



2021 Sustainability Report



Together for the Future

2021 was an important year for the Bolton Group's sustainable and responsible development.

The acquisition of **Wild Planet** and **The Tuna Store** in the US consolidated our presence in the international tuna market and strengthened our efforts to produce sustainable canned fish. Wild Planet has always sold 100% responsibly fished tuna, using pole and line and handline fishing methods.

We expanded our footprint in the home care sector thanks to the acquisition in Italy of **Madel**, a company renowned for its strong commitment to offering high-quality home care products with a low environmental impact, under the **Winni's** brand. This enabled us to acquire significant know-how relating to the research and development of green products and to increase our production capacity in this strategic segment.

We strengthened our sustainable development governance, by creating a new central function, and reinforced sustainability teams in the Business Units. We set up a Sustainability Advisory Board, a committee of experts in various disciplines to support us along our journey towards sustainable development. With their

help, we observe and explore the global evolution of sustainability issues so that we can identify increasingly challenging goals for our organisation.

We revitalised our transformative partnerships, renewing our partnership with the **WWF** for a further four years, with even more ambitious goals in terms of responsible fishing and protecting the health of our oceans. With **OXFAM**, we are continuing our journey towards the development of fairer and more inclusive supply chains and we worked on setting new standards of social sustainability in our policies.

Our strategic plan and the accomplishment of practical actions continue and confirm the Group's commitment in support of the **Ten Principles of the United Nations Global Compact**. We see the Global Agenda and **Sustainable Development Goals** as a guiding light, showing the way to more inclusive and responsible development.

I firmly believe that our companies have the power to influence the world we leave to the generations to come, so we strive every day to ensure that the **growth of our Group can be reinvested for the benefit of communities and the environment**.

We think that this is our greatest responsibility.



MARINA NISSIM
Executive Chairwoman

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Our Identity



Bolton Group

Bolton Group is an Italian family owned multinational that has been producing and marketing a wide range of high-quality, consumer products for over 70 years. Its portfolio in the **Food**, **Home care**, **Personal care**, **Beauty care** and **Adhesives** sectors boasts over 60 successful brands which enter 100 million households in over 150 countries in the world, every day. With products sold in **retail chains, health and beauty stores, pharmacies and specialist stores**, it has revenue of over €2.8 billion.



over **60** brands

150 countries
in the world

over **11,000**
people

60 offices

over **100 million**
households

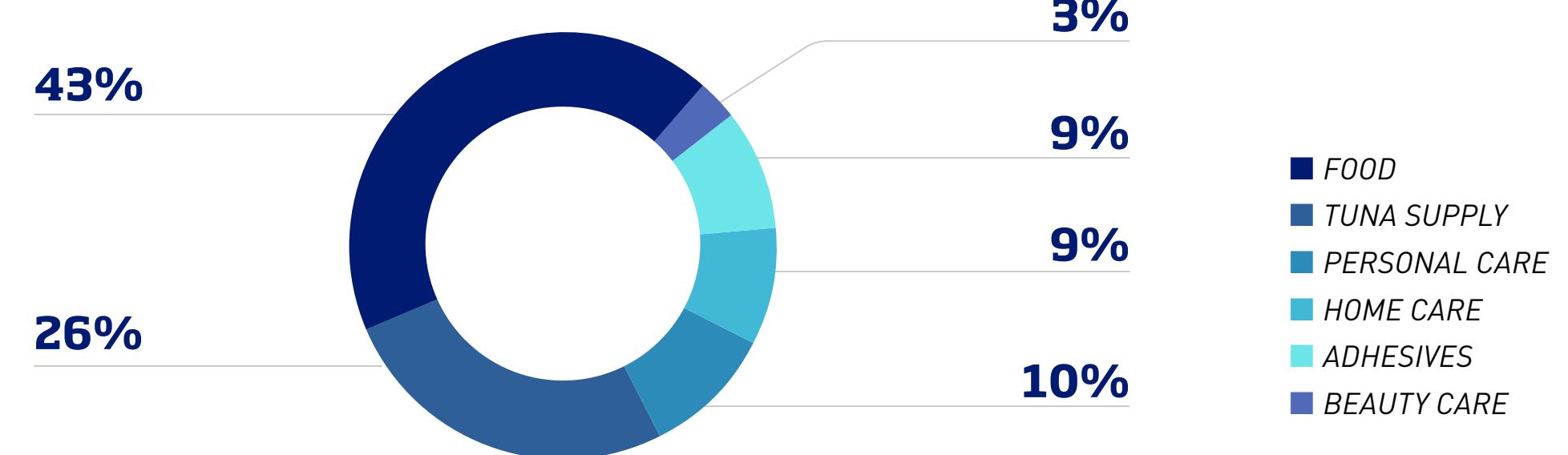
17 production sites

Turnover:
over **2.8 billion**
euros

17 fishing vessels



SALES BY PRODUCT CATEGORY



Bolton's History Timeline

1949

Joseph Nissim established **Exportex**, a Milan-based company that distributed British consumer brands in Italy, and the forerunner of the Bolton Group. Exportex entered into partnerships with the major multinational companies of the time with the aim of accessing the newly burgeoning Italian post-war market.



1969

The Group entered the household cleaning market with the **WC Net** and Vitrexa brands and then expanded its presence in the category with **Overlay** and **Merito**. Production was entrusted to subcontractors until the acquisition of the Nova Milanese plant in 1992.

1981

Footprint in the household cleaning market was expanded, with **Last** washing up liquid and **Omino Bianco**. In the early 90s, **Carolin**, a long-standing French brand for cleaning surfaces, and **Smac** were added to the brand portfolio in this market segment. WC Net was launched in France and Benelux.

1989

UHU was the first of numerous companies acquired at international level. The adhesives segment was soon to be expanded to include new companies and brands: **Bison International** and **Griffon** in the Netherlands and **Bostik** in Italy.

1961

A pivotal year: the Group started selling its own brands and building its own production chain. The first factory in Cermenate (Italy), where canned meat **Manzotin** was produced, was to become – with the launch of **Rio Mare** in 1967 – the biggest European production site for canned tuna.

1978

The **Bolton Group** was founded, bringing together Exportex and the other proprietary companies that had been established in the meantime in the food sector, with the Rio Mare and Manzotin brands, and in household sector, with the WC Net, Overlay and Merito brands. The Group set itself up for international expansion with the establishment of the **International division**.

1983

The Florence-based company **Manetti & Roberts** was acquired. The Group's entry into personal care was one of its growth milestones. The prestigious **Borotalco**, **Acqua alle Rose** and **Neutro Roberts** brands were flanked by pharmaceutical brand **Somatoline** and, in 1998, were joined by **Rogé Cavaillès**, a historic French brand of products for sensitive skin, **Chilly** in 2003 and **Bilboa** in 2012.



1993

The acquisition of the **Collistar** brand was the Group's first step into Beauty Care. Collistar soon gained leadership in Italy's health and beauty stores, thanks to constant product innovation and original advertising. The brand began its expansion into international markets in the 2000s.



1999

Saupiquet, established in Nantes in 1891, was one of the most important acquisitions in France, strengthening the canned fish segment. Six fishing vessels and several factories in France joined the Group.

2000

Bolton's international expansion began with the acquisition of the first distribution company in Czechia, followed by the creation of numerous distribution companies to market all the Group's products, from food to personal care, adhesives and beauty care, in the various countries. There are currently **14 Bolton distribution companies in Europe, Canada and the Middle East**.



2019

The Group initiated a major transformation of its supply chain: it acquired **Tri Marine**, a key player in the global market of sustainable tuna and already a Bolton supplier, along with **OMIA**, a leading company in natural formulations for beauty and personal care products.

2015

With the acquisition of **Grupo Conservas Garavilla**, with 4 fishing vessels, with sites in Spain, Ecuador and Morocco and with the **Isabel** and **Cuca** brands, Bolton became more and more international and consolidated its presence in the global canned fish market.

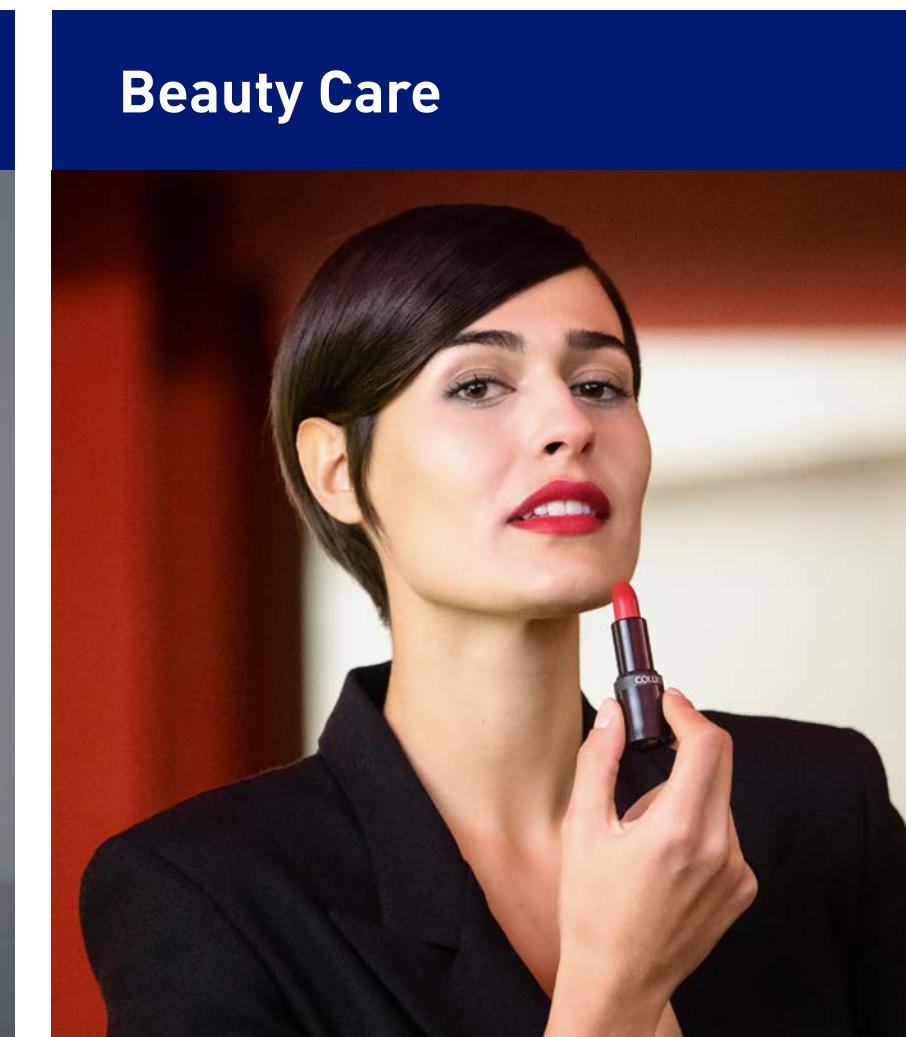
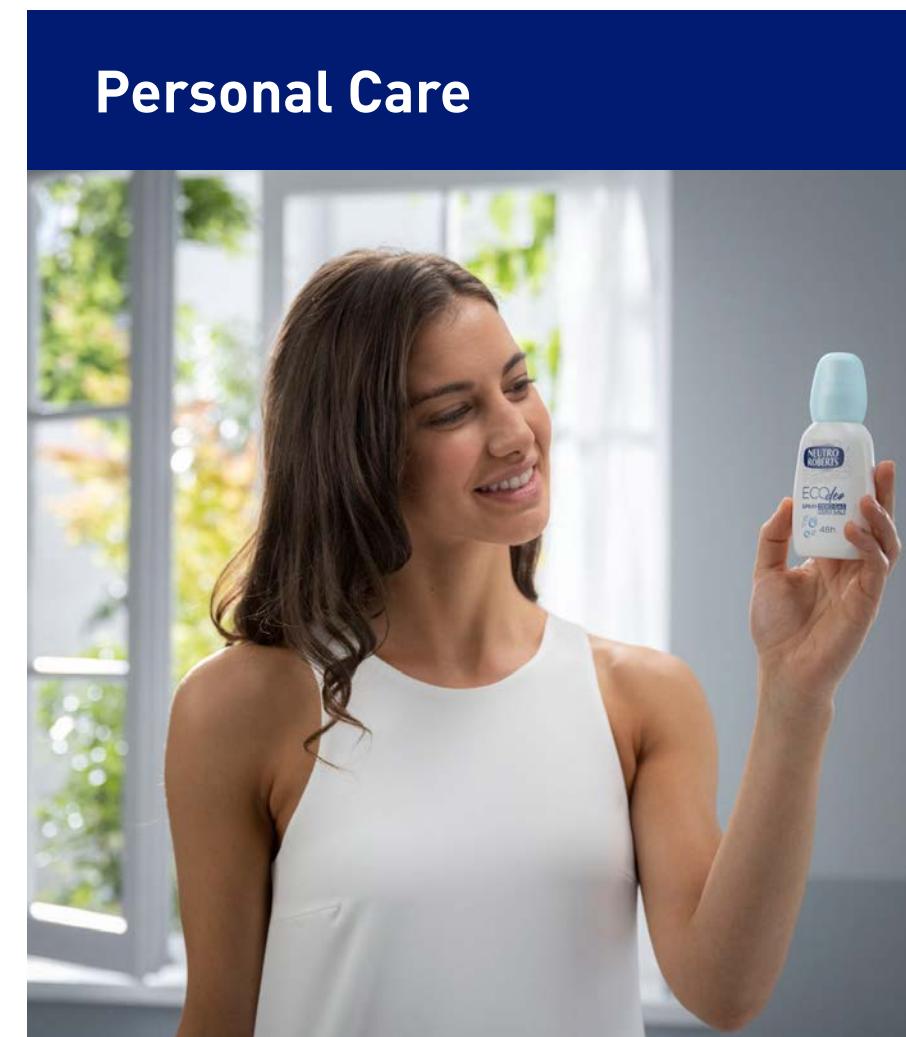
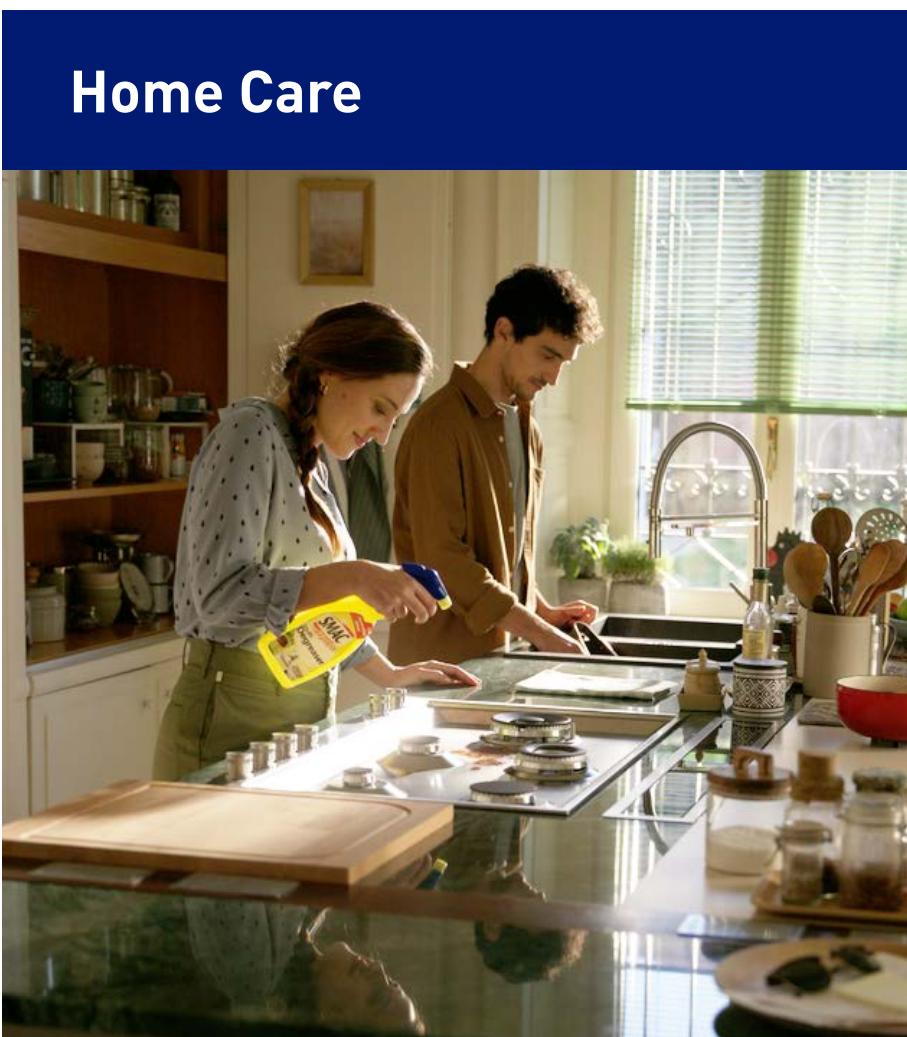


2021

Bolton continued its transformation towards an increasingly sustainable business model with the acquisition of **Wild Planet**, American leader in sales of responsibly fished canned tuna, and **Madel**, an Italian company recognised for its strong commitment to the production of high-quality home care products with a low environmental impact, under the **Winni's** brand.

Markets and Products

The Bolton Group operates in a wide range of sectors with a broadly diversified product portfolio.



We operate through five dedicated Business Units: *Food, Home & Personal Care, Adhesives, Beauty Care, Tri Marine* and the Bolton International division. Bolton holds a stake in the Calvo Group, a global food company specialised in canned fish.

Bolton International

Bolton International's mission is to expand the presence of our brands globally, through the Bolton sales network and independent distributors. The division's goal is to create companies on the most promising markets, sustaining the development of the various sectors that the Group operates in.

[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](#)
[BOLTON UK](#)

Investments

40% Calvo Group



Food and Tuna Supply

The Bolton Group works in several supply chains in the food industry. The biggest and most important is undoubtedly the supply chain of fish.

The Group operates in over 60 countries, with the **Rio Mare**, **Saupiquet**, **Isabel** and **Cuca** canned fish brands. In Italy, Bolton produces and sells the canned meat brand **Simmenthal** and the pet food brand **Petreet**.

In Spain, Bolton acquired and sells **Prima** branded ready-made sauces.

In 2019, the Bolton Group acquired **Tri Marine**, a company specialised in sales of fish, as well as the Group's main supplier of tuna since the 90s.



In 2021, the Group purchased **The Tuna Store** and **Wild Planet** in the United States.

Wild Planet sells canned tuna in compliance with the highest sustainability standards, with a view to protecting the health of our oceans and fish stocks.





Home Care

Home Care is the division of the Home & Personal Care Business Unit that focuses on the development, manufacturing and marketing of home care products.

The Group's products cover the following categories: surface cleaning and sanitising, laundry, toilets and drains. Here are just some of its brands: **WC Net, Omino Bianco, Smac, Carolin, Deox, Citrosil Home Protection, Génie and Ouragan.**

In 2021, Bolton purchased **Madel**, an Italian company renowned for its sustainable home care products sold under the **Winni's** brand.





Personal Care

Personal Care is the division of the Home & Personal Care Business Unit dedicated to the development, manufacturing and marketing of personal care products.

The Group is present in the following categories: personal and intimate hygiene, sanitisation, slimming, sun protection, oral hygiene and skincare. Here are just some of its brands: **Borotalco, Chilly, Neutro Roberts, Acqua alle Rose, Rogé Cavaillès, Somatoline, Bilboa and Sanogyl.**

In 2019, the Group acquired **OMIA**, a leading Italian company in natural formulations for beauty and personal care products.

BOROTALCO**Chilly****OMIA**
LABORATORI ECOBIO[®]*Cavallès*
DEPUIS 1924**Somatoline****BILBOA****SANOGYL**



Beauty Care

The Beauty Care Business Unit is dedicated to the development and sale of **Collistar**-branded beauty care products.

A point of reference in the cosmetics industry since 1983, Collistar is present in the following categories: facial and body treatments, cleansing and deodorants, skincare for men, sun protection and after-sun products, hair care, perfumes and make-up.

With innovative, essential and highly skin-friendly formulas, Collistar has been the number one brand in Italy* for 19 consecutive years and is present in over 40 countries.

*total beauty market, 2021 NPD data by volume





Adhesives

The Adhesives Business Unit offers adhesives and sealants for any application: from school to household DIY and professional users. Specifically:

UHU, sold in over 125 countries, offers a full range of adhesives, including paper and craft glues for schools and families, repair and construction adhesives for DIY, craftsmen and professionals.

Bison is the leading brand of adhesives and sealants in the DIY market in Benelux and is also a major player in several markets in Southern and Eastern Europe and in the Middle East.

Griffon is the international specialist in high-quality adhesives, sealants, thread sealing, welding, lubricants and maintenance products designed specifically for the professional user.

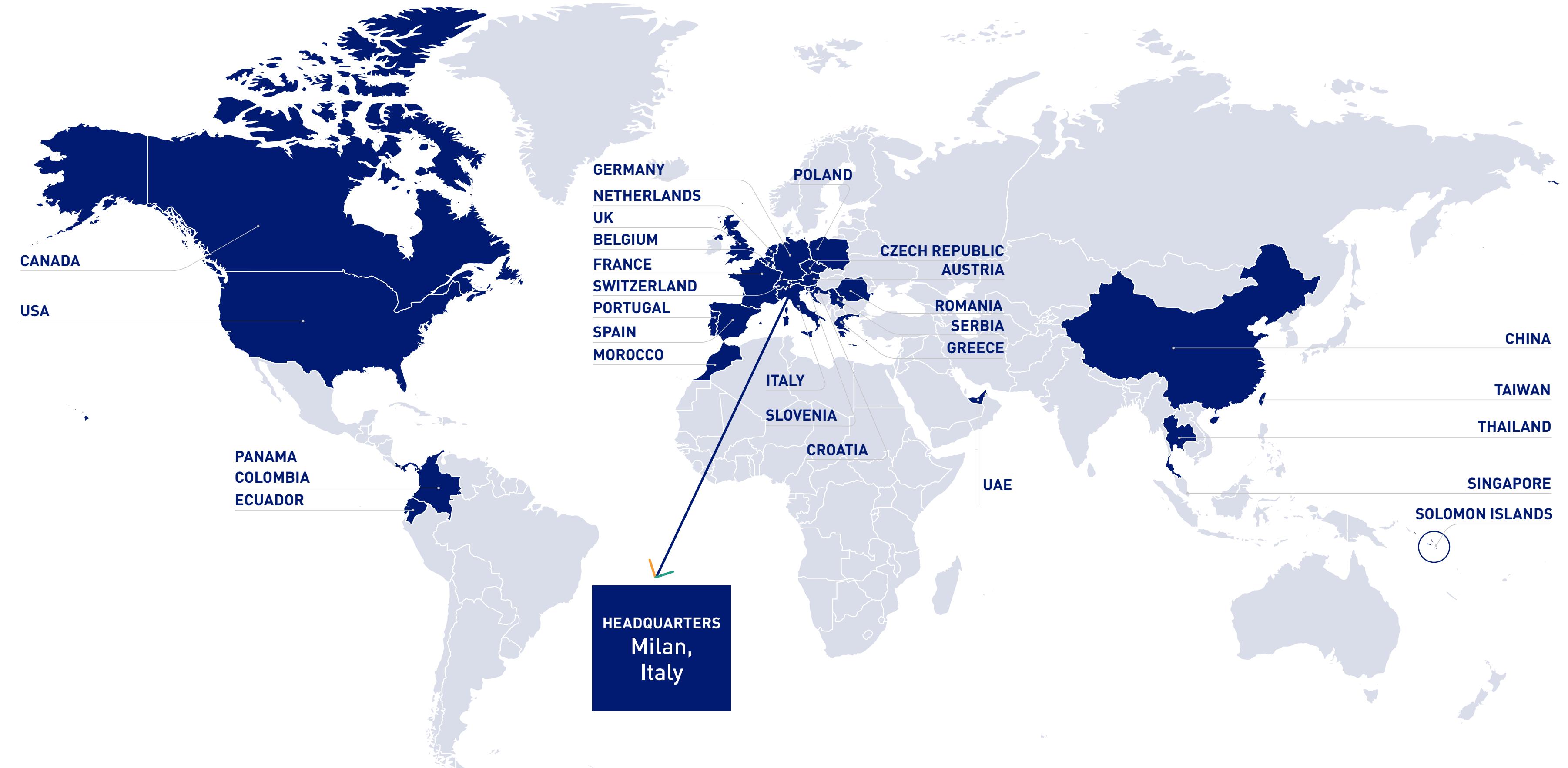


Presence in the World

In recent decades, the Bolton Group has embarked on a major internationalisation process. Today, it is present in more than 150 countries and has sales offices all over the world.

The **headquarters** are in Milan, Italy, where founder Joseph Nissim's entrepreneurial adventure began. Bolton employs over **11,000 people** and, in some communities, plays a key role in generating employment through its sites, offices and fleets.

By way of example, in the Solomon Islands it is the **first employer after the Government**.





Our Companies

EUROPE

AUSTRIA

Bolton Austria
UHU Austria

BELGIUM

Bison International
Bolton Belgium

CROATIA

Bolton Croatia

CZECH REPUBLIC

Bolton Czechia

FRANCE

Bolton Food
Bolton Solitaire
Griffon France
Rogé Cavallès
UHU France

GERMANY

Bolton Deutschland
UHU

GREECE

Bolton Hellas
UHU Bison Hellas

ITALY

Bolton Group ■
Bolton Food ■■■■■
Bolton International ■■■■■
Bolton Manitoba ■■■■■
Collistar ■■■■■
Madel ■■■■■
Manetti & Roberts ■■■■■
Ômia ■■■■■
Tri Marine Europe ■■■■■
UHU BOSTIK ■■■■■

NETHERLANDS

Bison International ■■■■■
Bolton Adhesives ■■■■■
Bolton Group ■■■■■
Bolton Nederland ■■■■■
Collistar Benelux ■■■■■

POLAND

Bolton Polska ■■■■■

PORTUGAL

UHU Ibérica Adhesivos ■■■■■

ROMANIA

Bolton BG Romania ■■■■■

SERBIA

Bolton Serbia ■■■■■

SLOVENIA

Bolton Adriatic ■■■■■

SPAIN

Atunera Dularra ■■■■■
Bolton España ■■■■■
Bolton Food ■■■■■
Grupo Conservas Garavilla ■■■■■
Tri Marine International Spain ■■■■■
Imedio ■■■■■

SWITZERLAND

Bolton Swiss ■■■■■

UK

Bolton UK ■■■■■

AFRICA

MOROCCO

Bolton International ■■■■■
Société Nouvelle Cosarno ■■■■■

AMERICA

CANADA

Bolton BG Canada ■■■■■

COLOMBIA

Colombo Ltda Española de Conservas ■■■■■
Gralco ■■■■■

ECUADOR

Conservas Isabel Ecuatoriana ■■■■■
Seafman ■■■■■

PANAMA

Tri Marine International Panama ■■■■■

USA

Tri Marine Management Company ■■■■■
Wild Planet ■■■■■
Tri Marine North America ■■■■■

ASIA

CHINA

Tri Marine International Shanghai ■■■■■

SINGAPORE

Tri Marine International Singapore ■■■■■

TAIWAN

Tri Marine International Kaohsiung ■■■■■

THAILAND

Bolton Adhesives ■■■■■
Tri Marine International Bangkok ■■■■■

UAE

Bolton Middle East ■■■■■

OCEANIA

SOLOMON ISLANDS

National Fisheries Development ■■■■■
Soltuna ■■■■■

■ HEADQUARTERS ■■ OFFICES ■■■ SITES ■■■■■ R&D LABORATORIES

Governance

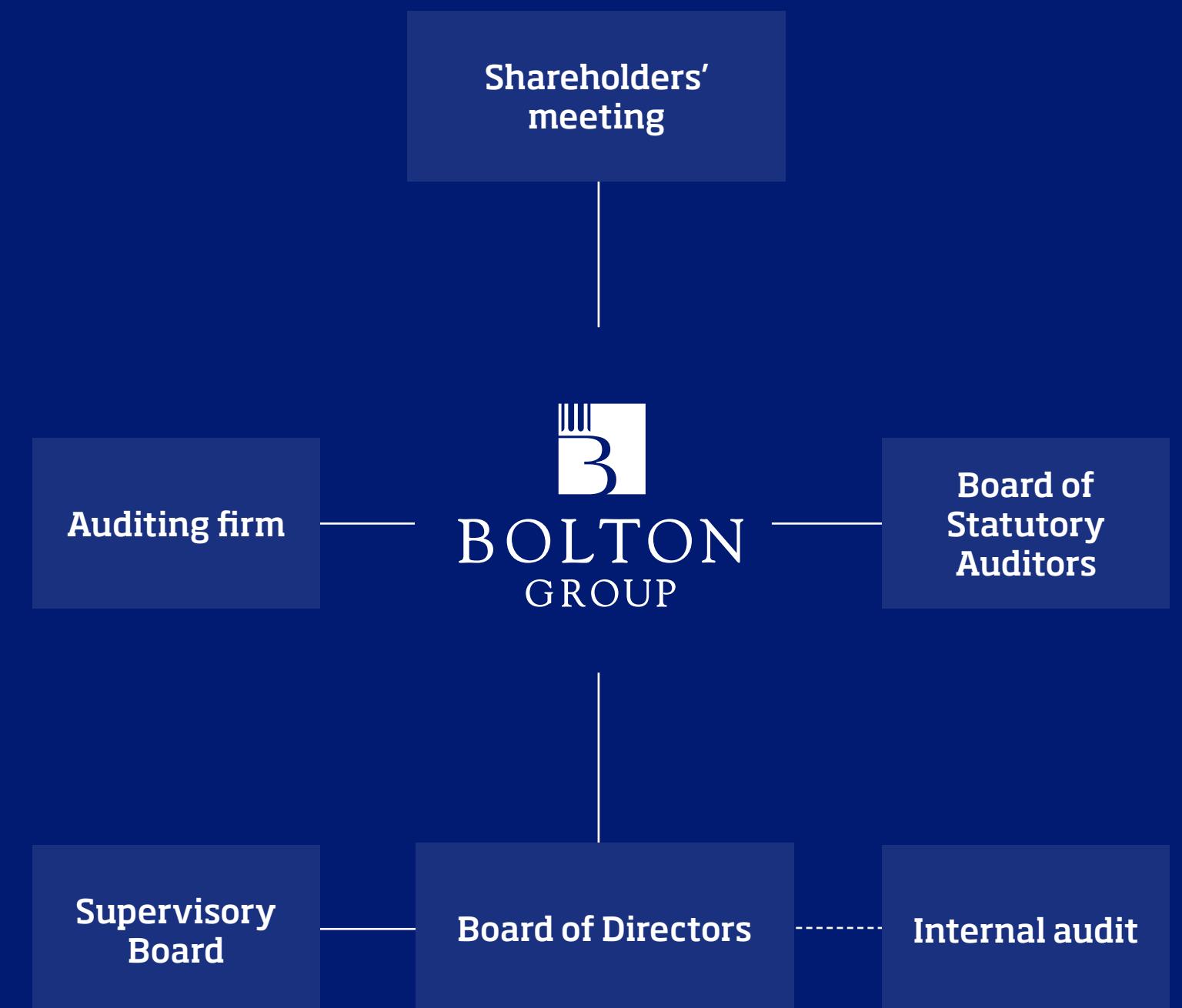
Bolton Group consists of a holding company, **Bolton Group srl**, which directs and coordinates the *Business Units: Food, Home & Personal Care, Adhesives, Beauty Care, Tri Marine and Bolton International.*

The company is still managed by the Nissim family, represented today by the second generation of entrepreneurs, in the person of **Marina Nissim**, *Executive Chairwoman*, at the head of the Board of Directors.

The other members of the Board are the *Group Chief Operating Officer* **Guy Noordink** and the *Managing Director* **Salomone Benveniste**.

**MARINA NISSIM***Executive Chairwoman***GUY NOORDINK***Group Chief Operating Officer***SALOMONE BENVENISTE***Managing Director*

The holding company's organisational structure consists of the following:





Sustainable Development Governance

In 2021, the Bolton Group adopted a new approach to Sustainable Development Governance. A **Sustainable Development Director** was appointed, who reports directly to the Board and is a member of the **Group Leadership Team**. The central function coordinates the activities implemented by the Business Units to ensure a coordinated sustainable business development. In addition, **Sustainable Development Directors** with dedicated teams were also appointed, and these directors report to the CEOs or General Managers in the Business Units.

Multifunction teams who implement the sustainability strategy were created in all the Business Units, holding the role of **Ambassadors** in the various departments.

Since 2021, the Group has enjoyed the support of a **Sustainability Advisory Board**, consisting of independent external members from different sectors, with the task of elevating Bolton and encouraging it in the direction of a more sustainable development, thanks to regular interactions with the Board of Directors.

GOVERNANCE BODIES

BODY	ROLE
Bolton Group Board	The Board has the final responsibility for business management and development, and for the approval of the sustainable development strategy. The Board regularly meets the sustainability teams of the Group's Business Units.
Group Leadership Team	Team with a high level of managerial responsibility, consisting of the executives of the holding company, the CEOs and the General Managers of the Business Units. Its members include the Sustainable Development Director.
Sustainable Development Matrix	Made up of all the Sustainable Development Teams, both that of the Holding company and those of the Business Units. Coordinated by the Group function, it addresses issues common to the various business sectors and drives synergies between the divisions, while respecting the overall strategy.
Action Groups	Specific groups that work on the goals of the sustainable development strategy, focusing on: climate change, circularity and sustainable packaging, water management and ocean conservation, sustainable procurement, social impact, reporting and measurement.
Sustainability Advisory Board	A team of independent experts who support the company with assessments on the various situations relating to sustainability and encourage the identification of challenging sustainable development goals.



The Members of the Sustainability Advisory Board

“ We are going through a crucial phase of tangibly defining the meaning and significance of sustainability and the quest for a positive impact on society and the environment. This search for meaning is behind our ability to accomplish, through businesses and finance, a transformation that will put us in a position to cope with the huge challenges that await us in the future. This is why I believe that it is extremely important for scholars and researchers to take part directly in defining the strategies of key players in this radical transformation of the economic systems. ”

**MARIO CALDERINI**

Professor of Sustainability Management, School of Management, Politecnico di Milano

“ With its brands and products, Bolton makes a strong commitment to people every single day. This is an excellent opportunity to influence consumer behaviour in pursuit of more sustainable lifestyles. ”

**EMMA GREER**

Urban designer, researcher, educator, coach and public speaker

“ Helping a company look to the future, accompanying it in examining the challenges of tomorrow, and trying to understand together how sustainability can help generate or destroy value is an interesting adventure. We are embarking on this adventure thanks to the commitment of a team of young people with heterogeneous but complementary skills, with the aim of offering new inspiration and accompanying Bolton towards a fuller integration of sustainability. ”

**STEFANO POGUTZ**

Full Time MBA Director, SDA Bocconi School of Management, Chairman of the Bolton Sustainability Advisory Board

“ I like to think that data analysis and mathematics can help imagine and design the “generative capacity” that Bolton brings to the environment. ”

**FABIO FERRARI**
Founder and Chairman, Ammagamma

“ My ambition is to create the ecosystem to strengthen the next generation of sustainable leaders and visionary thinkers with a new and innovative entrepreneurial approach. ”

**VIRGINIA STAGNI**
Head of Business Development, FT Talent Director

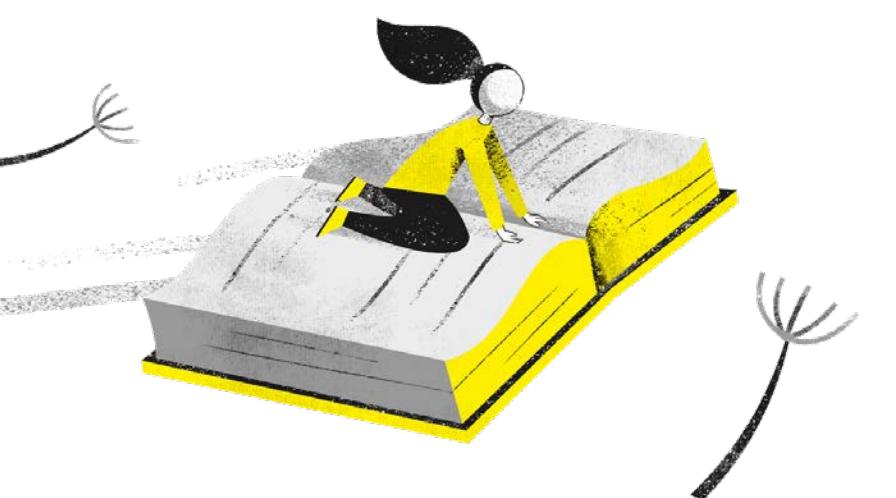
Bolton Hope Foundation

The **Bolton Hope Foundation** was established in 2020 by Marina Nissim and represents the evolution and consolidation of a commitment made many years ago: to guarantee the right to education, meant as a catalyst for awareness and responsibility in young people, and as a tool to enhance each individual's innate potential.



The right to education means **guaranteeing accessible, inclusive, and effective education**. With this in mind, the Foundation engages in activities to combat early school leaving and create opportunities for learning and for the development and consolidation of talent.

For Bolton Hope, education also means **promoting a new form of environmental and social awareness**: only by making future generations aware of their role and their responsibility for undertaking the challenges of development will it be possible to achieve the balance between man and nature and between individuals and society as a whole, which is indispensable for the future of the planet and humanity itself.



Activities

In relation to action to prevent students from dropping out of school, the Bolton Hope Foundation has confirmed its support for the “**Fuoriclasse**” project by **Save the Children**; the programme is aimed at students, teachers and families, and is designed to act preventively on the causes of early withdrawal from education through learning activities inside and outside schools.

So far, more than 15,000 students have benefited from the programme.

The Foundation has also worked with Save the Children to finance the “**Arcipelago Educativo**” programme to combat learning loss during the summer break, for the second year running. This activity has involved more than 600 children and their families.

In 2021, Bolton Hope also launched a long-term partnership with “**Fondazione Fokus**” and the social enterprise “**Dalla**



parte dei bambini” from Naples (Italy): the aim of this important partnership is to develop a level of educational excellence, in which all members of staff (directors, teachers and other staff) receive training in the principles of environmental education. The educational activities, materials and tools used will be consistent with and inspired by a new environmental culture to characterise the educational processes of every child.

All the learning environments will be designed and created following innovative and sustainable educational purposes, so that even space becomes educational. Schools will have open spaces that become green workshops where teachers and children can continue their educational activities.

The project, which will be implemented in a socially fragile area of Naples, simultaneously addresses educational innovation, environmental issues and social conditions, to guarantee the rights and fulfil the needs of children and young people.

Bolton Hope’s attention to environmental issues is also expressed through “**One Health One Future**”. Starting with



the Covid-19 pandemic, in 2021 the Foundation created a multidisciplinary educational pathway dedicated to secondary schools. Through in-depth studies, articles and conversations with Italian and international experts, over 100,000 children in about 4,000 schools throughout Italy were able to learn more about the relationship between man and nature. Teachers were given a teaching kit, access to webinars with experts from the world of science and culture, role-play and online workshops to explore the topics with students. Those who were interested also had the opportunity to take part in a training course certified by the Ministry of Education, University and Research (MIUR).

In addition to its primary commitment to education, and as part of a broader perspective of community support, Bolton Hope supports actions to meet the needs of vulnerable people and also intervenes in emergency situations.

The main community activities include support in favour of the **TOG Foundation** for the construction of the “**Città della Fragilità**”, the new centre of excellence for the rehabilitation of children with complex neurological pathologies, in Milan, and a donation to the **Buzzi Hospital** in Milan for the purchase of a new ultrasound scanner within the scope of the “Bimbi sani prima di nascere” (Healthy babies before birth) project, the aim of which is the help improve pre-birth diagnosis to identify congenital pathologies and rare diseases.

Lastly, Bolton Hope funded several activities linked to the consequences of the pandemic, including a donation to the association **Pane Quotidiano** for the purchase of a new vehicle, and to humanitarian emergencies, such as support for **UNHCR** for the crisis in Afghanistan.

2021 Sustainable Business

11,366 Bolton people

3 new acquisitions for a more sustainable business:
THE TUNA STORE, WILD PLANET AND MADEL (Winni's)

2.8 billion in turnover

New Governance for Sustainable Development, with a new central function which reports directly to the Board. The **Sustainability Advisory Board** was created, a team of independent experts in support of sustainable development.

Bolton adheres to the United Nations **Global Compact**. It is a member of the local networks in Italy and Spain.

Rio Mare: 100% of the "Insalatissime" tuna-based products are MSC certified.

Isabel: the first brand in the world to sell tuna that is 100% APR certified (*Atun de Pesca Responsable*).

Saupiquet: natural tuna is 100% MSC certified.

Tri Marine has contributed to the **MSC certification of the Pole and Line supply chain in Indonesia**, actively sustaining local suppliers.

Launch of **Via Alizé**: this new purse seine fishing vessel uses state-of-the-art technology to reduce environmental impact.

Project Hopper: a new device has been developed and tested to reduce accidental fishing by Atunera Dularra fleet.

The **Home & Personal Care Business Unit** has been rewarded by Federchimica for its commitment to the development of sustainable packaging.

Neutro Roberts launched EcoDeo, **Cavaillès** bath foams attained Cosmos organic certification and **Omia** launched a new range containing Aloe from Salento.

Almost 2,200 tonnes of pure plastic were saved in home and personal care products, thanks to the use of recycled or bio-based plastic.

All **Collistar sun creams** contain 100% coral friendly filters compliant with the Hawaiian Reef Bill.

Collistar: all new products have been formulated according to the **Collistar Clean Research®** philosophy, our guideline for effective, essential and sustainable formulas.

96% of Collistar **packaging** is now **recyclable or reusable**.

UHU ReNATURE has received **Nordic Swan Ecolabel** certification for its formula with natural ingredients and sustainable packaging.



The **Adhesives Business Unit** launched a collaboration with **Repair Café International Foundation** and the "Waste? Just fix it!" campaign to promote circularity.

Our adhesives manufacturing sites in Bühl, Goes and our distribution centers in Greffern and Goes use **100% electricity from renewable sources**.

WWF: the partnership with the **Food Business Unit** for more sustainable fishing was strengthened and a new collaboration focused on sustainable packaging was launched with the **Bolton Group**.

We have partnered with **OXFAM** to guarantee respect for human rights across the tuna supply chain.



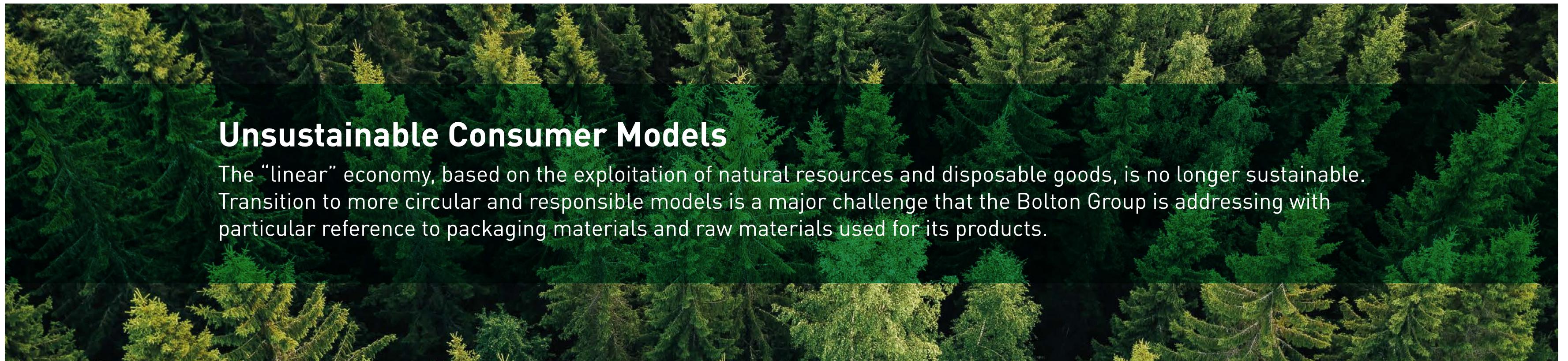
Sustainable Development Plan

Sustainability Challenges

The Bolton Group feels some challenges to be more urgent and connected to its business model.

Pandemic Emergency and Inequality

The pandemic emergency has further exacerbated the social inequalities that afflict our societies, particularly affecting the most vulnerable population groups: women, children, the elderly and people in situations of poverty with consequent loss of stable employment, school drop-outs, and inability to access sufficient income.



Tension on Supply Chains

The Corona virus pandemic emergency, combined with renewed demand for goods and services, logistical difficulties and shortages along many supply chains, has led to a significant increase in the cost of raw materials and energy. Nevertheless, the Group is committed to the continuity of its supply relationships and communication with its distribution channels.



Destruction of “Value”

Many of today's production and consumption models aim to maximise volumes and minimise the creation of value for all players across the supply chain, for the planet and for consumers. When drawing up its value creation model, the Bolton Group strives to consider the balance between the economic value generated and the environmental and social impacts.

Climate Change

Following COP26, there is renewed urgency to take action to curb greenhouse gas emissions and find technological solutions to “decarbonise” the world’s economies. Much effort is being made by countries, industries and international organisations, but this is still not enough to ensure compliance with the agreements made in Paris in 2015. The Bolton Group feels the urgency to act and, with this in mind, in 2021 it began outlining a path towards decarbonisation.



Biodiversity

Biodiversity is the network of life, of all living organisms on the planet. Changes in land use, deforestation and urbanisation, irresponsible hunting and fishing, pollution and climate change are threatening many species of animals and plants with extinction. Bolton is aware that its business can have a variety of impacts, which is why it has been promoting sustainable fishing methods for several years now.



The Health of our Oceans, Fresh Waters

More than half of our business depends on the ocean and almost our entire portfolio is based on water. This is why preserving the health of the oceans and water in general is a priority: from sustainable fishing projects to the conservation of protected marine areas and the management of plastics. The Group has been working with the WWF for years to safeguard the health of our oceans and guarantee more responsible ways of fishing.

Respect for Human Rights

The private sector is the largest source of employment globally, yet the hundreds of millions of people working in it often live in poverty, dealing with poor working conditions, underpayment and uncertainty. To raise the standards of respect for human rights in the fish supply chain, the Bolton Group formed a transformative partnership with Oxfam in 2020.

Our Approach

The Bolton Group's mission is to **generate value responsibly**, distributing it fairly among all those involved in the supply chain and in the communities concerned.

Through its **iconic brands and high-quality everyday products**, Bolton participates in the lives of millions of families around the world, offering them solutions to a variety of needs and seeking innovations for a more sustainable lifestyle.

We want to be present wherever people take care of themselves, their families and their homes.

Bolton's brands are recognised by most people and generate sustained growth that we undertake to reinvest for the benefit of communities and the environment, the **well-being** of which is key to a long-term sustainable development model.

This is our way of making a positive mark, today and over time, for the benefit of generations to come. We know that we are living at a time in which current business models **have to be transformed** so that the over 9 billion people who will populate the Earth in 2050 can live a good life while respecting the planet's resources.

Our sustainability strategy is outlined by two essential elements: **nature** and **people**. “*Circularity of the business model*” and “*individual well-being*” are the **two pillars** that guide us every day in our efforts to lend substance to our commitment and leave a better world for future generations.

Moreover, we believe that the more people share the same vision and strive towards the same goals, the more chance we have of achieving real change. Setting increasingly ambitious sustainability targets isn't something that we can do alone. This is why we base our model on **collaborations and partnerships with expert organisations that work towards transformation** and help us in our constant effort to improve.



Commitments

We have defined commitments in terms of circularity and well-being that explain the focus of our work.

With regard to **circularity**, we concentrate on two aspects: our role in the supply chains and particular attention to production processes.

When it comes to **people's well-being**, our priority is to guarantee secure, inclusive jobs which offer a wealth of opportunities to those who work with us.

At the same time, we are committed to supporting the communities in which we operate, with educational activities and practical assistance for those who are vulnerable.



Circular business model

Sourcing

- Use sustainable raw materials and ingredients
- Reduce the environmental impact of packaging

Production

- Ensure our portfolio has a clear focus on sustainability
- Reduce the environmental footprint of our operations (sites, fleets, logistics)
- Reduce waste and maximise waste recovery
- Improve sustainability in our workplaces

Well-being for our employees and communities

Employees

- Promote a culture of safety
- Guarantee equal opportunities for all
- Improve employee well-being and engagement

Community

- Promote access to quality education
- Support vulnerable people
- Support the local communities that we operate in
- Promote environment and social responsibility in our sourcing chains



Objectives

As of 2021, we have included Tri Marine within the scope of our objectives. As a result, the performance indicators in this document may be significantly different to those in the previous sustainability report.

CIRCULARITY	STRATEGIES	OBJECTIVES	2020	2021
Sourcing	USE SUSTAINABLE RAW MATERIALS AND INGREDIENTS	■ Reach 100% of tuna from responsible fishing for Rio Mare, Isabel, Saupiquet, Cuca and Palmera branded products ¹	69%	69%
		■ Use 100% beef from suppliers whose compliance with the Bolton Beef Policy has been verified by independent organisations ²	The Bolton Beef Policy has been approved	
		■ Use 100% RSPO-certified palm oil by-products in our Home and Personal Care products ³	3%	8%
		■ Develop 100% sun cream products in compliance with the Hawaiian Reef Bill	36%	41%
		■ Design 100% recyclable and reusable packaging ⁴	84%	86%
	REDUCE THE ENVIRONMENTAL IMPACT OF PACKAGING	■ Use 50% recycled, bio-based or certified packaging materials	41%	47%
		■ Use 40% recycled or bio-based plastic packaging	5%	12%
		■ Use 100% zero-deforestation paper (FSC® or PEFC certified, or recycled)	82%	78%*
		■ Reduce the ratio between virgin packaging and finished product every year	9%	8%
		■ Apply circularity criteria to 70% of production volumes ⁵	57%	71%
Production	REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR OPERATIONS (SITES, FLEETS, LOGISTICS)	■ Reduce levels of CO ₂ emissions in relative terms by 20% (CO ₂ equivalent in finished products) in our facilities ⁶	-16%	-17%
		■ Use 100% electricity from renewable sources ⁷	78%	81%
		■ Reduce water consumption per finished product by 20% ⁶	+1%	-10%
	REDUCE WASTE AND MAXIMISE WASTE RECOVERY	■ Recover or recycle 100% of waste produced by our sites ⁸	93%	95%
	IMPROVE SUSTAINABILITY IN OUR WORKPLACES	■ Reduce the environmental footprint of our buildings and offices every year (efficient use of energy, consumption of natural resources, etc.) ⁹	To be finalised	

* Due to global lack of raw materials.

1 Objective to be achieved by 2024. For more information, [click here](#).

2 Audits will begin in 2022.

3 We do not use palm oil or derivatives in our food products.

4 Excluding adhesive products, due to technological constraints in the recycling chain.

5 For more information on circularity criteria, [click here](#).

6 Baseline 2017, excluding acquisitions made since 2019.

7 Excluding the production site in Noro, in the Solomon Islands.

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

9 Measuring instruments and strategy to be defined.



WELL-BEING	STRATEGIES	OBJECTIVES	2020	2021
Employees	PROMOTE A CULTURE OF SAFETY	<ul style="list-style-type: none"> ■ Reduce the frequency of injuries every year, with the aim of eliminating them 	14.4	11.5
	<ul style="list-style-type: none"> ■ Guarantee equal gender representation in the selection phase¹⁰ 	In progress		
	<ul style="list-style-type: none"> ■ 40% of senior management positions to be held by women 	14%	18%	
	GUARANTEE EQUAL OPPORTUNITIES FOR ALL	<ul style="list-style-type: none"> ■ Guarantee equal pay for all genders 	Methodology to be finalised in 2022	
	<ul style="list-style-type: none"> ■ 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 roles¹¹ 	1%	9%	
	<ul style="list-style-type: none"> ■ Use internal resources to fill over 50% of vacant managerial positions¹² 	16%	11%	
	IMPROVE EMPLOYEE WELL-BEING AND ENGAGEMENT	<ul style="list-style-type: none"> ■ Improve the Trust Index of our employees (using the Great Place to Work method), passing the market benchmark¹³ of 71% 	67%	68%
	<ul style="list-style-type: none"> ■ Ensure that 100% of employees¹⁴ have access to remote working and other flexible working arrangements to ensure a good work/life balance¹⁵ 	100%	100%	
	SUPPORT VULNERABLE PEOPLE	<ul style="list-style-type: none"> ■ Reach over 5 million vulnerable people through our products 	3.1 million	4.1 million
Community	PROMOTE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY THROUGHOUT THE SUPPLY CHAIN	<ul style="list-style-type: none"> ■ Ensure self-assessments and/or social and/or environmental audits on 100% of suppliers¹⁶ 	N/A	77%

¹⁰ At least 50% of individuals on shortlists for white collar positions must be female.

¹¹ Refers to corporate and junior positions.

¹² Internally and across Business Units.

¹³ This figure refers to the results of the first assessment questionnaire carried out between 2020 and 2021 in all Business Units except Tri Marine. A new assessment will be carried out in the first quarter of 2023.

¹⁴ White collars. Where permitted by technological infrastructure.

¹⁵ New criteria will be established in 2022, as COVID-19 accelerated the shift to remote working.

¹⁶ Including suppliers with annual turnover in excess of €80,000. In 2021, we expanded the area of analysis and figures are no longer comparable to those for the previous year.

Partnerships and Initiatives

The Bolton Group considers **transformational partnerships** to be key to its development strategy, as they act as generators of positive change and value for society.

Starting by actively listening and carefully analysing the external context, we develop projects that can involve multiple players at the same time and which, thanks to constant interaction, establish long-term improvement processes.

We participate in **initiatives** and enter into partnerships both at local and international level.



United Nations Global Compact



In March 2021, we joined the **United Nations Global Compact**, the world's biggest sustainability initiative, with over 15,000 businesses from more than 165 countries participating. This is a call to action for the business world, which is asked to align strategies and projects with Ten Universal Principles of respect for human rights, the environment, labour and anti-corruption practices, and to support the advancement of the Sustainable Development Goals promoted in the 2030 Global Agenda.

To make this participation effective, the Bolton Group regularly takes part in the activities of local Global Compact networks in **Italy and Spain**.

On the International Day for Human Rights in December 2021, Bolton contributed to a special dossier promoted by the Spanish network, aimed at supporting companies who are still not addressing the implementation of the UN "*Guiding Principles on Business and Human Rights*" in their supply chains. Moreover, in October 2021, the Group took part in the "*Business&SDGs Annual Forum*" held by Global Compact Network Italy, sharing details of the virtuous collaboration launched with Oxfam with the public.

WWF



Bolton has been co-operating with the **WWF** for many years with regard to fishing. A path has been drawn to forward **more sustainable fishing**, with the ultimate aim of protecting the health of the oceans and the livelihoods of the communities that depend on them.

This collaboration includes the adoption of precise criteria for the sustainable sourcing of fish; greater transparency and traceability of products; advocacy activities and communication and engagement campaigns aimed at consumers.

In 2021, the collaboration between the WWF and Bolton was extended and a joint working table was set up to analyse the **sustainability of the Group's packaging** and identify paths for improvement, focusing particularly on a more responsible use of plastics. This cooperation has also triggered the launch of new research projects for the development of environmentally friendly sunscreen products in cooperation with the University of Le Marche.



Oxfam



for all those who work in the fish supply chain.

The partnership envisages the updating of existing company policies for the respect of employees' rights; the implementation of a solid *due diligence* process in countries that are strategic to the tuna supply chain using the *Human Rights Impact Assessment* methodology owned by Oxfam; the definition of a constant monitoring system; and continuous communication of the commitments made in order to bring about positive change in the sector and the improvement of the wellbeing of the communities where we are present. Furthermore, to mark the 2021 end-of-year festivities, the Group supported the initiative "*Wrap the present, give the future*", during which 1,000 Oxfam Italy volunteers wrapped Christmas presents for customers in more than 250 shops. Besides wrapping presents, volunteers handed out soaps offered by Neutro Roberts in exchange for donations to families affected by the most serious humanitarian emergencies in the world.



Valore D



For several years now, the Bolton Group has been an Ambassador and supporter of **Valore D**, the first enterprise association in Italy to promote gender balance and an inclusive culture for the growth of companies in the country.

The Group actively participates in the association's initiatives and is a member of its Board of Directors. Over time, this has enabled valuable comparisons with other companies, facilitated workshops and training courses. In 2021, Bolton organised a meeting dedicated to all its employees, entitled "*Il Coraggio di Ricominciare*" (The Courage to Start Over).

The webinar focused on "*restartAbility*" and new approaches to address restarting and change in the best way possible, encouraging people to move out of their *comfort zone* and tackle new challenges more effectively and with greater awareness.





Our Creation of Value

On Your Table

We are aware that we have a huge responsibility towards those who choose our products every day and all those involved in our supply chains. That is why we are committed, **from the sea, pastures and fields to the table**, to respecting the environment and people.

We are involved in **49 food supply chains**, most of which operate on a global scale and involve small, medium and large suppliers. The most important for us is the **supply chain of fish**, particularly tuna, which accounts for over **80% of the total raw materials of animal origin** purchased by the Group.



Tuna

The tuna supply chain is long and complex. Tuna is fished in the equatorial waters, between the Tropics of Cancer and Capricorn, in the Indian, Pacific and Atlantic Oceans.

About 73% of the tuna caught in the world comes from the Western Pacific Ocean and the Indian Ocean.

Two species make up 86% of the catch: yellowfin tuna (*Thunnus albacares*) and **skipjack tuna** (*Katsuwonus pelamis*). According to the stock assessment released in march 2022 by ISSF, *International Seafood Sustainability Foundation*, approximately **80% of tuna stocks** are in good health.

73% of the tuna caught comes from the Western Pacific Ocean and the Indian Ocean

80% of tuna stocks are in good health

With **7 million tonnes**, tuna represents **8% of the fish sold** all over the world every year.*

*The State of World Fisheries and Aquaculture 2020 (fao.org)

Tuna: what it looks like, where it lives, where it is fished

There are lots of different species of tuna. They vary in size, colour, quality and adaptability to different uses. Tuna:

- is a pelagic teleost that belongs to the Scombridae family;
- has a streamlined body, which is dark blue on the back and silvery white on the belly;
- can reach up to 2-3 metres in length and 600kg in weight,
- migrates, throughout its life, for many kilometres along the coasts of different oceans, travelling at speeds of up to 70km/h;
- feeds off small fish like sardines, anchovies and prawns and reproduces at least once a year;
- the females release enormous quantities of eggs (up to 10 million for each individual female) into the water;
- lives mainly in schools in the ocean.

TUNA FISHING OCEANS



EAST PACIFIC OCEAN
INDIAN OCEAN

ATLANTIC OCEAN
WEST PACIFIC OCEAN



Main Tuna Fishing Methods

Pole & Line Fishing

An artisanal fishing technique, practised near the coast. Fishermen, equipped with special rods, sail by boat to the areas where the tuna are found. They throw small bait-fish into the water to attract tuna close to the vessel then also mimic bait by spraying water onto the sea surface. The lines are then dropped down from the poles with a small feathered hook and thanks to the frenetic movement of the water and presence of bait, the tuna bite and are pulled on board, where they are stored on ice or in refrigerated wells.

Tuna caught using this technique are sold locally into fresh and frozen fish markets, canneries, and also export markets . This method **minimises the risk of bycatch** (meaning the incidental catch of non-target species), **although fuel consumption per tonne of fish caught can be higher than purse seiners. The Group has invested in the development of this fishing method over the years in Indonesia and the Solomon Islands**, where it has worked with its suppliers to improve traceability, health, hygiene and safety on board fishing boats and the sustainability of fishing, actively contributing to the MSC certification of this supply chain.



Longline Fishing

This technique involves the setting of main lines measuring several kilometres in length, attached to buoys. Baited hooks are attached to the main line by branch lines. After the long line is set, the boat retrieves the line with all the fish that have taken the bait.

This is a fishing method that causes high levels of bycatch, which is why Bolton only buys tuna caught using this method if it comes from supply chains that are MSC-certified or involved in credible fishery improvement projects.

Purse Seine Fishing

This is undoubtedly the most intensive fishing system because it uses vessels up to 100 metres long, equipped with freezers and large nets (known as purse seiners) that surround the fish, but is also **the most modern and that best suited for storing tuna**. **This is the fishing technique used for the majority of supply to Bolton**. During fishing operations, purse seiners sometimes use **FADs** (*Fish Aggregating Devices*). While the use of FADs makes it possible to increase the amount of fish caught, it also increases bycatch. **FAD free** fishing (free school purse seine fishing) considerably reduces the risk of bycatch but can also consume more fuel because the fishermen to spend more time looking for schools of tuna.

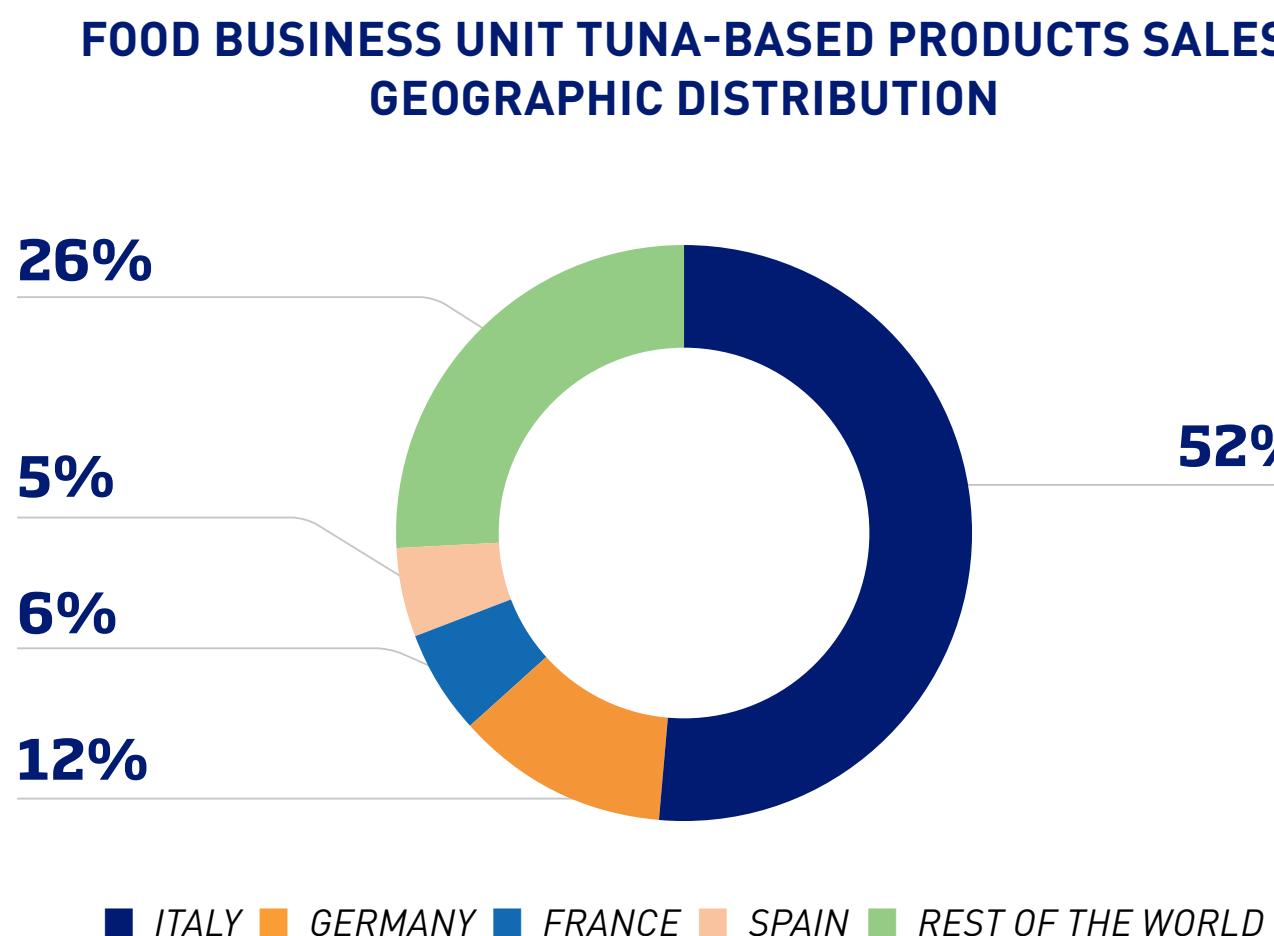


Tuna Supply

Bolton Group is one of the world's leading players in the fishing industry, particularly in tuna fishing, processing and canning.

The Group markets **over 500,000 tonnes of tuna** every year, using 15% for the production of its branded products and selling the remaining 85% to other producers or processors through Tri Marine.

Over 90% of the tuna we use to produce our Rio Mare, Isabel, Saupiquet, Cuca and Palmera products is sourced by Tri Marine, with a virtuous **integrated supply chain**.

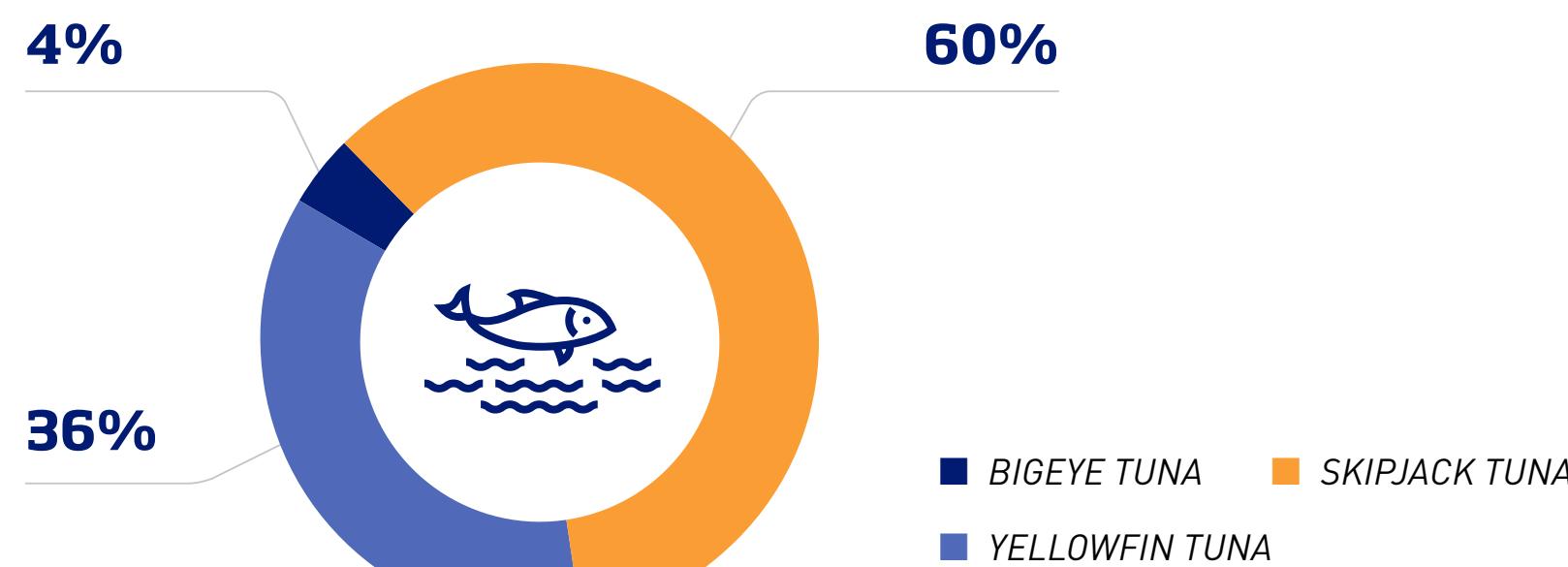


Responsible Fishing

Over the years, Bolton has decided to progressively diversify the species of tuna fished in order to protect the balance of the marine ecosystem.

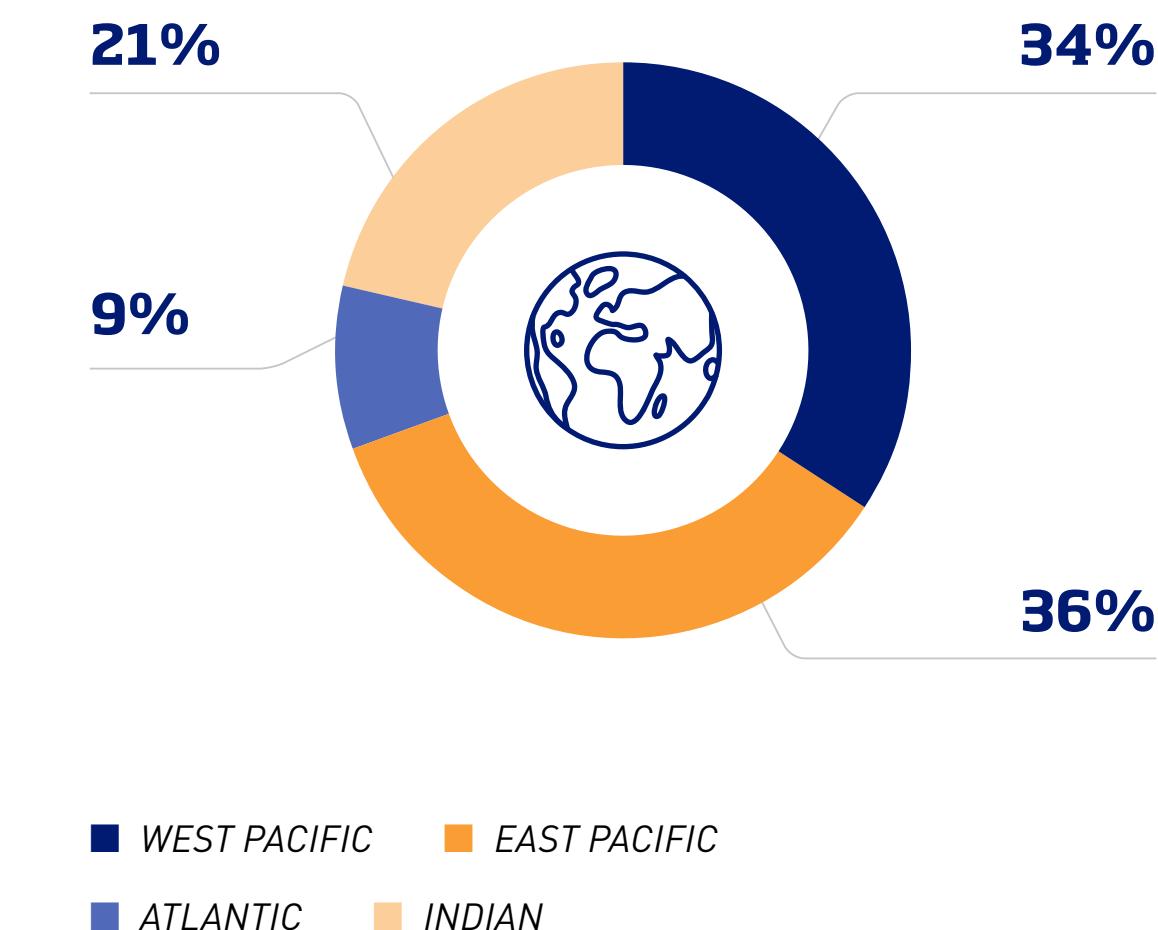
We are committed to neither buying nor marketing threatened or endangered species, such as bluefin tuna (*Thunnus thynnus*).

TUNA SPECIES USED BY THE FOOD BUSINESS UNIT



All the fleets that supply us respect the “closed seasons” imposed by relevant authorities, to ensure that tuna schools have **time to reproduce and restock**. A lot of our fish comes from the **Pacific Ocean, which has the lowest bycatch rate of all oceans**.

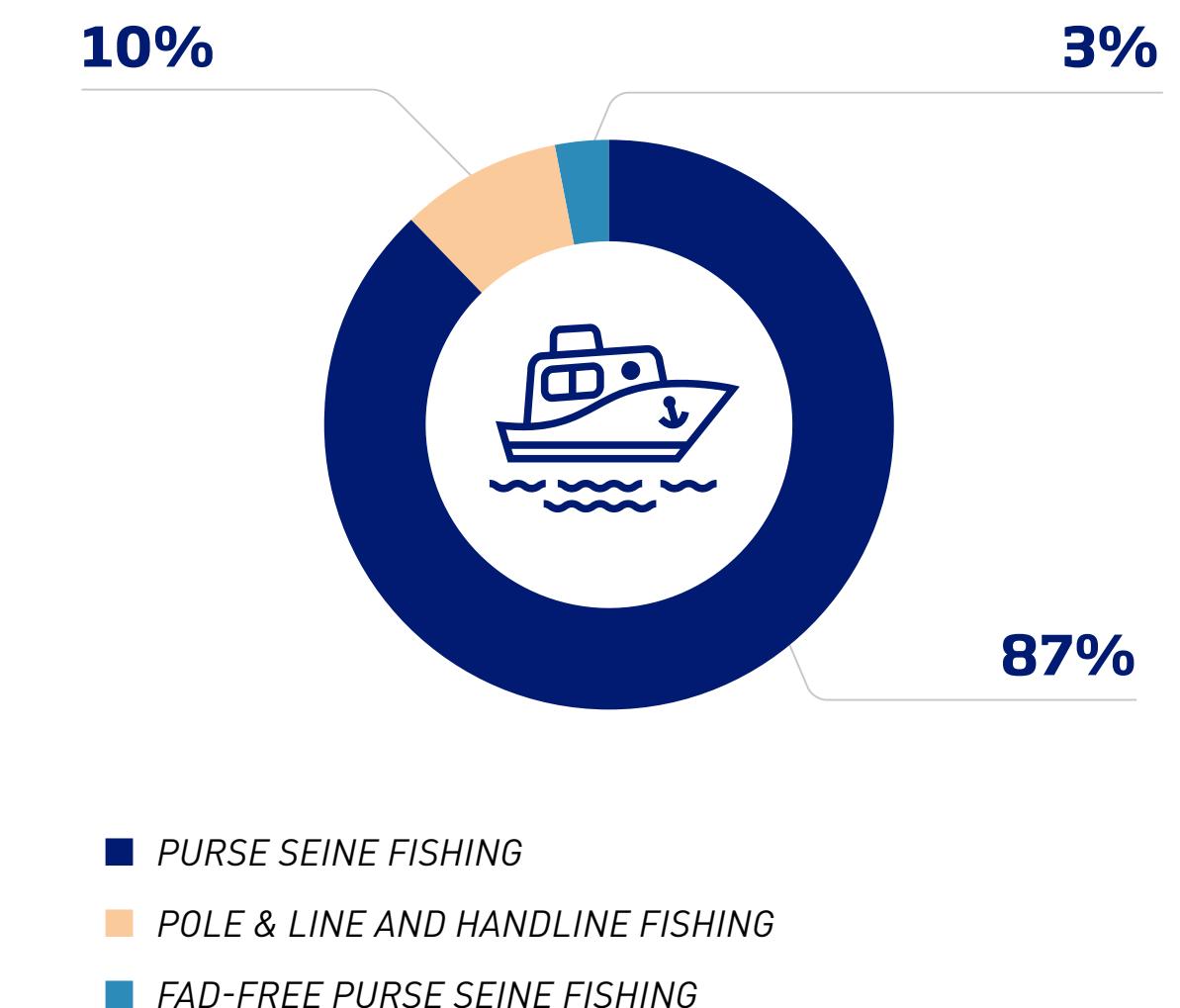
TUNA FISHING AREAS USED BY THE FOOD BUSINESS UNIT



For some time now, we have implemented a sourcing policy that considers the different fishing techniques used to best balance the environmental, social and economic sustainability of each one.

We carefully assess several factors, such as the environmental impact generated by the fuel consumed per tonne of fish caught, the risk of bycatch, the working conditions of fishermen, health and safety, and the marketing of a high quality, affordable product.

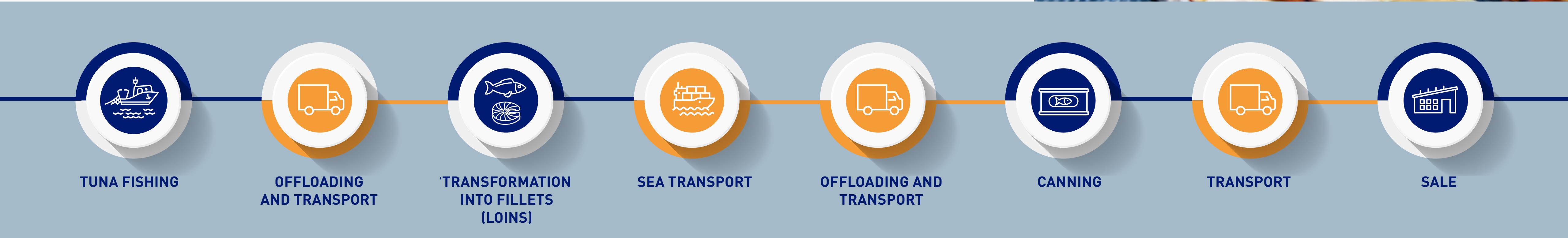
TUNA FISHING METHODS USED BY THE FOOD BUSINESS UNIT



Once caught, the tuna undergoes an initial processing phase in plants close to the fishing grounds. The heads and tails are removed, the tuna is thoroughly cleaned, cooked and sliced into fillets (loins), which are then frozen and sent to canning plants. This phase is carried out entirely by hand, mainly by women.

The tuna marketed by the Bolton Group's Food Business Unit is processed at Group-owned plants in Manta, **Ecuador**, Noro in the **Solomon Islands**, O'Grove in **Spain** or by a network of **selected suppliers** based in **Indonesia and South East Asia**.

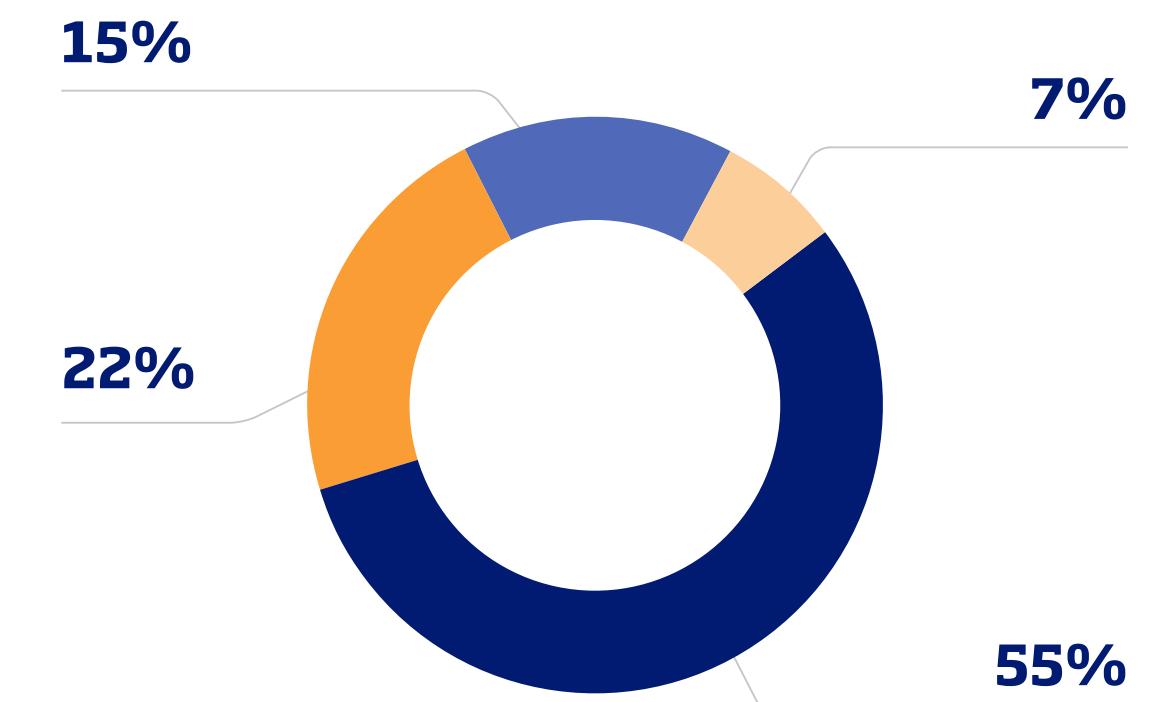
The fillets are then sent to the canning plants in **Italy**, where Rio Mare branded products are produced, to the O'Grove plant in **Spain**, where Isabel, Cuca and Saupiquet branded products are produced, or to the **Agadir** plant, the products of which are sold locally. The Spanish plant handles both the preparation of fillets and canning.



The Food Business Unit produces over 100,000 tonnes of tuna-based products sold under the Rio Mare, Isabel, Saupiquet, Cuca and Palmera brands every year.

VOLUMES OF TUNA-BASED PRODUCTS PER PLANT

- O'GROVE
- AGADIR
- CERMENATE
- MANTA



Supply Chain Partnerships

Tuna is a global resource that feeds millions of families around the world, many of whom live in developing countries. For these people, it represents a source of sustenance but also of subsistence. **Preserving this natural capital is therefore not only an environmental but also a social responsibility.**

The global nature of the supply chain, combined with difficulties in regulating and controlling fishing at sea, means that Bolton has always been committed to promoting self-regulation of the sector, developing better fishing practices, improving working conditions throughout the supply chain, and protecting workers' rights.

To achieve this, it has adopted a global, strategic and shared approach with all the players in the supply chain (ship owners, canning companies, NGOs, scientists, traders) through **transformative partnerships and collaborations.**



International Seafood Sustainability Foundation: Bolton and Tri Marine among the founders



In 2009, the Bolton Group and Tri Marine contributed to the creation of the ISSF (*International Seafood Sustainability Foundation*), which has now become the leading non-profit organization for sustainable tuna fishing. ISSF members include the most authoritative scientists and marine biologists, several NGOs, including WWF International, and the world's largest tuna brands and their suppliers. The ultimate aim of the ISSF is for all global tuna fisheries to meet the sustainability criteria established by the **Marine Stewardship Council (MSC)** certification, driving **initiatives for long-term conservation and sustainable use of tuna stocks, reducing bycatch and promoting the health of the marine ecosystem.**

One of the ISSF's main activities is the development and implementation of **conservation measures** based on its scientific research, to improve the management of tuna fishing. ISSF member companies commit to these measures and undergo **annual audit by MRAG Americas**, an independent body specializing in fisheries.

The most important conservation measures include:

- not buying tuna from boats on the IUU list (**Illegal, Unreported And Unregulated Fishing**) of RFMOs (*Regional Fisheries Management Organisations*) or that of the European Union;
- only buying from large-scale purse seine vessels (LSPSVs) that are registered on the ProActive Vessel Register (PVR) to limit fishing capacity and ensure best practices are followed;
- only buying from boats which have policies prohibiting shark finning, ensuring bycatch handling best practices and implement FAD (Fish Aggregating Device) management measures;
- only buying from boats which have an IMO (*International Maritime Organization*), UVI (*Unique Vessel Identifier*) or TUWI (*Tuna Unique Vessel Identifier*) ID number;
- only buying from boats which have policies prohibiting shark finning, ensuring bycatch handling best practices and implement FAD (Fish Aggregating Device) management measures.

WWF: Together for More Responsible Fishing

Since 2016, Bolton Food Business Unit has been partnering with WWF Italy and WWF International to **improve sustainability of tuna sourcing and protect the health of the oceans**. This partnership has been expanded and renewed for the four-year period 2021-2024 with the introduction of the new sustainability criteria of the WWF Tuna Strategy and with bolstered advocacy activities.

Today, around **70% of Rio Mare, Saupiquet, Isabel, Palmera and Cuca branded tuna comes from MSC-certified fishing activities or those involved in solid and credible FIPs (Fishery Improvement Projects)**, with the aim of reaching **100% of responsibly fished tuna by 2024**.

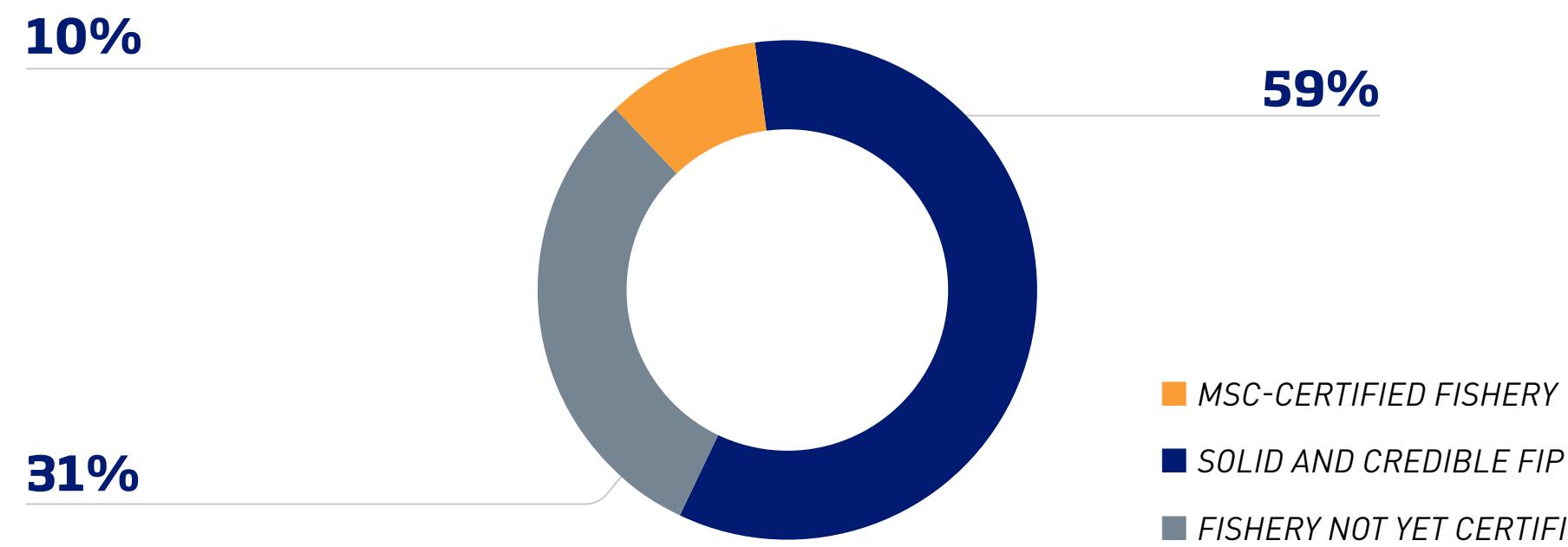


**Together for
more sustainable
fishing and to
support our
oceans.**



69% of tuna from fisheries that are MSC-certified or involved in solid and credible Fishery Improvement Projects

FOOD BUSINESS UNIT'S SUPPLY CHAINS FOR TUNA

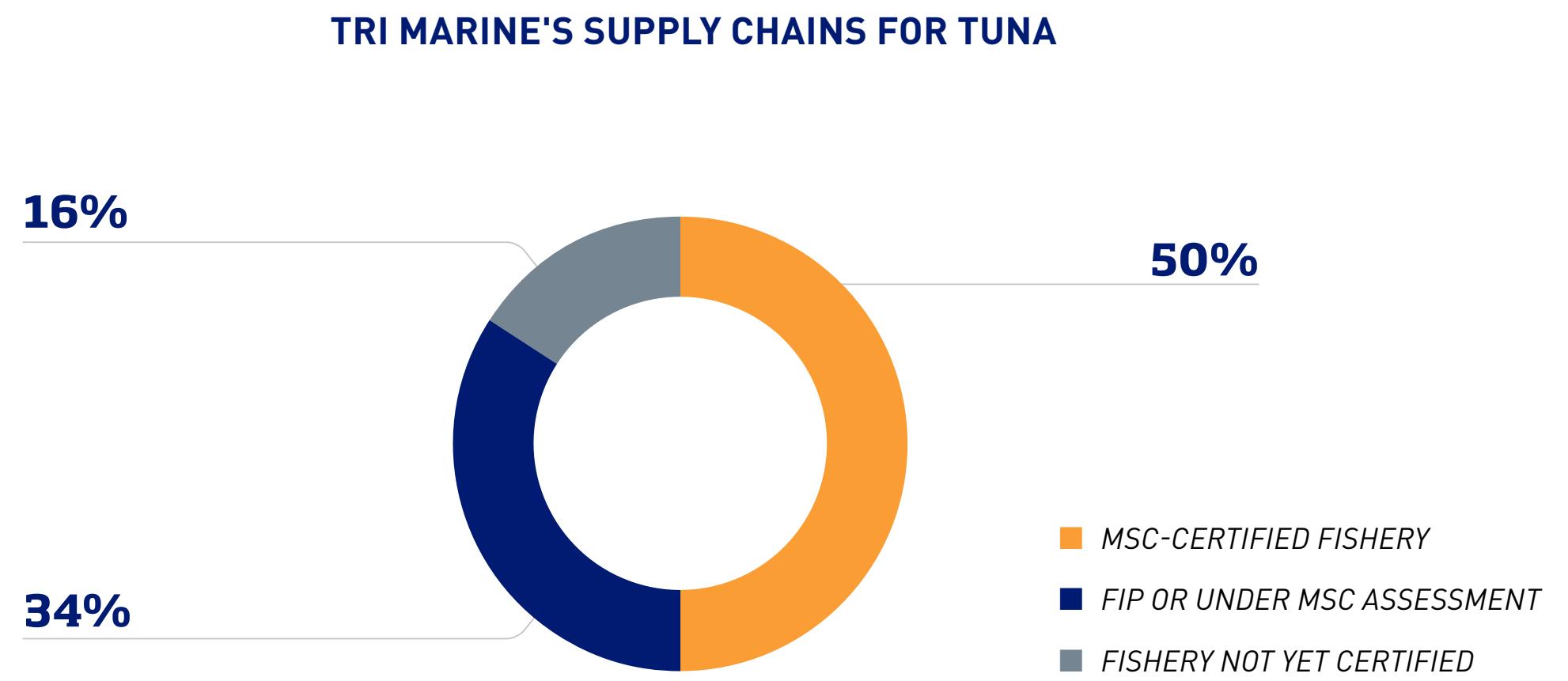


In 2021, Bolton focused its efforts on **renewing the certification of the Solomon Islands' supply chain, certifying part of our artisan supply chain in Indonesia and starting the OPAGAC fishing supply chain certification process**.

For further information on the results of the partnership [click here](#).



Tri Marine is also at the forefront in the development of **fishery improvement projects and MSC certification** of tuna supply chains.



Focus: MSC Certification of the Pole&Line fishery in Indonesia

In 2021, the *Indonesian Pole-and-Line and Handline Fisheries Association* (AP2HI) and the *International Pole and Line Foundation* (IPNLF) attained MSC-certification for eight small tuna fishing businesses operating in the Indonesian archipelago. Certification involved 380 pole and line and handline boats that catch 11,000 tonnes of tuna a year. **Tri Marine, a company specialising in fish trade, actively oversaw the certification process through its local suppliers, contributing to better data collection and monitoring.**

MSC Certification



Marine Stewardship Council (MSC) is an independent, voluntary, global certification scheme that supports the adoption of sustainable fishing practices and sets standards for the responsible sourcing of fishery resources. More specifically, MSC ensures that fishing activities are conducted in compliance with three basic principles:

1. the fishing activity must leave **enough fish in the sea to safeguard the health of the stock** and ensure that fishing can continue in time;
2. the fishing activity must be conducted in such a way as to **minimise its impact on the marine ecosystem**, allowing marine plants and animals to thrive;
3. the fishing activity must be managed by companies in a responsible manner and in such a way as to **adapt to changing environmental conditions**, in compliance with applicable national and international laws.

The Bolton Group has been committed for years to strengthening **advocacy activities to demand adoption of new and more stringent measures to regulate tuna fishing by the Regional Fisheries Management Organizations**

(RFMOs), supranational bodies that regulate fishing grounds with the aim of helping rebuild overfished stocks and prevent overfishing in the future.

In June 2021, the Group publicly announced its commitment to reduce its sourcing of yellowfin tuna (*Thunnus Albacares*) from the Indian Ocean by 20% compared to the 2017-2019 period average by 2024.



OXFAM: Together for a Fairer and More Inclusive Supply Chain



OXFAM

In November 2020, the Bolton Group became the first organisation in its sector to launch a collaboration with OXFAM with the aim of drawing up **new standards of corporate social sustainability in the tuna fishing industry** and building an “increasingly humane supply chain”, in which equity, inclusion, elimination of inequalities, respect for human rights and safe and decent working conditions are guaranteed for all. This collaboration has a duration of four years.

The transformation process envisages:

- **review and reinforcement of the Group's policies** on human rights and working conditions, including the Human Rights Policy and Code of Ethics;
- investigation and on-site audit of the three most important tuna supply chains in Ecuador, Morocco and Indonesia using the **Human Rights Impact Assessment**;
- adoption of an **effective monitoring and management system** in relation to working conditions.



A review of the Group's human rights policies was conducted in 2021 and due diligence was initiated in Ecuador, involving all stakeholders in the tuna supply chain.

Human Rights Impact Assessment

The Human Rights Impact Assessment is an analytical method developed by OXFAM, based on the *United Nations Guiding Principles for Business and Human Rights*, which assesses all aspects of a supply chain. It analyses the role of players in the supply chain, including the business practices used to negotiate the procurement of goods or services. **The analysis enables companies to understand the nature and structural causes of major human rights violations stemming from the way they do business and to identify procedures and mechanisms to prevent, mitigate and rectify potential risks along the supply chain.** One of the key features of the *Human Rights Impact Assessment* is the direct involvement of all stakeholders and players in the supply chain, including the local community, trade unions and civil organisations.



Seafood Taskforce

Tri Marine is an active member of the Seafood Task Force, a multi-stakeholder initiative aimed at addressing human rights violations and forced labour in the fishery industry, as well as illegal fishing. It actively contributed to the drafting of the association's **Code of Conduct and Auditable Standards** and is now engaged in their application, by way of on-site inspections and corrective measures.

In 2021, Tri Marine analysed 100% of its suppliers thanks to self-assessment questionnaires on compliance with social conditions on board fishing vessels.

The results of independent audits were also received for 20 of them, confirming the self-assessment.



Fair Trade in the Solomon Islands



Since 2019, our supply chain in the **Solomon Islands has held FAIR TRADE US certification**, granted by the certification programme that allows distribution of value in the entire supply chain, right down to the individual fisherman.

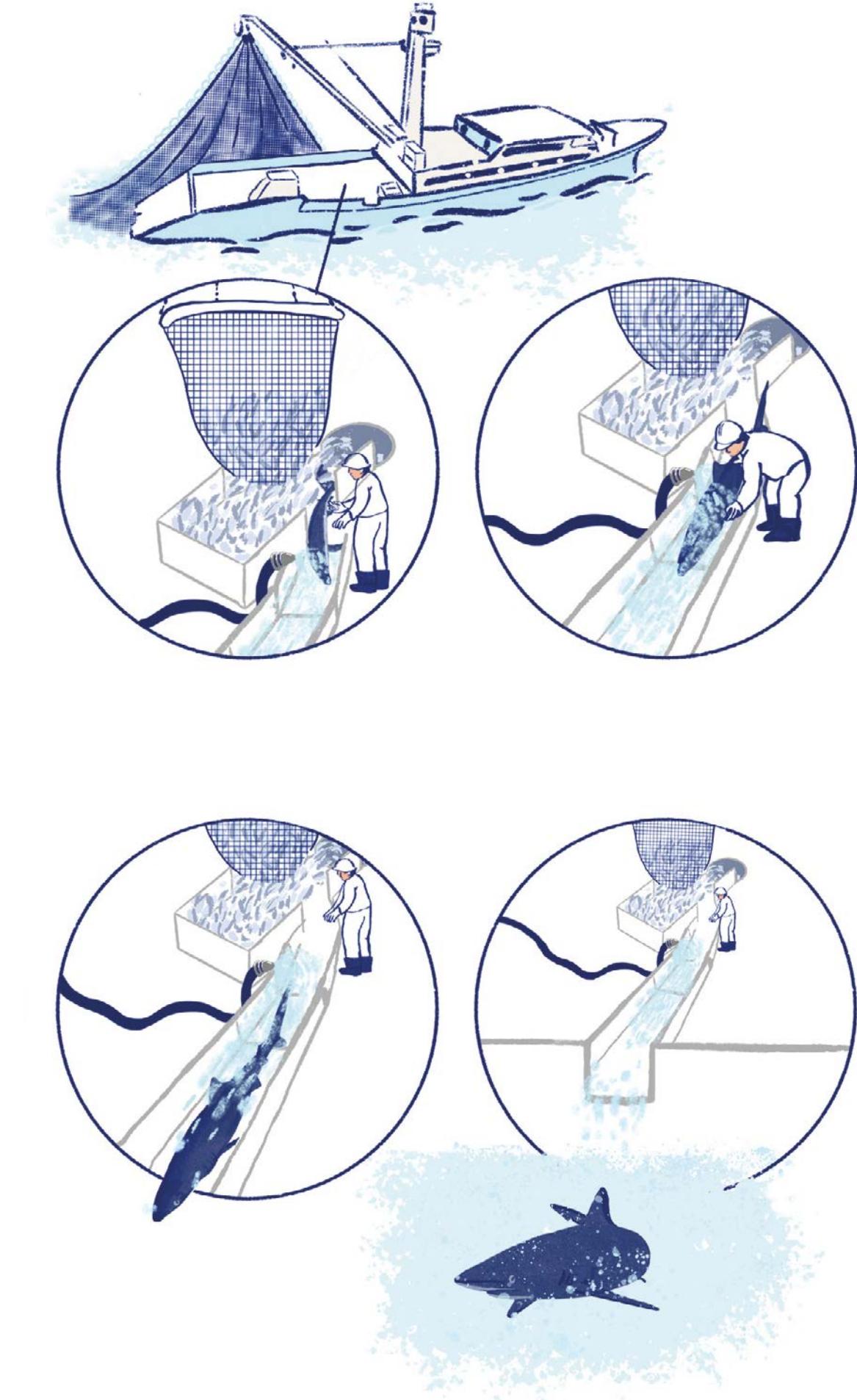
This supply chain consists of a local workforce of 254 fishermen and 2,200 workers employed at the processing plant.

Within the scope of this commitment, a number of community projects were launched in 2021 thanks to the sale of Fair Trade US certified tuna.



Project Hopper to prevent bycatch

The Bolton Group is at the forefront of research and innovation in fishing equipment. It cooperates with various organisations to test at sea, promote and implement the best practices identified by the scientific community. In collaboration with **Spanish technology centre AZTI**, the Group developed and tested **a pioneering device to reduce bycatch of vulnerable species like small sharks or turtles** on its fishing vessels. The device, known as the "*Hopper*", enables rapid identification of species accidentally caught in the nets and their immediate release at sea, avoiding any handling by crews and thus ensuring greater safety on board and less stress for the animals. The data collected so far is very encouraging, as they show that, thanks to this ramp, **more than 95 per cent of accidentally caught sharks can be released quickly and directly into the sea.**



GGGI and BioFAD against plastics in the sea

Tri Marine is a member of the ***Global Ghost Gear Initiative (GGGI)***, an organisation that works **to reduce the impact of fishing equipment abandoned and lost at sea**. Tri Marine partnered with GGGI to draw up a framework of best practices for the management of FADs (*Fish Aggregating Devices*), which includes traceability, international regulations, design optimisation, use of biodegradable materials and recovery operations.

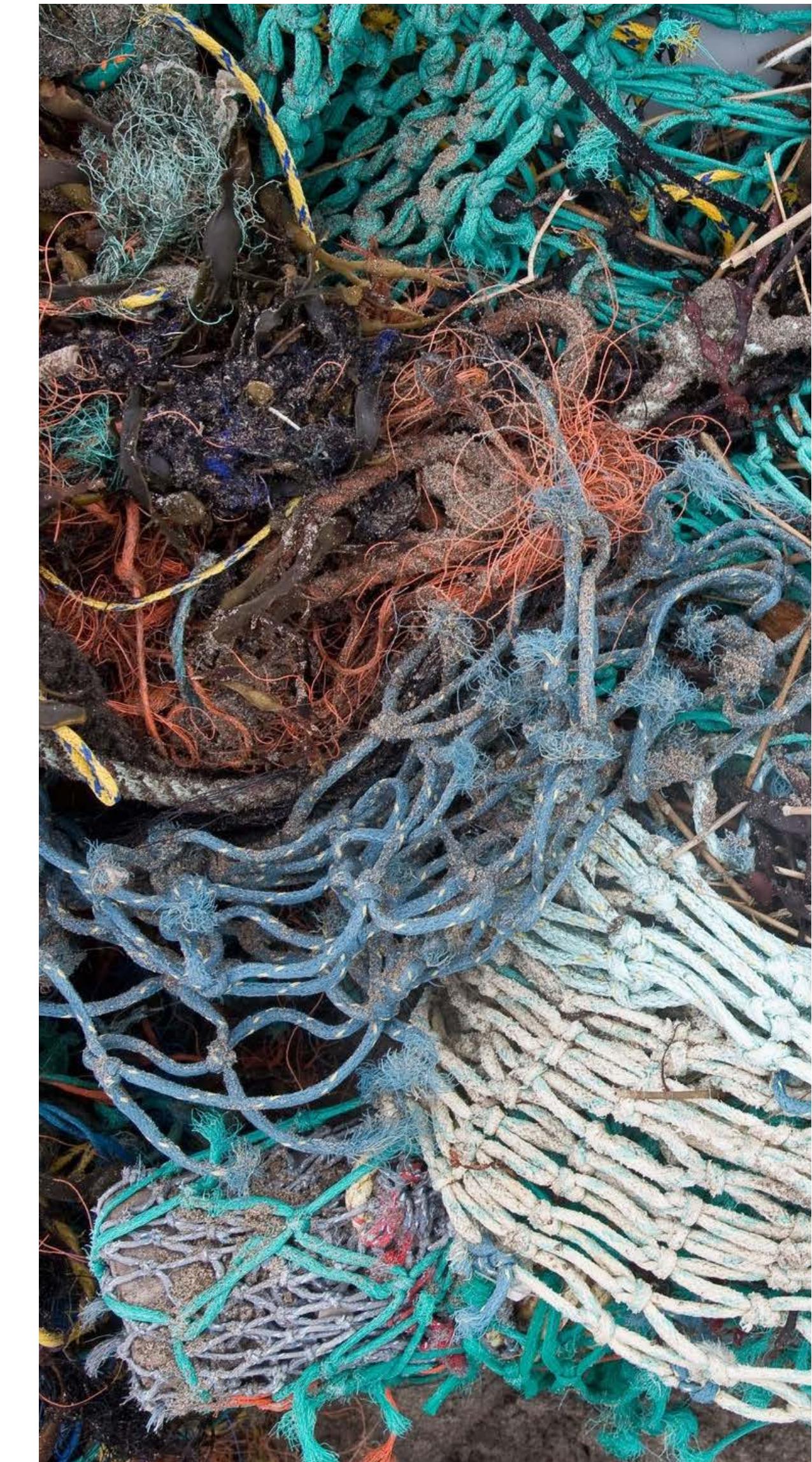
In this context, Tri Marine works in close collaboration with ISSF scientists and is also actively involved in developing and testing **BioFADs, or biodegradable fish aggregating devices, within the fish supply chain of TUNACONS** (Tuna Conservation Group). This is an association of fleets that operate in the East Pacific and that have been involved since 2016 in fishery improvement projects aimed at attaining MSC certification.

FAD - Fish Aggregating Device

FADs are rafts equipped with transceivers which are placed in the water a few days before fishing is due to take place, in order to recreate conditions capable of attracting large shoals of fish in search of food. This technology originated from the observations made by fishermen, who noticed the natural tendency of fish to aggregate under logs or other floating objects, and is now used to maximise fishing and make it more efficient. **The main problems associated with the use of FADs are bycatch and environmental impact due to the materials used.** A series of studies are underway to optimise the structure of these devices (non-entangling FAD), improve their management and use, and limit their environmental impact by using biodegradable materials (BioFAD and Jelly-FAD), with a view to reducing the problems.



The goal of using 20% BioFADs in the TUNACONS SUPPLY CHAIN HAS BEEN ACHIEVED.



“Life at sea”

1. What is a fisherman's life like in 2021?

On board the vessels that make up our fleet, life as a fisherman has not really changed much compared to the past. It is still a very hard job, characterised by long periods of time away from dry land and long working hours due to the unpredictable conditions of nature. We have been guaranteeing high social standards for years: safety, time off and holidays, permanent medical care and numerous other benefits that represent the attention and care for people that is typical of Bolton. Bolton is also adapting to new communication technologies and applying them effectively on its vessels, positively influencing the lives of crew members: from the availability of broadband wifi, making it easier for crew members to communicate constantly with their loved ones, to a pioneering tele-medicine project that will give doctors all the tools they need to better assess patients on board and make a real-time diagnosis remotely.

Interview with

DANIEL CALVO BURÓN

Director of the Atunera Dularra Fleet, Bolton Food Spain



2. What are the challenges you face every day?

The toughest challenge is the unpredictability of the ocean. Even if everything is right (a fully operational boat, a qualified crew, proper fishing gear, a proper sustainable fishing strategy...), the fish might not be there. The philosophy is simple: “fish caught in the past does not guarantee today’s fishing”. Yet it is up to us to be as prepared as possible. Every day our fleet operates in isolated areas of the world and all our boats must be self-sufficient for long stretches of time away from the coast. The mission of the land-based teams is to be supportive of the vessels and ensure that the fishermen can fully concentrate on their fishing activities.

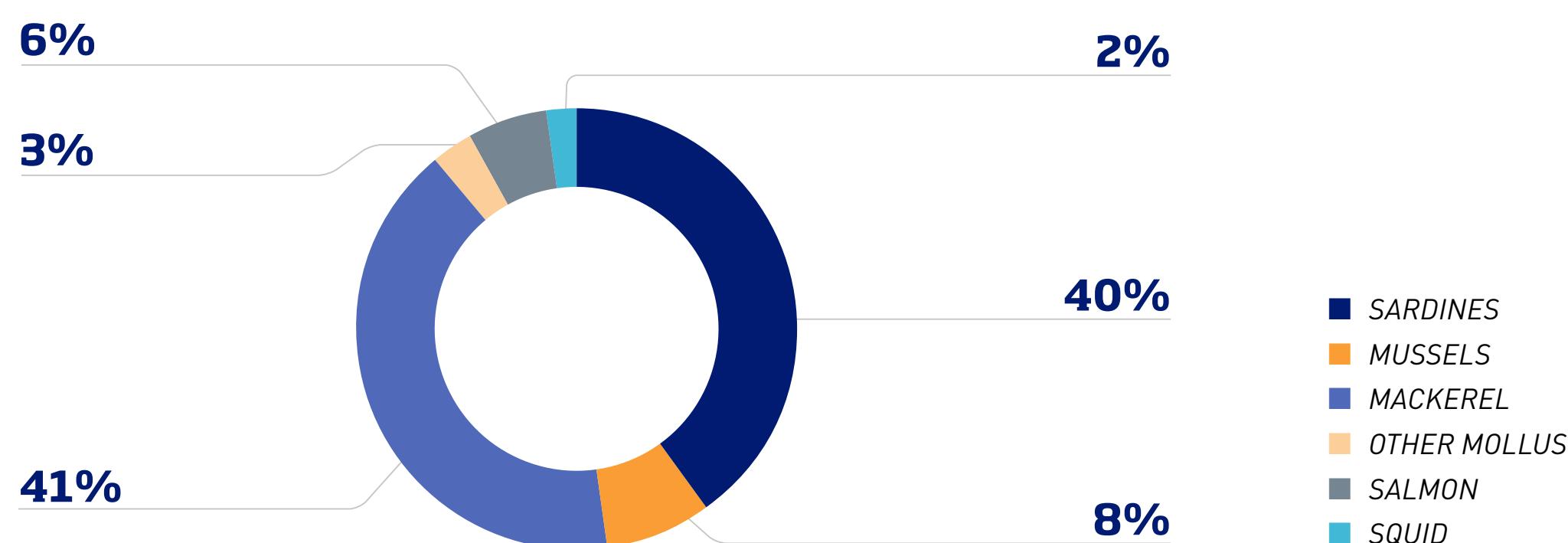


3. How can a better world begin with a boat?

Starting with the adoption of sustainable fishing methods. Sustainable fishing is a clear example of shared value creation. It generates economic value for the company and communities, provides a solid employment base for employees, with a positive impact on local realities, and ensures more responsible sourcing of fish. Each vessel in a fleet can, in its own small way, contribute to the future, providing protein for the diet of an ever-growing population and generating shared wealth while respecting the health of the oceans.



**VOLUMES OF OTHER FISH PRODUCED
BY THE FOOD BUSINESS UNIT**



Other Fish

In addition to tuna, Bolton markets 21,800 tonnes of other fish, including **mackerel, sardines, salmon, mussels and molluscs**.

These canned products are produced directly at our plants in Cermenate, **Italy**, Quimper, **France**, O'Grove and Cabo de Cruz in **Spain**, and, to a lesser extent, by relying on a network of four long-standing and established external suppliers.



The varieties of mackerel we buy are ***Scomber japonicus colias***, mainly from Morocco, and ***Scomber scombrus*** from the North Atlantic. The latter comes from a supply chain which had its MSC certification suspended in 2019 due to overfishing in relation to scientific recommendations. **Bolton closely monitors the evolution of negotiations on fishing quotas and is part of NAPA, the North Atlantic Pelagic Advocacy Group, a coalition that aims to promote a long-term management plan for mackerel**, based on the recommendations of the scientific community.

The sardine we use for our products belong to the ***Sardina Pilchardus*** species and is fished from the British coast to North Africa. **100% of our sardines are sourced from MSC-certified suppliers or suppliers engaged in Fishery Improvement Projects (FIP) aimed at obtaining certification**.

The salmon we use belong to two different species, ***Salmo salar*** and ***Oncorhynchus gorbuscha***. The former comes from **aquaculture** in the waters of Chile and Norway. The second is fished in Canada and Alaska, by an **MSC-certified supply chain**. Our molluscs and mussels come mainly from Galicia. The latter are farmed using the traditional raft method.

In 2021, we strengthened our purchasing policies for all these species, formalising the principles of sustainable fishing and aquaculture to which suppliers must adhere.

Meat

We produce our Simmenthal branded canned meat in the historical factory in Aprilia, Italy. Here we process red beef from a network of seven selected suppliers in South America and Europe.



We are a member of the **Global Roundtable for Sustainable Beef (GRSB)**.

We follow its principles and recommendations to ensure respect for animal welfare, natural resources and food safety.

All the suppliers we work with must ensure compliance with our **Beef Supplying and Sourcing Policy**, a very strict beef purchasing policy.

In particular, we require our suppliers to:

- comply with the principles of **animal health and welfare** as envisaged by EU legislation;
- **minimise the use of drugs and antibiotics**, in compliance with EU legislation and for health reasons;
- ensure **complete traceability of products**, including the use of reliable herd monitoring systems (e.g.: geolocation of herds).

Our main beef suppliers have also joined the **Carbon Disclosure Project**, disclosing their commitments and performance in relation to deforestation. In particular, in 2009, they signed a commitment with one of the world's leading environmental associations not to use trading partners responsible for the deforestation of the Amazon.



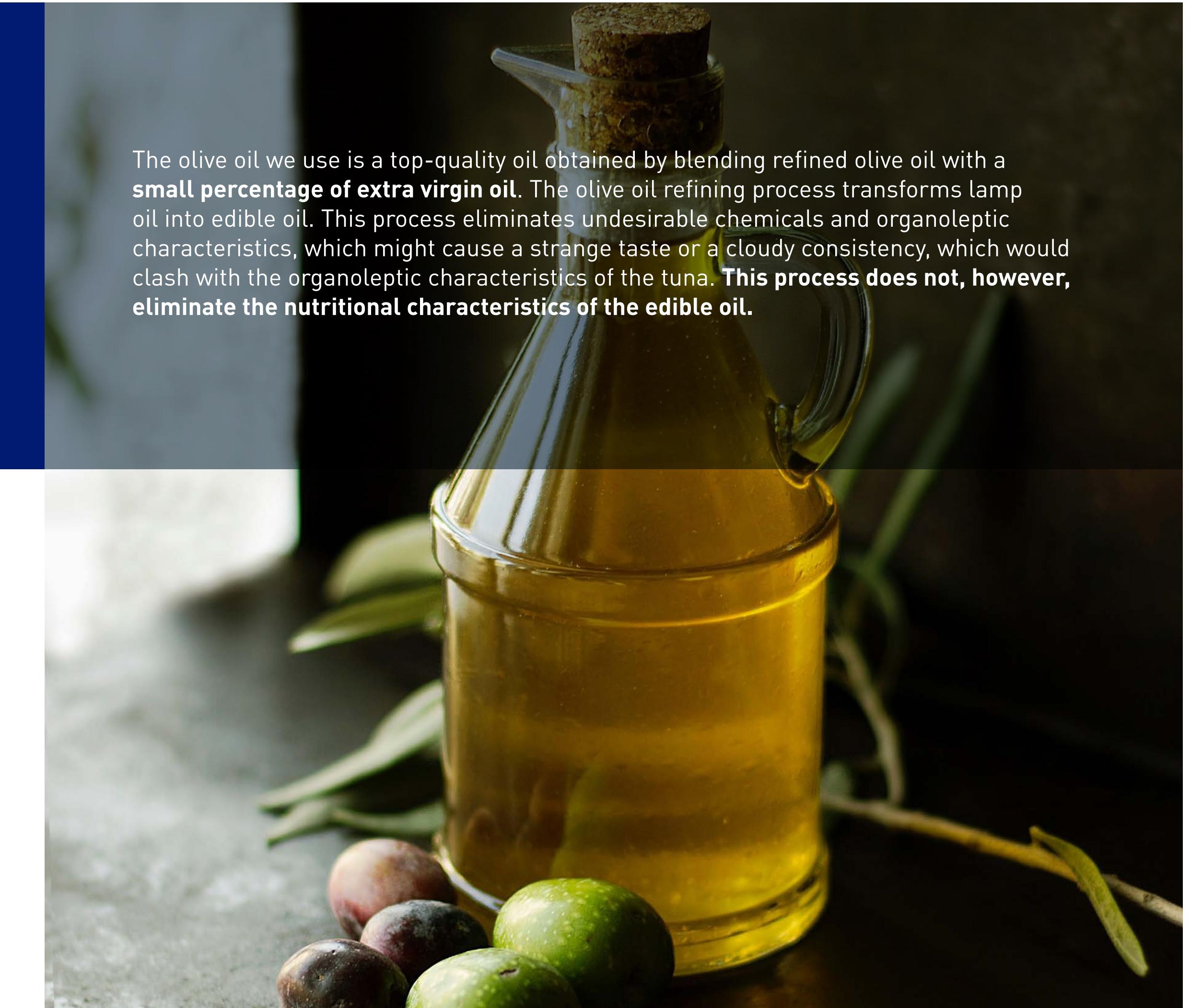
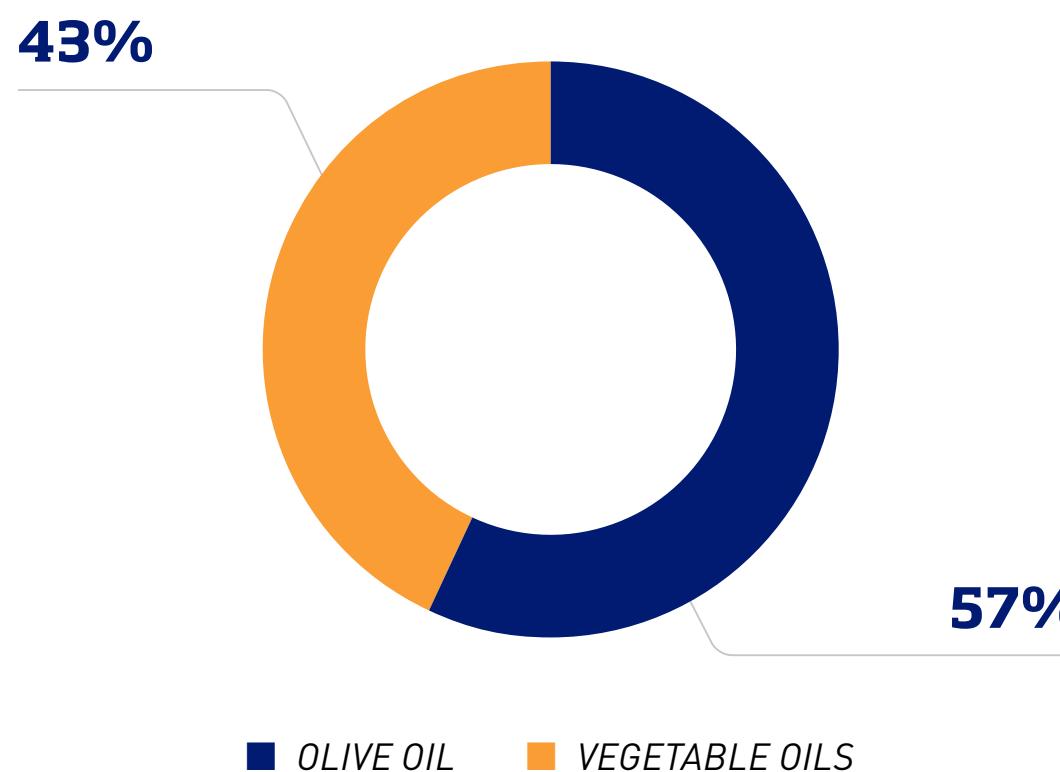
Olive Oil

One of the main factors behind the success of our products in Italy and around the world is the high quality of the oil we use.

over **17,000**
tonnes of olive oil purchased
every year

The olive oil we use is a top-quality oil obtained by blending refined olive oil with a **small percentage of extra virgin oil**. The olive oil refining process transforms lamp oil into edible oil. This process eliminates undesirable chemicals and organoleptic characteristics, which might cause a strange taste or a cloudy consistency, which would clash with the organoleptic characteristics of the tuna. **This process does not, however, eliminate the nutritional characteristics of the edible oil.**

VOLUMES OF OIL USED BY BOLTON



Prima, Sauces from Spain

Interview with

ALESSANDRO COPPOLA

General Manager, Bolton España



“

1. Who is “Prima” and what are its iconic products?

PRIMA is a Spanish brand of sauces with over 40 years of history behind it: 97% of Spaniards are familiar with it and one in five uses its products. The most iconic products are ketchup, mustard and single portion sachets of sauce, for which PRIMA holds a leadership position.

2. Can you tell us what happens in Toledo?

At Las ventas de Retamosa, in the province of Toledo, PRIMA makes all its sauces in the Bolton España plant. We're talking about over 10,000 tonnes of sauce a year.

The Spanish love PRIMA because it's the leading brand of sauce, which they all used as children: PRIMA began building the Spanish ketchup and mustard market way back in 1978.

The brand is deeply rooted in the area: our ketchup contains only Spanish sun-ripened tomatoes, 100% from Las Vegas del Guadiana and Guadalquivir, areas which are perfect for the cultivation and ripening of this fruit. Only free-range eggs are used to make our mayonnaise. The intense and unique flavour of our mustard is achieved by using stone-ground mustard seeds.

3. What have you done in recent years to make your brand more sustainable and what challenges does the future hold?

We have always prioritised local ingredients for our product ranges, to ensure their quality and guarantee a lower environmental impact, made possible by the zero miles philosophy. Our research and development team is now working on relaunching the brand, including the use of recycled PET bottles. This approach will allow us to save over 500 tonnes of virgin plastic annually and make our bottles 100% recyclable, achieving a high level of circularity in our packaging, in line with our Group's goals. Similarly, with a view to reducing the environmental impact of our products, we are working on the launch of new single portion sachets made of materials that can be recycled with paper.



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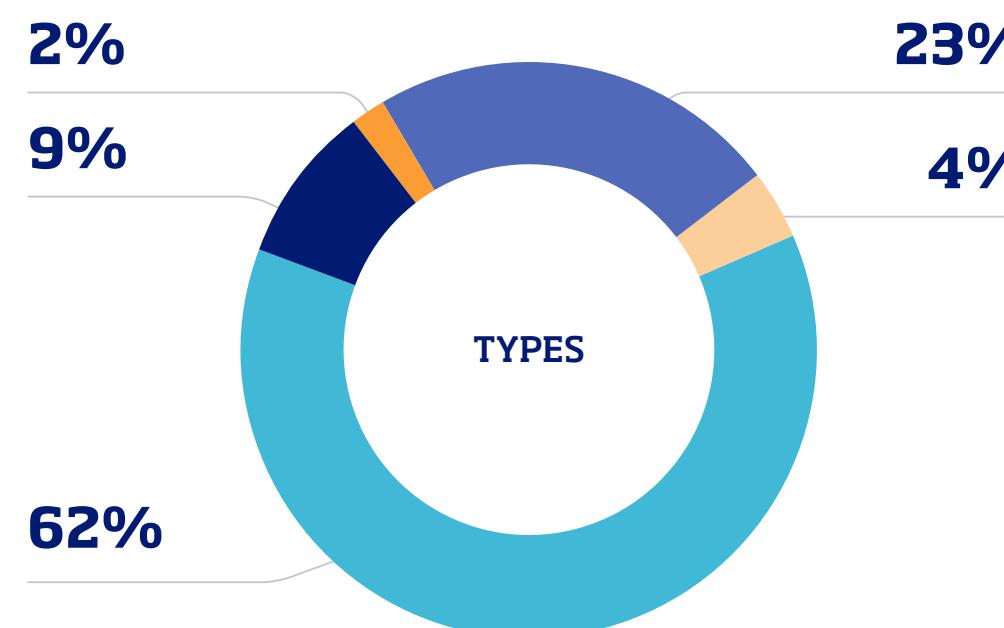
Packaging

The packaging of our food products consists mainly of **tin plate, aluminium and cardboard**. We also use 732 tonnes of plastic to make Prima sauce bottles. In partnership with our suppliers, we have worked on reducing the thickness of our packaging over the years and increasing recyclability of these materials.

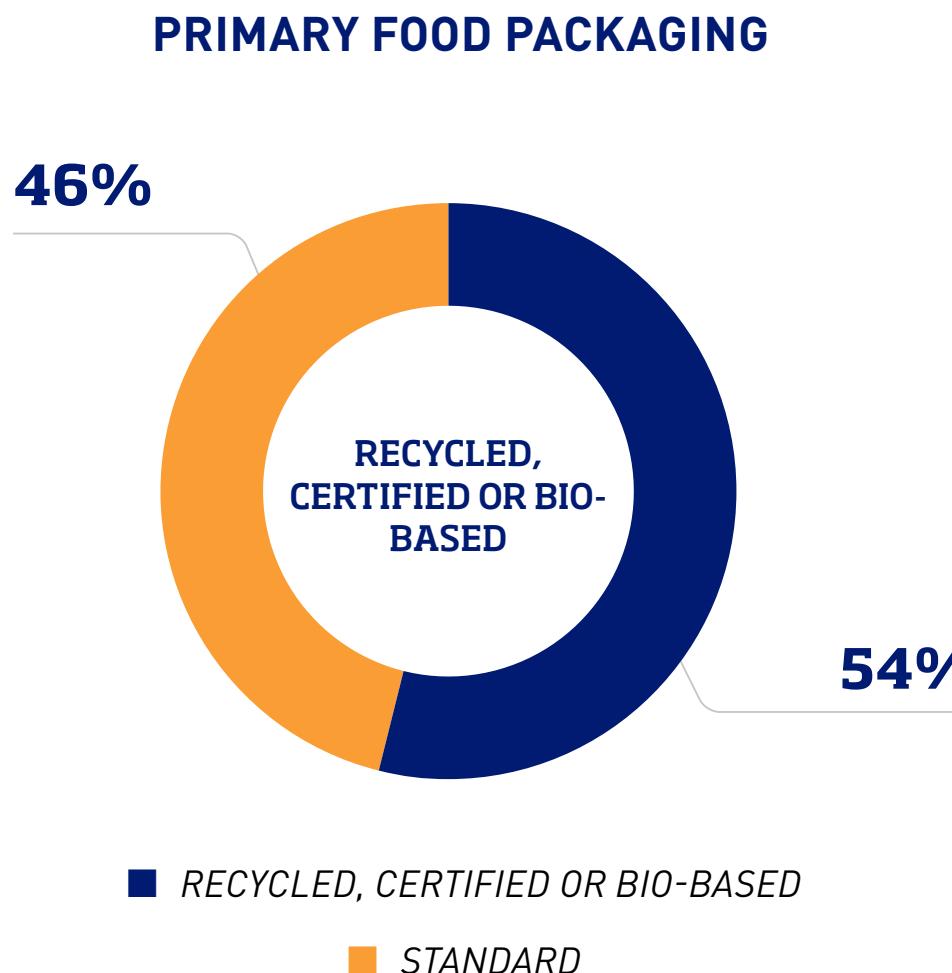


In 2021, we won the CONAI tender to reduce the thickness of the 90g boiled Simmenthal can, saving a total of **31 tonnes of aluminium**.

To date, **95% of the cardboard used for our packaging originates from the recycling process** and 100% of the cardboard used for Simmenthal products is FSC certified.



- ALUMINIUM
- GLASS
- PAPER AND CARDBOARD
- PLASTIC
- TIN PLATE



- RECYCLED, CERTIFIED OR BIO-BASED
- STANDARD



- RECYCLABLE
- NON-RECYCLABLE

Focus: Cans

Most of our fish products are packaged in cans.
We use two types of can, consisting of either 2 or 3 pieces.



2-piece can, consisting of a body and lid:

ADVANTAGES

- the body is made from a single, deep-drawn sheet of aluminium;
- it is more attractive and is stackable;

DISADVANTAGES

- it is more fragile (it can be dented more easily) and, when opened, the aesthetically better part of the tuna is concealed.



3-piece can, consisting of a body and two lids (typical of Italian products):

ADVANTAGES

- it is more resistant and, when opened, it reveals the best part of the product;

DISADVANTAGES

- it cannot be stacked, which is why it needs the external cardboard;
- the top is almost always plain, with no graphics, making it less attractive.

There are different sized cans: from 80g up to 2kg

The difference between smaller and larger cans highlights the advantages and disadvantages:

- the smaller ones allow individual consumption but make it harder to observe and appreciate the fibres of the tuna;
- the larger ones offer more opportunities to appreciate the raw material but are recommended for family consumption to avoid food wastage.

New Consumer Models

After the fish has been caught, processed and canned, it is ready to be distributed and offered to the public. We feel that we are also responsible for promoting new consumption patterns that help adopt more sustainable lifestyles. This is why we undertake to inform consumers of our decisions in terms of sustainability.



Isabel

Since 2021, Isabel's entire range of tuna products in Spain has been APR-certified and this is declared on 100% of the packaging.

AENOR certification - *Atún de Pesca Responsable*, is a **pioneering certification in the fishery sector that combines environmental and social concerns**. It ensures observance of the best environmental fishing practices, use of the most advanced control and safety systems on board fishing vessels and respect for workers' rights in compliance with ILO Convention 188.

Fishing vessels are monitored 24 hours a day, 365 days a year, checking fishing licences and permits, insurance and health records and other elements such as the logbook, geographical position, course and speed, using the most advanced maritime control and surveillance systems to prevent illegal fishing and overfishing.

This certification guarantees fair, decent and safe work on board and certifies that tuna-fishing vessels are in optimum sailing conditions.



Rio Mare

"Insieme per gli Oceani" (Together for the Oceans) is the communication project designed by Rio Mare and WWF to raise consumer awareness of the importance of the oceans and their protection and to encourage responsible purchasing decisions. The **campaign involves 10 countries with communication activities at points of sale and on social media**, and features Ondina, a little girl who can talk to the ocean and listen to its needs.



Rio Mare and the WWF launched a sustainability education project in primary schools in Italy in 2020. **In 2021, participation exceeded 4,000 classes and involved over 110,000 children** who were made aware of the importance of marine ecosystems, respect for biodiversity and the actions **we can take every day to protect our Blue Planet**. The project ended with a competition called "Ora tocca a noi!" (Now it's our turn!), thanks to which pupils were able to put into practice what they had learnt.

Saupiquet

100% of Saupiquet's natural tuna has been MSC certified since 2021.

To celebrate this achievement, Saupiquet was at the forefront in shops during the Responsible Fishing Week organised in France by MSC to raise consumer awareness of the protection of marine ecosystems by consuming fish products more responsibly.



Traceability

Traceability is essential to guarantee food safety and defend the marine ecosystem.

This is why **in 2015, we became the first Italian company, and one of the first in the world, to obtain international ISO 22005 certification from DNV-GL** for our traceability system, which enables us to monitor a supply chain as complex as that of tuna.

The project involves **over 500 products** under the Rio Mare and Saupiquet brands, with 10 production lines in 22 countries.

The traceability system monitors all our suppliers in real time, keeping a constant eye on sourcing data and allowing us to supply consumers with detailed information on the tuna that they buy, through the Rio Mare and Saupiquet websites.



Ocean Words

Ocean Words is the editorial project developed by Rio Mare in Italy to promote sea culture among the younger generations. The Instagram channel has been chosen to **reach, listen to and involve** the reference community.

The project features four columns dedicated to the oceans, marine protection, the lives of "sea people" and sustainable fishing.

Over **225 million impressions on social media** were reached in 2021, partly thanks to editorial partnerships launched with **National Geographic, Lifegate and Will**.

The evolution of the communication platform has been designed to **encourage the public to protect our seas and oceans** aspiring to make Ocean Words the channel used by the Rio Mare brand **to raise awareness and support initiatives in defence of the sea**.

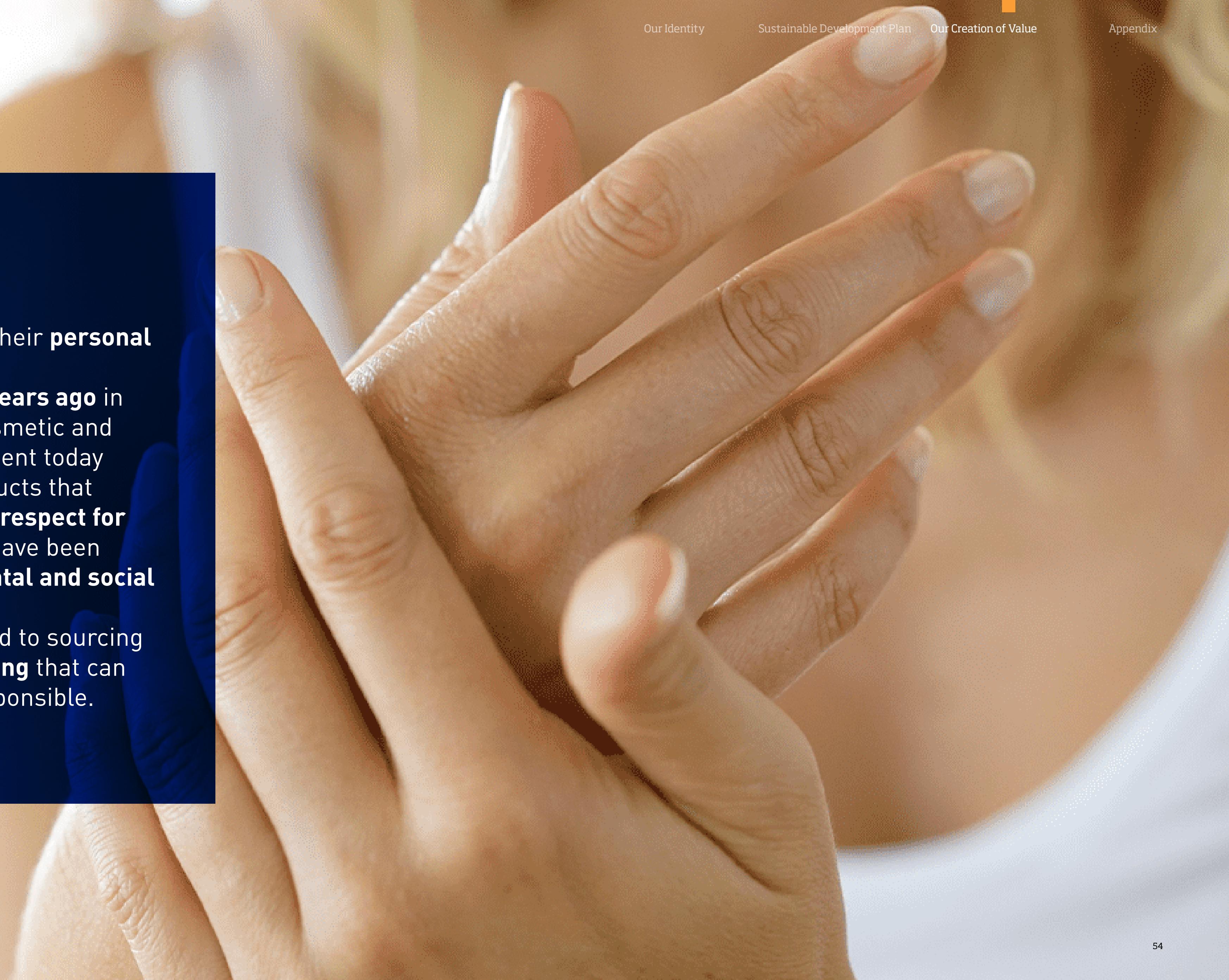
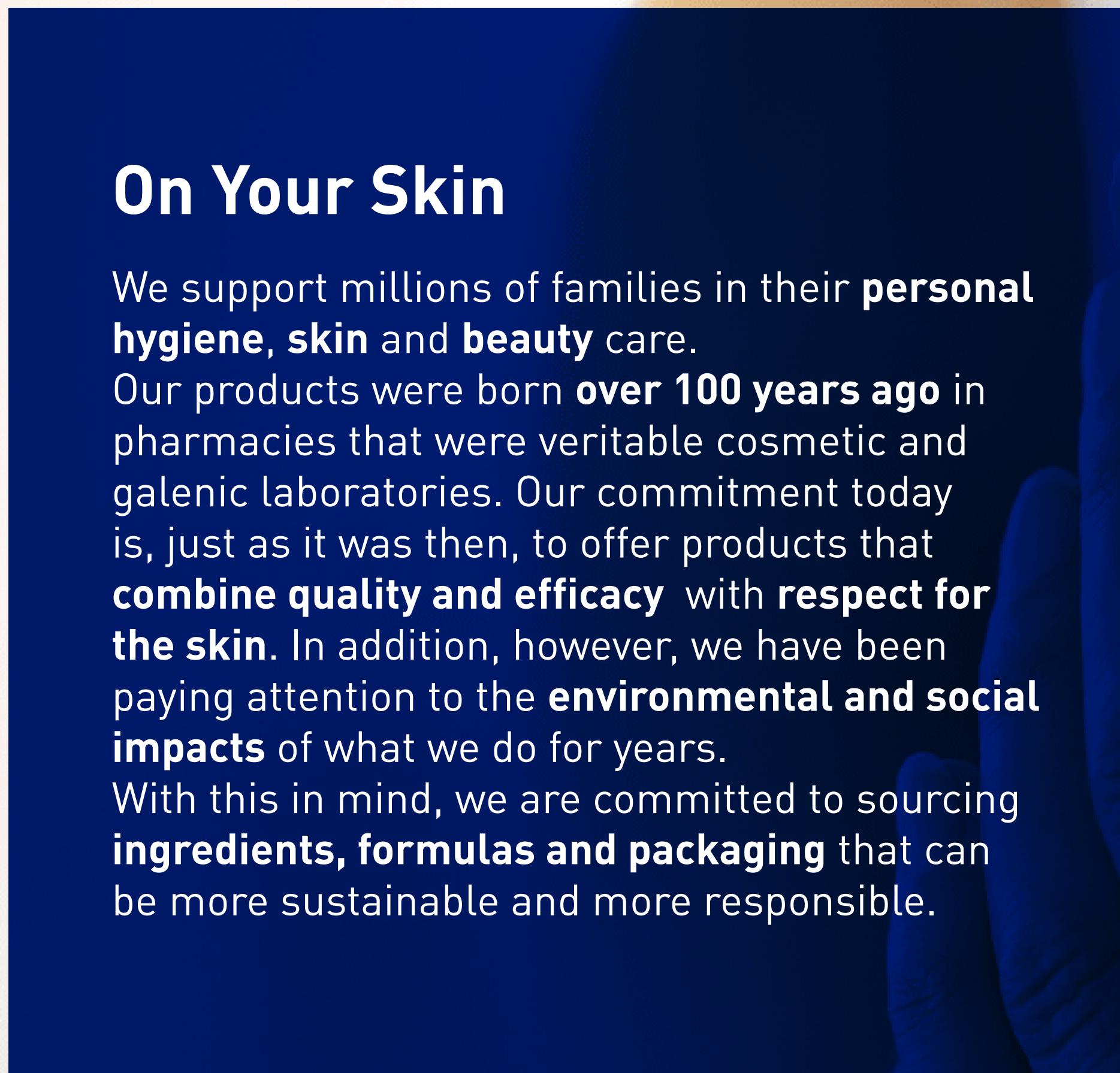


On Your Skin

We support millions of families in their **personal hygiene, skin and beauty** care.

Our products were born **over 100 years ago** in pharmacies that were veritable cosmetic and galenic laboratories. Our commitment today is, just as it was then, to offer products that **combine quality and efficacy** with **respect for the skin**. In addition, however, we have been paying attention to the **environmental and social impacts** of what we do for years.

With this in mind, we are committed to sourcing **ingredients, formulas and packaging** that can be more sustainable and more responsible.



Most of our products for **personal care** are manufactured **in Italy**, at our site in **Calenzano**, near Florence, where we have production lines for detergents, deodorants, soap bars and talc branded **Neutro Roberts**, **Borotalco**, **Chilly** and **Acqua alle Rose**, with some **Cavaillès** products and the pharmaceutical product **Somatoline**. The products sold under the **OMIA** brand, on the other hand, are made in Cisterna di Latina, not far from Rome.

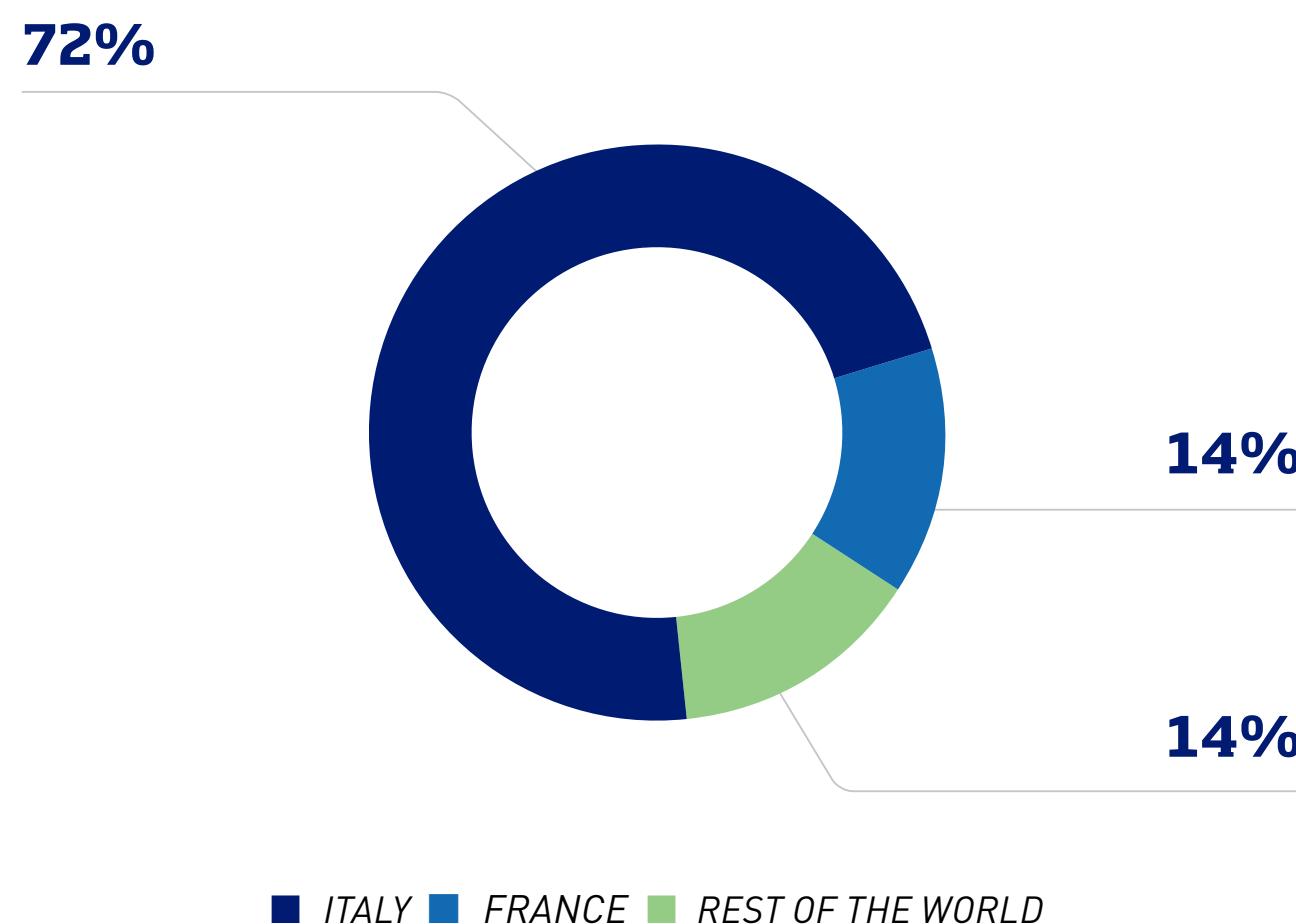
To cope with the high level of technological and formulation complexity, we collaborate with a network of **30 primary subcontractors**, who produce a wide range of lotions, creams, cotton buds, toothpastes and wet wipes for us.

We directly oversee the purchasing of raw materials for our partners to ensure full compliance with our safety, quality and sustainability requirements.

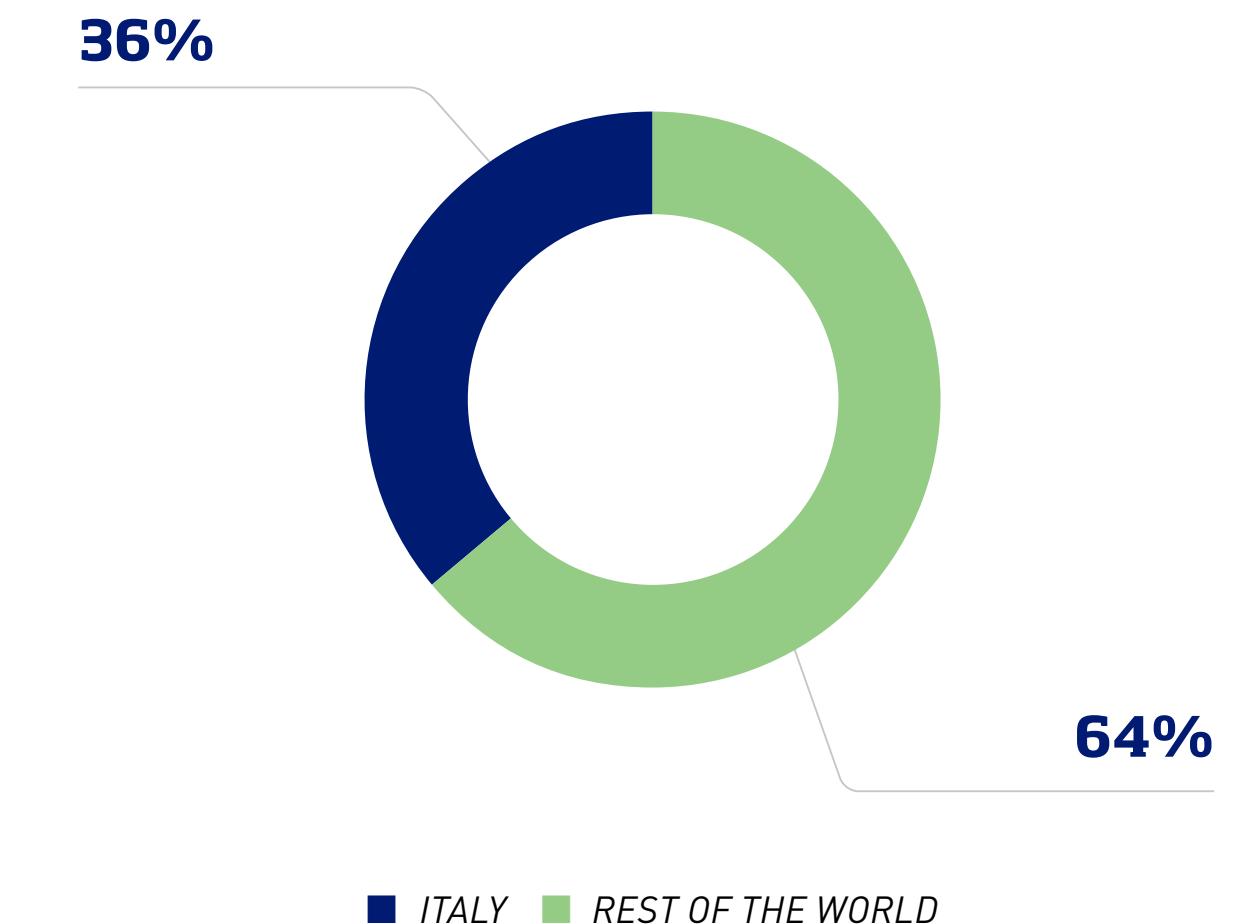
The **beauty care** products sold under the **Collistar** brand are developed by our Marketing and Research and Development teams, who study formulations that respond to consumer needs, using subcontractors for their production. This business model gives us access to the most advanced technologies available and to highly effective formulas and ingredients with a low environmental impact. We work with **37 subcontractors** who occupy leading positions in Italy, **2** abroad and **85 suppliers**.



**PERSONAL CARE BUSINESS UNIT SALES
GEOGRAPHIC DISTRIBUTION**



**BEAUTY CARE BUSINESS UNIT SALES
GEOGRAPHIC DISTRIBUTION**





Formulas

For personal care products, on average, we handle **over 700 formulations, more than 1,000 products, and develop more than 100 new prototypes a year**, which undergo thorough testing before being released on the market.

As far as beauty care products are concerned, **we have over 200 formulations and more than 500 products**.

over **900**
formulations

over **1,500**
products

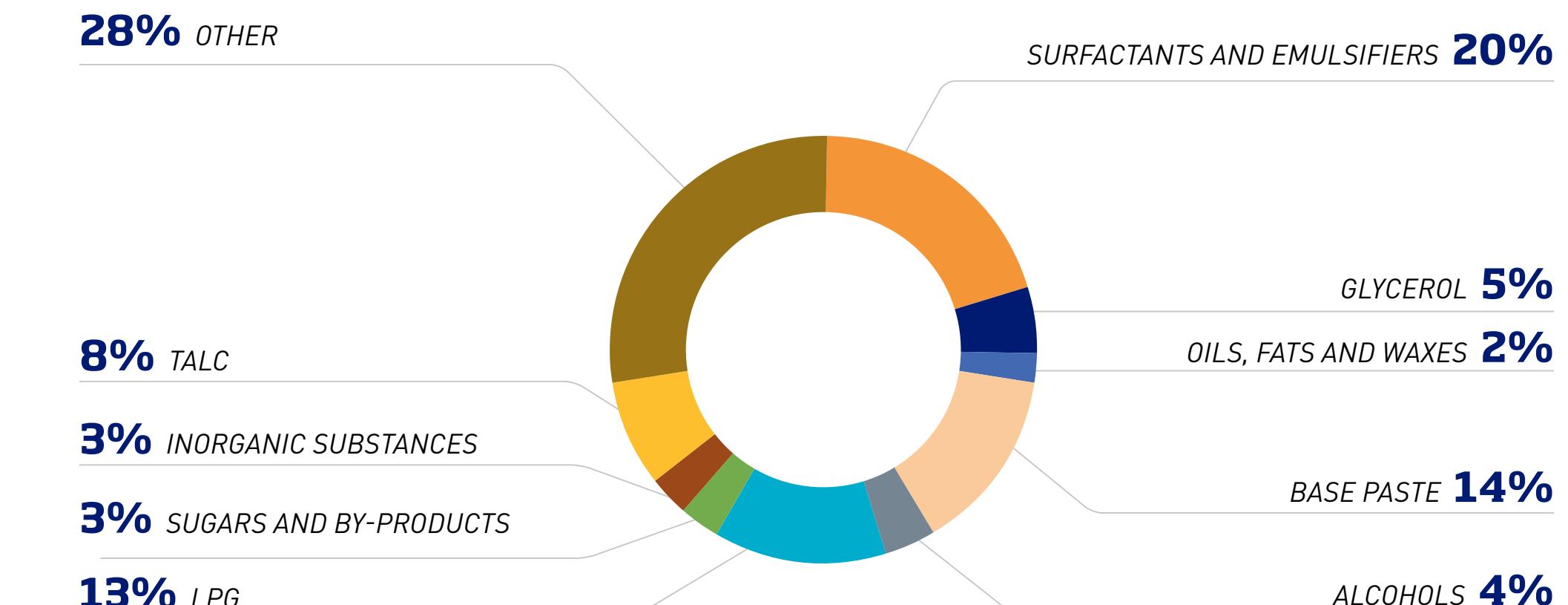
over **100** new prototypes
produced every year



Since 2020, our research and development has been focused on certain priorities:

1. promoting greater use of **ingredients of natural and plant origin**;
2. developing new **formulas with raw materials that are as biodegradable as possible** reducing their environmental impact;
3. assuring the **health and safety of consumers**, by phasing out ingredients for which the effects on health are unclear.

RAW MATERIALS PURCHASED FOR PERSONAL CARE PRODUCTS



Natural Ingredients

In line with our priorities, in 2021 we continued researching formulas that could be enhanced by the presence of natural and sustainably sourced ingredients. We launched the **Neutro Roberts EcoDeo** range of deodorants with more than 98% natural ingredients, the first **Cavaillès bath foams** to hold Cosmos organic certifications, complying with standards that impose high natural contents, the use of raw materials from green chemistry and processes that limit environmental impact.

We have further expanded two product ranges that base their success on the use of raw materials of natural origin: the **Acqua alle Rose Illuminating range**, enriched with vitamin C from rosehip, and **OMIA's Aloe Vera range**, with Aloe from Salento.

For the **Collistar** cosmetic products we have followed our Collistar Clean Research® philosophy, developing and reformulating **10 new and more sustainable product ranges** in 2021.



ACQUA ALLE ROSE: Pure Beauty



Acqua alle Rose is a brand of face skincare products characterised by formulas that are effective yet gentle on the skin.

In 2021 the new anti-wrinkle illuminating cream with **100% natural rosehip vitamin C** was launched. The **rose extracts** that we use are of **100% natural origin**, thanks to the extraction process that starts with the various components of the flower and turns them into valuable rose distillates. Our **plant collagen** is of **100% natural origin**, naturally contains probiotics that help strengthen the bacterial flora and maintain the right cutaneous balance, acting on the skin's internal mechanisms to increase elasticity.



NEUTRO ROBERTS: Gentle Efficacy



Neutro Roberts is a brand of personal care products characterised by gentle, neutral formulas that are kind to the skin and environment.

In 2021, Neutro Roberts developed a **new formula** to make its **intimate wash products** even gentler, not only on the skin but on the planet too.

The new formula contains **over 98% biodegradable ingredients**.

Its new recyclable bottle, with its new “flip top” cap design, has enabled a **50% reduction in the amount of plastic used** compared to the previous version.

And it also contains at least **30% of bio plastic obtained from sugar cane**.

A **new range of deodorants, EcoDeo**, has been launched.

The products are free from gas and aluminium salts, offering consumers a more environmentally and skin-friendly choice. They deliver a drier and softer user experience thanks to the **new formula with 98% natural ingredients**.

The bottle is recyclable and contains at least **30% bioplastic** from renewable sources.



COLLISTAR CLEAN RESEARCH®

In 2020, Collistar published a “**Clean Research**” manifesto that defines the guidelines for the formulations of all its cosmetic products. The commitment is to give the skin **only what it needs**. This translates into simplified but highly skin-compatible formulas, using **100% Italian traceable and sustainably extracted active ingredients**, with the **elimination of controversial ingredients**. We also prioritise formulas that are **silicone and alcohol-free and contain no ingredients of animal origin**.



Collistar Rigenera Range

The new Collistar Rigenera anti-wrinkle range is a tangible example of our formulation philosophy. The formula contains **plant stem cells**, known as meristematic cells, extracted from **Perilla, Rosehip and Echinacea plants**. Stem cells are obtained with a state-of-the-art process developed in partnership with an **Italian centre of biotechnological excellence**. In line with Clean Research®, all the products are formulated without silicones, alcohol, allergens found in fragrance, and ingredients of animal origin.

Collistar Lift HD Body Range

The Lift HD body range was renewed in 2021, including hyper-fermented **Italian Rice** in the recipe. **Originating from production waste in the Po Valley**, this active ingredient is obtained thanks to an exclusive, patented hyper-fermentation process that increases its antioxidant, anti-inflammatory and illuminating effect by 20% and allows circular use of a waste product.



Collistar Rossetto Puro Range

The formula of the Rossetto Puro lipstick has been renewed using **Aglianico grape extract**, from this famous red grape grown in the south of Italy. The active ingredient comes from a supply chain which is controlled from the vineyard: the raw material is recovered from the **production waste of the Sant'Agata de' Goti vineyards**. Specifically, the marc removed after crushing is still rich in polyphenols, so it is recovered and then processed to exploit its outstanding antioxidant properties.



Collistar Sun Care Range for Hypersensitive Skin

Collistar's sun care range for hypersensitive skin was redesigned in 2021 and enriched with **opuntia gel from prickly pear paddles harvested exclusively in Sicily**. Besides being 100% Italian, the extract is certified as **COSMOS approved** due to its natural origin.



Our “Clean Research”

1. How has the concept of beauty evolved over time? And what does “sustainable beauty” mean today?

It is fascinating to see how the relationship with beauty has changed over time: from the most ancient civilisations to the present day, beauty speaks of an ever-evolving relationship with ourselves and others. Political and social changes, history and cultures, fashions and trends, the way we communicate, digitisation, everything has a huge influence on how we relate to beauty.

Until a few years ago, there was a tendency to “cover up” imperfections, stereotyping and standardising beauty. Today there is a much more indulgent approach, which starts with a strong sense of self-awareness and ends with the acceptance and empowerment of every individual.

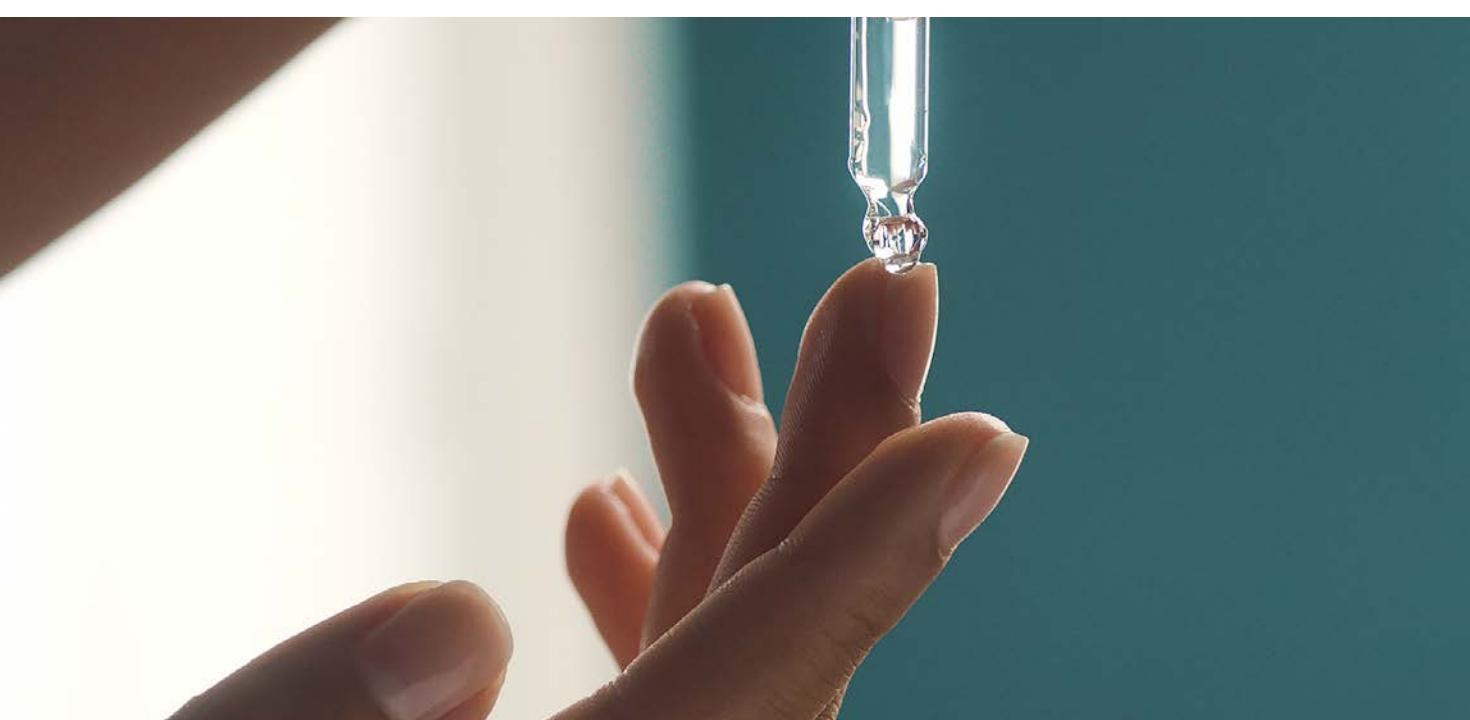
And - today more than ever - beauty is all about sustainability: there is an increasingly responsible and shared understanding of the impact of cosmetics on the health of the skin and the planet.

Interview with
FRANCESCA BELLONE
*Brand Development Director,
Collistar*



2. What is “Clean Research”?

Collistar Clean Research® is a well-defined approach to formulation: we look for very high-performance products that guarantee maximum efficacy, but also maximum tolerability. We only give the skin what it needs, nothing more: this too is sustainability. We favour silicone-free, 100% vegan skincare formulas with sustainable Italian active ingredients. And products are tested, to offer performance, safety and more positive impacts for people and the planet.



3. Can you describe the positive impacts that Collistar generates every day for people and the planet?

Collistar believes in striving to achieve simple, essential and authentic beauty. For almost 40 years, we have been selecting the best ingredients, creating easy-to-follow, effective and customisable beauty routines that make the most of the fact that we are all unique.

Over the past two years, our commitment to sustainability has been more tangible than ever. As a brand and as professionals, we are driven by a daily ethical commitment. We want to promote a sustainable approach to the use of cosmetics: our best-selling make-up products, for example, are already “refillable” - from bronzers to lipsticks, avoiding the waste of resources. We also pay the utmost attention to the ingredients in our formulas, ensuring that they are essential to the health of the skin and to the well-being of the communities in which they are produced.

As far as skincare is concerned, we have saved 19 tonnes of plastic by redesigning our face and body product packaging according to an eco-design perspective. And we are working on much more, because we believe that this path is necessary and we want to make a significant and sustainable contribution to the beauty of generations to come.

The partnership with the University of Le Marche

A tangible example for the reduction of the environmental impacts of our formulas is the partnership launched with the **University of Le Marche**. The aim is to reduce the impact of the Bolton Group's sun creams on the marine ecosystem.

Our research and development laboratory in Calenzano has created new sun cream prototypes, and their impact, particularly on coral and fragile organisms like sea urchins, has been studied.

Each prototype used different mixes of sun filters along with different emulsifiers and aromas, which were then placed in direct contact with these organisms to assess their impact. At the end of the tests, we were able to identify the formulations that were completely harmless.



Focus: the Hawaiian Reef Bill

Although oxybenzone and octinoxate are common sunscreen ingredients that protect the skin from harmful UV rays, they are also known to bleach coral reefs. This is why, in 2018, Hawaii's lawmakers passed a bill banning sunscreen products formulated with these ingredients.

The ban officially came into force in Hawaii in January 2021. Other islands, including the US Virgin Islands, have followed suit, even going so far as to ban tourists from bringing sun creams with these chemicals onto the islands.

Since 2021, all Collistar sun creams contain 100% coral friendly filters compliant with the Hawaiian Reef Bill.



Safe Ingredients

The health and safety of our consumers is a priority. This is why we are committed **to eliminating and replacing all controversial ingredients**.

To do so, we carefully monitor the numerous and increasingly stringent European and international legislation in order to keep **our “black list” constantly updated**.

This is a list of ingredients which we do not allow in our formulations, considering the negative impacts that they could have on the environment.

Since 2020, our Beauty Care Business Unit has been engaged in a process of adapting and relaunching existing formulas to make them increasingly effective, environmentally sustainable and aligned with the choices of our “black list”. For example, we have **eliminated microplastics**, Butylhydroxyanisole (BHA) and Butylhydroxytoluene (BHT), and all parabens from make-up products sold in cases, such as powders, blushes and eye shadows, and have introduced fragrances without allergens requiring declaration. We have relaunched our Micellar Water with a new formula: free from fragrance, phenoxyethanol and ethylenediaminetetraacetic acid (EDTA). Lastly, as of 2021, **Collistar’s Biphasic Make-up Remover no longer contains any kind of silicone**.

In our Personal Care products, too, we eliminated or significantly **reduced** the use of around **20 ingredients**, including parabens, triclosan, thiazolinones, BHT, BHA and EDTA, **committing to removing them completely**.

WWF DUE DILIGENCE

In 2020, the WWF carried out Due Diligence on the entire Bolton Group business. It analysed our “black list” of raw materials in order to identify, prevent, mitigate and account for how we address any current and potential negative effects of our formulations. The analysis enabled us to strengthen the list even further.

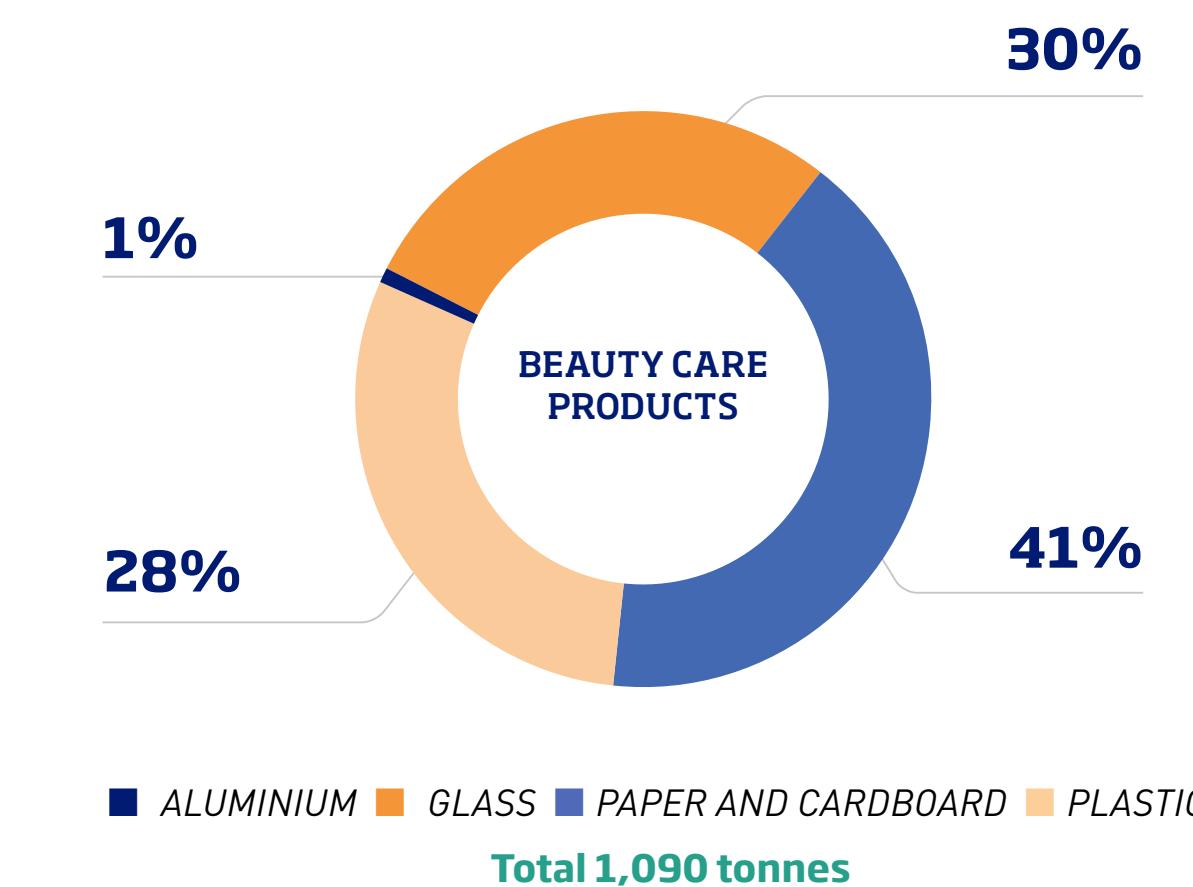
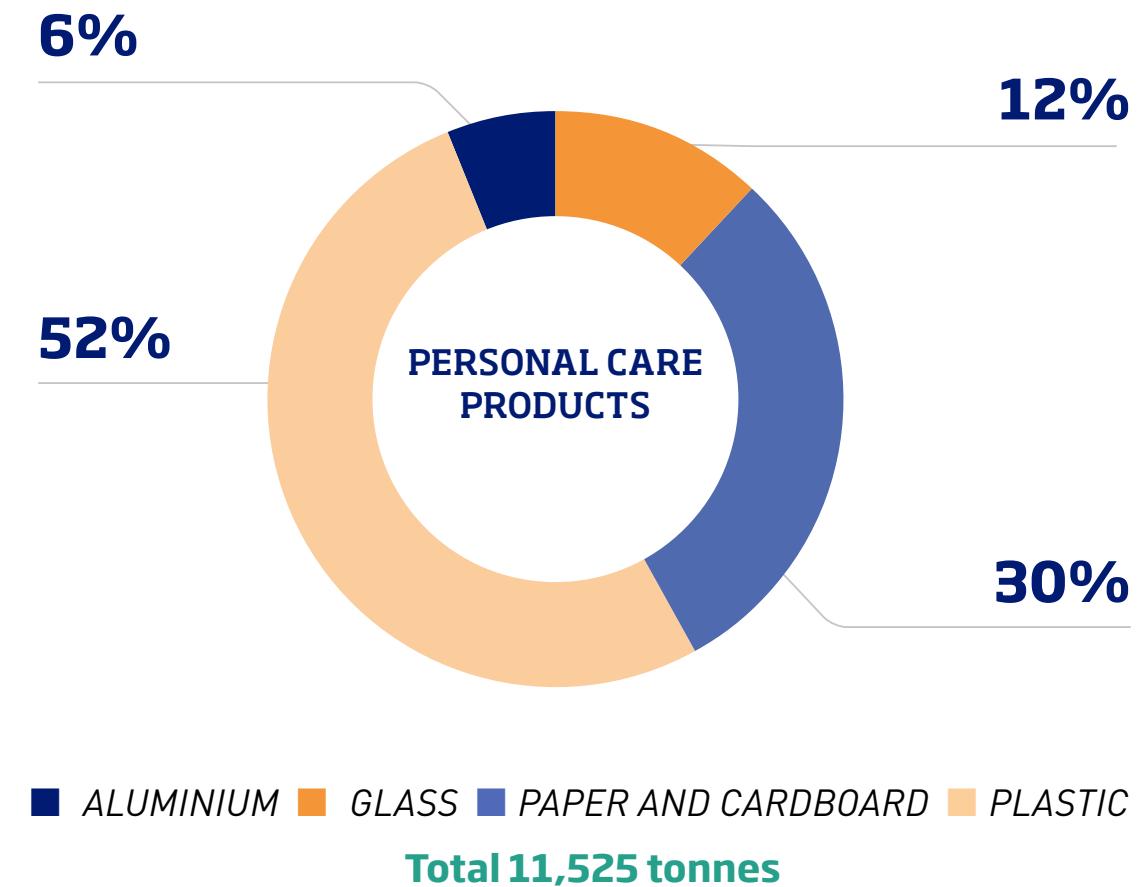


Packaging

The packaging of our products has to fulfil **a variety of functions**: ensuring product hygiene and safety, protecting the goods during transport and providing space to inform consumers. We seek to strike the right balance between these functions at the design stage to ensure that **consumption of virgin resources is reduced** and that materials are kept **within economic cycles for as long as possible**.



TYPES OF PRIMARY PACKAGING



In keeping with the Bolton Group's packaging commitments, the main focus areas for personal care and cosmetics products are:

1. ensure **product recyclability** and/or design, where possible, **products with reusable packaging**;
2. remove **unnecessary packaging** and **make it lighter** when possible;
3. prefer materials that have a **lower carbon footprint** in relation to the product's life cycle, reducing the use of virgin raw materials.

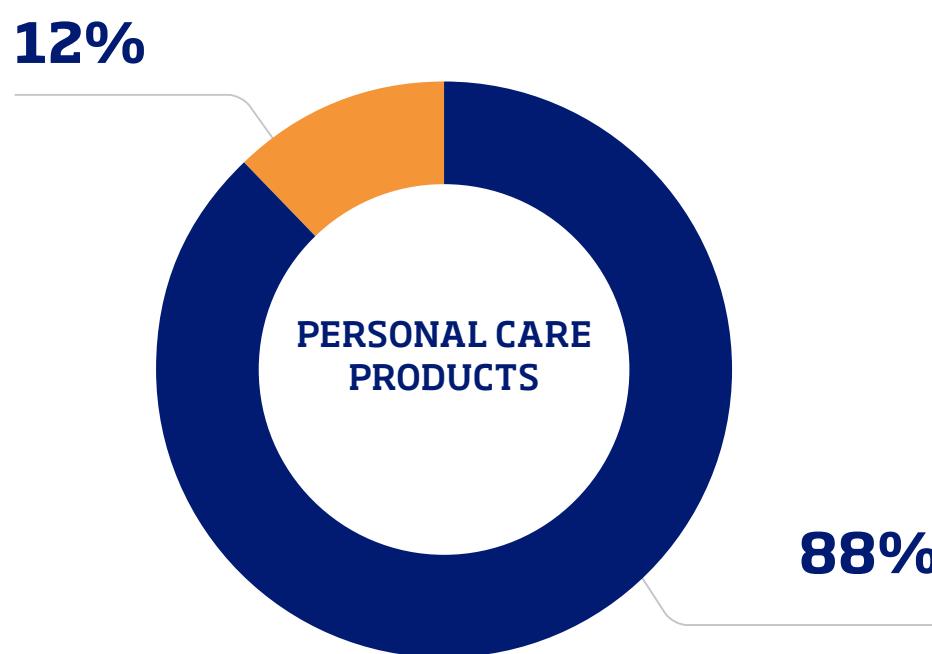


In personal care products, our commitment to reducing the use of virgin raw materials has resulted in increased use of bioplastics where the use of recycled plastics has shown possible interactions with formulas and more uncertainty in terms of consumer safety. Over the past year, we have **saved 263 tonnes of plastic from non-renewable sources**, replacing it with the **same weight in bioplastics from renewable sources or recycled plastics**.

As far as cosmetic products are concerned, we are working to promote **more responsible use of products and reduction of waste**, supplying **refills for all our make-up products sold in cases**. At the moment, refillable pods are available for powders, eye shadows, blushes and compact foundations, but will soon be available for bronzers too, so that only refillable sets will be offered for the whole range.

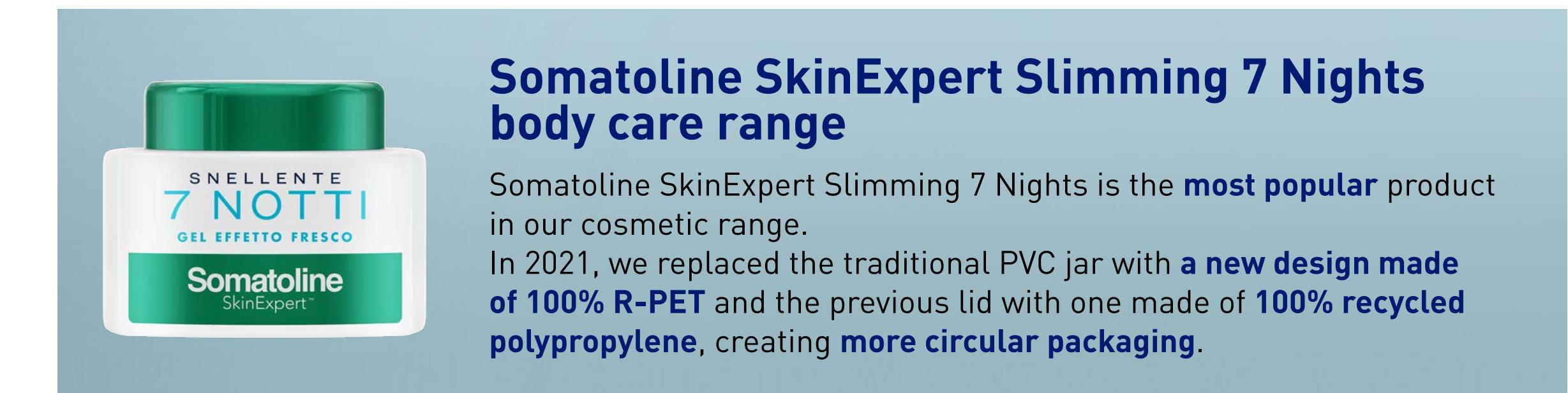
Some virtuous examples are the packaging improvements implemented for the Somatoline SkinExpert Slimming 7 Nights and Collistar Talasso-Scrub body care ranges and our facial cleansers.

RECYCLABILITY OR REUSABILITY OF PRIMARY PACKAGING



■ NON-RECYCLABLE ■ RECYCLABLE

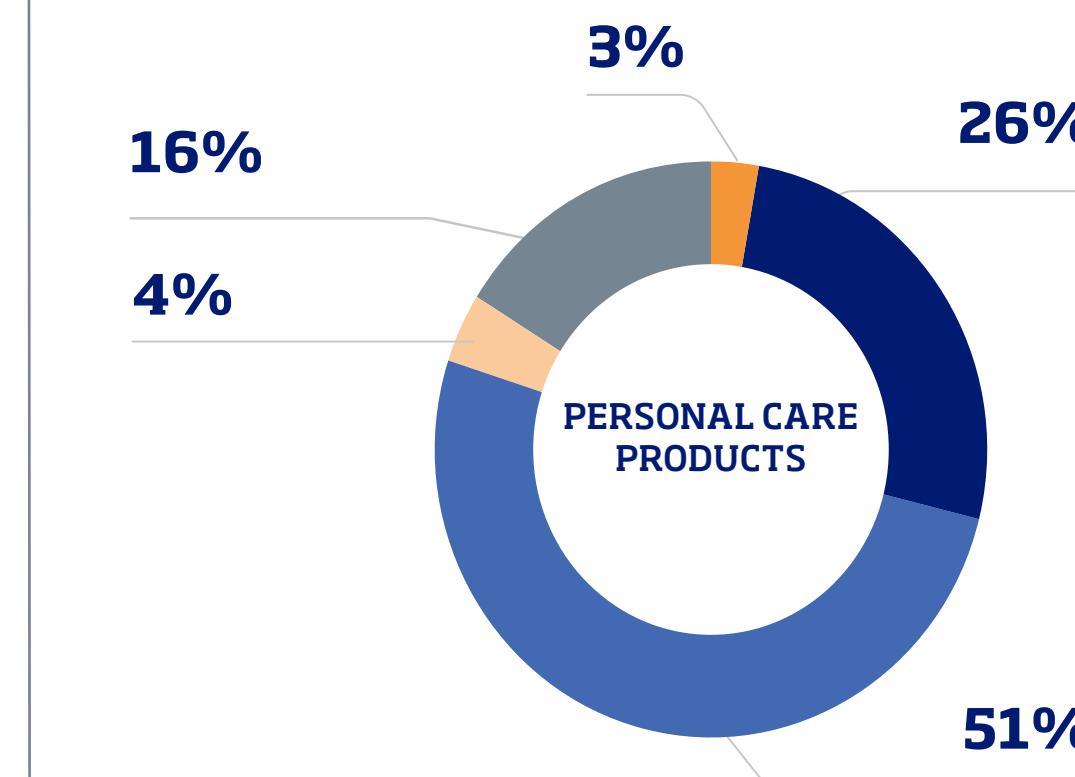
■ NON-RECYCLABLE ■ RECYCLABLE AND/OR REFILLABLE



Collistar Talasso-Scrub body care range and Facial Cleansers

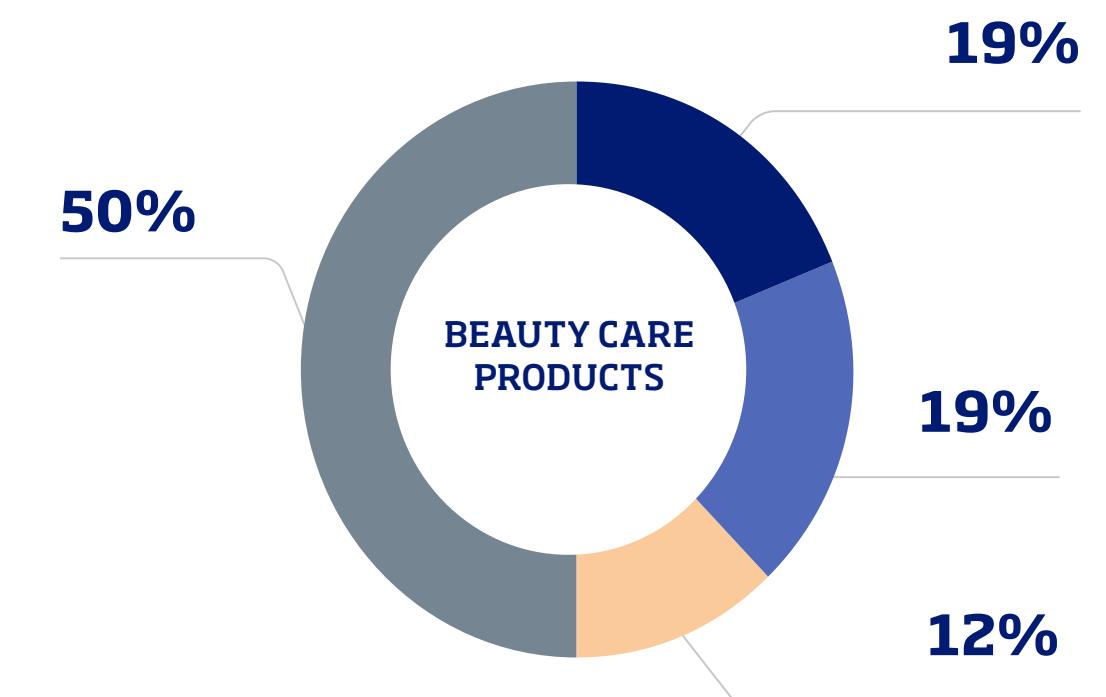
All the jars of our iconic Talasso-Scrub, in both 700g and 300g formats, have been converted into **100% recycled plastic** (R-PET), which is also **recyclable**. This has avoided the production of about **13 tonnes of new plastic in one year**. The new range of facial cleansers has been **eco-conceived** with all four products made of **recycled plastic** (cleansing mousse, deep-cleansing cream-gel, gentle micellar water, biphasic solution).

TYPES OF PRIMARY PACKAGING PLASTIC



■ PE ■ PET ■ PP ■ PVC ■ OTHER

5,998 tonnes > 3% of which recycled



■ PE ■ PET ■ PP ■ OTHER

310 tonnes > 15% of which recycled

Acknowledgements: CONAI (Italian National Packaging Consortium)



In 2021, we took part in the **tender promoted by the Italian National Packaging Consortium, CONAI**, which rewards the companies that have invested most in innovation for environmentally sustainable packaging every year.

Bolton presented eight projects for more sustainable personal care products and one for beauty care, with an **overall saving of approximately 155 tonnes of plastic**.

The most important projects that were rewarded include:

■ Acqua alle Rose Face Cream

The new shape has reduced the weight of the glass jar and plastic capsule, saving a total of **5 tonnes of raw materials** (4 tonnes of glass and 1 tonne of plastic).

■ Neutro Roberts Liquid Soap Eco-Refill

The introduction of a new 400ml eco-refill format has resulted in an **80% reduction in plastic** compared to two 200ml pump dispenser bottles, creating an overall saving of about **150 tonnes of plastic a year**.

■ OMIA Sun Lotion

The new flip-top cap has enabled savings of around **1 tonne of plastic a year**.

■ Collistar Gentle Micellar Water

The new bottle, made of **100% recycled plastic** has enabled savings of around **1 tonne of virgin plastic**.

Acknowledgements: FEDERCHIMICA



The Bolton Group's Home & Personal Care Business Unit has been honoured with the "**Responsible Care**" award from

Federchimica - the national federation of the Italian chemical industry - for its commitment to the development of sustainable packaging, with a view to the circular economy on a wide range of products.

"Responsible Care" is the voluntary programme to promote the Sustainable Development of the global chemical industry, in line with values and behaviour centred on Safety, Health and the Environment, within the more general framework of Corporate Social Responsibility. Every year, Federchimica assigns the award to **three companies**, acknowledging **virtuous corporate approaches** to sustainability and the dissemination of good practices among its members.

The results achieved and recognised by this important award include:

- optimisation and reduction of packaging weight, leading to a reduction in the raw materials used;
- use of packaging produced from recycled raw materials or from renewable sources;
- use of recyclable packaging.

Activities relating to the environmental sustainability of packaging are part of an **all-round eco-design** approach that also includes the development of increasingly eco-friendly and consumer-safe formulations.

New Consumer Models

The world's major environmental and social issues can definitely not be solved by a limited few. We believe in engaging people and, thanks to their choices, promoting more inclusive and sustainable consumption patterns. This is why we launched three new campaigns in 2021, with a view to being even closer to those who choose us.



Chilly Ciclo x Freeda



With intimate wash and wipes, Chilly Ciclo is designed for intimate cleansing during the monthly period. The purifying formula with an antibacterial molecule neutralises the formation of unpleasant odours.

To launch the new product, our Chilly brand **joined forces with Freeda Media** to create a campaign to increase awareness and

make young women more conscious of their menstrual cycle, which is still often considered taboo.

Using recognisable, entertaining and informative content on the Freeda social media pages, we brought **the community closer** to a very common, but delicate, issue, creating positive and stimulating conversations about being a woman and about our brand.

The Facebook campaign reached 330 thousand users, with 2 million views and over 47 thousand interactions, proving that this brand not only wants to offer quality products, but also be an everyday ally of female consumers, promoting their self-esteem.

Love your intimacy: the gynaecological prevention campaign dedicated to women

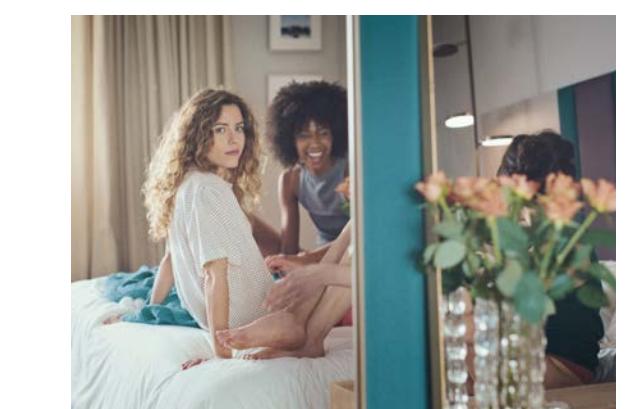
Chilly, Chilly Pharma and Neutro Roberts Intimo, which take care of women's intimate hygiene using specific products, spearheaded the "love your intimacy" prevention campaign. The campaign promoted knowledge of the female genital sphere for improved female well-being.

The aim of the initiative was to **make women of all ages aware of how to prevent** potential gynaecological pathologies, starting with **daily intimate hygiene**.

The most appropriate intimate washes were suggested and the importance of constant interaction between women and their doctors was emphasised.



Somatoline invites women to feel good about their bodies



Somatoline Cosmetic has launched a new advertising campaign which **overturns the perspective and shared vision of beauty**.

Thanks to the "**Senti che funziona**" (**Feel it working**) concept, the campaign invites women to **feel good and beautiful in their skin**.

The project enjoyed international visibility thanks to planning in several countries: Italy, France, Spain, Belgium, Switzerland and Greece.

Regeneration



1. What does "Regeneration" mean today?

Regeneration is a story of life. Our whole life depends on regeneration, in the same way that all life forms depend on regenerative actions.

We can also talk about regeneration as a sensory experience. To regenerate is to relive a memory, to press pause, to relax, to give yourself permission to be reborn. It is like the tenderness of a mother's embrace, like those scents we call home.

Regeneration is something that can be felt, sensed and experienced, something that allows us to connect with a deeper existential level, going beyond mere functional regeneration like the natural regeneration of the skin.



Interview with

LIDIA MOLA

Country Manager,
Pharma France



2. How can a brand express regeneration?

The choice made by Cavaillès with its product range is a choice that allows us to help the natural regeneration of our skin, also regenerating our mood.

We want to help the skin regenerate naturally, respecting its nature, while accompanying the moods, experiences and emotions of that "time spent in the bathroom" that is part of every French family's daily routine. And we also want to think about the regeneration of our Earth, as a fundamental responsibility, generation after generation. Cavaillès has a history, spanning almost 100 years, of regeneration for all families: regardless of their age, their background or the type or colour of their skin. We see regeneration as more than just a matter of positioning: it is our vision for everything we do and create under the Cavaillès brand.

Regeneration is the ultimate goal of our brand, the purpose of our product and our role in the world. Regeneration inspires everything we do and the reason why we do it: to protect and to nurture.

3. What is marketing within the limits of the Planet?

Regeneration is also our answer to the calls of nature and the planet, to the world's need for protection and healing, every day. Marketing within the limits of the planet means radically changing the way we work: starting to choose only sustainable ingredients and responsible packaging. But also changing the relationship between the company, customers and consumers: finding a new balance that satisfies everyone, respecting people and the environment. And it also means always assessing the impacts of our actions and the consequences of what we choose to do. In short, conceiving, producing, communicating and growing business responsibly: in other words, acting ethically and fairly.



In Your Home, at School and at Work

Millions of families rely on our products to **clean their homes and do their laundry** every day.

We also offer **high quality bonding, fixing and sealing products** for all uses. From pupils at school, to professionals, to do-it-yourself enthusiasts, for all stages of life.

Our challenge is to offer products that combine effectiveness, gentle action on surfaces and fabrics with **respect for the environment and people's safety**.

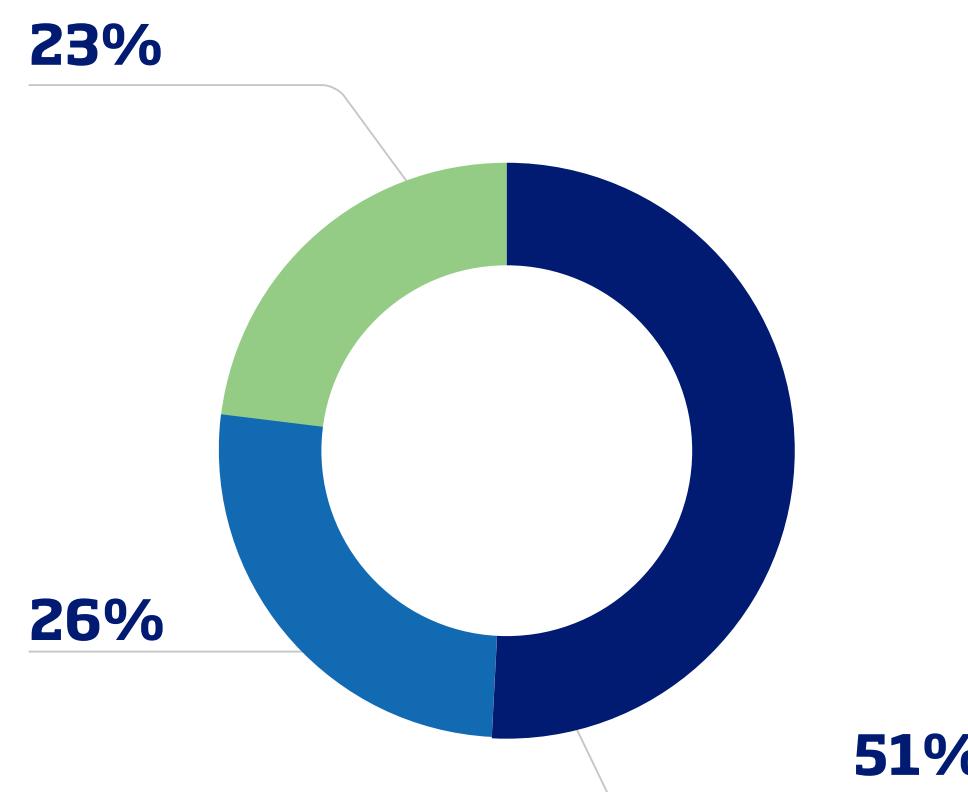


The Home & Personal Care Business Unit's home care products are manufactured in **Nova Milanese** in Lombardy, Northern Italy, where we have production lines for all the liquid detergents sold under the **WC Net, Omino Bianco, Smac, Carolin, Deox, Citrosil Home Protection, Vetril, Génie and Ouragan** brands. We also have a plant in **Cotignola** in Emilia Romagna, Central Italy, where **Winni's** branded products are manufactured. We cooperate with **22 external production sites** managed by **19 partners or subcontractors**, for powder products, wipes and toilet blocks, and we purchase raw materials from over **147 suppliers**.



The Adhesives Business Unit offers bonding and sealing products for any application, under the brands **UHU, Bison, Bostik** and **Griffon**. A large part of the products are manufactured in our own production plants in Germany, **Bühl** and in the Netherlands, **Goes**. We are committed to purchasing the raw materials used in our adhesives from suppliers who are as local and close to our production sites as possible. To date, we have approximately **300 suppliers**, 96% of whom are based in Europe.

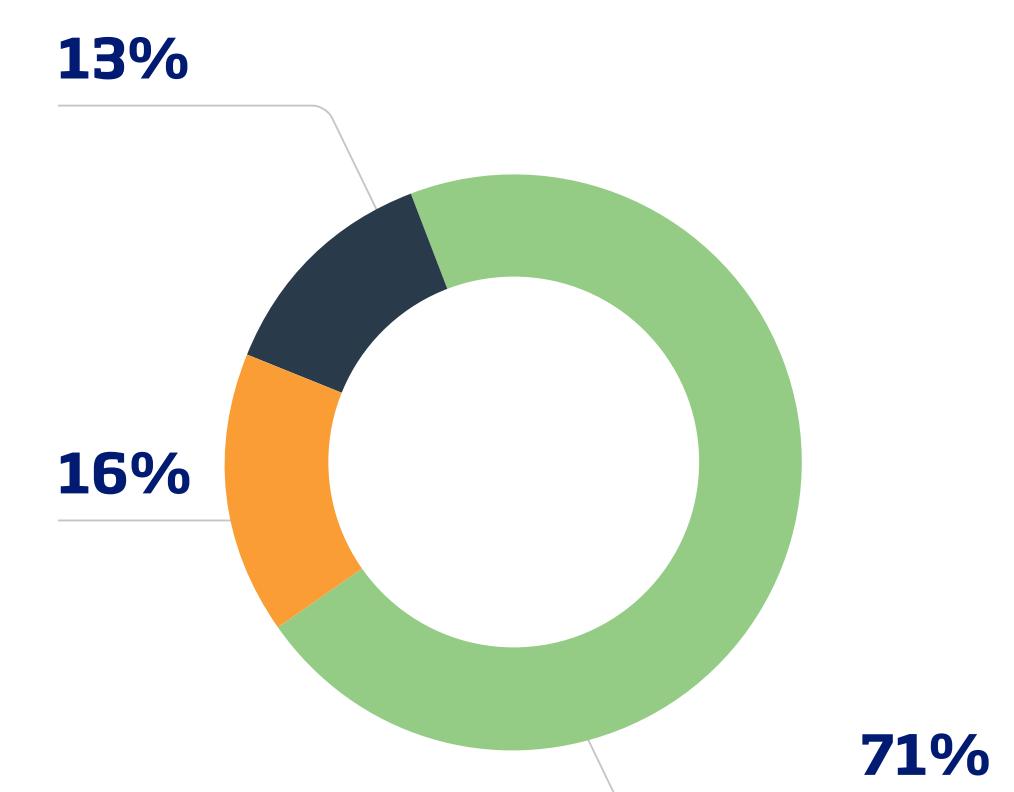
**HOME CARE BUSINESS UNIT SALES
GEOGRAPHIC DISTRIBUTION**



■ ITALY ■ FRANCE ■ REST OF THE WORLD



**ADHESIVES BUSINESS UNIT SALES
GEOGRAPHIC DISTRIBUTION**



■ GERMANY ■ BENELUX ■ REST OF THE WORLD

Circularity at Bolton: Focus on Formulas and Packaging

Considering the number of supply chains and suppliers we use, we have a great responsibility to improve the sustainability of our products so that they meet **more circular criteria, both in terms of formulas and packaging**.

The circular economy is an economic model that represents a path forward to a more sustainable world. The first and most famous definition of circular economy dates back almost 10 years and came from the **Ellen MacArthur Foundation**: it is an economy designed to regenerate. A system in which all activities, starting with extraction and production, are organised in such a way that someone's waste becomes someone else's resource.

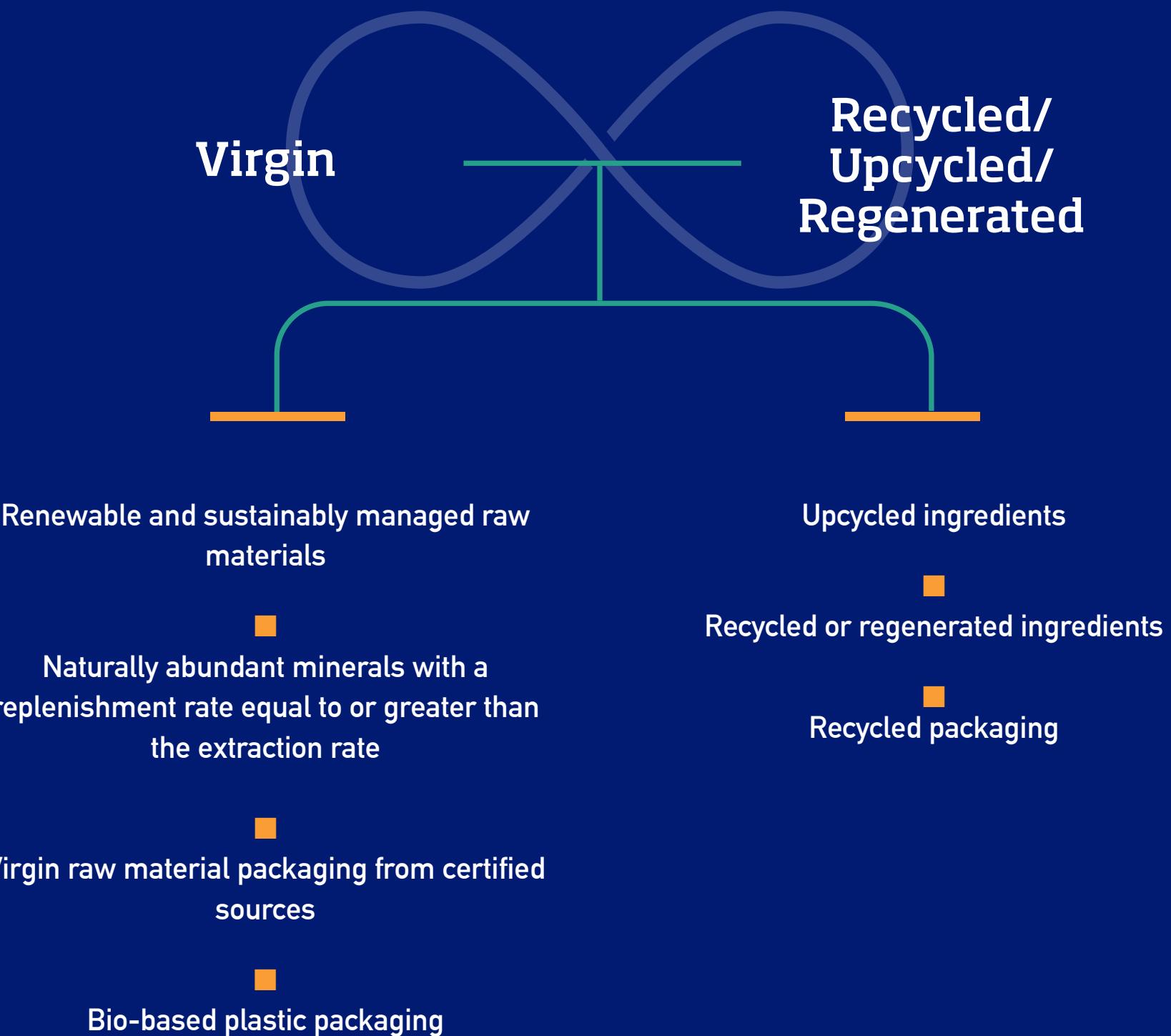
The Bolton Group considers circularity to be a key component of its **sustainable development strategy**.

This is why, when designing, developing and creating our products, we prefer:

- to use, wherever possible, raw materials from **internal and external recovery processes**;
- in the case of virgin materials, to use **renewable resources***, to protect nature and biodiversity;
- to promote **maintenance, reuse, recycling and biodegradability**, to minimise the impact of the product at the end of its life;
- to take a **life cycle thinking**-based approach, following science to support our choices;
- to drive **efficient use of energy and water** in production processes, to minimise industrial impacts.

* Inspired by the definitions of "raw materials of regenerative origin" and "raw materials of sustainable origin" given by the Ellen MacArthur Foundation, we consider "renewable" those materials that can be continuously reintegrated without negative impacts on the environment.

Circular Raw Materials and Packaging



Focus: Measuring Circular Economy

We have started measuring the circularity level of our products in order to gradually improve their environmental performance.

In 2021, we took part in the second test phase of the **Circular Transition Indicators Tool PRO of the World Business Council for Sustainable Development** (WBCSD), developed in conjunction with KPMG.

The tool aims to accelerate the transition to a more circular economy, creating a **common and transparent framework** to measure the circularity of the products and services offered by our companies.

This tool makes it possible to analyse the percentage of renewability or recyclability of the materials and ingredients fed into the production process, along with the percentage of renewability or recyclability of the finished product, highlighting areas of criticality and potential improvement for the innovation process.

We tested the tool on some of our products including **Omino Bianco** laundry detergent.

The results confirmed the need to continue working on the recyclability of packaging and circularity of formulas.

For more information [click here](#).



Formulas

Our home care products and adhesives are developed in the R&D laboratories of the plants where they are manufactured.

We have more than **500 home care products** and develop over **150 new prototypes a year**.

We market over **6,000 adhesive products**, which undergo regular checks and tests to ensure compliance with regulatory developments.

Our research and development departments focus on two priorities when formulating our home care and adhesive products:

- 1. guaranteeing the health and safety of consumers and employees;**
- 2. promoting circular raw materials to reduce environmental impact and preserve biodiversity.**



Beside containing water, the **home care product formulas** consist mainly of natural or synthetic surfactants, as well as other ingredients, which may also be either **natural** (e.g.: citric acid, lactic acid) **or synthetic** (e.g.: bleaching agents).

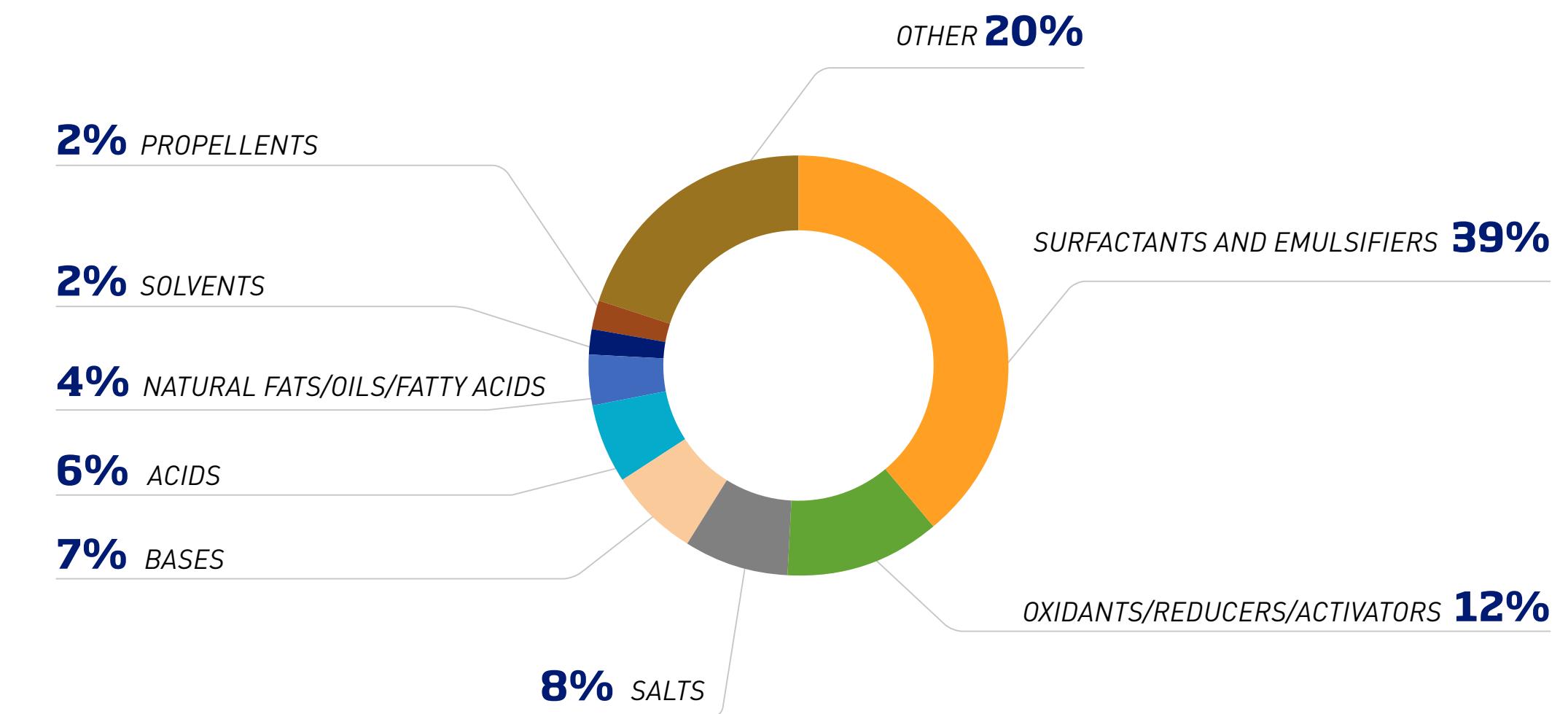
Where possible, we try to replace synthetic ingredients in our home care product formulations with natural ingredients from **renewable sources**.



Our strategy to seek increasingly sustainable innovation is based on a few fundamental points, as follows:

- 1. removal of controversial ingredients** with a view to minimising a potential negative impact on health and the environment;
- 2. use of natural surfactants**, obtained in a certified, sustainable manner;
- 3. optimisation of formulas and their concentration**, to eliminate unnecessary ingredients and reduce water consumption.

RAW MATERIALS PURCHASED FOR HOME CARE PRODUCTS



WC Net Natural Power

In 2020, we launched a range of toilet care products with a reduced environmental impact: **WC Net Natural Power**.

The two liquid products have been awarded the **EU Ecolabel**, officially recognising them as **environmentally friendly alternatives to conventional detergents**, delivering high cleaning performance with a lower environmental impact thanks to a formula containing **natural raw materials** and a bottle made of **50% recycled plastic**.

In 2021, we launched **WC Net Style Natural Power Blocks** containing **natural active ingredients**.

Thanks to the **100% recycled plastic** cages, we saved **17 tonnes of virgin material a year**, equivalent to the weight of almost 277 million empty 0.5L plastic bottles. The product packaging is made of **FSC-certified cardboard**.



SOLIPRO: the Professional Hygiene Specialist

Our range of professional dish-washing and surface cleaning products - **SOLIPRO** - includes a whole range of **Ecolabel EU and Eco Cert-certified environmentally friendly products** with natural, mineral or plant-based formulas, which are **over 90% biodegradable** and consequently more environmentally friendly.





"Comfort zHome"

1. What is the mission of those engaged in "Home Care" today?

Our mission is to transform "home care" from being a task performed out of a sense of duty to a simple, effective and affordable experience for everyone.

Our responsibility is no longer limited to the home, but goes further: we also have to look after our communities and the environment with our products.

Modern consumers want more than just practical, functional products. Their increasing awareness of the impact of the detergents they use leads them to demand products which respect the environment. Our mission is to meet their expectations, finding the balance between maximum effect and product safety and the choice of more circular and natural ingredients that ensure greater sustainability.

Interview with

FRANCESCO FALLETTI DI VILLAFALLETTO

General Manager, Home Care

2. What are the challenges for a clean and sustainable home?

The challenge is to guarantee safe and effective products, improving the environmental and social profile. When it comes to packaging, the focus is on switching from virgin to recycled plastics and increasing recyclability. For our formulas, we are looking at more circular raw materials and the reduction of microplastics. Today, however, we need to extend our responsibility beyond simply making products. We need to introduce the dimension of circularity right from the start of the innovation process: from industrial processes to logistics, from the supply chain to the end of the product's lifecycle. The next step in our industry will be to measure the sustainability of our actions in terms of the circular and upcycling economy and to make this the main concept of our entire value chain.

3. We are the spaces we occupy: how does Bolton interpret this?

This phrase very much reflects the world of Home Care: the spaces we occupy reveal who we are, how we live. The home is now a hub where we work, exercise and play. Much of our life is spent in our homes. That is why we want to make people feel as though they are in their "Comfort zHome". We want to involve them in a movement that is positive for their homes but also goes beyond the confines of the home: caring for communities and the planet with respect, designing products inspired by comfort, a responsible and future-proof comfort.





The Adhesives Business Unit distributes **adhesive products that use a variety of chemical technologies**:

- Solvent-free glues (e.g.: in dispersion and made with starch-based glue) and solvent-based glues
- Polychloroprene-based contact adhesives
- One and two-component reactive systems based on modified silane and epoxy resins
- Bitumen and rubber-based waterproofing coatings
- Super Glues based on cyanoacrylate technology
- Ethylene vinyl acetate (EVA) based hot melt adhesives
- Pressure-sensitive single and double-sided adhesives

The choice of the right adhesive depends on the combination of materials to be bonded, the overall performance required and the application parameters. It is essential to know the adhesion requirements such as final strength, elasticity, resistance to temperature, water or UV rays.

The Adhesives Business Unit is committed to **minimising the risks to consumer and employee health and safety**, along with **environmental and social risks** posed by raw materials and formulations. Health and safety are important considerations in the innovation and development process, as is the responsible handling of raw materials and products: from production to disposal.

We are working to **limit the use of controversial ingredients** in our adhesive formulas too.

The ÖKO-TEST assessment

Both **UHU stic** and **UHU Bastelkleber** have been judged “**very good**” by the German magazine ÖKO-TEST. UHU stic is the only branded glue stick (> 5% market share) with an ÖKO-Test judgement of “**very good**”.

ÖKO-TEST is a German monthly magazine with 1.2 million readers and 120,000 copies distributed every month. The magazine carries out comparative assessments of consumer products, checking critical ingredients and product claims. This is a very important acknowledgement in Germany, which can guide the purchasing choices of environmentally aware consumers.

This achievement emphasises the Business Unit’s continuous efforts to develop products with safe and sustainable raw materials and formulations.





UHU ReNATURE - UHUs most sustainable glues

Our line of UHU ReNATURE glues is another concrete example of our commitment to developing more environmentally friendly products. It is a unique range characterized by the combination of **natural glue formulation, sustainable packaging and reduced impact on the environment**. With a formula composed of **98% natural ingredients**, including water, renewable bioplastic obtained from sugar cane and recycled cardboard for packaging, the ReNATURE UHU line has been repeatedly awarded and certified as a **Green Brand**.

Furthermore, UHU Renature is the only range of adhesive products in the home and office segment to have obtained the **Nordic Swan Ecolabel certification**.

UHU stic ReNATURE allows an annual **reduction** of 46% in **CO₂ emissions** and a 48% reduction in the use of fossil raw materials, compared to the corresponding standard UHU glue stic, whereas UHU twist & glue ReNATURE led to a reduction of 46% of CO₂ emissions and a 45% reduction of the use of **fossil fuels**, compared to a conventional UHU twist & glue bottle.

Nordic Swan Ecolabel Certification



The aim of the **Nordic Swan Ecolabel** is to assess the entire life cycle of a product in order to reduce the environmental impact resulting from the production and consumption of goods.

To obtain the Ecolabel, products must fulfil a list of requirements:

- production with respect for the environment;
- sustainable development;
- reduction of greenhouse gases;
- protection of our ecosystems from hazardous chemicals;
- reduction of consumption and use of resources.

Griffon HBS-200® Liquid Rubber: for more Sustainable Buildings

Griffon HBS-200® Liquid Rubber offers a universal, durable, waterproof, airtight and protective coating for all indoor and outdoor surfaces. Used by professionals in the construction sector, it allows the reduction of energy consumption in buildings. Its **durability of at least 20 years** makes it **highly sustainable**.



Being non-toxic and free of solvents and volatile organic compounds (VOC), it helps create a safer working environment.

WOOD MAX - New Generation Wood Adhesives

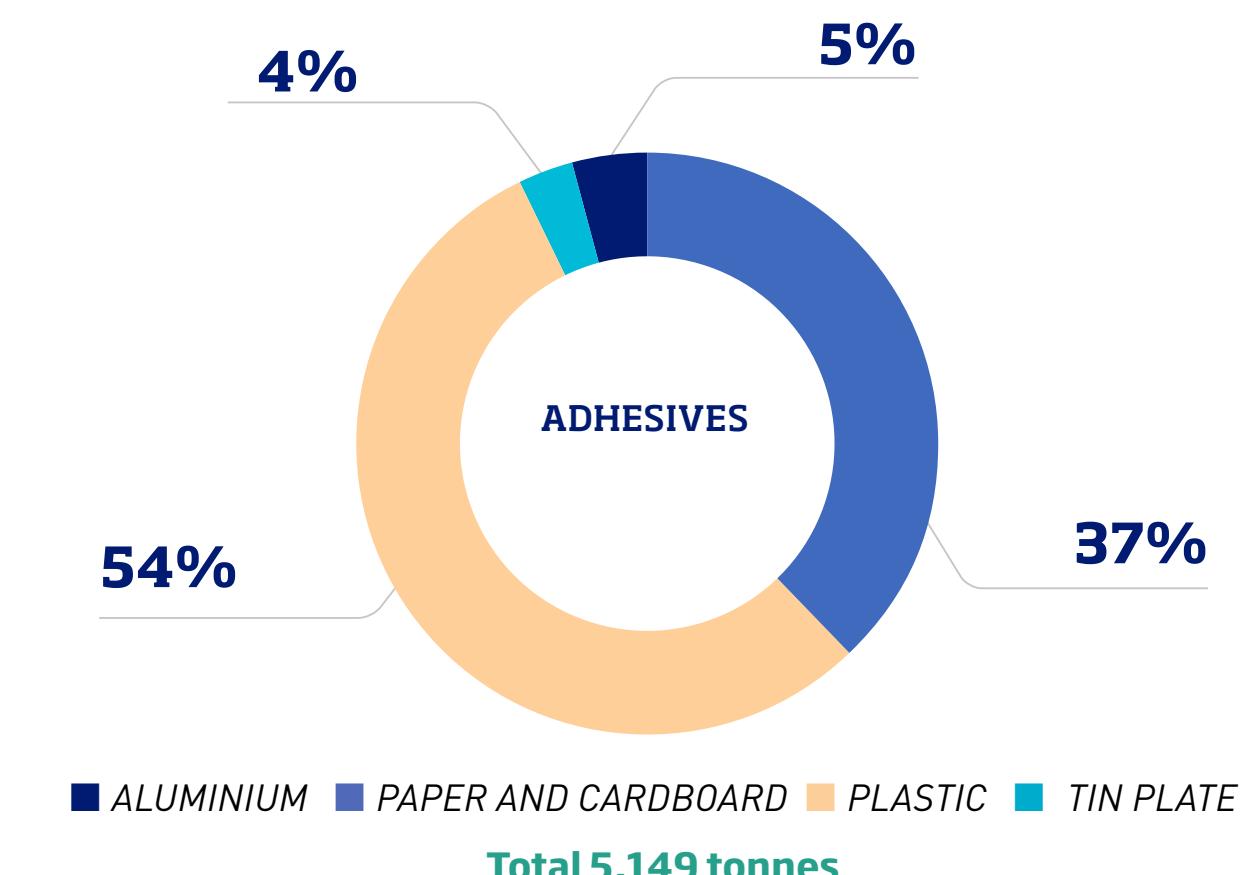
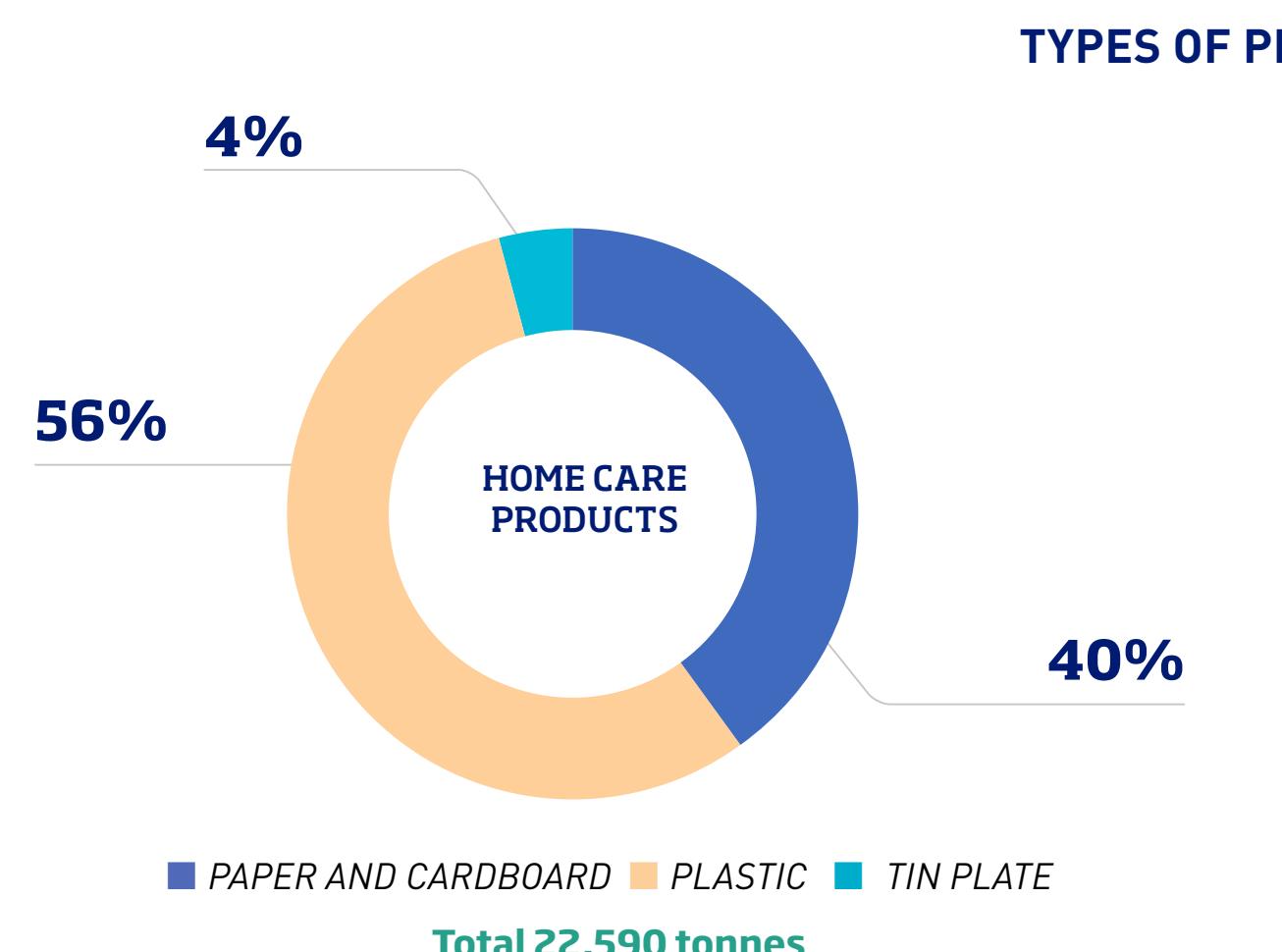
Wood Max is a range of extra strong di-isocyanate free, wood construction adhesives, which combines all the benefits of both polyurethane (PU) and white (PVAc) glues for wood in a single product. Its innovative formula (patent pending) allows perfect waterproofing of constructions and contributes to a safer and cleaner working environment than PU products, being solvent- and di-isocyanate-free and having VOC A+ certification for low emissions.

With Wood Max, the Adhesives Business Unit serves both professional users (builders, joiners, woodworkers, etc.) and non-professional users (DIY enthusiasts). The Wood Max range products are sold by large, well-known DIY retailers and independent, specialised hardware shops and/or wholesalers.



Packaging

With an **annual output of 160 million pieces** produced directly in our Nova Milanese factory, **83 million home care products** created by our partners and **200 million adhesive products** distributed worldwide, we have a huge responsibility for the quantity and quality of packaging that is distributed and marketed in many countries around the world every day.



In particular, we have defined key actions to be accomplished by 2025, as follows:

1. **reduce the quantity and number of materials used** in order to **optimise** our internal consumption of resources;
2. **reduce the use of virgin raw material in favour of material that is recycled, from renewable sources, compostable and/or certified**, to guide our procurement activities towards increasingly sustainable solutions;
3. **design 100% recyclable** packaging to give used materials a new life and prevent them from becoming waste, with particular regard to **plastic used in home care products**.



The Bolton Packaging Policy

We adopt a circular approach to the development of products and packaging, in order to reduce their environmental impact while guaranteeing quality for our consumers. In 2019, we launched a **Packaging Policy based on the 5 “Rs” and 5 relative principles:** Rethink, Recycle, Remove, Reduce and Renew.

Our Approach to Packaging

- Design packaging materials that are **recyclable, reusable, compostable**, or, as a last resort, recoverable for the production of energy in keeping with a circular economy perspective, starting with new products and progressively extending this practice to existing ones.
 - Adapt technical solutions that **encourage consumers** to recycle or, if possible, **reuse** packaging, with specific information on the packaging or on our brand websites.
 - Avoid, where technologically feasible, the use of **poly-bonded materials** for **packaging** (e.g.: plastic and metal) that cannot be easily separated.
- BOLTON GROUP**
- For the launch of new products, where technically possible, check the availability of packaging produced responsibly with materials from **renewable** resources that can reduce the carbon footprint of the packaging.
 - For the launch of new products, where technically possible, check the availability of **recyclable materials** for use in packaging.
 - Remove and replace all **materials** that could, at any time in their life cycle, either alone or in interaction with other factors, have **harmful consequences** for **human health**.
 - Avoiding **excess packaging**, when used for aesthetic reasons, by gradually **reducing** or **eliminating** **secondary packaging** materials.

With about **13,000 tonnes of plastic** used every year, the Home Care Business Unit contributes **50% to the Bolton Group's total consumption of plastic**. This is why we are concentrating our efforts in this direction to convert to more sustainable sources. Replacing virgin raw material with recycled raw material is not an immediate process. The technical properties of recycled plastics and their availability on the market are extremely variable, depending on the flow and quality of upstream waste selection and the production process. **This is why it is necessary to check which type of recycled plastic is best suited to guarantee the same mechanical and sensory performance as virgin plastic, for each product, and to test any chemical interactions with the formula, check its stability and its safety for consumers.**

We have set a very ambitious target of using at least **40% recycled plastic by 2025** for the packaging of all our products.

To proceed with our roadmap, we are working in synergy with our suppliers to share know-how and development plans, and with the Politecnico di Milano to acquire further technical knowledge.

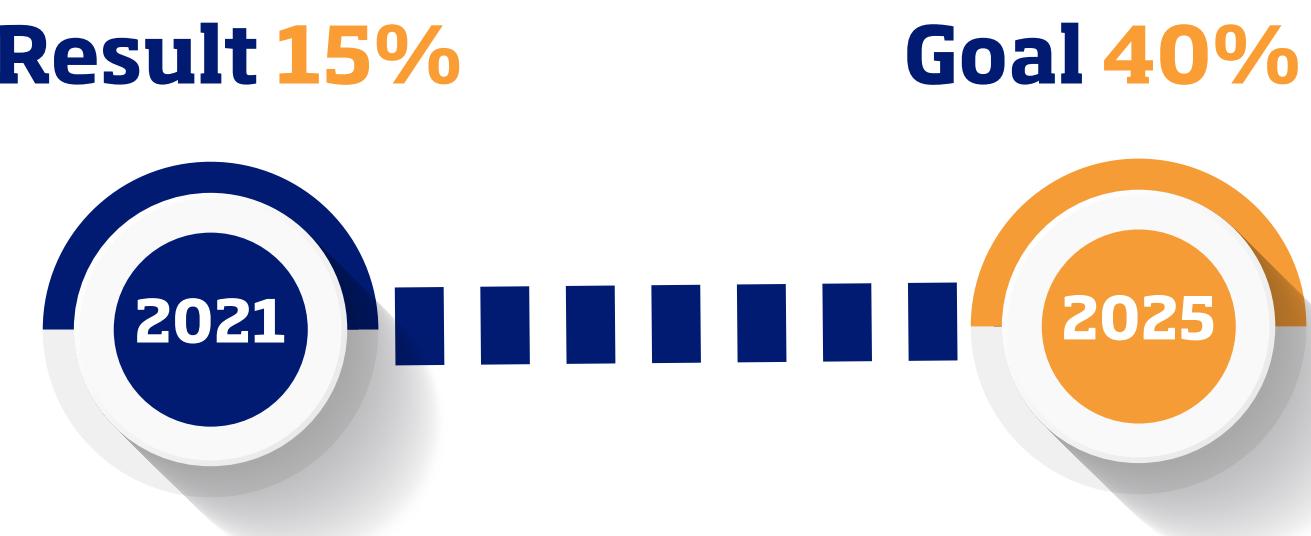
Over the past year we have innovated the Nova Milanese production process with the use of a new bottle blowing technique: **co-extrusion**. This technique **combines virgin and recycled plastic**, enabling to extend the use of the latter to the packaging of products with more aggressive formulas. This technique has been implemented on **4 production lines**: WC Net Profumoso, WC Net Disincrostante, Deox and Omino Bianco, and allowed the use of **50% recycled plastic** for these products. We also **replaced PET with 50% recycled PET** for all 650ml triggers.

About **142 million bottles** are blown at the Nova Milanese plant, which is equivalent to about 88% of the total requirement of our packaging lines. The decision to blow the bottles in-house is particularly important to ensure **production flexibility and high quality standards**, but it is also an important choice from an environmental point of view **as it avoids the road transport** of empty bottles. To continue this process, considering our goals, we installed **2 silos dedicated to the storage of recycled PE with a capacity of 100 m³ each** in addition to the three existing silos for virgin plastic storage. The blowing pipes have been redesigned so that both virgin and recycled plastic can be used as required.

As a result of these actions, by 2021, we were able to use more than 15% recycled or bio-based plastic in our product packaging and reduce the total use of virgin plastic by over 1,900 tonnes.

The Partnership with the Politecnico di Milano

In 2021, we collaborated with the Department of Chemistry, Materials and Chemical Engineering of the Politecnico di Milano on the characterisation of **8 types of recycled plastic granules**. The analysis covered **blowing, mechanical strength and their rheological characteristics**. The results enabled us to select the two resins best suited to our purposes.



Acknowledgements: CONAI (Italian National Packaging Consortium)



In the 2021 edition of the "Call for the Ecodesign of Packaging in the Circular Economy", promoted in Italy by CONAI, the Italian Packaging Consortium, under the patronage of the Ministry of the Environment, the Bolton Group received **awards for 6 projects** relating to home care products, which contributed to a **total saving of around 1,400 tonnes of virgin plastic**.

The most important projects that were rewarded include:

■ DEOX Fabric Softener

First on the podium in its category, the new bottle is made from **50% recycled plastic** and allows savings of **11 tonnes of virgin plastic a year**.

The new shape has made it possible to optimise palletisation and ensure more efficient logistics.

■ DEOX Washing Machine Liquid

We have **reduced the weight of the packaging** and used **50% recycled plastic**. These measures have allowed us to save a total of **about 110 tonnes of virgin raw material** a year.

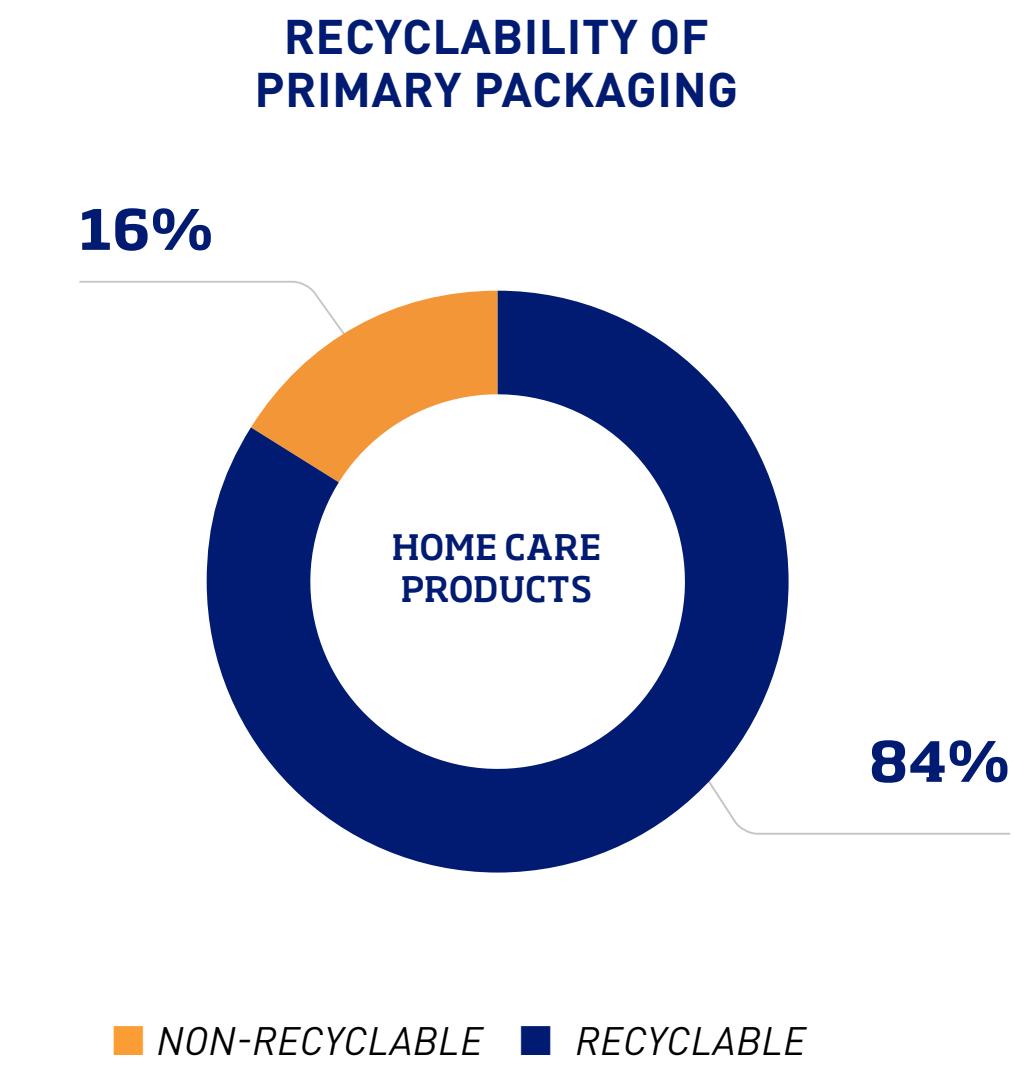
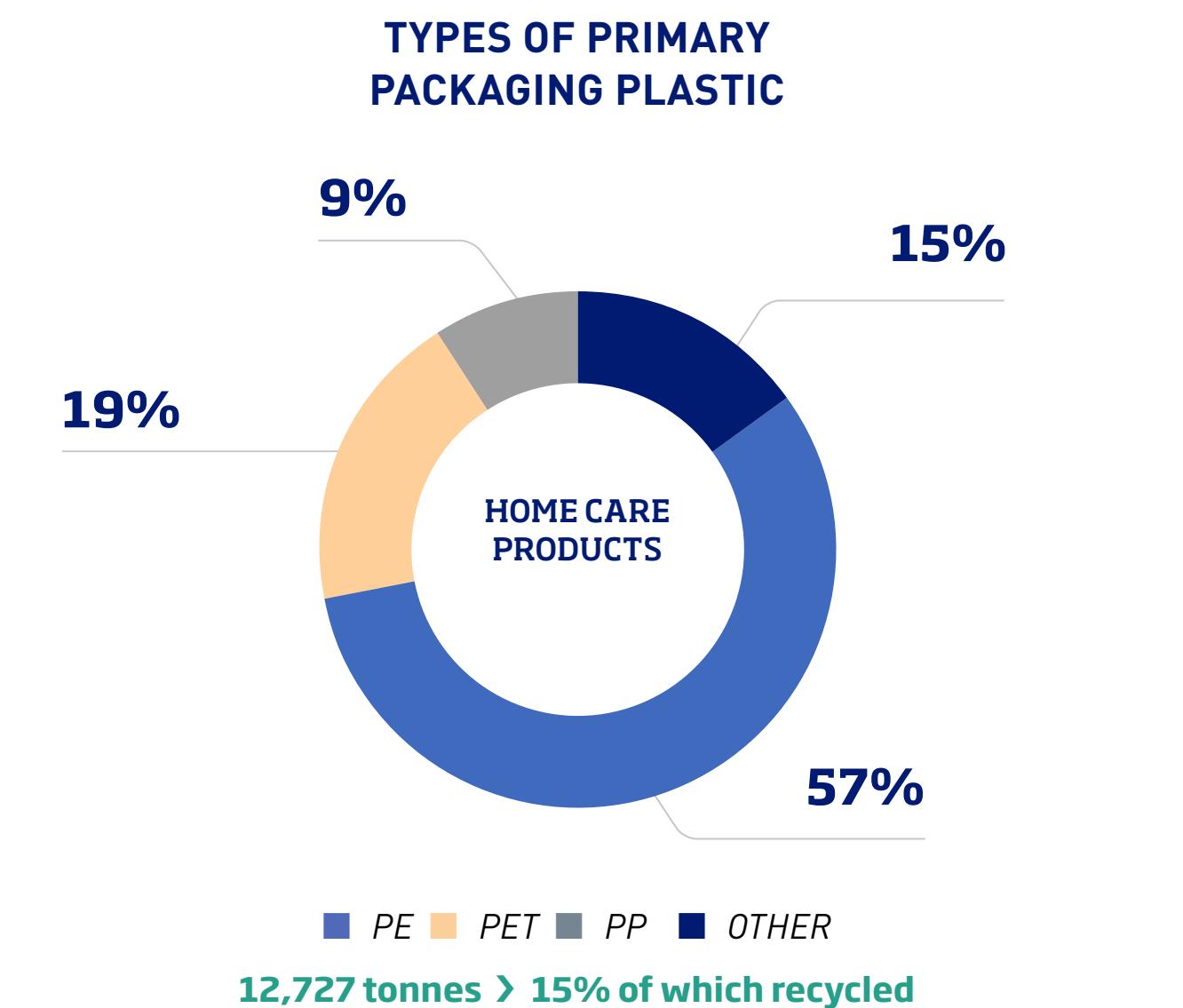
■ WC Net Profumoso

Thanks to the use of **50% recycled plastic** in the packaging, we have saved **about 650 tonnes of virgin raw material**.

■ Omino Bianco Limescale Remover

The packaging now consists of **100% recycled plastic**, with savings of **about 18 tonnes of virgin raw material** a year.

Lastly, as part of a plan to implement mandatory environmental labelling, CONAI selected **two of our proposals as "Good Ideas for Environmental Labelling"** and they will have a dedicated space on CONAI's website, so that they become best practices for the entire sector.



Value initiatives: Voluntary Industry Packaging Initiative

In 2021, we joined the **"Voluntary Industry Packaging Initiative"** launched by **A.I.S.E** - the International Association for Soaps, Detergents and Maintenance

Products - the European organisation of manufacturers in the sector, which brings together **37 national associations** in **42 countries**, covering approximately **900 companies**.

This initiative aims to increase the content of recycled raw material in plastic packaging released onto the market by European member companies, setting precise targets to be met by 2025:

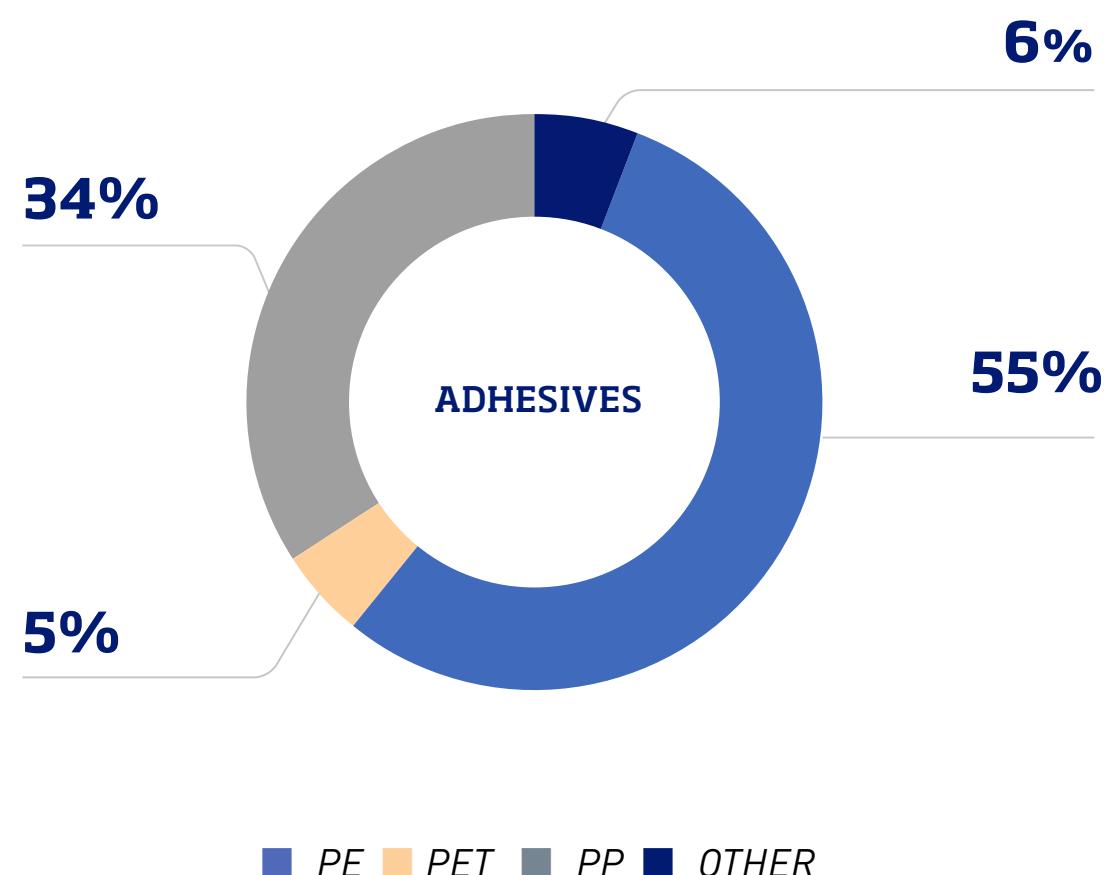
- **guarantee a minimum of 20% recycled plastic in packaging;**
- **guarantee that all plastic packaging can be recyclable, reusable or compostable.**

We are also working to reduce the use of virgin plastic in our **adhesive** products.

In 2021, we used 11% recycled or bio-based plastic in our adhesive products, saving 312 tonnes of virgin plastic.

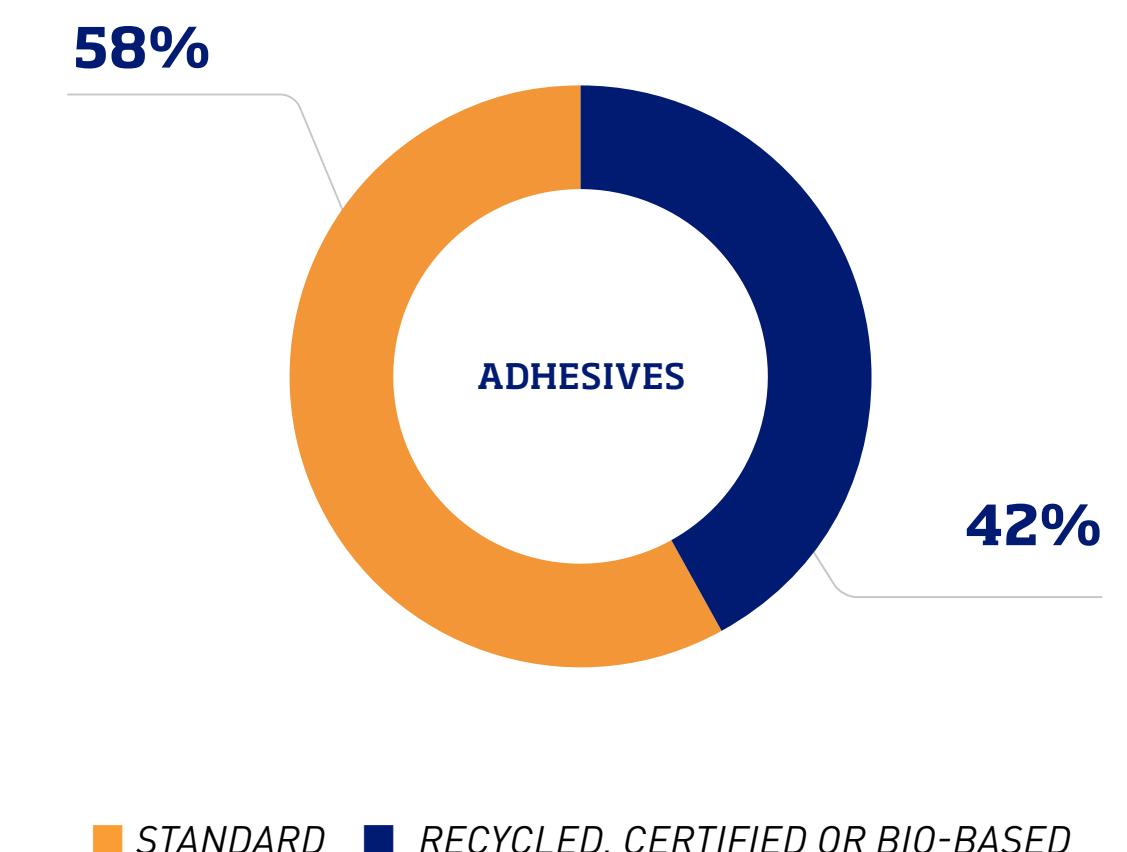


**TYPES OF PRIMARY
PACKAGING PLASTIC**



2,853 tonnes > 11% of which recycled

**RECYCLED, CERTIFIED OR
BIO-BASED PRIMARY PACKAGING**



New Consumer Models

Our commitment is to bring innovative products for more sustainable lifestyles into the home and to use our advertising campaigns to forward new consumption models that are more mindful of the environment and the use of the planet's resources.



Bison and UHU

This year our **Bison and UHU** brands launched the "**Waste? Just Fix It!**" campaign to make consumers more aware of the need to **extend the life cycle of a product** and to show how broken items can be repaired quickly and durably using our adhesive products. Repairing objects and extending their life is an important aspect of more circular economic models and counteracting waste and indiscriminate consumption of raw materials. Many household objects that are used daily are not easy to recycle and this means that they are destined to end up as mixed household waste.

Our commitment is to promote new consumption patterns, in which the life of objects is extended and the resources available are used more wisely.

REPAIR CAFE

The campaign is the result of a partnership with **Repair Café International Foundation**, a non-profit organisation that aims to minimise waste, use resources responsibly and connect people in new and exciting ways.

Save resources by repairing.

Carolin



The new **Carolin Ultra Dégraissant** advertising campaign conceived for the French market was the first advertising production in Italy to receive **Green Film** environmental certification, a quality mark designed by the Trentino Film Commission with the aim of providing guidelines to help audiovisual producers work more sustainably in environmental terms.

Some tangible examples:

- the use of disposable materials was minimised;
- emissions from crew travel were offset;
- some materials (such as the wood used for construction) came from sustainable sources;
- the lights used on set were low-energy.



Extending Product Life: a Circular Economy Gesture

1. Prolonging product life: a marketing choice or a sustainability requirement?

In actual fact it is both, as the very essence of our products envisages the repair of objects and consequent extension of their life. "Waste? Just fix it" was a campaign that made consumers aware of the need to repair things, instead of throwing them away. In doing so, we promoted our offer but, above all, we enhanced the value of resources by trying to restore them instead of disposing of them.



Interview with

RONNY POPPELAARS

Corporate Marketing Manager DIY, Bolton Adhesives



2. How did the collaboration with the Repair Café Foundation come about?

During the development of the advertising campaign, we came across the Repair Café International Foundation. Analysing the foundation's history, we immediately felt that their raison d'être perfectly matched our campaign concept. As soon as we spoke to the organisation's founder and members, we knew we had found the right partners. Repair Café has similar values to ours and, also from a geographical point of view, is present in many of the markets where we operate, supporting many local communities in numerous countries.

3. Which drivers do you consider essential to change consumption habits?

First of all, the intrinsic motivation of people to contribute to lifestyles that are more sustainable and more aligned with circular economy models. This motivation can vary over time and accelerate with new generations. Much, however, also lies in understanding the tangible areas in which everyone can make a difference and knowing what resources everyone has to act sustainably. We are all aware of the need for change when it comes to the environment. Adhesives can play a crucial role in this, in repairing all kinds of broken objects and preventing those objects from becoming waste. So we like to say: let's change our mindset, let's repair things! And let's always ask ourselves: is this waste? Or should we Just Fix it?

In Our Communities

Our approach to sustainability considers **people's well-being** as a core element underpinning our business model. **Generating value is important to us**: not only do we consider how much we generate, but also how we produce it.

Bolton definitely sees value as synonymous with profit and economic growth, but not just that. We believe it is important to generate value for the environment we live in, for our host communities and for all our employees and their families.



Added Value Distributed: Two Thirds to Employees, Community and Public Administration

In 2021, Bolton performed well not only in terms of turnover growth and profitability but also in terms of added value distributed to key stakeholders (calculated as the difference between the economic value generated and the company's running costs).

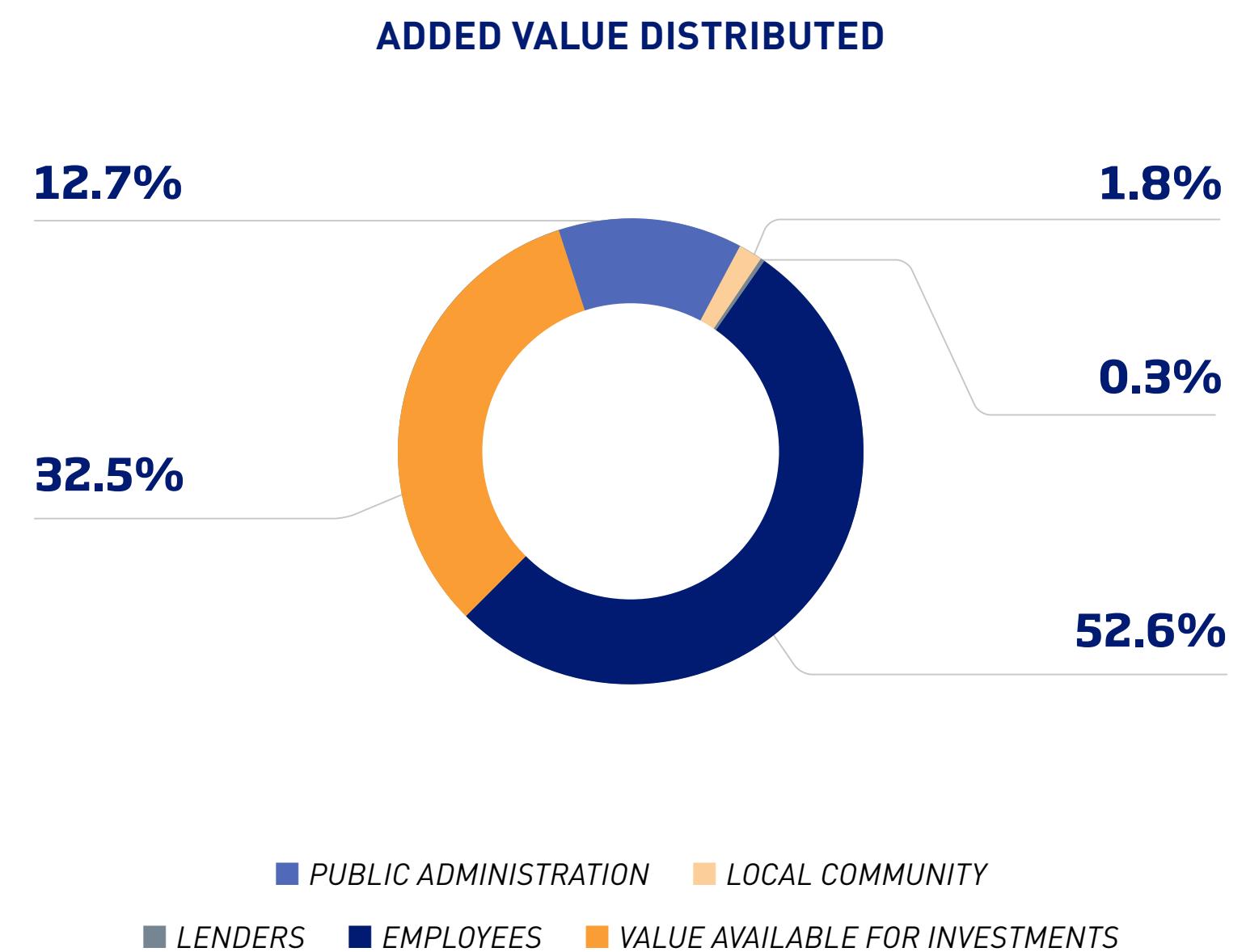
About two-thirds of the added value was distributed to employees, the local community and public administration.

The percentage assigned to employees, **52.6%**, represents wages, pensions and benefits.

We destined **1.8%** to local communities, via sponsorships, donations and gifts.

12.7% of the value generated was paid to the public administration in the form of taxes and duties.

Lastly, the amount paid to lenders was **0.3%** and consisted of interest expense related to loans and interest expense arising from the application of IFRS16 to rental, hire and leasing agreements.



We are striving to find metrics that can better represent the environmental and social value we generate, not only in units of profit, but also in units of impact.

Bolton People

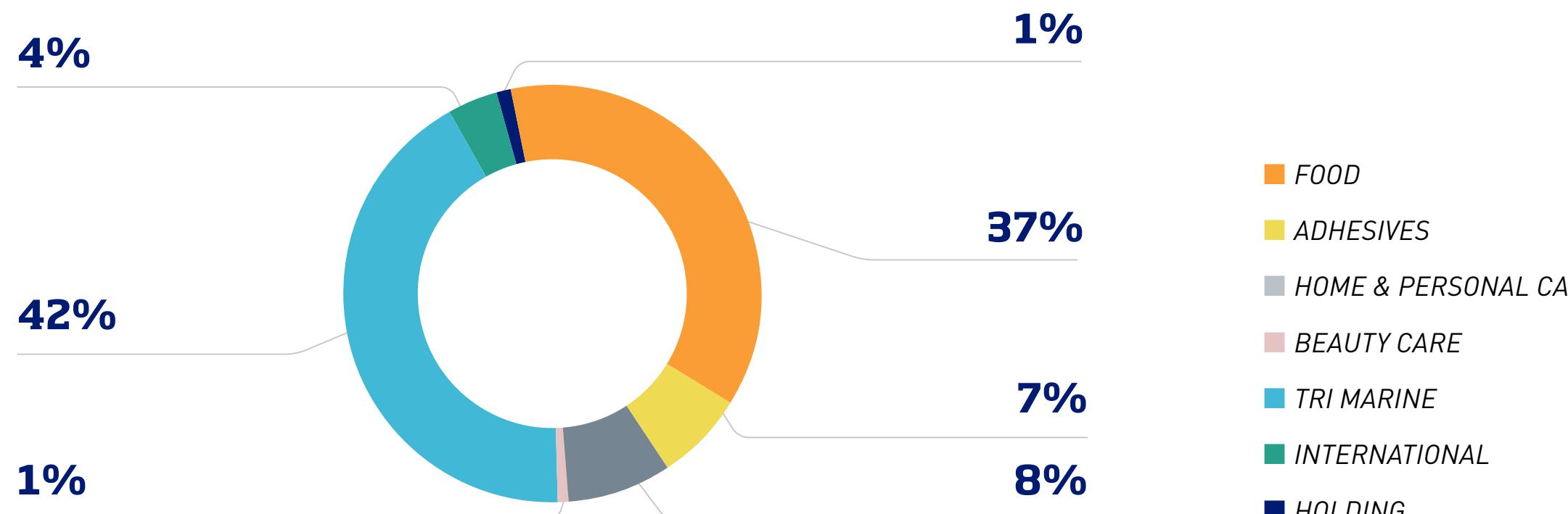
Our corporate culture focuses on **entrepreneurship, passion for excellence, ethics and skills**. With this in mind, we promote a **safe and inclusive working environment** that can maximise the potential of our employees and make **diversity** a source of enrichment and stimulation on a daily basis.



Our main commitments are:

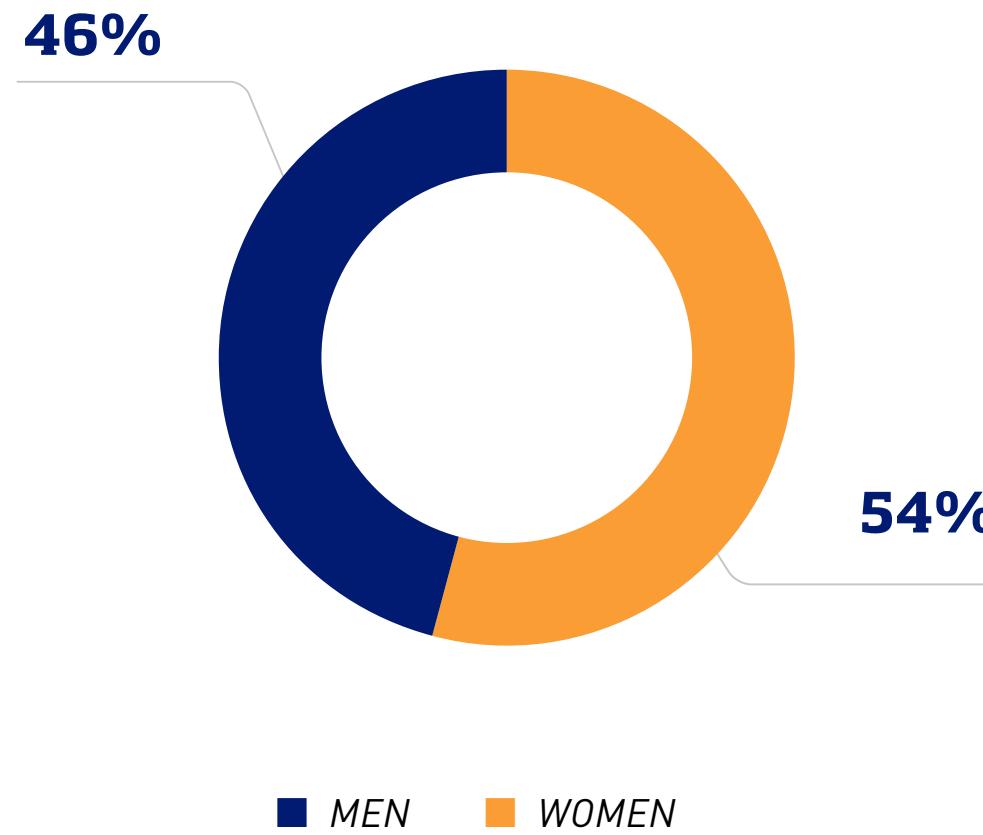
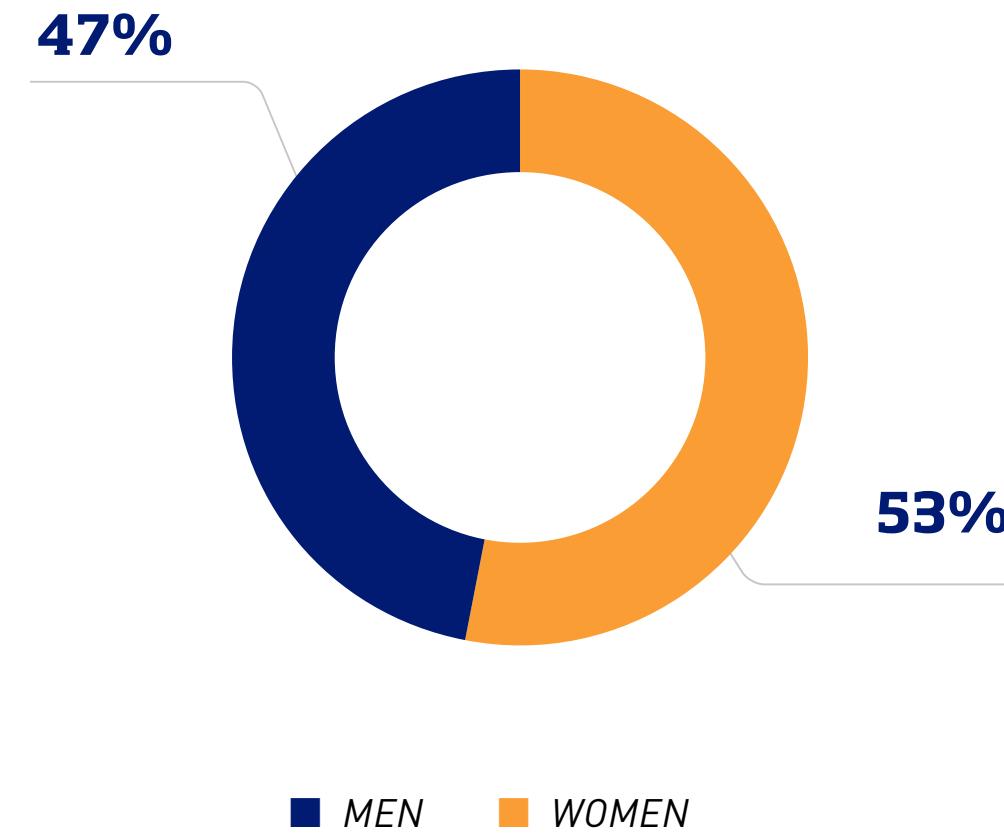
- investing in **employee health and safety** in all workplaces: offices, plants and fleets;
- guaranteeing **equal opportunities** for all;
- supporting **people's well-being** and involving them constantly.

BOLTON EMPLOYEES PER BUSINESS UNIT

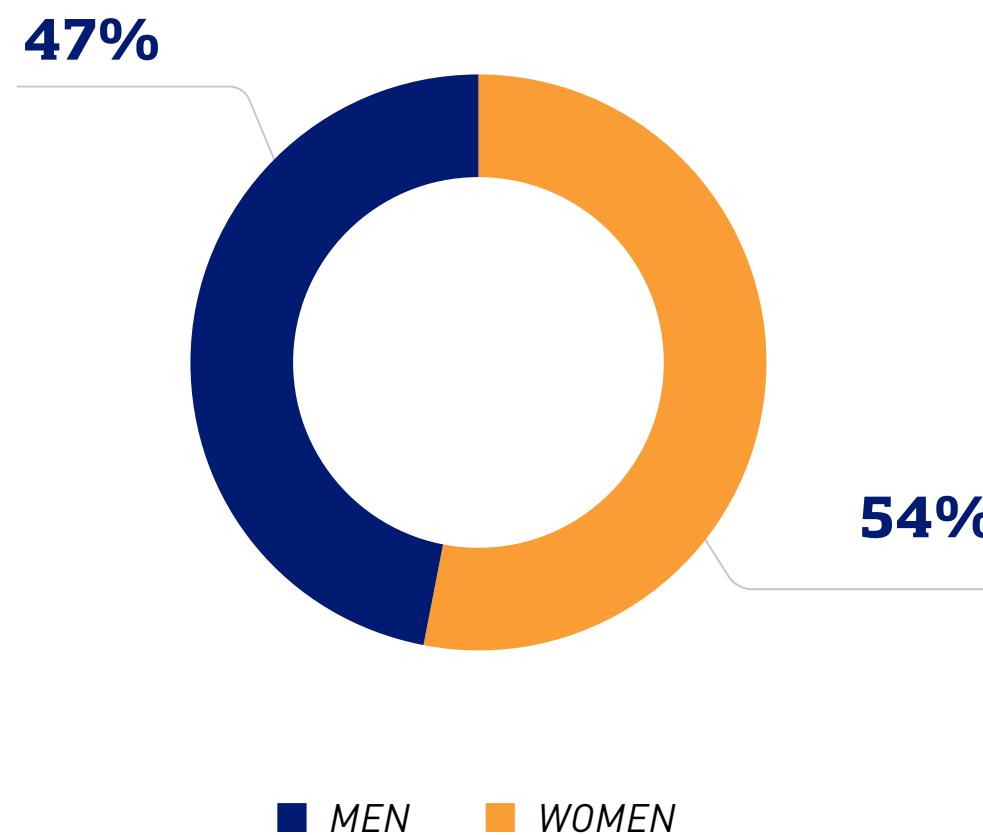
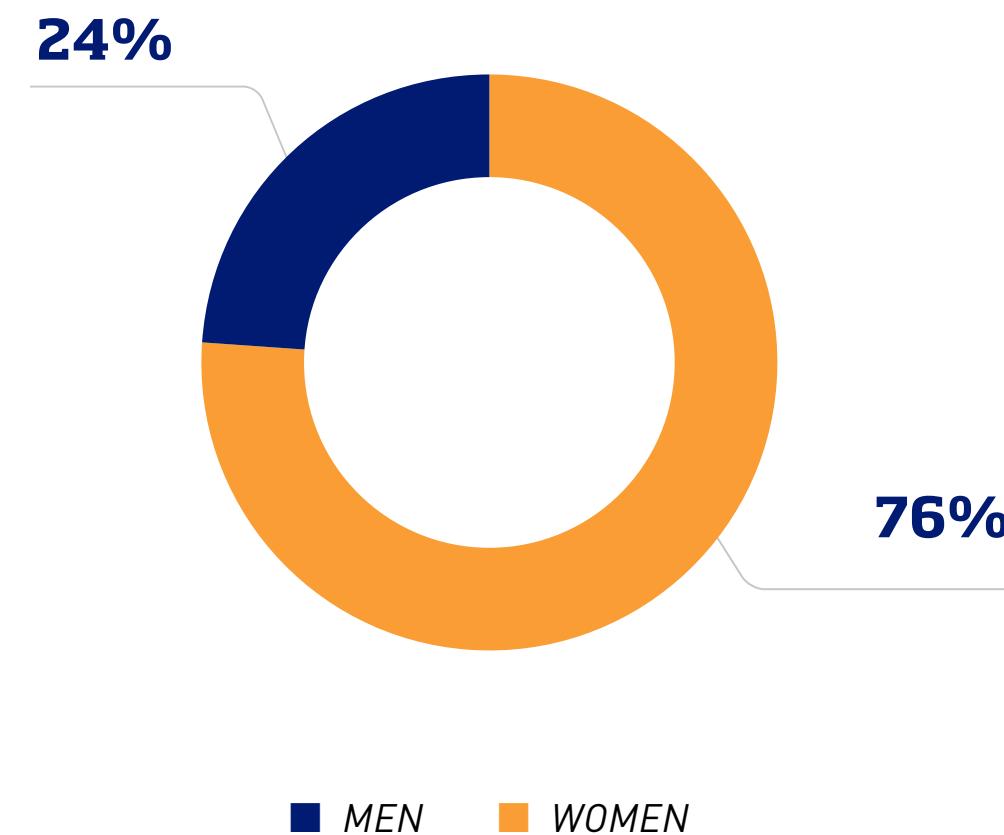


EMPLOYEES PER CATEGORY AND AGE GROUP

	Men	Women
Blue Collars		
< 30 y.o.	7%	11%
30 ≤ x ≤ 40	8%	11%
40 ≤ x ≤ 55	10%	15%
> 55 y.o.	3%	5%
TOTAL	27%	41%
White Collars		
< 30 y.o.	3%	3%
30 ≤ x ≤ 40	5%	3%
40 ≤ x ≤ 55	7%	5%
> 55 y.o.	3%	1%
TOTAL	18%	14%

FIXED-TERM CONTRACT**OPEN-ENDED CONTRACT****EMPLOYEES PER TYPE OF CONTRACT AND AGE GROUP**

	Total
Fixed-term contract	
< 30 y.o.	581
30 ≤ x ≤ 40	313
40 ≤ x ≤ 55	180
> 55 y.o.	422
TOTAL	1,495
Open-ended contract	
< 30 y.o.	2,131
30 ≤ x ≤ 40	2,753
40 ≤ x ≤ 55	3,759
> 55 y.o.	1,229
TOTAL	9,871

FULL TIME**PART TIME****EMPLOYEES PER TYPE OF WORK AND AGE GROUP**

	Total
Full time	
< 30 y.o.	2,680
30 ≤ x ≤ 40	2,996
40 ≤ x ≤ 55	3,832
> 55 y.o.	1,576
TOTAL	11,084
Part time	
< 30 y.o.	31
30 ≤ x ≤ 40	70
40 ≤ x ≤ 55	107
> 55 y.o.	74
TOTAL	282



Talent Development: Assessment and Training

To make the most of our employees, we think it is important to stimulate a culture based on assessment of performance, promotion of merit, training and continuous listening. The talent assessment process, or "**I-LEAD**", is based on the definition of **clear and measurable goals, regular feedback meetings and the assessment of performance at work**, which is also functional to pay rises and the development of career plans.

This allows our employees to clarify expectations with their managers, highlight strengths and possible areas for improvement, and develop potential through specific action plans.

I-LEAD allows us to determine the **training needs of our talents**, which may include attendance of seminars and workshops, courses on specific topics or periods of shadowing other functions to promote the expansion of their tasks.



We have a **training offer** which is common to all business units and focuses on disseminating the Bolton culture, developing functional skills and the Group's digital transformation. This is complemented by the training courses that each business unit organises on the basis of the specific needs of its talents.

Bolton's training offer:

ONBOARDING

a digital onboarding programme dedicated to all our newly recruited employees, during which key information about the Bolton Group (culture, values, organisation and markets) is shared and a sense of belonging is developed;

LEADERSHIP DEVELOPMENT PROGRAM

training programme in the classroom with the aim of developing the strategic thinking and leadership skills of our executives, supporting them in implementing the new corporate values and reinforcing the new Skills Model;

MARKETING ACADEMY

international programme consisting of 7 training modules, dedicated to our Marketers with 0-3 years of experience to develop functional marketing skills and accompany them in their development and growth within the company;

SALES TRAINING PROGRAM (Italy)

training programme consisting of 7 training modules, dedicated to our entire sales force in Italy to develop the technical skills of our salespeople with regard to sales methods, sales planning and negotiation;

DIGITAL TRANSFORMATION

training programmes aimed at developing digital culture, digital mindset and digital skills in the Group:

- **Digital Journey Marketing Community:** *international programme delivered via a digital platform dedicated to the Group's entire marketing population. The aim is to update knowledge of the main digital trends and develop Digital Marketing skills.*
- **Sales Digital Skills:** *programme dedicated to the entire Italian sales force with the aim of offering continuous training on the topics of e-commerce and omni-channelisation to facilitate negotiations with online customers.*

TRAINING HOURS PER EMPLOYEE

White collars	11
Blue collars	18
TOTAL	16

Bolton International Training Academy

This is an Academy dedicated to our international division, aimed at spreading a common culture and language throughout the Bolton Group's distribution companies.

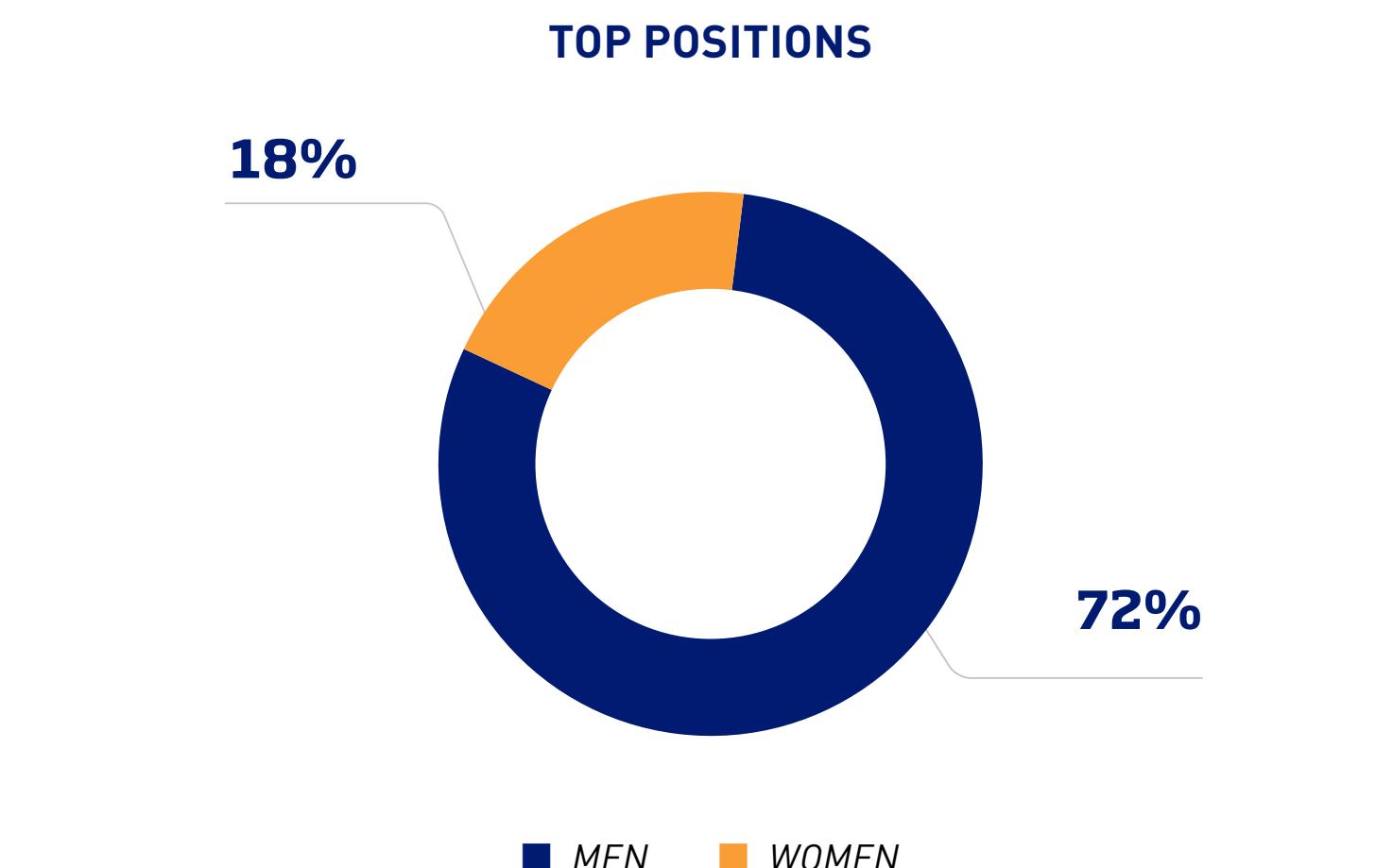
The teachers are Bolton employees, ambassadors of values and skills. The courses delivered, which were attended by 150 people, included:

1. Development of digital and e-commerce skills (2021);
2. Finance for "non finance" (2021);
3. Distributor management (2020);
4. Persuasive sales and negotiation (2017).

Particular attention is paid to the **development of female leadership**. We aim to have 40% women in top management positions by 2025 and we are supported in this by **Valore D**, an Italian organisation for the promotion of diversity, of which we are “Ambassador” members.

In 2021, our employees were involved in various training activities promoted by Valore D including *Young Talent Academy*, a training course for the organisation’s junior profiles, inter-company mentoring programmes and online meetings to promote inclusive leadership.

over 100 participants in the Valore D courses



Valore D Mentorship

Mentoring course lasting approximately 9 months, dedicated to the development of the organisation’s *Top and Middle Management* talent. The course enabled participants to identify critical areas in their career path and work on developing their leadership skills with the support of mentors from outside the organisation, from other Valore D network member companies, coaching sessions and round tables to share experiences.

Webinar: “Un mare di possibilità ... oltre gli *unconscious bias*” (A sea of possibilities... Beyond unconscious bias)

To promote and develop an increasingly fair and inclusive organisational model, the Food Business Unit, in conjunction with Valore D, organised the “A Sea of Possibilities... Beyond Unconscious Bias” webinar. During the meeting, Bolton’s managers analysed gender diversity stereotypes with the support of experts from Valore D.



Listening to and Engaging Employees

In 2021, we extended the employee listening method promoted by *Great Place to Work*, already implemented in other Business Units in 2020, to the Adhesives Business Unit, involving over **388 people**. Using a questionnaire, we collected our employees' opinions on five issues: **credibility, respect, fairness, pride and cohesion**.

The survey revealed a **positive Trust Index of 68%**.

In response to these findings, the business unit planned **short- and long-term actions to reinforce the bond of trust among employees and encourage listening**.

Also in 2021, in order to strengthen the sense of belonging among newly recruited employees, we created a virtual tour of our organisation: "**Bolton @ a Glance**". This is a 3D digital platform that offers insight into Bolton's culture, values and main challenges and commitments, through the words of the Board and Top Management.

We have further developed **various internal communication tools** to ensure that everyone is constantly updated on **economic, environmental and social results, initiatives and progress**.



Bolton Agorà

In 2021, we launched an **internal social media channel accessible to all the Group's white collars in Europe** with the aim of guaranteeing **immediate communication** of initiatives and gather **feedback** from our employees. This platform also **gives voice to our talents**, who have the opportunity to talk about their progress and project results.

The Bolton Newsletter

over 90% of employees regularly access our community

Every month we publish an internal newsletter containing news of the most important events that took place in the previous month.

The newsletter is developed both in a digital format that can be read **by white collars** using the company e-mail and in printed format so that it can be shared with **everyone in the production plants**.

over 3,000 monthly mails

and 100% coverage of European plants

Bolton Global Update

In 2021, we launched the Bolton Global Updates, live digital events with the aim of **providing updates on the results achieved by the Group in the last quarter** in the words of Top Management. **Strategic projects for marketing development, international growth or, again, linked to sustainability, are shared through the voices of different company managers**. The events are subtitled in five languages: English, Italian, French, Spanish and German.

1,000 average views for every event

Yearbook

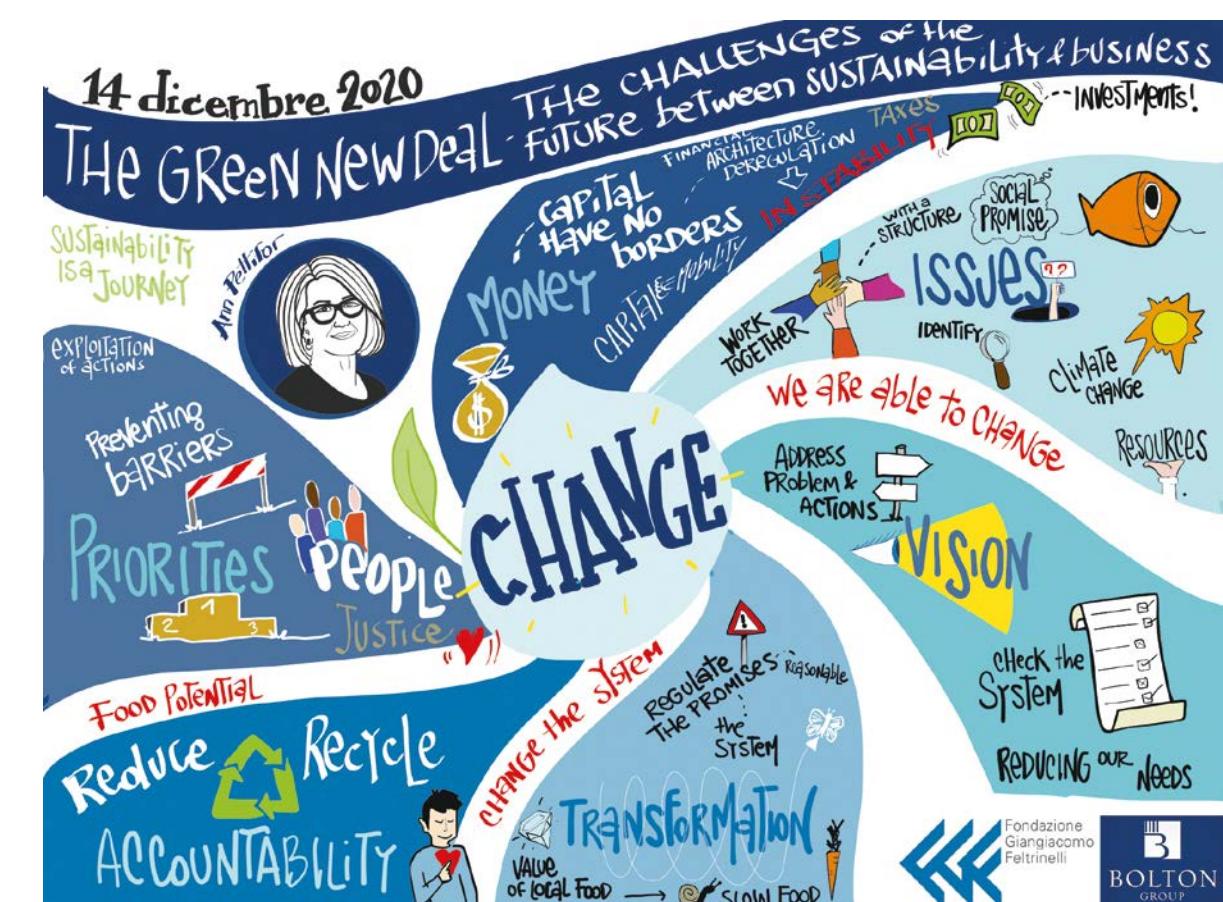
For the first time, our Group has created **a yearbook featuring all the major initiatives and successes** of the past year. Printed and distributed to everyone in perspective, it was translated into five languages.

over 5,000 copies distributed

Sustainability is one of the pillars on which Bolton's growth is founded and we are committed to ensuring that it **becomes the heritage of everyone in our organisation**. In 2021, we developed several communication and engagement initiatives for our people to inspire their daily actions. These included the **Bolton Talks for a Sustainable Future**, six digital conferences in collaboration with the Giangiacomo Feltrinelli Foundation, aimed at making our employees aware of the main sustainability issues affecting our supply chains. Various important topics were addressed, including the Green New Deal, the UN Sustainable Development Goals, circular economy, climate change and diversity management.

The Talks offered both theoretical elements and practical examples of good practices which inspired participants, helping them increasingly to become "ambassadors of sustainability".

over 3,000 total views



Occupational Safety

Occupational safety, within the company and along the supply chain, is one of our absolute priorities.

We have a challenging goal: to optimise our processes in order to have **zero accidents in the long term**.

In 2021, we reduced the frequency of work-related injuries by 20% compared to 2020, with 11.5 injuries per million hours worked by our employees.

To achieve our goal, we invest in training to raise awareness and improve technical safety standards. We organise regular training courses at all our sites to ensure that employees are able to identify and significantly reduce the risks of accidents, as well as in-depth courses on specific safety issues.

Over 1,000 hours of training on safety were provided in the Milan offices during 2021.

INJURY FREQUENCY INDEX*	
Men	12.3
Women	10.8
TOTAL	11.5

INJURY SEVERITY INDEX (injuries >6 months recovery time)**	
Men	0.2
Women	0.1
TOTAL	0.2

Emergency Response Team Training

In 2021, training courses covering aspects ranging from fire-fighting to first aid and the use of a defibrillator were provided for the emergency response team at our headquarters: **40 employees** were involved in this initiative for a total of over 1,000 training hours.



*Ratio of registered injuries to the number of hours worked multiplied by 1,000,000

** Ratio of injuries with severe consequences to the number of hours worked multiplied by 1,000,000

Bolton For You

Bolton For You is the **corporate welfare platform** dedicated to all employees based in **Italy**. Initiatives offered cover 4 areas: **Health, Family, Savings, Leisure**. The Group devotes particular attention to prevention. All employees are given the opportunity to have an annual **health check-up**, with different examinations for different age groups, and an additional **specialist check-up**. In addition, every year employees have a **€100 voucher** to spend on their family, for the reimbursement of school supplies, or on savings, for the reimbursement of transport passes, or on leisure, for the purchase of goods or services at discounted prices.

over 1,680 employees involved

Focus: COVID-19

Like in 2020, we are committed to ensuring the safety of all our employees during the Corona virus pandemic, both in the workplace and while working remotely.

We have implemented strict measures to protect employees and prevent the further spread of COVID-19. These include:

- altered workflows in offices and plants;
- social distancing measures;
- use of personal protective equipment;
- provision of a safety kit with masks and hand sanitisers;
- remote work kit for all eligible employees: consisting of a monitor, ergonomic chair and keyboard.



Health and Safety Kit

During 2021, we sent out over 2,400 safety kits to our employees' homes, to help them with personal hygiene and keeping their workspaces clean. These included medical masks, latex gloves, disinfectant spray and reusable microfibre cloths.

over 2,400 safety kits sent to our employees' homes



COVID-19 prevention test

After the summer holidays, and after the Christmas holidays, **100% of our employees** were given the opportunity to take a Covid antigen test in the 48 hours preceding their return to work.

A **COVID Committee** was set up from the beginning of the health emergency to manage the pandemic situation and monitor its developments.

The decisions made at central level to protect our employees were implemented at national and regional levels, while local crisis teams adopted additional measures in line with local regulatory requirements.

In addition to regular newsletters reporting on new requirements, our employees were able to consult information on how to deal with the pandemic situation on internal social channels and on screens in the production plants.

B-Caring: the Value of Practical Help

The B-caring project was conceived to support employees during the pandemic, with two initiatives:

- **Parental support** with the provision of reimbursements for unplanned expenses such as babysitting and the purchase of technological materials for remote schooling.
- **Remote training** with access to the language training platform goFLUENT.





Production Sites

The Bolton Group has **17 production sites**:

6 in Italy:

Cermenate (Lombardy), Nova Milanese (Lombardy), Calenzano (Tuscany), Cotignola (Emilia-Romagna), Aprilia (Lazio), Cisterna di Latina (Lazio);

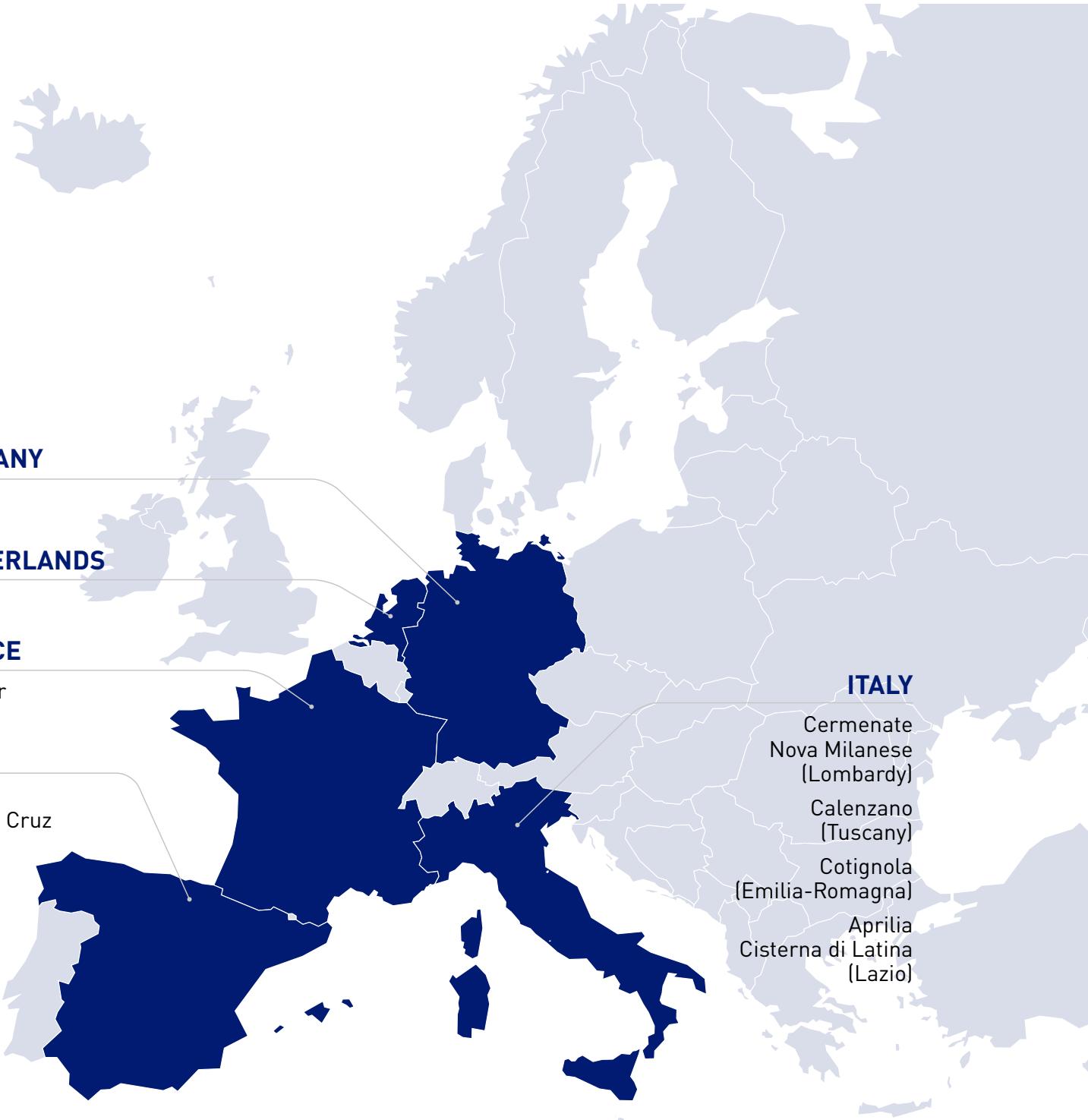
6 in Europe:

O'Grove, Cabo de Cruz and Toledo (Spain), Quimper (France), Goes (Netherlands), Bühl (Germany);

5 in the rest of the world:

Agadir (Morocco), Manta (Ecuador) with two sites, Noro (Solomon Islands), Baranquilla (Colombia).

EUROPE



REST OF THE WORLD



Our production sites play an important role in the development of the communities that host them, both in terms of the economic revenue they generate downstream and in terms of environmental and social impacts. We closely monitor our environmental performance, which is regularly audited and subject to continuous improvement. With this in mind, we are working on a robust Integrated Safety, Environmental and Energy Management System in compliance with ISO 45001, ISO 14001, EN ISO 50001 and OHSAS 18001.

PRODUCTION SITE CERTIFICATIONS

Certification	# Certified production sites
ISO 9001	11
ISO 14001	9
ISO 18001	7
ISO 45001	7
ISO 500001	4

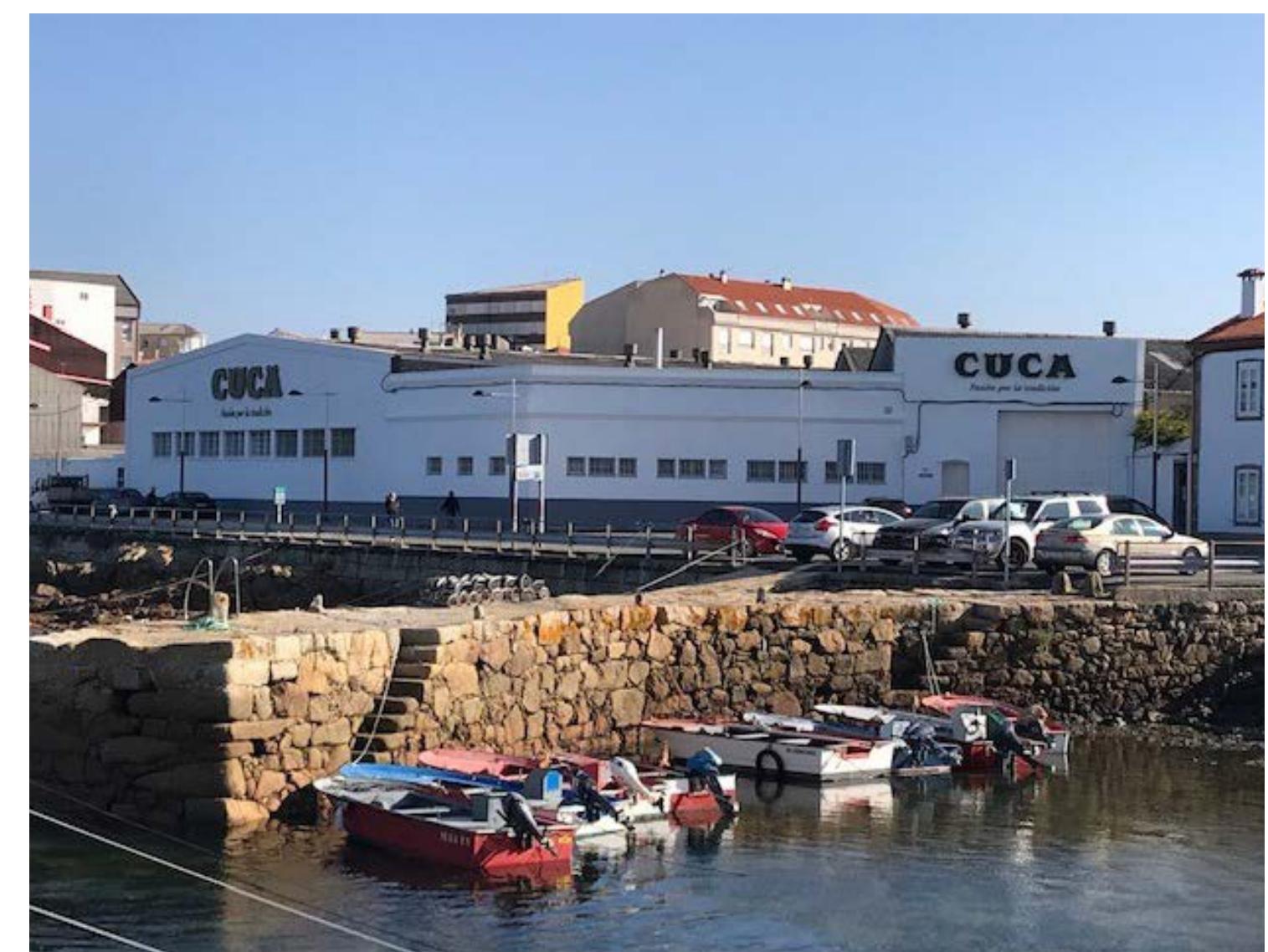


Our environmental goals are:

- **reduction of direct and indirect CO₂ emissions** at our production sites, with particular reference to Scope 1 and Scope 2, both in absolute and relative value;
- **reduction of water consumption** per tonne of finished product;
- **reduction of the amount of waste** generated.

PERFORMANCE OF PRODUCTION SITES

Total Emissions (CO ₂ eq)	tCO ₂ eq	%
Scope 1	61,164	95%
Scope 2	3,334	5%
Emissions per tonne of finished product	0.15	
Water consumption	M ³	%
Water drawn	3,032,499	95%
Recycled water	166,787	5%
Water drawn per tonne of finished product	6	
Waste	TONS	%
Upcycled or recycled waste	23,771	95%
Waste disposed of in landfill	1,213	5%
Waste per tonne of finished product	0.05	



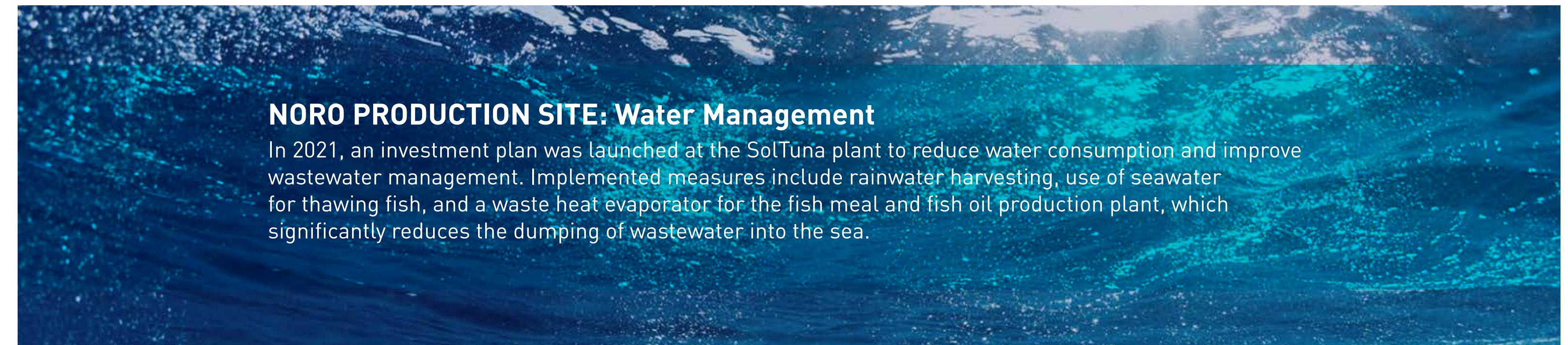
NOVA MILANESE SITE: New Storage Silos for Recycled Plastic

At our Nova Milanese site we have installed **two new storage silos for recycled plastic with a capacity of 100 cubic metres each**. The project has had a positive influence on the sustainability of our entire supply chain because producing packaging on site significantly reduces haulage and, therefore, the impact on the environment. Furthermore, in June, one of the nine lines at the site was optimised to increase productivity and meet the increasing trigger volumes. This new configuration has allowed us to **increase efficiency** and revisit the workspaces available, facilitating the management of all the machines that make up the line.



NORO PRODUCTION SITE: Water Management

In 2021, an investment plan was launched at the SolTuna plant to reduce water consumption and improve wastewater management. Implemented measures include rainwater harvesting, use of seawater for thawing fish, and a waste heat evaporator for the fish meal and fish oil production plant, which significantly reduces the dumping of wastewater into the sea.



Solomon Blue, an Important Part of the National Identity of the Solomon Islands

1. What makes the Solomon Blue brand so special?

Solomon Blue is much more than a simple brand of canned tuna. Established over 40 years ago, it is now an important part of the national identity of the Solomon Islands. Not only because Solomon Blue canned tuna can be found in every village of the 900 island locations, but also because the production site attracts workers from all 9 provinces and more than 30 different language and ethnic groups.

Such a multi-cultural workforce is unusual in a young country that still maintains strong cultural identities linked to each individual island and village. It can sometimes be hard to reach national consensus on important policy issues, but everyone agrees that Solomon Blue and SolTuna provide the “best tuna for everyone, everywhere”. Solomon Blue is a staple in the national diet and an important part of the islands’ food security.

Solomon Blue’s fame extends beyond the national borders and Pacific island nations. Solomon Islanders studying abroad can now find their favourite tuna in Fiji, PNG, Vanuatu, Australia and New Zealand.



Solomon Blue would not exist without the outstandingly high quality tuna caught by the local fleet. SolTuna Ltd. and our sister fishing company NFD invest in developing local talent with minimal use of foreign workers.

Most of the officers and crew of the NFD fleet are also from the Solomon Islands. This is the real importance of Solomon Blue, where a valuable local resource is captured, processed and distributed for the benefit of its rightful owners.



Interview with

JIM ALEXANDER

SolTuna General Manager

2. What projects has the company developed for SolTuna employees and their families?

We have developed projects in four different areas of intervention: health, housing, nutrition and education.

Health

While Noro has become a major tuna fishing and processing centre, it is still in a remote part of the world and has limited government services. As a responsible employer, SolTuna is a key provider of health and medical services that are as necessary to employees and their families as to non-employees. Our health care programme for the neighbouring communities allowed us to quickly obtain accurate information on the Covid-19 pandemic. This enabled us to vaccinate the majority of the local population and all our employees before the recent entry and transmission of the virus into the community. SolTuna has continued to be an important supporter of the Government’s effort to control the spread of the virus by providing housing, additional nurses, test kits and protective equipment for local health department workers.

Housing

Noro originated as a fishing base without a traditional village. Since then, the availability of housing has been a challenge, as many people still come to Noro in search of work and opportunities they cannot find in their own villages. SolTuna has programmes to encourage people to build their own homes. It also builds new houses on company land and rents houses from the western provincial government and private landlords. Our most recent initiative, to provide land for workers to build their own homes, has been delayed due to land ownership issues. Meanwhile, we continue improving the conditions of existing housing.

Nutrition

The planting programme aims to encourage workers to grow their own vegetables. Popular varieties of seeds and seedlings for cultivation are supplied at a minimal cost to employees, their families and the community in general. Our goals are to improve diets with fresh produce, increase food safety and provide an activity to be enjoyed during leisure time.

A special space has been set aside in the "Women's Hostel" to give those who do not have their own land a garden in which to grow vegetables.

Education

Our most recent project was the construction and running of a crèche for the children of our employees. The Australian Government's "Strongim Bisnis" aid programme is supplying materials and training, while SolTuna is supplying the land, labour and staff. This service is badly needed because many workers have young children but do not have the support of the traditional extended family for childcare.



3. What are SolTuna's future plans for social and environmental sustainability? What are the relative challenges?

Various projects are underway at our production site. A new cold room, currently in the planning stage, will replace the inadequately insulated Freon cold room with a more efficient and environmentally friendly ammonia-based cooling system. We will continue to work towards becoming a zero-waste production site. The waters near our outflows continue to be one of the fishing grounds for local artisan fishermen. With the increase in daily production, secondary treatment of our process water will be necessary to protect the environment and local communities. From a social point of view, as we gain experience, we will increase the number of children taken care of at the crèche and extend the service to pre-school level.



Fleets

The Bolton Group owns **4 fleets**, totalling **17 purse seine fishing vessels** which operate in the West Pacific, East Pacific and Atlantic oceans. All our vessels are registered in the **Proactive Vessel Register of the International Seafood Sustainability Foundation (ISSF)** and undergo annual checks to ensure compliance with ISSF conservation measures by **MRAG Americas**. All fishing operations are completely traceable and monitored thanks to **on-board observatories or electronic monitoring systems**.

833 people work on our fishing vessels every day. **We carefully monitor the environmental impacts generated by every vessel.** We are committed to finding new technological solutions to reduce our impact on the ocean and pursue our fishing activities in an increasingly responsible manner.

Total Emissions (tCO₂ eq)

Scope 1	77,303
Scope 2	386
Emissions per tonne of fish caught	0.83

Solomon Emerald



Year built	2001
Flag	Solomon Islands
(IMO) NUMBER	9212292
Oceans in which it operates	Exclusive economic area of the Solomon Islands
Capacity (crew)	24
Type of fishing	Purse seine fishing
CERTIFICATIONS	MSC
Species of tuna	Skipjack, Yellowfin, Bigeye
Trade association	TIASI

Solomon Jade



Year built	2001
Flag	Solomon Islands
(IMO) NUMBER	9211183
Oceans in which it operates	Exclusive economic area of the Solomon Islands
Capacity (crew)	24
Type of fishing	Purse seine fishing
CERTIFICATIONS	MSC
Species of tuna	Skipjack, Yellowfin, Bigeye
Trade association	TIASI

Solomon Opal



Year built	2001
Flag	Solomon Islands
(IMO) NUMBER	9212319
Oceans in which it operates	Exclusive economic area of the Solomon Islands
Capacity (crew)	24
Type of fishing	Purse seine fishing
CERTIFICATIONS	MSC
Species of tuna	Skipjack, Yellowfin, Bigeye
Trade association	TIASI





Solomon Pearl



Year built	2001
Flag	Solomon Islands
(IMO) NUMBER	9211171
Fishing ground	Exclusive economic area of the Solomon Islands
Capacity (crew)	24
Type of fishing	Purse seine fishing
CERTIFICATIONS	Fair Trade, MSC
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	TIASI

Solomon Ruby



Year built	2001
Flag	Solomon Islands
(IMO) NUMBER	9212307
Fishing ground	Exclusive economic area of the Solomon Islands
Capacity (crew)	24
Type of fishing	Purse seine fishing
CERTIFICATIONS	Fair Trade, MSC
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	TIASI

Soltai 101



Year built	2005
Flag	Solomon Islands
(IMO) NUMBER	9380992
Fishing ground	Exclusive economic area of the Solomon Islands
Capacity (crew)	38
Type of fishing	Pole & Line fishing
CERTIFICATIONS	Fair Trade, MSC
Species of tuna	Skipjack, Yellowfin
Associations	TIASI



Solomon Fisher

Year built	1987
Flag	Solomon Islands
(IMO) NUMBER	8894720
Fishing ground	Exclusive economic area of the Solomon Islands
Capacity (crew)	32
Type of fishing	Pole & Line fishing
CERTIFICATIONS	Fair Trade, MSC
Species of tuna	Skipjack, Yellowfin
Associations	TIASI



Solomon Hunter

Year built	1983
Flag	Solomon Islands
(IMO) NUMBER	8965359
Fishing ground	Exclusive economic area of the Solomon Islands
Capacity (crew)	32
Type of fishing	Pole & Line fishing
CERTIFICATIONS	Fair Trade, MSC
Species of tuna	Skipjack, Yellowfin
Associations	TIASI



Soltai 105

Year built	2005
Flag	Solomon Islands
(IMO) NUMBER	9380934
Fishing ground	Exclusive economic area of the Solomon Islands
Capacity (crew)	36
Type of fishing	Pole & Line fishing
CERTIFICATIONS	Fair Trade, MSC
Species of tuna	Skipjack, Yellowfin
Associations	TIASI

In 2021 we launched a new purse seiner: Via Alizé.

67 metres long with a storage capacity of **1,200 m³**, it allows freezing and storage of fish at -18°C. The vessel is equipped with the **latest navigation and fishing technology**. The new Wärtsilä engine allows **reduced fuel consumption** and reduced noise pollution in crew cabins. Comfort in the cabins was increased and an **internet connection** accessible by all crew members was installed.



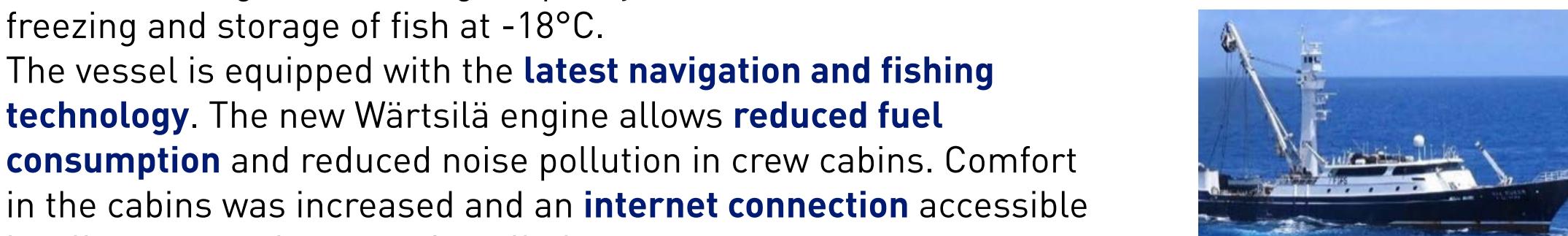
Via Alizé

Year built	2021
Flag	France
(IMO) NUMBER	9877365
Fishing ground	Atlantic Ocean
Capacity (crew)	23
Type of fishing	Purse seine fishing
CERTIFICATIONS	EASTI FIP
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	Orthongel



Via Mistral

Year built	1990
Flag	France
(IMO) NUMBER	9017850
Fishing ground	Atlantic Ocean
Capacity (crew)	23
Type of fishing	Purse seine fishing
CERTIFICATIONS	EASTI FIP
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	Orthongel



Via Euros

Year built	1991
Flag	France
(IMO) NUMBER	9017862
Fishing ground	Atlantic Ocean
Capacity (crew)	23
Type of fishing	Purse seine fishing
CERTIFICATIONS	EASTI FIP
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	Orthongel



Charo

Year built	1985
Flag	Ecuador
(IMO) NUMBER	8107646
Fishing ground	Pacific Ocean
Capacity (crew)	32
Type of fishing	Purse seine fishing
CERTIFICATIONS	Awaiting MSC certification APR certified
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	OPAGAC



Aurora B

Year built	1998
Flag	Spain
(IMO) NUMBER	9156058
Fishing ground	Pacific Ocean
Capacity (crew)	32
Type of fishing	Purse seine fishing
CERTIFICATIONS	Awaiting MSC certification APR certified
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	OPAGAC



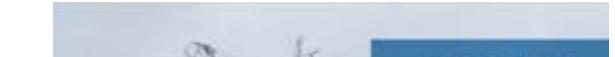
San Andres

Year built	1991
Flag	Ecuador
(IMO) NUMBER	8909252
Fishing ground	Pacific Ocean
Capacity (crew)	32
Type of fishing	Purse seine fishing
CERTIFICATIONS	Awaiting MSC certification APR certified
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	OPAGAC



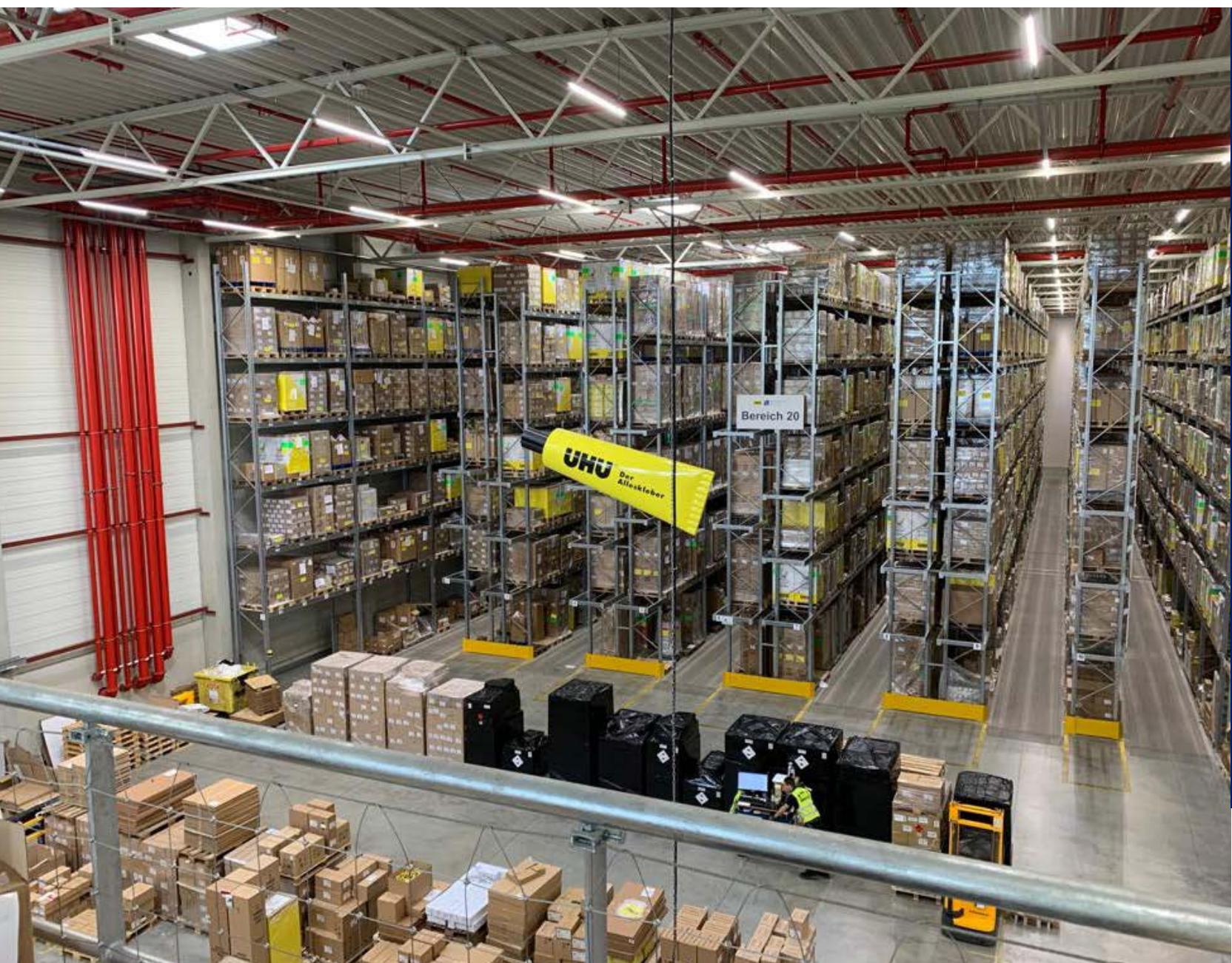
Via Avenir

Year built	1989
Flag	France
(IMO) NUMBER	8812186
Fishing ground	Atlantic Ocean
Capacity (crew)	23
Type of fishing	Purse seine fishing
CERTIFICATIONS	EASTI FIP
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	Orthongel



Rosita C

Year built	2000
Flag	Spain
(IMO) NUMBER	9210969
Fishing ground	Pacific Ocean
Capacity (crew)	32
Type of fishing	Purse seine fishing
CERTIFICATIONS	Awaiting MSC certification APR certified
Species of tuna	Skipjack, Yellowfin, Bigeye
Associations	OPAGAC



Logistics

Optimising **transport and logistics processes** is part of our responsibility. Together with a number of logistics partners, we have been working to achieve maximum efficiency for years, while addressing environmental aspects.

We have set ourselves the aim of reducing emissions from the transport of products and business travel of our employees.



For the transportation of finished products we concentrate our efforts on:

- improving the fleets in terms of catch;
- improving our warehouse network;
- optimising transport.

We consider transport and delivery to customers right from the product development phase. **The aim is to reduce the weight and volume of packaging and facilitate stacking**, without compromising performance, convenience or stability. More concentrated products and lighter packaging reduce the total weight and, consequently, the amount of fuel and resulting emissions from transport.

We are committed to the **continuous improvement of our logistics networks**, taking the location of our production sites into account. For larger products, we prefer production at regional sites in order to reduce long-distance transport and resulting environmental impacts.

We work together with our suppliers and customers to implement joint logistics projects. When choosing our partners, we take **efficiency, environmental compatibility and safety** into consideration. When presenting tenders for the purchase of logistics services, we assess possible emission savings, the use of more sustainable technologies, alternative mobility solutions and energy-saving programmes.



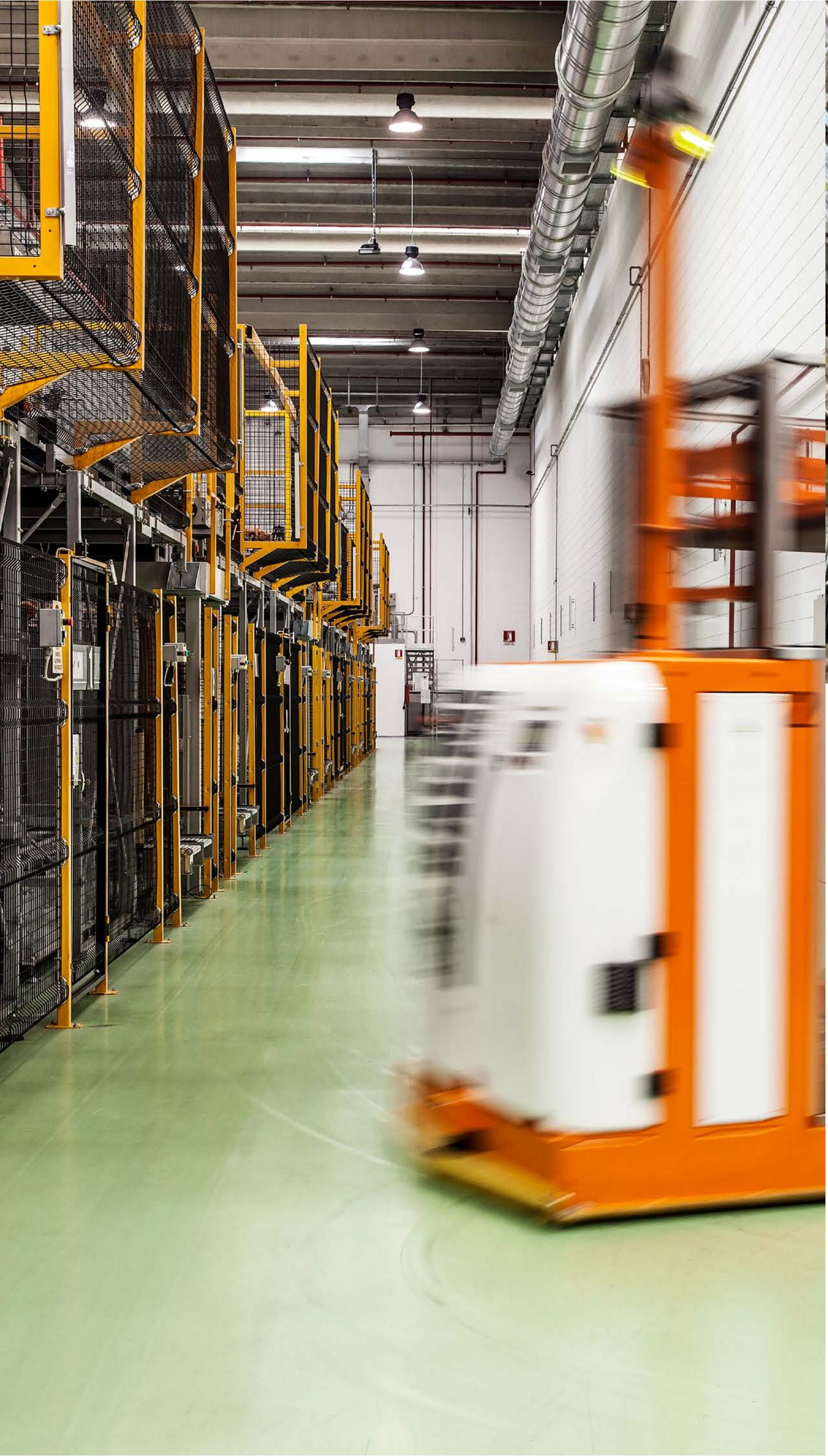
AIR MAX: Transport-Optimised Product Design

In the Adhesives Business Unit, we have renewed the Air Max range of dehumidifiers. The new product design has enabled us to save **over 24 tonnes a year of plastic material and reduce CO₂ emissions produced by transport**. 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.



ADHESIVES: the New Logistic Centre

The new **logistic centre for adhesives** in **Greffern, in Germany**, is designed to be a state-of-the-art facility in terms of **sustainability and efficiency**. The project envisages a more sustainable warehouse management system, with various energy-saving measures, such as LED lighting, insulation of the roof and side walls, installation of a heat pump for heating, and high-efficiency forklifts.



Logistic Efficiency in Beauty Care

At the logistics depot in Liscate, near Milan, used by the Beauty Care Business Unit, an **energy efficiency** programme is in place and a “**relamping**” process with low-consumption LED lighting is underway.

All the beauty care products sold travel on Euro6 vehicles. In the city of Milan, **e-commerce deliveries are handled almost entirely by ecological vehicles:** 99% are bikes or electric vehicles of some kind. We are working in conjunction with our logistics operator to develop **new packaging methods** which use FSC-certified boxes, adhesive tapes made with recycled plastic or water-based and eco-sustainable fillers.

Logistic Efficiency in the Food Business Unit

Our Food Business Unit has developed a plan to reduce the environmental impact of *downstream* logistics in Italy. Together with our logistics partner, we have drawn up a three-year plan that will allow us to **cut our emissions by 7% compared to 2019.** This will be made possible by a better distribution of the logistics operator's fleet and the switch to forklifts with lithium batteries in our warehouses.

Already in 2021, the shuttle service between the production site in Cermenate and the storage warehouse in Codogno was carried out exclusively with **state-of-the-art Euro6 trucks fuelled by liquefied natural gas.** This choice enabled us to save **15 tonnes of CO₂ a year.**

The project, launched as a pilot in Italy, will be gradually extended to all the production sites of the Business Unit.



Social Projects

Every one of our Business Units is actively engaged in the communities in which it operates, with product or financial donations, projects for social development or in support of the protection of natural and cultural heritage.



Support for our Communities

The Group will develop various initiatives that have a direct impact on employees, their families and the host community.

Support for the Communities of Ecuador and Morocco

In 2021, we developed special social projects for the communities hosting the Food Business Unit facilities in Ecuador and Morocco, involving a total of **over 6,000 people**.

Our support focused mainly on **education and access to healthcare services**. We helped distribute learning materials to students, modernise schools, provide IT teaching aids, set up medical centres, distribute food, hygiene and sanitisation materials. And more than 3,500 children benefited from scholarships, summer camps and school support projects. We also supported the National Anti-Covid Fund in Morocco, helping to fight the pandemic, and provided our employees and their families with consultations with paediatricians, gynaecologists, psychologists and physiotherapists, as well as a literacy programme for our female employees.

At the Tri Marine Seafman plant in Ecuador, we carried out a survey with the families of our employees to assess their educational needs based on the number of children and current education levels. Community development and support projects will now be defined on the basis of this analysis.

PEOPLE INVOLVED IN SOCIAL PROJECTS

	ECUADOR	MOROCCO
Educational support	2,374	1,446
Health services	1,802	409
Total	4,176	1,855

COLLISTAR: Fighting Violence Against Women

Our Beauty Care Business Unit has been supporting **We World** for years. This is an international organisation committed to defending the rights of women and children, providing education, healthcare and protection against violence and abuse. In November 2018, we funded the opening of the first **Spazio**

Donna in Milan, a place where psychologists and social workers support women experiencing situations of violence and particular hardship. In this context, we facilitated the adoption of care paths for children, provided opportunities for the centre's guests to get together, supported female victims of violence and offered Italian lessons.

In 2020, we also contributed to the activation of a "Helpline" with five specialised operators, working across Italy, to provide psychological assistance to women who have been abused. Since the collaboration began, **over 350 women have benefited from the services offered**.

On 25 November 2021, International Day for the Elimination of Violence Against Women, Collistar supported **#unrossoallaviolenza**, an awareness campaign implemented with Lega Serie A and Associazione Italiana Calciatori, to hold up a symbolic red card against violence. All Group employees were invited to take part in the initiative shared on LinkedIn, Facebook and Instagram.



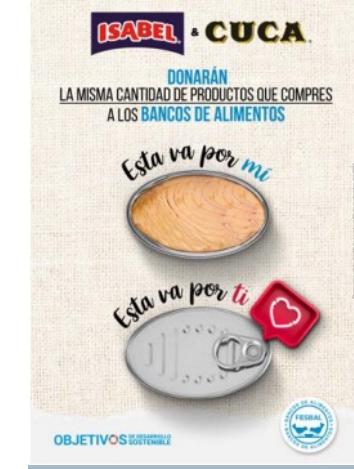
Solidarity through our Products

The Group supports various organisations in order to guarantee access to essential products and services for families in need.

For years, the Bolton Group has been supporting the **European Federation of Food Banks**, donating products that can no longer be sold, but are perfectly edible, to families in need, and actively involving its consumers in solidarity initiatives. **In Italy, Spain and France, we donated over four million cans of tuna in 2021.**



Esta va por mi – Esta va por ti



In September 2021, thanks to the “*Esta va por mi – Esta va por ti*” campaign promoted by the Isabel and Cuca brands in Eroski and Caprabo supermarkets in Spain, **over 27 tonnes of canned fish were donated**. For every product purchased, the company pledged to donate the same amount of product to the local Food Bank.

Volcanic eruption in the Canary Islands

In September 2021, the Spanish island of La Palma in the Canary Islands was hit by a violent volcanic eruption, forcing many families to flee their homes as many villages and properties were destroyed. We pledged support to the communities damaged by the eruption, donating **five tonnes of canned fish** to the Tenerife Food Bank for distribution to those affected by the disaster.

Collaboration with the Francesca Rava Foundation

A few days before Christmas, we donated **70,000 25ml Citrosil Hand Sanitiser Gels** to the **Francesca Rava Foundation**, which works in Italy to help children living in difficult circumstances. This year, thanks to the SOS Spesa Food Parcel Project the foundation helped **over 40,000 people**.

The COVID-19 health crisis also resulted in a social and food emergency, creating new situations of poverty and leading many families to ask for help.



Initiatives in Defence of Natural and Cultural Heritage

For years, the Group has been funding projects in Italy to protect the marine environment and Italy's artistic heritage.

Partnership with the Egadi Islands Marine Protected Area

The Bolton Group, through the Rio Mare brand, has been supporting the Egadi Islands Marine Protected Area, the largest in Europe, since 2014, in order to safeguard biodiversity and promote sustainable management of the area's natural resources. Over the years, we have funded the following projects:

- Installation of **40 bollards on the seabed of the Marine Protected Area**, contributing to 85% reduction in bottom trawling, a major threat to Posidonia Oceanica meadows. Posidonia is a fundamental plant for the well-being of the Mediterranean Sea as it is able to regulate the absorption of CO₂ in the sea and the atmosphere.
- Establishment of the **Caretta Caretta Sea Turtle Recovery Centre in Favignana** through the purchase of the technical equipment needed to provide initial assistance, treatment and tanks for the housing of sick turtles. Since the partnership was launched, more than **80 turtles**, found injured due to impacts with boats, ingestion of floating plastic waste or fishing lines, have been rescued and cared for. The centre is also an important **environmental education hub for tourists and school children**.

The installation of a **Seabin in the port of Favignana** was also financed in 2021.

Support for the SEADS start-up

Through its Rio Mare brand, the Group supports a start-up called **Sea Defence Solutions** (SEADS), which has developed barriers that make it possible to collect and **recycle almost 100% of plastics carried by river currents, blocking them at source before they are dispersed into the sea**.

Support for this project stems from the Group's willingness to provide backing for innovative start-ups working to protect marine eco-systems.

Bolton supported the demo installation of the barriers on the River Tiber in Rome, Italy, enabling transition from the prototype phase to the test phase. In just three days, the barriers collected approximately 1m³ of waste, 80% of which consisted of unrecycled plastics and organic material contaminated with micro- and meso-plastics, as revealed by laboratory testing. The waste collected includes a lot of wood and reeds which, if channelled in the right way, could be used to produce renewable energy from biomass, with a view to a complete circular economy.

Support for FAI

Collistar, which has been committed to enhancing Italian excellence for over 30 years, has decided to renew its **support for FAI**, the Italian Environmental Fund, **contributing in 2021 and 2022 to the care and upkeep of Villa Necchi Campiglio, an architectural jewel dating back to the 1930s in the heart of Milan**.

A commitment that reinforces the brand's roots with the Milanese territory and its connection with Italian values.







Appendix

Methodological Note

The Bolton Group's 2021 Sustainability Report has been drawn up with the aim of providing an understanding of the activities of Bolton Group Srl, its Business Units and Subsidiaries (referred to hereinafter also as "Bolton", the "Bolton Group" or the "Group"), its performance, results and the impact produced with regard to significant sustainability issues, with reference to FY 2021 (from 1 January to 31 December).

This fourth edition of the document confirms its role as the main tool for informing stakeholders not only of the Group's sustainability initiatives and performance, but also its strategic development direction and key goals for the future.

With reference to the **scope of reporting**, this year it has been extended to include the company purchased in 2019, Tri Marine.



The document has been drawn up in compliance with the “*GRI Reporting Standards*” published in 2016, taking into account subsequent updates published by the *Global Reporting Initiative* (GRI), according to the “*GRI-referenced*” option. As far as the specific Standards GRI 403 (Occupational Health and Safety), GRI 303 (Water and Sewage) and GRI 306 (Waste) are concerned, the most recent versions, published in 2018 (*GRI 403, 303*) and in 2020 (*GRI 306*) were adopted.

With the aim of guaranteeing an understanding of the Group’s operations, development, results and impacts, additional qualitative and quantitative information on activities and performance has been reported in compliance with the principle of maximum transparency.

In compliance with GRI Standards, the choice of performance indicators and the consequent involvement of internal stakeholders in collecting information and quantitative data was based on the **Materiality Analysis**, which was updated during the previous reporting year¹.

With the intention of investigating material issues in greater depth, in keeping with the Materiality Principle outlined in **GRI 101 Reporting Standards**, point 1.3, the list of material issues identified by the Bolton Group was the subject of an in-depth study involving the main process owners. This entailed organising the issues into clusters, in order to better investigate and identify how they are managed within the Group’s operations, at individual Business Unit and/or Holding Company level.

This activity was carried out to better investigate the way issues are handled within the Bolton Group’s business structure and to provide the reader with a concise view of how material issues are related to the specifics of the business lines.

Thanks to in-depth analyses that transversally involved the Group’s structures and Business Units, the following were assessed:

- internal regulatory elements, such as policies, procedures and guidelines in place, as well as their hierarchy and levels of application;
- levels of autonomy of the Business Units with respect to projects and activities;
- how the various material issues are managed on a day-to-day basis.

The results of this survey were incorporated into the 2021 Sustainability Report (see “Appendix - II. Materiality Analysis”), and represent a further analysis compared to the 2020 materiality matrix, confirmed, for this reporting year, in terms of material issues identified and their prioritisation.

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, reference was made to monthly employee averages rather than the figure as of 31 December.

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

Focus: “Key Performance Indicators”

- As far as the numerical ratios for raw and packaging materials are concerned, the figures refer exclusively to the Group’s production activities and do not include commercial goods.

Quantitative Data Processing and Calculation Methods

To provide a complete and comprehensive picture of the Group’s performance, where possible, data are supplemented by comparisons in percentage terms with the corresponding figure reported in the previous reporting year.

Focus: “In Our Communities”

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

This document was approved by the Board of Directors of the Bolton Group on June 2022.

For further information on the Sustainability Report, please contact: mail@boltongroup.it .

¹ For further details, see the 2020 Sustainability Report, par. 2.3 “Listening to Stakeholders”.

Materiality Analysis

In line with the provisions and requirements of the GRI Sustainability Reporting Standards, the Group has identified its **material issues**, i.e. the most significant and prioritised aspects of sustainability for the organisation and sector of activity, which form the basis for both the **reporting** of its performance and the definition of **strategies and goals**.



GRI Standards and the Concept of Materiality:

“ [...] In financial reporting, “materiality” is usually understood as a threshold for influencing the economic decisions of those who use an organisation’s financial statements, particularly investors. There is another, similar concept which is important to sustainability reporting, related to two dimensions, these being stakeholders and a broader range of impacts. In sustainability reporting, “materiality” is the principle that determines which material topics are important enough to make their reporting essential. Not all material topics are of equal importance and the emphasis within a report should reflect their relative priority. [...] **”**

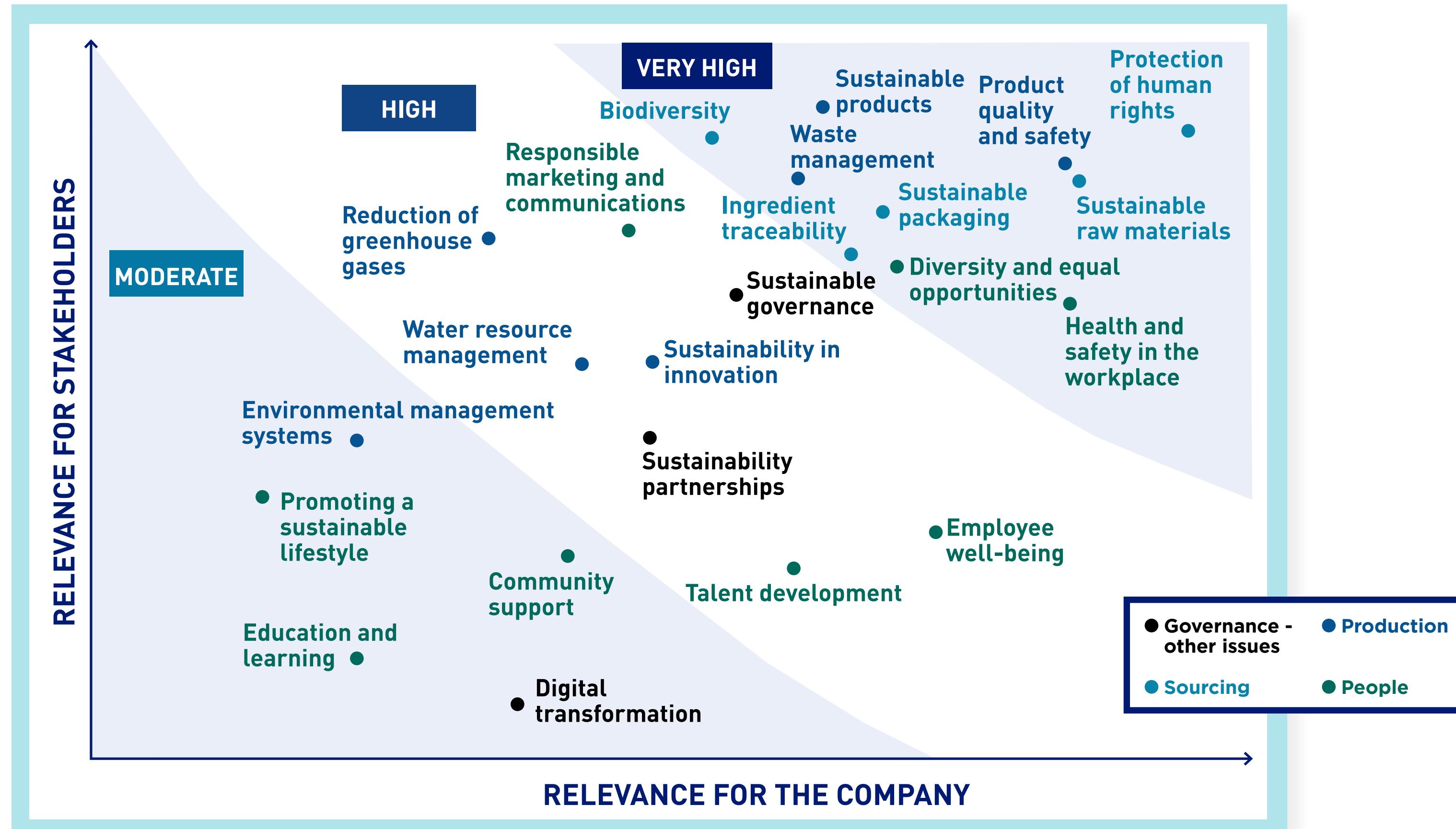
The analysis carried out led to the development of the Bolton Group's **materiality matrix**, which makes it possible to represent, including at graphic level, the **importance of each issue on two axes/dimensions**: importance for the company on the horizontal axis and importance from the stakeholders' point of view on the vertical axis, considering both the internal and external context.

The current materiality matrix is the result of the update carried out in 2020 to intercept the signals of change coming from the external and internal environment, to incorporate new issues deemed as priorities by the stakeholders involved and to verify their expectations.

In order to reconcile the material aspects and strategic priorities of the Bolton Group, findings from previous analyses were integrated in 2020 with a benchmark analysis of peers and competitors. We then analysed the sustainability trends that emerged and assessed external attitudes to these topics, from both a legislative and cultural perspective.

In light of the over 200 people involved internally and externally, the process required considerable coordination and synthesis to take into account and represent the **plurality of voices heard**, and the interests and expectations of the various stakeholder categories.

The end result is represented by the **23 selected guiding themes**, the backbone of the materiality matrix validated by the Board.



In view of the work carried out in 2020, the Group's materiality matrix was **confirmed** for 2021 without the need for an update involving stakeholders again.

While maintaining the matrix and themes already defined, the 2021 document includes a more thorough analysis as part of the **continuous improvement** process in reporting: **topics were clustered** with the aim of better investigating and identifying the **specificities** that characterise their management within the Group's operations. The analysis looked at how the various material issues are articulated and managed at individual Business Unit and/or Holding Company level, to provide a snapshot of **current management models and future development lines**, assigning strategic and not just reporting value to materiality.

In addition to the “traditional” view of the importance of material topics represented through their positioning in the Matrix, we wanted to provide details on their *management* to highlight how they can be **addressed in different ways and at different levels of depth** based on the specific operation areas of the different business lines.

The clustering was arranged into **three categories**:

- “**Cross**” **topics**, of interest to all business areas, managed via a wealth of shared and structured strategies, policies, procedures and operational guidelines applicable at Holding Company level. This category also includes those topics for which, in a perspective of future development, this “integrated” management method is desirable as part of the Group’s vision.
- “**Cross-sector**” **topics**, potentially relevant across several business areas, but mainly managed and overseen at Business Unit level, with the pursuit of specific initiatives and activities that also consider the features of the products offered on the market, the expectations of target customers and the applicable product regulations and production processes.
- “**Sectoral**” **topics** which, despite being recognised as pertinent to guiding the Group’s strategies and included in the reporting, are of considerable weight and interest only to a small number of Business Units, which manage their day-to-day operation.

The exercise proposed is the result of interviews and considerations made both at Holding and Business Unit level in relation to different management, strategic and operational elements. It should not be interpreted in a rigid way, but rather as a **fluid, dynamic view that evolves over time**. Consequently, the possibility of “dual attribution” has already been envisaged for certain topics, by virtue of the different levels of *management* and the evolutions that the Group is undergoing on its path towards an increasingly structured integration of sustainability within its business activities.

The result of the clustering process is presented below, highlighting those topics which were considered more meaningful when included in more than one cluster, as explained below.

	Clusters	Material topics
Cross topics	<ul style="list-style-type: none"> ■ Governance of Sustainability ■ Digital transformation ■ Sustainability partnerships ■ Protection of human rights ■ Reduction of greenhouse gases ■ Environmental management systems ■ Product quality and safety 	<ul style="list-style-type: none"> ■ Responsible marketing and communications ■ Promoting a sustainable lifestyle ■ Community support ■ Occupational health and safety ■ Employee well-being ■ Diversity and equal opportunities ■ Talent development
Cross-sector topics	<ul style="list-style-type: none"> ■ Digital transformation ■ Sustainable raw materials ■ Sustainable packaging ■ Water resource management ■ Waste management ■ Sustainable products 	<ul style="list-style-type: none"> ■ Product quality and safety ■ Sustainability in innovation ■ Education and learning ■ Occupational health and safety
Sectoral Topics	<ul style="list-style-type: none"> ■ Biodiversity ■ Traceability of ingredients 	<ul style="list-style-type: none"> ■ Sustainability in innovation ■ Promoting a sustainable lifestyle

Focus on topics with a “dual attribution”:

- **Digital transformation:** this can be considered transversal by virtue of the coordination provided by the Holding's ICT Function, but also cross-sector if we consider the significant developments of the customer-oriented digital component.
- **Product quality and safety:** a topic which is recognised as being of transversal importance, but one which is dealt with differently depending on the characteristics of the different business lines in terms of products, raw materials, applicable standards and regulations.
- **Promoting a sustainable lifestyle:** activities related to sustainable development initiatives and communication strategies, of importance for the entire Group but with a particular focus on certain sectors (e.g. Food and Home and Personal Care).
- **Occupational health and safety:** a cross-cutting theme the importance of which is undoubtedly recognised as transversal, but for which sectoral specificities require characteristic management, with the ultimate aim of providing the most appropriate protective measures for the various OHS risks.
- **Sustainability in innovation:** topic managed at Business Unit level but of particular priority and importance to certain areas of business, consistent with product development specificities.

The analysis carried out, which not only considers the level of importance of the topics, but also the associated aspects in terms of business and operational management, becomes even more important in view of the anticipated developments in the updating of **EU regulations on non-financial reporting**. The developments envisaged in the coming years will have an impact on the criteria used to identify topics and material aspects, requiring a future progressive review and recalibration of the ways in which they are identified.

The proposed EU Corporate Sustainability Reporting Directive (CSRD) published in 2021², introduces the concept of **“dual materiality”**, adding a new perspective and incorporating a new level of methodological and conceptual complexity into the development of the Materiality Matrix. In this respect, the matrix will act as a tool not only in preparation for reporting, but also and above all as a crucial asset in the **definition of corporate strategies**, closely **connected to economic-financial performance**.

More specifically, the concept of “dual materiality” requires organisations to consider both the impacts of sustainability issues on their performance (**from an outside-in perspective**), and the impacts of their business activity on the surrounding environment (**from an inside-out perspective**), when disclosing non-financial information. This involves an increasingly close link between an organisation's impact on the outside environment and the risks and opportunities it faces, including from a financial viewpoint. In this logic, clustering represents a first step towards a **more accurate understanding of how material topics relate to the Group's business areas**, with financial and non-financial strategies, risks and opportunities

Therefore, the work done for the 2021 report, while only representing a first step, contributes to **laying the foundations for the future developments** of Bolton's materiality analysis, in the direction indicated by the proposed CSRD.

² The Directive is expected to be transposed in 2023.

Key Performance Indicators

Circularity

TOTAL VOLUME OF RAW MATERIALS PURCHASED OR CAUGHT (T)

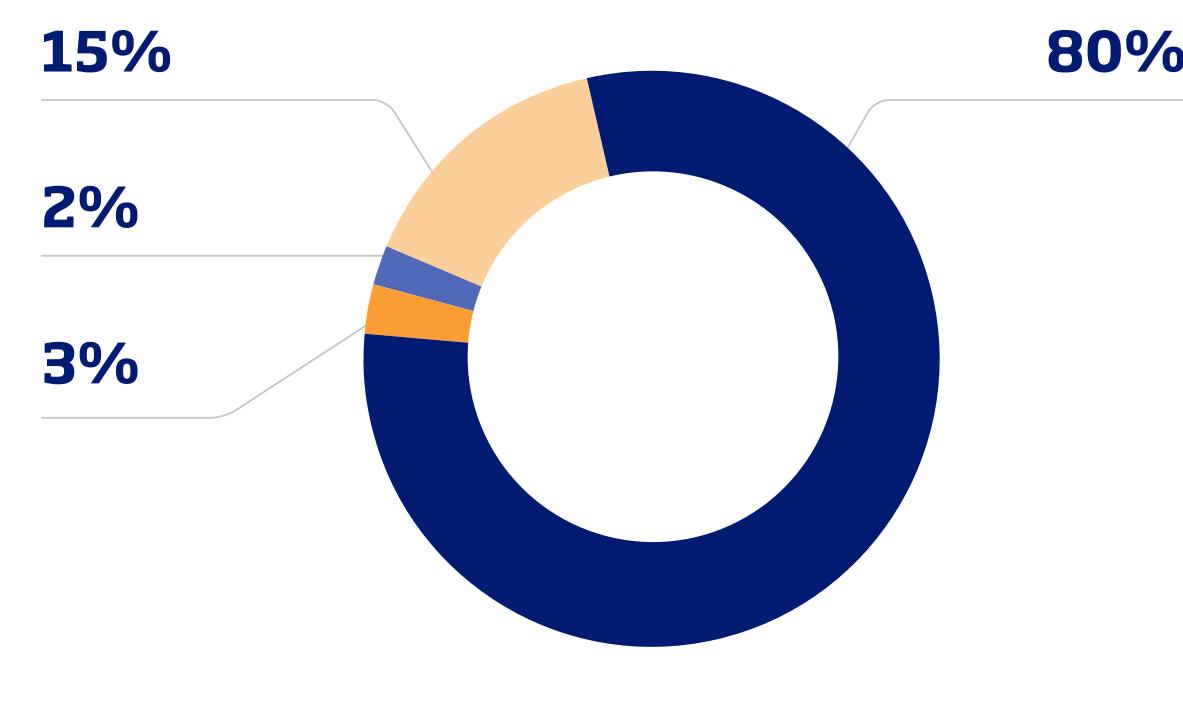
	2019	2020	$\Delta 20/19$	2021	$\Delta 21/20$
Total	633,342	679,663	+7%	707,880	+4%
Circularity*	56%	57%	+3%	75%	+26%



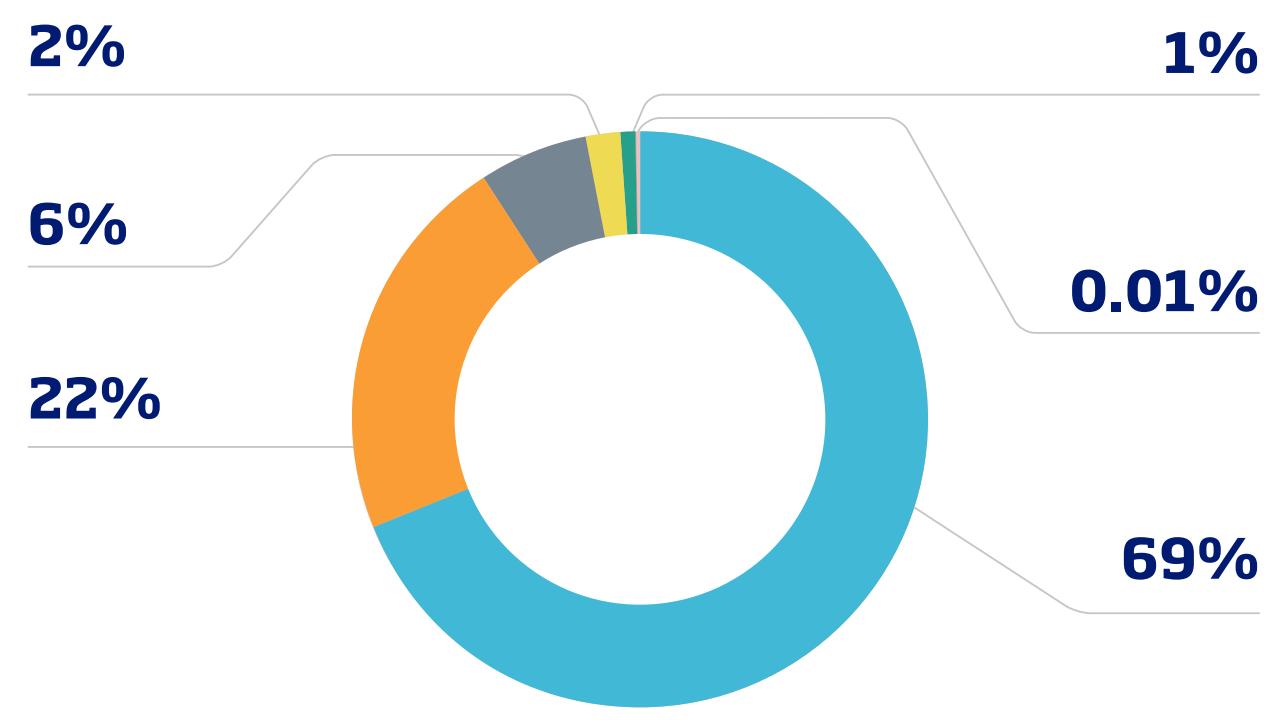
RESPONSIBLE TUNA ** (T)

	2019	2020	$\Delta 20/19$	2021	$\Delta 21/20$
Total	516,520	551,649	+7%	567,998	+3%
Certified	57%	57%	+2%	79%	+39%

TYPES OF RAW MATERIALS PURCHASED OR CAUGHT (%)



BREAKDOWN OF TOTAL VOLUME OF RAW MATERIALS PURCHASED OR CAUGHT PER BUSINESS UNIT (%)

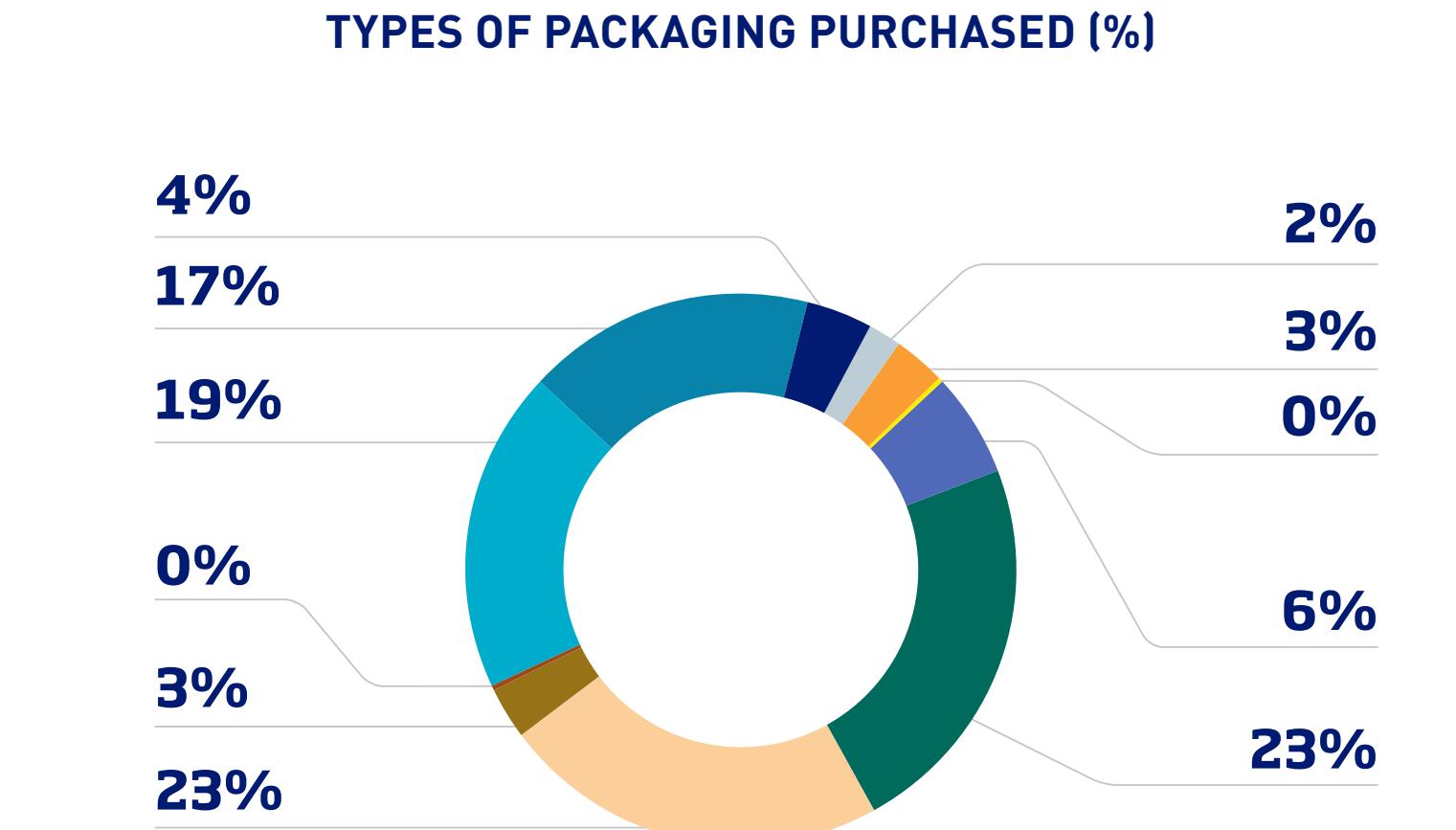
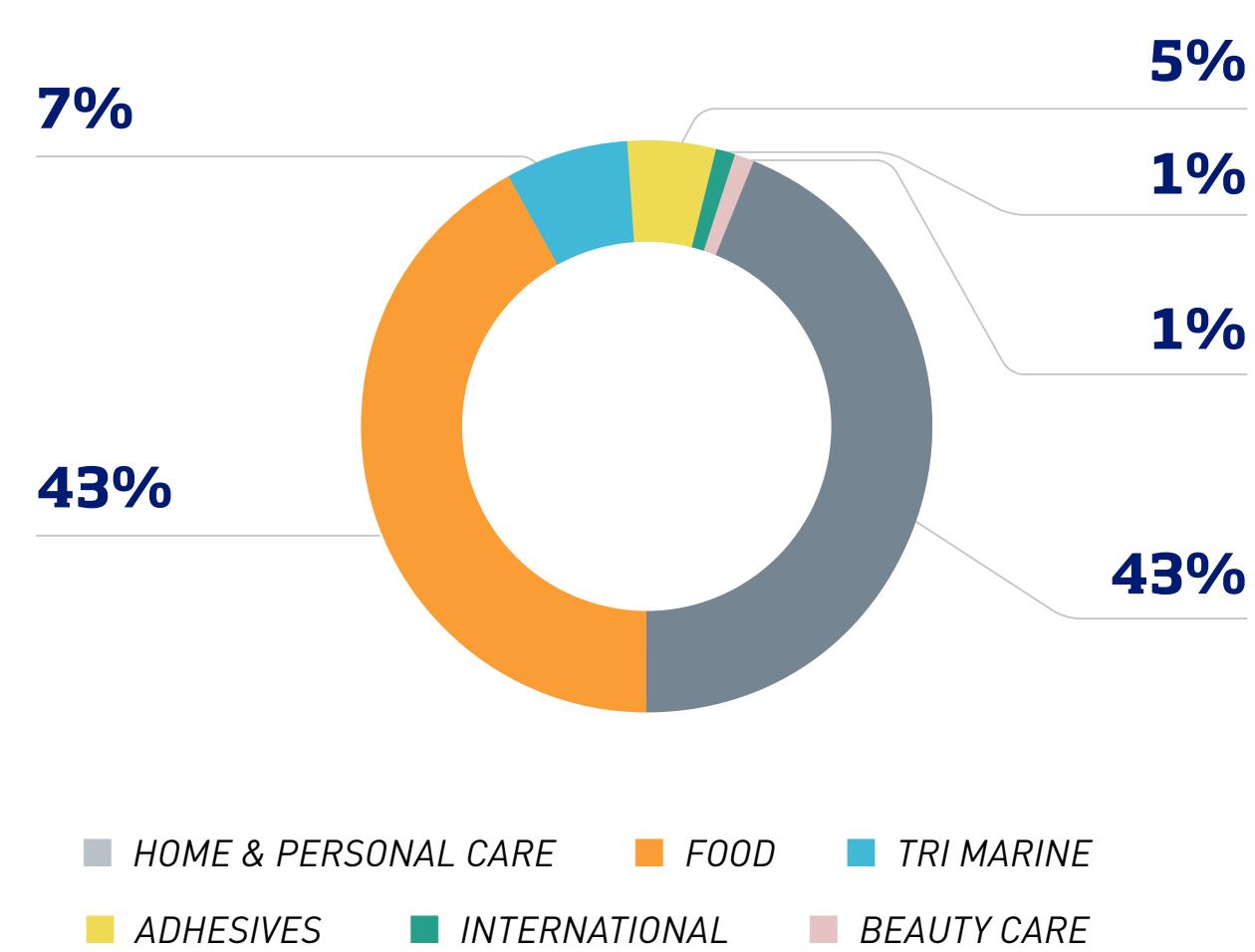
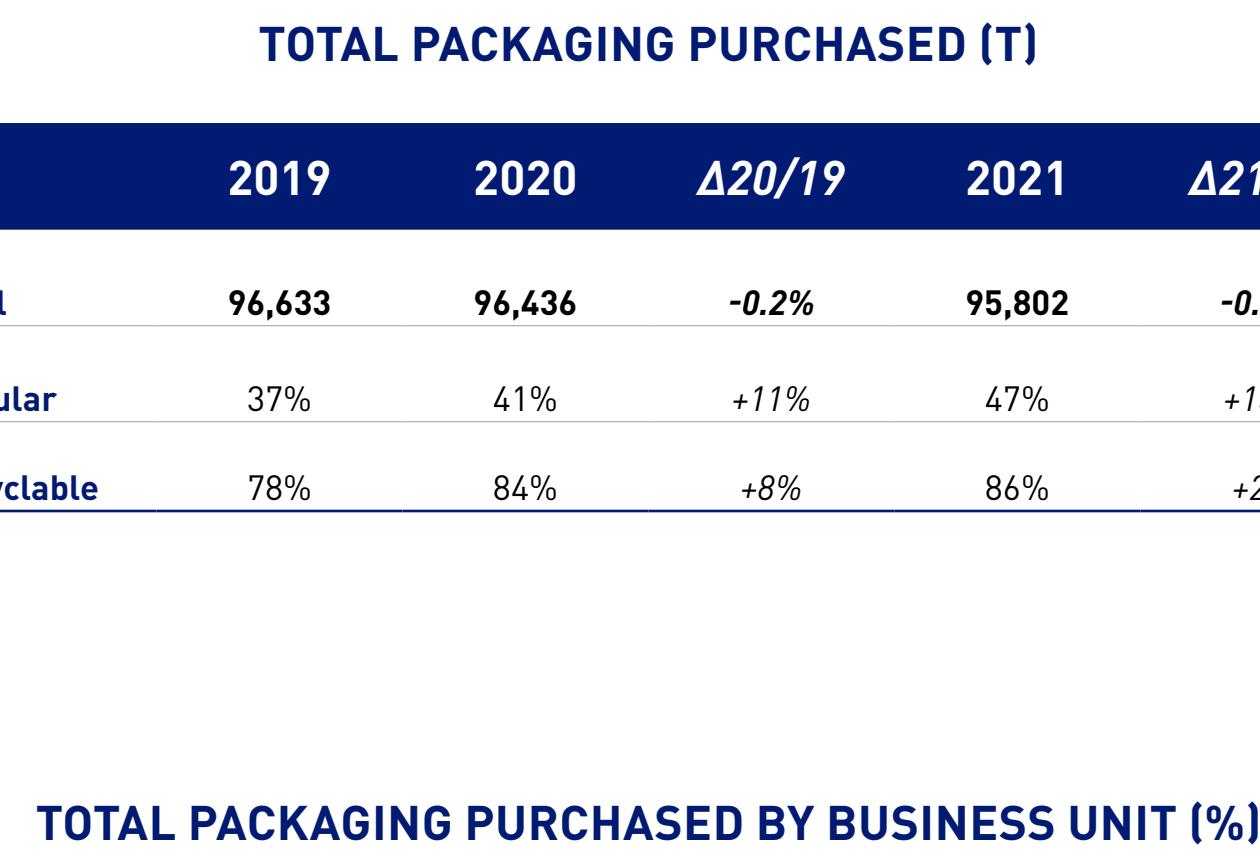


* Certified raw materials and/or from sustainable sources (e.g.: MSC tuna, RSPO palm oil by-products, ...).

■ TRI MARINE ■ FOOD ■ HOME & PERSONAL CARE
■ ADHESIVES ■ INTERNATIONAL ■ BEAUTY CARE

In 2021, 100% of our raw materials were subject to specific sustainability policies regulating their sourcing. We are specifically working to accelerate the circular process. When talking about circular raw materials, we mean: raw materials that are certified by third-parties such as MSC, ASC, FIP and RSPO or raw materials purchased in compliance with our sustainable procurement policies. Over 85% of raw materials are used by the Food and Tri Marine Business Units, particularly tuna and olive oil. The other 15% is made up of surfactants for products involving a chemical formula. The growth in circular raw materials in 2021 is due to a major investment made by Tri Marine in tuna from certified supply chains.

** The graph shows the percentage of tuna from responsible sources, i.e.: fishing grounds certified by the MSC (Marine Stewardship Council) or by FIP (Fishery Improvement Projects). This figure also refers to tuna that is caught or purchased by our Tri Marine Business Unit, which has been excluded from the scope of application of the roadmap with the WWF.



TOTAL PLASTIC PURCHASED (T)

	2019	2020	Δ20/19	2021	Δ21/20
Total	21,856	24,770	+13%	23,809	-4%
PE	12,261	14,496	+18%	12,677	-13%
PET	2,155	2,333	+8%	2,860	+23%
PP	6,005	5,638	-6%	4,189	-26%
PVC	285	209	-27%	173	-17%
Plastic (other)	1,150	2,094	+82%	3,909	+87%
Of which recycled or bio-based	3%	5%	+67%	12%	+140%

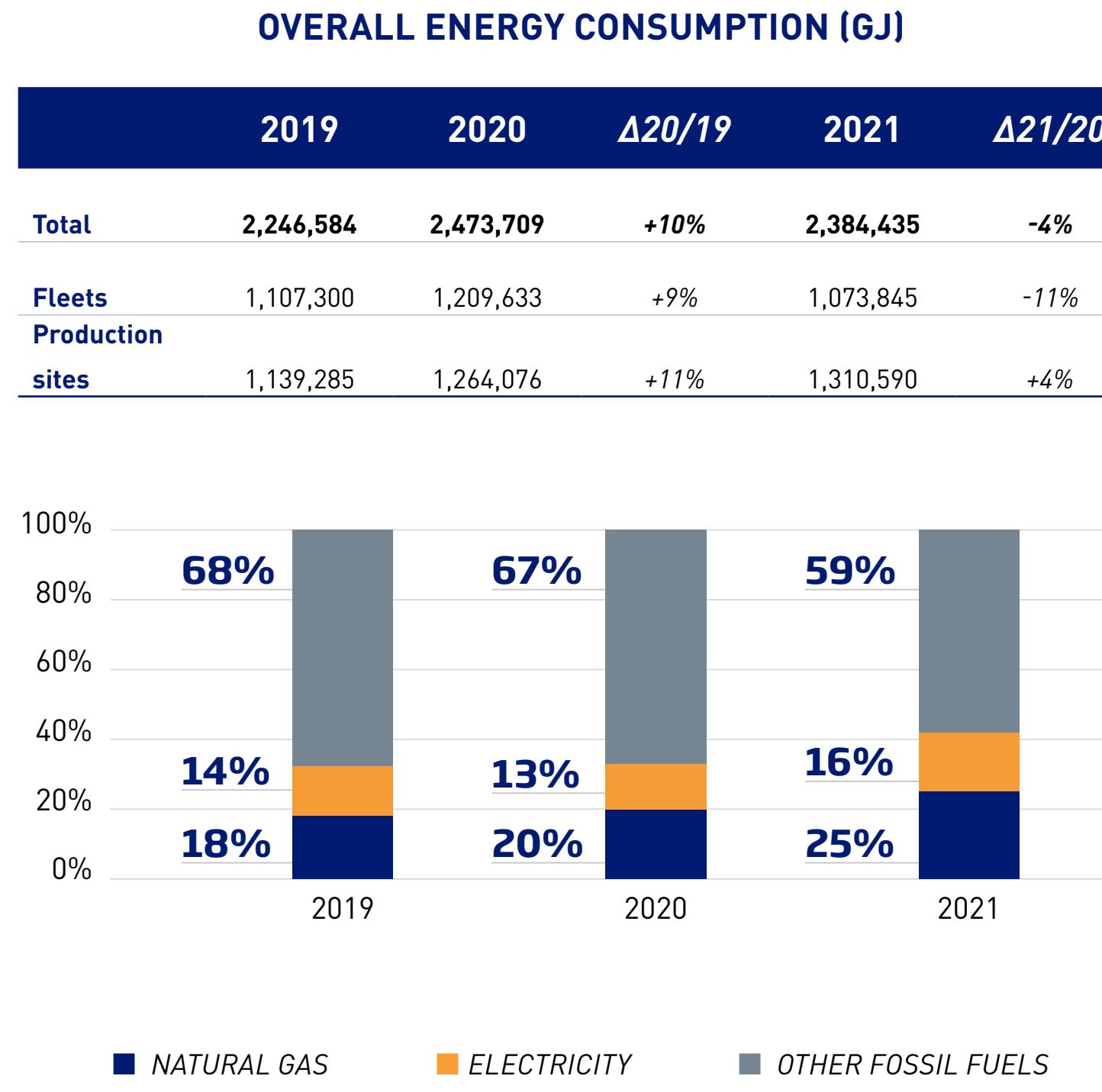
The graphs show our overall use of packaging, including paper, plastic, metal and glass.

The main packaging materials used by the Bolton Group are aluminium and tin plate, mostly 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 tin plate, 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.



ENERGY INTENSITY INDEX – PLANT, ENERGY CONSUMED PER FINISHED PRODUCT (GJ/t)

	2019	2020	Δ20/19	2021	Δ21/20
	2.8	2.9	+4%	3	+2%

ELECTRICITY FROM RENEWABLE SOURCES (%)

	2019	2020	Δ20/19	2021	Δ21/20
	82%	78%	-5%	81%	+4%

Fossil fuels, which are mainly used to power our 17 owned fishing vessels, account for over 59% of our total energy consumption. A further 25% is attributed to natural gas, with electricity accounting for the remaining 16%. 81% of the electricity we use is from renewable sources. Across our 17 production sites, 14 currently purchase certified electricity from renewable sources.

ATMOSPHERIC EMISSIONS OF CO₂ (tCO₂eq)

	2019	2020	Δ20/19	2021	Δ21/20
Total	137,361	149,974	+9%	142,207	-5%
Scope1	133,034	145,087	+9%	138,467	-5%
Scope2	4,325	4,887	+13%	3,740	-23%

SITE EMISSIONS OF CO₂ (tCO₂eq)

	2019	2020	Δ20/19	2021	Δ21/20
Total	57,375	62,551	+9%	64,518	+3%
Scope1	53,350	57,965	+9%	61,164	+6%
Scope2	4,026	4,585	+14%	3,334	-26%

EMISSIONS INTENSITY INDEX – PLANT, EMISSIONS PER FINISHED PRODUCT (tCO₂eq)

	2019	2020	Δ20/19	2021	Δ21/20
	0.14	0.15	+2%	0.15	+2%

FLEET EMISSIONS OF CO₂ (tCO₂eq)

	2019	2020	Δ20/19	2021	Δ21/20
Total	79,986	87,423	+9%	77,689	-11%
Scope1	79,684	87,121	+9%	77,303	-11%
Scope2	302	302	+0%	386	+28%

Absolute value reduction of direct emissions of CO₂ into the atmosphere originates from the sale of two of our fishing vessels (Scope 1). Indirect emissions from the use of non-renewable electricity (Scope 2) fell due to use of the trigeneration plant at the Cermenate site.

The *Emission Intensity Index*, which measures emissions from our production sites against our overall production, increased slightly.

OVERALL WATER DRAWN (m³)

	2019	2020	Δ20/19	2021	Δ21/20
Total	3,029,889	3,150,516	+4%	3,032,499	-4%
WATER INTENSITY INDEX – PLANT, WATER DRAWN PER FINISHED PRODUCT (m ³ /t)	7.6	7.4	-2%	7	-5%

A slight drop in the amount of water drawn was recorded in 2021, in line with our Group strategy. The *Water Intensity Index* – which measures the quantity of water used per finished product – decreased as a result of actions taken by our Home & Personal Care and Tri Marine Business Units and the Bolton International Division.



TOTAL WASTE PRODUCED (T)

	2019	2020	Δ20/19	2021	Δ21/20
Total	25,144	25,966	+3%	25,396	-2%
WASTE INTENSITY INDEX, WASTE GENERATED PER FINISHED PRODUCT (t/t)	0.05	0.05	-0.4%	0.05	-3%

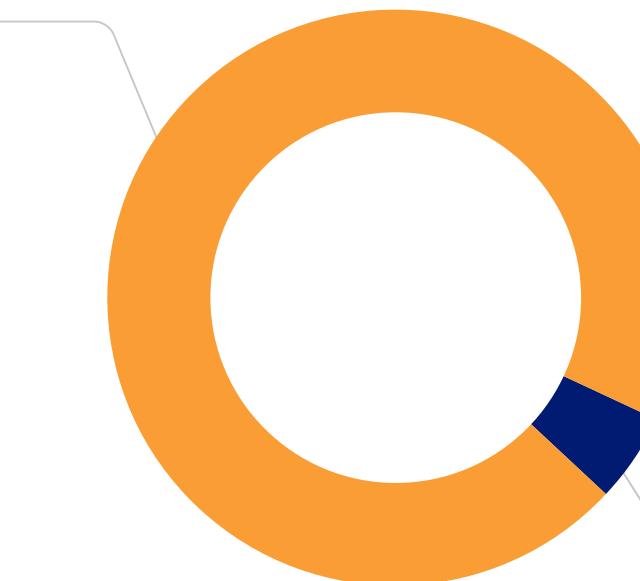
Much of the waste generated through our operations is linked to food production. As such, the majority of the waste we generate is non-hazardous in nature. The amount of recycled or upcycled waste, i.e. not going to landfill, rose slightly in 2021 and accounts for 95% of the total.

69%



■ HAZARDOUS WASTE ■ NON-HAZARDOUS WASTE

95%



■ SENT TO LANDFILL ■ RECYCLED OR UPCYCLED

Well-being

TOTAL EMPLOYEES (N.)

	2019	2020	Δ20/19	2021	Δ21/20
Total	11,499	11,692	+2%	11,366	-3%
Adhesives	709	718	+1%	752	+5%
Beauty Care	96	96	0%	104	+8%
Food	4,363	4,212	-3%	3,918	-7%
Holding	76	81	+7%	89	+10%
Home & Personal Care	792	773	-2%	784	+1%
International	365	400	+10%	407	+2%
Tri Marine	5,098	5,413	+6%	5,313	-2%

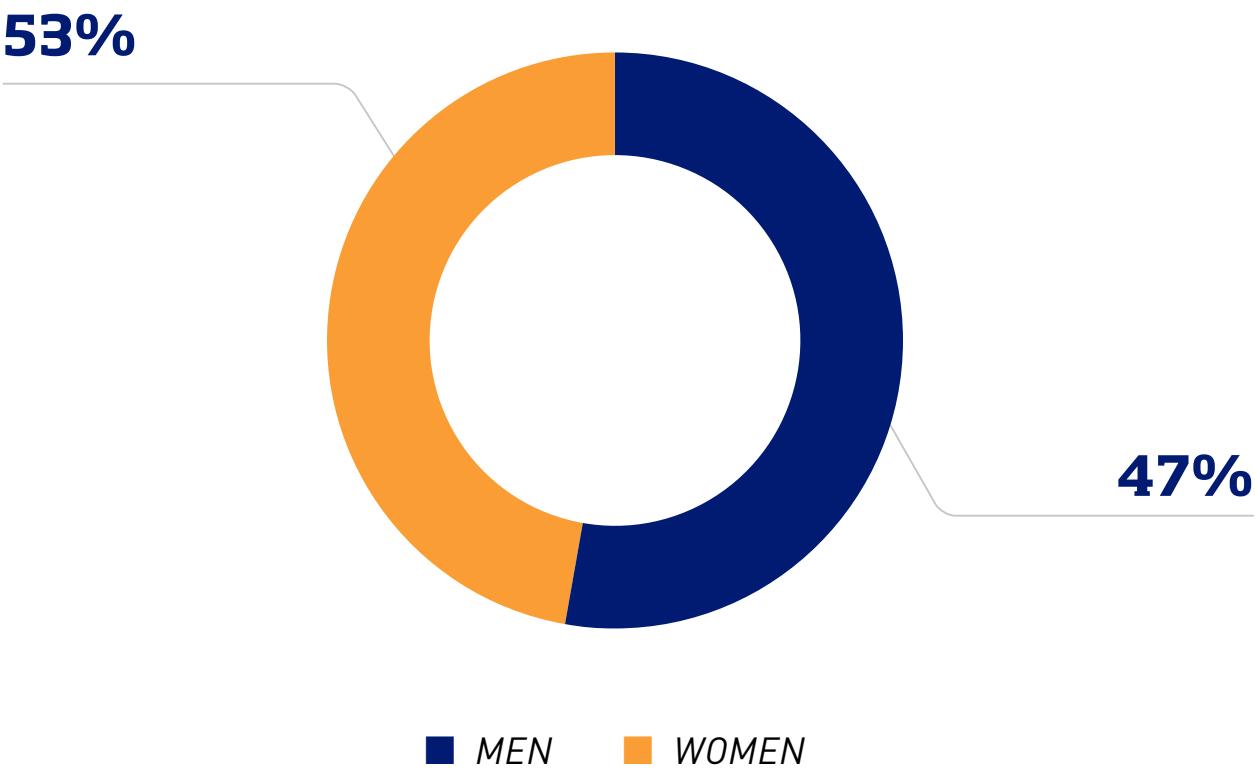
Over the past year, there has been a slight drop in the overall number of employees, from 11,692 in 2020 to 11,366 in 2021, due to a decline in the demand for staff in the Tri Marine and Food Business Unit.

SENIOR MANAGEMENT POSITIONS BY GENDER (%)

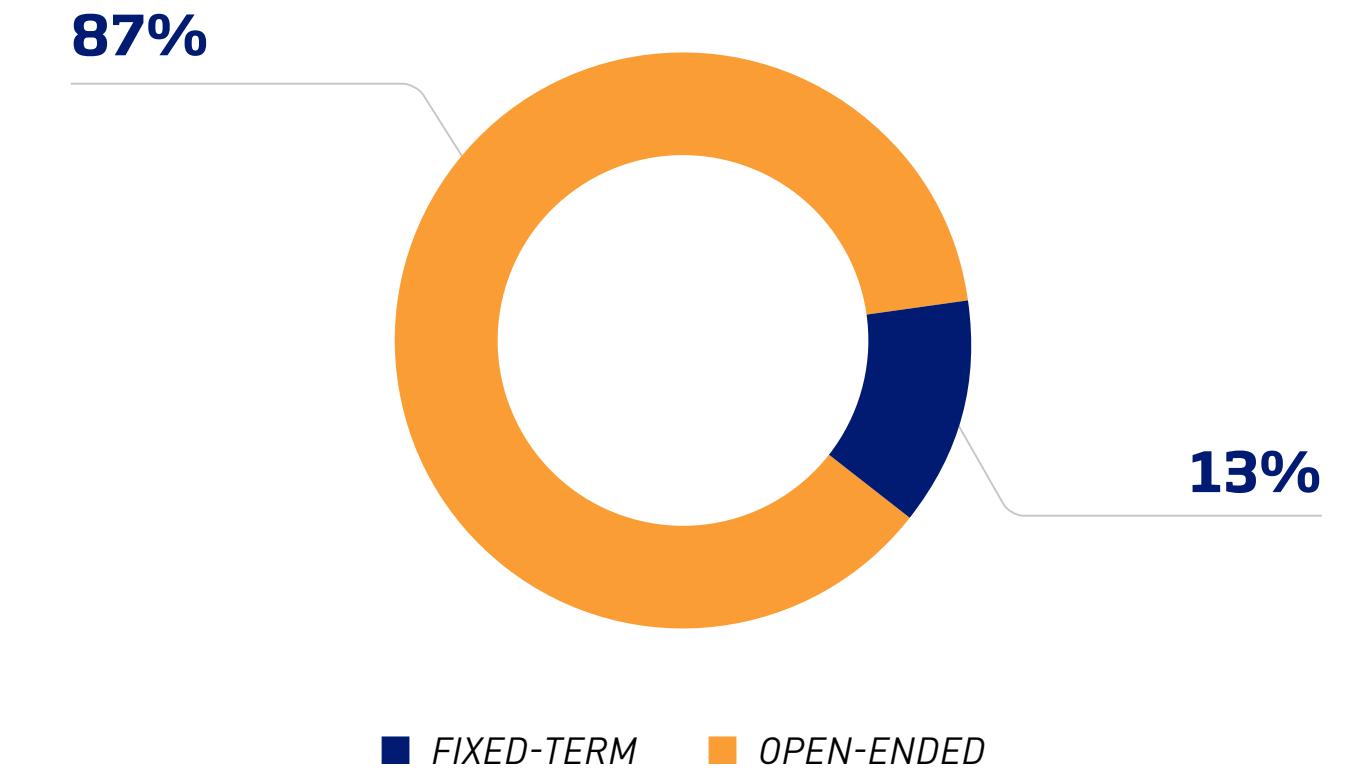
	2019	2020	Δ20/19	2021	Δ21/20
Women	14%	14%	0%	18%	+29%
Men	86%	86%	0%	82%	-5%

In 2021, women held 18% of senior management positions and a larger proportion of blue collar positions.

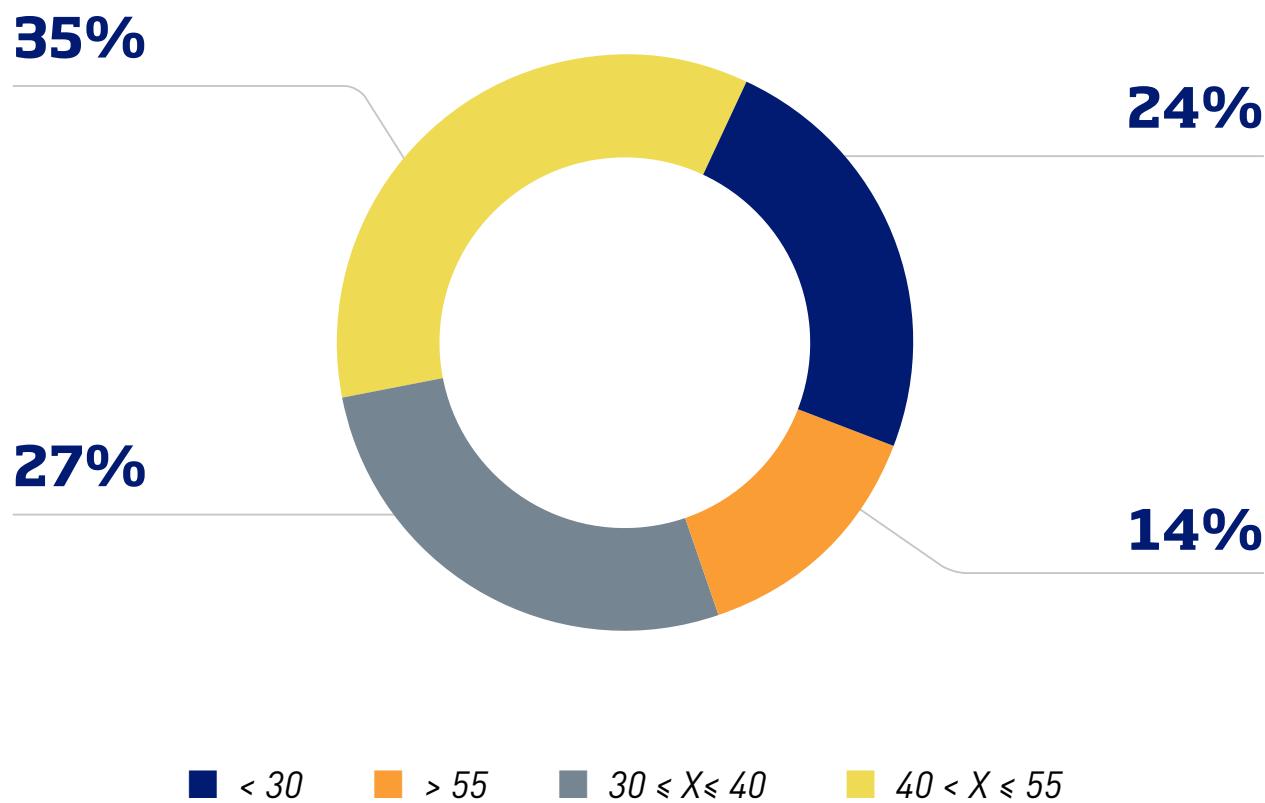
EMPLOYEES BY GENDER (%)



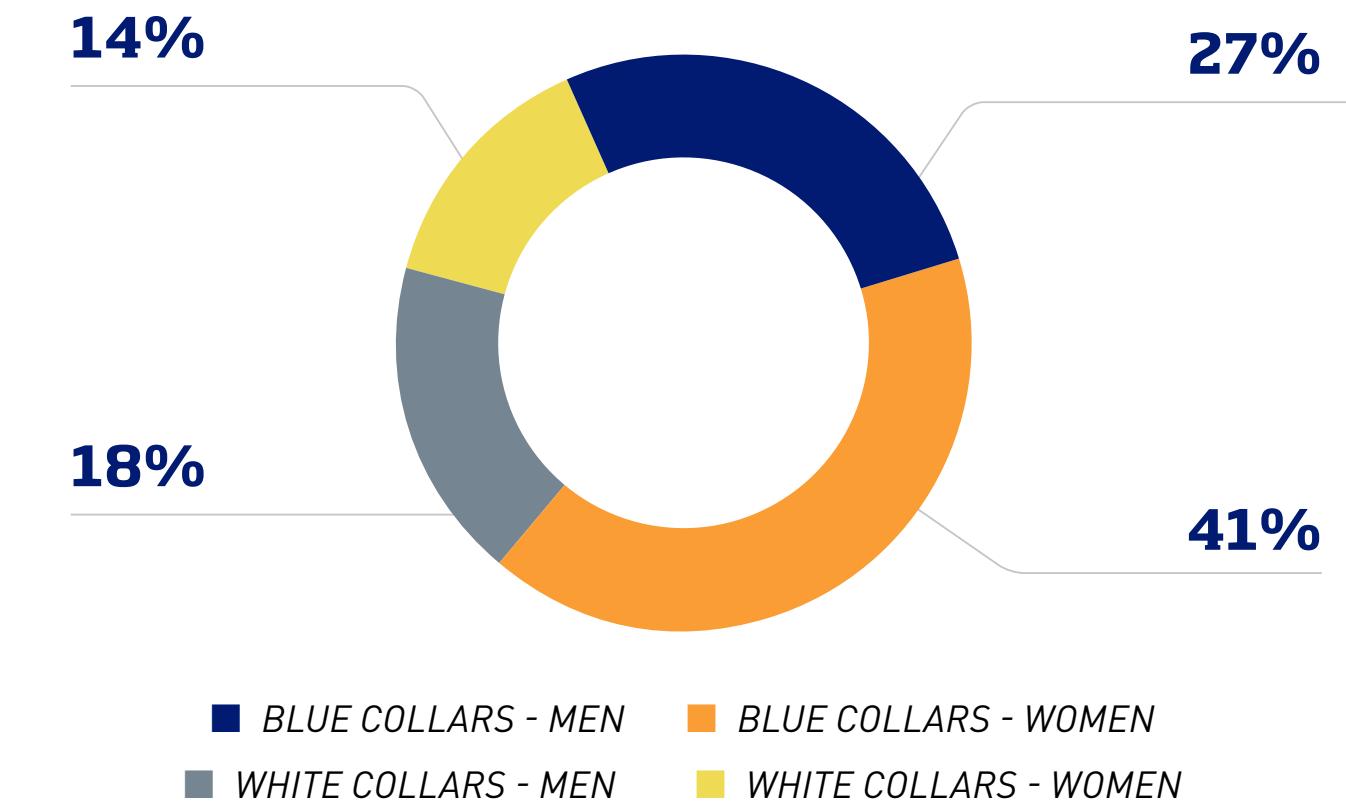
EMPLOYEES BY CONTRACT TYPE (%)



EMPLOYEES BY AGE GROUP (%)



EMPLOYEES BY PROFESSIONAL CATEGORY (%)



■ < 30 ■ 30 < X < 40 ■ 40 < X < 55 ■ > 55

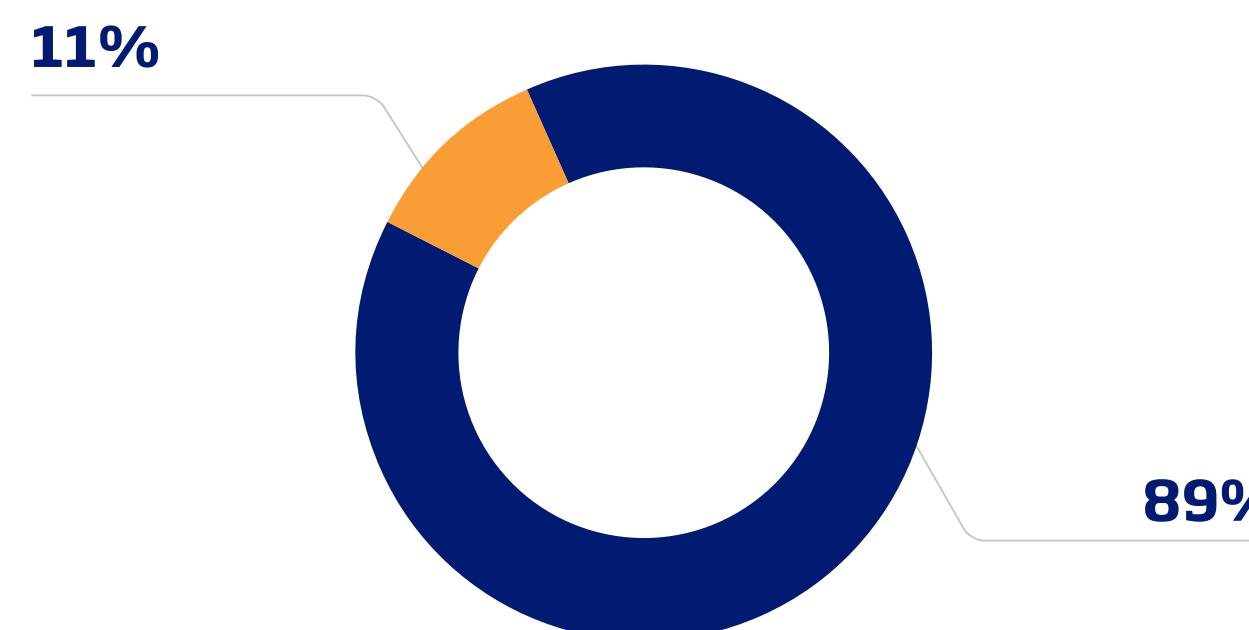
TURNOVER RATE (%)

	2019	2020	$\Delta 20/19$	2021	$\Delta 21/20$
TURNOVER	11%	15%	+36%	16%	+7%

The graph 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 2021, 11% of vacancies were filled using internal resources.

HIRING FOR CORPORATE AND JUNIOR POSITIONS, LOCAL / INTERNATIONAL (%)

	2019	2020	$\Delta 20/19$	2021	$\Delta 21/20$
Local	99.9%	98.9%	-1%	91.5%	-8%
Non-Local	0.1%	1.1%	+995%	8.5%	+705%

HIRING FOR MANAGERIAL POSITIONS, INTER OR INTRA BUSINESS UNIT / EXTERNAL (%)

■ EXTERNAL ■ INTERNAL

INJURY FREQUENCY INDEX (N.)

	2019	2020	$\Delta 20/19$	2021	$\Delta 21/20$
Men	14.6	14.8	+2%	12.3	-17%
Women	12.9	14.1	+9%	10.8	-23%

WORKPLACE INJURIES WITH RECOVERY TIME > SIX MONTHS (N.)

	2019	2020	$\Delta 20/19$	2021	$\Delta 21/20$
Men	1.0	0.9	-13%	0.2	-72%
Women	0.6	0.5	-9%	0.1	-87%

We've been striving to optimise safety in our production processes for many years. The total number of occupational injuries in 2021 was 325. Once again, no deaths were recorded in 2021. Our unerring commitment to injury prevention is confirmed by the reduction in the frequency rate. This is even despite the fact that 2021 was a particularly demanding year in terms of the extraordinary health and safety measures required to tackle the COVID-19 pandemic.

**TRAINING HOURS PER EMPLOYEE (N.)**

	2019	2020	$\Delta 20/19$	2021	$\Delta 21/20$
Blue Collars	7.17	4.46	-37.80%	18.19	+307.70%
White Collars	21.07	16.31	-22.60%	11.1	-31.90%

The table shows the hours of training supplied to our employees over the last three years. Training hours increased for Blue Collars in 2021, in line with our ambition to reduce injuries.

GRI Content Index

The GRI standards incorporated since the previous reporting year are shown in **bold**. They were introduced both by virtue of the renewed reporting capacity (specifically, GRI 303-3, 303-4 disclosures) and in compliance with updates to the standards (GRI 306, GRI 403).

GRI Standards	Description	Notes	Pages
ENVIRONMENTAL PERFORMANCE			
Organisation profile			
102-1	Name of organisation	Bolton Group – p. 4	
102-2	Activities, brands, products and services	Markets and Products – pp. 4-12	
102-3	Location of main headquarters	Presence in the World – pp. 13-14	
102-4	Place of activity	Presence in the World – pp. 13-14	
102-5	Ownership and legal form	Governance – p. 15	
102-6	Markets served	Presence in the World – pp. 13-14	
102-7	Scale of the organisation	Bolton Group – pp. 5-6	
102-8	Information on employees and other workers	Bolton People – pp. 85-86	
102-9	Supply chain	Sustainability Challenges – pp. 23-24; Commitments – p. 26; Our Creation of Value – pp. 37, 41, 46-47, 49, 53, 55, 69-70	
102-10	Significant changes to the organisation and its supply chain	Commitments – p. 26	

GRI Standards	DESCRIPTION	NOTES	PAGES
102-11	Precautionary principle		Sustainable Development Governance – p. 17; Our Approach – p. 25
102-12	External initiatives		Partnerships and Initiatives – pp. 29-30
102-13	Membership of associations		Partnerships and Initiatives – pp. 29-30
Strategies			
102-14	Statement from senior decision maker		Together for the Future – p. 1
102-15	Key impacts, risks, and opportunities		Sustainability Challenges – pp. 23-24
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour		Our Approach – pp. 25
Governance			
102-18	Governance Structure		Governance – pp. 15-18
102-20	Executive-level responsibility for economic, environmental and social topics		Governance – pp. 15-18
102-21	Consulting stakeholders on economic, environmental and social topics		Appendix – Materiality Analysis pp. 112-115
102-22	Composition of the highest governance body and its committees		Governance – pp. 15-18
102-23	Chair of the highest governance body		Governance – pp. 15-18
102-26	Role of the highest governing body in setting goals, values and strategies		Governance – pp. 15-18
102-32	Highest governance body's role in sustainability reporting		Governance – pp. 15-18

GRI Standards	DESCRIPTION	NOTES	PAGES
Stakeholder engagement			
102-40	List of stakeholder groups		Listening to and Engaging Employees – p. 90
102-41	Collective bargaining agreements		Bolton People – p. 85
102-42	Identifying and selecting stakeholders		Appendix – Materiality Analysis – pp. 112-115
102-43	Approach to stakeholder engagement		Listening to and Engaging Employees – p. 90 Appendix – Materiality Analysis – pp. 112-115
102-44	Key topics and concerns raised		Listening to and Engaging Employees – p. 90 Partnerships and initiatives – pp. 29-30
Reporting practices			
102-45	Entities included in the consolidated financial statements		Markets and products – pp. 7-12
102-46	Defining report content and topic boundaries		Appendix – Methodological Note – pp. 108-109
102-47	List of material topics		Appendix – Materiality Analysis – pp. 110-111
102-48	Restatements of information		Appendix – Methodological Note – pp. 108-109
102-49	Changes in reporting		Appendix – Methodological Note – pp. 110-111
102-50	Reporting period		Appendix – Methodological Note – pp. 110-111
102-51	Date of most recent report		N/A
102-52	Reporting frequency		Appendix – Methodological Note – pp. 110-111
102-53	Contact point for questions regarding the report		Appendix – Methodological Note – pp. 110-111

GRI Standards	Description	Notes	Pages
102-54	Claims of reporting in accordance with the GRI Standards		Appendix – Methodological Note – pp. 110-111
102-55	GRI content index		Appendix – Methodological Note – pp. 110-111
102-56	External assurance	This document does not undergo independent audit.	N/A

TOPIC SPECIFIC STANDARDS
The GRI indicators included in the report for each material topic are shown below

Sustainability Governance

GRI 103: Management mode (2016)

103-1	Explanation of the material topic and its boundary	Bolton People – pp. 85-93
103-2	The management approach and its components	Bolton People – pp. 85-93
103-3	Evaluation of the management approach	Bolton People – pp. 85-93

GRI 405: Diversity and equal opportunities (2016)

405-1	Diversity of governance bodies and employees	Bolton People – pp. 85-93; Appendix – Key performance indicators – pp. 120-121
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Digital transformation

GRI 103: Management mode (2016)

103-1	Explanation of the material topic and its boundary	Talent development: Assessment and Training – pp. 87-89
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GRI Standards	DESCRIPTION	NOTES	PAGES
103-2	The management approach and its components		Talent development: Assessment and Training – pp. 87-89
103-3	Evaluation of the management approach		Talent development: Assessment and Training – pp. 87-89
Sustainability partnerships			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary		Partnerships and Initiatives – pp. 29-30; Supply Partnerships – p. 38
103-2	The management approach and its components		Partnerships and Initiatives – pp. 29-30; Supply Partnerships – p. 38
103-3	Evaluation of the management approach		Partnerships and Initiatives – pp. 29-30; Supply Partnerships – p. 38
Sustainable packaging			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary		Packaging – pp. 50-51, 63-65, 76-80
103-2	The management approach and its components		Packaging – pp. 50-51, 63-65, 76-80
103-3	Evaluation of the management approach		Packaging – pp. 50-51, 63-65, 76-80

GRI Standards	DESCRIPTION	NOTES	PAGES
GRI 301: Materials (2016)			
301-1	Materials used by weight or volume	Savings and reductions in the use of plastic are specified in tonnes.	Packaging – pp. 50-51, 63-65, 76-80 Appendix – Key performance indicators – pp. 116-117
301-2	Recycled input materials used		Packaging – pp. 50-51, 63-65, 76-80 Appendix – Key performance indicators – pp. 116-117
Environmental management systems			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary		Production sites – pp. 94-96
103-2	The management approach and its components		Production sites – pp. 94-96
103-3	Evaluation of the management approach		Production sites – pp. 94-96
GRI 302: Energy (2016)			
302-1	Energy consumption within the organisation		Production sites – p. 94 Appendix – Key performance indicators – p. 118
302-2	Energy intensity		Production sites – p. 94 Appendix – Key performance indicators – p. 118
302-4	Reduction of energy consumption		Production sites – p. 94 Appendix – Key performance indicators – p. 118

GRI Standards	DESCRIPTION	NOTES	PAGES
Water resource management			
GRI 303: Management mode (2018)			
303-1	Interactions with water as a shared resource	Sustainability Challenges – p. 23; Production sites – p. 94	
Reduction of greenhouse gases			
GRI 303: Water and Sewage (2018)			
303-3	Water drawn	Only the amount of water drawn is reported.	Production sites – p. 94 Appendix – Key performance indicators – p. 119
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Commitments – p. 26; Objectives pp. 27-28; Production sites pp. 94-96; Fleets – p. 99	
103-2	The management approach and its components	Commitments – p. 26; Objectives pp. 27-28; Production sites pp. 94-96; Fleets – p. 99	
103-3	Evaluation of the management approach	Commitments – p. 26; Objectives pp. 27-28; Production sites pp. 94-96; Fleets – p. 99	

GRI Standards	DESCRIPTION	NOTES	PAGES
GRI 305: Emissions (2016)			
305-1	Direct (Scope 1) GHG emissions	Production sites p. 94; Fleets – p. 99 Appendix – Key performance indicators – p. 118	
305-2	Energy indirect (Scope 2) GHG emissions	Production sites p. 94; Fleets – p. 99 Appendix – Key performance indicators – p. 118	
305-4	GHG emissions intensity	Production sites p. 94; Fleets – p. 99 Appendix – Key performance indicators – p. 118	
305-5	Reduction of GHG emissions	Objectives – p. 27	
Waste management			
GRI 306: Management mode (2020)			
306-1	Waste generation and significant waste-related impacts	Circularity in Bolton: Focus on Formulas and Packaging - p. 70	
306-2	Managing significant waste-related impacts	Circularity in Bolton: Focus on Formulas and Packaging - p. 70	
GRI 306: Waste (2020)			
306-3	Waste generated	The following are reported: <ul style="list-style-type: none">■ Waste not destined for disposal;■ Waste destined for disposal;■ Waste per tonne of finished product.	Production sites – p. 94 Appendix – Key performance indicators – p. 119

GRI Standards	DESCRIPTION	NOTES	PAGES
Sustainable raw materials			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Responsible Fishing – pp. pp. 36-37; On Your Skin – pp. 54-55; Circularity in Bolton: Focus on Formulas and Packaging - pp. 70-72; Appendix – Key performance indicators – pp. 116-117	
103-2	The management approach and its components	Responsible Fishing – pp. pp. 36-37; On Your Skin – pp. 54-55; Circularity in Bolton: Focus on Formulas and Packaging - pp. 70-72	
103-3	Evaluation of the management approach	Responsible Fishing – pp. pp. 36-37; On Your Skin – pp. 54-55; Circularity in Bolton: Focus on Formulas and Packaging - pp. 70-72	
Biodiversity			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Sustainability Challenges – p. 23; New Consumer Models - p. 52; Circularity in Bolton: Focus on Formulas and Packaging - p. 70	

GRI Standards	DESCRIPTION	NOTES	PAGES
103-2	The management approach and its components	Sustainability Challenges – p. 23; New Consumer Models - p. 52; Circularity in Bolton: Focus on Formulas and Packaging - p. 70	
103-3	Evaluation of the management approach	Sustainability Challenges – p. 23; New Consumer Models - p. 52; Circularity in Bolton: Focus on Formulas and Packaging - p. 70	
Ingredient traceability			

GRI 103: Management mode (2016)

103-1	Explanation of the material topic and its boundary	In Your Home, at School and at Work – pp. 68-72; On Your Skin – pp. 54-66
103-2	The management approach and its components	In Your Home, at School and at Work – pp. 68-72; On Your Skin – pp. 54-66
103-3	Evaluation of the management approach	In Your Home, at School and at Work – pp. 68-72; On Your Skin – pp. 54-66

Sustainable products

GRI 103: Management mode (2016)

103-1	Explanation of the material topic and its boundary	New Consumer Models pp. 52, 66, 81
103-2	The management approach and its components	Our Approach – p. 25; New Consumer Models – pp. 52, 66, 81
103-3	Evaluation of the management approach	New Consumer Models pp. 52, 66, 81

GRI Standards	DESCRIPTION	NOTES	PAGES
Product quality and safety			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Our Approach – p. 25; Commitments – p. 26	
103-2	The management approach and its components	Our Approach – p. 25; Commitments – p. 26	
103-3	Evaluation of the management approach	Our Approach – p. 25; Commitments – p. 26	
Sustainability in innovation			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Our Approach – p. 25; Circularity in Bolton: Focus on Formulas and Packaging - pp. 70; Formulas – p. 71	
103-2	The management approach and its components	Our Approach – p. 25; Circularity in Bolton: Focus on Formulas and Packaging - pp. 70; Formulas – p. 71	
103-3	Evaluation of the management approach	Our Approach – p. 25; Circularity in Bolton: Focus on Formulas and Packaging - pp. 70; Formulas – p. 71	

GRI Standards	DESCRIPTION	NOTES	PAGES
Employee well-being			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Sustainable Development Plan – pp. 25-28; Bolton People – pp. 85-93	
103-2	The management approach and its components	Sustainable Development Plan – pp. 25-28; Bolton People – pp. 85-93	
103-3	Evaluation of the management approach	Sustainable Development Plan – pp. 25-28; Bolton People – pp. 85-93	
Talent development			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Talent development: Assessment and Training – pp. 87-89	
103-2	The management approach and its components	Talent development: Assessment and Training – pp. 87-89	
103-3	Evaluation of the management approach	Talent development: Assessment and Training – pp. 87-89	
GRI 401: Occupation (2016)			
401-1	New employee hires and employee turnover	The turnover of senior management positions by gender in % value is given, while absolute numbers (white collars and blue collars) are given for employees.	Bolton People – p. 85; Appendix – Key performance indicators – pp. 120-121

GRI Standards	DESCRIPTION	NOTES	PAGES
GRI 404: Training and education			
404-1	Average hours of training per year per employee	The type of employee is divided into white collars and blue collars	Talent development: Assessment and Training – pp. 87-89; Appendix – Key performance indicators – pp. 120-121
404-2	Programmes for upgrading employee skills and transition assistance programmes		Talent development: Assessment and Training – pp. 87-89
Health and safety in the workplace			
GRI 403: Management mode (2018)			
403-1	Occupational health and safety management system		Occupational safety – p. 92
403-2	Hazard identification, risk assessment and incident investigations		Occupational safety – p. 92
403-6	Promotion of worker health		Occupational safety – p. 92
GRI 403: Occupational health and safety (2018)			
403-9	Work-related injuries	<p>The following are reported:</p> <ul style="list-style-type: none"> ■ No. of injuries; ■ Injury index; ■ Severity index. 	Occupational safety p. 92; Appendix – Key performance indicators – pp. 120-121

GRI Standards	DESCRIPTION	NOTES	PAGES
Diversity and equal opportunities			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Bolton People – p. 85; Commitments – p. 26; Objectives – p. 28	
103-2	The management approach and its components	Bolton People – p. 85; Commitments – p. 26; Objectives – p. 28	
103-3	Evaluation of the management approach	Bolton People – p. 85; Commitments – p. 26; Objectives – p. 28	
GRI 405: Diversity and equal opportunities (2016)			
405-1	Diversity of governance bodies and employees	Bolton People – p. 85; Appendix – Key performance indicators – pp. 120-121	
Protection of human rights			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Sustainable Development Plan – p. 22; Supply Partnerships pp. 41-42	
103-2	The management approach and its components	Sustainable Development Plan – p. 22; Supply Partnerships pp. 41-42	
103-3	Evaluation of the management approach	Sustainable Development Plan – p. 22; Supply Partnerships pp. 41-42	
412-1	Operations that have been subject to human rights reviews or impact assessments	Information is provided on the supply chains subject to OXFAM's Human Rights Impact Assessment.	Supply Partnerships pp. 41-42

GRI Standards	DESCRIPTION	NOTES	PAGES
Community support			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary		Commitments – p. 26; In the Community – p. 83
103-2	The management approach and its components		Commitments – p. 26; In the Community – p. 83
103-3	Evaluation of the management approach		Commitments – p. 26; In the Community – p. 83
Responsible marketing and communications			
GRI 413: Local communities (2016)			
413-1	Operations with local community engagement, impact assessments and development programmes		Bolton Hope Foundation – p. 19; Objectives – p. 27; Social Projects – pp. 105-106
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary		New Consumer Models – pp. 52, 66, 81
103-2	The management approach and its components		New Consumer Models – pp. 52, 66, 81
103-3	Evaluation of the management approach		New Consumer Models – pp. 52, 66, 81

GRI Standards	DESCRIPTION	NOTES	PAGES
Promoting a sustainable lifestyle			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Commitments – p. 26; New consumer models – pp. 52, 66, 81; Partnerships and Initiatives – pp. 29-30	
103-2	The management approach and its components	Commitments – p. 26; New consumer models – pp. 52, 66, 81; Partnerships and Initiatives – pp. 29-30	
103-3	Evaluation of the management approach	Commitments – p. 26; New consumer models – pp. 52, 66, 81; Partnerships and Initiatives – pp. 29-30	
Education and learning			
GRI 103: Management mode (2016)			
103-1	Explanation of the material topic and its boundary	Bolton Hope Foundation – p. 19	
103-2	The management approach and its components	Bolton Hope Foundation – p. 19	
103-3	Evaluation of the management approach	Bolton Hope Foundation – p. 19	
Other cross-topic GRI indicators			
GRI 201: Economic performance (2016)			
201-1	Direct economic value generated and distributed	Distribution of economic value added – p. 84	

Ten Principles of the United Nations Global Compact

HUMAN RIGHTS 	PRINCIPLE 1	Businesses should support and respect the protection of internationally proclaimed human rights	Together for the Future – p. 1 Sustainability challenges - p. 23 Our approach – p. 25 Partnerships and initiatives – pp. 29, 38, 41-42 Our creation of value – pp. 31-49 New consumer models – pp. 52, 66, 81 Bolton People – pp. 85-89 Listening to and engaging employees – pp. 90-91 Social projects – pp. 105-107
	PRINCIPLE 2	Make sure that they are not complicit in human rights abuses	
LABOUR 	PRINCIPLE 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Bolton Hope Foundation – p. 19 Sustainability Challenges - p. 23 Partnerships and Initiatives – pp. 29, 38-44 Our Creation of Value – pp. 31-49 New Consumer Models – pp. 52, 66, 81 Bolton People – pp. 85-89 Listening to and engaging employees – pp. 90-91 Social Projects – pp. 105-107
	PRINCIPLE 4	Elimination of all forms of forced and compulsory labour	
	PRINCIPLE 5	Effective abolition of child labour	
	PRINCIPLE 6	Elimination of discrimination in respect of employment and occupation	
ENVIRONMENT 	PRINCIPLE 7	Businesses should support a precautionary approach to environmental challenges	Partnerships and Initiatives – pp. 29, 38-44 Our Creation of Value – pp. 31-49, 83-104 Packaging – pp. 50, 63, 76 Circularity in Bolton – p. 70 Production Sites pp. 94-96 / Fleets – p. 99
	PRINCIPLE 8	Undertake initiatives to promote greater environmental responsibility	
	PRINCIPLE 9	Encourage the development and diffusion of environmentally friendly technologies	
ANTI-CORRUPTION 	PRINCIPLE 10	Businesses should work against corruption in all its forms, including extortion and bribery	Together for the Future - p. 1 Our approach – p. 25 Our Creation of Value – pp. 41-42

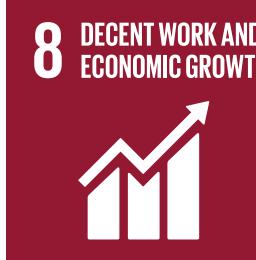
SDGs Matrix

On 25 September 2015, the United Nations approved the **Global Agenda** for Sustainable Development and its **17 Sustainable Development Goals** (SDGs) to be achieved by **2030**.

It is becoming increasingly clear that a strong involvement of all components of society, from businesses to the public sector, from civil society to philanthropic institutions, from universities to research centres to information and cultural workers, is necessary if we are to concretely achieve the goals. The **correlation matrix** prepared by Bolton to show how the Group's activities relate to the SDGs and contribute to them more or less directly is presented below. For each goal, we present the associated material topics and the reference to the paragraphs and pages of the report where you can find further details.

SUSTAINABLE DEVELOPMENT GOALS	MATERIAL TOPICS	Paragraph and Page
 GOAL 1: END POVERTY End poverty in all its forms everywhere	<ul style="list-style-type: none">■ Community support■ Sustainability partnerships	“Partnerships and Initiatives” - pp. 29-30
 GOAL 2: ZERO HUNGER End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none">■ Promoting a sustainable lifestyle■ Community support■ Sustainability partnerships	“Partnerships and Initiatives” – pp. 29-30 “Community support” – pp. 105-107

SUSTAINABLE DEVELOPMENT GOALS	MATERIAL TOPICS	Paragraph and Page
 GOAL 3: GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> ■ Community support ■ Occupational health and safety ■ Sustainable products 	"Community support" – pp. 105-107 "Comfort zHome" -p. 73
 GOAL 4: QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> ■ Education and learning ■ Talent development ■ Sustainability partnerships 	"Bolton Hope Foundation" – pp. 19-20 "New Consumer Models" – pp. 52-53
 GOAL 5: GENDER EQUALITY Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> ■ Diversity and equal opportunities 	"Partnerships and Initiatives" – pp. 29-30 "Community support" – pp. 105-107
 GOAL 6: CLEAN WATER AND SANITATION Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> ■ Water resource management 	"Production sites " – pp. 94-96
 GOAL 7: AFFORDABLE AND CLEAN ENERGY Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> ■ Reduction of greenhouse gases 	"Our Approach " – p. 25

SUSTAINABLE DEVELOPMENT GOALS	MATERIAL TOPICS	Paragraph and Page
 GOAL 8: DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> ■ Community support ■ Employee well-being 	"Distribution of economic value added" – p. 84 "Bolton People" – pp. 85-93
 GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> ■ Sustainability in innovation 	"Circularity in Bolton" – p. 70
 GOAL 10: REDUCED INEQUALITIES Reduce inequality within and among countries	<ul style="list-style-type: none"> ■ Protection of human rights 	"Partnerships and Initiatives" – pp. 29-30 "Solidarity through our products" – p. 106
 GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> ■ Community support 	"Distribution of economic value added" – p. 84; "Community support" – pp. 105-107
 GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> ■ Sustainability in innovation ■ Sustainable products ■ Product quality and safety 	"Our Approach" – p. 25

SUSTAINABLE DEVELOPMENT GOALS	MATERIAL TOPICS	Paragraph and Page
13 CLIMATE ACTION 	<ul style="list-style-type: none"> ■ Reduction of greenhouse gases ■ Biodiversity 	“Our Approach” – p. 25
14 LIFE BELOW WATER 	<ul style="list-style-type: none"> ■ Biodiversity 	“Circularity in Bolton” – pp. 38-44; “New Consumer Models” – pp. 52-53
15 LIFE ON LAND 	<ul style="list-style-type: none"> ■ Protection of human rights 	“Partnerships and Initiatives” – pp. 29-30 “Solidarity through our products” – p. 106
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	<ul style="list-style-type: none"> ■ Sustainability Governance 	N/A
17 PARTNERSHIP FOR THE GOALS 	<ul style="list-style-type: none"> ■ Sustainability partnerships 	“Partnerships and Initiatives” – pp. 29-30

Bolton and the SDGs: the 2022 Project

In 2022, the Bolton Group launched a new process to **identify the Sustainable Development Goals** on which the Group can have an impact and which are currently most relevant to its business, with the aim of reporting on its contribution to achieving them and incorporating them into its corporate strategy.

The Group identified two preliminary aspects to be considered in the analysis to ensure alignment between the corporate strategy and the sustainability goals set by the UN 2030 Agenda:

- have a clear awareness of the degree of **correlation and trade-offs between the SDGs**, investigating how Bolton's activities can directly affect one goal and indirectly affect others;
- precisely **identify the priority SDGs** it intends to address through the actions implemented, consistently with its strategy.

In this context, the Group is developing a **methodological approach** to assess the impact of its business operations on the Sustainable Development Goals.

The analysis is divided into three phases:

1. Selection of priority SDGs: based on the nature of the business, strategic priorities, industry trends and, above all, on the study of the correlation³ between SDGs.

2. Selection of the targets⁴: after identifying the priority SDGs, a maturity assessment will be carried out to detect the Group's impact on the Sustainable Development Goals. When the level of impact has been determined, the most relevant targets for the SDGs selected will be chosen.

3. Selection of relevant KPIs for the targets: appropriate KPIs will be matched to the targets in order to monitor and measure their achievement with continuity and consistency.

The approach chosen by the Group will lead to the development of measurement methods and monitoring dashboards to summarise all the indicators relevant to the Sustainable Development Goals. Lastly, processes, tools and devices will be developed for the continuous collection and updating of data to assess progress.

³ The SDGs are closely interrelated; actions carried out by the Group with a view to achieving one goal, identified as a priority, can have co-benefits or trade-offs on the achievement of another goal. As part of the first phase of the project, the Bolton Group has already carried out an in-depth analysis of the correlation logic between the SDGs.

⁴ The 17 Sustainable Development Goals are characterised by 169 targets, intended to concretely steer actions and improvements.

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