

20  
24

SUSTAINABILITY  
REPORT

Interactive Version

Annual Report

CERDOMUS

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# LETTER TO STAKEHOLDERS

Dear Stakeholders,

As we walk the path of growth and innovation, we have chosen to make a concrete commitment to ESG issues, exploring the topics that affect people and the company every day. It is therefore with great pleasure that we present our first Sustainability Report, which was born out of a desire to measure and improve our impact by responding with concrete gestures to questions about our operations: "Is what we are doing correct? How can we improve our actions?"

Recent years have brought significant challenges, requiring companies to rethink their role in the global social and economic environment. In this context, we have chosen to face major changes with determination, aware that the future of our company depends on our ability to combine innovation, respect for the environment and care for people.

Over the past year, we have strengthened our initiatives to reduce the environmental impact of production by investing in more efficient technologies, innovative materials and energy-efficient production processes. We have implemented solutions to reuse resources, reducing waste and promoting a circular economy in the ceramics industry.

The importance of people is another pillar of our business strategy. We are committed to ensuring a safe, inclusive and stimulating work environment for all our employees by promoting continuous training and organisational well-being. We believe that the success of Cerdamus is closely linked to the growth and satisfaction of those who passionately contribute to our work every day.

This Sustainability Report is not an end point, but the beginning of a journey that we want to share with all our stakeholders. We are working for a future in which the way we create ceramics can be synonymous with conscious innovation and social responsibility.

We invite you to read this Sustainability Report to learn more about our commitment, and to give us your valuable input so we can build a better tomorrow together.

Thank you, and happy reading

Paolo Turbati  
Cerdamus



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PART ONE

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# 1.1 MISSION, VISION AND COMPANY VALUES

Cerdomus was created with a passion for ceramics and an unwavering commitment to product excellence. Our **mission** is to create high-quality ceramic surfaces, combining aesthetics and innovation. A **culture of sustainability** is developing within the company that will become the new horizon of our actions.

We believe that design and craftsmanship can improve quality of living and people's lives, and that every product we make can be an expression of harmony, beauty, functionality and, increasingly, respect for the environment and natural resources.

Our **vision** is to be an international benchmark in the ceramics industry, anticipating market trends and intercepting industry trends, responding to the needs of an ever-changing, highly dynamic market. In our future we envision **a union of technology and traditional craftsmanship** as the perfect marriage to create unique products that respect both people and the planet.

The values that guide our choices and daily actions are **Quality** and **Innovation**, through a continuous search for new materials and technologies that can offer high-level solutions in line with customer demands, that are durable and increasingly sustainable. **Sustainability** is becoming an important part of company decisions, as we know that it is the right direction to take to ensure business over time, and we want to do our part by making choices that reduce our environmental impact. We are very connected to our **territory**, proud to see how our products are able to tell a story of Italian ceramic tradition that brings together design, labour and industrial innovation. We have created a Code of Ethics to share principles such as honesty and fairness, legality, respect for people's rights, and safety in particular, making **transparency** a daily commitment. And let's not forget our customer focus, offering customised solutions, combining aesthetics and functionality together.



# 1.2 COMPANY PROFILE AND GENERAL INFORMATION

The company is active with its own sales network in the **B2B channel**, diversifying its activities according to markets, with sales aimed at individual retailers or large distributors, where present. Product **quality, reliability** and **consistency** in services, **creativity** and interpretation of emerging trends in design and architecture have enabled the brand to be established and consolidated over time as one of the most recognisable in the industry. We have relationships with major players in various markets. Thanks to **established business relationships**, we are able to produce ad-hoc projects for specific distribution needs, which our partners regularly entrust to us. As we have established relationships with the Chinese and Saudi Arabian markets, the company has regular CCC and SASO certifications.

Turnover 2024 by geographical area

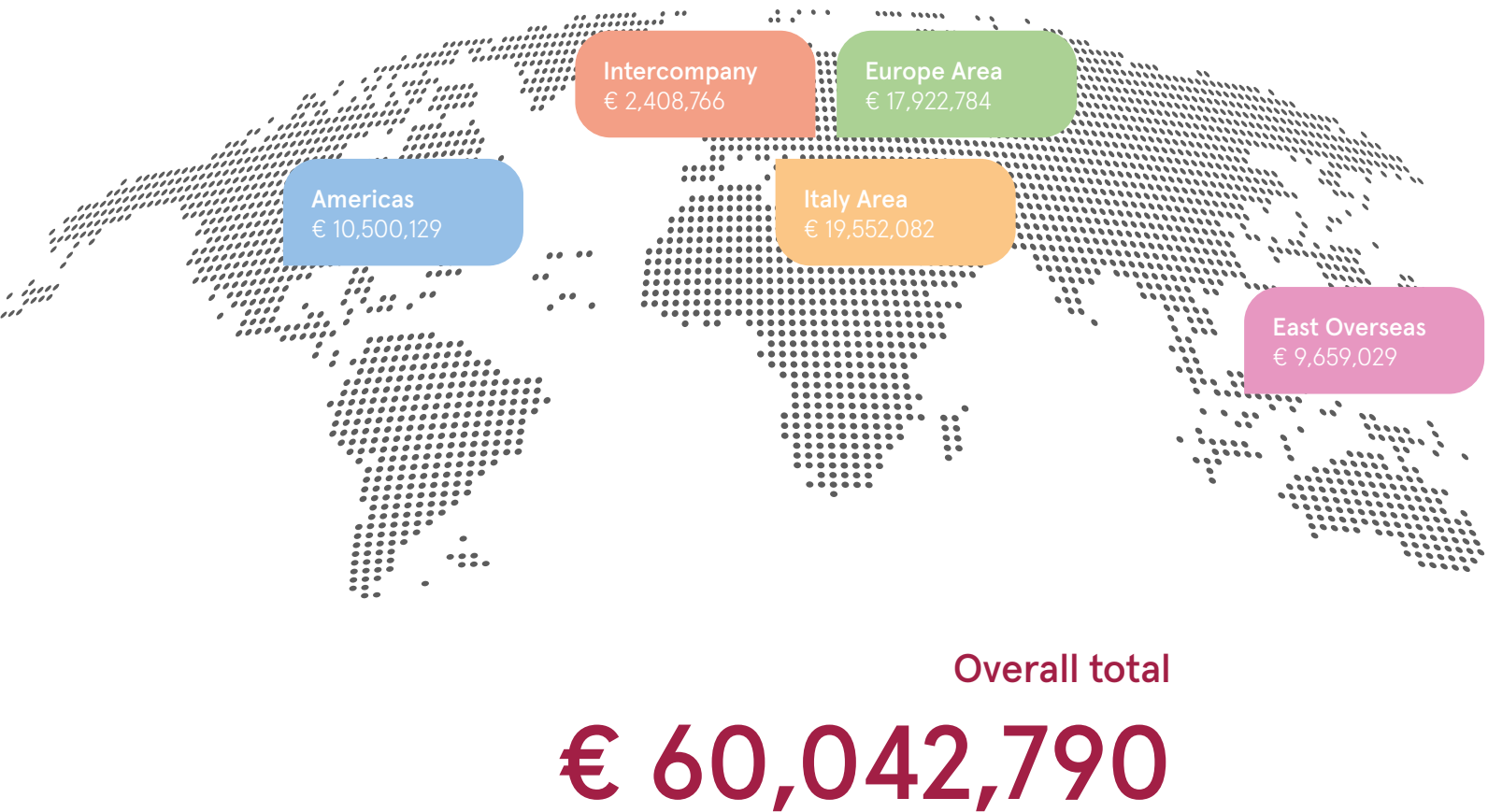


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Some of Cerdomus's investments in 2024

Cerdomus has embarked on the process of gradually replacing the company's in-house lighting fixtures with new LED technologies: this action will result in savings of 45% of the kWh consumed for electric lighting at the plant compared to 2022's consumption. Progress is at 70% and the work is expected to be completed by 2025.

Cerdomus has introduced a new 2.5 MW cogeneration plant, leading to significant savings in energy consumption and overall costs, with recovery of thermal energy used to heat the water for our processes. The work was finished in mid-2024.  
Cerdomus has begun the progressive decarbonisation of its machinery by investing in the replacement of diesel-powered forklifts with electric ones, leading to savings in fuel consumption and emissions. The work was finished in mid-2024.

Significant corporate investments were made in 2024 to increase the plant's energy efficiency, reducing waste (and the related costs) through an investigation by the company's energy manager:

- An investigation was conducted to reduce air leakage from the pneumatic system; Inverters were installed on 3 bag filters;
- One system's motors were replaced with similar but more efficient ones;
- A system was installed to recover the heat from the furnace chimneys, with estimated gas savings of 40 Smc/h

In 2024, a company digitalisation process was initiated, with activation of software for company production control: this activity also requires specific staff training that is still ongoing.



1.3 OUR HISTORY

Innovators since 1969



The Via Emilia. A crossroads of cultures, a place of discussion and exchange, an ancient melting pot of ideas. It is between Bologna and Faenza that Cerdomus was founded, in 1969.

Since then, the principles leading our development have been authentic passion for ceramic material and an eye that is always open to beauty and innovation.

Craftsmen of the future. We combine the finest artisan culture, made up of impalpable knowledge and meticulous attention to every detail, with the technological perfection that only an advanced industrial perspective can achieve. Inspirations, materials, creativity and knowledge come together in our ceramic products, a perfect synthesis that best embodies an intense process of research and talent.





# ORIENTED TOWARDS BEAUTY

# SUSTAINABLE BY NATURE

# MADE IN ITALY

Evolution, starting from our roots.

Our identity and our evolution are guided by essential values. Wonder. The inspiration that comes from the ability to be amazed, indispensable for those who design. Study. A constant commitment to research and in-depth analysis. Awareness. Not just vast experience, but the active, developed knowledge that systematises the cultural legacy of our know-how. Care. A passionate eye, attentive to every technical and creative phase. Because a truly beautiful, impeccable product is the result of an exemplary process. Ethics and respect. We put human capital at the centre of everything. People are the heart and soul of the reality in which we operate.

Creating, while respecting the environment.

A core responsibility for us, a commitment demonstrated by our daily choices and our certifications. Production efficiency and heat recovery. The exhaust fumes from our power plant are entirely reused in the atomisation process, while heat from cooling water is used both in atomisation and milling. Methane containment. The new kiln on the Continua+ line allows exhaust gases to be recovered: instead of being released into the atmosphere, they flow into the dryer, reducing fuel consumption. Reduced water consumption. Advanced dry grinding lines reduce the large quantities of water once necessary to cool the systems. The working environment also becomes more comfortable for operators. Eco-friendly packaging. We significantly save on the amount of cardboard used in packaging thanks to our new packaging lines, and are also able to reduce the amount of ink in the designs on our packaging.

Creating and publicising Made-in-Italy products.

We strive every day to create cutting-edge solutions in technology and design, that, through our collections, are capable of representing quality and prestige all over the world. Investing in Italy. All the phases of research, development and production for our ceramic collections take place in our local area, and our products breathe in the same culture and the same know-how. It is our proud contribution to the technical and aesthetic excellence that has made Italian design a true global symbol.

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1.4 THE STAGES OF OUR JOURNEY

With the awareness that we want to do our part with regard to sustainability as well, we have drafted our first Sustainability Report, which aims to understand and assess the main risks in the ESG sphere, contextualise them and plan their management in the near future, in line with the goals of the UN 2030 Agenda, as well as integrating Stakeholder Engagement into the decision-making process with the intention of identifying the relevant issues to be addressed by Cerdomus.

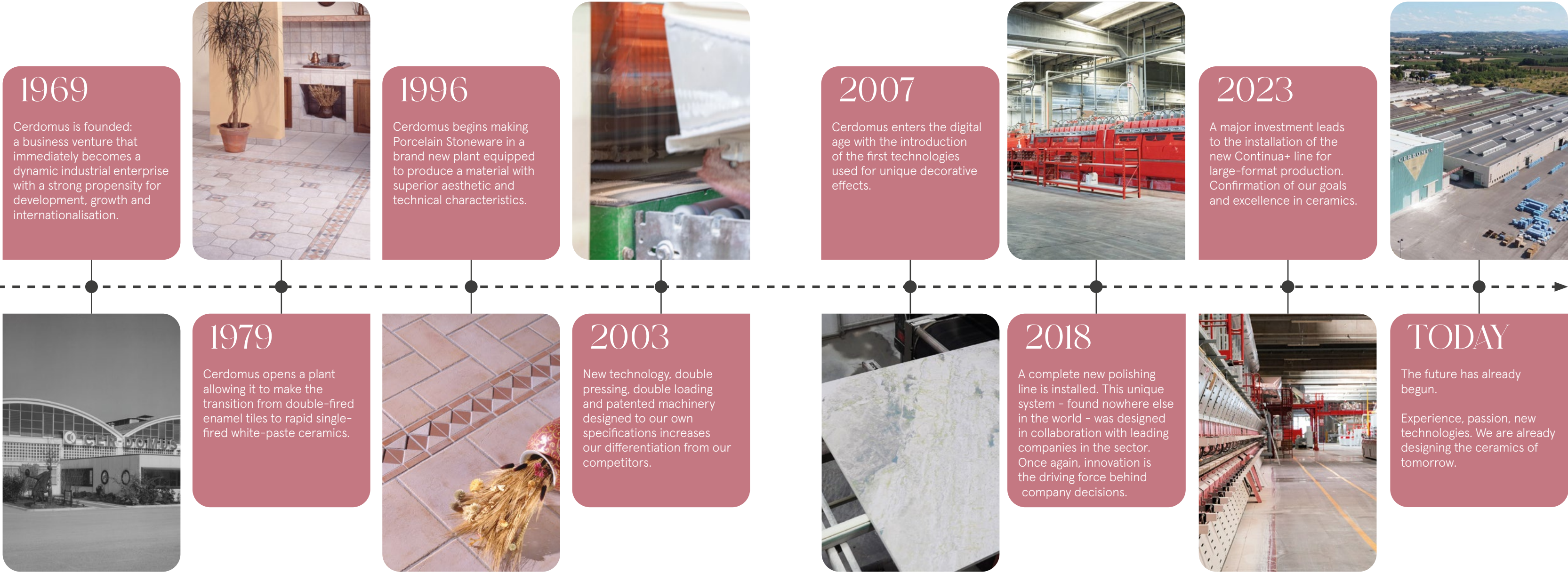


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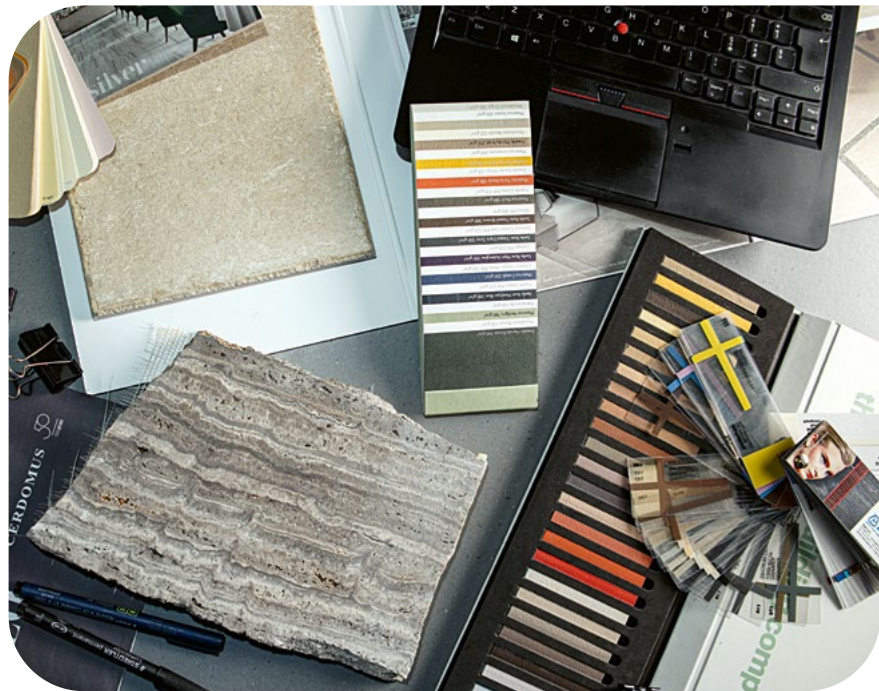
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1.5 WHAT WE DO



DESIGN APPROACH

Creativity is the spark leading the way

Our in-house team is constantly engaged in independent product research activities to intercept and anticipate new trends. We are never satisfied with the ordinary; our goal is to create original products with an exclusive feel. This is why the Cerdomus collections have value that stands the test of time.



COLLECTIONS

Transforming an idea into a practical tool and a style proposal

We study living and design trends. We interpret countless, highly diverse stimuli and work on them in an original way, following processes of aesthetic and technological research. We develop sets of colours, finishes and decorations, creating tools for dressing interiors, exteriors and architectural elements.

AN EXTRAORDINARY MATERIAL

Ancient, yet ever more technological

Cerdomus has always focused its energy and investments on offering exclusive collections capable of inspiring new projects, or refreshing existing ones. We produce superior quality porcelain stoneware tiles: formats with unique combinations and surfaces in terms of character and personality. Technology that inspires.



CARE

Producing quality means paying attention to every step and service

From the selection of raw materials, to any intermediate processing, from information shared with customers and suppliers, to logistics and warehouse management. We invest time and resources in continuous improvement of processes and people.



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# PRODUCTION CYCLE

The **manufacturing cycle** as depicted opposite is divided into a series of operations and activities carried out consecutively. The individual stages of the production cycle, called processes, are generally associated with a specific department, appropriately identified within the plant.

Each process supplies the next one with a semi-finished product called an output product; it is instead referred to as an input product when it is received by another process.

Production waste is reintroduced into the production cycle as per the diagram.

Each raw material, semi-finished product and finished product has quality specifications which are controlled by an internal plan, certified by the third party issuing the product certification.



Production diagram with production waste recovery

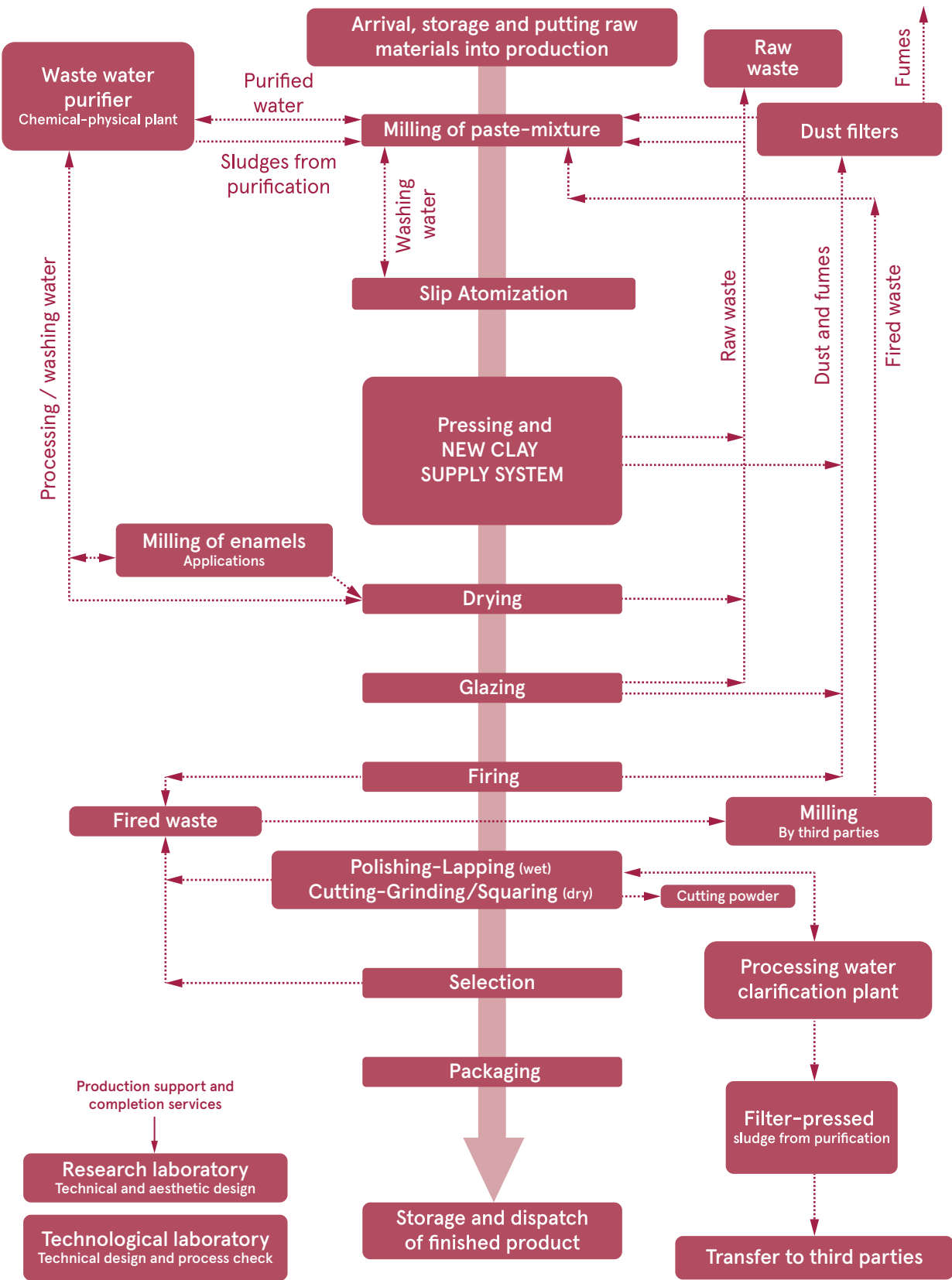


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# 02

## ESG SUSTAINABILITY AND THE UN 2030 AGENDA

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2.1 POSITIONING FOR AGENDA 2030

Cerdomus's sustainability journey has broadened the **company's horizons**, giving evidence of how sustainability is an integrated concept, not just limited to one area, and how it is constantly and continuously evolving as a result of global and local trends and policies. Stakeholder analysis focused on social issues for internal groups and environmental issues for external groups, in general requesting particular attention to the company's governance, not only as an aspect of market positioning, but genuine corporate integrity, so as to guarantee work for the human capital present in Cerdomus. In this sense, we can understand the results achieved on the social and environmental front as a natural introduction of sustainability issues in a company that is addressing these issues for the first time in a structured and organised manner. Aspects such as the protection of rights, resource management and reduction of pollution, as well as active anti-corruption policies have generated increasing interest, partly as a result of trends and orientations in the local and national context, setting new priorities for Cerdomus both within the company and externally.

Cerdomus's performance with regard to the goals of the **UN 2030 Agenda** always takes its cue from the principle of wanting to make change socially desirable, both inside and outside the company, confirming the areas to start from, which are:

- recognising the fundamental value of Stakeholder Engagement;
- materiality analysis as the starting point for defining ESG actions;
- understanding how Cerdomus positions itself with respect to the UN 2030 Agenda;
- defining sustainability actions that are actionable and representative of the company's business.

Cerdomus's Sustainability Goals - The evolution of sustainability goals over time

2024			
Environment	<div>6 CLEAN WATER AND SANITATION</div>	<div>7 AFFORDABLE AND CLEAN ENERGY</div>	<div>13 CLIMATE ACTION</div>
Social	<div>3 GOOD HEALTH AND WELL-BEING</div>	<div>4 QUALITY EDUCATION</div>	<div>5 GENDER EQUALITY</div> <div>10 REDUCED INEQUALITIES</div>
Governance	<div>8 DECENT WORK AND ECONOMIC GROWTH</div>	<div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div>	

Overview

TODAY	TOMORROW'S GOALS	GOALS
Monitoring of energy consumption. ISO 50001 adoption process launched  Constant efficiency measures to reduce emissions and consumption.	Cerdomus plans energy efficiency measures in the short term to reduce consumption, and intends to start purchasing only energy from renewable sources in the medium term.  In the long term, the goal is to launch other projects to reduce emissions throughout the production chain.	<div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>13 CLIMATE ACTION</div>
ISO 14001, EMAS and EPD Certification.  Dust and production waste are fed back into the production process.  Recycled cardboard and wooden packaging is used. Plastic bottles have been eliminated and there are water dispensers for employees.  Some products are purchased using green criteria	In the short term, Cerdomus intends to establish a green purchasing policy, while in the medium/long term we intend to replace hazardous substances and increase the circularity of products, including packaging.  Innovation on machinery to reduce scrap and waste production is being pursued in the medium term.	<div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div>
Active agreements with local companies. Work-life balance initiatives and in-company events for workers' families are implemented.  Supplementary health coverage is in place.  There is dedicated training for specific skills (IT, professional, etc.) as well as dedicated training for company management systems.	Cerdomus wants to formalise corporate welfare in the short term and invest in prevention campaigns for aspects related to workers' health.  A training course on sustainability issues will also begin in the short term. A commitment to gender equality will be formalised in the medium term.	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div>
There is a constant focus on product innovation in accordance with customer demands.  Attention is paid to cybersecurity, with training for employees.  Cerdomus has an integrated management system to monitor elements for company improvement.	In the short term, a customer satisfaction survey will be launched to improve products and production processes. In the medium term, a program will need to be structured to plan Cerdomus's activities in the local territory.  In the short term, policies on corporate sustainability will be followed up by setting quantitative targets. The code of ethics will also be extended to suppliers, and productivity incentives will be formalised	<div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div>

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HIGHLIGHTS 2024

8.93%

Reduction in emissions: - 8.93% CO<sub>2</sub> emissions per square metre of product compared with the previous year, due to more efficient systems.

99.4%

Circular economy: recovery of 99.4% of production waste for reuse in internal/external processes

ZERO

Company conduct: 0 reports of employee or customer complaints

13,400 €

Communities: Cerdomus invested €13,400 in community projects

6%

Water saving: 6% reduction in specific water consumption per square metre of product, compared with the year 2023

ENVIRONMENTAL  
CERTIFICATIONS

Maintenance and renewal of ISO 9001, ISO 14001, EMAS, LEED certifications

NEW  
PRODUCTION LINE

Implementation of new production line and new shifts for operating personnel

2 NEW POSITIONS IN THE  
ORGANISATIONAL CHART

Operations Manager  
Head of Management Control

6,048 h

Training: 6,048 hours of voluntary training delivered in 2024 on soft skills, aimed at enhancing our staff's transferable skills. In-depth topics include sales techniques, negotiation, communication, positive mindset, and problem solving. Cerdomus pays special attention to training because we believe in the continuous growth of our employees

SENIOR AREA  
MANAGER

Reorganisation of the sales department with increased staffing in the role of senior area manager

TECHNOLOGICAL  
LABORATORY

Development of indicators by the Technological Laboratory for periodic monitoring of the production process and for product quality control



2.3 2024 ESG PROJECTS

Welfare actions designed to promote well-being and health within the company, and foster conviviality

- Dissemination of the Code of Ethics: summary document of the organisation, management and control model
- Flexible hours
- Supplementary health care
- Supplementary pension fund
- Creation of a dedicated room for employee refreshment, which includes games and group activities
- Corporate Events and Open Days
- Restaurant/canteen agreement: daily canteen voucher to use at different dining outlets
- Agreement with Volere è Potere Gym, "Let's Learn to Be Well" project
- Agreement with Ferrucci Farm in Castel Bolognese (RA)
- Agreement with Maxitalia Company in Riolo Terme (RA)
- Sustainable Mobility and Welfare Project to improve well-being at work, with the Municipality of Castel Bolognese and local companies

Donations and sponsorships to public and local agencies

- Annual sponsorships of University of Bologna, undergraduate course in Chemistry and Technology for the Environment and Materials - Traditional and Innovative Materials curriculum
- Annual sponsorships of "Sere d'Estate" festival in Castel Bolognese
- Sponsorship of Castel Bolognese Patron's Day 2024
- Mecenate 2024 Art Bonus Portal <https://artbonus.gov.it/i-mecenati.html?year=2025>
- Sponsorship of "Le Salon des Refusés" exhibition by Luce Raggi
- Sponsorship of "Gio Ponti. Ceramics 1922-1967" exhibition, at Mic Faenza
- Contribution to the SOS Donna association in Faenza

Partnerships and participation in events

- Cersaie Career Day: interview days with graduating students and undergraduates at Cersaie trade show
- SiCeramica: project in collaboration with Confindustria Ceramica and Ceramics of Italy, introducing secondary school children to the world of ceramics



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# 03

## ANALYSIS OF THE CONTEXT FROM GLOBAL TO LOCAL

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3.1 GLOBAL CONTEXT ANALYSIS

The **international context** is still fragmented and lacks a clear horizon in the short term: while it is true that all countries know what direction to take and in what timeframe, in reality there is a lack of concerted action to achieve set goals. All this results in total economic uncertainty, with the old world powers struggling to influence international choices. Globally, there has been a slowdown with regard to the UN 2030 Agenda goals, a consequence of the latent effects of the Covid-19 Pandemic, the persistence of geopolitical conflicts, and the devastating effects of climate change across the globe. Only 17% of the SDG goals have been met, while no significant steps have been reported for the others: the global situation is not comforting, as inequalities are increasing, particularly with regard to extreme poverty, food shortages, GDP per capita slowing in the most vulnerable nations, and decelerating global progress in terms of health. Another alarming finding, also present in Italy, is the decline in school proficiency in maths and literature, indicative of worse school performance and greater difficulties (and costs) in achieving competitive goals. The number of people displaced by wars is increasing, with Ukraine and the Middle East demonstrating this on a daily basis, and this is really the most alarming news. 2024 turned out to be the hottest year ever, recording a temperature of 1.6 degrees above pre-industrial levels, already beyond the goals of the UN 2030 Agenda.



Rising global temperatures and increased frequency of extreme weather events

These ominous scenarios instill sadness and lower expectations regarding life plans, prospects for well-being and confidence in the future. In this regard, an additional tool that can help us frame the global context is the United Nations Happiness Report, which investigates certain parameters such as income, social support, life expectancy, freedom of choice, generosity and corruption. The report surveys age groups separately, and shows a higher level of happiness in older age groups than in younger age groups in Western European countries, indicating a serious crisis in young people regarding future prospects.

Increasing inequality between advanced and emerging economies

At the level of technology, there is a trend of improvement in digitalisation of services and IT literacy, with a global technology gap that persists especially in developing countries. The goals to be met represent a challenge in terms of technological innovation, and an opportunity to raise levels of social inclusion. The impact of artificial intelligence can be instrumental in reducing these gaps, increasing specialised skills, although it is imperative and urgent to formulate a set of recommendations to make AI safe and sustainable through a common framework of principles and standards. In the same way, it should not pose a threat to employment.

The expansion of Artificial Intelligence is generating economic, social and environmental impacts that have not been calculated

In the World Economic Forum 2025 report, which estimates global risk perceptions and serves as a compass for the world's economies, a majority of respondents (52%) expect an unstable global outlook in the short term, 31% expect turbulence, and 5% expect a stormy outlook, indicating heightened pessimism regarding the period until 2027, which further worsens for the 10-year period (62% of respondents expect unstable times). Long-term negativity is similar to that found in 2024, and can be seen as an indicator of widespread skepticism among respondents that current social mechanisms and governing institutions are capable of handling the fragility generated by current risks.

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# Megatrend Analysis

Technological risks related to intelligence, misinformation and extreme weather events are the main threats in the short term globally, while in the long term, critical environmental issues take over. The World Economic Forum has identified the main global threats that could also affect the Italian ceramic industry sector. It has become crucial for Cerdomus to develop effective strategies to manage these risks:

- Explore and strengthen our presence in markets less prone to geopolitical instability in order to reduce dependence on risky regions, and consider constant monitoring of these issues to react promptly when needed;
- Maintain open and transparent communication with stakeholders to build trust and counter misleading information, in addition to strengthening the corporate structure with respect to cyber risk;
- Pursue research into sustainable production practices to reduce our carbon footprint and improve energy efficiency, considering the creation of ad hoc procedures to handle emergency situations dictated by climate change;
- Monitor regulatory updates, particularly European directives, to position company standards at the highest level of the market, including through investment in technological innovation as a driver of the company's competitiveness;
- Adapt the supply chain to market needs, new regulations and demands in the ESG area, to enable better harmonisation of the progress to be achieved in terms of corporate sustainability.

## Risk Categories

- Economic
- Environmental
- Societal
- Geopolitical
- Technological

### 2 years

- 1<sup>st</sup> Misinformation and disinformation
- 2<sup>nd</sup> Extreme weather events
- 3<sup>rd</sup> State-based armed conflict
- 4<sup>th</sup> Societal polarisation
- 5<sup>th</sup> Cyber espionage and warfare
- 6<sup>th</sup> Pollution
- 7<sup>th</sup> Inequality
- 8<sup>th</sup> Involuntary migration or displacement
- 9<sup>th</sup> Geoeconomic confrontation
- 10<sup>th</sup> Erosion of human rights and/or civic freedoms

### 10 years

- 1<sup>st</sup> Extreme weather events
- 2<sup>nd</sup> Biodiversity loss and ecosystem collapse
- 3<sup>rd</sup> Critical change to Earth systems
- 4<sup>th</sup> Natural resource shortages
- 5<sup>th</sup> Misinformation and disinformation
- 6<sup>th</sup> Adverse outcomes of AI technologies
- 7<sup>th</sup> Inequality
- 8<sup>th</sup> Societal polarisation
- 9<sup>th</sup> Cyber espionage and warfare
- 10<sup>th</sup> Pollution

Managing these risks allows Cerdomus to be more resilient to external dynamics, while ensuring better business continuity. When it comes to the ceramic industry, technological innovation and product sustainability are the main drivers and transformational elements. These aspects, oriented towards emerging markets, will need to be monitored in the future, in particular:

- Growth in the Asia-Pacific region market, driven by rapid industrialisation and investment in the construction sector
- Product sustainability through reuse of waste, decreased emissions and recycling of water
- Product innovation, increasingly customised to customer needs;
- The guarantee of craftsmanship, a hallmark of quality and an expression of the Made in Italy brand that is appreciated globally



By managing these aspects, Cerdomus will be able to develop competitive products that meet consumer expectations and make a difference in a constantly changing market. This attention is justified by 4 trends that, in general, are influencing the ceramic industry, namely:

- Product and supply chain sustainability;
- Customisation and craftsmanship of the product;
- Product innovation and durability;
- New economies emerging on the world stage



3.2 NATIONAL CONTEXT ANALYSIS

These are the trends emerging nationwide that Cerdomus is paying attention to.



**Goal 1 | Defeating Poverty®**  
Since the Pandemic, the income poverty of families has increased, especially the income vulnerability of single-parent families with a child aged 0-3. The commitments that SMEs make in terms of Corporate Social Responsibility, relating to corporate welfare and community welfare actions, are therefore becoming increasingly important



**Goal 2 | Defeating World Hunger®**  
Distortions exist between rich and poor countries, and as far as Italy is concerned, the prevalence of issues related to the food sphere is growing, particularly with regard to obesity in younger people. In addition, WWF's Waste Watcher Observatory records food waste at 618 grams of food per week per capita in 2024, up 10% from the previous year. Action must be taken in terms of educating people about proper nutrition and combatting waste.



**Goal 3 | Health and Well-being®**  
Poor levels of preventative health care and countering early mortality caused by diabetes, respiratory and cardiovascular diseases and cancer still persist. Screening and prevention programs can also be promoted at the company level, particularly for exposure to hazardous substances in production processes.



**Goal 4 | Quality Education®**  
There has been a decrease in basic skills (Italian and mathematics) and admission to tertiary education. Poor promotion of digital and financial literacy. Support from SMEs for introduction into the world of work through internships, apprenticeships and collaboration with the education sector is essential.



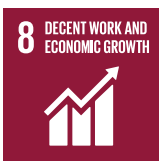
**Goal 5 | Gender Equality®**  
Large disparities in employment between women and men persist, particularly with respect to wages and positions. Women with dependent children are at the greatest disadvantage. Gender Equality initiatives are growing, and the competitive benefits of increased pink quotas at management levels and initiatives to support work-life balance are beginning to be seen.



**Goal 6 | Clean Water®**  
Levels of wastage of drinking water for domestic use remain the same. It is essential to invest at all levels in actions to recover and recycle water in production processes, and to reduce overall consumption of the resource.



**Goal 7 | Affordable and clean energy®**  
Energy consumption figures are improving, with an increased proportion of the energy mix from renewable sources. The gap between current performance and desired sustainable mobility goals has increased. For SMEs, it is crucial to invest in renewables to maximum capacity, in order to reduce dependence on fossil fuels and market price fluctuations that are difficult to control.



**Goal 8 | Decent work and economic growth®**  
Job insecurity is concentrated in part-time and precarious work, with working from home stable at 12%. Injuries, although down from 2022, are increasing for women and non-EU nationals, with an increase in deaths. Of concern is the increase in occupational illnesses and the alarm raised over harassment, which mainly affects young women, amid a lack of information and corporate support. It is becoming increasingly important to invest in a workplace culture, quality training and specialised skills.



**Goal 9 | Business, innovation and infrastructure®**  
E-commerce for both businesses and households is growing, and the penetration of ultra-fast fixed networks is increasing, bridging the gaps in the territory. The country's digitalisation and need for digital services is growing. It is becoming increasingly essential to invest in innovation to improve production, and increase product quality and sustainability



**Goal 10 | Diversity and inclusion®**  
Inequality in income distribution has reduced, and per capita income in Italy is growing less than in other EU countries. There is great inequality at the regional level and between different social backgrounds that requires effort at the level of active policies. There is a growing focus on aspects of inclusion, particularly through the use of social media.



**Goal 11 | Sustainable cities and communities®**  
Public transport has not improved, and consequently air quality has worsened, although waste generation has reduced. Strong direction is needed at the local level to develop and coordinate initiatives on sustainability issues.



**Goal 12 | Responsible consumption and production®**  
Waste generation is decreasing and, in addition, a culture of green purchasing is spreading, but the amount of recyclable material can be improved. In this regard, a key role can be played by SMEs, which must embrace the principles of Eco-Design in the manufacturing of products.



**Goal 13 | Fighting climate change®**  
Concern about climate change remains high in the population, and in particular there have been numerous extreme weather events, particularly in Emilia-Romagna. Temperatures are rising. There is a need to make SMEs resilient to change by creating emergency management plans and medium- to long-term actions to reduce the effects of climate change.



**Goal 14 | Life underwater®**  
There has been an increase in litter and dispersion of plastics and/or microplastics on beaches, which harm marine life and come into contact with the food chain. We are all responsible for these effects, and everyone can do his or her part, including by organising dedicated volunteering activities during working hours.



**Goal 15 | Life on land®**  
The area of sustainably managed forest has increased, but at the same time, the % of land consumption has increased and around 30% of the vertebrates present are threatened with extinction. Actions to protect biodiversity and grow green areas need to be encouraged, and the growth of certified sustainable forests needs to be supported.



**Goal 16 | Peace, justice and sound institutions®**  
Increased homicide and suicide rates. The timeframe for civil proceedings is worrying: about 460 days. It is important for SMEs, through appropriate channels, to make their voices heard within institutions in order to contribute to the efficiency of collective action



**Goal 17 | Partnership for goals®**  
It is difficult to consolidate the macro goals of the UN 2030 Agenda, even as awareness and ubiquity of this tool increases. There is a need to enhance networking and the sharing of strategies in order to achieve the goals.



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Context analysis, from global to local





3.3 LOCAL CONTEXT ANALYSIS

**Emilia-Romagna** ranks medium-high in terms of progress on sustainable development issues, confirming a trend of great attention to these issues, with policies and guidelines that incentivise sustainable growth such as the Jobs and Climate Pact, which integrates within it the goals of the UN 2030 Agenda. Specifically, what the region is developing is encapsulated in policies and actions to counteract global warming and accelerate the ecological transition through the Pathway to Carbon Neutrality before 2050, the pathway to a 100% renewable energy transition by 2035, and a Climate Change Mitigation and Adaptation Strategy.

Demographic data indicates a slight population growth until 2041, a decrease in the share of the working population to below 55% by 2046, with the median age at 50 by 2047.

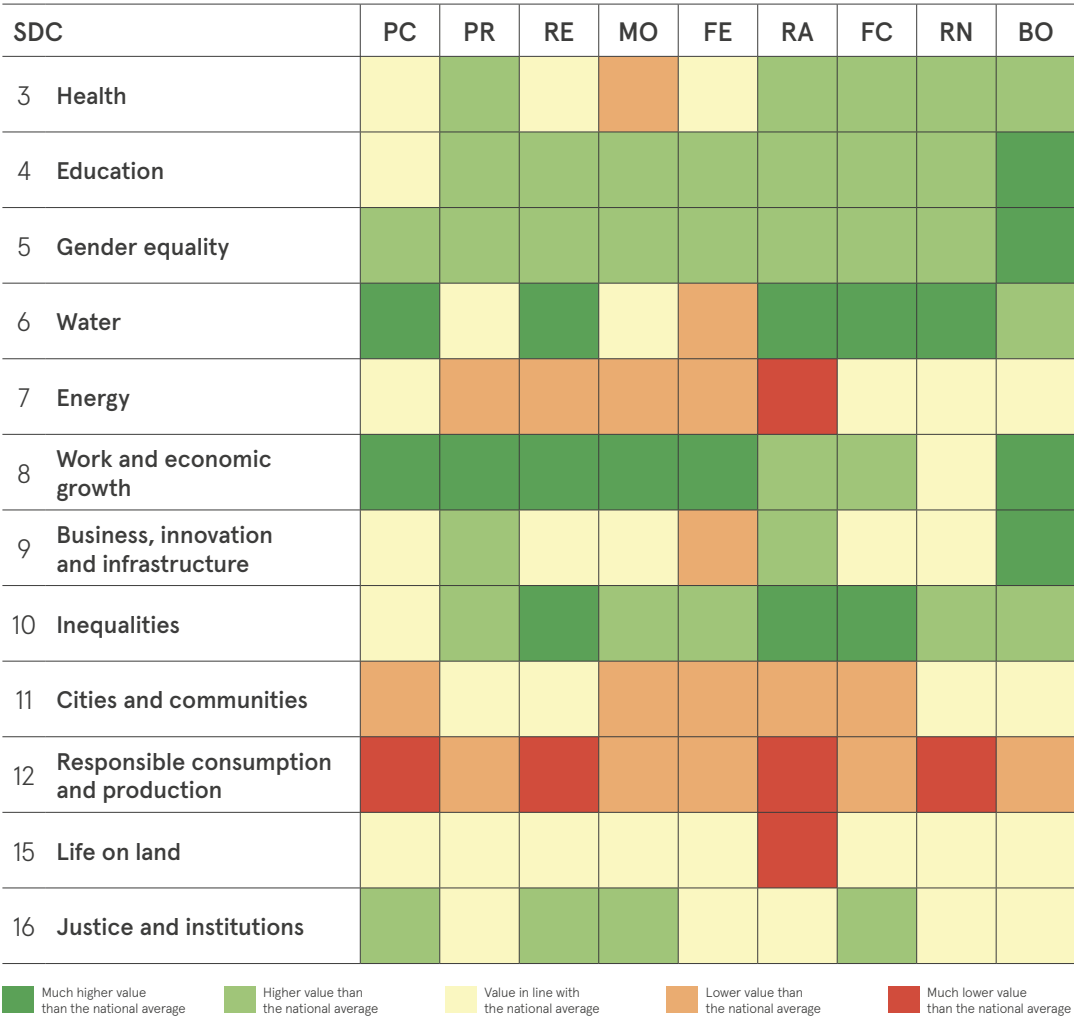
The Emilia-Romagna region has a GDP per capita of 36.9 thousand euros, significantly above the EU average, so it attracts people due to its quality of life, services and job opportunities. Emilia-Romagna's vocation remains focused on the manufacturing sector (mechanics, food, tobacco, chemicals, rubber and plastics) and production of ceramics, although the tertiary sectors continue to show significant increases in employment (particularly for services dedicated to welfare). Economic performance in terms of turnover remains above national averages, and investment in innovation also reports high values. The green economy is mainly focused on issues related to sustainable mobility. In terms of energy, Emilia-Romagna has lower performance in electrification and higher energy intensity as a result of highly energy-intensive activities (chemical and petrochemical industries, ceramics).

There is high dependence on foreign energy, a sign that the ecological transition must be accelerated, particularly in terms of the possibility of improving local public transport.

Emilia-Romagna has high levels of well-being compared to the national context, particularly in economic well-being, work and work-life balance. The presence of museums and libraries also helps to raise standards for the resident population. Finally, the support of municipal services, such as school canteens, kindergarten enrollment, and registry office certificates provided entirely online, increases the level of support for families, partly due to the growth of digitalisation in PA.

The level of implementation of the UN 2030 Agenda goals is depicted in the infographic prepared by ASVIS (National Association for Sustainable Development), which is responsible for monitoring progress.

Composite indexes of the provinces and the CM of Bologna



Based on the selected goals, for the province of Ravenna, where Cerdomus is based, there are still large gaps in 3 goals from the UN 2030 Agenda: goal 7, on energy, goal 12 on the issue of circularity and responsible consumption, and goal 15, which involves biodiversity on land. These goals need more action and investment on a local scale.

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# 04

## STAKEHOLDERS, ENGAGEMENT AND MATERIALITY ASSESSMENT

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Interactive Version

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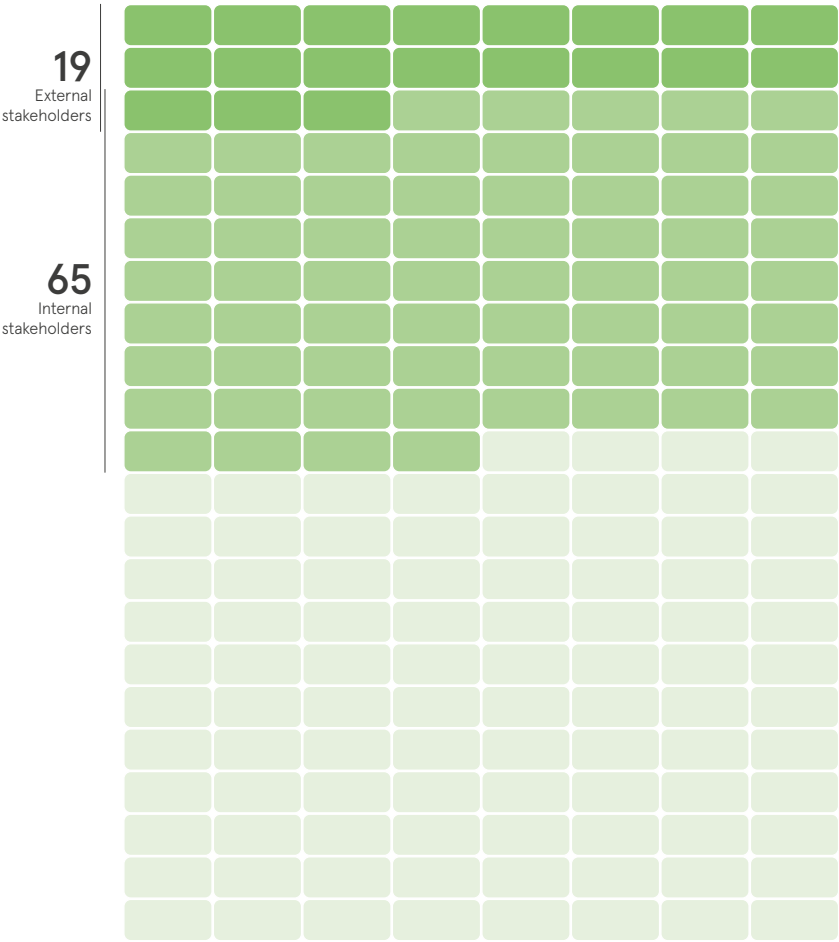
4.1

THE ENGAGEMENT PROCEDURE AND THE SELECTION OF STAKEHOLDERS

In 2024, Cerdomus decided to embark on a path towards sustainability and awareness in order to have a positive impact on the environment and society. By preparing its first Sustainability Report, the company aims to be able to respond to the social, environmental and governance requirements that stakeholders and current trends demand.

The process therefore began with **Stakeholder Engagement** and continued with the definition of a **Materiality Matrix**.

The stakeholder engagement process surveyed key Cerdomus stakeholders on issues that relate to the SDG's of the UN 2030 Agenda, with the aim of verifying current positioning and defining what can become short, medium or long-term goals. This was carried out through the administration of a questionnaire to key stakeholders. With a view to compliance with relevant European regulations, the materiality analysis is consistent with the principles defined by **CSRD**, the European Sustainability Reporting Directive, and includes all material issues to be investigated in order to be considered complete and objective



176

STAKEHOLDERS

The questionnaire was sent to 176 stakeholders, and we received a total of 84 responses, representing 48% engagement.

Of these, 65 were responses from internal stakeholders and 19 from external stakeholders.

The creation of the questionnaire

In order to establish the contents of the survey questionnaire, evidence gathered by the sustainability team, expanded to Cerdomus's key internal figures, was first taken into account, then supplemented with emerging trends, UN 2030 Agenda issues, ESRS, and issues relating to the latest sustainability initiatives the company has undertaken. The questionnaire was created in both Italian and English to promote stakeholder understanding, and investigates all topics considered relevant to the European CSRD standard.

The selection of stakeholders

The stakeholders considered and surveyed by Cerdomus in the Stakeholder Engagement process cover different categories: external stakeholders and internal stakeholders, which in turn are divided by function in a way that identifies different priorities. In particular, the stakeholders considered relevant belong to the following categories:  
Internal: employees, CDA and management  
External: credit institutions, logistics, institutions, suppliers, trade associations, customers, worker cooperatives.

CATEGORY	ANSWERS	% OF TOTAL
Employees	54	64.3%
CDA and Management	11	13.1%
Suppliers	9	10.7%
Customers	7	8.3%
Credit institutions and Brokers	2	2.4%
Trade Association	1	1.2%

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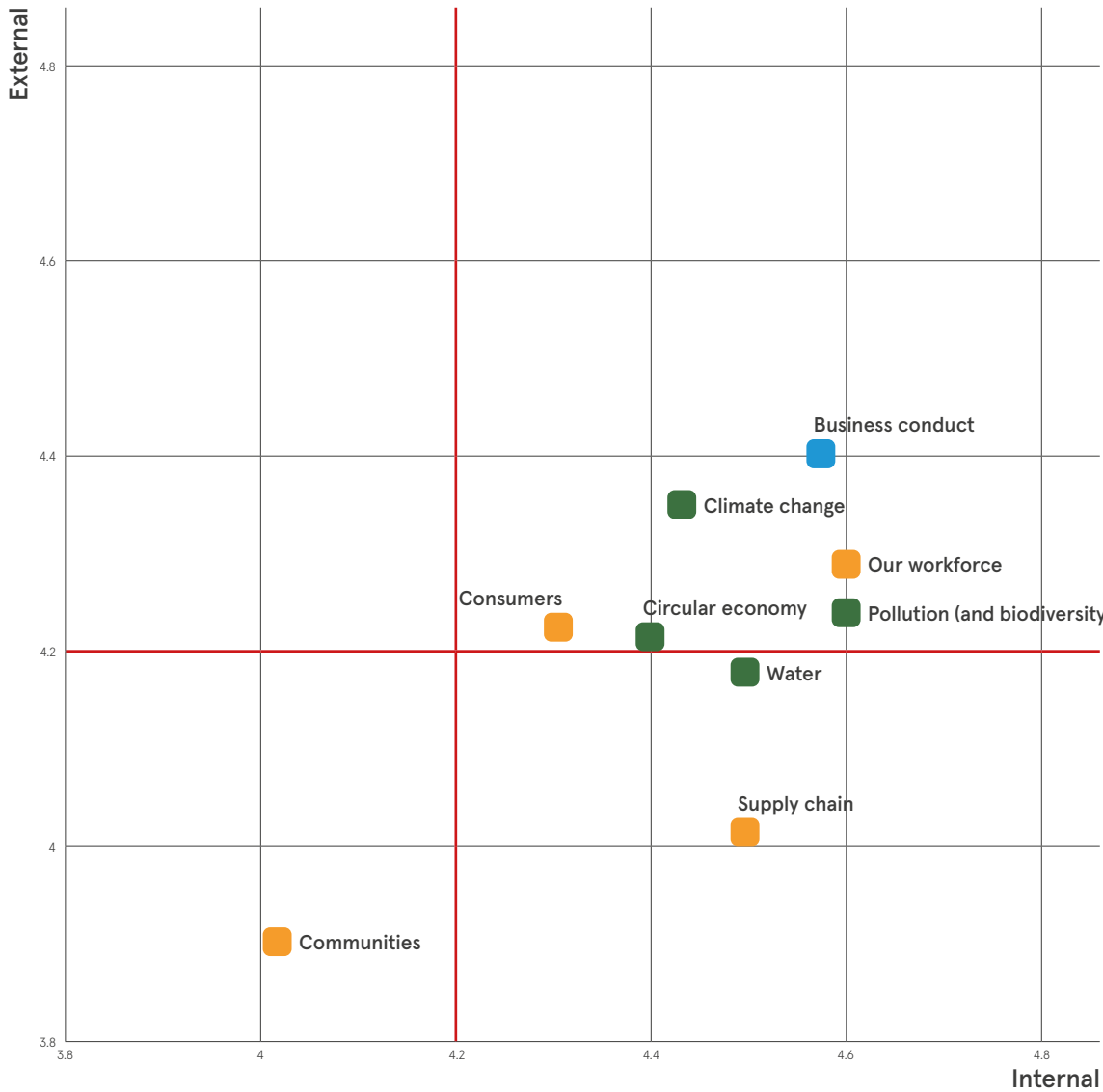
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4.2 MATERIALITY ASSESSMENT AND RESULTS

It can be seen from the graph that the issue of business conduct is the most relevant to external stakeholders, while the issue of the company's workforce is the most relevant to internal stakeholders. In general, there is some consistency between the priorities of internal and external stakeholders, with a good distribution of environmental, economic and social issues. With regard to environmental issues, the most relevant aspect is pollution for internal stakeholders, and climate change for external stakeholders. The company's workforce is the social priority for both internal and external groups.

Scores from the questionnaire can be reworked for the 17 SDGs of the 2030 Agenda, an important UN document that charts the path to a more just world. Once organised, the results are evident from the materiality matrix below.



It can be seen from the graph that the issue of business conduct is the most relevant to external stakeholders, while the issue of the company's workforce is the most relevant to internal stakeholders. In general, there is some consistency between the priorities of internal and external stakeholders, with a good distribution of environmental, economic and social issues. With regard to environmental issues, the most relevant aspect is pollution for internal stakeholders, and climate change for external stakeholders. The company's workforce is the social priority for both internal and external groups.

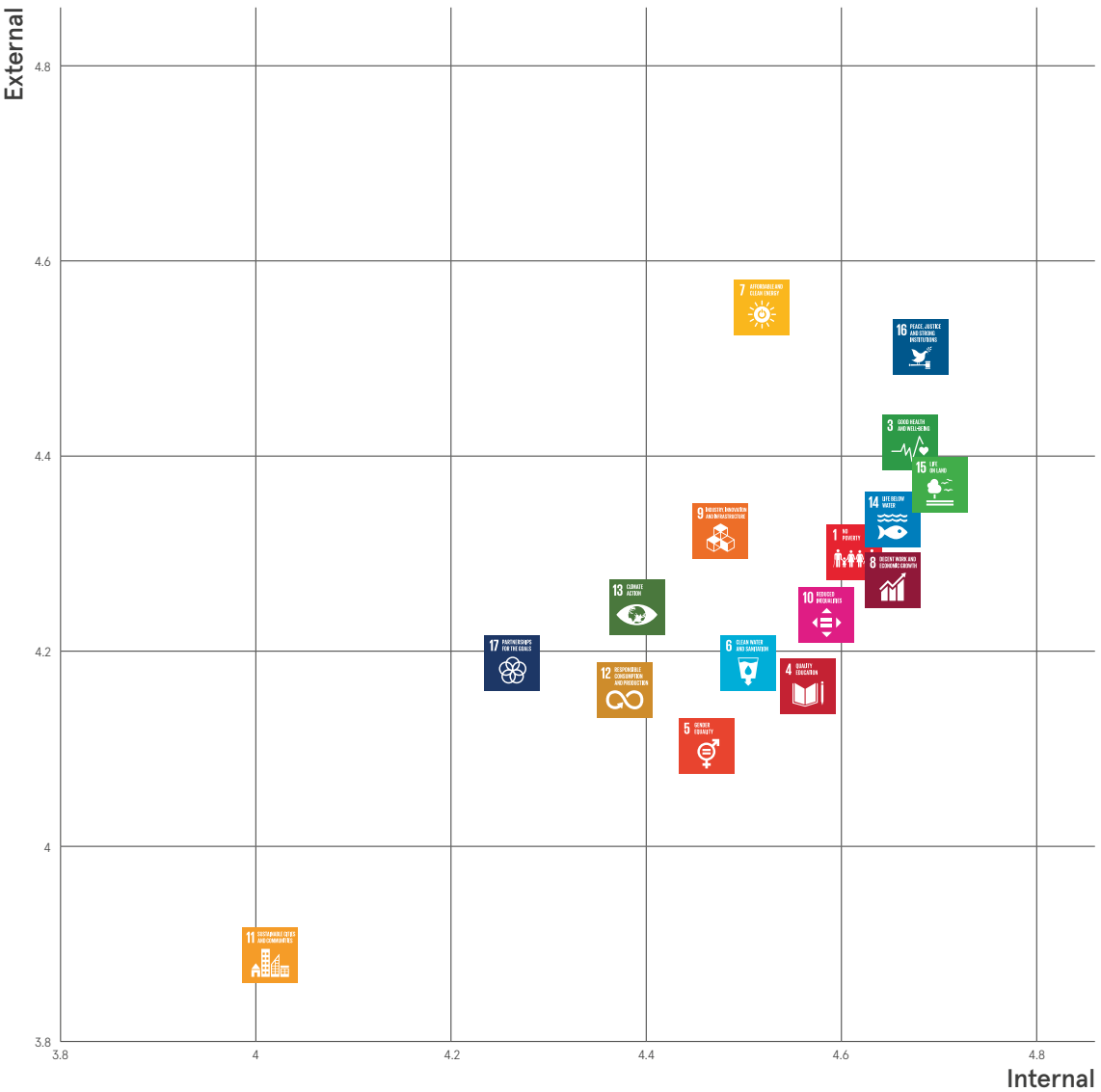


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Stakeholder engagement and materiality assessment



To get an even more specific idea of the priorities of internal and external stakeholders, an analysis by topic was conducted. **Topics** refers to the sub-topics, as defined by CSRD, investigated within the questionnaire. These allow for a more specific awareness of what is important to the stakeholder so that Cerdomus's future actions can be directed towards common goals. In particular, a generalised focus on social issues emerged for internal stakeholders, while environmental topics were more important for external stakeholders.

**Environmental issues** seem to be more important to external stakeholders, who prioritise waste recycling, energy efficiency and the use of renewable energy. For internal stakeholders, however, environmental issues related to water use and pollution are more relevant. This discrepancy can be explained by a greater focus on different product life stages: the production stage is prioritised for internal stakeholders, while for external stakeholders the issues of waste and energy use are more relevant.

**Social issues** are very important to internal stakeholders, especially with regard to adequate wages, accessibility, human rights and training. For external stakeholders, the most relevant social issue is health and safety, followed by human rights and adequate wages.

Finally, when it comes issues related to **Governance**, anti-corruption comes first for both internal and external groups.

PRIORITY	INTERNAL	EXTERNAL
1°	Adequate salary	Waste recycling
	Accessibility of spaces	Energy Efficiency
	Human rights	Use of renewable energy
	Training	Health and Safety
	Water purification	Human rights
	Anticorruption	Water reuse
	Water reuse	Anticorruption
	Reduction of hazardous substances	Adequate salary
	Air purification	Transparency
	Health and Safety	Code of Ethics
	Code of Ethics	Legal compliance
	Human rights in Supply Chain	Sustainability Report
	Gender equality Supply Chain	Reduced environmental impact of products
	Innovation	Renewable energy production
15°	Waste recycling	Reduction of hazardous substances

## Conclusion

From the materiality analysis, it has been possible to identify the issues most relevant to Cerdomus's activities. In addition to being useful for understanding the company, materiality analysis for ESRs is critical in defining what topics will be covered in this report. In particular, for Cerdomus, the following ESRs are relevant:



ESRS E1  
Climate change

Information about this ESRS  
can be found in Chapter 5



**ESRS E5**  
**Circular economy**

Information about this ESRS  
can be found in Chapter 5



## ESRS S4 Consumers

Information about this ESRS  
can be found in Chapter 6



## ESRS E2 Pollution

Information about this ESRS  
can be found in Chapter 5



## ESRS S1

### Our workforce

Information about this ESRS  
can be found in Chapter 6



## ESRS G1 Business conduct

Information about this ESRS  
can be found in Chapter 4

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4.3

# DOUBLE MATERIALITY ASSESSMENT

INSIDE-OUT (SIGNIFICANCE OF IMPACT)			
MATERIAL ISSUE	IMPACT DESCRIPTION	IMPACT MANAGEMENT	SDGs
Climate change	Cerdomus uses energy, including non-renewable energy. This results in a negative impact on climate change. At the same time, however, it pursues energy efficiency, monitoring and pursuing virtuous goals, actions that have positive externalities	Cerdomus is committed to reducing impact through energy efficiency.	7 and 13
Pollution and biodiversity	Cerdomus generates hazardous waste.	Cerdomus properly handles hazardous waste, which is managed by companies that specialise in waste disposal and recovery.	12, 14, 15
Circular economy	Cerdomus generates waste that can be reused. It also uses virgin raw material: this has a negative impact on raw material extraction.	Cerdomus's production waste is processed and reintroduced into production.	12
Our workforce	Working conditions, if deemed unsustainable by employees, represent a potential negative impact on the company. In addition, the issue of health and safety in the workplace must be given high priority	For this reason, at Cerdomus, worker well-being is a core issue, pursued through a variety of projects and initiatives. The DVR should incorporate additional aspects regarding risks that must take into consideration the health and safety of workers	3, 8
Customers	Customer dissatisfaction can seriously damage corporate reputation and productivity. Customers can demand more sustainable products with a lower environmental impact	The company monitors customer feedback through a variety of communication and customer care channels, ensuring active listening to consumers even in the after-sales phase. Key trends regarding product and industry sustainability must be monitored	11
Business conduct	It is important for companies to guarantee business practices that respect values such as ethics and transparency, and to strive for financial soundness. Transitioning to more sustainable models (process and product) enables better market positioning, anticipating industry regulations	Preparing a sustainability report investigates the actions to be developed in the ESG area and makes the company's commitment transparent. Innovation and modernisation initiatives, particularly from an energy standpoint, enable improvements in production efficiency	8

OUTSIDE-IN (FINANCIAL RELEVANCE)			
MATERIAL ISSUE	IMPACT DESCRIPTION	IMPACT MANAGEMENT	SDGs
Climate change	The negative consequences of climate change could lead to higher adaptation costs for the company. In addition, European and national regulations on the subject could result in either expenses for the company or opportunities related to tenders and innovation. The energy situation, if investment in renewable energy is not made, could have negative consequences on prices and the availability of energy, which is essential for the smooth operation of the business	Cerdomus monitors the climate situation in the area in which it operates. It also ensures that this does not cause discomfort or difficulty for employees. The company is committed to monitoring changes in regulations, including through outside consultants. In addition, Cerdomus contributes to the reduction of its energy dependence through site and machine efficiency projects.	7 and 13
Pollution and biodiversity	Increased water, air and soil pollution could result in negative health consequences for Cerdomus employees. Changes in regulations or stakeholder demands with a view to substituting hazardous substances or pollutants could lead to increased costs in research and development and costs related to production adjustment.	The company monitors the health of its employees by providing supplementary health coverage. Cerdomus monitors the regulatory and stakeholder situation and takes action in the event of requests.	12, 14, 15
Circular economy	Stakeholders and institutions may require more attention to be paid to the choice of raw materials and increased use of secondary raw materials. In addition, possible scarcity of raw materials or situations of international conflict and tension could lead to a decline in Cerdomus's production or an increase in prices.	Cerdomus uses production waste to decrease its dependence on raw materials. It also monitors and responds to emerging international situations.	12
Our workforce	Workers' expectations are undergoing a significant transformation, directly influencing personnel selection processes. At the same time, the legislative landscape is constantly changing, with new regulations being introduced to protect workers.	Cerdomus is investing in employee well-being, training and the adoption of a welfare plan with the aim of responding to social and regulatory changes appropriately.	3, 8
Customers	For companies, customers' consumption choices are crucial: active listening to the market is therefore essential, especially during periods of change.	Cerdomus is a well-established player in the ceramics market and maintains this position thanks in part to a good marketing strategy. On the website, available in a variety of languages, the company's commitment to product quality and sustainability shines through.	11
Business conduct	EU regulations such as CBAM and ETS impose costs for CO <sub>2</sub> emissions. At the same time, costs for energy and water consumption could see increases due to geopolitical instabilities. Finally, lending institutions favour SMEs with solid, high ESG ratings in order to provide credit at more competitive rates	The company is embarking on an internal sustainability journey aimed at defining a strategy and managing impacts, including financial impacts, over the short, medium and long term, aware of the importance of integrating ESG issues into the company's business	8

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PART TWO

05

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5.1

# COMPANY ORGANISATION AND ORGANISATIONAL CHART

The Cerdomus headquarters are at Via Emilia Ponente, 1000, in Castel Bolognese (RA), where offices, production and warehouses are located. A shipping warehouse is located at the site on Via Calamello, 1035, in Castel Bolognese.

In September–October 2022, Cerdomus embarked on a project called "Modernisation of production lines" at its plant. The change saw the restructuring of systems, with the dismantling of 4 production lines and 2 wet cutting/grinding/lapping lines and the installation of 1 continuous production line and 2 dry grinding/cutting lines. These plant changes led to an increase in the maximum production capacity of the installation of approximately 10.57%, from 95,680 tonnes/year (4,160,000 m2/year) corresponding to 262 tonnes/day, to 105,800 tonnes/year (4,600,000 m2/year), corresponding to 290 tonnes/day. In particular, for emissions into the atmosphere, the annual mass flow of emissions from the installation was substantially unchanged compared to the situation before the modification.

On 09/02/2023 Cerdomus submitted, via the AIA IPPC Regional Portal, the suitable documentation for the authorisation phase contained in the aforementioned Resolution, addressed to the Ravenna ARPAE Authorisations and Concessions Service. The modification addressed multiple needs, including the modernisation of systems that were approximately 25 years old and technologically obsolete, the installation of a processing line able to produce large tiles measuring up to 1600x3200 mm, and the energy efficiency of processes, replacing four production lines with a single, more efficient production line, with a reduction in energy consumption.



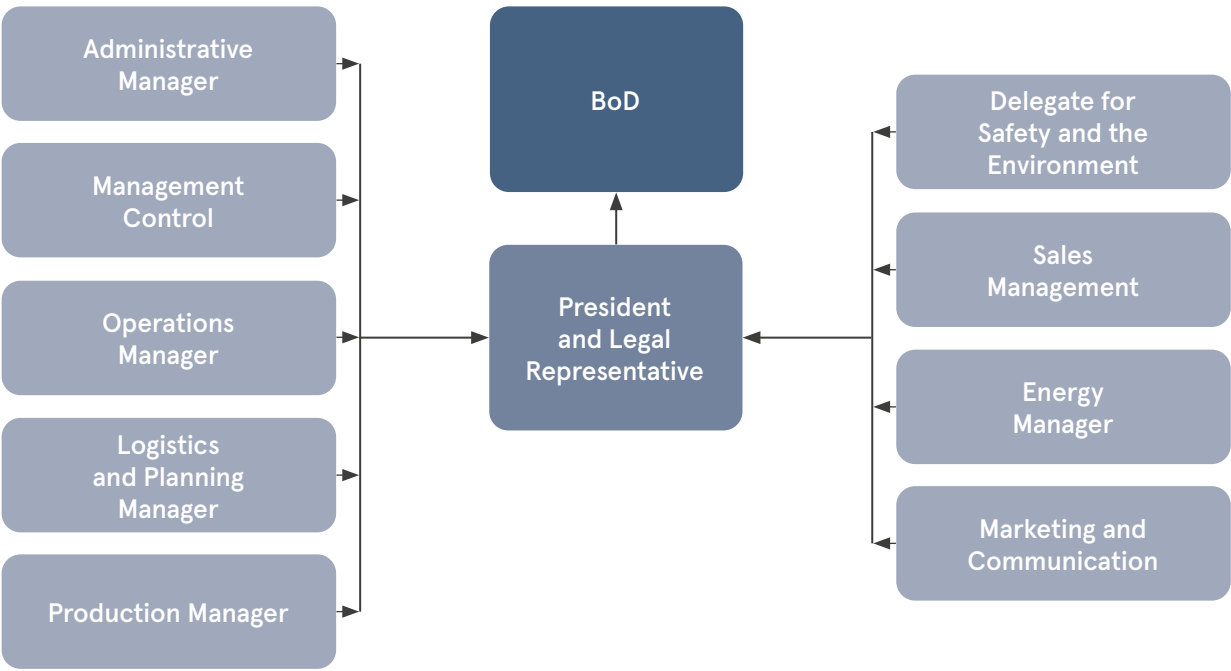
Cerdomus has always stayed connected to its roots and territory. Some of its cornerstones, also found within the Company's Quality and Environmental Policy, are:

- Pursue continuous improvement of customer satisfaction through the quality, service, reliability and innovation of its products;
- Safeguard environmental integrity by pursuing continuous improvement of its environmental performance, and consequently monitor and optimise consumption and emissions;
- Ensure strict compliance from the entire organisation with applicable regulations on product requirements and environmental protection, as well as occupational health and safety, by carrying out systematic checks;
- Build and constantly improve the motivation, skills and awareness of staff in terms of their fundamental contribution to achieving business and environmental goals;
- Maintain constant information and open dialogue with customers, suppliers, the territory and the people who inhabit it, in order to better understand their needs and expectations, and to disclose the company's commitment in terms of quality and environmental protection.
- Increase the quality level of business processes, also by improving the efficiency of the infrastructures used for their functioning.

Cerdomus is committed to continuous, systematic action in order to achieve these goals. This includes the implementation, maintenance and continuous improvement of a Quality and Environmental Management System.

To maintain and improve the results achieved, Cerdomus invites the cooperation of staff at all levels. This ensures the Quality of its products, and maintains the trust of customers and, more generally, stakeholders, to ensure the protection of the Environment.

Everyone, within their respective responsibilities and powers, must consider product quality and environmental protection as a matter of primary importance and an integral part of their work. Staff are invited to provide ideas for improvement relating to their area of activities.



Cerdomus's **Governance system** is geared towards **optimising business processes** in order to obtain products that always meet customer needs, while respecting the environment, the health and safety of employees, and the rational use of energy.

The governance structure is that provided by the Italian legal system, which, without prejudice to the powers reserved under the law and the Articles of Association for the Shareholders' Meeting, assigns the strategic and operational management of the company to the Board of Directors, and the supervisory function to the Board of Statutory Auditors.

The statutory audit is carried out by the auditing firm: Audirevi Spa (Nexia International Network partner).

The BoD has the broadest powers for the purpose of ordinary and extraordinary administration of the company, with the ability to implement government guidelines. Cerdomus is subject to audit by an independent auditing firm. The company has a system of responsibilities involving business functions with autonomous management. The company's organisational chart has several areas of operation, which report to apex functions that are responsible for their management and organisation. Periodically, the apex functions produce a report that monitors risks, opportunities, and business performance. The analysis of impacts, positive and/or negative, contributes to the analysis of business strategy and consequent actions to ensure business continuity and reduce or eliminate any critical issues.

Main responsibilities of board members

- Knowledge of Cerdomus's business
- Risk Analysis and Management
- Legal
- Finance
- Human Resources
- Strategy
- Institutional Relations
- Sustainability
- Governance
- IT, digital
- Risk management

Cerdomus Srl is 70% owned by Primat Srl and 30% owned by Uracan Spa. Primat Srl is headed by Paolo Turbati and Claudio Sola, members of the board of directors and managing directors of Cerdomus.

5.2 BUSINESS MODEL AND STRATEGY

Cerdomus has developed a business strategy that combines innovation, sustainability and responsible growth. Our business model is based on strong integration of design, technology and respect for the environment, with the aim of creating value for our stakeholders and contributing to the sustainable development of the ceramic industry.

The internal and external communication strategy is rooted in our core values and our commitment to sustainability, innovation and excellence.

Our strategy is focused on excellence in every business area. We commit to:

- Monitoring internal processes and checking alignment with business objectives;
- Guaranteeing the necessary training for employees to perform their duties most effectively;
- Analysing market demands to check if they are incorporated into the business strategy;
- Creating an inclusive, listening-oriented work environment with a commitment to increasing corporate well-being and productivity;
- Maintaining a high level of curiosity, a basic requirement to ensure innovation in our industry.
- Maintaining a high level of curiosity, a basic requirement to ensure innovation in our industry.

Through these actions, Cerdomus is committed to building a **sustainable future**, improving relationships with all its stakeholders, and fostering an inspiring corporate culture of excellence, innovation, and sustainability.

Cerdomus is committed to ensuring business continuity through a pragmatic approach that integrates Sustainability, Innovation and Accountability at all levels of the company. Managing impacts, risks and opportunities enables resilient corporate governance and directs business towards safer areas.



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Impacts and risks managed

- **Cost and quality of raw materials:** we monitor and analyse the quality and consistency of incoming raw materials with internal and external laboratories, as well as evaluating possible alternatives with a lower environmental impact
- **Environmental regulations:** we anticipate the main industry requirements to be aligned with the demands of our market
- **Ecological transition:** we implement production processes with a move toward technologies and lower CO<sub>2</sub> emissions.

Opportunities and innovation

- **Research and Development:** we invest to offer increasingly high-performance, aesthetically distinctive and sustainable products
- **Circularity:** we orient production towards maximum recovery, reducing waste production and constantly innovating on the final product
- **Environmental Sustainability:** we adopt environmentally sustainable practices, reducing our environmental impact and meeting consumer expectations.

Engagement and monitoring

- Our management model involves sector managers, ensuring that every action contributes to the company's goals. A monitoring system within the company's integrated management system tracks our key KPIs, allowing us to constantly keep track of Cerdomus's performance, ensuring transparency and accountability in every aspect of our work.
- We are committed to continuing to grow sustainably, contributing to the evolution of the ceramics industry with innovative and environmentally friendly solutions.
- Cerdomus believes that a sustainable company is one that integrates sustainability issues within relevant corporate decision-making processes through the assignment of specific tasks and responsibilities to management. The BoD must implement sustainability aspects, redefining the new corporate strategy through identification, measurement, management and monitoring of key company risks.

Net revenues by geographic area

COUNTRY	2024		2023		2022	
	€	%	€	%	€	%
Italy	21,450,054	36.2	17,751,563	34.6	16,785,652	30.2
Europe	15,548,233	26.2	13,952,008	27.2	18,511,339	33.3
America	10,359,263	17.5	10,681,936	20.8	10,969,850	19.7
Other Overseas	11,971,104	20.2	8,912,700	17.4	9,362,770	16.8
Total	59,328,654	100.0	51,298,207	100.0	55,629,611	100.0

5.3

ESG GOVERNANCE AND DUE DILIGENCE

Cerdomus has chosen to integrate ESG aspects within corporate governance, choosing a dedicated team of people whose task is to develop corporate awareness in line with Cerdomus's business and available resources. The team's task is to integrate the principles of sustainability and social responsibility into corporate strategies and operations, aligning Cerdomus's choices with the SDGs, and starting to define policies, goals, actions and metrics to quantify impacts, risks and opportunities in the ESG arena. In addition, this team has the task of structuring the Stakeholder Engagement process to increase capacity for success on sustainability-related issues and better target actions in the environmental, social and governance fields.

**Cerdomus's ESG team** is made up of: Marketing, Human Resources, Technical Management, Administration and Environment and Safety, and is in direct dialogue with the BoD.

The Cerdomus team has set a short-term goal of monitoring the goals defined in the Cerdomus Sustainability Plan through the identified KPIs. The road map of short, medium and long-term actions to be implemented will be created from this process.

This approach allows ESG risk elements to be integrated into business strategy by anticipating international trends and policies, aligning the business with key competitors through measurable and representative indicators and targets.

Specifically, Cerdomus's ESG team is committed to:

- Incorporating the principles of Sustainability into the heart of our business strategy, ensuring that every business decision and action reflects this commitment;
- Taking care of Sustainability reporting, ensuring transparency and accountability in the communication of progress, challenges and successes;
- Promoting an internal culture of Sustainability by raising awareness and involving all levels of the company through training, communication and initiatives.



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5.4

# MANAGEMENT CONTROL, ORGANISATIONAL MODEL, CERTIFICATIONS, CODE OF ETHICS

Cerdomus has analysed compliance with minimum safeguards, in accordance with Article 18 of EU Regulation 2020/852 on Environmental Taxonomy. In particular, the aspects considered were the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights, and the principles and rights set forth in the eight core conventions identified in the International Labour Organisation (ILO) Declaration and the International Bill of Human Rights. These issues are generally covered through the adoption of specific tools such as policies, plans, manuals, organisational models and procedures.

For Cerdomus, the list includes:

- The Code of Ethics, the rules of which apply to all Cerdomus employees
- Procedures on whistleblowing for reporting possible violations of the Code and the Models themselves
- Internal regulations published on the Cerdomus management system, the rules of which apply to all employees
- Complaint mechanisms accessible to both internal staff and stakeholders
- A Privacy Policy for coordinated management of GDPR compliance
- Training plans
- Integrated Management System (ISO 9001, ISO 14001)
- EMAS Certification
- LEED Certification
- CCC Mark Certification
- SASO Certification



## EMAS

All Cerdomus S.r.l. factories and products are EMAS certified. This means they meet the levels of environmental excellence required under the most stringent European standards.



## UNI EN ISO 9001:2015

ISO 9001 is an internationally recognised standard applicable to all (private and public) organisations that voluntarily decide to comply with it, and which defines how to implement a quality management system. Certification according to this standard therefore guarantees Cerdomus's commitment to monitoring and managing all its activities in order to increase the efficacy of business processes, control and optimise costs, improve the level of customer satisfaction and reduce waste.



## UNI EN ISO 14001:2015

Environmental Management System certification. All activities are constantly monitored to ensure that their impact on the surrounding environment is kept to a minimum.

## LEED



Cerdomus products meet different requirements of the LEED (Leadership in Energy and Environmental Design) standard: a set of sustainable building requirements which rank the energy and environmental efficiency of buildings. This is essentially a rating system for green buildings. Under the LEED system, points are awarded for each sustainability requirement which is met. The point score determines the degree of certification awarded to the building.



## CCC

Product safety certification required for exports to China.



## SASO

The majority of the Cerdomus collections have been awarded the SQM (Saudi Quality Mark) mark owned by SASO (Saudi Arabia Standard Organisation) required for export to Saudi Arabia. This ensures the conformity of products according to strict Saudi standards through checks of requirements, periodically monitored by accredited external laboratories and confirmed through inspection visits by certifying bodies working on behalf of SASO.

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5.5

ECONOMIC AND FINANCIAL PERFORMANCE

In 2024, Cerdomus's income statement reported:

- A turnover of over 63 million euros, a 2% increase compared to 2023
- An added value of the company's core business cycle of more than 48 million euros, accounting for 76.6% of the value of production
- A personnel cost of over 10 million euros, equal to around 17% of the value of production
- An EBIT of just over 2 million euros, or 3.3% of the value of production
- An EBITDA of over 7.5 million euros, equal to 12.6% of the value of production
- A profit for the year of around 270,000 euros

ITEM DESCRIPTION	2024		2023		2022	
	€	%	€	%	€	%
Revenues from sales	59,328,654	93.4	50,987,666	82.0	55,259,669	85.3
Variation in finished products	719,308	1.1	6,405,581	10.3	4,925,893	7.6
Increases for internal fixed assets	0	0.0	745,450	1.2	11,799	0.0
Other revenues	3,469,457	5.5	4,042,066	6.5	4,600,644	7.1
Value of production	63,517,419	100	62,180,763	100	64,798,005	100
Costs of raw materials, consumables and goods	19,706,162	31.0	20,218,717	32.5	18,380,666	28.4
Costs for services	23,471,255	37.0	23,122,950	37.2	27,346,389	42.2
Staff costs	10,770,906	17.0	10,707,967	17.2	9,946,256	15.3
Costs for the use of third-party assets	2,023,273	3.2	1,963,681	3.2	1,938,630	3.0
Other operating expenses	678,561	1.1	292,874	0.5	611,187	0.9
Gross operating margin	6,867,262	10.8	5,874,574	9.4	6,574,877	10.1
Amortisation and depreciation	4,662,987	7.3	3,698,718	5.9	2,464,251	3.8
Other provisions	95,716	0.2	88,443	0.1	115,036	0.2
EBIT	2,108,559	3.3	2,087,413	3.4	3,995,590	6.2
Financial income and expenses	-1,958,896	-3.1	-1,474,465	-2.4	-674,775	-1.0
Foreign exchange gains and losses	283,856	0.4	-124,736	-0.2	359,187	0.6
Value adjustments for financial assets	-133,587	-0.2	96,305	0.2	-1,106,099	-1.7
Pre-tax profit	299,932	0.5	584,517	0.9	2,573,903	4.0
Taxes	25,033	0.0	54,382	0.1	667,020	1.0
Profit	274,899	0.4	530,135	0.9	1,906,883	2.9

5.6

ECONOMIC RESPONSIBILITY (VALUE GENERATED AND DISTRIBUTED)

Economic value generated and distributed represents a company's ability to produce wealth by rewarding all stakeholders who have contributed to the company's success.

ITEM DESCRIPTION	2024		2023		2022	
	€	%	€	%	€	%
Economic value generated	63,857,420	100.0	62,657,027	100.0	65,534,412	100.0
Economic value distributed to suppliers	45,879,251	71.8	45,598,222	72.8	48,276,872	73.7
Economic value distributed to employees	10,770,906	16.9	10,707,967	17.1	9,946,256	15.2
Economic value distributed to banks	1,958,896	3.1	1,474,465	2.4	674,775	1.0
Economic value distributed to P.A.	27,773	0.0	54,382	0.1	667,020	1.0
Total economic value distributed to Stakeholders	58,636,826	91.8	57,835,036	92.3	59,564,923	90.9
Total economic value Retained by Cerdomus	5,220,594	8.2	4,821,991	7.7	5,969,489	9.1

5.7

PROJECTS AND INITIATIVES

Goals in the short term will focus on strengthening Cerdomus's governance by updating the code of ethics and revising the Management Organisational Model in accordance with Legislative Decree 231/2001. In the medium term, the focus will be on the formal extension and sharing of the code of ethics to the supply chain and the drafting of a supplier selection policy from an ESG perspective, along with the promotion of cybersecurity. In the long term, goals will involve awarding bonuses based on the achievement of ESG goals in order to strengthen board leadership and employee engagement.

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# 06

## THE ENVIRONMENT POLICIES, GOALS AND LEGAL COMPLIANCE

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Interactive Version

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6.1 ENVIRONMENTAL POLICIES

Cerdomus is aware of its role vis-à-vis the country and the planet and intends to play its part in the fight against climate change, with the aim of pursuing the SDGs of the UN 2030 Agenda: in fact, Cerdomus has long been committed to reducing the environmental impact of its activities and considers the protection of the planet an unavoidable goal.

The company introduces actions and has set concrete goals based on the three material issues: climate change, pollution and circular economy. These goals are formalised within this sustainability report, although there is currently no policy or plans for environmental sustainability. Cerdomus plans to publish this in the future in compliance with CSRD.

With respect to policies and certifications pertaining to the environmental context, Cerdomus has obtained ISO 14001 certification and EMAS registration.



6.2 CLIMATE CHANGE

6.2.1 Actions

For Cerdomus, the energy transition and combatting climate change have always been key issues. Therefore, actions related to reducing consumption and renewable energy production have been introduced

- Reducing consumption:**
- Electricity consumption is monitored and managed through an improvement plan that includes overall reduction targets in the short, medium and long term;
  - Energy efficiency improvements have been implemented through the introduction of a new plant, an efficiency improvement also evidenced by a reduction in electricity consumption between 2021 and 2023;
  - There are consumption reduction targets within the environmental improvement programme.

- Renewable energy:**
- 90% of the energy used comes from a cogenerator on the site

6.2.2 Metrics

The main objective of **ESRS E1** is to provide a clear and detailed framework for reporting on **greenhouse gas (GHG)** emissions and managing risks and opportunities related to climate change. This standard aims to ensure transparency of business practices and support the achievement of the European Union's climate goals. ESRS E1 is designed to be compatible and integrate with other international sustainability reporting standards, such as the GRI Standards and the Task Force on Climate-related Financial Disclosures (TCFD). This facilitates the adoption of globally consistent reporting practices and helps companies meet the expectations of international stakeholders.

In particular, metrics required by the ESRS E1 standard have been monitored with respect to climate-changing gas emissions, energy used, and self-generated energy.



FOCUS 1 – Amount of energy used

ENERGY	
Amount of electricity purchased for the reporting period	6,357 MWh
Amount of gas for the reporting period	12,127,943 Smc
Amount of self-produced energy used	11,532 MWh

Cerdomus purchases electricity from the grid, consisting of 37.8% renewable production. It also uses methane gas to self-produce electricity.

The values shown in the table correspond to the consumption of purchased and self-produced energy for the period from January to December 2024.

FOCUS 2 – Renewable and non-renewable energy

Renewable/NR	total MWh	%
Non-renewable energy (gas and electricity)	133,648	98
Renewable energy (gas and electricity)	2,357	2
Non-renewable electricity	4,000	63
Renewable electricity	2,357	37

The table shows the amounts of renewable and non-renewable energy used by the company. In particular, for the calculation of renewable electricity purchased from the grid, the operator's values were used, i.e., the composition of the energy mix used for the production of electricity fed in by Edison Energia SpA (2022).

In general, we can see that renewable electricity consumption is 37%, a figure that drops to 2% if energy is considered in a broader sense, including methane gas used for cogeneration and other uses.

FOCUS 3 – Transportation

COMPANY VEHICLES			
Total miles travelled	WLTP (*) in g/CO <sub>2</sub> , national average from 2022 (ISPRA)	kg CO <sub>2</sub>	t CO <sub>2</sub>
3,136,648	161.7	507,196	507

Cerdomus has a fleet of company vehicles, used for production and commercial purposes. There have been 31 active vehicles for the year 2024.

The fleet is diverse in terms of fueling, so ISPRA's national average figure of 161.7 g/CO<sub>2</sub> per km was used to calculate fleet-related emissions.

FOCUS 4 – FGas

FGas	CO <sub>2</sub>
Air conditioning systems	391.72

Cerdomus uses air conditioning systems that contain a significant amount of FGas. There are 34 systems in total, and they are regularly serviced and mapped.

FOCUS 5 – GHG Scope 1 and 2

FGas	CO <sub>2</sub>
GHG SCOPE 1	48,816.71
GHG SCOPE 2	1,822.53
GHG SCOPE 3	not calculated

Based on emissions related to consumption of electricity, methane gas, FGas, and transportation, it is possible to calculate the emissions of climate-altering gases, also in accordance with the GHG Protocol standard.

In particular, the Scope 1 GHGs shown in the table are Cerdomus's direct emissions: these include emissions directly generated on site or for the company's production. In particular, the following sources were included:

- Amount of CO<sub>2</sub> equivalent from the combustion of methane gas consumed
- Amount of CO<sub>2</sub> equivalent resulting from FGas from refrigeration systems
- Amount of CO<sub>2</sub> equivalent resulting from the use of fuel for the company's fleet

Scope 2 GHGs, on the other hand, are calculated based on the company's indirect emissions, specifically those related to energy consumed on site but produced elsewhere. These therefore consist of:

- The amount of CO<sub>2</sub> equivalent from the consumption of electricity purchased from the grid

There are currently no Scope 1 and 2 emission offset projects.

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6.3 POLLUTION

6.3.1 Actions

Cerdomus considers the well-being of ecosystems and the fight against all kinds of pollution to be fundamental. In conducting its operations, Cerdomus monitors the amount of hazardous substances generated by its activities and ensures that this does not result in significant impacts on environmental matrices such as water, air and soil. Cerdomus complies with all current Italian and European regulations. In recent years, actions have been introduced related to:

Fighting single-use plastics:

Plastic bottles have been eliminated and, simultaneously, filters installed to provide quality water to employees, helping to combat single-use plastic, which causes harmful pollution in land and marine ecosystems.

Monitoring pollution:

Cerdomus is **subject to AIA and AUA** and monitors its emissions into the environment, verifying that levels are always below the required threshold and activating constant processes to improve environmental performance.

6.3.2 Metrics and relevant information

The main objective of **ESRS E2** is to provide a clear, detailed framework for reporting information on pollution. This standard aims to ensure the transparency of business practices and support the achievement of EU goals.

This chapter monitors and reports on the metrics and information to be disseminated regarding the above two standards.

Operations in high-risk areas:

Cerdomus does not operate in areas with water risk or biodiversity hotspots.

HAZARDOUS SUBSTANCES, POLLUTANTS, SUBSTANCES OF CONCERN AND SUBSTANCES OF VERY HIGH CONCERN	
Amount of hazardous waste generated	81,771 kg /year
Volume (or weight) of hazardous substances produced	103,159 kg /year
Amount of pollutants compared to Annex 2 of EC Regulation 166/2006	EMISSIONS INTO THE AIR: Pv, Pb, Fluorine, NOx, SOx, Organic Substances (expressed as COT), Formaldehyde, CO
Volume of substances of concern and substances of very high concern (REACH)	0

Cerdomus collects hazardous waste and treats it properly in compliance with national regulations. Hazardous waste makes up a very small amount of the total waste, around **1.4%**. It consists, for the most part, of spent lime and waste sealant adhesives containing organic solvents and other hazardous substances

There have been no incidents of serious pollution or damage to ecosystems; expenses related to restoration or fines are therefore zero.



6.4 CIRCULAR ECONOMY

6.4.1 Actions

Cerdomus understands the importance of the circular economy for a company that uses raw materials, packaging and natural resources. The circular economy has been found to be an extremely relevant topic for external and internal stakeholders. Although there are currently no formalised policies or plans, the company's commitment in this area has always been significant. In particular, Cerdomus has implemented actions with respect to issues related to:

**Circularity of production:**  
the production cycle contains elements of circularity. Indeed, water and sludge used in the production cycle, dust collected from filters, and production waste are partly reintroduced into the production cycle or sent for recovery.

**Packaging and recycled material:**  
packaging is made up of different elements, by composition of recycled material. Strapping contains 99.5% recycled material, film 74-88%, and the remaining elements contain no recycled material. All packaging is recyclable. As per regulations, environmental labelling is used. Finally, some products used in the company, such as hand wipes, are made of 100% recycled material.

**Fighting single-use plastics:**  
Waste prevention: plastic bottles have been eliminated and, simultaneously, filters installed to provide quality water to employees.

6.4.2 Metrics

The main objective of **ESRS E5** is to provide detailed guidelines for reporting on business practices related to the efficient use of resources and the implementation of Circular Economy principles. This standard aims to ensure that organisations are able to manage their resources with a focus on the end-of-life of products, seeking to extend their lifespan and reducing waste generation, creating an overall benefit in terms of climate-altering emissions and, not least, also in terms of employment for the ancillary industries generated by the circular economy sector. In particular, metrics required by the ESRS E5 standard have been monitored with respect to circularity and waste issues.

FOCUS 1 - Circularity of production

CIRCULARITY OF PRODUCTION	
Amount of secondary raw material used in production	0%
Years of life of the main product	10

Cerdomus reuses industrial process waste to the proportion of 4.40% of the total raw material. This comes from the good practice of reusing production sludge and dust, which is fed back into production in a way that minimises waste. Cerdomus's product is durable and designed to be used for at least 10 years. There are currently no certified raw materials.

FOCUS 2 – Waste

WASTE CLASSIFICATION			
EWC Code	Description	Destination	tons of waste
15.01.01	Paper and cardboard packaging	Recovery	107,850
15.01.02	Plastic packaging	Recovery	70,910
15.01.03	Wood packaging	Recovery	118,310
15.01.06	Packaging made from several mixed materials	Recovery	100,480
20.03.01	Unsorted urban waste	Recovery	8,370
17.04.05	Iron and steel scraps	Recovery	38,060
17.02.02	Glass	Recovery	710
16.02.14	Electric equipment no longer in use	Recovery	1,366
08.02.02	Aqueous sludges containing ceramic materials - Sludges from cutting	Recovery	586,840
16.11.06	Refractory coatings	Recovery	19,640
10.12.03	Dust and particulate matter	Recovery	1,848,480
10.12.08	Heat-treated ceramic scrap, bricks, tiles	Recovery	2,812,860
17.04.11	Copper cables	Recovery	2,180
17.09.04	Construction and demolition waste	Recovery	68,023
16.02.11*	Discarded pieces of equipment, containing Chlorofluorocarbons, Hcfc, Hfc	Recovery	146
08.04.09*	Waste adhesives and sealants Containing organic solvents or other hazardous substances	Recovery	11,343
15.01.10*	Packaging containing residues of hazardous substances	Recovery	299
15.02.02*	Absorbents, filter materials, wiping cloths containing dangerous substances	Recovery	2,202
16.06.01*	Lead batteries	Recovery	840
16.01.07*	Oil filters	Recovery	230
16.06.02*	Nickel-Cadmium batteries	Recovery	146
13.02.05*	Used non-chlorinated oil	Recovery	1,760
20.01.21*	Neon fluorescent tubes containing mercury	Recovery	220
16.02.13*	Discarded electronic equipment (monitors)	Recovery	253
10.12.09*	Spent lime	Disposal	54,920
17.05.03*	Soil and rocks containing hazardous substances	Disposal	645
17.06.03*	Other insulation materials	Disposal	2,324
08.03.12*	Waste ink containing hazardous substances	Disposal	2,757
12.01.09*	Oily emulsions and solutions	Disposal	3,620
06.13.02*	Spent activated carbon	Disposal	66

AGGREGATE WASTE INFORMATION			
	Hazardous	Non-hazardous	Totals
Total amount of waste (ton)	81,771	5,784,079	5,865,850
% of Total	1.4	98.6	100
Total amount of waste destined for recovery (ton)	17,439	5,784,079	5,801,518
Total amount of waste destined for disposal (ton)	64,332	0	64,332

Cerdomus properly disposes of its production waste and completes loading and unloading records. Overall, most of the waste generated is sent for recovery (98.9%). In addition, most of the waste generated is non-hazardous waste (98.6%).

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6.5 ENVIRONMENTAL GOALS

To make Cerdomus's business environmentally sustainable, the company has decided to pursue projects in the areas of circular economy and climate change. The goals are achievable and measurable through KPIs that the company will monitor over the years. These are the three goals:

Short-term goal

Waste recycling

Cerdomus plans to introduce recycling in all offices through the strategic placement of recycling bins. To maximise the result, training will be given on proper waste disposal. This goal is a short-term objective and will be monitored through the KPI "% of office recycling."

Medium-term goal

Energy efficiency of machines

Cerdomus intends to replace the most energy-intensive machines with more efficient and sustainable ones. This goal is a medium-term objective and will be monitored through the "energy consumption" KPI.

Long-term goal

Reducing climate-altering emissions

Cerdomus aims to reduce its carbon footprint through the purchase of renewable energy and energy efficiency. This target is a long-term goal and will be monitored through the KPI "Scope 1 and Scope 2 greenhouse gas emissions."



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# 07

## THE COMPANY

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7.1SOCIAL POLICIES

The social dimension is a crucial aspect of Cerdomus's sustainable development. The company's commitment takes the form of actions directed both within and outside the company, with the goal of promoting all people involved in the Cerdomus ecosystem. The company's actions and goals are described in the following section, although they have not yet been formalised in a dedicated policy. In this case too, Cerdomus has set a goal of publishing a dedicated document in 2025 in line with the CSRD.

7.2OUR WORKFORCE

Cerdomus's own workforce has been analysed on the basis of the **ESRS S1** standard, in accordance with the requirements of the European Sustainability Reporting Standard. Each issue relevant to the company's workforce was analysed from the perspective of the actions, goals and metrics required by the CSRDs.

7.2.1 Actions

**Action 1 – Health.** Great attention is paid to the issue of health, and the mental and physical well-being of employees. In addition to compliance with occupational health and safety regulations, Cerdomus provides supplementary health coverage. During 2024, a work-related stress analysis was carried out with negative results, determining that there was no correlation between the two factors.

**Action 2 – Welfare and benefits.** Flexibility in entry and exit times is provided to those who request it due to personal and/or family needs, with the aim of ensuring a good work-life balance. Agreements are also secured with various companies in the area: restaurants, farms, businesses.

**Action 3 – Training.** The company offers employees courses to develop transferable skills and soft skills, with a focus on the following areas: IT, professional and sales. In addition, mandatory training on active management systems in the company is provided for all new hires: 9001, 14001, EMAS, LEED, etc.

7.2.2 Goals

After in-depth reflection on business development opportunities and trajectories, Cerdomus has decided to focus its efforts on initiatives that are consistent with and complementary to existing actions.

- Goal 1 – Health**  
Cerdomus aims to build a true culture of wellness, investing in mental and physical well-being and prevention, including through signing up for affiliations and discounts related to this field. For this reason, the company plans to fund a screening campaign for all its employees, and sign agreements with local gyms. This medium-term goal will be monitored through the KPI "people screened."
- Goal 2 – Welfare**  
During 2025, Cerdomus intends to analyse the different welfare platforms available and identify the one that best suits the needs of employees. This short-term goal will be monitored through the KPI "budget in corporate welfare."
- Goal 3 – Training**  
Cerdomus intends to expand its educational offerings to include topics related to environmental and social sustainability. One of the main goals in this area is to educate its employees about recycling management. This is a short-term goal and will be monitored through the "sustainability training hours" KPI.
- Goal 4 – Gender Equality**  
The company intends to formalise its commitment to combatting inequality and to gender equality. Cerdomus's main goal for achieving equity in the company is to reduce the wage gap to zero. This is a long-term goal and will be monitored through the KPI "wage gap"

7.2.3 Metrics

ESRS S1 requires that a variety of information regarding the company's workforce be collected, both qualitative and quantitative. Cerdomus has recorded the following data with respect to the composition of the workforce:

	WOMEN	MEN	TOTALS
Number of Employees	81	104	185
Number of permanent employees	80	103	183
Number of fixed-term employees	1	1	2
Number of employees with variable hours	/	/	/
Number of full-time employees	71	104	175
Number of part-time employees	10	0	10

The number of non-employee workers part of the company's workforce is currently 22. The age of Cerdomus employees is quite diverse, resulting in a good balance among the age groups represented.

AGE	NO. EMPLOYEES
<30	17
30-50	78
>50	90
Tot	185

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In terms of staff turnover, the turnover rate is 25.4%. This figure compares favorably with the national figure, which, according to Confindustria, is around 34%, demonstrating how the company has succeeded in retaining employees more efficiently than the national average.

Analysis of the data on the workforce at Cerdomus also reveals an asymmetry in gender distribution, with 20% more male staff than female staff. This imbalance further manifests in types of contract, where there is a concentration of part-time contracts among female workers, with a total number of 10. However, the available evidence suggests that the asymmetry can be attributed to individual employee choices, ruling out the existence of corporate impositions or discrimination.

Regarding gender distribution at the managerial level, the following data has emerged:

WOMEN IN MANAGEMENT POSITIONS		
Gender	No. members of senior management	No. of women in positions of responsibility
Men	3	9
Women	-	5
Other	-	-
Not communicated	-	-
Total	3	14

The recorded male-female wage gap is 20%, in line with the national average.

It is important to add that an audit was conducted on the adequate wage of employees against poverty thresholds, and it was found that 100% of workers receive adequate wages.

In general, 100% of employees are entitled to family leave.

With regard to the topic of diversity and inclusion, Cerdomus employs 5 people with disabilities, divided as follows:

GENDER	NO. EMPLOYEES WITH DISABILITIES
Women	3
Men	2

Social protection is provided by Cerdomus to all employees, in case of illness, unemployment, accidents, leave and retirement, as per regulations.

The percentage of workers covered by the company's health and safety management system is 100%. In the year 2024, 0 deaths were recorded, there were 6 work-related injuries, 40 near misses, and 352 days lost due to injuries. The company provides mandatory training hours annually on occupational health and safety, and 100% of the workforce have received adequate health and safety training.

In general, Cerdomus has an annual training plan that provides for a total of 10,348 hours (56 per employee).

Training and skill development data for the year 2024 is as follows:

TRAINING AND SKILL DEVELOPMENT	
Total hours of mandatory training	758 hours
Total hours of optional training	9,590 hours
Total hours of soft skills training	6,048 hours
Total hours of hard skills training	4,300 hours

The total number of complaints, sanctions or fines resulting from incidents of discrimination, harm, human rights incidents is found to be 0.



7.3 CONSUMERS

Cerdomus believes that consumers and their needs are a key priority for the company's development, recognising the importance of open dialogue and constant support to meet their requirements. For this reason, ESRS S4 has been found to be relevant.

Actions

Website Accessibility - The Cerdomus website and catalogues are accessible in four different languages, with the express purpose of facilitating understanding of the content. Similarly, the website has also been made usable in mobile mode. To make the company known to the outside world, social media profiles and even a public WhatsApp channel have been set up to openly share information about the company's events, activities, and services. Finally, Cerdomus is preparing to implement European legislation on digital accessibility to make the service usable for the blind and visually impaired.

Active listening to customers/consumers - At Cerdomus, feedback provided on the process/product by customers is always acknowledged and evaluated, with a view to continuous improvement. The presence of numerous salespeople throughout the country and internationally facilitate the exchange and sharing of feedback, and also follow up with customers in the after-sales phase. The following are occasionally monitored: social profiles, emails and reviews found on Google.

The feedback analysis process is not yet fully structured. However, there has been no shortage of interventions by the company aimed at correcting deficiencies revealed by the reports. Several services have been improved precisely because of the feedback received from customers.

Goals

In the next years, Cerdomus intends to strengthen its relationship with customers by structuring a more efficient system to receive feedback, enabling in-depth analysis of the collected data, scoring it objectively, and translating it into concrete actions for the continuous improvement of its products and services. The goal in question is medium-term, and the dedicated KPI will be "number of improvement actions triggered through feedback."

Metrics

There are currently no metrics related to customer feedback. The number of items of feedback and scores received by Cerdomus will be measurable when a monitoring system is structured.





# 08

## INTEGRATED SUSTAINABILITY AND THE PATH TO IMPROVEMENT

8.1 Definition of short, medium and long-term goals and KPIs to be monitored

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8.1

SHORT, MEDIUM AND LONG-TERM  
GOALS AND KPIS TO BE MONITORED

	GOALS	HORIZON	KPI
ENVIRONMENT	Modernisation of plant lighting	Short	kWh of energy saved
	Intervention to improve plant efficiency	Short	Reduction of T° in one department of the plant (T°)
	Reducing water withdrawals through plant innovation	Medium	l/h of recovered water
	Reducing energy consumption through plant innovation	Medium	Smc/h of energy recovered and not consumed
	Asbestos removal	Short	Square metres of remediated area
SOCIAL	Recycling in all offices	Short	% of recycling in offices
	Carbon footprint reduction (scopes 1 and 2)	Medium	5% from baseline 2024
	Employee Welfare	Short	Introduction and definition of spending on welfare per employee (€)
	In-house health screening	Medium	total number of screenings in the company
	Gender equality	Long	Wage gap
GOVERNANCE	Awareness about sustainability, environmental procedures, and company digitalisation processes	Short	hours of training provided on sustainability, environment and digitalisation (h)
	Customer Satisfaction	Medium	number of improvement actions activated as a result of feedback
	ESG policies for supplier qualification	Medium	no. of policies introduced
	MOG 231 Review	Short	no. of SB meetings
	Code of Ethics	Short	Dissemination to and acceptance from all employees
	Cybersecurity	Medium	Policy for the management of information security and employee training
	ESG in governance	Long	% budget dedicated to ESG objectives



APPENDIX

Methodological note

This Sustainability Report has been prepared in accordance with the European Sustainability Reporting Standards (ESRS), in line with the Corporate Sustainability Reporting Directive (CSRD). The goal is to provide clear, transparent, and comparable information on the environmental, social, and governance (ESG) performance of Cerdomus's corporate organisation.

The reporting process followed the following principles:

- Double materiality: both the company's impacts on the environment and society (impact materiality), and ESG risks and opportunities relevant to business continuity (financial materiality) have been assessed;
- Completeness and accuracy: the reported data covers all relevant impact areas and has been verified to ensure its accuracy;
- Comparability and consistency: the information provided allows for comparisons with previous years and industry benchmarks;
- Transparency: data collection and analysis methodologies are made explicit to ensure traceability of information.

Data collection has been carried out through:

- Internal ESG monitoring systems;
- Corporate reporting;
- Supplier and partner data;
- Stakeholder surveys.

Quantitative data has been verified internally and, where possible, compared with industry benchmarks. Qualitative information has been verified by internal and external experts.

This Sustainability Report covers the period 01.01.2024 // 31.12.2024 and includes all directly managed business activities. The sustainability performance of supply chains and suppliers has been included to the extent that the information is available.

It should be noted that some metrics may be subject to margins of uncertainty due to limitations in available data or measurement methodologies. The organisation is committed to continuous improvement in ESG data collection and analysis.

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We would like to thank all colleagues who contributed

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