



Opera LABORATORI

Sustainability
REPORT 2024





We work artfully for Art, by **safeguarding, disseminating, managing and enhancing** our cultural, spiritual, territorial and museum heritage.

A past of experiences and events that we project into the future, with **vision** and **innovation**, because sharing beauty over the time is the true meaning of our making.

opera
LABORATORI

The process of preparing the Sustainability Report 2024 of Opera Laboratori S.p.A. was designed in order to enhance a sustainable chain by using an eco-friendly paper for printing and a size that reduces waste.

That is why we have engaged a print shop using **100% eco-friendly and recycled papers**.

President

Giuseppe Costa

Managing Director

Stefano Di Bello

Stefano Felicioni

ESG scientific coordination

Simona Bondanza

Graphic design and editorial creation

opera
DIGITALE

This book is made of 100% recycled FSC-certified paper and is completely plastic-free, with respect for the environment.





CULTURAL PROJECTS

SETUPS

EVENTS

MUSEUM SERVICES

EDITIONS AND MERCHANDISING

BOOKING AND TICKETING

HOSPITALITY/FOOD & BEVERAGE

BOOKSHOP & GIFTSHOP

COMMUNICATION AND PRESS OFFICE

TEXTILE CONSERVATION AND RESTORATION

SCENIC CREATIONS & EXHIBITS

ARCHITECTURAL WORKS

TECHNICAL DESIGN

REGISTRAR

UPHOLSTERY AND FABRICS

Graphic concept

The graphic concept chosen for this report is designed to give visibility and life to every department of Opera Laboratori, through the **use of colour as point of difference and storytelling**.

Every section of the company is represented by tones that invade the images, mix and interact with each other, as evidence of a **collective work**, made of cohesiveness, skills and shared passion.

The two elements combined give rise to the creative and modern power of Opera, which is able to look to the future with enthusiasm.

The colours, protagonists of the visual project, become in this way symbol of a common vision that *talks about sustainability every day*.



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SUSTAINABILITY REPORT 2024

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Letter of the President

Dear stakeholders,

The sustainability report we are presenting for the third consecutive year is not only a reporting of our activities, but a tool that talks about **the direction we intend to take**, guided by our values of responsibility, inclusion and innovation.

2024 has been a year of great changes.

The sudden and painful death of our managing director, **Daniele Petrucci**, has profoundly affected the life, not only professional, of all of us. Despite the moment of deep uncertainty, we found the strength to rethink ourselves, regroup and open up to new challenges. We have implemented **new projects, investments and opportunities** with courage and cohesion.

Among the most significant moments of the year, we report the opening of the large construction site for the restoration of the **San Domenico Complex in San Gimignano**, the rebirth of **Palazzo delle Papesse in Siena** and the beginning of the **Genus Bononiae** activities in Bologna.

The scope of reporting excludes a significant activity that we have recently taken over, namely the management of the **bookshop and audio guide services in Pompeii** and the management of the reception at the **Florence Cathedral** and the **Museum Complex of Saint Mary of the Flower: Cathedral, Baptistery, Bell Tower and Brunelleschi's Dome** and **Opera Museum**, an assignment that strengthens our vocation for care and enhancement of cultural



Giuseppe Costa

Presidente e Amministratore

Delegato
Giuseppe Costa

and spiritual places.

We have also started the **new digital laboratory**, an internal facility dedicated to promote innovative forms of museum fruition, through immersive technologies, interactive tools and new languages of cultural communication.

We are living in times of deep social, economic and environmental changes, in which the role of culture becomes more and more crucial for the collective growth. We have chosen to address these new challenges looking ahead, paying particular attention to the new generations. We deem that the **dialogue between generations is the key to build inclusive, accessible and sustainable projects over the time.**

Our idea of sustainability is based on a cultural and social vision that enhances talents, fosters the access to culture and generates growth opportunities for communities. We work side by side with institutions, universities, companies and citizens to **create significant and lasting experiences**, able to leave a **positive and generative impact.**

Every project, every goal accomplished is possible thanks to the passion of people working with us, the trust of our partners and the attentive listening to communities with which we cooperate.

This report is not only an act of **transparency and responsibility**, but also an invitation to keep building together a future that may be handed down and preserved over time.

Our sincere thanks go to whom contributed with dedication to our mission and left us an inheritance of values on which we keep basing our path. With **gratitude** and **renewed commitment**, we wish you a good reading and thank you for being part of this journey.

“ WE DEEM THAT THE
DIALOGUE BETWEEN
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TIME.



Guide for reading

Opera Laboratori voluntarily publishes for the third year a sustainability report in order to explain the way how the company undertakes to create value not only in the short term but also in the medium and long term for all the Stakeholders.

The broaden concept of value creation refers to all the results that are significant for the purpose of competitiveness but that are not sufficiently disclosed in the traditional tools of statutory reporting. The Sustainability Report of Opera Laboratori is prepared by using a set of indicators, selected among those proposed by the **Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021**. The reporting approach adopted by the Company is that “with reference to the GRI Standards”.

In 2024, the sustainability report of Opera Laboratori changes its structure, from the “form” Integrated Report used in the past years to the Sustainability Report. The Corporate Management wants to get closer to the international standards defined by the European Union, the **European Sustainability Reporting Standard (ESRS)** introduced by the **Corporate Sustainability Reporting Directive (CSRD)**, implemented in Italy by the **Legislative Decree No. 125/2024**.

The scope of reporting of economic, environmental and social information includes the activities of **Opera Laboratori Fiorentini S.p.A.** and refers to the **fiscal year 2024 (1/11/2023 – 31/10/2024)**.

The contents of this Sustainability Report were defined on the basis of the **materiality assessment**, performed with the involvement of the first business lines, which led to the identification of the **most significant sustainability topics** for Opera Laboratori.

The main sources of data and information indicated in the Sustainability Report are:

- **Business management and accounting**
- **Business Integrated Management System for Quality, Health and Safety certified according to the ISO 9001 and ISO 45001 standards**
- **Information and data supplied by each Data Owner**

As concerns the management systems, in July 2024 Opera obtained the certification for gender equality **UNI/PdR 125:2022** and renewed (in the month of December) the certificates **ISO 9001:2015 and ISO 45001:2018**. Also, **FSC** and **PEFC** certifications are valid for our carpentry production.

For the purposes of an accurate presentation of performances and ensure the reliability of information, the use of estimates was limited as much as possible, and where used, they are based on the best methodologies available and are properly indicated as such.

This report was prepared collaboratively and borrowed in terms of methods, tools and approaches from the Management System of the **Costa Edutainment SpA Group**, whose **President is Giuseppe Costa**. The contents of the Sustainability Report were presented during the Meeting along with the Financial Statements on 29 April 2025. The Sustainability Report 2024 is available in digital format in the website **www.operalaboratori.com**, and was printed in 500 copies.

For any information concerning the Sustainability Report, you can write to the e-mail address: **sustainability@operalaboratori.com**

“**THE BROADEN CONCEPT OF VALUE CREATION REFERS TO ALL THE AREAS WHERE THE VALUE IS GENERATED AND IS SHARED WITH ALL THE**



General information

Value to Art

Share the beauty over the time and return time to beauty.

Our vision

Giving centrality to design and construction of **innovative scenarios** in which **art, beauty and culture prepare for the future** and **ensure a sustainable development of the society**, in a **harmonious dialogue** between human being and cosmos. Creating a link between history and the future to look to the new generations, bringing **prosperity for the territories and their people**.

Our mission

We work artfully for Art, taking care of our guests, enhancing and safeguarding our **cultural, spiritual, territorial and museum heritage**.



Our history

In **over thirty years**, Opera Laboratori has brought a lot of **exhibitions and cultural events** to life, managing **unique museums worldwide**, achieving the highest standards of quality and specialization in the various business lines.

1991

Opera Laboratori, founded in 1991 as **Opera Laboratori Fiorentini Srl**, started its activity by focusing on carpentry works, building renovations, restoration of historic upholstery and set up of travelling exhibitions and events in Italy and abroad.

The company is also engaged in the **enhancement and promotion of the Italian cultural heritage**, also through several initiatives, such as educational workshops, special visits, making places of great historical and artistic value, often unknown to the general public, more accessible and known. **Medici Villas, San Marco Museum** and **Opificio delle Pietre Dure** stand out among them.

1997

Following the **Ronchey Law 4/1993** which allows the private individuals to manage state museum services, an **ATI** [temporary association of enterprises] was created **between Giunti** (Group Leader), **Opera Laboratori Fiorentini Srl, Pineider, Bassilichi, Sillabe** and **Ferragamo** for the management of cultural services at the **Florentine Museum Complex**.

1998

The management of the Museum Complex begins (today divided into **5 institutes**, such as **Uffizi Galleries**, including **Pitti Palace** and **Boboli Gardens**). Creation of the combined ticket **"The Prince Route"**, guided tours of Palazzo Vecchio, Uffizi, Vasari Corridor, Boboli Gardens that allowed tens of thousands of people to discover the famous Corridor, contributing in this way to its international fame.

1998–2003

Opera Laboratori Fiorentini S.r.l. turns into a **joint-stock company** and extends to Siena with the management of the **Santa Maria della Scala Museum** and the **Civic Museum** and subsequently of **Palazzo Piccolomini** in Pienza (2005).

2009

Civita Cultura Srl acquires **80%** of Opera Laboratori. The management of bookshops in the **Vatican Museums** begins (until 2020).

2010

Management of services and creation of exhibitions for the **Science Museums** of Florence: **Museum of History of Science then Galileo Museum, Science and Technology Foundation and Planetarium, La Specola Museum.**

2010–2014

New managements take place: **bookshop** at the *Fiumicino Airport*; opening of **My Accademia bookshop** in *Florence*; additional services in *Siena* at the **Cathedral** and the **Civic Museum**; in *San Gimignano* at the **Cathedral Museum**, the **Museum of Sacred Art and the Collegiate Complex**, the **Museum of the Town Hall**, the **Archaeological Museum** and the **Civic Museums**; management of the **Bishops' Palace** in *Pistoia*.

2016

Following the reverse mergers into Opera Laboratori of **Civita Cultura S.r.l.** and **Civita Musei S.r.l.**, the **Archaeological Park of Pompeii** and **Herculaneum**, the **Royal Palace of Caserta** and the **Banca Intesa Museums** become part of the management of Opera Laboratori.

2017

Temple of San Biagio in *Montepulciano*, **Abbey of Sant'Antimo**, **Monastic Pharmacy** and **Garden of Santa Ildegarda** in *Castelnuovo dell'Abate*, **Palazzo Chigi Saracini** and **Accademia Chigiana** in *Siena*, **Civic Museum of Sansepolcro** are added to the management of Opera Laboratori. Opera Laboratori acquires the **Laborlegno carpentry shop**.

2020

Covid-19 emergency: for the first time Opera Laboratori interrupts its activity and then definitively resumes it in April 2021.

In the meantime, the new management of additional services for the **Pinacoteca di Brera** takes place.

In December, **Opera 20 S.p.A.** was incorporated to acquire the entirety of Opera Laboratori held by IEN (Italian Entertainment Network), parent company of Civita Holding, together with part of **C-WAY S.r.l.**, **TOSC S.r.l.**, **Civita Tre Venezie S.r.l.** and **Opera San Gimignano S.r.l.**

2021

Opening in *Montalcino* of **Oro di Montalcino** and **Temple of Brunello**, **Truffle Museum** and **Bike Point**. In *Pienza* Opera Laboratori was awarded the management of **Palazzo Borgia**, the **Cathedral**, the **Crypt** and the **Labyrinth**. Further managements in Siena: **Synagogue**, **Eroica Café and Store**, **"In Carrozza"** restaurant, **"Il Battistero"** residence and opening of the **"Il Battistero"** bistrot, as well as the **"San Giovanni in Poggio"** farmhouse in Monteroni d'Arbia. In *Volterra* Opera Laboratori was awarded the management of the **Cathedral**, **Baptistry and former Hospital**. Opera Laboratori acquires the license for the **"Eroica"** brand to produce merchandising. **Opera...Your Preview** opens in *Florence* and the management of the **Synagogue and Cattedrale dell'Immagine** (former Santo Stefano al Ponte church) begins.

2022

The management of **"HZero, the miniature railway company"** begins in *Florence*, the additional services at **Villa Pisani in Stra** (Venice) and the **Deruta** management. The commitment in the territory of *Assisi* continues with the planning and implementation of an artistic and spiritual journey, called **"Seraffica Bellezza"**, which involves the use of a georeferenced and multilingual app, to discover all the main points of interest in the city. The enhancement project was also enriched by a new sustainable mobility service, called **"Assisi Seraffica Bellezza – Eco Tour"**, to connect the lower part of the city with the Rocca, using two electric buses. A **new bookshop** has opened at the Peretola Airport in Florence. Through C-WAY, Opera Laboratori becomes the **official tour operator of the Eroica event**. Most of the regional television broadcaster **Canale 3 Toscana (C3T)** is acquired, contributing to the creation of a new television schedule. As part of the Culture of Hospitality activities, the new **Sotto al Duomo Wine bar** was inaugurated, which joins the other managements in **Piazza San Giovanni and Vicolo delle Carrozze**.

2022

Acquisition of the management of the **Synagogue of Venice**, construction and management of **Casa Eroica** in *Gaiole in Chianti*, management of the **MAXXI Bookshop** in *Rome* and the **MAMbo Bookshop** in *Bologna*. Assignment of call centre and InfoPoint services for the management of visits and other events at the **Quirinale Palace** and other offices of the Presidency of the Republic. Inauguration of the renovated **television studios of Canale 3 Toscana**, in the presence of the press and the main Sienese city institutions. Award of the management of services of the **Civic Museums in Volterra**, including **Palazzo dei Priori** (with climb of the Civic Tower), **Art Gallery** and **Ecomuseum of Alabaster**, **Guarnacci Etruscan Museum**, **Archaeological Area of the Roman Theatre**, **Archaeological Area of the Acropolis**.

2024

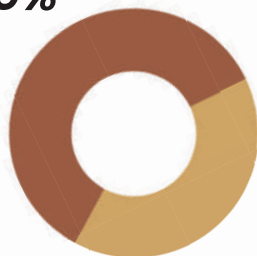
Acquisition and restoration of **Palazzo delle Papesse in Siena**, which becomes venue of exhibitions and cultural activities; management of **Palazzo Fava**, **Sanctuary of Santa Maria della Vita**, **San Colombano Museum** and **San Giorgio in Poggiale Library**. Opening of **Dear Guests**, tour operator of culture; laying of the first stone in the construction site for the restoration of the **San Domenico Complex** in *San Gimignano*.



Highlights 2024

Women

60%



Men

40%

People

577 women and 384 men

47,9 years Average age

713 Permanent staff

203 Temporary staff

45 zero-hours workers

Financial Performance

80,4 milioni € Value of Production

7,3 milioni € EBITDA (adjusted)

-23,1 milioni € PFN

70,8 milioni € Economic value distributed

Tredemarks and certifications

5 Certifications

4 Trademarks

1 Patent*

* concerning the creation of an artifact made of artificial rock.

Consumptions and emissions

- 2.692 GJ** Electricity consumption
- 2.657 GJ** Fuel consumption
- 241 GJ** Gas consumption
- 2,78 ML** Water consumption
- 267 tonCO₂eq** Scope 1 Emissions
- 219 tonCO₂eq** Location Based Scope 2 Emissions
- 374 tonCO₂eq** Market Based Scope 2 Emissions

Information on production

- 89** Sites managed
- Oltre 15 mln** Visitors
- 26** Museum management clients
- 128** Laboratory Projects
- 68** Laboratory Clients
- 318** Events and exclusive openings

Relations and relationships

- 320** Suppliers
- 10** Partnership
- 68** Press conferences
- 7.884** Press releases

Find Us

→ LOMBARDY – 01

MILAN

Pinacoteca di Brera
Palazzo Citterio

→ VENETO – 02

VENICE

Accademia Galleries (bookings)
Jewish Ghetto of Venice
Hugo Pratt bookshop
Stra – Villa Pisani

→ EMILIA ROMAGNA – 03

BOLOGNA

MAMbo – Museum of Modern Art in Bologna
(bookshop)
Palazzo Fava, San Colombano, San Giorgio
in Poggiale, Santa Maria della Vita

→ TUSCANY – 04

AREZZO

Cathedral of Arezzo
Diocesan Museum of Sacred Art

CORTONA

Cathedral of Cortona
Museo Diocesano del Capitolo in Cortona

FLORENCE

Uffizi galleries
Pitti Palace

Tesoro dei Granduchi
Pitti Palace
Treasury of the Grand Dukes
Palatine Gallery
Gallery of modern art
Museum of Fashion and Costume
Boboli Gardens
Bargello National Museum
Church and Museum of Orsanmichele
Casa Martelli Museum
Palazzo Davanzati Museum
Medici Chapels
Opificio delle Pietre Dure Museum
Accademia Gallery in Florence
San Marco Museum
Villa La Petraia
Villa of Cerreto Guidi
Cenacle of San Salvi
Archaeological Museum in Florence
Villa of Poggio a Caiano
Castello villa's garden
Fuligno Cenacle
Cenacle of Ognissanti
Bardini Villa and Garden
Hzero Museum
Galileo Museum
Planetarium
Synagogue and Jewish Museum
Cattedrale dell'Immagine, Immersive Art
Santo Stefano al Ponte
Buonarrotti House

SIENA

Monumental complex of the Cathedral of Siena
Palazzo Pubblico and Torre del Mangia
Synagogue and Jewish Museum
Palazzo delle Papesse

Santa Maria della Scala (bookshop)

COLLE DI VAL D'ELSA

San Pietro Museum
Crystal Museum

GAIOLE – CHIANTI ORIGO

Museum at the Origins of Chianti
Casa Eroica
Ciclofficina Luciano Berruti
Olmastroni Gallery
Terre di Gaiole

MONTALCINO

Temple of Brunello
Civic and Diocesan Museum
Archaeological Collection
Sant'Agostino Church
Ciclofficina Eroica
Truffle Museum
Abbey of Sant'Antimo

MONTEPULCIANO

Temple of San Biagio

PIENZA CITY OF LIGHT

Palazzo Piccolomini
Palazzo Borgia – Diocesan Museum
Crypt of the Cathedral

SAN GIMIGNANO

Collegiata di Santa Maria Assunta
Town Hall
Art Gallery
Big Tower
San Lorenzo in Ponte
Archaeological Museum
Apothecary of Santa Fina
Gallery of modern and contemporary art San Domenico

VOLTERRA

*Cathedral, Baptistery and Santa Maria Maddalena Hospital
Civic Museums*

→ **UMBRIA - 05****ASSISI**

*Torre del Popolo
Rocca Maggiore and Giardino degli Incanti
Pinacoteca Comunale
Roman Forum and Archaeological Museum
Lararium Domus
Roman Domus "Casa di Properzio"
Tourist information at presso I.A.T.- City of Assisi*

DERUTA

*Municipal Art Gallery
Regional Ceramics Museum*

SPOLETO

Monumental and museum complex of the Cathedral

→ **LAZIO - 06****ROMA**

*Quirinale Palace (infopoint and call centre)
MAXXI National Museum of 21st Century Art
VIVE Vittoriano and Palazzo Venezia (education)
Historical Museum of "Bersaglieri" (education)*

→ **ABRUZZO - 07****L'AQUILA**

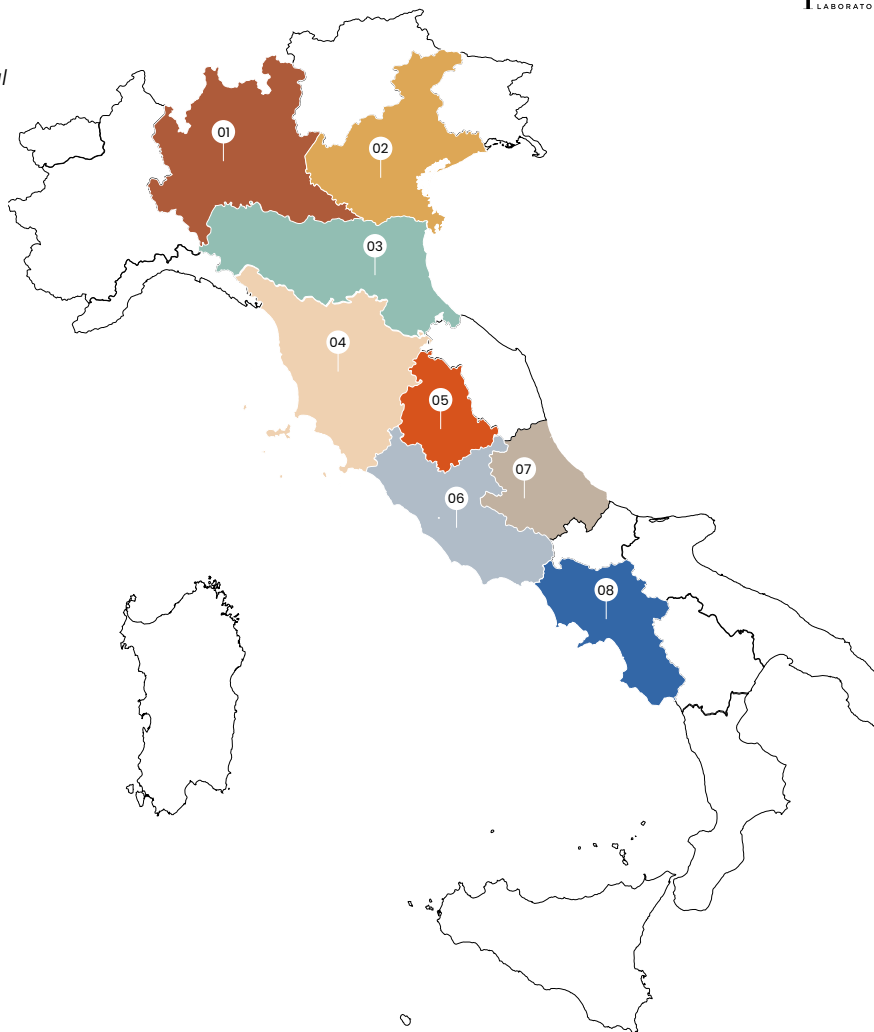
*National Museum of Abruzzo
Mammut (bookshop)*

→ **CAMPANIA - 08****CASERTA**

Royal Palace of Caserta

NAPOLI

Archaeological Park of Pompeii



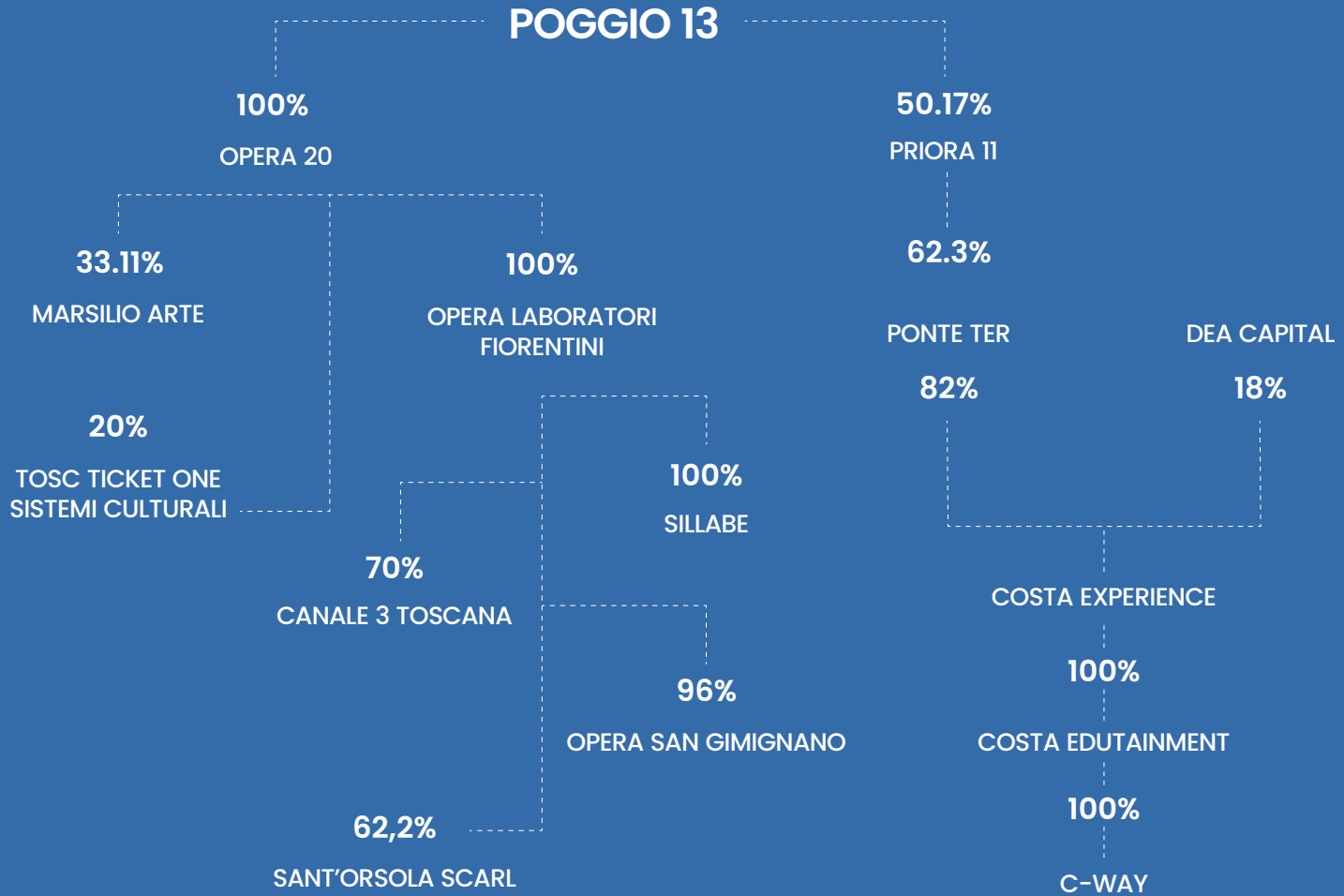
Corporate structure

Opera Laboratori Fiorentini S.p.A. has as Sole Shareholder **Opera 20 S.p.A.**, in turn 100% owned by the company Poggio 13 S.r.l.

The organization chart includes different entities connected to each other, which manage together a prominent business in Italy.

The connections with **Costa Edutainment S.p.A.**, company operating in the education and tourism sector, **C-WAY S.r.l. tour operator** for all the Group entities and **Sillabe S.r.l.** that takes care of publications and editorial aspects, represent an intangible asset able to generate a distinctive value for the entire Group.









Edutainment par excellence

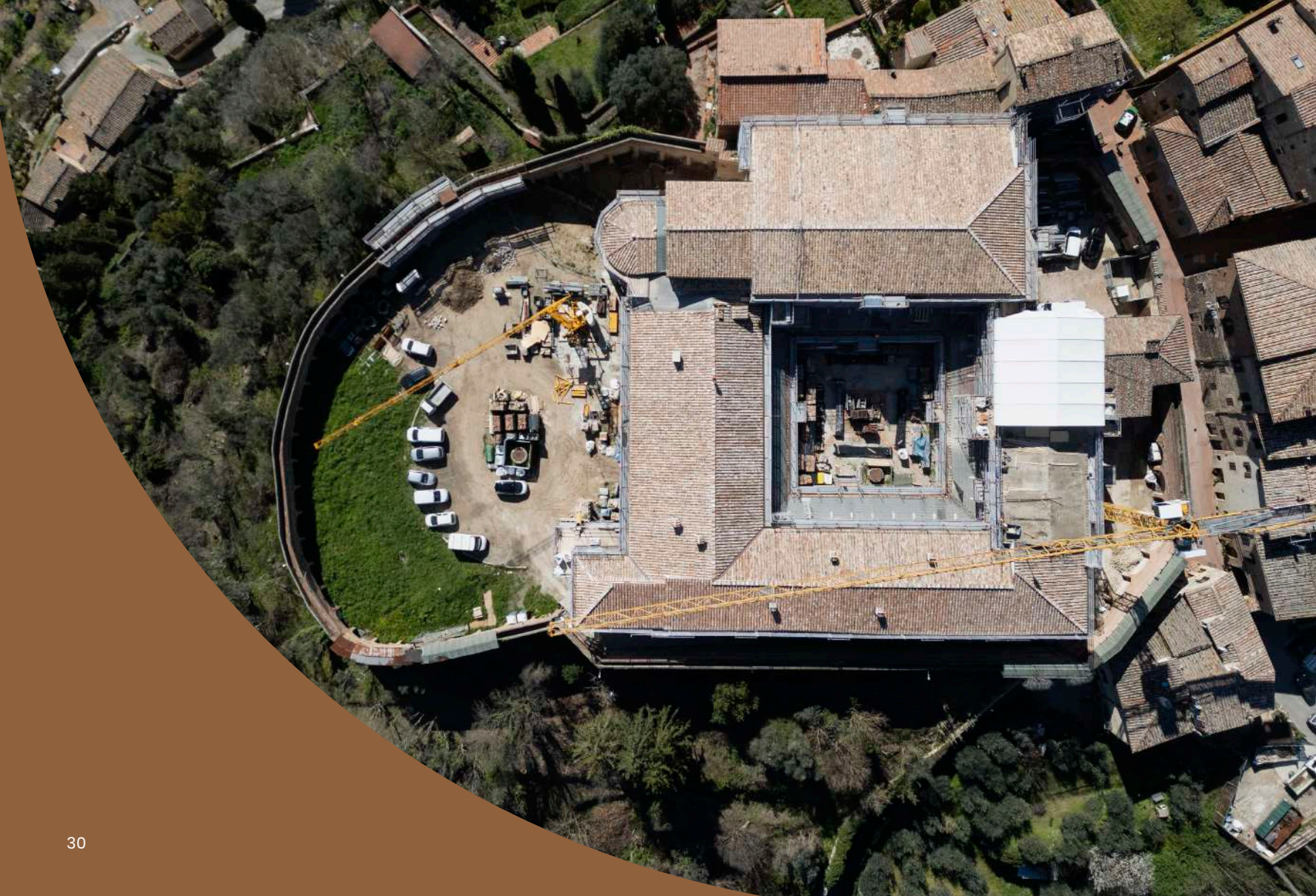
The business history of **Costa Edutainment** intertwines its roots with the entrepreneurial ones of the Costa family: a system of values that, over the years, has *characterized a recognizable way of doing business lasting over the time.*

Costa Edutainment aims at **meeting the growing demand for a qualitative use of leisure time, combining culture, science, education, entertainment, emotion, and fun in unique and significant experiences.**

Through its facilities, the company offers hours and hours of “edutainment” to thousands of visitors, following its historic motto:

“Let's enjoy learning”





Opera San Gimignano

Opera San Gimignano was **built in December 2018** and today **96% is owned by Opera Laboratori**. Opera San Gimignano has the purpose to create a new reality that may **enhance art and cultural assets of its territory** through the management of muse-

ums and cultural places. Opera San Gimignano's flagship project is the **restoration** and the subsequent **management** of all the activities that will be implemented at the San Domenico Complex, former prison and convent, which **entails the creation of:**

- **An arena** with a seating capacity of thousand people, located in the area once dedicated to the prisoners' out-of-cell time.
- **A scenic route** for visitors on the old patrol walkway.
- **New spaces** to host craft and local shops, agri-bar and multi-media galleries.
- **An accommodation facility** with adjoining conference area.

THE CONSTRUCTION SITE, WHICH AIMS AT THE REDEVELOPMENT OF A SYMBOLIC PLACE OF THE CITY, WAS OFFICIALLY OPENED IN JANUARY 2024.



Letter of the president

Guide for reading

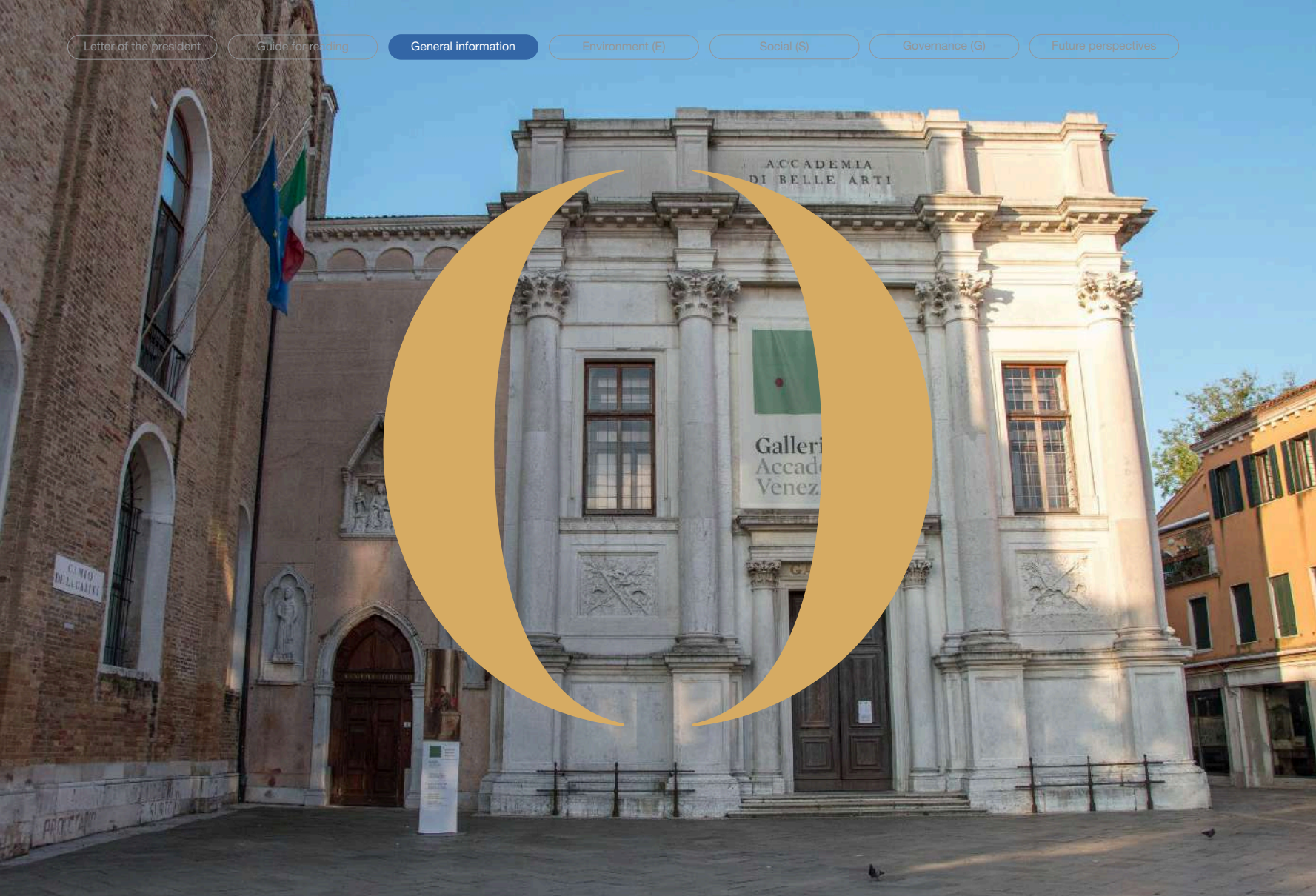
General information

Environment (E)

Social (S)

Governance (G)

Future perspectives



Sant'Orsola

The consortium company of Sant'Orsola was incorporated in December 2020, from the temporary association of enterprises between **Civita Tre Venezie S.r.l.**, **Marsilio Editore S.p.A.**, **Tosc-TicketOne Sistemi Culturali S.r.l.** and **Opera Laboratori Fiorentini S.p.A.** with majority share.

Ticket office, guided tours and bookshop services at the Accademia Galleries in Venice were awarded, for a period until 31 October 2026, to the ATI (*Temporary Association of Enterprises*) by the Ministry of Cultural Heritage and Activities and Tourism.

Among further activities and services that the company may perform, there are those of design, creation and dissemination of editorial products, catalogues and magazines; promotion and trade activities; management of bookshops and promotional activities; ticket office, booking and pre-sale services; education and guided tours; renting audio guides; coatroom service; organization of courses, congresses, exhibitions and events, besides custody of exhibition rooms.

Sillabe: *Not only publishing*



Nowadays, the **publishing house Sillabe**, operating for nearly thirty years, is one of the most prominent Italian organizations in the publishing and cultural merchandising sector. It has **been part of the Opera Laboratori Group** since 2023, with which shares the mission to enhance culture and art in all its forms. Indeed, its commitment ranges from painting to restoration, from photography to music, to theatre and fashion, with a production rich in *catalogues, guides, essays and educational materials for any type of audience*. Sillabe cooperates with prestigious Italian cultural institutions, such as the Florentine National Museums (for which creates "*Firenze Musei*" branded products), the **Cathedral of Siena**, **Santa Maria della Scala**, **MAXXI Museum of Rome**, **MAMbo Museum of Bologna** and many others.

In addition, it manages the gift shops of **Acquario di Genova** and **Acquario di Livorno**, and is partner of **Costa Edutainment** for educational publications related to the sea world.

Over the last years, Sillabe has extend-

ed its activities to the sport and tourism sectors, by opening **Opera Art in Flight** stores at the airport of Pisa and Livorno Store, dedicated to the local sport merchandising as well. Among its most significant collaborations there is also that with **L'Eroica**, the cycling event that celebrates vintage cycling. In 2023, it started important cultural and art projects, such as the **Opera Festival of San Gimignano**, the immersive work *La Traviata* and the opera-film *Dodici anni dopo* [twelve years later].

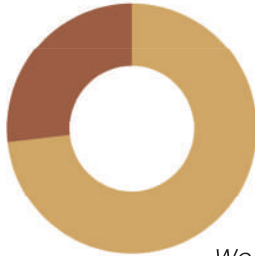
Also, Sillabe is sensitive to inclusiveness, with an accessible catalogue focused on people with disabilities and environmental sustainability, with products made of eco-friendly **recycled materials**, and outcome of the collaboration with social cooperatives and local craftsmen. Today Sillabe stands out for editorial quality, attention to graphic details and continuous research and innovation. It represents a virtuous model of **integration between culture**, territory, *environment and creativity, in perfect tune with the vision of the Opera Laboratori Group*.

Employees

41 years Average age

Men

26%



Women

73%

30 women

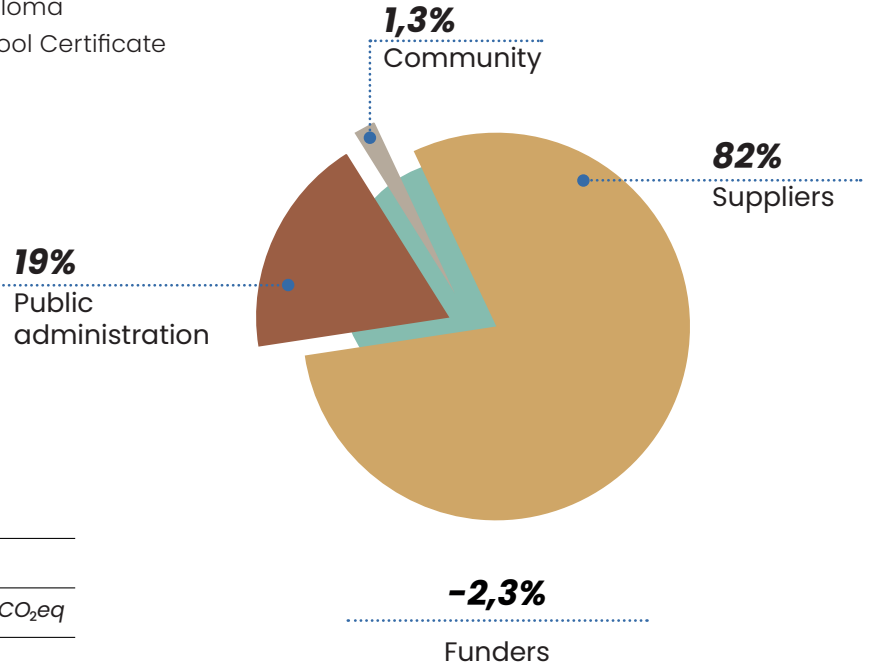
- 6 University Graduates
- 24 High School Diploma
- 0 Junior High School Certificate

11 men

- 0 University Graduates
- 9 High School Diploma
- 2 Junior High School Certificate

FINANCIAL PERFORMANCE

Production	8,6 mln €
EBITDA	0,7 mln €



ENVIRONMENTAL PERFORMANCE

Electricity	9 GJ
Emission (Scope 1 + Scope 2 Market-based)	5,18 tCO ₂ eq
Transport diesel oil	56GJ

Canale 3 Toscana

In 2022 Opera Laboratori acquired **70% of Canale 3 Toscana**, historical local broadcaster of Siena (channel 84) always committed to the promotion of the territory, paying particular attention to *current events, culture, tradition, sport* and especially the **world of Palio horse race and Contrade** [neighbourhoods]. This acquisition gave birth to an important synergy between a large cultural operator and a media deeply rooted into the local fabric, with a view to build an **increasingly innovative future**, in both contents and technology. 2023 was a key year for the technological and organizational development of the broadcaster. Indeed, a **new outside broadcast van** was completed and used for the first time during the Palio horse race in July, which allowed to broadcast high-quality live events.

Also, the digital and social tools were improved, a **regional newsroom** was established, and **new television studios** were inaugurated at the historical venue of via dei Montanini in Siena, renewed with the most modern technologies, such as led walls and latest-generation video cameras. The programming was extended to include not only sport events such as **Eroica** and **Strade Bianche**, but also cultural insights, exhibitions, regional and national events, such as the **Sanremo Music Festival**, always with a careful look at local identities.

In 2024, Canale 3 Toscana has further strengthened its role in the cultural production, creating audiovisual contents for museums and institutions managed by Opera Laboratori. Among them, **Palazzo delle Papesse** in *Siena*, **Palazzo Fava** and **San Colombano** in *Bologna*, **Royal Palace of Caserta**, **Accademia Gallery** in *Florence*, the weekly conferences at the **Uffizi Galleries**, the **Florentine Museum Complex** and

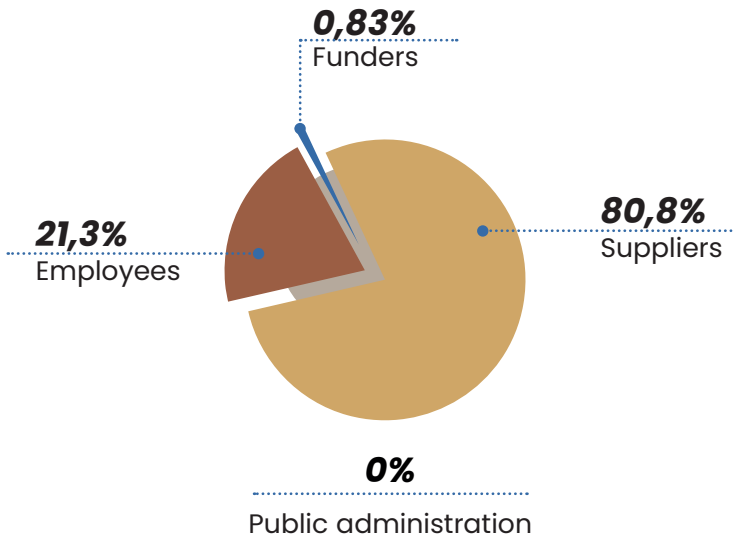


events such as **Red Montalcino** and **Benvenuto Brunello**.

In addition, national spots were produced for important organizations such as the **Hzero Museum in Florence**, the **Jewish Ghetto of Venice**, the **City of Assisi** and the **Cathedral Complex** in *Siena*.

Today, even maintaining part of its historical television programming, **Canale 3 Toscana** has become a real **creative workshop** for the production of multimedia contents, with projects ranging from the promotion of **Ecclesiastical Properties** to the **valorisation of the pilgrimage in view of the Jubilee**.

“ **685.217 €**
economic value,
distributed as follows:

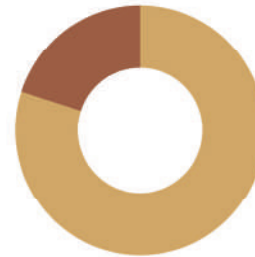


Employees

40 years Average age

Women

20%



Men

80%

1 woman

1 University Graduates

0 High School Diploma

0 Junior High School Certificate

4 men

0 University Graduates

4 High School Diploma

0 Junior High School Certificate

FINANCIAL PERFORMANCE

Value of Production	667.700 €
EBITDA	-32.261,90 €
PFN	33.669 €

Letter of the president

Guide for reading

General information

Environment (E)

Social (S)

Governance (G)

Future perspectives



Business Model

The business model of an organization is the system implemented to turn inputs, through the business activities, into outputs and results, in order to accomplish the organization's strategic goals and create value in the short, medium and long term.

The Business Model of Opera Laboratori includes in its operation scheme different forms of capital **which enter as inputs** and, through business organizational processes, whether core or supporting, are **turned into outputs**; therefore, into key results whose added value contribute to the generation of long-term benefits, called outcomes.

The analysis of activities and operations shows how the Business Model of Opera Laboratori needs some essential resources to feed its processes for creation of value: such as the **cultural art heritage, local assets and resources and organizational assets**. Alongside them are distinctive technical skills and people that together can turn raw materials into products and services offered to the customers.

Opera Laboratori has also a **strong reputation in the industry** and subsequent **relationships of trust with its Stakeholders**, especially with its customers, resources that are strengthened every year by the same operation of the company. Said inputs, combined with economic resources, feed the **corporate processes for the creation of value**, or rather the **core activities** (*Workshop Management, Design and Technical Office, Asset Management Service, Hospitality and Food & Beverage*) and **support processes** (Purchases, Administration, Human Resources and other) generating in this way two different **results**: those in the short and medium term (**outputs**) attributable to the creation of sustainable experience of visiting - food and wine, artistic and cultural, itineraries to discover the territories, events, set-ups and restorations - and those in the long term (**outcomes**), which embrace a broader vision and extend from the experience of visiting by creating virtuous impacts on visitors and territories, contributing to the sustainable development of both company and community.

The *Value Chain* of Opera Laboratori

UPSTREAM

Tier 4	Tier 3	Tier 2	Tier 1
Raw material (e.g., plants, trees, mineral, wind, solar, water, animal resources etc.)	Raw material processing	Industrial production	Provision of products and services

OWN OPERATIONS

Tier 0

Workshops (Carpentry, Scenic design, Upholstery and Restoration, Technical Office)	Publishing services
Hospitality and food & beverage	Museum services (audio guides, bookshops, applications, booking management, coatroom, design and gift shop management ...)
Tenders and contracts	Marketing and promotion
Cultural planning	Production and post-production services radio-television studios (video editing)
Creation and production of events related to the show business	

DOWNSTREAM

Tier -1

Museums, religious institutions, public administrations, private collectors, private companies, historical buildings requiring restoration, preservation works and services for the management of works and artistic heritage	
Guests of accommodation facilities and food & beverage	Users using radio and television services including advertising spaces

Stakeholder

Knowing and involving our interlocutors is essential to **cultivate positive relationships** of the company within the context where it operates and include the point of view of the Stakeholders in preparing the corporate strategy. With this goal, during the definition of its **Business Model**, Opera Laboratori has prepared the **Stakeholder Mapping** as an instrument that allows positioning the stakeholders as part of a matrix **divided into four quadrants**, according to the level of mutual impact between Stakeholders and Company on their business strategies.

The intersection between the levels of impact reveals the following:

Weak stakeholders

Namely with a low impact on the company but affected by its choices.

Non-relevant stakeholders

Whose actions do not depend on Opera Laboratori and are not affected by it.

Interesting stakeholders

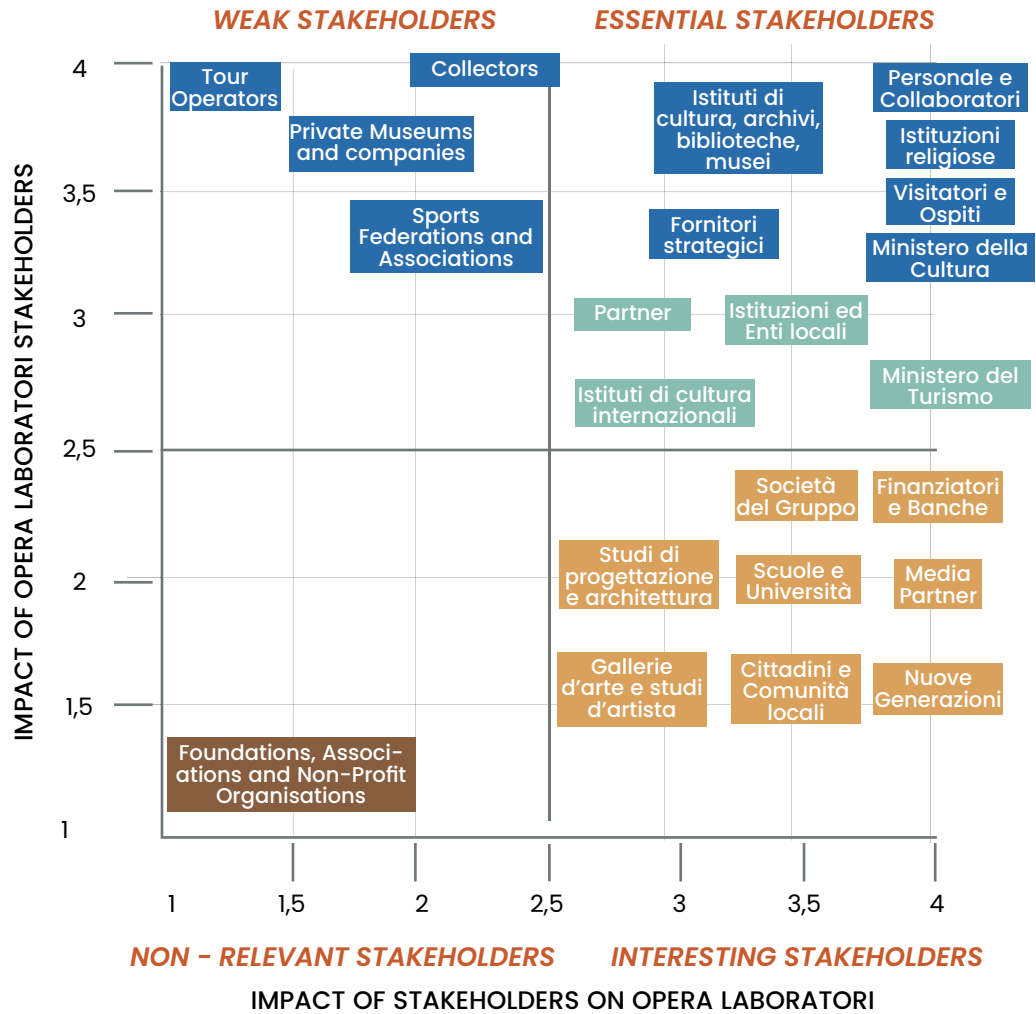
Namely those that, to date, are monitored by the Company because they have an impact on its performance but are not affected by Opera Laboratori.

Essential stakeholders

Namely those entities that are deeply related to Opera Laboratori because they have a big impact on the Company and, at the same time, are affected in turn.

- 1** = very low impact
- 2** = low impact
- 3** = high impact
- 4** = very high impact

Stakeholder Mapping



Control over the risks

Opera Laboratori, in compliance with the provisions of its **Quality, Health and Safety Management System**, keeps monitoring and updating risks and opportunities to which it is exposed.

External risks

- Failure to acquire works due to the presence of competitors in the market.
- Possible negative trend of the reference market.
- Economic, political and financial factors.
- Health emergency situations.
- Regulatory update.
- Environmental disasters.

Strategic risks

- Failure to accomplish corporate goals and results defined.
- Uncertainty of the company's performance.
- Changes to the conditions implemented by clients/suppliers.

Operational risks

- Failure to comply with the applicable regulations.
- Interruption of the activity due to failure to comply with the law.
- Lack of personnel training with possible negative effects on the business continuity and the quality of the service offered.
- Failure to implement the ISO standards and organization systems adopted.

Material topics

The first step to take to pay attention to sustainability is identify the topics that are significant for our business.

The first step to take to pay attention to sustainability is identify the topics that are significant for our business. Said material topics define the aspects that significantly affect the ability of the organization to create value and therefore, are the non-financial aspects of our performance to be reported. In 2022, Opera Laboratori started a project with a strong participatory soul aimed at structuring its approach to the sustainability and whose first corporate Sustainability Report is one of the most significant and concrete results accomplished. The following year, Opera Laboratori conducted a **materiality assessment** following the prescription of the GRI Standards and in particular of the **GRI 3 – Material Topics 2021**.

Therefore, the corporate reflections are focused on the concept of positive and negative, current and possible impacts generated, which are related to the various areas of the value chain of Opera Laboratori. For every impact identified, both **severity** and **probability** of happening were assessed and then a materiality threshold was defined and particular attention was paid to the topics related to above threshold impacts. During the **reporting fiscal year 2024**, the **materiality assessment was updated**, by assessing whether the materiality of the impacts identified in the previous fiscal year remained unchanged and reflecting on the possible presence of new impacts.

The analysis led to the identification of the same material topics identified in the previous year.

Opera Laboratori is committed to work on these topics over the time, which will lead also to the choice of the system of useful indicators to assess the **business performance**:

- **Being protagonists of hospitality:** keeping reinventing itself, Opera Laboratori aims to be protagonist of hospitality in the territories covered, by integrating art, culture and history within the experience lived by the guest.
- **Enhancing research and development of new instruments and techniques:** enhancing Research and Development, Opera Laboratori aims to create new instruments to innovate techniques used in its Laboratories and to reduce its impact on the environment, also through an increasingly better management of resources.
- **Paying attention to people:** the organization pays a lot of attention to the well-being of its collaborators, their safety and the absence of discrimination, seeking the same approach also in its partners and Stakeholders.

- **Keeping developing skills, «know-how» and craftsmanship:** Opera Laboratori enhances local traditions and know-how, handing down their essence by hiring qualified personnel and a continuous training that preserves craftsmanship.
- **Making sustainable choices:** in managing the natural resources and making coherent choices with its strategic goals, the company aims to enhance its positive impact in the world.
- **Ensuring transparency and standards in line with our values:** the organization complies with all the regulatory obligations and mitigates any risk related to the breach of rules. It also commits to promote the respect of chosen corporate values.
- **Proposing experiences of culture of hospitality:** Opera Laboratori aims to create an authentic and thorough cultural experience, that accompanies its guests over the time and inspires a way to enjoy artistic and cultural heritage for their future discoveries.
- **Maintaining proactivity in the Stakeholder engagement:** the organization gives great value to its relationships with the Stakeholders, constantly increasing the level of exchange and dialogue, and meeting their needs.
- **Creating prosperity on the territories:** the organization, with its material and immaterial action, generates direct and indirect downstream activities, work and opportunities in the territories where it operates.



Opera Laboratori, culture and Sustainable Development Goals (SDGs)

Culture is essential in the process of **sustainable development**: today more than ever, museums and cultural organizations are called, likewise production companies, to rethink their sustainability model, by acting to build and strengthen substantial relationships with the Stakeholders and communicate outside the cultural, social and economic value generated by their activities on the company.

Despite there is no specific 2030 UN Agenda goal for the sustainable development addressed to the world of art and culture, their transversal dimension acts on different areas and therefore, considering them as leverage will continue to be increasingly important. Indeed, art and culture are **engines of** - economic and social - **innovation** and call everyone to respect the environment and human rights, by helping the community to face contemporary and future challenges.

In this regard, in the publication of 2019 "**Culture 2030 Indicators**", UNESCO has identified **22 thematic indicators** to identify the direct link between 2030 UN Agenda goals and the contribution of culture to the sustainable development in the areas of Environment and Resilience, Economics and Prosperity, Knowledge and Skills, Inclusion and Participation.



“ **THE 2030 UN AGENDA GOALS AND THE CONTRIBUTION OF CULTURE TO THE SUSTAINABLE DEVELOPMENT IN THE AREAS OF ENVIRONMENT AND RESILIENCE, ECONOMICS AND PROSPERITY, KNOWLEDG AND SKILLS, INCLUSION AND PARTICIPATION.** ”

Opera Laboratori, with its activities and projects contributes to the following Goals:

GOAL 2

Target 2.3 and 2.4: through the local marketing and the food & beverage activity, Opera Laboratori acts by supporting a sustainable production of food, aimed at the protection of the ecosystem and foster the local production.

GOAL 4

Target 4.7: through the management of exhibitions and cultural events, Opera Laboratori addresses every year a large number of people and in that area can promote the sustainable development and every related topic, such as human rights, gender equality and the promotion of a culture of peace and non-violence.

GOAL 5

Target 5.1 and 5.5: Opera Laboratori, like any other economic sector on the market, can contribute to achieve gender equality, by promoting anti-discrimination policies internally, by creating a work environment where professional opportunities disregard the gender and any other form of discrimination.

GOAL 7

Target 7.2: Opera Laboratori undertakes to increase the share of energy generated by renewable sources that uses to perform its activities.

GOAL 8

Target 8.1, 8.2, 8.3, 8.6, 8.8, and 8.9: the attention of the company for the decent work and the economic growth is intrinsic in its approach, always oriented to support the territories where it operates and the people living there, whose wealth increases thanks to tourism and culture. In addition, there is the attention for people, suppliers and collaborators of Opera Laboratori and that are at the heart of the corporate policies.

GOAL 10

Target 10.2: the production of exhibitions and events can represent a catalyst for the promotion of social, economic and political inclusion of any age, sex, disabilities, ethnic group, origin, religion, economic status or any other status.

GOAL 11

Target 11.4: through the activities proposed by Opera Laboratori the visitor has the possibility to explore villages and characteristic places and learn the history and the heritage value that is admiring. The love passed down to the visitor feeds a virtuous mechanism of protection, conservation and development of the world.






GOAL 12

Target 12.b: through the local marketing, Opera Laboratori supports a sustainable tourism, which created jobs and promotes culture and local products.

THEMATIC INDICATORS FOR CULTURE IN THE 2030 AGENDA

SDG & TARGETS

ENVIRONMENT & RESILIENCE

- 1 Expenditure on heritage 
- 2 Sustainable management of heritage 
- 3 Climate adaptation & resilience 
- 4 Cultural facilities 
- 5 Open space for culture 

UNESCO Culture
Conventions

1970
1972
2003
2005



- 2.4 Sustainable foodways & agriculture
- 6.6 Water related ecosystems
- 9.1 Quality infrastructure
- 11.4 Cultural & natural heritage
- 11.7 Inclusive public spaces
- 12.b Sustainable tourism management
- 13.1 Climate & disaster resilience
- 14.5 Marine areas conservation
- 15.1 Sustainable terrestrial ecosystems
- 16.4 Recovery of stolen assets

PROSPERITY & LIVELIHOODS

- 6 Culture in GDP
- 7 Cultural employment  
- 8 Cultural businesses 
- 9 Household expenditure
- 10 Trade in cultural goods & services 
- 11 Public finance for culture 
- 12 Governance of culture 

UNESCO Culture
Conventions

1970
1972
2003
2005




- 8.3 Jobs, entrepreneurship & innovation
- 8.9 Policies for sustainable tourism
- 8.a Increase Aid for Trade
- 10.a Differential treatment on trade
- 11.4 Cultural & natural heritage

THE **CULTURE|2030**
INDICATORS

ALSO CONTRIBUTE
TRANSVERSALLY TO:



KNOWLEDGE & SKILLS

- 13** Education for Sustainable Development
- 14** Cultural knowledge ♀♂ 
- 15** Multilingual education ♀♂
- 16** Cultural & artistic education ♀♂
- 17** Cultural training ♀♂



- 4.4** Skills for employment
- 4.7** Skills for sustainable development
- 8.3** Jobs, entrepreneurship & innovation
- 9.c** Access to information technologies
- 12.a** Sustainable consumption
- 13.3** Education on climate adaptation

INCLUSION & PARTICIPATION

- 18** Culture for social cohesion ♀♂
- 19** Artistic freedom ♀♂
- 20** Access to culture ♀♂
- 21** Cultural participation ♀♂
- 22** Participatory processes ♀♂



- 9.1** Quality infrastructure/equitable access
- 9.c** Access to information technologies
- 10.2** Social inclusion
- 11.7** Inclusive public spaces
- 16.7** Participatory decision-making
- 16.10** Fundamental freedoms
- 16.a** Prevention of violence
- 16.b** Non-discriminatory policies

5.5 Women participation & leadership
5.c Policies on gender equality



- 17.9 Capacity building
- 17.16 Global partnership
- 17.17 Public, private and civil society partnerships
- 17.19 Measuring of sustainability



Trends in national and international tourism

In 2024 the global tourism sector has recorded a significant recovery, reaching **92% of pre-pandemic flows**, with more than **950 million international tourists** that have visited different destinations all over the world. According to **UNWTO**¹, Europe has welcomed 58% of these tourists, with a particular increase for the Middle East (+25% compared to 2019). This recovery was accompanied by a change in travel behaviours, indeed, cultural experiences are increasingly becoming the main reasons for travelling, for both international and national tourists. **ISTAT**² highlights how the sector has recorded an ongoing growth, with the new generations playing a significant role, in particular young people aged between 18 and 25.

The forecasts for the **decade 2023–2033** indicate that the industry of cultural tourism is expected to generate a global turnover of **14 billion dollars within 2028**³. Despite the increasing attention to the quality-price ratio, the cultural tourist has spent in 2024 approximately 27% more per day compared to the **average tourist**⁴, with tangible benefits for museums and historical sites, but also for the whole accommodation system. Italian art cities and small villages, with a priceless artistic and cultural heritage, keeps attracting million **tourists**⁵. The **Uffizi Galleries in Florence** (record of more than 5,5 million visitors), the **Egyptian Museum in Turin** (more than 1,1 million visitors), the **Civic Museums of Venice** (more than 2,2 million visitors), and the **Museum of Science and Technology in Milan** (**approximately 650 thousand visitors**)⁶ stand out among **the most visited Italian museum sites in 2024**.

¹ UNWTO (2024). *World Tourism Barometer, July 2024*. United Nations World Tourism Organization. <https://www.unwto.org/> ISTAT

² (2024). *Rapporto sul Turismo in Italia [Report on Tourism in Italy]: 2024*. Istituto Nazionale di Statistica [National Institute of Statistics]. Future

³ Market Insights (2024). *Global Tourism and Travel Market Analysis*. <https://www.futuremarketinsights.com/>

⁴ ISTAT (2024). *Turismo e Cultura [Tourism and Culture]: Un'indagine sulle spese dei turisti culturali in Italia [A survey of cultural tourism expenditure in Italy]*. <https://www.istat.it/>

⁵ SIAE (2023–2024). *Rapporto annuale sul turismo culturale in Italia [Annual report on cultural tourism in Italy]*. Società Italiana degli Autori ed Editori. <https://www.siae.it>

The growth of the tourism sector is supported by a strategic plan aiming at strengthening the “Made in Italy” brand through an increasingly sustainable, innovative and high-quality tourist offer⁷. In particular, the **digitalization of cultural tourism** is playing an essential role; in addition, the introduction of **technologies such as augmented reality and gamification** is making the visits of museums and cultural sites not only more engaging, but even more accessible and interactive, fundamentally changing the way how the tourists live and enjoy our heritage. In 2024, the **sustainable tourism** is emerging as an essential priority for Italy, as a response to the **challenges related to overtourism**⁸. The concept of “slow tourism” is perfectly integrated into this context, proposing a travel model that prioritizes quality over quantity, fostering a deep connection with the local communities and the territory. This approach invites tourists to slowdown, by exploring historical villages, unspoiled natural landscapes and **UNESCO**⁹ heritage sites in a more relaxed way, reducing in this way the pressure on the most crowded areas and promoting a tourism that respects the local traditions and the environment. The integration of sustainable and slow tourism not only helps to **counteract the negative effects of overtourism**, but contribute to **ensure a more balanced and inclusive future for the entire tourism sector as well**¹⁰.

⁶ Federturismo Confindustria (2024). *Rapporto sul Turismo Italiano [Report on Italian Tourism] 2024*. <https://www.federturismo.it/>

⁷ Ambrosetti (2024). *Rapporto sulla Competitività del Settore Turistico Italiano [Report on the Competitiveness of the Italian Tourism Sector]*. The European House - Ambrosetti. <https://www.ambrosetti.eu/>

⁸ ANSA (2024). *Notizie sul Settore Turistico Italiano [News on the Italian Tourism Sector]*. Agenzia Nazionale Stampa Associata.

⁹ UNESCO (2024). *World Heritage and Sustainable Tourism Report*. <https://whc.unesco.org/>

¹⁰ Ministry of Tourism - Italian Government (2023). *Libro Verde sul Turismo Sostenibile. [Green Book on the Sustainable Tourism]* <https://www.turismo.beniculturali.it/>



Dear
Guests,



Acquista subito i tuoi biglietti online. Assicurati l'ingresso alle sedi museali.

Buy your tickets online now. Make sure you enter the museums.

INFORMAZIONI
Call center: 02 8571 241 242
www.dearguests.com

Dear
Guests,
VISITOR CENTER

Dear Guests

Dear Guests is a **tour operator**, Cultural Experience and Visitor Center of Opera Laboratori, born in the heart of **Siena**, in a charming historical space: the former Lombardi Photographic Factory. More than a simple tourist reception point, it is an **innovative and multi-functional place** designed to offer an immersive experience between art, culture and tradition of Tuscany. With more than **100 m² of surface and 35 m² of 4K led walls**, the centre proposes visual and digital contents always up to date that tells the Italian cultural heritage, with particular attention to Siena, Tuscany and other cities such as Florence, Rome, Venice and Caserta. Dear Guests is **designed to actively engage the visitor**


through screenings, events, interactive experiences and educational activities. Besides the cultural discovery, the centre offers practical services such as the purchase of digital tickets for **more than 45 museums of the Opera Laboratori circuit**, allowing to easily plan visits of places such as San Gimignano, Pienza, Montepulciano and others. Also, there are cultural events, food and wine tastings, cycling routes and initiatives designed for families and tourists of any kind. In addition, Dear Guests is focused on sustainability, choosing to **eliminate paper materials** and promoting an all-digital experience, also accessible through outdoor monitors and **24/7 active QR code**.

From Siena DearGuests Cultural Experience and Visitors Centres, has also developed and spread to other cities such as:

- **Florence**
- **San Gimignano**
- **Gaiole In Chianti**
- **Greve in Chianti**
- **Montalcino**
- **Pienza**
- **Assisi**
- **Venice**

The centre has also a spiritual dimension: in view of the Jubilee 2025, will serve as information point for pilgrims interested in religious events of the Tuscan dioceses. Finally, it enhances the territory through editorial publications and exclusive merchandising, such as products dedicated to **L'Eroica**, a famous cycling event.

With the support of the publishing house Sillabe and the broadcaster Canale 3 Toscana, Dear Guests proposes itself as a dynamic, accessible and ever-changing space: a real meeting point between culture, innovation and hospitality.

An aerial photograph of a historic Italian town, likely San Gimignano, featuring several prominent stone towers (torrioni) and terracotta-roofed buildings. The town is built on a hillside, and the sky is clear and blue. A white circular graphic is overlaid in the center, containing text.

**“ THE 22 MILLION EURO
INTERVENTION,
COMPLETELY FUNDED BY
OPERA LABORATORI, WILL
END WITHIN 2027.**

Opera San Gimignano

An integrated partner for the enhancement of the Italian Cultural heritage

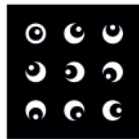
The **ambitious urban and cultural regeneration project** has officially **started on 29 January 2024**: the transformation of the San Domenico Complex in San Gimignano in a symbolic place of the Italian beauty and culture. This major intervention is led by Opera Laboratori, which signs with this initiative the **first Italian project financing in the cultural industry**, a virtuous model of cooperation between public and private sectors. The idea is that to get past the simple conservation: San Domenico will become a “**city in the city**”, a place where living culture in an immersive way, through art, spirituality, events and hospitality. Ancient spaces, such as monastic cells and former prisons, will be reinterpreted in modern key, becoming meeting, sociality and creativity places.

The project entails:

- **An outdoor thousand-seat arena** for cultural events.
- **An accommodation facility** with adjoining conference area.
- **A panoramic walkway.**
- **Spaces for craft shops, multimedia galleries and agribars.**

To date, the construction yard – occupying **13.000 m²**, approximately **10%** of the historical centre – has already accomplished important goals: floors and roofs completed, historical volumes recovered according to the best restoration standards. The **22-million-euro** intervention, completely funded by Opera Laboratori, will end within **2027**. Thanks to the contract granting use for 69 years and the cooper-

ation with the **Tuscany Region** and the **Municipality of San Gimignano**, the project aims at maintaining the urban and social balance, by promoting sustainable cultural and tourist activities. The upgrading will deeply affect the territory, in a city that in 2024 has overcome 3 million visitors per year, strengthening the role of Opera Laboratori as protagonist of the Italian cultural scene.



**PALAZZO
DELLE
PAPESSE**

Palazzo delle Papesse

A new cultural centre in the heart of Siena

In **June 2024**, Palazzo delle Papesse in Siena was acquired by the Opera Laboratori Group, which is now handling the **cultural management and programming**. The goal is give back to the city one of the most important historical buildings, making it an **active and dynamic centre dedicated to art**, history and contemporaneity. Located in the historical centre, near Piazza del Campo, the Palace is a masterpiece of fifteenth-century Sienese architecture. Built starting from 1460 at the behest of Caterina Piccolomini, Pius II's sister, it was designed by Bernardo Rossellino and Antonio Federighi.

Today it represents a rare example of balance between Renaissance rigour and integration with the urban context. The palace is also famous for an episode related to Galileo Galilei, who stayed there and used the roof terrace for its astronomical observations. Today this terrace is restored and open to the public, offering a breathtaking panoramic view on Siena. Besides the historical and architectural value, Palazzo delle Papesse has become a **cultural and multidisciplinary centre, venue for exhibitions, events, workshops and educational activities**.

“*Palazzo delle Papesse proposes itself as a space open to the dialogue between past and present, able to attract visitors from all Italy and from abroad with a high-end cultural offer. It is also a centre for workshops and activities for the cultural production.*”

Among the most recent exhibitions, there are:

**“Julio Le Parc.
The Discovery of Perception”**

An immersive experience of kinetic and optical art.

**“Hugo Pratt.
Geografie Immaginarie”
[Imaginary geographies]**

Dedicated to the creator of Corto Maltese



Genus
Bononiæ
musei

Genus Bononiae

Palazzo Fava, Santa Maria della Vita, San Colombano, Santa Maria della Vita, Bologna The new cultural management curated by Opera Laboratori.

Since 2024, Opera Laboratori has taken over the management of the sites belonging to the **Genus Bononiae** museum network: *Palazzo Fava, Palazzo delle Esposizioni, the Complesso di Santa Maria della Vita, San Colombano. Collezione Tagliavini, and San Giorgio in Poggiale, Biblioteca d'Arte e di Storia*. **Palazzo Fava**, the exhibition hub of the network, is renowned for the celebrated cycle of frescoes dating back to the 16th century, created by the young Ludovico, Annibale, and Agostino Carracci together with some of their pupils. Today, the palace serves as a venue for international temporary exhibitions. The **San Colombano** museum houses the Collezione Tagliavini, which boasts over 70 ancient keyboard instruments, fully restored and still functional. Recently renewed with the project "**Patrimonio Sonoro No Limits**", the museum has enhanced its accessibility with tactile and multimedia itineraries and an interactive app. In the historic centre, the **Complesso di Santa Maria della Vita** is a symbol of Bolognese Baroque. Its focal point is the celebrated **Compianto sul Cristo morto** by Niccolò dell'Arca, a 15th-century sculptural masterpiece. In the oratory, visitors may also admire the *Transito della Vergine* by Alfonso Lombardi. The library of **San Giorgio in Poggiale** preserves more than 100,000 volumes on art and local history, together with photographic and documentary archives. Housed in a former 16th-century church, it also hosts contemporary art installations.

- *Educational and didactic activities for schools and families.*
- *Conferences, meetings with artists, laboratories, and workshops.*
- *Public services such as bookshops, guided tours, evening events, and special openings.*

Opera Laboratori's approach is aimed at making the Genus Bononiae sites a **point of reference for Bologna's cultural life**, able to attract diverse audiences thanks also to innovative communication tools, **digital strategies, and immersive technologies** applied to the enjoyment of art. **Among the main objectives of the management are:**

- *To promote the historical identity of the palace, enhancing the Carracci frescoes and the permanent collections.*
- *To encourage the circulation of major exhibitions in collaboration with Italian and international museums.*
- *To establish synergies with local institutions, universities, cultural bodies, and creative enterprises in the Bologna*

The management of the Genus Bononiae sites forms part of Opera Laboratori's broader project to combine the care of monumental heritage with contemporary cultural production, thereby contributing to the growth of cultural tourism and the **internationalisation of Italy's museum offering**.



ASSISI
SERAFICA
BELLEZZA



Serafica bellezza

Assisi “**Serafica Bellezza**” is the concept that contains the project thanks to which Opera Laboratori was awarded, in December 2021, the concession of the **visitor facilities** belonging to the City of Assisi Museum Circuit and the **tourist information and reception services**, extending in this way, after the Complex of the Cathedral of Spoleto and the Museum of Ceramics in Deruta, its competence in the territory of Umbria.

Heart of the project was the creation of an **artistic and spiritual route**, called “**Serafica Bellezza**” [seraphic beauty], which entails the use of the most modern technologies to get to know museums, squares, palaces, monuments, archaeological sites, churches and convents, also rereading the Franciscan sources.

With the combined ticket of the City of Assisi Museum Circuit, the visitors receive a QR code allowing to download to their smartphone a **georeferenced and multilingual app**, which includes a route of the Roman Assisi and a Franciscan route, to explore, through **history, art, tradition and faith**, all the main landmarks of the city, including the lesser-known and more hidden aspects. The enhancement project was also enriched by a new sustainable mobility service, called “**Assisi Serafica Bellezza – Eco Tour**”, which allowed the connection of the lower part of the city with the Rocca, through two **electric buses** customized with Museum graphics.



PIENZA
CITTÀ DI LUCE

Pienza city of light

The project was designed to enhance the ideal city of the Renaissance, which stands unchanged in the midst of the bright landscape of **Val d'Orcia**.

The topic of light, essential in the architectural design of pope Pius II for the construction of its city, is evoked by the poet Mario Luzi who was inspired many times by this land. Through an **"all inclusive pass"**, including free audio guide, you can explore the city wanted by the humanist **Enea Silvio Piccolomini**, visiting *Palazzo Piccolomini* with the Garden, *Palazzo Borgia* with the *Diocesan Museum*, the *Crypt*, the *Labyrinth* and the *Cathedral*.



“ Exploring the city wanted by the humanist Enea Silvio Piccolomini.

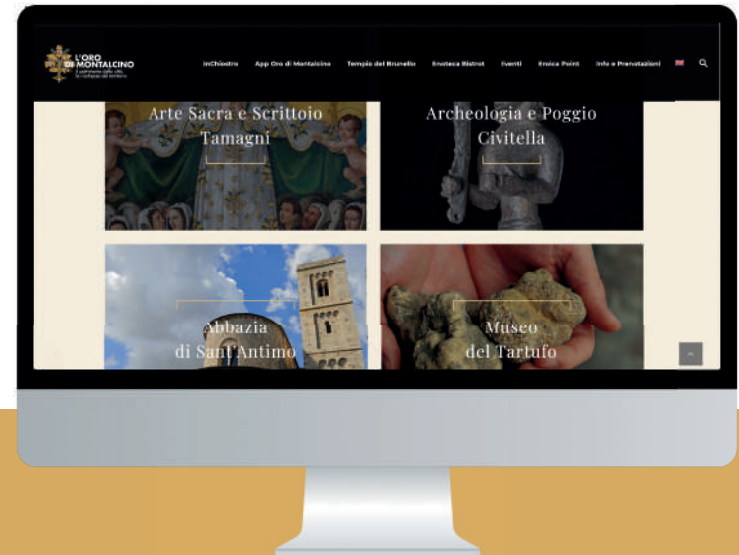


**L'ORO
DI MONTALCINO**
il patrimonio della città,
la ricchezza del territorio

L'oro di Montalcino

Oro di Montalcino is a **cultural project designed by Opera Laboratori** to enhance the territory of Montalcino, known worldwide for its **wine and landscape excellence**. The route develops within the **Complex of Sant'Agostino**, where visitors can explore various museum spaces - the Museum of Sacred Art, the Civic Museum, the *Archaeological Museum* and the *Temple of Brunello* - which culminate in the Wine Shop Bistrot, a place where art, food and wine culture and local products merge into a convivial and educational experience. The experience continues outdoor as well, thanks to the L'Oro di Montalcino mobile app, which guides visitors to discover the most significant places of the city and the territory, enriching the visit with multimedia contents. Parallel, **Benvenuto Brunello 2024**, held from 14 to 18 November in the same complex, represented an important international showcase for Brunello of Montalcino. Organized by Opera Laboratori on behalf of **Consorzio del Vino Brunello**, the event has involved **126** winemakers, over **500** labels and more than

2.500 participants, among business operators, sommeliers and fans coming from all over the world. The programme included tastings, masterclasses, conferences and moments of confrontation, such as the meeting **"Quale futuro per i Consorzi del vino"** [What future for wine Consortia]. The quality of the organization led to renew the trust in Opera Laboratori, which was awarded also the edition 2025 and the organization of RED - Rosso di Montalcino, scheduled in June 2025.



Cultural planning: laboratory of knowledge

The creative driving force is fed by **study, research and knowledge**, essential for any cultural enterprise to confront the artistic and monumental heritage. Our Laboratory of knowledge is the ***acceleration cell of every enhancement plan*** and our art historians, archaeologists, historians of the classical tradition become **real architects of beauty and designers of culture**, into deep dialogue with the other professionals of the facility.

The facility is organized with culture offices and exhibition offices that take care of the production of cultural contents, creation of tests, promotion of conventions, writing scientific essays and design of exhibition routes.

Faith and beauty

Ecclesiastical properties do not represent only a cultural heritage, but are places where we can contribute to promote a **new Humanism** in the contemporary world.

Our actions are qualified for a careful care, custody and hospitality also in those architectural laboratories where it is possible promote universal values such as **peace, beauty and fullness**.

The enhancement of church property entails not only the transmission of the cultural-historical aspect, but requires the effort and courage to bring out the **spiritual message** within the liturgical, pastoral and theological life. Working in the **sacred space** means constantly dealing with the **universal values** through **symbol** and **time**. Also, contemporary art can be image for the Church of today. Ecclesiastical cultural properties offer a significant contribution to the cultural education and qualify our time by opening it to a dimension of future.

“ Ecclesiastical cultural properties offer a significant contribution to the cultural education and qualify our time by opening it to a dimension of future.



Opera Digitale

Opera Digitale is a study of **digital architecture** combining tradition and innovation to create **new experiential dimensions**. We support the conventional architecture to turn the space from simple container into protagonist of a sensitive and engaging storytelling. Every project is the outcome of the meeting between aesthetics, technology and storytelling.

We use the digital language that combine sensors, home automation, immersive sound and interaction, giving life to **lively environments**, able to thrill and amaze. We design multi-sensory experiences for museums, retails, exhibitions and installations, where architecture merges into the storytelling and the visitor becomes an active part of the scene.

Our creative management combines materials, technologies and storytelling, using software and hardware to enliven

What we do is **experience design**:

“ *We conceive the space as a living organism, able to tell stories, create connections and leave a strong emotional mark.* ”



Sport Culture

Opera Laboratori looks to the future with an innovative vision that combines **culture, sport and enhancement** of the territory. Its commitment starts from the conviction that art and historical heritage are not only instruments to tell the past, but also leverages to build more aware, inclusive and sustainable communities. In this perspective, also sports have become part of the group activities, not only as physical exercise, but as **vehicle of educational and social values**.

Indeed, Opera has activated significant collaborations: with **Eroica Italia** to promote **cycling** and with local organizations such as the section **Pattinaggio Corsa della “Mens Sana” [skating “mens sana” race] of Siena**. It has also started important partnerships, such as that with **RCS Sport**, which made **Opera Cultural Art Supplier of Giro d’Italia** [Italian cycling race] and official cultural partner of cycling events such as Strade Bianche [white streets].

Attention is also paid to soccer: the Opera logo dominates the **Siena F.C.** t-shirts and in Livorno the group is also active in the field of basketball, thanks to the collaboration with **Piella Livorno**. In all these initiatives, Opera carries forward its values: **accessibility, hospitality, respect, inclusion and sustainability**. Slow and conscious tourism is another great guideline of the work of Opera Laboratori.

With the project L’Oro di Montalcino, it promotes the territory of Siena through routes that combines culture, nature and sport. In Montalcino, it realized a **Bike Point** and a **bike shop** targeted to those who love discovering places by bike, while **“Casa Eroica”**, in Gaiole in Chianti, tells the most authentic soul of the vintage cycling. Among the appointments of 2025, stand out **Eroica Montalcino** (25 May), with routes crossing the hills of Siena, and Nova Eroica Buonconvento (22 June), event by gravel bike designed for any kind of fan.

“ Opera Laboratori demonstrates in this way how culture can interact with sports and landscape, by contributing to the harmonic growth of territories and well-being of people.

The collaboration with Eroica, Casa Eroica and the *bike point* of Montalcino

Opera Laboratori, in cooperation with **Eroica Italia SSD**, has created in Montalcino a project targeted to promote the **sustainable tourism** and soft mobility. As part of the initiative **L'Oro di Montalcino**, a **Bike Point Terra Eroica** at the **Civic Tower** and a **Bike Shop Eroica** with store in the **Complex of Sant'Agostino** were opened. Here you can rent muscular or electric bikes and purchase themed gadgets.

Cycling itineraries start from these points and combine landscape, culture and spirituality, touching destinations such as the **Abbey of Sant'Antimo, San Giovanni d'Asso and Pienza**. Two information **front offices** are active in Montalcino to organize tours and subscribe to Eroica events, as well as spaces such as *Il Battistero Café in Siena* and *L'Eroica Caffè* in Florence for fans of vintage cycling. Opera Laboratori is also responsible for the official sale of the Eroica merchandising, both during events such as *L'Eroica Gaiole, Nova Eroica Buonconvento, Eroica Montalcino* and *Eroica Juniores National Cup*, and through a branded van present throughout the national territory.

Finally, it manages along with Eroica and the Municipality of Gaiole in Chianti the exhibition space **Casa Eroica** at the **Chianti Origo Museum**. The interactive and immersive setup enables Italian and foreign visitors to relive the history and the values of Eroica through multimedia experiences and virtual reality.





SIENA Calcio

In 2024, Opera Laboratori Fiorentini has consolidated its **partnership with** the soccer club **Siena Calcio**, becoming cultural partner of this club. This cooperation aims to combine sport and culture, by promoting values of inclusiveness, solidarity and social responsibility. Opera has supported the club through the visibility of its **logo on the uniforms** of the first team and has organized cultural and social events to engage supporters and citizens. In addition, it has promoted **educational initiatives for young people**, raising awareness on issues such as sustainability and mutual respect. Opera has also contributed to the local economic development by selling official merchandising of Siena Calcio. The partnership reflects the commitment of Opera in enhancing the territory of Siena, strengthening the bond between sport, art and culture.



PIELLE Livorno



Basketball team.

In 2023, Opera Laboratori Fiorentini started a partnership with **Pielle Livorno S.S.D.**, a **minor-league** basketball team, to support and promote the local sport. The agreement entailed the strategic and cultural support to the team, with initiatives of visibility for Opera Laboratori and **events related to the sport culture.**

The collaboration had the goal to foster the **integration between sport, community and territory**, by promoting the social inclusion and the growth of young athletes. Opera has sponsored events and activities that engage the community, strengthening the bond between Livorno and sports, and promoting educational values **such as respect, discipline and social sustainability.**

RCS Sports and Events

Strade bianche and Giro d'Italia.

2024, to confirm the growing commitment to the sport world, was also the year of the partnership signed with **RCS Sports & Events**, that saw Opera Laboratori become **cultural art supplier of Giro d'Italia.** As part of this collaboration, on 5 February 2024, the *Maglia Rosa* [pink t-shirt] 2024 was officially presented at *Pinacoteca di Brera.*

The partnership was confirmed and strengthened for the year 2025, when Opera Laboratori will be **cultural art supplier** not only of Giro d'Italia, but also of **Strade Bianche.**



Environmental information (E)

For Opera Laboratori, reporting any information about impacts on the environment is the first step to maintain a constant commitment to the compliance with the environmental policies able to preserve the nature through the responsible choice of resources.

Consumptions and resources

During 2024, Opera Laboratori has reported an overall water withdrawal of 2,78 ML and energy consumption equal to 5.590 GJ. Energy consumption includes 241 GJ of gas, 2.692 GJ of electricity, 2.657 GJ of fuel for road transport. It should be noted that the energy consumption of the fiscal year 2023 was recalculated, and is equal to 5402 GJ.

Consumption of resources by business areas are shown below:

Business areas	Total energy consumption (GJ)	Electricity (GJ)	Gas (GJ)	Car fuel (GJ)	Water withdrawal
<i>Technical office</i>	2.670	0	13	2.657	0,11*
<i>Carpentry Workshop</i>	252	190	62	0	0,18
<i>Scenic Design Laboratory</i>	284	233	51	0	-
<i>Upholstery and Textile Restoration Workshop</i>	139	95	44	0	0,24
<i>Museum services**</i>	1.557	1.534	23	0	N/A
<i>Hospitality and Food & Beverage</i>	445	423	22	0	2,19
<i>Offices</i>	244	217	27	0	0,06
TOTAL	5.590	2.692	242	2.657	2,78

*For the reporting concerning the water withdrawal, the number associated to the Technical Office, includes also withdrawals of the Scenic Design Laboratory because the counter is used by both areas.

** The energy consumption of museum services refers to Etruscan Museum of Villa Giulia and Airport Shop of Fiumicino; Cathedral of Siena; Royal Palace of Caserta; Colle di Val d'Elsa; Montalcino; San Gimignano; Bookshop Accademia; Villa Bardini; Assisi. For methane gas consumption, only Colle Val d'Elsa is taken into account, because Opera Laboratori deals directly with the monitoring of consumption only in some sites directly managed.

Below are data reported with regard to **Scope 1**, concerning **direct greenhouse gas (GHG) emissions** and data related to **Scope 2**, concerning the **indirect greenhouse gas emissions of the company from energy consumption**, divided by business areas, related to the fiscal year 2024.

It is specified that, for the reporting of Scope 2 emissions, both **approaches provided by the GHG Protocol** were applied:

Scope 1*CO ₂ emissions - Business areas	KPI 2023	KPI 2024	Variation %
<i>Technical office</i>	178**	190	7%
<i>Carpentry Workshop</i>	18	21	17%
<i>Scenic Design Laboratory</i>	20	17	-15%
<i>Upholstery and Textile Restoration Workshop</i>	6	15	150%
<i>Museum services**</i>	7	8	14%
<i>Hospitality and Food & Beverage</i>	7	7	0%
<i>Offices</i>	7	9	29%
TOTAL	243	267	10%

*Coefficients for emissions were inferred from the document issued by DEFRA "ghg-conversion-factor-2024-full-set-for-advanced-users", within the sheet "Fuels"

** The KPI concerning Scope 1 emissions 2023 of the Technical Office was corrected from an original value of 3 tCO₂eq because initially it included only the emissions from natural gas, not considering those from diesel oil, gasoline and LPG.

- **Location-based** that calculates the emissions on the base of the average emission factor of the national electric mix of the Country where the company uses electric power.
- **Market-based** that conversely considers the specific contractual characteristics of the power supply, including any renewable energy certificates (e.g. Guarantees of origin). In the absence of certified power from renewable sources, the emission factor used is equal to that of the residual network, resulting in this way close to the conventional one.

Scope 2 LB* CO ₂ emissions - Business areas	KPI 2023**	KPI 2024	Variation %
Technical office	0	0	0%
Carpentry Workshop	17	15	-12%
Scenic Design Laboratory	22	19	-14%
Upholstery and Textile Restoration Workshop	7	8	14%
Museum services**	126	125	1%
Hospitality and Food & Beverage	32	34	3%
Offices	16	18	13%
TOTAL	219	219	0%



* The coefficient for Location Based emissions from energy consumption (Scope 2) is equal to 293,4 g CO₂ per kWh indicated in the table 1.14 line 13, column 8 at page 103 of the "Efficiency and decarbonization indicators in Italy and in the biggest European Countries" published by ISPRA in 2024.

** Considering the lack of division between Scope 2 Location Based and Market Based Emissions within the RI23, during the fiscal year, the Scope 2 Location Based emissions concerning the year 2023 were calculated with the same methods used for the calculation of the emissions of 2024.

Scope 2* MB CO ₂ emissions - Business areas	KPI 2023**	KPI 2024	Variation %
Technical office	0	0	0%
Carpentry Workshop	30	26	-13%
Scenic Design Laboratory	37	32	-13,5%
Upholstery and Textile Restoration Workshop	13	13	0%
Museum services**	214	213	-0,5%
Hospitality and Food & Beverage	54	59	9,3%
Offices	27	30	11%
TOTAL	374	374	0%

The increase in emission between the fiscal year 2024 and the fiscal year 2023 can be attributable to greater precision in the method to collect data, which led to more accurate information (but as a consequence even high), symptom of an awareness-raising on the issue of **energy saving and environmental sustainability**, operated at corporate level with the engagement of employees and management of Opera Laboratori.

* The coefficient for Market Based emissions from energy consumption (Scope 2) is equal to 500,6 g CO₂ per kWh indicated in the excel document published by AIB "European Residual Mixes", in the sheet "Residual Mixes" in the cell Q21.

** Considering the lack of division between Scope 2 Location Based and Market Based Emissions within the RI23, during the fiscal year, the Scope 2 Market Based emissions concerning the year 2023 were calculated with the same methods used for the calculation of the emissions of 2024.



Vehicle fleet

The vehicle fleet of Opera Laboratori consists of **43 vehicles** (36 of which heat-powered, 3 electric-powered and 4 hybrid-powered) partially reserved to the personnel and partially used as work tools.

All the **thirty-six business heat-powered vehicles** comply with the most recent European approval standards in terms of emissions: indeed, each of **36 vehicles** belong to the **Euro 6** environmental class (three more compared to the previous reporting year). This means that everything defined in the previous reporting year was complied with: the vehicle fleet was renewed by replacing the vehicles that belonged to the Euro 4 and Euro 5 environmental classes.

Fuel	CO ₂ Emissions 2023	CO ₂ Emissions 2024	Variation 2023–2024 %
Diesel oil	160 tCO ₂ eq*	173 tCO ₂ eq	8,1%
Gasoline	14 tCO ₂ eq*	12 tCO ₂ eq	-14,3%
LPG	0,49 tCO ₂ eq*	1,4 tCO ₂ eq	186%
Methane gas	0,11 tCO ₂ eq	0 tCO ₂ eq	-100%
Total**	175 tCO₂eq*	186 tCO₂eq	6,4%

**For a more accurate comparability of data concerning 2023 and 2024, CO₂ eq emissions of 2023 were recalculated with the new emission factors used and updated compared to the Integrated Report 2023.*

***Emission factors were inferred from the document issued by DEFRA "ghg-conversion-factor-2024-full-set-for-advanced-users", within the sheet "Fuels"*

During the fiscal year 2024, a mild increase was detected in CO₂ emissions associated to the consumption of fuels of approximately 6% compared to the previous reporting year. The increase in Diesel oil is due to the **increase in vehicles assigned to employees**, which have increased by three units this year. Instead, the decrease in gasoline consumption and the increase in LPG consumption is due to the replacement of an outdated work vehicle with another one with **dual fuel tanks**, or rather **gasoline and LPG**.

Materials for Workshops

Opera Officine, business workshops, use a **large quantity of materials** for the creation of their activities and they are all crafted with care to make quality, unique and durable works and creations. Given the heterogeneity of the activities performed by the Workshops, the choice of the various materials occurs, on the base of each need, in **compliance with the current regulations**; from the safety point of view, all materials meet the standards for the prevention of flammability (fireproof classes) and specific toxicity standards.

The main materials used in the Workshops are: **timber** (poplar, fir, birch, ash tree, durmast, fine chipboards), **paints** (water-based, solvent-based and other) and **steel**. All these materials are used in the preparation of museum setups, exhibitions and furniture related to spaces where Opera Laboratori manages its Museum Services. As concerns the use of sustainable materials, **solid wood** and **FSC-PEFC certified panels** are also used in the Carpentry shop, with a view to extend further the use of guaranteed low-impact materials

“ Guaranteed low-impact materials.

Materials for Workshops	Utilizzo (KPI 2023)	Utilizzo (KPI 2024)	Variation 2023-2024
Timber	329 m ³	267 m ³	-62 m
Paints	10.055 Kg	20.750 Kg	10.695 Kg
Steel	13.289 Kg	7.600 Kg	-5.689 Kg



In addition to timber and paints, resins and additives are the materials most used by the Scenic Design Laboratory in order to create scenic settings for museums and aquariums, copies of classical and contemporary works and scale architectural models. During 2024, the use of timber, paints, resins and additives has decreased compared to the previous year.

Materials for Laboratories Scenic design and Technical Office	Use (KPI 2023)	Use (KPI 2024)
<i>Timber</i>	13 m ³	12,7 m ³
<i>Paints</i>	248 Kg	101 Kg
<i>Resins and Additives</i>	9.000 Kg	1.200 Kg

The Textile and Restoration Workshop makes activities for the cleaning and consolidation of **works**, the protection and conservation of **historical and contemporary clothes, stage costumes and fashion accessories** and for the design and creation of **textile furnishings** for museums, theatres, entertainment, professional and private contexts. The overall materials used in the Textile Workshops, for the fiscal year 2024, is equal to **4.241 square metres**. Therefore, the figure reported in 2024 has decreased compared to the previous year, being equal to approximately 60% of materials used in 2023 (**7.084,6 square metres***). The variation in quantity and type of materials used arise from the heterogeneity of works made by the workshops.

**The figure concerning the materials used by the upholstery and textile restoration workshop in 2023 indicated as 708 cubic metres in the Integrated Report 2023 now has been corrected.*

Material recycling

Due to the large quantity of waste produced, Opera Laboratori is aware of the importance of **sorting** and **separation**.

Different containers for paper, plastic, toner and organic waste are used for the **separate collection** in the offices, while an important example of **circularity** is highlighted in the Workshops, from the production cycle to the disposal of raw materials: once production is concluded, the solid wood scraps are chopped and sucked into by a grinder and placed in a large-capacity silo. In turn, through a specific technical machinery, the sawdust is placed in a wood boiler, which **burns scraps**, producing heat.

With this system, the condensing boiler can heat all radiators of the Carpentry shop and the entire work environment, solving part of the problem related to the disposal of production waste.

All of this occurs in **compliance with the current regulations**. For waste containing hazardous substances, Opera Laboratori stores them in specific approved big bags, in order to allow the collection by companies authorized to transport and dispose of them.



EWC	Type of waste	KPI 2024 (Kg)
160213	<i>Discarded equipment, containing hazardous components</i>	834
160214	<i>Discarded equipment other than those mentioned in 16 02 09 to 16 02 13</i>	2.347
160601	<i>Lead batteries</i>	56
170202	<i>Glass</i>	4.114
170405	<i>Iron and steel</i>	8.610
170904	<i>Mixed construction and demolition wastes</i>	39.742
200121	<i>Fluorescent tubes and other mercury-containing waste</i>	29
170201	<i>Wood</i>	105.889
30105	<i>Sawdust, shavings, cuttings, wood, particle board and veneer other than those mentioned in 03 01 04</i>	2.160
80111	<i>Waste paint and varnish containing organic solvents or other hazardous substances</i>	2.897
120116	<i>Waste blasting material containing hazardous substances</i>	63
150110	<i>Packaging containing residues of or contaminated by hazardous substances</i>	1.841
150111	<i>Metallic packaging containing a hazardous solid porous matrix (for example asbestos), including empty pressure containers</i>	24
150202	<i>Absorbents, filter materials (including oil filters not otherwise specified), wiping cloths, protective clothing contaminated by hazardous substances</i>	1.712

EWC	Type of waste	KPI 2024 (Kg)
160211	<i>Discarded equipment containing chlorofluorocarbons, HCFC, HFC</i>	440
170101	<i>Concrete</i>	3.920
170103	<i>Tiles and ceramics</i>	3.380
170301	<i>Bituminous mixtures containing coal tar</i>	196
170411	<i>Cables other than those mentioned in 17 04 10</i>	96
170802	<i>Gypsum-based construction materials other than those mentioned in 17 08 01</i>	406
30105	<i>Sawdust, shavings, cuttings, wood, particle board and veneer other than those mentioned in 03 01 04</i>	100
150106	<i>Mixed packaging</i>	25.710
70213	<i>Waste plastic</i>	72
80409	<i>Waste adhesives and sealants containing organic solvents or other hazardous sub-</i>	10
120105	<i>stances</i>	1.078
120116	<i>Plastics shavings and turnings</i>	28
130208	<i>Waste blasting material containing hazardous substances</i>	9
150102	<i>Other engine, gear and lubricating oils</i>	41
150106	<i>Plastic packaging</i>	518
160602	<i>Mixed packaging</i>	9

EWC	Type of waste	KPI 2024 (Kg)
170203	<i>Plastic</i>	619
170405	<i>Iron and steel</i>	5.760
170603	<i>Other insulation materials consisting of or containing hazardous substances</i>	52
170802	<i>Gypsum-based construction materials other than those mentioned in 17 08 01</i>	3.069
40222	<i>Wastes from processed textile fibres</i>	1.473
200307	<i>Bulky waste</i>	6.080
80318	<i>Waste printing toner other than those mentioned in 08 03 17</i>	24
150101	<i>Paper and cardboard packaging</i>	1.910
160103	<i>End-of-life tyres</i>	732
170407	<i>Mixed metals</i>	2.440

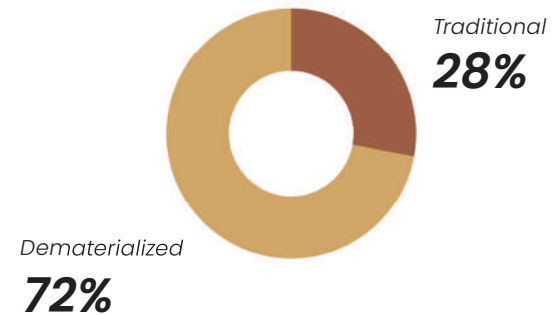
App, storytelling and audio

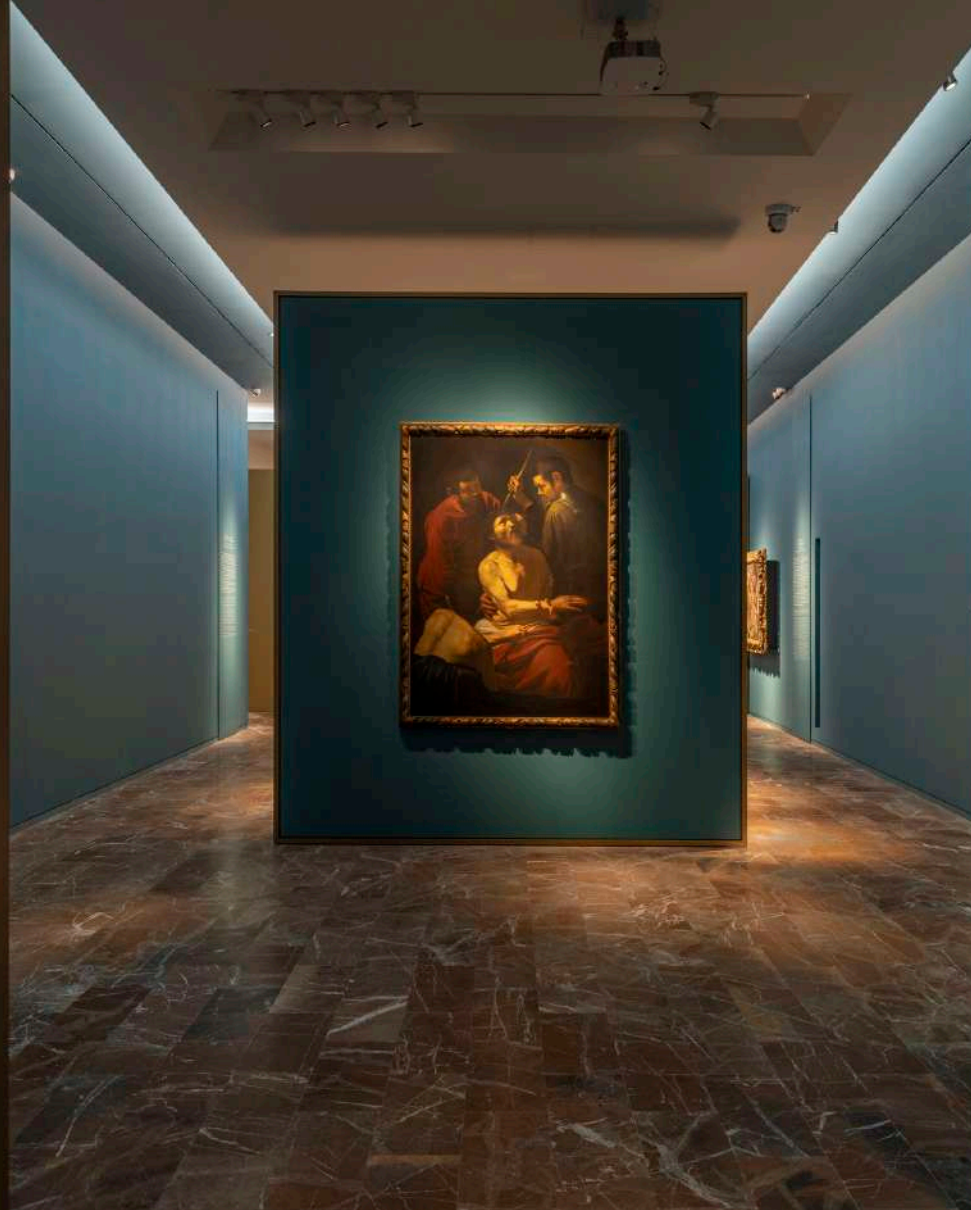
Opera Laboratori offers the visitors of its museum sites a **visit support service** that is increasingly **sustainability-oriented**, which is also available through applications in dematerialized form, reducing the use of disposable materials and contributing to the environmental protection. In the sites where the service is active, at the time of purchasing the ticket, the visitors receive a QR Code that allows downloading the audio guide to their device (smart phone or tablet). In this way, the hardware used belongs to the user and there is **no need for physical devices** such as traditional audio guides, batteries, charging racks and disposable headphones.

During the fiscal year 2024, Opera Laboratori has made available a **total of approximately 2 million audio tours**, with a net prevalence of dematerialized audio guides, which represent 72% of the total – a figure in line with the previous year.

Alongside this **approach**, there is a **sustainable** vision also in designing and **creating multimedia installations** along the exhibition routes. The choice of LED technologies for screens and projectors, besides ensuring a longer durability and better visual quality, allows a significant reduction in energy consumption, contributing to a limited environmental impact in the museum utilities. Sustainability and multimedia become in this way main elements in the cultural proposal of Opera Laboratori: a synergy between technological innovation and environmental responsibility to the service of **enhancement of heritage**.

Audio guides – KPI 2024





SOCIAL INFORMATION (S)

For Opera Laboratori, paying attention to the personnel means developing and handing down the know-how of every employee in a manner consistent with the vision and long-term goals of the company.

Enhancing the “know-how” and “craftsmanship” without ever stopping to look to the future is indeed a key aspect for Opera Laboratori.

Our people

The value created by the business activity of Opera Laboratori evolves and grows thanks to its people, their personal and professional goals and their skills.

Through training programmes and the constant enhancement of individual abilities, the Company is particularly focused on the **development of all its employees**, by cooperating also with **local entities** and participating in **projects promoting disability and social inclusion**.

In this regard, an agreement was entered between **Consorzio Metropolis SCS** (as promoter), Asl [local health unit] Toscana Centro (as entity with management function) and **Opera Laboratori** (as host) to start a training and placement internship targeted to the inclusion, autonomy and rehabilitation.

People were placed in suitable positions, after a preliminary analysis of the jobs more suitable for them, usually in minor museums. The colleagues shown an active collaboration, with actions of support based on welcoming and confidence. Said placements, similar to **traineeships**, were very useful for the worker, to acquire relation-

al experiences to look to the future with ease and more safety.

The project had a **positive outcome** and in 2023 the person **became member of the staff** of a museum management with a fixed-term contract. The initiative was repeated in 2024 with a placement (still in progress) at the *Palazzo Davanzati Museum*.

There was an initial probationary period and then the contract was renewed in September 2024 until the end of March 2025. This is an agreement for a public health job placement for therapeutic and rehabilitation purposes. As concerns the other point, the training courses were targeted to **295 participants**.

As at 31 October 2024 the staff of Opera Laboratori consists of **961 employees**.

“961

Employees as
at 31 October
2024

Gender

The **personnel** of Opera Laboratori sees a net majority of **female** employees (**577**) compared to **male** employees (**384**). In both cases, a significant increase was reported compared to the previous reporting period, of 11% and 17% respectively. 86% (**497 employees**) of the corporate female population can be found in museum areas and, the presence of women is predominant in the offices such as the Upholstery and Textile Restoration Workshop.

	KPI 2024 Men	KPI 2024 Women
<i>Technical office</i>	10	2
<i>Carpentry Workshop</i>	11	0
<i>Scenic Design Laboratory</i>	6	4
<i>Upholstery and Textile Restoration Workshop</i>	5	11
<i>Museum Services</i>	280	497
<i>Hospitality and Food & Beverage</i>	24	22
<i>Offices</i>	29	41
<i>Construction workers</i>	6	0
<i>Installations</i>	13	0
Total Opera Laboratori	384	577



Age

With reference to the fiscal year 2024, the **average age of the personnel** working for Opera Laboratori is **47,9 years** (slightly over the average age of 47,4 years reported in 2023). For the female personnel, the average is **47,5 years**, while for male personnel is **48,3 years**. Overall, the age of the corporate population divided by business areas is represented below:

**“ 47,9 YEARS
AVERAGE AGE**

	age 20-29	age 30-39	age 40-49	age 50-59	Over 60	Total	Average age
<i>Technical office</i>	0	1	4	7	0	12	50,9
<i>Carpentry Workshop</i>	0	2	0	8	1	11	52
<i>Scenic Design Laboratory</i>	0	0	4	6	0	10	51,2
<i>Upholstery and Textile Restoration Workshop</i>	1	1	4	7	3	16	51,2
<i>Museum Services</i>	146	142	182	227	80	777	43,6
<i>Hospitality and Food & Beverage</i>	13	13	11	7	2	46	38
<i>Offices</i>	3	9	23	31	4	70	48,3
<i>Construction workers</i>	0	0	1	5	0	6	54,7
<i>Installations</i>	2	1	3	7	0	13	46,6

Type of contract

During the reporting period, the Company has employed **713 permanent employees** and **203 temporary employees**, with an increase compared to the previous year of approximately 11% and 28% respectively. It is also noted that during 2024, **45 employees** were hired with a **zero-hours** contracts, one less than 2023, and employed in the area of the Museum Services, where approximately **80%** of the personnel of Opera Laboratori is working. Areas with lots of employees are also the **offices** (approximately **7% of the total staff**), and the area dedicated to **Hospitality** and **Food & Beverage** (approximately **5%**). Given the characteristic high seasonality, the museum, hospitality and food & beverage activities are mainly focused in the period from March to October, with a corresponding increased demand for personnel. The increase in temporary and permanent staff employed in Museum Services (+98 people more than 2023) is partially attributable to the acquisition of new managements, such as the **Synagogue in Venice**, **Casa Eroica in Gaiole**, the **Bookshop of the MAXXI Museum in Rome** and the **Bookshop of the MAMbo Museum in Bologna**.



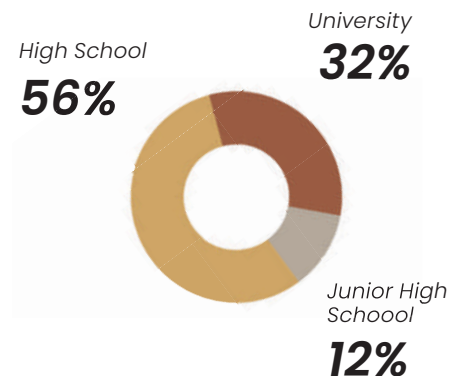
“ **713** permanent staff

“ **203** temporary staff

	KPI Temporary Staff 2023	KPI Permanent Staff 2023	Zero-hours contract 2023	KPI Permanent Staff 2024	KPI Temporary Staff 2024	Zero-hour contract 2024
<i>Technical office</i>	11	0	0	11	1	0
<i>Carpentry Workshop</i>	11	0	0	10	1	0
<i>Scenic Design Laboratory</i>	11	0	0	10	0	0
<i>Upholstery and Textile Restoration Workshop</i>	12	4	0	16	0	0
<i>Museum Services</i>	490	143	46	557	175	45
<i>Hospitality Food & Beverage</i>	21	10	0	25	21	0
<i>Offices</i>	70	2	0	67	3	0
<i>Construction workers</i>	6	0	0	6	0	0
<i>Installations</i>	11	0	0	11	2	0
<i>Total Opera Laboratori</i>	643	159	46	713	203	45

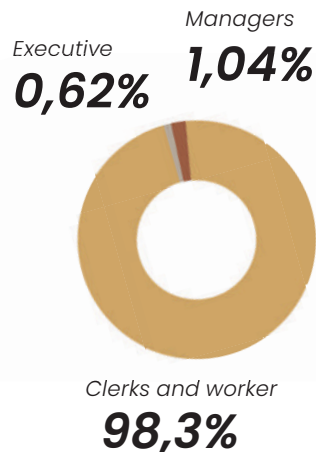
At the end of the reporting period, **approximately 32%** of the corporate personnel of Opera Laboratori has a **degree**, **56%** has a high school diploma and the remaining **12%** has a **junior high school** certificate.

	Men	Women
University Graduates	96	212
High School diploma	224	321
Junior High School	64	44



Composition of the staff

	Men	Women
Executive	5	1
Managers	7	3
Clerks and worker	372	573



98,3% of the corporate personnel consists of **clerks and workers** engaged in the provision of services and concrete implementation of projects, while the remaining **1,04%** and **0,62%** correspond to **Managers** and **Executives** respectively.

The division by gender and business role follows the trends of general levels, or rather **99,3% of female employees** and **97% of male employees** work as clerks and workers, while top positions are mainly covered by men (83% of Executives and 70% of Managers are men).

Wage and turnover

The **average annual gross remuneration as at 31/10/2024** in Opera Laboratori was **33.026,30€**, increased by 2% compared to **32.359,37€** reported in 2023. The gross annual remuneration of female employees was 32.552,37€ and that of male employees was 33.500,23€, therefore the **corporate gender pay gap** for 2024 is **2,8%**.

“ **35%
OUTGOING
TURNOVER** ”

Turnover rate	Men	Women
Technical office	0%	0%
Carpentry Workshop	9%	0%
Scenic Design Laboratory	17%	0%
Upholstery and Textile Restoration Workshop	0%	9%
Museum Services	45%	37%
Hospitality and Food & Beverage	42%	36%
Offices	7%	12%
Construction workers	0%	0%
Installations	0%	0%

During 2024, **430 people** were hired, against 336 that left the Company, determining an **outgoing turnover rate of approximately 35% and incoming turnover of 45%**.

These numbers are mainly attributable to the fluctuations given by the deep seasonal character of the Museum Service and Hospitality sectors.

Also, in 2024 there was a development of services available, a remodulation of coverage of jobs and new acquisitions.

Like in the previous reporting years, also in 2024, most of the employment terminations are due to the seasonal demand of several activities. A minor part of terminations is due to some employees **having reached the pension age**, while a tiny part is attributable to personal reasons.

Safety at work

Opera Laboratori gives priority to the protection of its people, paying attention to hand down information and skills useful to carry out the work **safely and accurately**. During 2024 there occurred **7 injuries** (22% less compared to 9 injuries in 2023). The total of **lost working days** due to these injuries is **179** therefore **38 days less** than the previous year. The days lost due to injuries are divided as follows: **112** in the **museum service** area, 50 in the **workshops** and 17 in the **food & beverage and hospitality area**. The episodes of injury occurred in the following business areas: **Carpentry Workshop, Scenic Design La-**

boratory and Museum Services.

The reported episodes, besides having decreased in number, are all **minor injuries**. The most frequent dynamic of injury is that related to falls due to obstacles present in museums and in workshops and that related to the handling of material. While in the food & beverage sector, the main reason for injury is the use of sharp tools. In addition, **there were no commuting accidents** on the habitual route between the employees' home and the workplace.

“ **-22%**
INJURIES ”



	Number of injuries 2023	Number of injuries 2024	Variation 2024-2023
<i>Carpentry Workshop</i>	1	0	-1
<i>Scenic Design Laboratory</i>	1	0	-1
<i>Textile restoration and upholstery</i>	0	2	2
<i>Museum services</i>	7	4	-3
<i>Hospitality and Food&Beverage</i>	0	1	1

Support to families in a fragile situation and commitment of Opera Laboratori

Also, in 2024 Opera Laboratori has continued its social commitment by supporting families in economic and social difficulty, in cooperation with the Diocese of Siena. The initiative entailed economic aids and local services, in synergy with Caritas and social services, to select the beneficiaries. Among the main actions: the funding of canteens, Caritas

facilities and an emergency work fund targeted to support those who are looking for a job.

This intervention is part of a long-term strategy to foster social inclusion and combat exclusion, with

a concrete and continuous support network

Palazzo delle Papesse

“VEDERE OLTRE”

Opera Laboratori, always attentive to issues such as inclusiveness and accessibility, has implemented, at Palazzo delle Papesse, a set of initiatives called **“Vedere oltre”** [see beyond], targeted to local associations having disabled people as end-users: face-to-face meetings and workshops designed to **reduce the distance with contemporary art** and make it accessible for everyone. The implementation of the project was possible also thanks to the support of the **Lavazza foundation**. Indeed, the latter has created a network of cultural entities attentive to inclusive issues, called “Inclusivity” with the purpose to develop museum visit routes able to welcome an audience as wide as possible, starting from the concept that **art belongs to everyone and it is important that every person can feel welcome**.

Accompanied by a visual artist, through ad-hoc guided tours, video projections, drawings and other manual and sensory activities, disabled people will be able to create a connection with the artworks of the exhibitions set up from time to time in the exhibition rooms of Palazzo delle Papesse, which **will allow to open new visions and perspectives**.

Inclusiveness and accessibility





The vocations of Opera

The “vocations” make the business of Opera Laboratori one of a kind, assembling a wide range of skills in the services offered to the public and the clients.

The Company has a qualified staff consisting of designers, scenic **designers, architects, restorers, art historians, archaeologists, museum operators, culture managers, reporters, business specialists, digital designers.**

The clients have the possibility to design, implement and manage exhibition events with the **concrete support of one contact person** that follows the implementation from the initial to the final stage. In the experience of Opera Laboratori that exceeds thirty years, **high quality and competence standards** have always been key elements for the design of many cultural events, art exhibitions, and for the universal management of important museums. Therefore, every intervention in the implementation of the Scenic Design

Laboratory is essential to give life to copies of sculptures in patented materials and create **tactile routes for visually impaired individuals, reproductions of Leonardo’s machines or reproductions of entire historic facades.** Likewise, also the restorer’s thread becomes integral part and key and essential element of the tapestry.

In the workshops there are:

11 Carpenters, 10 Scenic designers, 16 Restorers; in the hospitality facilities there are **46 Hospitality workers** and **111 Salespeople**, mainly employed in the bookshops of the museum sites.

Carpentry: tradition that evolves

The sectors of Opera Laboratori are able to meet appropriately the demands of the market and have seen over the time an **important development of its skills and technologies**.

In particular, in the Carpentry Workshop, cutting-edge **CNC electronically controlled machinery** is used, which allows, starting from a CAD project, to create **drawings on wood even in 3D**. For dry painting, the Slate Cabin with double suction motor is used, which allows to obtain high-level painted products, also protecting the worker from powder coating. The main materials used for the implementation of projects are: timber (poplar, fir, birch, ash tree, durmast, fine chipboards), paints (water-based, solvent-based and other) and steel. All these materials are used in the preparation of museum setups, exhibitions and furniture related to spaces where Opera Laboratori manages its Museum Services. The **stage of raw wood storage** is carried out by the Workshop, using **Cantilever** systems, a set of particular modular metal shelves that allows **safely keeping** and having within reach all the panels within the warehouse.



Woodworking

The scenic design and setup laboratories of Opera Laboratori are essential for the creation of **museum exhibits**.

These production spaces create structural and decorative elements necessary for museum setups and exhibitions. **Different types of wood** are used and precision machined thanks to **modern technologies**. In this way we create scenic backdrops, interactive exhibits and furniture that are functional to the exhibition spaces.

Personnel training and skills development

A significant reduction in training hours was reported in 2024 compared to the previous year.

Said reduction is attributable to a combination of factors. 2023 had represented an exceptional year in this respect, characterized by an **intensive training activity fostered** by the need to recover the reduced activity in the post-pandemic period, an advance planning and already scheduled upcoming course deadlines. While in 2024, the planning included new and more specific **training courses**, targeted to a limited number of employees, both female and male.

These courses, introduced for the first time, were conceived with a multi-year frequency and will be repeated over the next years, in some cases over a five-year period. In addition, the period was marked by significant **internal reorganizations** that entailed logistic and operational challenges such to limit the opportunity for training.

Therefore, the difference in training hours compared to last year is not a divestiture in the growth of personnel, but rather an adjustment stage of a wider plan for the development and consolidation of skills.

Opera Laboratori firmly believes in the **importance to enhance its people**, accompanying their growth and knowledge in order to keep alive the local traditions, without ever stopping to look to the future.

Consistent with its values, it has developed training courses to ensure the continuous update of knowledge and skills.

As at 31 October we have delivered:

2.916 *total training hours.*

295 *employees of the company whom they were targeted to.*

The courses concerned the following areas:

Safety:

2.908 *hours, targeted to 295 participants.*

Other activities:

8 *hours*

“ **8% INCREASE COMPARED TO THE PREVIOUS REPORTING PERIOD.** ”

The safety courses delivered included modules on **first aid, fire** (low, medium and high risk), **courses for supervisors, workers at heights** (PPE), **forklift operators and truck operators**. In addition, courses on the **HACCP** system and **diisocyanates handling** were held. Opera Laboratori always gives priority to the **protection of workers**, aware that the implementation of high safety standards also implies a tangible improvement of the working environment and business climate. A **safe workplace** helps preventing risks and injuries, but at the same time ensures the employees a serene environment, increasing motivation and sense of belonging. The safety courses delivered in the period of the fiscal year 2024 reported an increase by approximately **8%** compared to the previous reporting period. As represented in the summary table (not included in the text), the distribution of courses on health and safety did not only concern the business areas with the highest risk, such as the **Carpentry Workshop** and the **Scenic design Laboratory**, but involved also Museum Services, as evidence of the transversal commitment of the Company in ensuring high standards of protection and **well-being for the whole personnel**.

	Total
<i>Technical office</i>	8
<i>Carpentry Workshop</i>	6
<i>Scenic Design Laboratory</i>	12
<i>Upholstery and Textile Restoration Workshop</i>	24
<i>Museum Services</i>	2024
<i>Hospitality and Food & Beverage</i>	492
<i>Offices</i>	204
<i>Construction workers</i>	4
<i>Installations</i>	142



Letter of the President

Guide for reading

General information

Environment (E)

Social (S)

Governance (G)

Future perspectives

MAPAC

Master in management of cultural heritage.

The **Master in Management of Cultural Heritage (MAPAC)** is a **2nd level** Master's programme, organized by **Università di Siena**, with the contribution of **Opera Laboratori** and the cooperation of the **Municipality of Siena**, which train cultural sector operators, competent on business and legal aspects of the heritage management.

The master programme is targeted to anyone having a postgraduate and/or master's degree in economics, law, archaeology or history and art, but also anyone having an equivalent European or foreign qualification.

The programme **lasts 12 months** and is structured with **9 months in the classroom** (240 hours of face-to-face lessons) and **3 months of internship** at an entity of the cultural and creative chain (Museums, private enterprises, Local public entities, Art Galleries, Law Firms, other).

At the end of the programme, the student shall take a **final examination** with the preparation of a project of cultural enhancement. Opera Laboratori cares about this initiative because on the one side allows its personnel to be updated and develop skills, on the other side allows having a **pool of highly trained people** to be included in the staff in case of need.

The Master, that will be resumed in the academic **year 2024-2025** had 6 participants.

Relationships with suppliers

During the reporting period 2024, Opera Laboratori has contracted **320 suppliers**, which largely belong to the national scene. The suppliers of the company are classified according to the following categories of goods and services purchased:

Type of purchase	Percentage
<i>Materials</i>	5%
<i>General services</i>	21%
<i>Goods and services for Bookshops</i>	31%
<i>Food & Beverage</i>	34%
<i>Museum services</i>	9%

Suppliers for business areas	Percentage
<i>Laboratories</i>	4%
<i>Museum services, offices, other facilities</i>	43%
<i>Hospitality and food & beverage</i>	34%
<i>Suppliers for all the areas</i>	19%

The variation in number of suppliers shall be attributed to the two new managements of **Palazzo delle Papesse in Siena** and the **museum circuit of the Cassa di Risparmio Foundation in Bologna** whose management was acquired by Opera Laboratori in June 2024.

Considering the business nature of Opera Laboratori, focused on quality of materials and importance of tradition, the Company has historically contracted **selected suppliers, leading companies in the reference sectors**. Customer retention is a key aspect in most of the relationships with the stakeholders supplying different areas of activities of the company: **publishing houses, merchandisers, wood suppliers and craftsmen** are key players for Museum Services, Laboratories and Hospitality and Food & Beverage respectively.

With reference to the Food & Beverage sector, Opera Laboratori supports the local community relying for 76% on **zero-mile wine producers** that, besides offering wine supplies, produce honey, oil, pasta and other local products present and purchasable at the Opera Laboratori facilities.

Active partnerships

The direction of Opera Laboratori has always been **start and develop partnerships** in order to strengthen and expand its network. Indeed, the Company has entered into a five-year agreement (renewable for the same period) with the *Cassa di Risparmio* Foundation in Bologna and **Genius Bononiae** focused on the service of management and enhancement of the Museum Complex including Palazzo Fava, San Colombano, Santa Maria della Vita and San Giorgio in Poggiale.

In 2023, an agreement was entered into with the **Jewish Community of Venice** focused on the management of the museum services until December 2027. In May 2021 the Company started an important cooperation for the management of additional Museum services at the **Synagogues** and cultural heritage of the **Jewish Community** of Florence until June 2027. In addition, the management of the Cathedral of Siena is still active, started in 2011 and extended until 2033. Thanks to the partnership with the Municipality of San Gimignano, the implementation of the project financing of San Domenico is in progress with the building company **Setten Genesisio S.p.A.**, principal of the RTI [temporary group of companies] which was awarded the concession and, with which, other public works were carried out later.

As part of the Hospitality and Food & Beverage services, Opera Laboratori has started collaborations with the following stakeholders:

Online travel companies

Booking.com and Ecco Italia, in order to give more visibility to the accommodation facilities of San Giovanni in Poggio and the Baptistery of Siena and reach an ever-wider audience

Il Consorzio del Vino Brunello di Montalcino

For which merchandising activities of local products are carried out.

Eroica Italia

For the creation of the Bike Point Terra Eroica in Montalcino.

Museum management: *the services in figures*

Opera Laboratori offers **multitude of integrated services** in order to ensure a complete management of museums and temporary exhibitions, besides services targeted to the public, articulated in booking and ticket office management, reception of visitors, guided tours, exclusive openings, audio guide services, coatroom, radio whisper, bookshop and merchandising and tour operators. During 2024, Opera Laboratori has welcomed at the sites managed a **number of visitors** equal to **15.084.230**. For the implementation of museum management services, the company has used:

39 Booking points, which allow the public to book visits at the sites of interest, and include the management of a call centre that supports the visitor for booking and acquiring information useful for the visit.

47 Ticket offices available to the visitors for the purchase of pre-sale tickets; My Accademia are info points for tourists, where the tickets booked can be purchased.

45 Bookshop, where visitors can conclude their visit by purchasing a souvenir of their experience.

31 Sites where the **guided tour service** by personnel is available and directly managed by Opera Laboratori; the guided tours organized by the company are targeted to schools and any extraordinary openings of museums.

22 Places where the Audio guide service is active, which accompanies the public during the visit and has an average duration of one and half hour, with an availability from 2 to 8 languages, depending on the sites visited.

11 Sites where the coatroom service is active

26 Sites where the internal Surveillance activity is carried out and 51 Points where the service for Access Control is active.

9 Info Point.

1 Visitors Center (Dear Guests).

In addition, with reference to the **sites managed by Opera Laboratori on the whole national territory**, from 1 November 2023 to 31 October 2024 the following figures have been detected:

Number of bookings carried out (through ticket offices, call centres and online sales)	6.803.918
Number of guided tours	6.127

In 2024, Laboratories took care of designing and implementation of **museum setups, scenic productions** and **restoration of ancient fabrics** and dedicated to the search for new market spaces by participating in several public invitations to tender for museum setups and obtaining the **concessions of multitude of activities**, such as the following:

Castel Sant'Angelo

The setups for the exhibition “Forms and colours from pre-Roman Italy” and “Neapolitan nativity scenes” were implemented at Castel Sant'Angelo.

Pitti Palace

Setup of the new Costume Museum at Pitti Palace.

Museum of the Origins of Chianti

Setup of the Museum of the Origins of Chianti - Gaiole in Chianti.

Dear Guest

Setup of the new Dear Guest shop in Siena.

Carpentry shop

Works for the expansion of the carpentry shop

Palazzo delle Papesse

Adaptation of spaces and systems and setups of Palazzo delle Papesse.

Royal Palace of Caserta

Setup of the exhibition at the Royal Palace of Caserta

Palatine Gallery

Upgrade works and new setup of the royal apartments at Pitti Palace.

Ghetto of Venice

Works of textile restoration at the Synagogues in the Ghetto of Ven-

Buonarroti house

Renovation of the bookshop at Buonarroti House.

Santa Maria della Vita

Plant engineering works and setup of Oratory and immersive room at Santa Maria della Vita in Bologna.

Palazzo Fava

Adaptation of spaces and systems and setups of Palazzo Fava in Bologna.

Villa Bardini

Creation of new bookshops at Villa Bardini and Accademia Gallery.

Bottega Corto Maltese

Setup of the new shop “Bottega Corto Maltese” in Venice.

The most important works implemented on the basis of external demand

All the works are implemented in-house thanks to the experience and **specialized skills** of the technical office, scenic design laboratory, carpentry shop and upholstery and textile restoration workshop..

Università di Padova

Setup of the exhibition “Elogio della diversità” [praise to diversity] on behalf of Università di Padova.

Trajan's Column

Creation of exhibits for the exhibition of the Trajan's Column.

Museo Ferrale

Setup of the Ferrale Museum - Municipality of Vinci

Castel Sant'Angelo

Setup for the exhibitions “Forms and colours from pre-Roman Italy” and “Neapolitan nativity scenes” at Castel Sant'Angelo.

Acquario di Genova

Construction of tanks for Acquario di Genova.

Diocesan Museum in Montalcino

New setups for the Diocesan Museum in Montalcino.

Galileo Museum

Production of calcatorian crane exhibit for Galileo Museum.

The activities of 2024: *between challenges and new opportunities*

2024 has represented a year of transition and refocusing for the activities related to the **Florentine Museum Complex**. The characteristic liveliness of the cultural programming of the area suffered a slowdown due to the decision of the Management of the Uffizi Galleries to suspend the traditional annual programme of exhibitions. A significant change that entailed the absence of approximately eight important exhibitions usually set up every year between the Uffizi Galleries and Pitti Palace.

However, outside the state museums, the company has continued its work with determination, aiming at new projects and opportunities for development. Indeed, the participation in public tenders for the **acquisition of new managements** has continued, as well as the organization of cultural events in various sites of the city and the territory of Florence.

Among the most important initiatives, there are:

- The consolidation of the collaboration with the **Casa Buonarroti Foundation** for the enhancement of a precious heritage consisting of **200 original drawings by Michelangelo**.
- An ensemble of events and guided tours at the **Synagogue in Florence**, targeted to audiences of all ages and focused on the Jewish culture, on the occasion of the European Day of Jewish Culture.
- The programming, along with the *Science and Technology Foundation* and Planetarium in Florence, of **educational and dissemination activities** that gave central stage to families and children in spring and summer Sundays.



Siena and the provinces: an ever-growing cultural offer

In the territory of Siena, 2024 witnessed the flowering of several cultural initiatives. Among the most significant there are:

- **Events, conferences, concerts, presentations and guided tours** in the main museums of Siena, often designed to actively engage the youngest people, in particular those of the 17 districts.
- **The inauguration of the “Dear Guests, Visitor Center”** point in the heart of Siena, an innovative space focused on the cultural and tourist reception and promotion.
- The opening of **two new accommodation** facilities in the historical centre alongside the existing ones, developing the hospitality service of the company.
- The reopening of the **Museum Complex of Santa Chiara in San Gimignano** with new sections focused on Via Francigena and modern and contemporary art.
- The beginning of the **integrated management of the Crystal Museum in Colle di Val d’Elsa**, which enriches the presence in the territory of Siena.
- The organization of **events of great appeal at the Temple of Brunello**, such as “Benvenuto Brunello 2024” and the seventh edition of the “Brunello Crossing”, which combines culture, sport and landscape.
- Particular **attention was paid to the tourist** promotion by signing agreements with tour operators for the sale of experiential packages, focused on food and wine

and cultural excellences in the territories of Pienza, Montalcino and Sant’Antimo. There was no shortage of multidisciplinary events that combined art, nature and traditions, such as e-bike tours, art laboratories and tastings guided by sommeliers.

The exhibition offer was very rich, with exhibitions that enhanced both historical heritage and contemporary languages.

Among the main ones are:

- “From Palizzi to Severini” at Palazzo Piccolomini;
- “Banksy. Capitalist Realism” in Volterra;
- “60 Years of Design in Crystal” at the Crystal Museum;
- Art, history, design and photography exhibitions in the most important centres of the territory;

Important news also as regards the management: from the **acquisition of the management of the museums in the Municipality of Volterra** to the inauguration of the new cultural area **“Chianti Origo” in Gaiole in Chianti**, up to the reopening of **Palazzo delle Papesse in Siena**, which has become a multifunctional cultural centre after the acquisition by the Bank of Italy.

National expansion: *an ever-wider presence*

Opera Laboratori has consolidated its presence also outside Tuscany, extending its activities in several Italian regions.

Among the main initiatives:

Campania

Prestigious exhibitions at the Royal Palace of Caserta and Maschio Angioino in Naples, with protagonists Michelangelo Pistoletto and Mimmo Jodice.

Lazio

New management of services at the Quirinale Palace and educational initiatives at Palazzo Venezia and Istituto Vittoriano; important exhibitions at Castel Sant'Angelo.

Umbria

Renewal of the management of the Municipal Museums in Assisi and preparation of the jubilee programme 2025, with beginning in spring with a great Banksy exhibition.

Abruzzo

Renewal of the management of the bookshop of the National Museum in L'Aquila.

Emilia-Romagna

Beginning of the management of the museums of Cassa di Risparmio Foundation in Bologna with an intense exhibition activity, such as the exhibitions dedicated to Ai Weiwei and Louise Nevelson.

Lombardy

Opening to the public of Palazzo Citterio, completing the exhibition route of the Grande Brera.

Veneto

Opening of the "Corto Maltese" Bottega in Venice and beginning of works for the upgrade of the Jewish Museum of the Ghetto.

Look to the future

Looking to the future, Opera keeps setting **ambitious goals**: extending its cultural offer, strengthening the bond with the territories, *offering increasingly exclusive and sustainable experiences, enhancing historical and artistic contexts where it operates.*

With a clear and coherent vision, the company confirms to be **protagonist in the Italian cultural scene**, oriented towards a future of innovation, accessibility and enhancement of the heritage.

	KPI 2023	KPI 2024	Variation %
<i>Public clients</i>	9	9	0,00%
<i>Private clients</i>	6	8	33,33%
<i>Religious institutions</i>	9	9	0,00%
TOTAL	24	26	8,33%

Type of events 2024	2023	2024
<i>Events organized by Opera on its own initiative</i>	17	10
<i>Events organized by Opera on behalf of others</i>	50	256
<i>Inauguration of exhibitions</i>	4	16
<i>Institutional events in partnership</i>	0	36
Total events	71	318

Clients

The clients of the company are prestigious organizations such as **private and public clients and religious institutions** present throughout the national territory. During the fiscal year 2024, Opera Laboratori has worked for **26 clients**, distributed rather evenly among the above-mentioned categories.

Sites

The **Museum Management** services in 2024 are carried out at **85 sites** spread throughout the national territory and mainly located in the province of Florence, Siena and Perugia. The sites where Opera Laboratori provides its museum management experience are articulated in prestigious and primary places of art, culture and worship:

PROVINCE	SITES
Province of MILAN (2 sites)	<ul style="list-style-type: none"> • Pinacoteca di Brera (<i>ticket office</i>) • Palazzo Citterio (<i>ticket office</i>)
Province of VENICE (4 sites)	<ul style="list-style-type: none"> • Accademia Galleries (<i>booking</i>) • Jewish Ghetto of Venice • Hugo Pratt (<i>bookshop</i>) <p>STRA</p> <ul style="list-style-type: none"> • National Museum of Villa Pisani (<i>bookings, bookshop, guide tours</i>)
Province of BOLOGNA (5 sites)	<ul style="list-style-type: none"> • MAMbo – Museum of Modern Art in Bologna (<i>Bookshop</i>) <p>GENUS BONONIAE</p> <ul style="list-style-type: none"> » Palazzo Fava » San Colombano » San Giorgio in Poggiale » Santa Maria della Vita
Province of PRATO (1 site)	<ul style="list-style-type: none"> • Villa of Poggio a Caiano



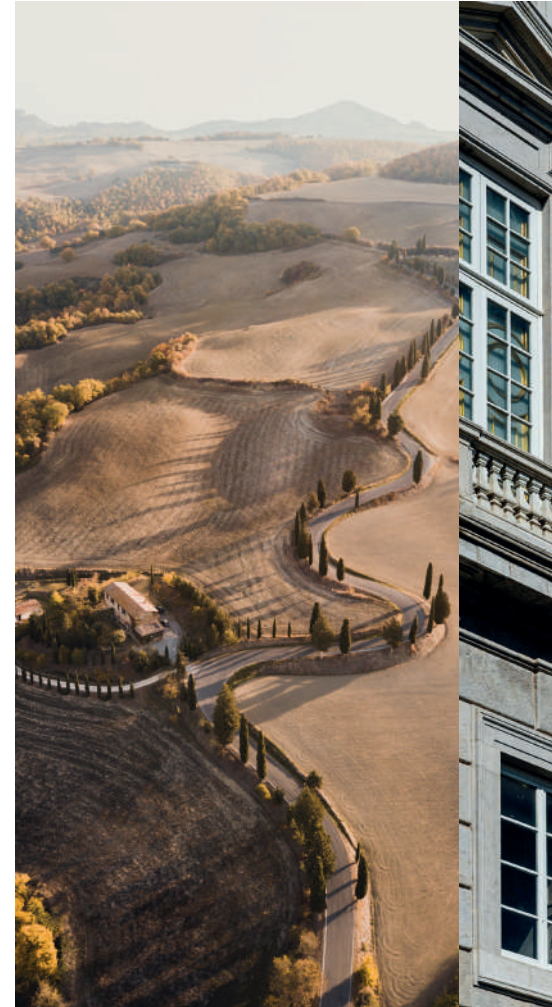
PROVINCE

SITES

Province of
FLORENCE
(21 sites)

POLO MUSEALE FIORENTINO

- Uffizzi Galleries
- Pitti Palace
 - » Treasury of the Grand Dukes
 - » Palatine Gallery
 - » Gallery of Modern Art
 - » Museum of Fashion and Costume
- Boboli Gardens (Porcelain Museum)
- Bargello National Museum
- Medici Chapels
- Casa Martelli Museum
- Church and Museum of Orsanmichele
- Palazzo Davanzati Museum
- Accademia Gallery in Florence
- Opificio delle Pietre Dure Museum
- Galileo Museum
- Science and Technology Foundation and Planetarium
- Synagogue and Jewish Museum
- Bardini Villa and Garden
- National Archaeological Museum
- San Marco Museum
- Medici Villa of Poggio a Caiano
- Museum of Still Life - Poggio a Caiano
- Cattedrale dell'Immagine (*ticket office, bookshop*)
- HZero the miniature railway enterprise (*ticket office, bookshop*)
- Buonarroti House (*bookshop, exhibition organization*)





PROVINCE	SITES
<p>Province of SIENA (31 sites)</p>	<p>SIENA DIVINE BEAUTY</p> <ul style="list-style-type: none"> • Monumental complex of the Cathedral of Siena • Palazzo Pubblico, Torre del Mangia, Museo dell'Acqua • Synagogue and Jewish Museum (<i>ticket office</i>) • Palazzo delle Papesse • S. Maria della Scala monumental complex (<i>bookshop</i>) <p>COLLE DI VAL D'ELSA</p> <ul style="list-style-type: none"> • San Pietro Museum • Crystal Museum <p>GAIOLE - CHIANTI ORIGO</p> <ul style="list-style-type: none"> • Museum at the Origins of Chianti • Casa Eroica • Ciclofficina Luciano Berruti • Olmastroni Gallery • Terre di Gaiole <p>ORO DI MONTALCINO</p> <ul style="list-style-type: none"> • Temple of Brunello • Truffle Museum • Archaeological Collection • Civic and Diocesan Museum <p>SANT'ANTIMO</p> <ul style="list-style-type: none"> • Abbey of Sant'Antimo • Monastic pharmacy and Santa Ildegarda Garden <p>MONTEPULCIANO</p> <ul style="list-style-type: none"> • Temple of San Biagio • Rectory's Workshop

PROVINCE

SITES

Province of
SIENA
(31 sites)

PIENZA CITTÀ DI LUCE

- Palazzo Piccolomini
- Palazzo Borgia - Diocesan Museum
- Crypt of the Cathedral

SAN GIMIGNANO

- Collegiate Complex Santa Maria Assunta
- Town Hall Museum
- Pinacoteca
- Town Hall, Art Gallery, Big Tower
- San Lorenzo in Ponte
- Museo Archeologico
- Apothecary of Santa Fina
- Gallery of Contemporary Art

Provincia di
PISA
(6 siti)

VOLTERRA

- Cathedral, Baptistery and Santa Maria Maddalena Hospital
- Civic Museums of Volterra, including:
 - » Palazzo dei Priori (*with climb of the Civic Tower*)
 - » Pinacoteca civica ed Ecomuseo dell'Alabastro
 - » Art Gallery and Ecomuseum of Alabaster
 - » Guarnacci Etruscan Museum
 - » Archaeological Area of the Roman Theatre, Archaeological Area of the Acropolis





PROVINCE	SITES
<p>Province of AREZZO (4 sites)</p>	<p>AREZZO ARCA DI LUCE</p> <ul style="list-style-type: none"> • Cathedral of Arezzo • Diocesan Museum of Sacred Art <p>CORTONA YOU ARE BEAUTY</p> <ul style="list-style-type: none"> • Museo Diocesano del Capitolo inCortona • Cathedral of Cortona
<p>Province of PERUGIA (9 sites)</p>	<p>ASSISI SERAFICA BELLEZZA</p> <ul style="list-style-type: none"> • Torre del Popolo • Rocca Maggiore and Giardino degli Incanti • Pinacoteca Comunale • Roman Forum and Archaeological Museum • Lararium Domus • Roman Domus “Casa di Properzio” <p>SPOLETO – ART OF SPIRIT, SPIRITO OF ART</p> <ul style="list-style-type: none"> • Monumental and museum complex of the Cathedral <p>DERUTA</p> <ul style="list-style-type: none"> • Pinacoteca Comunale <i>(biglietteria, bookshop, visite guidate)</i> • Regional Museum of Ceramics
<p>Province of ROME (4 sites)</p>	<ul style="list-style-type: none"> • Quirinale Palace <i>(call center e infopoint)</i> • National Etruscan Museum of Villa Giulia <i>(biglietteria, bookshop, didattica e audioguide)</i> • MAXXI National Museum of 21st Century Art <i>(bookshop)</i> • VIVE Vittoriano and Palazzo Venezia <i>(didattica)</i>
<p>NAPLES (1 sites)</p>	<ul style="list-style-type: none"> • Archaeological Park of Pompeii
<p>CASERTA (1 sito)</p>	<ul style="list-style-type: none"> • Royal Palace of Caserta

Management of laboratories, design and technical office

Through a synergistic activity between the various sectors, Opera Laboratori is able to implement full projects for all its clients: starting from the **Technical Office** that develops the **design idea**, the working processes are passed to the Wood Workshop, which uses cutting-edge technology machineries, but remaining faithful to the crafted finishing.

The Textile Workshop and the Scenic Design Laboratory offer another important contribution. The first one produces coatings, finishes and fabric wallpapers for setups, while the second one gives life to all the exhibits and scenic equipment.

In 2024, **128 projects** were implemented, increasing compared to the previous reporting year (104 projects in 2023). These projects were implemented upon request of **68 clients**.

Below is the distribution of projects implemented by the **Technical Office, Laboratories and Building Department** respectively:

	KPI 2024 Projects
<i>Technical office</i>	96
<i>Wood Workshop</i>	100
<i>Scenic Design Laboratory</i>	16
<i>Textile Workshop</i>	42
<i>Building Workshop</i>	38

“
128
PROJECTS



Scenic designs of Opera Laboratori

Besides the most traditional exhibition setups, the company has also specialized in the creation of **scientific, historical and artistic exhibitions**, with attention to teaching and dissemination, using interactive conceptual devices (exhibits), in line with the conception of the SMART MUSEUM.

It should be noted that Opera Laboratori has introduced patented materials Operae Naturae Rockworks, used to create **copies of works of art** such as Michelangelo's Pietà and Donatello's Magdalene. The same concept was applied to the reproduction of the facade 1:1 of the Opera Museum of the Florence Cathedral,

to the mouldings and decorative elements of the Arnolfo's facade.

In addition, it should be reported the unique historical reconstructions of Leonardo's machineries and the scenic miniatures of the theme park Italia in Miniatura. The commitment of Opera Laboratori has always been lavished also on the water world, with the creation of **scenic and rocky environments** for the tanks of Acquario di Genova and Acquario di Cattolica. The laboratory skills with different materials and the attention to the processing quality allows us to interact with the galleries and the contemporary artists, for the unique production of works of art.

Sculptural replica for visually impaired individuals

On the occasion of the **TouchAble** project at the **Opera Museum at the Florence Cathedral**, in 2017 the Scenic Design Laboratories of Opera Laboratori contributed by creating **reproductions of some sculptures displayed**.

The tactile route mainly conceived for **visually impaired individuals**, according to a logic of inclusion, allowed exploiting our patents for the reproduction of stone materials and support in this way a project targeted to the whole community, in order to make the museum visit an experience for everyone.



Hospitality, Wine tourism and Agri-food

In 2024, Opera Laboratori has confirmed its commitment to the tourist offer in the field of **food & beverage and hospitality**, continuing in this way a path started in 2021.

The company manages various facilities that include stores, accommodation environments, restaurants and wine bars both in Florence, where there is My Accademia Bookshop and Café, and in Siena, where there are:

- **Residenza d'Epoca Il Battistero**, including a Wine bar where you can taste and purchase important local wines such as Brunello di Montalcino, Chianti classico, Nobile di Montepulciano and other Tuscany labels, which pair with traditional dishes of Tuscany served by Il Battistero Bistrot.

- **In Carrozza Restaurant.**

- **Eroica Store** and **Café.**

- **Sotto al Duomo Wine bar** that, with its over ten thousand bottles, allows you to take a journey discovering the best labels of Tuscany, Italy and France. Everything is always accompanied by a selection of local products.

- **San Giovanni in Poggio Holiday Home**, recovered from an ancient facility through thermal insulation and minimum energy consumption, as well as through the restoration of an old well for the collection of rainwater.

- **Abbey of Sant'Antimo**, special place for religious hospitality and reception, where there is the Monastic Pharmacy, where you can find foods made according to ancient recipes of the herbal tradition (honey, fruit jams, candies and herbal teas, body care products, olive oil, red grape, lavender, black pepper).

- Montalcino Wine bar and Bistrot at the Temple of Brunello, where the visitor can taste the local wine.

In 2024 the occupancy rates were detected for the accommodation facilities **San Giovanni in Poggio Holiday Home and Residenza d'Epoca Il Battistero**, or rather the number of rooms booked and used by visitors, compared to the total rooms available; this figure corresponds respectively to: **66,4%** and **70,9%**.



Oro di Montalcino

Temple of Brunello

An experiential route between art, culture and wine

Temple of Brunello, inaugurated in 2021 in the complex of Sant'Agostino in Montalcino, is an immersive experience that celebrates the famous Brunello wine through art, technology and tradition.

Part of the Oro di Montalcino project, it combines virtual reality, interactive storytelling and mapping to tell the territory and the culture of wine in an innovative and accessible way.

The route includes also artistic installations, interactive spaces such as **"Quadro Divino"** and **"Calix"** area, up to the final tasting in the cloister at **Bistrot Wine bar**, guided by professional and digital sommeliers.

The project represents a virtuous model of urban renewal and sustainable enhancement, outcome of the collaboration between public and private entities, and today is a reference point for cultural, corporate and tourism events in the heart of Tuscany.

“ Today it is the reference point for cultural, corporate and tourism events in the heart of Tuscany



Local marketing

Opera Laboratori has a highly specialized **internal Press Office** that takes care of communication, graphics and marketing to enhance the territories where it operates. The activities include:

advertising campaigns, social media, newsletter, direct marketing, educational events and multi-channel communication

with a view to promote local culture, landscape and history.

The company combines sustainability in all its initiatives, also in the **agri-food sector**, supporting responsible productions and local chains.

The communications strategies, customized for every event or project, aims to generate shared and durable value, making **Opera Laboratori** an **active player in the cultural, economic and social growth of the territory.**

GOVERNANCE INFORMATION (G)

The governance model of Opera Laboratori envisages a structure comprising various bodies where the Shareholders' Meeting is the top management

Shareholders' meeting

The Shareholders' Meeting of Opera Laboratori is held **at least once a year for the approval of the Financial Statements**.

The Meeting is a collective decision-making body within the company and its business and the responsibilities are defined by the Bylaws and the rules of the Civil Code.

In 2025, the Shareholders' Meeting was held on 29 April for the approval of the Financial Statements.

Board of Directors

According to the law and the Corporate Bylaws, the Board of Directors is the body that **manages the company according to the majority voting principle** and **holds all the powers of ordinary and extraordinary administration**, except those reserved to the Shareholders.

The Board of Directors of Opera Laboratori comprises 5 members and was **appointed on 20 April 2023**; will stay in office until the approval of the financial statements 2025:

- **President and Chief Executive Officer:** *Giuseppe Costa*
- **Managing Director, Chief Financial Officer:** *Stefano Felicioni*
- **Managing Director, Chief Operating Officer:** *Stefano Di Bello*
- **Director:** *Federicocarlo Costa*
- **Director:** *Fabio Cei*

Board of Statutory

The Shareholders' Meeting of Opera Laboratori is held **at least once a year for the approval of the Financial Statements**. The Meeting is a collective decision-making body within the company and its business and the responsibilities are defined by the Bylaws and the rules of the Civil Code. In 2025, the Shareholders' Meeting was held on 29 April for the approval of the Financial Statements.

In accordance with art. 36 of the Corporate Bylaws, the **Board of Statutory Auditors comprises three** regular **Auditors** and two Alternate Auditors and stays in office until the approval of the financial statements as at 31 October 2025.

- **President of the Board of Statutory Auditors:** *Giovanni Falchi Picchinesi*
- **Regular Auditors:** *Pietro Pongiglione; Marco Tona*
- **Alternate Auditors:** *Enrico Terzani; Luca Agostini*

Organization System 231/01 and Supervisory Body

Opera Laboratori, sensitive to the requirement to disseminate and strengthen the **culture of transparency and integrity**, as well as determined to ensure conditions of fairness in the conduction of business and in the business activities to protect its position and image, has adopted an **Organization, Management and Control System pursuant to the Italian Legislative Decree 231/01** and appointed the relevant **Supervisory Body** through the Board of Directors.

The **Supervisory Body** has the task to **ensure the functioning**, effectiveness and the compliance with the Model in pursuance of the provisions of the Legislative Decree 231/01, by updating the same Model in case of legislative amendments or changes to the corporate structure.

The annual report of the Supervisory Body is sent to the Board of Directors and in this last fiscal year there are **no events to be reported**.

- **President of the Supervisory Body:** *Lawyer Franca Iuliano*
- **Member of the Supervisory Body:** *Lawyer Ugo Timoteo Casolino*

In the period from 1/11/2023 to 31/10/2024 the Supervisory Body met 5 times, plus one meeting with the Board of Statutory Auditors on 22/10/2024.

Code of Conduct

In 2019, Opera Laboratori has prepared and activated a Code of Conduct, integral part of the Organization, Management and Control System, pursuant to the Legislative Decree 231/01, with the purpose to **provide general ethical and behavioural guidelines** that shall be followed while carrying out work activities and contribute to the **prevention of potential ambiguous situations** that may lead to complex circumstances and administrative offences.

The Code of Conduct is targeted to all Stakeholders that get in touch with Opera Laboratori, either employees at any level, suppliers, clients or consultants.

Certifications and Management System

Over the time, Opera Laboratori has implemented a Quality and safety Integrated Management System with the aim of **continuous improvement**, attention to stakeholders, guarantee of a constant control in the provision of services.

In 2024, the quality certifications **ISO 9001:2015** and safety certifications **ISO 45001:2018** were confirmed.

During the month of July 2024, the Company obtained another important certification **UNI/PdR 125:2022** for gender equality. Today the management system combines 3 certifications that allow the Company to have favourable score and more advantageous economic benefits in public and private invitations to tender.

In addition, the **UNI/PdR 125** certification will allow the Company to access the campaign for acquisition of the applications for contribution exemption for private companies that obtained the certification for gender equality during the calendar year 2024.

- UNI EN ISO 9001:2015 “Quality Management System” held since 2009 in the version UNI EN ISO 9001:2008.
- UNI EN ISO 45001:2018 “Occupational Health and Safety Management System” held since 2020; previously, since 2015, the Company held the OHSAS 18001:2007 certification.
- PEFC ST 2002:2020 – Chain of Custody of Forest and Tree Based Products – Requirements.
- PEFC ST 2001:2020 – PEFC Trademarks Rules – Requirements.
- FSC-STD-40-004 V3-1 – Chain of Custody Certification.
- FSC-STD-50-001 – Requirements for use of the FSC trademarks by Certificate Holders.
- UNI/PdR 125:2022.

The integrated system includes the **ISO 9001:2015** certification to seek high quality standards, the **ISO 45001:2018** certification to ensure legislative compliance and attention to health and safety issues in the workplace.

The **FSC-PEFC** certification confirms the respect that Opera Laboratori places towards environmental, social and economic issues for its handmade wooden productions. The driving force of Management Systems is the principle of the “continuous improvement”, that develops by implementing annual cycles of internal and external audits carried out by the Certification Body on every core and transversal processes.

THIRD-PARTY AUDITS

<i>System</i>	Non-conformity	Remarks and Opportunities for improvement
<i>ISO 9001:2015</i>	0	0
<i>ISO 45001:2008</i>	0	3

Opera Laboratori implements an integrated management system, certified by accredited bodies, which meets the requirements of the **ISO 9001:2015** (quality), **ISO 45001:2018** (occupational health and safety) and **UNI/PdR 125:2022** (gender equality) standards.

The integrated management system, fluid and dynamic by nature, defines procedures and methodologies that help the companies in the effective and efficient compliance with the requirements of the customer and the ever-changing demands of market and stakeholders, focusing on *human resources, health and safety, training, gender equality and continuous monitoring of services*. The implementation of the management system also pushes the company to adopt risk management techniques that support the company in accomplishing its goals and in maintaining the expected performance through the management of risks and opportunities. The **ISO 9001** standard concerns the quality management system and is focused on the quality of products and services offered by the company.

The quality management system is based on key principles such as *customer orientation, leadership, engagement of personnel, approach by process, systemic approach to the management, continuous improvement, data-driven decisions, relationships of mutual benefit with suppliers and customer satisfaction*.

The **ISO 45001** standard is focused on occupational health and safety and, besides the provisions of the **Legislative Decree 81/08** and the safety regulations in general, pays more attention to the issue and application of the regulations with a view of continuous improvement of safety for workers and, in general, anyone getting in touch with the company. The implementation of a safety management system contributes to **obtain a safer work environment and allows aiming at reducing work-related injuries and professional diseases**.

The **UNI/PdR 125** standard concerns gender equality and in-

tends, besides complying with the constitutional principle of equality, to introduce company policies to foster the gender equality (2030 Agenda goal 5).

The **UNI/PdR 125** certification is a voluntary practice recognized by the Italian state, that promotes concrete policies to bridge the gender gap and ensure equal opportunity within business contexts: for us it means offering equal conditions of professional growth and training, ensuring equal pay for equal role, protecting parenthood and the right to maternity, enhancing diversity and supporting a real conciliation between private life and work.

This tool does not describe a result, but activates a continuous process based in clear performance indicators: business culture, role of governance, criteria for selection and management of resources, access to career paths, quality of welfare policies.

Its application is combined with other actions already implemented in the **ESG context** and the **ISO 45001** management system for a business context that is increasingly more conscious and oriented to the constant improvement of the work environment. Having a certified integrated management system means receiving every year, by certification bodies, inspection audits of the requirements; besides their monitoring with periodic internal audits.

In 2024 Opera Laboratori carried out internal audits of the quality, safety and gender equality integrated system and was subject to audits for the renewal of the **ISO 9001** and **ISO 45001 certifications** and for the first time of the **UNI/PdR 125 certification**. Only during the third-party audit ISO 45001 there were 3 remarks and 3 minor non-conformities, that the company has managed.

THIRD-PARTY AUDITS

Reference standard	serious non-conformity	minor non-conformity	Remarks/Opportunities for improvement
<i>ISO 9001:2015</i>	0	0	0
<i>ISO 45001:2018</i>	0	3	3
<i>UNI/PdR 125:2022</i>	0	0	0

Opera laboratori has also obtained the **FSC** (Forest Stewardship Council) – **PEFC** (Programme for the Endorsement of Forest Certification) **certification**, two international schemes that guarantee the **sustainable origin of wood and its derivatives**, ensuring for the products the use of materials coming from forests managed responsibly, **in compliance with environmental, social and economic aspects**.

The FSC-PEFC certification confirms the respect that our company places towards environmental, social and economic issues for its handmade wooden productions.

Finally, for the purpose to improve further our performance on sustainability, we have recently started the implementation of an environmental management system compliant with the **ISO 14001:2015 standard**. This important step will allow us to keep implementing appropriate measures for reducing our significant environmental aspects, monitoring our environmental performance and ensuring the compliance with the applicable regulations.

The implementation of the **ISO 14001** standard represents a concrete commitment towards the environmental protection and the minimization of our impact. Through the definition of measurable environmental objectives, the implementation of structured processes and the engagement of all the business functions, we aim at improving the efficiency in the use of natural resources, reducing the production of waste and emissions, and preventing pollution.

We believe that this environmental management system not only will contribute to strengthen our corporate social responsibility, but will bring also benefits in terms of operational efficiency and corporate reputation.

The company is committed to seizing the opportunities for improvement proposed. Opera Laboratori has also the following **SOA certificates**:

- **OG 2 “Restoration and Maintenance of listed buildings” – Class II** (works up to € 516.000)
- **OS 6 “Finishing of general works in wood, plastic, metal and glass materials” – Class II** (works up to € 516.000)
- **OS 2-A “Decorated surfaces of immovable cultural heritage property and movable cultural heritage property of historical, artistic, archaeological and ethno-anthropological interest” – Class II** (works up to € 516.000).

In the light of the above certificates, the Company can participate in **invitations to tender** of works concerning **specialized working processes** required for the maximum amounts specified by every class (that can be increased by 20%). When participating in tenders, **OG 2 and OS2-A certificates allow Opera Laboratori to be awarded contracts for works in museums and cultural sites**, proposing a real integrated offer in terms of services and works as well.

Patents, Certifications and Trademarks

Opera Laboratori and, in particular, the Scenic Design Laboratory has a **patent related to the procedure for the creation of an artifact made of artificial rock**; the procedure was created by the business Laboratories and entails the creation of rock-works, panels, furniture, containers and scenic designs, which are durable and easy to maintain, imitating stone and metallic materials. In addition, the Company has two certifications – FSC, Chain of Custody and PEFC, Chain of Custody, concerning the implementation of a traceability system to identify in a clear and unequivocal way, during every phase of its marketing process, origin and source of the forest material (wood and panels).

With these two implementations, the Company has **five certifications in total**.

Opera Laboratori has **four trademarks: Opera Aquarium Naturae, Opera Naturae Rockwooks and two variants of Opera Laboratori**.

Awards and Recognitions

During 2024, Opera Laboratori has received various awards and recognitions for museums under its management. In particular, the Opera Museum of the **Cathedral of Pisa** has recognized the **Tuscan Architecture Award in the “Restoration and Recovery”** category for the project of museum setup, the **Bargello Museums** have received the Gist Award as Best Italian museum, the **Accademia Gallery** has received the award Best News Report on David by Michelangelo and the **Royal Palace of Caserta** and the **Ruins of Pompeii** have received the **City’Scape Award 2024** in the category D – “Works on parks and gardens of historical, artistic or landscape interest”. The projects awarded are: the Plan for Conservation and Scheduled Management of the Royal Park of the Palace of Caserta and “Restore, Regenerate, Care for the Landscape of Pompeii”.

In addition, the **Cathedral of Siena**, the **Uffizi Galleries**, the **Accademia Gallery** and the **Pinacoteca di Brera** have received the **“Travellers’ Choice Award”**, while the Royal Palace of Caserta and the **Archaeological Park of Pompeii** the **“Travellers’ Choice Best of the Best Award”**, both awarded by TripAdvisor.

Finally, as concerns the *food&beverage* sector, the **In Carrozza** restaurant has received the official recognition with the **Cravatino d’Oro**, while the director of the Wine bar “Sotto il Duomo” was among the finalists as **Best Wine Maker of Italy 2024**.

Communication and press review

Through the Press Office, Opera Laboratori deals with the relationships with media to ensure the dissemination of information on its initiatives and activities to all its Stakeholders. During the fiscal year 2024, for the **“Si parla di noi”** [talking about us] project, Opera Laboratori has reported **3.552 articles** in total, a remarkable increase compared to 1.835 articles of last year (with reference to the calendar year). Of them, **888** articles were published on print media, while **2.664** were broadcast online. For a comparison, in 2023 there were **294** articles on print media and **1.541** on websites.

Altogether, also for 2024, the total of articles monitored, among press reviews, web, radio and TV, exceeded **10.000** including not only **museums** with which the Organization cooperates, but also the **Ministry of Culture (MIC)** and the main competitors of the sector. In addition, the press review service (that has changed since August, before Opera Laboratori relied on Data Stampa and now on Onclusive) has provided altogether **7.884 articles** among paper and web, in the period from October 2023 to October 2024.

It should be specified that these figures exclude contents related to TV, radio, foreign media and news concerning Firenze, Mic, Accademia Gallery and Uffizi. As concerns press conferences, 68 events were organized in 2024, an increase compared to 52 of the previous year. In addition, 376 press releases and invitations were sent altogether (excluding newsletters).

<i>Paper and online press releases</i>	7.884
<i>Press conferences</i>	68
<i>Direct quotes in the media</i>	3.552

Economic and financial information

Financial Statements 2024 of Opera Laboratori

In 2024 Opera Laboratori closes with a net profit of **€ 247.152**, decreasing compared to the previous year but anyway positive, as a confirmation of the business soundness in a difficult economic context. Adjusted EBITDA is € 7,3 million, decreasing compared to € 11,4 million of 2023, indicating a reduction in the operating profitability.

The profitability indexes report a downturn:

- **ROE: from 25,56% to 2,96%**
- **ROI: from 19,53% to 16,01%**
- **ROS: from 6,27% to 3,43%**

From the assets and financial perspective:

The invested capital grows to **€ 76,8 million** according to the increase in operative uses.

The current liabilities increase to **€ 45,7 million**, suggesting a higher operational demand. The net equity is equal to **€ 8,36 million**, slightly decreased. Extra-operative uses have increases, which means investments outside the core business. Conclusion: Despite the reduction in profitability, Opera Laboratori maintains a good property and financial balance. Improving the operational efficiency, reducing extraordinary costs and strengthening sources of income will be important for the future.

Growth, consolidation and accessibility

The figures of 2024 for Opera Laboratori

2024 was a **year of great expansion** and consolidation for Opera Laboratori, with a strengthening of its presence in the Italian cultural scene, especially in the private sector. The museum concessions by private entities passed from 6 to 8, with new important assignments such as the **museums of the Carisbo Foundation** and **Palazzo delle Papesse in Siena**.

Local growth:

- **85 museum sites active throughout Italy** in qualitative and quantitative expansion
- **Siena**: from 19 to 27 sites
- **Bologna**: from 1 to 5 sites including Palazzo Fava and Santa Maria della Vita
- **Venice**: from 3 to 6 sites including the Jewish Ghetto

Accessibility and participation:

- More than **6,8 million** bookings.
- More than **16 million** admission tickets, of which more than 5,5 million for free (thanks to social initiatives such as "Sunday at the Museum").
- **6.000+** guided tours and almost **2 million** audio guides distributed.
- **Visitors**: more than **15 million** visitors in 2024, which means a solid recovery of the sector and the increasing activity of the managed sites.

Conclusion

Opera Laboratori confirms its **role as a protagonist in the cultural promotion in Italy**, combining strategic vision, sustainability and inclusiveness, and meeting effectively the demands of an ever-growing and increasingly aware audience.

	OPERA LABORATORI		CONSOLIDATED GROUP*
<i>EBITDA</i>	7,3 milioni €	<i>EBITDA</i>	8 milioni €
<i>Value of production</i>	80,4 milioni €	<i>Value of production</i>	88,1 milioni €
<i>PFN</i>	-23,1 milioni €	<i>PFN</i>	-26,8 milioni €
<i>Economic value distributed</i>	70,8 milioni €	<i>Economic value distributed</i>	79,4 milioni €

*Opera Laboratori, Sillabe and Canale and Toscana

Investments

Analysis of investments

In the three-year period 2022-2024, the company has implemented an investment strategy targeted to support the sustainable development, with particular attention to the optimization of spaces, renewal of equipment and efficient management of material and immaterial resources.

In 2024, the total of investments has reached **3.428.584 EUR**, marking an increase of **9,83% compared to 2023**.

This growth proves a continuous commitment in strengthening the business infrastructure and the operational efficiency.

Main details:

Setup of spaces: with 1.805.830 EUR invested (+34,33% compared to 2023), this item represents the largest investment of the year, to confirm the will to create work environments that are more functional, inclusive and sustainable.

Equipment: decrease of 75,62% (69.220,00 EUR in 2024 compared to 283.925 EUR of 2023) since in 2024 the attention was focused on the setup of spaces of new exhibition facilities.

Vehicles: the investment has increased by 11,44%, to the support of a more efficient and sustainable business mobility. However, we report reductions in some areas, consistent with policies of rationalization and optimization of resources:

Office electronic equipment: -47,10%

Furniture and Furnishings: -14,43%

Goodwill and concessions: -50,32%

Said decreases indicate more attention to the reuse, durability and digitalization, reducing the need for repetitive investments. Altogether, the investment dynamic shows a strategic orientation that combines growth and sustainability, with a long-term vision based on innovation, organizational well-being and environmental responsibility.

Economic value distributed

In 2024, Opera Laboratori has continued with the determination of its path of growth, managing to combine the expansion of the cultural offer with a strong commitment to a **sustainable, responsible and transparent management**. The value of production has achieved approximately **80,4 million EUR**, reporting an increase by **5,8%** compared to the previous year. This result was driven especially by revenues related to sales and services, confirming the solidity of the organization's operational model.

However, the increase in costs, especially those related to personnel and services - entailed a reduction of the **gross margin**, that stands at **2 million EUR**, highlighting the need to improve further the operational efficiency.

A significant aspect is represented by investments, that also in 2024 were high amounts (**3,4 million €**).

These were mainly used for the **enhancement of the cultural heritage** - through restorations and setups designed with criteria of eco-design and accessibility - and **digitalization**, with the development of eco-friendly technological platforms and inclusive multimedia itineraries.

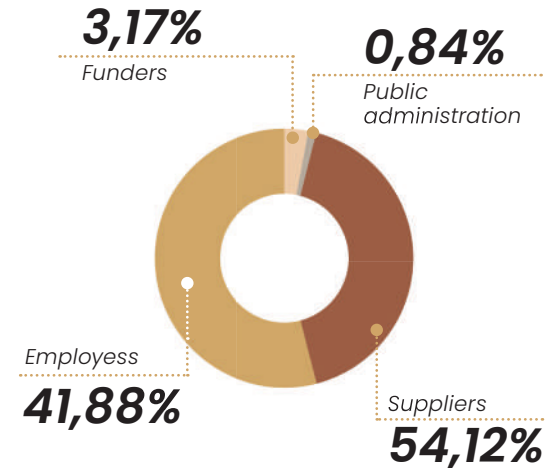
Despite a limited net profit, equal to **247 thousand EUR**, Opera Laboratori has chosen to reinvest these resources in new cultural initiatives

Looking to the future, the company has outlined clear and concrete goals:

Reducing by 15% energy consumption of the facilities within 2027, increasing the stable occupation (paying particular attention to young people and most vulnerable groups).

Finally, an interesting figure concerns the distribution of the **value generated, according to the GRI guidelines** (Global Reporting Initiative): **41,8%** is targeted to the personnel, **54,12%** to suppliers, while the remaining part is divided between funders and public administration.

In summary, Opera Laboratori confirms to be a prominent cultural player, able to **generate positive impacts** not only in **economic terms**, but also **social** and **environmental** terms, contributing in a concrete way to the **enhancement of the heritage and the well-being of the territories where it operates**.



Opera Laboratori, a new entrepreneurial spirit

The strategies to acquire new market opportunities are proving to be successful three years after their implementation. The process started with the investment in – and in some cases the conversion of – part of our human resources providing new skills, targeted to the exploration and construction of new market areas: from **searching for tenders in new areas** (tender contracts, concessions of primary museum and institutional services, permanent setups and temporary exhibitions), to **managing and developing tender projects**, to reaching more recently the **exclusive circulation of well-known collections and resumption of activities with foreign customers**. In particular, Opera Laboratori over this last year has strengthened the proactive entrepreneurial line, supported by the skills acquired, the results and the confirmation of a **capable and close-knit** working group.

A task force of professionals within the company (art historians, architects, lawyers, graphic designers, administrative and IT staff) that is ready and prepared to address in a synergistic way the most challenging tenders of the sector. In addition, Opera Laboratori was a strategic reference point for direction and problem solving for **Temporary Group of Companies** (RTI/ATI) with other important companies that participated in international tenders, often covering the role of group leader and principal.

Digitalization

Opera Laboratori designs and creates digital experiences combining culture, technology and storytelling, with a view to generate a concrete value for customers and audience. The company works to turn the – physical or virtual – space into an environment able to communicate, engage and evolve with whom lives it.

Every project is the outcome of a structured process of strategic planning, where Opera Laboratori analyses goals, targets and context. From here, it builds customized digital solutions accessible from desktop, mobile and immersive devices, with a view to create significant experiences that are consistent with the identity of the brand or the institution.

The company supports the traditional architecture with a digital approach that merges aesthetics, technology and storytelling, giving life to dynamic, multi-sensory and interactive narrative spaces. It develops environments for museums, exhibitions, retail and installations, where the user becomes active part of the experience, through the integrated use of sensors, home automation, immersive sound, VR and interactive contents.

At organizational and infrastructural level, Opera Laboratori has implemented an advanced technological model: for over ten years it has used cloud solutions for the management of strategic services such as call centres, accountability and data backup. This choice allowed the company to increase the operational efficiency, ensure continuity of services and reduce the environmental impact, exceeding the limits of traditional data centres.

Today Opera Laboratori operates on a solid and scalable infrastructure, with 18 active software and 713 licenses managed between operating systems, antivirus software and applications. For internal activities, it uses three web-based platforms developed internally, for the management of the protocol, tracking of personnel working hours and monitoring of payments in the stores.

Our strategic goal is clear: designing experiences that combine content, function and technology, with an approach oriented to innovation, sustainability and continuous growth.



Future perspectives

The Sustainability Report is only a part of the wider path of sustainability that Opera Laboratori has taken with the intention to explain and enhance how to create value over the time.

With **extraordinary results** in terms of figures and turnout of the year just ended, we look to the future with confidence and optimism expecting a consolidation of goals accomplished and another development, mainly oriented to **projects of enhancement, upgrading, management of historical, artistic and sacred places**.

The Complex of San Gimignano, that in January 2024 started the works for the restoration of the whole area, is a concrete and significant example in that regard.

In the next months we will be focused on **events and extraordinary initiatives** in the sites managed and on the **ideation and creation of proprietary exhibitions**. Among the initiatives we report that in the territory of Chianti, called **Chianti Origo**, a concept created to disseminate the origin of a land that has always produced extraordinary wine but has also much more to offer in terms of artistic and cultural beauties.

An element of great value is the partnership with RCS for **Giro d'Italia** that started with an official presentation of the **Maglia Rosa** at the Pinacoteca di Brera, formalizing our role

as cultural art supplier of the project.

In March 2024 "Chianti Origo" was inaugurated in the spaces of the former Cantine Ricasoli, able to tell the different souls of Gaiole in Chianti. The path includes "**Casa Eroica**" dedicated to the world of bike and cycling, the "**Museum at the Origins of Chianti**" with a wide archaeological collection, "**Terre di Gaiole**" for the exhibition of Chianti Classico and the "**Olmastroni Gallery**" that honours the memory of the Master Cesare Olmastroni.

With the second edition of the Integrated Report, Opera Laboratori consolidates its path of sustainability to enhance a unique business model including planning of cultural itineraries, creation of events, management of historical and archaeological sites, museum setups, culture of hospitality and integrated routes that range from design to restoration, from enhancement to offer of services to visitors. Even if outside the scope of obligations in terms of non-financial reporting, Opera Laboratori is structuring itself to adjust on time to the regulatory evolution that will enter into force in 2025 (CSRD, Corporate Sustainability Reporting Directive)

and **undertakes to strengthen both inside and outside a culture of sustainability** able to perform a transforming function in the way of thinking the company within the society.

Compatibly with the current geopolitical situation, which is really affecting economic and social balances worldwide, we expect to keep a positive trend, especially for tourism in Italy, which has reported a large increase above all from abroad.

Among the future goals, particular importance will be given to the consolidation of recent managements (residences of the Presidency of the Republic, MAXXI Museum in Rome, MAMbo Museum in Bologna, Casa Eroica and Bookshop of the former Cantine Ricasoli in Gaiole in Chianti, Civic Museums in Volterra, Istituto Vittoriano and Palazzo Venezia in Rome) and digitalization processes that will lead to a progressive elimination of paper tickets and development of a **CRM** (Customer Relationship Management) project to optimize the cultural and tourist offer to visitors.

We also believe that the plurality and diversification of activities of Opera Laboratori can guarantee continuity in the proposals, increasingly in line with the demands of a market that is moving to a growing attestation and sensitivity towards the environment and towards a **more aware and slower local tourism**, which aims not only at the discovery of places but also at the search for unique and unforgettable experiences.

The role of Opera Laboratori as a national cultural player, along with its subsidiaries such as Sillabe and Canale 3 Toscana, entails a constant listening to the audience and great attention to the work of **research and preparation of tenders for new concessions**, to meet the challenges of the future with the support of the best skills and knowledge of territories and people.

We are aware that, especially today, the only way to grow up is that to **open new ways to create and share value** through what we can do better:

“ Preserving and guarding public and private property that are entrusted to us, designing projects to enhance routes forgotten or no longer accessible, welcoming people that we host by asking them to take active part in the conservation of territories in order to preserve their beauty and be handed down to the future generations.



List of GRI (*global reporting initiative*) disclosures present in the integrated report.

The table below shows the main disclosures that Opera Laboratori reports in line with the requirements of **GRI Standards** 2021.

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