



SANINDUSA

GROUP

SUSTAINABILITY
REPORT
2023



MESSAGE FROM THE BOARD OF DIRECTORS



Dear Stakeholder,

We believe that true progress is only achieved when there is a balance between economic performance, environmental responsibility and social commitment, so our mission is to promote the creation of economic, social and environmental value by prioritising innovation and sustainability in the solutions we sell.

In this context, we constantly seek to innovate and expand the business in a sustainable way, through the implementation of practices that minimise our environmental impact, the promotion of an inclusive and diverse work environment and the adoption of a governance model based on transparency and ethics.

This holistic approach allows us to thrive in the marketplace as well as contribute positively to society and the environment, ensuring a sustainable future for all. Although production technology already allows the

incorporation of cleaner energy sources, the availability of these energy sources is still very limited compared to the needs of the industry. As long as this limitation persists, we are committed to mitigating environmental impacts by optimising processes and raising people's awareness of sustainable practices.

We firmly believe that people are the main pillar of sustainable development. We are committed to reviewing all the processes inherent to our activity in order to prosper the business without compromising a better world for future generations.

As a result of the investment in Environmental, Social and Governance (ESG) initiatives, we highlight some of the ongoing projects, such as the installation of photovoltaic panels in order to significantly increase the use of renewable energy sources, the implementation of advanced

systems for the recovery and reuse of energy, the inclusion of employees of different nationalities, as well as measures that promote their integration into the company, the implementation of a training plan with a strong behavioural and leadership training component and an eco-sustainable productive investment strategy integrated into projects based on the circular economy.

We recognise the challenges of increased reporting requirements and sustainable practices in Europe, which threaten our competitiveness compared to companies outside the continent, but we are determined to overcome these obstacles through innovation and commitment.

Our focus for the coming years is to reduce environmental impact with more efficient production technologies, use recycled and environmentally friendly materials, minimise waste and carbon emissions, promote circular economy

practices and strengthen corporate social responsibility. We reiterate our commitment to continuously invest in social and industrial solutions that guarantee a sustainable future.



GABRIELA CASTRO PITA
Board Member



NUNO AMARO
Board Member

SNAPSHOT

2023

SANINDUSA GROUP

80%

Portuguese suppliers

45M

Turnover

57

Countries where we are present

4

Business units

517

Number of customers

SCOPE OF THE REPORT

The Sanindusa Group's 2023 Sustainability Report was prepared with reference to international tools, methodologies and standards, specifically the most recent (2021) version of the Global Reporting Initiative (GRI), the SASB Standards' materiality identification tool, and the AA1000 Stakeholder Engagement Standard.

This report is based on the environmental statement – a report that details Sanindusa's environmental commitment and that reflects present and future environmental objectives and perspectives – as well as data related to the 2023 management report. In this way, the aim is to evaluate its performance holistically, internally and its impact on society, reinforcing transparency and trust with its main stakeholders.

The structure of this report follows an ESG vision, which translates into a strategic division for the presentation of indicators and metrics related to the material priority issues for the company and its stakeholders in terms of its Environmental, Social and Governance impact. The environmental impact concerns the management of natural resources and productive practices, while the social impact relates to its human capital and local community. Finally, the impact on governance involves ethics, legal compliance and innovation, among other strategic topics for the organisation.

Taking into account the structure, procedures and context of each organisation (headquarters and subsidiaries), the data and metrics presented in this report refer to the activity in Portugal, thus including Sanindusa, Sanindusa 2, and GRAU.

The Sanindusa Group is available for requests for information about this report through the following contacts:

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sustainability@sanindusa.com

1ST SUSTAINABILITY REPORT

Hereinafter, the “Sanindusa Group” refers to the Group's operations in Portugal.

Committed to the sustainable growth of their business, they began their journey towards objectives and metrics that guarantee transparency and credibility.



This report is available at
www.sanindusa.com

Any clarification can be requested through the form available at:
<https://sanindusa.com/en/contacts>

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A close-up photograph of a young woman with voluminous, curly red hair. She is looking directly at the camera with a neutral expression. She holds a large, vibrant green leaf over her right eye. Her hand, with pink nail polish, is visible on the right side of the frame. The background is a soft-focus outdoor scene with green foliage and sunlight filtering through the trees.

WE ARE WORKING “TODAY” FOR A SUSTAINABLE “TOMORROW”

01. SANINDUSA GROUP

The Sanindusa Group specialises in the production and sale of sanitary ware, bathroom furniture, taps and accessories for bathrooms and kitchens.

Founded in 1991, the Group quickly made a name for itself in the Portuguese and international market for the quality, innovation and design of its products. It currently offers a wide range of solutions, combining functionality and aesthetics to meet the needs of its customers.

Proud of its family roots, the Group strives to reflect its values and its commitment to excellence and innovation in the sector. Thanks to the commitment made to employees, customers and other stakeholders, in just a few years, it has occupied a prominent place in a sector characterised by strong business groups.

At present, it is the largest Group in the Iberian Peninsula and the only one with 100% Portuguese capital, as a producer of sanitary ware and complementary products.

MISSION

Its mission is to create economic, social and environmental value with a focus on the innovation and sustainability of its integrated kitchen and bathroom solutions, based on proximity to its stakeholders.

VALUES

INNOVATION

A continuous search for innovative solutions, oriented towards excellence and the needs of its stakeholders.

TRUST

Recognition of its coherent, ethical and responsible attitude in the relationship between the company and its stakeholders.

SUSTAINABILITY

Valuing the company's internal and external resources, ensuring environmental, social and economic sustainability, with respect for the future of the planet.

PROXIMITY

Solidarity and empathy in the relationship with employees, customers, partners and the community in general.

RESILIENCE

The ability to face and overcome adversity, with a focus on cooperation and teamwork.

01.01. OUR HISTORY

 **1991**  **INDUSA**
Indusa - Indústria de Sanitários, Lda
foundation

 **1993** 
Vitreous China
start of production

 **1997 GRAU**
Grau - Fábrica de Torneiras e Acessórios, S.A.
acquisition

 **1998** 
Acrylics
new unit

 **2000 SANINDUSA 2**
Sanindusa 2 Indústria de Sanitários, S.A.
foundation

 **2001** 
Fireclay
new unit

 **2003 UNISAN**
Unisan XXI
acquisition

 **2003 SANINDUSA**
Sanindusa
new brand name

 **2003**
NP EN ISO 9001:2000
amendment of the standard



 **2004**
NP EN ISO 14001 . EMAS
certification by the standard



 **2021**
Sanindusa
shareholder restructuring

 **2017**
Sanindusa 2
2017 fires; destruction of
manufacturing unit

 **2021**
Sanindusa 2
a new beginning



 **2023**
Sanindusa
rebranding


SANINDUSA
THE PATH OF WATER

01.02. GROUP STRUCTURE

The **Sanindusa Group** is made up of 4 companies, three in Portugal and one in Spain.

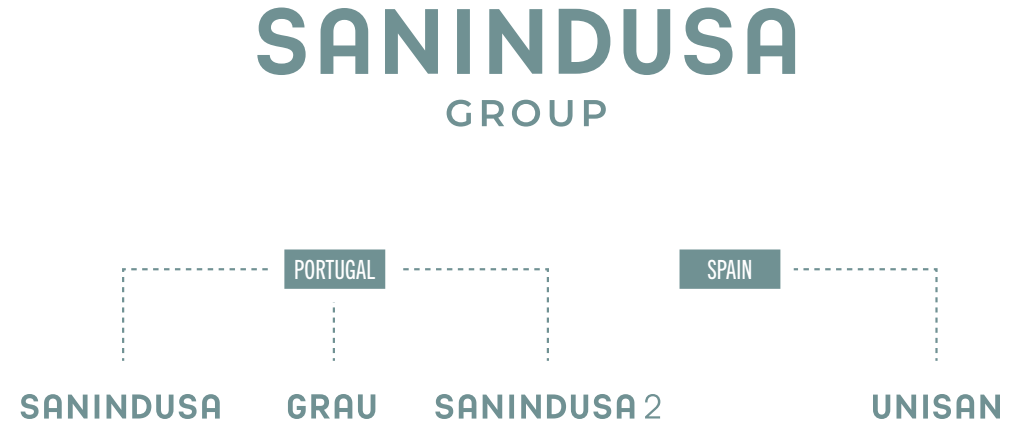
The parent company is **Sanindusa**, and is located in the Industrial Zone of Aveiro Sul, consisting of three manufacturing units - Ceramics 1, Ceramics 2 and Acrylics.

Sanindusa 2 is located in the Tocha Industrial Zone in Cantanhede.

Sanindusa and **Sanindusa 2** are intended for the manufacture of products for bathrooms and kitchens, including sanitary ware, sinks, bathtubs, and shower trays.

Grau is located in the Oiã Industrial Zone and is dedicated to the manufacture of taps and sanitary accessories.

In Valencia, Spain, there is Unisan, which is currently engaged in sales support.



01.03. MARKETS, SANINDUSA IN THE WORLD

THE SANINDUSA GROUP EXPORTS TO 57 COUNTRIES:



01.04. PRODUCT PORTFOLIO



SANLIFE

WALL HUNG TEXTURED TOILET



Excellent Product Design



reddot winner 2022

Product Design



German Design Council



Product Design

01.04. PRODUCT PORTFOLIO

We transform each home into an exclusive space.

The Sanindusa Group strategically invests in quality, design, innovation and excellent service, allowing its products to be present all over the world.

Over 30 years of production, the Sanindusa Group has developed a portfolio of products and solutions that meet the requirements and needs of the demanding construction market, always guided by the Circular Economy, Water Efficiency and Sustainability.



Toilets and Bidets



Shower trays



Accessories



Bathtubs



Sanitary ware



Taps

01.04. PRODUCT PORTFOLIO



Structures



Bathroom furniture



Hydromassage



Urinals



Partitions



Washbasins



Reduced Mobility



Kids

The harmony between innovation, aesthetics and functionality makes each piece unique.

The Sanindusa Group dedicates a significant part of its resources to research and development, seeking new solutions and improvements for its products. Combining innovation, aesthetics and functionality, it internally develops the solutions it presents to the market, garnering various recognitions and awards, both nationally and internationally.

2005

Design Plus . Good Design awards



The **WCA** sanitary ware line won the **Design Plus Award** in 2005.

The **Design Plus Award** is an accolade in the area of industrial design and annually distinguishes products that combine innovation, functionality and aesthetics.

It was also awarded the **Good Design Award**, one of the most prestigious in the field of Design, which every year distinguishes the world's most innovative and avant-garde projects.



DESIGN PLUS

2016

IF Design Award awards



The **Line 42** bathroom mixers won the **iF Design Award** in Germany in 2016.

This distinction is synonymous with quality and worldwide prestige, as it is one of the largest and most important international awards bestowed by the **iF International Forum Design**.



2022

German Design Award . Iconic Award . Good Design . Reddot awards



The textured Sanlife toilet was distinguished for its design with 4 awards: **German Design Award**, the **Red Dot**, the **Iconic Design Award**, and the **Good Design**.

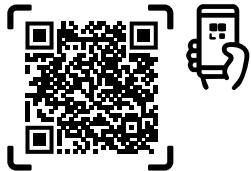
In addition to these awards, it was also selected to be exhibited at the **Red Dot Design Museum** in Essen, Germany.



reddot winner 2022

01.05. PRODUCT PORTFOLIO

01.05.01. BLUE CATALOGUE



In keeping with its policy of protection and defence of the environment, the Sanindusa Group has been investing in the development of products that improve water efficiency.

As a result of this investment, the company has a blue catalogue, which is composed of solutions that allow water to be managed more efficiently through water savings.

In this regard, the Sanindusa Group offers products with water efficiency ratings of A, A+, and A++.

These categories include ceramic tanks with flush mechanisms, built-in installation systems with integrated cisterns, single-lever and electronic mixers/taps, and shower kits.

These solutions meet the most demanding standards in terms of water efficiency, without neglecting user comfort.



02. COMMITMENT TO A SUSTAINABLE FUTURE



02.01. COMMITMENT TO SUSTAINABILITY

SANINDUSA GROUP DNA

The Sanindusa Group has established a set of sustainable guidelines based on three main pillars: processes, social and environmental responsibility, and responsible growth.



PRODUCTIVE PROCESS

Implementation of LEAN methodologies and training of employees with a focus on continuous improvement of processes for greater flexibility, efficiency, productivity and adaptation to the reality of the company and the markets.



TECHNOLOGY AND INNOVATION

Technology and innovation in the Sanindusa Group is always at the service of comfort, balance and well-being, leading to efficiency improvements from the production line to the end user.



PROCESS DIGITALISATION

Digitalisation and technological integration make it possible to establish, standardise and optimise processes across the board, thereby strengthening the value chain and creating new business models and product traceability.



PEOPLE

The Sanindusa Group works with people for people. It promotes the well-being and skills development of all employees and assumes proximity as a pillar of human relations.



ENVIRONMENTAL COMMITMENT

Over more than 30 years of activity, the diversity of products and services of the Sanindusa Group meets and exceeds market requirements in terms of their ecological footprint, always taking legislative and regulatory requirements, sustainability and the circular economy as guidelines.



RESPONSIBLE GROWTH

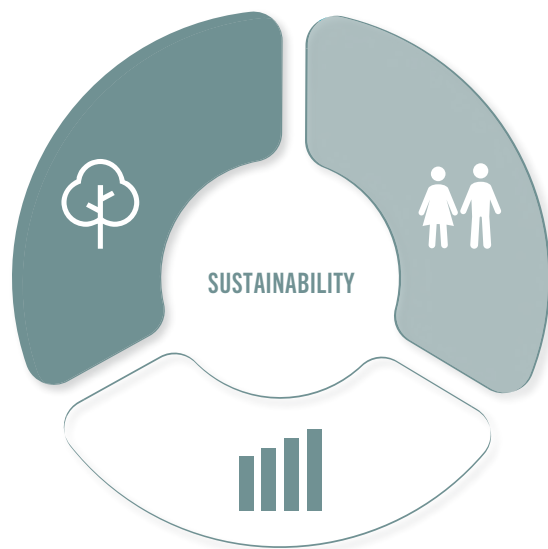
Development of competitive and value-added solutions that guarantee the quality of life of people and future generations, with a medium and long-term strategic vision, to face and overcome market challenges and ensure the financial sustainability of the entire Group.

PROCESSES

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

02.01. COMMITMENT TO SUSTAINABILITY

02.01.01. STRATEGIC PILLARS



ENVIRONMENTAL EDUCATION

- Reduce the ecological footprint by reincorporating waste into paste formulations;
- Optimise the manufacturing process with a view to reducing waste of natural resources and greater energy efficiency;
- Commitment to EcoDesign, providing more environmentally friendly products;
- Focus on partnerships with suppliers to use more sustainable raw materials.



SOCIAL

- Ensure conditions for the well-being of employees;
- Invest in training for employees;
- Attract qualified talent;
- Ensure diversity and inclusion.

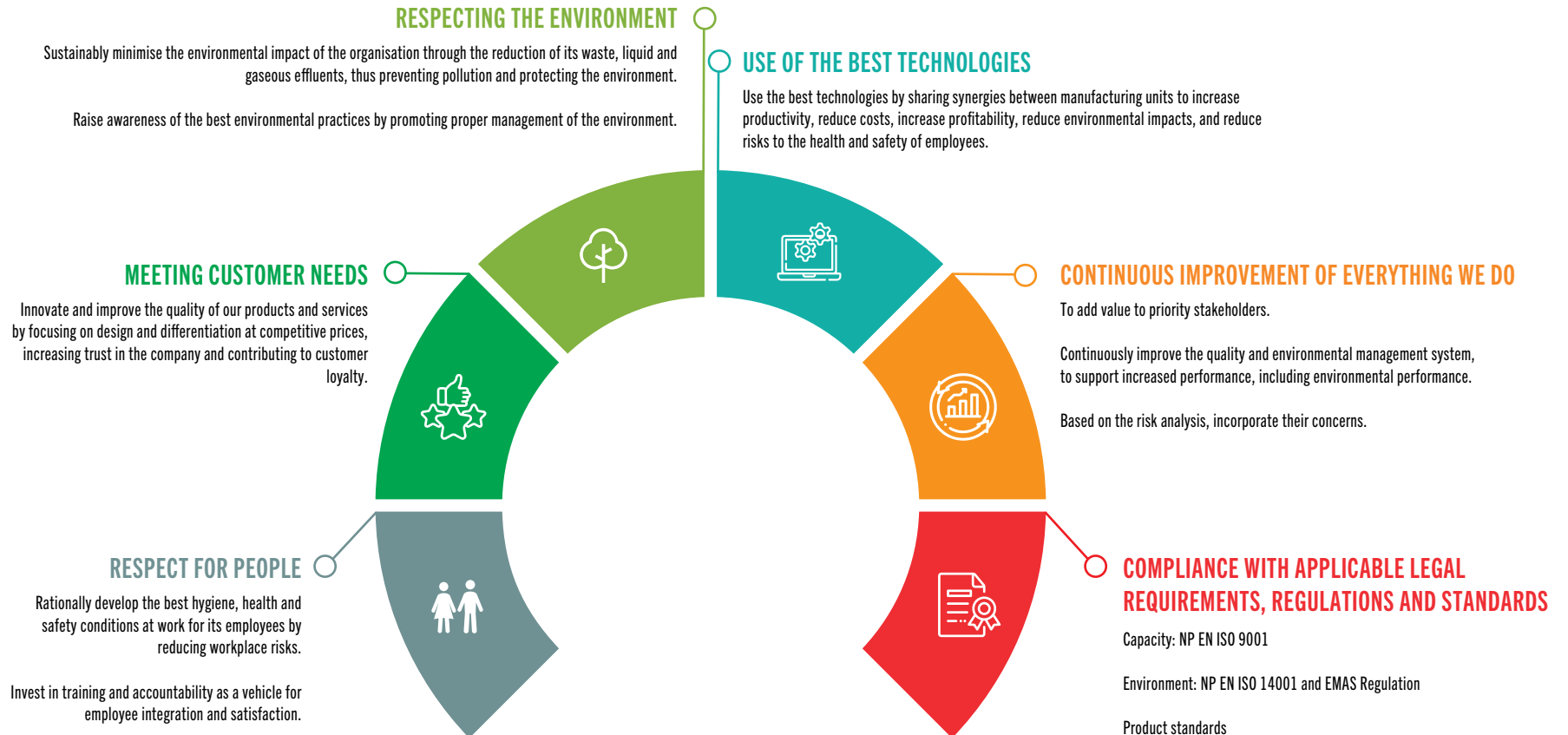


BUDGET-FRIENDLY

- Consolidate strategic markets;
- Diversify markets and types of clients to reduce risk and increase business;
- Invest in state-of-the-art production and product development equipment;
- Optimise information to support decision-making, through new management tools;
- Invest in Digital Transformation.

02.01. COMMITMENT TO SUSTAINABILITY

The Sanindusa Group Policy rigorously reflects the organisation's values and principles, establishing clear guidelines for all stakeholders.



02.02. CERTIFICATES AND OTHER RECOGNITION



Sanindusa has the Environmental Management System, according to ISO 14001, and the Quality Management System laid down by ISO 9001.

It is also certified by the Community Eco-Management and Audit Scheme (EMAS), a voluntary mechanism that aims to promote the continuous improvement of the environmental performance of organisations through the establishment and implementation of environmental management systems, as well as the provision of relevant information to the public and other interested parties.

119 tCO₂e OF EMISSIONS AVOIDED SINCE 2021

By joining the Integrated Packaging Waste Management System, Sanindusa has avoided a total of 119tCO₂e since 2021. As indicated in the “Less Footprint More Future” Declaration, in 2023 it was 32.57tCO₂e.

This statement communicates the environmental benefit associated with joining this initiative, demonstrating the Carbon Footprint avoided, over a period of one year, due to the recovery of the packaging waste it places on the market, within the scope of the Integrated Packaging Waste Management System (SIGRE) managed by SPV.

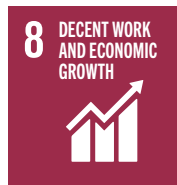
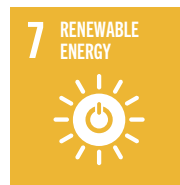
02.03. A GROUP ALIGNED WITH THE GLOBAL AGENDA

The Sanindusa Group presents a growth vision oriented towards the commitment to the Sustainable Development Goals (SDGs) established by the UN. This approach is reflected in the implementation of sustainable practices, through the development of tools and processes that promote efficiency in production. In this process, it counts on innovation as its greatest ally, because it recognises its contribution to this global agenda, which aims to involve everyone and extract their best for the environment and society.

In addition, it also promotes practices in terms of the relationship established with employees and other stakeholders, based on ethics, transparency, skills development, equal opportunities and good working conditions.

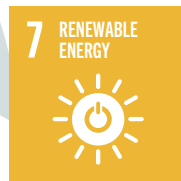
The Sanindusa Group meets the needs of its customers, positioning itself as a leader in corporate responsibility, which is reflected in its collaboration to meet the global SDG goals.

THE PRIORITY OF ITS ACTION IN 9 SDGS



02.03. A GROUP ALIGNED WITH THE GLOBAL AGENDA

02.03.01. COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



ENVIRONMENT

ENERGY MANAGEMENT

7.2. By 2030, substantially increase the share of renewable energy in the global energy mix.

7.3. By 2030, double the global rate of improvement in energy efficiency.

WASTE MANAGEMENT

12.4. By 2030, achieve environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their negative impacts on human health and the environment.

12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

02.03. A GROUP ALIGNED WITH THE GLOBAL AGENDA

02.03.01. COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



WATER MANAGEMENT

6.4. By 2030, substantially increase water use efficiency in all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity.



USE OF SUSTAINABLE MATERIALS

9.4. By 2030, modernise infrastructures and rehabilitate industries to make them sustainable, with greater efficiency in the use of resources and greater adoption of clean and environmentally correct technologies and processes, with all countries acting according to their respective capacities.



GREENHOUSE GAS EMISSIONS

13.2. Integrate climate change-related measures into national policies, strategies and plans.



PRODUCTIVE EFFICIENCY

12.2. By 2030, achieve sustainable management and efficient use of natural resources.

02.03. A GROUP ALIGNED WITH THE GLOBAL AGENDA

02.03.01. COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



SOCIAL

RESPONSIBLE HIRING

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small-, and medium-sized enterprises, including through access to financial services.

8.5. By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

WORKPLACE HEALTH AND SAFETY

8.8. Protect labour rights and promote safe and secure working environments for all employees, including migrant employees, in particular migrant women, and people in precarious employment.

02.03. A GROUP ALIGNED WITH THE GLOBAL AGENDA

02.03.01. COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



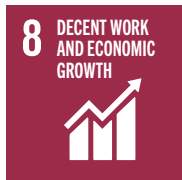
DIVERSITY

5.5. Ensure the full and effective participation of women and equal opportunities for leadership at all levels of decision-making in political, economic and public life.



TRAINING AND SKILLS DEVELOPMENT

4.4. By 2030, substantially increase the number of young people and adults who have relevant qualifications, including technical and professional skills, for employment, decent work and entrepreneurship.



DIVERSITY

8.8. Protect labour rights and promote safe and secure working environments for all employees, including migrant employees, in particular migrant women, and people in precarious employment.



ATTRACTING QUALIFIED TALENT

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small-, and medium-sized enterprises, including through access to financial services.

02.03. A GROUP ALIGNED WITH THE GLOBAL AGENDA

02.03.01. COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

GOVERNANCE

ETHICS

16.5. Substantially reduce corruption and bribery in all their forms.

16.7. Ensure that decision-making, at all levels, is responsible, inclusive, participatory and representative.

TRANSPARENCY

12.6. Encourage companies, especially large and transnational ones, to adopt sustainable practices and to integrate sustainability information into their activity reports.



02.03. A GROUP ALIGNED WITH THE GLOBAL AGENDA

02.03.01. COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



INNOVATION

9.2. Promote inclusive and sustainable industrialisation and, by 2030, significantly increase the share of industry in employment and GDP, in accordance with Portuguese circumstances, and double its share in least-developed countries.

9.4. By 2030, modernise infrastructures and rehabilitate industries to make them sustainable, with greater efficiency in the use of resources and greater adoption of clean and environmentally correct technologies and processes, with all countries acting according to their respective capacities.

9.5. Strengthen scientific research, improve the technological capabilities of industrial sectors in all countries, particularly developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development employees per million people and public and private spending on research and development.

02.04. ESG APPROACH



LEAD, THROUGH ETHICAL, RESPONSIBLE AND TRANSPARENT MANAGEMENT, USING ESG CRITERIA.

The sustainability journey must be complemented with a comprehensive ESG approach. This approach allows a holistic assessment of the organisation's environmental, social and governance performance through qualitative and quantitative indicators. The integration of ESG criteria into decision-making makes it possible to mitigate various types of risks, such as operational, financial and reputational risks, as well as creating long-term value.

The ESG approach is the foundation of the Group's reporting strategy, which is reflected in this report. The commitment to this approach stands out for its transparency and accountability, ensuring that all stakeholders are properly informed and involved. Through clear and open communication, the Sanindusa Group seeks to strengthen trust and communication with its stakeholders, promoting sustainable and balanced growth.

The organisation believes that the implementation of ESG criteria is fundamental to its business strategy, aligning with the SDGs. This integration allows the Sanindusa Group to comply with regulations and market expectations, as well as to lead by example in the sector, promoting practices that benefit the environment, society and corporate governance, in a significant and lasting way.

02.05. STAKEHOLDER ENGAGEMENT

STAKEHOLDER MATRIX

Engagement and communication with stakeholders are essential processes for organisations, as they allow them to align and direct efforts to achieve the objectives agreed upon by all stakeholders.

This is an accountability and transparency mechanism that aims to engage stakeholders in identifying, understanding and addressing sustainability issues and concerns. To ensure that stakeholder engagement is structured, informed and comprehensive, the internationally recognised AA1000 Stakeholder Engagement Standard was followed.

Through this methodology, a detailed evaluation process was carried out, resulting in a matrix that mapped and classified stakeholders according to their influence and interest in the business activities of the Sanindusa Group.

This exercise allowed us to understand their expectations and needs, as well as establish priorities for direct engagement and communication efforts.

LEGEND.



INFLUENCE

KEEP SATISFIED

INVOLVE AND MANAGE CLOSELY

MONITOR

KEEP INFORMED

INTEREST

02.05. ESTAKEHOLDER ENGAGEMENT

02.05.01. ENGAGEMENT MECHANISMS

Over the past few years, methods of communication and engagement with priority stakeholders have been developed. Based on transparency and ethics, the methods used allow communication with stakeholders on key issues for the Sanindusa Group. With an eye to the future, we intend to carry out a regular consultation with priority stakeholders related to sustainability issues, thus allowing these to be reviewed and evaluated, whenever necessary.

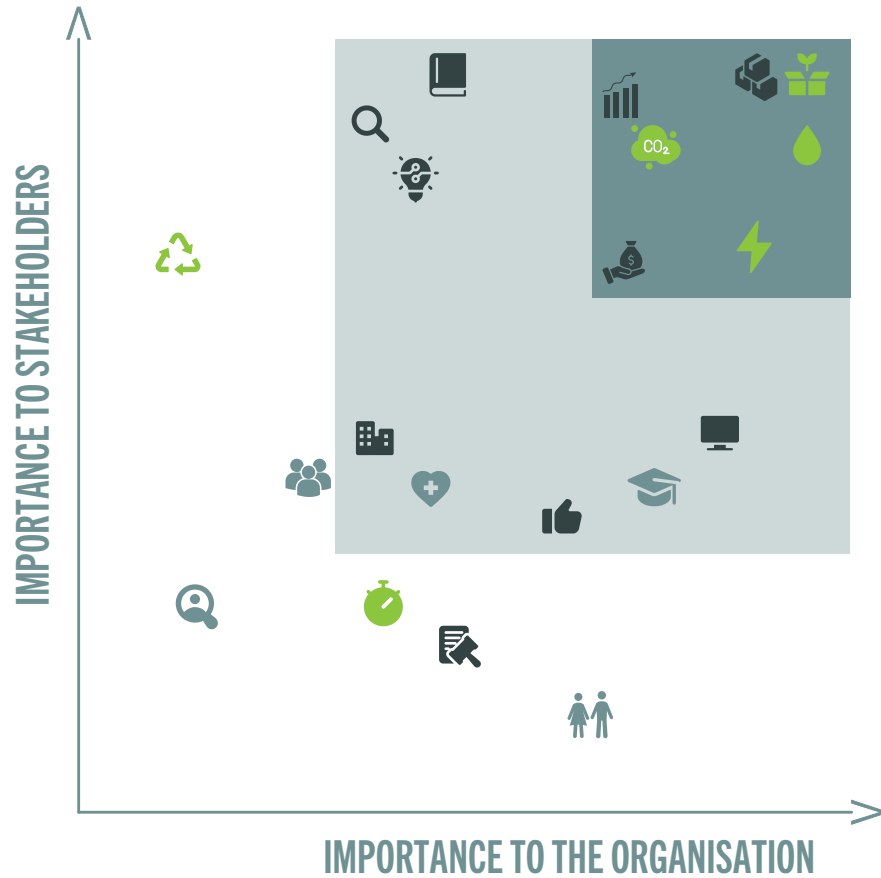
	EMPLOYEES AND OTHER WORKERS	SUPPLIERS	CUSTOMERS	INVESTORS	BUSINESS PARTNERS OF THE ORGANISATION
MEETINGS	✓	✓	✓	✓	✓
INTRANET	✓				
INFORMATION BOARDS	✓				
SMS NETWORK	✓				
E-MAIL MARKETING	✓	✓	✓	✓	✓
SOCIAL NETWORKS	✓	✓	✓	✓	✓
WEBSITE	✓	✓	✓	✓	✓
EVENTS	✓		✓	✓	✓
COMMEMORATIVE INITIATIVES	✓				
VISITS TO FACILITIES		✓	✓		
SHOWROOM			✓		✓
CATALOGUES AND BROCHURES			✓		✓
REPORTS	✓	✓	✓	✓	✓
MULTIMEDIA MATERIALS	✓	✓	✓	✓	✓

02.06. MATERIALITY: OUR IMPACTS

Materiality is a process that allows us to understand the influence and prioritisation of material issues, through benchmarking of companies in the sector, an internal analysis process and consultation with stakeholders.

The following matrix presents the priority material topics for the Sanindusa Group, classifying them in terms of strategic priority. Water Management, Energy Management, and Greenhouse Gas Emissions were considered priority issues at the Environmental level. Diversity, Responsible Hiring, Health and Safety at Work and Training and Skills Development were given priority at the Social level. Regarding Governance issues, Value Chain Management, Financial Sustainability, Ethics, Transparency, Innovation, Digital Transformation, Customer Satisfaction and Loyalty, and Risk Management are priorities.





ENVIRONMENT

- WATER MANAGEMENT
- ENERGY MANAGEMENT
- WASTE MANAGEMENT

- SUSTAINABLE PRODUCTS AND MATERIALS
- EMISSIONS AND GREENHOUSE GASES
- EFICIÊNCIA PRODUTIVA

ECONOMIC

- ETHICS
- VALUE CHAIN MANAGEMENT
- LEGAL COMPLIANCE
- DIGITAL TRANSFORMATION

- INNOVATION
- BUSINESS DEVELOPMENT
- FINANCIAL SUSTAINABILITY

- CUSTOMER SATISFACTION AND LOYALTY
- RISK MANAGEMENT
- TRANSPARENCY (REPORTING)

SOCIAL

- RESPONSIBLE HIRING
- DIVERSITY
- ATTRACTION OF QUALIFIED TALENT

- TRAINING AND SKILLS DEVELOPMENT
- HEALTH AND SAFETY AT WORK

02.07. AGENDA FOR SUSTAINABILITY

The Sanindusa Group has implemented a robust strategy and action plan to improve its ESG performance. In 2025, it will start a new three-year period dedicated to sustainability that will be based on comprehensive strategic guidelines, following an ESG model, which focuses on the environmental, social and governance dimensions. These guidelines aim to promote responsible environmental practices, strengthen positive social impact and ensure transparent and ethical corporate governance, in line with the SDGs and other international benchmarks.

STRATEGIC GUIDELINES



Accelerate the decarbonisation of the operation.

Invest in circularity.

Value the management of natural resources.

Implement productive efficiency.



Enhance the development of human capital.

Ensure Health and Safety conditions at Work.

Invest in the Well-being of employees.



Strengthen Transparency.

Promote engagement and communication with priority stakeholders.

Continue to focus on customer satisfaction and loyalty.

Invest in value chain management mechanisms.

Invest in digital transformation.

03. ECONOMIC PROFILE AND GOVERNANCE



03.01. ECONOMIC PROFILE

The year 2023 continued to be a year of recovery, following the remarkable events of previous years, such as the pandemic situation and the growing context of conflict, in various regions of the world, resulting from political polarisation. This situation has been reflected in the increase in interest rates and inflation and in energy prices, in other words, an increase in the costs of factors of production.

As in other sectors of activity, in the ceramics sector, these contexts have influenced economic performance.

These factors have been counterbalanced by the capacity for innovation and continuous investment in production efficiency, equipment, energy production and training for the transition to a more sustainable business model.

Revenues grew 26% compared to 2021, in a recovery effort, which is intended to continue to have repercussions on the Group's companies.

In 2023, the Group rebranded the brand for a stronger and more cutting-edge presence.



€51M

Economic value generated in
2023

+26%

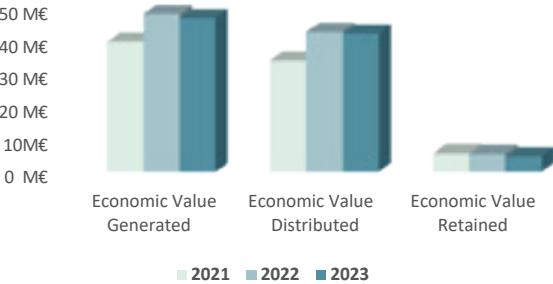
Economic value generated compared to
2021

AN EXAMPLE OF RESILIENCE

In October 2017, the Sanindusa Group suffered a very significant loss, as a result of a forest fire that completely destroyed the Sanindusa 2 unit. Despite the huge loss, the group remained firm in rebuilding this production unit and preserving the jobs of its employees.

Its reconstruction began in 2018, with the first pieces appearing after almost 4 years, after overcoming new adversities with successive delays caused by the pandemic. At the forefront of automation and technology worldwide, Sanindusa 2 is once again the stage for the largest exhibition of equipment available for sanitary ceramics and guarantees the Sanindusa Group a new increase in production capacity.

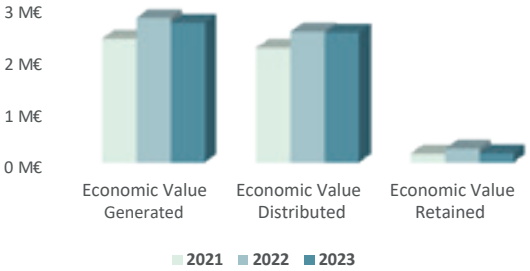
03.01. ECONOMIC PROFILE



ECONOMIC PERFORMANCE
SANINDUSA



ECONOMIC PERFORMANCE
SANINDUSA 2



ECONOMIC PERFORMANCE
GRAU

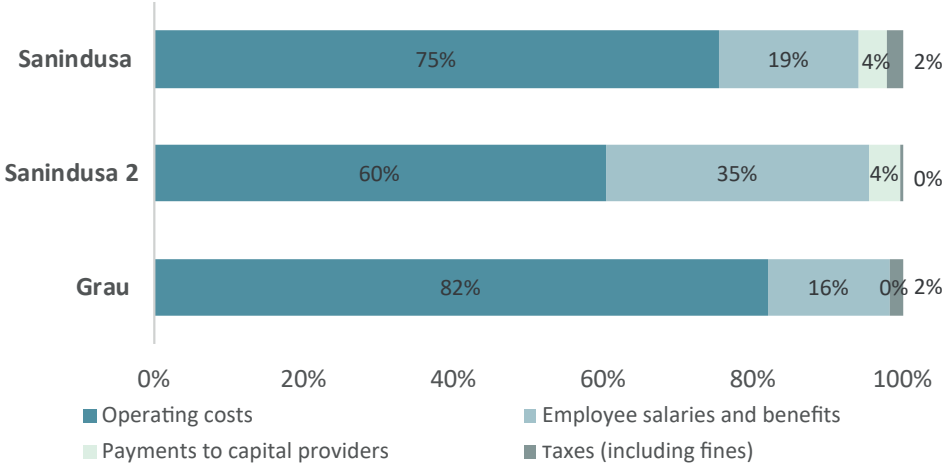
03.01. ECONOMIC PROFILE

€51M

Economic value distributed

In 2023, the economic value distributed was equal to that of 2022, with an additional €63K being distributed. Compared to 2021, there was growth of 27%, to which the start of production at Sanindusa 2 made a significant contribution.

ECONOMIC VALUE DISTRIBUTED BY TYPE OF COST



€6M

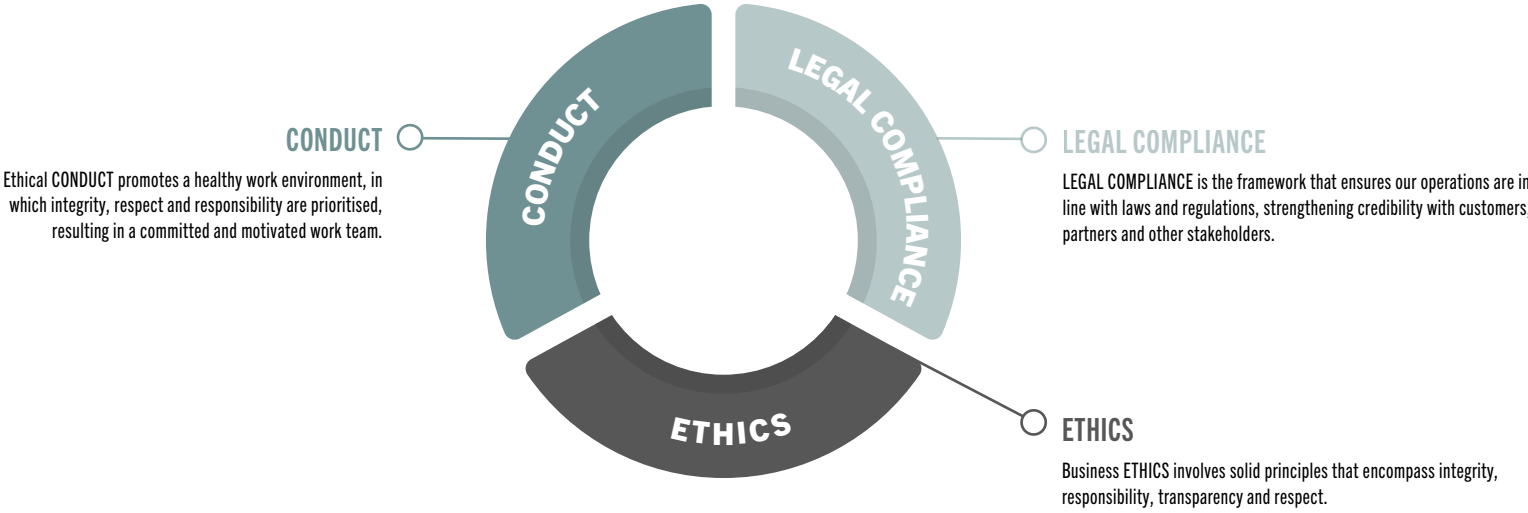
Retained economic value

The Group's retained economic value in 2023 was €6M, an increase of 18% compared to 2022.

03.02. GOVERNANCE MODEL

03.02.01. A BUSINESS BASED ON PRINCIPLES: ETHICS, CONDUCT AND LEGAL COMPLIANCE

Ensuring high standards of ethics, conduct and legal compliance is essential to building trust and credibility with its stakeholders, helping to ensure transparency in its operations, mitigate risks and promote a responsible and sustainable business environment.



The Sanindusa Group has implemented the whistleblowing channel, as a prevention mechanism, so that any stakeholder can report any type of concern or irregularity, within the scope of the company's operations.

This channel constitutes an additional prevention and control mechanism for the company.

03.02. GOVERNANCE MODEL

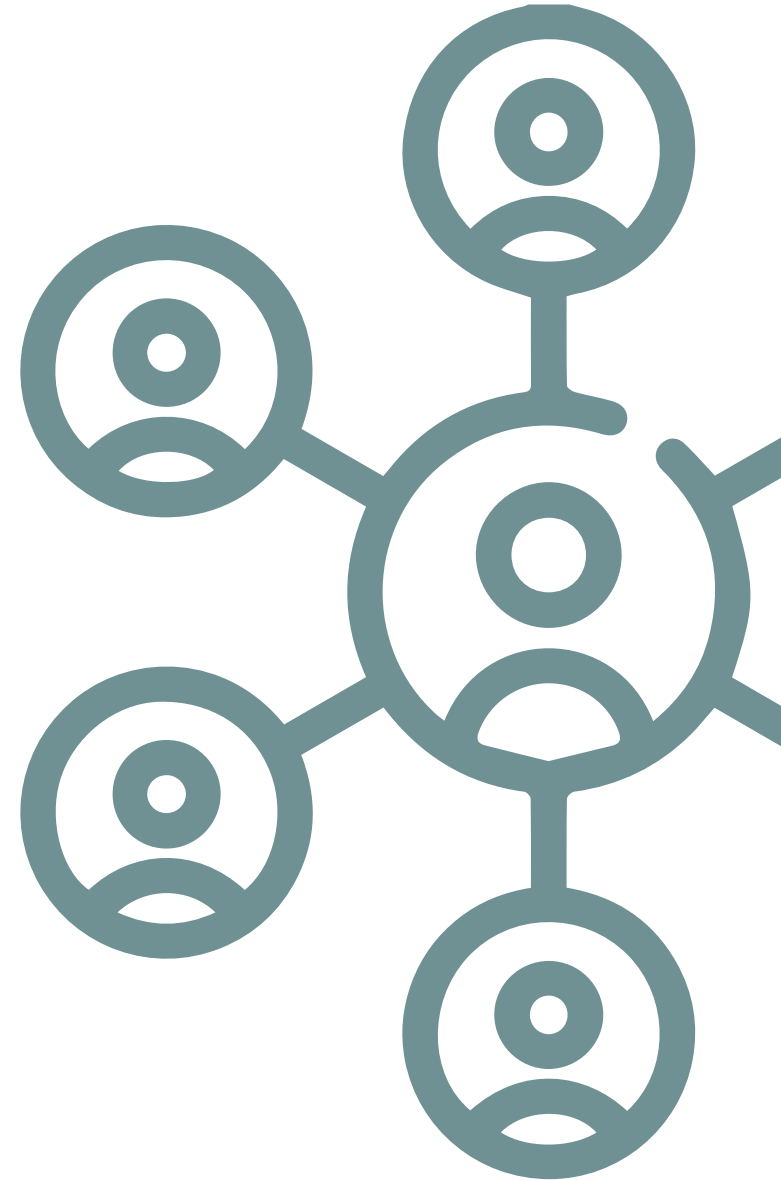
03.02.02. ORGANISATIONAL STRUCTURE

The Sanindusa Group currently has seven shareholders, including one company and six personal shareholders.

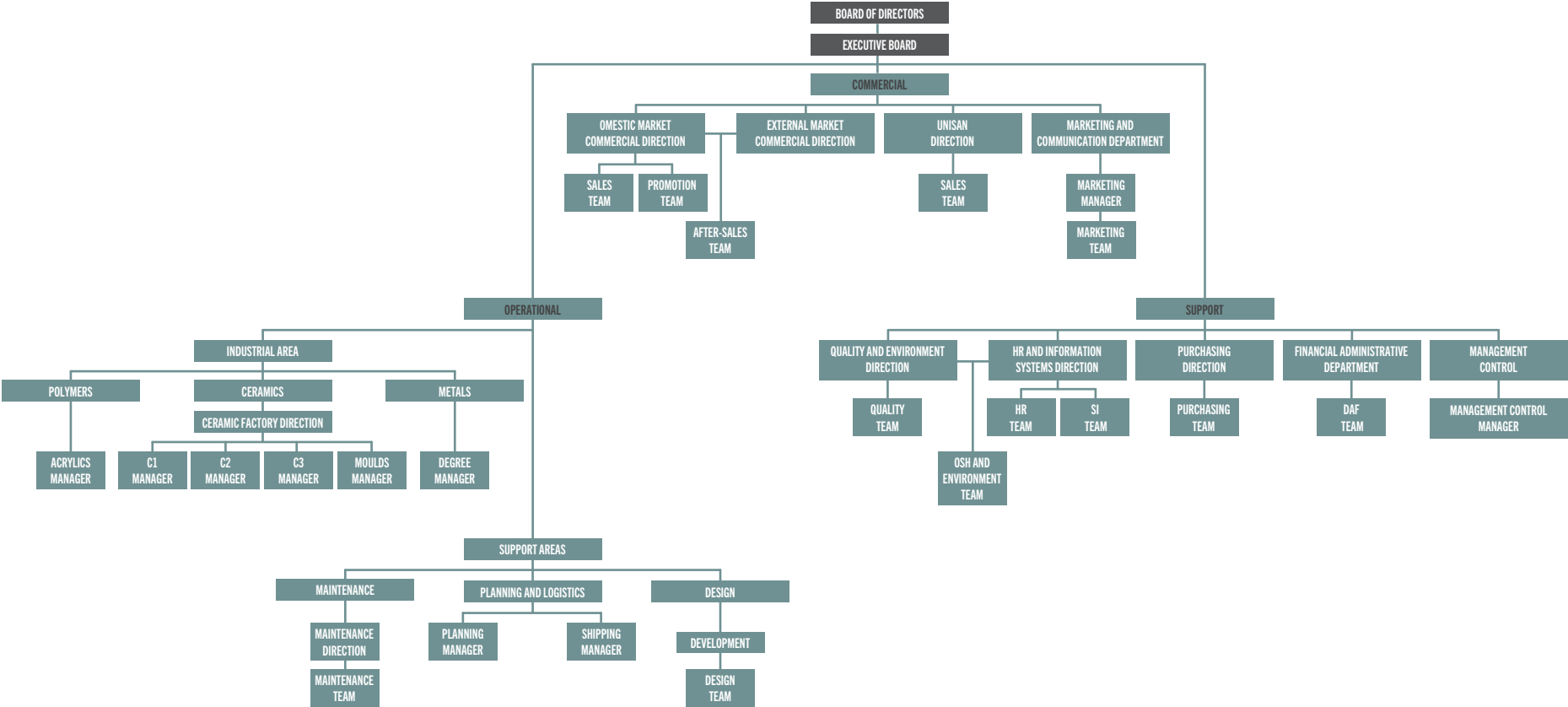
The management of the Sanindusa Group is ensured by a common Board of Directors for the four companies, in Portugal and Spain. In senior management, all parties are represented to monitor operations and business development.

The Board of Directors is made up of five people, with each area having two directors responsible for ensuring business continuity in unexpected situations.

The Group structures its intervention in three divisions: commercial, operational, and support.

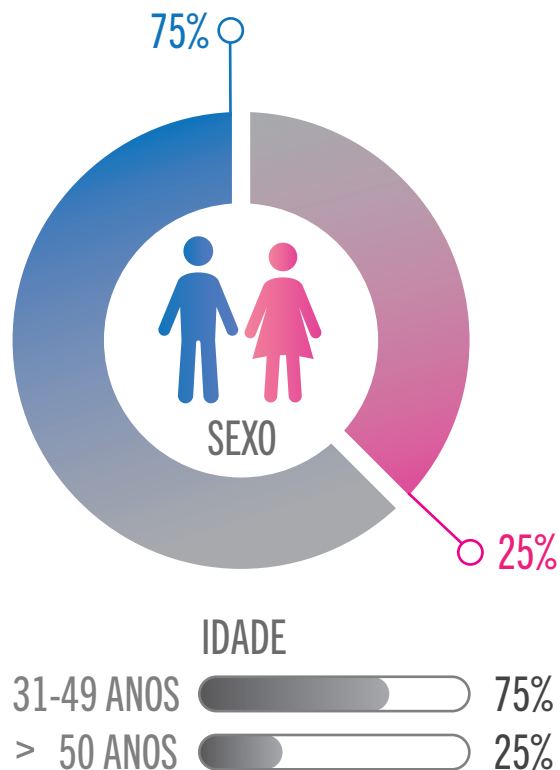


GROUP ORGANISATIONAL CHART



03.02. GOVERNANCE MODEL

03.02.03. COMPOSITION OF SENIOR MANAGEMENT



DIVERSE LEADERSHIP

We believe in fostering an inclusive culture to drive innovation and sustainability performance.

We believe in fostering an inclusive culture to drive innovation and sustainability performance. The Sanindusa Group has senior management common to all three companies, which allows it to have a clear direction and the ability to understand the particularities of each unit, adapting the management style as necessary.

The Group's success comes from a diverse and inclusive leadership, which allows it to take advantage of experiences, perspectives and skills, promoting innovation, resilience and a greater understanding of market challenges.

Senior management plays a crucial role in consolidating the organisation's vision, mission and values, exemplifying these principles with their conduct and helping to inspire and guide the team in alignment with the established strategic objectives.

Diverse leadership in terms of gender and age promotes more informed and equitable decision-making, enabling challenges to be tackled effectively and encouraging long-term innovation within the organisation.

Senior management at the Sanindusa Group is made up of three men and one woman, with the majority of members in the age range of 30 to 50 years old, and one of the members over 50 years old.

03.03. INNOVATION AND DIGITAL TRANSFORMATION

INNOVATION

Characterised by its innovation and development, the Sanindusa Group has been a pioneer in the introduction of new technologies in the sanitary ceramics sector in Portugal.

It uses modern manufacturing techniques, optimising the available technical and human resources through the robotisation of the production process and the application of high pressure in the forming of parts. These approaches shorten the production cycle and ensure greater uniformity in product quality.

Incorporating technology into production improves the quality, efficiency and sustainability of its products. Combining new technologies, human resources and high quality standards, the Sanindusa Group creates robust synergies to meet market requirements.

DIGITAL TRANSFORMATION

The digital transformation in the ceramics market involves the adoption of advanced technologies and the restructuring of processes to improve efficiency, quality and competitiveness.

The Sanindusa Group uses an ERP system to manage its business operations and has a plan for digitalising its activity, which focuses on the digital transformation of production system processes, in terms of digitalising the collection and systematisation of data, integrated with analysis and management, in the manufacturing areas of all production, ceramic, acrylic and metallurgical sites. In another area, it is working on the transformation of documentary processes, with the digitalisation of documentation and implementation of the Green Document Portal, as well as a digital marketing strategy to increase its presence in the market.

The integration of robots and automated systems into production lines seeks to improve precision, increase production efficiency, and augment investment in additive manufacturing equipment.

03.03. INNOVATION AND DIGITAL TRANSFORMATION

03.03.01. NEW SUSTAINABLE PROJECTS

The Sanindusa Group decided to participate in the ECP Consortium - Ecoceramics and Cristalaria de Portugal with the aim of developing strategies to minimise its consumption and consequently its environmental impacts.

The ECP Consortium is part of the context of the Green Agendas for Business Innovation, proposing a comprehensive and transformative strategy for the ceramics and glass sectors, contributing directly to the achievement of the objectives of the “Recover Portugal Mission Structure,” namely the government objectives in the areas of the environment, carbon neutrality, digital transition, business sustainability, and upskilling of human resources. The strategic pillars defined aim to promote energy sustainability, circular economy, industrial symbioses, digital transition and capacity-building of the ceramic and glass sector, with the aim of developing new products, processes and services with high added value.

03.03. INNOVATION AND DIGITAL TRANSFORMATION

03.03.01. NNEW SUSTAINABLE PROJECTS

WORK PACKAGES

- **WP2 - Energy and Decarbonisation**
Productive investment for waste heat recovery.
- **WP3 - Raw Materials Circularity**
Development and design of a ceramic line using eco-sustainable pulp, through the incorporation of waste from the manufacturing process (sludge and shard) in the formulation of the pulps, replacing virgin raw materials.
- **WP4 - New ceramic product with lower sintering temperature**
Development and design of a ceramic piece using sanitary paste to be fired at a lower temperature.

Development of a sanitary paste to be fired at a lower temperature and development of a sanitary piece (prototype in an operational environment) applying the Eco Design concept suitable for the new degree of firing of the paste.
- **WP5 – Public and open platform for digital ceramic models**
Participation in defining the model and characteristics of the digital platform for hosting BIM library files.
- **WP7 – CER_CAPACITA**
Training and skills development for active employees of the Sanindusa Group.



03.04. CUSTOMER SATISFACTION AND LOYALTY

In the context of sustainability, customer satisfaction and loyalty demonstrate how the company is committed to responding to the needs and expectations of its customers in a responsible and sustainable way.

This management orientation contributes to improving the customer experience, and contributes to creating long-term value for the company and society. Adoption of various policies, instruments and systems to ensure customer satisfaction and loyalty.

Among these strategies, the valorisation of “proximity” as a fundamental principle, the constant commitment to improving operations to ensure quality, continuity and competitiveness, investment in innovation to incorporate trends and the development of internal skills to meet new customer requirements stand out.

Customer satisfaction is a fundamental pillar of the organisation's quality and compliance management, in line with the principles of the ISO 9001 standard, according to which Sanindusa is certified.

With the implementation of the Quality Management System, the organisation ensures strict quality management standards, promoting the continuous improvement of processes, with the central objective of meeting customer needs. To this end, customer needs and expectations are understood, with the Group providing the products and services that meet or exceed these expectations. The quality and effectiveness of the processes are constantly monitored, and preventive and corrective measures are adopted when necessary.

In addition to increasing customer satisfaction, it also boosts market confidence, reinforcing the company's position as an entity dedicated to quality, consistency and excellence in all aspects of the business.

03.05. VALUE CHAIN MANAGEMENT

Value chain management with a holistic perspective, which integrates environmentally responsible, socially fair and economically viable practices, at all stages of production and distribution.

The management of the value chain is based on the material issues identified in the relationship with customers and with suppliers and partners.

For customers, innovation, the use of sustainable products and materials and investments in maintaining satisfaction and loyalty are essential aspects. Meeting these needs and expectations is crucial for business development and serves as a fundamental guideline in the development of the company's portfolio.

03.05. VALUE CHAIN MANAGEMENT

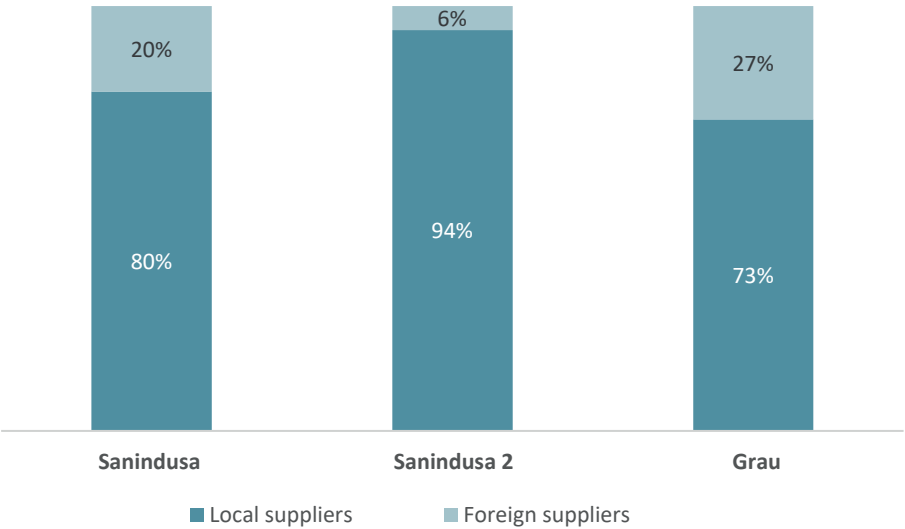
From the suppliers' point of view, the company has mapped its supplier base (1 058 entities) and is developing tools to collect reliable data on how they conduct their operations. The objective is to ensure the mitigation of social, environmental and governance risks, as well as the development of a lifetime due diligence methodology.

Development of the local communities in which the company operates is incorporated into its management guidelines, so purchases from local suppliers represent the majority of the company's purchases.

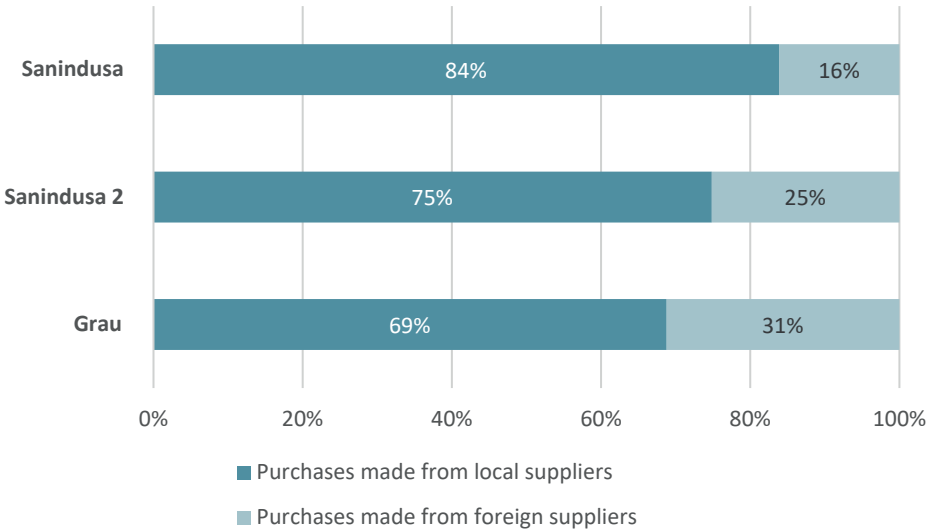
ROADMAP ESG

5

SANINDUSA



SUPPLIERS BY GEOGRAPHIC LOCATION



DISTRIBUTION OF PURCHASES BY SUPPLIER LOCATION

04. SOCIAL PERFORMANCE

**“WE WORK RESPONSIBLY TO ENSURE A BETTER,
FAIRER, AND MORE SUSTAINABLE FUTURE.”**

4 QUALITY
EDUCATION



5 GENDER
EQUALITY



8 DECENT WORK
AND ECONOMIC
GROWTH



The Sanindusa Group guarantees development, innovation and business sustainability through its human capital.



Promote effective communication, capable of providing a spirit of cooperation and trust among employees and a welcoming work environment.



Ensure that employees are integrated and aligned with the company culture.



Develop skills aligned with the strategy, which stimulate productivity and the capacity for innovation.

04.01. DIVERSITY

Diversity is the driving force that enriches culture and drives innovation.

The Sanindusa Group, due to its industrial nature, maintains a mostly male composition among its employees, a characteristic that has remained constant in the last three years. The Grau manufacturing unit stands out for the predominance of women, even though it is a smaller unit compared to the others, with only 17 employees.

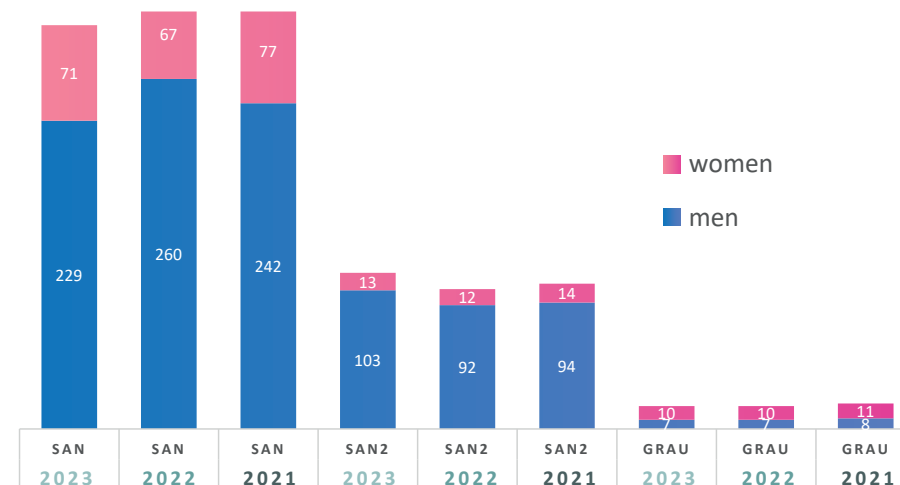
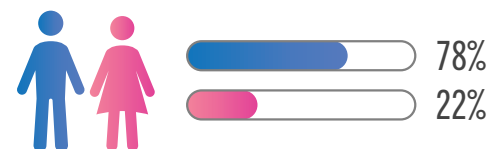
The distribution of employees reveals that 70% belong to the Sanindusa unit, which has the greatest gender discrepancy, with a male predominance.

At the end of 2023, all Sanindusa Group companies had 433 employees, representing a decrease of 3.7% compared to the previous year, with a change in absolute terms between the Group's units, particularly in ceramics with the growth of female employees.

We evolved around 5.6% in terms of the presence of female employees, reflecting the inclusion policy defined for the Group.



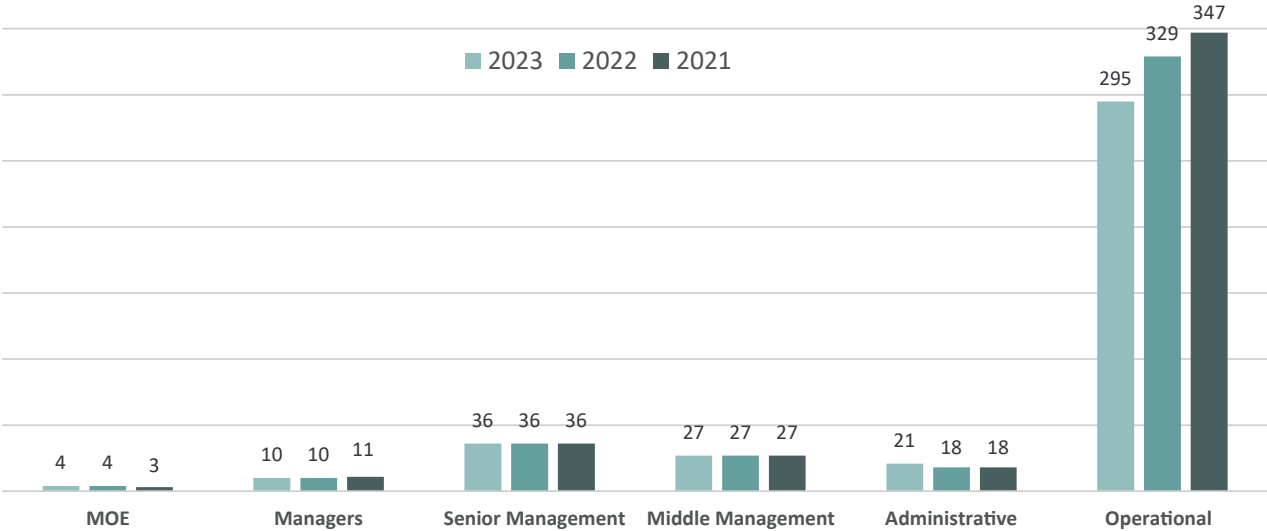
433 EMPLOYEES



EVOLUTION BY SEX

04.01. DIVERSITY

The strong alignment of the group’s Governance Strategy and the Human Resources Policy reflects the stability of the qualified areas in the Group’s companies, in support of growth, reflected in the stability in Management functions compared to 2021.



EVOLUTION BY CATEGORY

04.01. DIVERSITY

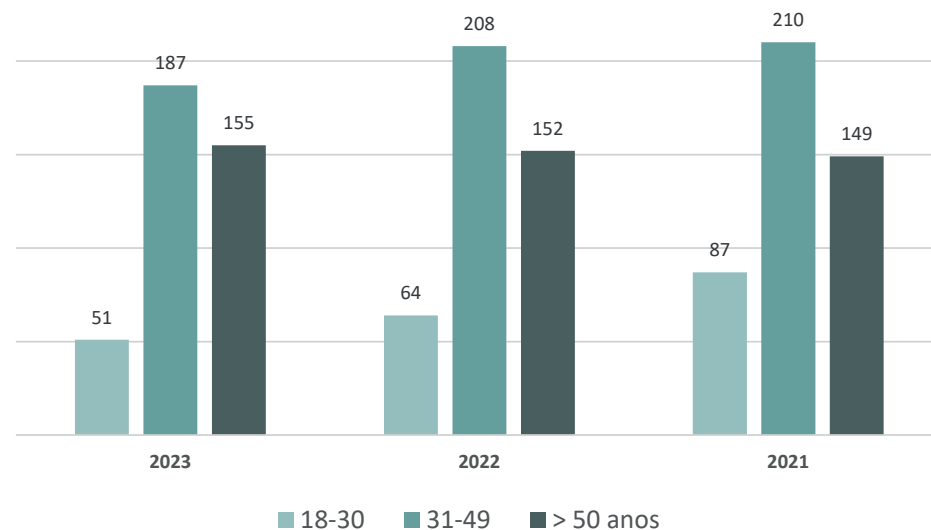
47% of employees are between
31 and 49 years old

There is a predominance of males at the manufacturing level; however, there is parity in the remaining positions. This trend has remained stable over the past three years, with no substantial changes.

In terms of age, the majority of employees belong to the age group 31-49 years (47%), followed by the age group >50 years (39%), and the age group under 30 years (13%).

The decrease in the percentage of employees under 30, from 18% in 2021, in recent years, is the result of the decrease in the total number of employees in the Group, which has made it difficult to stabilise the average age of employees and rejuvenate the population. The majority of employees have qualification level 2 and/or 3, and there has been an increase in the average level of qualifications in recent years.

The Sanindusa Group is committed to maintaining a balanced and diverse team in terms of gender and age, thus promoting an inclusive and experienced work environment.



EVOLUTION BY AGE GROUP

04.01. DIVERSITY

0%^{incidents} of discrimination

The Sanindusa Group has its roots in central Portugal. Although most are Portuguese, about 20% of employees come from other nationalities, especially Brazil, Ukraine and Venezuela.

This openness to the world demonstrates the commitment to welcoming and integrating different nationalities, enriching the organisational culture. The organisation promotes an inclusive work environment with no record of incidents of discrimination.



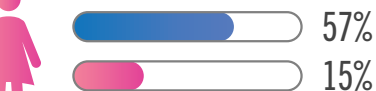
04.01.01. RESPONSIBLE HIRING

73% of employees have
open-ended contracts

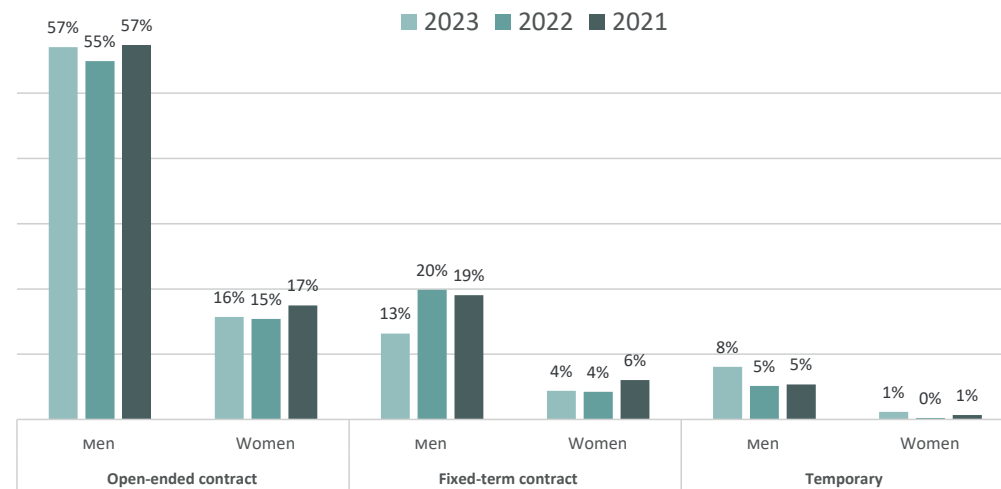
The hiring conditions allow employees to perform their duties in a fair, ethical and responsible manner. In 2023, only 76 employees had fixed-term contracts, representing a reduction of 29% compared to 2022.

The proportion of employees with fixed-term and open-ended contracts is independent of gender and is aligned with the hiring strategy, which favours the construction of long-term relationships.

This responsible hiring strengthens the company's relationship with its employees, creating a basis of trust and mutual responsibility.



GENDER EQUALITY RATIO

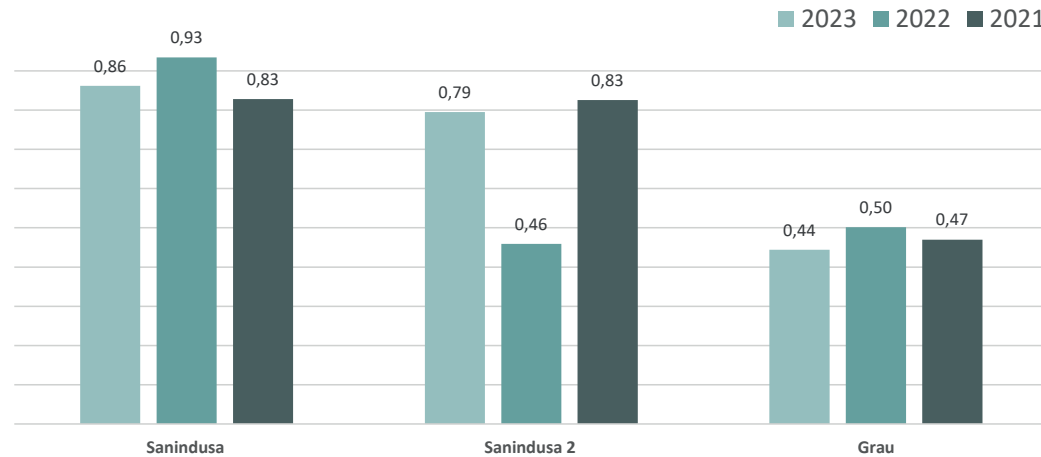


EVOLUTION OF RESPONSIBLE HIRING

04.01.01. RESPONSIBLE HIRING

A salary policy based on merit and equity is practiced, ensuring that the definition of salaries is based on the competence, professional experience and seniority of employees.

The Sanindusa Group ensures fair, equitable salaries that are higher than the salaries typically paid in the sector.



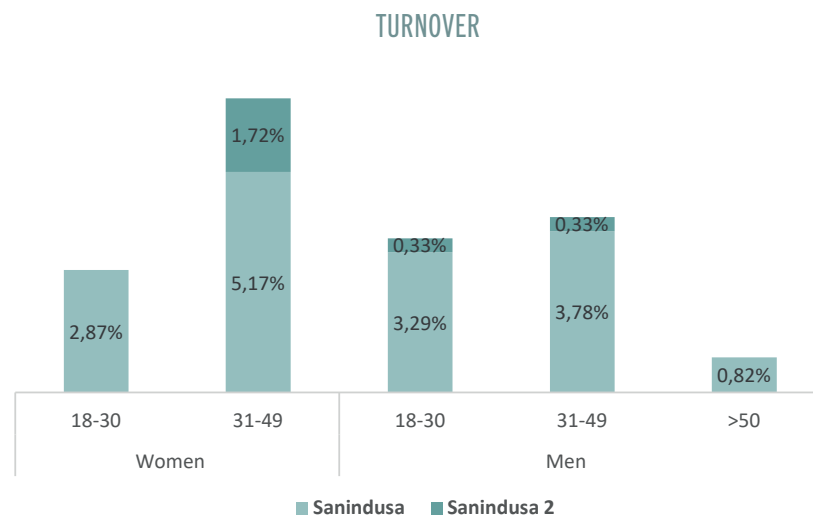
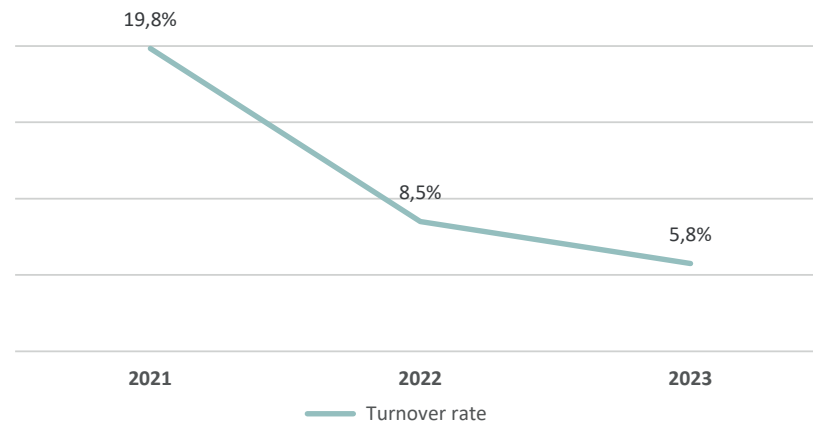
EVOLUTION OF WAGE RATIO BY GENDER

04.01.01. RESPONSIBLE HIRING

A culture of appreciation, well-being and concern for employees is promoted, reflected in a 70% decrease in turnover in the last three years. This significant reduction is an indicator of the success of the initiatives implemented to promote a positive and stable work environment.

The highest turnover rate is observed in the most representative age group, which includes employees between 31 and 49 years old.

These trends highlight the commitment to a work environment that attracts and retains talent, ensuring a balance between satisfaction and professional stability aligned with the company's principles of sustainability and social responsibility.



TURNOVER BY AGE GROUP AND GENDER

04.01.01. RESPONSIBLE HIRING

BENEFITS

The benefits are grouped into three main areas: Working Conditions, Skills Development, and Work-Life Balance, including Professional, Family, and Personal life.

The organisation invests in a work environment that favours the comfort and satisfaction of employees, offering resources that guarantee their well-being and promote their recognition.

Employees are the greatest asset and therefore their continuous growth is valued, through training that fosters a culture of learning and innovation.

Reconciliation between professional, family and personal life is promoted, since this well-being is positively reflected in professional performance.

With these practices, a solid commitment to a socially responsible approach is demonstrated, ensuring that people management is carried out holistically in all dimensions of their lives.



04.02. WORKPLACE HEALTH AND SAFETY

+300 Hours of
training

0 mandatory
reporting accidents

The Sanindusa Group has an OSH management system reflected in the company's policy, based on legal and regulatory requirements.

Its strategy is based on 5 areas:

RISK IDENTIFICATION AND ASSESSMENT

It has a document for the identification and assessment of risks at each workstation.

Specialised OSH technicians continuously monitor these processes to ensure the effectiveness of the measures implemented.

HAZARD COMMUNICATION

Employees can report dangerous situations through the various communication channels.

Protection against reprisals is ensured by the Code of Ethics and Good Conduct, which prohibits any form of harassment, threat, coercion or professional persecution.

EMPLOYEE HEALTH

It has internal services to monitor the health of employees.

Flu vaccination campaigns, visual screenings and protocols with various health entities are promoted.

Health Insurance is offered to employees.

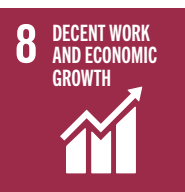
ACCIDENT INVESTIGATION

There is a procedure for the investigation of accidents at work, and the records of occurrence and investigation.

Employees are encouraged to express their views on OSH issues through the various communication channels.

BEST PRACTICES

Good Practice documents promote safety and health in the execution of each task and activity, referring to 0% of accidents at work.



04.03. TRAINING AND SKILLS DEVELOPMENT

3500 Hours of Training

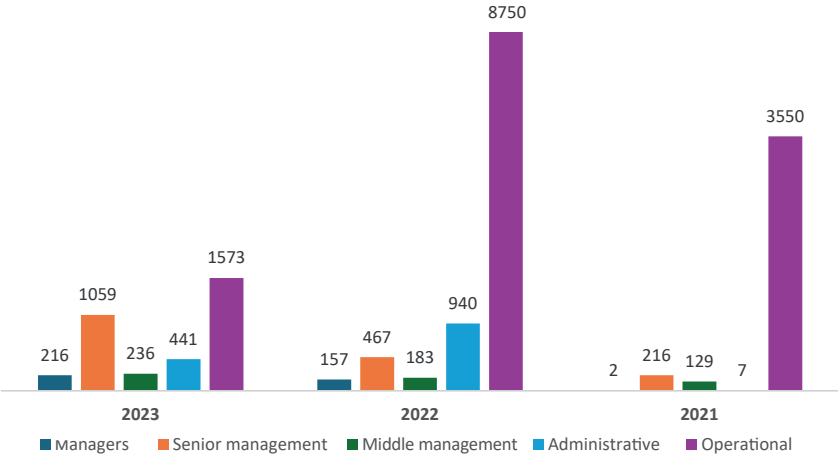
The Sanindusa Group is committed to valuing human capital through its training and development, thus contributing to a successful sustainability strategy.

In 2023, the Group offered more than 3 500 hours of training, including technical and behavioural training actions, translating into an investment of more than one hundred and thirteen thousand euros, which highlights the importance attributed to the development of skills and knowledge.

Between 2021 and 2023, a training project took place which made it possible to carry out a significant volume of training hours, with emphasis on the year 2022 in the Operational and Administrative categories.

Training is a fundamental pillar in the continuous development of employees' skills. This approach aims to improve operational efficiency and foster innovation within the company.

€114 000 Investment in Training



EVOLUTION OF TRAINING HOURS

04.03. TRAINING AND SKILLS DEVELOPMENT

The Sanindusa Group promotes partnerships with several Qualifica Centres in the Central Region which offer and streamline the dynamics of processes for recognising and validating academic and professional skills. Within the scope of these partnerships, classes and presentation sessions were organised for juries assessing competences for the following levels of education: 6th year, 9th year and 12th year, as well as professional certifications, the most recent for the Logistics Technician.

These actions took place at the organisation's facilities, minimising the time spent on travel and providing greater support for the completion of educational portfolios.



04.03. TRAINING AND SKILLS DEVELOPMENT





RECOGNITION, VALIDATION
AND CERTIFICATION OF COMPETENCES **RVCC 2023**

05. ENVIRONMENTAL PERFORMANCE



05.01. ENERGY MANAGEMENT

28% more efficient since
2021

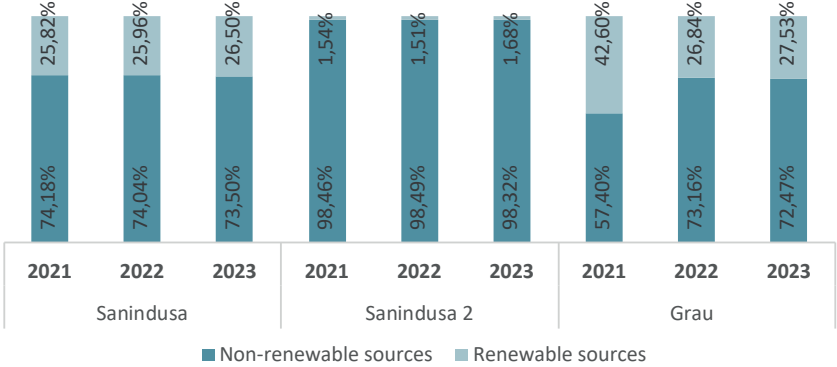
In 2023, about 8 500 MWh were consumed in terms of electricity, purchased from the grid, mostly from non-renewable sources, despite a slight increase in renewable sources since 2021.

During this period, as a result of some technological changes, there was a 28% reduction in the overall energy consumption rate, largely due to savings in the rational use of natural gas (NG), namely with the use of high-efficiency burners, the widespread use of NG in production processes and the recovery of heat from the cooling zone of the furnaces, resulting in an improvement in reductions of 36.0% in the same period per capita.

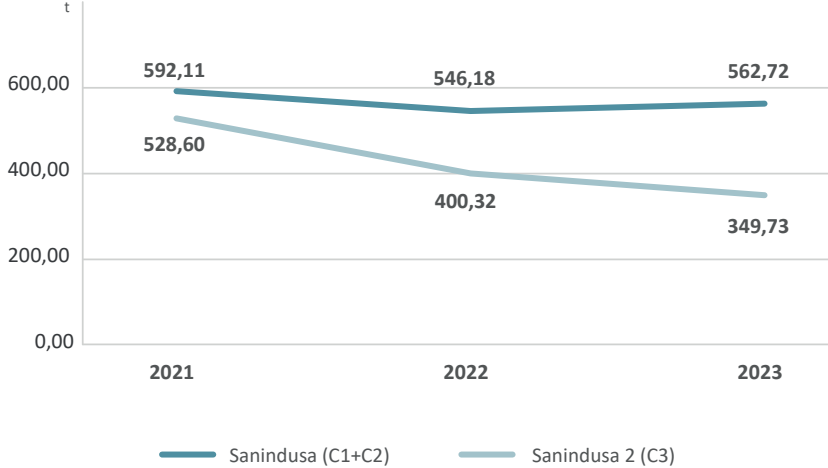
Committed to energy efficiency and the reduction of energy consumption, the organisation maintains continuous investment in innovative solutions that reduce energy consumption, implementing more efficient technologies, promoting a culture of awareness among its employees of rational and efficient use, and, consequently, minimising costs and reducing environmental impact.

05.01. ENERGY MANAGEMENT

ROADMAP ESG
\$
SANINDUSA



BALANCE OF ELECTRICITY CONSUMPTION FROM RENEWABLE/NON-RENEWABLE SOURCES



SPECIFIC ENERGY CONSUMPTION (KGEP/T)

The adoption of technical Energy Efficiency measures within the scope of NG Combustion, appropriately considered and monitored within the scope of the 2020-2027 Energy Audits, led to the implementation of measures that resulted in significant gains.

The installation of photovoltaic panels (Aveiro and Tocha) was considered and commissioned for all units, and should be completed by the end of 2024.

05.02. GREENHOUSE GAS EMISSIONS

36% reduction of direct emissions from
fixed sources

Since 2021, Sanindusa has made progress in reducing its emissions, with a particular focus on scope 1 and 2 emissions, as well as the reduction of several specific air pollutants.

This commitment to sustainability and environmental responsibility is reflected in the following areas:

REDUCTION OF SCOPE 1 AND 2 EMISSIONS

The company has achieved a reduction in scope 1 emissions, which include all direct emissions from Sanindusa's fixed sources, and scope 2 emissions, which cover indirect emissions from the consumption of purchased energy.

These reductions were achieved through improvements in energy efficiency, namely through set-point improvements, burner control and monitoring, and optimisation of furnace heating curves.

REDUCTION OF THE RELEASE OF AIR POLLUTANTS

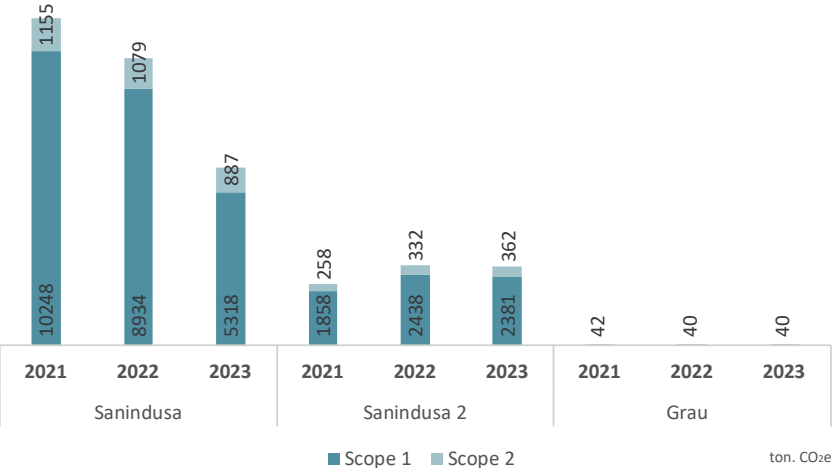
The company has focused efforts on decreasing emissions of various pollutants, including NO, Volatile Organic Compounds (VOCs), Suspended Particulate Matter (SPM), Fluorides (HF), and Heavy Metals.

05.02. GREENHOUSE GAS EMISSIONS

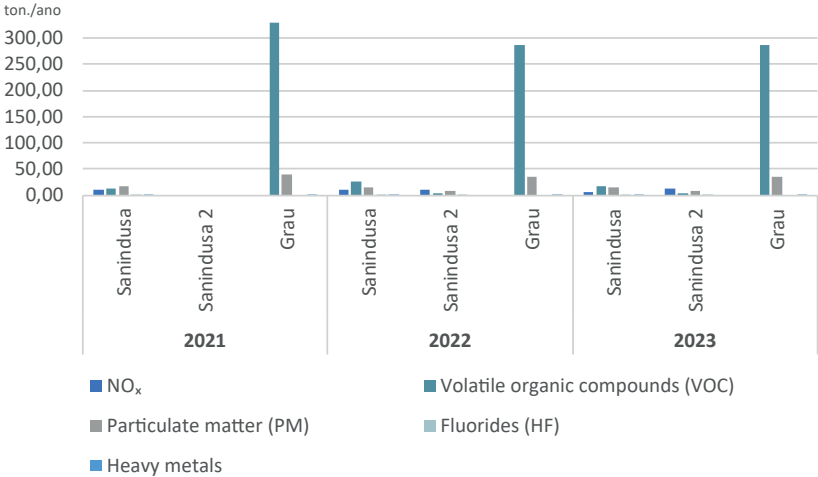
ROADMAP ESG

5

SANINDUSA



GREENHOUSE GAS EMISSIONS



AIR POLLUTANT EMISSIONS

Sanindusa maintains an extremely important focus on environmental issues, particularly with regard to the emission of greenhouse gases. These show a significant decrease over the period under review.

The emission values of Air Pollutants, i.e., Particulate Matter (PM), Volatile Organic Compounds (VOCs), and Fluorides, are generally low, due to the use of natural gas.

In most monitoring, the values are only trace or below the detection limit.

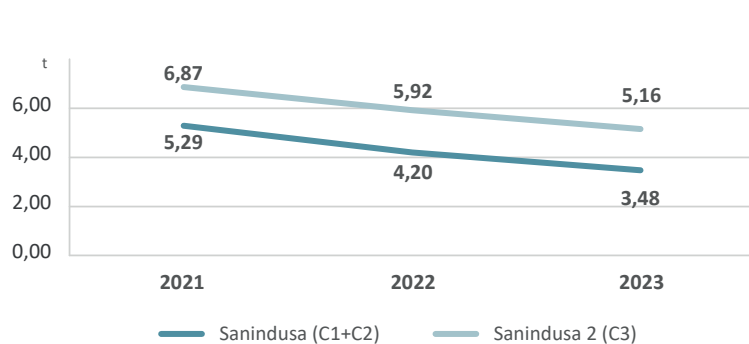
05.03. WATER MANAGEMENT

34% reduction in water consumption
in the ceramic process

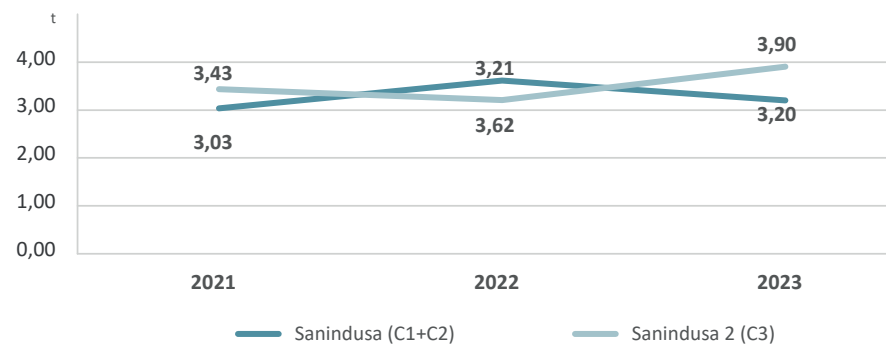
The treatment of wastewater from the process allows its reuse, although to a limited extent, resulting in a reduced need to extract clean water from natural aquifers.

This environmental aspect is important to the organisation, and a detailed analysis and monitoring of critical points of consumption of clean water abstracted was carried out and the possibility of using water in a reuse regime was taken into consideration, with the reintroduction of re-circulated water.

The treatment of wastewater from the process allows its reuse, although to a limited extent, resulting in a reduced need to extract clean water from natural aquifers.



CONSUMPTION OF ABSTRACTED WATER PER
TONNE OF PARTS PRODUCED (M³/T)



CONSUMPTION OF REUSED WATER PER TONNE
OF PARTS PRODUCED (M³/T)

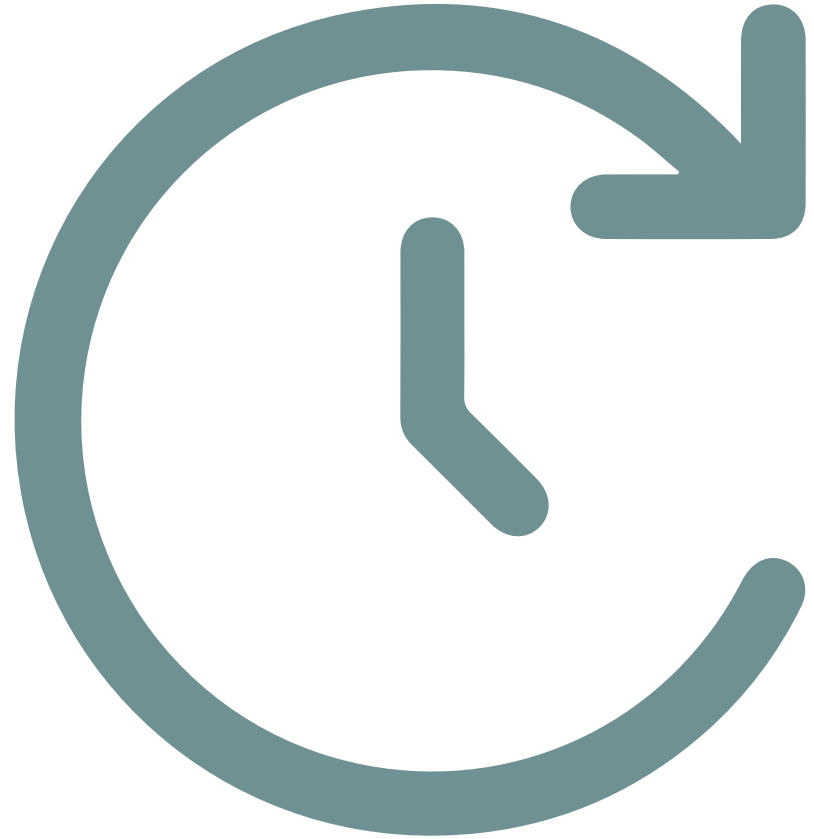
THE PATH OF WATER



FUTURE OUTLOOK

The publication of this first report marks the beginning of a strategic journey dedicated to sustainability. The year 2024 will be a key milestone in consolidating its commitment and establishing a structured approach that involves the clear definition of medium and long-term objectives, goals and indicators. This action plan will be fundamental in guiding its initiatives, measuring progress, and ensuring that its practices are aligned with the principles of sustainable development.

The Sanindusa Group is attentive to new challenges and opportunities, investing in concrete actions that reinforce its commitment to a more sustainable future. Through a strategic and collaborative approach, the Group will be able to achieve its goals and contribute to the protection of the environment and the well-being of the communities in which it operates.



GRI INDEX

Declaration of use	Sanindusa reported the information cited in this GRI content index for the period 2023, making reference to the GRI Standards.
GRI 1 used	GRI 1: Fundamentals 2021
Applicable GRI Sector Standard(s):	No applicable GRI sector standard

GRI Standard	Contents	Location
GRI 2 - General Contents 2021	General Contents	
	2-1 Details of the organisation	Pg. 5
	2-2 Entities included in the organisation's sustainability report	Pg. 5
	2-3 Reporting periods, frequency and point of contact	Pg. 5
	2-6 Activities, value chain and other business relationships	Pgs. 9, 14
	2-7 Employees	Pg. 53
	2-8 Non-employee collaborators	Pg. 53
	2-9 Governance structure and its composition	Pg. 43

GRI INDEX

GRI Standard	Contents	Location
General Contents		
GRI 2 - General Contents 2021	2-19 Remuneration policies	Pg. 58
	2-22 Statement on sustainable development strategy	Pg. 2
	2-29 Approach to stakeholder engagement	Pg. 33
	2-30 Collective bargaining agreements	2023 - 1 / 2022 - 1 / 2021 - 1
Materiality		
GRI 3 - Material Topics 2021	3-1 Process for defining material topics	Pg. 34
	3-2 List of material topics	Pg. 34
Economic and governance profile		
GRI 201 - Economic Performance 2016	201-1 1 Direct economic value generated and distributed	Page 38
GRI 204 - Purchasing Practices 2016	204-1 Proportion of spending with local suppliers	Page 50
GRI 205 - Anti-Corruption 2016	205-1 operations assessed for corruption-related risks	2023 - 0 / 2022 - 0 / 2021 - 0

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