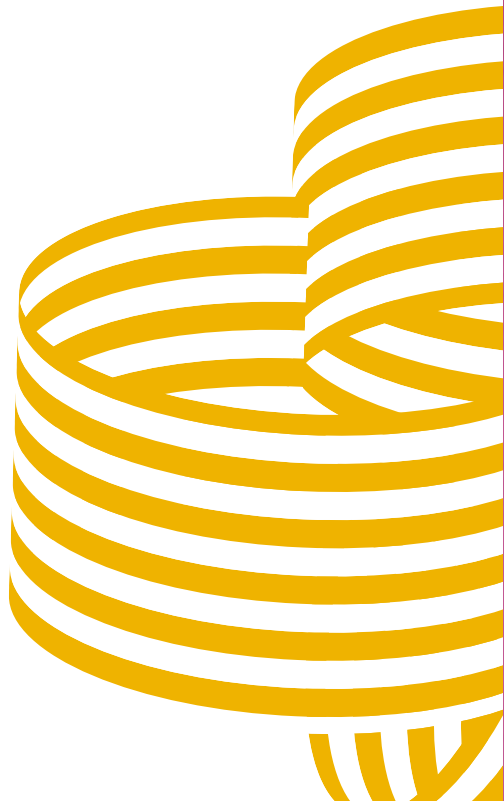


3<sup>RD</sup> COMMITMENT

People  
*Sustainability*

SPREAD AWARENESS

**We sustain** our people with great sense of responsibility, putting Safety First through the involvement of all our employees in accident monitoring and prevention initiatives.



People  
Sustainability  
Highlights

+67%

growth in Company population  
vs Fiscal Year 2013

94.6%

of personnel are  
permanent employees

271 people

affected by incentive measures

about 99%

of personnel is subject to  
performance evaluation



Chapter overview

People, Diversity and  
*Inclusion*



- Management Policies and Breakdown of Personnel
- Incentives and Remuneration
- Diversity and Respect for Human Rights
- Internal Communication

Worker's Benefits

- Remote Working

Training and  
*Professional Development*



- Training Plan
- Training Opportunities
- Training Quality Assessment

Health and  
*Safety*



- Activities
- Accident Management

The 'Zero Accident Project'

Industrial  
*Relations*



- Meetings with Representatives
- Participation Bonus

PEOPLE  
SUSTAINABILITY:  
2022-2025  
TARGETS



3.1 People, Diversity and *Inclusion*

MANAGEMENT POLICIES AND  
BREAKDOWN OF PERSONNEL

People are the key to Alcantara's success: it is only thanks to the commitment, professionalism and skills of its employees that the Company is able to create economic, social and environmental value for the business and its stakeholders.

This awareness is at the heart of our personnel management policy, which aims at having accountability at all levels, making sure to maintain respect for roles, foster positive relationships between manager and employees and work with

cross-functional teams. Strategies in this context are pursued through the definition of annual operating plans that are monitored in their development through corporate meetings.



The key elements for the growth and motivation of personnel



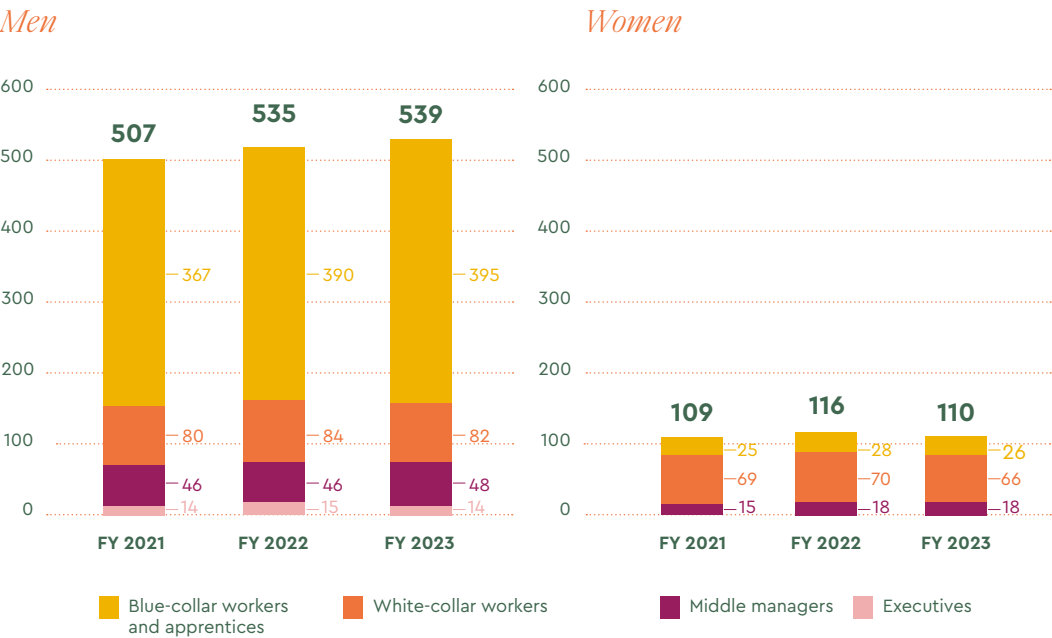
As at 31 March 2023, the Company had 649 employees, 95 working at the Milan headquarters (one of whom works for the Representative office in China) and 554 at the Nera

Montoro production plant and R&D centre. The average number of employees during the Fiscal Year 2023 was 646, an increase of 11 people compared to the average number of employees in the

previous fiscal year, which was equal to 635. In the last 10 years, Alcantara's personnel experienced a 67% growth: the Company has employed 260 more people since 2013.

PERSONNEL	FY 2021 (AS AT 31 MARCH)		FY 2022 (AS AT 31 MARCH)		FY 2023 (AS AT 31 MARCH)	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Executives	14	-	15	-	14	-
Middle managers	46	15	46	18	48	18
White-collar workers	80	69	84	70	82	66
Blue-collar workers and apprentices	367	25	390	28	395	26
% of total	82%	18%	82%	18%	83%	17%
TOTAL	616		651		649	

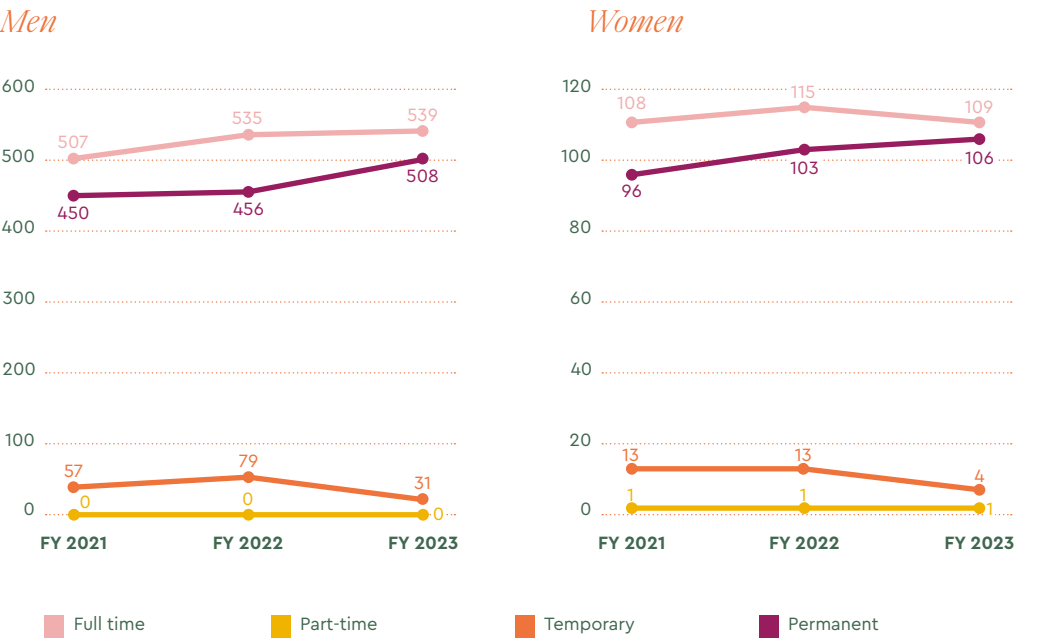
Employees by Category



BREAKDOWN OF PERSONNEL BY EMPLOYEE CATEGORY AND BY REGION NUMBER	FY 2023 (AS AT 31 MARCH)	
	ITALY	CHINA
Executives	13	1
Middle managers	66	-
White-collar workers	148	-
Blue-collar workers and apprentices	421	-
% of total	99.8%	0.2%

PERSONNEL	FY 2021 (AS AT 31 MARCH)		FY 2022 (AS AT 31 MARCH)		FY 2023 (AS AT 31 MARCH)	
PERMANENT VS TEMPORARY	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Permanent employees	450	96	456	103	508	106
Temporary employees	57	13	79	13	31	4
FULL TIME VS PART TIME						
Full-time personnel	507	108	535	115	539	109
Part-time personnel	-	1	-	1	-	1

Employees by Contract Type





BREAKDOWN OF PERSONNEL BY REGION	FY 2023 (AS AT 31 MARCH)	
FULL TIME VS PART TIME	ITALY	CHINA
Full-time personnel	647	1
Part-time personnel	1	-
PERMANENT VS TEMPORARY		
Permanent employees	613	1
Temporary employees	35	-

In order to guarantee employment stability, 94.6% of personnel have permanent contracts. As for the remaining 5.4%, the Company made sure to meet its employees' various flexibility requirements through different contracts, including temporary contracts, outsourcing contracts and external collaborations. In the Fiscal Year 2023, 55 additional people were offered permanent contracts, while fixed-term contracts were reduced by 57 units. In addition, we registered no cases of outsourcing at

the Nera Montoro Plant and R&D Centre and at the Milan Headquarters. As for the employees' place of origin, the majority resides in the areas surrounding the workplace: 91.9% of personnel at Nera Montoro live in the province of Terni, while 70.5% of the personnel working at the headquarters live in the province of Milan. As regards managerial staff, 53.8% of senior managers at the headquarters live in the province of Milan, while 100% of senior managers at the industrial unit of Nera Montoro live in the

surrounding province of Terni. In terms of age, in the Fiscal Year 2023, 71.3% of overall employees were between 30 and 50. The average age is 45.1 at the Milan headquarters (43.9 in the Fiscal Year 2022) and 42.1 at the Nera Montoro production plant and R&D centre (slightly increased compared to 41.3 in the Fiscal Year 2022). Despite this, it remains clear that a significant percentage of employees, equal to the 21.10% of the Company's population, is over 50 years of age.

Number of Employees by Age Group

AGE OF EMPLOYEES	FY 2021	FY 2022	FY 2023	BOARD OF DIRECTORS BY AGE GROUP FY 2023
> 50	114	124	137	7
30-50	442	467	461	2
< 30	60	60	51	-
TOTAL	616	651	649	9



As the tables below show, during the Fiscal Year 2023, the Company hired 43 new employees (4 women and 39 men), 46.5% of whom were

under 30 years of age. This results in a recruitment rate of 6.62%, about 4.7% lower than the previous fiscal year. The termination rate dropped to

6.62% in the Fiscal Year 2023, mainly due to the renewal of fixed-term contracts.

RECRUITMENTS¹						
	FY 2021		FY 2022		FY 2023	
	Number	Rate	Number	Rate	Number	Rate
MEN	56	9.1%	59	9.06%	39	6.01%
WOMEN	11	1.8%	15	2.3%	4	0.62%
TOTAL	67	10.9%	74	11.36%	43	6.63%

TERMINATIONS¹						
	FY 2021		FY 2022		FY 2023	
	Number	Rate	Number	Rate	Number	Rate
MEN	58	9.4%	17	2.61%	33	5.08%
WOMEN	8	1.3%	9	1.38%	10	1.54%
TOTAL	66	10.7%	26	3.99%	43	6.63%

FY 2023	RECRUITMENTS		TERMINATIONS	
	Number	Rate	Number	Rate
< 30 years	20	3.08%	18	2.77%
30-50 years	23	3.57%	23	3.57%
> 50 years	0	0%	2	0.31%

During the Fiscal Year 2023, Alcantara hosted 9 interns in the plant, 4 for school-to-work programmes and 5 for internships provided in the Higher Technical Institute training path. None of the

interns were hired during the Fiscal Year 2023, as they were still studying. One internship started in 2022 and ended in 2023, however it was counted in the previous fiscal year. As for the Milan office,

2 interns were hosted during the Fiscal Year 2023. One of the two internships was extra-curricular (while the other was curricular) and it was transformed into a 24-month apprenticeship contract.

¹ Data does not refer to the number of employees terminated/hired in the year but to the number of movements, which also takes into account cases where the same person was hired and terminated several times in the fiscal year.

INCENTIVES AND REMUNERATION

Incentive Measures

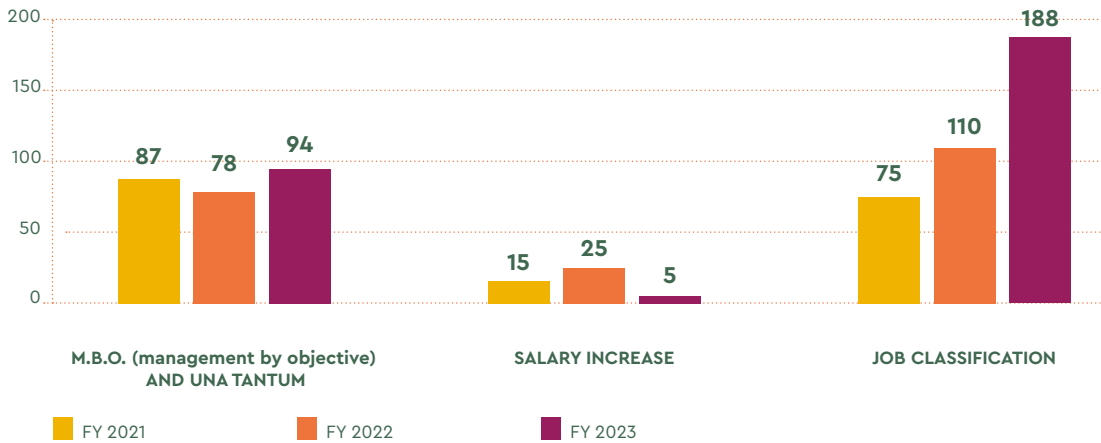
With its policies, incentive and development tools, Alcantara aims at enhancing and retaining talents, while attracting new ones, focusing on the development and recognition of resources.

To this end, such measures are constantly evolving, with the aim of improving organisational measures and contractual automatisms, in order to enhance individual professionalism.

Although the reporting period was very difficult for the world economy, the Company's choice was to confirm all planned development paths, as illustrated in the following table.

NUMBER OF PEOPLE AFFECTED BY INCENTIVE MEASURES	FY 2021	FY 2022	FY 2023
M.B.O. (management by objective) and one-off	87	78	94
Salary increase	15	25	5
Job classification	75	110	188
Total	177	213	271

Number of People affected by Incentive Measures



During the Fiscal Year 2023, in an effort to curb the impact on employees of increases in household energy costs, fuel vouchers worth €200 were issued, in line with the legislation that came into effect during the reporting period.



Variable Remuneration

The variable remuneration system – linked to the achievement of economic and performance objectives defined at both individual and team level – allows to evaluate the work of:

- senior management, i.e., all executives and key managers, who are included in an annual variable

incentive plan linked to targets, which takes into account the organisation's economic, social and environmental performance;

- managerial personnel, assessed based on the responsibilities managed within the manager-employee relationship.

In addition, one-off bonuses are awarded to those who achieve higher results than the expected targets. Lastly, the Company introduced changes in job classifications, as a result of growth and development paths.

Assessment System

About 99% of personnel underwent at least one performance assessment carried out by their manager during the Fiscal Year 2023.

All personnel employed and working in the plant and R&D centre, with the exception of those on long periods of absence or new recruits, are

systematically evaluated at each change of role and, in any case, at least once a year.

Compensation Ratios

The ratio between the average Gross Annual Income (GAI) received by female workers and the average GAI for men equals to 0.71 for executives and managers, 0.98 for white-collar workers and apprentices, and 1 for

blue-collar workers and apprentices. The salary paid to newly hired employees corresponds to the minimum required by the national contract without distinction of gender. The ratio between the annual salary of the

highest-paid employee and the average salary equals to 5.24, and the increase of the median salary is 1.8%, while there was no increase in the highest salaries.



In support of our commitment to personnel and focus on respect of human rights and sustainability issues, the total absence of episodes of discrimination or violations of human rights across all areas of operation should be highlighted.



DIVERSITY AND RESPECT FOR HUMAN RIGHTS

Equal Opportunities

The predominant presence of male personnel reflects the general trend in our sector, which traditionally employs more men than women. Despite this, there is a consistent commitment to **ensuring equal opportunities for all personnel and maximum inclusion within the Company.** This commitment is evidenced by the fact that since 2013 Alcantara has seen a 74% increase in female employees (compared to 67% total increase), reaching a total of 110 women within the workforce in the Fiscal Year 2023.

Leave

During the Fiscal Year 2023, 147 employees (112 men and 35 women, approximately 21% more compared to the 121 in the previous year) took maternity leave or parental leave to assist relatives with disabilities (according to Italian Law no. 104) and for fathers (both compulsory and optional). At the end of the leave period, all employees, except for those on ongoing maternity leave, returned to work.

Protected Categories

With the aim to promote greater inclusion within the Company, we offer job opportunities to those who fall under one of the protected categories according to current legislation. In the Fiscal Year 2023, the number of people belonging to protected categories was 7.39% of total employees. In support of this approach, any conduct violation of the Code of Ethics, or any potential risks in this regard, can be reported to the supervisory body in charge, with the possibility to appeal, if necessary, to SA8000® workers' representatives.

PROTECTED CATEGORIES	FY 2021	FY 2022	FY 2023
No. of employees belonging to protected categories	43	45	48
% protected categories out of total employees	7%	6.91%	7.39%
No. of Board members belonging to protected categories	-	-	-
% protected categories out of total Board members	-	-	-



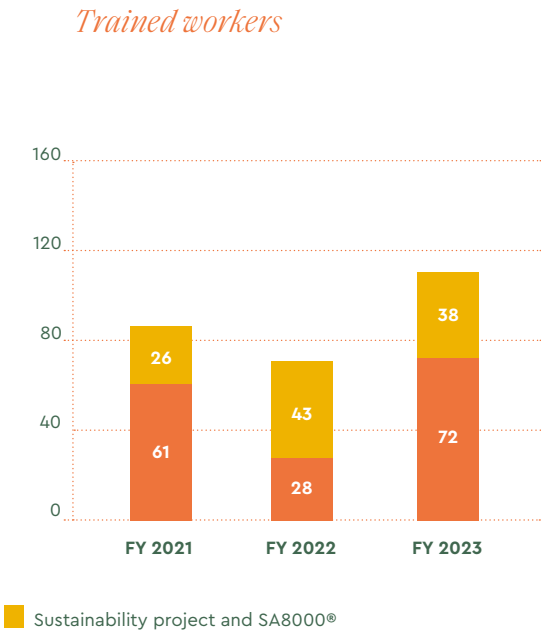
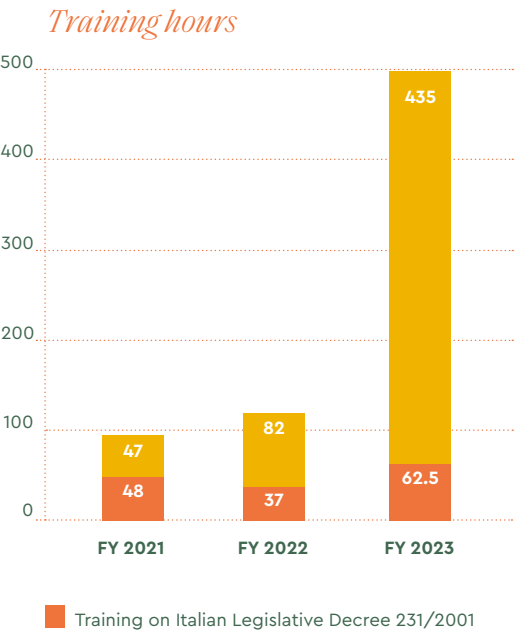
Social Accountability

Since 2008, we have held the SA8000® certification (the international Social Accountability 8000 standard) that testifies to the implementation of measures and procedures aimed at respecting human rights and workers' rights

in the Company and along the value chain. As shown in the following table, all personnel is informed and periodically updated on the principles and values of the standard, through training and meetings. Training sessions are organised for

all newly hired personnel, during which they are given a handout illustrating the contents and principles of the SA8000® system. For the Fiscal Year 2023, Sustainability Project includes a training on-the-job provided to an intern.

	FY 2021		FY 2022		FY 2023	
	TRAINING HOURS	TRAINED WORKERS	TRAINING HOURS	TRAINED WORKERS	TRAINING HOURS	TRAINED WORKERS
Training on Italian Legislative Decree 231/2001	48	61	37	28	62.5	72
Sustainability project and SA8000®	47	26	82	43	435	38



In support of our commitment to personnel and focus on respect of human rights and sustainability issues, the total absence of episodes of discrimination or violations of human rights across all areas of operation should be highlighted.

Internal Communication

In addition to the specific and professional skills that each employee possesses, it is important to create positive and constructive human and relational dynamics within the work

environment. To create a proactive and stimulating work environment, we promote various listening and dialogue activities with workers, in order to establish relationships of mutual

collaboration between people, thereby increasing the sense of belonging and promoting the dissemination of the Company's values and culture.



Workers' Benefits

All personnel are granted additional benefits beyond what is established in the collective labour agreement, in order to promote and increase the well-being of employees within the corporate context. In the Fiscal Year 2023, we devoted 1.08% of revenues to worker's benefits, including:

- scholarships for children of employees;
- bonuses provided for the Zero Accidents Project (further details on page 70);
- 'Premio Senza Barriere': bonus established in 2016 for employees' children with disabilities;
- loyalty bonus: bonus awarded when an employee reaches 25 years of service;
- inter-company nursery: the nursery facility continues its activity for the eleventh consecutive year, in conjunction with two other companies in the area surrounding the plant. The facility is open to all children of local residents, not exclusively to children of employees;
- company cafeteria: cafeteria with fixed overheads entirely borne by the Company. Employees only pay a small percentage of the cost of the meal. In order to maintain the service in compliance with Italy's National Protocol to limit the pandemic, additional measures have been put in place aimed at social distancing and sanitation of the canteens;
- supplementary professional and extra-professional insurance: insurance taken out by the Company in addition to the provisions of INAIL (Italian National Institute for Insurance against Accidents at Work) and extending to extra-professional activities;
- Fida and Faschim: through a payment of a minimum

monthly fee, there is the option to join a fund co-financed largely by Alcantara that provides reimbursement for health services;

- after-hours activities: an annual sum made available to the Company for the organisation of cultural or sporting activities for employees and their families. In compliance with Italy's National Protocols for limiting the spread of the pandemic, events involving physical attendance have been suspended;
- 24-hour corporate health service: the health service at the production plant in Nera Montoro has an ambulance and a defibrillator;
- on-call allowance: granted to personnel with emergency management roles and to maintenance personnel;
- improvement of common areas and work environments: routine and extraordinary maintenance of green areas and the restyling of different offices and meeting rooms, including changes made to reduce the risk of the spread of Covid-19 in line with Italy's National Protocols;
- Alcantara's welfare plan: for the fourth year in a row, each employee has the right to choose whether to convert a portion or the entire participation bonus into welfare credits. These can be used within the Company's web platform, to take advantage of goods and services in the field of health, sport and wellness, education, culture and entertainment, including to the benefit of family members, whilst gaining a tax advantage at the same time;
- Covid-19 insurance policy: paid for by the Company.

Communication Activities

We use the following internal communication tools for interaction and engagement:

- the intranet and the Company's bulletin boards, with continuous updates and the addition of employee communications in the new personnel management software;

- the corporate newsletter "Inside", published every six months and distributed in paper form to all personnel at the headquarters and production plant. During the pandemic, to prevent the spread of Covid-19, in accordance

with the provisions of Italy's National Protocols, all events involving physical proximity were suspended, as were two traditional activities at the Nera Montoro production plant: "Safety Day" and "Safety Dinner".

Smart Working

The smart working tool, widely used since 2020 to limit Covid-19 contagion, had already become a structural mode of work organisation in the previous fiscal year. This tool improves work-life balance, while also increasing

workers' awareness and company productivity. This process was consolidated through the signing of two union agreements (for the Milan Headquarters and the Nera Montoro Plant). These agreements include

the possibility of wider use of remote work for parents of young children or care givers of disabled individuals, or in the presence of extraordinary family or personal situations.

TOTAL NO. OF SMART WORKING HOURS	FY 2023	
	MEN	WOMEN
Managers	5,708.87	3,254.12
White-collar workers	2,530.9	10,395.6
Blue-collar workers and apprentices	470	40
TOTAL	8,709.77	13,689.72



3.2 Training and *Professional Development*

We believe that personnel training is a fundamental tool to promote the growth and personal fulfilment of employees by enhancing each individual's role, and to contribute to the achievement of corporate results.

After the Covid-19 emergency, the training plans for both sites were maintained, favouring the provision of courses via e-learning platforms and

according to the rules of Italy's National Protocols regarding classroom and on-the-job training. During the course of the Fiscal Year 2023,

28,438 training hours were provided, 79% of which involved training courses for new hires.

Training Plan

Each year we proceed to ascertain the training needs for each division, with the identification of the level of priority assigned to the individual courses requested.

Training Opportunities

All personnel categories are directly involved in actions and training plans in the event of:

- induction into the Company;
- transfers to other positions;
- organisational changes and technological innovations that significantly alter professional content.

Training Quality Assessment

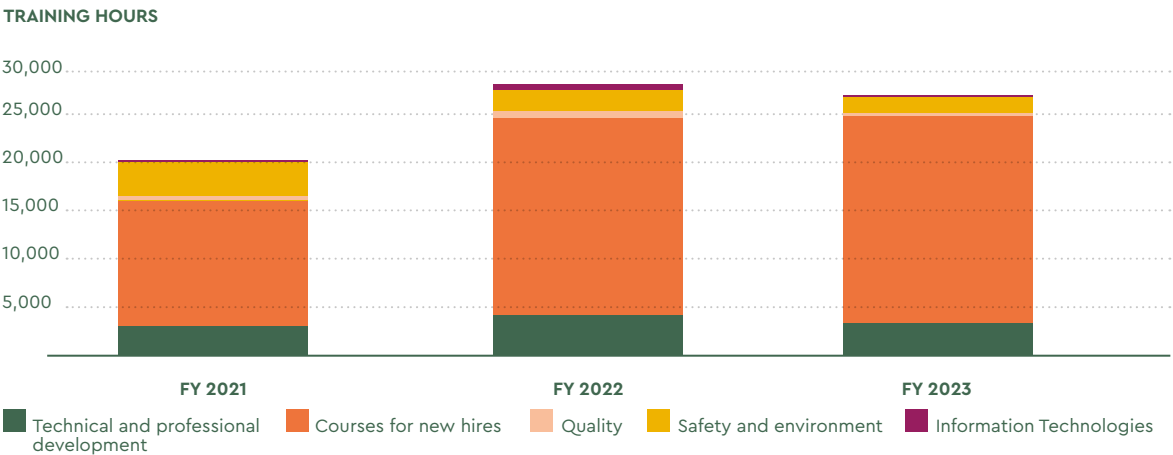
Successfully providing efficient training is one of the main goals of the HR department, which evaluates the effectiveness of the educational packages provided through a learning test (for external courses and Environmental Safety Services) at the end of the course. An assessment is also made by department heads, who must also evaluate the effectiveness of the training carried out for the employees within the annual assessment of their employees' performance.

TRAINING QUALITY ASSESSMENT			
CATEGORY	GENDER	PERSONNEL EVALUATED	% OF TOTAL
Blue-collar workers	Men	385	100.0%
Blue-collar workers	Women	21	100.0%
White-collar workers	Men	81	100.0%
White-collar workers	Women	64	97.0%
Managers	Men	49	100.0%
Managers	Women	17	88.9%
Apprentices	Men	8	80.0%
Apprentices	Women	5	100.0%
Executives	Men	13	92.9%
TOTAL		642	98.9%

It should be noted that some resources were not assessed during the Fiscal Year 2023, as they had either just joined the Company or were absent due to different reasons.

Of the 28,703 training hours provided in the Fiscal Year 2023, 71.6% were dedicated to onboarding courses for new hires, 17.8% to the development of professional technical skills, and 8.1% to safety and the environment.

TRAINING PROVIDED	FY 2021	FY 2022	FY 2023
Average hours per capita (hours/person)	35	44	44
Costs (€)	31,544	15,534	24,394
<b>Total number of training hours provided, for:</b>	<b>21,351</b>	<b>28,703</b>	<b>28,438</b>
• Technical and professional development	3,072	5,129	3,468
• Courses for new hires	13,309	20,579	22,432
• Quality	95	662	335
• Safety and environment	4,733	2,334	2,014
• Information Technologies	128	662	189



AVERAGE NO. OF TRAINING HOURS PROVIDED FY 2023	NERA MONTORO		MILAN		TOTAL
	MEN	WOMEN	MEN	WOMEN	
Blue-collar workers	53.1	60.3	-	-	53.5
Apprentices	54.3	266.3	131.5	201.9	142.1
White-collar workers	16.5	17.7	48.3	10.1	16.9
Managers	15.7	15.9	24.8	24.9	20.0
External <sup>3</sup>	2.1	0.5	0.6	193.1 <sup>4</sup>	77.5
Executives	12	-	8.4	-	8.7

<sup>3</sup> The external category includes outsourced personnel and those employed through external companies.  
<sup>4</sup> The total training hours provided in this category includes a 350 hours training on- the-job to an intern before being hired as an apprentice.



3.3 Health and *Safety*

We have set ourselves an ambitious target: to achieve a 'zero accident' goal. To that end, we have implemented various protective and preventive measures, monitoring procedures and training courses aimed at improving safety conditions within the work environment and protecting workers' well-being.

This commitment has enabled us to obtain the certification of the health and safety management system according to the ISO 45001 standard, which

was issued in September 2021, upon completion of the Migration Project from OHSAS 18001 certification. The number of workers directly involved in the

health and safety system is over 40% of the workforce at the Nera Montoro production plant and 39% at the Milan headquarters.

WORKERS INVOLVED IN THE HEALTH AND SAFETY SYSTEM	NERA MONTORO	MILAN
Total employees	554	95
Work permits	148	2
Supervisors	138	32
On call	11	-
PPS (Risk prevention and protection service)	4	1
Emergency Team	92	8
Total positions held	393	43
Total personnel involved	238	39



ACTIVITIES

The management system we have adopted consists of a series of actions, now consolidated within the Health, Safety and Environment Policy, which contribute to keeping the 'health and safety system' alive and dynamic by involving personnel at all levels.

The most important activities in the Fiscal Year 2023 were:

- Continuous updating of Risk Assessments, with the involvement of the Responsible Officers and relevant personnel to ensure effective identification of activities, consequent risks and agree on effective and sustainable Prevention and Protection measures, as well as to achieve cultural growth in SSA by each 'interested party'.
  - The 'Zero Accident Project', to minimise accidents (see further details on page 70);
- TORAY Group Safety Summit and international audits. In the Fiscal Year 2023, due to the Covid-19 pandemic, activities were carried out through remote meetings, guaranteeing project continuity to share best practices at group level;
  - Establishment of specific working groups for functional areas to promote greater participation of personnel in the correct identification, assessment and minimisation of risks
- and impacts on health, safety and the environment;
  - Emergency teams with equipment beyond that required by law (fire-fighting vehicle, ambulance, infirmary with daily medical service and on call 24/7);
  - Availability to train employers at contracting companies (e.g., on Italian Presidential Decree 177/11 – work in confined spaces, DUVRIs, etc).

Accident Management

Accidents are managed in accordance with the 'Accident reporting and analysis – near misses and accidents' procedure (PAS 10.2A)<sup>5</sup>, entered in the ISO 45001 certified health, safety and environment management system. There were three accidents

involving three men at the Nera Montoro plant in the Fiscal Year 2023, one of which took place during work (bump against a piece of carpentry during the transfer on foot in the department) and two en route. The workplace accident is not listed in the

tables in the next pages because it resulted in an employee's absence of less than 3 days. One accident, consisting in the sprain of an ankle, was registered at the Milan headquarters.

<sup>5</sup> This procedure is in accordance with Presidential Decree No. 1124 of June 30, 1965.

Nera Montoro

Fiscal Year 2023 Statistics

NUMBER OF RECORDABLE ACCIDENTS (MORE THAN 3 LOST DAYS)			HOURS WORKED			RATE OF RECORDABLE INJURIES		RATE OF OCCUPATIONAL ILLNESSES	
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	MEN	WOMEN
-	-	-	755,070	92,279	847,349	-	-	-	-

EMPLOYEES	FY 2023		
	MEN	WOMEN	TOTAL
Type of work-related injuries (n.)			
Fatalities as a result of work-related injuries	-	-	-
High-consequence work-related injuries (excluding fatalities)	-	-	-
Other work-related injuries (more than 3 lost days)	2	-	2
Of which: en route	2	-	2
Recordable work-related injuries (n.)			
Recordable work-related injuries (more than 3 lost days)	-	-	-
Occupational illness (n.)			
Cases of recordable occupational illnesses	-	-	-
Death due to occupational illnesses	-	-	-
Days absent (n.)			
Lost working days (accidents, strikes, illnesses-excluding holidays, leave, etc.)	5,358	488	5,846
Lost working days Only due to accidents and/or occupational illnesses	201 <sup>6</sup>	-	201
Hours worked (h.)			
Workable hours	941,759	118,599	1,060,358
Hours actually worked	755,070	92,279	847,349

<sup>6</sup> Of these, 2 days are due to the not recorded workplace injury in the Fiscal Year 2023 and 199 are the result of a relapse of injury related to previous years, from the 2 commuting injuries and from INAIL reclassification.

Milan

Fiscal Year 2023 Statistics

NUMBER OF RECORDABLE ACCIDENTS (MORE THAN 3 LOST DAYS)			HOURS WORKED			RATE OF RECORDABLE INJURIES		RATE OF OCCUPATIONAL ILLNESSES	
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	MEN	WOMEN
1	-	1	78,615	75,411	154,026	12.72	-	-	-

EMPLOYEES	FY 2023		
	MEN	WOMEN	TOTAL
Type of work-related injuries (n.)			
Fatalities as a result of work-related injuries	-	-	-
High-consequence work-related injuries (excluding fatalities)	-	-	-
Other work-related injuries (more than 3 lost days)	1	-	1
Recordable work-related injuries (n.)			
Recordable work-related injuries (more than 3 lost days)	1	-	1
Occupational illness (n.)			
Cases of recordable occupational illnesses	-	-	-
Death due to occupational illnesses	-	-	-
Days absent (n.)			
Lost working days (accidents, strikes, illnesses-excluding holidays, leave, etc.)	274	142	416
Lost working days Only due to accidents and/or occupational illnesses	20	-	20
Hours worked (h.)			
Workable hours	94,240	100,756	194,996
Hours actually worked	78,615	75,411	154,027



# The ‘Zero Accident Project’

The **Zero Accident Project** was created with the goal to establish a set of measures capable of identifying possible actions for improving safety management beyond the requirements laid down by the current standards, and to reach the ‘zero accident’ target. In the past 15 years, the project has undergone considerable technical-operational improvements, mostly due to the implementation of a structured and diversified set of tools and measures.

*Safety Policy:*

every year, the Parent Company uses different resources to raise awareness on health and safety and to emphasise the importance of the current policy.

*Hyari-Hatto (accidents):*

the Parent Company sends accident reports for each Company to all the Companies in the Group; the main purpose is to enable any similar situations to be assessed and specific preventive and protection measures to be proposed according to the circumstances of each Company.

*Safety Patrol (office workers and middle management) and safety shift leader (shift operators):*

internal verifications and inspections weekly or by shift. Taking part in the safety patrol team since 2014 are the three operators who stood out in the previous year for the numerous safety proposals they presented.

*Safety Day (factory meeting open to all) and Safety Dinner (dinner with management):*

collective explanation of the main corporate events during the quarter and the sharing of corporate lines and projects with all factory employees.

*Safety Shift Meeting:*

meetings on safety for shift operators.

*Near Miss:*

event that had the potential to cause harm but did not actually result in human injury.

*Potential Risk situation:*

risk situation that could cause an accident; reported by employees.

*Safety Proposal:*

the aim is to improve health, safety and work environment through suggestions coming from employees, who will be asked to find a suitable solution.

ZERO ACCIDENT PROJECT RESULTS	NEAR MISS	POTENTIAL RISK	SAFETY PROPOSAL
FY 2021	13	53	279
FY 2022	17	50	172
FY 2023	23	122	230





### 3.4 Industrial *Relations*

Maintaining constructive industrial relations to promote a work environment open to discussions and cooperation is a characteristic element of our business management.

Indeed, we have been committed to building and consolidating a system of industrial relations involving all corporate levels over the years, promoting greater transparency and participation of

the Company. All employees are covered by National Collective Labour Agreements for workers in the chemical industry, chemical-pharmaceutical, chemical fibre and abrasives, lubricants and LPG sectors,

which define the rules and procedures for managing trade union relations at the various levels of representation (national, regional and corporate).

#### MEETINGS WITH REPRESENTATIVES

During the Fiscal Year 2023, meetings have been held with workers' representatives to communicate corporate decisions in advance and jointly define a number of proposals. The main topics covered were:

- working hours: schedule of periods of stoppage at the production plant and closure at the headquarters;
- organisation of the production plant: market trends and related production structures have been defined and shared periodically with the RSU (trade union representatives organisation), especially in relation to international

markets and on our business;

- measures to prevent and cope with Covid-19: in April 2022 emergency ended, however numerous precautionary and organisational measures aimed at fighting the spread of the Coronavirus were maintained (for further details see page 19);
- smart working: in order to pursue an increase in the personal well-being of employees through innovative solutions aimed at fostering greater reconciliation of work and personal needs, Smart working, already in place at the Head Office, has been

extended as an organisational mode within the Production Plant as well;

- training: training activities on FMEA and 8D report for technical personnel, on SAP financial for the administrative office. Moreover, specific training on first aid has been defined for operating personnel. Over the past 10 years, thanks to second-level bargaining and the shared goal of enhancing human resources through education, it has been possible to finance training plans worth a total of about €430,000 through Fondimpresa.

#### PARTICIPATION BONUS

The agreement on the bonus for participating in achieving corporate objectives was shared with the trade union representatives. The bonus was awarded in May 2023. The production and economic results for the Fiscal Year 2023 enabled the achievement of 94.10% of the

target set, despite the difficult international context. The agreement stipulated provides additional €50 on the retirement fund of each employee and €250 in welfare. Part of the bonus can be used on the online welfare platform, which allows employees to make use of

services and choose between the various available initiatives. Over the past 10 years, the Participation Bonus has brought workers a total amount of about €16,400, in addition to €500 in additional payments to the Fonchim class pension fund for registered employees.

### People Sustainability: *2022-2025 Targets*

#### Training

- Train workers on ESG topics

#### Increase in Youth Employment

- Train new hires on the corporate commitment to sustainability
- Identify and select suitable channels for collecting innovative sustainability ideas from employees
- Create new jobs

#### Reference SDGs

