

Cassina



THE CASSINA
PERSPECTIVE
ON SUSTAINABILITY

SUSTAINABILITY
REPORT
2021



THE CASSINA PERSPECTIVE ON SUSTAINABILITY

In an ever-changing world, the vision of the future depends entirely on our perspective: the path to follow, the principles that guide us, the people who accompany us, and the horizons that we intend to reach.

Cassina has a unique perspective that allowed it to become an Italian excellence in the world of design.

Today, that perspective becomes our point of view on sustainability as well. A circular vision capable of combining history with avant-garde, authenticity and innovation, passion, and technology: to comply, protect, create and promote design, environment and people.

Our
contribution
is to give a new
perspective
to the future.

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HIGHLIGHTS

PRODUCT

Measurement

Products circularity,
a Cassina LAB
project

Best 100

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

PEOPLE, CLIENTS, COMMUNITY

Female presence

49% of our
employees are
women

Training

+3.300 hours
delivered with e-learning
courses and training
on-the-job

ENVIRONMENT

Renewable sources

82% of electric
energy

1.665 tCO₂ of emissions

from GHG Scope 1 and
Scope 2 Location-based



FROM DESIGN PIONEERS, OUR PERSPECTIVE FOR A SUSTAINABLE FUTURE

A letter to our Stakeholders

Cassina has always stood out for its pioneering soul, its continuous search for excellence, and its culture of design. This approach, this vision, led us to think about our environmental impact, our commitment to society, and to corporate governance.

For this reason, Cassina is doing an accurate job in implementing a strategy that focuses on our values, which is illustrated today in our first Sustainability Report.

2021 still represented a challenging year because of many reasons related to the Covid-19 pandemic, but the constant commitment of the company and its people, along with its ability to evolve and respond to new market needs, led to positive results, highlighting the true value of the design industry and the centrality that the house has acquired in people's lives.

This historical moment has increased the attention to authentic, durable, and high-quality design, of which Cassina has been a symbol since its birth, and it has driven the company toward the need for sustainability.

Part of this journey can be identified in the work done by Cassina LAB, the collaboration established a few years ago between the Research and Development Centre of Cassina and the POLI. Design of Politecnico of Milan. Together we reflected on the role that innovation plays in our production, studying new processes and experimenting with alternative materials to develop high-performing and increasingly conscious products.

Luca Fuso
Cassina CEO

The symbol of this research is Soriana, the icon designed by Afra & Tobia Scarpa in 1969, taken from the historical archive of Cassina and reworked into a more current version. This model, while preserving the same design and aesthetic appeal, evolved towards circular materials, including an ecological foam and 100% recycled PET fiber.

At the heart of our organization are the people who contribute every day with passion to the realization of the initiatives and projects in which the company is engaged.

In 2021, we launched a platform within the Welfare plan to give more support to our employees and to increase our employees' power of purchase, proposing a series of goods and services (flexible benefits) available through the conversion of the Performance-related pay. We are proud of the journey we started, and our priority is to continue to improve our approach to leave an increasingly positive impact on the future.

Given our 100th anniversary in 2027, our commitment is therefore to deal with every new challenge, dialoguing continuously with all our Stakeholders, to guide the company in its evolution to better respond to a world in transformation.



“ The constant commitment of the company and its people, along with its ability to evolve and respond to new market needs, led to positive results, highlighting the true value of the design industry and the centrality that the home has acquired in people’s lives. ”

8 THE CASSINA PERSPECTIVE ON SUSTAINABILITY

Who we are

Cassina has always had a pioneering attitude thanks to its marked inclination towards research and innovation, combining technological ability with traditional craftsmanship and involving important architects and designers to imagine new forms and transform them into projects.

Founded in Meda in 1927 by Cesare and Umberto Cassina, the company inaugurates the design industry in Italy in the 50s, according to a totally new logic that marks the transition from an artisanal production to a serial one.

Today, Cassina's vision is manifested with "**The Cassina Perspective**"* that expresses the company's values through an eclectic collection in which the most innovative products together with the icons of the Modern create welcoming atmospheres, dialoguing according to a unique design code based on excellence.

A collection that includes a holistic proposal for the house, from living and dining, to the sleeping and outdoor areas, which, together with **Cassina Pro**, proposes a professional catalogue of contemporary products and the most beloved icons of the company, where all products are certified for the hospitality industry and working environments.

Every piece of furniture, produced in Meda in Brianza, is made to last a lifetime. A strict quality monitoring is implemented at every stage of the production process to ensure the uniqueness of its production.

2020 Cassina LAB is born

In 2020 the company presented Cassina LAB, born from the collaboration with POLI.design of Politecnico of Milan, to rethink the future of design.

A journey that highlights Cassina's commitment to reduce its environmental impact through, for example, the identification of circular materials to realize products and develop projects able to offer functionality as well as of well-being.

Cassina iMaestri Collection

Cassina's emblematic ability to re-edit great design icons began in 1964 when the company acquired the world exclusive rights for the serial production of the first four models designed by Le Corbusier, Pierre Jeanneret and Charlotte Perriand, initiating an in-depth philological procedure to create what is now known as the Cassina Collection iMaestri*. Over the years, the collection has brought together some of the most iconic furnishings of the 20th Century with the aim of conveying their cultural values through an authentic reconstruction and with the utmost attention and respect of the original models.

*Scan the QR to discover our Manifesto



INNOVATION AND RESEARCH, WITH RESPECT TO THE ITALIAN ARTISAN TRADITION, GUIDE OUR PERSPECTIVE FOR A SUSTAINABLE PLANET.

Thanks to the work done in close contact with the heirs and the official foundations, the collection now combines the works of **Gerrit Thomas Rietveld** (1971), **Charles Rennie Mackintosh** (1972), **Erik Gunnar Asplund** (1981), **Charlotte Perriand** (2004), **Franco Albini** (2007), **Marco Zanuso** (2015) **Ico Parisi** (2020) and **Giacomo Balla** (2020).

There are many Italian and international architects and designers who have collaborated and still collaborate with Cassina, including **Michael Anastassiades, Mario Bellini, Ronan & Erwan Bouroullec, Rodolfo Dordoni, Piero Lissoni, Vico Magistretti, Gaetano Pesce, Gio Ponti, Tobia Scarpa, Philippe Starck and Patricia Urquiola**, Cassina's Art Director since 2015.

2013 Acquisition of the Simon brand

In 2013, thanks to the acquisition of the historic Italian brand Simon, founded by **Dino Gavina** and **Maria Simoncini** in 1968, a **selection of emblematic products of brands such as Marcel Breuer, Carlo Scarpa and Kazuhide Takahama**, were integrated into the Cassina Collection. These products tell the story of the relationship between culture and industrial production.

Cassina faces today new challenges related to sustainability, from the use of environmentally friendly materials and the circularity of products, to training and increasing the skills of the people that are part of the company, to listening and satisfying customers' needs.

Aware of the importance of these and many others sustainability issues, the company decided to measure and communicate their commitment through this first Sustainability Report.

*Scan the QR to discover our Manifesto



Our mission and values

Cassina's mission is to respect, protect, create and promote design, understanding the needs of each customer thanks to its commitment to ensuring absolute quality and service without compromise. Through research and innovation, the company combines tradition and excellence, rigor and passion, uniqueness and experimentation, well-being and attention to the environment. Cassina's values represent a guide to the reality and operation of the company for growth in the future.



Experimental research and growth

Courage to experiment

fostering creativity to drive progress and increase quality, maintaining a first mover position with a pioneering approach to design, from initial ideation to research, development and promotion of each product, in collaboration with excellent talents.

Attention to give life to original and innovative ideas

broadening its horizons to create synergies and unique collaborations.

Promoting well-being and sustainability

thanks to Cassina LAB's conscious approach to research of innovative materials, advanced solutions and less impactful production processes, without sacrificing performance, durability and comfort.

A long tradition for customized interiors

which began in the 1950s with a series of commissions for cruise ships, to expand and understand important key projects and furniture supplies for the hospitality, retail and management offices.



Authenticity and tradition

Respect for accuracy and authenticity in the re-edition

of great icons always involving the utmost competence to faithfully safeguard the original idea of the author.

Accurate research to implement the highest quality

using authentic materials suitable for each project.

Constant attention to excellence

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

Continuity between past and present

through the ability to evolve, to relate to the present and to predict the future of design by updating its history, while safeguarding its DNA.



Cassina is part of Haworth Inc. and complies with the following shared values within the company and the Group.

We listen to our customers

We rely on our employees

We honor the integrity

We welcome lifelong learning

We are leaders in design

We create value

We work to make the world better



Craftsmanship and industrial knowledge

Meticulous craftsmanship together with cutting-edge technological skills

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

Complex solutions that combine technical excellence

inside and timeless elegance outside.

Perfection made by the most experienced hands

each product is assembled with the utmost care to create durable and fine objects.

No screws and nails in the carpentry workshop

where, since its foundation, Cassina has cut, carved and shaped the wood to create new designs that combine aesthetics and functionality.

Searching

and realizing the most advanced technologies.



Cultural contamination

Creation of a contemporary design aesthetic

fed by innovative expressions, contaminations, extraordinary collaborations and cultural connections.

Production of milestones of contemporary design

exhibited in the most important museums of the world.

Contribution to the dissemination of works

by designers and architects of the Cassina collections promoting cultural initiatives and exhibitions around the world.

Interpretation and reflection on social change

through continuous research and experimentation to create a harmonious relationship between people and the spaces they inhabit, looking at future housing scenarios.

Foundation of an inheritance

each Cassina product, moreover, acquires value and is passed down from generation to generation.

Our history

START



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 PIERRAND - 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, furnishing great transatlantic, which has developed over time with the realization of interiors for places for the community, such as hotels, restaurants, museums, congress centers and fashion boutiques.

FIRST COMPASSO D'ORO



1954

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

COMPASSO D'ORO AWARD



1979

Cassina wins the third Compasso d'Oro with the Maralunga sofa by Vico Magistretti, an object of profound impact on the international market. It was a revolutionary project thanks to the insertion of a simple bicycle chain, which allows the backrest to take different positions.

LAUNCH OF THE CONTRACT 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 having contributed to the overall enhancement of the project culture. In the 1990s, within the Cassina Custom Interiors division, a dedicated unit was created to offer design services and furnishing of boutiques and showrooms in the fashion and luxury automotive sectors.

PATRICIA URQUIOLA



2015

Patricia Urquiola was appointed as Cassina Art Director.

90TH ANNIVERSARIO - THE BOOK "THIS WILL BE THE PLACE"



2017

Cassina celebrates its 90th anniversary by reviewing the icons of its catalogue and proposing visions on the future of living, exhibited at the Giangiacomo Feltrinelli Foundation as told in the book "This Will Be The Place".

THE CASSINA PERSPECTIVE



2019

The concept "The Cassina Perspective" is born. The company organizes its collection according to a new perspective: a wide and detailed horizon for the house, with the most innovative characteristics in the living, dining, sleeping and outdoor environments. 'The Cassina Perspective' expresses the company's values through an eclectic collection in which products with the most innovative soul and icons of the Modern create together welcoming atmospheres, dialoguing according to a unique design code based on excellence.

LE CORBUSIER, PIERRE JEANNERET
E CHARLOTTE PERRIAND –
THE ACQUISITION

1964

Cassina acquired the rights to the first 4 models designed by Le Corbusier, Pierre Jeanneret and Charlotte Perriand and in 1965 Cassina began their production.

NEW PRODUCTION TECHNIQUES
FOR UPHOLSTERED FURNITURE

1966

With the establishment of the C&B company, Cassina reinvents the production of upholstered furniture with new processes of manufacturing of injection-moulded polyurethane foam.

COMPASSO D'ORO AWARD

1970

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

CASSINA IMAESTRI COLLECTION

1973

The Cassina iMaestri Collection was created with the architects G. T. Rietveld and C. R. Mackintosh through careful philological and research work.

POLTRONA FRAU GROUP

2005

Cassina becomes part of the Poltrona Frau Group.

80TH ANNIVERSARY –
THE BOOK "MADE IN CASSINA" –
LA TRIENNALE DI MILANO

2008

On the occasion of the 80th anniversary of the birth of the company, the book "Made in Cassina" was published, and an exhibition was held at the Triennale Milano. A critical historical reinterpretation of an important production and design process.

ACQUISITION OF SIMON
INTERNATIONAL

2013

Acquisition of the Simon International brand, a company born in 1968 from the meeting of Dino Gavina with Maria Simoncini.

HAWORTH
ACQUIRES THE GROUP

2014

CASSINA LAB

2020

In 2020 the company presents Cassina LAB, born from the collaboration with POLI.design of the Politecnico of Milan, to rethink the future of design. A path that highlights Cassina's commitment to reduce its environmental impact thanks to, for example, the identification of circular materials to be used in the realization of products and the development of projects that can offer functionality as well as well-being.

CASSINA PRO
COLLECTION

2021

Cassina Pro is born, a new collection for the hospitality and workplace sector that 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.

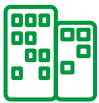
Geographical presence

Cassina's philosophy is driven by the desire to develop products that highlight the qualities of Made in Italy manufacturing, innovation and research, always respecting a rooted tradition in Italian craftsmanship and in solid and lasting relationships built over time with its customers and suppliers.

The company carries out the design and implementation of products in the Italian headquarters and relies for most of the purchases on local suppliers for raw materials and products, in compliance with the quality standards defined by the company.

Although production is concentrated mainly in Italy, Cassina's international vocation allows it to serve international markets such as EMEA and Asia Pacific (APAC).

Cassina operates on the market with the following two operating divisions:



Residential

The division dedicated to living with a catalog of products that complete all the rooms of the house.



Custom Interiors

Cassina Custom Interiors operates worldwide with specific and targeted skills and presents sales offices in New York, London, Hong Kong, working with partners dedicated to the production of custom furniture in Italy, China and Thailand.

Below there is a graphical representation of the size and presence of geographical areas in which the company operates.



9 Direct management shops

Meda (HQ), Milan, London, Madrid, New York and Paris (3) and Lentate sul Seveso (Factory Store).



28 single brands

Important collaborations with local partners around the world, of which 14 showrooms in China and four in Japan.



109 corners

A recognizable presentation of Cassina brand, a display of high quality, in line with the business concept.

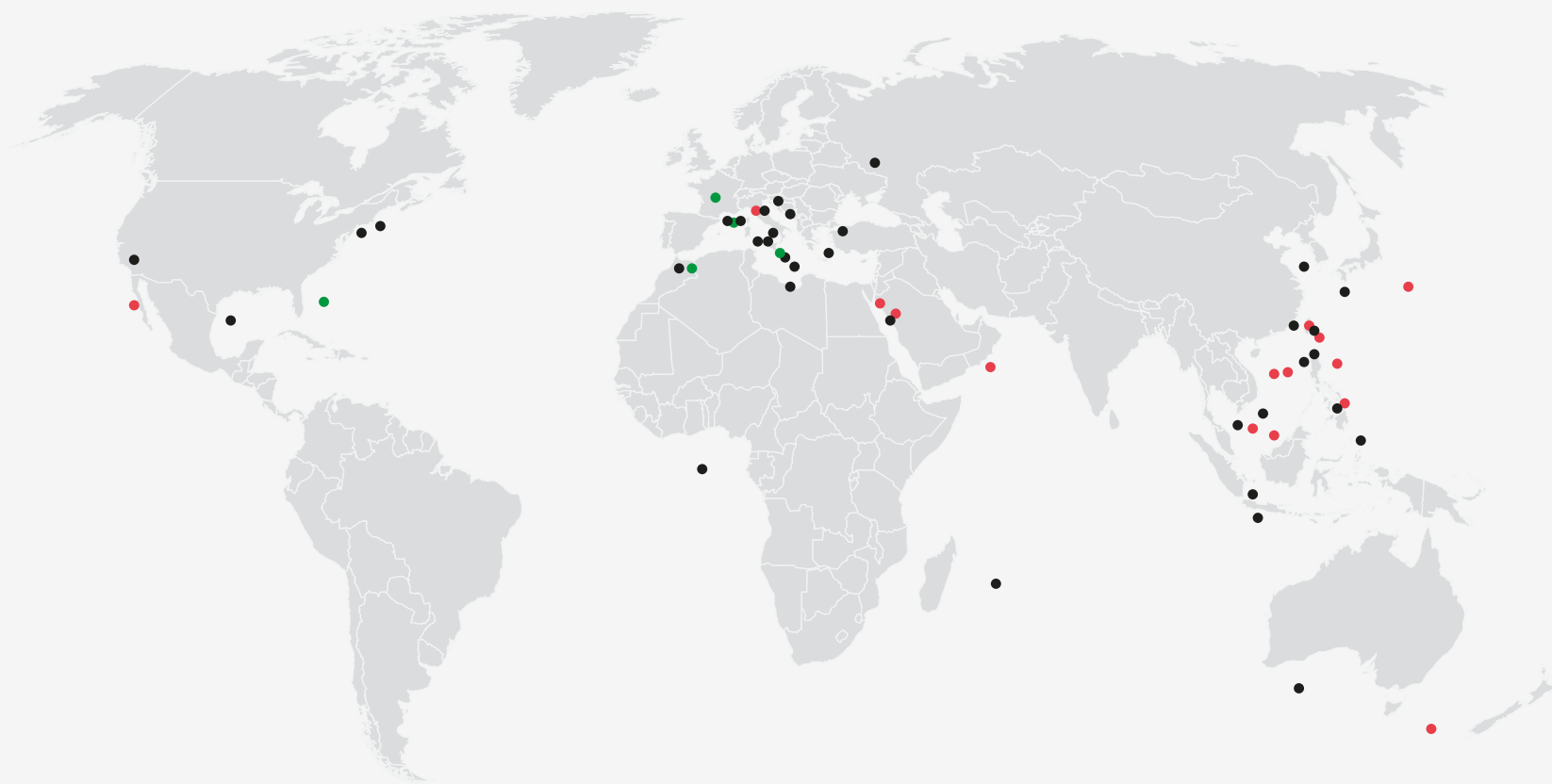


Direct presence

With its own commercial structures in Paris, Singapore, New York and Shanghai.

OUR GLOBAL PERSPECTIVE IN THE NAME OF MADE IN ITALY.

The Cassina Network



- DOS
- Monobrand
- Branded Spaces



Participation in associations and partnerships

Cassina is an active member and an integral part of the **Association for Industrial Design (ADI)**, which works to bring together designers, companies, researchers, teachers, design critics and journalists around design themes. The company also adheres to **Assolombarda**, an association of companies operating in Lombardy.

Cassina actively supports the foundations iMaestri, with

particular attention to the **Le Corbusier Foundation**, where it contributes to the restoration and maintenance of the Paris office and the **Magistretti Foundation**, as a founder member and promoter. Also, the company actively participates in cultural initiatives of individual foundations and/or heirs in the case of exhibitions or publications that may concern iMaestri edited by Cassina.

Awards and recognitions

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

In recent years Cassina has won the following awards:

2018

WALLPAPER* DESIGN AWARDS 2018

Best Last Supper for the *Ordinal* table by Michael Anastassiades

2019

VEGAN HOMEWARE AWARDS 2019

Best Collaboration for the installation of *Cassina Croque La Pomme* in Parigi

HIP AWARDS NEOCON 2019

Best 'Hospitality: Seating' for the *Back-Wing* armchair by Patricia Urquiola

2021

WALLPAPER* DESIGN AWARDS 2021

Best Reissue for the Balla windscreen by Giacomo Balla

WALLPAPER* DESIGN AWARDS 2021

Best Woodcraft for the *Fenc-e Nature* armchair by Philippe Starck

DESIGN AWARDS 2021

A collaboration between BO BEDRE, Bolig Magasinet, Costume Living and Nordic Living
Bodil Kjaer Serving Cart Nominee Year Relunched

EDIDA ELLE DECO DESIGN AWARDS

Category Crockery. Chandigarh collection by Le Corbusier, designed by Ginori 1735 exclusively for Cassina

HONESTY, FAIRNESS, CONFIDENTIALITY, COOPERATION, VALORIZATION, TRANSPARENCY AND SAFETY ARE THE PRINCIPLES OF CASSINA.

Governance

Cassina's governance system envisages the adoption of a traditional system of administration in line with the international best practices.

This approach ensures the adoption of transparency, accountability and safety, consistent with the objectives of sustainable value creation and protection of its Stakeholders' interests.

The **Board of Directors** consists of three members and is vested with the widest powers for ordinary and extraordinary management of the company, with the power to perform all acts considered appropriate for the achievement of the corporate object, excluded only those reserved by law to the assembly. The power to represent the company in front of third parties and in court is up to the chairperson of the board and to the CEO.

The representation of the company belongs to the attorney, within the limits of powers conferred on them in the act of appointment.

The **Board of Statutory Auditors** represents the control body with the task of supervising the activity of the directors and checking that the management and administration of the company takes place in compliance with the law and the constitutive act. The Board has been in charge for three years and consists of five mayors of which three current members and two alternate members.

Board of Directors¹

President	Dario Rinero
CEO	Luca Fuso
Advisor	Scott Ryan Poulton

Board of Auditors²

President	Mario Stefano Luigi Ravaccia
Regular auditors	Barbara Zanardi Giulio Palma
Alternate auditors	Giuseppe Carucci Daniela Barbato

¹In office until the approval of the Financial Statements on the 31st of December 2021

²In office until the approval of the Financial Statements on the 31st of December 2022

“Turning to you I pursue the image of a new human society: this image is not an unreachable mirage, and it is up to us to dream of it in order to reach it because nothing has come true that was not dreamed of before”

GIO PONTI

Architect

Ethics and business integrity

The corporate culture of Cassina, characterized by shared values, including honesty, respect and sharing, guides the daily work of employees, as well as the relationship with external stakeholders. The values that characterize relationships with key stakeholders, including customers, retailers, designers and suppliers, are marked by the responsibility of everyone to the good management of their own work.

It is with this vision that Cassina adopts various instruments, including the **Code of Ethics and Model of Organization, Management and Control ex D. Lgs. 231/01**, to ensure an effective, efficient and ethical conduction of the business.

The adoption of **Model 231** is aimed at ensuring that corporate bodies, employees and all those acting on its behalf always operate in compliance with the law and therefore do not commit a criminal offence (i.e. "assumed offences") which may involve the application of pecuniary and/or interdictive sanctions - confiscation - that D. Lgs. n. 231/01 provides in the event that such offences are implemented for the benefit or in the interest of the Company itself.

All reports and activities of the company are conducted in respect of the **Code of Ethics**, an official document and part of the Model 231, developed to define and express the values and fundamental ethical principles that Cassina follows for its business activities.

The Code is addressed to the corporate bodies and their members, employees, workers, including temporary workers, consultants and collaborators in any capacity, prosecutors and any other person who can act in the name and on behalf of Cassina.

The Code identifies the conditions to ensure that the business activity is based on the following principles.



Honesty

Carrying out working and professional activities with an honest conduct.



Fairness of the management system

Ensuring adequate transparency in the decision-making processes and choices confidentiality.



Information protection

Acquired in the course of its own business.



Collaboration

Cooperation between directors, employees and collaborators and development of synergies between various individuals participating to corporate activity.



Adoption of Model 231

932 hours delivered
on ethical coaching

Cassina guarantees a constant training of its employees on the ethical principles of conduct. The correct compliance with the Code of Ethics is subject to the control of the **Supervisory Body**.

Cassina also lays down principles for the prevention of crime within the values contained in the Code of Ethics. Such commitment resulted in 2021 in **932 hours delivered in ethical coaching, training on Model 231/01 and related crimes, and zero incidents of corruption**.

As of December 2021, Cassina has started the implementation of a "**whistleblowing**" system for the reporting of pipeline offences relevant for the purposes of the Legislative Decree 231/2001. The process of managing reports of crimes referred to in Legislative

Decree no. 231/2001, as well as violations of the Model and/or the Code Ethics is regulated through **the PARROT platform**, for the management of anonymous and non-anonymous reports, aimed at ensuring adequate protection against 'bad faith' alerts, sent for the purpose of damaging, or bearing prejudice to persons and/or companies.

Cassina's attention on the topic of anti-corruption is shown in the communication and training initiatives addressed to the governing body and employees.

In fact, 100% of these receive communication and training on anti-corruption procedures and policies.



Valorization of human resources

Recognition of the competence and ability of individual employees, enhancing of human resources through trainings and refresher courses.



Transparency and information

Full transparency of the choices that are carried out, with the aim of maintaining and developing a constructive dialogue.



Safety and environment

Workplace safety is an essential value, with the commitment to spread and consolidate a security culture, having regard to the protection of workers' health and equal dignity. Cassina respects the environment as a resource to be protected, for the benefit of the community and future generations.



Soriana by Afra & Tobia Scarpa – Cassina, ph. Valentina Sommariva

Economic value generated and distributed

The economic value generated by Cassina in 2021, in its Residential and Custom Interiors divisions, amounted to 133.3 million euros, with an increase of about 43% compared to 2020.

Such performance is the consequence of the strategic choices made by the company and its ability to cope with and overcome the health emergency generated by the Covid-19 pandemic.

Despite the uncertainty, the level of worldwide recognition of the Cassina brand is such that it can be in a position to meet the expected growth targets.

Possible social, economic and health developments are constantly monitored by the company and dealt with through the system of management policies.

The information on the company situation and the performance of the management are given below.

Economic value generated and distributed (thousand euros)

	2019	2020	2021
Economic value directly generated*	109,033	93,198	133,319
Economic value directed distributed*	94,367	85,359	111,500
Operational costs*	70,950	62,970	85,843
Taxes and benefits for employees *	21,122	18,585	23,470
Payments to lenders	63	62	169
Payments to the government	1,802	3,743	1,839
Donations and sponsorships	429**	0	180
Retained economic value	14,666	7,839	21,819

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

** The figure includes 302 thousand euros of Capex.



133.3 million euros
of economic value generated

• +43% compared to 2020

23,470 thousand euros
of tax benefits for employees

169 thousand euros
of payments to the lenders

21,819 thousand euros
of retained economic value

Priority topics: materiality analysis

Cassina places at the heart of its business activities a constant process of dialogue with its Stakeholders through interactive, proactive and multichannel communication, with the aim of establishing and maintaining long-term and strong relationships.

The identification and understanding of the needs and expectations of the Stakeholders represents an opportunity for sustainable value creation for Cassina and constitutes the starting point of the **Stakeholder engagement process**.

According to the GRI Standard 2016 - the reporting standards most widely used internationally – the material topics are defined with respect to their ability to significantly influence the decisions and opinions of the Stakeholders, and in relation to their impact on the business performance.

In 2022, Cassina launched a **process of materiality analysis** with reference to 2021, to identify the material topics for the company and its stakeholders.



01

Identification of the material topics

During this identification phase of potential material topics, a benchmark analysis was conducted, together with research and desk analysis in which internal and external sources were examined, considering sources such as reports and articles, sector trends and regulatory evolution. The result of this benchmarking activity led to the identification of a list of potential relevant topics for Cassina.

02

Prioritization of material topics

To identify issues that can substantially influence the economic, social and environmental performances, a workshop was held with the top management of Cassina, invited to evaluate the issues from two perspectives: the business' one and the Stakeholders' one. The identified topics have been included in the materiality matrix and are represented on the two axes:

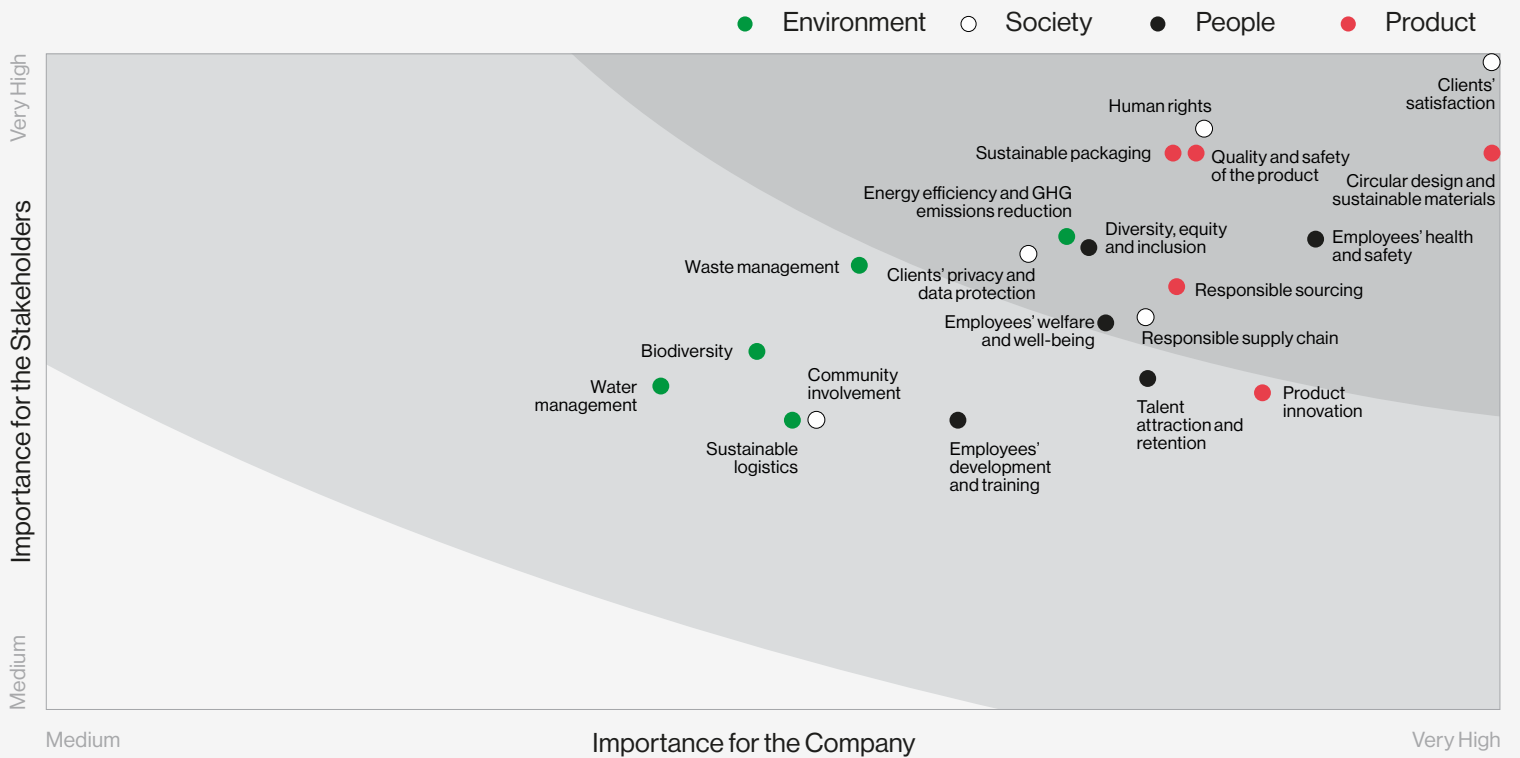
- the important topics for the Top management of Cassina (horizontal axis)
- the important topics for the Stakeholders (vertical axis).

03

Validation of the results and of the materiality matrix by the Board of Directors

The matrix below represents the topics that were identified as materials, which are placed in the upper right area and are divided into four macro-domains: Environment, Product, People and Society.

The materiality matrix

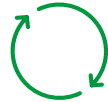


The first three topics that emerged as the most prioritized for Cassina and its Stakeholders are:



Customer satisfaction

To establish relationships of trust and transparency with customers and to provide more innovative and sustainable products and services, that respond to customers' requests and needs, ensuring a valuable customer experience during the entire product life cycle.



Design and circular materials

To review the different phases of the product life cycle, with a circular economy perspective, starting from the study of eco-design criteria to the choice of materials with low environmental impact, initiatives to extend product use and lifecycle up to the recovery and recycling of the materials and the finished product.



Occupational health and safety

To promote health and safety in the workplace, in line with the requirements of the current Directives, through an approach based on constant improvement. Ensure the highest standards of health and safety, increasing awareness of risk and promoting responsible behavior among employees.

In addition, the following topics were reported in the category "Prerequisites" to be considered necessary for good business management. These have been included in this document, although they have not been subjected to evaluation.

Prerequisites

- Governance
- Ethics and business integrity
- Risk management and regulatory compliance
- Shared value creation



The Sustainability Plan





Cassina has embarked on a structured journey towards sustainability, with the aim of playing a positive role in the enhancement of the planet and its resources, people and community, and therefore actively contributing to the 2030 Agenda of the United Nations for Sustainable Development (SDGs), with reference to the 17 Sustainable Development Goals and their 169 targets.

Given this analysis and the company's approach towards sustainability, a Sustainability Plan has been approved by the Board of Directors and it will be periodically updated. This is articulated in four macro categories as mentioned above (Environment, People, Product, Society), reflecting the company's commitments. It is based on material issues, and it reports establish actions and activities aimed at creating solid foundations for real and sustainable long-term growth.

Through the materiality analysis, it was possible to identify the relevant topics to be included in the Cassina **Sustainability Plan**, where targets and strategic initiatives have been defined






for each of the material topics. For each material topic, the SDGs (Sustainable Development Goals) to which Cassina contributes are represented, together with the objectives to be achieved, the initiatives related to the objectives and the target year within which they will be achieved. The base year to be considered is 2021 for all the identified targets.

The Plan considers the main areas of the sustainability strategy of Haworth (Corporate Social Responsibility Report 2021). Cassina is part of the Lifestyle Design Group (formerly Poltrona Frau Group), subject to the direction and coordination of Haworth.












Topics	SDGs	Goals	Initiatives	Target year
Energy efficiency and GHG emissions reduction		Halving greenhouse gas emissions	Initiatives under development	2030
				
		Net-zero emissions	Initiatives under development	2050
				
		100% renewable energy supply for electricity from production facilities	Energy efficiency of plants.	2025
				
				
	Installation of charging stations for company vehicles.			
		Self-produced energy from renewable sources		
		Improve energy efficiency by replacing the current intake system.		
Design & Circular Materials & Product Innovation		Publication of a Circular Design Guide	Definition of Circular Design Guide	2025
				
		New products (excluding special projects) designed according to the principles defined in the Circular Design Guide	Application of Circular Design Guide principles to new products (excluding special projects)	2025
				
				
	Measuring the circularity of new products	Measuring the circularity of products launched during Design Week 2021 (Cassina LAB with Matrec)	2025	






Topics	SDGs	Goals	Initiatives	Target year
Sustainable packaging	12	Promote the use of renewable, reusable, recyclable or compostable packaging	Removal of polystyrene clips from packaging Pallet reuse and recycling Reduction of packing codes	2025
Waste management	3	Zero waste to landfills for production sites	Initiative/Initiatives under development	2025
	6	Maximize material efficiency and ensure maximum reuse of production waste	Optimization of the leather nesting	2025
	8			
	11	Reduction of % of waste for incineration	Increased waste sorting and recycling.	2025
	12			
	15		Reduction of leather waste	
Community engagement	4	Promotion of cultural initiatives (e.g. exhibitions, cultural events, digitization of the archive, etc.)	Museum exhibitions	2025
	17		Publication of books	
			Digitization of the archive	
			Support for young designers	
			Training activities on the history of the brand and products to retailers, architects, visiting universities and employees	
			Support for cultural foundations	
Responsible sourcing & Responsible supply chain & Human rights	12	Publish a Supplier Code of Conduct	Definition of the Supplier Code of Conduct in line with Group policies	2025
	5	Definition of a Responsible Sourcing Policy	Definition of the Responsible Sourcing Policy	2025
	8			
	16	Supplier Code of Conduct signed by more than 90% 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 are selected based on responsible sourcing criteria	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	Socio-environmental audits on suppliers	2025

Topics	SDGs	Goals	Initiatives	Target year
Diversity, equity and inclusion	 	Establish a Diversity & Inclusion Committee to raise awareness and promote initiatives on this issue	D&I workshop with Haworth Creation of an internal D&I team	2025
		Promote and support diversity, equity and employee inclusion	Increased female presence in managerial positions Increase of international employees in corporate functions	2025
		100% of employees received training on diversity, equity and inclusion	Launch of the training plan on D&I	2025
Water management	 	Raising awareness for responsible water consumption	Information and internal communication on responsible water consumption. Installation of timers and/or water detectors	2025
Biodiversity	 	Publication of a policy against deforestation	Introduction of Iroko as an alternative to Teak wood to diversify wood	2025
		Implementation of reforestation initiatives	CO ₂ compensation project	2025
Sustainable logistics	  	Optimize transport logistics with dedicated initiatives	Supplier selection policy according to ESG criteria Optimization of inbound logistics flows	2025
Product quality and safety		Establishing a policy to ban the use of certain chemicals	Feasibility study on the extension of the use of water-based and/or bio-based paint, as already happening in the PRO Collection Feasibility study to determine compliance with REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals)	2025
		Certification of VOC (Volatile Organic Compounds) emissions for 80% of the products of the Residential collection / PRO	Certification of VOC emissions	2025



Topics	SDGs	Goals	Initiatives	Target year
Training and development of employees	   	Provide and promote learning and career opportunities for employees	Induction paths diversified by function and role	2025
			Career paths within the brand and the group (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	
Talent attraction e retention	  	Cassina Welfare Plan	Consolidation of the existing Welfare plan and expansion to new goods/services in favor of employees	2025
		Development and implementation of Employer Branding activities	Structured onboarding activities for new hires by function and role	2025
			Promotion of local orientation initiatives such as "The crafts of design"	
			Partnerships with Universities (e.g., Career Day, corporate testimonials and thesis projects)	
Customer satisfaction		Enable the customer to make purchase decisions based on detailed information on where and how a product was manufactured and which partners were involved	Promote and improve information on product care and maintenance	2025
			Defining a development plan for the inclusion of RFID in the iMaestri Collection	
		Monitor and increase customer satisfaction through Cassina quality indicators	Field test implementation to anticipate customer needs	2025
			Annual customer satisfaction survey and introduction of the Net Promoter Score (NPS)	
Occupational health and safety	  	Raising awareness through employee safety training	Monitoring of health and safety indices	2025
			Implementation of awareness-raising information on occupational health and safety	
		Development of health and safety initiatives (e.g. workshops, webinars, etc.)	Health and safety trainin	2025

Topics	SDGs	Goals	Initiatives	Target year
Employees' welfare and well-being	  	Constantly improving Cassina's welfare plan	"Flexible benefits" platform - Cassina Welfare for all employees Activation of supplementary health care for employees Health prevention visits	2025
		Definition of a parental leave policy	Part-time work after parental leave Work from home policy after parental leave	2025
		Perform an annual employee engagement survey	Annual Climate Analysis (Engagement Survey) Launch of internal survey on welfare issues	2025

Customers' privacy and data protection		Privacy and data protection compliance	Data mapping Data Protection Officer Auditing	2025
		Avoid data breaches as much as possible	Phishing simulation test Training on data protection	2025
		Maintain and review existing IT security policies	Control of cybersecurity measures Audit of the data authorization system	2025
		At least 80% of employees working with Cassina's systems received annual training on data protection and cybersecurity practices	Training of Customer Care Department Training of the marketing department	2025





32 OUR PERSPECTIVE ON PRODUCT

Every design product collects multiple perspectives. Like the designer concept, the uniqueness of the project, the materials quality, the performances, and the functionality. Our products have always represented the excellence of the Made in Italy design.

We want to transfer the same value into sustainability. Our perspective invests in a circular innovation system. Each stage of the process is aimed at creating increasingly responsible products, for the environment and the territory.

Our contribution
to give a new product
perspective.

TODAY'S PERSPECTIVE

Cassina LAB

A path that promotes innovation for circular design

Made in Italy

90% 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

Partnership Matrec

For an Ecodesign KPI mapping system

ISO 9001

Management system for the quality

OUR PERSPECTIVE FOR 2025

Circular Design Guide

Defining guidelines for a more sustainable design

Eco-design strategies

By measuring circular performance indicators

Responsible Sourcing

Definition of a responsible sourcing policy

Code of conduct for suppliers

Code definition in line with Group policies

Eco Pallet

Pallet reuse and recycling program



Volage EX-S by Philippe Starck – Cassina, ph. Valentina Sommariva

Product

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

INNOVATION AND EXCELLENCE IN THE PRODUCTION PROCESS

Today the company meets the challenges of innovation and of circularity, launching important initiatives such as **Cassina LAB** and developing a system of measuring the circularity of their creations. This represents the testimony of the commitment in terms of sustainability and a conscious approach to design and research of excellent environmentally friendly materials.

CASSINA'S PRODUCTION CYCLE

Within Cassina's production model, carpentry remains a center around which many products are created, testifying the excellence of the company in woodworking. The joints, distinctive elements of executive capacity and design, make each piece unique. The carpenters pass on their experience, realizing millimeter, resistant and refined joints.

To support people's manual skills, innovative leather and fabrics scanning machines allow for a more immediate recognition of the imperfections and their registration, with the aim of maintaining the highest quality of the final product. This first step in the production process allows material savings

and supplies important indications for buying and cutting. Cassina has a modern automatic nesting technology, which allows to create the best cutting combinations, to optimize productivity and therefore save raw and waste materials.

The utmost attention is given to each productive phase: for example, the sewing phase expresses the meticulous attention to detail in the elegant seams made with passion by the company staff. This craftsmanship leaves to the consumer the tangible feeling of a quality product. Cassina's upholsterers are the keepers of an ancient work that requires manual skill, strength and precision, to better package products characterized by different forms.



Product quality and safety

With the aim of constantly improving the quality and safety of its products, the company has a Quality Management System ISO 9001 that allows to structure and manage resources and production processes to recognize and meet customers' needs.

Cassina has adopted an ISO Quality Management System 9001 and a Policy for Quality, Environment, Health and Safety in the workplace.

The company works diligently to prevent risks to the community health and safety resulting from operations or products and as required by the **Policy for Quality, Environment, Health and Safety in the workplace**, is committed to:

- involve, motivate, make aware and value people through training and safety at all levels.
- promote the continuous improvement of processes, services and products to obtain efficiency and effectiveness.

- eliminate through prevention any form of inefficiency and waste.
- monitor and increase customer satisfaction and the accuracy of communication.

In 2021, the percentage expressed in terms of turnover for product and service categories subject to health and safety assessment results in an improvement equal to 28%, increasing by 57% compared to 2020. In the reporting year, no cases of non-compliance with laws, regulations or self-regulatory codes were detected.

THE PRO COLLECTION

Starting in 2021, the company started a process of research and development that will be realized in 2022 in the Cassina Pro collection, designed for workspaces and the hospitality industry. Characterized by high quality and an informal and welcoming approach, the collection combines the most iconic pieces with contemporary products, all developed and certified to meet project requirements. Every product in the Cassina Pro collection has been subjected to strict tests carried out by independent bodies to obtain certifications for use in contract. In addition to **British Standard certifications 5852** and **California TB 117:2013**, already present in the residential range, Cassina Pro follows the **BIFMA** certification for resistance

and stability standards and, for a first selection of models, also the **GreenGuard** certification to guarantee absence of harmful substances that could compromise the air quality of the rooms where they are used. In addition, high resistance leather certified for fire resistance and suitable for intensive use have been introduced. In cooperation with **Kvadrat**, four best-selling fabrics have been developed and certified in accordance with the most important flame-retardant tests. Afterwards, the collection will be updated with a selection of "Graded-in" fabrics that will have all the technical quality characteristics necessary for the contract sector.

Innovation at Cassina: The Crystal Radio by Franco Albini

The innovative soul of Cassina is manifested through initiatives that maintain the link with the past but capture the challenges of new technologies, typical of other sectors, allowing the creation of cutting-edge products.

In close collaboration with the Franco Albini Foundation, Cassina developed the project of **Radio in Cristallo by Franco Albini presented at Wohnbedarf in 1940**. The radio is a real appeal to innovation, a unique project capable of telling the story of the communication tool - at the time subversive, today perhaps in countertrend - loved for its great evocative capacity. The model, developed by Cassina with the identical proportions, follows the same concept of the radio disassembled at home by Albini, who decides to box the technical part in a monolith suspended in the glass supporting structure.

Today Crystal Radio has a state-of-the-art B&C speaker, and with the support of specialized partners, a dedicated electronic circuit was designed and tested, able to guarantee high-level performance with FM, DAB and Bluetooth Pairing radio functions, navigable through four knobs placed on the front glass plate together with a 7-inch display.

The excellent sound performance of the radio can be further enhanced through an optional subwoofer that, thanks to the transmission of low frequencies, creates an even more engaging experience. The creation of a digital navigation scheme, able to govern the various options, has been combined with a graphic interface designed specifically to increase the link between the user and the product, a user experience typical of the electronic sector.

Design, circular materials and innovation

THE CIRCULAR DESIGN

The continuous development of innovative products oriented towards sustainability, together with a selection of accurate materials, are among the priorities of Cassina's strategy.

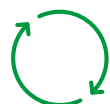
Circular design plays a pivotal role in creating and spreading new production and consumption patterns, oriented towards greater sustainability. The company aims to define a Circular Design Guide as a tool for

circular design and it works to design products that can be repairable, reusable and recyclable at the end of life. According to this approach, attention in the choice of materials in terms of circularity is a priority topic in the development of the company's products. Therefore, the role of the **Research and Development Centre** is more and more central and is dedicated to creating opportunities for positive change in terms of circularity, quality and product value.

CASSINA LAB

To demonstrate the importance of the topic for the company, Cassina has started **Cassina LAB**, born from the collaboration between the Research and Development Centre and the **POLI.Design of the Politecnico of Milan**, with the aim of rethinking the future of design in a circular perspective and with attention to the origin and characteristics of the selected materials. In 2020, the first products were presented with this innovative approach.

Cassina LAB's approach highlights the commitment of the company to reduce its environmental impact through, for example, the identification of circular materials to be used in the production, as well as the development of projects that can facilitate the "design for disassembly" and activities that focus on promoting the recovery and recycling of materials at the end of life.



Cassina is among the 100 Italian circular economy stories

Thanks to this commitment, Cassina has been selected by Fondazione Symbola and Enel, in collaboration with the Sant'Anna Institute of Pisa, and it was included in the second edition of the report "100 Italian Circular Economy Stories" in recognition of the obtained results. This was an important milestone to demonstrate the commitment to sustainability issues and adopt a conscious approach to the design and research of materials, ensuring the quality and excellence that best distinguish the company.



Trampoline Collection by Patricia Urquiola - Cassina Outdoor Collection, 1 Fauteuil dossier basculant by Le Corbusier, Pierre Jeanneret, Charlotte Perriand - Cassina iMaestri Collection - Cassina Outdoor, ph. De Pasquale + Maffini

Cassina

Examples of circular products developed by Cassina LAB

Below are reported the products developed in recent years by Cassina as an example of circular design and materials selection chosen with attention to sustainability and well-being.

DUDET Armchair



Dudet, designed by Patricia Urquiola, is a small architecture defined by three single upholstered elements: a cushion seat and two tubular that flow in a continued line between legs, armrests and back.

Cassina welcomes the challenge of "**design for disassembly**", designing an innovative system that allows to divide the metal core padded with polyurethane foam (made with a percentage of polyols derived from biological sources), facilitating the recycling of materials. This product is in fact the result of a conscious design approach, where every detail contributes to the topic of product circularity.

SORIANA Model



A true icon of style, the Soriana model was designed in 1969 by Afra and Tobia Scarpa and received a Compasso d'Oro the following year.

Today **Soriana** maintains the same design spirit and the characteristic aesthetic charm, while the construction and materials have been fully developed for a targeted version towards greater sustainability, aimed at generating less environmental impact and at the same time a higher level of comfort.

The innovation brought into this project by the work team has distorted the constructive archetypes. What in is notoriously made with supporting structures and polyurethane the furniture sector, here has been made with a skillful conception of covers

BIO-MBO Bed



The Bio-mbo bed by Patricia Urquiola is designed to ensure a healthy rest, through the use of innovative instruments for air purification and noise reduction.

The bed frame has a zero-emissions air sanitizing mechanism to reduce pollutants in the air. The purifying fabric **theBreath** is the first patented technology for the purification of air working without energy sources: Capture and unbundling of polluting particles favoring the natural clean air circle to create a healthy and safe habitat.

The headboard covered in fabric has a sound absorbent paneling in **Soundfil**, a material that can contain and decrease the reverberation of the close-up sound frequencies. Sleep is

From this company desire comes the research of a system able to easily isolate materials that are different by nature and solve the age-old problem of being able to dispose of the iron frame, which in the furniture industry is typically co-moulded with polyurethane. Instead of making the constituent elements of the armchair with the classic co-moulding technology, **Cassina wanted to experience a new way, a difficult one, but consistent with its values of innovation and pioneering attitude. A path that takes inspiration from what takes place in the automotive world regarding the construction of car interiors, in particular the subsystem seat.** A prototype mould was created to verify that the designed geometries were

performing and allowing to create complementary geometries between polyurethane and the metal structure, while being able to avoid rotations or slips that would compromise the final result. Afterwards, it was developed a preliminary outer lining, applicable without adhesives and easily lockable with a zip that prevents accidental decoupling.

The transfer of expertise from different industrial worlds, and the desire for innovation at the service of circularity, made this project come to life, while enabling the company to make a significant step forward in circular design.

with different geometric sectors and new fillings, both in terms of materials and weights.

The first objective was to replace the structural part of the seat and back with the bags sewn together and filled with a **biofoam**, the first patented foam with an organic base, composed of biopolymers derived from natural and renewable resources as corn starch and sugar cane. The material is durable, recyclable, reusable and biodegradable, able to change and maintain shape if subjected to localized pressure.

The progressive and balanced study between the geometry of the bags, their position and degree of filling allowed to develop a lining

capable of responding to external stresses such as polyurethane. The desired comfort was then achieved thanks to the creation of a second lining of differentiate rooms, filled with different recycled PET staple weights. The joint work between the two linings allowed to obtain the same final shapes of the original product, thus ensuring a faithful reconstruction but a contemporary product as well.

An articulated path, very challenging but at the same time stimulating, in which Cassina has been able to share knowledge and research, with the ultimate goal of achieving a truly unique product of its kind.

a physiological state that needs its integrity to allow the normal recovery functions of the body; its reduction or interruption are harmful in the long term.

In the **Bio-mbo bed**, the Soundfil® insert absorbs frequencies of speech throughout the headboard area and avoid the reverberation. Material innovation has required an in-depth analysis of the products so that they can fully exploit the new physical characteristics of the materials.

In particular, the application of **theBreath®** purifying tissue has made it necessary to think about where to apply the material to ensure that the air exchange was sufficient so that the

characteristics of the material could work in the best of ways. In addition to this, we thought of a housing useful to facilitating replacement, a fundamental characteristic to ensure adequate performance over time. All of this had to be integrated with the interchangeability of coatings.

For the material **Soundfil®** it was necessary to find the proper compromise between material performance, related to thickness and density, and proper installation in the headboard of the product, in a position that does not compromise comfort features.



Dudet small armchair by Patricia – Cassina, ph. Valentina Sommariva

Circularity measurement

MEASUREMENT OF CIRCULARITY

To improve and measure quantitatively the product circularity, Cassina has implemented a tool that maps key indicators, such as the percentage of circularity and the disassembly index. This innovative method, developed by Matrec for internal use in Cassina, has been verified by an Organism of certification according to the principles of **BS8001:2017, ISO14021:2016** and the internal document Technical Regulations for Circularity Measurement. This aims at optimizing the design and production of products to support the company in the pursuit of its sustainability objectives.

The tool allows to evaluate, through specific KPIs (key performance indicators) updated to the latest recent indications in legislative terms of circular economy, resources input and output flows and, through the quantification and qualification of the deployed resources, to evaluate and compare the product circularity performances, so as to define objectives of continuous improvement and share the achieved results with the different business areas.

“A good designer must also consider the way a product can be reused. In the present and in the immediate future, I think we’ll have to find a new idea of beauty working on the intelligent reuse of materials.”

PATRICIA URQUIOLA

Cassina Art Director

Responsible sourcing and supply chain

From a sustainability perspective, the supply chain management is a key issue for Cassina through which it is possible to introduce innovative processes for the supply chain and generate efficiency opportunities and synergies with the company's partner suppliers.

Considering the Italian perimeter, Cassina purchases 90% of goods and services from local suppliers, from Lombardy, Marche and Veneto.

Thanks to the relationship with the actors in its supply chain, Cassina enhances the excellence of the Made in Italy products

and promotes a strongly rooted supply chain in the Italian territory. Cassina counts over **200 suppliers** involved in the raw materials supply such as leather, cowhide, fabrics, padding and foaming components and in the realization of finished products.



The company firmly believes in building ethical and lasting relationships within its supply chain. Over the years, relationships of trust and cooperation with suppliers, ranging from small to bigger artisans, have grown and consolidated over time. These stable and lasting relationships are necessary to ensure the compliance with the high-quality standards of the products required by Cassina.

Cassina's Code of Ethics defines the values and the fundamental ethical principles for business management and company activities regarding suppliers. The Code underlines the commitment to respect the measures taken against money laundering, conflicts of interest and sanction the responsible of the violations, in consistency with the regulatory framework.

Cassina's new suppliers are assessed based on the compliance with some fundamental requirements to ensure product quality and through strategic drivers such as competitiveness, delivery time and delivery costs. In addition, the company is working to draft the General Purchasing Conditions, which require compliance with the company Code of Ethics for all strategic suppliers.

At the core of Cassina's relationship with suppliers is the will to work with certified partners according to the standards ISO 9001, ISO 14001 and OHSAS 18001 or ISO 45001 and EMAS.

Such information about profile, compliance and certifications is required by Cassina within a **Supplier Profile**. At Cassina, suppliers' performances, in terms of defects and service level, are periodically assessed by a **Vendor Rating**. This process allows to identify the most critical supply situations and take action to mitigate risks, as well as identify partners that best meet business needs. From this assessment derive an average score and an assessment that identifies any criticality of the supplier.

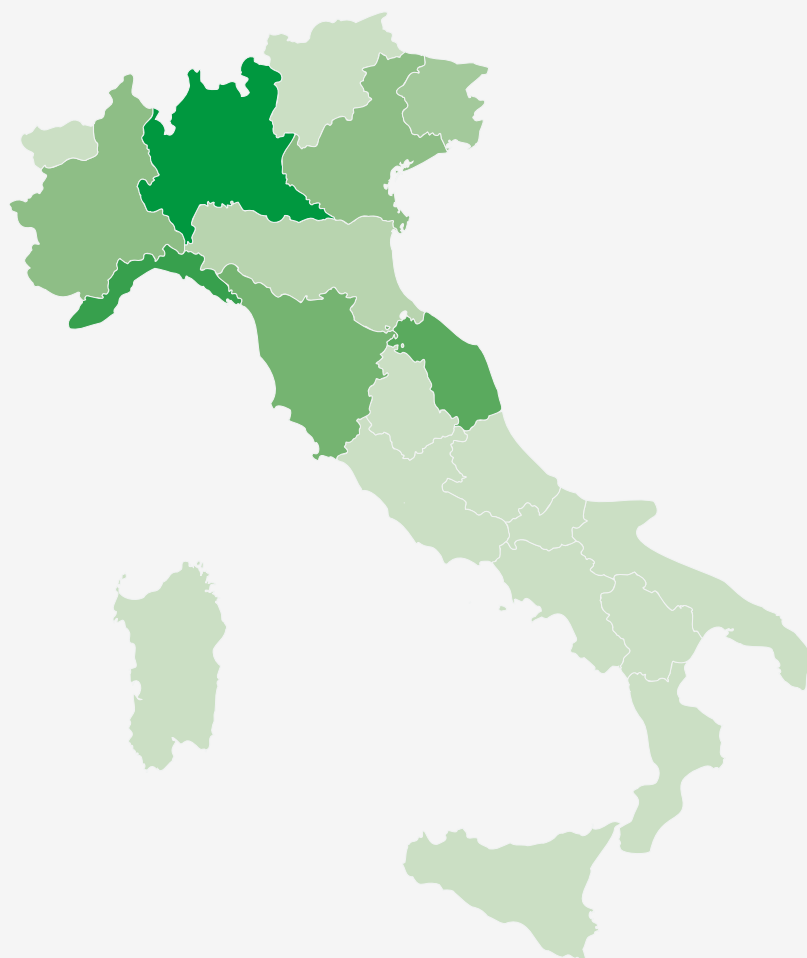
In terms of volumes, in 2021, Cassina purchased raw materials, packaging and semi-finished products for a total of **77.4 million euros**, of which 90% was purchased from local suppliers. Compared to 2020, Cassina increased its expenditure by 29% on local suppliers, from 54 million to about 70 million euros.

IN 2021 CASSINA HAS PURCHASED RAW MATERIALS, PACKAGING AND SEMI PROCESSED FOR A TOTAL OF 77.4 MILLION EUROS, OF WHICH 90% WAS PURCHASED FROM LOCAL SUPPLIERS.

The procurement of Cassina in Italy

Considering the Italian perimeter alone, Cassina purchases 90% of goods and services from local suppliers located in Italy, specifically from Lombardy, Marche and Veneto.

Turnover Italy 2021	Amount	%
Lombardy	49,153,973 €	74.4%
Veneto	6,421,858 €	9.7%
Marche	3,264,972 €	4.9%
Toscana	2,150,078 €	3.2%
Piemonte	1,639,151 €	2.4%
Friuli-Venezia Giulia	1,548,301 €	2.3%
Emilia-Romagna	961,552 €	1.4%
Lazio	432,013 €	Altro
Sicilia	182,540 €	Altro
Campania	121,654 €	Altro
Puglia	111,792 €	Altro
Liguria	41,394 €	Altro
Umbria	16,446 €	Altro
Abruzzo	5,900 €	Altro
Sardegna	2,885 €	Altro
Trentino-Alto Adige	2,722 €	Altro
Valle d'Aosta	461 €	Altro





Cassina Custom Interiors

Cassina Custom Interiors serves the B2B market developing and producing all the elements customized for projects in the contract field. The business unit ensures a high quality quality control, from development to installation according to the planned layouts, a continuous assistance to the client, while being committed to the sustainability principles. Since 2020, several customers began to focus on the issues of sustainability and to require guarantees of social and environmental responsibility, including supply chain

audits. Cassina Custom Interiors is committed to following the sustainability criteria related to sourcing and supplier selection, in line with the requirements of important customers of the Luxury, Fashion and Automotive sectors, with complete transparency in the procedures and management of sub-suppliers.

Sustainable packaging

Packaging is an important part of the materials that are purchased and managed by Cassina. Within the production process, Cassina is committed to using as few packaging typologies as possible with the aim of optimizing packaging management processes and ensuring a high quality of services by checking the suitability of the packaging through continuous checks.

Cassina mainly uses corrugated cardboard and lightweight and flexible expanded polyethylene, to safeguard products that are packaged to be protected during transport.

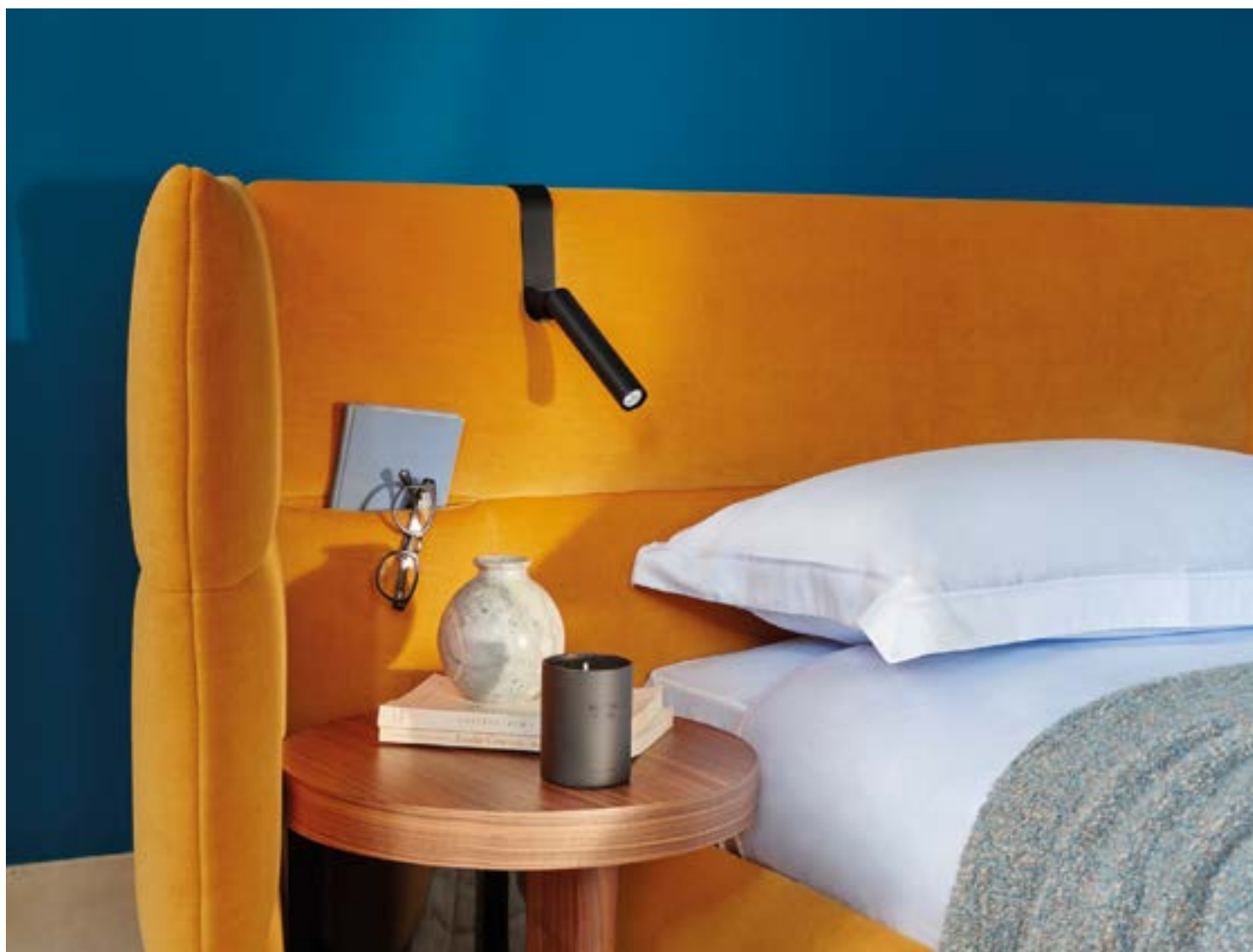
To respond to specific shapes and products features, packaging such as boxes, cages and wooden pallet are used.



The goal of projects related to sustainable packaging is to create packaging designed in a way to create the least possible environmental impact while at the same time performing the functions of protection and information. For Cassina it is fundamental to carry out a careful selection of packaging to improve reuse and recycling. In this perspective, the interface between sustainability and product logics allows to obtain a saving of raw material, simplification of packaging and facilitation.

Cassina is committed to using renewable, reusable, recyclable or compostable packaging and aims at increasing more and more the use of reusable packaging with its material suppliers, progressively eliminating the polystyrene clips from the packaging and optimizing the standardization in the development of packaging solutions.

Cassina aims to eliminate polystyrol by 2025 and, where it will not be possible to eliminate it, replace it with Styrofoam Bio, a new polymer similar to traditional polystyrol, but made with a compostable plastic obtained from waste of food crops such as corn starch, wheat, tapioca, potatoes or sugar cane and glucose. 2023 also marks the introduction of a new testing machinery to verify the strength and performance of the packaging; such equipment will pave the way for structured and trustworthy evaluation of new, more sustainable forms of packaging.



Bio-mbo bed by Patricia Urquiola – Cassina, ph. Valentina Sommariva

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

Used materials ³	u.m.	Total	2021 From recycling ⁴	%
Non-renewable				
Leather	m ²	122,617	0	0
Cowhide	m ²	26,869	0	0
Fabric	m	134,489	0	0
Aluminium	t	6	3	50
Plastic	t	61.5	0	0
Polyurethane	t	11.2	0	0
Renewable materials				
Wood	m ³	4,116	0	0
Cardboard	t	3	2.5	75

³ Iron data are currently not available. Cassina is committed to providing this information in the coming years.

Data for 2019-2020 is currently not available. Cassina is committed to providing a comparative figure in the coming years.

⁴ The data of materials used from recycling has been estimated on the basis of national statistics provided by the CONAI and CIAL Consortia.



DUDET CASSINA DESIGN 2021 PATRICIA URQUIOLA

Soft and engaging shapes with a strong reference to 1970s design. The Dudet armchair immediately strikes: under its welcoming curves, it has a conscious soul of how easily disassemble it is.

A new perspective of comfort directed towards sustainability.

It can be disassembled to facilitate the recycling of materials

Polyurethane with a percentage of polyols obtained from biological sources.



48 OUR PERSPECTIVE ON PEOPLE

At Cassina, people are our most important resource, under every perspective.

They were the key to our success and represent the secret to overcoming the challenges of the future. A future where diversity, equity and inclusion become fundamental principles to attract new talent, generate a sense of belonging and value the potential of everyone.

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

96% stable contracts

Permanent contracts out of 314 total employees

Female presence

49% of employees are women

Young talents

34% of new recruits in 2021 have less than 30 years old

ISO 45001:2018

Integrated health and safety management system for workers

3,371 hours of training

Delivered in 2021 with courses, e-learning and training on-the-job

PERSPECTIVE FOR 2025

Diversity, Equity & Inclusion

Establishment of a specific internal committee

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 Policy on parental leave

Engagement Survey

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



Mex-Hi Collection by Piero Lissoni – Cassina, ph. De Pasquale + Maffini

People, clients and community

Personnel composition, talent attraction and retention

Sharing a deep sense of belonging, Cassina's 281 employees are the largest company resource and the basis for its future.

96% of Cassina employees have a permanent contract. The company focuses on commitments such as the protection of occupational health and safety, training and professional growth, essential elements, and values for sustainable growth.

Cassina recognizes the competence and ability of its employees as a necessary element for its development and therefore promotes the enhancement of human resources through training and refresher courses. Working for Cassina is thus a personal and professional growth opportunity. The core of the company's organization in Cassina is human resources, in the belief that the main success factor of every company is the contribution of the people who work there, in a framework of loyalty and mutual trust.

The company is committed to ensuring that every employee belongs to the CCNL Wood and furniture, or the CCNL Trade is applied to the retail force of the showrooms. In 2021, 262 workers in Italy were covered by collective bargaining agreements.

During this year, considering also the foreign subsidiaries, a total of **65 new entries** were recorded (+238% unit compared to 2020), of which about 34% young talents with less than 30 years old, and a number of exits equal to 48. More specifically, during 2021 there were 52 new entries in Italy and the remaining 13 in the foreign subsidiaries. While, regarding the exits, 38 employees have left the company considering the Italian perimeter. More information about the composition of the company people is available within the tables reported in the "Performance indicators".



**2021:
the
employees
of Cassina**

- **281 employees in Italy**
- **49% women**
- **96% permanent contracts**
- **97% full time contracts**

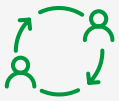
For these reasons, Cassina manages the attraction and maintenance of talent through internal policies and procedures regarding:



Employer branding

Mission, vision, values and corporate culture are at the center of Cassina's attractiveness as an employer, as well as collaborations with prestigious universities, such as the Politecnico of Milan, the Luigi Bocconi University, the Catholic University of the Sacred Heart, and the LIUC Cattaneo University.

Cassina is active and stands out for its working environment and for the opportunities for professional growth through LinkedIn social network platform. In the selection phase, recruitment and career advancement of staff, Cassina carries out an assessment exclusively based on correspondence between expected and required profiles, transparent and verifiable merit considerations.



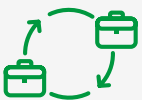
Member referral programme

The company uses a word-of-mouth system to reach people interested in being part of the Cassina family. The profiles reported internally are analyzed and evaluated by the managers. For each interview with a positive outcome, it follows the granting of a bonus to the employee who reported the future corporate resource.



Internal training

To invest in the professional development of the people, Cassina provides annual training plans integrated with the training of Haworth Inc. and the Lifestyle Design Group.



Internal Job rotation

Cassina offers the possibility to play different roles within individuals' professional career. This strategy allows an increase in professional skills, greater motivation, and the possibility of finding new motivation.

The process works by listening to the ambitions and reasons of the personnel, to which follows an interview and evaluation process by the Manager.



Annual process of salary review

At the beginning of the year, Cassina defines its corporate and individual performance objectives (mainly quantitative and of an economic or financial nature), traced within the Member Central platform of Haworth Inc., and the assessment of the previous year's performance is carried out. The % of achievement of the objectives is the basis of the recognition of any economic incentives linked to variable remuneration and of the annual salary review process. The latter may foresee interventions on professional grading, on fixed or variable remuneration.



Engagement survey

Cassina annually measures and assesses how motivated and involved employees are to give their best at work and prepares action plans in response to the identified areas of improvement.



Welfare programme

Cassina has been using a flexible benefit platform since 2020, complementing the company's Welfare plan, to foster a virtuous circle aimed at increasing the well-being of employees and improving the business climate.

Training and development of employees

Cassina believes in the strategic importance of continuous training, with the aim of improving individual performance required to ensure competitive business performance.

Based on a culture focused on valuing the people, self-evaluation sessions for employees are carried out through the **Member Central platform of Haworth Inc.** These are based on the fundamental principles of continuous feedback, clarity in evaluations, constant dialogue, transparency and recognition of merit. Each employee annually proposes to their manager its own skills development objectives and performance targets to be validated within the platform. At the end of the year, these are subject to performance evaluation that contains all the feedback received during the year and the achieved results.

In 2021, in line with previous years, 100% of employees were involved in the evaluation processes of performance and professional development.

The company focuses on the growth of all its employees and collaborators through the planning of training courses, with the certainty that these can always contribute to the professional development of its people.

In 2021, 3,371 hours of training were provided, through courses, **e-learning and training on-the-job**, with an average of 11 hours per employee.

The training activities focused on: Code of Ethics, Compliance, Anti-Corruption, Human Rights, D&I, Health and Safety, development of managerial skills, technical-specialist training, English and French language courses, induction sessions for new hires in terms of organization and corporate culture.

Hours of training by topic (no.)	2019	2020	2021
Code of Ethics	32	654	984
Health and Safety	24	36	456
Managerial	208	8	1,047
Languages	100	450	700
Induction for new hires	40	64	108
Cybersecurity	72	72	76
Total	476	1,284	3,371

IN 2021, 100% OF EMPLOYEES HAVE BEEN INVOLVED IN PERFORMANCE REVIEW AND PROFESSIONAL DEVELOPMENT PROCESSES.

Diversity, equity and inclusion

Cassina focuses on diversity, equity and inclusion, as strengths for the company, and is committed to create and foster a working environment in which equal opportunities and collaboration are valued and people are enabled to take decisions in accordance with the principle of integrity.

Within Cassina, respect for human rights is managed through the monitoring of the occupational health and safety, the compliance with minimum wage regulations, anti-discrimination and anti-corruption policies, the prohibition of child labour and with the commitment to increasingly expand the Welfare plan,

providing a wide range of services that can positively respond to individual needs.

During 2021, also thanks to the established measures in place at Cassina, no episodes of discrimination were recorded.

Employees' welfare and well-being

The company philosophy lies in improving the quality of life of all of employees, that are the company's main asset.

This means investing in both the professional and personal life: for the latter, the organization will is to work to extend the offering of products and services to include also to the family members of the employee, among the beneficiaries of the Welfare Plan.

Starting from 2017, Cassina has applied a **Smart working** policy, ensuring sharing, passion and engagement with the goal to create an ecosystem that ensures that all people are comfortable in the new working environment and the right level of flexibility, autonomy that will positively affect the work-life balance and wellness of the workers.

The company, with the stipulation of the 2021-2023 Trade Union Agreement, applies the following initiatives that benefit its employees. Some of them are provided in the form of corporate welfare through a Flexible Benefit portal.



Supplementary pension

The company is committed in the recruitment phase to deliver to all new employees a copy of the **ARCO** registration forms, the National Fund that allows to build a supplementary pension to permanent workers (whose working period is not less than three months), and **ALTEA**, supplementary health fund, funds of reference for the wood, cork, furniture, furniture and woodland/forest sectors.



Employees of the year

Cassina awards every year with four different categories the "employees of the year" who stood out for best representing the values of the company and of the Group, such as, for example, sense of responsibility, leadership and integrity. The winners are awarded with miniatures of Cassina's iconic products and vouchers.



25 years of service

To employees who have worked 25 years in the company an additional bonus is recognized, paid in the form of Flexible Benefits within the Cassina Welfare platform.



Retirement

At the retirement of an employee with a continuous company seniority of at least 20 years, the company will donate a Cassina miniature or another equivalent object.



Wedding Bonus

For an employee wedding, Cassina provides an additional bonus, paid in the form of Flexible Benefits within the Cassina Welfare platform



Bonus On Top for the birth of children

On the occasion of a birth or adoption, the company recognizes to the parent-employee an additional bonus paid in the form of Flexible Benefits inside the Cassina platform Welfare.



Flu vaccine campaign

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



Screening risk of breast cancer

Every year, the employees are given the possibility to use a screening test for the risk of breast cancer on a voluntary basis and free of charge; medical examinations are carried out by a breast specialist, at the company's infirmary premises.



Prostate disease risk screening

The employees are given the possibility to use a screening test for prostatic pathologies, on a voluntary basis and free of charge, which is carried out by a urologist specialist at the infirmary premises of the company.



Agreement with Istituto Auxologico

Cassina 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 the timing of booking.



Dudet small armchair and Sengu Table by Patricia Urquiola – Cassina, ph. Valentina Sommariva

Cassina has also established an annual **Result Prize** for a maximum amount of € 2,500 related to the achievement of specific indicators that result in four components: Company Result, Quality, Absenteeism and Productivity. For the payment of this premium, for each entitled recipient, part of it is granted in the form of corporate Welfare, through a Flexible Benefit portal. Of the remaining portion of the Performance-related pay, employees can choose annually whether to convert it into the same corporate Welfare or receive the Performance-related pay in cash. Recipients can use their Welfare account freely and autonomously, choosing between the following goods and services.

Refund Services

Employees can be refunded for the following expenses:

- medical specialist examinations, dental care, medications, laboratory tests and much more;
- purchase of local public transport passes, whether regional or interregional;
- education of all levels, for recreation centers or the purchase of school textbooks;
- assistance for elderly family members (at least 75 years) or not self-sufficient at hospitals, RSA, institutes of rehabilitation or at home, provided by health workers who provide ongoing assistance at the dwelling.

Direct Deposit Services

It is possible for the employee to use the Welfare credit for additional payment to the Pension Fund Additional to which the company pays severance pay and/or contributions.

Services with direct access

It is possible for the employee to have a wide variety of shopping vouchers available in real time and spendable at physical and online outlets, such as petrol stations, supermarkets, electronics stores, clothing and much more.

It is possible for the employee to use the Welfare credit to benefit from a range of recreational activities, such as trips, language courses, cinema and theatre tickets and much more.

Parental leave

Ensuring the well-being of employees, creating a positive working environment and preserving the Work-life balance are fundamental objectives for Cassina.

All employees of Cassina are entitled to parental leave, and eight employees have benefit from it during the reporting period. Of these eight people, four are back to work, while the remaining are still on leave. The rate of return to work is 100%, while the retention rate in the company of employees is 150%. Further data on parental leave are reported in the table "Performance indicators" reported below.

Occupational health and safety

Cassina considers the health and safety of its employees as fundamental elements for sustainable growth; therefore, the company is committed to spreading and consolidating the culture of health and safety of workers as a fundamental principle.

Under current legislation, the company takes all the necessary measures to protect the physical and moral integrity of its workers. Cassina has a **Health and Safety Policy in the workplace** aimed at minimizing risks or eliminating them wherever possible. Cassina is committed to ensure that:

Compliance with existing safety, health and hygiene legislation is considered a priority, as provided for by D. Lgs. 81/2008 (T.U. on health and safety in the workplace).

The risks for workers are, as far as possible, avoided, also by choosing the most appropriate and least dangerous materials and equipment to mitigate risks at source.

Unavoidable risks are properly assessed and appropriately mitigated by collective and individual security measures.

Dissemination of information and training of workers with specific reference to the job they perform. **Consultation of workers** on health and safety in the workplace is guaranteed.

To cope quickly and effectively with any needs or non-conformities with regard to safety, that have emerged during work activities or during audits and inspections.

Work organization and operational aspects are designed to safeguard the health of workers, and the community in which Cassina operates.

“My duty and my mission are to try to uplift people from misery and sufferance; to contribute to their satisfaction for a happy existence with harmony. My goal is to establish or restore the harmony between people and their environment.”

LE CORBUSIER

Architect

Employees are required to ensure full compliance with the principles of the Code of Ethics and the company's procedures and any other internal provisions to ensure safety, health and hygiene in the workplace.

Cassina has adopted an integrated Health Management system and Safety of Workers in line with the international standard ISO 45001:2018.

The management system for health and safety, which covers all workers other than employees but whose work and/or place of work is controlled by Cassina, is applicable to production sites and to Cassina Milan showroom in the Durini office, and is subject to **audit** by certifying body, which carries out the verification annually.

Cassina ensures that each employee receive appropriate health and safety training, aware that the rules, training, information and technical aspects play a key role in preventing risks and accidents and in response to the requests by D. Lgs. 81/2008.

Cassina organizes and plans **mandatory training** courses, ensuring regular updates, in compliance with the mandatory legislation and **specific safety training** such as: firefighters course, first aid course, lift truck drivers training, course for the operation of lifting platforms.

For all "non- employed" workers in Cassina, but that work on a continuous basis in the company, they are insured and trained by their respective employers with the same obligations defined in D. Lgs. 81/2008 in respect to the values of the company as well as certain specialist training courses which are also required for the performance of specific activities.

In 2021, health and safety training provided to employees and workers who are not employees but whose work and/or

workplace is controlled by the organization, involved 69 people (+10 compared to 2020), 25 of whom trained on aspects of first aid, 40 on fire courses and 4 on aspects of electrical conformity and safety.

As an additional safeguard for the health and safety of its employees, Cassina, through its own medical doctor, implements a **health surveillance** and **industrial hygiene** programme with the main objectives of making sure that each employee is suitable for the activities he or she carries out or about to be assigned on.

Health surveillance consists of periodic visits and check-ups for all employees. Cassina guarantees the presence of a factory doctor every 15 days and nursing staff available once a week. In relation to the Covid-19 pandemic in 2020, Cassina has implemented in accordance with the Ministers guidelines and its Internal, a periodic testing campaign in order to closely monitor the entire company population. During 2021, in relation to the prolongation of Covid-19 pandemic, Cassina has continued in the timely application of the internal Security Protocol, with the primary objective of protecting the health and safety of internal and external workers.

With regard to accidents, Cassina carries out an appropriate assessment of all the accidents that occurred using assessment forms of non-compliance and possible corrective actions. Thanks to the evaluation activities and continuous updates of the company's DVRs and the training and information of employees, **in 2021 only two accidents occurred at work, none of which with serious consequences. No accident occurred for external staff.** More information on accidents is given in the table "Performance indicators".

AN ARTISANAL EXPERIENCE AND A DEEP KNOWLEDGE OF THE SELECTED MATERIALS ARE THE BASIS OF CASSINA'S COMMITMENT TO THE REALIZATION OF ITS PRODUCTS.

Customer satisfaction

Customer satisfaction has been the basis of Cassina's corporate strategy since its foundation; such an aspect has in fact been evaluated as the most important in the materiality analysis.

Consistent with this vision, Cassina is implementing the review of its internal processes and organization with a view of "**Customer Centricity**", which means having the customer and their needs as a primary reference for all activities.

To properly guide this process, it is crucial to have a thorough and detailed knowledge of the customers' needs and expectations; this knowledge, already partly consolidated over the years thanks to lasting relationships with partners, is continually enriched by the collected feedback through spontaneous customer reports or through periodic client satisfaction surveys.

Starting from 2022, the company will introduce among the **Net Promoter Score (NPS)** associated with a renewed approach to customer surveys, as primary tools to evaluate Customer Satisfaction. Representing an international standard for measuring the degree of satisfaction, the NPS will constitute the basis for analyzing the opportunities for improvement, while triggering a continuous improvement cycle that aims to achieve excellence in the customer experience along all the products life cycle.

To guide customers in the correct management of the products end of life, starting from the new products, Cassina started to measure the level of environmental circularity, evaluating the

percentage of materials that can be recycled or reused, with the aim of minimizing their environmental impact.

In this perspective, it is essential to extend the product life cycle as much as possible, not only to reduce the environmental impact but also to allow the customer to enjoy as long as possible an object of high aesthetic and functional value. The commitment of Cassina on this has also focused on a draft revision and integration of **care and maintenance** information of its products, aimed at providing clear and meticulous indications, which are the result of the artisanal experience and deep knowledge of the materials.

Innovation, one of Cassina's key values, also permeates the **product development and validation process**; for this reason, the verification processes aimed at obtaining important certifications (such as GreenGuard for reduced rate emissions of volatile substances, VOC), will be combined with new types of tests to replicate the real use of products in the long term, allowing to further prevent potential causes of dissatisfaction of customers.

IN 2021 THE COMPANY HAS NOT RECEIVED ANY COMPLAINTS FOR THE BREACH OF CUSTOMERS' PRIVACY.

Customers' privacy and data protection

Cassina is committed to protecting the confidentiality of information acquired during its business and to avoid any impact on a maximum scale by providing updated security measures and appropriate policies.

Cassina aims at minimizing data privacy risks of its employees and customers, as stated in the **Code Ethics, General Privacy Policy, Privacy Policy data breach** and **Cybersecurity Policy**.

To ensure a correct management and monitoring, Cassina has appointed a person responsible for data protection ("**DPO**" - **Data Protection Officer**). The collection and processing of personal data takes place through its management and, as far as customers are concerned, with an innovative customer relations management system Customer Relationship Management (CRM).

Data collection takes place at the beginning of the employment relationship and during its development for employees and, for customers, during visits to showrooms located in the various countries of the world, as well as during events or browsing the website.

The user has the recognized rights of the General Regulation on data protection 2016/679 ("**GDPR**") as well as the right to file a complaint with the Supervisory Authority, that is the Italian Guarantor for Data Protection (**cd. "Garante Privacy"**) and/or to other competent supervisory authorities (art. 77 GDPR).

The users have also the right to object at any time to the processing of data, immediately or after providing the data and the right to revoke consent provided for marketing and/or profiling purposes.

In addition, Cassina has put in place measures to preserve the IT security of its systems and training with employees with the aim of increasing user awareness and reducing the risks

associated with computer attacks, both at work and at home. All IT security initiatives are developed to strengthen the processes and skills needed for the correct use of technologies. The company organizes annually **training courses** for all employees on modules related to the following topics: GDPR, marketing treatments and profiling, cybersecurity.

All Cassina employees are required to complete the training as soon as possible and periodically when required. For employees without a fixed computer workstation, mobile workstations are set up to also allow such employees to complete all necessary training. The HR manager shall periodically verify that all employees who can process personal data have carried out the required training.

In addition, checks are carried out by the person responsible for data protection (DPO), appointed by the company, who will prepare compliance reports. If any further training and improvement of safety measures are required, specific **recovery plans** are carried out. In 2021, the company received no complaints related to customer privacy violations. No company activity was interrupted because of accidents, nor has any data been violated or compromised.

Community engagement

Since its foundation, for about 100 years, Cassina has involved a wide range of Stakeholders, involving architects and designers in the design of new forms, transforming their insights into reality, listening and involving not only customers and employees, but also with the whole community.

The shared value creation passes through the community and the territory, in line with the values and mission of the company. Cassina aims at extremely high standards of production, products quality and safety, founding its principles also on attention to all people who are part of the system, with the aim of constituting and fortifying its contribution and become a point of reference for local and cultural communities.

In the context of the development of local communities and territory, Cassina has identified concrete actions to promote sustainable development through training and definition of partnership actions with the public sector, civil society, and universities. Through international exhibitions, Cassina actively spreads knowledge of innovative design, craftsmanship and luxury, promoting the participation in cultural life.

Many icons of Cassina are present in the most important museums of the world, including the **Triennale in Milan, the MoMA (Museum of Modern Art) in New York and the Centre Pompidou in Paris.**

Among the initiatives dedicated to the territory and community support, Cassina is working to create by 2025 more initiatives to support young designers, training activities on the history of the brand and its products for retailers, architects, and employees as well as providing support to cultural foundations and involvement with schools and students.

Initiatives implemented by Cassina for the community.



Support for young designers

In 2021, Cassina has promoted initiatives to support young designers. The company participated in the call dedicated to the memory of Filippo Allison (the historical curator of the Cassina iMaestri collection from 1973 to 2011), from which it will result, from 2023, the start of a training internship in the company.

In addition, on the occasion of the exhibition "the World of Poggi" to be held in the city of Pavia in 2022, a competition will be promoted to celebrate the Poggi factory, in collaboration with Politecnico of Milan.

Contributions to the publication of books

2019

Jacques Barsac, Charlotte Perriand
L'Œuvre Complete 1968-1999 Vol.4, edited by Editions Norma.

2019

Jacques Barsac, Charlotte Perriand
Complete Work 1968-1999 Vol.4, edited by Scheidegger & Spiess.

2021

Gabriele Neri, Vico Magistretti. Architetto milanese, edited by Electa.



Below are reported the most important exhibitions in which Cassina has recently been involved.

Exhibitions with Cassina contributions in 2019/2020

LE MONDE NOUVEAU DE CHARLOTTE PERRIAND

From the 2nd of October 2019 to the 24th of February 2020 at the Louis Vuitton Foundation, Paris.

Cassina supported the Louis Vuitton Foundation exhibition dedicated to Charlotte Perriand with reconstructions of her works and loans from its own archive.

For the occasion, the company created the interiors of the

Salon d'Automne (1929) with re-editions and study models to faithfully represent this revolutionary project. In addition, it rebuilt some furniture for the Maison du Jeune Homme (1935), for the Proposition d'un Synthèse d'Art (1955) and a selection of other pieces designed during Perriand's stay in Asia. The futuristic Refuge Tonneau (1938), an authentic masterpiece of mobile architecture imagined with Pierre Jeanneret for life in the mountains, was lent by the Cassina headquarters for the occasion.

Exhibitions with Cassina contributions in 2021

CHARLOTTE PERRIAND THE MODERN LIFE

From the 19th of June to 5th of September 2021 at the Design Museum, London.

VICO MAGISTRETTI ARCHITETTO MILANESE

From the 11th of May to 12th of September 2021 at the Triennale Milano..

CASA BALLA. FROM HOME TO THE UNIVERSE AND BACK

From the 17th of June to 31st of October 2021 at MAXXI Galleria, Rome.

RE MAKE. PRIX W 2020 THE WINNING PROJECTS

From the 20th of May to the 21st of November 2021 at Wilmotte Foundation Venezia.

REFLECTIONS. DINO GAVINA, L'ARTE E IL DESIGN

From the 30th of June to the 10th of October 2021 at the Galleria Nazionale d'Arte Moderna e Contemporanea, Rome.

Exhibitions with Cassina products in 2021

DIABOLIK ALLA MOLE

From the 16th of December to the 14th of February 2021 at the Cinema Museum, Turin.

PIET MONDRIAN, FROM FIGURATION TO ABSTRACTION

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

TAKE YOUR SEAT / PRENDI POSIZIONE

From the 23rd to the 30th of September 2021 at the ADI Museum and the Salone del Mobile, Milan.

CULT & MUST

From the 4th to the 10th of September 2021 at Superstudio Più, Milan.

BUONE NUOVE / GOOD NEWS

From November 2021 at MAXXI Galleria, Rome.

MATERIA GRIS

From the 11th of February to the 9th of May 2021 at Centro, Madrid.

CHARLOTTE PERRIAND AND I. CONVERGING DESIGNS BY FRANK GEHRY AND CHARLOTTE PERRIAND

From the 22nd of May to the 30th of November 2021 at Louis Vuitton Espace Venice.

Permanent donations with Cassina products

QUIRINALE CONTEMPORANEO 2021

Third edition.

SORIANA CASSINA DESIGN 1969/2021 AFRA E TOBIA SCARPA

Since 1969, it has been one of the most desirable upholstered seats for interior design projects.

Today, Soriana maintains the same project spirit in a new circular look **thanks to materials that have the goal to reduce** the environmental impact and maximize the comfort.

An icon capable of combining tradition and contemporaneity.

Structure in polyurethane replaced by bags filled with microspheres BioFoam®

Fiber padding made from 100% recycled PET from Plastic Bank®



64 OUR PERSPECTIVE ON THE PLANET

Energy transition, environmental protection, fight against change climate: these are issues that we chose to pursue, through a new approach to production and a vision that will be able to respect and protect the environment as well in addition to respecting and protecting the design.

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

Our contribution to
giving the planet a new
perspective.

TODAY'S PERSPECTIVE

ISO 14001

Certified environmental management system

Impact measurement

Calculation of emissions, waste generated, and water consumed

Green electricity

Stipulation of supply from renewable sources for the Italian facilities

PERSPECTIVE FOR THE FUTURE

100% from renewable sources

Green electricity also for foreign sites, by 2025

-50% of GHG emissions

By 2030, with targeted net-zero emissions by 2050

Electric car charging stations

Installation of charging stations for company vehicles

CO₂ compensation

Feasibility study for the activation of a dedicated project



Sunbed Trampoline by Patricia Urquiola – Cassina Outdoor Collection, ph. Gionata Xerra

Environment

Energy efficiency and reduction of GHG emissions

Energy consumption and emissions

The protection of the environment is an essential commitment for Cassina. Increasing attention to its environmental impact aims at minimizing current and potential negative impacts of production activities as well as participating positively in the energy transition.

Cassina has adopted an Environmental Management System ISO 14001 certificate and a Policy for Quality, Environment, Health and Safety.

The sensitivity towards these issues is demonstrated in the adoption of an ISO 14001 certified Environmental Management System since 2013. This represents a crucial point for the development of environmental protection actions such as, for example, energy saving and the fight against climate change.

To implement the **Policy for Quality, Environment, Health and Safety** in the workplace, Cassina is committed to:

Ensuring continuity of full compliance with all relevant requirements imposed by existing national, regional and local environmental regulations.

Promoting a sense of responsibility towards the environment and involvement in the management of environmental issues.

Taking all the necessary measures to prevent or eliminate pollution and, if this is impossible, to minimize the environmental impact of its activities.

Assessing the impacts on the environment of ongoing and new activities, products or processes to identify the priorities for intervention and control. Reducing waste production as much as possible also through recycling.

Minimizing energy consumption and progressively reducing environmental impacts from emissions to the atmosphere, wherever possible.

Making sure that environmental policy and its system are implemented and maintained at all levels of the organization and that the system is supported by periodical and systematic training.

To increase energy efficiency and reduce its greenhouse gas emissions, in line with Haworth's sustainability strategy, Cassina set out the following objectives:

01

Use electric energy produced from 100% renewable sources for production facilities by 2025

02

Halving greenhouse gas emissions by 2030

03

Getting net-zero emissions by 2050



Already during 2021 Cassina put in place actions aimed at reducing greenhouse gas emissions and gradually increase the use of energy from renewable sources, **supplying the electricity from renewable sources** as attested by the certification system managed by the Operator of Energy Services according to current legislation.

In accordance with the **Greenhouse Gas Protocol**, hereinafter GHG Protocol, Cassina has identified and measured its direct GHG emissions (Scope 1) and indirect emissions coming from purchased energy (Scope 2).

This consumption results in direct emissions of 958 tonnes of CO₂ and indirect emissions of approximately 707 tons of CO₂

according to the Location-based methodology and 142 tonnes of CO₂ according to the Market-based methodology.

To date, in line with the GHG Protocol, the quantification of emissions by Scope 3 is recommended but not mandatory and Cassina is committed not to neglect the opportunity to include these indirect emissions in its reporting for a more complete report.

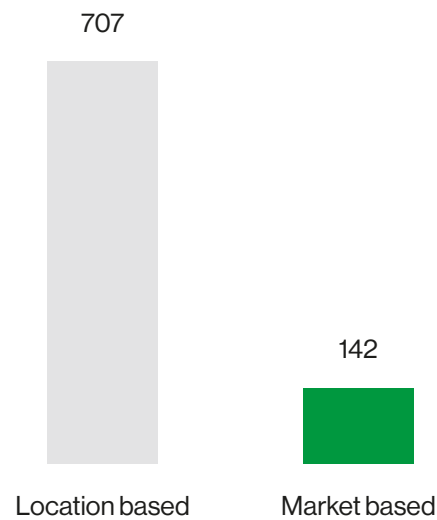
Regarding the emissions of pollutants, in 2021, 0.13 t of VOC (Volatile Organic Compounds) were emitted and 610 t of other CO₂ emissions.

The table below shows the description of all emissions categories reported by Cassina.

GHG Emissions – Scope 1 (tCO_{2e})



GHG Emissions – Scope 2 (tCO_{2e})



Finally, Cassina does not use substances that might be harmful to ozone or that generate NO_x, SO_x emissions or other significant emissions. From 2016, for cooling systems and air conditioning Cassina uses R-32 refrigerant gas, which has a low

environmental impact. The main pollutants that are monitored are total dust and volatile organic compounds (VOCs) and related filter systems are subject to periodic maintenance.

⁶ Scope 1 emissions are direct emissions that result from controlled properties and activities and where emissions are generated where consumption takes place.
⁷ 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.
⁸ Scope 3 emissions are emissions connected to the company activity, but which occur beyond the boundaries of the organization, including activities upstream and downstream the value chain.

“My idea is to bring happiness, respect, vision, poetry, surrealism and magic. [...] We must replace Beauty, which is a cultural concept, with Good, which is a humanist concept.”

PHILIPPE STARCK

Creator



Sustainable logistics

Logistics play a fundamental role in Cassina's production model. Raw materials sourcing and the finished products shipping are in fact core activities for the company that can generate significant environmental impacts.

The objective of Cassina is to constantly monitor the logistics activities to guarantee the optimization of transports, allowing to contain CO₂ emissions into the atmosphere and, at the same time, to achieve a shipping costs reduction.

Below are reported two different transport flows and methods to optimize them.



Transport to and from suppliers and subcontractors

- Consolidation and groupage of shipments.
- Direct shipments from suppliers to subcontractors.
- Optimization of the route.
- No empty trips.



Shipments to customers

- All transport Delivered at Place ("DAP") takes place via container to consolidate the various goods.

Waste management

The topic of waste management and valorization is an activity that Cassina oversees with attention and responsibility.

The topic of waste management and valorization is an activity that Cassina oversees with attention and responsibility.

The company is engaged in the monitoring of waste, and, at the same time, it has implemented a process of managing waste from a circular economy perspective, and gradual reduction of the percentage destined for landfill or incineration.

Waste management is carried out directly by Cassina within the company perimeter while the withdrawal phases, transport, delivery, recovery, or disposal are managed by a specialized external company. The appointed company creates an annual report detailing all CER codes that are assigned to each type of waste according to the composition and process of origin. With data supplies, Cassina calculates the quantities destined for the operations of recovery or disposal and carries out trend control.

At present, the waste generated at the Cassina sites is attributable to two main areas of origin:

1. Direct productive activities

This phase is responsible for the waste produced during the production cycle. For example, the processing activities of wood, leather and cowhide cutting, fabric cutting and leather bonding.

2. Indirect productive activities:

This phase is responsible for the maintenance activities, plant management activities, management and reordering of the warehouse.

In relation to the two main areas of origin described above, waste generation at Cassina's production sites is directly proportionate to the volumes produced, the use of machinery and the presence of staff in the company.

Moreover, the commitment to waste management translates into the assessment of possible short-term initiatives and related actions for the optimization of the use of leather and tissues, which will allow to achieve a reduction in the generated waste and processing of materials, and the increase in internal activities of awareness-raising related to recycling.

In 2021 the total waste amounted to 771 tonnes of which non-hazardous waste is 764 tonnes, both increased by 29% compared to 2020 as a direct consequence of the cessation of activities due to the Covid-19 pandemic, but decreased by 28% compared to 2019. More information on the production and destination of waste is reported in "Performance indicators".

Water management

Cassina is aware of the importance of proper water management, and it manages its impacts within its facilities through the certified environmental management system ISO 14001.

The water impacts of Cassina are related to civil use only. Quality standards based on local regulations are observed for each plant.

Most of the wastewater is discharged via public sewerage networks for treatment. In production sites, the water resource, not being used in industrial processes, does not generate high consumption and its use is limited to health purposes and for civil uses. Water is provided by the municipal aqueduct.

In 2021 total water consumption was 11,657 liters, increasing compared to 2020 (5,556 litres). This increase was attributable to a loss of water observed during the year and promptly repaired. More information on water resource management is reported in "Performance indicators".

Biodiversity

Environmental sustainability translates into daily commitments of nature and biodiversity conservation through the reduction and mitigation of potential and negative impacts to protect present and future generations.

The protection of biodiversity is an important area for Cassina. The objectives set by the EU Commission for 2030, as a key part of the six environmental objectives set by the EU Parliament and Council Regulation on the establishment of a framework that encourages investment as part of Environmental Taxonomy, draw public and private actors' attention on the topic of biodiversity.

Cassina, although not directly involved in the five main causes of biodiversity loss, as a manufacturing company, has potentially and indirectly an impact on biodiversity for procurement-related aspects such as the extraction and processing of virgin materials. Therefore, the company considers it fundamental to pay relevant attention to the aspects of soil use, resource exploitation and pollution.

To this end, Cassina is committed to promoting the sustainable use of resources aimed at combating biodiversity loss by regulating and mitigating potential risks within the workplace, also

involving its own supply chain through the adoption of specific initiatives.

The protection of biodiversity mainly takes the form of various actions aimed at the research and the use of the most materials possible from renewable sources and from forests managed in a sustainable way. This commitment is also confirmed by the choice to certify some of its products with the GreenGuard and implementing indications in the Red List of species threatened, edited by the **International Union for Conservation of Nature (IUCN)**, for nature conservation.

Among the objectives of the company, the management of a forest area in a sustainable manner is being evaluated to compensate for the CO₂ emissions and favor natural resource regeneration. A goal that wants to be supportive of the objectives of the EU nature restoration plan by 2030.

2 FAUTEUIL GRAND CONFORT, PETIT MODÈLE, DURABLE CASSINA IMAESTRI DESIGN 1928/2020 LE CORBUSIER PIERRE JEANNERET CHARLOTTE PERRIAND

A masterpiece of a timeless design, this model is an archetype of modernity re-edited in a more conscious perspective.

An icon that enters a new era of responsibility.

Polyurethane foam elements with a percentage of polyols derived from biological sources

Cushion and seat upholstery in blown fiber obtained from recycled PET introduced in the cushions and seat



Definition of the material topics

Below is the table of the 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 and circular materials	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 end-of-life products.
Health and safety	Protect the health and safety of all employees, ensuring a safe working environment.
Product innovation	Promote innovative solutions that can foster customer experience and new product development.
Human rights	Ensure respect for human rights and fundamental freedom of people in their 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 impacts of the materials, such as, for example, the acquisition of certified wood from sustainable forests.
Sustainable packaging	Encourage the use of 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 can 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.
Employees' 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 their sense of belonging.
Diversity, equity and inclusion	To 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.

Customers' privacy and data protection	Ensure the confidentiality of personal data and the security of your 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 through its 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	To promote the protection of biodiversity of the forests from which the wood used in the products comes.
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

102-8 Information about employees and other workers⁹

Total number of employees by type of contract, gender and region (no.)

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	137	124	261	131	127	258	137	132	269
Fixed term contract	6	6	12	3	3	6	6	6	12
Total	143	130	273	134	130	264	143	138	281
% Permanent contract	96%	95%	96%	98%	98%	98%	96%	96%	96%
% Fixed term contract	4%	5%	4%	2%	2%	2%	4%	4%	4%

Total number of employees by type of employment (no.)

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	143	121	264	134	122	256	143	129	272
Part-time	0	9	9	0	8	8	0	9	9
Totale	143	130	273	134	130	264	143	138	281

Total number of employees by type of contract and region (no.)

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Northern Italy	142	130	272	133	130	263	142	138	280
Permanent contract	136	124	260	130	127	257	136	132	268
Fixed term contract	6	6	12	3	3	6	6	6	12
Center Italy	1	0	1	1	0	1	1	0	1
Permanent contract	1	0	1	1	0	1	1	0	1
Fixed term contract	0	0	0	0	0	0	0	0	0
Southern Italy	0	0	0	0	0	0	0	0	0
Permanent contract	0	0	0	0	0	0	0	0	0
Fixed term contract	0	0	0	0	0	0	0	0	0
Islands	0	0	0	0	0	0	0	0	0
Permanent contract	0	0	0	0	0	0	0	0	0
Fixed term contract	0	0	0	0	0	0	0	0	0
Total	143	130	273	134	130	264	143	138	281
Permanent contract	137	124	261	131	127	258	137	132	269
Fixed term contract	6	6	12	3	3	6	6	6	12

⁹ The perimeter refers to Cassina S.p.A.

Total number of non-employees (no.)

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Self-employed workers	0	0	0	0	0	0	0	0	0
Temporary workers	1	0	1	4	0	4	4	2	6
Internship	2	8	10	2	4	6	3	5	8
Other	74	9	83	55	10	65	71	11	82
Total	77	17	94	61	14	75	78	18	96
Ratio of directly and indirectly employed labour force	54%	13%	34%	46%	11%	28%	55%	13%	34%

102-41 Collective bargaining agreements

	2019	2020	2021
Number of employees covered by collective bargaining agreements	257	246	262
Total number of employees	273	264	281
Percentage of employees covered by collective bargaining agreements	94%	93%	93%
Number of employees represented by trade unions	29	24	23

204-1 Proportion of expenditure to local suppliers

	u.m.	2019	2020	2021
Purchases from local suppliers	€	65,236,106	53,928,823	69,788,681
Total purchases from suppliers	€	73,447,820	59,326,988	77,369,047
Percentage spent by local suppliers	%	89%	91%	90%

302-1 Energy consumed within the organization

Direct energy consumption within the organization by source (kWh)

	2021
From non-renewable sources	
Natural Gas	4,520,613
Company fleet	
Petrol	38,112
Diesel	546,947
Total direct energy consumption	5,105,671
Indirect energy consumption within the organization by source (kWh)	
Electricity	2,802,870

	2021
from non-renewable sources	503,647
from renewable sources	2,299,223
Total indirect energy consumption	2,802,870
Total energy consumption	7,908,542

Source of conversion factors:

Natural gas – BEIS 2021

Petrol – BEIS 2021

Electricity from non-renewable sources – BEIS 2021

Electricity from renewable sources - BEIS 2021

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

Direct emissions of GHG (Scope 1) (tCO_{2e})

	2021
From non-renewable sources	
Heating	819
<i>of which natural gas</i>	819
Combustion	138
<i>Of which petrol</i>	9
<i>Of which diesel</i>	130
Direct emissions of GHG (Scope 1) total	958
Indirect emissions of GHG (Scope 2)	
Location-based	707
Market-based	142

Source of Emission Factors:

Natural gas - EPA GHG Protocol Year 2021

Fuel Combustion – BEIS 2021

Electricity – Location-based – IEA 2022, EPA GHG Protocol Year 2021

Electricity – Market-based – AIB 2021, TERNA 2019

303-3 Water withdrawal 303-4 Water discharge 303-5 Water usage

	2019		2020		2021	
	All areas	Water stress areas	All areas	Water stress areas	All areas	Water stress areas
Water consumption (megaliters)						
Water withdrawal by source	0,006	0	0,006	0	0,012	0
Surface water	0,006	0	0,006	0	0,012	0
freshwater	0,006	0	0,006	0	0,012	0
Other types of water	0	0	0,006	0	0,012	0
Discharges of water by destination	0	0	0	0	0	0
Surface water	0	0	0	0	0	0
freshwater	0	0	0	0	0	0
Other types of water	0	0	0	0	0	0
Total water consumption	0,006	0	0,006	0	0,012	0

306-3 Waste produced
306-4 Waste diverted from disposal
306-5 Waste directed to disposal

Waste produced (t)	2019	2020	2021
Total waste produced	1,074.2	596.7	771.3
Hazardous	7.9	6.0	7.2
Non-hazardous	1,066.3	590.7	764.2
Waste diverted from disposal	618.0	306.4	407.8
Hazardous	1.06	0.16	0.36
Other recovery operations	1.06	0.16	0.36
Hazardous	617.0	306.2	407.4
Recycling	466.7	218.0	293.9
Other recovery operations	150.3	88.2	113.5
Waste directed to disposal	456.1	290.4	363.5
Hazardous	6.80	5.88	6.82
Landfill	0.140	0	0
Incineration with energy recovery	0.103	0.023	0.027
Other recovery operations	6.56	5.86	6.79
Hazardous	449.3	284.5	356.7
Incineration with energy recovery	400.7	249.6	325.0
Other recovery operations	48.7	34.9	31.7
Incineration with energy recovery	400.7	249.6	325.0
Other disposal operations	48.7	34.9	31.7

Note: All waste produced is treated offsite.

401-1 New recruitment and turnover

New hires (no.)	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	19	15	34	12	15	27	32	33	65
<30 years old	6	5	11	4	7	11	10	12	22
between 30 and 50 years old	12	9	21	8	8	16	18	17	35
> 50 years old	1	1	2	0	0	0	4	4	8

Turnover rate - incoming (%)	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	12%	10%	11%	8%	10%	9%	20%	21%	21%
<30 years old	29%	36%	31%	20%	47%	31%	40%	67%	51%
between 30 and 50 years old	16%	10%	12%	11%	9%	10%	23%	19%	20%
> 50 years old	2%	3%	2%	0%	0%	0%	7%	9%	8%

Number of terminations (no.)	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	31	25	56	16	10	26	23	25	48
< 30 years old	3	6	9	2	3	5	1	-	1
between 30 and 50 years old	13	13	26	6	4	10	10	18	28
> 50 years old	15	6	21	8	3	11	12	7	19

Turnover rate - outgoing (%)	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	19%	17%	18%	11%	7%	9%	14%	16%	15%
< 30 years old	14%	43%	26%	10%	20%	14%	4%	0%	2%
between 30 and 50 years old	17%	14%	15%	8%	5%	6%	13%	20%	16%
> 50 years old	23%	15%	20%	14%	7%	11%	22%	15%	19%

401-3 Parental leave

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

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	7	1	8	9	1	10	9	2	11
Managers	13	8	21	14	8	22	11	10	21
White collars	34	64	98	34	65	99	38	70	108
Blue collars	89	57	146	77	56	133	85	56	141
Total	143	130	273	134	130	264	143	138	281

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

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	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	3	3
Blue collars	0	1	1	0	0	0	0	1	1
Total	0	2	2	0	3	3	0	4	4

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

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Of which still on parental leave	0	4	4	0	5	5	0	4	4
Of which left the company	0	0	0	0	1	1	0	0	0
Total	0	4	4	0	5	5	0	4	4

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

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	0	0	0	0	0	0	0	0	0
Managers	0	0	0	0	0	0	0	0	0
White collars	0	2	2	0	1	1	0	3	3
Blue collars	0	0	0	0	1	1	0	0	0
Total	0	2	2	0	2	2	0	3	3

403-5 Workers' health and safety training

Employees trained in health and safety (no.)	2019	2020	2021
First aid	23	25	25
Fire-fighting	30	30	40
Electrical conformity and safety	4	4	4
Total	57	59	69

403-9 Work-related injuries

Employees

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Recordable occupational accidents	3	-	3	2	1	3	2	-	2
Deaths caused by occupational injuries	-	-	-	-	-	-	-	-	-
Occupational with serious consequences (excluding deaths)	-	-	-	-	-	-	-	-	-
Worked hours	255,260	189,966	445,226	205,862	153,217	359,079	260,182	197,182	457,364
Adjustable rate of occupational accidents	12	-	7	10	7	8	8	-	4
Rate of deaths caused by occupational accidents	-	-	-	-	-	-	-	-	-
Rate of occupational accidents with serious consequences (excluding deaths)	-	-	-	-	-	-	-	-	-

Notes:

Adjustable Work Accident Rate: (n. of adjustable work accidents / n. of hours worked) *1,000,000

Rate of deaths following occupational accidents: (No. of deaths following occupational accidents / No. of hours worked)*1,000,000

Rate of occupational accidents with serious consequences (excluding deaths): (n. of occupational accidents with serious consequences (excluding deaths) / n. of hours worked)*1,000,000

Non-employee workers

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Recordable occupational accidents	-	-	-	1	-	1	-	-	-

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Deaths caused by occupational accidents	-	-	-	1	-	1	-	-	-
Occupational accidents with serious consequences (excluding deaths)	-	-	-	-	-	-	-	-	-
Worked hours	-	-	-	-	-	-	-	-	-
Adjustable rate of occupational accidents	-	-	-	10	-	9	-	-	-
Rate of occupational accidents	-	-	-	-	-	-	-	-	-
Rate of occupational accidents with serious consequences (excluding deaths)	-	-	-	-	-	-	-	-	-

Notes:

Adjustable Work Accident Rate: (n. of adjustable work accidents / n. of hours worked) *1,000,000

Rate of deaths following occupational accidents: (No. of deaths following occupational accidents / No. of hours worked) *1,000,000

Rate of occupational accidents with serious consequences (excluding deaths): (n. of occupational accidents with serious consequences (excluding deaths) / n. of hours worked) *1,000,000

404-3 Percentage of employees receiving a periodic assessment of performance and professional development

Percentage of employees evaluated through performance management (%)

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	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 in government bodies and among employees

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

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	11	2	13	12	2	14	12	3	15
<30 years old	-	-	-	-	-	-	-	-	-
between 30 and 50 years old	7	2	9	7	2	9	8	2	10
>50 years old	4	-	4	5	-	5	4	1	5
Managers	20	8	28	19	8	27	14	11	25
<30 years old	-	-	-	-	-	-	-	-	-
between 30 and 50 years old	13	7	20	13	7	20	8	9	17
>50 years old	7	1	8	6	1	7	6	2	8
White collars	44	79	123	42	78	120	48	85	133
<30 years old	9	13	22	8	14	22	9	16	25

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
between 30 and 50 years old	20	54	74	21	53	74	28	57	85
> 50 years old	15	12	27	13	11	24	11	12	23
Blue collars	89	57	146	77	56	133	85	56	141
< 30 years old	12	1	13	12	1	13	16	2	18
between 30 and 50	37	29	66	31	23	54	36	23	59
> 50 years old	40	27	67	34	32	66	33	31	64
Total	164	146	310	150	144	294	159	155	314
< 30 years old	21	14	35	20	15	35	25	18	43
between 30 and 50 years old	77	92	169	72	85	157	80	91	171
> 50 years old	66	40	106	58	44	102	54	46	100

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

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	157	140	297	146	140	286	152	148	300
< 30 years old	19	12	31	18	12	30	23	14	37
between 30 and 50 years old	72	88	160	70	84	154	75	89	164
> 50 years old	66	40	106	58	44	102	54	45	99
Fixed-term contract	7	6	13	4	4	8	7	7	14
< 30 years old	2	2	4	2	3	5	2	4	6
between 30 and 50 years old	5	4	9	2	1	3	5	2	7
> 50 years old	-	-	-	-	-	-	-	1	1
Total	164	146	310	150	144	294	159	155	314
< 30 years old	21	14	35	20	15	35	25	18	43
between 30 and 50 years old	77	92	169	72	85	157	80	91	171
> 50 years old	66	40	106	58	44	102	54	46	100

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

Percentage of significant product and service categories in relation to which health and safety impacts are assessed for improvement (%)

2019	2020	2021
14%	16%	28%

METHODOLOGICAL NOTE

This document is the first edition of the Sustainability Report of Cassina S.p.A. and its subsidiaries (hereinafter referred to as the "Group"). Its drafting and publication are the start of a voluntary path undertaken by Cassina S.p.A. for the integration of ESG (Environment, Social, Governance).

To report and transparently communicate the Group's sustainability performance, this Sustainability report has been prepared in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" (hereinafter "GRI Standards") issued in 2016 by the Global Reporting Initiative (GRI), according to the option "Core".

The definition of material topics for the Group and for its Stakeholders took place following a materiality analysis process, in line with GRI Standards and best practices, as described in the chapter "Priority topics: materiality analysis". To this end, several indicators have been selected to describe the evolution of material aspects and their relations with stakeholders. For some of the material issues it was not possible to identify, within the GRI Standards, adequate indicators to describe and

report the reality of the Group. For these cases only GRI 103 is reported: Management Approach 2016.

For a better understanding of Standard Disclosures Please refer to the "GRI Content Index".

The data reporting period corresponds to the fiscal year ended on the 31st of December 2021. The scope of data and information includes Cassina S.p.A and the subsidiaries⁹ it controls.

In particular, for Cassina S.p.A. all the GRI indicators are reported in the "GRI contents index" connected to the material topics. For the subsidiaries 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, the following GRI indicators have been reported:

⁹ Cassina Pacific Ltd. is excluded from the reporting perimeter of the Cassina 2021 Sustainability Report.

Indicatore GRI	
204-1	Proportion of expenditure to local suppliers
302-1	Energy consumed within the organization
305-1	Direct emissions of GHG (Scope 1)
305-2	Indirect GHG emissions from energy consumption (Scope 2)
401-1	New recruitment and turnover
401-2	Benefits for full-time employees, but not for part-time or fixed-term employees
401-3	Parental leave
403-08	Workers covered by an occupational health and safety management system
403-09	Occupational accidents
404-1	Average annual training hours per employee
405-1	Diversity in government bodies and among employees
406-1	Episodes of discrimination and corrective action taken

To present the performance of Cassina S.p.A. over a longer time horizon, the data and information hereby reported refer to the three-year period 2019 - 2021. To ensure reliability of the data, the use of estimates has been limited as much as possible, and, if any, they are properly reported and based on the best available methodologies.

With reference to energy consumption and emissions, the comparative data have been reported for Cassina S.p.A. In addition, the methodological approach of the GHG Protocol, greenhouse gas emissions for the year 2021 have been divided into Scope 1, and Scope 2 calculated according to the Location-based and Market-based methodology.

This document was submitted for approval by the Cassina's Board of Directors on 12/12/2022.

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 pages 93-94-95 of that version.

The periodicity of this publication is set according to an annual frequency. For information on the Cassina Sustainability Report, please contact: csr@cassina.it.

GRI CONTENT INDEX

Please note that for the indicators marked, the reporting of the data concerns 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.

GRI Index	Reference document and paragraph / Page	Notes / Omissions
102-1 Name of the organization	Who we are	Cassina S.p.A.
102-2 Activities, brands, products and services	Who we are	
102-3 Location of headquarters	Who we are	
102-4 Location of operations	Who we are	
102-5 Ownership and legal form	Who we are	
102-6 Markets served	Who we are, Geographical presence	
102-7 Size of the organisation	Highlight Shared value creation, financial performance People, Personnel composition, talent attraction and retention	
102-8 Information about employees and other workers	Highlight People, Personnel composition, talent attraction and retention	
102-10 Significant changes to the organisation and its supply chain		Not applicable. This is Cassina's first sustainability report.
102-11 Precautionary principle	Governance, Ethics and Business Integrity Our perspective on product People, Diversity, Equity and Inclusion People, Occupational health and safety Company, Customers' privacy and data protection Environment	
102-12 External initiatives		Not available. Cassina is not currently involved in these initiatives.
102-13 Membership of associations	Participation in association and partnerships	
102-14 Statement by a senior decision-maker	A letter to our stakeholders	
102-16 Values, principles, standards and rules of conduct	Governance, Our mission and values	
102-40 List of stakeholder groups	Priority topics: the materiality analysis	
102-41 Agreements on collective bargaining		In 2021, Cassina S.p.A. employees covered by collective bargaining agreements accounted for 93% and the number of employees represented by trade unions amounted to 23.
102-42 Identification and selection of stakeholders	Priority topics: the materiality analysis	
102-43 Approach to stakeholder engagement	Priority topics: the materiality analysis	

GRI Index	Reference document and paragraph / Page	Notes / Omissions
102-44 Key issues and concerns raised	Priority topics: the materiality analysis	
102-45 Entities included in consolidated financial statements	Who we are	
Methodological note		
102-46 Definition of the content of the report and perimeters of the topics	Who we are	
Methodological note		
102-47 List of material topics	Priority topics: the materiality analysis	
Annexes, Definitions of material topics		
102-48 Reviewing the information		Not applicable. This is Cassina's first sustainability report.
102-49 Changes in the reporting		Not applicable. This is Cassina's first sustainability report.
102-50 Reporting period	Methodological note	01/01/2021 – 31/12/2021
102-51 Date of most recent report		Not applicable. This is Cassina's first sustainability report.
102-52 Reporting cycle		Annual
102-53 Contacts to request information about the report	Methodological note	
102-54 Declaration on reporting in accordance with GRI Standards	Methodological note	
102-55 GRI content index	GRI content index	
102-56 External assurance	Methodological note Audit report	
Prerequisites		
Governance		
103-1, 103-2, 103-3 c	Governance	
102-18 Governance structure	Governance	
102-22 Composition of the highest governing body and its committees	Governance	
405-1 Diversity in government bodies and among employees	Governance People, Diversity, Equity and Inclusion Annexes, Performance indicators	
Ethics and business integrity		
103-1, 103-2, 103-3 Management approach	Governance, Ethics and Business Integrity	
205-2 Communication and training on anti-corruption policies and procedures	Governance, Ethics and Business Integrity	100% of the members of the governing body and employees receive communication and training on anti-corruption policies and procedures. Information about the percentage of business partners informed about anti-corruption policies and procedures is not available.
205-3 Verified corruption incidents and actions taken	Governance, Ethics and Business Integrity	In 2021, Cassina recorded no episodes of corruption.
Risk management and regulatory compliance		
103-1, 103-2, 103-3 Management approach	Governance, Ethics and Business Integrity Product, Product quality and safety Environment	

GRI Index	Reference document and paragraph / Page	Notes / Omissions
307-1 Non-compliance with environmental laws and regulations		In 2021, Cassina received no fine and no non-monetary penalty for non-compliance with environmental laws and regulations.
416-1 Assessment of health and safety impacts by product and service categories	Product quality and safety Annexes, Performance indicators	
Shared value creation		
103-1, 103-2, 103-3 Management approach	Shared value creation	
201-1 Direct economic value generated and distributed	Economic value generated and distributed	
PRODUCT		
Design and circular materials		
103-1, 103-2, 103-3 Management approach	Design, circular materials and innovation	
306-1 Waste generation and significant waste-related impacts	Environment, Waste Management	
306-2 Waste generation and significant waste-related impacts	Design, circular materials and innovation Environment, Waste Management	
306-3 Waste generated	Environment, Waste Management Annexes, Performance indicators	
306-4 Waste diverted from disposal	Environment, Waste Management Annexes, Performance indicators	
306-5 Waste directed to disposal	Environment, Waste Management Annexes, Performance indicators	
Responsible sourcing		
Sustainable packaging		
103-1, 103-2, 103-3 Management approach	Product, Sustainable packaging Product, sourcing and Responsible Supply Chain	
301-1 Materials used by weight or volume	Product, Sustainable packaging	Iron data is currently not available. Cassina is committed to providing this information in the coming years. Data for 2019-2020 is currently not available. Cassina is committed to providing a comparative figure in the coming years. The data of recycled materials has been estimated on the basis of national statistics provided by the CONAI and CIAL Consortia.
301-2 Recycled materials	Product, Sustainable packaging	Iron data is currently not available. Cassina is committed to providing this information in the coming years. Data for 2019-2020 is currently not available. Cassina is committed to providing a comparative figure in the coming years. The data of recycled materials has been estimated on the basis of national statistics provided by the CONAI and CIAL Consortia.
Product innovation		
103-1, 103-2, 103-3 Management approach	Product, circular design, sustainable materials and product innovation	
Quality and product safety		

GRI Index	Reference document and paragraph / Page	Notes / Omissions
103-1, 103-2, 103-3 Management approach	Product, Product quality and safety	
416-1 Assessment of health and safety impacts by product and service categories	Product, Product quality and safety Annexes, Performance indicators	
416-2 Incidents of non-compliance regarding health and safety impacts of products and services	Product, Product quality and safety	In 2021, Cassina recorded no non-compliance incidents regarding the health and safety impacts of products and services.
PEOPLE		
Diversity, equity and inclusion		
103-1, 103-2, 103-3 Management approach	Governance People, Diversity, Equity and Inclusion	
405-1 Diversity in government bodies and among employees*	Governance People, Diversity, Equity and Inclusion Annexes, Performance indicators	
406-1 Discrimination and corrective action taken	People, Diversity, Equity and Inclusion	In 2021, Cassina recorded no incident of discrimination.
Training and development of employees		
103-1, 103-2, 103-3 Management approach	People, Training and development of employees	
404-1 Average annual training hours per employee*	People, Training and development of employees Annexes, Performance indicators	Average training hours by gender and grading are not available. Cassina is committed to making this information available in the coming years.
404-3 Percentage of employees receiving a periodic assessment of performance and professional development	People, Training and development of employees Annexes, Performance indicators	
Occupational health and safety		
103-1, 103-2, 103-3 Management approach	People, Occupational health and safety	
403-1 Health and safety management systems	People, Occupational health and safety	
403-2 Hazard identification, risk assessment and accident investigation	People, Occupational health and safety	
403-3 Occupational health services	People, Occupational health and safety	
403-4 Worker participation and consultation and communication on occupational health and safety	People, Occupational health and safety	
403-5 Workers' health and safety training	People, Training and development of employees	
People, Occupational health and safety		
403-6 Promotion of workers health	People, Occupational health and safety	
403-7 Prevention and mitigation of occupational health and safety impacts in trade relations	People, Occupational health and safety	
403-8 Workers covered by an occupational health and safety management system*	People, Occupational health and safety	100% of employees and non-employees, but whose work and/or workplace is controlled by the organization.
403-9 Work related injuries*	People, Occupational health and safety Annexes, Performance indicators	
Talent attraction and retention		
103-1, 103-2, 103-3 Management approach	People, Personnel composition, talent attraction and retention	
401-1 New recruitment and turnover*	People, Personnel composition, talent attraction and retention Annexes, Performance indicators	
Employees' welfare and well-being		
103-1, 103-2, 103-3 Management approach	People, Employees' welfare and well-being	

GRI Index	Reference document and paragraph / Page	Notes / Omissions
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees*	People, Employees' welfare and well-being	There are no differences in access to benefits provided by the company for part-time and full-time employees.
401-3 Parental leave*	People, Employees' welfare and well-being, parental leave Annexes, Performance indicators	
SOCIETY		
Responsible supply chain		
103-1, 103-2, 103-3 Management approach	Product, Responsible sourcing and supply chain	
102-9 Supply chain	Product, Responsible sourcing and supply chain	
204-1 Proportion of expenditure to local suppliers*	Product, Responsible sourcing and supply chain Annexes, Performance indicators	
308-1 New suppliers evaluated using environmental criteria		Not applicable. In 2021, no new suppliers were assessed according to environmental criteria.
414-1 New suppliers that were evaluated through the use of social criteria		Not applicable. In 2021, no new suppliers were assessed according to environmental criteria.
Customer satisfaction		
103-1, 103-2, 103-3 Management approach	Product, Product quality and safety Company, Customer satisfaction	
416-1 Assessment of health and safety impacts by product and service categories	Product, Product quality and safety Annexes, Performance indicators	
416-2 Incidents of non-compliance regarding health and safety impacts of products and services	Product, Product quality and safety	In 2021, Cassina recorded no non-compliance incidents regarding the health and safety impacts of products and services.
Customer privacy and data protection		
103-1, 103-2, 103-3 Management approach	Company, Customers' privacy and data protection	
418-1 Proven complaints about customer privacy breaches and customer data loss	Company, Customers' privacy and data protection	In the three-year period 2019-2021, Cassina did not receive complaints relating to breaches of customer privacy.
Human rights		
103-1, 103-2, 103-3 Management approach	Product, Responsible sourcing and supply chain People, Diversity, Equity and Inclusion	
406-1 Discrimination and corrective action taken*	People, Diversity, Equity and Inclusion	In 2021, Cassina recorded no incident of discrimination.
Community engagement		
103-1, 103-2, 103-3 Management approach	Society, Community engagement	
413-1 Activities involving local communities, impact assessments and development programmes		Cassina does not monitor activities regarding local community engagement, impact assessments and/or development programmes.
Environment		
Energy efficiency and GHG emissions reduction		
103-1, 103-2, 103-3 Management approach	Environment	
302-1 Energy consumed within the organization*	Environment	
Annexes, Performance indicators		

GRI Index	Reference document and paragraph / Page	Notes / Omissions
305-1 Direct emissions of GHG (Scope 1)*	Environment Annexes, Performance indicators	
305-2 Indirect emissions from energy consumption (Scope 2)*	Environment Annexes, Performance indicators	
305-6 Emissions of ozone-depleting substances (ODS)	Environment	Not applicable. Cassina does not emit ozone-depleting substances.
305-7 Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant emissions	Environment	
Water management		
103-1, 103-2, 103-3 Management approach	Environment, Water management	
303-1 Interaction with water as a shared resource	Environment, Water management	
303-2 Management of water discharge impacts	Environment, Water management	Not applicable. The use of water is purely for sanitary purposes.
303-3 Water withdrawal	Water management Annexes, Performance indicators	Data on the location of sampling sources in water stress areas is not currently available.
303-4 Water discharge	Environment, Water management Annexes, Performance indicators	Not applicable. The use of Cassina water is purely for sanitation purposes; therefore, water is discharged through public sewerage systems for treatment.
303-5 Water consumption	Environment, Water management Annexes, Performance indicators	Data on the location of sampling sources in water stress areas is not currently available.
Waste management		
103-1, 103-2, 103-3 Management approach	Environment, Waste management	
306-1 Waste generation and significant waste-related impacts	Environment, Waste management	
306-2 Management of significant impacts related to waste	Environment, Waste management	
306-3 Waste generated	Environment, Water management Annexes, Performance indicators	
306-4 Waste diverted from disposal	Environment, Water management Annexes, Performance indicators	
306-5 Waste destined for disposal	Environment, Water management Annexes, Performance indicators	
Biodiversity		
103-1, 103-2, 103-3 Management approach	Environment, Biodiversity	
304-2 Significant impacts of activities, products and services on biodiversity	Environment, Biodiversity	Not applicable. Cassina's production sites are not located within or adjacent to protected areas and areas of high biodiversity value outside protected areas. Showrooms are located in urban areas.
Sustainable logistics		
103-1, 103-2, 103-3 Management approach	Environment, Sustainable Logistics	

Editorial Project Coordination
Cassina S.p.A.

Artistic Direction & Graphic Project
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