

# IMPACT REPORT 2022



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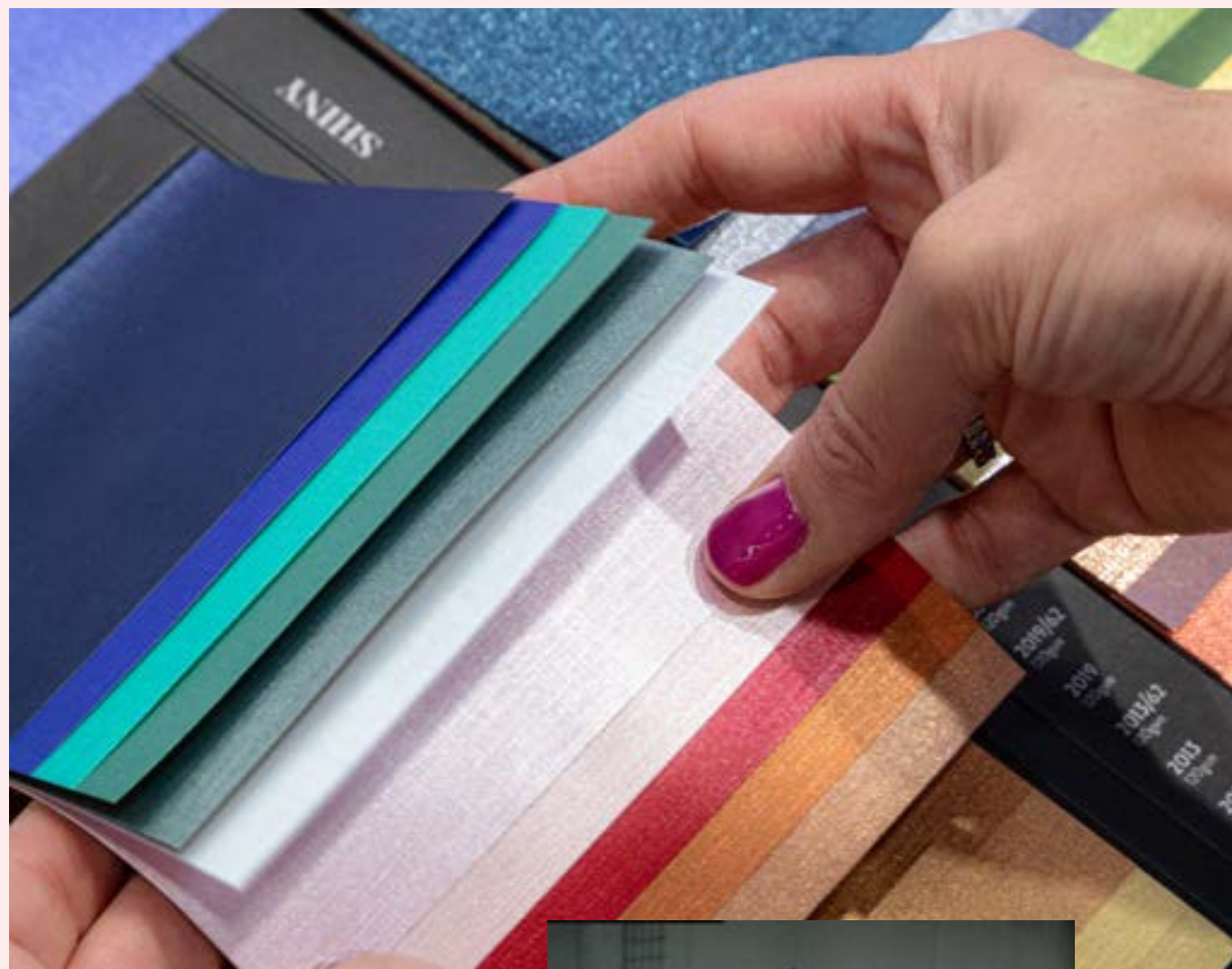
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# INTRODUCTION

Our job is to convey emotions by nurturing the creative potential of paper. Thanks to ICMA, a sheet of paper becomes a unique experience of Italian-made quality and beauty — a product destined for the packaging sector and particularly loved by luxury brands.

ICMA has been transforming and finishing paper since 1933 while remaining faithful to the values that haven't changed throughout its 90-year history. Ethics, workplace dignity, and a focus on product quality and on the social and environmental setting in which the company is located have always been the essential points of reference for the female entrepreneurs leading ICMA, which has been passed from mother to daughter for four generations.

Today, the creative process goes hand-in-hand with a journey towards sustainability that involves both products and production. Thanks to our ICMA 2030 Lab research program, we are now able to introduce new approaches and methodologies to the company to protect the environment and foster social development, from a shared responsibility perspective.

In this report, we're happy to present the results of the past year's work, together with the challenges we'll be addressing in the near future to respond tangibly to the sensitivity of our customers, who are increasingly alert to sustainable development issues.

We entrust the ICMA Manifesto with the words that inspire us all in our everyday work.

*ICMA has been transforming and finishing paper since 1933 while remaining faithful to the values that haven't changed throughout its 90-year history: ethics, workplace dignity, and a focus on product quality and the social and environmental setting.*





# MANIFESTO

TO RAISE PAPER FINISHING TO AN ART FORM AND TO TURN SHEETS OF PAPER INTO SOMETHING UNIQUE.

TO ASPIRE TO UNCOMPROMISED QUALITY.

TO MANUFACTURE IN ITALY AND ENABLE OUR CUSTOMERS TO EXPERIENCE THE TYPICAL WARMTH, PASSION, AND TASTE FOR BEAUTY OF OUR TERRITORY.

TO SET A BENCHMARK FOR CUSTOMIZABLE ECO-FRIENDLY CREATIVE PAPER AND REINVENT IT WITH THE “RINASCIMENTO” CIRCULAR ECONOMY SERVICE.

TO PASS DOWN FROM GENERATION TO GENERATION THE VALUES OF ETHICS, CULTURE, WORKPLACE DIGNITY, AND SUSTAINABILITY THAT HAVE ALWAYS INSPIRED THE WOMEN LEADING ICMA.



# LETTER FROM THE CEO

*To be  
the Best  
FOR  
the  
World*

*BCorp Motto*



“To be the best FOR the world” is the BCorp motto. This goal means we should never stop evolving and doing better, not just for ourselves but because we are convinced of the value of the interconnection that binds us all.

Events that appear circumscribed, such as the Ukraine crisis, have instead had political and economic global repercussions, with energy costs affecting all enterprises worldwide, particularly Italian companies that rely heavily on foreign energy sources. The continuing COVID pandemic, strikes, and natural disasters that have occurred over the past year have created procurement issues and supply chain disruptions that have limited raw material options in general.

In this context, our sustainable investment strategy has yielded results not just in terms of environmental impact and reduced carbon emissions but also by softening the effects of external factors and energy costs.

We have implemented innovative technologies and processes that have lowered our overall energy use and made us less reliant on traditional energy sources.

2022 was a year of challenges and opportunities. We can now say we braved the global events and have come out stronger and more resilient.

There are some keywords used by future-oriented businesses, such as resilience and even sustainability, that risk no longer being understood as a result of their hefty presence in political dialogue and

promotional commercial content. Yet these are key concepts for those who wish to do business in the current historical setting.

Those who are resilient not only resist strong impacts but are also able to face change. Above all, at a time in which there is now widespread awareness that change is fundamental, urgent, and unavoidable. Those who are resilient are able to think about the future while acting in the present and abandon old ways of doing things to introduce innovation. In a “regenerative” process that applies to raw materials as much as it does to ideas and operating methods.

The targets we have achieved and our success today are the result of a resilience that drew from our fundamental values, our devotion to sustainability and innovation, as well as a longstanding work ethic. We'll continue to maintain our deep commitment to creating value for our stakeholders, contributing to society's progress, and guiding change towards a better future.

Elena M. C. Torri



# ICMA IN FIGURES

---

**8,18 m**  
TURNOVER IN 2022

---

**43**  
EMPLOYEES, OF WHICH

**49%**  
WOMEN

---

OVER  
**2000**  
TONS PROCESSED IN 2022

---

---

**100%**  
OF PURCHASED CELLULOSIC  
MATERIALS WERE FSC-CERTIFIED

---

**11**  
PAPER COLLECTIONS

---

**250**  
EMBOSSING CYLINDERS

---

**27**  
COUNTRIES REACHED

---

SELF-PRODUCED RENEWABLE ENERGY  
**30%** TO DATE **61%** AS OF 2023

---



# OVERALL IMPACT ASSESSMENT WITH AN INDEPENDENT STANDARD

*The BCorp assessment is the independent tool we've chosen to measure and communicate our social and environmental impact.*

BCorps, or Benefit Corporations, are enterprises certified by B LabLab, a nonprofit organization that evaluates companies in accordance with strict standards regarding sustainability, transparency, and social responsibility. The impact assessment under the BCorp standard enables us



to thoroughly evaluate the positive impact our business has on the environment, employees, customers, communities, and other stakeholders. This process is based on a set of key performance indicators (KPIs) covering different impact areas. The impact areas included in the assessment are concerned with:

- The Environment, measuring the environmental impact of the business, such as its energy efficiency, waste management, use of natural resources, and carbon footprint;
- Employees, evaluating how the business takes care of its employees' wellbeing, with a focus on pay equity, diversity and inclusion, training and skill development, as well as employee benefits;
- Customers, analyzing how the business supplies products or services that have a positive impact on customers' lives through accessibility, safety, quality, and innovation;
- Communities, considering the business's commitment to local communities, including investments in the community, social responsibility initiatives, and the involvement of people affected by the company's activities.

86.4/200

ICMA'S BIA SCORE IN 2022

(80 IS THE MINIMUM TO QUALIFY AS A B CORP, 50.9 IS THE AVERAGE FOR NONB CORP COMPANIES)

- Governance, evaluating the governance structure of the business, including transparency, corporate ethics, risk management, and the impact of company decisions on stakeholders. For each impact area, the BCorp assessment establishes a score based on the achievement of certain goals and on the performance of the enterprise. The scores are then weighed according to the relative importance of each impact area to the business itself and to the setting in which it operates. A total score above 80 indicates that the enterprise has surpassed the minimum level required to obtain BCorp certification.

The following table shows the score overall and for each individual area of analysis, obtained as a self-assessment for the year 2022.

5.6

GOVERNANCE

22.4

PERSONE

14.8

COMUNITÀ

37.8

AMBIENTE

3,8

CLIENTI

We plan to increase this score for the certification renewal scheduled for 2023.

The data obtained during the BCorp certification in May 2020 can be consulted at this [link](#).

# COMMITMENT TO A POSITIVE IMPACT



*Manufacturing ethically and sustainably so as to reduce negative impacts and boost positive ones.*

## ENERGY EFFICIENCY MEASURES

ACTIONS	2022 RESULTS	FUTURE GOALS
Repair of compressed air leaks – Carried out	Energy improvement in relation to the finished product produced over the year -3.08%	Replace the remaining lighting fixtures, starting with the factory's central fixture
Insulation of exposed valve pipes – Carried out	Replacement of the first set of light fixtures	Carry out yearly analysis of compressed air leaks and their repair
Replacement of light fixtures with high-efficiency lighting – Partially carried out	Laser printer replaced with a less impactful, lower consumption coldtechnology printer	
Installation of inverters on machine engines to improve their efficiency		
Localized power factor correction		
Replacement of machine engines with high-efficiency products		
Low-impact renewable energy and self-production		
Replacing the current heating system with a more efficient and low-emissions system	Project carried out  Bill of quantities drawn up for quote requests	Install and test the system by the end of 2023  Reduce methane consumption by approximately 50%
Low-impact renewable energy and self-production	A third photovoltaic system for selfproduction (170 kWp) was installed and started up in late 2022	Increase the use of renewable energy  Create a local energy community





## RENEWABLE AND SELF-PRODUCED ENERGY

The first installation of photovoltaic panels on the company's roof dates back to 2010. A second investment was made in 2012.

The installation of a third photovoltaic system was finished in the third trimester of 2022 and became operational in the final months of the year, managing to cover 61% of the ICMA factory's current energy requirements.

### Future Goals

The maintenance and cleaning of the aforementioned systems to maintain high productivity.

An increase in the amount of renewable energy used.

To achieve this goal, we also want to use local energy communities, favoring the creation of an energy community in the area.

**87.4Kwp**

2010 SYSTEM

**82Kwp**

2012 SYSTEM

**170Kwp**

SYSTEM FULLY OPERATING AS OF 2023

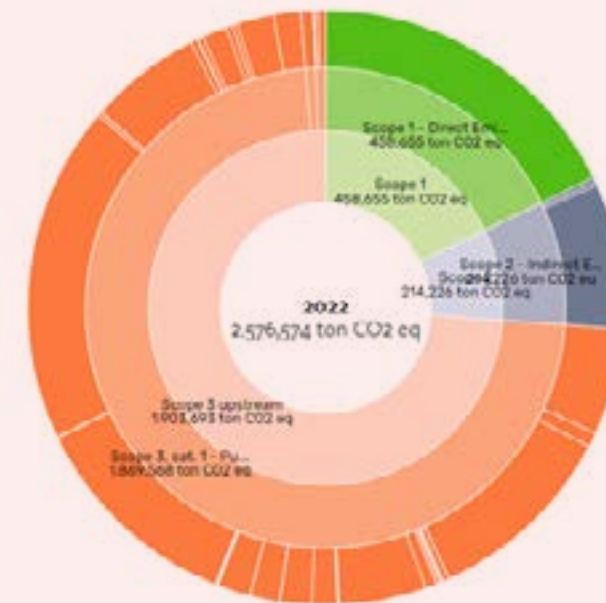
**339.4Kwp**

TOTAL (AS OF 2023)

**61%**

OF CURRENT ENERGY REQUIREMENTS

2022



	Impact	%
Scope 1	458.655,074	17.80 %
Scope 2	214.225,972	8.31 %
Scope 3 upstream	1.903.692,064	73.00 %
Total	2.576.573.91 kg CO2 eq	

## REDUCTION OF CO2 EMISSIONS

As outlined in our first impact report, we wanted to begin with a picture of our current situation. In 2022, as planned, the scope emissions analysis program was populated with our internal data. Today, we can not only find out the emissions generated by ICMA on an aggregate level but also those of individual products and processes. The purpose of the work carried out is to set up a plan for the coming years that not only takes into account the economic efficiency or market needs, but also the impacts of our products and processes in terms of scope emissions.

### Scope 1

Includes all emissions resulting from sources owned or controlled by the company, such as fossil fuels used to heat buildings.

### Scope 2

Concerns purchased energy sources, i.e. purchased electricity. These energy sources produce indirect emissions as they are physically produced outside of the business and are therefore not controlled by it.

### Scope 3

Concerns other indirect emissions along the whole supply chain, that is, those resulting from energy used to make products and materials purchased externally; from the fuel used by noncompany vehicles for the transporta-

tion of materials, finished products, or products for further processing; from the movement of employees from their homes to the workplace; and, lastly, from fuel for company travel.

## RESULTS OBTAINED IN PREVIOUS YEARS

### PHOTOCATALYTIC FACADE

**23kg**

of pollutants absorbed per annum.

### LAETITIA FOREST

**4 years'**  
CO2 absorption since 2019





PROJECTS UNDERWAY  
TO REDUCE  
SCOPE EMISSIONS

ACTIONS	2022 RESULTS	FUTURE GOALS
Replacement of the current methane fueled heating system with an electrical one	Project implementation	System installation 2023 - 2025
	Broken down into implementation steps	Reduce methane use by 50%
	Installer quotes requested	
Replacement of company vehicle fleet with low-impact hybrid or electric cars	The first of three owned cars was replaced with a hybrid vehicle	Replace the whole vehicle fleet by 2025
Reducing the impact of raw materials used	14% of the total paper purchased was FSC Recycled Credit paper	Increase the use of FSC Recycled Credit paper
		Replace the most impactful chemicals
		Reduce the impact of transportation
Increase in the use of low-impact renewable energy	Third photovoltaic system installed	Increase the use of renewable energy
		Create a local energy community





WATER  
MANAGEMENT

Over the years, interventions made regarding products and manufacturing processes have enabled us to be more efficient in the management of this precious resource. To date, 100% of our production water is treated and fed back into the manufacturing process. Alongside the new reverse-osmosis water purification system, we want to install another two filtering stations using two different purification technologies to further improve the quality of the water obtained. The goal of this new investment, scheduled for 2023, is to reduce the use of mains water by boosting the reuse of production water, and by collecting and purifying rainwater to be used

CONSUMO IDRICO  
TOTALE/PRODOTTO FINITO

2016

2,91

2022

0,84

-71%

REDUCTION FROM  
2016 TO TODAY

100%

AMOUNT OF FILTERED  
INDUSTRIAL WATER IN  
THE CURRENT SYSTEM

1'708 m<sup>3</sup>

TOTAL WATER USE (CIVIL +  
INDUSTRIAL) IN 2022 WITH  
THE CURRENT SYSTEM

within the manufacturing  
process.

*Future Goals*

The collection and treatment of rainwater to be used in manufacturing processes. We estimate a saving of -700 m3 of water in 2024 as a result of the new scheduled interventions.

Waste reduction.



WASTE  
REDUCTION

ACTIONS	2022 RESULTS	FUTURE GOALS
Introduction of a new management system to reduce waste and inefficiency, simplify agile work management, and reduce consumption from paperwork	Program analyzed and modeled, data transferred, and tested in order to go live by the end of the first trimester of 2023	Complete testing for departments incomplete upon going live by the end of 2023
Recycling of processing scraps	76.18% of produced waste was recycled	Reduce the amount of waste produced and increase recycled wastes
Reduction of waste for packaging through collaboration with several raw material suppliers to reduce the packaging of shipped materials		Exploit production scraps and/or target to reduce plastic waste



# INNOVATION FOR A NEW PRODUCTION METHOD



*Innovating and introducing new products and supply chain models for sustainable development.*



## ICMA 2030 LAB PROJECTS UNDERWAY

For three years now, we've been conducting projects for Icm 2030-Lab, a research program aimed at implementing good practices in terms of corporate, product, and process sustainability. Its name alludes to the goals of the UN's 2030 Agenda for Sustainable Development, an action plan for people, the planet, and prosperity, signed in September 2015 by the governments of the UN member states.

## REDUCING THE IMPACT OF RAW MATERIALS: RECYCLED PRODUCTS

Among the first results of the ICMA 2030 Lab were the

first paper collections made using recycled bases. In 2020, we decided to progressively replace virgin bases with 100% recycled paper, certified with the FSC Recycled Credit. These are produced in an integrated cycle, thus without the intermediate step of producing recycled cellulose pulp, resulting in less use of water and energy and reduced CO2 emissions. In 2022, we presented the Silver and Gold collections, in which options for recycled bases have been included. The new papers are designed to reduce the environmental impact as much as possible from a circular-economy perspective, without compromising on the aesthetic quality that is a hallmark of ICMA products.

It's also worth mentioning the "Rinascimento" circular economy service, conceived

and carried out by ICMA, and custom-designed for individual client companies. The aspects that make the service unique on a sustainability level are the almost total correspondence between the amount of waste and recycled paper produced and an integrated production process characterized by the absence of optical bleaching and deinkers.

## *Future Goals*

The introduction of a new collection of low-impact papers on recycled bases. An increase in Prêt à porter options on 100% recycled bases. Development and expansion of the Rinascimento project Reach purchases of 16% certified FSC Recycled products in a year.





*Recycled papers*

*37*

*Kind*

100% RECYCLED AND  
PRODUCED IN AN  
INTEGRATED CYCLE

*73*

*Prêt*

*à porter*

OF TODAY'S COLLECTION  
IS ALREADY MADE USING  
100% RECYCLED BASES

*13*

*100%*

*R-Bases*

CUSTOMIZABLE AS  
A TAILOR-MADE  
PROJECT

*14%*

*of purchases*

OF CERTIFIED FSC MATERIALS  
ARE FSC RECYCLED



ACTIONS	2022 RESULTS	FUTURE GOALS
Strengthening of the R&D department	A new researcher was added to the department	Increase the number of studies and speed up the existing ones
Introduction of new products and/or redesign of existing products to lower the environmental impact	<p>New (nonoil) products were identified and their performance tested</p> <p>A new carbon-negative dye being studied entered the analysis and testing phase.</p> <p>Coating prototypes created with functional characteristics</p>	<p>Progressively replace coating components (based on stateof-the-art raw materials and their performance)</p> <p>Introduce new products that combine aesthetic and functional characteristics</p> <p>Expand and increase the Rinascimento offer</p> <p>Create new low-impact collections</p>
Replacement of the packs used for samples with reusable mono-material solutions that can be easily disassembled for recycling – Carried out	<p>Easy to disassemble monomaterial packs were created for the sample department</p> <p>Materials used for creating “packs” were replaced</p>	<p>Expand the e-commerce portal</p> <p>Create a handbook on the correct recycling and disposal of packaging</p>
Investments in new laboratory apparatus for carrying out new tests on products	Activity was postponed to the coming years	Make investment
Collaboration and partnerships	Collaboration with two local competitors maintained and consolidated	Maintain activity
New sales channels	<p>Marketing activities and a new portal were developed</p> <p>Base expanded</p>	Focus on the new market needs that have emerged in the first year of business and adjust supplies based on the analysis carried out







## REFORESTATION: LAETITIA FOREST

There's a forest of cacao, banana, and avocado trees in Cameroon that we named Laetitia. Planting began in 2019 and it now comprises 435 plants, thanks to the Treedom program in which ICMA has taken part. The project's goal is to offset CO<sub>2</sub> emissions, safeguard biodiversity, and provide a sustainable source of income for Cameroonian farmers, also helping to counteract soil erosion and promote reforestation. It's important to stress that the plants we've

helped grow are directly owned by the local farmers, who passionately devote themselves to their cultivation and care.

Several of our trees, including the last 20 we added in 2022, were planted as part of the Kind project: for every 10,000 sheets sold from our 100% recycled paper collection, we've chosen to plant a new tree in our Cameroonian forest.

The Laetitia forest is located in the region known as the Cocoa Belt, which extends between the 20th parallel south and the 20th parallel north. This area provides the

optimal conditions for the growth of cacao but we decided to plant banana and avocado trees alongside the cacao plants to contribute on the one hand to enriching the soil and favoring the best survival conditions for the trees and on the other to give the local farmers additional opportunities for sale and consumption, helping them to diversify their sources of income.

The trees in the Laetitia forest will absorb a total of 41.28 t of CO<sub>2</sub> in their first 10 years of life.

In seven years, 100 cacao trees can generate earnings



of 1,820 dollars for the farmers (the GDP per capita in Cameroon is 1,553 dollars).

## *Future Goals*

Extension of the number and types of plants: 10 new plants in 2023 (+0.975 t/year of CO<sub>2</sub> absorption).

2019

**200**

CACAO PLANTS

2020

**200**

CACAO AND  
AVOCADO PLANTS

2021

**15**

CACAO AND AVOCADO  
TREES PLANTED AS PART  
OF THE KIND PROJECT

2022

**20**

CACAO, BANANA,  
AND AVOCADO TREES  
PLANTED AS PART OF THE  
KIND PROJECT

**40,63**  
*tons of CO<sub>2</sub>*

ESTIMATE OF THE AVERAGE  
CARBON ABSORBED IN THE  
FIRST 10 YEARS OF LIFE



# FOCUS ON THE COMMUNITY AND TERRITORY



*Supporting the social and economic development of the communities in which ICMA operates*

## NEW GENERATIONS

ACTIONS	2022 RESULTS	FUTURE GOALS
Donation of sheets to schools and institutions that request them	Approximately 1,500 sheets were donated to schools and associations in the area	Increase the number of sheets donated and institutions involved
Organization of a day for schools, when the schools in the area can come and collect paper free of charge for creative activities with students		Institutionalize activities involving at least ten schools in days dedicated to educating students about sustainability topics
Scholarships provided to the children of employees	2022 scholarships assigned (see specific chapter)	Maintain activity
Active participation in educational institutions for both training and internships in a school-work alternation program	Joined the Riciclone Tech project for the 2023-2024 training of young students on the theme of recycling and sustainability  Speaker at the #UnlocktheEducation event organized by BLab at the GB Grassi scientific high school  Sponsored iCatt Cattolica in Milan for the event JEIOM 2022  Two students involved in educational internships  Took part in PMI Day with training activities in the company and at a secondary school	Actively participate in the Riciclone Tech program sponsored by the Carta di Confindustria group  Increase the number of students involved and the skills acquired as a result of the internship program



## SCHOLARSHIPS

Every year, ICMA awards the children of its employees who achieve the best results in their high school and university studies. This initiative has continued since 1996 and a total of 136 scholarships have been distributed, amounting to a total of about 114,000 euros. In 2022, seven students were awarded with a total contribution of 4,550 euros. A total of 36 of the best students have received the prize money, with each student receiving the scholarship 3.7 times on average. One student, in particular, received the scholarship 11 times (for each year of high school and until graduating with a degree in medicine). 63% of the students who received the prize are female and 72% are high-school students.

The scholarships are traditionally handed out during an event held in October, together with the prize-giving for the best images in a photography

contest involving employees and their family members.

*Future goals*  
Maintenance of the project.

*2022*

*4,550€*  
AWARDED TO 7 STUDENTS

*since '96*

*113,528€*  
DONATED IN SCHOLARSHIPS

*winning students*

*36*  
WITH AN AVERAGE OF 3.7  
SCHOLARSHIPS EACH

*scholarship  
record*

*11 years*  
SCHOLARSHIPS FROM HIGH  
SCHOOL TO A DEGREE IN  
MEDICINE

*winners*

*63%*  
WOMEN

*37%*  
MEN

*72%*  
HIGH SCHOOL  
STUDENTS

*28%*  
UNIVERSITY  
STUDENTS





DONATIONS AND  
SUPERMARKET  
CARDS FOR  
EMPLOYEES!

In 2022, all ICMA employees received bonuses for their work carried out during this difficult year. We are convinced that if the company reaches its targets and results, the credit goes to those who work hard in the company every day and at all levels. That's why it has been a tradition at ICMA for many years to distribute part of the profits at the year's end to the collaborators as recognition of their dedication to the work carried out. These are donations made in addition to the bonuses provided for by the national contract. Traditionally, in December, the company thanks all of its employees (including new recruits and temporary staff) for the work carried out with a Christmas gift comprising culinary specialties, along with a shopping voucher. Former retired employees, meanwhile, traditionally receive a panettone purchased by the company for a charitable cause. Employees also receive a contribution if they get married or have a child.

2022

63,612€

TOTAL VALUE OF  
SUPERMARKET VOUCHERS  
AND CHRISTMAS PACKS

61,650€

TOTAL VALUE OF  
EMPLOYEE DONATIONS,  
AMOUNTING TO

12%

OF THE COMPANY  
PROFIT FOR THE YEAR

100%

PERCENTAGE OF WORKERS  
WHO RECEIVED BONUSES,  
OF WHICH

49%

WOMEN

165€

CHRISTMAS GIFTS  
FOR RETIREES  
PENSIONATI



TERRITORY

ACTIONS	2022 RESULTS	FUTURE GOALS
Local energy community	Pending implementing decrees on energy communities, an analysis was carried out regarding the possibility of bringing new subjects that produce renewable energy into the area. Unfortunately, the option is not currently of interest to the identified partners.	Identify new partners  Implement project (also based on the evolution of legislation governing energy communities in Italy))
Local sponsorships	Sponsorship of the Italian Sailing Federation team Vेलico MC – Mandello del Lario, which took part in the junior world championships	Identify other local projects to sponsor



# A SHARED CONCEPT OF WORK



*Promoting the values of ethics, culture, fairness, and workplace dignity*

## INCLUSIVENESS AND ENGAGEMENT

ACTIONS	2022 RESULTS	FUTURE GOALS
Active participation in events to disseminate inclusiveness and engagement	Technical sponsor for UNCOVER _AWDA AIAP Women in Design Award	Maintain activities and/or introduce new sponsorship activities
Women in all company roles	Organizer for the presentation of the book “Le donne si danno del tu” by Valentina Picca Bianchi, in collaboration with the local authority councilor for equal opportunities of Mandello del Lario	Maintain good practices recognized in terms of diversity and inclusion
	Women in all company roles	
Team-building activities and a sense of belonging	A summer dinner was held with the participation of a magician for the evening's entertainment	Create other activities
	Exchange of Christmas wishes and sharing of the year's results	Celebrate the company's 90th year
		Work towards accessibility
		Redesign the company website and the e-commerce portal according to accessibility standards



## WELFARE INITIATIVES FOR EMPLOYEES

ACTIONS	2022 RESULTS	FUTURE GOALS
<p>Introduction of a lowimpact, healthier menu for employees in partnership with Meno per Più, offering local, seasonal food with high levels of plantbased protein.</p> <p>Employees given the chance to join recycling and waste reduction programs such as No.W! and Rifò, enabling them to have a positive impact</p>	<p>Participation in the Rifò program in July 2022, involving discounts on new purchases for employees who recycle jeans used through the program.</p> <p>The No.W! program is currently on hold due to excessively high implementation costs.</p>	<p>Start-up of the low-impact menu</p> <p>Add new low-impact products to the Christmas packs</p>
Affiliations and discounts for employees	<p>Employees were given the chance to use supermarket discount cards</p> <p>Subsidies and discounts were offered for purchases from merchants affiliated with the Confindustria Lecco – Sondrio network</p> <p>Company rates were offered for sporting activities (e.g. Fighters Factory gym)</p>	<p>Increase the number of affiliations for employees</p>
Distribution of dividends to employees in the form of individual end-of-year bonuses (for service merit) in addition to performance bonuses agreed upon in internal contracts	<p>12% of the year's profits were shared with employees</p>	<p>Continue activity</p>

## INITIATIVES FOR WELLBEING IN THE WORKPLACE

ACTIONS	2022 RESULTS	FUTURE GOALS
<p>Renovation of work environments</p> <p>Access to fresh, purified water</p>	<p>Modernization of the break room and restrooms of the office workers</p> <p>Microfiltration and water cooling dispensers</p>	<p>Add a cooling system to the departments currently lacking</p>
Assistance to employees filling out 730 tax forms	9 employees were assisted	Increase the number of employees benefiting from the initiative
Provision of atmosphere surveys to grasp and measure the well-being and happiness of our staff, incorporating the emerging results into the welfare and development plans	The activity was postponed to subsequent years	Carry out company atmosphere surveys

## TRAINING, DEVELOPMENT, AND CREATIVITY OF PERSONNEL

ACTIONS	2022 RESULTS	FUTURE GOALS
Training courses for employees and managers	A total of 55 hours of training	Increase the percentage of employees taking part in training courses
Sharing of results and future challenges with employees	Data and future challenges were shared during the end-of-year event	Maintain the initiative and create institutionalized moments for sharing and gathering feedback
Company photography contest	The event was held in collaboration with CEMB Spa	Maintain initiative



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