



VISTA ALEGRE

1824



Vista Alegre Atlantis

Leading the ceramics sector with a DMA-informed sustainability strategy

Vista Alegre Atlantis, one of the world's leading ceramics manufacturers, conducted its first Double Materiality Assessment (DMA) and is ready to publish its inaugural CSRD-aligned sustainability report. The company is now integrating sustainability into business strategy - stemming from the DMA.

This case study highlights what is possible with the right tools, mindset and leadership alignment - with insights for others on the DMA journey.

Laying the Groundwork for Change

Over the past 200 years, Vista Alegre Atlantis has established a reputation for balancing commercial success with social and environmental responsibility. Its history includes building housing, schools and cultural institutions for employees—long before ESG was formalised in corporate agendas. To bring coherence to this legacy and future-proof its operations, the company undertook a DMA in line with the Corporate Sustainability Reporting Directive (CSRD).

Although CSRD has not yet been transposed into Portuguese law, Vista Alegre Atlantis' sustainable leadership team – Sponsor Paulo Pires and Lead Susana Rodrigues – recognised that beginning the DMA process in 2024 would deliver:

- Strategic insight into the most material impacts, risks and opportunities (IROs)
- Internal and external alignment around clear priorities
- Futureproofing against evolving regulation and stakeholder expectations

This early decision enabled the organisation to build internal capability and align sustainability goals with business priorities.



Managing a Complex Process with a Lean Project Team

After assessing several platforms, Vista Alegre Atlantis chose Future Planet for three key reasons:

1 Structure

A clearly defined, step-by-step approach that guided the process

2 Enablement

Designed to support in-house learning rather than outsourcing

3 Support

Responsive, expert guidance to maintain quality and momentum

The project was managed by Susana Rodrigues. Future Planet's platform enabled her to coordinate across departments and geographies, structure stakeholder input, and work through over 600 narrative data points generated by the materiality results. Each step was clearly defined and documented within the platform, making it easier to onboard contributors and maintain oversight. The platform helped the team navigate each phase — from NACE code identification to IRO priority mapping, stakeholder engagement, numeric and narrative reporting — all in one integrated environment.



"We didn't want a consultancy to hand us a report. We wanted to learn, build capability and become independent over time. This is the hardest year. Next year, most of it will already be in the system. We're building the foundation."

"I couldn't have done this without the support of Future Planet."

- Susana Rodrigues, Sustainability Lead, Vista Alegre Atlantis

From Value Chain Challenges to IROs that Matter Most

Vista Alegre Atlantis' team mapped the company's entire value chain, including direct and indirect own operations, upstream and downstream activities and identified a comprehensive list of potential IROs (Impacts, Risks, and Opportunities) relevant to their sector and business context.

By further analysing their internal policies, past and current strategies, competitors' commitments and industry benchmarks, the team prioritised the core IROs into a manageable list for internal and external stakeholder groups to consider.

Engaging Stakeholders and Defining Priorities

Vista Alegre Atlantis engaged a broad set of stakeholders, including board members, clients, suppliers, employees and local communities. A structured survey process was carried out in phases to ensure representation and data quality. The feedback was used to build and validate a materiality matrix. Six core sustainability matters were prioritised and mapped to ESRS disclosure areas - forming the foundation of the company's ESG roadmap.



Next Steps: From Material Topics to Transformation

The company has now entered the next phase: integrating sustainability into business strategy through a structured sustainability roadmap. The roadmap is being developed around the six material sustainability matters identified during the DMA. Each material sub-topic has been reviewed in terms of short, medium, and long-term impact to support a phased roadmap with measurable milestones and accountability structures. The focus is on long-term value creation and operational integration — moving from assessment to transformation.

Strategic Focus Areas

Environmental

Focus areas include climate adaptation, emissions reduction, energy efficiency, and circular resource flows and waste.

Reporting aligned to: ESRS E1.1, E1.2, E1.3 and E5

Social

Workforce wellbeing and working conditions are the immediate focus, with supply chain labour practices earmarked for medium-term planning.

Reporting aligned to: ESRS S1.1

Governance

Focus on strengthening internal culture, transparency and responsible business conduct.

Reporting aligned to: ESRS G1.1

Strategic Outcomes

Vista Alegre Atlantis' DMA process has delivered immediate and strategic value. Key outcomes include:

- A clear, compliant materiality matrix aligned to business priorities
- A replicable internal methodology for future reporting cycles
- Improved visibility of important sustainable impacts, risks and opportunities (IROs)
- A strong starting point for strategic transformation planning in budgeting
- Confidence in the organisation's ability to meet future CSRD requirements

Lessons Learned

1 Build capability, not dependency

Internal ownership enables long-term value.

2 Keep scope realistic

Start with core material topics and build from there.

3 Use structured tools

Future Planet provides guidance, reduces time, and enhances the process.

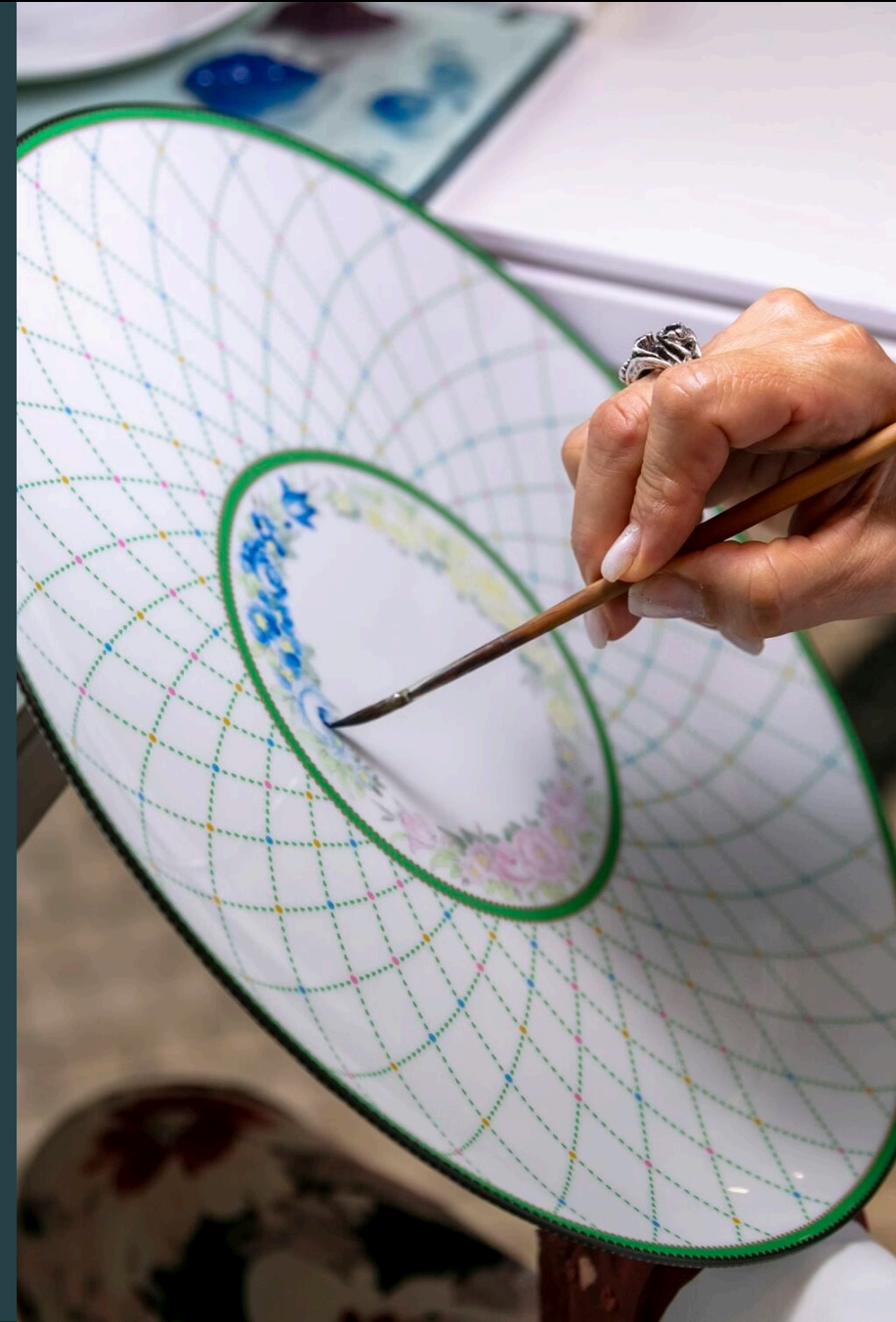
Conclusion

By undertaking the DMA, Vista Alegre Atlantis has embraced a cultural and strategic shift- from a legacy of good practice to a formalised sustainability strategy, fully embedded within business planning.

As one of the first Portuguese ceramic tableware companies publishing a CSRD-aligned report, Vista Alegre Atlantis is setting a benchmark for how strategic sustainable transformation can be achieved at scale.

"We're proud to be one of the first Portuguese ceramic tableware companies preparing to publish a CSRD-aligned report. It's a huge step, and it's just the beginning of our journey. We are deeply committed to sustainability, and environmental and social responsibility, to achieve a better world in order to deliver a better company to future generations."

- Susana Rodrigues, Sustainability Lead, Vista Alegre Atlantis



Partners in **Sustainable** Performance



The Vista Alegre porcelain factory was founded in 1824 and was the first industrial unit dedicated to the production of porcelain in Portugal, and one of the most prestigious manufacturers in Europe. Throughout its history, the brand has always been closely associated with Portuguese history and cultural life, and has also acquired a unique international reputation.

Known for its strong connection to design and culture, as well as its tradition of working with world-renowned artists and designers; Vista Alegre Atlantis offers a quality of excellence.



The software platform that guides sustainable performance. Future Planet helps organisations connect their sustainability strategy to measurable impacts, risks and opportunities (IROs), driving action that creates resilience and long-term value.

www.futureplanet.com