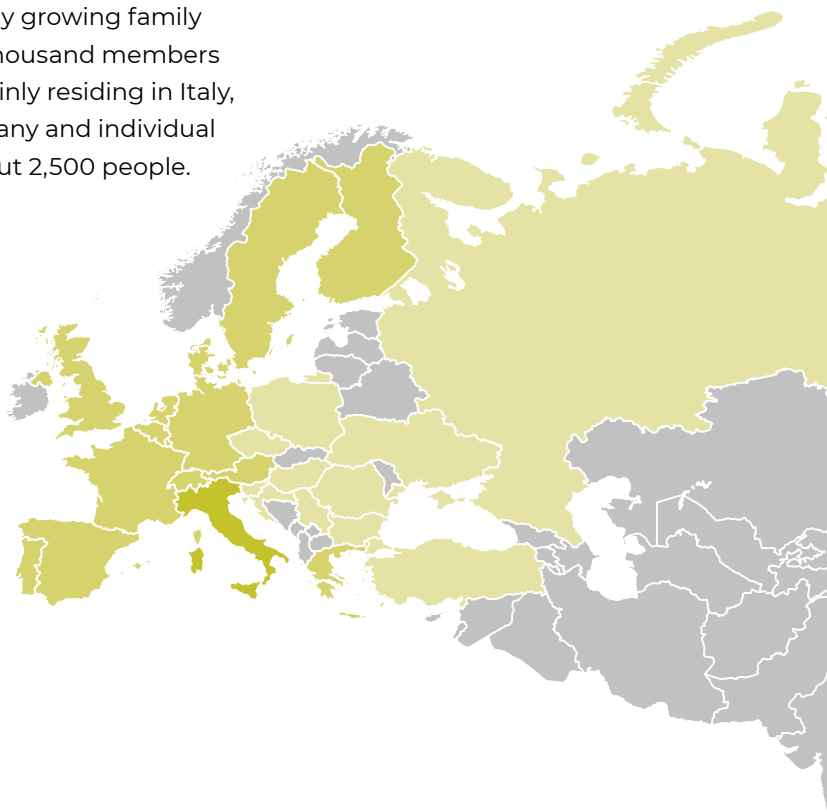


5

THE CENTRALITY OF PEOPLE IN THE GREAT MAPEI FAMILY

One of the fundamental ingredients for the Mapei Group's longevity is undoubtedly its **people**. This continuously growing family now has almost seven thousand members within Europe alone, mainly residing in Italy, where the Parent Company and individual subsidiaries employ about 2,500 people.

- Italy 2,544
- Western Europe 2,315
- Eastern Europe 1,792



The Mapei Group has always been committed to ensuring a welcoming and stimulating workplace for all its employees where they can each develop personally and professionally. This is achieved in part by the variety of training courses provided, the numerous benefits guaranteed, and careful management to ensure best practices in health and safety – of particular importance in the last two years dominated by the

spread of Covid-19. In all such times of major crisis, the Group has always continued to demonstrate the importance it attaches to its people, linked by the spirit of unity that distinguishes the **“Mapei Family”** and which has so far been indispensable to face this challenge head-on. For European HR management, the Group has two formalised procedures that apply to the entire Mapei world: the first provides

guidelines for managing HR processes worldwide, while the second is for managing work-related expenses, including use of the company fleet. The implementation of both procedures is entrusted to the individual European subsidiaries, with more precise procedures recommended to manage these processes in accordance with corporate guidelines. In a complex and varied organisation like Mapei, it is essential to ensure adequate autonomy for individual countries so as always to be in step with constantly evolving local laws and regulations. However, in conducting their activities, European subsidiaries are constantly coordinated and supported by the Corporate HR function, which interfaces daily with the local HR teams or the General Managers of foreign branches.

Similarly, the HR Department and Italy Organisation, in line with the procedure for managing all HR processes at national level, is responsible for the administration, development and continuous coordination of Italian subsidiaries: together with the Parent Company, these have always been the beating heart of Mapei Group.

Each year, the Corporate HR function also organises working groups with European subsidiaries to jointly identify **priorities** around which to concentrate future

objectives and activities, also collecting proposals and best practices that emerge locally.

Specifically, the objective of meetings like these is to define Working Groups – including members of both the Corporate function and the European HR teams – to further explore the priorities identified and develop action plans and related projects. The results of these discussion sessions are then shared with all subsidiaries. In 2021, the main priorities identified at Group level concerned issues such as **digitisation** and **skills development**. For the former, the primary objective was to complete the e-learning platform at a global level. As it stands, almost all the Group's subsidiaries in Italy and the rest of Europe are connected to this platform, which is a useful tool for delivering training courses and distributing any procedures and documentation.

As regards development projects, there has been a globally shared skills matrix for several years. An important project carried out in 2021 was the creation of a task force with local HR teams in Europe to identify skills required for specific company roles. The organisational documents and above all the job descriptions were re-read with a particular focus on the definition of soft skills.

5.1 The foundations of the Mapei Family: diversity and inclusion

As at 31 December 2021, the Mapei family had **6,651¹ employees in Europe**, a number that has grown constantly over the three-year reporting period (+3% from 6,440 in 2020 and +4% from 6,390 in 2019). Overall, the share of women within Mapei Group stands at around **22%**, in line with the company's traditionally male-dominated sector.

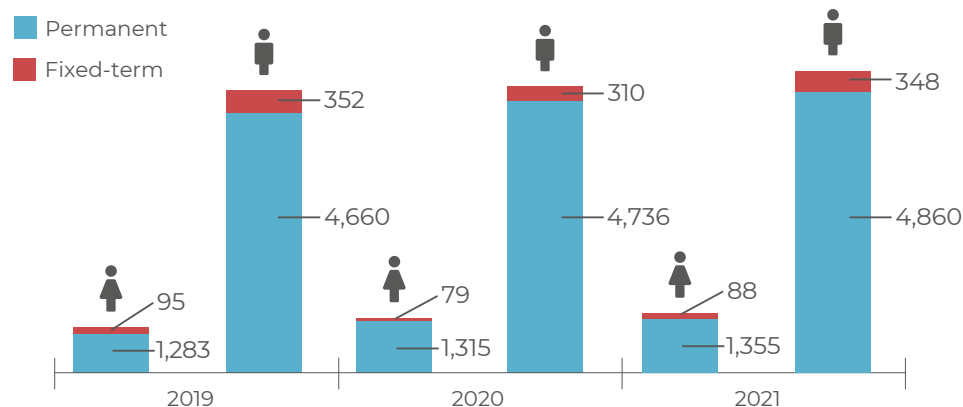


Almost all employees (93%) are on **permanent contract**, reflecting the Group's strong tendency to establish strong and lasting ties. Moreover, only 4% of the total workforce has a **part-time** contract, mainly used (61%) by female personnel.

Regarding the **composition** of the personnel, the most represented professional category

in 2021 is white-collars (48%), followed by blue-collars (35%), managers (12%) and executives (3%). The remaining 2% (133 people) consists of sports professionals at the company U.S. Sassuolo Calcio, including footballers, coaches and masseurs.

Contracts



¹ Note that this number differs from that published in the 2021 Consolidated Financial Statements (6,803) as it does not include temporary agency workers.

As proof of the Group's attention to all its people, in 2021 the Parent Company came second among companies in the chemical sector in the ranking published by the German Institute for Quality and Finance in partnership with *La Repubblica Affari & Finanza*. Entitled "**Italy's Best Employers for Women**" and now in its second edition, the survey awarded the 200 best employers for women in Italy, considering issues such as **corporate culture** (including flexible working hours and work environment), **professional training** and **equal opportunities**. This analysis used an innovative method of "web listening", i.e. taking into account about 2,000 employers in Italy and collecting opinions expressed by employees and consumers on social media, blogs, forums, news portals and videos.

Mapei also obtained another recognition by coming first in the ranking of the best employers in Italy drawn up by the German company Statista. It collected 22,500 direct and over 260,000 indirect reviews online and awarded the Group first prize in the sector "Production and processing of materials from manufacturing and for construction".

The corporate procedure for HR management includes a chapter on recruitment that defines certain minimum requirements to be respected locally. In this case too, there is ongoing **mutual communication** between the HR functions of the Parent Company and the individual branches. The latter are free to define additional specific procedures for managing selection processes, focused on an approach that ensures compliance with all the principles established by the Group **Code of Ethics**. For example, in selection processes, the best profiles are selected and evaluated based on the **skills** required for the role with full respect for **equal opportunities**.

The search for personnel via specialised channels is also promoted in the "Work with us" section on the Group's website and, due to the spread of the pandemic in recent years, remote recruitment has increased.

Overall, at European level, there were **862 hires**. This was in line with the pre-Covid-19 era (852 in 2019) and a sharp increase from 2020 (613), a year particularly marked by the health emergency during which the Group

FOCUS – DIVERSITY: MAPEI KFT. (HUNGARY)



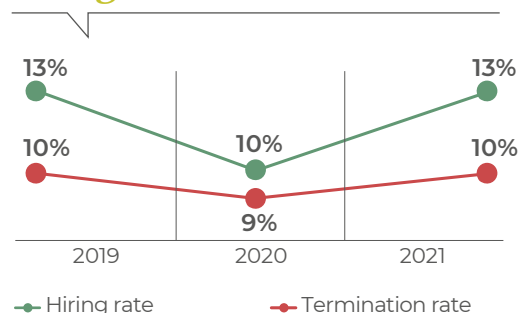
Mapei Kft., the Hungarian subsidiary of Mapei Group founded in 1991, is now a leader in the local market for construction chemicals, with over 200 employees and a turnover of more than €60 million. In December 2021, at a ceremony held in Budapest, it received the "Best Workplace 2020" Award from the Hungarian Association for Women's Professional Growth (MNKSZ). This initiative aims at promoting women's career opportunities beyond mere equal pay: the jury acknowledged Mapei Kft's commitment to guaranteeing each employee, regardless of gender, an inclusive work environment, training courses that foster professional growth, and interpersonal relationships based on ethics and understanding of individual needs.

was forced to put recruitment processes on standby for long periods. Against the new entries, there were **651 terminations** in 2021. Many of these were due to planned or facilitated retirement, thanks in part to the option of taking advantage of early retirements and consensual agreements in Europe and the “Quota 100” for retirement in Italy. In addition, 20% of these terminations (131) concerned sports professionals from U.S. Sassuolo Calcio.

At Italian level, 2021 was a record year for hiring (179² among the Parent Company and its subsidiaries, up sharply from 94 the previous year), which led to significant growth of the company. This **increase** is mainly due to the need to cope with intensified production activities compared to the previous year, and to provide specific technical and managerial figures to consolidate the various work teams.

Selected candidates who join the Italian subsidiaries are also guaranteed particular pay conditions: a full-time new hire in employment category D3, for example, receives a TEM³ about 8% higher than the TEM defined by the national collective bargaining agreement for that employment category.

Hiring and termination rates



² There were also 131 hires at U.S. Sassuolo Calcio, for a total of 211 new entries in 2021.

³ Minimum wage (Trattamento Economico Minimo).

SPAZIO APERTO SOCIAL COOPERATIVE



In 2021, the Parent Company's agreement with the social cooperative Spazio Aperto (“Open Space”) – Article 14 continued, thanks to which the Mediglia plant has assistance staff for the disabled. At the same time, additional agreements related to Article 11 were activated (for the Sassuolo and Vinavil – Milan sites) between the company and the Employment Agency to cover the compulsory quota through gradual integration of people with disabilities.

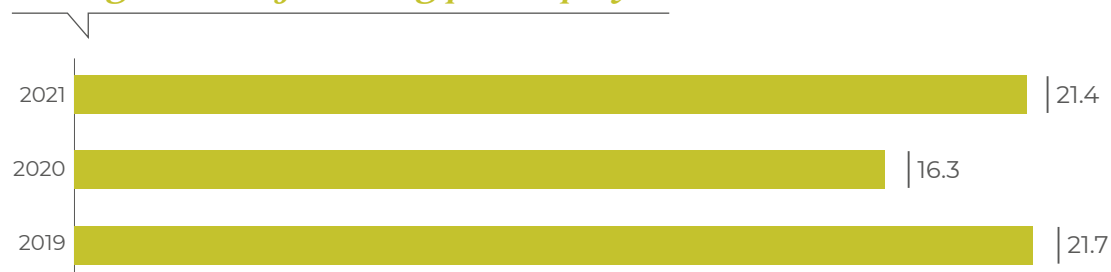
5.2 Continuous training for personal and professional growth

As with recruitment policies, training activities are also assigned a chapter of the procedure described above to provide common and shared guidelines on these issues. Mapei Group strongly believes in the importance of **training** and **professional development** for its employees, as demonstrated by the **142,061 hours** of training provided at Group level in 2021 for an average of about **21 hours per capita**. This is a clear increase from 2020 (104,794 total hours provided for an average of 16 per capita), when the limitations imposed by the spread of Covid-19 seriously slowed down training activities. To cope with this situation, at Italian level – in continuity with 2020 – all training was transferred to **web mode** via dedicated, easy-to-use platforms. The courses mainly provided in 2021 included **specialist and managerial training** (which accounted for 34% of the total hours and at Italian level saw ad hoc paths defined for targeted skills development), **health and safety** (22%), **technical** (15%) and **dissemination and application of the**

Code of Ethics (and the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/0139 and the Whistleblowing channels for Italian companies).

At Italian level, the Parent Company and its subsidiaries also continued to invest in training in 2021, making use as always of financing from interprofessional funds for **continuous training** (Fondimpresa and Fondirigenti), in particular for activities related to soft skills. 2021 also saw the launch in Italy of the new Oracle **management system**, which has made it possible to collect all training needs and manage all related activities in digital format. This system provides high-quality data extraction and management and has contributed greatly to improving the processes overseen by training managers, thanks in part to the possibility to track and monitor everything training-related through a quick and effective interface.

Average hours of training per employee



PERFORMANCE APPRAISAL

Continuing on from past years, all of the Group's Italian companies conducted performance appraisals on 100% of their employees, with the major innovation of a compensation module in the Oracle HCM software, developed to simplify the flow of information. Starting with testing at Polyglass and some departments of the Parent Company, this module will be extended to all Group companies over the next few months. Through this process, all personnel – regardless of their professional role – were evaluated by their manager via a report drawn up according to the guidelines from the central Human Resources – Italy department. The purpose of the process is twofold: on the one hand to assign variable bonuses for executives, managers and management employees, on the other hand to conduct a salary review for all employees compared to the previous year.

Besides the training it offers its own people, Mapei Group actively organises initiatives aimed at connecting with the world of young people. For example, through the "Next Generation Club" initiative, Mapei Austria GmbH – the Group's Austrian subsidiary – offers young Austrians a programme aimed at **apprenticeship training** for specialists in chemical products

for construction. They are offered dedicated sessions at the company itself and an apprenticeship in partner companies.

The advantages that the Club offers young members also include a final apprenticeship trip to Italy, specific insurance against accidents, discounts for leisure activities, work clothes and various gadgets. The initiative aims at making this type of training more attractive for young people, investing in the future and creating links with the professionals of tomorrow while actively tackling the shortage of skilled labour in the sector.



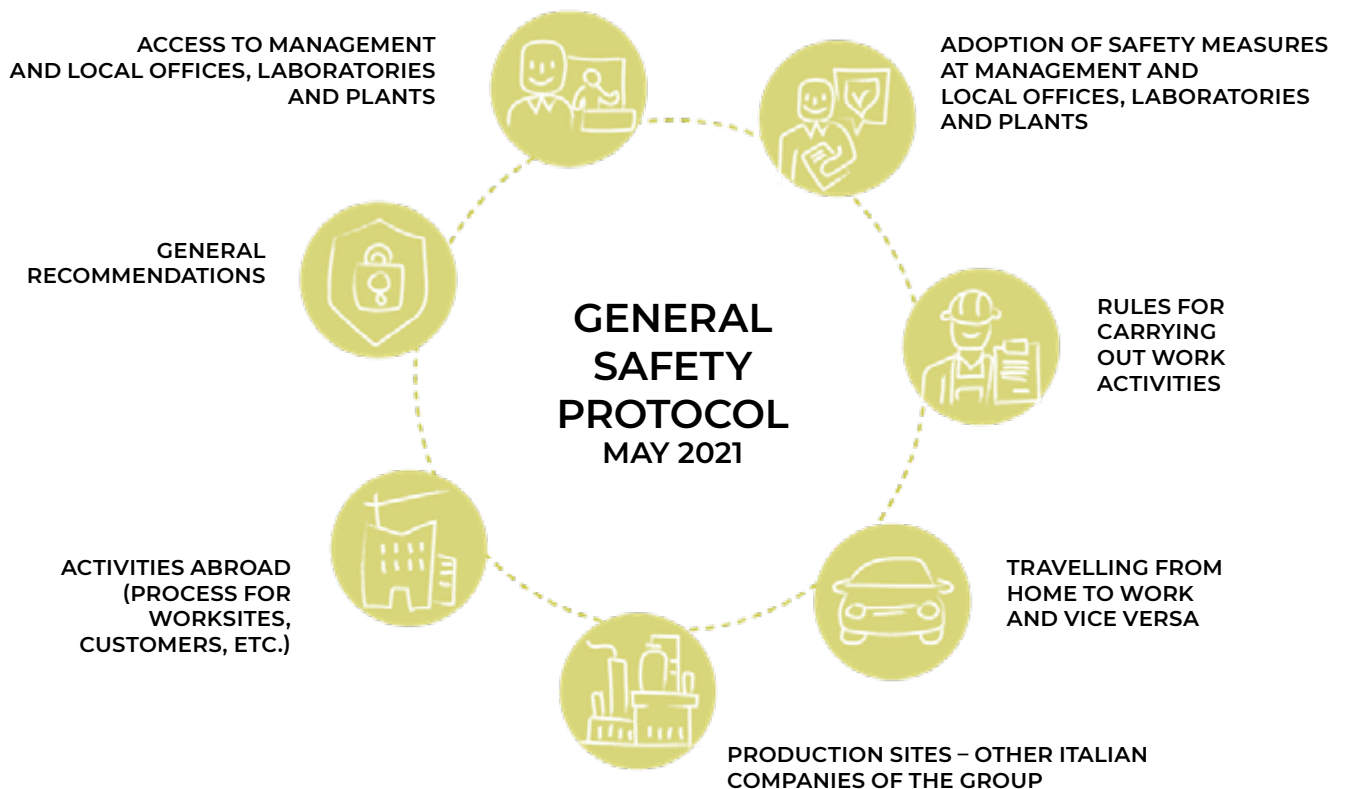
5.3 Employee health, safety and well-being: always a priority

Due to the health emergency that continued into 2021, the last two years presented great health and safety **challenges** for Mapei Group in terms of both HR management and workspace organisation.

At European level, there was frequent contact and coordination between the Corporate HSE function and local teams: by mutual agreement, it was decided not to issue a common procedure but to give individual subsidiaries the space and freedom to **adapt** to local contingencies and provisions, managing the evolving situation in real time. However, general guidelines were shared for individual subsidiaries' activities, e.g. the

possibility of remote work, with a great effort at Group level to make mobile phones and laptops available to all those without them. Agile work, adopted in the emergency phase, will be institutionalised in Italy by the Parent Company as a **structured** working method from 2022.

At Corporate level, **operational guidelines** were also formalised and issued for health and safety in daily activities. These are valid for all Italian and European subsidiaries and relate to issues such as risk assessment, correct use of PPE, behaviour in the emergency phase, safety of machinery and safety measures in confined spaces.



In addressing the complicated situation caused by the spread of Covid-19, the Group once again demonstrated how much it cares about the health and safety of all its people. In 2020, as a first response to a completely unforeseen situation, the Parent Company had already worked with the company doctors to draw up a **General Safety Protocol** at Italian level. This was then updated in 2021. In particular, on the basis of this protocol, access to work environments was regulated to minimise the presence of personnel where not strictly necessary and general rules were defined to contain the spread of the virus. Besides the implementation of agile work for all compatible activities, these rules include: distributing anti-contagion PPE (such as surgical and FFP2 masks), providing disinfectant gels in the workplace, sanitising work environments, reducing travel to the minimum necessary (granted only in exceptional cases and subject to the Company's approval), reducing in-person training courses (replaced with webinars and e-learning courses), replacing in-person meetings with meetings on digital platforms (Teams) and measuring temperatures upon entry with a thermal scanner. In addition, where required by local regulations, the entrances to all work sites were equipped with special devices that only admit workers presenting a certificate of recovery from Covid-19 or a complete vaccination cycle.

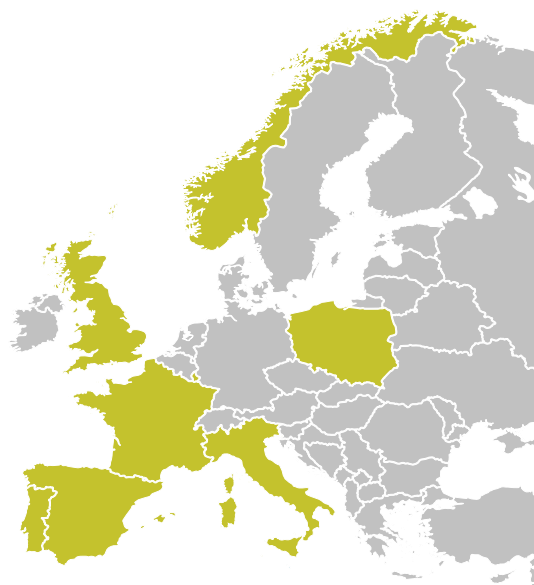
At global level, a **QHSE** (*Quality, Health and Safety, Environment*) **Policy** has been active since 2020, available both on the Intranet and on the company website. It formalises the key elements that Mapei recognises as the basis for its success: quality, attention to health and safety issues and environmental sustainability, together with innovation, competitiveness and social responsibility.

For each element, the Policy associates and describes a series of principles that the entire Group must respect: from satisfying customers' needs, through safeguarding employee health and safety, to protecting natural resources throughout the product life cycle.

Specifically for health and safety aspects, the Policy highlights the Group's commitment to protecting its employees and stakeholders in compliance with current legislation: constantly investing in resources, continuously improving processes and products, implementing the related Occupational Health and Safety Management System (**ISO 45001**), and disseminating a culture of safety to all subsidiaries. As for ISO 14001 certification, during 2021 the certification procedures for **Mapei Marine** (ISO 45001) and the Italian site of **San Cesario** (within Mapei S.p.A.'s ISO 14001/45001 certificate) were completed. The companies **Mapei Poland**, **Mapei Turkey** and **Polyglass** are also in the ISO 45001 certification phase.



The image below shows the Group's subsidiaries that currently have an ISO 45001 certified **Health and Safety Management System** on a continental level:



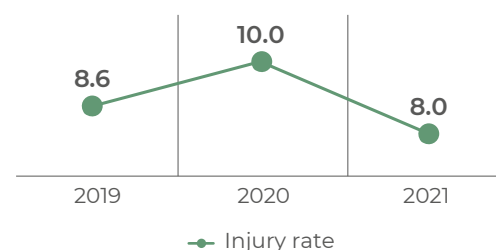
Mapei AS (Norway)
Mapei France
*Mapei Italy**
Mapei Spain SA (Amposta and Cabanillas)
Mapei UK
Lusomapei
Gorka

* The scope of certification includes the Parent Company (in the Milan offices on Viale Jenner, Via Valtellina and Via Cafiero, in the Robbiano di Mediglia, Latina and San Cesario plants and in the Sassuolo warehouse) and the subsidiaries Adesital, Cercol and Mapei Marine.

With the aim of increased monitoring of accidents, the Italian implementation of the **KRC** software (*Knowledge, Risk and Compliance Solution* – for managing events and audits) was completed in 2020 and is now fully operational. Although operational in the US since the end of 2021, this software has not yet been configured at European level, although it was previewed at some branches the same year. Also in 2021, the infor 7I software was implemented and launched: Mapei uses this tool to optimise the global management of instrument and machinery maintenance on each site, allowing periodic and extraordinary checks to be archived and recorded. The activity implemented also allows the tool to be used as a legislative timetable. Following these changes, the application will therefore represent the corporate tool for managing HSE activity deadlines for the entire Group.

At Group level, in 2021 there were **80 injuries** involving employees in the workplace⁴

Injury frequency rate



(compared to 94 in 2020 and 86 in 2019), two of which (broken leg and fall on shoulder) were classified as having high-consequences due to absence of more than 180 days⁵. The injury frequency rate⁶ was therefore 8.0 in 2021, down from 2020 (10.0).

As regards non-employee workers, during 2021 there were **19 injuries** in the workplace, none of which had high-consequences (there were 17 in 2020 and 2 in 2019, again without high-consequences).

No cases of occupational diseases were recorded in 2021, while there were 4 and 6 respectively in 2019 and 2020. Finally, throughout the three-year reporting period there were no deaths due to occupational diseases or injuries in the workplace.

Besides ensuring safe and healthy workplaces, Mapei Group has always paid particular attention to its employees' **well-being**, as demonstrated year after year through numerous initiatives. For all issues related to corporate welfare, the Corporate HR function, the HR Department and Italy Organisation constantly dialogue with the individual branches (European and Italian respectively) to discuss and accept proposals from the Group's various countries of operation while offering possible points of interest. Some foreign subsidiaries, for example, are currently rethinking the **reward** system. In addition to the variable part of the salary, this will provide the option to access further forms of welfare, like the flexible benefit platforms that Mapei introduced in Italy back in 2017.

Dedicated to all employees of the Group's Italian companies that adopt the Chemical national collective bargaining agreement and to Mapei S.p.A. executives, the platform provides access to the "flex plan", offering employees the opportunity to use a certain budget available to purchase numerous goods and services. Additional benefits granted by companies to their employees include supplementary health insurance, a flexible work schedule, leave for medical examinations (regardless of contractual extra leave) and various benefits for new parents.

Precisely in order to introduce new forms of corporate welfare and professional growth initiatives that respond effectively to employees' interests and needs, **internal climate analyses** are periodically shared in some Group countries. These represent a channel of communication and formal listening to its people, in addition to the daily discussion always welcomed by the HR functions of the entire Group.

Finally, to support colleagues who need hours off to care for minor children in need of continuous care, since 2018 the HR Department and Italy Organisation have introduced "**Solidarity Leave**" in the Italian subsidiaries. Employees authorised to use this service can draw from the "Ethical Hours Bank". This fund to cover hours (or days) of absence can be topped up both by the company, with hours of former holidays or extra leave unused at the end of the year, and by employees themselves, who can contribute a portion of their accrued leave. During the 2020 health emergency, the agreement was extended to allow people to donate their holidays to all colleagues who did not have any.

⁴ Injury 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.

⁵ "High-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.

⁶ Injury frequency rate: (Number of injuries at work/hours worked) x 1,000,000.



APPENDIX
KPI TABLES

2021

KPI Tables

Mapei and communities: an alliance that generates mutual value

Economic performance | GRI 201-1: *Direct economic value generated and distributed*

	UOM	2019	2020	2021
Economic value generated	€	1,807,181,433	1,793,862,359	2,166,604,846
Economic value distributed	€	1,653,658,229	1,574,273,392	1,938,976,868
Operating costs ¹	€	1,164,311,805	1,078,406,821	1,385,529,741
Employee salaries and benefits	€	432,598,158	429,756,735	475,987,772
Payments to capital providers	€	9,319,563	14,776,446	18,681,308
Payments to the Public Administration	€	36,362,761	42,760,314	50,353,408
Investments in the community	€	11,065,940	8,573,076	8,424,640
Economic value retained	€	153,523,205	219,588,967	227,627,978

Focus on the environment throughout the value chain

Procurement practices | GRI 204-1: *Proportion of spending on local suppliers*²

	2019	2020	2021
Percentage of procurement budget spent on local suppliers	67%	69%	62%

¹ Note that this value includes a portion allocated by other Mapei Group companies to U.S. Sassuolo Calcio S.r.l. to conduct its activities.

² Local suppliers means suppliers located in the same geographical area as the relevant subsidiaries (Italy, Western Europe and Eastern Europe).



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

CONSUMPTION OF FUEL FROM NON-RENEWABLE SOURCES	UOM	2019	2020	2021
Natural gas	m ³	31,940,923	31,823,382	36,757,157
Diesel ³	l	4,187,743	3,231,359	3,788,961
Petrol	l	422,796	370,804	472,287
LPG	t	50	58	59
Heating oil	t	192	200	214
Compressed natural gas (CNG)	kg	711	326	523
Propane	l	10,584	10,538	11,106

INDIRECT ENERGY CONSUMPTION	UOM	2019	2020	2021
Consumption of electricity purchased	kWh	101,206,328	96,555,607	106,992,670
<i>of which purchased with certificates of guarantee of origin (GO)</i>	kWh	1,556,971	1,394,152	1,477,373
Thermal energy (steam) purchased	kWh	24,558,108	25,159,599	24,528,613

ENERGY PRODUCED	UOM	2019	2020	2021
Electricity from renewable sources produced and consumed (photovoltaic)	kWh	1,944,747	1,914,386	1,901,858
Electricity from renewable sources produced and sold (photovoltaic)	kWh	-	-	8,947
Thermal energy produced from renewable sources (geothermal)	kWh	-	720,345	557,411

³The years 2020 and 2021 respectively include 35 and 3,540 litres used for electricity generation.

ENERGY CONSUMED	UOM	2019	2020	2021
Natural gas	GJ	1,143,281	1,138,056	1,317,373
Diesel	GJ	150,703	116,275	136,911
Petrol	GJ	13,890	12,170	15,643
LPG	GJ	2,274	2,665	2,708
Heating oil	GJ	8,417	8,796	9,394
Compressed natural gas (CNG)	GJ	32	15	24
Propane	GJ	253	252	265
Electricity purchased	GJ	364,343	347,600	385,174
Electricity self-produced from renewable sources (photovoltaic)	GJ	7,001	6,892	6,847
Thermal energy (steam) purchased	GJ	88,409	90,575	88,303
Thermal energy produced from renewable sources (geothermal)	GJ	-	2,593	2,007
Total energy consumed	GJ	1,778,603	1,725,888	1,964,648

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

SOURCE	UOM	2019	2020	2021
Natural gas	tCO _{2e}	64,857	64,368	74,299
Diesel	tCO _{2e}	11,252	8,685	10,251
Petrol	tCO _{2e}	979	858	1,105
LPG	tCO _{2e}	145	170	173
Heating oil	tCO _{2e}	617	646	678
Compressed natural gas (CNG)	tCO _{2e}	2	1	1
Propane	tCO _{2e}	16	16	17
Refrigerant gas leaks	tCO _{2e}	550	710	864
Total Scope 1 emissions	tCO_{2e}	78,419	75,455	87,389



APPENDIX - KPI TABLES

Emissions | GRI 305-2: Energy indirect (Scope 2) GHG emissions

SOURCE	UOM	2019	2020	2021
Electricity purchased, Location-Based Method	tCO ₂	35,636	33,922	38,584
Electricity purchased, Market-Based Method	tCO _{2e}	48,812	45,697	51,676
Thermal energy (steam) purchased	tCO _{2e}	4,324	4,343	4,188
Total Scope 2 emissions, Location-Based Method	tCO_{2e}	39,960	38,265	42,771
Total Scope 2 emissions, Market-Based Method	tCO_{2e}	53,135	50,040	55,863

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

	UOM	2019	2020	2021
Waste diverted from disposal	t	16,795	14,442	17,149
Waste directed to disposal	t	18,148	15,399	17,728
Total waste produced	t	34,943	29,841	34,877

Supplier environmental assessment | GRI 308-1: New suppliers that were screened using environmental criteria

	2019	2020	2021
Percentage of new suppliers screened using environmental criteria	16.0%	26.8%	19.8%

The centrality of people in the great Mapei family

General disclosure | GRI 102-8: Information on employees and other workers

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER				
TYPE OF EMPLOYMENT CONTRACT	GENDER	2019	2020	2021
Permanent	Female	1,283	1,315	1,355
	Male	4,660	4,736	4,860
	Total	5,943	6,051	6,215
Fixed-term	Female	95	79	88
	Male	352	310	348
	Total	447	389	436
Total		6,390	6,440	6,651

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GEOGRAPHICAL AREA				
TYPE OF EMPLOYMENT CONTRACT	GEOGRAPHICAL AREA	2019	2020	2021
Permanent	Italy	2,253	2,295	2,320
	Western Europe	2,139	2,165	2,248
	Eastern Europe	1,551	1,591	1,647
	Total	5,943	6,051	6,215
Fixed-term	Italy	232	199	224
	Western Europe	82	76	67
	Eastern Europe	133	114	145
	Total	447	389	436
Total		6,390	6,440	6,651



APPENDIX - KPI TABLES

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER				
TYPE OF EMPLOYMENT	GENDER	2019	2020	2021
Full-time	Female	1,218	1,230	1,277
	Male	4,912	4,950	5,101
	Total	6,130	6,180	6,378
Part-time	Female	160	164	166
	Male	100	96	107
	Total	260	260	273
Total		6,390	6,440	6,651

General disclosure | GRI 102-41: *Collective bargaining agreements*

	2019	2020	2021
Percentage of employees covered by collective bargaining agreements	51%	51%	50%

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

TOTAL NUMBER AND RATE OF NEW HIRES BY AGE GROUP AND GENDER							
GENDER	AGE	2019		2020		2021	
		N.	%	N.	%	N.	%
Female	< 30	69	8	43	7	63	7
	Between 30 and 50	117	14	92	15	110	13
	> 50	20	2	9	1	19	2
	Total	206	24	144	23	192	22
Male	< 30	237	28	158	26	229	27
	Between 30 and 50	347	41	261	43	372	43
	> 50	62	7	50	8	69	8
	Total	646	76	469	77	670	78
Total hires		852	100	613	100	862	100

TOTAL NUMBER AND RATE OF NEW HIRES BY GEOGRAPHICAL AREA						
GEOGRAPHICAL AREA	2019		2020		2021	
	N.	%	N.	%	N.	%
Italy	291	34	212	35	310	36
Western Europe	332	39	215	35	290	34
Eastern Europe	229	27	186	30	262	30
Total hires	852	100	613	100	862	100



APPENDIX - KPI TABLES

TOTAL NUMBER AND RATE OF NEW HIRES BY AGE GROUP AND GENDER

GENDER	AGE	2019		2020		2021	
		N.	%	N.	%	N.	%
Female	< 30	40	6	24	4	33	5
	Between 30 and 50	87	14	76	14	67	10
	> 50	22	3	24	4	42	7
	Total	149	23	124	22	142	22
Male	< 30	136	21	107	19	134	20
	Between 30 and 50	250	39	208	37	234	36
	> 50	113	17	124	22	141	22
	Total	499	77	439	78	509	78
Total terminations		648	100	563	100	651	100

TOTAL NUMBER AND RATE OF NEW HIRES BY GEOGRAPHICAL AREA

GEOGRAPHICAL AREA	2019		2020		2021	
	N.	%	N.	%	N.	%
Italy	201	31	203	36	260	40
Western Europe	284	44	195	35	216	33
Eastern Europe	163	25	165	29	175	27
Total terminations	648	100	563	100	651	100

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

EMPLOYEES	UOM	2019	2020	2021
Hours worked	Hours/000	9,960	9,413	9,949
Total number of work-related injuries	n.	86	94	80
<i>of which with high-consequence (absence from work for more than 6 months or that caused permanent irreversible damage to the injured person), excluding fatalities</i>	n.	3	1	2
<i>of which fatalities</i>	n.	0	0	0
Commuting injuries (in cases where the transport was organised by the Group itself)	n.	12	8	10
Rate of recordable work-related injuries	-	8.6	10.0	8.0
Rate of work-related injuries with high-consequence	-	0.3	0.1	0.2
Rate of fatality	-	0	0	0

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

HOURS OF TRAINING BY EMPLOYMENT CATEGORY	UOM	2019	2020	2021
Average hours of training provided to executives	Hours	31.5	20.1	26.4
Average hours of training provided to managers	Hours	33.4	26.2	34.1
Average hours of training provided to white-collars	Hours	23.8	17.8	25.6
Average hours of training provided to blue-collars	Hours	15.1	11.4	11.9
Average hours of training provided to sports professionals	Hours	0.7	0.7	0.7
Average hours of training provided to employees	Hours	21.7	16.3	21.4

AVERAGE HOURS OF TRAINING BY GENDER	UOM	2019	2020	2021
Average hours of training provided to women	Hours	25.6	20.3	28.7
Average hours of training provided to men	Hours	20.6	15.2	19.3
Average hours of training provided to employees	Hours	21.7	16.3	21.4

Diversity and equal opportunity | GRI 405-1: Diversity of governance bodies⁴ and employees

PROFESSIONAL CATEGORY AND GENDER	2019	2020	2021
	%	%	%
Executives	3.4	3.3	3.3
Female	10.0	10.7	11.8
Male	90.0	89.3	88.2
Managers	11.5	11.7	11.9
Female	22.2	22.8	22.5
Male	77.8	77.2	77.5
White-collar	48.7	48	48.1
Female	35.2	35.6	35.6
Male	64.8	64.4	64.4
Blue-collar	34.3	34.9	34.7
Female	4.2	4.1	4.1
Male	95.8	95.9	95.9
Sports professionals	2.1	2.1	2.0
Female	5.9	5.1	5.3
Male	94.1	94.9	94.7

⁴ For the diversity of governance bodies (Board of Directors), please refer to Chapter 1.2 – Governance, ethics and transparency.

PROFESSIONAL CATEGORY AND GENDER	2019	2020	2021
	%	%	%
Executives	3.4	3.3	3.3
< 30 years	0.0	0.0	0.0
30 – 50 years	46.1	43.5	39.4
> 50 years	53.9	56.5	60.6
Managers	11.5	11.7	11.9
< 30 years	0.7	0.9	0.6
30 – 50 years	66.7	64.8	61.3
> 50 years	32.6	34.3	38.1
White-collars	48.7	48	48.1
< 30 years	11.5	10.4	10.0
30 – 50 years	69.0	68.6	67.9
> 50 years	19.5	21.0	22.1
Blue-collars	34.3	34.9	34.7
< 30 years	16.0	15.0	14.2
30 – 50 years	61.4	59.6	60.9
> 50 years	22.6	25.4	24.9
Sports professionals	2.1	2.1	2.0
< 30 years	39.7	39.4	36.9
30 – 50 years	45.6	47.5	52.6
> 50 years	14.7	13.1	10.5

Supplier social assessment | GRI 414-1: New suppliers that were screened using social criteria

	2019	2020	2021
Percentage of new suppliers screened using social criteria	10.9%	28.9%	21.3%



METHODOLOGICAL NOTE
AND CONTENT INDEX

2021

Methodological note

This **Sustainability Report** is Mapei's sixth edition and relates to the **2021 financial year** (from 1 January to 31 December). Its reporting scope extends to the parent company **Mapei S.p.A.** and all Italian and European subsidiaries, unless otherwise indicated¹. For the complete list of companies included in the scope, please refer to paragraph 1.1 *Mapei's identity*.

The document also contains, where available, performance data for the three-year period 2019 – 2021 to provide a comparison with previous years.

In continuity with the previous edition, Mapei adopted the **GRI Sustainability Reporting Standards** to prepare the Sustainability Report, according to the **In accordance – Core option**.

Mapei S.p.A. has its **registered office** in Milan at Via Cafiero 22; the site details for Companies included in the scope of this Sustainability Report are given in the introductory chapter.

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

At the date of publication of this Report, there are no known significant events that occurred in 2022 relevant for the purposes of the sustainability disclosure.

¹Note that the 2020 Sustainability Report had as its reporting scope the parent company Mapei S.p.A. and all Italian subsidiaries with the exception of U.S. Sassuolo Calcio S.r.l. and Mapei Stadium S.r.l.

Material topics

In accordance with the GRI Standards, the contents of the Report derive from the updated materiality analysis, as described in the introductory chapter.

The table below lists the material topics for Mapei and its stakeholders, the

corresponding GRI aspects (GRI Topics) and the related scope in terms of impact, and any limitations to reporting due to the unavailability of data on the external scope. For the coming years, Mapei is committed to gradually extending the reporting scope of material aspects.



METHODOLOGICAL NOTE AND CONTENT INDEX

MATERIAL TOPICS FOR MAPEI	GRI ASPECTS	SCOPE OF THE ASPECT		REPORTING LIMITATIONS ON SCOPE	
		Internal	External	Internal	External
Product quality & safety and customer focus	Consumer health and safety; Marketing and labelling	Mapei Europe	-	-	-
Innovation and Research & Development	-	Mapei Europe	-	-	-
Product sustainability and circular economy from an LCA perspective	Materials	Mapei Europe	-	-	-
	Waste	Mapei Europe	-	-	-
Occupational health and safety	Occupational health and safety	Mapei Europe	suppliers	-	reporting partially extended to suppliers (temporary agency workers, interns and fixed outside contractors)
Business integrity and transparency in communication	Anti-corruption; Environmental compliance; Socioeconomic compliance	Mapei Europe	-	-	-
Energy efficiency and combating climate change	Energy; Emissions	Mapei Europe	suppliers	-	reporting not extended to suppliers
Buildings sustainability and certifications	-	Mapei Europe	customers	-	-
Focus on employees and their professional development	Employment; Training and education	Mapei Europe	-	-	-
Equal opportunities and gender diversity	Diversity and equal opportunities	Mapei Europe	-	-	-
Economic growth and international expansion	Economic performance	Mapei Europe	-	-	-
Relationships with communities (including sponsorships)	Local communities	Mapei Europe	-	-	-
Responsible supply chain management	Supplier environmental assessment; Supplier social assessment; Procurement practices	Mapei Europe	-	-	-
Emissions into the atmosphere	Environmental compliance	Mapei Europe	-	-	-

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

The principles used to define the contents and ensure the quality of this Report are the Reporting Principles defined by the Standard GRI 101: Foundation (completeness, sustainability context, inclusiveness and

materiality to define the contents of the report and accuracy, reliability, clarity, comparability, balance and timeliness to ensure quality).

The reporting process and calculation methodologies

The contents of this Sustainability Report have been defined by the working group, based on the materiality analysis. Qualitative and quantitative data of a social, environmental and economic-financial nature was collected annually through special data collection forms and interviews with the active involvement of the Parent Company's functions (in some cases having a corporate role).

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

- Conservative estimation approaches were used for environmental data, where not available, which led to selecting the hypotheses associated with the least positive environmental performance for the Group.
- Greenhouse gas emissions are reported according to the guidelines defined by the main internationally recognised standards. In particular, reference is made to the GHG Protocol Corporate Accounting and Reporting Standard developed by the

World Resources Institute (WRI) and the World Business Council on Sustainable Development (WBCSD). The calculation used the following formula: activity data (cubic metres of methane, litres of diesel, litres of petrol, tonnes of LPG, tonnes of fuel oil, kilograms of compressed natural gas (CNG), litres of propane, kWh of electricity purchased, kWh of steam purchased) multiplied by the respective emission factor. The refrigerant gas losses (kg) multiplied by the respective GWP (*Global Warming Potential*) were also considered.

- The emission factors and GWPs used to calculate GHG emissions are as follows:
- Scope 1 emissions: both the aforementioned fuel emission factors and the specific GWPs of each refrigerant gas are taken from the Defra (*Department for Environment, Food and Rural Affairs*) database, which is updated annually.
- Scope 2 emissions: to calculate emissions related to thermal energy purchased (steam), the emission factors taken from the Defra database were applied. For electricity purchased from the national



electricity grid, emissions were calculated according to two methods:

- Location-based approach, using the emission factors taken from Terna's international comparisons on Enerdata data for each country where the Group operates. These emission factors, updated periodically, were used in their most recent version (2019) to calculate indirect emissions in the three-year period 2019-2021;
- Market-based approach, using the factors reported in the "European Residual Mixes" document published by the Association of Issuing Bodies (AIB). In particular, AIB 2020 was used to calculate 2021 and 2020 emissions, while AIB 2019 was used for 2019 emissions. For countries for which a specific residual mix factor is not available, the location-based emission factor taken from Terna's international comparisons on Enerdata data was used conservatively.
- To calculate GHG emissions and energy consumption, the conversion factors used are obtained from the Defra database, which is updated annually.
- When processing quantitative data on water discharges, note that civil wastewater discharges and rainwater were not taken into account.

Note that the amount of waste reported on pages 65 and 86 and the data referring to water withdrawals and discharges reported on page 66 do not include the warehouses of Mapei Ab, Mapei Croatia Doo, Mapei Nederland Bv, Mapei Oy, Mapei Ukraina Llc, Resconsult As, Sopro Hungaria Kft, Mapei Bulgaria Eood and Sopro Polska Spzoo and the offices of Mapei Ab, Mapei Oy, Mapei Ukraina Llc, Resconsult As, Sopro Nederland Bv, AO Mapei and Mapei Bulgaria Eood. To these are added the office and warehouse of Mapei Denmark As for waste and the warehouse of Mapei Doo for water withdrawals and discharges.

Finally, note that the number of hours worked and the number of injuries reported on pages 80 and 91 do not include the following subsidiaries: Mapei Ab, Mapei Croatia Doo, Mapei Nederland Bv, Mapei Oy, Mapei Ukraina Llc, Resconsult As, Sopro Hungaria Kft and Sopro Nederland Bv. The following sites are also excluded: the Moscow office for AO Mapei, the Sofia office and the Sofia and Varna warehouses for Mapei Bulgaria Eood and the Parzniew and Poznan warehouses for Sopro Polska Spzoo.

For information and further insight on this document, please contact: Mapei S.p.A.
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GRI Content index

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GRI 205: Anti-Corruption 2016	205-3 Confirmed incidents of corruption and actions taken	In the three-year reference period (2019 – 2021) there were no known cases of corruption in any of the companies within the scope of this Sustainability Report	



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Prepared by

Mapei S.p.A., Communication and Image Department

The following company functions collaborated in creating this report:

- Administration, Finance and Control;
- Central Production;
- Central Purchasing;
- Central Warehouse & Inventory;
- Corporate Environmental Sustainability;
- Corporate Finance & Controlling;
- Corporate Internal Audit;
- Corporate Operations;
- Corporate Product Safety;
- Corporate Quality Management;
- Corporate R&D;
- Plant managers;
- HR Department and Italy Organisation;
- Corporate HR and Organisation;
- Corporate Operational Marketing;
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