

Cassina



THE CASSINA
PERSPECTIVE
ON SUSTAINABILITY

2023
SUSTAINABILITY
REPORT



THE CASSINA PERSPECTIVE ON SUSTAINABILITY

Our contribution to bring
a new perspective to the future

In an ever-changing world, the concept of sustainability extends its boundaries to conquer new directions, principles, people and horizons.

Thanks to its unique perspective, Cassina has established itself over time as an Italian company that represents design excellence throughout the world.

Today, that perspective continues to expand also to the realm of sustainability. A circular vision capable of combining history and avant-garde, authenticity and innovation, passion and technology: to respect, protect, create and promote design, the environment and people.

LETTER TO OUR STAKEHOLDERS

2023 marked a defining chapter for Cassina characterised by significant growth and global expansion. In April, we reached an agreement to acquire Zanotta, an historic Italian and internationally renowned company, operating in the high-end furniture sector, whose future activities and development plans will be coordinated by Cassina.

Cassina's international expansion strategy also proved to be crucial this year, with the opening of 13 Cassina Stores over the months, reaching a total of 47 mono-brand shops worldwide. This operation, focused on strengthening our global presence, included key openings in Asia, Europe and the United States, where the largest Cassina Store in the world was inaugurated in Los Angeles. The creation of an ever-growing network of Cassina Stores gives us the opportunity to best present our vision of the home: 'The Cassina Perspective', a philosophy that expresses the brand's values through a collection in which innovative products dialogue with the icons of the Modern Movement, creating welcoming and complete atmospheres.

During Milan Design Week, this unique perspective was in the spotlight thanks to the launch of the company's first signature lighting catalogue. The Cassina Lighting Collection boasts a range of pieces by renowned designers and new names, such as Tobia Scarpa, Philippe Starck, Linde Freya Tangelder and Paolo Ulian, completing our proposal to bring life to atmospheres that can respond to a wide range of styles.

2023 was distinguished by the colour red, the leitmotif of the 50th anniversary of the Cassina iMaestri Collection. For this occasion, the emblematic collection evolved to include authors deeply connected to the brand's history, that is Vico Magistretti and Gio Ponti, alongside Carlo Scarpa and, in anticipation of the launch of their lighting models in 2024, Charles and Ray Eames.

This milestone was celebrated in two moments: first, during Milan Design Week with an exhibition curated by Art Director Patricia Urquiola with Federica Sala, and later, with the launch of the book "Echoes, Cassina. 50 Years of iMaestri", published by Rizzoli.

In its almost 100-year history, Cassina has established itself for its distinctive attitude towards research and innovation. With a vision always directed towards the future, the 2023 Collection included the Mon-Cloud system by Patricia Urquiola, celebrating comfort while embracing circularity. The shape of this upholstered system is sculpted in recycled polyester wadding, a feature aimed at minimizing the use of polyurethane, marking an important design advancement for the design industry.

With this third Sustainability Report, we aim to emphasise how our commitment to rethinking the future of design, adopting a more responsible approach towards the environment and people, is now intrinsic to "The Cassina Perspective". The pages of this report focus on the initiatives and actions taken to reduce our environmental impact, strengthen our governance policies and support our employees, our most valuable resource, so that they can perform their work with respect and integrity.

Luca Fuso

Chief Executive Officer of Cassina and Zanotta



“ With this third Sustainability Report, we aim to emphasise how our commitment to rethinking the future of design, adopting a more responsible approach towards the environment and people, is now intrinsic to “The Cassina Perspective”. ”

6

TABLE OF CONTENTS

2023 HIGHLIGHTS	8
Milestones: acquisition of Zanotta	10
Openings: a key expansion strategy	11
The Cassina Perspective on Sustainability	12
Manifesto	14
Our history	16
Governance model	18
Generated and distributed economic value	21
Designing the future: challenges and opportunities	22
Cassina’s sustainability journey	24
Materiality analysis and stakeholder engagement	24
The Sustainability Plan	28
Our perspective on Product	36
Cassina Essentials	38
Customer centricity	39
Design, circular materials and innovation	42
Examples of circular products	45
Product quality and safety	54
Responsible sourcing and supply chain	56

Our perspective on People	58
Cassina Essentials	60
The Cassina team	61
DEI&B (Diversity, Equity, Inclusion & Belonging)	65
Employee welfare and wellbeing	68
Occupational health and safety	70
Community engagement	72
Our perspective on the Planet	76
Cassina Essentials	78
Energy consumption	79
Waste and water management	81
Biodiversity	82
Methodological note	84
GRI content index	86

8 HIGHLIGHTS 2023

THE CASSINA PERSPECTIVE

13 Cassina Stores

opened throughout the year, strengthening the brand's presence in the Middle East, Asia, Europe and the United States

Zanotta

the historic design brand acquired by Cassina, which will manage the coordination of activities and the brand's future development plan

83%

of the economic value generated by the company, distributed to the stakeholders

ON PRODUCTS

Selling in Style

the approach used to redesign our Customer Journey according to a customer centric philosophy

ON PEOPLE

323 people

the members of the Cassina team, +35 compared to last year, 15% under 30

ON PLANET

-17% of CO₂

the reduction achieved in just one year in direct and indirect emissions from energy consumption (scope 1 e 2)

99.85% disassemblable

the new *Mon-Cloud* system by Patricia Urquiola encapsulates a new perspective on upholstered furniture design, minimising the use of polyurethane¹

47% women

the gender equality result achieved, also thanks to the efforts of the Haworth Diversity, Equity & Inclusion Committee

Target 0 Landfill

waste has been directed to waste-to-energy conversion, where possible, thanks to a meticulous strategy of selective waste sorting at the factory

50 years of the Cassina iMaestri Collection

the anniversary of the emblematic collection of design icons, celebrated with a dedicated exhibition and publication

5 scholarships

activated for the participants of the Design Workshop #17
VARIABLE THRESHOLDS to promote design culture and support young talents

Greenguard

the certification that ensures compliance with best practices for limiting harmful emissions from products

¹ Measurement carried out using a third-party certified tool in compliance with ISO 14021.

Milestones: the acquisition of Zanotta

On April 5th 2023, Cassina announced that it had reached an agreement for the acquisition of Zanotta, an historic company founded in Nova Milanese in 1954, renowned as one of the major players of Italian design.

Since the 1960s, guided by the intuition and extraordinary entrepreneurial capacity of its founder Aurelio Zanotta, it has conquered the design world with its emblematic products defined by innovation and technological research, as well as the continuous evolution in the quality of materials and production processes.

Today, Zanotta is one of the most represented, recognisable and iconic design companies, also thanks to its 330 products featured

in 56 museums worldwide and the 4 Compasso d'Oro ADI received in its career.

Over its history, Zanotta has collaborated with some of the most important figures in the Italian design scene, including Gae Aulenti, Achille and Pier Giacomo Castiglioni, Alessandro Mendini, Carlo Mollino, Bruno Munari, and Ettore Sottsass.





Cassina Store Los Angeles, © Weller Photography

Store openings: a decisive expansion strategy

In 2023, Cassina embarked on a significant international expansion strategy, with a particular focus on the US market. In May, the brand unveiled its largest store to date in Los Angeles, covering approximately 13,000 square feet. This milestone was followed by store openings in Seattle and Miami, the latter coinciding with the prestigious Art Basel Miami Beach art fair.

The Cassina Store in Dubai marked the expansion of the brand in the Middle East, while South Korea welcomed three new locations in Seoul, Busan and Gwangju. In Europe, the company further strengthened its presence with the launch of a dedicated space

within the Home & Furniture Department at Harrods in London, followed by new stores in Lyon, Marseille and Athens.

This ambitious operation resulted in the opening of 13 new Cassina Stores, bringing the total number of mono-brand shops to 47 by the end of the year. Each Cassina Store is developed to reflect in every detail the company's vision, "The Cassina Perspective," highlighting the values of authenticity, quality, innovation and manufacturing excellence that have always distinguished the brand, perfectly reflecting its visual language.

THE CASSINA PERSPECTIVE ON SUSTAINABILITY

For almost 100 years, Cassina has been active in the design and manufacturing of furniture. Founded in 1927 in Meda by Cesare and Umberto Cassina, the company launched industrial design in Italy during the 1950s by taking a completely new approach that saw a shift from handcraftsmanship to serial production.

Driven by a strong commitment for research, Cassina has always embraced the challenge of innovation, blending cutting-edge technology with a heritage of fine craftsmanship. By collaborating with renowned architects, designers and creatives, the company has brought visionary projects to life, transforming them into products that have shaped the history of design.

Today, "The Cassina Perspective" expresses the company's vision and values through an eclectic collection that combines innovative designs and icons from the Modern Movement. This philosophy embraces every

aspect of domestic living, from the living and dining areas, to the bedroom and outdoor spaces, with a wide collection of accessories and a catalogue of designer lighting.

Cassina has a global presence, supported by a robust retail network that includes 11 Directly Operated Stores in Meda (HQ), Milan, Lentate sul Seveso (Factory Store), London (2), Madrid, New York, and Paris (3). In 2023, it also opened 13 Cassina Stores across the Middle East, Asia, Europe and the United States, inaugurating its largest store globally in Los Angeles.

11

Directly
Operated Stores

1

Factory
Store

36

Cassina
Stores

135

Cassina Corner and
branded spaces

787

Authorised
resellers



The Cassina Manifesto

Vision

Design at the core.

Mission



Respect, Protect, Create and Promote Design.

Provide complete and curated proposals for in and outdoors featuring timeless products that express the company's prerogative to foster unique design and manufacture excellence in a quest for uncompromising innovation.

Become the preferred partner for our customers through iconic projects, constant research, undisputed quality, unparalleled service and top-rated customer satisfaction.

Values



Experimentation research and innovation

Courage to experiment

feeding creativity to drive progress and increase quality, always maintaining our position as a first mover with a pioneering approach to design, from the conception of the initial idea to the research, development and promotion of each product, in collaboration with the most advanced thinkers.

Clear sightedness in bringing original and innovative ideas to life

widening our horizons to create brilliant synergies and unforgettable partnerships.

Promotion of well-being and sustainability

thanks to the conscious approach of Cassina LAB in researching innovative materials, advanced solutions and alternative production processes, without sacrificing performance, durability or comfort.

Inclination and long tradition for custom interiors

that began in the '50s with a series of commissions for cruise liner interiors, to expand and encompass important turnkey projects and furniture supplies for the hospitality, retail and executive office sectors.



Authenticity and tradition

Respect of accuracy and authenticity in the reissue of great international icons

always involving the highest expertise to faithfully safeguard the author's original intent.

Painstaking research to implement the highest quality

authentic materials adapt for each single project.

Constant focus on excellence

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

Continuity between past and present

the ability to evolve, to relate to the present and foresee the future of design by consulting and updating our profound history while safeguarding our DNA.



Cassina, part of Haworth Inc., shares and complies with the Group's values:

15

1. We listen to our Customers
2. We rely on our Members
3. We honor Integrity
4. We embrace Continuous Learning
5. We lead with Design
6. We create Value
7. We work to make the World better



Craftsmanship Expertise And Industrial Know-How

Meticulous handcraftsmanship combined with cutting edge technological skill

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

Complex solutions that combine technical excellence on the inside and timeless elegance on the outside.

Perfection brought to life by the most expert hands
each piece is assembled with maximum care to create refined and durable pieces.

Absence of screws and nails in the carpentry workshop
where, since its foundation, Cassina has cut, carved and shaped wood to create new designs that combine aesthetics and function. Here, high-quality carpentry, exceptional joinery and state of the art technology come together to propose intelligent solutions for the most complex designs.

Research
and implementation of the most avant-garde machinery.



Cultural influence

Generation of a contemporary design
aesthetic nourished by innovative expression, cross fertilization, exceptional collaborations and cultural connections.

Production of the milestones of contemporary design
exhibited in the most important museums worldwide.

Contribution to the diffusion of the works
of the designers and architects of the Cassina collections by promoting cultural initiatives and exhibitions worldwide.

Interpretation of and reflection on social change
through ongoing research and experimentation to create a harmonious relationship between people and the spaces they inhabit, always looking towards future living scenarios.

Foundation of a legacy
each Cassina product acquires value and is proudly passed from generation to generation.

La storia

FOUNDATION

1927

The company “Amedeo Cassina” was founded in the province of Monza and Brianza in 1927, on the initiative of the brothers Cesare and Umberto Cassina.

LE CORBUSIER, PIERRE JEANNERETE
CHARLOTTE PERRIAND –
THE DESIGN

1928

Le Corbusier, Pierre Jeanneret and Charlotte Perriand design a furniture collection with a metal structure, which was presented in 1929 at the Salon d'Automne in Paris.

CASSINA CUSTOM
INTERIORS SEGMENT

1952

The Cassina Custom Interiors segment was born in the 50s to furnish the great transatlantic liners and has developed over time to create interiors for public spaces such as hotels, restaurants, museums and fashion boutiques.

FIRST COMPASSO D'ORO

1954

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

COMPASSO D'ORO AWARD

1979

Cassina wins its third Compasso d'Oro with the Maralunga model by Vico Magistretti, an object with a profound impact on the international market. It was revolutionary thanks to the insertion of a simple bicycle chain allowing the backrest to be moved in different positions.

LAUNCH OF THE CASSINA
CUSTOM INTERIORS DIVISION

1980

The creation of the Cassina Custom Interiors division was formalised with the beginning of the design of tailor-made furniture for the hospitality sector.

COMPASSO D'ORO AWARD

1991

Cassina wins the Compasso d'Oro for the innovative role and the international opening of its production, and for contributing to the overall enhancement of the project culture.

POLTRONA FRAU GROUP

2005

Cassina becomes part of the Poltrona Frau Group.

90TH ANNIVERSARY –
THE BOOK AND THE EXHIBITION
“THIS WILL BE THE PLACE”

2017

Cassina celebrates its 90th anniversary by reviewing icons from its catalogue and proposing visions on the future of living in an exhibition at the Giangiacomo Feltrinelli Foundation and through the book “This Will Be The Place”.

THE CASSINA PERSPECTIVE

2019

“The Cassina Perspective” concept is introduced, organizing the company’s collection according to a new perspective that combines Modern icons with the most innovative products, to create welcoming atmospheres.

CASSINA LAB

2020

The company presents Cassina LAB, born from the collaboration with the POLI.Design at the Milan Polytechnic, to rethink the future of design. This approach highlights Cassina's commitment to reduce its environmental impact.

CASSINA BECOMES AN
HISTORICAL TRADEMARK
OF NATIONAL INTEREST

2022

The company becomes part of the Special Register of Historical Trademarks of National Interest, established in 2019 by MISE - Ministry of Economic Development.

LE CORBUSIER, PIERRE JEANNERET
E CHARLOTTE PERRIAND –
THE ACQUISITION

1964

Cassina acquires the rights to the first 4 models designed by Le Corbusier, Pierre Jeanneret e Charlotte Perriand, and begins the production in 1965.

NEW PRODUCTION TECHNIQUES
FOR UPHOLSTERED FURNITURE

1966

With the foundation of the company C&B, Cassina reinvents the production of upholstered furniture with new production processes using injected expanded polyurethane.

COMPASSO D'ORO AWARD

1970

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

CASSINA IMAESTRI COLLECTION

1973

The Cassina iMaestri Collection was created with the architects Gerrit T. Rietveld and Charles Rennie Mackintosh through careful philological research work.

80TH ANNIVERSARY –
THE BOOK AND THE EXHIBITION
"MADE IN CASSINA"

2008

For the company's 80th anniversary, the book "Made in Cassina" was published, and an exhibition was held at the Triennale in Milan with a critical and historical review of the company's important production and design process.

ACQUISITION OF SIMON
INTERNATIONAL

2013

Cassina acquires the Simon International brand, a company founded in 1968 by Dino Gavina and Maria Simoncini, integrating into its collection a selection of emblematic products that tell the story of the relationship between culture and industrial production by names such as Marcel Breuer, Carlo Scarpa and Kazuhide Takahama.

HAWORTH ACQUIRES THE
POLTRONA FRAU GROUP

2014

Haworth, an American group operating in the design and production of flexible and sustainable workplaces, with headquarters in Holland, Michigan, acquires Poltrona Frau Group.

PATRICIA URQUIOLA
BECOMES ART DIRECTOR

2015

The architect and designer Patricia Urquiola is appointed Cassina Art Director.

LAUNCH OF
E-COMMERCE PLATFORM

2022

Cassina launches its e-commerce platform in Italy, France, Germany, Austria and Benelux.

ACQUISITION OF ZANOTTA

2023

Cassina acquires Zanotta, founded in 1954 in Nova Milanese by Aurelio Zanotta, a brand that has conquered the global design scene with its emblematic products thanks to their formal innovation and technological research.

50TH ANNIVERSARY
OF THE IMAESTRI COLLECTION

2023

Cassina celebrates the 50th anniversary of its emblematic Cassina iMaestri Collection, a milestone celebrated in two phases with an exhibition curated by Art Director Patricia Urquiola with Federica Sala during Milan Design Week 2023 and the publication of the book "Echoes, Cassina. 50 Years of iMaestri". For this important anniversary, the collection was expanded to include Vico Magistretti, Gio Ponti, Carlo Scarpa and, in anticipation of the launch of their lighting models in 2024, Charles and Ray Eames.

The Governance model

Cassina adopts a corporate governance model based on the principles of honesty, integrity, and transparency aimed at creating shared value with its stakeholders.

The governance includes a Board of Directors (BoD) and a Board of Statutory Auditors with control functions, both appointed by the Shareholders' Meeting, composed by Haworth Italy Holding S.r.l. and Poltrona Frau S.p.A. The BoD consists of 3 members, who are granted powers for the ordinary and extraordinary management of the company. The responsibility for periodically assessing the proper functioning of the BoD and its performance lies with the Shareholders, although there is currently no formalised procedure for supervising the management of impacts generated on the external environment.

The Board of Directors is responsible for defining the company's vision, mission and values, as well as evaluating and approving sustainability initiatives and measures, including the Materiality Analysis, the Sustainability Plan and the Sustainability Report, based on an ongoing dialogue with the heads of the different corporate functions. To align the company's strategic vision with that of the group, Board members periodically participate in training sessions on the sustainability strategies of Haworth and Haworth Lifestyle.



Composition of the highest governance body

Members	Role	Executive	Term	Gender
Dario Rinero	President	Yes	2023-2025	M
Luca Fuso	Chief Executive Officer	Yes	2023-2025	M
Scott Ryan Poulton	Advisor	Yes	2023-2025	M

The Board of Statutory Auditors represents Cassina's controlling body and is responsible for overseeing directors' activities and ensuring that the company's management and administration comply with the law and the articles of incorporation.

The Board remains in office for 3 financial years and consists of 5 auditors, of whom 3 are regular members and 2 are alternates

Composition of the Board of Statutory Auditors

Members	Role	Gender
Mario Stefano Luigi Ravaccia	President	M
Giulio Palma	Regular auditor	M
Barbara Zanardi	Regular auditor	F
Giuseppe Carucci	Alternate auditor	M
Daniela Barbato	Alternate auditor	F

Remuneration Policy

Cassina adopts a Management by Objectives (MbO) Compensation Policy, which includes both a fixed and a variable component linked to performance, considering work experience and the role within the company.

In 2023, the company integrated sustainability-related goals into the incentive scheme, introducing a variable component linked to criteria such as Diversity, Equity, Inclusion and Belonging (DEI&B).

Currently, Cassina has not formalised a remuneration policy for members of the Board of Directors. Non-executive Board members do not receive specific compensation for their role; instead, they are remunerated in their capacity as company executives, where applicable. The remuneration process is overseen by Haworth.



Maralunga 50 sofa by Vico Magistretti – Cassina ilMaestri Collection, © Francesco Dolfo

231 Model of Organisation, Management and Control (MOG 231)

To ensure the proper functioning of its governance system, Cassina has implemented an Organisation, Management and Control Model 231, with the aim of regulating activities with transparency and accountability. The Model was first adopted in 2014 and updated in 2019, 2020, 2021 e 2023.

The model includes rules and tools designed to prevent the commission of offenses and reduce the risks of irregular behaviour, entrusting Cassina's management with risk assessment in their respective areas of responsibility. The Model was first adopted in 2014 and updated in 2019, 2020, 2021 e 2023.

The update was based on a detailed analysis of company areas and processes potentially exposed to 231-related risks. Sensitive areas were mapped thanks to a risk assessment system which enabled to identify primary risks and, following an evaluation of the existing control system and a gap analysis, integrate measures for managing residual risks. An autonomous and independent Supervisory Body has been appointed to oversee the adequacy and effective application of the Model 231, with the task of conducting inspections and audits.

Cassina has also adopted a **Code of Ethics**, integrated into Model 231, which establishes behavioural guidelines for all employees and individuals working on behalf of the company. These

individuals are required to respect and share these principles in the execution of their duties.

To complete the organisational model and, in line with current legislative provisions, Cassina adopts the **Whistleblowing procedure** established by Lifestyle Design. This helps to **prevent and monitor the possible occurrence of potentially unlawful conduct**, describing and regulating the procedures for sending and managing internal reports, also in anonymous form.

Through the **digital channel MyGovernance**, all Cassina stakeholders – shareholders, employees or business partners – can report suspicious conduct. It is then up to the **Whistleblowing Committee** to take charge of the reports, carry out the necessary assessments, checks and in-depth investigations while respecting the confidentiality of the parties and provide feedback to the reporter at the end of the investigation within 3 months at the latest.



169 million Euros
of economic value generated

28,0 million Euros
of tax benefits for employees

495 thousand Euros
of payments to lenders

27,3 million Euros
of economic value retained

Generated and distributed economic value

In 2023, Cassina generated an economic value of €169 million, marking a 6% increase compared to 2022. Of this amount, 83% was distributed to stakeholders, while 17% was retained, thus invested, within the company.

Economic value generated and distributed (thousands of €)

	2021	2022	2023
Economic value directly generated²	133,319	158,953	169,457
Economic value directly distributed ²	111,500	134,633	141,610
Operational costs	85,843	102,518	106,292
Employee costs and benefits	23,470	25,877	28,024
Payments to lenders	169	260	495
Payments to the government	1,839	5,895	5,966
Donations and sponsorships	180	83	834
Retained economic value	21,819	24,320	27,847

² Include the economic value generated and distributed in Cassina S.p.A. and in all directly managed stores of Cassina (foreign subsidiaries).

DESIGNING THE FUTURE: CHALLENGES AND OPPORTUNITIES



70%
the percentage of consumers
willing to pay more for sustainably
produced goods

In a constantly evolving landscape, leading players in the high-end furniture sector are facing an increasing demand for products designed with a greater focus on sustainability.

Consumer attention is set to grow over time: today, 70% of consumers are willing to pay a premium for goods manufactured sustainably³.

Institutions are also exerting greater pressure, leveraging regulations to address the increasingly urgent challenges related to climate change. **In 2023, global temperatures exceeded pre-industrial levels by 1.5°C for half of the year, leading to extreme weather events worldwide and in Italy⁴.**

Against this backdrop, the European Union, through the Green Deal, has taken a leading role by setting an ambitious objective: to become the first continent in the world to achieve climate neutrality by 2050⁵.

In March 2020, the Circular Economy Action Plan (CEAP) was introduced, a set of measures aimed at reducing impacts across the entire lifecycle of products marketed in Europe. These measures include proposals for new regulations on eco-design, which emphasise resource optimisation and reuse while

minimising waste. Central to this production model are concepts such as product durability, repairability and recyclability. These initiatives are critical for steering the industry towards circular models, reducing the overall environmental impact and fostering responsible consumption⁶.

The European Union has also set ambitious goals for reducing packaging waste and promoting reuse and recycling⁷. By 2040, Member States must reduce packaging waste by 15% compared to 2018 levels and ensure that all packaging on the EU market is 100% recyclable by 2030.

The luxury furniture sector presents several opportunities to integrate sustainability into business models, thanks to its emphasis on craftsmanship and product durability. The adoption of innovative materials and the implementation of eco-design practices offer significant potential for an industry which is steering towards a more conscious and responsible production.

³ PWC, Decision points: Sharpening the pre-purchase consumer experience (2023).

⁴ IPCC, Climate Change 2023 (2023).

⁵ European Commission, 2050 long term strategy (2023).

⁶ European Commission, Ecodesign for Sustainable Products Regulation.

⁷ European Commission, Regulation on Packaging and Packaging Waste (2022).



CASSINA'S SUSTAINABILITY JOURNEY

Materiality analysis and stakeholder engagement

Sustainability reporting, in line with the most widely used standards, involves providing stakeholders with the necessary information to understand the key characteristics of an organisation and specific details on its most significant environmental, economic and social impacts.

Following the requirements of the GRI Standards 2021 (Global Reporting Initiative), Cassina revised the list of its material topics, identified for the first time in 2021, to ensure that it still reflects the priorities of its context and stakeholders. This process was structured in three phases:

01

Definition of impacts

both positive and negative impacts were identified and validated through an external benchmarking analysis and interviews with the heads of various corporate functions.

02

Fine-tuning of material topics

after identifying the most relevant impacts, a workshop was held with Cassina's function Directors to validate the impacts related to the company's priority topics.

03

List of material topics

the results of the previous phases led to the confirmation of a list of material topics and their associated positive and negative impacts, considered most relevant to Cassina's activities and operational context. The priorities of the material topics identified for the 2021 Sustainability Report were thus reaffirmed for 2023.

Below is a list of Cassina's material topics ranked according to their relevance, along with a brief explanation of the most significant impacts for each topic-both positive and negative-divided into four macro-areas: Environment, People, Product, and Society.

Macro-area	Material topic	Positive impacts	Negative impacts
Product	Customer satisfaction	<p>Improved customer satisfaction thanks to greater involvement and listening activities.</p> <p>Improved satisfaction of customer needs through appropriate customer experience and effective handling of any complaints.</p>	Potential negative impact on customer satisfaction due to communication breakdowns and/or difficulties in relationships with clients.
Product	Circular design and materials	<p>The adoption of a circular design approach, the study and use of more sustainable materials, efficient production processes and recycling of residual materials.</p> <p>Improvement of brand reputation through the adoption of a circular approach to encourage more innovative and sustainable design.</p> <p>Particular attention to resource conservation generated through an increased durability of products.</p>	Potential negative environmental and reputational impact resulting from the failure to manage and integrate circular economy initiatives into product design and manufacturing.
People	Occupational health and safety	<p>Strengthening culture on health and safety through training and awareness-raising activities for the entire workforce.</p> <p>Increased employee productivity by maintaining workplaces in optimal safety, hygiene and comfort.</p>	<p>Possible negative impacts on employee health caused by occupational diseases, accidents and/or injuries if the topic is not properly attended to.</p> <p>Potential negative impacts on business continuity as a result of potential slowdowns in production in case of accidents.</p>
Product	Product innovation	Lower environmental impact of products due to continuous development of innovative materials, in line with new market demands.	Potential loss of competitiveness and worsening of market positioning due to no or late introduction of innovative solutions.
People	Human rights	Positive impact, on both reputation as well as internal and external collaborators, resulting from the respect for human rights.	Potential negative impacts on Cassina's reputation in case of human rights violations, with potential legal consequences.
Product	Product quality and safety	Positive impact on customers through the selection of high-quality raw materials to ensure product safety and quality.	Potential negative impact on the environment and customers arising out of poor product safety and reliability (e.g., presence of chemicals that do not comply with regulations in relevant markets).

Macro-area	Material topic	Positive impacts	Negative impacts
Product	Responsible sourcing	Positive impact on Cassina's reputation thanks to the compliance with current and future regulations/ laws/ directives regarding the procurement of materials.	<p>Potenziale impatto negativo sulla sostenibilità ambientale del prodotto derivante dal mancato approvvigionamento di materie prime più sostenibili.</p> <p>Potenziale impatto ambientale, economico e sociale negativo in relazione alle tempistiche necessarie per la transizione verso una supply chain sempre più sostenibile.</p>
Planet	Sustainable packaging	<p>Efficient use of resources by saving raw materials, using recycled materials and reducing single-use plastic material for product packaging.</p> <p>Reduced impact on the use of resources and transport-related emissions resulting from the rationalisation of the number of packages and consequent optimisation of logistic activities.</p> <p>Positive reputational impact related to packaging reuse in line with customer demands.</p>	Potential negative environmental impact by placing packaging on the market that is not recyclable and/ or not derived from recycled or more sustainable materials.
People	Talent attraction and retention	Enhancement and growth of human capital through training plans and career paths that are tailored to professional figures.	Potential negative impact related to turnover in the company, the consequent loss of know-how and the need to intervene in recurrent training actions.
Product	Responsible supply chain	<p>Improved awareness of sustainability issues along the supply chain resulting from the dissemination of more sustainable practices and policies.</p> <p>Positive impact on the local economy through the involvement of local suppliers.</p> <p>Positive impact on suppliers by supporting their journey towards a greater sustainability.</p>	Potential disruptions in business continuity caused by unsustainable performance along the entire supply chain.
People	Employee welfare and wellbeing	Higher productivity when employees are incentivised through welfare policies and plans developed by the company.	<p>Potential negative impacts on productivity and efficiency due to the deterioration in employee welfare.</p> <p>Potential negative impact on the reputation of Cassina as an employer if it does not effectively implement corporate welfare plans.</p>
People	Diversity, Equity, Inclusion and belonging	Creation of a positive environment among employees by promoting an inclusive workplace that guarantees equal opportunities and fair treatment.	Potential reduction in the ability to attract new talent due to failure to create an inclusive and diversity-friendly environment.

Macro-area	Material topic	Positive impacts	Negative impacts
Planet	Energy efficiency and GHG emissions reduction	Increased efficiency of the production process, reduced energy consumption and increased use of energy produced from renewable sources. Improved reputation resulting from increased company awareness on sustainability issues.	Negative impact caused by the generation of GHG emissions stemming from the company's production.
Products	Customer data privacy and protection	Positive impact through the protection of the confidentiality of information acquired during the course of business thanks to appropriate policies and up-to-date security measures.	Potential negative impact caused by the breach of customers' personal data resulting in the deterioration of corporate reputation.
People	Training and employee development	Improvement of employees' technical, managerial and soft skills through a constantly updated training plan. Positive impact on productivity from structured training and development plans, in line with new market demands, that enable the reskilling of employees.	Potential loss of resources due to the lack of the professional development of its employees because of inadequate training. Potential loss of competitiveness resulting from failure to upgrade employees' technical and managerial skills.
Planet	Waste management	Reduction of residual materials from responsible waste management (including recycling initiatives) and efficient use of materials during design and production, also in consideration of resource scarcity.	Potential negative environmental impact due to inadequate waste management (e.g., low percentage of waste destined for recycling).
People	Community engagement	Strengthening of relations within the local territory and development of the community to create shared values through listening and engagement activities with the local community. Enhancement and promotion of design and its history, raising awareness in communities even outside of Cassina's direct sphere of influence, through the organisation of initiatives, events and exhibitions worldwide.	Potential negative environmental impact due to inadequate waste management (for example, a low percentage of waste destined for recycling).
Planet	Sustainable logistics	Reduction of CO ₂ emissions through the reorganisation and optimisation of logistics, also through the choice of provider who can offer off setting solutions in relation to their emissions.	Potential generation of significant CO ₂ emissions due to unsustainable logistic activities.
Planet	Biodiversity	Lower environmental impact due to the responsible sourcing of raw materials used in the production cycle (e.g., FSC-certified wood).	Potential loss of biodiversity due to the use of raw materials that do not meet standards and/or environmental certifications (e.g., using wood from areas at risk of deforestation).
Planet	Water management	Optimisation and streamlining of water resource usage, supported by awareness-raising initiatives aimed at employees.	Potential negative environmental impact from civilian water consumption at company sites and from non-responsible water consumption along the production chain.

Cassina has embarked on a structured approach towards sustainability with the goal of reducing its environmental impact and enhancing its positive contributions to people and the community, actively contributing to the United Nations 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs).

This approach was defined in 2022 with the approval of the 2022–2025 Sustainability Plan by the Board of Directors, followed by its adoption and implementation. The Plan focuses on four macro areas: Environment, People, Product and Society, reflecting the company’s commitment to the identified material issues that require action and activities aimed at promoting long-term corporate sustainability.

The table below provides an update regarding the status of the goals and related strategic initiatives found in the Sustainability Plan. For each material topic, the SDGs to which Cassina contributes, the targets to be achieved, the related initiatives and the target year by which the company aims to achieve are represented.

SDGs	Targets	KPI	Initiatives	Status	Target year
Energy efficiency and GHG emissions reduction					
<div><div>3</div><div>7</div><div>8</div><div>12</div><div>13</div><div>15</div><div>16</div></div>	50% reduction of greenhouse gas emissions	GHG emissions - Scope 1, Scope 2 and Scope 3	Initiatives under development	<div></div>	2030
	Net-zero emissions	GHG emissions - Scope 1, Scope 2 and Scope 3	Initiatives under development	<div></div>	2050
	100% renewable energy sourcing for electricity for manufacturing facilities	% of energy from renewable sources / total energy	Energy efficiency of manufacturing facilities	<div></div>	2025
			Installation of charging stations for company vehicles		
			Increasing the share of self-generated electricity from renewable sources (photovoltaic system)		
			Improving energy efficiency by replacing the current system intake		

Legend

Initiative completed

Initiative in progress

Initiative on going

Initiative not yet begun

1

 NO POVERTY

2

 ZERO HUNGER

3

 GOOD HEALTH AND WELL-BEING

4

 QUALITY EDUCATION

5

 GENDER EQUALITY

6

 CLEAN WATER AND SANITATION

7

 AFFORDABLE AND CLEAN ENERGY

8

 DECENT WORK AND ECONOMIC GROWTH

9

 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10

 REDUCED INEQUALITIES

11

 SUSTAINABLE CITIES AND COMMUNITIES

12

 RESPONSIBLE CONSUMPTION AND PRODUCTION

13

 CLIMATE ACTION

14

 LIFE BELOW WATER

15

 LIFE ON LAND

16

 PEACE, JUSTICE AND STRONG INSTITUTIONS

17

 PARTNERSHIPS FOR THE GOALS

SDGs Icons

SDGs	Targets	KPI	Initiatives	Status	Target year
Design, circular materials and innovation					
3 6 8 11 12 15	Publication of a Circular Design Guide	Circular Design Guidelines published	Publication and implementation of a Circular Design Guide	●	2025
	Design of new products (excluding special designs) according to the principles defined in the Circular Design Guidelines	no. of products designed in accordance with the Circular Design Guidelines	Application of Circular Design Guidelines principles to new products (excluding special designs)	●	2025
	Measuring the circularity of new products	% of products with circularity measurement/total products	Increase the percentage of products with circularity measurement submitted during the year	●	2025
Waste management					
3 6 8 11 12 15	Maintenance of the minimum % sent to landfill for manufacturing sites⁸	% waste sent to landfill / total of waste (ton)	Constant attention to the proper separation of waste produced	●	2025
	Maximization of material efficiency and use of production scraps	% of materials and production waste reused / total of production waste	Optimisation of leather nesting	●	2025
	Reduction of % of waste directed to waste-to-energy incineration	% of waste energy recovered / total of waste	Improved attention on sorting and sending waste for recycling Reduction of leather scraps	●	2025
Community engagement					
4 17	Promotion of cultural initiatives	n° of cultural initiatives	Participation in exhibitions Publication of books Digitalization of the archive Support of young designers Training activities (for retailers, architects, university students and employees) on brand history and products Support of cultural foundations Involvement of students and schools Participation in university lectures Promotion of design culture among the local community	●	2025

⁸ Waste is not sent to landfill disposal (D1) but, where possible, directed to energy recovery through waste-to-energy incineration (R1).

SDGs	Targets	KPI	Initiatives	Status	Target year
Responsible sourcing & Responsible supply chain & Human rights					
<div>5</div> <div>8</div> <div>12</div> <div>16</div>	Publication of Supplier Code of Conduct	Supplier Code of Conduct published	Definition of a Supplier Code of Conduct in line with the Group's policies	●	2025
	Definition of a Responsible Sourcing policy	Responsible Sourcing policy published	Definition of a Responsible Sourcing policy	●	2025
	Signing of the Supplier Code of Conduct by 90% of strategic suppliers	% of strategic suppliers who have signed the Code / total of strategic suppliers	Focus on strategic suppliers from 2025, following the publication of the Supplier Code of Conduct	●	2025
	More than 90% of strategic suppliers selected based on responsible sourcing criteria	% of strategic suppliers selected based on responsible sourcing criteria / total of strategic suppliers	Focus on strategic suppliers from 2025, following the publication of the Responsible Sourcing policy	●	2025
	At least 70% of strategic suppliers subjected to socio-environmental audit	% of strategic suppliers subjected to socio-environmental audits/total strategic suppliers	Socio-environmental audits on suppliers	●	2025
Diversity, Equity, Inclusion & Belonging					
	Establishment of a Diversity, Equity, Inclusion & Belonging Committee to raise awareness and promote initiatives on this issue	Diversity, Equity, Inclusion & Belonging Committee (DEI&B) established	Workshop on DEI&B with Haworth Creation of an internal team on DEI&B	●	2025
	Promotion and support of Diversity, Equity, Inclusion & Belonging	% of women in managerial positions / total employees in managerial positions % of international employees in Corporate functions / total employees in Corporate functions	Increase of the presence of women in managerial positions Increase of the number of international employees in Corporate functions	●	2025
	100% of employees trained on Diversity, Equity and Inclusion & Belonging	DEI&B/ total of employees	Launch of the DEI&B Training Plan	●	2025

Legend

● Initiative completed ● Initiative in progress ● Initiative on going ● Initiative not yet begun



SDGs icons

SDGs	Targets	KPI	Initiatives	Status	Target year
Water management					
<div>6</div> <div>12</div>	Raising awareness of responsible water consumption among employees	n° of awareness initiatives on responsible water consumption n° of installed timers and/or water detectors	Information and internal communication on responsible water consumption Installation of timers and/or water detectors in restrooms	<div></div>	2025
Biodiversity					
<div>6</div> <div>15</div>	Publication of an anti-deforestation policy	Anti-deforestation policy published	Development of an anti-deforestation policy anticipating the implementation of the EUDR directive.	<div></div>	2025
	Implementation of reforestation initiatives	Status of progress of CO ₂ offset project	CO ₂ offset project	<div></div>	2025
Sustainable logistics					
<div>12</div> <div>13</div> <div>15</div>	Implementation of initiatives to optimise the supply chain logistic	% reduction of emissions of CO ₂ /km Reduction of transportation costs (k€)	Establishment of a policy for selecting suppliers also according to ESG criteria Optimization of flows related to inbound logistics	<div></div> <div></div>	2025 2025
Customer satisfaction					
<div>16</div>	Supporting customers in purchasing decisions by providing detailed information on where and how a product has been manufactured and which partners were involved	Product Care and Maintenance Guide published RFID implementation	Promote and improve information on product care and maintenance Definition of a development plan for the inclusion of RFID within the Cassina iMaestri Collection	<div></div> <div></div>	2025 2025
	Monitoring and growth of customer satisfaction using Cassina's quality indicators	% of improvement of the Net Promoter Score (NPS) % of improvement of the Customer Dissatisfaction Index (CDI) Field test implemented	Annual customer satisfaction survey and introduction of Net Promoter Score (NPS) Implementation of field testing to anticipate customer needs	<div></div>	2025

SDGs	Targets	KPI	Initiatives	Status	Target year
Employee training and development					
4 5 8 10	Providing and promoting learning and career opportunities for employees	n° of activities in place to promote employee learning	Diversified induction courses by membership, function and role Internal brand and Group career paths (e.g. job rotation and job enlargement) Talent enhancement (annual Talent Stream process) Annual training plans structured on 3 levels: Haworth, Lifestyle Design and Cassina Annual performance evaluation and salary review process	●	2025
Customer data privacy and protection					
16	Compliance with privacy and data protection regulations	% of adequate and timely responses provided by the Data Protection Officer / total of questions to the Data Protection Officer	Mapping of personal data Protection Officer Auditing	●	2025
	Absence of personal data breaches	% of employees who have acknowledged phishing activities / total employees involved in the phishing campaign no. of hours of data protection training	Phishing simulation test Data protection training	●	2025
	Maintenance and review of cybersecurity policies already in place	n° of periodic requests to change passwords no. of audit of the data management system	Control of cybersecurity measures Audit of personal data management system	●	2025
	At least 80% of employees working with Cassina's systems have received annual training on data protection and information security practices	% of employees working with Cassina's systems trained in data protection / total number of employees working with Cassina's systems	Training for all employees who process personal data	●	2025

Legend

● Initiative completed ● Initiative in progress ● Initiative on going ● Initiative not yet begun



SDGs Icons

SDGs	Targets	KPI	Initiatives	Status	Target year
Product quality and safety					
16	Establishment of a policy to ban the use of certain chemicals	% of products using water-based paint	Feasibility study on extending the use of water-based paint, as already done for the Pro Collection	●	2025
		% of providers involved in the evaluation	Verification of suppliers' compliance with REACH regulations	●	2025
	Certification of VOC (Volatile Organic Compounds) emissions for 80% of the products in the Residential/ Pro collection	% of products with VOC Emissions Certification / total of products	Certifications of reduced VOC emissions	●	2025
Occupational health and safety					
3 8 16	Awareness raising through safety training aimed at employees	Frequency rate = (n° of injuries/ hours worked) x 1,000,000	Monitoring of health and safety indices	●	2025
		Severity rate = (days of absence/ hours worked) x 1,000	Implementation of awareness information on health and safety at work		
		Incidence rate = (n° of injuries per year / n° of employees) x 100			
		no. of health and safety awareness initiatives			
	Development of health and safety initiatives (e.g. workshop, webinar, etc.)	n° trained employees / total of employees	Training on health and safety	●	2025
Talent attraction e retention					
5 8 10	Consolidation of the Cassina Welfare Plan	n° of Cassina Welfare Plan initiatives	Consolidation of the existing Cassina Welfare Plan and expansion with new goods/services for the benefit of employees	●	2025
	Development and implementation of Employer Branding activities	n° of initiatives for new hires	Structured on-boarding activities for new hires by function and role	●	2025
		n° of initiatives for the territory			
		n° of partnerships with schools and universities	Promotion of orientation initiatives in the local area such as "design professions"		
			Partnerships with schools and universities (e.g. Career Day, company testimonials and thesis projects)		

SDGs	Targets	KPI	Initiatives	Status	Target year
Employee welfare and well-being					
3 5 8	Constant improvement of Cassina's welfare plan	Annual bonus conversion rate on the platform	"Flexible Benefits" Platform - Cassina Welfare addressed to all employees	●	2025
		% of employees covered by supplemental health care / total of employees	Activation of supplementary health care for employees		
		% of employees who have benefited from preventive health care visits / total of employees	Preventive health care visits		
	Establishment of a parental leave policy	n° of approved part-time applications	Part-time work after parental leave	●	2025
		n° of approved remote working applications	Easier access to remote working after parental leave		
	Dissemination of an annual employee engagement survey	% of employees who participated in the survey / total of employees	Annual climate analysis (Engagement Survey)	●	2025
		% of employees who participated in the internal survey on welfare issues / total of employees	Launch of an internal survey on welfare issues		
Sustainable packaging					
12	Promotion of the use of reusable and recyclable packaging	% of packaging reusable or recyclable	Elimination of polystyrene clips from packaging Reuse and recycling of pallets Reduction of codes of packaging	●	2025

Legend

● Initiative completed ● Initiative in progress ● Initiative on going ● Initiative not yet begun



SDGs Icons



36 OUR PERSPECTIVE ON PRODUCT

Each product encompasses multiple points of view, such as the designer's concept, the uniqueness of the project, the quality of its materials, its performance, and functionality.

Our products have always represented the excellence of Made in Italy design, and we want to transfer the same value to our approach to sustainability.

Our perspective is embodied in investing every day in a circular innovation system. Each step of the process is aimed at creating increasingly responsible products, for the environment and our territory.

Our contribution to giving a new perspective to the product.



Cassina Essentials

For customers

Excellence permeates Cassina's products and services, made possible thanks to Cassina's customer centricity approach.

In 2023:

Cassina set the goal to address customer inquiries or reports within 72 hours.

The pursuit of excellence and product quality ensures that every product undergoes strict monitoring, in compliance with the requirements of the ISO 9001-certified Quality Management System.

The continuous research allowed the *Mon-Cloud* sofa system by Patricia Urquiola to achieve a 99.85% disassembly rate without compromising its iconic style.

For suppliers

The quality and safety of Cassina's products stem from a close collaboration with its suppliers, which aims to lower the environmental and social impact of production activities across the entire supply chain.

In 2023:

The decision to source from predominantly local suppliers has enabled Cassina to purchase more than 83 % of its materials and processing from companies located within a short distance.

For employees

The people of Cassina are the brand's face and voice in its stores, the first to greet customers and make them feel at home as they step into a Cassina Store.

In 2023:

The desire to offer a globally shared approach led Cassina to harmonise its Selling Ceremony, starting with its directly operated stores, with the aim of expanding it across its entire sales network. This approach ensures potential customers are supported at every stage, from entering the store to selecting products and materials, to addressing post-sales requests.

Customer centricity

Cassina serves a diverse range of clients, each having specific needs and characteristics. The company primarily engages with:



Commercial clients

including companies, hotels, restaurants, offices and other facilities, that are interested in developing interior design projects for large spaces, entire buildings or international chains.



Interior designers and architects

who collaborate with Cassina and require technical support, product and material guidance, as well as samples and catalogues to design indoor and outdoor spaces.



Residential clients

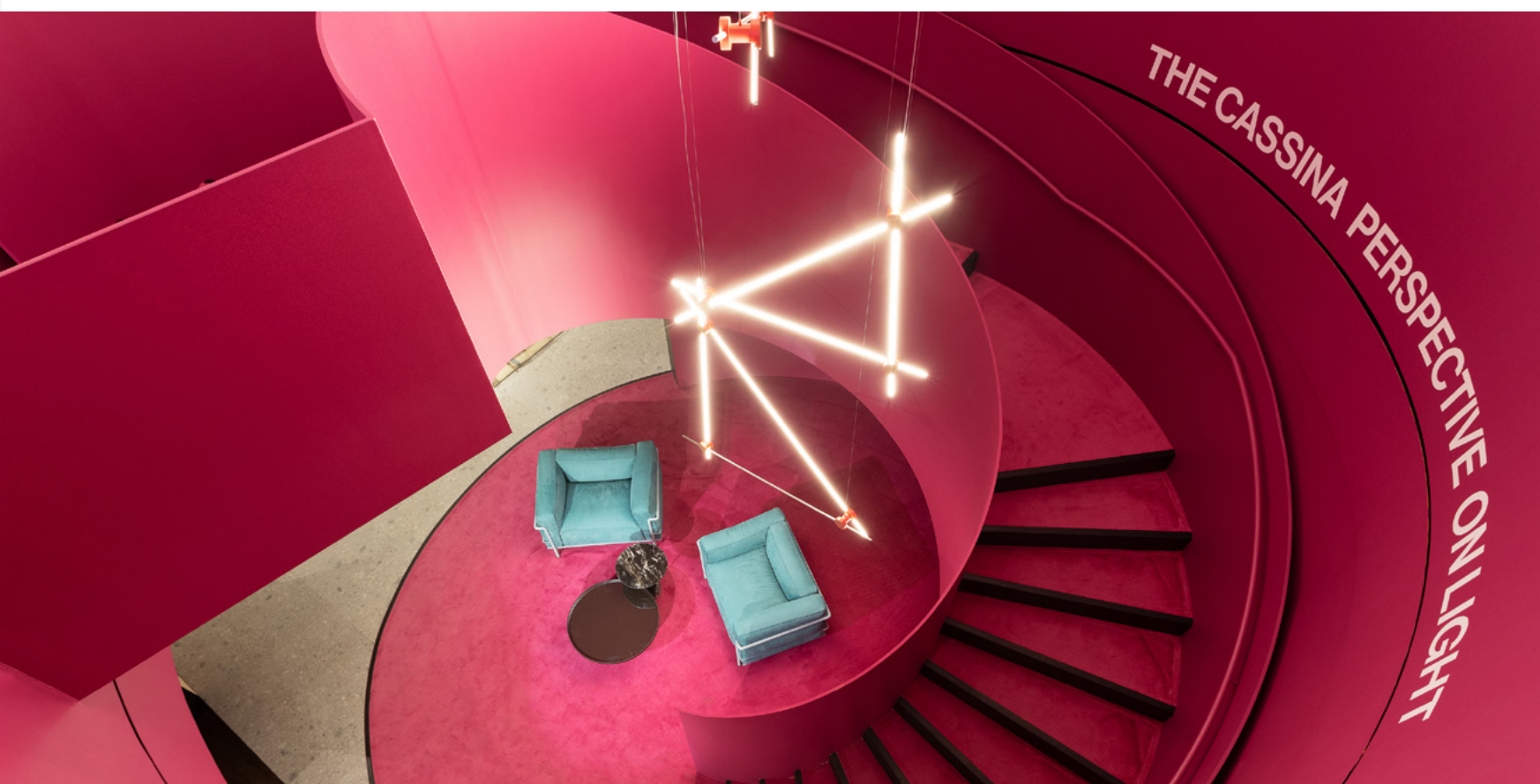
who purchase Cassina's products directly to furnish their own private homes.

The connection between Cassina and its clients is established through its extensive global retail network

which includes 11 Directly Operated Stores (DOS), 36 Cassina stores (mono-brand stores managed by third parties), and approximately 135 dedicated corners within multi-brand spaces. In these environments, the relationship may be directly managed by Cassina employees in company-operated spaces or by

specialised dealers— authorised resellers who enable clients to discover the company's products in their own stores.

For Cassina, excellence is not just about offering high quality products but also about placing its clients at the centre, enhancing the entire customer journey—from entering its stores to selecting products and materials, to post-sales support.

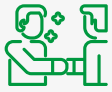




Cassina Store Miami, © Brett Hufziger Photography LLC

Cassina's Customer journey

In 2023, to establish the "Selling in Style" approach, Cassina harmonised the Selling Ceremony in its directly operated stores, with the aim of later expanding it to its entire sales network. The 4 pillars guiding the in-store experience are:



Welcome & Approach

interacting with the customer from the moment they enter the store ensures a top-tier sales experience.



Discovery

building a connection with customers allows their preferences and lifestyle to be explored, enabling a personalised sales journey.



Emotional product presentation

during this phase, the customer is immersed in an "emotional space" where the "Touch & Feel" experience takes centre stage. By physically interacting with materials, customers can truly appreciate the brand's excellence.



Data capture & clienteling

the customer-centric approach extends far beyond the in-store interaction, aiming to create lasting connections through personalised services and tailored products.

To ensure the effectiveness of this approach, Cassina introduced a Mystery Shopping programme, where an expert, acting as a customer, visits the company's stores to assess the quality of the sales experience. This evaluation enables to identify strengths and improvement areas. The process examines adherence to

employee and store image standards as well as the quality of customer interactions. In 2023, the initiative covered 10 DOS locations globally. The steadily improving scores in recent years reflect the success of Cassina's efforts to deliver an exceptional customer experience.

In the same spirit, Cassina integrated the principle of Customer Centricity into its after-sales services during the year by reorganising its Customer Care operations

This process resulted in the creation of two separate divisions—retail and wholesale—with specialised expertise to provide tailored support aligned with the specific demands and characteristics of each sales channel. Additionally, two cross-functional service roles were established for managing complaints and providing post-sales customer support.

This reorganisation has led to faster response times for customer requests, improved operational efficiency, greater

personalisation of services, and enhanced synergy between various company functions.

To further reduce the time between receipt and resolution of the request, Cassina has planned training sessions for Customer Care staff in 2024. These sessions will take place directly within the production departments, enabling team members to deepen their technical expertise and provide customers with more comprehensive and detailed explanations.

Data protection and customer privacy

Considering the importance of safeguarding personal data in an increasingly digitalised sales environment, Cassina has established robust internal procedures and guidelines to mitigate privacy risks for both employees and customers. These include a General Privacy Policy for private customers, a General Privacy Policy for B2B clients, a Cookie Policy and a Data Breach Policy.

To ensure compliance with the EU's General Data Protection Regulation (GDPR) (Regulation 2016/679), Cassina has appointed a Data Protection Officer (DPO). The DPO carries out regular audits and assessments to identify potential risks and areas for improvement, allowing for the implementation of corrective measures where necessary.

Data collection and processing are managed through internal systems for employees and suppliers. For customers, data is collected during store visits, events, website browsing and purchases, and is subsequently managed using a dedicated Customer Relationship Management (CRM) system.

Cassina ensures customers have access to the rights granted under GDPR and can contact the DPO for any data protection inquiries. The company also conducts regular training sessions on cybersecurity and GDPR compliance, requiring all employees to complete the necessary courses within specific deadlines.

Thanks to these proactive measures, Cassina has maintained a flawless record, with no customer privacy complaints reported in the past 3 years.

Design, circular materials and innovation

Cassina has been acknowledged as a symbol of the balance between innovation and tradition, guaranteeing the maximum respect of the iconic designs from the past while envisioning the future of design.

The Research and Development Centre is the driving force behind this approach. With a team of over 20 specialists, this department manages every stage of new product development, from concept design to prototyping and production, as well as conducting technical tests to ensure the highest standards of quality, durability and safety.

In 2020, Cassina presented Cassina LAB, a path born from the collaboration with POLI.design at the Milan Polytechnic, focused on giving life to a more conscious design process.

This is achieved, for example, through the development of projects able to offer functions that favour well-being and

through the identification of innovative materials to be employed in the manufacture of products, paying special attention to their disassemblability to encourage the recovery and recycling of materials at the end of their life cycle. Thanks to the collaboration of a multidisciplinary team from the Polytechnic – including engineers, architects, chemists and designers – this innovation process has shaped Cassina's projects with 3 core principles:

- increase the level of product sustainability;
- develop or import materials from other industries to improve both functional and environmental performance;
- measure the end users' well-being.

Cassina LAB's philosophy on sustainability



Timeless design

the best design is sustainable by definition, as it interprets a set of values that shape products made to last, with a timeless aesthetic that transcends trends.



Circularity

a new concept of designing that includes research and experimentation of circular materials, generating a new value, adopting a responsible approach to encourage the recovery and recycling of materials at the end of the product's life cycle.



Well-being

a contribution to improving the quality of indoor environments with features that promote well-being by combining design, comfort and functionality.

This approach highlights Cassina's commitment to reducing the environmental impact of its production processes, setting an example for the entire design industry by demonstrating how it is possible to combine

quality, aesthetics and circularity to create products that last. Over the years, this approach has consolidated to become the driving principle for the design and manufacture of Cassina products.

Measuring circularity

For Cassina, measuring the circularity of its products is synonym of CircularTool. Developed by Matrec Srl, this innovative tool provides a quantitative method for evaluating the circularity of items in the Cassina catalogue.

Using an input-output flow model, the CircularTool examines key indicators such as disassemblability, repairability, reusability, recyclability, energy recovery and landfill suitability in different end-of-life scenarios for the various product configurations. This scientific approach forms the basis for informed design decisions, also helping to minimise environmental impacts from the earliest stages of a product's lifecycle.

The CircularTool operates under a defined technical framework and undergoes constant updates to account for the latest advancements in recycling and recovery technologies.

This ensures it remains methodologically robust, aligned with leading international circular economy standards, and certified by the independent body Bureau Veritas.

Moreover, products' circularity measurement conducted with the CircularTool can be certified under BS8001:2017, ISO 14021:2016, and the Technical Regulations for Circularity Measurement, enabling Cassina to proactively address upcoming European requirements, including the introduction of the Ecodesign Regulation (ESPR).





MON-CLOUD BY PATRICIA URQUIOLA: A CLOUD OF INNOVATION

An enveloping shelter that celebrates comfort while focusing on circularity, **Mon-Cloud** is **99.85% disassemblable**.



Designed by Patricia Urquiola, *Mon-Cloud* is a versatile and elegant system that encapsulates a new perspective on upholstered furniture design with a view to circularity. The wooden structure lifts its generous volumes, giving pleasing **lightness and a distinct sense of softness, just like a cloud.**

Thanks to Cassina's intensive research and development, *Mon-Cloud* marks major design progress for the furniture industry: in this system, the curved shapes are not made with polyurethane moulds, but the structure is sculpted in recycled polyester wadding. The company has dedicated meticulous attention to both the materials implemented and the design of this system, by adopting a new technique aimed at minimizing the use of polyurethane.

The sofa's conscious soul is composed of a metal skeleton dressed in ample quilted cushioning made from recycled polyester fibre, embracing the backrest and armrests like a soft duvet. Even the soft seat cushions are made of recycled

polyester. *Mon-Cloud* contains a very low percentage of foamed elements made of CIRCULARREFOAM®, a polyurethane foam made with a percentage of recycled polyols. These inserts were developed so that they could be separated from the other materials, with the aim of facilitating their recovery and recycling. Having no glued parts, *Mon-Cloud* is 99.85% disassemblable at the end of its lifecycle.

Mon-Cloud's form could have easily been made with conventional techniques, whereas the research of new fibres with large volumes and the control of both their production and subsequent objectification on a load-bearing metal frame designed for disassembly, have generated an important phase of experimentation. Step by step, craftsmanship and a strong passion for innovation have led to a high-quality result that can be industrially replicated, ensuring unparalleled comfort.

Mon-Cloud exemplifies a design approach focused on product circularity, with every detail contributing to its final result.



LE CORBUSIER[®], PIERRE JEANNERET[®], CHARLOTTE PERRIAND[®] COLLECTIONS *DURABLE* VERSION

During the 20th Century, Le Corbusier, Pierre Jeanneret and Charlotte Perriand designed **unparalleled masterpieces that have become part of the history of design**



Cassina and this iconic trio have been tied hand in glove since 1964, the year in which the company acquired the exclusive worldwide rights to serially produce their first four models. Since then, Cassina is the only company authorised to produce the designs of the three authors, working in close contact with the Le Corbusier Foundation, Pernet Perriand-Barsac and the heirs of Pierre Jeanneret, to provide an authentic reconstruction of their work. The Le Corbusier[®], Pierre Jeanneret[®], Charlotte Perriand[®] Collection is still to this day in continuous evolution and is constantly expanded and enhanced to respect new requirements, making it always more contemporary.

The cushions' construction of these models has been modernised with the introduction of recycled polyester, for example, for the 7 *Fauteuil Tournant* small armchair and 8 *Tabouret Tournant* stool, the padded parts are made from recycled polyester wadding. In the case of the sofa 5 *Canapé, Appartement Le Corbusier*, it is possible to choose from blown recycled polyester fibre for the 'durable' version while the padding of the 4 *Chaise Longue à Réglage Continu, Durable*, is composed of recycled polyester wadding, and the headrest is made of blown fibre of the same material. In addition, the inside of the mattress pad is attached with Velcro, a detail that simplifies the product's disassembly.

Thanks to Cassina's in-depth research and development, this year the company has presented the 4 *Chaise longue à réglage continu*; the 5 *Canapé, Appartement Le Corbusier* sofa; the small 7 *Fauteuil tournant* armchair and the 8 *Tabouret tournant* stool in the "durable" version, that is to say, developed with circular materials, paying particular attention to sustainability.

TAMBUROUND

BY EDWARD BARBER AND JAY OSGERBY

Tamburound, the debut project by British designers Edward Barber and Jay Osgerby, exemplifies Cassina's ongoing commitment to exploring alternative solutions.

Circular materials, such as polyurethane with a percentage of polyols derived from biological origin, used in the foamed parts, as well as recycled PET wadding in the upholstery, have been implemented.



ESOSOFT BED

BY ANTONIO CITTERIO

Designed by Antonio Citterio, *Esosoft Bed* has been developed to offer functionality in support of wellbeing.

The bed frame can be equipped with the *Breath®* air-purifying fabric, the first patented zero-emission technology for air purification that captures and breaks down contaminants to encourage the natural circulation of clean air.

The headboard padding features a *Soundfil®* sound-absorbing panel, a recycled, hygienic and nontoxic material that captures and breaks down contaminants to encourage the natural circulation of clean air. **Circular materials have been employed**, such as polyurethane with a percentage of polyols derived from biological sources and recycled polyester wadding.



ESOSOFT ARMCHAIR

BY ANTONIO CITTERIO

Like all the products in this collection, the *Esosoft Armchair* has been developed with an eye to sustainability

Employing circular materials like polyurethane with a percentage of polyols derived from biological sources and recycled PET wadding.

While the base can be completely disassembled at the end of the product's lifecycle.



50th anniversary of the Cassina iMaestri Collection

Since 1973, Cassina has established a distinctive approach to reinterpret the great design classics, honouring their authenticity and cultural significance. This philosophy gave rise to the Cassina iMaestri Collection, which celebrated its 50th anniversary in 2023.

The Cassina iMaestri Collection traces its origins in 1964, with the acquisition of the exclusive worldwide rights for the serial production of the first four models designed by Le Corbusier, Pierre Jeanneret and Charlotte Perriand. Over the years, the collection has brought together some of the most iconic furniture of the 20th century, featuring works by 14 masters who have written the history of design. To mark this milestone, the collection has been expanded to include new designers such as Vico Magistretti, Gio Ponti, Carlo Scarpa and Charles and Ray Eames, in anticipation of the launch of the lighting collection in 2024.

To celebrate this important milestone, during Milan Design Week 2023 Cassina presented an exhibition curated by Art Director Patricia Urquiola in collaboration with Federica Sala, entitled **"Echoes, 50 Years of iMaestri"**. The exhibition, free for all visitors, offered an immersive exploration of the unique method that Cassina has established over the years to reinterpret design classics by celebrating their authenticity and design culture. Set within Palazzo Broggi, the exhibit unfolded across two levels and began in what was once a bank vault, inviting visitors to experience the pulsing heart of the company's incomparable method and discover the treasures of the Cassina iMaestri Collection.

The space was characterised by a continuous red light, recalling the distinctive colour of Cassina, which enveloped the visitors in an immersive experience, also thanks to video projections showcasing the faces and names of the 14 master masters.

The five sections of the exhibition guided visitors through the rich history of the collection, starting from the prototypes

of some of Cassina's most iconic designs, such as the 699 Superleggera by Gio Ponti and the *4 Chaise longue à réglage continu* by Le Corbusier, Pierre Jeanneret and Charlotte Perriand. The heritage of Cassina's masters came to life through a striking interplay between the three-dimensionality of a selection of prototypes and products showcased from the company's archive and the two-dimensionality of artistic photographs, revealed for the first time in this exhibition.

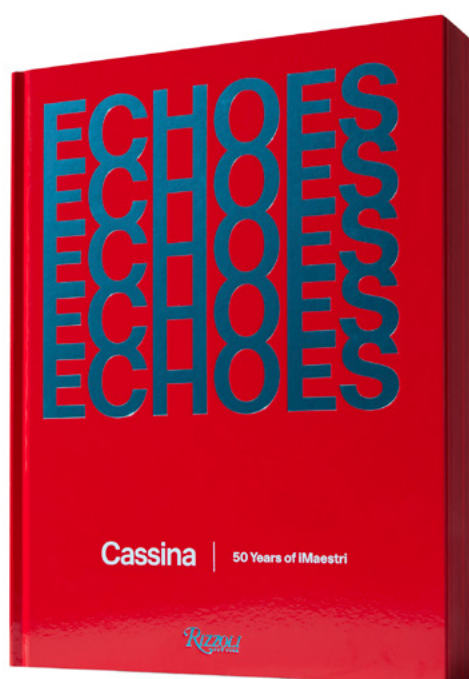
This significant initiative was followed in the autumn by the release of the book "Echoes, Cassina. 50 years of iMaestri" edited by Ivan Mietton with the artistic direction of Nicola Aguzzi from Undo-Redo and published by Rizzoli. The book not only celebrates a collection that has contributed to writing the history of design but, above all, a unique method to carry out research and development through which Cassina has created a dialogue between past, present and future, always in the pursuit of authenticity and culture. The book highlights the company's pioneering approach with contributions from CEO Luca Fuso, Art Director Patricia Urquiola, renowned philosopher Emanuele Coccia and the curator himself.

Five thematic chapters present essays by six international experts, enclosing in-depth studies dedicated to each of the fourteen masters through a narration made possible by the continuous dialogue between Cassina and the foundations, heirs and museum archives.

For this occasion, works shot by leading photographers were commissioned for each chapter to give a fresh interpretation to a selection of iconic models and, together with historical materials such as sketches, technical drawings, letters and period photographs, present the collection in an entirely new way.



"Echoes, 50 years of iMaestri" exhibition, © Agostino Osio



"Echoes, Cassina. 50 Years of iMaestri" book cover



First poster of the Cassina iMaestri Collection, 1972 © Cassina Historical Archive

New pillars

The launch of the Cassina Lighting Collection

The Cassina Lighting Collection debuted during the 2023 edition of Milan Design Week, completing the brand's proposal to **create welcoming atmospheres able to meet a wide range of styles.**

The genesis of the Cassina Lighting Collection arose from the discovery of lighting designs by Charles and Ray Eames, two of the most influential American designers of the 20th Century, with their pieces set to launch in 2024.

The catalogue also features lighting projects by Tobia Scarpa, Philippe Starck, Linde Freya Tangelder, and a new collaboration with the Italian designer Paolo Ulian.



Ray (second from left) and Charles (right) looking at the Galaxy prototype in Eames Office workshop in 1949 © Eames Office, LLC, 2024



Cassina sails into the yachting world

Cassina presented *Yachting Tales*,
**a new look-book exclusively dedicated
to luxury boats**

Presented to offer a selection of the most evocative and recognisable pieces
from Cassina's Collection for all areas of the yacht.



Sail Out system by Rodolfo Dordoni - Collezione Cassina Outdoor

Celebrating excellence: Cassina's awards and recognitions in 2023

In 2023, the company received the following awards:

Wallpaper* Design Award

for the *Flutz* chair by Michael Anastassiades in the 'Best
Silhouettes' category

SCHÖNER WOHNEN BEST OF DESIGN award

for the *Flutz* chair by Michael Anastassiades in the 'Upholstered
chairs' category.

for the *Cab Tab* table by Mario Bellini in the 'Dining tables' category.



Flutz chair by Michael Anastassiades - Cassina ® ph. Paola Pnasini



Cab Tab table by Mario Bellini - Cassina, ph. ® Francesco Dolfo

Cassina



"Echoes, Cassina. 50 Years of iMaestri" book, 4 Chaise longue à réglage continu, Le Corbusier, P. Jeanneret, C. Perriand, Cassina iMaestri Collection © Mattia Balsamini

Product quality and safety

To uphold the highest standards of quality and safety, the company adopts an ISO 9001-certified Quality Management System, designed to optimise and continually enhance business processes, ensuring an ever-improving ability to meet customer needs and expectations.

Every product is subjected to stringent quality and safety assessments to ensure excellence. Furthermore, Cassina has obtained the following certifications, affirming the safety of specific products:



GreenGuard Certification

verifies compliance with stringent standards for the emission of Volatile Organic Compounds (VOCs) from the materials used, ensuring healthier indoor air quality.



British Standard 5852

certifies the fire resistance of materials used in both Residential and Cassina Pro lines, specifically evaluating the fire retardancy of seat and sofa upholstery and padding. Similarly, the California TB 117:2013 certification confirms compliance with flammability requirements for upholstered furniture, allowing products to be marketed in the United States.



BIFMA Certification confirms that Cassina Pro products meet the standards established by the Business and Institutional Furniture Manufacturers Association. This certification ensures the quality, safety, and durability of office furniture, guaranteeing reliable performance and user safety.

Thanks to these efforts, Cassina has not reported any instances of non-compliance with laws, regulations, or self-regulatory codes over the past 3 years.

Sustainable and safe packaging

Cassina carefully selects packaging according to the specific needs of the products to be packed, with the aim of providing adequate protection for the products.

During transport, cardboard packaging is used, as well as internal protections depending on the type and weight of the product made of cardboard, or recycled and/or recyclable polyethylene foam. For some product types, wooden crates, cages or pallets are used, always ensuring the best protection and preservation of the item. All components are separable from each other to allow them to be recycled.

Cassina is committed to reducing the environmental impact of its packaging by eliminating metal and Styrofoam components, so as to maximize the percentage of packaging that can be recycled. In addition, the company aims to improve communication with customers, raising their awareness of the proper recycling startup of packaging.

Materials used by weight or volume, that come from recycled input (t)

		2023	
	Total	From recycling	%
Fabric	114	0	0%
Aluminium	81	40	50%
Plastic	63	0	0%
Iron / Metals	520	0	0%
Polyurethane	73	0	0%
Non-renewable	851	40	5%
Wood	2.498	0	0%
Cardboard	293	220	75%
Leather	80	0	0%
Saddle leather	23	0	0%
Renawable	2,894	220	8%
Total weight of materials used	3,745	260	7%

Data was calculated using the purchase turnover of reference commodities, considering the impact of the raw material on the expenditure of the specific commodity by dividing it by the average cost per ton of the reference material. Data on fabric, leather and saddle leather, on the other hand, were extracted from Cassina's system since they are purchased in metres.

Responsible sourcing and supply chain

Cassina is dedicated to managing its supply chain responsibly, ensuring the highest standards of quality in its products and services.

This commitment is built on fostering long-term partnerships with suppliers, grounded in trust and collaboration across the entire value chain. In 2023, Cassina implemented a new coordination process between its procurement department and Research and Development Centre to optimise purchasing activities. This initiative focuses on streamlining supplier relationships and purchase orders, improving overall efficiency.

As a symbol of Made in Italy excellence, Cassina’s supply chain remains firmly rooted in Italy and in its high-quality suppliers and products. In 2023, 88% of the €101 million spent on raw materials, semi-finished goods, processing, packaging and services was sourced from local suppliers. Over the past three years, Cassina has increased its spending on local suppliers by 25%, growing from €71 million to over €88 million.

Proportion of spending with local suppliers (thousands €)

	2021	2022	2023
Total expenditure (thousands €)	79,156	99,818	101,049
Purchase of goods and services from local suppliers in Italy (thousands €)	71,161	88,219	88,748
Purchase of goods and services from local suppliers in Italy (%)	90%	88%	88%

To ensure high standards throughout its network, Cassina uses a *Vendor Rating* system to assess suppliers based on criteria such as competitiveness, punctuality, instances of non-compliance, delivery times and costs. The system also values suppliers with certified quality, environmental, and health and safety management systems aligned with ISO standards. This approach enables Cassina to promptly address any issues, mitigate risks and identify the partners best suited to its needs.

In 2023, Cassina initiated a plan to progressively integrate sustainability into supplier qualification procedures. Additionally, Cassina is formalising a Group Supplier Code of Conduct, inspired by its Code of Ethics, which will gradually become a standard requirement for all suppliers.

Cassina’s strong supplier relationships also allow the company to respond swiftly to customer requests regarding raw material traceability and compliance with social and environmental standards throughout the value chain.



58 OUR PERSPECTIVE ON PEOPLE

At Cassina, people are our most important resource, from every point of view.

They are the key to our success and they represent the secret to facing future challenges.

In a future where diversity, equity and inclusion are fundamental principles to attract new talent, generate a sense of belonging and give value to the potential of each single person.

A future in which Cassina acts specifically for the health, well-being and satisfaction of every employee, both at work and in life.

Our contribution
to giving people a new
perspective.



Cassina Essentials

For customers and the community

Cassina's expertise paves the way for the future, driven by a distinctive vision that harmoniously combines tradition and innovation.

In 2023, the company:

Engaged its commercial team, while also inviting dealers and architects, in a comprehensive programme of training and knowledge exchange. This included interactive workshops, roundtable discussions, and company visits, alongside planning the development of a dedicated e-learning platform.

Strengthened its long-standing collaborations with leading universities, academies, and institutions such as Università Luigi Bocconi, Università Cattolica del Sacro Cuore, and LIUC Università Cattaneo. These partnerships have, over the years, facilitated the creation of standout initiatives like Cassina LAB, developed in collaboration with the Milan Polytechnic.

For suppliers

Protecting human rights and fighting against discrimination are fundamental to building a responsible value chain.

In 2023:

Driven by its dedication to inclusivity across its entire value chain, Cassina maintained its commitment to human rights compliance, reaffirming the zero-discrimination record established the previous year.

For employees

Expertise, inclusion, well-being, and safety are key elements for the company.

In 2023:

Cassina reinforced its commitment to employee development by providing over 9 hours of training per person and engaging them in the *Haworth Leadership Institute* to nurture the next generation of leaders.

For the first time, Cassina employees were involved in "Dick Haworth Values Award", established to honour individuals who consistently exemplify and uphold the Group's values in their daily work.

The Cassina team

Cassina acknowledges the vital role its people play in driving the company's success, valuing their human and professional contributions

As part of this commitment, the company prioritises the physical and mental well-being of its employees.

As of 31st December 2023, Cassina counted 323 members in Italy, with 95% on permanent contracts and 98% in full-time positions. Women made up 47% of the team, while 15% were under the age of 30. All members are covered by a national collective labour agreement.

Total number of employees by contract type and gender (n.)

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent contract	137	132	269	150	138	288	164	142	306
Fixed term contract	6	6	12	19	11	30	11	6	17
Total	143	138	281	169	149	318	175	148	323

Total number of employees by type of employment and gender (n.)

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	143	129	272	169	141	310	175	140	315
Part-time	0	9	9	0	8	8	0	8	8
Total	143	138	281	169	149	318	175	148	323

Total number of workers who are not directly employed but whose work is controlled by Cassina (n.)

	2021	2022	2023
Temporary workers	6	2	7
Internships	8	9	11
Temporary workers, logistics cooperative, outsourced services and VAT consultants	82	87	84
Total	96	98	102

Collective bargaining agreement

	2021	2022	2023
Number of employees covered by collective bargaining agreements (n.)	260	296	323
Total number of employees (n.)	281	318	323
Percentage of employees covered by collective bargaining agreements	93%	93%	100%

Attracting new talent is crucial to Cassina's success; expertise and innovation drive productivity and ensure the excellence of its products. To achieve this, the company has implemented internal policies and procedures focused on strengthening its employer branding.

Over the past three years, Cassina's workforce has grown by 25%. In 2023 alone, the company hired 54 new members, with 28% of these positions being filled by individuals under 30. During the same period, there were 45 departures, predominantly among employees over 50, reflecting the expected generational transition due to retirements. This resulted in a hiring rate of 15% and a turnover rate of 13%.

New hires and turnover

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total number new hires	32	33	65	43	31	74	32	22	54
< 30 years	10	12	22	20	10	30	9	6	15
between 30 and 50 years	18	17	35	20	18	38	20	11	31
> 50 years	4	4	8	3	3	6	3	5	8
Total number of terminations	23	25	48	19	17	36	20	25	45
< 30 years	1	0	1	5	0	5	2	6	8
between 30 and 50 years	10	18	28	9	13	22	8	11	19
> 50 years	12	7	19	5	4	9	10	8	18

Turnover rate incoming and outgoing

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Turnover rate - incoming	20%	21%	21%	24%	18%	21%	13%	17%	15%
< 30 years	40%	67%	51%	56%	40%	49%	26%	30%	27%
between 30 and 50 years	23%	19%	20%	22%	19%	21%	21%	13%	17%
> 50 years	7%	9%	8%	5%	6%	6%	5%	8%	7%
Turnover rate - outgoing	14%	16%	15%	10%	10%	10%	12%	14%	13%
< 30 years	4%	0%	2%	14%	0%	8%	18%	10%	14%
between 30 and 50 years	13%	20%	16%	10%	14%	12%	12%	9%	10%
> 50 years	22%	15%	19%	9%	8%	8%	14%	17%	16%

Cassina actively engages with emerging talent through internships, school-to-work programmes, company visits, and participation in career days. Furthermore, the Director of the Research and Development Centre holds a professorship in Industrial Design within the Interior Design degree programme at the Milan Polytechnic.

To attract new talent, the Human Resources department primarily relies on social media platforms and an effective word-of-

mouth network. **The Member Referral Program encourages employees to recommend qualified professionals for potential roles within the company.** Referrals are evaluated through the standard selection process and, if the referred candidate successfully completes the interview and is hired, the referring member is rewarded with a bonus. This initiative not only enhances recruitment efforts but also reflects members' satisfaction, as they actively promote the opportunity to work at Cassina within their professional and personal networks.



Cassina Store Wuxi © Ma Liren

Employee training and development

Cassina is committed to fostering both the professional and personal growth of its employees, recognising the crucial importance of skills development and continuous learning in striving for excellence.

In 2023, the company introduced a range of tailored training initiatives, working alongside other brands within the Haworth Lifestyle group to deliver comprehensive and high-calibre programmes.

Throughout the year, Cassina provided over 3,300 hours of training, averaging 9.4 hours per member. The 2023

training programme covered diverse topics, including the Code of Ethics, workplace health and safety, managerial skills development and cybersecurity. Furthermore, two specialised courses were offered to middle and senior management, focusing on intergenerational dialogue and managing the dynamics of having four different generations within the workplace.

Average hours of training per year per employee

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	5.3	35.0	8.6	6.5	35.0	9.5	14.7	11.5	14.2
Managers	7.6	10.5	8.7	8.4	11.4	9.6	11.9	45.0	29.7
White collars	10.7	8.3	9.5	5.0	8.2	6.7	15.5	9.3	11.9
Blue-collars	2.4	3.1	2.6	3.3	1.7	2.9	3.9	1.8	3.3
Total	4.9	6.4	5.4	4.3	5.9	4.9	8.6	19.5	9.4

Building on its established technical training programmes for its sales teams and retail staff, Cassina gives the possibility to attend training programs organised by the Haworth Leadership Institute. This initiative is designed to prepare high-potential employees for managerial and leadership roles, equipping them with the skills needed to take on key responsibilities within Haworth. The programme provides participants with enriching and stimulating opportunities to advance their professional development. Cassina launched a

dedicated induction programme focused on product training, ensuring members gain a comprehensive understanding of the company's catalogue and policies.

To support ongoing professional growth, Cassina provides its members with opportunities to explore diverse roles throughout their careers within the company. This approach not only enhances their skillsets but also fosters motivation and engagement over the long term.

Performance evaluation

Cassina adopts a structured Performance Management system to drive continuous improvement and to acknowledge the contributions of its members. Under this system, each member sets its own annual performance targets. These goals are reviewed and validated by the manager, who conducts an end-of-year evaluation based on feedback and achieved results. In 2023, all members (100%) participated in the performance evaluation and professional development processes.

Moreover, annually, Cassina awards a Performance Bonus based on a review of specific performance indicators, including EBIT, Quality, Absenteeism Rate and Productivity. Employees can choose to convert this bonus, either partially or fully, into Flexible Benefits. If fully converted, each employee will receive an additional 10% to be used on the portal. Any amounts not converted will be paid out in the employee's paycheck.

Commercial team training

Cassina's commercial team training adopts a focused approach designed to engage and empower a global network that extends from Cassina Stores to multi-brand dealers. This comprehensive programme features interactive workshops, roundtable discussions and company visits, offering meaningful opportunities for knowledge sharing and collaboration.

Training is also delivered locally worldwide through customised visits, providing insights not only into specific products but also into Cassina's market positioning, business strategy and brand identity. This global strategy reinforces Cassina's position as a standard-bearer of excellence in the high-end design and furniture industry.

Diversity, Equity, Inclusion & Belonging

Cassina is dedicated to nurturing an inclusive and culturally diverse workplace, ensuring equal opportunities for career advancement and professional growth for all.

Diversity, Equity, Inclusion and Belonging (DEI&B) are fundamental to fostering an open and dynamic work environment. The company strives to create a culture that values collaboration and equality, enabling everyone to express themselves freely and without fear of discrimination.

Each year, Cassina conducts a company-wide survey to assess key dimensions such as DEI&B, including members' sense of belonging, perceptions of active listening, and access to career opportunities. The insights gained from this survey inform the development of an annual improvement plan. In 2023, to further embed its commitment

to these values, Cassina incorporated DEI&B metrics into the variable remuneration framework for CEO and the Director of Human Resources.

Moreover, on the International Day for the Elimination of Violence Against Women, Cassina organised an awareness initiative, inviting all employees to add a dedicated banner to their email signatures. This small yet impactful action, adopted across the Haworth Lifestyle Group, was designed to encourage reflection on the ongoing issue of gender-based violence in many people's lives.



Focus on

Haworth Diversity, Equity, Inclusion & Belonging Committee

In 2022, Haworth introduced a range of initiatives aimed at fostering a culture of diversity, equity, inclusion and belonging (DEI&B) across all its brands. This initiative led to the creation of the Haworth DEI&B Committee, comprising representatives from various Group companies, including Cassina. These Committee members act as Ambassadors within their respective

organisations, facilitating the exchange of information between Haworth and the brand while providing valuable input and feedback on the DEI&B roadmap. Their contributions help shape strategies, define key themes, measure outcomes and establish milestones and objectives. Ambassadors also collaborate closely with the CSR teams at both Haworth and Haworth Lifestyle.

Creating an inclusive and discrimination-free workplace also means ensuring full respect for human rights. Cassina is deeply committed to promoting and safeguarding human rights through continuous oversight and robust measures, such as the prohibition

of child labour, compliance with minimum wage regulations, strict adherence to health and safety standards, and the enforcement of anti-discrimination and anti-corruption policies. **In 2023, Cassina reported no incidents of discrimination.**

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

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	9	2	11	10	1	11	11	1	12
< 30 years	0	0	0	0	0	0	0	0	0
between 30 and 50 years	5	1	6	5	0	5	6	1	7
> 50 years	4	1	5	5	1	6	5	0	5
Managers	11	10	21	12	12	24	12	15	27
< 30 years	0	0	0	0	0	0	0	0	0
between 30 and 50 years	7	8	15	7	8	15	7	8	15
> 50 years	4	2	6	5	4	9	5	7	12
White-collars	38	70	108	49	77	126	55	79	134
< 30 years	7	15	22	11	17	28	13	18	31
between 30 and 50 years	24	44	68	31	47	78	34	48	82
> 50 years	7	11	18	7	13	20	8	13	21
Blue-collars	85	56	141	98	59	157	97	53	150
< 30 years	19	2	21	26	4	30	26	4	30
between 30 and 50 years	30	29	59	36	29	65	36	27	63
> 50 years	36	25	61	36	26	62	35	22	57
Total	143	138	281	169	149	318	175	148	323



Employees welfare and wellbeing

Cassina prioritises the physical and mental well-being of its members by offering a variety of welfare initiatives aimed at improving their quality of life both at work and in their personal lives.

Under the three-year company supplementary agreement (2021–2023), Cassina introduced additional support measures for its members and their families, delivered through the **Cassina Welfare platform**. These include a range of goods and services, outlined below:



Education and training reimbursements

for expenses such as school and university tuition fees, summer camps, or meal and transport services.



Supplementary pension services



Transport reimbursements

for public transportation subscriptions, for personal or family use.



Elderly and dependent care reimbursements

for caregiving services provided to elderly or non-autonomous family members.



Shopping and recreational vouchers

which can be used to purchase goods, services, gym memberships and experiential packages through the platform.



Healthcare reimbursements

for medical expenses incurred by employees or their family members during the year.



Seasonal flu vaccination campaign

offering the flu vaccine on a voluntary basis.



Partnership with the Auxologico Institute

granting access to private healthcare services and specialist consultations with company-discounted rates and priority booking.



Collaboration with LILT

(Italian League for the Fight Against Cancer), providing cancer screening initiatives.

Cassina values long-term contributions and recognises its employees through meaningful bonuses and awards. Members who reach 25 years of service are granted an additional bonus in the form of Flexible Benefits, credited via the Cassina Welfare platform. Meanwhile, retiring members with at least 20 years of service are presented with a miniature Cassina product as a commemorative gift.

From 2023, all Cassina employees are eligible to win the Dick Haworth Values Award, celebrating individuals who

consistently embody and uphold the Group's core values in their daily work. Members were invited to nominate colleagues demonstrating exceptional teamwork and collaboration, with the final winners selected by Dick and Matthew Haworth.

In 2023, 4 of Cassina's 323 eligible-for-parental-leave members took advantage of this benefit and returned to work during the reporting period. Additionally, four members who had previously taken leave returned 12 months later and remain employed with the company.

Parental leave

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees entitled to parental leave	143	138	281	169	149	318	175	148	323
Employees who took parental leave	0	8	8	0	5	5	0	4	4
Employees who returned to work during the reporting period after taking parental leave	0	4	4	0	5	5	0	4	4
Employees who returned to work after taking parental leave and who are still employees of the organisation in the 12 months after return	0	3	3	0	4	4	0	3	3





Production of the 8 sofa by Piero Lissoni - Cassina® ph. Stefano De Monte

Occupational health and safety

Cassina is committed to providing a safe workplace for all.

Supported by robust tools and policies to prevent accidents and protect the health of its members. Central to this effort is its Integrated **Occupational Health and Safety Management System, certified to the international ISO 45001 standard.**

This system encompasses all members and external workers at Cassina's production sites in Brianza and the Cassina Store in Milan, with annual audits conducted by a third-party certification body. Additionally, Cassina has implemented a Workplace Health and Safety Policy, aligned with D.lgs. 81/2008, to safeguard the well-being of its workforce, third parties and the community.

An internal Health and Safety Officer ensures compliance with regulations, monitors incidents, and facilitates

communication between staff and management. **Cassina also engages employees through ongoing dialogue with union representatives and Safety Representatives, fostering collaboration and effective communication within the company.**

In 2023, Cassina introduced technical data sheets for all machinery used in production, placed near the equipment to detail safe operational procedures and minimise accident risks. The company also implemented a Skills Matrix, allowing managers to assess employees' proficiency in machine operation. Members are authorised to use equipment only after demonstrating the required competence.

Taking a proactive stance on safety, Cassina offers targeted training programmes on risk management, injury prevention and compliance with legal requirements, tailored to specific roles.

Training is regularly updated to reflect current regulations.

In 2023, 167 individuals, including members and external workers under Cassina's oversight, participated in health and safety training. As part of its health and safety strategy, Cassina operates a medical surveillance and industrial hygiene programme managed by an occupational physician. This initiative evaluates members' fitness for their roles and

continuously monitors risk factors. The programme includes periodic check-ups and specialised examinations, such as vision and ENT assessments, as outlined in the Risk Assessment Document. The occupational physician is available on-site biweekly, with additional medical personnel on hand weekly.

In 2023, Cassina reported 4 minor injuries over more than 500,000 working hours, reflecting a reduction from the previous year. No cases of occupational diseases were recorded.

Work-related injuries

Employees	2021	2022	2023
Death due to work-related injuries	0	0	0
Number of injuries with severe consequences	0	0	0
Recordable occupational injuries	2	5	4
At work	2	2	3
Commuting	0	3	1
Total hours worked	457,364	485,656	510,887
Rate of recordable occupational injuries	4.37	4.12	5.87

Workers who are not directly employed	2021	2022	2023
Death due to work-related injuries	0	0	0
Number of injuries with severe consequences	0	0	0
Recordable occupational injuries	0	0	1
Total hours worked	137,981	156,457	147,598
Rate of recordable occupational injuries	0	0	6.78

Community engagement

Cassina has always been committed to promoting design culture with the aim of sharing it with as many people as possible.

Through strategic partnerships, the company champions the visions and ideas of the designers and architects it collaborates with, showcasing their pivotal role in the history of design.

By making design increasingly accessible, this approach fosters a deeper understanding and greater appreciation of design as an art form. In doing so, Cassina nurtures an environment where innovation, creativity and aesthetics can flourish, advancing the design industry and amplifying the influence of its designers' work.

Cassina for IN Residence's Design Workshop "VARIABLE THRESHOLDS"

Cassina took part in the "VARIABLE THRESHOLDS" Design Workshop #17 by IN Residence, from the 6th to the 9th of September, at the ADI Design Museum in Milan. This partnership continues with IN Residence following the launch of the Patronage project last year, confirming Cassina's mission to promote design culture and cultivate young talent through the support and development of creativity. To support this thematic

workshop, curated by Barbara Brondi and Marco Rainò, Cassina activated five scholarships for the participants. Structured as both an important educational and theoretical research activity, the workshop discussed the topic of variable boundaries that challenge the traditional notions of categorization, encouraging a more inclusive and interconnected understanding of spaces, inviting people to embrace their potential for change and growth.



Cultural collaboration

In its dedication to sharing and promoting design culture, Cassina has consistently cultivated partnerships with some of the world's most renowned brands across a range of industries.

New Lancia Ypsilon Edizione Limitata Cassina

During 2023, Cassina continued its collaboration with Lancia. In this shared journey, the two brands **set a new language in the automotive industry that was strongly inspired by the well-being of the home.** The partnership culminated first in the presentation of the Lancia Concept Pu+Ra HPE during Milan Design Week. Several icons were the inspiration for the interior of this concept car which is closely connected to the world of furniture. In particular, the reference to design is evident in the round carpet, whose warmth immediately recalls a domestic atmosphere, and the round tables, central and multifunctional elements used for the first time in a car. The two independent front seats, on the other hand, take their cue from the *Maralunga* model by Vico Magistretti, presenting unique proportions and a bold colour scheme..

Later in November, for Lancia's 117th anniversary, the companies **announced the launch of the new LANCIA YPSILON LIMITED EDITION CASSINA**, a fully electric car available in a limited series of 1906 numbered and certified pieces, in

reference to the year of the foundation of Lancia. The first image of the car **revealed a detail of the 'tavolino' (central table), the first-ever in an auto, anticipating the car's strong design approach and Cassina's production excellence and craftsmanship.**



The new Lancia Ypsilon Edizione Limitata Cassina, "Tavolino" central table

One Block Down x Cassina

In 2023, Cassina extended its collaboration with One Block Down with two new chapters:

Chromatic Floating Opposites

Cassina and One Block Down reinterpreted the iconic *Zig Zag* Chair by Gerrit T. Rietveld, launching a new limited-edition version in the three colours intrinsically linked to the architect's work and the De Stijl art movement: red, yellow and blue. This new version of the *Zig Zag* combined two opposing materials: wood, highlighting Cassina's illustrious workmanship, and sheet metal, saturated in red, yellow or blue, creating an evocative visual effect when the light hits its surfaces.

The Right Chair

This limited edition of Gio Ponti's *Leggera Outdoor* featured a hydroformed stainless steel frame left raw with visible welding, highlighting its essential form and materials. Each piece was characterised by marks derived from the artisanal and craftsmanship production process. Like the *Leggera Outdoor*, this reinterpretation employed a hydroforming technique

adapted from the Formula One industry to the world of design, allowing the chair to retain its lightness while keeping the same shape as the original model. During Milan Design Week 2023, the chair was protagonist of an installation created by One Block Down at Autorimessa laRinascente.



Zig Zag Limited Edition by Gerrit T. Rietveld – Cassina x One Block Down, Piscina Scarioni

Solidarity and charitable initiatives

In 2023, Cassina undertook various solidarity initiatives to support associations and communities, demonstrating its commitment to social responsibility.

01

During the festive season, Cassina organised a **food collection among employees to donate to Banco Alimentare** (food bank), helping to provide essential goods to those in need.

02

In the same period, with a view to circular economy, Cassina produced a series of pouches to gift to its stakeholders by reusing the residual nubuck leather from its icons. The company aims to expand this project in 2024.

03

Cassina contributed to the Telethon Foundation's mission by funding scientific research.

04

On the 8th of November 2023, at the annual **"Be the Hope" charity gala hosted by RFK Human Rights Italia** at La Pelota in Milan, Cassina donated a *Modular Imagination* piece by Virgil Abloh for the charity auction conducted by Christie's.

05

For the **XVIII Bruno Marelli Golf Trophy charity gala dinner**, held on the 7th of October 2023 at the Barlassina Country Club, Cassina auctioned a *7 Fauteuil tournant* armchair by Charlotte Perriand from the *Le Corbusier®*, *Pierre Jeanneret®*, *Charlotte Perriand®* Collection. **Proceeds supported the Theodora Foundation**, which provides artistic and performance-based assistance to children in hospitals.

Participation in associations and partnerships

Cassina firmly believes in the importance of fostering connections with the community through membership in associations and prestigious partnerships.

The company actively participates in the following associations:

ASSOCIATION FOR INDUSTRIAL DESIGN (ADI) which works to bring together designers, companies, researchers, teachers, design critics and journalists on design's topics.

ASSOLOMBARDA, an association of companies operating in Lombardy.

Cassina also actively supports the following foundations of iMaestri, participating in cultural initiatives such as exhibitions and publications, with particular attention to:

LE CORBUSIER FOUNDATION, where Cassina contributes to the restoration and maintenance of Maison La Roche-Jeanneret, the Foundation's headquarters in Paris.

MAGISTRETTI FOUNDATION as a founding and promoting member, to which it contributes for the maintenance and enhancement of its spaces.



76 OUR PERSPECTIVE ON THE PLANET

Energy transition, safeguarding the environment, combating climate change: these are themes that we have chosen to pursue not only in words but in deeds, through a new approach to production and a vision that, in addition to respecting and protecting design, is able to respect the nature that surrounds us.

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

Our contribution to
giving the planet a new
perspective.



Cassina Essentials

For customers

Sustainable development means meeting the needs of the present without compromising the ability of future generations to do the same.

Therefore, in 2023:

Cassina's dedication to biodiversity drove the ongoing use of GREENGUARD certification for select products, ensuring rigorous control over harmful emissions.

For the environment

Adopting sustainable practices along the value chain, upstream and downstream, is essential to reducing an organisation's impacts.

In 2023:

No waste was sent to landfill, thanks to selective waste sorting management systems implemented at production facilities and close collaboration with a specialised partner for end-of-life waste management.

To reduce the ecological impact of its operations, Cassina considered the guidelines of the International Union for Conservation of Nature (IUCN) Red List of Threatened Species when selecting materials.

Cassina's focus on efficiency resulted in a 24% reduction in energy consumption and a 17% decrease in both direct (Scope 1) and indirect (Scope 2) emissions within a single year.

Cassina maintained its water consumption exclusively for civil use, keeping demand to a minimum, supported by the six timers installed in 2022 to optimise water flow.

For employees

An organisation's environmental impact is significantly influenced by daily choices and action of its people.

In 2023:

Building on the progress made the previous year, Cassina streamlined its internal logistics by directing incoming products directly to the Lentate site, with the aim of reducing transfers from Meda.

Energy consumption

Cassina is committed to tackling energy transition, environmental protection and climate change through concrete actions.

This dedication is embodied in an innovative production approach and a vision that priorities not only design but also the preservation of the natural environment. Cassina adopts a new philosophy where the beauty of a project is defined not just by its aesthetics but also by its ability to honour and protect the environment that enables its creation.

To support this vision, the company has implemented an ISO 14401-certified Environmental Management System, which fosters continuous improvement of its processes and ensures an ever-increasing focus on environmental protection.

In 2023, Cassina recorded an energy consumption of 20,870 GJ, marking a 24% reduction compared to the previous year.

This achievement is the result of efficiency measures introduced over the past few years, which also contributed to a 31% reduction in energy intensity over the same period.

In fact, in the past two years, Cassina has undertaken multiple initiatives to minimise energy consumption. Photovoltaic panels installed at the Meda site in Busnelli generated over 100 MWh of electricity in 2023. This system will be expanded starting from September 2024 with the addition of a second installation boasting a capacity of 240 kW at the Meda site in Tre Venezie.

Additionally, a new woodworking extraction unit was installed. Equipped with inverter-driven filter motors, it delivers significant energy savings. Furthermore, the air reintegration system purifies and recirculates air extracted from the carpentry facility, reducing the need to reheat fresh air and further improving energy efficiency.

Energy intensity

	2021	2022	2023
Total energy consumption (GJ)	27,611	26,369	20,870
Total hours worked (h)	595,345	642,113	658,485
Energy intensity (GJ/h)	0.0464	0.0411	0.0317

Energy consumption within the organisation (GJ)

	2021	2022	2023
Total direct energy consumption	17,403	16,951	13,075
from natural gas	16,159	14,824	10,513
from diesel	1,150	1,867	2,248
from gasoline	100	260	314
Electricity	10,207	9,418	7,421
from non-renewable sources	1,931	1,438	760
from renewable sources	8,276	7,979	6,661
self-produced electricity	0	0	661
of which sold	0	0	288
Total energy consumption	27,611	26,369	20,870

Cassina's total direct (Scope 1) and indirect (Scope 2) emissions amount to 743 tCO₂eq, reflecting a 17% reduction compared to the previous year.

Direct and indirect emissions (tCO₂eq)

	2021	2022	2023
Direct GHG emissions (scope 1)	901	895	751
From natural gas	813	746	530
Direct emissions for company fleet (diesel)	81	131	201
Direct emissions for company fleet (gasoline)	6	17	20
Indirect GHG emissions from electricity consumption (market based)	130	55	38
Indirect GHG emissions from electricity consumption (location based)	741	644	531
Total emissions (market based)	1.031	950	789
Total emissions (location based)	1.554	1.390	1.282

Optimising logistics

Logistics is a vital component of Cassina’s production activities and has the potential to significantly impact the environment, especially given the company’s global distribution network.

To mitigate these effects, Cassina carefully monitors its logistics operations, optimising transportation and actively pursuing innovative solutions, often in partnership with suppliers.

Over the years, Cassina has adopted several strategies to streamline the movement of incoming raw materials and outgoing finished products. These measures include direct shipments from suppliers to subcontractors, route optimisation, eliminating empty trips and using Delivered-at-Place (DAP) transport via containers to consolidate goods for clients.

This year, building on efforts initiated in 2022, **Cassina further refined its internal logistics flows to accommodate growing production volumes.** This included redirecting incoming product flows directly to the Lentate facility.

Outbound logistics, which ensures products are delivered to end customers worldwide, is managed by Haworth Lifestyle. This centralised approach streamlines global operations by consolidating shipment management in Europe and the United States through a single logistics partner. For shipments to Asia, the predominant method is ex-works, enabling customers to collect products directly from Cassina's warehouses using their chosen logistics providers.

Waste and water management

Cassina acknowledges the importance of responsible and mindful resource management, from the materials used to water consumption.

Waste management

In Cassina's production process, the primary waste streams stem from manufacturing activities and include wood processing by-products such as shavings and sawdust, as well as leather and saddle leather. The company monitors specific indicators to measure the impact of hazardous and non-hazardous waste relative to the total volume of products manufactured.

To minimise waste during production, Cassina prioritises optimising leather and fabric usage from the design stage.

Recognising the value of leather as a resource, Cassina has also developed solutions to repurpose unavoidable scraps: residuals that cannot be reintegrated into internal processes are redirected to small leather goods manufacturers, who are better equipped to work with smaller offcuts.

Cassina is committed to reducing waste production by implementing selective sorting practices. Waste generated at production sites is collected and managed by an authorised external partner responsible for storage, recycling or energy recovery. This partner provides regular, detailed reports on the types and quantities of waste processed.

In 2023, Cassina's waste generation increased by 14% compared to the previous year, due to higher production volumes and warehouse reorganisation efforts. The optimisation of storage areas, in particular, involved the disposal of obsolete semi-finished and finished products no longer in the catalogue. **Despite this, Cassina maintained its commitment to sustainability by ensuring that no waste was sent to landfill.**

Waste generated; 306-4 Waste diverted from disposal; 306-5 Waste directed to disposal (tons)

	2021	2022	2023
Total waste produced	771.3	834.1	954.96
Hazardous	7.2	4.81	9.56
Non-hazardous	764.2	829.3	945.4
Waste diverted from disposal	407.8	459.1	586.46
Hazardous	0.36	0.19	0.366
Other recovery operations	0.36	0.19	0.366
Non-hazardous	407.4	458.9	586.1
Recycling	293.9	335.3	474.3
Other recovery operations	113.5	123.6	111.8
Waste directed to disposal	363.5	374.98	368.5
Hazardous	6.8	4.6	9.22
Landfill	0	0	0
Incineration with energy recovery	0.027	0.042	2.40
Other disposal operations	6.79	4.58	6.82
Non-hazardous	356.7	370.36	359.24
Incineration with energy recovery	325.0	340.06	334.02
Other disposal operations	31.7	30.30	25.22

Water resource management

Cassina's water consumption is solely for civil purpose, as its current industrial processes do not require water. The company draws its water from the local mains supply, with wastewater discharged into the public sewage system for

treatment at consortium purification facilities. In 2023, water usage remained consistent with the previous year at 0.009 ML. To further conserve water, the company installed six flow-optimising timers in 2022.

Water withdrawal; Water discharge; Water consumption (ML)

	2021		2022		2023	
	All areas	Water stressed area	All areas	Water stressed area	All areas	Water stressed area
Water withdrawal by source	0.012	0	0.009	0	0.009	0
Surface water	0.012	0	0.009	0	0.009	0
Freshwater	0	0	0	0	0	0
Other types of water	0	0	0	0	0	0
Discharges of water by destination	0	0	0	0	0	0
Surface water	0	0	0	0	0	0
Freshwater	0	0	0	0	0	0
Other types of water	0	0	0	0	0	0
Total water consumption	0.012	0	0.009	0	0.009	0

Biodiversity

Cassina recognises the critical importance of biodiversity conservation and strives to minimise the environmental impact of its value chain on ecosystems.

The company places particular emphasis on responsible land use, sustainable resource management and pollution reduction, working collaboratively across its entire supply chain. Biodiversity protection is achieved primarily through research and the prioritisation of renewable and circularity-oriented materials whenever possible.

Cassina is equally committed to upholding reference environmental standards and ensuring superior indoor air quality through GREENGUARD certification. Issued by the independent scientific organisation UL Environment, this

certification guarantees compliance with rigorous standards for limiting emissions of harmful substances, including benzene, aromatic amines and formaldehyde.

Furthermore, Cassina adheres to the guidelines of the IUCN Red List of Threatened Species when selecting materials. This globally recognised list provides comprehensive information on the conservation status of species, helping Cassina make informed design and production decisions that avoid the use of resources derived from endangered species.



METHODOLOGICAL NOTE

The release of the **third edition of the Sustainability Report** underscores Cassina's commitment to transparently sharing its sustainability performance. This document, prepared on a voluntary basis, offers a detailed overview of the environmental, social and governance opportunities and challenges the company has addressed over the past year and outlines its vision for the future.

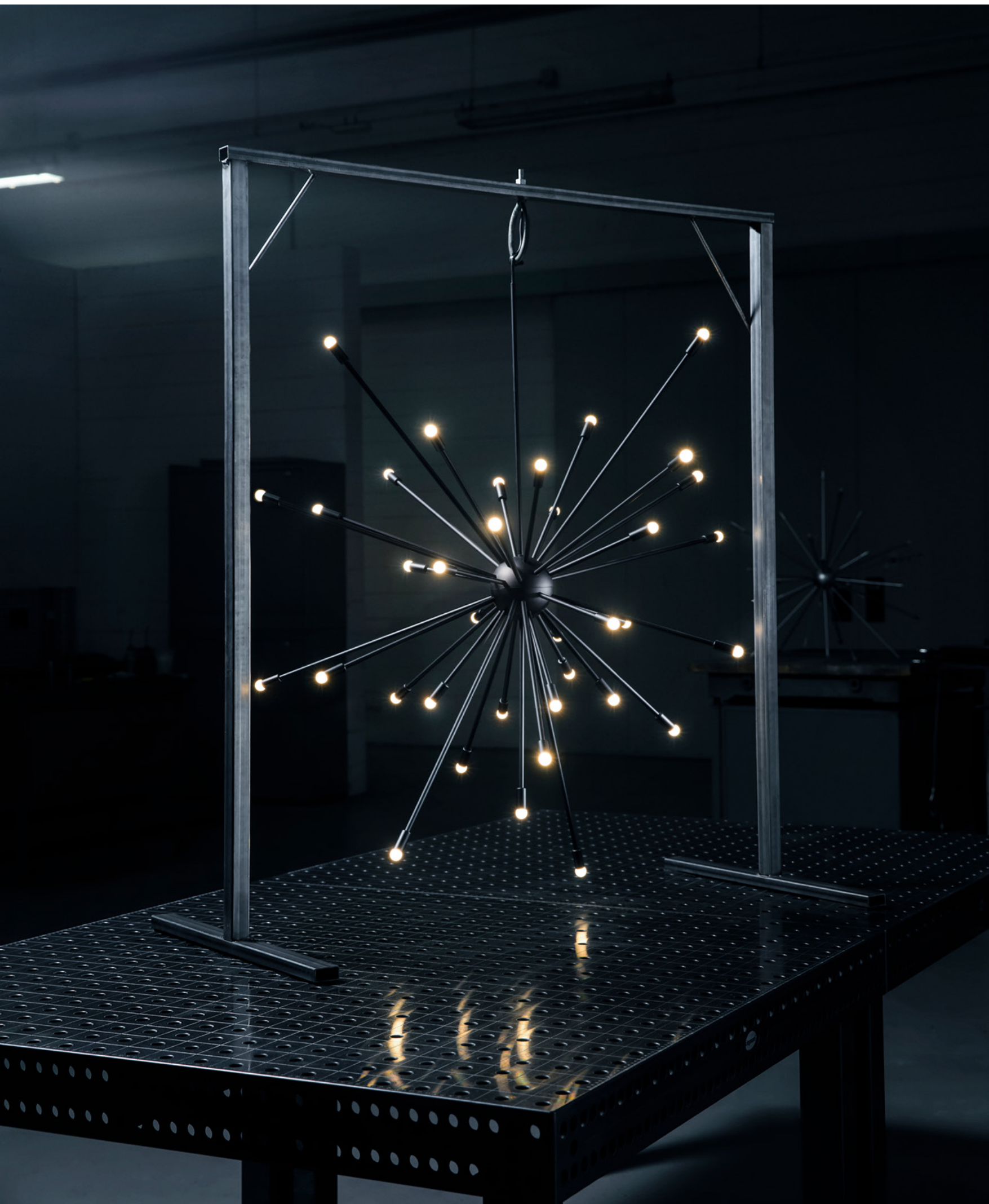
The information contained in this document refers to the fiscal year 2023 (from the 1st January to 31st December, 2023), providing comparisons with 2021–2022 data where available. In terms of perimeter, it aligns with the scope of the company's Financial Statements. As part of Haworth Lifestyle, Cassina's data is included in the group's consolidated Sustainability Report.

The Report has been prepared according to the GRI Standards (Global Reporting Initiative) 2021, “with reference to” option. The GRI identification codes are provided in square brackets within the document and detailed in the GRI Content Index, which lists the reported indicators.

The Report focuses on 20 material topics, spotlighting the areas where the company has the most significant economic, environmental and social impacts. These topics were identified through a Materiality Analysis conducted in 2021 and reconfirmed in 2022 as well as in 2023, following the GRI Standards, as detailed in the chapter “Cassina's Sustainability Journey”.

Data and information included in the report were gathered with input from all key company departments overseeing these material topics. The process was coordinated and overseen by Haworth Lifestyle's Corporate Social Responsibility team.

The Board of Directors reviewed the report on March 28, 2024. For additional information or questions, please contact csr@cassina.it.



GRI CONTENT INDEX

Statement of use	Cassina S.p.A. has reported in accordance with the GRI Standards for the period 01/01/2023 – 31/12/2023
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	No GRI Sector Standard is applicable

Informativa generale

GRI Standard	Disclosures	Location	Note/Omissions
GRI 2: General disclosures 2021	2-1 Organisational details	The Cassina Perspective on Sustainability	Registered name and legal form: Cassina S.p.A. Headquarter: 1, Via L. Busnelli 20821 Meda (MB)
	2-2 Entities included in the organisation's sustainability reporting	Methodological note	There are no differences in the scope of consolidation between the Sustainability Report and the consolidated financial statements
	2-3 Reporting period, frequency and contact point	Methodological note	Reporting period: 01/01/23-31/12/23 Frequency: Annual Date of publication: TBD Contact point: csr@cassina.it
	2-4 Restatements of information	Methodological note	Restatements of GRI 2-7 and GRI 405-1 are reported, due to a recalculation compared to the previous version
	2-5 External Assurance		The document is not subject to external assurance
	2-6 Activities, value chain and other business relationships	Responsible sourcing and supply chain	
	2-7 Employees	Cassina People	
	2-8 Workers who are not directly employed	Cassina People	

GRI Standard	Disclosures	Location	Note/Omissions
GRI 2: General disclosures 2021	2-9 Governance structure and composition		Cassina has no Committees
	2-10 Nomination and selection of the highest governance body	The Governance model	
	2-11 Chair of the highest governance body		Not applicable. The chairman of the board of directors is not a senior executive of the organisation
	2-12 Role of the highest governing body in overseeing impact management	The Governance model	
	2-13 Delegation of responsibility for impact management	The Governance model	
	2-14 Role of the highest governing body in reporting of sustainability	The Governance model	
	2-15 Conflict of interest	The Governance model	
	2-16 Communication of critical concerns		There have been no significant cases of complaint in the past three years
	2-17 Collective knowledge of the highest governing body	The Governance model	
	2-18 Performance evaluation of the highest governing body	The Governance model	
	2-19 Remuneration policies		The compensation process is not formalized in a policy
	2-20 Process to determine remuneration		The process for determining Cassina's remuneration is overseen by Haworth
	2-21 Annual total compensation ratio		The annual total compensation ratio is equal to 28.93
	2-22 Statement on sustainable development strategy	Letter to our Stakeholders	
	2-23 Policy commitments	The Governance model	Cassina Code of Ethics: https://www.cassina.com/it/it/legale/ethical-code.html
	2-24 Embedding policy commitments	The Governance model	
	2-25 Processes to remediate negative impacts	Customer centricity	
	2-26 Mechanisms for seeking advice and raising concerns	The Governance model	
	2-27 Compliance with laws and regulations		In the three-year period 2021-2023, Cassina did not record any significant cases or receive fines for cases of non-compliance with laws and regulations
	2-28 Membership associations	Community engagement	
	2-29 Approach to stakeholder engagement	Materiality analysis and stakeholder engagement	
	2-30 Collective bargaining agreements	Cassina People	

Temi materiali

GRI Standard	Disclosures	Location	Note/Omissions
GRI 3: Material topics 2021	3-1 Process to determine material topics	Materiality analysis and stakeholder engagement	
	3-2 List of material topics	Materiality analysis and stakeholder engagement	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Generated and distributed economic value	
Material topics			
Governance			
GRI 3: Material topics 2021	3-3 Management of material topics	The Governance model	
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	The Governance model Diversity, Equity, Inclusion & Belonging	
Business ethics and integrity			
GRI 3: Material topics 2021	3-3 Management of material topics	The Governance model	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	The Governance model	100% of the members of the governing body and employees receive communications and trainings on anti-corruption policies and procedures. The information regarding the percentage of business partners informed about policies and procedures anti-corruption are not available
	205-3 Established incidents of corruption and actions taken	The Governance model	In 2023, Cassina did not record any incidents of corruption
Risk management and regulatory compliance			
GRI 3: Material topics 2021	3-3 Management of material topics	The Governance model Product quality and safety Product quality and safety Energy consumption	
GRI 416: Customer health and safety 2016	416-1 Assessment of health and safety impacts by product and service categories	Product quality and safety	
Shared value creation			
GRI 3: Material topics 2021	3-3 Management of material topics	Economic value generated and distributed	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	Economic value generated and distributed	
Responsible sourcing and supply chain			
GRI 3: Material topics 2021	3-3 Management of material topics	Waste and water management	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste and water management	
	306-2 Management of significant waste-related impacts	Waste and water management	

GRI Standard	Disclosures	Location	Note/Omissions
Responsible sourcing and supply chain			
GRI 3: Material topics 2021	3-3 Management of material topics	Sustainable and safe packaging	
GRI 301: Materials 2021	301-1 Materials used by weight or volume	Sustainable and safe packaging	
	301-2 Recycled input materials used	Sustainable and safe packaging	
Product quality and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	Product quality and safety	
GRI 416: Client's health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product quality and safety	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product quality and safety	In the three-year period 2021-2023, Cassina has not recorded any incident of non-compliance concerning impacts on the health and safety of products and services
Diversity, Equity, Inclusion & Belonging			
GRI 3: Material topics 2021	3-3 Management of material topics	Diversity, Equity, Inclusion & Belonging	
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity, Inclusion & Belonging	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, Equity, Inclusion & Belonging	In 2023, Cassina recorded no incidents of discrimination
Training and development of employees			
GRI 3: Material topics 2021	3-3 Gestione dei temi materiali	Employee training and development	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	Employee training and development	
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee training and development	
Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material topics	Occupational health and safety	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	Occupational health and safety	
	403-2 Hazard identification, risk assessment and incident investigation	Occupational health and safety	
	403-3 Occupational health services	Occupational health and safety	
	403-4 Worker participation, consultation and communication on occupational health and safety	Occupational health and safety	
	403-5 Worker training on occupational health and safety	Occupational health and safety	

GRI Standard	Disclosures	Location	Note/Omissions
	403-6 Promotion of worker health	Occupational health and safety	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational health and safety	
	403-8 Workers covered by an Occupational Health and Safety Management System	Occupational health and safety	
	403-9 Work-related injuries	Occupational health and safety	
Talent attraction and retention			
GRI 3: Material topics 2021	3-3 Management of material topics	Cassina People	
GRI 401: Employment 2016	401-1 New hires and turnover	Cassina People	
Employees welfare and well-being			
GRI 3: Material topics 2021	3-3 Management of material topics	Employees welfare and wellbeing	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employees welfare and wellbeing	There are no differences in access to benefits provided by the company for part-time and full-time employees
	401-3 Parental leave	Employees welfare and wellbeing	
Responsible supply chain			
GRI 3: Material topics 2021	3-3 Management of material topics	Responsible sourcing and supply chain	
GRI 204: Practices of procurement 2016	204-1 Proportion of spending on local suppliers	Responsible sourcing and supply chain	
GRI 308: Environmental evaluation of suppliers 2016	308-1 New suppliers that were screened using environmental criteria		In 2023, no new suppliers were evaluated according to environmental criteria
GRI 414: Social evaluation of suppliers 2016	414-1 New suppliers that were screened using social criteria		In 2023, no new suppliers were evaluated according to social criteria
Customer satisfaction			
GRI 3: Material topics 2021	3-3 Management of material topics	Customer centricity Product quality and safety	
Customer data privacy and protection			
GRI 3: Material topics 2021	3-3 Management of material topics	Customer centricity	
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer centricity	In the three-year period 2021-2023, Cassina did not receive any complaints about violations of customer privacy
Human rights			
GRI 3: Material topics 2021	3-3 Management of material topics	Responsible sourcing and supply chain	

GRI Standard	Disclosures	Location	Note/Omissions
Community engagement			
GRI 3: Material topics 2021	3-3 Management of material topics	Community engagement	
GRI 413: Local communities 2016	413-1 Activities involving local community involvement, impact assessments and development programs		Cassina does not monitor activities that involve local community involvement, impact assessments and/or development programmes
Efficienza energetica e riduzione delle emissioni GHG			
GRI 3: Material topics 2021	3-3 Management of material topics	Energy consumption	
GRI 302: Energy 2016	302-1 Energy consumed within the organisation	Energy consumption	
	302-3 Energy efficiency	Energy consumption	
GRI 305: Emissions 2016	305-1 GHG direct emissions (Scope 1)	Energy consumption	
	305-2 GHG indirect emissions (Scope 2)	Energy consumption	
	305-6 Emissions of ozone-depleting substances (ODS, "ozone-depleting substances")		Cassina uses the refrigerant gas R-32. During 2023, there were no gas leaks
Water management			
GRI 3: Material topics 2021	3-3 Management of material topics	Waste and water management	
GRI 413: Acqua ed effluents 2018	303-1 Interaction with water as a shared resource	Waste and water management	
	303-2 Management of impacts related to water discharge	Waste and water management	
	303-3 Water with drawal	Waste and water management	Cassina has no drawdown sources in water-stressed areas
	303-4 Water discharge	Waste and water management	Cassina's water use is exclusively for purposes of sanitation; therefore, water is discharged through public sewer systems connected to municipal sewage treatment plants
	303-5 Water consumption	Waste and water management	Cassina has no drawdown sources in water-stressed areas
Waste management			
GRI 3: Material topics 2021	3-3 Management of material topics	Waste and water management	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste and water management	
	306-2 Management of significant waste-related impacts	Waste and water management	
	306-3 Waste generated	Waste and water management	
	306-4 Waste diverted from disposal	Waste and water management	
	306-5 Waste directed to disposal	Waste and water management	

GRI Standard	Disclosures	Location	Note/Omissions
Biodiversity			
GRI 3: Material topics 2021	3-3 Management of material topics	Our Perspective on Planet	
GRI 304: Biodiversity 2016	Significant impacts of activities, products and services on biodiversity		Cassina's production sites are not located within or adjacent to protected areas and areas of high biodiversity value outside protected areas. Stores are located in urban areas
Product innovation			
GRI 3: Material topics 2021	3-3 Management of material topics	Design, circular materials and innovation	
Logistica sostenibile			
GRI 3: Material topics 2021	3-3 Management of material topics	Optimising logistics	

Editorial Project Coordination
Cassina S.p.A.

Art Direction and Graphic Design
COMMON

