

OUR IDEA OF THE
FUTURE

SUSTAINABILITY REPORT 2020



BOLTON
GROUP

CONTENTS

IDENTITY

2

VISION

7

VALUE

16

CIRCULARITY

19

PEOPLE

31

PARTNERSHIPS

43

PERFORMANCE

48

METHODOLOGICAL NOTE

60

 Return to contents page

 Return to start of chapter

LETTER

FROM THE EXECUTIVE CHAIRWOMAN

For **Bolton Group**, 2020 was a busy year when it came to international development and sustainability.

With the integration of **Tri Marine**, a leading responsible fishing company, which we acquired midway through 2019, we have accelerated the process of moving towards a business model that reflects our ethical values and the needs of the planet on which we live.

Thanks to that acquisition, Bolton Group has become even more global, with a presence across **five continents** – from Latin America all the way to the Solomon Islands. This broad geographical presence entails great responsibility. With a huge array of products across **five different categories**, ranging from Food to Home and Personal Care, Adhesives and Beauty Care, we enter the homes of millions of people around the world, every single day. We want to make sure we get that right – providing quality products which respect both the environment and human beings.

We're proud of this progress, because it confirms our ability to **generate and distribute value throughout the supply chain**: to our employees, to our suppliers and to our communities. The support provided to our communities has grown exponentially in the last year, thanks largely to initiatives that we set up in response to the pandemic.

All entrepreneurs are optimists by definition, because future planning is at the heart of our job. Optimism has always been one of the defining traits of Bolton Group.

We draw strength from our roots and our culture, but we're always focused on the future. In 2020, this confidence was translated into a **redoubling of our investment** in our industrial facilities, with the aim of increasing their efficiency in terms of energy consumption and environmental impact.

Yet our optimism is also accompanied by a **highly pragmatic, practical approach**. We know that the challenge of making our operation fully sustainable is a demanding one that requires long-term thinking. We don't want to stop at just running a few sustainability projects. Our **We Care** plan is designed to transform the way we work, we make and we distribute our products. We want a radical transformation of what we do – not a superficial solution.

The **2020 Report** shows some of the positive results we've achieved in terms of incorporating more circular principles into our business model, by **focusing heavily on responsible fishing and setting new targets for sustainable packaging** and recycled plastic. But those are just small steps in a hugely ambitious process, which we've set out in our 2025 Commitments. There are many challenges ahead, not least those regarding diversity, reducing waste, containing energy consumption and cutting emissions.

We've chosen to work with a range of leaders in their respective fields, who will provide expertise and critical thinking as we move through this process. These include **Oxfam** for human rights, **WWF**® for environmental impacts, **Valore D**

for gender diversity and **Banco Alimentare** for community support, while we'll also be working with **Save the Children** to provide new opportunities for the future generations. Another important part of these efforts is the **Bolton Hope Foundation**, which has worked tirelessly over the last year on educational projects and initiatives designed to help tackle the COVID-19 pandemic.

Optimism, practicality and openness to the world are **our idea for a better future**.



Marina Niggim
Executive Chairwoman

“ Believing in a sustainable future is about striving every day to follow a philosophy that reflects the reality of the situation and taking tangible action to fairly redistribute the value provided by our planet and our people. ”

MARINA NISSIM
EXECUTIVE CHAIRWOMAN



1. IDENTITY

1.1 The Group	4
1.2 Our values	5
1.3 The organisation	6



KEY NUMBERS

+50 prestigious brands

+150 countries

+11,000 people

59 offices

16 production plants

17 fishing vessels



FOOD



HOME CARE



ADHESIVES



TUNA SUPPLY



PERSONAL CARE



BEAUTY CARE



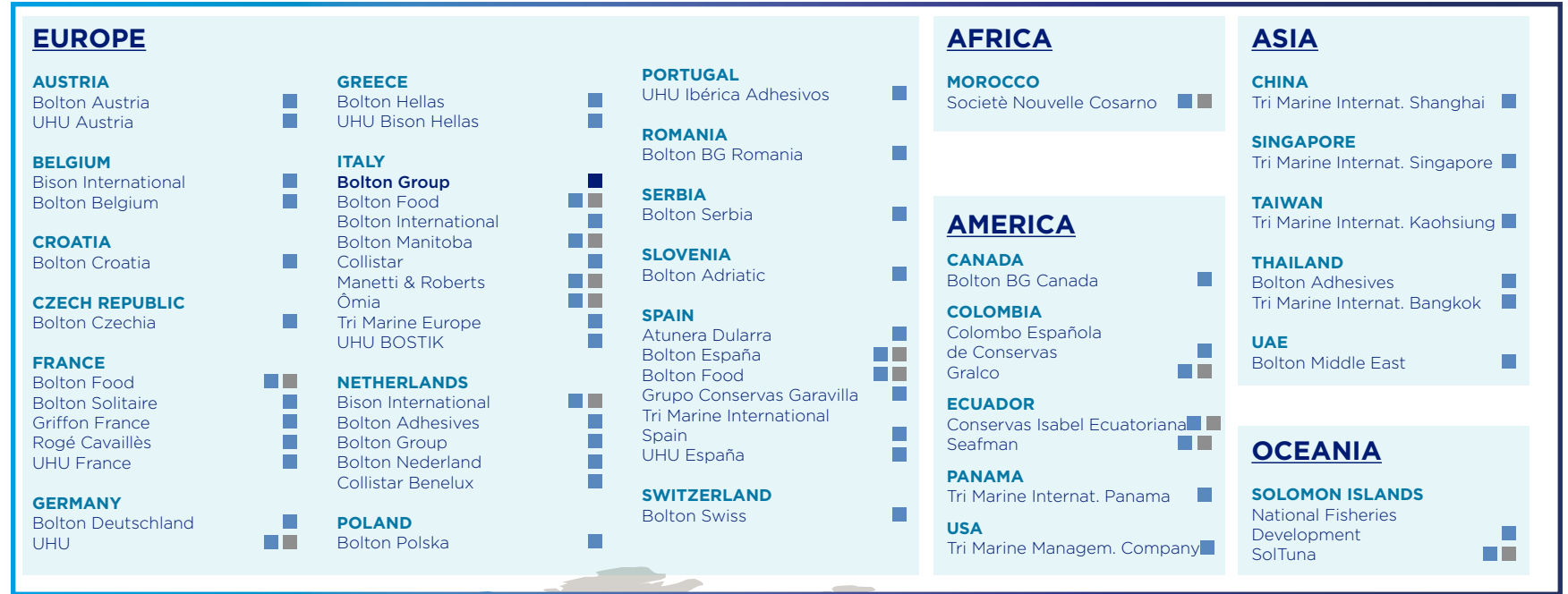
THE GROUP

Our story began way back in 1949. Now, **Bolton Group** produces and distributes a wide range of leading fast-moving consumer goods that are used by **100 million families around the world**. The responsibility that comes with these numbers is huge.

A portfolio of over 50 brands across the Food, Home Care, Adhesives, Personal Care and Beauty Care categories. The Tuna Supply Chain category completes our portfolio of activities.

With products sold in retail chains, specialist stores, pharmacies and health and beauty stores, Bolton Group now generates revenue of **€2.8 billion**.

- HEADQUARTERS
- OFFICES
- PRODUCTION PLANTS



OUR VALUES

Bolton Group's mission is to offer innovative, sustainable and high-quality products designed to meet the needs of consumers and clients and maintain their trust over time, thus ensuring the long-term growth of the organisation.



We're a multinational company and a family business all at once, with a market reputation for combining entrepreneurial culture with solid ethical values. Some time ago, we adopted a **Code of Ethics** which informs our relationships with our colleagues, business partners and our communities, drawing on the shared principles which inspire what we do.

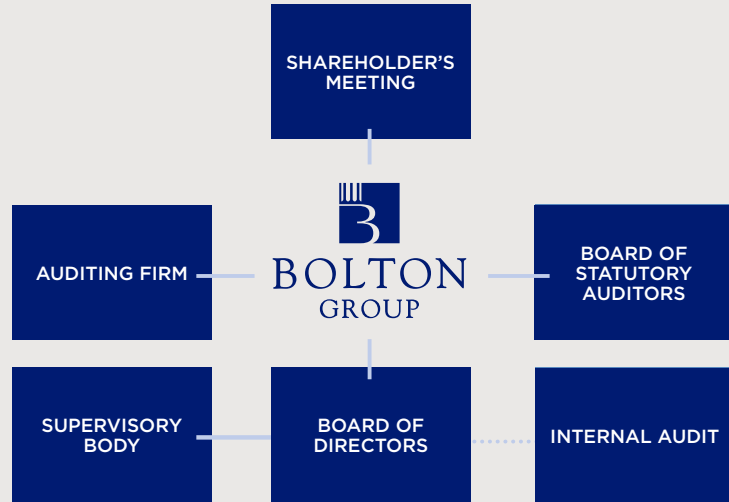
	<h3>ENTREPRENEURSHIP</h3>	<p>We offer a stimulating and gratifying working environment. We encourage creativity, the ability to seize opportunities and the willingness to take calculated risks.</p>
	<h3>PASSION FOR EXCELLENCE</h3>	<p>We're not satisfied with merely generating good results. We strive for the highest quality across all our products and services. Throughout our organisation, our people are incentivised to rise to challenges and get the best out of every situation.</p>
	<h3>RESPONSABILITY</h3>	<p>We're committed to achieving ambitious objectives in order to offer superior value to our consumers and clients while keeping our organisation as efficient as possible.</p>
	<h3>HONESTY AND INTEGRITY</h3>	<p>Acting with respect and propriety in all situations is the core principle that underpins our respected professional reputation.</p>
	<h3>SUSTAINABILITY</h3>	<p>We promote a development model which is economically, socially and environmentally sustainable. We want to protect the planet for future generations.</p>

1.3

THE ORGANISATION

Bolton Group is the Group's holding company and is responsible for leading and coordinating the various business units.

The organisational structure is as follows:



Bolton Group is a private company whose board is made up of **Marina Nissim** (Executive Chairwoman), **Guy Noordink** (Vice Chairman), **Salomone Benveniste** (Managing Director) and **Giuseppe Morici** (Group CEO).

			
MARINA NISSIM EXECUTIVE CHAIRWOMAN	GUY NOORDINK VICE CHAIRMAN	SALOMONE BENVENISTE MANAGING DIRECTOR	GIUSEPPE MORICI GROUP CEO

OUR BUSINESS UNITS



BOLTON FOOD
BOLTON FOOD FRANCE
GRUPO CONSERVAS GARAVILLA



TRI MARINE GROUP



BOLTON MANITOBA
BOLTON SOLITAIRE
MANETTI & ROBERTS
ÔMIA
ROGÉ CAVAILLÈS



BOLTON ADHESIVES
BISON INTERNATIONAL
UHU
UHU BOSTIK



BOLTON BEAUTY CARE
COLLISTAR
COLLISTAR BENELUX



BOLTON INTERNATIONAL
BOLTON ADRIATIC
BOLTON AUSTRIA
BOLTON BELGIUM
BOLTON BG CANADA
BOLTON CROATIA
BOLTON CZECHIA
BOLTON DEUTSCHLAND
BOLTON ESPAÑA
BOLTON HELLAS
BOLTON MIDDLE EAST
BOLTON NEDERLAND
BOLTON POLSKA
BOLTON BG ROMANIA
BOLTON SERBIA
BOLTON SWISS



INVESTMENTS

CALVO 40%



“ *Actions speak louder than words.
The sustainable, inclusive revolution is here
to stay – and we’re striving to do our bit
with the goal of generating and sharing
sustainable value through everything we do.* ”

GIUSEPPE MORICI
GROUP CEO



2. VISION

2.1 Our approach	8
2.2 Sustainable governance	10
2.3 Listening to stakeholders	11
2.4 Our sustainability plan	14



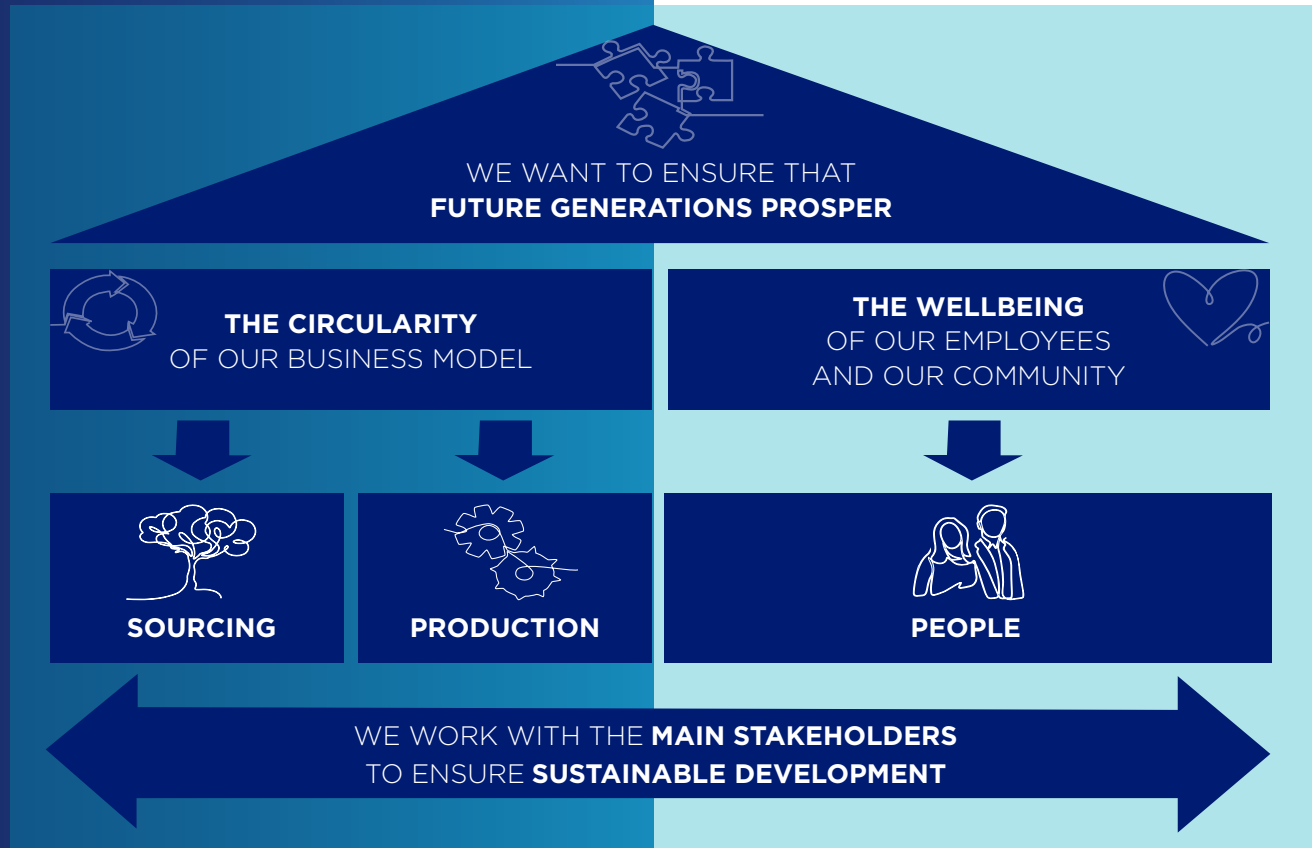
OUR APPROACH

We want to make our contribution and leave a positive mark today and tomorrow. We recognise that our companies, products and people can have an impact on the world we leave behind for future generations. Every choice we make is designed to strike the right balance between economic, environmental and social responsibility. All our day-to-day decisions are influenced by one key question: what impact will this have on the future?

We're well-aware that sustainability is a long-term responsibility that we cannot afford to turn away from. It's about constantly achieving new objectives and working consistently over time. In order to drive that change, we have to keep raising the bar. We're striving to increase circularity in our business model by reducing the environmental impact of our production processes, adopting a responsible approach to the procurement of raw materials and developing innovative packaging. These new solutions are built on ethical foundations and on significant investment in technological innovation.

Our ambition is to give central importance to the fragility of the eco-system and contribute to fighting global warming. The same motivations drive our social mission: we want to improve the lives of everybody, whether they're our colleagues, the communities we work in across **150 countries** or our consumers.

At the core of our sustainability strategy are two essential elements: nature and people. The concepts of circularity in the business model and individual wellbeing are direct references to the three pillars of our **We Care** sustainability plan – **Sourcing, Production** and **People**. More information on this can be found in the "Our sustainability plan and future commitments" paragraph. While the first two aspects reflect the progressive increase of circularity within Bolton Group, the third shows how our operation is aiming to improve the lives of individuals in many different ways, with a particular focus on young people, as we look to make a contribution for future generations.



OUR APPROACH

Being sustainability champions requires collaboration. You must work together with like-minded people. Our strategy is inclusive, because we believe that the more people sharing the same vision and striving for the same objectives, the more chance we have of generating real change.

You can't operate alone when you're pursuing ambitious corporate sustainability initiatives. When faced with global problems, you have to be part of global initiatives.



United Nations Global Compact

That's why we've signed up to the **United Nations Global Compact**, the strategic agreement introduced in 2010 which requires companies to adhere to ten founding ethical principles spanning human rights, labour rights, environmental protection and the fight against corruption. It means Bolton Group is part of a network of 12,000 companies all over the world, united by a set of values and an approach to business designed to facilitate the rise of the environmental and social sustainability policies that we so desperately need if we are to solve the crises of our time.

THE 10 PRINCIPLES OF THE GLOBAL COMPACT

HUMAN RIGHTS	PRINCIPLE I
	PRINCIPLE II
WORK	PRINCIPLE III
	PRINCIPLE IV
	PRINCIPLE V
	PRINCIPLE VI
ENVIRONMENT	PRINCIPLE VII
	PRINCIPLE VIII
	PRINCIPLE IX
FIGHT AGAINST CORRUPTION	PRINCIPLE X

REFERENCES IN THE TEXT

<p>Chapter 5 “People” Human Rights Policy</p>
<p>Chapter 2 “Vision”</p>
<p>Chapter 4 “Circularity”</p>
<p>Code of Ethics</p>

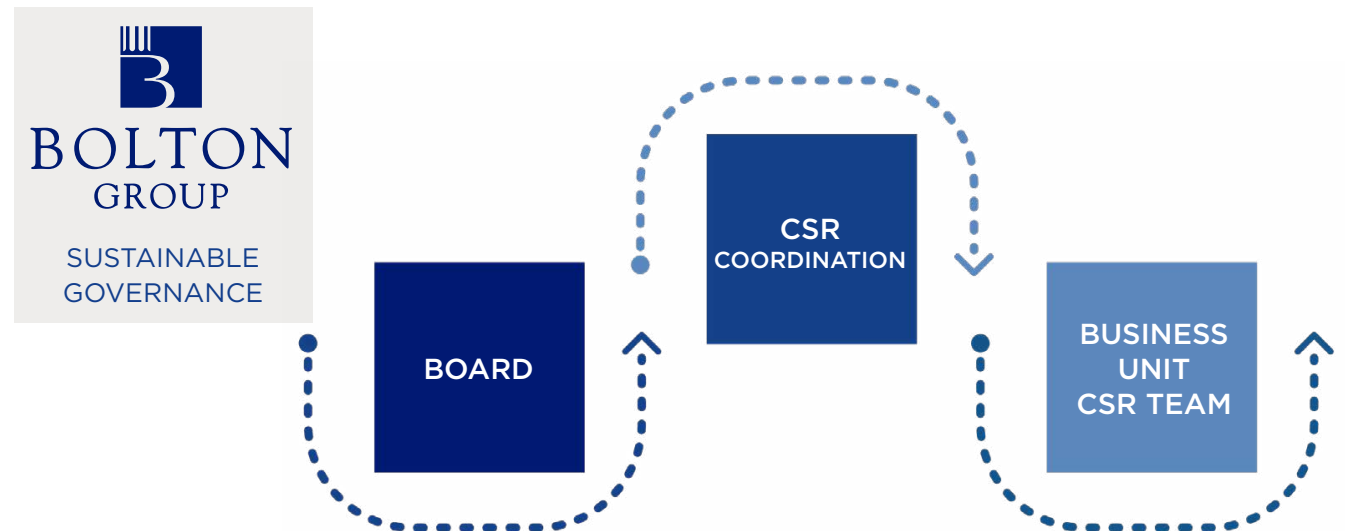


2.2 SUSTAINABLE GOVERNANCE

For a multinational encompassing **50 brands** and **11,000 employees**, the task of introducing a sustainable business model in order to place environmental and social issues at the heart of its ethos is a complex operation. As such, individual roles and responsibilities need to be clearly assigned to achieve success. Bolton Group has a **solid governance** structure capable of balancing our objectives and guaranteeing resilience at every level of the organisation. The agility of the Group and the skills that sit within it ensure that the organisation guidelines can be applied at every level, from senior management to operational staff, and across all our areas of activity.

Sitting at the top of our sustainable governance model is the **Board of Directors**, which ensures that all decisions taken are based on the principles of responsibility, integrity, propriety and transparency. The central **Sustainability** department liaises with contact people in the various **Business Units** across the group, who report directly to the Heads of Business Unit.

The main department and the sustainability representatives at the various Business Units are tasked with working together on shared projects to achieve the objectives of the **We Care** plan, through quarterly meetings and regular catch-ups throughout the year. Every year, the board approves a sustainability plan - which includes commitments, goals and performance indicators - and meets regularly to monitor its implementation.



2.3 LISTENING TO STAKEHOLDERS

We want to keep enhancing our sustainable business model in order to ensure that we're accommodating the needs of the planet. That's why being open and listening are fundamental to our approach, particularly when it comes to our **stakeholders**. This key relationship enables us to **focus on priority areas**, define strategies and optimise investment.

In 2020, our dialogue with the various categories of stakeholders – shown here – continued through online questionnaires and other outreach activities. We listened to their views and then gathered and analysed their suggestions and proposals, using a consistent criteria-led approach taking into account by internal and external factors.

We believe that this open approach is the best way of avoiding self-referentiality: ***“Partnership is our leadership”***, as we love to say. Engagement with representatives of the scientific world and non-profits is another essential part of our sustainability journey, as set out in the penultimate chapter of this document.

CATEGORIES

B2B clients/Commercial distribution
Certification bodies
Consumers
Environmental associations/NGOs
Local authorities
Media
Regulatory bodies
Scientific community
Product category-specific associations
Local communities
Suppliers



2.3 LISTENING TO STAKEHOLDERS

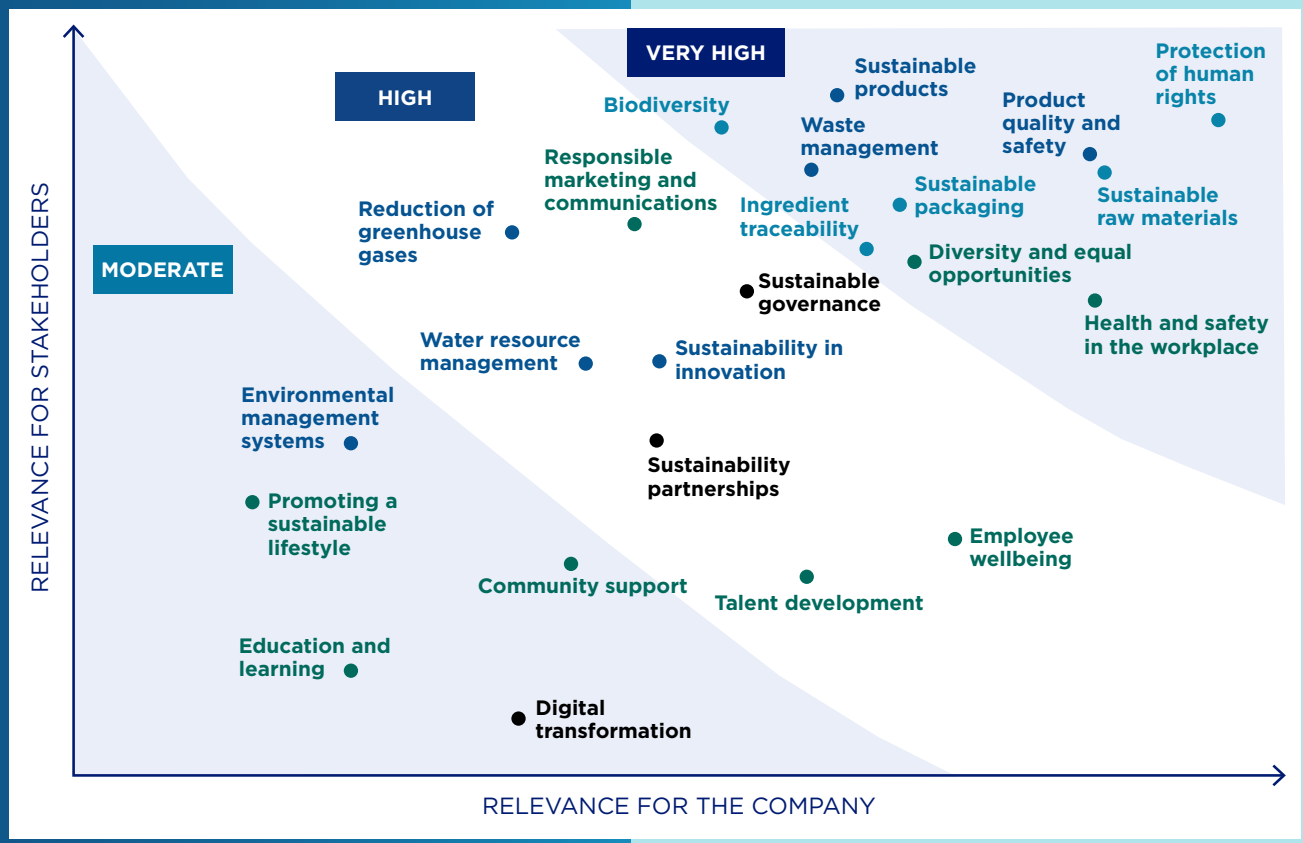
- Other governance issues
- Production issues
- Sourcing
- People

The materiality matrix and the Sustainable Development Goals

Materiality refers to the level of relevance an aspect or indicator has for a company or sector. When calculating materiality, it's important to consider both the internal importance of a factor for the organisation, as well as the value that particular factor has for stakeholders and the wider external environment. The results of this analysis is then shown in the **materiality**

matrix, which sets out the foundations for this report and specifies the objectives that are to be included in the Group's sustainability plan. We undertook our latest materiality analysis in 2020, in accordance with **GRI guidelines**, in order to tap into signs of change emanating from both the external and internal environments, pick up on any areas seen as priorities for the participating stakeholders and gauge their expectations. This activity was particularly necessary because this is the first edition of the sustainability report that has featured Tri Marine, the company we acquired in 2019.

In order to reconcile the material topics and strategic priorities of Bolton Group with our social and environmental goals, we started by taking the factors that had been identified last year and compared those against our competitors using benchmarking tools. We then analysed the sustainability trends that emerged and assessed external attitudes to these topics, from both a legislative and cultural perspective. This coordinated effort involved over **200 people** both inside and outside Bolton Group. The end result reflects the wide range of stakeholders consulted, in addition to their interests and expectations. The **23 guideline topics** selected represent the spine of our new materiality matrix, which was approved by the Board of Directors and is enshrined in the objectives we have set ourselves for 2025 (more about those later in this chapter).



LISTENING TO STAKEHOLDERS

The topics seen as being relevant by both stakeholders and Bolton Group itself for 2020 are in line with the United Nations 2030 Agenda and the **Sustainable Development Goals** (SDGs)¹. Similarly to the materiality matrix, the SDGs we view as priority areas for our activities – so the objectives we’re basing our sustainable business model around with a view to effectively reducing our environmental and social impact – have remained unchanged from the previous year.



¹ Produced by the United Nations in 2015 in order to draw the attention of all public and private stakeholders around the world, the SDGs are designed to tackle the challenges posed by climate change and reduce all forms of poverty and inequality, guaranteeing the economic, environmental and social sustainability of communities in the long term.



OUR SUSTAINABILITY PLAN

Sustainability strategies



Our **We Care** sustainability plan is the roadmap we use to set out our commitments and ensure we leave the world in a better place for future generations.

As we mentioned in the “Our approach” section, *We Care* is centred around three key pillars. It illustrates our sustainable development strategy that puts at its heart the environment, the people and the communities in which we operate around the world.



Sourcing, for the procurement and sustainable use of raw materials, ensuring respect for human rights

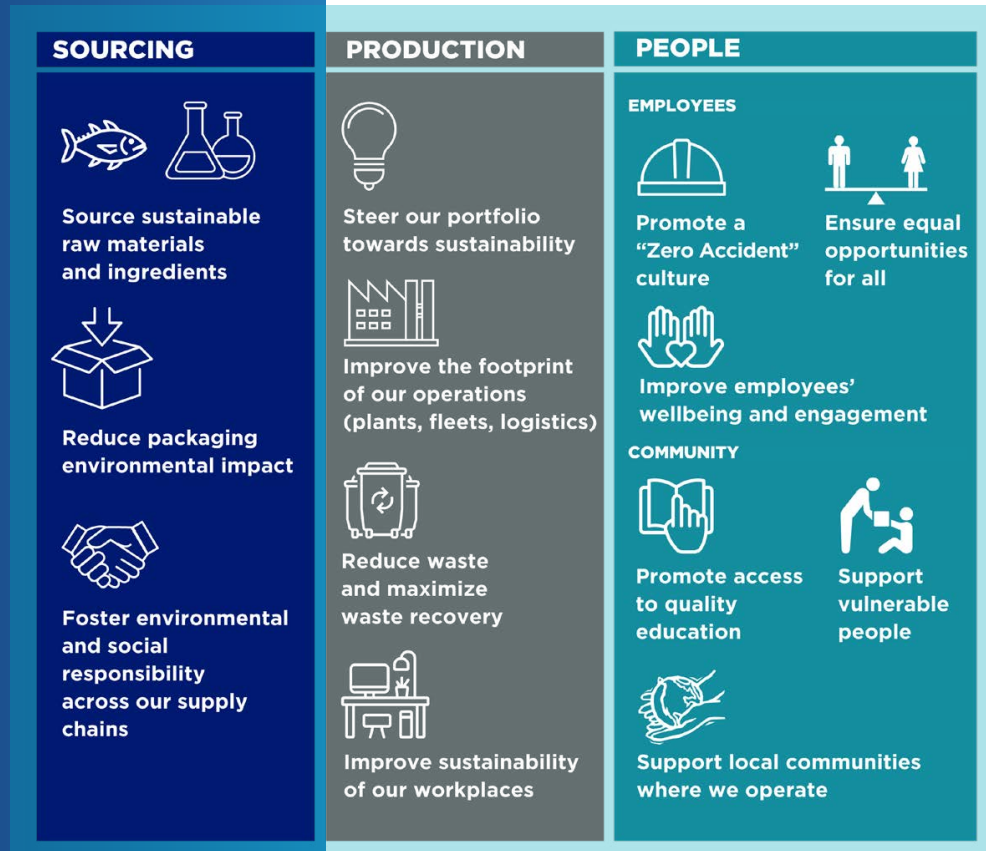


Production, with a focus on reducing the environmental impact of production processes



People, to nurture our teams, support communities and promote school education

But how did we come up with **We Care**? First of all, we had to decide on the method. In order to produce a plan that would help us to devise action and define Bolton Group’s sustainable business model, we opted for the OGSM (objective, goals, strategy and measures) model, which sets up a step-by-step strategy by which to integrate sustainability into our day-to-day operations. The ultimate aim of this was to monitor progress and obtain tangible results. *We Care* sets out specific objectives, highlights the decisions that need to be taken in order to achieve them and defines measures to monitor progress. The plan is sensitive to market developments, technological and scientific innovation, social dynamics and the needs that emerge as a result of collaboration with stakeholders.



2025 Objectives

We're rising to the environmental and social challenges of our time and integrating these into our action plan. We know that sustainability is a process, so to enable us to monitor that progress we've committed to achieving a series of objectives by 2025. These goals touch on every aspect of our business model, from the supply chain through to the communities in which we operate and the ways we support them. Our aim is to accelerate the circular process, increase the quantity of raw materials and packaging we draw from renewable, recycled and sustainable sources, boost the amount of renewable electric energy we use, reduce our water consumption, fight waste and invest in recycling. At the same time, we're committed to promoting an economy that gives central importance to humanity, generates value in the work environment, champions gender equity, ensures that rights are respected and creates new opportunities for professional development.

On the side are our 2025¹ objectives, together with a status update valid as of December 2020.

¹ Tri Marine is not included within the scope of these commitments, given its recent acquisition in 2019.



SOURCING



PRODUCTION



PEOPLE

STRATEGIES	OBJECTIVES	SITUATION IN 2020
USE SUSTAINABLE RAW MATERIALS AND INGREDIENTS	Achieve 100% tuna from responsible fishing practices ²	70%
	Use 100% beef from responsible sources	
	Use 100% RSPO-certified palm oil derivatives for products in the Home, Personal Care and Beauty Care categories ³	5%
	Develop 100% sun cream products in compliance with the <i>Hawaiian Reef Bill</i>	
REDUCE THE ENVIRONMENTAL IMPACT OF PACKAGING	Design 100% recyclable packaging ⁴	87%
	Use 50% recycled packaging materials from bio-based or certified sources	40%
	Use 40% packaging made from recycled plastic or bio-based sources	4%
	Use 100% zero-deforestation paper (FSC ⁺ or PEFC certified, or recycled)	84%
PROMOTE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY THROUGHOUT THE SUPPLY CHAIN	Reduce the ratio between virgin packaging and finished product each year	
	Ensure self-assessments and/or social and/or environmental audits on 100% of suppliers ⁵	72%
ENSURE OUR PORTFOLIO HAS A CLEAR FOCUS ON SUSTAINABILITY	Apply circularity criteria to 70% of production volumes	52%
	Reduce levels of CO ₂ emissions in relative terms by 20% (CO ₂ equivalent in finished products) in our facilities ⁶	-16%
	Use 100% renewable electric energy	85%
	Reduce water consumption by finished product by 20% ⁷	
	Achieve zero waste to landfill ⁸	95%
IMPROVE SUSTAINABILITY IN OUR WORKPLACES	Reduce the environmental footprint of our buildings and offices each year (efficient use of energy, consumption of natural resources, etc.)	
PROMOTE A CULTURE OF SAFETY	Work towards zero injuries by reducing the rate of injury each year	-41%
GUARANTEE EQUAL OPPORTUNITY FOR ALL	Guarantee equal gender representation in the selection phase ⁹	
	40% of senior positions to be held by women	20%
	Guarantee equal pay for all genders ¹⁰	
	Promote an international working environment by ensuring at least 10% of all new employees hired are not from the local area, across both corporate and junior roles ¹¹	5%
IMPROVE EMPLOYEE WELLBEING AND ENGAGEMENT	Use internal resources to fill over 50% of vacant managerial positions ¹²	34%
	Continue to improve the Trust Index of our employees (as per the GPTW methodology), outperforming the market benchmark ¹³	66%
SUPPORT VULNERABLE PEOPLE	Ensure that 100% of employees ¹⁴ have access to remote working and other flexible working arrangements to ensure a good work/life balance ¹⁵	
	Reach over 5 million vulnerable people through our products	3.1MLN
PROMOTE ACCESS TO QUALITY EDUCATION	Reach over half a million young people through educational products	185K

² Objective to be achieved by 2024. For more information, [click here](#).
³ We do not use palm oil or derivatives in our Food products. This figure relates to products in the Home and Personal Care categories.
⁴ Excludes adhesive products, due to technological restrictions in the supply chain.
⁵ Acquisitions made since 2019 are excluded. Including suppliers with annual revenue of > €80,000

⁶ Baseline 2017.
⁷ Baseline 2017.
⁸ This means that around 95% of the waste we produce is already recycled or recovered (including waste-to-energy systems).

⁹ To be implemented by the end of 2021. At least 50% of individuals on shortlists for white collar positions must be female.
¹⁰ The methodology to be used to measure the current situation will be identified in 2021.
¹¹ Refers to corporate and junior positions.
¹² Inter and intra BU.
¹³ Some BUs will undertake the survey in 2021.
¹⁴ White collar workers
¹⁵ New criteria will be established in 2022, as COVID-19 accelerated the shift to remote working.



“ Our independence and agility give us confidence for the future. We’ve already started a process of transformation, with an international, sustainable development model, designed to create value in both the short and long term. ”

GUY NOORDINK
VICE CHAIRMAN



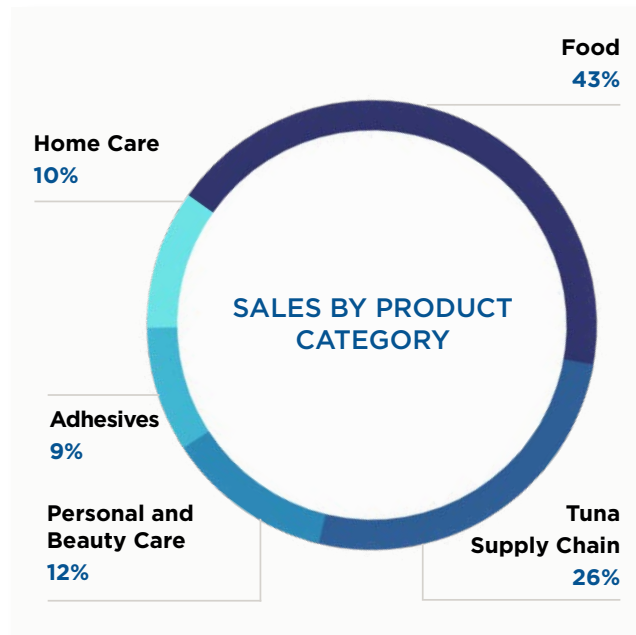
3. VALUE

3.1 Sustainable growth	17
3.2 Distribution of added value	18

SUSTAINABLE GROWTH

Economic sustainability is one of the pillars of our business model. But we don't just care about how much value we generate – we care about how we produce that value. We're a sustainable business because our growth is based on values such as product quality, respect for the environment and inclusive relationships with employees, suppliers, consumers and communities.

Our sustainability strategy is firmly focused on the future. For us, ensuring future prosperity is all about striving for positive growth, generating and sharing value over time, creating jobs and delivering better quality of life and increased dignity, as part of an approach that aims to preserve these opportunities for future generations.



The value we generate reflects our push to enhance the sustainability of our brands. The first stage in this process was to redesign our products, which led to us achieving a range of sustainability certifications for our raw materials, packaging and finished products.

OMIA
LABORATOIRES

The organic growth of our range of sustainable products was further strengthened by strategic acquisitions such as that of **Ômia Laboratoires**, the leading producer of natural formulas for Beauty Care and Personal Care products.

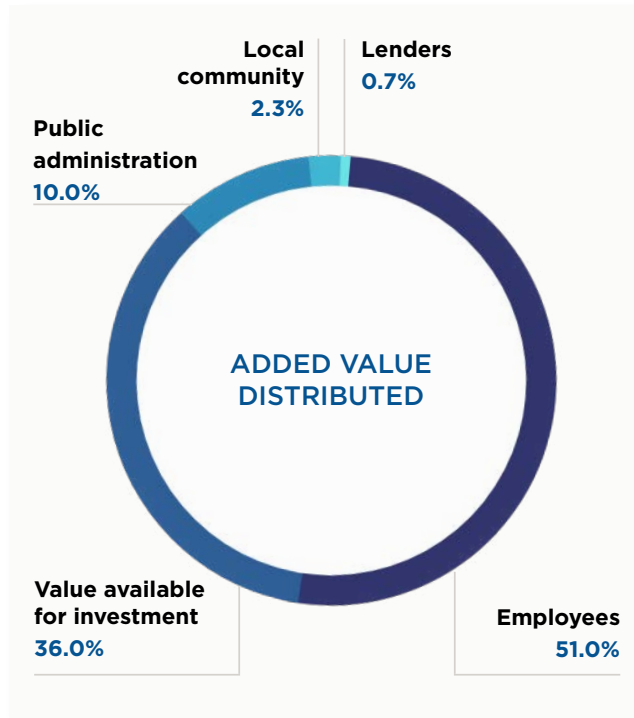
TRI MARINE

Finally, midway through 2019, in order to ensure greater control and enable us to manage the issue of sustainability in our fishing practices more effectively, we acquired Tri Marine, one of the biggest tuna supply chain operators in the world. **Tri Marine** had previously been a supplier of sustainably fished tuna to us.

Over the course of 2020, the group maintained and improved the positive sustainable growth trends already recorded between 2017 and 2019. Thanks partly to the consolidation of the aforementioned acquisitions, our overall revenue for 2020 increased by **over 20%** compared to 2019, despite some Business Units encountering challenges linked to the negative impacts caused by the COVID-19 crisis, which had repercussions on people's consumption habits.

3.2

DISTRIBUTION OF ADDED VALUE



We're performing well when it comes to distributing added value among our stakeholders too. We calculate this as the difference between economic value generated and our running costs.

In 2020, partly in order to rise to the challenges posed by the COVID-19 pandemic, we allocated **€15 million** – equal to **2.3%** of our economic value generated – to **local communities** in the form of sponsorship, donations and charitable contributions. More detail on this is provided in the chapter on our community initiatives. This value has more than tripled since 2019, with a particularly strong increase in terms of charitable contributions (more details in [Chapters 5 and 6](#) of this document). There was also an increase in the added value distributed to our employees in the form of salaries, pension contributions and benefits.

These increases, which enabled us to maintain employment levels and provide greater support to the communities affected by the pandemic, led to a slight reduction in the percentage of **value available for investment** within the company (funds set aside and profits left undistributed), equal to **36%**. The amount paid to **public bodies** through taxes and other charges remained around the same, at **10%**, while there was a 1% decrease in the amount of value distributed to **financial lenders**, which dropped to **0.7%**. These funds are composed of passive interest relating to funding and passive interest deriving from the applicable of the IFRS16 principle to rental and leasing contracts.

“As the world prepares for the next stage on the recovery process, we want our growth strategies to be based on inclusivity, resilience and circularity, striking the right balance with the planet’s limited resources.”

SALOMONE BENVENISTE
MANAGING DIRECTOR



4.

CIRCULARITY

4.1 Responsible procurement of raw materials	21
Fish resources	21
Chemical ingredients	24
4.2 Development of eco-compatible packaging	25
Innovation for more sustainable packaging	25
Reduction in materials used	26
Use of recycled, certified and renewable materials	27
Designing 100% recyclable packaging	28
4.3 Reduction in environmental impacts	29
Water management	29
Waste management	30

The circular economy represents a radical change. The climate and environmental emergency is no longer compatible with the linear development model based on the concept of **take, make and dispose**. The only way to drastically reduce the impact of human activities is to adopt the **reduce, reuse and recycle** concept. It's based on the notion of resource circularity – a regenerative model characterised by responsible procurement, the use of renewable energy, reductions in the environmental impacts of our plants and the reuse of products and packaging. For companies like Bolton Group, the circular economy offers us the chance to grow sustainably, generating additional value and new skills. It means we can be a successful organisation while doing our bit for future generations.

These are the core principles Bolton Group is following as we attempt to increase the circularity of our activities, as part of a plan inspired by the guidelines issued by the **Ellen MacArthur Foundation** and by the action plan set out in the European Union's Green Deal.



Responsible procurement of raw materials, for protection and recovery of biodiversity, in particular of that marine



Developing environmentally friendly packaging in order to minimise its environmental impact, from production through to use and disposal



Reducing the environmental impact of the production model, in terms of energy and water consumption and waste generated

This innovative initiative encompasses investment in technological research, working in collaboration with scientists, the academic world and the leading players in the sustainable development industry.



4.1

RESPONSIBLE PROCUREMENT OF RAW MATERIALS



The production and disposal phases are certainly important when it comes to determining how sustainable a particular product is going to be. Yet sustainability is an integrated process which starts far before this, with the decisions we make when sourcing raw materials and ingredients, whether these are natural or synthetic by nature. Bolton Group is committed to continually boosting the circular efficiency of its business model by increasing the percentage of raw materials and ingredients sourced from renewable or responsibly managed sources. Improving our environmental impact, particularly in the tuna and palm oil¹ sectors, is something with positive social repercussions too.

Fish resources

Protecting marine ecosystems and preserving ocean biodiversity are causes that have been close to the heart of Bolton Group for many years, with the organisation investing broadly to reduce the impact of its fishing activities. We've set ourselves the objective of ensuring that **100% of our fish-based raw materials come from responsible sources by 2024**, guaranteeing this by adhering to the most stringent certifications on the market, such as the **Marine Stewardship Council (MSC)** and the **Aquaculture Stewardship Council (ASC)**. On top of this, Bolton Group also participates in Fishery Improvement Projects (FIPs) and Aquaculture Improvement Projects (AIPs).



We've always been pioneers when it comes to striving for responsible fishing. Over 10 years ago, Bolton Group was – along with the WWF® – a founding member of the **International Seafood Sustainability Foundation (ISSF)**, a non-profit organisation which has since become a world-leading voice championing environmental and social sustainability in the tuna industry.

The ISSF has an international team of scientists and marine biologists working to establish the best possible measures around conservation, the maintenance of tuna stock levels in the long term, reductions of by-catch and the protection of the global marine eco-system. All fishing vessels that supply Bolton Group – including those owned by the organisation – adhere to the scientific recommendations of the ISSF, particularly in terms of complying with requirements around supply chain traceability, the management of Fishing Aggregating Devices (FADs) and the protection of workers and human rights.

¹ We only use palm oil derivatives in our Home and Personal Care products



4.1

RESPONSIBLE PROCUREMENT OF RAW MATERIALS

70% responsibly caught tuna for our Rio Mare, Palmera, Saupiquet, Isabel and Cuca brands

Saupiquet Équitable

the first canned tuna product on the French market with both Fair Trade and MSC certification

In 2016, we signed a partnership¹ with WWF® Italia and WWF® International designed to improve the sustainability of our procurement activities for the Rio Mare, Palmera, Saupiquet, Isabel and Cuca brand. As a result of this, by 2020 70% of all tuna used by these brands came from responsible fishing practices. Last year, we included all brands in the Food Business Unit in the boundary of analysis for our sustainability commitments. The main focus of the partnership is a range of sustainability objectives associated with fish supply chains and the progressive reduction of the environmental impact of fishing activities. However, our efforts also extend to transparency and traceability in the supply chain, protection of human rights and working conditions and raising awareness within organisations that manage fisheries and among consumers.



The events linked to the COVID-19 pandemic in 2020 had serious repercussions for fishing and procurement activities. However, Bolton Group was able to meet the demand for its fish-based products, maintaining pre-COVID sustainability standards and circularity objectives. Considering all activities, including those linked to Tri Marine, 59% of all our tuna was sourced through responsible procurement activities.

In Spain, our Isabel brand became the first brand in the world to sell exclusively tuna products with the APR (Atun de Pesca Responsable - Responsibly Caught Tuna) label. Issued by AENOR, Spain's product certification organisation, the certification is a way for us to communicate our commitments to consumers. APR certification guarantees the implementation of binding standards in fishing activities, food safety and social/labour conditions in the supply chain.



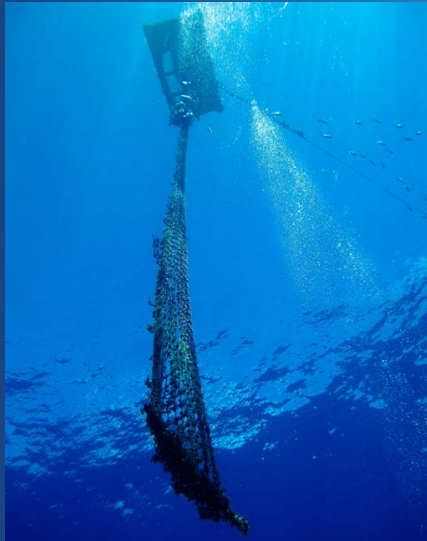
On the French market, Saupiquet launched the équitable tuna line, which has both MSC and Fair Trade environmental and labour certifications.



¹ The aim of the partnership is for 100% of the tuna used by the Food Business Unit to come from responsible procurement practices by 2024

4.1

RESPONSIBLE PROCUREMENT OF RAW MATERIALS



We've continued to strive to meet the goal we agreed with **Greenpeace**, who we've been collaborating with for a number of years. This is for our Rio Mare, Saupiquet and Palmera brands to be using **50%** tuna from low environmental impact fishing practices within the two-year period. Suitable techniques include handline and pole and line, while the agreement also includes specific limitations on the use of Fish Aggregating Devices (**FADs**) by our fish suppliers.

FADs are rafts or buoys equipped with transceivers which are placed in the water a few days before fishing is due to take place, in order to attract large shoals of fish. The technology was created after some fishermen observed the natural tendency of fish to congregate under logs or other floating objects.

Managing the use of these devices is a priority area for the entire fishing industry, which is why we follow the guidelines of the **International Seafood Sustainability Foundation (ISSF)**, to ensure that the vessels that supply us make optimal use of FADs, even if we don't own them.



Chemical ingredients

In the Adhesives Business Unit we have relaunched the formulation of our **UHU All Purpose** solvent-free glue. The new formula, which is **100% solvent-free**, offers enhanced performance levels in terms of adherence to a range of materials and is made up of **56%** natural ingredients.

This innovation has seen our brand recognised as one of the most sustainable in Germany. Based on **500,000 interviews** conducted on consumers in 2020, we were awarded in the office products category for our efforts to improve sustainability standards.



We've adopted the same approach in the Home & Personal Care sector, where we've increased the percentage of natural ingredients used. Over the course of 2020, in Italy and France we launched the new **WC NET Natural Power**, with raw materials **100% of natural origin** and is sold in a **100% recyclable** eco-bottle.



Our efforts to protect marine eco-systems have continued in the sun products sector. Nine out of the 30 suncreams in the **Collistar** portfolio comply with the **Hawaiian Reef Bill**, a law in the American state of Hawaii that was introduced in 2021 and that prohibits the use of certain UV filters in suncreams, as these have been proven to accelerate the process of coral bleaching. Bolton Group believes that more can be done than simply replacing individual ingredients, as in the case of UV filters. Working with researchers from the *University of Le Marche*, the organisation is developing a new generation of **100% eco-compatible** suncreams.

4.1 RESPONSIBLE PROCUREMENT OF RAW MATERIALS



56% natural ingredients in the UHU All Purpose solvent-free glue

With raw materials **100%** of natural origin in the new WC NET Natural Power

30% of Collistar-branded suncreams comply with the *Hawaiian Reef Bill*



4.2

DEVELOPMENT OF ECO-COMPATIBLE PACKAGING

-21% CO₂ emissions into the atmosphere, thanks to our CONAI award-winning projects



One of the pillars of our sustainable business model is the need to show creativity in developing practicable solutions through high-level research activities. Bolton Group adopts a circular approach to the development of products and packaging, in order to reduce their environmental impact while guaranteeing quality for our consumers. More specifically, in accordance with the principles of our **Packaging Policy**, which we published in 2019, we've set the following targets:

To reduce the quantity and number of materials used in order to optimise our internal consumption of resources

To use **recycled, certified and renewable materials** in order to make our procurement activities more sustainable

To design **100% recyclable** packaging in order to ensure that used materials have a second life and prevent them from becoming waste, particularly for plastic.

Innovation for a more sustainable packaging

Our efforts to provide our consumers with sustainable packaging continues to receive widespread recognition, including from the 2020 edition of the **“CONAI Award for Ecodesign in Packaging for the Circular Economy – Enhancing environmental sustainability in packaging”**. The initiative was organised by CONAI (the National Packaging Consortium, which brings together producers and users of packaging), with sponsorship from the Italian

Ministry of the Environment (now known as the Ministry of Ecological Transition). The award was for the most innovative and environmentally sustainable packaging solutions that appeared on the market in 2018 and 2019.



With 300 projects entered by participating companies, **Bolton Group won awards for 25 solutions** across Personal Care, Home Care and Food products. Among Bolton Group's most successful solutions at the seventh edition of the CONAI Awards were:

Acqua alle Rose Latte detergent 200 ml, recognised for facilitating and incentivising recycling by end consumers and for reducing the amount of plastic raw materials used

WC Net gel 800 ml recognised for its use of recycled materials

Rio Mare Tuna with olive oil 80 g, recognised for the design of the cans, which enabled us to reduce the thickness of the tinfoil used.

According to CONAI, the 25 winning solutions contributed – along with all the others honoured – to reducing the environmental impact of packaging through a **21% reduction in carbon dioxide emissions** and a **19% water saving**.



Reduction in materials used

Doing more with less. When it comes to designing packaging and products, that means operating more efficiently within the circular and sustainable economic model while using less materials.

For many years, Bolton Group has seen how reducing the weight of a product by just a few grams can make an enormous difference and cut the volume of materials used overall by tonnes. Over the course of 2020, all of our Business Units continued to make good progress in this area. In collaboration with our suppliers, we've been able to reduce the thickness of the tops of our Rio Mare 80g food product packaging. This has allowed us to reduce the weight of each can by around **0.5g**, which equates to a reduction in steel consumption by **115 tonnes**, the equivalent of **4.6 million cans** of tuna.

In the **Adhesives Business Unit**, we've enhanced our range of humidity absorbers. Our line of dehumidifiers and refills eliminates excess humidity, condensation and stale odours, increasing the quality of the air in sealed environments. Our new dehumidifiers are produced using **25% less plastic** than the previous versions, maintaining the same performance levels. The product design has had a highly positive impact, enabling us to save over **24 tonnes** of plastic per year, as well as reducing CO₂ emissions produced as a result of transportation activities. Thanks to the enhanced stackability of the components of

the dehumidifier, fewer lorries are required to transport them from the country of production to the product assembly location.

In the **Home & Personal Care Business Unit**, we're working on our secondary packaging of **liquid Neutro Roberts soap products** to eliminate plastic and keep the cardboard element only (*wrap-around*). This move has a range of valuable impact. By obtaining a single-material secondary packaging, we save **21 tonnes of plastic** and **75,900 kWh of electric energy** during the production process. This is the equivalent of **750,000 0.5l plastic bottles**, or the annual energy consumption of 24 Italian families. At the Bolton Group site in Calenzano, we have reduced the **volume of transparent shrink-wrap used for pallets by 48%**, from 31 tonnes in 2019 to **16 tonnes** in 2020, by reducing the thickness from **23 microns to 12 microns**. We've also reduced the thickness of Neutro Roberts aluminium deodorant **cans by 10%**, thanks to the approval of new metal alloys and the containment of the internal pressure inside the spray cans.



4.2 DEVELOPMENT OF ECO-COMPATIBLE PACKAGING

-115 tonnes of steel in 80g packages for Rio Mare-branded products

-25% plastic used for dehumidification devices

-21 tonnes of plastic used in secondary packaging of liquid Neutro Roberts soap products



4.2
DEVELOPMENT
OF ECO-COMPATIBLE PACKAGING

+70% recycled plastic in cosmetic bags of Collistar make-up products

50% recycled plastic for the WC NET Disincrostante, Profumoso and Igiene Totale lines

65 tonnes of recycled PET plastic for deodorant product lines



In the **Beauty Care Business Unit**, we have introduced refills for our **make-up** products sold in bags. Once the initial product is finished, **the inner pod is replaced** to ensure that the item can be reused and last in time. The bags themselves have been redesigned to significantly reduce the amount of virgin plastic used.

Over 70% of this has been replaced by post-industrial or post-consumption recycled plastic from recovery supply chains. The introduction of refills also benefits the consumer from an economic perspective, as the cost of the pods is significantly lower than the full product. Refills are currently available for face powder and eye shadow, but we will be expanding this to other products sold in cosmetic bags in the future.

Use of recycled, certified and renewable materials

Packaging made from recycled materials

Across all our Business Units, we're progressively increasing the quantity of recycled or certified materials used for packaging.

In the **Home & Personal Care Business Unit**, we've been able to reach **50% recycled HDPE** in the **WC NET Disincrostante, Profumoso and Igiene Totale** lines, which equates to a total saving of over **600 tonnes** of virgin plastic per year. This is the equivalent of **21.5 million 0.5l plastic bottles**. In order to maintain performance levels and safety standards, we've introduced new coextrusion technology, which combines recycled and virgin plastic, as well as innovating the entire production process. In terms of secondary packaging, the Calenzano site has changed the material used for its heat-formed plastic trays for the packaging of *roll-on* deodorants from PVC to recycled PET (rPET). This has saved **65 tonnes** of PVC, the equivalent to **2.3 million 0.5l plastic bottles**. We've also further increased the percentage of recycled or FSC®/PEFC-certified paper used in all our primary, secondary and tertiary packaging.



4.2
DEVELOPMENT
OF ECO-COMPATIBLE PACKAGING

100% FSC®-certified paper
used for Simmenthal products

30% renewable plant-based
plastic in Neutro Roberts refill
and dispenser containers

Our commitment to using zero-deforestation paper has continued throughout the business. As of 2020, all **Simmenthal** products are packaged using **FSC®**-certified paper, an important milestone which we communicate to consumers via labelling on the product.



We've also introduced trays and containers in 100% rPET across two **Collistar** lines, as we work towards progressively replacing those made from HDPE, PP and PETG. We've already fully replaced trays used across six sunscreen products, three detergent products and four body products.

Bioplastics

Containers used for Neutro Roberts dispensers and refills contain **30% renewable bioplastic** of plant-based origin. "Green" polyethylene, which delivers the same levels of performance as fossil-based polyethylene, is produced using ethylene deriving from **cane sugar** processing. It's also used to produce ethanol, which is used as a bio-fuel.

Over the course of the lifecycle of the plastic, particularly up until the end of the production phase, it absorbs CO₂ from the atmosphere rather than emitting it - the perfect example of the circular economy in practice.

Designing 100% recyclable packaging

The plan includes a target to ensure that all packaging is fully recyclable by 2025. Bolton Group has set up an internal system to maximise the room for improvement in every sector. The parameters we use to take effective action in the design stage are those set out in the protocols of national and international organisations representing stakeholders in the recycling and recovery supply chains, such as **CONAI** (National Packaging Consortium) and **PRE** (Plastic Recyclers Europe).

The results make for striking reading. In the Home & Personal Care Business Unit, we've been able to ensure that all containers with covering labels can be fully recycled since 2020. This has been achieved by introducing pre-cutting for the products in the range that didn't have this yet, enabling them to be properly sorted for recycling by the end consumer.



We want sustainability to be fully integrated in the production process at all our plants. We believe that the quality of what we produce derives partly from the way we produce it. Bolton Group is committed to progressively increasing the **circular production model** in its plants around the world. The main priorities are to reduce waste and scrap, manage water resources prudently and use electric energy from renewable sources. The results we've been able to achieve are closely linked to our ongoing investment in new technology and our never-ending search for more effective solutions. Taking the example of the responsible use of water resources, this means showing respect to the local areas and communities in which our plants are based, by using cutting-edge industrial water treatment technology and waste management solutions. Our sustainable production model features a plan to reuse and recycle water in order to significantly reduce the water footprint of each finished product.

We promote the use of renewable energy sources in order to improve energy efficiency in our sites, with the aim of using exclusively **“green” electric energy by 2025**.

Water management

In the **Home & Personal Care Business Unit**, a useful example is provided by the Calenzano site, which produces Personal Care products. We took action to upgrade the cleaning tanks installed at the purification plants, in order to increase the water storage capacity, reduce water consumption and bring down disposal costs. This solution enabled us to contain levels of water withdrawal during the emptying and reactivation phases of the tanks, which are now filled every three months rather than once a week.

Staying in Calenzano, another significant measure designed to reduce water consumption was the introduction of the new *sensitive mixing* plant, where the products are produced in bulk before being packaged up. Unlike the previous system, sanitisation takes place using the steam produced by methane gas and not using chemical disinfectants. This had the dual effect of **bringing about a 9% reduction in cleaning water usage** and the **elimination of chemical disinfectants**.

The effort to combat water waste extends to every area of the Food Business Unit. The use of desalinated seawater drawn from reservoirs has continued. At the Isabel site in **Manta** (Ecuador), we've built three new reservoirs, supplementing the two installed in previous years. This enables us to produce **17,000 m³** of water every month, which will soon be enough to provide for the nearby **Tri Marine** site, as part of an approach based on industrial symbiosis and sustainable business.

4.3

REDUCTION IN ENVIRONMENTAL IMPACTS



-9% cleaning water in the mixing section of the Calenzano plant

17,000 m³ desalinated seawater drawn from reservoirs in the Manta site each month



-60% waste generated by the Polymer Adhesives production lines

100% renewable electric energy in Adhesives Business Unit sites

Waste management

In the **Adhesives Business Unit**, at the Goes site in the Netherlands, we've delivered a **60% reduction** in the volume of waste generated by our polymer adhesive production lines.

The reorganisation and increased efficiency of the entire industrial process have benefits for the environment and for our business operations, enabling us to reduce the volume of waste generated and consume less water, while at the same time bringing down costs and boosting production capacity.



Energy management

Over the years, we've built up extensive experience of using and producing electric energy from **renewable sources**.

In the first half of 2021, all our Adhesives Business Units plants will be powered by **100% renewable** electric energy. Furthermore, by the end of the year, we plan to have expanded the system to our warehouses.



Our **Aprilia** Food production site is the first in the Food Business Unit to have obtained **ISO 50001** certification, the international standard on energy efficiency optimisation.

“ Our people share a culture of entrepreneurialism, built on relationships, excellence and quality. Rising to the challenges posed by sustainability comes naturally to us, because ethics, responsibility and respect for all our stakeholders have always been part of our DNA. ”

MARINA NISSIM
EXECUTIVE CHAIRWOMAN



5. PEOPLE

5.1 Collaborators	33
Wellbeing during the pandemic	33
Smart working tools	34
Training activities	34
5.2 Community	36
Protection of human rights	36
Action to benefit the community	37
Educating new generations	37
The Bolton Hope Foundation	40
5.3 Consumers	42
Traceability and transparency	42



According to our concept of sustainability, looking after the environment goes hand in hand with looking after **people** – and that includes **employees, consumers** and those who live in the **communities** where we operate or that represent some of the most vulnerable groups in society. Contributing to their wellbeing is one of the key pillars of our business model.

At the height of the pandemic in 2020, our priority was to **protect the health** of our employees and look after their physical and mental welfare. The pandemic brought up the dual challenge of making our sites safe during the most serious point of the pandemic in order to reassure our workers, while at the same time reviewing the Group's plans with a view to the post-COVID-19 world. At every stage, our decisions were guided by our commitment to protection people's wellbeing.



Bolton Group has over 50 brands and operates across five continents, existing within a multitude of cultural and social contexts every single day. We know how important it is to embrace **diversity** in order to contribute to the development and wellbeing of our staff. We ensure that health and safety measures are in place in our **workplaces**, and we work hard to ensure our Group remains an attractive place to work by maintaining a stimulating and respectful working environment, where everybody feels valued and is fairly compensated. We also give great importance to **training** activities, which we use to keep skills up to date, offer new professional opportunities and develop the talent within our teams.



We know that growth is built on collaboration and on understanding the needs of all. As such, we've launched **outreach and corporate welfare programmes** designed to help our staff members to juggle their jobs with their personal and family commitments.

We feel a responsibility to have a positive impact on the local areas and communities in which we operate, in the hope of contributing to delivering positive environmental and social impacts. That means offering opportunities for **personal development** and promoting a culture of integration and human rights. Pursuing a sustainable business model in socially fragile contexts requires us to promote education as a driver for collective progress. Yet our social commitments are also designed to support vulnerable people, particularly those who are suffering from poverty or food shortages, as well as victims of violence and abuse.

Bolton Group's relationship with its consumers is based on **mutual benefit**. We strive to meet the expectations of our customers and respond to their growing sensitivity to aspects such as health and safety and the environment, by offering them products which promote wellbeing and more sustainable lifestyles.



Wellbeing during the pandemic

The COVID-19 pandemic was a hugely challenging time for all of society – and Bolton Group was no different. We quickly took action to guarantee the health and safety of our people. That was the only way we could make sure that everybody felt protected while ensuring continuity across all our sites and offices around the world. We acted rapidly to set up **crisis management hubs** at both Group and country levels. We introduced **safety protocols** and specific ways of raising awareness of responsible behaviour across all our workplaces.



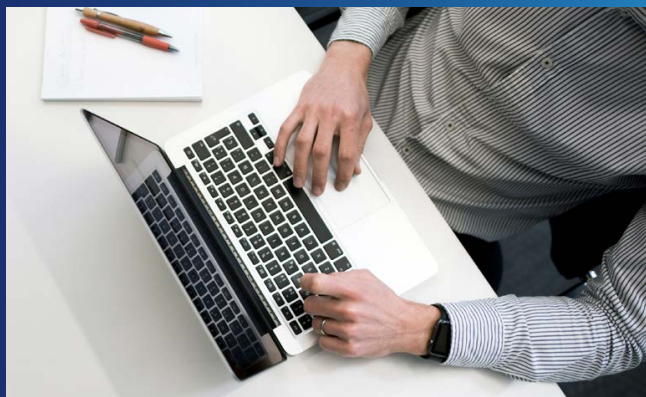
On top of this, we ensured strict compliance with the recommendations of the **World Health Organisation** and the measures introduced by both national and local authorities. We undertook extraordinary sanitisation and cleaning operations across all our working environments, limited work trips and travel, made social distancing compulsory and organised a remote working plan to optimise the number of people present in our sites.

We took the decision to apply the same operating standards across all Bolton Group sites and offices, regardless of location. In some cases, this meant adopting stricter measures than those required by local legislation. For example, even in countries where this wasn't a requirement, we introduced mandatory body temperature checks at the entrances to sites and offices, in accordance with our Group protocol. This decisive action paid dividends. At our **Agadir site in Morocco**, we were able to record levels of efficiency that were significantly above average for Moroccan industry during that period. Together, these measures enabled us to ensure continuity across all our sites globally.

All employees were given access to **multimedia content** on best practices to adopt both at home and during their journeys to work, in order to minimise the risk of infection. Meanwhile, during the lockdown periods, workers were able to access our **Fitness@Bolton** virtual gym programme. The programme will continue for the whole of 2021.


Fitness @ Bolton


5.1 COLLABORATORS



1,400 digital kits distributed

5,000 safety kits distributed globally

The need to introduce remote working didn't catch us unprepared, because we'd already begun **introducing technological innovations** back in 2019 in the shape of **Bolton Digital Workplace**. When the pandemic hit, we bolstered this by sending over **1,400** employees around the world a **digital kit** including a monitor, keyboard, mouse, headphones and an ergonomic chair. This meant that our employees had everything they needed to work remotely in the best possible conditions. Over the course of 2020, we also sent out over **5,000 safety kits** to help our employees with personal hygiene and keeping their workspaces clean. These included medical masks, latex gloves, disinfectant spray and reusable microfibre cloths.

Training activities

Part of Bolton Group's response to the pandemic was to ensure that **training** activities continued, with the organisation quickly offering digital solutions without altering training schedules or content. The result was that the number of participants on training courses nearly tripled in 2020, thanks to the launch of online services. We wanted to send out a message of optimism by offering courses both in Italy and around the world on post-COVID market and marketing scenarios, webinars on operational tools enabling remote working and digital meetings with CSR Managers to provide more detail on the Group's first Sustainability Report. The sustainability sessions were a great success, with attendance from almost 20% of all participants.

We also wanted to ensure that we maintained the Group's sense of team spirit and entrepreneurialism.

The *Smart Ways of Working* programme helped our senior management team to provide guidance to staff members during this uncertain time, conveying positivity and motivating people to reach their business objectives despite them working remotely.



Another significant employee training initiative during 2020 was **Bolton Talks**, a series of interactive meetings with speakers, researchers and international experts in sustainability, delivered in collaboration with the **Feltrinelli Foundation**, one of Europe's leading research centres in the fields of history, politics, economics and society. The aim of Bolton Talks is to establish a culture of social and environmental sustainability at the company, providing employees with theory-based examples of best practices that may inspire them in their working and day-to-day lives. The first meeting of 2020 featured the famous British economist **Ann Pettifor**, a member of the board of the *Progressive Economy Forum*, the director of PRIME economics (Policy Research In Macroeconomics) and a member of the *Green New Deal Group* of economists, environmentalists and entrepreneurs. The initiative will continue in 2021 with appearances from more high-profile figures from the world of sustainability.



5.1
COLLABORATORS

+1,700 employees involved
from 21 countries

66% Trust Index according to the
Great Place To Work methodology

Analysing the company climate

The excellent results achieved last year in Italy led to the expansion to other countries of the employees listening programme by **Great Place to Work**. The initiative saw participation from over 1,700 people across the Group¹, which was more the double the 2019 figure. Through a questionnaire, we measured the views of our employees on the company climate via five different areas: credibility, respect, equity, pride and cohesion.



The initiative was met by positive feedback from the employees, with an extremely high response rate of **92%**. In response to the findings, we planned a series of short- and long-term measures, both at Group level and within specific Business Units, in order to strengthen trust with our employees and promote listening.



¹ The Adhesives and Tuna Supply Chain Business Units are not included in the field of analysis.





Protection of Human Rights

Bolton Group has a responsibility to adopt best practices in order to protect **Human Rights** throughout its global supply chains. In our production activities and commercial relationships, we set out our values through our **Human Rights Policy**, which is based on the *UN's Universal Declaration of Human Rights*, the *International Labour Organisation's Declaration on Fundamental Principles and Rights at Work*, the *The United Nations Convention on the Rights of the Child* and the *Children's Rights and Business Principles*, issued by UNICEF, Global Compact and Save the Children. We always keep in mind the social implications that our procurement activities may have. Our experience shows us that in order to have a positive impact on the societies in which we operate while amplifying the effects of our sustainable business model, it's vital that we work together, with suppliers and commercial partners on the one side and with NGOs and civil society on the other.

For a start, we ask all our suppliers and commercial partners to sign our Human Rights Policy. That means they commit to adhering to our guidelines on protecting the fundamental rights of workers and to a whole range of principles that they must abide by in their operations, including freedom of association, the rejection of forced or child labour and the protection of the rights of local populations. Bolton Group's ambition is to strengthen its social commitments, because we believe we can still improve our standards beyond international best practice. In order to understand the phenomena currently taking place in our societies and learn how to

take tangible, positive action, it's essential that companies and the leading NGOs work together. In 2020, our Food Business Unit signed a four-year partnership with **Oxfam**, the international organization committed to reducing inequality and global poverty. Together, we want to promote a vision that will enable us to feed the world sustainably. We'll work together to understand where and how we can improve the way we protect rights and uphold work wellbeing throughout the global tuna supply chain.

The project, which will involve some of the most important locations in our fish supply chain, such as Ecuador, Morocco and Indonesia, features a roadmap through to 2024 and will take place over four stages:

- | an initial **analysis** of our existing management approach to human rights;
- | **due diligence** of the supply chain using the *Human Rights Impact Assessment*, involving all relevant stakeholders, including local communities, trade unions and civil society bodies;
- | creation of a robust **monitoring system** to ensure that the issue of respect for rights is being tackled effectively;
- | **communication of efforts** and **activities** undertaken in order to resolve any issues identified.

The partnership will be managed by the *Human Rights Committee*, an inter-functional, multi-country committee set up specifically for the purpose. The Committee will be meeting regularly to advance the roadmap.

Action to benefit the community

We're offering tangible help to the communities around our sites in **Morocco** and **Ecuador**, with our actions involving a total of 8,000 people (4,000 employees and their families). We've decided to focus our support primarily on **education** and **access to healthcare services** by distributing school resources to students, modernising schools, providing IT equipment for teaching, introducing medical consultations and distributing food and hygiene/sanitary products.



The care we show to the communities in which we operate is also shown by our work in the **Solomon Islands**. Every year, during the Christmas holidays, the Tuna Supply Chain Business Unit is closed for maintenance. During this period, we use our fishing boats to take all our employees back to their home islands, enabling them to spend the holidays with their families in their home villages.



Educating new generations

We believe that education is an essential right for all boys and girls and we've been striving for years to ensure that younger generations have – through school education – equal opportunities to develop their ability, quality and talent, regardless of where they live. This led to the launch in 2020 of **Bolton Hope, Bolton Group's Foundation** working to protect the right to have a quality education.

5.2 COMMUNITY

8,000

beneficiaries in Morocco and Ecuador



5.2
COMMUNITY

+100,000 children involved
in the “*The Girl and the Ocean*” project

1,825 institutions have signed up
to the *Eco-Schools* programme
in Portugal

+110,000 students took part
in the *UHU Challenge*



Inspired by this vision, we support environmental education projects using our brands, because we believe it’s vital that we engage with young people directly to promote environmental education and awareness, with the ultimate aim of protecting our natural resources.

Ondina is the star of *Insieme per gli Oceani [Together for the Oceans]*, the project from **Rio Mare** and **WWF®** which aims to convey the importance of the oceans and raise awareness among younger generations about the challenge of protecting the marine ecosystem. In 2020, when the new school year got underway, we brought the story of Ondina, *The Girl and the Ocean*, into over **3,000 elementary schools** across Italy, with participation from over **100,000 children** between the ages of seven and ten. The project is designed to be an entertaining way of raising awareness about sustainability, through cross-discipline teaching programmes that show children the need to respect the fragile, threatened marine environment. *La Feltrinelli* stores in Milan, Genoa, Naples, Bari, Rome and Florence got involved in the *Insieme per gli Oceani* project by giving it plenty of exposure in the book stores, organising

several workshops for children to learn about *Ondina*, raising further awareness of the close yet delicate relationship between human beings and the ocean.

Through our brand **UHU** we support **Eco-Schools**, an international certification programme coordinated by the *Foundation for Environmental Education* (FEE). The schools involved in the project promote sustainability and environmental awareness through special projects and workshops. In Portugal, for example, **1,825 institutions** signed up to the *Eco-Schools* programme, for a total of over **800,000 students**.

We worked with a number of schools to organise the **UHU Challenge**, an initiative that uses products from the **UHU ReNature** range to raise awareness about sustainable consumption and the need to preserve biodiversity. During the 2020/21 academic year, over **110,000 students** took part in the initiative.



5.2
COMMUNITY



Supporting people in difficulty

This year, the crisis triggered by the pandemic meant that action was required on a huge scale to meet the population's food needs. In response, we made more resources available. During the crisis, Rio Mare donated over 860,000 tins of tuna to the **Lombardy Banco Alimentare**, helping to support the day-to-day nutritional requirements of over **230,000 people** experiencing hardship.

In September 2020, we launched the *La bontà ripaga [Goodness pays off]*, an initiative that enabled us to donate meals to those most in need and allow consumers to save on their shopping costs, providing much-needed relief to families. For every €10 of Rio Mare products purchased, we donated the equivalent of ten meals to Banco Alimentare while refunding the consumer 50% of the cost of their purchase. The initiative meant we were able to distribute **700,000 meals** to people in difficulty.

Another of the negative effects caused by the long lockdown period was the significant increase in the incidence of domestic violence, particularly against women. In order to tackle this problem and make a contribution, we stepped up our work with **WeWorld**, a charity which works to protect the rights of children and women.

We contributed to the launch of a *helpline* staffed by **five specialist operators**, covering all of Italy, to provide psychological support and ensure that critical events could be managed effectively. The initiative meant that **over 300** women were helped for free by expert psychotherapists, educators and teachers, all groups that played a key role during the public health crisis and lockdowns.



+700,000 meals distributed to people in need

+300 women helped by expert psychotherapists, educators and teachers



15,000 children benefited from measures introduced by the *Fuoriclasse project*

45 schools and **1,800** teachers assisted in the planning and delivery of remote teaching

BOLTON HOPE

Established by **Marina Nissim** in 2020, the **Bolton Hope Foundation** is the natural evolution of a business culture based on ethical values such as solidarity and support for communities.

The foundation reflects our desire to **take action** for the benefit of future generations by guaranteeing their right to education, starting with the universal right to school education and expanding to cover education as a vehicle for awareness and cultural, environmental and social responsibility among both individuals and society as a whole.

Through **education**, the foundation hopes to instil within young people the hope of a better future, while giving them the tools they need to take control and make sure that comes about.



Projects supporting younger generations

The fight against school abandonment

One of the top priorities for the Bolton Hope Foundation is to **fight school abandonment**. As such, in 2020 we continued to support **Fuoriclasse**, the **Save the Children** project designed to keep young people in school through a range of educational and motivational initiatives. The project runs across **31 schools** in Milan, Bari, Turin and Aprilia. Since 2013, thanks to our contribution, **15,000 children** have been able to benefit, including **4,593** in the 2019/20 school year alone.

Actions during the pandemic

One of the most urgent needs triggered by the pandemic was to **help schools and families** to adapt to distance learning. In order to respond to the situation quickly, we worked with **Save the Children** and **Oxfam** with the aim of bolstering school capacity. We supported teachers by organising remote webinars and educational programmes, while at the same time providing families with tablets and internet connections. Overall, we worked with **45 schools**, **1,800 teachers** and over **500 students** as part of this project.

90 spaces equipped with art and creative workshops during the COVID-19 pandemic

Furthermore, the school closures, long periods of confinement and lack of extra-curricular activities and interpersonal relations during the pandemic brought up serious challenges for the education of our young people.

To respond to this, we stepped up our work with **Save the Children** by supporting the **Spazi Futuro [Future Spaces]** project. This involved the creation of **90 spaces** designed to host art and recreational workshops, with facilities for playing and practicing motor activities, reading and studying in disadvantaged neighbourhoods throughout Italy. We also supported **Arcipelago Educativo [Educational Archipelago]**, a project designed to reduce learning loss. In total, we were able to support over **2,500 children and teenagers** through these two projects.



Projects in other fields

Alongside the priority area of working to support school education, **Bolton Hope** also strives to promote solidarity initiatives in society and during crisis situations.

During its inaugural year in 2020, **Bolton Hope** felt it was vital to support projects associated with the pandemic.

More specifically, we decided to support culture, art and creativity by making a significant contribution to the Municipality of Milan's **Culture Plan**, designed to support organisations engaged in the production and diffusion of cultural initiatives. We were able to support maintenance costs incurred during the pandemic, as well as offsetting losses related to the enforced suspension of activities.

We also chose to support **Caritas** and **Pane Quotidiano**, two of the many organisations that kept working throughout 2020. In fact, they were forced to step up their efforts due to the growing number of people in disadvantaged situations. Through our support for Caritas, specifically the **Empori Solidali [Solidarity Stores]** as they ramped up their activities in response to the COVID-19 pandemic, we were able to ensure that the stores in Milan, Como, Florence and Rome (and surrounding area) were able to keep functioning as normal during the first quarter of 2021.

Traceability and transparency

As consumers become more informed and sensitive to certain issues, they now assess not just the product itself but also the company's approach to the environment and society. One of the key issues for many consumers is **transparency**, which is all about backing up words with actions. Food product **traceability**, which initially came about to protect the health of consumers, has evolved to go beyond simply providing information about provenance and managing potential food safety risks. Consumers now expect information about production processes, ingredient quality, ethics, sustainability and working conditions. A well-designed traceability system enables us to take a **snapshot of the product at every stage of the supply chain**, helping consumers to make more responsible choices.



Traceability in the fish supply chain in particular is a fundamental tool when it comes to protecting fish stocks and combating illegal, untraced and unregulated fishing practices. By contrast, the information and data that our traceability system enables us to provide means we know where our fish comes from and how it was caught.

Our **Food Business Unit** has spent years working to ensure total transparency around the fish we use in our products. We were the first Italian tuna producer and one of the first in the world to obtain the international **ISO 22005** certification (Traceability in the feed and food chain) from **DNV GL** – a world-leading third-party certification body – for our cutting-edge traceability system, which enables us to monitor the complex tuna supply chain.

Working with **IBM**, we also developed a **cloud platform** capable of automating the traceability process for tuna products from our **Rio Mare** and **Saupiquet** brands. The system – which is now active in 21 countries – gives us all the information we need about each tin. By using a phone, tablet or PC, consumers can simply enter the code on the can and find information on the species of tuna, the fishing method used to catch it and the ocean and specific **FAO** (Food and Agriculture Organization) area it comes from – as well as the name of the fisherman and the production facility where the tuna was processed. The platform also provides additional information about the sector, such as sustainable fishing and human rights in the fish supply chain.

By 2023, our traceability system will have been extended to cover our **Isabel** and **Cuca** brands too.



“ A company like ours, which sets itself ambitious objectives in the field of sustainability, needs to engage in dialogue with others who share the same objectives, and with NGOs who want to walk this path together. ”

GIUSEPPE MORICI
GROUP CEO



6. PARTNERSHIPS

6.1 With WWF®	45
6.2 With Oxfam	45
6.3 With Save the Children	46
6.4 With Banco Alimentare	46
6.5 With WeWorld	47
6.6 With Valore D	47



The **planet** demands our attention. This is a **global** challenge and we must act in collaboration with all Group stakeholders and all those who share our desire for change. This is the path shown by the **17 SDGs in the United Nations' 2030 Agenda** (*Partnerships for the Goals*): in order to bring about sustainable development, we need partnerships between governments, the private sector and civil society, based on shared values which place people and the planet at the heart of everything.

We want to build networks. For years, we've been working in collaboration with NGOs and other global institutions to maximise the results of our actions and acquire new skills in order to update our sustainable business model. In accordance with our commitments and brand identity, we are working side by side with partners on both planning and technical matters. They help us to identify areas of social and environmental risk and share best practices and experiences from their experience in other fields and with other companies.



We also want to contribute to promoting a culture of sustainability. We signed up to the ***The Business Call for a UN Treaty on Plastic Pollution*** in 2020, which means we are **formally committed to actively supporting** the mobilisation of governments, institutions and civil society in order to accelerate action designed to combat plastic pollution around the world.

6.1

WITH WWF®



For the last five years, we've worked with **WWF®** on some of our most ambitious objectives, specifically the push to introduce more responsible procurement and production systems within the fish industry. We've already achieved **great things** as a result of our partnership, bringing about transformative improvements in our value chain, from raw materials through to production and even our relationship with end consumers.

Over the past two years, the partnership with **WWF®** has become an even more important and integral part of our operation at Group level. We're now able to draw on the experience and scientific expertise of **WWF®** to **improve** our **environmental policies** and performance across a range of sectors. For instance, we're able to assess our packaging circularity model or analyse the ingredients we use in our Personal and Home Care products.



6.2

WITH OXFAM



We want to promote a vision of sustainable nutrition and share in **Oxfam's** aim of ensuring that the workers in our supply chain have fair working conditions and a good level of wellbeing. We felt it was important to establish a direct, long-term relationship with an important international NGO, in order to **improve our social impact** throughout the fish product supply chain, which is one of the longest and most complex in the Food sector.

Our agreement with **Oxfam** – which works across **60 countries** to fight inequality and poverty – provides real impetus behind our sustainable business model, not least because it means we're the first company in the world to sign a global partnership around labour rights and social justice in the tuna supply chain.

We will work together to boost inclusion and gender parity, fight inequality, ensure respect for labour rights and guarantee safe, dignified working conditions for all. All of these issues are ones that consumers have higher and higher expectations around.

6.3

WITH SAVE THE CHILDREN



We also have a long and consolidated partnership with **Save the Children**. We've been working with this humanitarian organisation since 2013 to promote children's rights to education and culture, because we believe these are crucial to ensuring they enjoy a better future. Thanks to our work with Save the Children, we've been able to reach over **25,000 children** in Italy and around the world so far.

6.4

WITH BANCO ALIMENTARE



We've also been working with the **Federazione Europea del Banco Alimentare [European Food Banks Federation]** since 2011. We make a tangible contribution by donating **production surpluses** and any products that can no longer be sold but are **perfectly edible**, sourced from retail outlets. These are donated to disadvantaged groups in Italy France and Spain, enabling us to help over **3.1 million** people using our Food products.



6.5

WITH WE WORLD



Our Beauty Care Business Unit is engaged in the battle to eradicate gender-based violence. For around three years, we've been working with **WeWorld**, an independent Italian organisation active in **25 countries** through projects designed to guarantee the rights of the most vulnerable communities, starting with women and children.

The partnership kicked off with the opening of the new *Spazio Donna [Women's Space]* in Milan, a centre equipped with psychologists and social workers available to help women living in violent or particularly challenging situations. *Spazio Donna* has quickly become an important resource for the local community, supporting **266 women** in Milan and ensuring that services continued through the lockdowns through individual meetings.

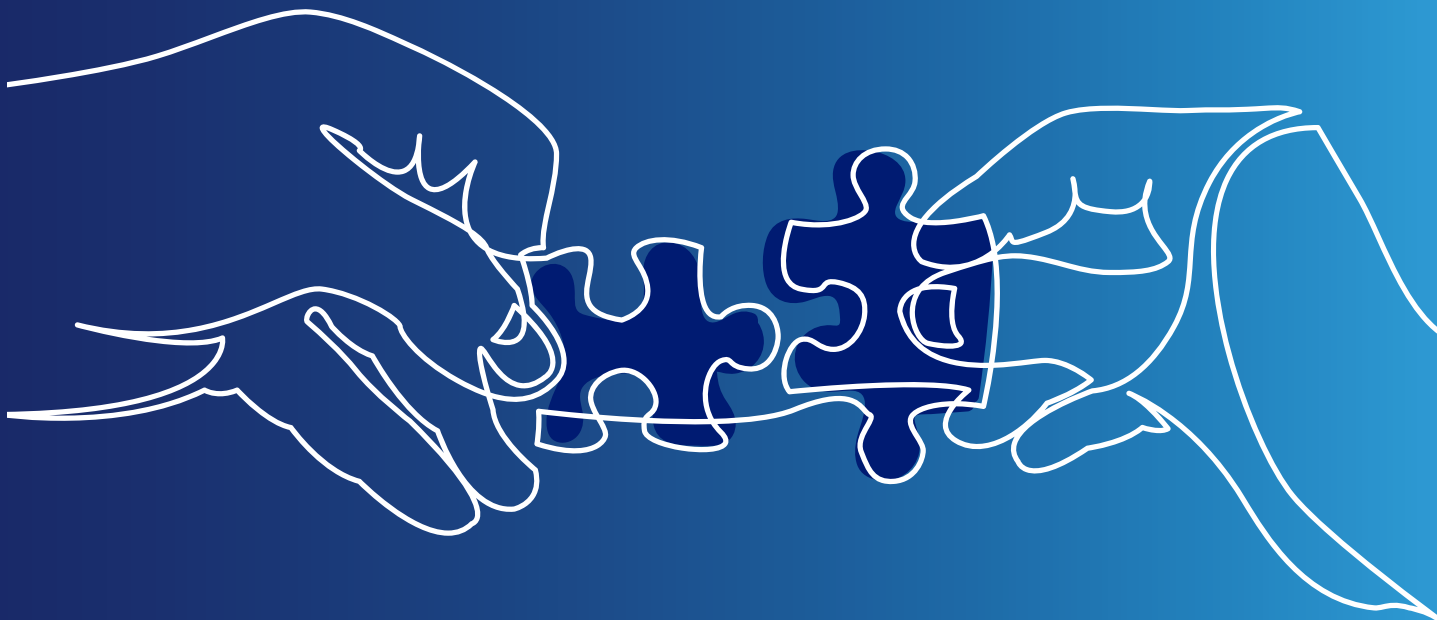


6.6

WITH VALORE D



In order to achieve tangible results in the fields of ***diversity and inclusion***, we introduced measures to support career development through gender equality. As well as the specific objectives set out in [Chapter 2](#) of this document, we're also working with external partners to strengthen our culture of diversity and promote female talent. For the past few years, we've been working with **Valore D**, the first business association in Italy committed to eradicating discrimination from the world of work, providing companies with *expertise* and tools to build inclusion and gender equality strategies. At Bolton Group, we actively participate in the initiatives promoted by **Valore D**, and indeed one of our management team sits on the association's **Governing Council**. This has enabled us to develop a partnership based on dialogue with other participating companies, workshops led by experts and training programmes which encourage dialogue and reflection on the most pressing topics in the world of *diversity and inclusion*.



7. PERFORMANCE

7.1 Sourcing	50
7.2 Production	52
7.3 People	56

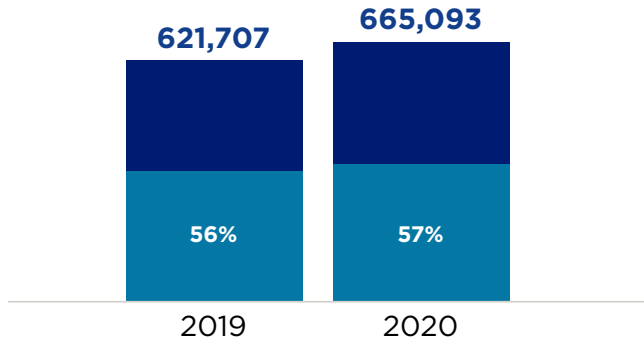
PERFORMANCE

In this chapter, we set out our performance levels across three pillars – our sustainability plan – **Sourcing, Production** and **People**. In order to facilitate the interpretation of the data, please note that some of the performance indicators – as shown in the tables below – were influenced by the unexpected increase in demand and production linked to the COVID-19 pandemic in some areas of the business.

As we've already mentioned, starting with this edition of the sustainability report, **Tri Marine** – part of the **Tuna Supply Chain Business Unit** – has been integrated into the scope of analysis. Given that the company was acquired during 2019, the report shows sustainability performance relating to 2019 and 2020.



TOTAL VOLUME OF RAW MATERIALS PURCHASED OR CAUGHT (t)



- Total volume of raw materials purchased or caught, of which:
 - Raw materials subject to circularity criteria (%)¹

¹ Quantities of water used in formulations have been excluded in order to preserve the quality of the data, given that the overall weight of water is very high in terms of finished product volume, particularly for H&PC products.

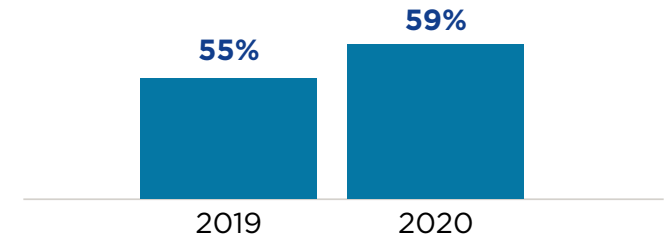
7.1 SOURCING

In 2020, 100% of our raw materials were subject to specific sustainability policies regulating their purchases.

We are specifically working to accelerate the circular process. By “circular raw materials”, we mean raw materials that are certified by third-party bodies such as **MSC**, **ASC**, **FIP** and **RSPO** or raw materials purchased in accordance with our sustainable procurement policies.

89% of raw materials are used by the Food and Tuna Supply Chain Business Units, particularly tuna and vegetable oil. The other 11% is made up of surfactants for products involving a chemical formula. This significant increase is due to the introduction of TMI in our reporting boundary. The company’s operations have led to an overall increase in the consumption of raw materials by 177%.

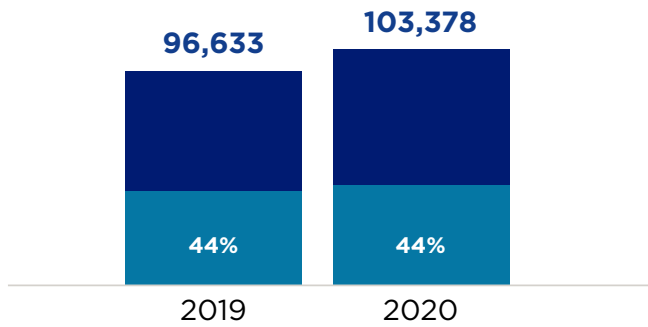
TUNA FROM RESPONSIBLE PROCUREMENT (%)



The graphic shows the percentage of tuna from responsible sources, i.e. fishing areas certified by the **MSC** (Marine Stewardship Council) or by **Robust FIPs** (Fishery Improvement Projects). This figure also refers to tuna that is caught or purchased by our Tuna Supply Chain Business Unit, which has been temporarily excluded from the scope of application of the group’s commitments.

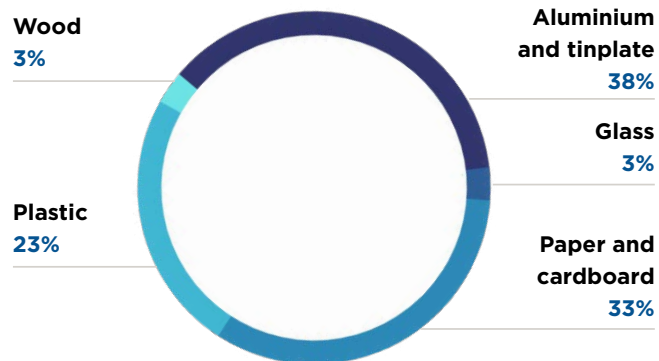


TOTAL PACKAGING PURCHASED (t)

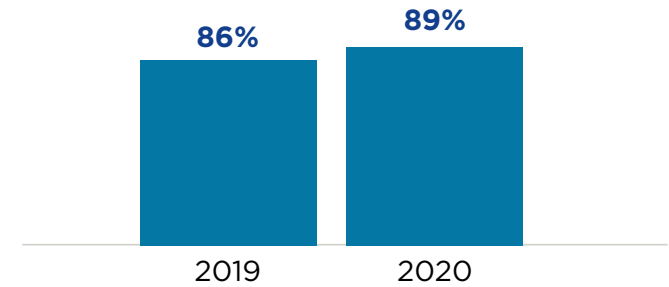


- Total packaging purchased, of which
- Packaging meeting circularity criteria (%)

TYPE OF PACKAGING (%)



RECYCLABLE PACKAGING (%)



The graphic shows our overall use of packaging, including paper, plastic, metal and other materials such as glass and wood.

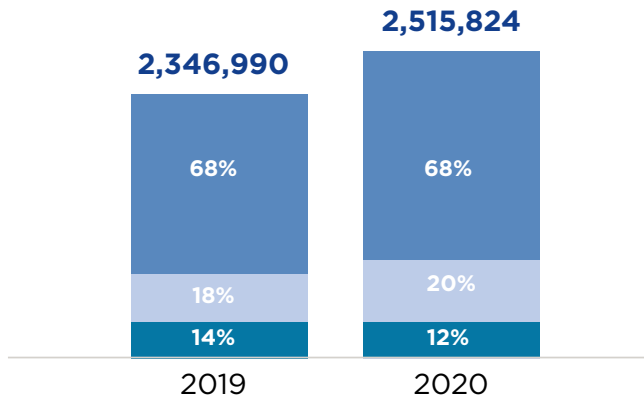
The main material used by Bolton Group for packaging are aluminium and tinplate, which are predominantly used for our Food products. Next come paper and plastic, which are mainly used in the Home & Personal Care categories.

We are committed to increasing the circularity of our packaging by using certified, recycled or bio-based virgin materials (e.g. post-industrial recycled plastic, recycled aluminium and tinplate, recycled glass, FSC®-certified or recycled paper).

Our efforts to boost circularity also extend to the use of packaging that is compatible with being recycled after use.



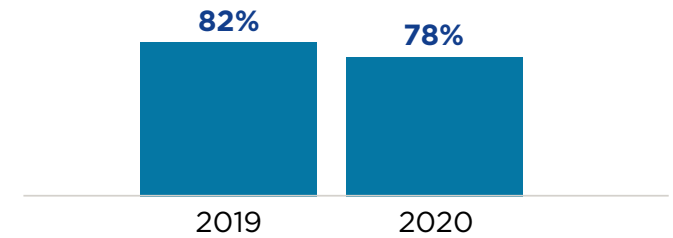
OVERALL ENERGY CONSUMPTION (GJ)



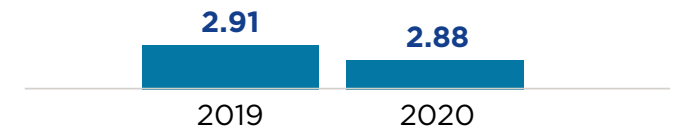
- Other fossil fuels
- Natural gas
- Electric energy

7.2 PRODUCTION

ELECTRIC ENERGY FROM RENEWABLE



ENERGY INTENSITY INDEX - PLANT, ENERGY CONSUMED PER FINISHED PRODUCT (GJ/£)

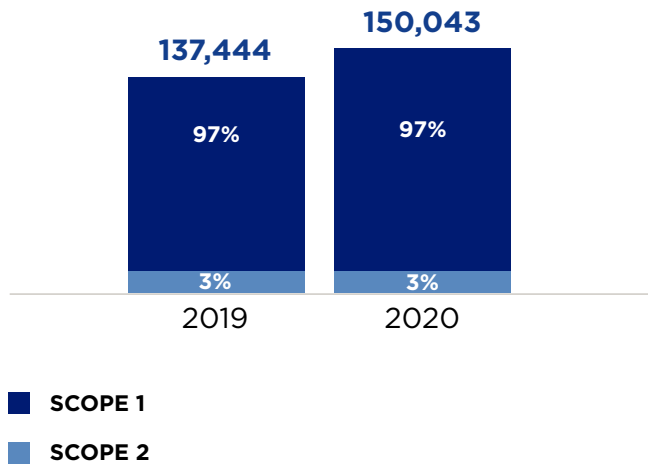


The use of fossil fuels, which are mainly used to power our 17 owned fishing vessels, accounts for over 68% of our total energy consumption. A further 20% is attributed to natural gas, with electric energy accounting for the remaining 12%. 78% of the electric energy we used is from renewable sources. The reduction compared with 2019 derives from the use of methane gas for the trigeneration plant at the Cermenate site. Thanks to the combined production of electric energy, it's possible to generate heat and cooling thermal energy in a more energy-efficient way. This is further reflected by the improvement to the Energy Intensity Index.

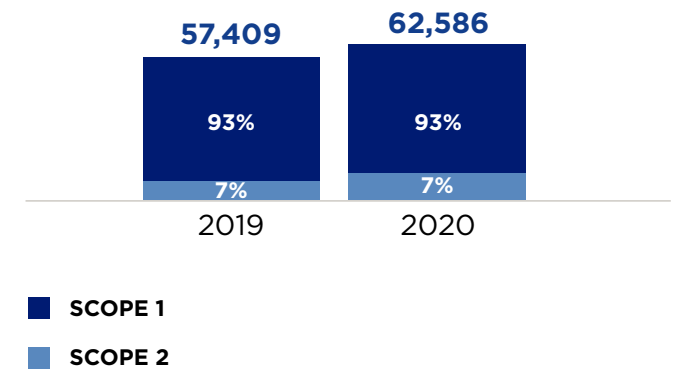
Across our 16 plants, nine currently purchase certified electric energy from renewable sources.



CO₂ EMISSIONS INTO THE ATMOSPHERE (tCO₂eq)



CO₂ EMISSIONS INTO THE ATMOSPHERE, EXCLUDING VEHICLES (tCO₂eq)



EMISSION INTENSITY INDEX EXCLUDING VEHICLES, EMISSIONS INTO THE ATMOSPHERE PER FINISHED PRODUCT (tCO₂eq/t)

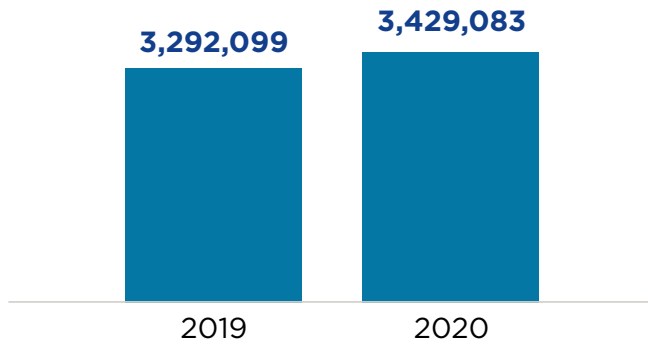


The increase in direct CO₂ emissions into the atmosphere derives from the increase in fishing routes undertaken by our vessels and by the production increases seen in 2020 (Scope 1). Indirect emissions, stemming from the use of non-renewable electric energy (Scope 2), increased as a result of production increases at our sites.

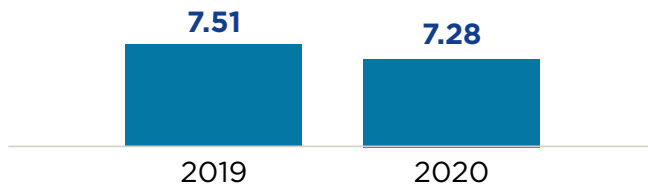
The *Emission Intensity Index*, which measures emissions from our plants against our overall production, remained constant.



OVERALL WATER WITHDRAWAL (m³)

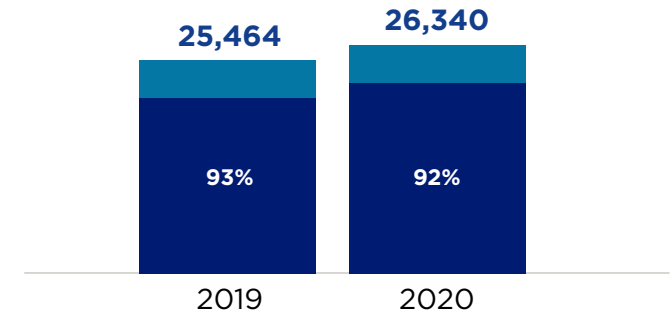


WATER INTENSITY INDEX, WATER WITHDRAWAL PER FINISHED PRODUCT (m³/t)



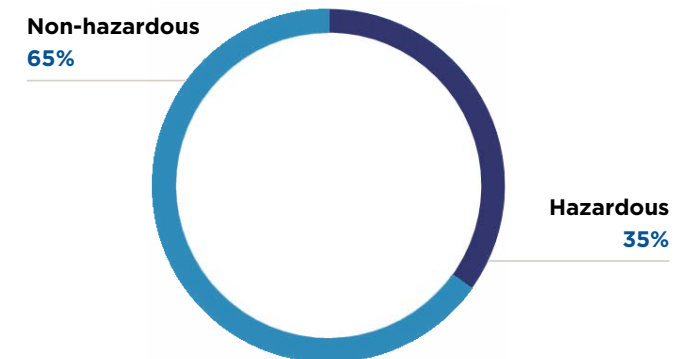
There was a slight increase in water withdrawal in 2020. This was largely due to the use of water for cleaning and extraordinary maintenance of the Food production site in Agadir and to the inclusion of the Ômia production site – part of the Home & Personal Care Business Unit – into the reporting boundary. Our *Water Intensity Index* – which measures the quantity of water used per finished product – decreased as a result of action taken in our Adhesives and Tuna Supply Chain Business Units.

WASTE PRODUCED (t)



■ Waste produced, of which:
 ■ Recycled or recovered

WASTE BY HAZARDOUS OR NON-HAZARDOUS (%)

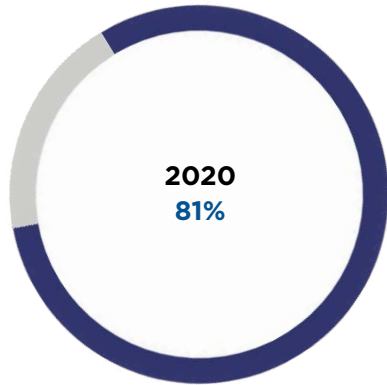


Much of the waste generated through our activities is linked to food production. As such, the majority of the waste we generate is non-hazardous in nature. The quantity of recycled or recovered waste – i.e. waste not sent to landfill – represented 91% of the total. This represents a slight decrease in 2020 due to waste associated with cleaning and extraordinary maintenance operations at sites belonging to the Business Unit Food.

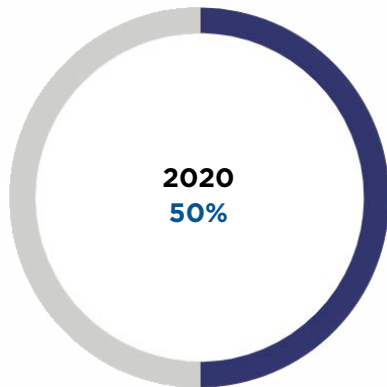


CERTIFIED SITES (%)

ISO 9001 (QUALITY)

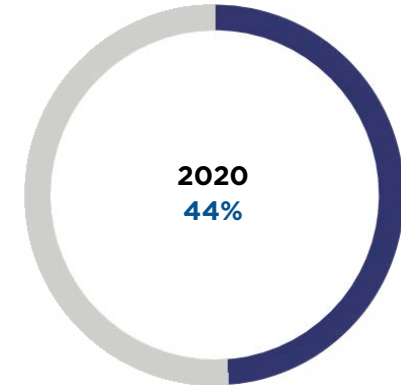


ISO 14001 (ENVIRONMENT)

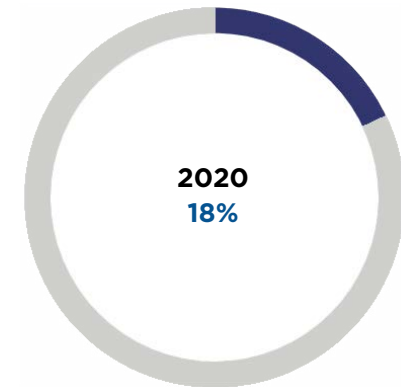


CERTIFIED SITES (%)

OHSAS 18001/ISO 45001 (HEALTH AND SAFETY)



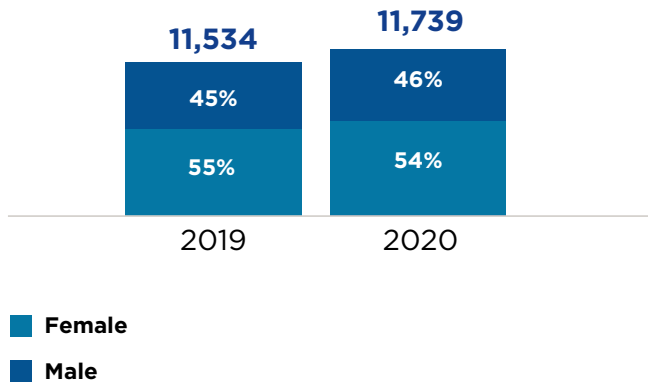
ISO 50001 (ENERGY)



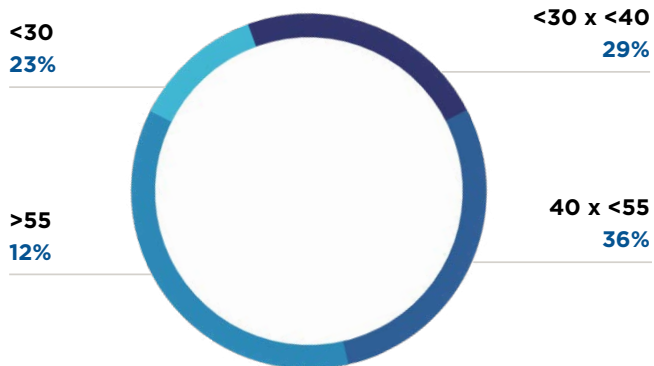
The process of certifying our organisational management systems and including new sites was partially interrupted in 2020 as a result of the COVID-19 pandemic, with the sole exception of the Aprilia site in the Food Business Unit, which obtained ISO 50001 certification.



TOTAL EMPLOYEES (n.)

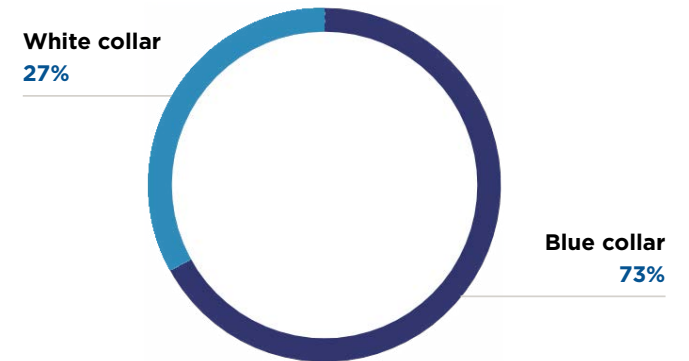


EMPLOYEES BY AGE GROUP (%)



7.3 PEOPLE

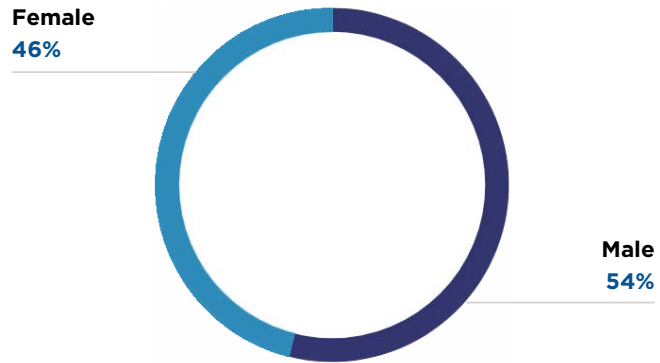
WORKFORCE BY PROFESSIONAL CATEGORY (%)



Over the past two years, there has been a slight increase in the overall number of employees, from 11,534 in 2019 to 11,739 in 2020, due to the increased demand for staff in the Tuna Supply Chain Business Unit.



WHITE COLLAR WORKERS BY GENDER (%)



SENIOR FIGURES BY GENDER (%)



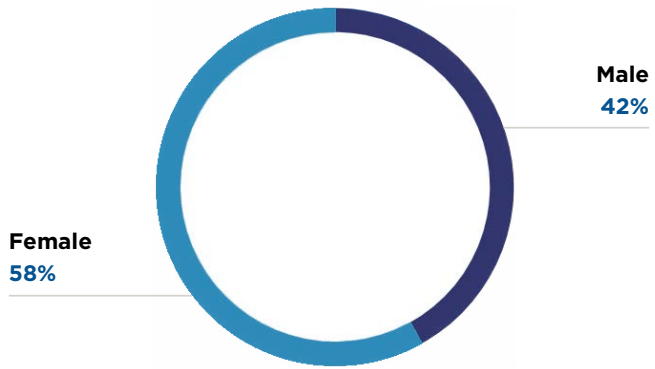
BLUE COLLAR WORKERS BY GENDER (%)



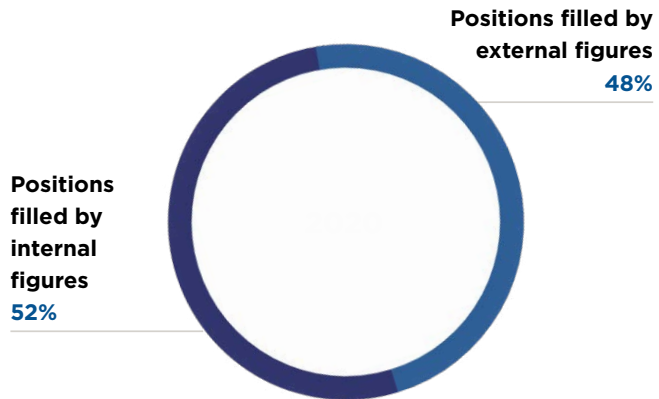
In 2020, women held 14% of senior management positions. They held a large proportion of white collar and blue collar positions, with 46% and 57% respectively. These figures include our Tuna Supply Chain Business Unit, which has been temporarily excluded from the scope of application of the group's commitments.



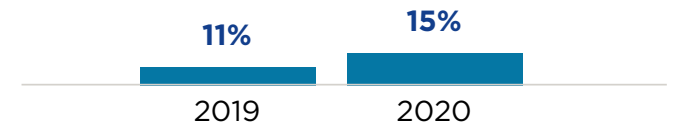
NEW HIRES BY GENDER (%)



VACANT MANAGERIAL POSITIONS (%)



TURNOVER RATE (%)

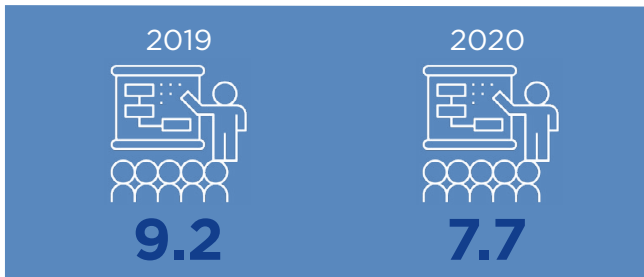


The graphic shows the turnover rate, i.e. the ratio between the number of employees leaving the organisation against the total number of employees. Thanks to staff development programmes undertaken by the Group in 2020, 52% of vacancies were filled using internal resources¹.

¹ This performance excludes our Tuna Supply business due to data availability.



TRAINING HOURS PER CAPITA (n.)



The graphic shows the hours of training provided to our employees over the course of the last two years. Training hours decreased as a result of the additional challenges associated with delivering training in plants during the COVID-19 pandemic. The need to deliver training via e-learning solutions has provided us with an opportunity to incorporate these training methods into future staff training activities.

WORKPLACE INJURIES WITH RECOVER TIME > SIX MONTHS (n.)



INJURY FREQUENCY INDEX (n.)



We've been striving to optimise safety in our production processes for many years. The total number of occupational injuries in 2020 was 322. Once again, no deaths were recorded in 2020.

Our unerring commitment to injury prevention is confirmed by the reduction in the frequency rate. This is despite the fact that 2020 was a particularly demanding year in terms of the extraordinary health and safety measures required to tackle the COVID-19 pandemic.





8. METHODOLOGICAL NOTE

METHODOLOGICAL NOTE

This document is Bolton Group S.r.l.'s third **Sustainability Report**, which represents the main tool used to report the Group's sustainability performance and showcase its efforts, initiatives and ongoing process of dialogue and listening involving stakeholders. By setting out its approach to sustainability through this document, Bolton Group sets out the key indicators and illustrates its progress during 2019 and 2020. It also details the areas the Group is working on over the next few years, setting out the activities completed so far and their respective results, as well as the objectives for the future.

As of this edition of the Sustainability Report, the reporting boundary also includes data relating to Tri Marine, which belongs to the Tuna Supply Chain Business Unit. This extension of the reporting boundary required us to review some of the 2019 data shown in the previous edition of the Sustainability Report.

The document takes its lead from the guidelines issued by the *Global Reporting Initiative (GRI)*, the world's leading authority on non-financial reporting. This document reports on the sustainability performance of all companies in Bolton Group. The data, initiatives and actions shown refer to the period between 1 January 2019 and 31 December 2020 and have not yet been subject to audit or review.

In accordance with the GRI, Bolton Group bases its definition of relevant reporting topics for the company and its stakeholders on a materiality analysis. In this edition of the Sustainability Report, Bolton Group has updated the materiality matrix used in 2019, partly in response to the inclusion of the Tuna Supply Chain Business unit in the reporting boundary.

All numerical data contained in the "Circularity" chapter refer exclusively to production activities and do not include impacts linked to offices and logistics. For more information on this document, please contact wecare@boltongroup.it.

Calculation methods

People

In terms of injuries, the rate of frequency corresponds to the ratio between the total number of injuries and the number of working hours, multiplied by 1,000,000. The turnover rate has been calculated based on the ratio between the number of departures that have occurred during the year and the average number of employees registered at the end of each year taken into consideration. For some Business Units, such as those operating in the Food sector, as a result of the high degree of seasonality in the sector, we have had to use monthly employee averages rather than the data as of 31 December.

Production

With regard to greenhouse gas emissions:

Scope 1 > the conversion factors used to calculate emissions refer to the "UK Government Conversion Factors for greenhouse gas (GHG) reporting" document, which was last updated in November 2019.

Scope 2 > emissions relating to the use of electric energy from renewable sources are considered to be of zero value, while emissions relating to the use of electric energy from non-renewable sources refer to the criteria provided by the International Energy Agency for 2019 (updated on 11 September 2019).

METHODOLOGICAL NOTE

GRI CONTENT INDEX

	INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
GRI 102: GENERAL INFORMATION	a. Organisation profile				
	102-1	Name of organisation			Letter from the executive chairwoman - p. 3 About us p. 4-11
	102-2	Activities, brands, products and services			About us p. 4-11
	102-3	Location of main headquarters			About us p. 4-11
	102-4	Location of main headquarters			The markets in which we operate - p. 10
	102-5	Ownership and legal form			Our organisation - p. 8
	102-6	Markets served			About us p. 4-11
	102-7	Scale of the organisation	Economic performance and growth strategies		About us p. 4-11
	102-8	Information on employees and other workers		Internal	People - our people - p. 42
	102-9	Supply chain	Sustainable raw materials	External	The choice of sustainable raw materials - p. 25 Human rights - p. 33
102-10	Significant changes to the organisation and its supply chain		Internal / external	Our organisation - p.8	

METHODOLOGICAL NOTE

INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
102-11	Precautionary principle	Corporate citizenship	External	We care about the future – p.12
102-12	External initiatives		External	Our efforts during COVID-19 – p. 19-20 The choice of sustainable raw materials – p. 25 Towards reduced-impact packaging – p. 29 Human rights – p. 33 School education – p.53 Health and scientific research – p. 54 Art and culture – p. 54 Social – p. 55
102-13	Membership of associations		External	The choice of sustainable raw materials - p. 25
b. Strategy				
102-14	Statement from senior decision maker			Letter from the Executive Chairwoman - p. 3
102-15	Key impacts, risks, and opportunities	Economic performance and growth strategies	Internal / external	Our sustainability plan – p. 13 Our stakeholders and the sustainability matrix – p.15 Sourcing - our approach – p.21 Production - our approach – p.35 People - our approach – p.43
c. Ethics and integrity				
102-16	Values, principles, standards, and norms of behaviour		Internal	Mission and values – p. 7
d. Governance				
102-18	Governance structure	Sustainable governance Training	Internal	Our organisation – p. 8 Sustainable governance – p. 18
102-20	Executive-level responsibility for economic, environmental and social topics	Sustainable governance	Internal	Sustainable governance – p. 18

METHODOLOGICAL NOTE

INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
102-21	Consulting stakeholders on economic, environmental and social topics	Relating to sustainability	Internal / external	Our stakeholders and the sustainability matrix – p. 15
102-22	Composition of the highest governance body and its committees	Sustainable governance	Internal	Sustainable governance – p. 18
102-23	Chair of the highest governance body	Sustainable governance		Our organisation – p. 8 Sustainable governance – p. 18
102-32	Highest governance body's role in sustainability reporting	Sustainable governance	Internal	Sustainable governance – p. 18
e. Stakeholder engagement				
102-40	List of stakeholder groups		Internal / external	Our stakeholders and the sustainability matrix – p. 15
102-41	Collective bargaining agreements	Protection of human rights	Internal	Human rights – p. 33
102-42	Identifying and selecting stakeholders		Internal / external	Our stakeholders and the sustainability matrix – p. 15
102-43	Approach to stakeholder engagement		Internal / external	Our stakeholders and the sustainability matrix – p. 15
102-44	Key topics and concerns raised		Internal / external	Our stakeholders and the sustainability matrix – p. 15
f. Reporting practices				
102-45	Entities included in the consolidated financial statements		Internal	Our organisation – p.8
102-46	Defining report content and topic boundaries			Methodological note – p. 58
102-47	List of material topics		Internal / external	Our stakeholders and the sustainability matrix – p. 15

METHODOLOGICAL NOTE

	INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
	102-48	Restatements of information		Internal / external	Sourcing – our performance – p. 23 Production – our performance – p.36 People – our performance – p. 44 Methodological note – p. 58
	102-49	Changes in reporting		Internal / external	Sourcing – our performance – p. 23 Production – our performance – p.36 People – our performance – p. 44 Methodological note – p. 58
	102-50	Reporting period			Methodological note – p. 58
	102-51	Date of most recent report		Internal	Sustainable governance – p. 18
	102-52	Reporting cycle		Internal / external	Sourcing – our performance – p. 23 Production – our performance – p.36 People – our performance – p. 44 Methodological note – p. 58
	102-53	Contact point for questions regarding the report		Internal / external	Methodological note – p. 58
	102-54	Claims of reporting in accordance with the GRI Standards		Internal / external	Methodological note – p. 58
	102-55	GRI content index		Internal / external	Methodological note – p. 58
	102-56	External assurance		Internal / external	Methodological note – p. 58
GRI 103: MANAGEMENT APPROACH	103-1	Explanation of the material topic and its boundary		Internal / external	Methodological note – p. 58
	103-2	The management approach and its components	Economic performance and growth strategies	Internal	About us - p. 4

METHODOLOGICAL NOTE

	INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
	103-3	Evaluation of the management approach	Economic performance and growth strategies	Internal	About us - p. 4
GRI 201: ECONOMIC PERFORMANCE	201	Management approach disclosures	Economic performance and growth strategies	Internal	About us - p. 4
	201-1	Direct economic value generated and distributed	Economic performance and growth strategies	Internal	Distribution of economic value generated - p. 11
ENVIRONMENTAL PERFORMANCE					
GRI 301: MATERIALS	301	Management approach disclosures	Sustainable raw materials Sustainable packaging	External	Sourcing - p. 21
	301-1	Materials used by weight or volume	Sustainable raw materials Sustainable packaging	External	Sourcing - p. 21
	301-2	Recycled input materials used	Sustainable raw materials Sustainable packaging	External	Towards reduced-impact packaging - p. 29
GRI 302: ENERGY	302	Management approach disclosures	Environmental impact of sites	External	Production - p. 34
	302-1	Energy consumption within the organisation	Environmental impact of sites	External	Production - our performance - p. 35
	302-3	Energy intensity	Environmental impact of sites	External	Production - our performance - p. 36 Methodological note - p. 58
	302-4	Reduction of energy consumption	Environmental impact of sites	External	Production - our performance - p.36

METHODOLOGICAL NOTE

	INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
	302-5	Reductions in energy requirements of products and services	Environmental impact of sites	External	Reduction in consumption – p. 38
GRI 303: WATER AND EFFLUENTS	303	Management approach disclosures	Environmental impact of sites	External	Reduction in consumption – p. 38
	303-1	Interactions with water as a shared resource	Environmental impact of sites	External	Methodological note – p. 58
	303-3	Water withdrawal	Environmental impact of sites	External	Methodological note – p. 58
	303-4	Water discharge	Environmental impact of sites	External	Methodological note – p. 58
	303-5	Water consumption	Environmental impact of sites	External	Production – our performance – p. 36 Methodological note – p. 58
GRI 304: BIODIVERSITY	304	Management approach disclosures	Sustainable raw materials	External	Sourcing – p. 21
GRI 305: WATER AND EFFLUENTS	305	Management approach disclosures	Environmental impact of sites	External	Production – p. 34
	305-1	Direct (Scope 1) GHG emissions	Environmental impact of sites	External	Production – our performance – p. 36
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental impact of sites	External	Production – our performance – p. 36
	305-4	GHG emissions intensity	Environmental impact of sites	External	Production – our performance – p. 36
	305-5	Reduction of GHG emissions	Environmental impact of sites	External	Production – our performance – p. 36 Reduction in consumption – p. 38
GRI 306: EFFLUENTS AND WASTE	306	Management approach disclosures	Environmental impact of sites Waste management	External	Production – our performance – p. 36 Reduction in waste – p. 41

METHODOLOGICAL NOTE

	INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
	306-1	Effluents by quality and destination	Environmental impact of sites	External	Production – our performance – p. 36 Reduction in waste – p. 41
	306-2	Waste by type and disposal method	Environmental impact of sites	External	Production – our performance – p. 36 Reduction in waste – p. 41
PERFORMANCE SOCIAL EMPLOYEES					
GRI 401: EMPLOYMENT	401	Management approach disclosures		Internal	People > our people- p. 42
	401-1	New employee hires and employee turnover		Internal	People > our people- p. 42 Methodological note – p. 58
GRI 403: OCCUPATIONAL HEALTH AND SAFETY	403	Management approach disclosures	Employee wellbeing Health and safety in the workplace	Internal	People – our performance – p. 44 The health and safety of our people – p. 46
	403-1	Occupational health and safety management system	Employee wellbeing Health and safety in the workplace	Internal	People – our performance – p. 44
	403-2	Hazard identification, risk assessment and incident investigations	Health and safety in the workplace	Internal	People – our performance – p. 44
	403-5	Worker training on occupational health and safety	Health and safety in the workplace	Internal	People – our people – p. 42 The health and safety of our people – p. 46
GRI 404: TRAINING AND EDUCATION	404	Management approach disclosures	Employee wellbeing Training and talent development	Internal	Valuing our people and developing skills – p. 47 People – our performance – p. 44
	404-1	Average hours of training per year per employee	Employee wellbeing Training and talent development	Internal	Valuing our people and developing skills – p. 47 People – our performance – p. 44

METHODOLOGICAL NOTE

	INDICATOR CODE GRI	DESCRIPTION	ASSOCIATED MATERIAL TOPIC	STAKEHOLDER CATEGORY	REFERENCES/NOTES
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee wellbeing Training and talent development	Internal	Valuing our people and developing skills - p. 47 People - our performance - p. 44
GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES	405	Management approach disclosures	Equal opportunities	Internal	People - our people - p. 42
	405-1	Diversity of governance bodies and employees	Sustainable governance	Internal	Our organisation - p. 8. People - our performance - p. 44
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Protection of human rights	Internal / external	Methodological note - p. 58
GRI 408: CHILD LABOUR	408-1	Operations and suppliers at significant risk for incidents of child labour	Protection of human rights	Internal / external	Methodological note - p. 58
GRI 409: FORCED OR COMPULSORY LABOUR	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Protection of human rights	Internal / external	Methodological note - p. 58
GRI 412: HUMAN RIGHTS ASSESSMENT	412-1	Operations that have been subject to human rights reviews or impact assessments	Protection of human rights	Internal / external	Methodological note - p. 58
GRI 413: LOCAL COMMUNITIES	404	Management approach disclosures	Promoting a sustainable lifestyle Corporate citizenship	External	People - community - p. 50
	413-1	Operations with local community engagement, impact assessments and development programmes	Promoting a sustainable lifestyle Corporate citizenship	External	People - community - our performance - p. 52 School education - p. 53 Health and scientific research - p. 54 Art and culture - p. 54 Social commitments - p. 55
GRI 416: CUSTOMER HEALTH AND SAFETY	416-1	Assessment of the health and safety impacts of product and service categories	Product safety and quality	External	Methodological note - p. 58

Thank you



BOLTON
GROUP

BOLTON GROUP S.R.L. - VIA G.B. PIRELLI, 19 - 20124 MILAN, ITALY
WWW.BOLTONGROUP.NET