



Certificazione



Corporation

# RELAZIONE DI IMPATTO 2023

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# LETTER FROM THE CHIEF EXECUTIVE OFFICER

*Our  
commitment  
is to be  
the best  
FOR the world,  
not just  
IN the world.*



2023 was a year of great trials and significant progress for our company. We sailed through a complex global situation, tackling the repercussions of international events and the challenges posed by a continuously evolving economy. Despite this, thanks to our commitment to sustainability, we managed to achieve remarkable results.

Our sustainable investment strategy has proven effective, enabling us to reduce our environmental impact and mitigate energy costs. We've adopted innovative technologies that have improved energy efficiency and reduced our dependence on traditional sources.

*In numerical terms, we closed 2023 with a turnover of 6,916,420.00 euros and a workforce comprising 42 employees, 50% of whom are women. We processed over 1,400 tons of material and our products reached 27 countries.*

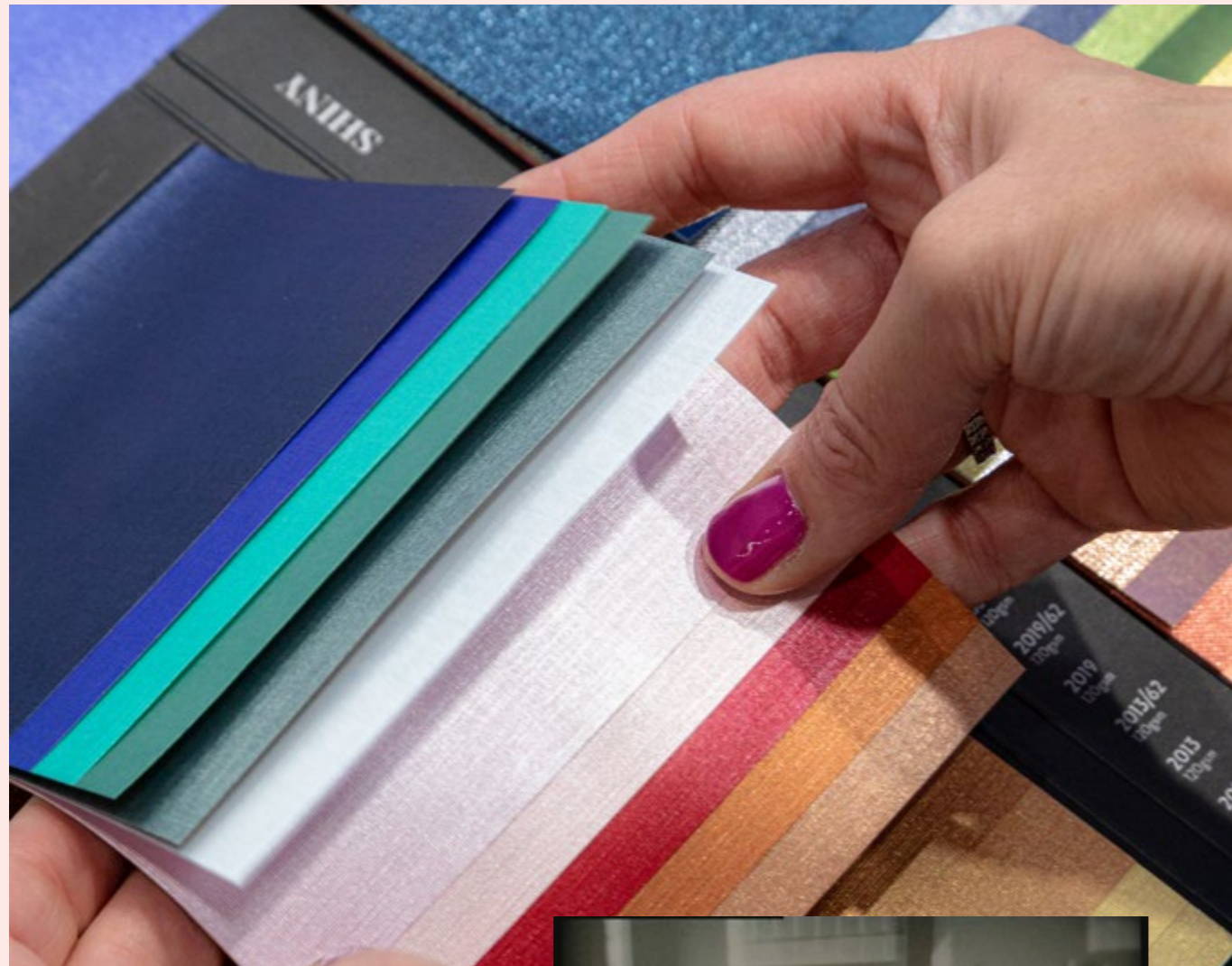
*We're proud to say that 100% of the cellulosic materials we purchased were FSC-certified and that we obtained 56% of our energy from renewable sources.*

La nostra valutazione d'impatto complessivo secondo **Our overall impact assessment, according to the BCorp standard, rose to 103.6— a significant improvement compared to our previous score of 84.6. This leap of almost 19 points stems from our constant commitment to sustainability and innovation, reflecting our everyday hard work and dedication.**

Looking to the future, we'll continue to pursue our goals for the common good, focusing on innovation, sustainability, and the well-being of the communities in which we operate. Our obligation is to be the best FOR the world, not just in the world.

Elena M. C. Torri

A handwritten signature in black ink, appearing to read 'Elena M. C. Torri'.



# 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 several 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 involving 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, which 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 day-to-day work.

*ICMA has been transforming and finishing paper since 1933 while remaining faithful to several 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*



# ICMA 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.

# ICMA IN NUMERI

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**6,9 mln**  
IN TURNOVER 2023

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**42**  
EMPLOYEES, OF WHOM

**50%**  
WOMEN

---

OVER  
**1400**  
TONS PROCESSED IN 2023

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---

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

---

**11**  
PAPER COLLECTIONS

---

**250**  
EMBOSSING CYLINDERS

---

**27**  
COUNTRIES REACHED

---

SELF-PRODUCED AND RENEWABLE ENERGY  
**30%** IN 2022 **56%** SINCE 2023

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# 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 Lab, a non-profit 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' well-being, 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 initia-

tives, and the involvement of people affected by the company's activities.

**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 during the recertification process that ended in May 2024.

The new score is an improvement of almost 19 points on the result obtained in 2020.

I dati ottenuti nel 2023 sono consultabili a questo [link](#).

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103,6  
/200

NEW 2023 SCORE

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14,2

GOVERNANCE

25,9

PEOPLE

17,9

COMMUNITY

41,6

ENVIRONMENT

3,8

CUSTOMERS

---

COMMON INTEREST GOALS:

/GOAL 1

# COMMITMENT TO A POSITIVE IMPACT



*Manufacturing Ethically and Sustainably to Reduce Negative Impacts and Boost Positive Ones*

## ENERGY EFFICIENCY MEASURES

ACTIONS	2023 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 light fixtures with high-efficiency lighting – Partially carried out	Replacement of the first set of light fixtures Laser printer replaced with a less impactful, lower consumption cold-technology printer	Carry out a yearly analysis of compressed air leaks and their state of repair
Installation of inverters on machine engines to improve their efficiency		
Localized power factor correction		
Replacement of machine engines with high-efficiency products		
Replacement of the current heating system with a more efficient and low-emissions system	The first stage of the project was completed and tested	Complete the installation of the second and third stages of the project by the summer of 2024 Reduce methane consumption by approximately 50%
Low-impact renewable energy and self-production	The amount of self-produced renewable energy doubled	Increase the use of renewable energy Create a local energy community





## RENEWABLE AND SELF-PRODUCED ENERGY

The installation of the third photovoltaic system was completed in the third trimester of 2022 and became operational in the final months of the year.

### Obiettivi futuri

Maintenance and cleaning of the aforementioned systems to maintain high productivity.

Increase 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.

A dialogue has begun with Confindustria Lecco, which is promoting a network of energy communities to reduce management costs, making the Mandello facility even more efficient.

**87.4Kwp**

2010 SYSTEM

**82Kwp**

2012 SYSTEM

**170Kwp**

2023 SYSTEM

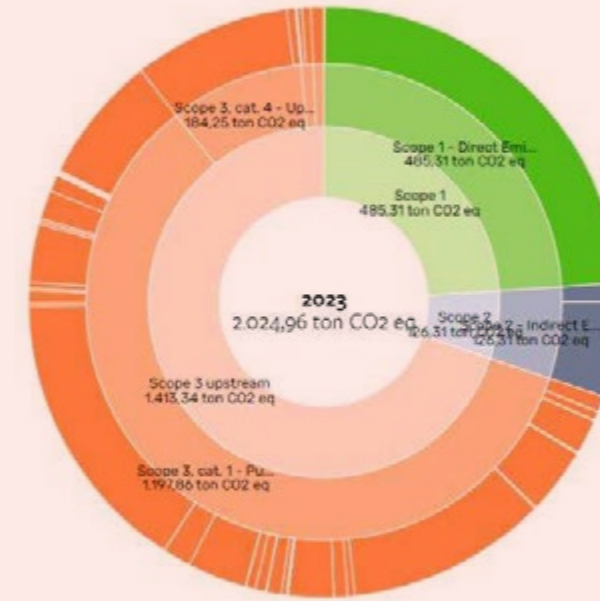
**339.4Kwp**

TOTAL KW INSTALLED

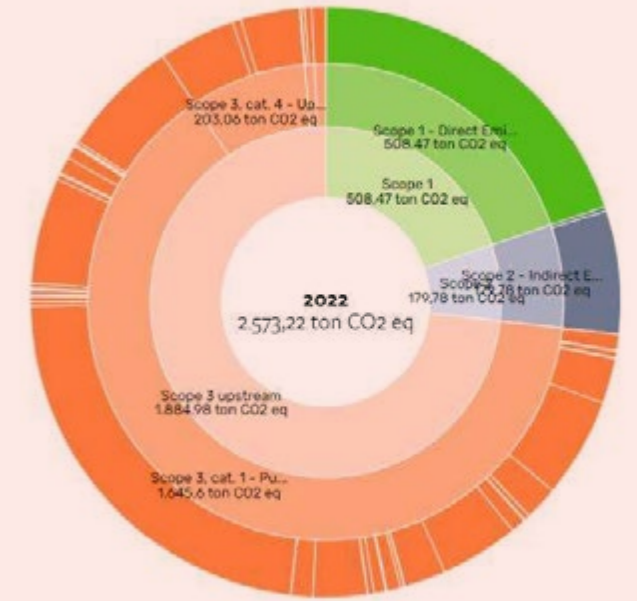
**56%**

OF CURRENT ENERGY NEEDS

2023



2022



## REDUCE 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 figure 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 non-company vehicles for the

transportation 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 annually

### LAETITIA FOREST

**41,66 TONS OF CO2**

absorption in the first 10 years of life

## LCA

Since 2022, the LCA (Life Cycle Assessment – a methodology that assesses the environmental footprint of a product/service along its entire life cycle) has become an important tool in ICMA's day-to-day activities, not just for the analysis of the impact of the company overall but also for each individual product.

This way, our customers have the option of knowing the impact of what they create with our papers.



## PROJECTS UNDERWAY TO REDUCE SCOPE EMISSIONS

ACTIONS	2023 RESULTS	FUTURE GOALS
Replacement of the current methane-fueled heating system with an electrical one	The first stage of the project was completed and tested	Complete and install the second and third stages of the project by the summer of 2024  Complete and replace the office heating by 2025  Reduce methane use by 50%
Replacement of the company vehicle fleet with low environmental impact hybrid or electric cars		Replace the whole vehicle fleet by 2025
Reducing the impact of the raw materials used	24% of the total FSC-certified paper was recycled paper with FSC Recycled Credit, far exceeding the 16% target that had been set for the year	Increase the use of FSC Recycled Credit paper  Replace the chemicals that have the greatest impact  Reduce the impact of transportation
Increase in the use of low-impact renewable energy	170.575 kWh produced by the third photovoltaic system	Increase in the use of renewable energy  Increase the amount of self-produced renewable energy  Create/participate in a local energy community
LCA calculation of the company and products to optimize sustainability	LCA was calculated and product data was shared with the first customers	Continue the activity  Design new products, taking their scope emissions into consideration



## WATER MANAGEMENT

Over the years, interventions made on 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 within the manufacturing process.

### *Future Goals*

The collection and treatment of rainwater to be used in manufacturing processes.

A saving of -700 m<sup>3</sup> of water is estimated for 2024 as a result of the new scheduled interventions

TOTAL WATER USE/  
FINISHED PRODUCT:

*2018*

*1,31*

*2023*

*0,54*

*-59%*

REDUCTION  
SINCE 2018

*100%*

AMOUNT OF FILTERED  
INDUSTRIAL WATER IN  
THE CURRENT SYSTEM

*1'562 m<sup>3</sup>*

TOTAL WATER USE  
(CIVIL + INDUSTRIAL)  
IN 2023

## WASTE REDUCTION

ACTIONS	2023 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  Implementation on the 1st of April 2023 by the Sales Office, Administration, Personnel, and Samples departments  Modelling for production and other departments began	Complete testing for incomplete departments by the end of 2024
Recycling of processing scraps	40.81% 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 the reduction of plastic waste

GOAL 2

# INNOVATION FOR A NEW PRODUCTION MODEL

*Innovating and Introducing  
New Products and  
Supply Chain Models  
for Sustainable Development*

**ICMA 2030LAB  
PROJECTS  
UNDERWAY**

For three years now, we've been conducting projects for the ICMA 2030-Lab, a rese-

arch 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.

ACTIONS	2023 RESULTS	FUTURE GOALS
Strengthening of the R&D department	Investment made in new equipment for data analysis	Increase the number of studies and speed up the existing ones  Improve the testing phase to supply more competitive products and reduce the use of raw materials
Introduction of new products and/or redesign of existing products to lower the environmental impact	New (nonoil) products were identified and their performance tested.  A new carbon-negative dye is in the analysis and testing phase.  Coating prototypes were created with functional characteristics	Progressively replace coating components (based on state-of-the-art raw materials and their performance)  Introduce new products that combine aesthetic and functional characteristics.  Expand and increase the Rinascimento offer  Create new low-impact collections
Investments in new laboratory apparatus for carrying out new tests on products	Activity was postponed to the coming years	Make investment
Creation of collaborations and partnerships	Collaboration with two local competitors was maintained and consolidated	Maintain activity
New sales channels	Marketing activities and a new portal were developed  The base was expanded	Focus on the new market needs that have emerged in the first year of business and adjust supplies based on the analysis carried out

## REDUCING THE IMPACT OF RAW MATERIALS: RECYCLED PRODUCTS

Among the first results of the ICMA 2030 Lab were the 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 and, in 2023, Metallic, 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.

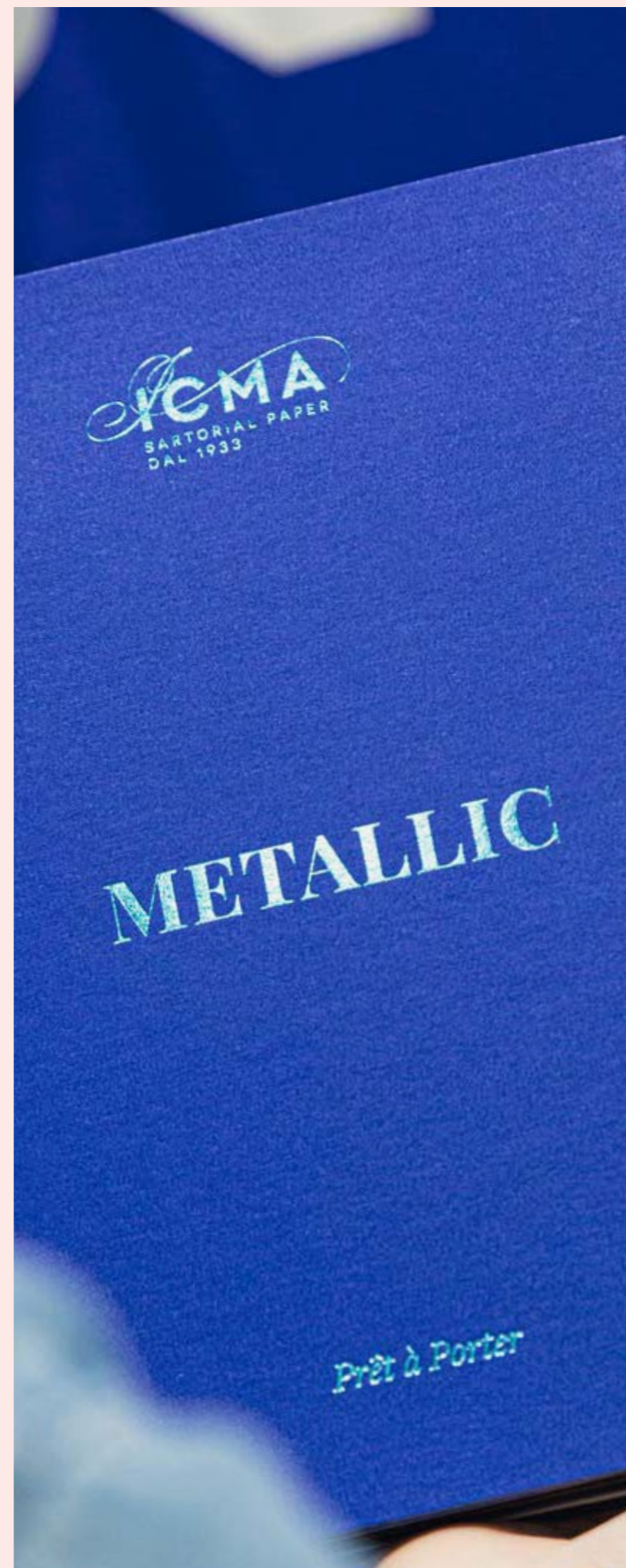
It's also worth mentioning the "Rinascimento" circular economy service, conceived and carried out by ICMA, and custom-designed for individual client companies. The aspects that make the service unique on a sustainability level are the almost total correspondence between the amount

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 30% certified FSC Recycled products in a year



## *Carte riciclata*

# 37 *Kind*

100% RECYCLED AND PRODUCED IN AN INTEGRATED CYCLE

# 73 *Prêt à porter*

OPTIONS IN THE COLLECTION TODAY ARE ALREADY PRODUCED USING

# 7 100% *R-Bases*

ARE CUSTOMIZABLE AS A TAILOR-MADE PROJECT

# 24% *of purchases*

OF FSC-CERTIFIED MATERIALS ARE FSC RECYCLED

## 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 442 plants, thanks to the Treedom program, in which ICMA has taken part. The project's goal is to offset CO2 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 7 we added in 2023, 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 41,66 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 trees planted in 2024 (+ 0.975 t/year of CO<sub>2</sub> absorption)

2019

200

COCOA TREES PLANTED

2020

200

COCOA AND AVOCADO TREES PLANTED

2021

15

COCOA AND AVOCADO TREES PLANTED AS PART OF THE KIND PROJECT

2022

20

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

2023

7

COCOA TREES PLANTED AS PART OF THE KIND PROJECT

# FOCUS ON THE COMMUNITY AND TERRITORY



*Supporting the Social and Economic  
Development of the Communities  
in which ICMA Operates*

ACTIONS	2023 RESULTS	FUTURE GOALS
<p>Donation of sheets to schools and institutions that request them</p> <p>Organization of a day for schools, when the schools in the area can come and collect paper free of charge for their activities with students</p>	<p>Approximately 2,500 sheets were donated to schools and associations in the area</p>	<p>increase the number of sheets donated and institutions involved</p> <p>Institutionalize activities involving at least ten schools in days dedicated to educating students about sustainability topics</p>
<p>Scholarships provided to the children of employees</p>	<p>2023 scholarships assigned (see specific chapter)</p>	<p>Maintain activity</p>
<p>Active participation in educational institutions for both training and internships in a school-work alternation program</p>	<p>We took part in the Riciclone Tech project for the 2023-2024 training of young students on the theme of recycling and sustainability</p> <p>Two students were involved in educational internships</p> <p>We participated in the Girl's Day project. The program aims to convey as much information as possible about scientific and technological professions and encourage girls to choose a career in the STEM fields (Science, Technology, Engineering, and Mathematics).</p> <p>We took part in a project initiated by the "G. Bertacchi" High School in Lecco with a tour and interview at ICMA as part of the Economics and Sustainable Business course that the students are taking.</p> <p>We participated in "Riciclone Tech", which intends to raise awareness among primary school and preschool children about the concept of recycling and sustainability</p>	<p>Actively participate in the Riciclone Tech program sponsored by the Carta di Confindustria group again in the coming years</p> <p>Increase the number of students involved and the skills acquired as a result of the internship program</p> <p>Continue to collaborate with the Girl's Day project</p> <p>Continue collaboration with the Bertacchi Institute</p>

## 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 been ongoing since 1996 and a total of 136 scholarships have been distributed, amounting to a total of about 114,000 euros. In 2023, nine students were awarded with a total contribution of 6,100 euros. A total of 39 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 73% 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.

*2023*

**6.100€**

AWARDED TO 9 STUDENTS

*dal '96*

**119.628€ 63%**

DONATED AS A SCHOLARSHIP

*total students*

**39**

WON AS SCHOLARSHIP 3.7 TIMES ON AVERAGE

## *scholarship record*

**11 annual scholarship**

FROM THE FIRST YEAR OF HIGH SCHOOL UNTIL THE LAST YEAR OF HER DEGREE IN MEDICINE

### *winners*

WOMEN

**38%**

MEN

**73%**

HIGH SCHOOL STUDENTS

**28%**

UNIVERSITY STUDENTS





## DONATIONS AND SUPERMARKET CARDS FOR EMPLOYEES

In 2023, all ICMA employees received monetary 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 the commitment of those who work 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 employees 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.

2023

43.761€

TOTAL VALUE OF SUPERMARKET VOUCHERS AND CHRISTMAS PACKS

59.468€

TOTAL VALUE OF DONATIONS TO EMPLOYEES

17%

OF THE YEAR'S PROFITS

100%

PERCENTAGE OF WORKERS WHO RECEIVED BONUSES WHOM

50%

WOMEN

## TERRITORY

ACTIONS	2023 RESULTS	FUTURE GOALS
Local energy community	Identified Confindustria Lecco, which is working as a partner in a structured manner to create the Mandello energy community	Create a Mandello energy community  Implement the project (also based on the evolution of legislation governing energy communities in Italy)
Local sponsorships	We took part in the "Convivium" project to support the Casa della Carità and the canteen service it provides, contributing to the purchase of the foodstuffs required to prepare meals  Sponsored the <i>#insiemeèpiùbello</i> recreational-sports free-pace run/walk, organized by the amateur sports association Women In Run Lecco to raise awareness about violence against women.  Sponsored the Carlo Carcano Preschool in Molina. €20,000 was set aside for the renovation of the fountain in the "Giardini di Mandello" – the work will be financed in conjunction with the modernization of the area by the municipality.	Identify other local projects to finance

# A SHARED CONCEPT



*Promoting the Values of Ethics, Culture, Fairness, and Workplace Dignity*

## INCLUSIVENESS AND ENGAGEMENT

ACTIONS	2022 RESULTS	FUTURE GOALS
<p>Active participation in events to disseminate inclusiveness and engagement</p> <p>Women in all company roles</p>	<p>Women in all company roles</p> <p>Technical sponsorship of the YPO group's international event</p> <p>Technical sponsorship of IED House during the 2023 Fuorisalone in Milan.</p> <p>IED House is the home of IED alumni, the first completely free space for former students</p> <p>IED throughout the world.</p>	<p>Maintain activities and/or introduce new sponsorship activities</p> <p>Maintain good practices recognized in terms of diversity and inclusion</p>
<p>Team-building activities and a sense of belonging</p>	<p>A summer dinner was held with the participation of a magician for the evening's entertainment</p> <p>Christmas wishes were exchanged and the year's results were shared</p> <p>A party was held for the company's 90th birthday, also including all former employees</p> <p>Company visits made by the Sales and R&amp;D team to two suppliers</p>	<p>Create other activities</p> <p>Create company soccer, volleyball, and foosball teams to take part in the ICMA-CEMB inter-company tournament</p>
		<p>Work towards accessibility</p> <p>Redesign the company website and the e-commerce portal according to accessibility standards</p>

## WELFARE INITIATIVES FOR EMPLOYEES

ACTIONS	2022 RESULTS	FUTURE GOALS
<p>Introduction of a low-impact, healthier menu for employees in partnership with Meno per Più, offering local, seasonal food with high levels of plant-based protein.</p> <p>Employees are 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>Renewal of the Rifò program, which involves discounts on new purchases for employees who recycle jeans used through the program</p>	<p>Start up 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>Company affiliation with the Dr. Matteo Mezzera Dental Center, thanks to a discounted price list</p>	Increase the number of affiliations for employees
Distribution of dividends to employees in the form individual end-of-year bonuses (for service merit) in addition to performance bonuses agreed upon in internal contracts	17% of the year's profits were shared with the employees	Continue activity

## 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>Addition of cooling system in departments previously lacking</p>	<p>Reorganize offices to improve the work of various company departments and manage the addition of new staff members</p>
Assistance to employees filling out 730 tax forms	7 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	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 130 hours of training were provided	Increase the percentage of employees taking part in training courses
Sharing of results and challenges with employees	Data and future challenges shared during the end-of-year event	<p>Maintain the initiative and create institutionalized moments for sharing and gathering feedback</p> <p>Increase the moments for sharing information and data to improve the quality of the results produced</p>
Company photography contest	Event held in collaboration with CEMB Spa	Maintain initiative

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