

Cassina



THE CASSINA
PERSPECTIVE
ON SUSTAINABILITY

2022
SUSTAINABILITY
REPORT



THE CASSINA PERSPECTIVE ON SUSTAINABILITY

In an ever-changing world, the concept of sustainability extends its boundaries to conquer new directions, principles, people and horizons.

Our contribution
to bring a new
perspective
to the future

Thanks to its unique perspective, Cassina has established itself over time as an Italian company that represents design excellence throughout the world.

Today, that perspective also expands to the realm of sustainability. A circular vision capable of combining history and avant-garde, authenticity and innovation, passion and technology: to respect, protect, create and promote design, the environment and people.

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HIGHLIGHTS

PRODUCT

CircularTool

The measurement of the circularity rate and disassembly index of new products

Cassina Pro

The collection designed for the workplace and hospitality sector, certified according to the most important international standards for quality and safety

PEOPLE, CLIENTS AND COMMUNITY

49%

Female presence

+2,470 hours

Training delivered through in-person, e-learning and on-the-job programmes

ENVIRONMENT

2.54 thousand MWh

(-3% vs. 2021)

Electricity consumption

1,485 tCO₂

(-2% vs. 2021)

GHG emissions from energy consumption (Scope 1 and Scope 2 Location-based)



AS PIONEERS OF DESIGN, OUR PERSPECTIVE FOR A SUSTAINABLE FUTURE

A letter to our Stakeholders

Cassina started 2022 with important recognition, on the one hand for its longstanding heritage and historic relevance and, on the other, its continuous commitment to research and innovation.

At the beginning of the year, we became part of the “**Special Register of Historical Trademarks of National Interest**”, established by the Italian Ministry of Economic Development to safeguard and enhance the value of manufacturing companies of excellence. Not long after, we were also selected for the “**100 Italian Circular Economy Stories**” report, produced by the Symbola Foundation and Enel in collaboration with the Sant’Anna Institute of Pisa, which includes the hundred most significant and virtuous examples of circular economy in Italy. This marks a great achievement for Cassina who, for several years now, has been engaged in researching and developing projects that address sustainability with a more conscious approach to design, implementing circular materials and dedicating greater attention to manufacturing processes, while always guaranteeing quality, durability and excellence.

This harmonic balance between tradition and innovation, past and future, has always distinguished Cassina’s activities.

This year, for example, we launched “Patronage”, a project very dear to me that has the aim of nurturing young, international talents, supporting culture and developing creative ideas. Thanks to Cassina’s cultural patronage, the Dutch designer **Linde Freya Tangelder** was able to produce limited-edition pieces for her first solo exhibition while, in parallel, working with us to develop serial pieces for our 2022 Collection. At the same time, we announced

a new collaboration with the internationally acclaimed architect **Antonio Citterio** whose sofa system “Esosoft” was launched at a very positive June edition of **Milan Design Week**, contributing to the most successful year for Cassina to date.

Success that was characterised by the colour orange to launch “Modular Imagination”, designed by the late visionary of contemporary culture **Virgil Abloh**, with a campaign that was not only featured in the dome of the Cassina Store Milan, but that also invaded the streets of the city with the distinctive ‘**Cassina-Abloh’ logo**. This project particularly highlights **Cassina’s cross-cultural approach to design through special collaborations in different industries to reach a wider and younger audience.**

In this second sustainability report for Cassina, we would like to underline the importance of these initiatives while focusing on the actions employed to **reduce our impact on the environment, enforce our governance policies and support our employees, our most important asset**, so that they can best carry out their roles with respect and integrity.

Luca Fuso
Cassina Chief Executive Officer



“For several years, Cassina has been engaged in researching and developing projects that address sustainability with a more conscious approach to design, implementing circular materials and dedicating greater attention to manufacturing processes, while always guaranteeing quality, durability and excellence.”

THE CASSINA PERSPECTIVE ON SUSTAINABILITY

About us

Cassina's unwavering commitment to research and innovation, combined with technological skill and craftsmanship, positions it as a pioneering company, capable of engaging with esteemed architects and designers to envision new forms and projects.

Excellence, avant-garde, authenticity, together with the enhancement and promotion of design culture: these are among the core elements that constitute a legacy that dates back to 1927, when Cesare and Umberto Cassina founded the family business in Meda.

In the 1950s, Cassina pioneered industrial design in Italy, introducing a completely new approach that marked the transition from handcraftsmanship to serial production. Thanks to its strong commitment to research and innovation, **the company blends cutting-edge technological expertise with a heritage of fine craftsmanship.** This philosophy has resulted in numerous awards, including the prestigious Compasso d'Oro, as well as a multitude of international awards. These accolades, demonstrate the widespread appreciation for the brand and its products, transcending geographical boundaries.

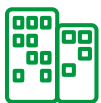
Cassina is a symbol of Italian excellence recognized worldwide. Each object is meticulously designed and crafted to ensure its lasting durability, with rigorous quality control in place at every phase of production, all aimed so at preserving its distinctiveness.

Throughout its history, Cassina has collaborated with prominent figures in the world of design, curating a collection that includes iconic pieces by renowned 20th-century masters as well as innovative products by acclaimed authors, such as, **Michael Anastassiades, Mario Bellini, Ronan & Erwan Bouroullec, Antonio Citterio, Rodolfo Dordoni, Piero Lissoni, Vico Magistretti, Gaetano Pesce, Gio Ponti, Tobia Scarpa, Philippe Starck and Patricia Urquiola**, Cassina's Art Director.



Discover our Manifesto
by scanning the QR code

The company positions itself in the market through two divisions that operate in close collaboration with each other:



Residential

Committed to providing residential solutions, it offers a comprehensive catalogue of furniture suitable for every space in the home.



Custom Interiors

Creates customized solutions for contract projects.

INNOVATION AND RESEARCH, RESPECTING THE TRADITION OF ITALIAN CRAFTSMANSHIP, GUIDE OUR PERSPECTIVE FOR A MORE SUSTAINABLE PLANET

The Cassina Perspective 2022

Cassina's vision is expressed through "The Cassina Perspective", a conscious and futuristic concept.

This philosophy combines the icons of the Modern Movement with the result of the latest creativity to give life to authentic, eclectic, and welcoming atmospheres for all areas of the home, from the living, dining and sleeping areas to outdoor spaces, dialoguing according to a unique design code based on excellence.

In 2022, the collection was enriched with new proposals by **Michael Anastassiades, Rodolfo Dordoni, Mikal Harrsen, Patrick Jouin, Gio Ponti and Patricia Urquiola**, and saw the debut of Dutch designer **Linde Freya Tangelder**, protagonist of the Patronage initiative: the first stage of a project inaugurated to cultivate young international talent, support culture, and develop creative ideas.

A highlight of the new additions includes Cassina Details, a collection of accessories and complementary pieces that combines brand-new products with existing ones, showcasing Cassina's eclecticism and versatility in completing home atmospheres. The accessory, in fact, becomes a fundamental aspect in the furnishing and conception of space, an object that has a life of its own but takes on new meanings in the uniqueness of the environment in which it is placed. The new pieces in the Details collection are by renowned artists and architects, including the creative duo **Formafantasma, Bodil Kjær, Charlotte Perriand, and Gaetano Pesce**, and also developed through collaborations with Italian excellences, such as **Ginori 1735** and **cc-tapis**.

Thanks to its distinct attitude marked by research and innovation, in 2022 Cassina also presented a new collaboration with the architect **Antonio Citterio**, with whom it created *Esosoft*. Characterized by an elegant and timeless design, this sofa system marks the beginning of an important partnership to develop and produce products for the company.

Milan Design Week 2022 was the stage for the launch of *Modular Imagination*, an exceptional project by **Virgil Abloh** that combines fashion and design, highlighting his interdisciplinary approach. A creative genius, Abloh worked closely with the company to explore the implications of modularity, shaping two elements that can be combined to **create, adapt and rebuild space** based on one's needs.

The contamination with other sectors, such as fashion, also continued with the limited edition of the *Soriana* armchair, designed by **Afra and Tobia Scarpa**, which is also presented with circular materials and upholstered with premium Japanese denim, resulting in a natural fusion of two similar style symbols that are both on-trend and unmistakably recognizable.

Cassina has also renewed its commitment to adopting an even more conscious approach towards the environment and people through the ongoing research of Cassina LAB, a constantly-expanding approach, born from the collaboration with the POLI. design at the Milan Polytechnic. The 2022 Collection's product development process prioritized the careful selection and identification of circular materials, including the use of recycled PET for sofa padding. Additionally, a key focus was placed on designing products that could be easily disassembled, making it simpler to recover and recycle materials at the end of their life cycle. Within this context, Cassina has strengthened its collaboration with the company Matrec to implement the "CircularTool" which allows the circularity rate and disassembly index of products to be concretely measured, enabling the identification of actions aimed at optimizing design and production to steer the company towards greater sustainability.

Our mission and values

Cassina defines its principles in its mission and leverages on its values to guide its future to ensure the excellence for which it is renowned worldwide.

Our mission



Respect, protect, create, and promote design by understanding each client's needs through its commitment to absolute quality and uncompromising service.

Our values



Experimentation Research and Innovation

Courage to experiment

feeding creativity to drive progress and increase quality, always maintaining our position as a first mover with a pioneering approach to design, from the conception of the initial idea to the research, development and promotion of each product, in collaboration with the most advanced thinkers.

Clear sightedness in bringing original and innovative ideas

to life, widening our horizons to create brilliant synergies and unforgettable partnerships.

Promotion of well-being and sustainability

thanks to the conscious approach of Cassina LAB in researching innovative materials, advanced solutions and alternative production processes, without sacrificing performance, durability or comfort.

Inclination and long tradition for custom interiors

that began in the '50s with a series of commissions for cruise liner interiors, to expand and encompass important turnkey projects and furniture supplies for the hospitality, retail and executive office sectors.



Authenticity and Tradition

Respect of accuracy and authenticity in the reissue

of great international icons, always involving the highest expertise to faithfully safeguard the author's original intent.

Painstaking research to implement the highest quality

authentic materials adapt for each single project.

Constant focus on excellence

thanks to the work of generations of skilled artisans who continue to pass down the passion for crafting the finest furniture, a tradition deeply rooted in the Brianza area of northern Italy.

Continuity between past and present

the ability to evolve, to relate to the present and foresee the future of design by consulting and updating our profound history while safeguarding our DNA.



Cassina, part of Haworth Inc., shares and complies with the Group's values:

1. We listen to our Customers
2. We rely on our Members
3. We honor Integrity
4. We embrace Continuous Learning
5. We lead with Design
6. We create Value
7. We work to make the World better



Craftsmanship Expertise and Industrial Know-How

Meticulous handcraftsmanship combined with cutting edge technological skill

in the production of upholstered and wooden products that are made to last.

Complex solutions that combine technical excellence

on the inside and timeless elegance on the outside.

Perfection brought to life by the most expert hands

each piece is assembled with maximum care to create refined and durable pieces.

Absence of screws and nails in the carpentry workshop

where, since its foundation, Cassina has cut, carved and shaped wood to create new designs that combine aesthetics and function. Here, high-quality carpentry, exceptional joinery and state of the art technology come together to propose intelligent solutions for the most complex designs.

Research

and implementation of the most avant-garde machinery.



Cultural Influence

Generation of a contemporary design aesthetic

nourished by innovative expression, cross fertilization, exceptional collaborations and cultural connections.

Production of the milestones of contemporary design

exhibited in the most important museums worldwide.

Contribution to the diffusion of the works of the designers

and architects of the Cassina collections by promoting cultural initiatives and exhibitions worldwide.

Interpretation of and reflection on social change

through ongoing research and experimentation to create a harmonious relationship between people and the spaces they inhabit, always looking towards future living scenarios.

Foundation of a legacy

each Cassina product acquires value and is proudly passed from generation to generation.

Our history

FOUNDATION



1927

The company "Amedeo Cassina" was founded in the province of Monza and Brianza in 1927, on the initiative of the brothers Cesare and Umberto Cassina.

LE CORBUSIER, PIERRE JEANNERET AND CHARLOTTE PERRIAND - THE DESIGN



1928

Le Corbusier, Pierre Jeanneret and Charlotte Perriand design a furniture collection with a metal structure, which was presented in 1929 at the Salon d'Automne in Paris.

CASSINA CUSTOM INTERIORS SEGMENT



1952

The Cassina Custom Interiors segment was born in the 50s to furnish the great transatlantic liners and has developed over time to create interiors for public spaces such as hotels, restaurants, museums and fashion boutiques.

FIRST COMPASSO D'ORO



1954

Cassina wins its first Compasso d'Oro with the 683 chair by Carlo de Carli.

COMPASSO D'ORO AWARD



1979

Cassina wins its third Compasso d'Oro with the Maralunga model by Vico Magistretti, an object with a profound impact on the international market. It was revolutionary thanks to the insertion of a simple bicycle chain allowing the backrest to be moved in different positions.

LAUNCH OF THE CASSINA CUSTOM INTERIORS DIVISION



1980

The creation of the Cassina Custom Interiors division was formalized with the beginning of the design of tailor-made furniture for the hospitality sector.

COMPASSO D'ORO AWARD



1991

Cassina wins the Compasso d'Oro for the innovative role and the international opening of its production, and for contributing to the overall enhancement of the project culture.

POLTRONA FRAU GROUP



2005

Cassina becomes part of the Poltrona Frau Group.

90TH ANNIVERSARY, "THIS WILL BE THE PLACE" BOOK AND EXHIBITION



2017

Cassina celebrates its 90th anniversary by reviewing icons from its catalogue and proposing visions on the future of living in an exhibition at the Giangiacomo Feltrinelli Foundation and through the book "This Will Be The Place".

THE CASSINA PERSPECTIVE



2019

"The Cassina Perspective" concept is introduced, organizing the company's collection according to a new perspective that combines Modern icons with the most innovative products, to create welcoming atmospheres.

CASSINA LAB



2020

The company presents Cassina LAB, born from the collaboration with the POLI.Design at the Milan Polytechnic, to rethink the future of design. This approach highlights Cassina's commitment to reduce its environmental impact thanks to, for example, the identification of circular materials employed in the production of products and the development of projects that can offer functionality in support of well-being.

LE CORBUSIER, PIERRE JEANNERET
AND CHARLOTTE PERRIAND -
THE ACQUISITION

1964

Cassina acquires the rights to the first 4 models designed by Le Corbusier, Pierre Jeanneret e Charlotte Perriand, and begins production in 1965.

NEW PRODUCTION
TECHNIQUES FOR
UPHOLSTERED FURNITURE

1966

With the foundation of the company C&B, Cassina reinvents the production of upholstered furniture with new production processes using injected expanded polyurethane.

COMPASSO D'ORO AWARD

1970

The Soriana model by Afra and Tobia Scarpa wins the Compasso d'Oro award for the complexity of its image achieved with constructive and technical means of remarkable simplicity and consistency.

CASSINA IMAESTRI
COLLECTION

1973

The Cassina iMaestri Collection was created with the architects Gerrit T. Rietveld and Charles Rennie Mackintosh through careful philological research work.

80TH ANNIVERSARY - THE BOOK
AND THE EXHIBITION
"MADE IN CASSINA"

2008

For the company's 80th anniversary, the book "Made in Cassina" was published and an exhibition was held at the Triennale in Milan with a critical and historical review of the company's important production and design process.

ACQUISITION OF SIMON
INTERNATIONAL

2013

Cassina acquires the Simon International brand, a company founded in 1968 by Dino Gavina and Maria Simoncini, integrating into its collection a selection of emblematic products that tell the story of the relationship between culture and industrial production by names such as Marcel Breuer, Carlo Scarpa and Kazuhide Takahama.

HAWORTH ACQUIRES THE
POLTRONA FRAU GROUP

2014

Haworth, an American group operating in the design and production of flexible and sustainable workplaces, with headquarters in Holland, Michigan, acquires Poltrona Frau Group.

PATRICIA URQUIOLA
BECOMES ART DIRECTOR

2015

The architect and designer Patricia Urquiola is appointed Cassina Art Director.

CASSINA PRO
COLLECTION

2021

Cassina Pro is launched: this new collection for the hospitality and workplace sector brings together Cassina's most iconic pieces with contemporary products, all developed and certified to meet the design needs of the hospitality and workplace sector.

CASSINA BECOMES AN HISTORICAL TRADEMARK OF NATIONAL
INTEREST AND LAUNCHES ITS E-COMMERCE PLATFORM

2022

The company becomes part of the Special Register of Historical Trademarks of National Interest, established in 2019 by MISE - Ministry of Economic Development. Cassina launches its e-commerce platform in Italy, France, Germany, Austria and Benelux.

OUR GLOBAL PERSPECTIVE IN THE NAME OF MADE IN ITALY

Geographical presence

Craftsmanship and industrial skill, manufacturing quality Made in Italy, together with a careful selection of materials and a unique design, make Cassina products desirable throughout the world, enabling the company to operate in international markets.

Despite its international vocation and a constant propensity towards the future, the company has chosen to maintain its location in its home territory in Meda, in the Brianza area of Italy. Here is where the design, research and development activities are carried out and where production is primarily concentrated. Almost 88% of procurement comes from Italian suppliers, the majority are based in Brianza.

41

**Cassina
Stores**

128

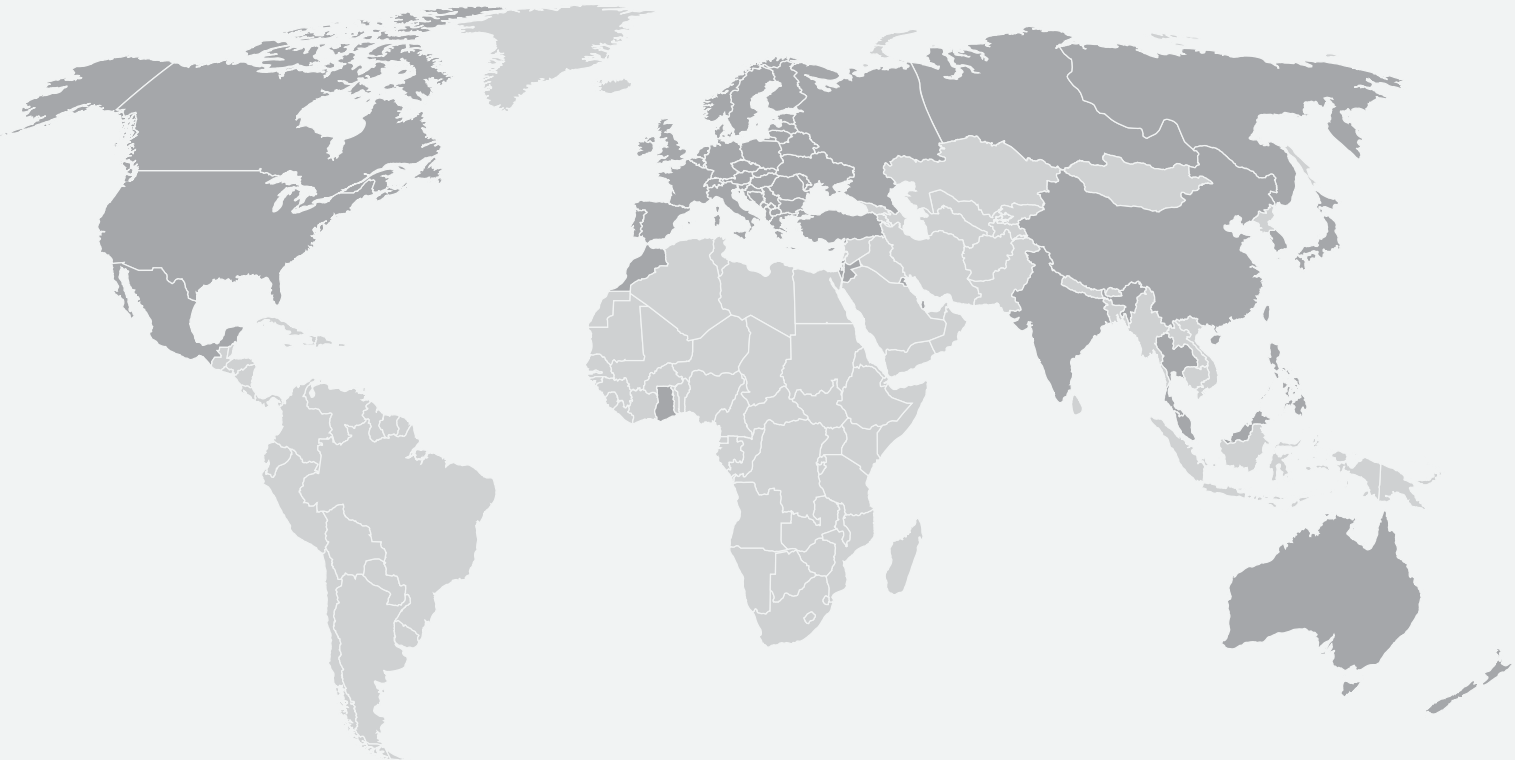
**Branded
Spaces**

582

**Authorized
Resellers**

1

**Factory Store
(Italy)**



● Cassina in the world

*“Everything changes so quickly,
and what is state of the art one
moment won’t be the next.
Adaptation has to be ongoing
– we have to know and accept this.
These are transient times.”*

CHARLOTTE PERRIAND

Designer



Participation in associations and partnerships

Cassina actively participates in the following associations:

ASSOCIATION FOR INDUSTRIAL DESIGN

(ADI), works to bring together designers, companies, researchers, teachers, design critics and journalists on design's topics.

ASSOLOMBARDA

association of companies operating in Lombardy.

Cassina also actively supports the following foundations of the iMaestri, participating in cultural initiatives such as exhibitions and publications, with particular attention to:

LE CORBUSIER FOUNDATION

where Cassina contributes to the restoration and maintenance of Maison La Roche-Jeanneret, the Foundation's headquarters in Paris.

MAGISTRETTI FOUNDATION

as a founding and promoting member, to which it contributes for the maintenance and enhancement of its spaces.

Awards and acknowledgements

Among its most prestigious awards, Cassina has received four Compasso d'Oro prizes for individual products - including Vico Magistretti's Maralunga sofa in 1979, and one to the company in 1991 in recognition of its contribution to industrial production.

In 2022, Cassina received the following awards:

WALLPAPER* DESIGN AWARDS

"Best reissues" for the Petit Bureau en Forme Libre desk by Charlotte Perriand

WALLPAPER* DESIGN AWARDS

"Best transparent tech" for the Radio in Cristallo by Franco Albini

MONOCLE

Serving Cart by Bodil Kjaer

IDEAT DESIGN AWARDS

"Best Reissue" for the Bodil Kjaer collection

DAAILY PLATFORMS

(DESIGNBOOM, ARCHITONIC E ARCHDAILY)

Architect's Top 10 Category Furniture

JAPAN MAGAZINE ADVERTISING AWARDS

Silver prize, D category for Soriana by Afra and Tobia Scarpa

GOVERNANCE

Cassina's Governance includes a Board of Directors (BoD) and a Board of Statutory Auditors with supervisory functions, both appointed by the Shareholders' Meeting.

This approach is aimed at ensuring full compliance with transparency, accountability and safety principles, consistent with the company's Code of Ethics.

The **Board of Directors** (BoD) consists of three members, with an average age of 57, who are vested with powers of ordinary and extraordinary management of the company. In fact, the BoD implements the necessary actions to achieve corporate purposes, excluding only those attributed by law to the shareholders' meeting, while the chairman of the BoD and the CEO are given the mandate to represent the company before third parties.

Cassina's Board of Directors guides the definition of the company's vision, mission, and values. The Board also evaluates and approves sustainability activities - including Materiality Analysis, the Sustainability Plan and the Sustainability Report by constantly interfacing and dialoguing with the corporate functions' directors.

The BoD has identified appropriate resources for environmental and occupational health and safety management, as required by the relevant regulations.

On an annual basis, in compliance with the management systems implemented and described in the present document, the company managers conduct a review of the year's performance, validate the achieved results and define actions to ensure continuous improvement.

Aimed at increasing the Board's expertise on sustainable development, meetings regarding Haworth's, Lifestyle Design's, and Cassina's sustainability strategies are attended by the BoD members.

Cassina's Board of Directors is evaluated periodically for proper functioning and related performance, although there is currently no formalized procedure for evaluating control in impact management.



Board of Directors¹

President	Chief Executive Officer	Advisor
Dario Rinero	Luca Fuso	Scott Ryan Poulton

The Board of Statutory Auditors represents the controlling body of the company and is responsible for supervising the activities of the directors and checking that the management and administration of the company are carried out in accordance with the law and the articles of incorporation. The Board of Statutory Auditors remains in office for three fiscal years and is composed of five auditors, including three full members and two alternate members, and has an average age of 50 years².

Board of Statutory Auditors³

Name	Gender	Role
Mario Stefano Luigi Ravaccia	Male	President
Barbara Zanardi	Female	Regular auditor
Giulio Palma	Male	Regular auditor
Giuseppe Carucci	Female	Alternate auditor
Daniela Barbato	Female	Alternate auditor

¹In office until the approval of the Annual Report for the year ending December 31st, 2022.

²The calculation considers the average age only of the regular auditors.

³In office until the approval of the Annual Report for the year ending December 31st, 2022.

Remuneration process

The management compensation policy at Cassina (MbO) includes a fixed and a variable component linked to performance, considering work experience and role within the company.

In 2022, Cassina started a process to link the MbO policy objectives to issues related to sustainability, such as diversity, equity, and inclusion (DE&I) goals, which will be formalized in 2023.

For the position of director on the Board of Directors, there is no remuneration. Board members receive compensation as officers of the company, where applicable. The compensation process is subject to oversight by the shareholder, Haworth. There is currently no formalized policy for the remuneration of members of the Board of Directors.



Cassina Production, CNC numerical control machine, ph.© Stefano De Monte

Ethics and business integrity

Honesty, integrity and fairness are the principles guiding Cassina in its relations with its stakeholders and in the value chain. Cassina strongly believes in conducting business in an ethical and transparent manner, and with this vision the company's guiding tools are drafted.

By adopting the **231 Model of Organization, Management and Control (MOG 231)**, Cassina wants to ensure that its corporate bodies, employees and all those who are mandated to act in the name and on behalf of the company carry out their functions in compliance with the law and Cassina's values. The people involved must not commit offenses that could lead to the application of one of the pecuniary and/or disqualifying penalties that **Legislative Decree No. 231/01** provides in the event that such offenses are carried out for the benefit or in the interest of the Company itself. In addition, MOG 231 also regulates cases of conflict of interest, providing, among others, the abstention

of the director concerned from deliberation in the Board of Directors' meeting.

An integral part of the MOG 231 is the **Code of Ethics**, adopted by Cassina so that all activities and relations with stakeholders follow the principles that have always been part of the company's DNA. This document is shared with all employees, who are required to respect and share it in the performance of their duties and integrated into contracts with third parties with whom the company deals.

The Code of Ethics identifies the prerequisites designed to ensure that business conduct is guided by the following principles:



Honesty

Carrying out work and professional activities with an honest conduct.



Fairness

Of the management system, ensuring adequate transparency in the decision-making processes and confidentiality of choices.



Information protection

Acquired in the course of its own business.



Collaboration

Between directors, employees and collaborators.



566 training hours delivered in 2022 on professional ethics, the MOG 231 and related offenses

100% of members of the governing body and employees in Italy received communications and training on anti-corruption policies and procedures

In 2022 there were no incidents of corruption

To ensure that the Code of Ethics is properly applied by all employees, Cassina organizes ongoing training for its staff on ethical principles and behavior. Compliance with the Code of Ethics is monitored by the Supervisory Board (SB) which oversees the supervision and control of the recipients' compliance with and effective implementation of the MOG 231.

Cassina is also committed to:



Valorization of human resources

In recognition of individuals' competences and ability through ad hoc training and refresher courses.



Transparency and information

Of choices made, with the objective of maintaining and developing a constructive dialogue with all stakeholders.



Ensuring safety in the workplace

As an indispensable value, committed to diffusing a culture of safety and ensuring the protection of workers' health.



Respect of the environment

As a resource to be protected, for the benefit of the community and future generations.

Cassina acts in accordance with the principles concerning fundamental rights as defined in the International Labour Organization's (ILO) Declaration on Fundamental Rights and Principles at Work). This is managed through oversight of the management system for employee health and safety, compliance with minimum wage regulations, anti-discrimination and anti-corruption policies, prohibition of child labor, and increasing implementation of welfare activities.

In December 2021, Cassina implemented a **Whistleblowing procedure** pursuant to Legislative Decree 24/2023, through which all employees can report on conduct they suspect to be illegal, and which is relevant for the purposes of Legislative Decree 231/2001. Whistleblowing is handled through the PARROT platform, which ensures anonymity and adequate protection from unfounded reports sent for the sole purpose of harming or causing damage to individuals or the company.



**158,9 million Euros
of economic value generated**

• +19% compared to 2021

**25,8 million Euros
of tax benefits for employees**

• +9% compared to 2021

**260 thousand Euros
of payments to lenders**

• +35% compared to 2021

**24,3 million Euros
of economic value retained**

• +10% compared to 2021

Economic value generated and distributed

The economic value generated by Cassina in 2022, in its Residential and Custom Interiors divisions, is 158,9 million Euros, an increase of 19% compared to 2021.

This increase was made possible by the company's strategic choices and growth in sales recorded in the furniture sector.

The continuing Russian-Ukrainian conflict led to a major increase in the price of raw materials in FY2022. To face this unstable situation, the company defined and took specific actions aimed at containing the effects on margins.

Despite the uncertain situation, brand awareness at a global level was strong enough to achieve expected growth goals.

Possible social, economic and health developments are constantly monitored by the company and addressed through the system of management policies and corporate supervision already in place.

Information on the company's situation and operating performance is reported below.

Economic value directly generated and distributed (thousand of Euros)

	2020	2021	2022
Economic value directly generated*	93,198	133,319	158,953
Economic value directly distributed*	85,359	111,500	134,633
Operational costs*	62,970	85,843	102,518
Taxes and benefits for employees*	18,585	23,470	25,877
Payments to lenders	62	169	260
Payments to the government	3,743	1,839	5,895
Donations and sponsorships	0	180	83
Retained economic value	7,839	21,819	24,320

* Include the economic value generated and distributed in Cassina S.p.A. and in all directly managed stores of Cassina (foreign subsidiaries).



CASSINA'S SUSTAINABILITY JOURNEY

Cassina's stakeholders

Cassina places constant dialogue with its stakeholders at the center of its business activities through interactive, proactive and multichannel communication, with the aim of establishing and maintaining solid and long-lasting relationships.

Identifying and understanding the needs, requirements and expectations of stakeholders is an opportunity to create sustainable values for Cassina and represents the starting point of its **stakeholder engagement** process.

Cassina actively engages its stakeholders through various ways and channels, such as, for example, events and exhibitions organized by the company, participation in industry fairs, newsletters and direct communications via e-mail and telephone.



In particular, the following modes of dialogue and engagement are used.

Stakeholders	Dialogue and engagement modes
Designers, architects, foundations with whom Cassina collaborates	Press, A&D, VIP events and talks Fairs and design weeks Publications Exhibitions Meetings
Professionals, architecture and design firms	Events and meetings Fairs and design weeks "My Cassina" reserved area on the company's website Social media Publications Exhibitions
Clients	Events Design weeks Website Social media Registration at brand stores or single/multi-brand retailers Newsletters and DEM Publications Exhibitions
Distributors	Training events and product presentations Fairs and design weeks "My Cassina" reserved area on the company's website Meetings Publications Exhibitions
Media	Press releases One to one meetings Press conferences, talks and events Fairs and design weeks "My Cassina" reserved area on the company's website Publications Exhibitions
Community	Donations and sponsorships Supporting education and partnerships with schools and universities (<i>for example, lectures, internships and thesis projects</i>) Website Social media Publications Exhibitions
Employees	Internal newsletters Company portal meetings and Townhall Corporate events Sharing of Cassina's Code of Ethics Training and information activities
Suppliers	Sharing of Cassina's Code of Ethics
Shareholders	Corporate meetings and conferences Internal communications Presentations of financial data and corporate performance

Cassina's relevant topics: materiality analysis

In 2022, Cassina conducted a materiality analysis to identify the most relevant environmental, social, and governance topics for its stakeholders and the context in which it operates. This exercise provided a solid basis for the first Sustainability Report in 2021, enabling the identification of the issues of greatest importance to the company and its stakeholders.

In the first months of 2023, Cassina aligned its materiality analysis process in accordance with GRI 3 of the **Global Reporting Initiative Universal Standards (GRI Standards) 2021**. This alignment included the identification of actual and potential impacts, both positive and negative, on the economy, environment, and society, including human rights impacts from business activities. Cassina's materiality analysis process can be summarized in three main steps:

01

Definition of impacts

Both positive and negative impacts were defined through a desk analysis of sector reports and validated through interviews with the representatives for each material topic.

02

Fine-tuning of the material topics

After the identification of the most relevant impacts, a workshop was conducted with Cassina's Top Management to validate and refine the identified impacts related to the priority topics for the company.

03

List of the material topics

The results of the previous two phases led to the finalization of the list of material topics and their positive and negative impacts considered most relevant to the activities and context in which Cassina operates. The prioritization of material topics identified for the 2021 Sustainability Report is confirmed for 2022 as well.

Cassina's material topics

Twenty environmental, social and governance material topics were identified.

Below the complete list is reported with a brief explanation of the most relevant impacts related to each material topic, both positive and negative, actual and potential. The list below shows the material topics in order of significance and their impacts, divided into four macro-areas: Environment, People, Product and Society.

Macro-area	Material topic	Positive impacts	Negative impacts
Society	Customer satisfaction	Improved customer satisfaction thanks to greater involvement and being listened to by the company.	Potential negative impact on customer satisfaction because of communication breakdowns and/or difficulties in relationships with the clients.
		Improved satisfaction of customer needs through appropriate customer experience and effective handling of any complaints.	Potential loss of competitiveness if customers' needs and demands are not listened to in a timely manner.

Macro-area	Material topic	Positive impacts	Negative impacts
Product	Circular design and materials	<p>Positive impact on the environment through the adoption of a circular design approach, the study and use of more sustainable materials, efficient production processes, and recycling of residual materials.</p> <p>Improvement of the reputation of the brand which is increasingly committed to adopting a circular approach to encourage more innovative and sustainable design.</p> <p>Positive impact on resource conservation generated by increased durability of products.</p>	Potential negative environmental and reputational impact resulting from failure to manage and integrate circular economy initiatives into product design and manufacturing.
People	Occupational health and safety	<p>Strengthening culture on health and safety issues through training and awareness-raising activities for the entire corporate population.</p> <p>Increased employee productivity by maintaining workplaces in optimal safety, hygiene, and comfort.</p>	<p>Possible negative impacts on employee health caused by occupational diseases, accidents, and/or injuries if the topic is not properly attended to.</p> <p>Potential negative impact on business continuity as a result of potential slowdown in production in case of accidents.</p>
Product	Product innovation	Lower environmental impact of products due to continuous development of innovative materials, in line with new market demands.	Potential loss of competitiveness and worsening of market positioning due to no or late introduction of innovative solutions.
Society	Human rights	Positive impact, both on reputation and on internal and external collaborators, resulting from respect for human rights.	Possible negative impact on Cassina's reputation in case of human rights violations, with potential legal consequences.
Product	Product quality and safety	Positive impact on customers through the selection of the best raw materials to ensure safe and quality products.	Potential negative impact on the environment and customers resulting from poor product safety and reliability (e.g., presence within products of chemicals that do not comply with regulations in relevant markets).
Product	Responsible sourcing	Positive impact on Cassina's reputation thanks to the compliance with current and future regulations/laws/ directives regarding the procurement of materials.	<p>Potential negative impact on environmental sustainability of products due to the failure to source more sustainable raw materials.</p> <p>Potential negative environmental, economic and social impact in relation to the timescale necessary to move towards an increasingly sustainable supply chain.</p>
Product	Sustainable packaging	<p>Lower impact by saving raw materials, using recycled materials, and reducing single-use plastic material for product packaging.</p> <p>Reduced impact on the use of resources and transport-related emissions resulting from the rationalization of the number of packages and consequent optimization of logistic activities.</p> <p>Positive reputational impact related to packaging reuse in line with customer demands.</p>	Potential negative environmental impact by placing packaging on the market that is not recyclable and/or not derived from recycled or more sustainable materials.

Macro-area	Material topic	Positive impacts	Negative impacts
People	Talent attraction and retention	Enhancement and growth of human capital through training plans and career paths specific to professional figures.	Potential negative impact related to turnover in the company, the consequent loss of know-how and the need to intervene in recurrent training actions.
Society	Responsible supply chain	<p>Improved awareness of sustainability issues along the supply chain resulting from the dissemination of more sustainable practices and policies.</p> <p>Positive impact on the local economy through the involvement of local suppliers.</p> <p>Positive impact on suppliers by supporting their journey towards a greater sustainability.</p>	Potential disruptions in business continuity caused by unsustainable performance along the entire supply chain.
People	Employee welfare and well-being	Higher productivity by employees when incentivized by welfare policies and plans developed by the company.	<p>Potential negative impact on productivity and efficiency due to the deterioration in employee welfare.</p> <p>Potential negative impact on the reputation of Cassina as a brand employer if it does not effectively implement corporate welfare plans.</p>
People	Diversity, equity and inclusion	Creation of a positive atmosphere among employees by promoting an inclusive work environment that fosters equal opportunities and ensures fair treatment.	Potential reduction in the ability to attract new talent due to failure to create an inclusive and diversity-friendly environment.
Environment	Energy efficiency and GHG emissions reduction	<p>Reduction of environmental impacts generated by increased efficiency of the production process, reduced energy consumption, and increased use of energy produced from renewable sources.</p> <p>Improved corporate reputation resulting from increased company awareness of sustainability and environmental issues.</p>	Negative impact caused by the generation of GHG emissions from the company's production.
Society	Customer data privacy and protection	Positive impact through the protection of the confidentiality of information acquired during the course of business thanks to appropriate policies and up-to-date security measures.	Potential negative impact caused by the breach of customers' personal data resulting in the deterioration of corporate reputation.
People	Training and employee development	<p>Improvement of employees' technical, managerial and soft skills through a constantly updated training plan.</p> <p>Positive impact on productivity from structured training and development plans, in line with new market demands, that enable the reskilling of employees.</p>	<p>Potential loss of resources due to the lack of the professional development of its employees because of inadequate training.</p> <p>Potential loss of competitiveness resulting from failure to upgrade employees' technical and managerial skills.</p>
Environment	Waste management	Reduction of residual materials from responsible waste management (including recycling initiatives) and efficient use of materials during design and production, also in consideration of resource scarcity.	Potential negative environmental impact due to inadequate waste management (e.g., low percentage of waste destined for recycling).

Macro-area	Material topic	Positive impacts	Negative impacts
Society	Community engagement	Strengthening of relations within the local territory and development of the community to create shared values through listening and engagement activities with the local community. Enhancement and promotion of design and its history, raising awareness in communities even outside of Cassina's direct sphere of influence, through the organization of initiatives, events and exhibitions worldwide.	Potential negative environmental impact due to inadequate waste management (for example, a low percentage of waste destined for recycling).
Environment	Sustainable logistics	Reduction of CO ₂ emissions through the reorganization and optimization of logistics, also through the choice of provider who can offer off setting solutions in relation to their emissions.	Potential generation of significant CO ₂ emissions due to unsustainable logistic activities.
Environment	Biodiversity	Lower environmental impact generated by the responsible sourcing of raw materials used in the production cycle (e.g., FSC-certified wood).	Potential loss of biodiversity due to the use of raw materials that do not meet standards and/or environmental certifications (e.g., using wood from areas at risk of deforestation).
Environment	Water management	Reduced positive environmental impact related to efficiency and rationalization of water resource use, also through employee outreach activities.	Potential negative environmental impact from civilian water consumption at company sites and from non-responsible water consumption along the production chain.

In addition to the above material topics, "**Prerequisite**" topics, which are considered necessary for good business management, have also been identified; these elements have been included in this document even though they are not the subject of discussion and evaluation by Cassina's top management.



The Sustainability Plan

Cassina has embarked on a structured approach towards sustainability with the goal of playing a positive role in the safeguard of the planet and its resources, its people and community, actively contributing to the United Nations 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs).








This approach was defined in 2022 with the publication of the first Sustainability Report (2021 data), within which the **Sustainability Plan 2022-2025** was adopted and approved by the Board of Directors.

The Plan considers the main areas of Haworth's sustainability strategy (see Haworth's 2022 Corporate Social Responsibility Report for more details) and is structured around the four macro-categories above (Environment, People, Product, Society), reflecting the company's commitment to the identified material issues that require action and activities aimed at creating a solid

foundation for true long-term corporate sustainability.

The table below provides an update regarding the status of the goals and related strategic initiatives found in the Sustainability Plan. For each material topic, the SDGs to which Cassina contributes, the targets to be achieved, the initiatives related to the targets, and the target year by which the company aims to achieve them are represented. The baseline is to be considered 2021 for all identified targets.

Energy efficiency and GHG emissions reduction

SDGs	Targets	KPI	Initiatives	Status	Target year
  	50% reduction of greenhouse gas emissions	GHG emissions - Scope 1, Scope 2 and Scope 3	Initiatives under development	●	2030
 	Net-zero emissions	GHG emissions - Scope 1, Scope 2 and Scope 3	Initiatives under development	●	2050
 	100% renewable energy sourcing for electricity for manufacturing facilities	% of energy from renewable sources / total energy	Energy efficiency of manufacturing facilities Installation of charging stations for company vehicles Increasing the share of self-generated electricity from renewable sources (photovoltaic system) Improving energy efficiency by replacing the current system intake	●	2025

Legend

- Initiative completed
- Initiative in progress
- Initiative on going
- Initiative not yet begun



SDGs icons

Design, circular materials and innovation

SDGs	Targets	KPI	Initiatives	Status	Target year
3 6 8 11 12 15	Publication of a Circular Design Guide	Circular Design Guidelines published	Publication and implementation of a Circular Design Guide	●	2025
	Design of new products (excluding special designs) according to the principles defined in the Circular Design Guidelines	no. of products designed in accordance with the Circular Design Guidelines	Application of Circular Design Guidelines principles to new products (excluding special designs)	●	2025
	Measuring the circularity of new products	% of products with circularity measurement/total products	Increase the percentage of products with circularity measurement submitted during the year	●	2025



Waste management

3 6 8 11 12 15	Maintenance of zero waste to landfill for manufacturing sites and headquarters	% waste sent to landfill / total of waste (ton)	Constant attention to the proper separation of waste produced	●	2025
	Maximization of material efficiency and use of production scraps	% of materials and production waste reused / total of production waste	Optimization of leather nesting	●	2025
	Reduction of % of incinerated waste	% of waste incinerated / total of waste	Improved attention on sorting and sending waste for recycling Reduction of leather scraps	●	2025



Community engagement

4 17	Promotion of cultural initiatives	no. of cultural initiatives	Participation in exhibitions Publication of books Digitalization of the archive Support of young designers Training activities (for retailers, architects, university students and employees) on brand history and products Support of cultural foundations Involvement of students and schools Participation in university lectures Promotion of design culture among the local community	●	2025
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Responsible sourcing & Responsible supply chain & Human rights

SDGs	Targets	KPI	Initiatives	Status	Target year
   	Publication of Supplier Code of Conduct	Supplier Code of Conduct published	Definition of a Supplier Code of Conduct in line with the Group's policies	●	2025
	Definition of a Responsible Sourcing policy	Responsible Sourcing policy published	Definition of a Responsible Sourcing policy	●	2025
	Signing of the Supplier Code of Conduct by 90% of strategic suppliers	% of strategic suppliers who have signed the Code / total of strategic suppliers	Focus on strategic suppliers from 2025, following the publication of the Supplier Code of Conduct	●	2025
	More than 90% of strategic suppliers selected based on responsible sourcing criteria	% of strategic suppliers selected based on responsible sourcing criteria / total of strategic suppliers	Focus on strategic suppliers from 2025, following the publication of the Responsible Sourcing policy	●	2025
	At least 70% of strategic suppliers subjected to socio-environmental audits	% of strategic suppliers subjected to socio-environmental audits/total strategic suppliers	Socio-environmental audits on suppliers	●	2025

Diversity, equity & inclusion

 	Establishment of a Diversity, Equity & Inclusion Committee to raise awareness and promote initiatives on this issue	Diversity, Equity & Inclusion Committee (DE&I) established	Workshop on DE&I with Haworth Creation of an internal team on DE&I	●	2025
	Promotion and support of diversity, equity and inclusion of employees	% of women in managerial positions / total employees in managerial positions % of international employees in Corporate functions / total employees in Corporate functions	Increase of the presence of women in managerial positions Increase of the number of international employees in Corporate functions	●	2025
	100% of employees trained on diversity, equity and inclusion	DE&I/ total of employees	DE&I	●	2025

Legend

- Initiative completed
- Initiative in progress
- Initiative on going
- Initiative not yet begun



SDGs icons

Water management

SDGs	Targets	KPI	Initiatives	Status	Target year
6 12	Raising awareness of responsible water consumption among employees	no. of awareness initiatives on responsible water consumption no. of installed timers and/or water detectors	Information and internal communication on responsible water consumption Installation of timers and/or water detectors in restrooms	●	2025

Biodiversity

6 15	Publication of an anti-deforestation policy	Anti-deforestation policy published % Iroko and/or sustainable wood used/total wood used	Introduction of iroko as an alternative to teak to diversify the woods used	●	2025
	Implementation of reforestation initiatives	Status of progress of CO ₂ offset project	CO ₂ offset project	●	2025





Sustainable logistics

12 13 15	Implementation of reforestation initiatives	% reduction of emissions of CO ₂ /km	Establishment of a policy for selecting suppliers also according to ESG criteria	●	2025
		Reduction of transportation costs (k€)	Optimization of flows related to inbound logistics	●	2025


Customer satisfaction

16	Supporting customers in purchasing decisions by providing detailed information on where and how a product has been manufactured and which partners were involved	Product Care and Maintenance Guide published	Promote and improve information on product care and maintenance	●	2025
		RFID implementation	Definition of a development plan for the inclusion of RFID within the Cassina iMaestri Collection	●	2025
	Monitoring and growth of customer satisfaction using Cassina's quality indicators	% of improvement of the Net Promoter Score (NPS) % of improvement of the Customer Dissatisfaction Index (CDI)	Annual customer satisfaction survey and introduction of Net Promoter Score (NPS)	●	2025
		Field test implemented	Implementation of field testing to anticipate customer needs	●	2025

Employee training and development

SDGs	Targets	KPI	Initiatives	Status	Target year
   	Providing and promoting learning and career opportunities for employees	no. of activities in place to promote employee learning	Diversified induction courses by membership, function and role Internal brand and Group career paths (e.g. job rotation and job enlargement) Talent enhancement (annual Talent Stream process) Annual training plans structured on 3 levels: Haworth, Lifestyle Design and Cassina Annual performance evaluation and salary review process	●	2025

Customer data privacy and protection

	Compliance with privacy and data protection regulations	% of adequate and timely responses provided by the Data Protection Officer / total of questions to the Data Protection Officer	Mapping of personal data Data Protection Officer Auditing	●	2025
	Absence of personal data breaches	% of employees who have acknowledged phishing activities / total employees involved in the phishing campaign no. of hours of data protection training	Phishing simulation test Data protection training	●	2025
	Maintenance and review of cybersecurity policies already in place	no. of periodic requests to change passwords no. of audit of the data management system	Control of cybersecurity measures Audit of personal data management system	●	2025
	At least 80% of employees working with Cassina's systems have received annual training on data protection and information security practices	% of employees working with Cassina's systems trained in data protection / total number of employees working with Cassina's systems	Training for all employees who process personal data	●	2025

Legend

- Initiative completed
- Initiative in progress
- Initiative on going
- Initiative not yet begun



SDGs icons

Product quality and safety

SDGs	Targets	KPI	Initiatives	Status	Target year
16	Establishment of a policy to ban the use of certain chemicals	% of products using water-based paint	Feasibility study on extending the use of water-based paint, as is already done for the Pro Collection	●	2025
		% of providers involved in the evaluation	Verification of suppliers' compliance with REACH regulations		
	Certification of VOC (Volatile Organic Compounds) emissions for 80% of the products in the Residential/ Pro collection	% of products with VOC Emissions Certification / total of products	Certifications of reduced VOC emissions	●	2025




Occupational health and safety

3 8 16	Awareness raising through safety training aimed at employees	Frequency rate = (no. of injuries/ hours worked) x 1,000,000	Monitoring of health and safety indices	●	2025
		Severity rate = (days of absence/ hours worked) x 1,000	Implementation of awareness information on health and safety at work		
		Incidence rate = (no. of injuries per year / no. of employees) x 100			
		no. of health and safety awareness initiatives			
	Development of health and safety initiatives (e.g. workshop, webinar, etc.)	no. trained employees / total of employees	Training on health and safety	●	2025


Talent attraction and retention

5 8 10	Consolidation of the Cassina Welfare Plan	no. of Cassina Welfare Plan initiatives	Consolidation of the existing Cassina Welfare Plan and expansion with new goods/services for the benefit of employees	●	2025
	Development and implementation of Employer Branding activities	no. of initiatives for new hires no. of initiatives for the territory no. of partnerships with schools and universities	Structured on-boarding activities for new hires by function and role Promotion of orientation initiatives in the local area such as "design professions" Partnerships with schools and universities (e.g. Career Day, company testimonials and thesis projects)	●	2025

Employee welfare and well-being

SDGs	Targets	KPI	Initiatives	Status	Target year
  	Constant improvement of Cassina's welfare plan	Annual bonus conversion rate on the platform	"Flexible Benefits" Platform - Cassina Welfare addressed to all employees	●	2025
		% of employees covered by supplemental health care / total of employees	Activation of supplementary health care for employees		
		% of employees who have benefited from preventive health care visits / total of employees	Preventive health care visits		
	Establishment of a parental leave policy	no. of approved part-time applications	Part-time work after parental leave	●	2025
		no. of approved remote working applications	Easier access to remote working after parental leave		
	Dissemination of an annual employee engagement survey	% of employees who participated in the survey / total of employees	Annual climate analysis (Engagement Survey) ⁴	●	2025
		% of employees who participated in the internal survey on welfare issues / total of employees	Launch of an internal survey on welfare issues		

Sustainable packaging

	Promotion of the use of reusable and recyclable packaging	% of packaging, reusable, recyclable / total packaging	Elimination of polystyrene clips from packaging Reuse and recycling of pallets Reduction of codes of packaging	●	2025
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⁴ During 2022, the annual business climate analysis was not carried out; however, it is an annual initiative and will be repeated starting in 2023.

Legend

- Initiative completed
- Initiative in progress
- Initiative on going
- Initiative not yet begun



SDGs icons



38 OUR PERSPECTIVE ON PRODUCT

Each product encompasses multiple points of view, such as the designer's concept, the uniqueness of the project, the quality of its materials, its performance, and functionality. Our products have always represented the excellence of Made in Italy design, and we want to transfer the same value to our approach to sustainability.

Our perspective is embodied in investing every day in a circular innovation system. Each step of the process is aimed at creating increasingly responsible products, for the environment and our territory.

Our contribution
to giving a new perspective
to the product.

TODAY'S PERSPECTIVE

Cassina LAB

An approach that promotes innovation for circular design

Made in Italy

88% of raw materials, packaging and semi-finished products from local suppliers

Best 100

Among the "100 Italian Circular Economy Stories" by Fondazione Symbola and Enel

Matrec Partnership

For a mapping and measurement system of Ecodesign KPIs

ISO 9001

Certified quality management system

OUR PERSPECTIVE FOR 2025

Circular Design Guide

Definition of guidelines for a more sustainable design

Code of conduct for suppliers

Code definition in line with Group policies

Ecodesign strategies

Measurement of circular performance indicators

Digitization of the Cassina Archive

3,579 photographed and digitalized drawings

Responsible Sourcing

Definition of a responsible procurement policy



Health and safety impact 28% improvement

Thanks to its products, Cassina is an icon of quality, uniqueness and excellence, the typical values of the Made in Italy sector. The company bases its business on the strict direct control of the entire production cycle and the development of products that last over time.

Cassina devotes the utmost attention to each stage of the production process, adopting state-of-the-art technologies that guarantee safety and efficiency.

The company is keenly aware of the need to create a better future in which design and sustainability intersect in an increasingly inseparable way, and adopts a vision focused **on circular and**

disassemblable products, as well as researching and using materials with a lower environmental impact.

In recent years, Cassina has embraced a new commitment: to eliminate all forms of waste within its production processes with the aim of promoting the value of sustainability, without compromising the uniqueness and quality that distinguish the brand.

Product quality and safety

Ensuring the highest quality and safety of its products has always been a priority for Cassina. To this end, the company has a Quality Management System certified according to ISO 9001, which enables it to continuously improve its work processes, to ensure ever greater satisfaction of customer requirements and optimization of business performance.

Concurrently with the ISO 9001 Quality Management System, Cassina has adopted a **Policy for Quality, Environment, Health and Safety in the Workplace**, by which it is committed to preventing risks that might arise from its activities and products.

The company aims to continuously improve its processes, services and products in order to achieve maximum efficiency and the best results while fully respecting its values.

Before landing on the market, all products undergo stringent testing, which verifies their reliability and quality.

Some of Cassina's products⁵ have also received **GREENGUARD** certification, which verifies their safety and the reduced release of Volatile Organic Compounds (VOCs) into the air by the materials used.

In line with the previous year, in 2022, the percentage in terms of sales of products subject to health and safety impact assessments appears to be 28%. During the year, there were no cases of non-compliance with laws, regulations or self-regulatory codes.

⁵ Cassina has obtained this certification for the following products: 1 Fauteuil dossier basculant; 2 Fauteuil Grand Confort, petit modèle; 3 Fauteuil Grand Confort, grand modèle; 4 Chaise longue à réglage continue; Capitol Complex Armchair; Caprice; Passion; P22; Cab stool; Cab chair; Cab armchair; Ventaglio; Mexique; Utrecht; Utrecht XL; Sarpi Office.



Certified Quality
Management
System ISO 9001

Policy for Quality,
Environment, Health and
Safety in the Workplace

GREENGUARD
certification for
certain products

British Standard 5852
certification and California
TB 117:2013 certification
for the Residential and
Cassina Pro lines

BIFMA certification
for the Cassina Pro line

Cassina Pro collection

Since 2021, Cassina has evolved to become Pro with a new professional, project-orientated collection with products certified to meet design needs related to public spaces.

Designed specifically for the hospitality sector and workspace, this proposal has been further enhanced and officially presented at the ORGATEC trade fair, from the 25th to the 29th of October in Cologne.

In fact, in 2022, Cassina Pro expanded with five new designs: the *Cab Office* collection by **Mario Bellini**, the *Cotone Slim* bench by **Ronan & Erwan Bouroullec**, the *Banquette Mauritanie* bench and the *Bureau Boomerang* desk, both by **Charlotte Perriand**, and, finally, the *LC16 Bureau* desk by **Le Corbusier**. These were joined by a selection of new designers from 2022, such as **Linde Freya Tangelder** with the *Soft Corners* ottomans and **Mikal**

Harsen with the *Ghost Wall* system, in addition to a selection of successful products from the residential collection developed for commercial use.

Cassina Pro focuses on the key parameters of **safety, quality, durability and performance**. The products undergo strict tests by independent bodies to obtain the necessary certification for public use; in addition, great attention has been paid to materials, using leathers and fabrics with superior strength, suitable for intensive use and certified with the most important fire-proof tests. In addition to British Standard 5852 and California TB 117:2013 certifications, which are already present in the Residential line, Cassina Pro boasts BIFMA certification for strength and stability standards and GREENGUARD certification for selected products.





Cassina LAB:
Timeless design
Circularity
Well-being

Design, circular materials and innovation

Circular Design

Cassina is committed to constantly innovating its products, staying true to the icons of the past but looking towards the future for the development of its designs, with the aim of adopting an increasingly responsible and conscious approach.

The **Research and Development Center**, the main engine of this journey, applies the principles of circular design to new products. The aim is to continue to design objects that can last over time, adapting to the needs of new generations and promoting the use of raw materials with a reduced environmental impact and

from more sustainable sources. With this goal in mind, Cassina is committed to raising the awareness of its suppliers and customers on sustainability issues, contributing in a concrete way to a change of vision and culture in the sector in which it operates.

Cassina LAB

To fulfill these commitments, in 2020 Cassina presented **Cassina LAB**, an innovative approach aimed at guiding and giving concrete form to research and the creation of design solutions geared towards greater sustainability, by adopting an increasingly circular view.

This approach has three pillars, testifying the brand's philosophy:

Timeless design: the best design is itself sustainable, as it interprets a set of values that shape products made to last, with a timeless aesthetic that transcends trends.

Circularity: an approach that involves a new concept of designing that includes research and experimentation of circular materials, generating new value, in a responsible approach to encourage the recovery and recycling of materials at the end of the product's life cycle.

Well-being: A contribution to improving the quality of indoor environments with features that promote well-being by combining design, comfort and functionality.

Cassina LAB highlights the company's commitment to reducing the environmental impact of its production processes, setting an example for the entire design industry by demonstrating how it is possible to combine quality, aesthetics and circularity to create products that last. Over the years, this approach has consolidated to become the driving principle for the design and manufacture of Cassina products.

Circularity measurement

Cassina has long been working closely with the company Matrec S.r.l. to develop and measure the circularity of its products through a specific tool. The CircularTool, verified by a leading certification body respecting the main international standards in the field of circular economy, allows the strategies envisaged in the European Union Action Plan on circular economy to be implemented and the proposed **EU regulation Ecodesign - Sustainable Products Initiative** aligned. The measurement of circularity is carried out through a quantitative approach according to a logic of input and output flows, characterized by different KPIs that support and guide material and design choices. In particular, an initial analysis is carried out with the aim of assessing the efficient use of the resources used and identifying any critical issues, in order to subsequently take corrective actions for improvement. Starting from the analysis of the environmental characteristics of the materials used, the CircularTool allows Cassina's designers

to pursue design that is attentive to various sustainable design requirements, such as, for example, disassemblability, reparability and durability, as well as evaluating the end-of-life scenarios of the materials of which the product is composed.

In addition, this tool allows the normalization of results useful for Cassina to define product circularity strategies and goals and provides a final report that looks at the requirements of the EU Digital Product Passport. The **CircularTool** is constantly updated with materials and circularity KPIs through the adoption of a technical specification that makes it possible to certify product circularity by an external certification body, according to the principles of BS8001:2017, ISO14021:2016 and the technical document "Technical Regulations for Circularity Measurement".



Examples of circular products

The following products, developed for the 2022 Collection, are just some examples of circular design and the special attention given to disassemblability, aimed at encouraging the recovery and recycling of materials, at the end of the product's life cycle.

Leggera Outdoor chair by Gio Ponti



In 2022 Cassina faced a real challenge: to transform Gio Ponti's Leggera, the wooden chair par excellence, into an outdoor version, maintaining its aesthetics while also preserving its main characteristic of lightness. In this outdoor reinterpretation, the iconic wooden frame has been replaced with austenitic stainless steel made through hydroforming,

a construction technique used in Formula One. **Thanks to the work carried out by Cassina LAB, the Leggera Outdoor chair can be completely disassembled and all the components of its structure can be recycled at the end of its life cycle, following a more conscious and respectful approach towards the environment.**

Flutz chair by Michael Anastassiades



Designed by Michael Anastassiades, the Flutz chair embodies a fascinating material and structural combination within minimalist and defined lines distinguished by the minimization of the materials used. The chair's rigorous geometry, highlighted by aluminum sides, embraces an inviting seat with sinuous shapes. The armrests, composed of thin sheets of aluminum that rise in parallel, offer a rigid support that accommodates the comfort of the seat. Its lightweight and durable frame is made entirely of extruded aluminum, while the seat is composed

of birch plywood upholstered with easily removable recycled polyester wadding. **Thanks to the commitment of Cassina LAB, the chair's elements can be disassembled at the end of its life cycle, facilitating the recycling of its individual components such as the metal frame, the removable upholstery, and the padding which can be easily separated from the shell thanks to a practical internal zipper.**

Modular Imagination by Virgil Abloh

Virgil Abloh, a visionary of contemporary culture, collaborated with Cassina to conceive this unique project that explores the design implications of modularity. Rooted within an elemental creative process, Modular Imagination is an open invitation to take part in the configuration of space and the construction of new worlds. The project consists of two different sized matte black blocks with contrasting orange joints that can be combined with each other.

In appearance, each textured block has a rigid almost industrial appearance but is surprisingly soft, creating the perfect balance for it to be used both as a seat and supporting surface. The reference to Virgil Abloh's graphic design practice is equally evident in these unique elements, thanks to the distinctive round "**Cassina-Abloh**" logos in bas-relief on each surface. Thanks to Cassina LAB's research work, Modular Imagination's components can

**Esosoft sofa by
Antonio Citterio**



Antonio Citterio makes his debut for Cassina with a system for the living area that can compose a domestic landscape in a fluid and flexible way. Characterized by the elegant and timeless design of its author, Esosoft combines past and future: on the one hand, its form pays homage to the design of the great masters and recalls the sense of informal comfort typical of the 1960s, while on the other it draws on

contemporary production techniques. **Thanks to the work carried out by Cassina LAB, circular materials such as a polyurethane foam that contains a percentage of polyols deriving from biological sources, and recycled PET wadding for the cushions, have been employed.** In addition to the single seat cushion, the cushions for the backrest are padded with recycled blown PET fibre.

**Sengu Bold sofa
by Patricia Urquiola**



The Sengu Bold system, designed by Patricia Urquiola, celebrates comfort through generous volumes, abundant padding, and fabrics in which texture is magnified as if to further accentuate its soft lines. **Sengu Bold is oriented toward greater sustainability through its soft cushions padded with recycled PET fibre placed on the backrest.** The seat frame is made of multilayer wood with elastic belting, and, to

ensure maximum comfort, the seat cushion is composed of two parts: the inside is made of differentiated density polyurethane foam, with a percentage of polyols deriving from biological sources, and the exterior is padded with recycled PET blown fibre upholstered with recycled PET fabric.

be easily separated at the end of the product's life cycle. A dashed line, situated under its feet, indicates where the soft polyurethane upholstery, with a percentage of polyols deriving from biological sources, can be cut away from its recycled wooden core to facilitate the recovery and recycling of its elements at the end of the life cycle of the product.

In full respect of Virgil Abloh's work, Modular Imagination has entered the Cassina catalogue, emphasizing the value of this project that does not aim to be a limited drop but attests the

quality of his work within the design world. To honor the creative genius of Virgil Abloh, who died prematurely in 2021, the company presented *Modular Imagination* in a distinctive installation characterised by the colour orange at the Cassina Store Milan during the 2022 Milan Design Week and Men's Fashion Week.



“When creativity melds together with global issues, I believe you can bring the world together”.

VIRGIL ABLOH

Creative



99,8 million Euros
total purchase of materials and services

88 million Euros
total spend with local suppliers,
in Italy and with international subsidiaries

• + 24% compared to 2021

Responsible sourcing and supply chain

Cassina is committed to responsibly managing its supply chain to maintain the high quality of its products and services. For these reasons, the company relies exclusively on the most qualified suppliers when sourcing products and materials.

As a company defined by Made in Italy excellence, Cassina strives to keep its supply chain rooted in the Italian territory and to guarantee its customer a product of extraordinary quality. The company creates lasting and ethical relationships with its suppliers, constantly strengthening trust and collaboration with its entire value chain.

The attention given by Cassina to its supply chain also translates into greater control over its suppliers, with a view to preventing any unforeseen events that could affect production.

Even in its relationships, Cassina is guided by the fundamental principles and values that are outlined in its **Code of Ethics**. With this document, the company is committed to complying with the measures taken against money laundering, receiving, conflicts of interest, and to sanctioning any perpetrators of such violations.

Suppliers are selected based on criteria such as competitiveness, delivery time, lead times and transportation costs. The company also requires all suppliers to sign the **General Purchasing Conditions**, drafted at Group level, which reiterate the values expressed in the Code of Ethics.

When it has to choose a new supplier, Cassina positively evaluates those with Management Systems certified with ISO 9001, ISO 14001 and ISO 45001 standards.

The company also monitors the performance of its suppliers through its **Vendor Rating**, a tool that makes it possible to identify any critical issues and act quickly to mitigate their risks, as well as to identify which partners best meet the required needs and characteristics.

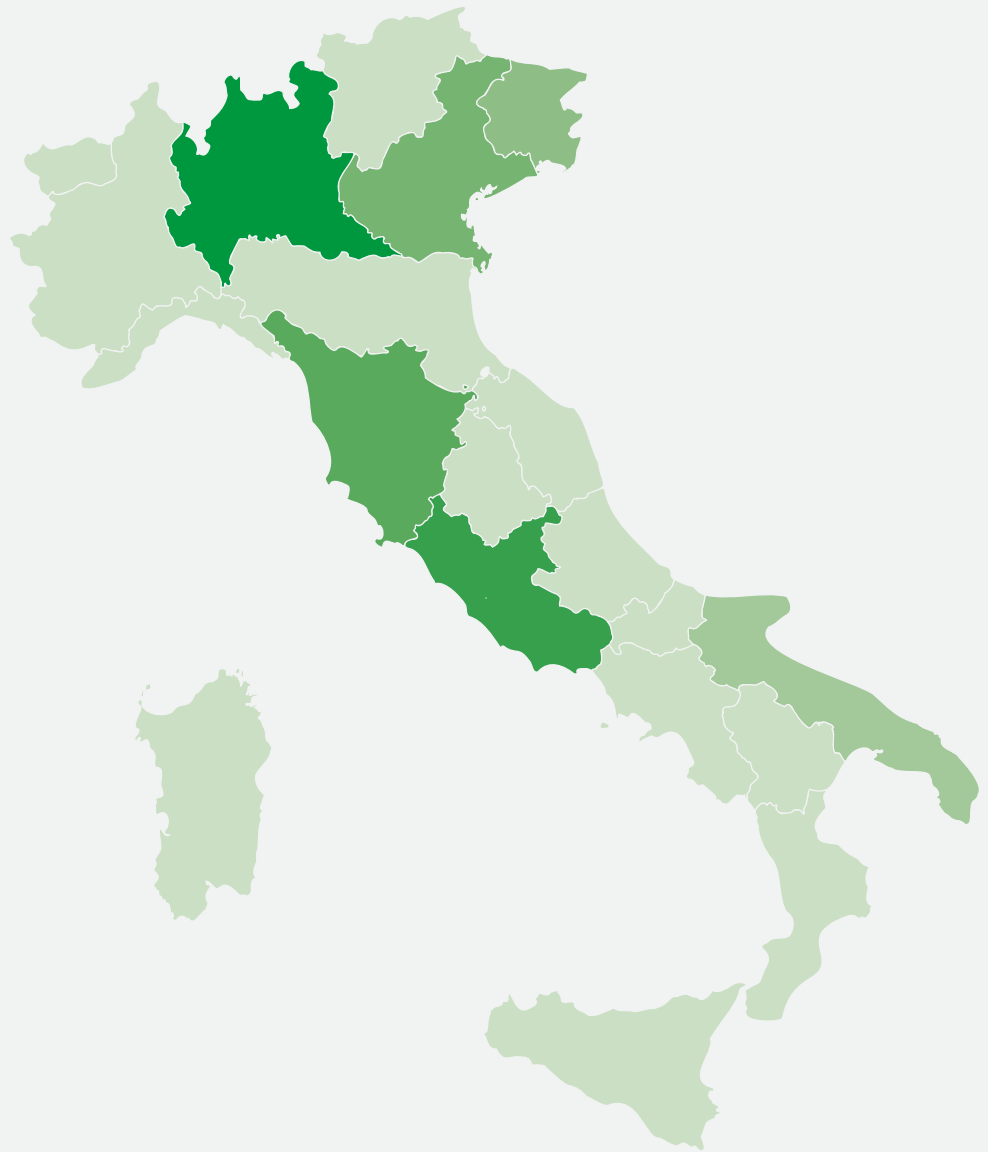
With a view to managing its supply chain in an increasingly responsible and sustainable manner, Cassina intends to introduce new criteria for evaluating suppliers based on their environmental and social performance, as well as to draw up a **Supplier Code of Conduct**, inspired by the company's Code of Ethics, the adoption of which will gradually be required of all suppliers.

In the area of responsible sourcing, the Research and Development Center is continuously looking for alternative, recycled materials, without sacrificing the quality and standards that distinguish Cassina products.

In terms of spending volume, in 2022 Cassina purchased raw materials, packaging, and semi-finished products totaling 99.8 million Euros, 88 percent of which was purchased from local suppliers. Compared to 2021, Cassina increased its spending with local suppliers by 24 %, from 71 million Euros to approximately 88 million Euros.

Cassina's procurement in Italy

Considering Italy alone, Cassina purchases 88% of its goods and services from local suppliers, particularly from Lombardy, Lazio, Tuscany and Veneto. Specifically, the company sources raw materials such as leather, saddle leather, fabrics, padding and foams from more than 300 suppliers, of which 283 come from Italy. Of the 41 new suppliers introduced during 2022, 40 are located in Italy.



Spending Italy 2022	Amount	%
Lombardy	54,197,006	65.7%
Lazio	5,734,723	7.0%
Tuscany	4,993,935	6.1%
Veneto	4,688,141	5.7%
Friuli-Venezia Giulia	3,907,546	4.7%
Apulia	3,835,622	4.7%
Emilia-Romagna	2,481,473	3.0%
Other	2,612,150	3.1%

Sustainable packaging

Among the materials that are purchased and managed by Cassina, an important part is represented by packaging. Cassina intends to maintain its high quality of service to ensure adequate protection for delivered products. At the same time, it aims to reduce the types of packaging used and encourage the adoption of alternatives with lower environmental impact.

Cassina selects packaging depending on the product to be delivered in the transportation phase. Triple-wave cardboard is normally used for transportation, while lightweight and flexible polyethylene foam is added if more protection is needed. In cases where products have special shapes and characteristics, wooden crates, cages or pallets are used as they are suitable for optimal protection and preservation.

In 2023, specific equipment is planned to be introduced to check the strength and performance of small to medium sized packages.

For years, the company has been continuously monitoring complaints arising from unsuitable packaging, taking action to better combine the need to protect its products and improve the sustainability of the packaging used.

The project to eliminate metal and Styrofoam clips from packaging continued in 2022, maximizing standardization in the development of packaging solutions. Where it is not possible to eliminate polystyrene altogether, the company will look for alternative solutions from a circular economy perspective.

In addition, Cassina is committed to constantly improving its customer communication with a view to raising awareness of good disposal and recycling practices. In fact, all new products are accompanied by product sheets that communicate to the customer all materials used and give indications on proper care, maintenance and end-of-life treatment.

The quantities of raw materials and packaging purchased in 2021 and 2022 are shown in the table below.

Materials (t)	2021			2022		
	Total	From recycling	%	Total	From recycling	%
Non-renewable	367	30	8%	970	51	5%
Fabric	134	0	0%	153	0	0%
Aluminium	60	30	50%	102	51	50%
Plastic	62	0	0%	70	0	0%
Iron / Metals	na	na	0%	568	0	0%
Polyurethane	111	0	0%	77	0	0%
Renewable	3,537	225	6%	3,286	274	8%
Wood	3,087	0	0%	2,737	0	0%
Cardboard	300	225	75%	365	274	75%
Leather	110	0	0%	137	0	0%
Saddle leather	40	0	0%	47	0	0%

2021 data on materials has been recalculated for improvement in data collection methodology.

Data for 2020 is not available and data regarding iron for 2021 is not available.

Data of materials used from recycling was estimated based on national statistics provided by the CONAI and CIAL Consortia.



Cassina carpentry workshop, assembly of the *Leggera* chair by Gio Ponti – Cassina iMaestri Collection, ph.© Stefano De Monte

Cassina Custom Interiors

Cassina Custom Interiors is the division that develops, manufactures, and installs custom furniture for projects in the contract arena.

Cassina Custom Interiors began working with clients for whom issues of sustainability and circularity hold core values. In 2022, in collaboration with a prestigious client in the luxury sector, important steps were taken to address the disassemblability of products. In particular, more complex and unique seating - in perfect Cassina style - were produced to be more easily repairable, without the help of specialized staff. This, in addition to an economic saving, **has a positive impact on the durability of the products, allowing them to be used even longer over time.**

Cassina, together with its customers, has also begun to demand social and environmental responsibility guarantees from its supply chain.

To this end, Cassina Custom Interiors is committed to observing sustainability criteria related to sourcing and supplier selection, as well as conducting environmental and social audits in line with what is required by major clients in the luxury, fashion, and automotive sectors, with a view to complete transparency in procedures and sub-supplier management.



ESOSOFT CASSINA DESIGN 2022 ANTONIO CITTERIO

Esosoft is the first project for Cassina by architect Antonio Citterio. An aluminum exoskeleton supports an organic-shaped shell that accommodates soft cushions.

The lines of a fluid and flexible domestic landscape, intertwine with circular materials to combine past and future in a new, more conscious language.

Polyurethane foam with a percentage of polyols deriving from biological sources.

Backrest cushions padded with recycled blown PET fibre.

Seat cushions padded with differentiated density polyurethane foam, with a percentage of polyols deriving from biological sources, and recycled PET wadding.



54 OUR PERSPECTIVE ON PEOPLE

At Cassina, people are our most important resource, from every point of view.

They are the key to our success and they represent the secret to facing future challenges.

In a future where diversity, equity and inclusion are fundamental principles to attract new talent, generate a sense of belonging and give value to the potential of each single person.

A future in which Cassina acts specifically for the health, well-being and satisfaction of every employee, both at work and in life.

Our contribution
to giving people
a new perspective.

TODAY'S PERSPECTIVE

91% permanent contracts

Out of 352 total employees

Female presence

49% of employees are women

Young talents

49% of new hires are less than 30 years old

ISO 45001

Integrated health and safety management system for workers

2,472 hours of training

Delivered in 2022

PERSPECTIVE FOR 2025

Diversity, Equity & Inclusion

Establishment of an internal committee charged with promoting concrete initiatives

DE&I training

Diversity, equity and inclusion training for all employees

Cassina Welfare

Continuation and implementation of the "Flexible Benefits" platform

Health and rights

Extension of the supplementary health care and parental leave policy

Engagement Survey

Inclusion of sections dedicated to DE&I and Welfare within the annual employees' survey

People occupy a central role within Cassina and are essential to the success of the company and its future, especially on this new journey towards a more sustainable growth.

Cassina makes concrete efforts to ensure the **physical and mental well-being of employees**, striving to create a work-life **balance** that allows everyone to appreciate both dimensions.

Cassina promotes the values of **diversity, inclusion and equality** on a daily basis, creating a harmonious work environment that respects differences, attracts new talent and enhances each individual's potential.

People, clients and community

Personnel composition, talent attraction and retention

Cassina is committed to creating an attractive and stimulating work environment, within which corporate values are embedded to achieve and foster an ever-stronger sense of belonging. Employees, in fact, constitute for Cassina an asset to be valued and supported in their own personal and professional growth.

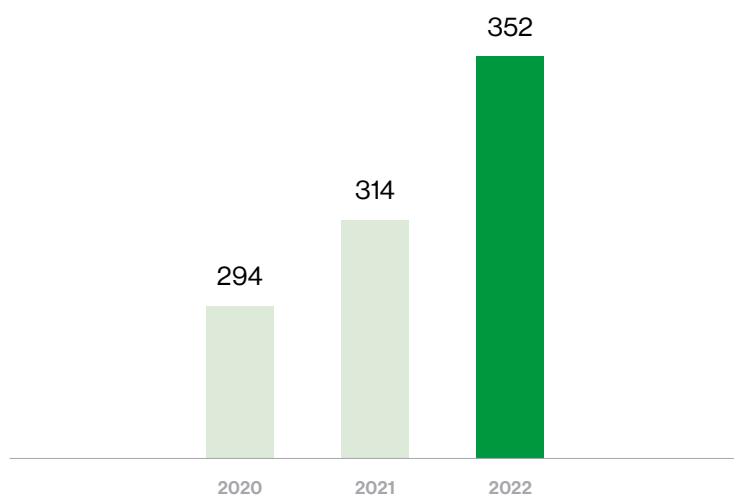
In recent years, the corporate population has grown from 294 employees in 2020 to 352 in 2022 (+12% vs. 2021). This was due to new entrants, which totaled 74 people during the year, including 64 in Italy. In addition, 49% of the new entrants belonged to the under-30 age group. In the same year, Cassina recorded 36 exits, reduced by 12 compared to 2021.

This highlights how Cassina is a company capable of attracting new resources and talent.

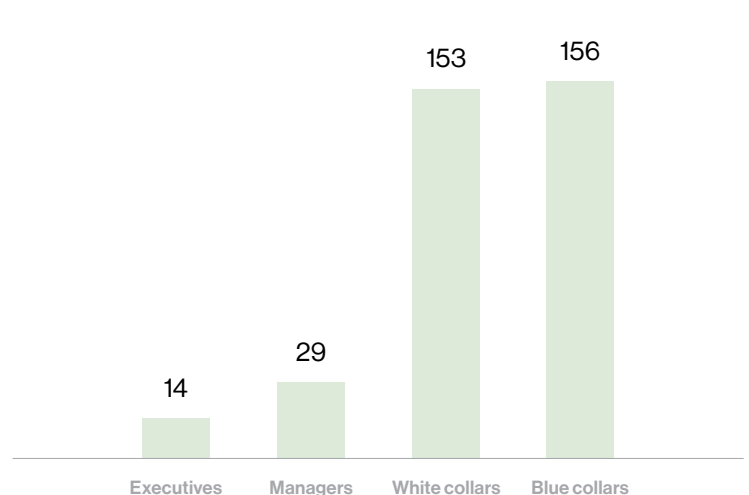
The incoming turnover rate remains stable over the three-year period, standing at 21% in 2022, while the outgoing turnover rate has decreased by 5% from the previous year.

The company offers a stable and continuous employment relationship to its employees: approximately 91% has a permanent contract. Considering the 317 employees in the Italian perimeter, 309 are full-time employees, while 296 are covered by collective agreements⁶.

Employees at 31.12.2022 (no.)



Employees by level at 31.12.2022 (no.)



⁶ Each Cassina employee is covered by the CCNL Legno e arredo, or the CCNL Commercio for the store sales force.



352 employees
in 2022

• + 12% compared to 2021

- 5% turnover
outgoing

91% permanent
contracts

Cassina invests in its employees with training and awareness initiatives on health and safety, professional development, and well-being. At the center of these initiatives is the Human Resources function, which is geared **toward attracting and retaining talent**, and which plays a key role in creating human relationships based on professionalism trust and esteem. Attracting talent and retaining professionals who already work with the company are key issues for Cassina.

For this reason, through **internal policies and procedures** defined to enable the development of the brand and make it more attractive in the labor market, **the company cultivates relationships and collaborations with the most prestigious universities and research institutes**, such as the Milan Polytechnic, Luigi Bocconi University, Università Cattolica del Sacro Cuore and LIUC Università Cattaneo.

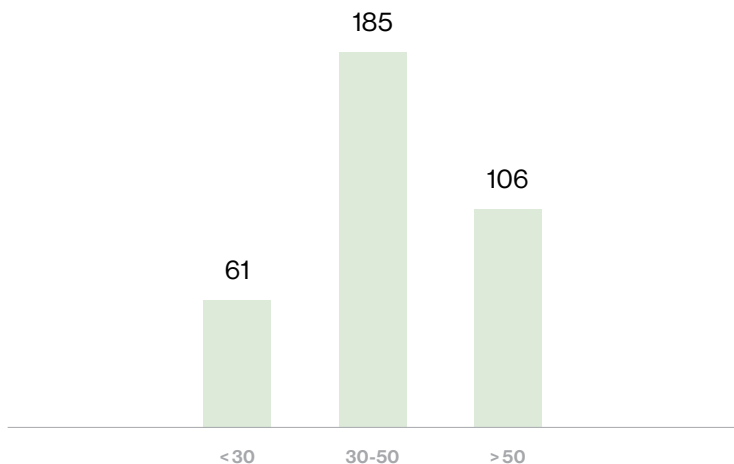
As of 31.12.2022, Cassina has 23 internships in Italy to whom it offers a valuable opportunity to get to know the company better, building a path of growth and training to enhance their skills.

The HR function searches for new talent primarily through social platforms, as well as an equally effective word-of-mouth system. Through the Cassina Member Referral Program, Cassina employees are invited to share their work experience with contacts they consider suitable to join the company. Referrals received internally are then subjected to the standard recruitment procedure; each successful interview results in a bonus being given to the employee who introduced the new resource.

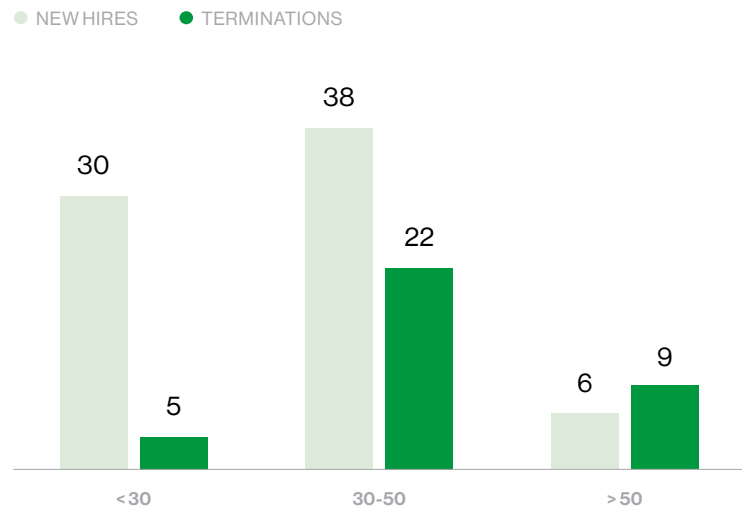
This program is also a useful tool for monitoring employee satisfaction.

To foster professional growth and development, Cassina offers its workers the opportunity to play different roles throughout their careers in the company. Following this logic, employees can expand their professional knowledge while finding increasing motivation and new incentives.

Employees by age group at 31.12.2022 (no.)



New hires and terminations by age group in 2022 (no.)



More information on the composition of the corporate workforce can be found within the tables in the "Performance Indicators" section.

Employee training and development

Cassina invests in the training of its resources to improve their performance, contributing to ensuring competitive business performance. The company considers employees its main asset, and their continuous training is a long-term development strategy for the brand.

Training of employees

Competence and skills are necessary elements for the growth of the company; therefore, Cassina promotes the development and enhancement of resources, organizing training and refresher courses, also in collaboration with other Haworth brands. Being a Cassina employee means having the opportunity to continuously learn, to receive new stimuli and to express oneself to the fullest.

The company offers training programs to employees, enabling them to keep up to date with new market requirements. During 2022, 2,472 hours of training were provided (about 7 hours on average per employee) on Code of Ethics, Compliance, Anti-Corruption, Human Rights, DE&I, Health and Safety, Management Capacity Building, and Cyber security. In addition, induction sessions were provided for all new hires on the organization and corporate culture. Compared to 2021, the training hours provided in 2022 were reduced due to the completion of some language courses and management training, as well that on the Code of Ethics.

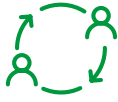
The training plan covers across the board all topics necessary for the growth and development of personnel in the company and is organized based on their role and function. Newly available courses are communicated to employees through newsletters and through the **Member Central** portal.

In addition to training on corporate values, certain technical aspects, and contents dedicated to new hires, Cassina has also initiated programs aimed at internal career paths within the brand and the Group (e.g. for job rotation or job enlargement).

To ensure that its employees always have new incentives and ambitions, Cassina has also launched induction programs that allow specific training in case of job changes or grading within the company. In this way, the employee is always prepared to meet the challenges that the new task places before them.

Below, the hours of training, broken down by topic, are listed.

Hours of training by topic (no.)	2020	2021	2022
Code of Ethics	654	984	566
Health and Safety	36	456	834
Managerial	8	1,047	544
Languages	450	700	50
Induction for new hires	64	108	128
Cybersecurity	72	76	230
Team building	0	0	120
Total	1,284	3,371	2,472



In 2022, 100% of employees were involved in performance reviews and professional development processes

Participation in the Haworth Leadership Institute

In cooperation with Haworth, a special training program dedicated to the enhancement of the Group's talents has been launched. The **Haworth Leadership Institute** is a program that consists of several modules, each dedicated to a different grade level, and is intended for high-potential employees to guide them into management and leadership positions. This is a transversal program and it may include periods of study and work abroad at

one of the other brands that are part of the **Haworth Group**.

This is a unique learning opportunity in which talent is given the chance to express itself to the fullest and develop all its capabilities. During 2022, two Cassina employees had the opportunity to take part in this exceptional training course.

Sales force training

A matrix has been structured for sales force training that indicates, starting from the person's position, the training modules to be activated for three different categories of stakeholders:

Sales force

an induction is organized, starting from the on-boarding. Training is designed specifically for the function and level; the higher the position, the more matrix training modules to be activated.

This provides access to training content that can always be consulted, regardless of the mode of delivery.

These programs are complemented by dedicated visits to the Milan store and the Meda headquarters.

Dealers and B2B clients

training can take on different levels, from specific products to new collections. The goal is to be able to provide the customer with the best possible assistance and all the necessary information during their purchase.

Alongside in-person training, video trainings are made available in Italian, English, and French to be able to ensure consistent training for partners around the world. Again, the videos focus on new products or specific collections just launched on the market.

The training program also includes a story about **Cassina LAB** and the company's commitment to issues related to the journey towards a greater sustainability and circularity of products.

Architects and designers

in this case, training is expressed in events such as lectures and talks that can also be organised in collaboration with local partners where the company values, history and innovations are recounted.

In addition, the entire network receives training on new products through sales presentations given by the project managers who oversee their design and development. These are opportunities for dialogue with a selected audience to convey the features and uniqueness of the product. A Training Academy is planned for 2023 to better address the issue of retail excellence and the training of Ambassadors to be placed in **Cassina Stores**.

Performance appraisal

Performance appraisal is another relevant stage for Cassina, reflecting the people-value-driven culture. Through the **Member Central platform of Haworth**, employees at all levels are involved in self-assessment sessions with a view to maintaining constant dialogue and ensuring transparency and recognition of merit.

As part of performance management, each employee annually proposes two types of goals: those dedicated to skill

development and those of performance. The manager, to whom the defined goals are communicated, validates them and at the end of the year evaluates the employees, analyzing the feedback and the results obtained.

In 2022, **100% of employees were involved in performance appraisal and professional development processes.**

Diversity, equity and inclusion

Diversity, equity and inclusion (DE&I) are elements that contribute to an open and stimulating work environment. Therefore, Cassina is committed to creating a work environment where equal opportunities and collaboration are valued, and people can express themselves freely and without discrimination.

At Cassina, valuing the uniqueness and characteristics of each person begins at the recruiting stage.

For each announcement about open positions in the company, Cassina informs that the company is an equal opportunity employer. The selection of candidates in Cassina takes place in a fair manner, valuing merit and talent. These principles are also considered during career advancement and remuneration.

Cassina views corporate diversity as a strength, and no form of discrimination is tolerated. All employee characteristics are respected and valued, such as origin, skin color, age, gender, sexual orientation, religion or any other aspect that may distinguish a person.

Haworth has launched a series of initiatives to promote and spread a culture marked by diversity, equity and inclusion as values to be integrated into all Group brands.

In September 2022, an **awareness journey was launched on these issues**. This included a workshop involving all the CEOs of the brands that are part of the Group and members of Haworth's Diversity, Equity and Inclusion Committee. With a special edition of the newsletter, highlights of the meeting were shared to the entire corporate population, with the goal of their greater involvement.

The Haworth DE&I Committee

The Haworth DE&I Committee is composed of members from several Haworth companies, including Cassina. This Committee was created in response to the need to pursue a holistic approach to the issue: **everyone can contribute to change**. Committee members serve as **DE&I Ambassadors within their own companies**, with the task of being the primary voice, providing information in a two-way manner, between the Board of Directors and the brand. They also provide feedback and input on the DE&I roadmap, including strategy, key themes, outcomes, milestones and goals. Ambassadors work closely with Haworth's CSR team as well. For Cassina, the Ambassador is Gianmarco Pagano, Cassina Sales Director.

An inclusive and discrimination-free environment also includes full **respect for human rights**, which is one of the company's founding values. Cassina is aware of the importance of respecting and promoting human rights and applies constant monitoring of this through the prohibition of child labor, compliance with

regulations on minimum wages, the supervision of employee health and safety, and the anti-discrimination and anti-corruption policies put in place. In 2022, also thanks to these principals, no incidents of discrimination were reported.



Sales force training numbers:

470 hours of training delivered

700 external people trained

105 B2B dealers and companies involved





Employee welfare and well-being

Cassina pays special attention to the welfare of its employees and directs its efforts to always ensure new welfare initiatives. As a demonstration of this, the company has decided to invest heavily not only in the professional sphere, but also in personal benefits.

Cassina is committed to providing its corporate population with a good work-life balance. To this end, the company is increasingly expanding projects and initiatives included in the Welfare Plan, provided to all employees, without distinction between part-time and full-time.

As early as 2017, Cassina offered its employees a **home working policy**, ensuring greater flexibility and autonomy, thus reducing travel to and from the workplace, and allowing for a better reconciliation of personal and professional life.

With the signing of the **three-year union agreement (2021-2023)**, Cassina has implemented new initiatives to benefit and support employees and their family members, some of which are provided in the form of corporate welfare through a dedicated Flexible Benefit portal.

Internal welfare regulations are distributed to employees, explaining the operation of the **Cassina Welfare platform**. Below are some of the assets and services offered.



Reimbursement of education expenses

Part of the Welfare Account can be allocated to the reimbursement of expenses incurred for education. With this initiative Cassina wants to offer concrete support to employees and their families for expenses related to school tuition, school and university fees, summer camps or canteen and transportation services.



Supplementary pension

The Welfare Account can be used by employees to supplement their pension fund.



Transportation reimbursement

The Welfare Account can be used to reimburse public transportation passes, purchased for one's own use or of family members.



Reimbursement of care expenses

Among the services offered is the possibility of obtaining reimbursement of expenses incurred for care services provided for elderly or dependent family members.



Shopping vouchers for recreational activities

Another of the services Cassina makes available to its employees is the possibility of converting part of the Welfare Account into vouchers for the purchase of goods and services on the portal or using part of the Account for the selection of services with recreational purposes, such as sports subscriptions or experiential box sets.

Employee satisfaction is monitored through an annual internal climate survey, during periodic meetings with the unions and based on the activation of services available on the corporate welfare platform. In fact, employee feedback on the services offered is considered fundamental to understanding their needs and acting to best respond to their well-being and real necessities.

Cassina has been working for several years to provide the best possible care for its employees, both through services such as the reimbursement of medical expenses incurred and by entering into agreements and conventions with specialized institutions. Below are some of some health-related services offered.



Reimbursement of medical expenses

Employees may choose to use part of their Welfare Account to reimburse health care expenses incurred during the year for themselves or their family members.



Flu vaccine campaign

Annually, on a voluntary basis and free of charge, employees are given the opportunity to get a flu vaccination.



Breast cancer screening

Reserved annually for employees, at no charge, breast cancer screening is carried out by specialists at the infirmary on the Cassina premises.



Prostate screening

Employees are given the possibility to have a screening test for prostatic pathologies, on a voluntary basis and free of charge, carried out by a urologist specialist at the infirmary on the company's premises.



Agreement with the Istituto Auxologico

Cassina has established an agreement with the Auxological Institute to benefit from private health services/specialist visits, where employees can take advantage of discounts and priority on booking timing.



Agreement with Ligt

In 2022, an agreement was signed with the Italian League for the Fight against Cancer. The first collaboration will be activated in 2023.

In terms of bonuses and rewards, upon reaching their 25th year with the company, employees receive an additional bonus, paid in the form of a Flexible Benefit on the Cassina Welfare platform. A miniature Cassina product, on the other hand, is donated on the retirement of an employee with at least 20 years of company seniority.

On an annual basis, Cassina rewards "**employees of the year**" who have particularly distinguished themselves in best representing the company's values, such as a sense of

responsibility, leadership and integrity. Winners are presented with miniatures of Cassina's iconic products and shopping vouchers.

To support families, in addition to helping with expenses incurred for education and training, Cassina provides an additional bonus on the birth or adoption of a child, and a bonus following the marriage of its employees. These bonuses are always disbursed in the form of Flexible Benefits on the Cassina Welfare platform.

Performance bonus

Cassina has established an annual Performance Bonus, for a maximum amount of 2,500 Euros, paid following a performance review and related to the achievement of specific indicators that are composed of four elements: Corporate Results, Quality, Absenteeism Rate and Productivity.

A portion of this bonus is allocated, as corporate welfare and distributed through the Flexible Benefit portal.

Employees can annually choose whether to convert the remaining portion to corporate welfare, accruing an additional 10 %, or receive the Performance Bonus in their paycheck.

Recipients can freely and independently use their Welfare Account for the services described above.



Soriana armchair in denim, limited edition, by Afra & Tobia Scarpa - Cassina, ph. © Paola Pansini

Cassina

In 2022, 5 out of 330 employees took parental leave and returned to work at the end of this period.

In addition, 4 returned to work after taking leave and are still Cassina employees. The return-to-work rate⁷ and retention rate⁸ are both 100%. Further data on parental leave can be found in the table "Performance Indicators".

Occupational health and safety

Cassina considers the promotion of its employees' health and safety a priority and of indispensable value. Therefore, the company is committed to ensuring a safe working environment, in compliance with current regulations and the needs of all workers.

The management of occupational health and safety is entrusted to the head of the in-house **Prevention and Protection Service (RSPP)**, who is responsible for monitoring and verifying the company's compliance with all applicable regulations, as well as monitoring all accidents and interfacing with management and the company's workforce. Cassina is committed to employee involvement through constant dialogue with union representatives, elected from among the employees themselves, and with the **Workers' Safety Representatives (RLS)**. The union representatives ensure the relationship and dialogue between employees, the company management structure and the RSPP.

Cassina has voluntarily adopted an Integrated **Occupational Health and Safety Management System according to the international standard ISO 45001:2018**. The system of management, which covers all employees and non-employed collaborators whose work and/or workplace is controlled by Cassina, is applied to the production sites in Brianza and the Cassina Store Milan. This system is subject to audit by a leading external certification body that is conducted annually.

Cassina regularly monitors occupational health and safety performance, including periodic analysis of official INAIL indicators (frequency index, severity index, and incidence index), initiating improvement measures and providing training and information activities for all employees at company sites.

Cassina also has a **Workplace Health and Safety Policy**, which defines the measures necessary to be taken to protect the physical integrity of its workers, third parties and the community

in which it operates. The Policy is drafted in accordance with the provisions of Legislative Decree 81/2008 on health and safety in the workplace, so that risks to workers are, as far as possible, avoided and prevented. The company is committed to taking prompt and effective action to detect and resolve any nonconformities that may arise in the course of work activities.

Cassina takes a preventive approach to safety and provides training, information, risk management and accident prevention courses. Also, in compliance with the requirements of Article 37 of Legislative Decree 81/2008, for each employee mandatory and **constantly updated health and safety training** is organized and planned, in accordance with the regulations and in relation to specific tasks or needs. At the end of each training session, all participants must take a final test that determines whether they pass it and, with a positive outcome, they are issued with a certificate.

As required by law, Cassina provides **additional training for supervisors**. During this 8-hour course, various topics are covered, such as the duties, obligations, and responsibilities of the main parties in the company's prevention system, the relationship between the various internal and external parties in this system, a focus on the role of the supervisor, and the definition and identification of risk factors within the company.

⁷The return-to-work rate is calculated as the ratio of employees who returned to work after taking parental leave to the total number of employees who should have returned to work after taking parental leave.

⁸Retention rate is calculated as the ratio of employees still employed after 12 months of returning to work at the end of parental leave to employees who returned to work at the end of parental leave in the previous reporting period(s).



154 people involved including employees and external collaborators, for health and safety training

• +62 units compared to 2021

In 2022, health and safety training delivered to both employees and collaborators who are not directly employed but whose work and/or workplace is controlled by the organization, involved 154 people (+ 62 from 2021) through refresher courses.

As part of the company's policy to protect the health and safety of its employees, Cassina implements a **health surveillance and industrial hygiene program** through its physician. The program's main purpose is to verify the suitability for the activities performed or about to be assigned to each employee, and to constantly monitor risk factors. Health surveillance takes the form of periodic tests and medical examinations of employees and, in respect of the provisions of the **Evaluation Document of Risks (DVR)**, more specialized analyses, e.g., eye and ear, nose, and throat examinations.

Cassina guarantees the presence of the doctor in the company on a fortnightly basis, while the infirmary and specialized personnel are available once a week. To ensure maximum employee well-being, attention is also paid to the food served by the company canteen, considering the possible presence of food intolerances or allergies, as well as specific dietary needs.

During 2022, **two industrial hygiene surveys** were conducted, one in the carpentry workshop and one in the department that processes saddle leather, to assess the daily exposure of employees to possible pollutants, defined based on the raw materials used and the production processes performed. The objective of the investigations, conducted by sampling people and the environment, was to determine, the level of risk related, to employees' exposure to dust of hardwood and to volatile organic substances possibly released during gluing operations.

The results of the analysis show that the pollutants considered were found to be well below the regulatory limit values, thus demonstrating the effectiveness of the safeguards put in place by Cassina to protect the health and safety of its employees.

Regarding accidents, Cassina makes a thorough assessment of all accidents that have occurred through assessment forms and applies any corrective actions in order to minimize the possibility of occurrence. Thanks to the preventive activities implemented by the company, with continuous updating of company DVRs, training and information of employees and monitoring and supervision activities, in 2022 there were only two occupational accidents, none of which had serious consequences. In contrast, there were no injuries incurred by external staff. More information on accidents can be found in the "Performance Indicators" table.



Cassina Store Milan – ph.© Valentina Sommariva

Customer satisfaction

At the core of Cassina's business strategy is its customer's satisfaction, considered the most relevant issue for the company. Consistent with this philosophy, Cassina has in recent years initiated a review of its internal processes and organization with a view to "customer centricity," that is, placing the customer and their needs at the centre, as the primary reference to evaluate its activities.

To efficiently conduct this process, a **Selling Ceremony** has been defined for Cassina Store salespeople and staff. This practical guide is described below in four points:

01

Interacting with the client

ensuring a best-in-class sales experience.

02

Transmitting and telling the history of the brand, its values and cultural heritage.

03

Making the best use of the stores' commercial potential.

04

Creating and nurturing lasting and valuable relationships with customers.

Given that the company produces luxury products, both in terms of the quality of the materials and the uniqueness of the design, Cassina is very careful to provide its customers with all the necessary assistance so that the shopping experience is pleasant and loyalty-building. In this regard, Cassina organized a **Mystery Shopping** activity in 2022, through which a consultant, pretending to be a customer, visited the company's stores to test the sales experience, analyze the employees' strengths and possible improvements, and to check the state of the stores.

Several strengths emerged from the data analysis, such as the stores' effective management of the brand image and the

salespeople's deep knowledge of the company and products. However, the consistency of customer reception was found to be improvable; therefore, ad hoc courses will be organized to refine this aspect. Stores with outstanding results will be considered as role models and used as examples in planned training activities. The goal of these initiatives is to promote constant improvement and to offer the customer an excellent shopping experience, in a manner fully aligned with Cassina's philosophy, which places the customer's interest at the center of its actions.

In the last years, Cassina has been committed to changing perspective and adopting an attentive approach to the environment, not only for the development of new projects, but also for the design of the masters. Thanks to the study conducted by Cassina LAB, we are able to propose design icons with more circular materials, simplified disassembly and broadly, a more conscious soul. I think this method of editing the icons is a great example of sustainable thought.

PATRICIA URQUIOLA
Cassina Art Director

Measuring client satisfaction with the Net Promoter Score

In 2022, Cassina introduced a tool (NPS), associated with a renewed approach to "customer surveys." The NPS is an international standard for measuring satisfaction through a single question - How likely would you recommend Cassina to a friend or colleague? - providing an excellent starting point for analyzing opportunities to improve the service offered and initiate a process that aims to achieve excellence in customer experience throughout the product lifecycle.

The NPS was then accompanied by a specific survey on four focus areas:

- Product
- After sales support
- Customer service
- On time delivery

The results for 2022 were excellent in relation to the response rate.

However, given Cassina's commitment to maintaining this performance and providing this excellent service, it is important to observe its evolution, keeping track of customer satisfaction rates, and seeking to implement initiatives that can improve the shopping experience. From this point of view, for Cassina, the comments that customers communicate to dealers in reference to a particular product is important; every complaint is reported to ensure optimum quality and always offer service that matches the product sold.

Customer satisfaction also comes through the **quality and durability of products**. It is essential to do research and elaborate a design that can be experienced over a long period of time, both by the customer who buys it for the first time and also by future generations with a view to supporting a circular economy. This allows its environmental impact to be minimized and its aesthetic and functional values to be appreciated long term.

In addition to the support of specialized technicians who aid customers, Cassina has launched an initiative to raise awareness about the proper use and maintenance of its products. In the care and maintenance manual, which can be consulted on Cassina's website, the company provides precise and meticulous instructions on each material to preserve its value over time, optimizing the longevity and integrity of its products. In addition, each customer is given a product card that tells the story of the company and the design of the object, and which includes two QR codes that link to the product page and its manual.

This card is placed in a paper envelope that is attached to the product without the use of any plastic elements.

Finally, Cassina also considers it essential to educate its customers on **proper end-of-life management of its products**. The company has begun measuring the level of environmental circularity of its new products, assessing the percentage of materials that can be recycled or reused. For more information regarding the measurement of the level of environmental circularity, please refer to the chapter "Design, Circular Materials and Innovation".

To enable a transparent dialogue between the company and its stakeholders, Cassina has a communication channel on its website, through which it is possible to request product information, contact support services, propose collaborations, or request general information.

CUSTOMER SATISFACTION ALSO COMES THROUGH THE QUALITY AND DURABILITY OF PRODUCTS. IT BECOMES ESSENTIAL TO DO RESEARCH AND ELABORATE A DESIGN THAT CAN BE EXPERIENCED OVER TIME, BOTH BY THE CUSTOMER WHO BUYS IT FOR THE FIRST TIME AND ALSO BY FUTURE GENERATIONS, WITH A VIEW TO SUPPORTING CIRCULAR ECONOMY

More specific inquiries are also handled through a contact form and routed to the appropriate business areas for more effective and timely handling.

Complaints are handled through a **procedure for after-sales reports and complaints**. All customer complaints are promptly accepted and then the company's responsibility is assessed. Their systematic recording is part of the initiatives implemented by the company to increase customer centricity, as it improves communication with customers and dealers, and encourages continuous improvement of the service provided. Every detail is carefully noted and used to make changes and corrections to the system adopted, to better adapt it to customer requests and needs and thus increase satisfaction and trust. The trend in the number of complaints is monitored and kept under control through the monthly processing of the Product Quality Index⁹ and New Product Quality Index¹⁰.

Cassina's priority is to always manage the customer and resolve the problem encountered, particularly when a company liability has been established. In this case, various measures can be taken, such as replacing the product, directly intervening, sending spare parts, or providing instructions to the customer on how to deal with the situation.

Where complaints are particularly significant, such as regarding product safety, or where there is a significant litigation, notice of the event is brought to the attention of the Board of Directors. Regarding litigation, the Legal and Corporate Affairs department sends a consolidated report to Haworth on a quarterly basis, which monitors its status and assesses potential losses for the company.

In the past three years, however, there have been no cases of serious litigation or complaints requiring transmission to the highest governing body.

⁹ Product quality index = (No. complaints accepted in the month / order lines billed in the month) x 100.

¹⁰ By "new" we mean products launched during the year. New Products Quality Index = (No. complaints accepted in the month / order lines billed in the month) x 100.

IN THE PAST THREE YEARS, THE COMPANY HAS NOT RECEIVED ANY COMPLAINTS ABOUT VIOLATIONS OF CUSTOMER PRIVACY

Customer privacy and data protection

The protection and confidentiality of personal data and information acquired during activities is an important topic for Cassina, also in relation to the e-commerce platform launched in 2022. The company is committed to preventing any leakage of personal data by providing up-to-date security measures and adopting appropriate policies and safeguards.

The company has internal procedures and guidelines in place to minimize the data privacy risks of its employees and customers, including:

B2C Privacy Policy

that describes the rules and instructions for processing personal data of private customers.

B2B Privacy Policy

that regulates the processing of personal data of Cassina B2B customers, retailers and other counterparties.

Cookie Policy

that informs website users about what cookies are issued by the website, by whom, and for what purpose.

Data Breach Policy

that defines the methods implemented by the company to prevent possible data loss and how to take action if such incidents occur.

Cassina has appointed a **Data Protection Officer (DPO)** to oversee the company's compliance with the requirements of EU Regulation 2016/679 General Data Protection Regulation (GDPR). The DPO performs audits and checks, at the end of which they prepare reports attesting to compliance and/or highlighting any points of attention. In case further training and improvement of security measures are needed, specific remediation plans have been prepared.

The collection and processing of personal data of employees and suppliers takes place through Cassina's internal management systems. As for customers, this is done through a dedicated customer relationship management system, the **Customer Relationship Management (CRM)**.

Customer data is collected during visits to stores, events, on the website and through purchase activity on the e-commerce platform.

The user is protected by the rights recognized by the GDPR, including the right to lodge a complaint with the Supervisory Authority, i.e., the Italian Data Protection Authority ("Garante Privacy") and/or other competent supervisory authorities (Art. 77 GDPR). In addition, they can contact the DPO securely and confidentially at any time if they have general questions about the processing of their personal data, or for any matter related to data protection. They also have the right to object at any time to the processing of their data, either immediately or after the provision of the data, as well as the right to revoke at any time the consent given for marketing and/or profiling purposes.

To prevent risks related to cyber-attacks, Cassina organizes **training sessions for all employees** on the main procedures of the GDPR and risks in the use of IT tools, such as phishing or hacker attacks, also with the aim of strengthening the processes and skills necessary for the proper use of technologies. All Cassina employees are required to complete the training modules, and for workers who do not have a fixed computer workstation, ad hoc stations are set up to enable them to complete the necessary training. In both cases, proper completion of the training is verified by human resources.

In the past three years, the company has not received any complaints about breaches of customer privacy. No business activities have been interrupted because of cyber incidents, nor has any personal data been breached or compromised.

Community engagement

Cassina has always aimed to address challenges in society by researching innovative and sustainable solutions. The company seeks to anticipate trends and be a leading example in its industry, involving a wide range of stakeholders and interested parties in its activities.

The creation of shared value also involves the local community and territory, which is why Cassina has identified concrete actions such as training and establishing partnerships with the public sector, civil society, and universities, as well as choosing local suppliers.

The company is committed to constantly increasing initiatives dedicated to the local area and the community, developing new projects to give support to young designers and carrying out training activities on the history of the brand and its products for retailers, architects, and employees, while supporting cultural foundations and involving schools and students.

Community engagement not only benefits the community itself, but can also help increase employee and customer loyalty, improve brand value, stimulate innovation within the company and the industry in which it operates, while investing in the future of the company.

It is particularly **important for Cassina to interact with the community to capture its needs and passions and use them as input for its creative process** to remain at the forefront of the market and offer products that meet external needs.





Aa selection of initiatives launched in 2022

Cassina donates a smile at Christmas!

During the holiday season, Cassina launched an initiative dedicated to children and youth guests at the "Pietre vive" foster home in Inverigo (Como) and the entire network of Coordinamento Minori Como, that takes in and supports more than 300 children. Cassina decided to support their important and valuable work by organizing a collection of gifts, consisting mainly of toys.

All employees, involved on a voluntary basis, were asked to prepare a letter, or greeting card, and indicate which age group the gift was intended for. The goal was for these children to fully experience the magic of the festive season by receiving gifts, in keeping with tradition, from under a decorated tree.

Digitation of the Cassina Archive

This year saw the start of an important work of digitizing the Cassina Archive. A considerable part of the drawings made by the technical department between the 1970s and the 1990s has been photographed with the purpose of internal use, or upon request, for scholars and design historians.

In fact, 3,579 drawings were digitized and photographed, referring to 220 folders and designs. This initiative will be continued in 2023.

Patronage: support for young designers

Patronage is an initiative that aims to cultivate young international talent, support their creativity, and develop creative ideas. The project was launched this year with Dutch designer Linde Freya Tangelder, who met Cassina's excellence and know-how in a multi-faceted dialogue capable of promoting both culture and design. Cassina supported her first solo exhibition "Rooted Flows - Solidified Reflections" at the Carwan Gallery in Athens, where her limited editions were presented.

In parallel, Cassina collaborated with Linde to develop Soft Corners, a first line of furniture presented at the Cassina Store Milan during Design Week. Following the philosophy of Cassina LAB, the design of the Soft Corners poufs allows the components to be disassembled to make them both repairable and replaceable, while the matching steel coffee table is fully recyclable at the end of its life cycle.

"Concorso di Idee per architetti under 35"

During the exhibition "il Mondo di Poggi", held in the city of Pavia, Cassina sponsored a contest in collaboration with the Ordine Architetti Pianificatori Paesaggisti e Conservatori of the Province of Pavia. Launched in 2021, the competition was aimed at designing a seat inspired by the philosophy of architect Franco

Albini, who collaborated with Poggi.

The prototype of the winning design, the "G Chair" by architect Carlo Farina, was manufactured by Cassina and displayed in the exhibition.

In addition, the company diffuses its values and knowledge of innovative design, craftsmanship and luxury through international exhibitions and displays, as well as supporting publications and books.



The Cassina family, in the middle Adele Cassina, on the right Umberto Cassina, on the left Cesare Cassina, in front Franco Cassina – ph.© Cassina Historical Archive



Listed below are the most important initiatives in which Cassina has recently been involved.

Contributions to the publications of books

Destroyers/Builders: Rooted Flows (Linde Freya Tangelder), Barbara Brondi and Marco Rainò, curated by NERO Editions.

Exhibitions with Cassina contributions

HOMO FABER, from the 10th of April to the 1st of May 2022, at Fondazione Giorgio Cini in Venice.

IL MONDO DI POGGI – L'officina del design e delle arti, from the 2nd of June to the 30th of September 2022, at Musei Civici in Pavia.

ELLE DECOR DESIGN FOREVER, from the 6th to the 12th of June 2022, at Palazzo Bovara in Milan.

Exhibitions with Cassina products

PIET MONDRIAN, DALLA FIGURAZIONE ALL'ASTRAZIONE

From the 24th of November 2021 to the 27th of March 2022, at MUDEC, Milan.

GENOVA SESSANTA

From the 14th of April to the 31st of July 2022, at Palazzo Reale, Genoa.

LA TRADIZIONE DEL NUOVO

From the 20th of May to the 11th of December 2022, at Triennale in Milan.

CHARLOTTE PERRIAND, L'AVANGUARDIA È DONNA

From the 27th of June to the 25th of September 2022, at M77 Milan.

DESIGN ITALIANO: LA BELLEZZA DEL QUOTIDIANO

FRA ITALIA E ARGENTINA

From the 22nd of September 2022 to the 23rd of January 2023, at Museo Nacional de Arte Decorativo, Buenos Aires.

JAIME HAYON INFINITAMENTE

From the 22nd of September to the 16th of April 2023, at the Centre del Carme Cultura Contemporània (CCCC).

DESIGN FOR FUN

From the 28th of September to the 30th of November, at Museum of Art Pudong, Shanghai, China.

TRA DESIGN E CAR DESIGN

From the 29th of November 2022 to the 10th of March 2023, at Museo Nazionale dell'Automobile, Turin.

Support of cultural organizations

REDESIGN OF THE FIRST DRESSING ROOM AT THE ARCIMBOLDI THEATER IN MILAN

Visitable by reservation from the 6th of June 2022.

For the project Vietato l'ingresso, curated by Giulia Pellegrino, for the redesign of the first dressing room at TAM Teatro Arcimboldi in Milan, Cassina provided two 1 Fauteuil dossier basculant armchairs in black leather, the design icon by Le Corbusier, Pierre Jeanneret and Charlotte Perriand.

Furthermore, the Cassina Custom Interiors division shaped two custom products for the project: a small table and a bench designed by the architecture firm Calvi Ceschia Viganò Architetti Associati. Distinguished by its characteristic C shape, the bench was designed to run along the curved line of the dressing room wall. The coffee table, made by Belloni, is visually light thanks to its thin profile that recalls the refined aesthetics and soft lines that define the room.

TECH.EMOTION

21st and 22nd of June 2022 at Talent Garden in Milan.

Cassina was an official partner of Tech.Emotion, the first international event organized by Emotion Network, together with Corriere della Sera. The event explored major themes that unite technology and emotion, innovation and humanism, to lead from Italy the change toward a technology that is ethical, sustainable and human-centered. Speakers invited by Cassina included Philippe Starck, creator, and Emanuele Coccia, philosopher.

The panel discussion, on the other hand, entitled "Redesigning Empathy," was moderated by design historian Domitilla Dardi, and featured Luca Fusco and Patricia Urquiola, respectively CEO and Art Director of Cassina.

Permanent donations of Cassina products

QUIRINALE CONTEMPORANEO - Third edition.

Collaborations with local entities

“I MESTIERI DEL DESIGN”, LE ECCELLENZE DEL TERRITORIO INSIEME PER IL FUTURO DEI NOSTRI GIOVANI

Since 2021, Cassina, along with 11 other craft and design companies in the area, has been collaborating with the municipality of Meda and its Vocational Training Center to build the educational and professional future of young people, who can thus discover, address and perfect their talents starting from their deep roots in design, entrepreneurship, and art.

The project "The Crafts of Design" aims to promote the traditional crafts of carpentry, upholstery and sewing in the Meda area. Through partnerships with local companies of excellence, the project offers students the opportunity to explore these professions while choosing their course of study. Selected students from year to year can visit the companies involved and learn about the organizational, educational and professional model that offers opportunities to develop talents and find interesting job openings in the future.

Cultural collaborations

Cassina has always stood out for its innovative creativity, and over time the company has evolved to become a symbol of modernity and a benchmark for its distinctive icons that make it recognizable worldwide.

Thanks to collaborations with renowned international architects and designers, as well as major players in the fashion, art and automotive industries, Cassina has developed an identity that also appeals to a younger audience that is attentive to the latest trends, while always maintaining its emblematic sophisticated soul.

CASSINA X ONE BLOCK DOWN “FLOATING OPPOSITES”

Cassina collaborated with One Block Down, a company established for its ability to story tell subcultures, to develop a new interpretation of the Zig Zag chair by Gerrit

T. Rietveld, shaping an exclusive collection of 30 pieces. In this limited edition, the distinctive wooden frame, shaped like an inverted Z, was declined in three colors intrinsically linked to the work of the master and the De Stijl art movement: red, yellow and blue. Indeed, Rietveld was an icon of this movement based on the representation of visual compositions in their simplest form and an aesthetic defined by linear elements and primary colors.

To celebrate this collaboration, One Block Down created an extraordinary installation on the sixth floor of Milan's Rinascente parking lot, open to the public during Milan Design Week 2022, from the 8th to the 12th of June.

CASSINA X SUPREME LIMITED EDITION RED AND BLUE ARMCHAIR

Supreme launched a limited edition of Gerrit T. Rietveld's Red and Blue armchair, an iconic Cassina product and part of the iMaestri Collection.

CASSINA X LANCIA

Cassina and Lancia announced a new collaboration during the Lancia Design Day, held on November 28th, at La Venaria Reale in Turin, Italy, part of the first step in a journey in which Cassina will accompany the brand to discover the excellence of interior design in the automotive industry.

COLLABORATION WITH GINA ALICE REDLINGER

To dialogue with a wider audience, especially in the Chinese market, Cassina partnered with the internationally renowned pianist Gina Alice Redlinger. This was the beginning of the first chapter of a digital project in which Cassina collaborates with a carefully selected set of Key Opinion Leaders.



Events that promote the theme of sustainability

Courmayeur Design Weekend

From the 10th to the 13th of May 2022

Cassina took part in the second edition of the Courmayeur Design Weekend, the event that celebrated design and architecture at the foot of Mont Blanc from the 10th to the 13th of March. Nestled in a unique naturalistic setting, Soriana, designed by Afra and Tobia Scarpa in 1969, traveled at high altitude with a customized cable car. The Chalet de Tendence, the heart of the event, also hosted the Soriana model, winner of a Compasso d'Oro and recently rebooted also with circular materials, with the utmost respect for authenticity. During the weekend, Cassina CEO Luca Fuso took part in an interesting talk on the topic of sustainability.

Ottogono Academy – first chapter: architecture and design, a dialogue with Tobia Scarpa and Cassina

7th of April 2022 at AD Dal Pozzo

Event curated by arch. Barbara Lehmann, Cassina Historical Archive Curator. During the first part of this training day dedicated to CNAPP member architects, design guidelines were shared through an overview of the evolution of the sector toward a greater sustainability. This was followed by a keynote speech by architect Tobia Scarpa on the fundamental combination of craftsmanship-innovation and the relationship between design, architecture, and sustainability. The second part of the day provided suggestions and practical tools for designing an indoor and outdoor environment with Cassina collections. The third segment of the day was dedicated to a workshop where participants had the chance to collaborate in teams, with the guidance and assistance of AD Dal Pozzo professionals. The objective was for each team to present their own project by the end of the day.

“The Time is Now. Design and Architecture towards a more

sustainable future”

12th of July 2022 at the Cassina Store Milan

The event, which featured Luca Fuso, CEO of Cassina, and Silvia Prandelli, Principal of the architecture firm Populous, was moderated by Marco Capellini of Matrec. This talk provided an opportunity to explore how design and architecture can create a synergy in the application of strategies aimed at circular and sustainable models.

“Made in Italy: A Conversation with Matteo Thun”

24th of November 2022 at Neue Werkstätten, Munich

A conversation between Oliver Jahn, editor of AD Architectural Digest, and architect and designer Matteo Thun, to explore the contract world and, in particular, the projects that have marked the architect's collaboration with the Cassina Custom Interiors division. Among the topics discussed were reflections on attention to the environment, his sources of inspiration, and plans for the future.

“Measuring the circularity of products”

6th of December 2022 at the Italian Camera dei Deputati

This important event was organized in collaboration with Matrec to promote the knowledge and application of solutions and tools for circular product design. On this occasion, companies Cassina and Hera Luce talked about their approach to measuring the circularity of products and designs.

MODULAR IMAGINATION

CASSINA

DESIGN 2022

VIRGIL ABLOH

From a pouf to a bench, from a table to more articulated compositions. **Modular Imagination** features, two matte-black building blocks that can be combined to create, adapt, and configure space as needed.

A visionary work, that represents an invitation to build new worlds, with an eye towards sustainability.

Components that can be easily separated at the end of the product's life cycle.

Polyurethane upholstery with a percentage of polyols deriving from biological sources.



80 OUR PERSPECTIVE ON THE PLANET

Energy transition, safeguarding the environment, combating climate change: these are themes that we have chosen to pursue not only in words but in deeds, through a new approach to production and a vision that, in addition to respecting and protecting design, is able to respect the nature that surrounds us.

A new philosophy, in which the beauty of a Cassina project is also measured in its ability to value environmental issues.

Our contribution
to giving the planet
a new perspective.

TODAY'S PERSPECTIVE

ISO 14001

Certified environmental management system

Impact measurement

Calculation of CO₂ emissions, generated waste, and consumed water

Green electricity

Commissioning of a photovoltaic plant and supply of electricity from renewable sources

PERSPECTIVE FOR THE FUTURE

100% from renewable sources

Green electricity also for international subsidiaries, by 2025

-50% of GHG emissions

By 2030, with targeted net-zero emissions by 2050

Electric car charging stations

Increase of charging stations for electric or hybrid company vehicles

Increase in electricity production

Through the installation and commissioning of a new photovoltaic system, on the roof of one of the company's plants

Cassina continues to make concrete commitments on energy transition, environmental protection and combating climate change.

In this regard, the company has equipped itself with an **Environmental Management System certified according to ISO 14001**, which enables it to continuously improve its work processes, to ensure greater care and protection of the environment.

Environment

Energy consumption and emissions

Energy consumption is a significant component in Cassina's production processes. The company is committed to actively contributing to energy transition by reducing its emissions by 2030 and consequently the potentially negative impact its activities may cause on the environment.

In relation to the current geo-political context, due to the uncertainties that the energy crisis is generating in the market, Cassina **has decided to invest in renewable energy plants, to significantly reduce its CO₂ emissions and also achieve greater competitiveness in the market, both from a reputational and economic point of view.**

To meet internal electricity consumption, Cassina **installed a photovoltaic system at the Meda headquarters in Via Busnelli in late 2022, which will allow a significant portion of the electricity the company consumes to be generated independently and from renewable sources.** Furthermore, in 2022 Cassina implemented energy efficiency actions for the main production plants, for example, a new vacuum system in the carpentry workshop, making a "targeted" use of the extraction

process by eliminating energy waste when not all the machinery is in operation.

To involve the corporate population in this process, Cassina carried out a major awareness-raising activity, distributing guidelines stating some simple actions to put into practice, such as turning off devices when not in use or printing only when necessary, and the economic, as well as environmental, benefits that such small gestures can enable.

An additional electric car charging station was introduced in 2022, bringing the total number of installed stations to three, and in 2023, new electric vehicles will be added to the company car fleet.

Cassina, as part of Haworth, has aligned its commitments to reduce energy consumption and GHG emissions by adopting the following targets set out in the Group's sustainability strategy.

01

Half greenhouse gas emissions by 2030

02

Net-zero emissions by 2050

03

Use electric energy produced from 100% renewable sources for production facilities by 2050

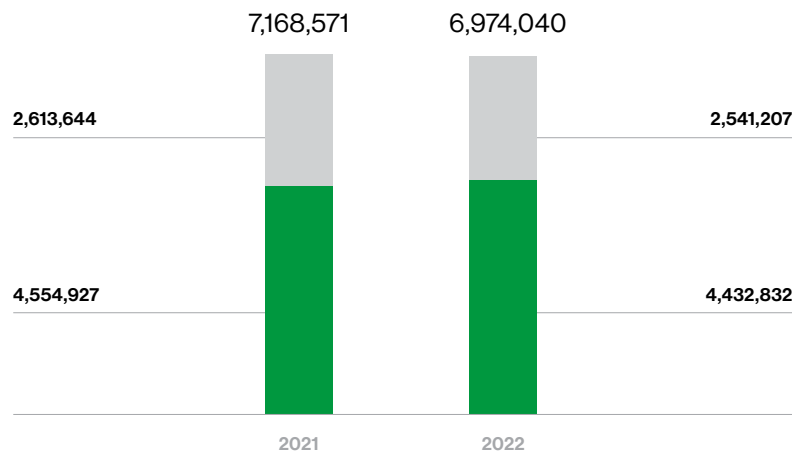


There was a slight reduction in gas and energy consumption in 2022, from 7.2 thousand MWh to 7.0 thousand MWh.

This result was also made possible by the installation of a home automation system, which allows control of consumption in real time, making it possible to avoid wasting energy. It is managed through an application that activates heating and cooling in the rooms only when necessary.

54% of energy consumption can be attributed to natural gas for heating, accounting for 3.8 thousand MWh, 10% to fuel consumption by the company's fleet (0.6 thousand MWh), and the remaining 36% to electricity consumption (2.5 thousand MWh). Of this, about 2 thousand MWh comes from renewable energy sources, accounting for 87% of total electricity consumption.

Energy consumption (kWh)



● INDIRECT ENERGY CONSUMPTION ● DIRECT ENERGY CONSUMPTION

In conformity with the Greenhouse Gas Protocol (GHG Protocol), Cassina has calculated the GHG direct emissions (Scope 1)¹¹ and the indirect emissions derived from the purchased energy (Scope 2)¹².

The above energy consumption figures resulted in 2022 in direct Scope 1 emissions of 847 tons CO₂ (-2% vs. 2021) and indirect Scope 2 location-based emissions amounting to about 638 tons

of CO₂ (-2% vs. 2021) and 69 tons of CO₂ under market-based methodology (+6 vs. 2021).

This difference between market-based versus location-based Scope 2 GHG emissions is attributable to the higher share of electricity consumed from renewable sources compared to the share consumed from nonrenewable sources.

¹¹ Scope 1 emissions are direct emissions that result from controlled properties and activities and where emissions are generated where consumption takes place.

¹² Scope 2 emissions are indirect emissions that come from the production of electricity used for owned and controlled activities, but where the emissions occur at the place of generation.



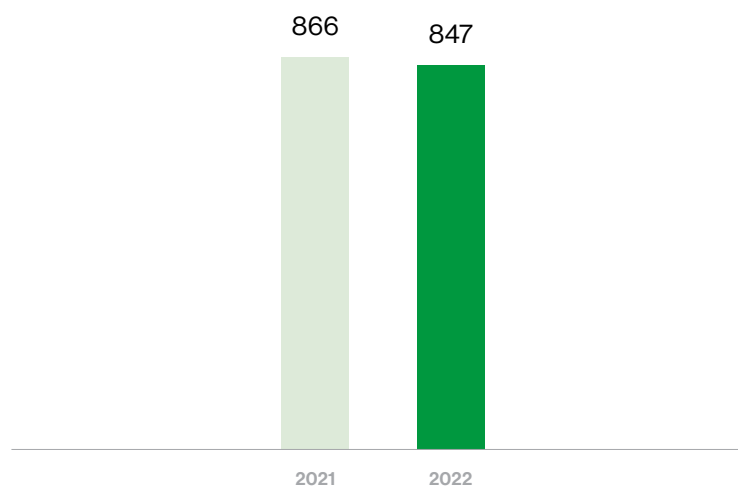
Emissions of 0.10 t for VOCs

Emissions equal to 557t CO₂

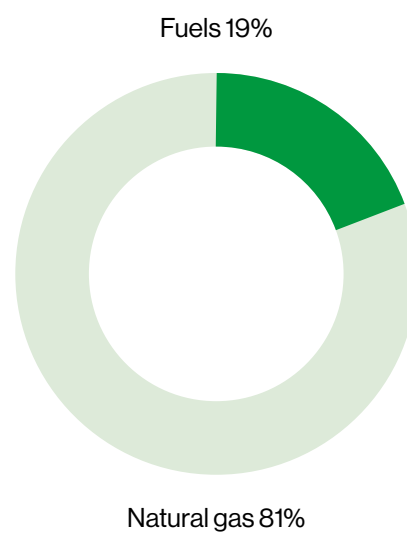
• -23% compared to 2021

• -9% compared to 2021

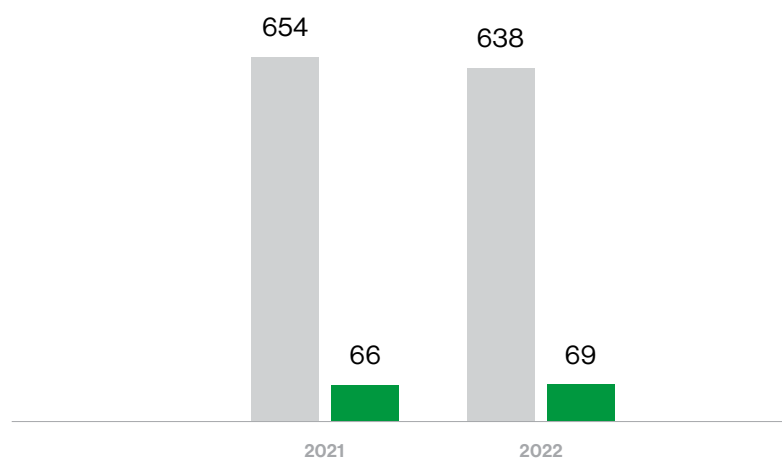
GHG emissions - Scope 1 (tCO₂)



GHG emissions - Scope 1, 2022 (tCO₂)



GHG emissions - Scope (tCO₂)



● LOCATION BASED

● MARKED BASED

Sustainable logistics

Logistics plays a central role in Cassina's production model. The procurement of raw materials and the shipment of finished products are in fact daily activities for the organization and can generate significant environmental impact.

Cassina's goal is to constantly monitor logistics activities to ensure that transportation is optimized to contain and reduce CO₂ emissions into the atmosphere and, at the same time, optimize shipping costs.

Cassina is committed to continuous research and development of innovative logistics solutions, also in collaboration with its suppliers.

At present, logistics is organized into two flows, to and from suppliers of materials and services, and outbound to customers. The optimization solutions adopted to date include:

- Consolidation and grouping of shipments;
- Direct shipments from suppliers to subcontractors;
- Route optimization;
- No empty trips;
- Delivered At Place ("DAP") transport for customers, via container to consolidate various goods wherever possible.

For the time being, partly because of contractual agreements, sustainability requirements on the performance of the vehicles used cannot be included; these improvements will be evaluated as the renewal of existing contracts approaches.

In 2022, Cassina implemented a reorganization of internal logistics flows, partly to cope with the significant growth of volumes produced in relation to the company's increased turnover. As a result of this reorganization, the flow of purchasing products is now directed to the Lentate location and from there distributed to the logistics hubs, reducing the flow between the two plants in Meda and Lentate, resulting in a positive impact in terms of reductions in CO₂ emissions and urban traffic.

Waste management

In line with Cassina's commitment to responsible waste management, the issue is monitored very closely by the company because of the economic and environmental impact that potential high volumes of waste sent to incineration or landfill can have.

Cassina complies with all applicable regulations on waste storage and sorting, including protecting the safety of its operations and the health of its people.

The company is committed to **reducing waste production as much as possible, including through selective waste separation.**

Waste is collected by Cassina within its own company perimeters. It is then managed by an authorized external partner that carries out the storage and sorting of industrial waste within its own facility. This provider periodically generates a report detailing all EWCs (European Waste Code) produced and delivered. With the data provided, Cassina re-plots the quantities destined for recovery operations or recycling, monitoring their trends.

Referring to Cassina's production cycle, the majority of waste comes from direct production activities, mainly wood processing waste, such as chips and sawdust, and offcuts of leather and saddle leather. However, so-called indirect activities, such as maintenance or plant and warehouse management, also contribute to the production of waste.

Cassina uses specific KPIs to measure the incidence of the weight of waste, both hazardous and nonhazardous, on the total number of pieces produced.

To reduce the amount of waste generated during the company's production, **Cassina also strives to optimize the use of leather and fabrics in its design process in order to minimize as much as possible the amount of waste produced.**

"I have the urge to think about how humans can further embrace the life of an object: how it can age beautifully and be passed down to another generation while never losing sight of its emotional relevance. When objects, furniture, accompany us through life, its a long lasting fulfilment".

LINDE FREYA TANGELDER

Designer



Banquette Mauritanie bench by Charlotte Perriand – Cassina Pro

To achieve set goals, the cooperation of all company personnel is necessary: Cassina has implemented waste awareness actions, distributing informational material to all employees on how to make efficient waste collection.

An agreement is currently being finalized with a partner who will be responsible for recovering surplus leather from Cassina's production and turning it into new products to be placed on the market. This will bring an economic benefit to the company and further reduce the volume of waste produced and not recoverable.

In 2022, 834 tons of waste was generated, of which only 4.81 tons was hazardous. The increase in volumes generated compared to 2021 is due to the increase in production and corporate turnover. Also in 2022, the ambitious goal of "zero waste to landfill" was reached. Cassina's efforts are now focused on reducing the percentage of waste that can be disposed of and sorted externally, to achieve savings from an economic as well as an environmental perspective.

More information on waste generation and destination can be found in "Performance Indicators".

Water management

Cassina is aware of the value of water, especially considering the problems related to its availability, due in part to the drought that has been sweeping Italy in recent years.

Cassina's water needs only relate to civilian use, even in the manufacturing plant, as current industrial processes do not involve the use of water.

National reference protocols and regulations for water quality are followed in the production plant to ensure its suitability for use and high standards of health and safety for the entire corporate population.

Water is only used from the local waterworks, and wastewater is discharged into the public sewage system, to be treated and purified by consortium plants.

Total water consumption in 2022 was 9,449 liters, a drastic decrease from 2021 (11,657 liters). This was possible, despite the increase in the company's population, thanks to the repair of a water leak and the installation of six timers, aimed at optimizing water flow, these will increase in the coming years. The company is also committed to raising awareness among its employees about the proper use of this resource.

More information on the management of water can be found in "Performance Indicators".

Biodiversity

As a manufacturing company, Cassina is aware of the importance of biodiversity protection and is committed to reducing and mitigating the potential negative effects that industrial production can cause to the planet.

Cassina considers it essential to focus its attention on the ways in which it uses land, exploits resources, and pollutes by involving its supply chain in the adoption of specific initiatives.

Biodiversity protection is mainly carried out through actions aimed at research and the use of materials from renewable, sustainable, and organically grown sources.

Information about each material used in the manufacture of Cassina furniture is communicated to the customer through a product sheet, with a view to transparency and involvement.

Cassina is committed to the highest standards in environmental matters and confirms its desire to protect the quality of domestic environments through GREENGUARD certification. In addition, material choices take as reference the indications in the Red List of Threatened Species, compiled by the International Union for Conservation of Nature (IUCN).

Cassina, consistent with its environmental management system, constantly monitors the main direct and indirect environmental impacts related to its production process and products, with the aim of identifying actions to be taken to reduce them.





SOFT CORNERS

CASSINA

DESIGN 2022

LINDE FREYA TANGELDER

Like an embrace of joints, **Soft Corners** is a versatile collection of architectural elements, three poufs and a coffee table, to be juxtaposed in different ways to create dynamic compositions. Each pouf has a structural wooden heart on which soft padded rubber with a responsible soul rest.

The small table, which is entirely recyclable, completes the project with its three steel volumes mounted together in an interplay of solids and voids.

Disassemblability of all component to make them both repairable and replaceable.

Polyurethane padding with a percentage of polyols deriving from biological sources.

Coffee table fully recyclable at the end of its life cycle.



ANNEXES

Definition of the material topics

Below is the table of material aspects, identified through the materiality analysis, and their descriptions.

Customer satisfaction	Ensure customer satisfaction through engagement and listening, ensuring a valuable customer experience throughout the product lifecycle.
Design, circular materials and innovation	Integrate the principles of circular economy in the design of products, promoting the use of renewable, recyclable and/or recycled materials and developing circular practices to prevent waste production and facilitate the recovery and valorization of products at the end of their life cycle.
Occupational health and safety	Protect the health and safety of all employees, ensuring a safe work environment.
Product innovation	Promote innovative solutions that can foster the customer experience and new product development.
Human rights	Ensure respect for human rights and fundamental freedom of people in the factories and along the supply chain.
Product quality and safety	Develop products with high standards of quality and reliability, ensuring the safety of customers in compliance with applicable regulations, especially regarding the use of chemicals.
Responsible sourcing	Promote responsible sourcing to help reduce the environmental impact of materials, such as, for example, the acquisition of certified wood from sustainable forests.
Sustainable packaging	Adopt sustainable packaging, encouraging its reuse and recyclability and the elimination of disposable plastic.
Talent attraction and retention	Adopt practices of talent attraction and retention, contributing to the creation of a stimulating working environment, where employees feel satisfied and motivated
Responsible supply chain	Integrate criteria for the selection, evaluation and monitoring of suppliers according to ethical, social, environmental and governance aspects, promoting the development of lasting and reliable relationships.
Employee welfare and well-being	Ensure the well-being of employees by adopting a Welfare Plan that can meet their needs, to promote psychophysical health and a sense of belonging.
Diversity, equity and inclusion	Foster an inclusive working environment, which encourages respect for and value of the diversity of everyone, ensuring equal treatment and repudiating any discriminatory behavior.
Energy efficiency and GHG emissions reduction	Promote the fight against climate change by developing energy efficiency initiatives and reducing greenhouse gas emissions throughout the value chain by promoting the use of energy from renewable sources.

Customer privacy and data protection	Ensure the confidentiality of personal data and the security of IT infrastructure by preventing illegal attempts to access sensitive customer information.
Training and development of employees	Promote training activities to develop the technical, managerial and transversal skills of employees, in order to ensure the personal and professional growth of people.
Waste management	Promote the efficient management of waste, reducing its production and encouraging the reuse of materials used during production activities.
Community engagement	Promote projects and initiatives of social value aimed at involving communities, while supporting local employment, including supply chain, and strengthening integration in the territory.
Sustainable logistics	Optimize logistics by actively engaging partners across the entire value chain, identifying effective transport solutions that can reduce their environmental impact.
Biodiversity	Promoting the conservation of biodiversity in the forests from which the wood used in products originates.
Water management	Promote the efficient and responsible management of water resources, adopting practices in favor of the reuse of water during production activities.
PREREQUISITES	
Shared value creation	Ensure long-term value creation for all Stakeholders by ensuring economic and financial sustainability in business management.
Ethics and business integrity	Respect the principles of integrity, professional ethics, and honesty in business management, through internal control systems to ensure reliable relationships with all Stakeholders.
Risk management and regulatory compliance	Ensure adequate management of all risks, preventing appropriate mitigation actions. Ensure compliance with current regulations.
Governance	Ensure effective and responsible corporate governance that applies a transparent approach and acts in line with international best practices.

Performance indicators

2-7 Employees

Total number of employees by contract type and gender as of 31.12.2022 (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	131	127	258	137	132	269	149	138	287
Fixed term contract	3	3	6	6	6	12	18	12	30
Total	134	130	264	143	138	281	167	150	317

Notes:

Data refers to Cassina S.p.A.

Cassina has no guaranteed hourly employees.

Total number of employees by type of employment and gender as of 31.12.2022 (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	134	122	256	143	129	272	167	142	309
Part-time	0	8	8	0	9	9	0	8	8
Total	134	130	264	143	138	281	167	150	317

Note: data refers to Cassina S.p.A.

2-8 Workers who are not directly employed

Total number of workers who are not directly employed but whose work is controlled by Cassina as of 31.12.2022 (no.)

	2020	2021	2022
Temporary workers	4	6	2
Internships	6	8	9
Temporary workers, logistics cooperative, outsourced services and VAT consultants	65	82	87
Fixed term contract	75	96	98

Note: data refer to Cassina S.p.A.

2-30 Collective bargaining agreements

	2020	2021	2022
Number of employees covered by collective bargaining agreements	246	260	296
Total number of employees	264	281	317
Percentage of employees covered by collective bargaining agreements	93%	93%	93%

Note: data refer to Cassina S.p.A.

The number of employees covered by collective bargaining agreements in 2021 has been updated.

In 2022, Cassina S.p.A. employees covered by collective bargaining agreements correspond to 100 percent, 93 percent are related to the Corporate Supplementary Agreement applied for CCNL Legno, which is not provided for employees of CCNL Commercio and for the Industrial Executives contract.

204-1 Proportion of spending with local suppliers

		2020	2021	2022
Purchase of goods and services from local suppliers in Italy and international subsidiaries	€	54,766,681	71,160,608	88,218,999
Total expenditure	€	61,204,027	79,155,950	99,817,938
Percentage of spending with local suppliers	%	89%	90%	88%

The 2020 and 2021 data have been updated following an improvement in the calculation methodology.

302-1 Energy consumed within the organization (kWh)

	2021	2022
From non-renewable sources	3,969,868	3,800,829
Natural gas	3,969,868	3,800,829
From corporate fleet	585,059	632,003
Gasoline	38,112	70,854
Fuel	546,947	561,149
Total direct energy consumption	4,554,927	4,432,832
Electricity	2,613,644	2,541,207
from non-renewable sources	314,729	318,921
from renewable sources	2,298,915	2,222,286
Total indirect energy consumption	2,613,644	2,541,207
Total energy consumption	7,168,571	6,974,040

Note: The 2021 data have been updated following an improvement in the calculation methodology.

Source of conversion factors:

- Natural gas - EPA GHG Protocol
- Gasoline - DEFRA (UK Government GHG Conversion Factors for Company Reporting)
- Fuel - DEFRA (UK Government GHG Conversion Factors for Company Reporting)

305-1 Direct GHG emissions (Scope 1); 305-2 Indirect GHG emissions (Scope 2)

Direct GHG emissions (Scope 1) (tCO₂)

	2021	2022
From non-renewable sources	866	847
Heating	719	689
of which natural gas	719	689
Combustion	147	158
of which gasoline	9	17
of which fuel	138	141
Total GHG direct emissions (Scope 1)	866	847
Total GHG indirect emissions (Scope 2) (tCO₂)		
Location-based	654	638
Market-based	66	69

Note: The 2021 data have been updated following an improvement in the calculation methodology.

Source of conversion factors:

- Natural gas - EPA GHG Protocol Year
- Combustion of combustibles - DEFRA (UK Government GHG Conversion Factors for Company Reporting)
- Electricity - Location-based - IEA, EPA GHG Protocol
- Electricity - Market-based - AIB, TERNA

303-3 Water withdrawal; 303-4 Water discharge; 303-5 Water consumption

		2020		2021		2022	
		All areas	Water stressed area	All areas	Water stressed area	All areas	Water stressed area
Water withdrawal by source	ML	0.006	0	0.012	0	0.009	0
Surface water	ML	0.006	0	0.012	0	0.009	0
Freshwater	ML	0.006	0	0.012	0	0.009	0
Other types of water	ML	0.006	0	0.012	0	0.009	0
Discharges of water by destination	ML	0	0	0	0	0	0
Surface water	ML	0	0	0	0	0	0
Freshwater	ML	0	0	0	0	0	0
Other types of water	ML	0	0	0	0	0	0
Total water consumption	ML	0.006	0	0.012	0	0.009	0

306-3 Waste generated; 306-4 Waste diverted from disposal; 306-5 Waste directed to disposal

Waste produced (t)	2020	2021	2022
Total waste produced	596.7	771.3	834.1
Hazardous	6.0	7.2	4.81
Non-hazardous	590.7	764.2	829.3
Waste diverted from disposal	306.4	407.8	459.1
Hazardous	0.16	0.36	0.19
Other recovery operations	0.16	0.36	0.19
Non-hazardous	306.2	407.4	458.9
Recycling	218.0	293.9	335.3
Other recovery operations	88.2	113.5	123.6
Waste directed to disposal	290.4	363.5	374.98
Hazardous	5.88	6.82	4.62
Landfill	0	0	0
Incineration with energy recovery	0.023	0.027	0.042
Other disposal operations	5.86	6.79	4.58
Non-hazardous	284.5	356.7	370.36
Incineration with energy recovery	249.6	325.0	340.06
Other disposal operations	34.9	31.7	30.30

401-1 New hires and turnover

New hires (no.)	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	12	15	27	32	33	65	43	31	74
< 30 years	4	7	11	10	12	22	20	10	30
between 30 and 50 years	8	8	16	18	17	35	20	18	38
> 50 years	0	0	0	4	4	8	3	3	6

Turnover rate-incoming (%)	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	8%	10%	9%	20%	21%	21%	24%	18%	21%
< 30 years	20%	47%	31%	40%	67%	51%	56%	40%	49%
between 30 and 50 years	11%	9%	10%	23%	19%	20%	22%	19%	21%
> 50 years	0%	0%	0%	7%	9%	8%	5%	6%	6%

Number of terminations (no.)	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	16	10	26	23	25	48	19	17	36
< 30 years	2	3	5	1	0	1	5	0	5
between 30 and 50 years	6	4	10	10	18	28	9	13	22
> 50 years	8	3	11	12	7	19	5	4	9

Turnover rate-outgoing (%)	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	11%	7%	9%	14%	16%	15%	10%	10%	10%
< 30 years	10%	20%	14%	4%	0%	2%	14%	0%	8%
between 30 and 50 years	8%	5%	6%	13%	20%	16%	10%	14%	12%
> 50 years	14%	7%	11%	22%	15%	19%	9%	8%	8%

401-3 Parental leave

Employees entitled to parental leave, by gender (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	9	1	10	10	2	12	11	2	13
Managers	17	8	25	12	11	23	13	13	26
White-collar	37	69	106	43	74	117	50	85	135
Blue-collar	77	56	133	85	56	141	97	59	156
Total	140	134	274	150	143	293	171	159	330

Note: The 2021 data have been updated following an improvement in the calculation methodology.

Employees who took parental leave, by gender (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	0	0	0	0	0	0	0	0	0
Managers	0	0	0	0	0	0	0	0	0
White-collars	0	7	7	0	7	7	0	5	5
Blue-collars	0	1	1	0	1	1	0	0	0
Total	0	8	8	0	8	8	0	5	5

Employees who returned to work during the reporting period after taking parental leave, by gender (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	0	0	0	0	0	0	0	0	0
Managers	0	0	0	0	0	0	0	0	0
White-collars	0	3	3	0	3	3	0	5	5
Blue-collars	0	0	0	0	1	1	0	0	0
Total	0	3	3	0	4	4	0	5	5

Employees who did not return to work after taking parental leave, by gender (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
of which still on parental leave	0	5	5	0	4	4	0	0	0
of which have left the company	0	1	1	0	0	0	0	0	0
Total	0	5	5	0	4	4	0	0	0

Employees who returned to work after taking parental leave and who are still employees of the organization in the 12 months after return, by gender (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	0	0	0	0	0	0	0	0	0
Managers	0	0	0	0	0	0	0	0	0
White-collars	0	1	1	0	3	3	0	4	4
Blue-collars	0	1	1	0	0	0	0	0	0
Total	0	2	2	0	3	3	0	4	4

403-5 Worker training on occupational health and safety

Employees trained in health and safety (no.)

Employees trained in health and safety (no.)	2020	2021	2022
First aid	2	0	0
First aid update	7	6	0
Firefighting	1	8	0
Firefighting update	9	7	0
Safety (general)	9	23	61
Safety (specific)	17	24	61
Five-yearly update	21	12	23
Additional Safety Officer training	1	1	6
Update training Safety Officer	1	0	0
Forklift course	0	2	0
Update forklift course	10	6	0
Update elevating platform	2	0	0
Updating workers safety representatives	3	3	3
Total	83	92	154

Note: the 2020 and 2021 data have been recalculated following a refinement in the calculation methodology.

403-9 Work-related injuries

Employees	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Recordable occupational injuries	2	1	3	2	-	2	1	1	2
Total hours worked	205,862	153,217	359,079	260,182	197,182	457,364	273,867	211,789	485,656
Rate of recordable occupational injuries	10	7	8	8	-	4	4	5	4

Workers who are not directly employed	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Recordable occupational injuries	1	-	1	-	-	-	-	-	-
Total hours worked	95,030	15,025	110,055	121,030	16,951	137,981	137,159	19,298	156,457
Rate of recordable occupational injuries	10	-	9	-	-	-	-	-	-

Notes:

- In the three-year period, for both employees and nonemployees, there were no deaths from work-related injuries or work-related injuries with serious consequences (excluding deaths).
- Recordable work injury rate: (no. of recordable work injuries / no. of hours worked) 1,000,000.

- Rate of deaths due to work-related injuries: (no. of deaths due to work-related injuries / no. of hours worked) 1,000,000.
- Rate of occupational accidents with serious consequences (excluding deaths): (no. of occupational accidents with serious consequences (excluding deaths) / no. of hours worked) 1,000,000.

404-1 Average hours of training per year per employee

Average hours of training per employee (no.)

	2022		
	Men	Women	Total
Directors	25.2	39.0	27.1
Managers	12.3	13.4	12.8
White-collars	6.2	5.2	5.6
Blue-collars	4.7	7.1	5.6
Total	7.2	6.9	7.0

Note: Average training hours by gender and classification are only available for 2022.

404-3 Percentage of employees who receive periodic performance and professional development evaluation

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	100%	100%	100%	100%	100%	100%	100%	100%	100%
Managers	100%	100%	100%	100%	100%	100%	100%	100%	100%
White-collars	100%	100%	100%	100%	100%	100%	100%	100%	100%
Blue-collars	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

405-1 Diversity of governance bodies and employees

Total number of employees by gender, classification, and age group (no.)

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	12	2	14	12	3	15	12	2	14
<30 years	0	0	0	0	0	0	0	0	0
between 30 and 50 years	7	2	9	8	2	10	8	-	8
>50 years	5	-	5	4	1	5	4	2	6
Managers	19	8	27	14	11	25	16	13	29
<30 years	0	0	0	0	0	0	0	0	0
between 30 and 50 years	13	7	20	8	9	17	11	11	22
>50 years	6	1	7	6	2	8	5	2	7
White-collars	42	78	120	48	85	133	57	96	153
<30 years	8	14	22	9	16	25	14	22	36

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
between 30 and 50 years	21	53	74	28	57	85	33	59	92
> 50 years	13	11	24	11	12	23	10	15	25
Blue-collars	77	56	133	85	56	141	97	59	156
< 30 years	12	1	13	16	2	18	22	3	25
between 30 and 50 years	31	23	54	36	23	59	37	26	63
> 50 years	34	32	66	33	31	64	38	30	68
Total	150	144	294	159	155	314	182	170	352
< 30 years	20	15	35	25	18	43	36	25	61
between 30 and 50 years	72	85	157	80	91	171	89	96	185
> 50 years	58	44	102	54	46	100	57	49	106

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	146	140	286	152	148	300	163	156	319
< 30 years	18	12	30	23	14	37	27	20	47
between 30 and 50 years	70	84	154	75	89	164	82	88	170
> 50 years	58	44	102	54	45	99	54	48	102
Fixed-term contract	4	4	8	7	7	14	19	14	33
< 30 years	2	3	5	2	4	6	9	5	14
between 30 and 50 years	2	1	3	5	2	7	7	8	15
> 50 years	0	0	0	0	1	1	3	1	4
Total	150	144	294	159	155	314	182	170	352
< 30 years	20	15	35	25	18	43	36	25	61
between 30 and 50 years	72	85	157	80	91	171	89	96	185
> 50 years	58	44	102	54	46	100	57	49	106

416-1 Assessment of health and safety impacts by product and service categories

		2020	2021	2022
Significant products and services for which impacts are assessed on health and safety	%	16	28	28

METHODOLOGICAL NOTE

This document represents the second edition of the Sustainability Report of Cassina S.p.A. and its subsidiaries. Its preparation and publication constitute the continuation of a voluntary path undertaken by Cassina S.p.A. to integrate ESG aspects (Environment, Social, Governance) in its business and to report on them to its stakeholders.

To transparently report and communicate its sustainability performance in a comparable way, the Sustainability Report was prepared in accordance with the reporting standards reporting standards "Global Reporting Initiative Universal Standards" (hereinafter "GRI Standards"), which were updated in 2021 by the Global Reporting Initiative (GRI) and became effective January 1, 2023.

The definition of material issues for Cassina and its stakeholders took place following a materiality analysis process, in line with the GRI Standards and industry best practices, as described within the chapter "The journey of sustainability of Cassina." To this end, the indicators needed to describe the performance of material aspects and stakeholder relations were selected.

For some of the material issues it was not possible to identify, within the GRI Standards, appropriate indicators to describe and report on the company's reality; for such cases only GRI 3: Material Issues is reported. For a better understanding of the Standard Disclosures used, please refer to the section "Index of GRI Contents".

The data reporting period corresponds to the fiscal year ended December 31, 2022. The scope of data and reporting includes Cassina S.p.A and its subsidiaries¹³.

Specifically, for Cassina S.p.A. all GRI indicators reported in "GRI Content Index" related to material issues were reported. For the companies: Cassina France S.a.r.l., Cassina Shanghai Trading Co. Ltd., Poltrona Frau Group North America Inc., Twenty Twenty P.F.G. Design S.L.U., Poltrona Frau UK Ltd, data related to the following GRI indicators were reported:

GRI Indicators

204-1	Proportion of spending with local suppliers
302-1	Energy consumption within the organization
305-1	Direct emissions of GHG (Scope 1)
305-2	Indirect GHG emissions from energy consumption (Scope 2)
401-1	New employee hires and employee turnover
401-3	Parental leave
403-9	Work related injuries
404-1	Average hours of training per year per employee
405-1	Diversity of governance bodies and employees

¹³ Cassina Pacific Ltd is excluded from the reporting scope of the Cassina 2021 Sustainability Report.



Throwing of the 699 Superleggera chair by Gio Ponti in the Cassina courtyard, 1950s – ph.© Cassina Historical Archive

To present the performance trend of Cassina S.p.A. over a longer time horizon, the data and information reported refer to the three-year period 2020 - 2022. During 2022, the calculation methodology was refined, with reference to energy consumption measured at foreign sites. The use of estimates, appropriately reported, is based on the best available methodologies.

Specifically, with reference to energy consumption and emissions, it should be noted that comparative data have been reported for Cassina S.p.A. alone. Furthermore, in accordance with the methodological approach of the GHG Protocol, GHG emissions for fiscal year 2022 have been divided into GHG Scope 1 emissions and GHG Scope 2 emissions,

the latter calculated according to the Location-based approach and according to the Market-based methodology. This document was submitted for approval by the Group's Board of Directors on March 29, 2023.

The original Italian version of the Sustainability Report has been subject to limited assurance by KPMG S.p.A.; the audit report is available on final pages of that version.

The periodicity of this publication is set according to an annual frequency. For information related to Cassina's Sustainability Report, it is possible to contact: csr@cassina.it.

GRI CONTENT INDEX

Please note that for the marked indicators only, the reporting of the data is extended to the following companies: Cassina S.p.A., Cassina France S.a.r.l., Cassina Shanghai Trading Co. Ltd., Poltrona Frau Group North America Inc., Twenty Twenty P.F.G. Design S.L.U., Poltrona Frau UK Ltd.

Statement of use	Cassina S.p.A. has reported in accordance with the GRI Standards for the period 01/01/2022 – 31/12/2022
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	No GRI Sector Standard is applicable

GRI Standard	Disclosure	Location	Note / Omissions
General disclosures			
GRI 2: General disclosures 2021	2-1 Organizational details	The Cassina Perspective on Sustainability – Geographical presence	<p>Registered name and legal form: Cassina S.p.A.</p> <p>Headquarter: 1, Via L. Busnelli 20821 Meda (MB)</p> <p>Countries of activities: Meda (HQ), Milan, London, Madrid, New York and Paris; China and Japan; Singapore, New York and Shanghai</p>
	2-2 Entities included in the organization's sustainability reporting	Methodological note	There are no differences in the scope of consolidation between the Sustainability Report and the consolidated financial statements.
	2-3 Reporting period, frequency and contact point	Methodological note	<p>Reporting period: 01/01/2022-31/12-2022</p> <p>Frequency: Annual</p> <p>Date of publication: 15/09/2023</p> <p>Contact point: csr@cassina.it</p>
	2-4 Restatements of information		Any revisions to the information have been appropriately indicated within the document.
	2-5 External Assurance	Methodological note	
	2-6 Activities, value chain and other business relationships	The Cassina Perspective on Sustainability Our Perspective on Product – Responsible sourcing and supply chain	

GRI Standard	Disclosure	Location	Note / Omissions
General disclosures			
GRI 2: General disclosures 2021	2-7 Employees	Highlights Our Perspective on People – People, Clients and Community Our Perspective on People – Diversity, equity and inclusion Annex – Performance Indicators	
	2-8 Workers who are not directly employed	Our Perspective on People – People, Clients and Community Annex – Performance Indicators	
	2-9 Governance structure and composition	Governance	Cassina has no Committees.
	2-10 Nomination and selection of the highest governance body	Governance	
	2-11 Chair of the highest governance body		Not applicable. The chairman of the board of directors is not a senior executive of the organization.
	2-12 Role of the highest governing body in overseeing impact management	Governance	
	2-13 Delegation of responsibility for impact management	Governance	
	2-14 Role of the highest governing body in reporting of sustainability	Methodological note	
	2-15 Conflict of interest	Governance – Ethics and business integrity	
	2-16 Communication of critical concerns	Our Perspective on People – Customer satisfaction	There have been no significant cases of complaint in the past three years.
	2-17 Collective knowledge of the highest governing body	Governance – Ethics and business integrity	
	2-18 Performance evaluation of the highest governing body	Governance	
	2-19 Remuneration policies	Governance – The compensation process	The compensation process is not formalized in a policy
	2-20 Process to determine remuneration	Governance – The compensation process	The process for determining Cassina's remuneration is overseen by Haworth
	2-21 Annual total compensation ratio		The annual total compensation ratio is equal to 26,9.
	2-22 Statement on sustainable development strategy	Letter to our stakeholders	
	2-23 Policy commitments	Governance	Cassina Code of Ethics: www.cassina.com/it/it/legale/ethical-code.html
	2-24 Embedding policy commitments	Governance	Cassina Code of Ethics: www.cassina.com/it/it/legale/ethical-code.html
	2-25 Processes to remediate negative impacts	Our Perspective on People – Customer satisfaction	

GRI Standard	Disclosure	Location	Note / Omissions
General disclosures			
	2-26 Mechanisms for seeking advice and raising concerns	Governance	
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations		In the three-year period 2020-2022, Cassina did not record any significant cases or receive fines for cases of non-compliance with laws and regulations.
	2-28 Membership associations	The Cassina Perspective on sustainability – Participation in associations and partnerships	
	2-29 Approach to stakeholder engagement	The Cassina Perspective on Sustainability - Material topics: materiality analysis	
	2-30 Collective bargaining agreements	Performance Indicators	
Material Topics			
GRI 3: Material topics 2021	3-1 Process to determine material topics	The Cassina Perspective on Sustainability - Material topics: materiality analysis	
	3-2 List of material topics	The Cassina Perspective on Sustainability - Material topics: materiality analysis Annex – Material topics definition	
Governance			
GRI 3: Material topics 2021	3-3 Management of material topics	The Cassina Perspective on Sustainability - Governance	
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	The Cassina Perspective on Sustainability - Governance Our Perspective on People – People, Clients and community Our Perspective on People – Diversity, equity and inclusion Annex – Performance indicators	
Business ethics and integrity			
GRI 3: Material topics 2021	3-3 Management of material topics	The Cassina Perspective on Sustainability – Business ethics and integrity	
GRI 205: Anti corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	The Cassina Perspective on Sustainability – Business ethics and integrity	100% of the members of the governing body and employees receive communications and trainings on anti-corruption policies and procedures The information regarding the percentage of business partners informed about policies and procedures anti-corruption are not available.
	205-3 Established incidents of corruption and actions taken	The Cassina Perspective on Sustainability – Business ethics and integrity	In 2022, Cassina did not record any incidents of corruption.

GRI Standard	Disclosure	Location	Note / Omissions
Risk management and regulatory compliance			
GRI 3: Material topics 2021	3-3 Management of material topics	The Cassina Perspective on Sustainability – Business ethics and integrity Our Perspective on Product – Product quality and safety Our Perspective on the Planet – Energy efficiency and GHG emissions	
GRI 416: Customer health and safety 2016	416-1 Assessment of health and safety impacts by product and service categories	Our Perspective on Product - Product quality and safety Annex – Performance indicators	
Shared value creation			
GRI 3: Material topics 2021	3-3 Management of material topics	The Cassina Perspective on Sustainability – Economic value produced and distributed	
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	The Cassina Perspective on Sustainability – Economic value produced and distributed	
Product			
Design, circular materials and innovation			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on the Planet – Waste management	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Our Perspective on the Planet – Waste management	
	306-2 Management of significant waste-related impacts	Our Perspective on Product – Design, circular materials and innovation	
Responsible sourcing and supply chain			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on Product – Sustainable packaging	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Our Perspective on Product – Sustainable packaging	Data for 2020 are not available; data for iron of 2021 are not available. Data of materials used from recycling were estimated based on national statistics provided by the CONAI and CIAL consortia.
	301-2 Recycled input materials used	Our Perspective on Product, Sustainable packaging	Data for 2020 are not available; data for iron of 2021 are not available. Data of materials used from recycling were estimated based on national statistics provided by the CONAI and CIAL consortia.

GRI Standard	Disclosure	Location	Note / Omissions
Product quality and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on Product – Product quality and safety	
GRI 416: Client's health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Our Perspective on Product – Product quality and safety Annex – Performance indicators	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Our Perspective on Product - Product quality and safety	In the three-year period 2020-2022, Cassina has not recorded any incident of non-compliance concerning impacts on the health and safety of products and services.
People			
Diversity, equity and inclusion			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on People – People, clients and community Our Perspective on People – Diversity, equity and inclusion	
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	Our Perspective on People – People, clients and community	
		Our Perspective on People – Diversity, equity and inclusion	
		Annex – Performance indicators	
GRI 406: Non discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Our Perspective on People – Diversity, Equity and Inclusion	In 2022, Cassina recorded no incidents of discrimination.
Training and development of employees			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on People – Training and development of employees	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	Our Perspective on People – Training and development of employees Annex – Performance indicators	The average hours of training by gender and occupation are available only for 2022.
	404-3 Percentage of employees receiving regular performance and career development reviews	Our Perspective on People – Training and developments of employees Annex – Performance indicators	

GRI Standard	Disclosure	Location	Note / Omissions
Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on People – Occupational health and safety	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	Our Perspective on People – Occupational health and safety	
	403-2 Hazard identification, risk assessment, and incident investigation	Our Perspective on People – Occupational health and safety	
	403-3 Occupational health services	Our Perspective on People – Occupational health and safety	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Perspective on People – Occupational health and safety	
	403-5 Worker training on occupational health and safety	Our Perspective on People – Occupational health and safety	
	403-6 Promotion of worker health	Our Perspective on People – Occupational health and safety	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Perspective on People – Occupational health and safety	
	403-8 Workers covered by an Occupational Health and Safety Management System	Our Perspective on People – Occupational health and safety	
	403-9 Work-related injuries	Our Perspective on People – Occupational health and safety	
		Annex – Performance indicators	
Talent attraction and retention			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on People – People, clients and community	
GRI 401: Employment 2016	401-1 New hires and turnover	Our Perspective on People – People, clients and community	
		Annex – Performance indicators	
Employees welfare and well-being			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on People – Employee welfare and well-being	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Perspective on People – Employee welfare and well-being	There are no differences in access to benefits provided by the company for part-time and full-time employees.
GRI 401: Employment 2016	401-3 Parental leave	Our Perspective on People – Employee welfare and well-being	
		Annex – Performance indicators	

GRI Standard	Disclosure	Location	Note / Omissions
Society			
Responsible supply chain			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on Product - Responsible sourcing and supply chain	
GRI 204: Practices of procurement 2016	204-1 Proportion of spending on local suppliers	Our Perspective on Product - Responsible sourcing and supply chain Annex - Performance indicators	
GRI 308: Environmental evaluation of suppliers 2016	308-1 New suppliers that were screened using environmental criteria		Not applicable. In 2022, no new suppliers were evaluated according to environmental criteria.
GRI 414: Social evaluation of suppliers 2016	414-1 New suppliers that were screened using social criteria		Not applicable. In 2022, no new suppliers were evaluated according to environmental criteria.
Customer satisfaction			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on Product - Product quality and safety Our Perspective on People – Customer satisfaction	
GRI 416: Client's health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Our Perspective on Product - Product quality and safety Annex - Performance indicators	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Our Perspective on Product - Product quality and safety	In the three-year period 2020-2022, Cassina has not recorded any incidents of non-compliance regarding health and safety impacts of products and services.
Customer data privacy and protection			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on People - Customer data privacy and protection	
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our Perspective on People, Customer data privacy and protection	In the three-year period 2020-2022, Cassina did not receive any complaints about violations of customer privacy.
Human rights			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on Product – Responsible sourcing and supply chain	
GRI 406: Non discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Our Perspective on People – Diversity, equity and inclusion	In 2022, Cassina recorded no incidents of discrimination.
Community engagement			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on People – Community engagement	

GRI Standard	Disclosure	Location	Note / Omissions
Community engagement			
GRI 413: Local communities 2016	413-1 Activities involving local community involvement, impact assessments and development programs		Not applicable. Cassina does not monitor activities that involve local community involvement, impact assessments, and/or development programs.
Environment			
Energy efficiency and GHG emissions			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on the Planet - Energy efficiency and GHG emissions	
GRI 302: Energy 2016	302-1 Energy consumed within the organization	Our Perspective on the Planet - Energy efficiency and GHG emissions Annex – Performance Indicators	
GRI 305: Emissions 2016	305-1 GHG direct emissions (Scope 1)	Our Perspective on the Planet - Energy efficiency and GHG emissions Annex – Performance indicators	
	305-2 GHG indirect emissions (Scope 2)	Our Perspective on the Planet - Energy efficiency and GHG emissions Annex – Performance indicators	
	305-6 Emissions of ozone-depleting substances (ODS, "ozone-depleting substances")		Cassina uses the refrigerant gas R-32. During 2022, there were no gas leaks.
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Our Perspective on the Planet – Energy efficiency and GHG emissions	
Water management			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on the Planet – Water management	
GRI 303: Water and effluents 2018	303-1 Interaction with water as a shared resource	Our Perspective on the Planet – Water management	
	303-2 Management of impacts related to water discharge	Our Perspective on the Planet – Water management	Water use is for sanitation purposes only.
GRI 303: Water and effluents 2018	303-3 Water withdrawal	Our Perspective on the Planet – Water management	Cassina has no drawdown sources in water-stressed areas.

GRI Standard	Disclosure	Location	Note / Omissions
Water management			
	303-4 Water discharge	Our Perspective on the Planet – Water management	Cassina's water use is exclusively for purposes of sanitation; therefore, water is discharged through public sewer systems connected to municipal sewage treatment plants.
	303-5 Water consumption	Our Perspective on the Planet – Water management Annex – Performance indicators	Cassina has no drawdown sources in water-stressed areas.
Waste management			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on the Planet – Waste management	
GRI 306: Waste 2020	306-1 Waste generation and significant waste -related impacts	Our Perspective on the Planet – Waste management	
	306-2 Management of significant waste-related impacts	Our Perspective on the Planet – Waste management	
	306-3 Waste generated	Our Perspective on the Planet – Waste management Annex – Performance Indicators	
	306-4 Waste diverted from disposal	Our Perspective on the Planet – Waste management	
	306-5 Waste directed to disposal	Our Perspective on the Planet – Waste management Annex – Performance Indicators	
Biodiversity			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on the Planet – Biodiversity	
GRI 304: Biodiversity 2016	Significant impacts of activities, products, and services on biodiversity		Cassina's production sites are not located within or adjacent to protected areas and areas of high biodiversity value outside protected areas. Stores are located in urban areas.

Material topics of Cassina that are not covered by GRI Topic Standards

GRI Standard	Disclosure	Location	Note / Omissions
Product innovation			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on Product - Design, circular materials and innovation	
Sustainable logistics			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on the Planet – Sustainable logistics	

Editorial Project Coordination
Cassina S.p.A.

Art Direction and Graphic Design
COMMON

