



SUSTAINABILITY REPORT

2019



BOLTON  
GROUP

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## LETTER FROM THE EXECUTIVE CHAIRWOMAN

I am extremely proud to present Bolton Group's second Sustainability Report. This journey, which we undertook last year, takes on an even deeper meaning at this time.

We are currently in the midst of a health emergency. Although the Coronavirus pandemic has affected the company at global level, bringing new scenarios and new challenges, it has also provided a context in which we have discovered new energy and we have worked side by side to face the emergency.

The COVID-19 crisis has provided the opportunity for Bolton Group to confirm its strength. A strength that is based on the trust of those families all over the world who choose our brands every day, and on the resilience of our organisation and our people, who have guaranteed the availability of essential goods in all of the many countries in which we operate. We have always made safety and support for our people a priority. Even in the most difficult days, we continue to look to the future with hope, confiding in our skills and the continuous need to be respectful of our local community, people and the environment. A sensibility we have always had.

2019, the year to which this sustainability report refers, was a particularly meaningful year for us and marked the 70<sup>th</sup> anniversary of the founding of the Group. Today, Bolton is a group with solid foundations, with over 11,000 people, and a profound awareness of its social responsibility. This year has represented an opportunity to reflect on the values that have guided us here and that will guide us in the future: we have always believed that ethics and competence, profit and solidarity are the keys to our development, and it is therefore only natural that we should base our "We Care" sustainability plan on the same principles.

We are proud of the many results we achieved in 2019: amongst the most significant ones, I would like to emphasise that we now use 70% responsibly-sourced tuna, in manufacturing 52% of raw materials and

packaging now meet circularity criteria, we recover or recycle 96% of the waste generated by our plants and we source 76% of our electricity from renewable sources.

As part of our social commitment, we supported over 25,000 students in Italy through the "We Care For Child Education" project, in partnership with Save the Children, and we supported over 2.5 million people with the Food Bank. In the future, our objectives will be even more ambitious and will also incorporate activities related to the tuna industry where Tri Marine operates.

The birth in 2020 of the Bolton Hope Foundation, with a strong focus on education, is also part of this commitment; Hope, because we believe, now more than ever before, that there is a future and we want this future to be accessible, especially to our youngsters. At Bolton Hope, we believe education is an engine that generates the cultural, social and environmental awareness required for individual and collective development. Above all, we want to provide young people with the skills and tools they need to act consciously in the world.

In this sustainability report we take into account the results achieved along this road, proud of the journey we have striving for a better-balanced business model and determined to consolidate the results already achieved, together with our people and our partners, who share the journey with us.

This takes an ambitious vision, courage to achieve it and a great deal of commitment. For us at Bolton, responsibility, in the broadest sense of the term, means being accountable for our actions and choices. We feel this responsibility every day.

***We care about the future***

*Marina Nissim*



**Marina Nissim**  
Executive Chairwoman



# 1.0

## WHO WE ARE

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>11

THOUSAND  
PEOPLE

>50

PRESTIGIOUS  
BRANDS

146

COUNTRIES

57

OFFICES

7

R&D  
LABORATORIES

16

PLANTS

18

FISHING  
VESSELS



FOOD



TUNA SUPPLY



HOME CARE



ADHESIVES



PERSONAL CARE



BEAUTY CARE



# BOLTON GROUP TODAY



■ OFFICES  
■ PLANTS

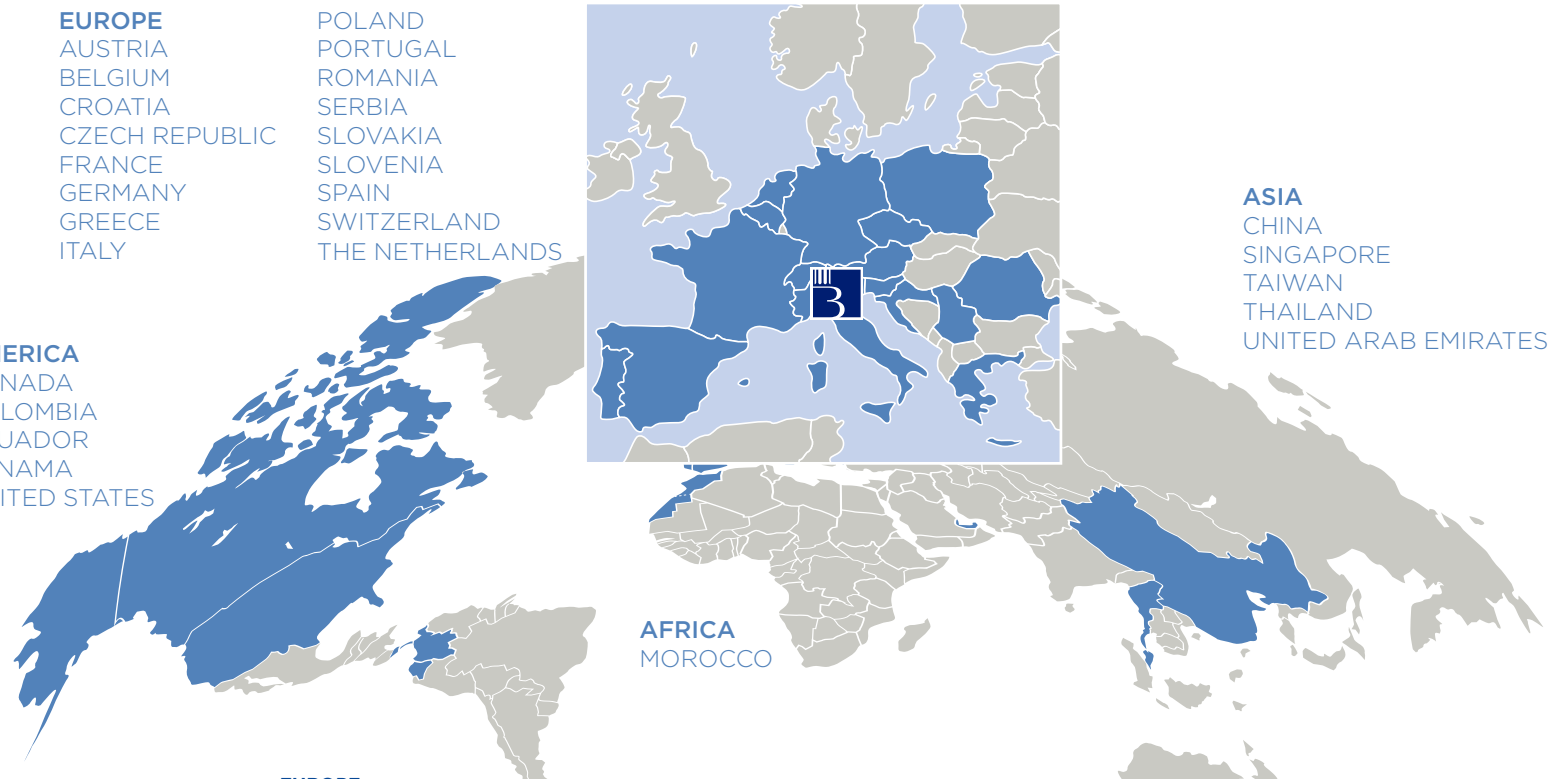
**EUROPE**  
AUSTRIA  
BELGIUM  
CROATIA  
CZECH REPUBLIC  
FRANCE  
GERMANY  
GREECE  
ITALY

POLAND  
PORTUGAL  
ROMANIA  
SERBIA  
SLOVAKIA  
SLOVENIA  
SPAIN  
SWITZERLAND  
THE NETHERLANDS

**AMERICA**  
CANADA  
COLOMBIA  
ECUADOR  
PANAMA  
UNITED STATES

**ASIA**  
CHINA  
SINGAPORE  
TAIWAN  
THAILAND  
UNITED ARAB EMIRATES

**AFRICA**  
MOROCCO



**ITALY - HEADQUARTERS**  
Bolton Group

**AFRICA**  
**MOROCCO**  
Società Nouvelle Cosarno ■■

**AMERICA**  
**CANADA**  
Bolton BG Canada ■

**COLOMBIA**  
Colombo Española de Conservas ■■  
Gralco ■■

**ECUADOR**  
Conservas Isabel Ecuatoriana ■■  
Seafman ■■

**PANAMA**  
Tri Marine International Panama ■

**UNITED STATES**  
Tri Marine Management Company ■

**ASIA**  
**CHINA**  
Tri Marine International Shanghai ■

**SINGAPORE**  
Tri Marine International Singapore ■

**TAIWAN**  
Tri Marine International Kaohsiung ■

**THAILAND**  
Bolton Adhesives ■  
Tri Marine International Bangkok ■

**UNITED ARAB EMIRATES**  
Bolton Middle East ■

**EUROPE**  
**AUSTRIA**  
Bolton Austria ■  
UHU Austria ■

**BELGIUM**  
Bison International ■  
Bolton Belgium ■

**CROATIA**  
Bolton Croatia ■

**CZECH REPUBLIC**  
Bolton Czechia ■

**FRANCE**  
Bolton Solitaire ■  
Griffon France ■  
Rogé Cavaillès ■  
Bolton Food France ■■  
UHU France ■

**GERMANY**  
Saupiquet Deutschland ■  
UHU ■■

**GREECE**  
Bolton Hellas ■  
UHU Bison Hellas ■

**ITALY**  
Bolton Food ■■  
Bolton International ■  
Bolton Manitoba ■■  
Collistar ■  
Manetti & Roberts ■■  
Omia ■■  
Tri Marine Europe ■  
UHU BOSTIK ■

**THE 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**  
Bolton España ■■  
Bolton Food ■■  
Grupo Conservas Garavilla ■  
Tri Marine International Spain ■  
UHU España ■

**SWITZERLAND**  
Bolton Swiss ■

**OCEANIA**  
SOLOMON ISLANDS

**OCEANIA**  
**SOLOMON ISLANDS**  
National Fisheries Developments ■  
SolTuna ■■



Bolton Group manufactures and distributes a wide range of leading consumer products and holds an outstanding portfolio with more than 50 brands in the Food, Home Care, Adhesives, Personal Care and Beauty Care sectors. The Tuna Supply category completes the business areas.

With its product lines in large retailers, specialty stores, pharmacies and perfumeries, Bolton Group generates a turnover of more than 2.3 billion Euros.

## MISSION AND VALUES

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

**We are a multinational company and a family business**, with a market reputation for having a strong entrepreneurial culture. We have long since adopted a **Code of Ethics** that guides relationships with our collaborators, business partners and community, based on shared values that inspire our activities:



### ENTREPRENEURSHIP

We offer a challenging, interesting and gratifying workplace where creativity, promptness in seizing opportunities and ability to take calculated risk are encouraged and rewarded.



### PASSION TO BE THE BEST

Good is not enough: we strive for excellence in all our product and services. Our people at all levels are motivated to overcome challenges and seize opportunities to make the most out of any situation.



### COMMITMENT TO DELIVER

We are committed to delivering excellent results by offering more value to consumers and customers and by keeping our organization cost effective.



### HONESTY AND INTEGRITY

Acting with respect and fairness in all our dealings is at the core of our solid professional reputation.

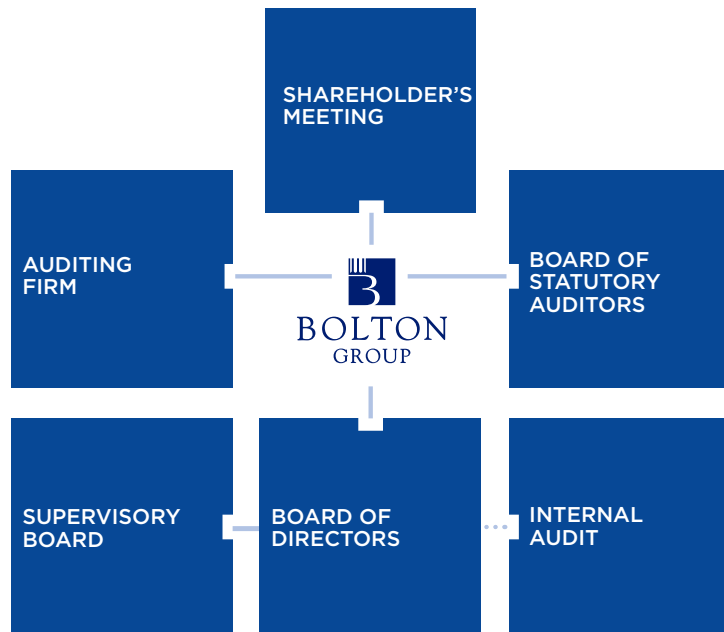


### SUSTAINABILITY

We promote a model of economic, social and environmental sustainability to protect our natural resources, now and for generations to come.

## OUR ORGANISATION

Bolton Group is the Group's operational holding, whose function is to provide leadership and guidance to our operating companies. The organisational structure is as follows:



## OUR BUSINESS UNITS



Bolton Group is a privately held company, whose Board is composed of: **Marina Nissim** (Executive Chairwoman), **Guy Noordink** (Vice Chairman), **Salomone Benveniste** (Managing Director) and **Giuseppe Morici** (Group CEO)<sup>2</sup>.

<sup>1</sup> 2019 acquisition

<sup>2</sup> Information updated at 30 June 2020 instead of 31 December 2019, following the entry of Giuseppe Morici to the Company's Board.



## ACQUISITIONS IN 2019

In 2019, our organisation saw a substantial increase in revenue, employees, manufacturing plants and fishing vessels due to the acquisition, in July, of 100% of the shares of **Tri Marine Group**, one of the main global players in the tuna supply chain, with important activities in fishing, processing and marketing of raw materials. The company employs more than 5,000 people, with offices in various locations around the world, three fish processing plants, and a fleet of 11 fishing vessels.

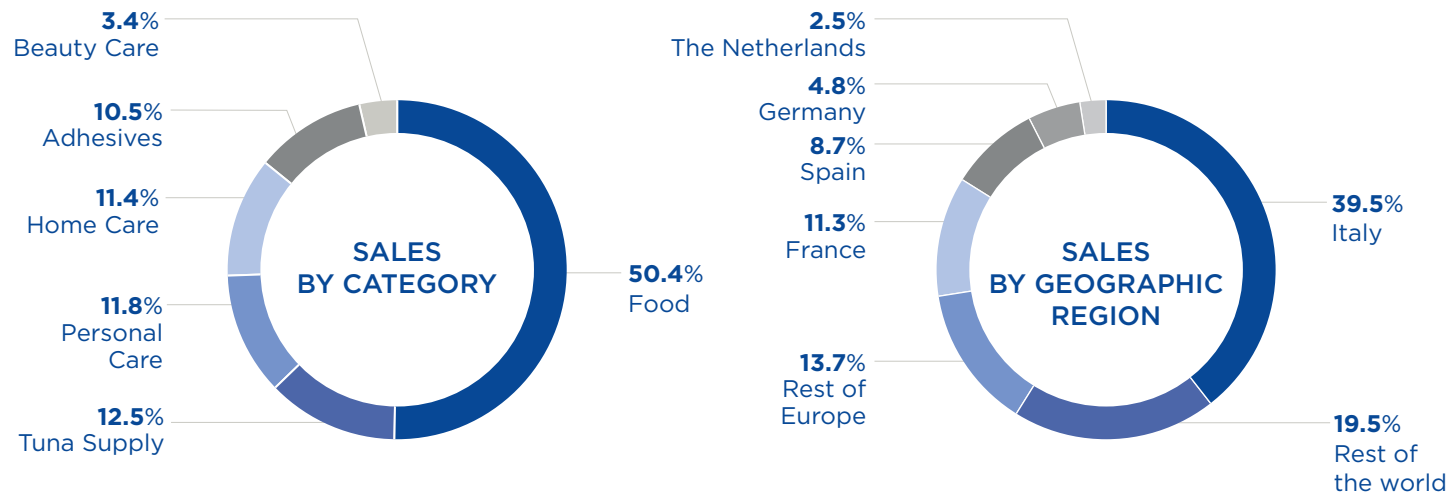
With this acquisition, despite maintaining a great diversification in its business areas, Bolton Group **consolidated its presence in the Food sector and the tuna supply chain in particular**, which is essential for ensuring access to raw material supplies, cost competitiveness, constant quality, transparency and traceability of the supply chain, and fishery sustainability.

In the Personal Care sector, another significant change was the acquisition of **M.G.A. S.p.A.**, owner **company of the Omia Laboratoires brand** and Italian leader in natural cosmetics. Omia Laboratoires carries a wide range of cosmetic products for personal care and hygiene, from deodorants to hair products and body and face lotions, many of which are organic certified. Omia is distributed in large-scale retailer chains and in the Personal Care sector.

In the Home Care sector, the acquisition of the **Deox brand** allowed the Company to enter the fabric softener segment, thus strengthening its presence in this market.

## THE MARKETS IN WHICH WE OPERATE

We generate **more than 60% of our revenue abroad**. The geographic diversification of distribution channels and activity sectors is a unique characteristic of the Group, and ensures growth and profitability. Food and Tuna Supply are the most relevant business areas, followed by Personal Care, Home Care, Adhesives and Beauty Care.

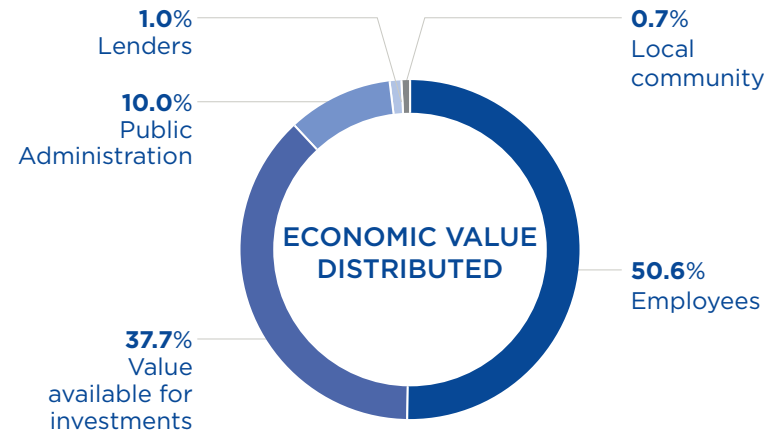


## THE DISTRIBUTION OF THE ECONOMIC VALUE GENERATED

The 2017-2019 three-year period confirmed positive economic returns, marking healthy and sustainable growth for the Group.



In 2019, total revenue increased by over 15% on 2018. This significant increase is mainly due to the acquisitions made during the year as outlined above. Our performance is positive also when considering the added value distributed to our stakeholders, which is computed as the difference between the economic value generated and the corporate operating costs. In 2019, we distributed 50.6% of the economic value generated **to our employees**, in the form of salaries, pensions and fringe benefits, whilst 10% was paid to the **Public Administration** as taxes and duties. 0.7%, amounting to over 4.2 million Euro, was destined to **the local community** in the form of sponsorships and donations that will be better described in the following chapter dedicated to our community schemes. 37.7% was the **value available for corporate investments** (provisions and retained earnings). Lastly, 1% was distributed to **lenders**, in the form of passive interest on loans and interests charges deriving from the application of the IFRS16 principle on rental, hire and leasing contracts.







## 2.0

### WE CARE ABOUT THE FUTURE

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## OUR SUSTAINABILITY PLAN

For Bolton Group, sustainability means acting responsibly towards the environment, people and the community. True to this outlook, our **We Care** sustainability plan is based on three pillars: **Sourcing, Production and People**.

In order to give a concrete form to our model we adopted an **OGSM** (objective, goals, strategy, and measures) strategic planning methodology, on the basis of which we defined the indicators, targets and projects that allow us to integrate sustainability into everything we do every day.

According to our sustainability strategy, the future and protection of **future generation** interests represent a priority that inspires all our actions. As part of our on-going commitment to sharing with external stakeholders, we have forged meaningful partnerships with the **WWF, Save the Children** and **Oxfam**, in order to permit a dynamic and constructive dialogue on current and future challenges.

We support the mobilisation of society and institutions to promote sustainable development models: in 2019 we joined the **CEOs Call to Action**, an invitation to top managers of European companies to contribute in the definition of the European Commission's **Green New Deal**, which was approved on December 11, 2019. This is a strategic plan to make Europe the first cluster of zero climate impact countries by 2050, through initiatives to promote pollution reduction, efficient use of resources, a clean and circular economy and the restoration of biodiversity.

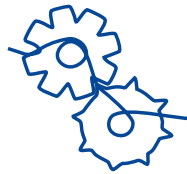


## WE CARE, OUR SUSTAINABILITY PLAN, IS BASED ON THREE PILLARS



### SOURCING

We guarantee the supply and sustainable use of **natural resources and raw materials**. We foster relationships with suppliers who operate according to a sustainable business model. We guarantee full transparency and traceability of our products and the protection of **human rights** along the supply chain.



### PRODUCTION

We implement a **circularity** approach to reduce **the environmental impact** of our manufacturing plants by limiting emissions and consumption of materials and energy, and reducing waste. We strive constantly to improve the **quality** of our products.



### PEOPLE

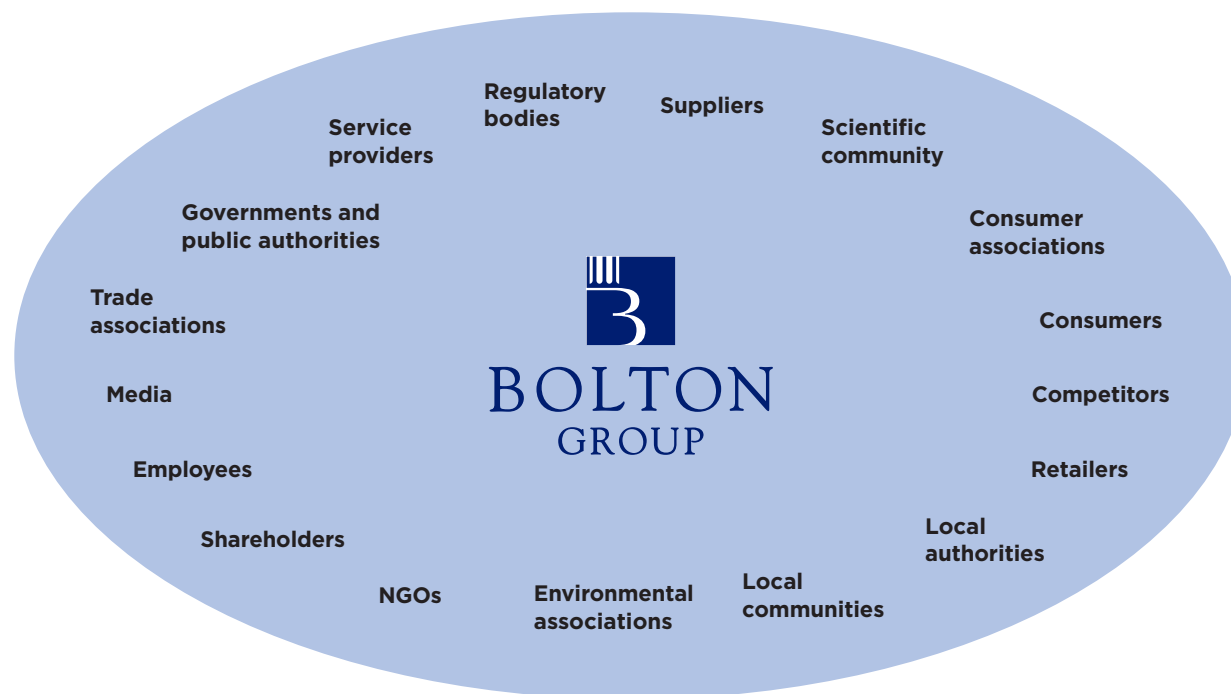
We empower **our people** with training programmes and maintain a healthy, safe and stimulating work environment. We listen to **consumers**, by providing increasingly sustainable products. We work for **communities** with projects supporting scientific research, the environment and culture, and we take action in emergency situations. We promote **school education** with the “*We Care for Child Education*” programme.



## OUR STAKEHOLDERS AND THE MATERIALITY MATRIX

### THE RELATIONSHIP WITH STAKEHOLDERS

In order to manage its business responsibly, Bolton Group considers it essential to maintain a dialogue with the stakeholders related to the Group, the individual Business Units or both, depending on the category they belong to. Interactions with the different categories of stakeholders shown here continued during 2019, in order to ensure that the different needs were considered as equitably as possible across the Group. More specifically, in line with the sustainability path described in the “Our Sustainability Plan” section, Bolton Group has focused its attention on the **engagement of representatives from the scientific community and non-profit sector**.



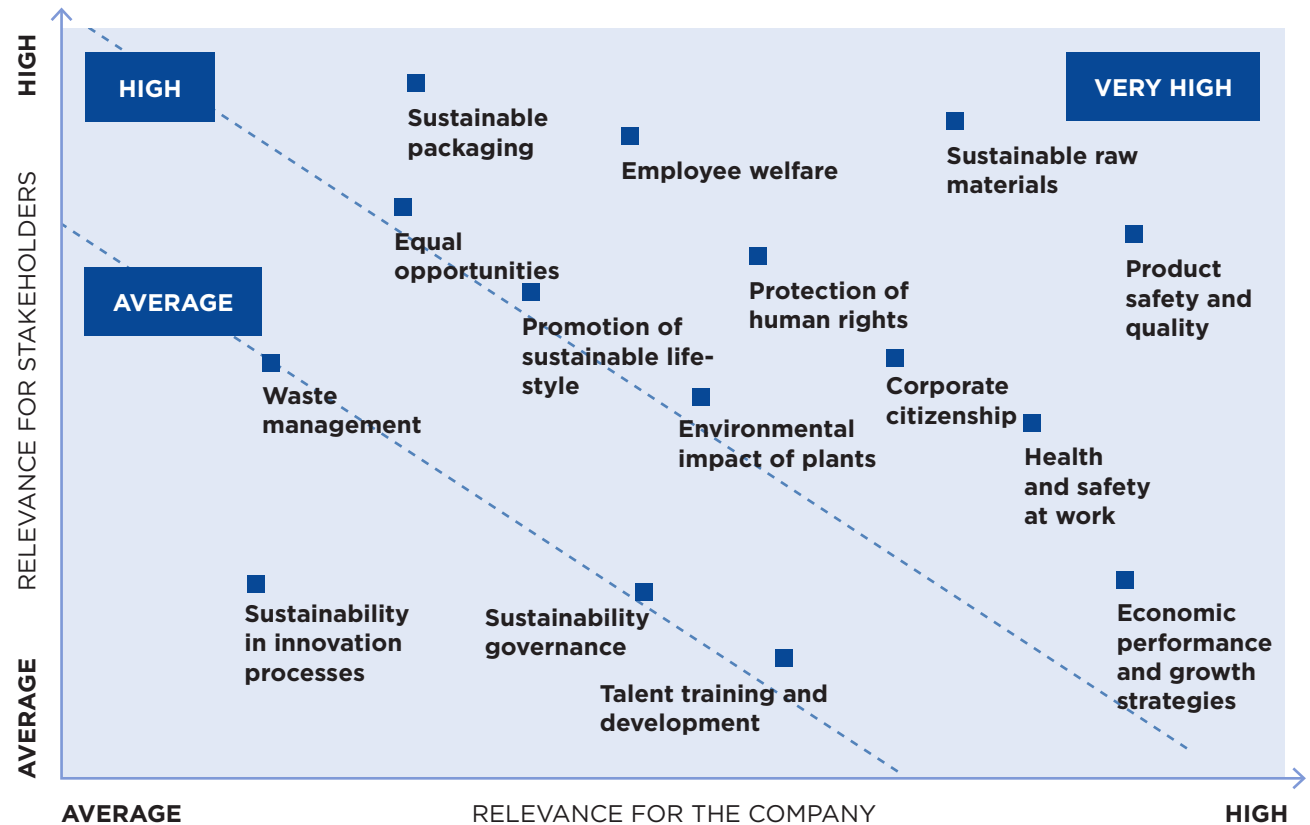
With regard to the environmental impact associated with manufacturing activities and use of our products by consumers, we have set up special partnerships with **world-class universities** to improve our environmental footprint. Furthermore, as part of an active partnership since 2016, the working table with **WWF** continued its activities with special focus on plastic and packaging.

A second area in which exchange with stakeholders is vital, includes the involvement of non-profit social organisations in the developing countries in which we operate, with the aim of increasingly taking into account workers' rights and the well-being of local communities.

## THE MATERIALITY MATRIX

Materiality shows how relevant an aspect or indicator is for the company. Materiality is calculated by taking into account the internal relevance for the company and the relevance that such factors hold for stakeholders and therefore for the external context.

In order to establish the material aspects for Bolton Group, we carried out a **materiality analysis in accordance with GRI guidelines**. We identified the main themes, starting from an internal assessment of the Group's business and subsequently enhancing it with a benchmarking analysis. This analysis resulted in the definition of the matrix shown here. As regards 2019, although Bolton Group's matrix remains unchanged compared to that for 2018, due to the organisational changes resulting from the acquisition of Tri Marine in 2019, we are committed to further ensuring its adequacy in view of future reporting. Consequently, this document does not include the sustainability performance for Tri Marine during the three-year period considered in the report.



## SUSTAINABLE DEVELOPMENT GOALS

The aspects considered relevant by stakeholders and Bolton Group are reflected in the **Sustainable Development Goals (or SDGs)**<sup>3</sup>. As for the materiality matrix, the SDGs we consider most relevant for our activities and on which we focus our commitments for the future remained unchanged from the previous year and are as follows:



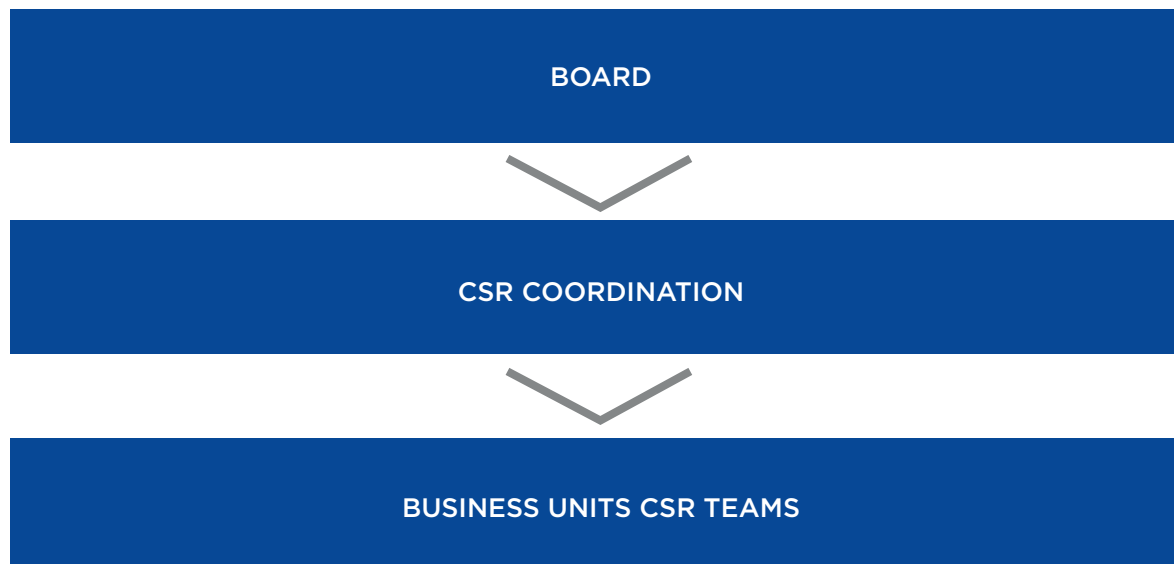
<sup>3</sup> Introduced by the United Nations in 2015 as a call to action for all public and private players at global level, SDGs aim to meet the challenges posed by climate change and reduce all forms of poverty and inequality, to ensure the long-term economic, environmental and social sustainability of human communities.

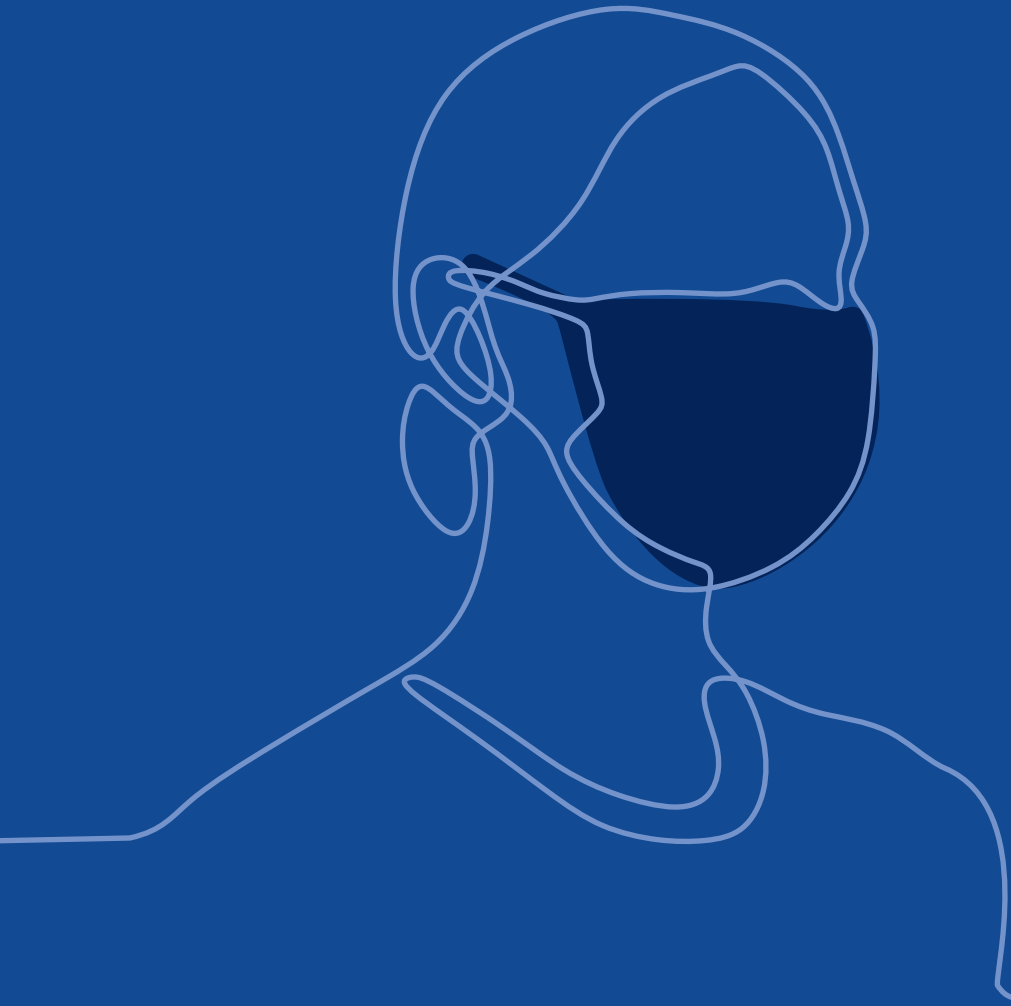
## SUSTAINABILITY GOVERNANCE

Bolton Group's sustainability governance model finds its apex within the **Group's Board** and involves management and executive functions in different areas of activity. The central CSR function coordinates the representatives of the Group's different Business Units, who report directly to the Heads of the Business Units. The central function and the CSR representatives of the Business Units work together on common projects in order to pursue the goals set by the *We Care plan*, with meetings every three months and dedicated working groups. Every year, the Board approves the sustainability plan, goals, related actions and performance indicators, supervising their implementation with regular meetings throughout the year.



### CSR GOVERNANCE





**3.0**  
OUR COMMITMENT  
DURING  
THE COVID-19 CRISIS





## OUR COMMITMENT DURING THE COVID-19 CRISIS

The unexpected COVID-19 crisis has had a huge impact on our daily lives. At Bolton Group, we felt a **responsibility** to guarantee our people the utmost **safety** in the workplace whilst ensuring the **continuity of operations** in order to make our products available to families.

In addition to timely compliance with all provisions issued by the Authorities, we appointed an **Internal Crisis Monitoring Committee** that, in conjunction with all Group companies in Italy and abroad, has constantly followed the development of the situation, identifying prevention and health protection measures to reduce the risk of infection. This has entailed **specific measures** regarding distancing, reduction of manufacturing levels in order to adapt the space available and creation of separate facilities, sanification operations, use of personal protective equipment, and the activation of smartworking, where possible. We have always guaranteed our employees full pay and have provided them with all the tools required to ensure safety when working from home (ergonomic chairs, headsets and extra monitors). Our manufacturing site staff's commitment to guaranteeing business continuity during the most challenging times was outstanding, and we rewarded this dedication with **bonuses amounting to more than 2.5 million Euros**.

However, our responsibility toward people does not stop with our employees.

**The work of the Bolton Hope Foundation represents another way in which we have always been close to the communities** in and with which we work, and we have decided to support those in the front line in the fight against the virus and those who are most vulnerable, such as children and disadvantaged families. We have made a 2 million Euro donation to the Mutual Aid Fund of Milan City

Council and to the Milano Aiuta Fund, for interventions in support of culture and the most vulnerable groups of populations, especially those affected by the economic crisis caused by the COVID-19 pandemic.

We have made donations **amounting to more than 6 million Euros** to help **hospitals, organisations and associations** in the areas in which we operate and those worst hit by the emergency. We have helped 9 hospitals in Italy and 5 abroad (in Spain, Ecuador, Morocco, and Greece) to purchase machines and equipment for intensive care units, in particular ventilators and other medical equipment. In Italy and Spain, we have helped the Red Cross purchase personal safety gear, and have helped the local Food Bank with a food donation for the local population. Our employees also took part in an initiative to raise further funds for the Bolton Hope Foundation, Red Cross, European Food Bank Federation, and associations for Scientific Research at local level, such as in France.

Together with **Save the Children**, our historic partner in promoting the right to a school education, we took immediate action during the first stage of the crisis by providing material support to disadvantaged families in Italy and Spain, providing students with tablets and Wi-Fi connections and training 2,000 teachers on distance learning. We subsequently joined the "Let's rewrite the Future" campaign aimed at countering the loss of learning and study motivation caused by the prolonged closure of schools.





## 4.0 SOURCING

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## OUR APPROACH

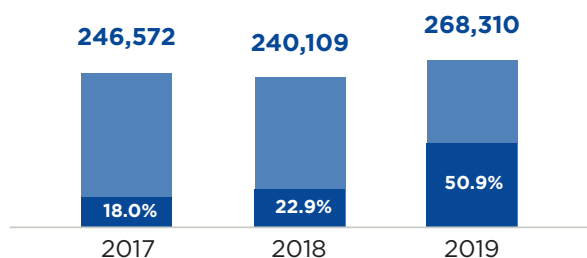
The sustainability of a product stems not only from the impact of its manufacturing and disposal, rather it starts with a well-informed choice of the raw materials used. This is why sourcing, namely the responsible supply and use of natural resources and raw materials, represent the first pillar of our sustainability strategy.

 <b>OUR STRATEGIES</b>	 <b>OUR GOALS</b>	
<p><b>We are committed to using more sustainable raw materials</b></p>	<p><b>100% of relevant raw materials</b> covered by sustainable procurement policy</p>	
<p><b>We work to reduce the environmental impact of packaging</b></p>	<p><b>100% recyclable or compostable</b> packaging</p>	
	 <p><b>PAPER</b> Use of 100% <b>recycled paper</b> or paper from sustainable sources</p>	 <p><b>PLASTIC</b> • Elimination of disposable plastics<sup>4</sup> • Increase in the use of <b>recycled or bio-based plastic</b></p>
<p><b>We promote human rights throughout the supply chain and include sustainability criteria in our choice of suppliers</b></p>	<p><b>Greater supervision and controls</b> in our factories and those of our main suppliers</p>	

<sup>4</sup> In food products.

## OUR PERFORMANCE

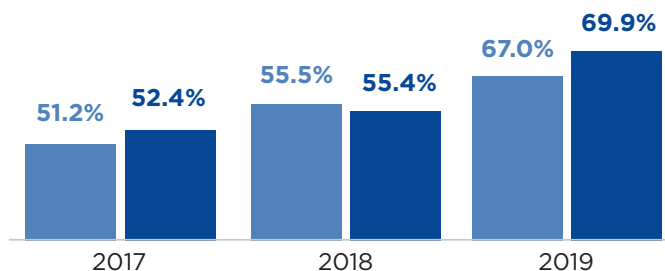
TOTAL VOLUME OF RAW MATERIALS AND RAW MATERIALS COVERED BY POLICIES.



■ Total raw materials (t)  
■ Of which, covered by sustainability policies (%)

More than 50% of our raw materials are covered by specific sustainability policies that govern their procurement. This share refers primarily to the Food sector (tuna, mackerel, and sardines) and has grown over the past 3 years.

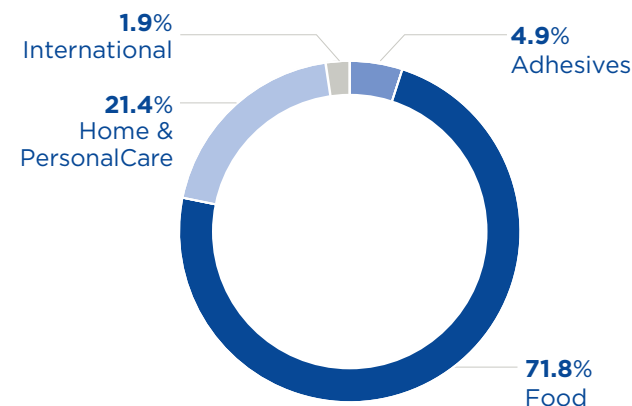
RESPONSIBLY SOURCED FISH RAW MATERIALS AND FOCUS ON TUNA



■ Total responsibly sourced fish raw materials  
■ Responsibly sourced tuna

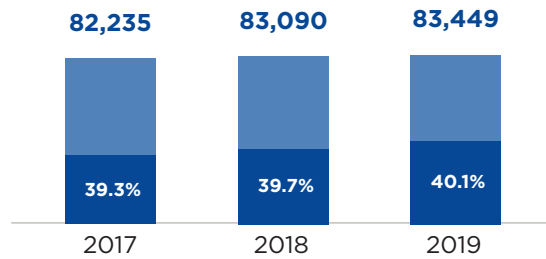
The chart shows the share of fish raw materials (tuna, mackerel, sardines, and salmon) that are responsibly sourced, i.e. from fishing areas or farms with MSC (Marine Stewardship Council) certification or Robust FIPs (Fishery Improvement Projects), and a focus on tuna.

RAW MATERIALS CONSUMED ACCORDING TO BUSINESS AREA IN 2019



The main raw materials consumed are: tuna and vegetable oils for food products, and surfactants for products with a chemical formulation.

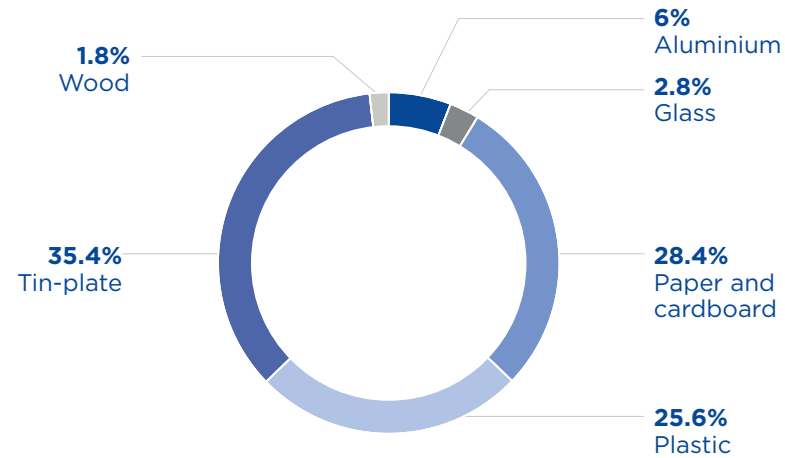
**TOTAL VOLUME OF PACKAGING AND RECYCLED, CERTIFIED OR BIO-BASED PACKAGING**



■ Total packaging (t)  
■ Of which recycled, certified or bio-based (%)

The total consumption of packaging includes paper, plastic, metals and other materials, as shown in greater detail in the chart above. In keeping with our commitment to improving the sustainability profile of our products, packaging from recycled, certified materials (e.g. according to the standard FSC®, Forest Stewardship Council, for paper) or bio-based materials (e.g. plastic from plant sources) has followed an increasing trend over the last three years and accounts for more than 40% of the total.

**PACKAGING USED ACCORDING TO TYPE**



The materials most used in packaging are aluminium and tin-plate, which is used mainly for food products. They are followed by paper and plastic, which are used mainly in Home & Personal Care.



## OUR MAIN PROJECTS

### THE CHOICE OF SUSTAINABLE RAW MATERIALS

The sustainability of a product can be defined from the design stage. The choice of raw materials is a fundamental step towards making sure that the final product complies with criteria regarding the protection of the environment from which the resources were sourced, and consumer safety.

With this in mind, in 2019 we started to develop the Bolton Group's **Raw Materials Policy**. Given our Group's diverse business areas, the rules for the management of raw materials include some guidelines to which our Business Units (Food, Adhesives, Home & Personal Care, and Beauty Care) can refer for the future development of their raw material-specific policies.

The general goal is to define, on the one hand, which ingredients we no longer want to use, because they are considered critical from an environmental and / or safety point of view, and, on the other, to establish procurement criteria to elevate the degree of sustainability of our raw materials.

Although the Group's policy will be made public in 2020, it is already guiding the work of our companies: in 2019 we worked on the development of certain Business Unit-specific policies, such as the Policy on red meat, the second one in Food business, after the Policies on tuna, mackerel, salmon, and sardines. The policy includes the criteria that we ask our suppliers to comply with in farming activities relating to different aspects, such as animal welfare and the reduction of environmental impacts.

### MORE SUSTAINABLE FORMULAS

The numerous projects for improving raw material sustainability relate to all of the categories in which we work.

In the Adhesives division we have developed **Wood Max**, a high-quality construction wood adhesive with a unique polymer-based, polyurethane and solvent-free formula. To highlight the uniqueness and level of innovation of this product, the Wood Max formula recently obtained a patent from the Eurasian Patent Organization while the European patent is pending.

Work to improve the sustainability of our products also continued in the Home & Personal Care division, with the use of natural ingredients that are safe for human health and the environment. 99% of the household

detergent **Carolin Nature** is of natural origin, essential oils are used in the formulation of the fragrance, all surfactants are of natural origin, there are no preservatives, and the formula is dermatologically tested.

We are committed to developing sunscreen products that are not harmful to the marine environment. More specifically, since 2019, the **Bilboa Face** range has included low-impact sunscreens on marine biodiversity that do not contain octinoxate or oxybenzone, recognised as responsible for bleaching coral.

As a further demonstration of the level of attention we dedicate to the marine ecosystem, in the Beauty Care division, **Collistar** has launched a research project in partnership with the Università Politecnica delle Marche aimed at developing a new line of sunscreen products of which 55% are already eco-compatible.

Natural ingredients now account for 97% of the formulation of the Rogé Cavallès extra-gentle intimate cleanser formulation, which contains no soaps, sulphates, or PEG5<sup>5</sup>, and includes only safe preservatives that are used in the food industry. These features have been recognised by the popular French app Yuka that ranks product sustainability and safety and gave the product its highest rating.

Lastly, the 2019 acquisition of the **Omia Laboratoires** brand bears witness to the importance we place on obtaining increasingly natural formulations. All the formulas of these cosmetic and personal care and hygiene products are based on natural ingredients, with a quality that is recognised by the market, and are developed in dedicated research laboratories.

<sup>5</sup> Petroleum-derived emulsifier used in cosmetics, criticised for its potential health risks.



99%

OF CAROLIN NATURE DETERGENT  
INGREDIENTS ARE OF NATURAL ORIGIN



97%

OF ROGÉ CAVAILLÈS EXTRA-GENTLE INTIMATE  
CLEANSER INGREDIENTS ARE OF NATURAL ORIGIN





### SUPPLY CHAIN TRANSPARENCY

One of our commitments regards supply chain traceability, the sustainability of which must be tangible from a social as well as an environmental point of view.

This is why the Food division has long since adopted an advanced fully-digitalised traceability system that complies with the **ISO 22005:2008 standard**. The system provides for the traceability of every single can of tuna, from the fishing area to the supermarket shelf. The fishing batch data include the tuna species, fishing vessel, fishing areas, and methods employed, as well as indicating whether fishing took place in **MSC** certified areas or the fishing batch came from a fishery where improvement practices (**FIP - Robust FIP**) are implemented to achieve more sustainable fishing. Furthermore, since October 2017, an automatic integration between the Suppliers Portal and internal traceability systems at the Cermentate plant has been available, allowing us to automatically print information on provenance and fishing methods on the outer packaging at the time of production.

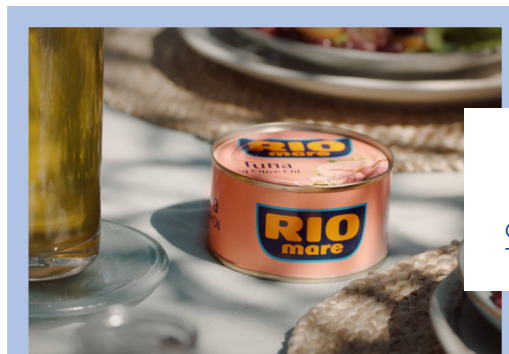
As far as traceability is concerned, we have joined the WWF and Navama project for improving fishing management worldwide, enabling greater transparency, and increasing knowledge on sustainable fishing practices. As part of this project, every six months we publish the navigation data of our fishing vessels on the site [transparentsea.org](https://transparentsea.org). We are the first Group to have made navigation data available, a further testimony to our commitment to transparency, especially at the procurement stage.

Supply chain transparency is also essential in cosmetics. Our **Collistar** brand products are manufactured using only Responsible Mica Initiative-certified mica, in an effort to ensure that the mica supply chain is responsible, and to promote decent working conditions that respect human rights.



The **Marine Stewardship Council (MSC)** is an international, independent, non-profit organisation whose mission is to **safeguard marine resources** and promote a **sustainable management of fishing**. To achieve this, it has developed a sustainability standard for appraising whether a fishing activity is well managed and sustainable. This certification takes into consideration three key principles:

1. Tuna stock sustainability and health
2. Minimisation of environmental impact and application of fishing best practices
3. Effective and transparent management of fishing activities.



## ISO 22005

CERTIFICATION FOR THE FULL TRACEABILITY OF THE TUNA SUPPLY CHAIN





**Fishery Improvement Project (FIP)**

In order to be labelled “robust”, an FIP must meet specific criteria: it must be appraised by an external auditor, **launched Publicly**, implemented according to the FIP guidelines, and must include an **improvement plan for the future**.

**SUSTAINABLE FISHING AND PARTNERSHIP WITH THE WWF**

In 2019, we were among the **founding members of the International Seafood Sustainability Foundation (ISSF)**, a global non-profit organisation that brings together the most authoritative scientists and marine biologists, as well as several NGOs, including WWF International. The ISSF pursues the goals of conservation and a sustainable use of tuna fish, through practices based on solid scientific data and the cooperation of all the players in the tuna industry. More specifically, the ISSF recently promoted the adoption of two new conservation measures: the first, which is aimed at improving the transparency of players in the fishing industry, requires the public disclosure of the percentages of procurement sources; the second, which is aimed at spreading FAD (Fishing Aggregating Device) management practices, requires that operations are conducted exclusively with purse seiners that adopt public FAD management policies.

In 2019, 67% of fish caught was sourced from responsible procurement, with tuna fish reaching 70%. This important result was achieved thanks to the recognition of the procurement in Indonesia for handline and pole & line as “robust” FIPs. This allowed a significant step forward in our roadmap toward the goal of using exclusively tuna caught in fisheries that are either MSC-certified or involved in “robust” FIPs by 2024, thereby helping to increase the diversification of fishing areas and methods used.

As part of **the partnership with WWF** Italy and WWF International regarding the responsible procurement of marine resources, which involves our brands Rio Mare, Palmiera, and Saupiquet, in 2019 we dedicated special attention to education on sustainable consumption by means of communication campaigns on the Web and at points of sale, highlighting the importance of MSC certification and joint initiatives to improve the sustainability of fishing. The communication campaign, which initially started in Italy, has been extended to Austria, Croatia and Slovenia.



**70%**

RESPONSIBLY SOURCED TUNA

**63%**

RESPONSIBLY SOURCED MACKEREL

**49%**

RESPONSIBLY SOURCED SARDINES





## TOWARDS A LOWER IMPACT OF PACKAGING

In an international context that is particularly sensitive to the development of sustainable manufacturing and consumption models, including circular economy-oriented models, at Bolton Group we are committed to reducing the environmental impact of packaging by developing sustainable solutions.

In 2019, we adopted the **Packaging Policy**, defined according to the guidance issued by internationally recognised bodies such as the Ellen MacArthur Foundation. The policy establishes the criteria that all our brands must comply with in order to afford an increasingly sustainable management of the most used packaging materials: paper, cardboard, plastics, and metals (aluminium and tin-plate).

Our approach for a responsible management of packaging materials follows the “5Rs” approach to identify the key drivers in order to contribute to the circular economy.



Source: Bolton Group Packaging Policy 2019

### Nordic Swan Ecolabel

The [Nordic Swan Ecolabel](#) was launched in 1989 by the Nordic Council of Ministers (uniting Denmark, Norway, Sweden, Iceland, and Finland) with the aim of creating a labelling system to **promote the consumption of eco-sustainable products**. Nordic Ecolabel takes into consideration the entire product life-cycle, energy and water consumptions, raw materials sources, chemical components, and waste materials.

### TOWARDS A LOWER IMPACT OF PACKAGING

**UHU ReNATURE**, including the UHU stick and UHU twist & glue, is our line of adhesive products designed to accommodate sustainability transversally, from formulations to packaging.

In 2019, we continued working on UHU ReNATURE twist & glue, today's first glue in a container made of 88% bio-plastic coming from materials of natural origin and 90% recycled cardboard packaging. Furthermore, 70% of the solvent-free formulation consists of natural ingredients (including water) compared to a traditional container of UHU ReNATURE twist & glue: this means a 46% reduction in CO<sub>2</sub> emissions and a 45% reduction in the fossil fuels used for manufacturing<sup>6</sup>.

Since 2014, the UHU ReNATURE range has received numerous international awards for our commitment towards sustainability, and in 2019 for the second year running, UHU ReNATURE twist & glue received the Green Brands award for sustainable brands, initiatives and companies.

UHU ReNATURE twist & glue has also been awarded the Nordic Swan Ecolabel, one of the most authoritative sustainability endorsements in Nordic countries. Its goal is to reduce the environmental impact of products, from manufacturing through to consumption, to help consumers choose more sustainable alternatives. In order to put this recognition into context, it must be considered that UHU ReNATURE twist & glue is the only adhesive product in the stationery category to have received this endorsement.

### USE OF RECYCLED PLASTIC

In line with our Policy on packaging, we are progressively increasing the quantity of recycled plastic in our packaging. The key projects in 2019 focused mainly on laundry and home care products. During the year we launched the new **WC Net Natural Power** bottle, made of 50% post-consumer recycled plastic, whilst Style rim-blocks are made of 100% recycled plastic (rPP). In France, we launched a new **Carolyn Nature** detergent bottle, made of 100% fully-recyclable rPET.

<sup>6</sup> Compared to the average standard UHU stick throughout its entire life-cycle (elaborated by denkstatt/Vienna, April 2013).



1st

ADHESIVE TO OBTAIN  
THE NORDIC SWAN ECOLABEL





Overall, in 2019, we introduced into our Home & Personal Care products 60 tonnes of post-consumer recycled plastic (equivalent to the weight of about 50 cars).

In the Adhesives sector, we continue our efforts to favour recycled materials over virgin plastic, a commitment that, in 2019, resulted in post-industrial recycled plastic amounting to 11% of all our plastic packaging.

### REDUCTION OF PACKAGING WEIGHT

Building on what we had already achieved, we have further reduced the weight of our packaging.

This commitment was acknowledged by the Prevenzione Conai 2019 initiative that awarded three projects: the substitution of the outer packaging of **Somatoline Cosmetic Sachets**, allowing us to reduce the weight of the cardboard used by 40% and increase the number of sachets contained in a pallet; the change in shape of the **WC NET rim blocks** display rack and of **the Vetril and Smac triggers**, which allowed us to reduce the weight of the paper materials used by 20% and increase the number of products displayed on the rack.

Lastly, Rio Mare received the CONAI award for the fourth consecutive year, also receiving the “Special Award” for the reduction in the aluminium used in **Insalatissime Rio Mare** packaging, by reducing the thickness from 0.24 mm to 0.22. This latter initiative allowed us to save a total of 30 tonnes of aluminium. In 2019, the amount needed to manufacture approximately 2.9 million cans.

In addition, by eliminating a component in **Collistar** branded products, we saved about 150 Kg of aluminium in packaging, the equivalent of approximately 75 bicycle frames. We have also eliminated the body spatula from all scrubs, resulting in a 457 kg reduction in plastic used compared to 2017, equivalent to about 40,000 half-litre water bottles.

Finally, the weight of our **Neutro Roberts** bath foam bottles was reduced by 10%, leading to a saving of 38 tonnes of plastic, equivalent to approximately 3,800,000 half-litre plastic bottles.



**+60**

TONNES OF RECYCLED OR BIOBASED PLASTIC USED IN HOME & PERSONAL CARE

**-30**

TONNES OF ALUMINIUM THANKS TO THE REDUCTION IN THE THICKNESS OF INSALATISSIME RIO MARE CANS

**-38**

TONNES OF PLASTIC THANKS TO THE REDUCTION IN THE WEIGHT OF THE BOTTLES USED FOR NEUTRO ROBERTS BODY WASH



### ZERO DEFORESTATION PAPER

In 2019, we achieved the important goal of using exclusively zero-deforestation paper (certified FSC® or recycled) for Collistar packaging. Furthermore, across the entire Somatoline Cosmetic Corpo range, we have eliminated the plastification of boxes and information leaflets, and use certified paper only. The FSC® brand identifies those products that include wood sourced from responsibly managed forests according to rigorous environmental, social, and economic standards.

In the Collistar portfolio, in line with our sustainability policy on packaging, we have eliminated the information leaflet for certain products, with a 40% reduction in information leaflets amounting to 10 tonnes of paper (for the manufacture of which it would have been necessary to fell about 25 trees). Where the information leaflet is still present, we use FSC® certified paper. Furthermore, also for the Simmenthal brand we have reached the important achievement of using exclusively zero-deforestation paper (FSC® certified or recycled) for the packaging of all the products in the portfolio.

### RECYCLABILITY OF PACKAGING

True to our Packaging Policy, we identified certain reference criteria in the design stage, with a view to offering products **with recyclable packaging**.

To this end, we have introduced a pre-cut on almost all the bottle labels of our home care product lines, to allow their removal before disposal of the container for separate waste collection. This allows us to implement a more virtuous recycling process, with greater guarantees of efficiency and purity of the raw material. Our goal is to use only pre-cut sleeves by the end of 2020.

In the Beauty Care sector, we introduced a Collistar **Silk Effect Bronzing Powder** display rack made of FSC® certified paper, 100% recycled corrugated cardboard, and pure biodegradable cellulose lamination. All rack components can be separated to allow for appropriate disposal. Finally, the rack is provided with clear indications on how the components should be separated.



100%

RECYCLED OR FSC® CERTIFIED PAPER FOR  
THE COLLISTAR BRAND







## HUMAN RIGHTS

Human rights are a particularly poignant topic in the fishing industry.

In Spain, our Isabel tuna brand was the first brand in the world to obtain [APR - AENOR](#) certification. This certification ensures controls over all aspects of fishing, from safety to the best social and working conditions, according to International Labor Organization (ILO) standard 188. It also ensures that tuna fishing is part of a comprehensive improvement programme, in order to follow the most advanced environmental practices, prevent illegal fishing and ensure maritime and food safety according to European standards.

In 2019, we drafted two fundamental policies on fishing. Both were made public, shared with and adopted by all of our suppliers. The [Tuna Fish Policy](#), which was updated in 2019, governs fishing activities and all related aspects, by establishing clear criteria based on the ISSF's conservation measures on

environmental impact, namely the choice of the most sustainable fishing methods, as well as on respecting human rights along the entire chain.

The [Vessel Code of Conduct](#), edited according to the principles issued by the ILO convention and the Seafood Task Force, provides rules regarding respect for human rights and protection on-board ships, by identifying a set of criteria, such as the freedom of association, minimum salary, and the prevention of child labour, which all suppliers commit to comply with.

Human rights require special attention in the fishing industry; however, our commitment on this matter is central to the entire Group. We have shared the [Group's Policy on Human Rights](#) with all employees, customers and suppliers. More specifically, every year the latter are involved in a monitoring process involving specific appraisal activities, in order to ensure compliance with the criteria defined in the Policy for performance assessment.

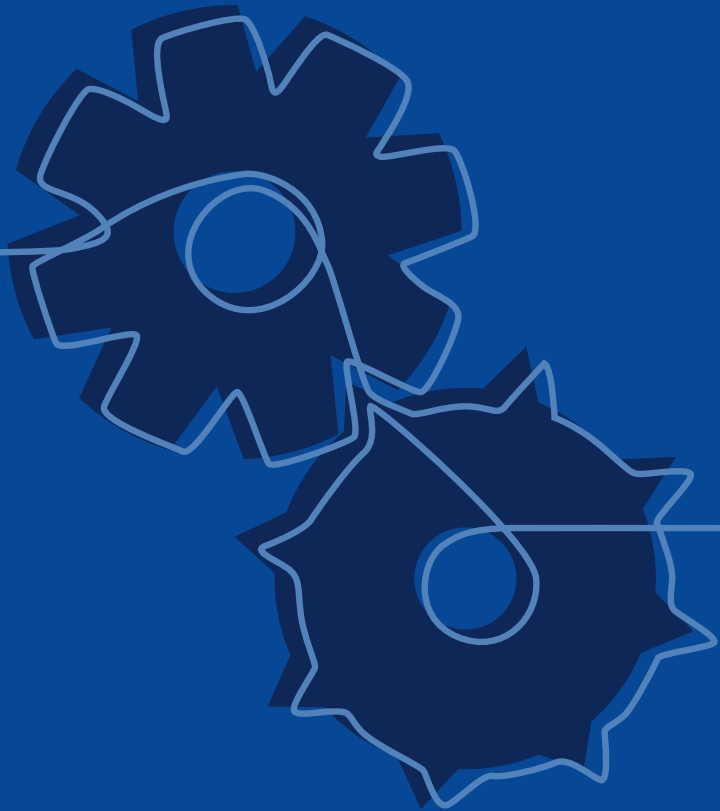
# 2019

ADOPTION OF THE VESSEL  
CODE OF CONDUCT



# 1st

IN THE WORLD, THE ISABEL BRAND HAS OBTAINED  
APR (ATÚN DE PESCA RESPONSIBLE) CERTIFICATION



## 5.0 PRODUCTION

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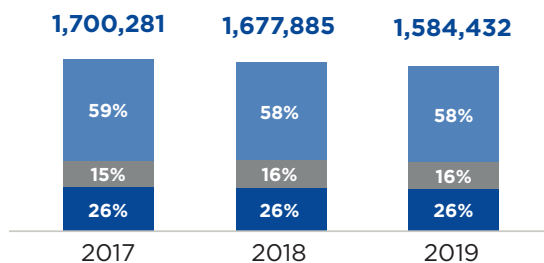
## OUR APPROACH

We increasingly focus on innovation and production processes, to achieve the goal of manufacturing quality products by means of sustainable production and low environmental impact processes.

 <b>OUR STRATEGIES</b>	 <b>OUR OBJECTIVES</b>
<p><b>We incorporate sustainability into our innovation processes</b></p>	<p><b>Launch of new products with ingredients and packaging that have been optimised</b> from an environmental standpoint</p>
<p><b>We maximise waste recovery</b></p>	 <p><b>100% recycled or recovered waste</b> (Zero Landfill goal)</p>
<p><b>We improve the environmental impact of our plants and fishing vessels</b></p>	<p><b>Reduction of CO<sub>2</sub> emissions</b> by using electrical energy from renewable sources only, and improving the energy efficiency of our manufacturing plants</p>
<p><b>We are adopting ISO management systems</b></p>	 <p><b>100% of plants certified</b> according to the main ISO standards (ISO 9001, ISO 14001, ISO 50001)</p>

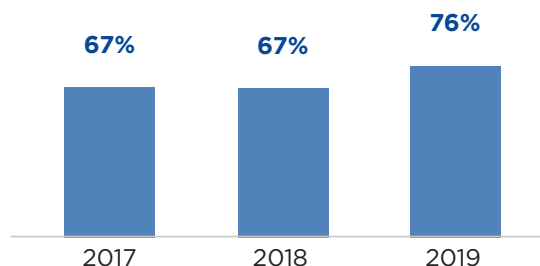
## OUR PERFORMANCE

TOTAL ENERGY CONSUMPTION (GJ)



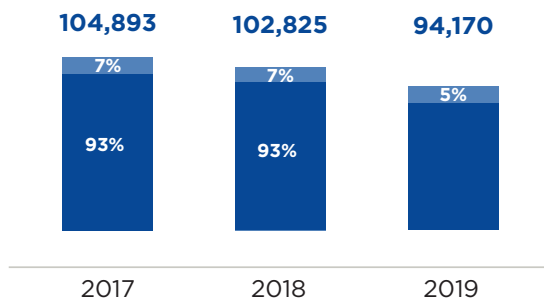
■ Natural gas  
■ Electrical energy  
■ Other fossil fuels

ELECTRICAL ENERGY FROM RENEWABLE SOURCES



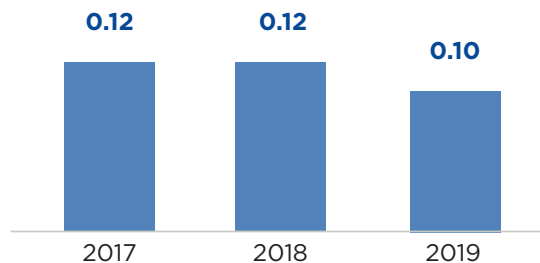
The use of fossil fuels, mainly for navigation of the 7 company fleets, accounts for more than 58% of our total energy consumption; 26% is represented by natural gas and the remaining 16% by electrical energy. 76% of the latter comes from renewable sources. The increase compared to 2018 derives from the conversion to renewable sources of three Group plants, two Food and one Adhesives.

CO<sub>2</sub> EMISSIONS (tCO<sub>2</sub> eq)



■ SCOPE 1 ■ SCOPE 2

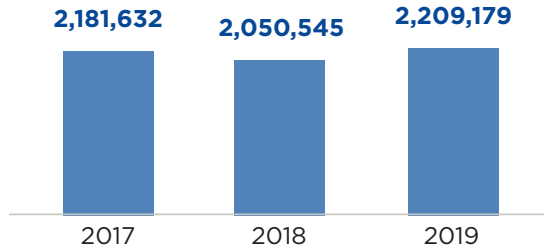
CO<sub>2</sub> EMISSIONS PER FINISHED PRODUCT (tCO<sub>2</sub> /t)



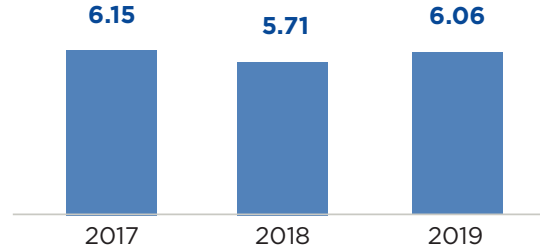
The overall reduction in CO<sub>2</sub> emissions (Scope 1) is due to the reduction of fishing routes. By implementing projects aimed at efficient consumption and using electrical energy from renewable sources, we were able to reduce the CO<sub>2</sub> emissions (Scope 2) and the emission intensity index that measures the emissions of our manufacturing plants in relation to the total production.



TOTAL WATER CONSUMPTION (m<sup>3</sup>)

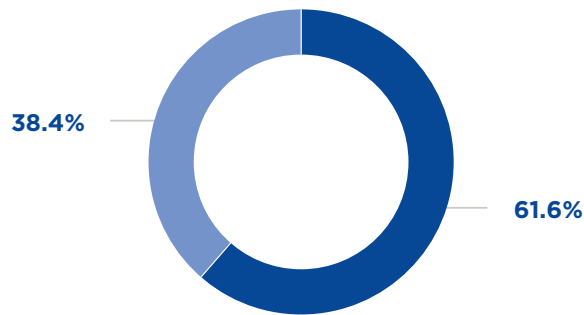


WATER USED PER FINISHED PRODUCT (m<sup>3</sup>/t)



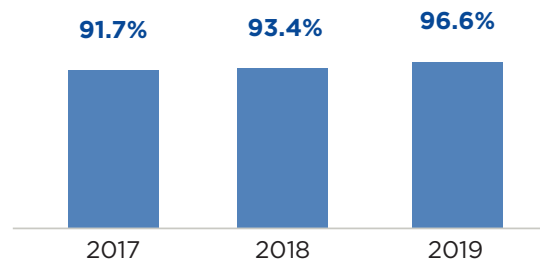
Despite following a decreasing trend until 2018, in 2019 we experienced an increase in water consumption. This was due mainly to the contamination of the municipal water supply in Ecuador caused by excessive rainfall, an increased use of water for improving the quality of certain food products, and the building of a new osmosis system in one of our Food plants. The Water Intensity Index, which measures the quantity of water used per finished product, consequently increased.

HAZARDOUS AND NON-HAZARDOUS WASTE



■ Non-hazardous waste  
■ Hazardous waste

RECYCLED OR RECOVERED WASTE



Much of our waste derives from the manufacture of food, and consequently the majority is non-hazardous. The quantity of waste recycled or recovered, and therefore not destined to a landfill, increased over the last three years and in 2019 accounted for almost 97% of total waste.

## OUR MAIN PROJECTS

### REDUCTION OF CONSUMPTION

#### ENERGY CONSUMPTION

In 2019, we carried out several initiatives to make our manufacturing plants more efficient and sustainable.

Thanks to the new **tri-generation system**, at the Cermenate Rio Mare manufacturing plant we can now self-generate electric, thermal and cooling energy. The idea was born in 2017 as a brainchild of the Engineering department to reduce energy costs and the environmental impact resulting from the use of traditional fuels. The initiative involved a number of specialised firms in order to identify the technical solution best suited to the characteristics of the system: a medium-

to-large tri-generator in relation to the installed base in Italy, with approximately 2,700 kW electrical, 900 kW thermal, and 1,100 kW cooling power. The heat resulting from the production of electricity is recovered by a boiler to generate steam and by a system for the production of chilled water, thanks to an optimised use of energy and natural gas. This initiative has allowed a 5% monthly saving in electricity. In addition, the tri-generator **allows the self-production of more than 50% of the electricity needed each month.**

We have adopted several measures to reduce energy consumption also at the Home & Personal Care manufacturing plant in Nova Milanese, dedicated to home and laundry care products. In our assembly lines we have installed a sleeve machine to apply labels and stickers, which now **works on steam produced using methane gas instead of electricity** and in the compressors room a new automatic system makes it possible to optimise their use according to actual needs. As regards lighting, we are currently replacing the metal-halide lamps in our warehouses with LED lighting. We have reduced thermal dispersion by compartmentalising the packaging department and replacing office fixtures. Overall, the work

performed in 2019 has resulted in **energy consumption at the Nova Milanese plant being reduced by 10%** compared to 2018.

Again in the Home & Personal Care division, at our Calenzano plant (dedicated to personal care products) we have implemented various energy-saving projects: the replacement of the condensate dischargers of the steam network resulted in a 25,000 m<sup>3</sup> reduction in the consumption of methane gas in one year, and the replacement of halogen outdoor lighting with LED lamps resulted in **electricity savings of 50,000 kWh** (equivalent to the average annual consumption of 18 households of 3-4 people). Once again, these measures have led to a 5% reduction in overall energy consumption compared to 2018.

In general, we are upholding our commitment to increase the electrical energy supply from renewable sources in all of our plants. Since 2019, for instance, in the plants manufacturing canned fish in Spain and adhesive products in the Netherlands we have been using **exclusively electrical energy from renewable sources.**



# -14%

ENERGY CONSUMPTION IN HOME & PERSONAL CARE MANUFACTURING PLANTS

# 50%

SELF-GENERATED ELECTRICITY THANKS TO THE NEW CO-GENERATION SYSTEM IN THE CERMENTATE PLANT

# -14%

CO<sub>2</sub> EMISSIONS IN OUR MANUFACTURING PLANTS

# 100%

ELECTRICAL ENERGY FROM RENEWABLE SOURCES IN ITALY, FRANCE, AND THE NETHERLANDS





### WATER CONSUMPTION

In our food processing plants we have introduced a number of measures aiming at **reducing water consumption** or replacing water sourced from aqueducts with wells.

At the Isabel brand manufacturing plant in Manta (Ecuador), in 2019 we started using a reverse osmosis water treatment system that makes it possible to use water sourced from wells, once it has been adequately treated, in the food processing plant. This makes it possible to reduce the water sourced from aqueducts by 1,000 m<sup>3</sup> a day, thereby freeing up treated water resources for human consumption. A new well has been drilled to increase this capacity and make the manufacturing plant self-sufficient, ultimately doing away with the need to use aqueduct water.

We are also assessing the alternatives to water sourced from the aqueduct for the Isabel plant in Agadir (Morocco). More specifically, the installation of a new cooling tower system that reuses water from manufacturing processes in the sterilization cycle is under consideration, as an alternative to using water from the municipal network. The consequent reduction in water consumption would amount to approximately 10%, a result that is all the more remarkable if we consider that this is an area in which water resources are more scarce than others in which we operate.

Furthermore, in Agadir in 2019 we installed a new water purification system that allows greater control over compliance with reference parameters for waste water.



**+1**

NEW WASTE WATER PURIFICATION SYSTEM  
(IN THE AGADIR PLANT)

**-17%**

WATER CONSUMPTION IN THE HOME &  
PERSONAL CARE BUSINESS UNIT





-7

TONNES OF CO<sub>2</sub> THANKS TO THE  
INTRODUCTION OF LNG VEHICLES

## OPTIMISATION OF LOGISTICS

In 2019, we continued our commitment to increasingly sustainable logistics, as mentioned in last year's report with regard to the Home & Personal Care division.

During the year, the Food division made transport more sustainable by implementing important initiatives. By partnering with an historic supplier of logistics services, we introduced **low-impact vehicles fuelled by LNG** (Liquified Natural Gas), which has far lower solid residues from combustion than diesel, thus reducing the environmental impact on the atmosphere. These LNG powered vehicles were commissioned in April, allowing a reduction of 7 tonnes a year in CO<sub>2</sub> emissions, in addition to a 95% reduction in PM<sub>10</sub> emissions compared to latest generation Euro 6 vehicles. Currently, two LNG powered vehicles are being used, but our objective is to increase the fleet in coming years. We have also studied the optimisation of transport between our facilities, with the goal of moving only fully loaded

vehicles and reducing the number of deliveries, with a consequent reduction in emissions into the atmosphere.

With the opening of the new logistics centre for adhesive products in Greffern, Germany, activities are now grouped together in a state-of-the-art facility, designed to make **logistics and order picking processes more efficient**, together with a new warehouse management system. The design includes energy-saving measures, such as LED lighting, roof and side wall insulation, installation of a heat pump for heating, and forklift trucks powered by a highly efficient lithium-ion battery system.





## WASTE REDUCTION

In 2019, the Home & Personal Care Business Unit focused on waste reduction. At the manufacturing plant in Calenzano we launched waste management **projects aimed at reducing waste** from manufacturing, for example by replacing the disposable cloths used for line cleaning with washable 100% cotton cloths. The agreement concluded with the cleaning firm allows us to avoid the disposal of 6 tonnes of hazardous waste each year, by collecting, washing and returning the cloths.

Another important step is represented by the introduction of a **system for the recovery of glassines**, namely the adhesive label medium applied to product bottles, which was previously disposed of as non-recyclable packaging. Today, in accordance with circular economy principles, we can recover the glassines and deliver them to a recovery facility, from which they are reintroduced on to the market. This international project launched at the end of 2019, has already allowed us to recover

18 tonnes of glassines and in 2020 we expect to recover about 150 tonnes. We have further improved paper waste management by installing electric hand dryers in plant bathrooms to replace disposable paper towels.

The on-going **Be Green project**, which aims to eliminate disposable plastic from our workplaces and has been extended to some manufacturing plants in addition to the Milan offices, has allowed the elimination of disposable plastic by introducing water dispensers, reusable water bottles and glass bottles in meeting rooms. Plastic cups and stirrers for hot drinks and water have been replaced with completely biodegradable products that can now be disposed of correctly in organic waste bins.

With these initiatives, every year our offices can save almost 12 tonnes of plastic, equivalent to approximately 6 tonnes of CO<sub>2</sub> emissions (as much can be absorbed in a year by 915 trees).

96%

RECYCLED OR RECOVERED WASTE  
IN OUR MANUFACTURING PLANTS



-6

TONNES OF CO<sub>2</sub> THANKS  
TO THE *BE GREEN* PROJECT

-18

TONNES OF WASTE THANKS TO THE  
RECOVERY OF LABELLING RIBBONS  
IN HOME & PERSONAL CARE PLANTS





## 6.0

### PEOPLE > OUR EMPLOYEES

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## OUR APPROACH

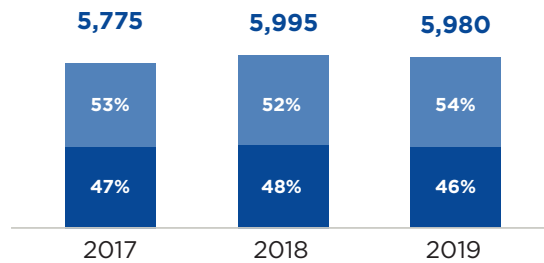
At Bolton Group people are of primary importance. This is why we are committed to ensuring a healthy and safe workplace where people feel motivated to develop their talents. Within this framework, we implement structured procedures for listening to our people in order to engage them and make them feel they are an active part of a Group that grows, thanks to the contribution of everyone.

 <b>OUR STRATEGIES</b>	 <b>OUR OBJECTIVES</b>
<p><b>We promote a “Zero injury” culture in our workplaces</b></p>	<p>Reduction of injury frequency and severity rates as part of a “Zero injury” perspective</p>
<p><b>We support equal opportunities</b></p>	<p>Promotion of diversity and inclusion, balancing gender representation in senior positions</p>
<p><b>We improve employee engagement in the workplace</b></p>	<p>Improvement of the internal climate and extension of flexibility (including working from home) and corporate welfare provisions in all countries in which the Group operates</p>
<p><b>We develop career management projects and promote employability</b></p>	 <p>Promotion of talent development by increasing international and intercompany career opportunities</p>



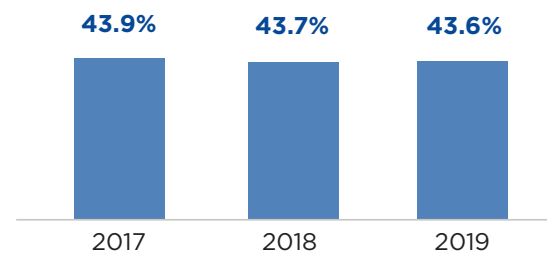
## OUR PERFORMANCE

TOTAL EMPLOYEES (n)  
AND GENDER BREAKDOWN

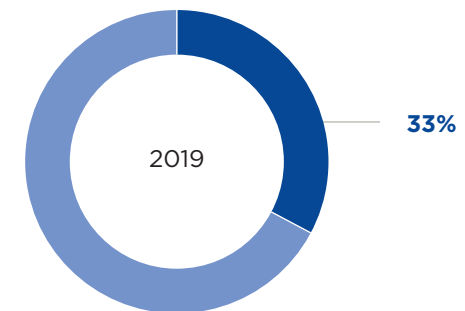


■ Women  
■ Men

WOMEN WHITE COLLARS



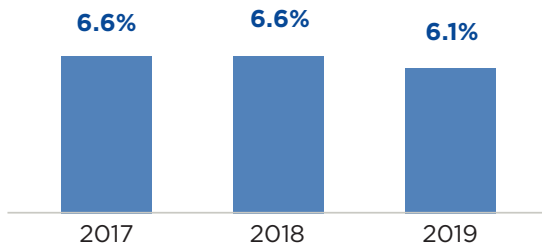
VACANT POSITIONS TAKEN  
BY INTERNAL CANDIDATES



Over the past three years there has been a slight increase in the number of employees, from 5,775 in 2017 to 5,980 in 2019. The gender breakdown has remained more or less constant both at overall level and specifically amongst our white collars.

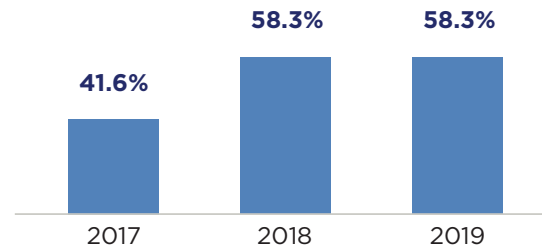
The professional growth path within the company is a fundamental aspect for us: in 2019, 33% of the positions we opened were taken by our employees, by means of promotions or transfers between the Group's Business Units.

## TURNOVER RATE



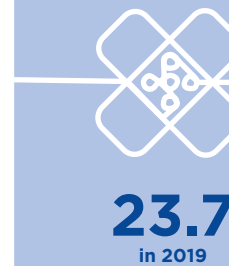
The chart shows the turnover rate, i.e. the ratio between the number of employees leaving the company and the total number of employees.

## PLANTS CERTIFIED ISO 45001 (HEALTH AND SAFETY MANAGEMENT SYSTEM)

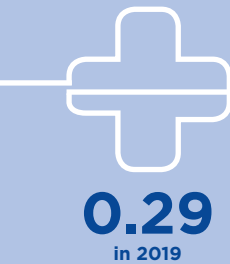


Attention to employee health and safety is a priority in our workplaces. Over 58% of our plants have ISO 45001-certified health and safety management systems, an increase compared to 2017. Our goal is to progressively certify all of our plants according to this standard. The two charts on the right show the accident frequency and severity rates and refer to 2019 alone, according to the standardisation of metrics for the definition of “accident” (any accidental occurrence at the workplace involving at least one day’s absence).

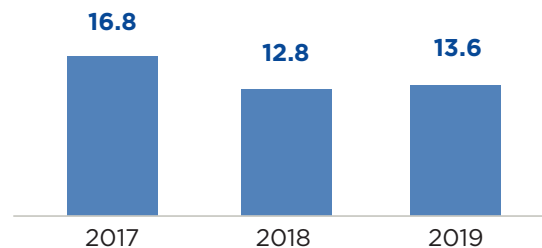
## INJURY FREQUENCY RATE (n.)



## INJURY SEVERITY RATE (n.)



## TRAINING HOURS PER EMPLOYEE (n.)



The chart shows the per-capita number of training hours provided to our employees over the last three years, with a slight increase compared to 2018.

## OUR MAIN PROJECTS

### HEALTH AND SAFETY OF OUR PEOPLE

Our commitment to ensuring safety in the workplace is supported by a number of initiatives.

In the warehouses of the plant in Calenzano we have introduced a **light signalling system** in order to reduce the risk of accidents between forklift trucks and we have installed a new **automatic sprinkler system** and a **laminar flow hood**, to ensure safety during the handling of powdered substances.

In 2019, the second edition of the **Safety Day**, an alternative and engaging way to reflect on the importance of safety, took place at the Nova Milanese plant. With a team treasure hunt, participants practised various health and safety issues, such as fire management, manual handling of loads and chemical risk. There was also a correct posture lesson with a postural coach and participants were involved in activities related to energy-saving and separate waste collection practices.

In 2019, we organised a **safe and sustainable driving course** for 100 people in the Home & Personal Care sales force. The event explored the concept of “safe travel”, with the aim of developing a perception of risk, a prevention culture and a safe and sustainable driving model. The course consisted of two complementary modules, safe driving and eco driving, allowing participants to acquire specific techniques for fuel-saving and reducing vehicle maintenance costs. In addition to the theoretical part, participants took part in practical tests on the Monza racing circuit.

In the Food Business Unit, the launch of a **new health and safety action plan** aimed to define good practices to be adopted in all plants, and broaden the culture of safety at all levels of the organisation. The plan includes specific actions for each plant, with the aim of implementing an ISO 45001-certified safety management system, currently present in 58% of our plants, at all company sites by 2025. The course focuses on employee engagement through surveys and workshops designed to raise their awareness, so that every employee thinks “I work safely and I follow the rules because I want to, not because I have to”.



# 58%

OF PLANTS ISO 45001 CERTIFIED



# 180

MARKETEERS INVOLVED  
IN THE FIRST EDITION  
OF BOLTON HACKATHON

## VALORISATION OF OUR PEOPLE AND SKILL DEVELOPMENT

In 2019, Bolton Group consolidated its talent and performance management plan aimed at listening to employees and promoting talents, in order to allow the Group to grow through the development of its own people. The process begins with a self-assessment that allows individual employees to express themselves and the reporting manager to take a listening stance, and continues with a feedback stage aimed at outlining the path of professional development. Given the importance of the manager's role throughout the process, a training project was launched in December 2019 to develop skills in goal assignment, performance assessment, and constructive feedback, in order to contribute to the development of customised improvement plans.

The talent and performance management process is supported by **Success Factor**, an IT platform currently being used in Italy, France, Germany, Spain and the Netherlands, that will be progressively extended to other countries.

**Digital Community** is the platform launched in 2018 to foster the development of digital marketing skills and was enhanced in 2019 with new content. Again in the digital field, December 2019 saw the first edition of **Bolton Hackathon**, a five-day event that allowed marketing teams to test themselves and find innovative ideas to drive digital change. More than 180 marketers, from Bolton companies in 17 countries, were engaged in a competition on our brands, a unique opportunity to work together with enthusiasm, share ideas and create innovative digital solutions.

## ENGAGING OUR PEOPLE

For Bolton Group, listening is the basis of our relationship with employees and for this reason in 2019 we launched an internal survey with the distribution of the **Great Place to Work** questionnaire.

The survey was carried out as a pilot test in Italy alone, and involved 800 employees. Detailed results are being drawn up<sup>7</sup>, but one important conclusion can already be made: the extremely high participation rate (approximately 90%) demonstrates the appreciation of this initiative and will provide a solid basis for the development of future initiatives.

To improve communication and cooperation, during the year the **Bolton Digital Workplace** project included the technological renewal of workstations by replacing PCs with new devices and introducing new software packages, based on state-of-the-art technological solutions. The new equipment is designed to improve communication and cooperation between colleagues, and make work more flexible and effective. Cloud tools will facilitate audio and video calls, involve teams in joint projects, and share information and documents more quickly and effectively, even with colleagues and external collaborators, safely and from anywhere.

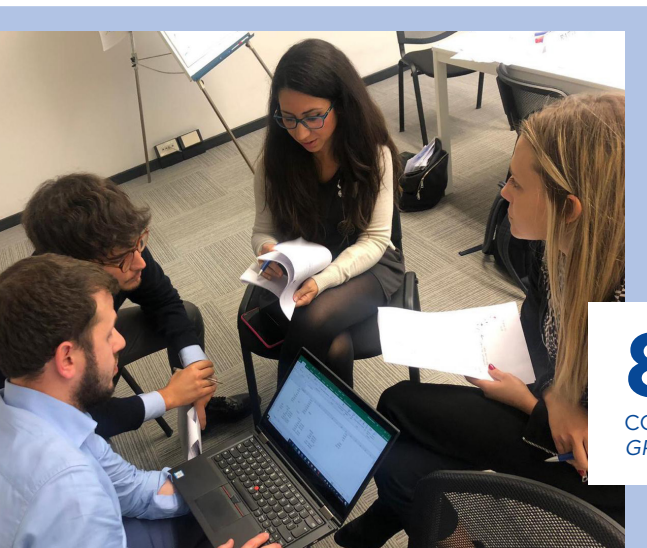
With Bolton Digital Workplace, Bolton Group introduced a smart working programme in Italy to improve the work-life balance. In addition to a positive impact on employee well-being, **smart working** has brought with it other results, such as greater efficiency. The project made it possible to tackle the COVID-19 emergency in a timely manner:

within a very short space of time, working from home was made possible in all countries, allowing the continuity of activities whilst protecting the health of our people.

Every year, Bolton Group organises the **Welcome to the Bolton Group** event. The objective of the event is to stir participants' motivation and sense of belonging when they enter our Group, and is an important opportunity to establish a strong relationship between the new employee and the organisation. To make the experience rewarding and complete, the event combines classroom time with field visits. In the classroom, participants are introduced to the Group, the organisation, our values, and the importance of sustainability. They then partake in visits to a point of sale and a production site.

## CORPORATE WELFARE

<sup>7</sup> At the time this document was edited



# 800

COLLEAGUES INVOLVED IN THE  
GREAT PLACE TO WORK CLIMATE SURVEY

In 2019, in addition to the **Bolton for You** corporate welfare programme for Italian employees, which offers medical, family and leisure services, we launched a number of new initiatives in favour of our employees.

In Ecuador, for example, the **educational projects** already in place were extended. We organised workshops for children and set up scholarship programmes, summer camps and support projects for schools, involving 746 young people. More specifically, we contributed to the expansion of a school with the creation of a library, the installation of air conditioning systems, and the provision of school materials. Again in Ecuador, we set up an important **service providing specialist medical advice** in the paediatrics, gynaecology, psychology and physiotherapy fields, with a total of 2,184 consultations.



#### Diversity

[Valore D](#) is the first association of companies based in Italy that for ten years has been committed to building a discrimination-free professional world, by supporting companies with **know-how and tools for their Diversity & Inclusion** strategy. Bolton Group is involved in the initiative through the participation of one of its Food division managers in the Board of Value D. This has allowed us to foster a partnership that has led to moments of sharing with other participating companies, workshops on diversity issues led by experts, and **training, mentoring and awareness-raising** initiatives for internal staff.



# 2,184

MEDICAL CONSULTATIONS PROVIDED IN ECUADOR



# 7.0




## PEOPLE > COMMUNITY

7.1	Our approach	51
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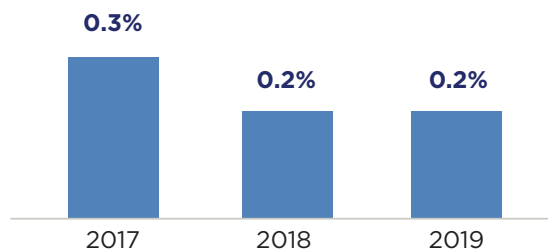
## Our approach

For Bolton Group, supporting people means not only fostering the development and well-being of employees, but also supporting the communities in which we operate and society in general. For many years, we have partnered with organisations and associations promoting and funding projects in the focus areas identified by the Group: education, health and scientific research, environment, art and culture.

 <b>OUR STRATEGIES</b>	 <b>OUR OBJECTIVES</b>
<b>We support projects to fight early school-leaving and encourage education</b>	 <p>To increase the number of students attending the <i>We Care For Child Education</i> programme</p>
<b>We support projects in favour of the community</b>	<p>To increase the number of people reached by philanthropic activities and in-kind donations</p>
<b>We promote a positive and sustainable lifestyle through our “purposed” brands</b>	<p>To increase the number of families involved in our sustainability projects</p>

## OUR PERFORMANCE

### INVESTMENTS IN THE COMMUNITY IN RELATION TO GROUP TURNOVER



Interventions in the community have always been an important investment for the Group. Over the past three years, the total value of these investments remained constant at around 0.2% of our turnover, a value that is higher than the average for large Italian companies<sup>8</sup>.

### NUMBER OF STUDENTS REACHED BY TRAINING PROGRAMMES



**25,000**

cumulative value from 2013 to 2019

The chart shows the total number of students who have benefited in Italy and abroad, since 2013, from the *We Care For Child Education* project run in conjunction with Save the Children.

### NUMBER OF PEOPLE REACHED BY SOCIAL PROJECTS



**2.5 million**

cumulative value from 2011 to 2019

The people reached by social projects supported by Bolton Group, consists mainly of the beneficiaries of the partnership with the Food Bank. For more information on the project, please refer to the “People – Community” chapter.

<sup>8</sup> “Corporate Giving in Italy 2018” research project, SDA Bocconi



## OUR MAIN PROJECTS

### SCHOOL EDUCATION

Bolton Group firmly believes in the power of school education as a means of social emancipation and of building a better future. Interventions in this area focus on two main fronts: activities aimed at promoting the right to education and raising student awareness regarding sustainability issues.

Since 2013, we have worked in collaboration with **Save the Children**, an important ally in our **We Care For Child Education** project aimed at guaranteeing the right to education for all children, in all countries. This commitment has allowed us to reach, since the launch of the project, more than 25,000 children and young people in Italy and around the world, who have thus been able to benefit from a quality education.

In Italy, in particular, we support the **Fuoriclasse** project, a set of in-school and out-of-school initiatives to prevent early school-leaving. Thanks to the contribution of Bolton Group, the project

is active in 29 schools and 5 educational centres in Milan, Bari, Aprilia and Turin, to the benefit of 12,000 students and 1,400 teachers.

In line with our commitment to education, we joined the Bocconi University campaign “Una sfida possibile”. Through the **Bolton Group Scholar** project, six students from the two-year degree course in Marketing Management and one from the Masters in Green Management, Energy and Corporate Social Responsibility, have benefited from a scholarship provided by Bolton Group.

### ENVIRONMENTAL EDUCATION PROJECTS IN SCHOOLS

Through our Adhesives division, we fund numerous programmes to educate students regarding sustainability in different countries.

In particular, in Spain, for several years we have organised the **We Care about the Environment** competition for schools. The goal is to develop environmental awareness in 2 to 12 year-olds through recreational activities on sustainability themes. In 2019, 67,580 students from 2,223 schools participated in the initiative, delivering 1,130 projects including videos, songs and small artworks.



**25,000**

STUDENTS INVOLVED IN THE  
**WE CARE FOR CHILD EDUCATION PROJECT**

**67,000**

YOUNG PEOPLE INVOLVED IN THE UHU ENVIRONMENTAL EDUCATION  
**PROJECT WE CARE ABOUT THE ENVIRONMENT IN SPAIN**





## HEALTH AND SCIENTIFIC RESEARCH

### RIO MARE NUTRE LO SPORT AND OBJECTIVE 3

[Rio Mare Nutre lo Sport](#) is a project that promotes sport and fights prejudice regarding disabilities. In 2019, we **sponsored 21 sports events**, including cycling and paracycling.

Rio Mare now sponsors 6 Paralympic athletes belonging to the **Objective 3** team, in their preparations for the Paralympics. Objective 3 is a project launched by Alex Zanardi, Italian racing driver and Para-cyclist, that aims at providing people with disabilities who want to engage in sports with tangible and financial support.

### UMBERTO VERONESI FOUNDATION

Bolton Group feels a very strong commitment to **promoting scientific research to protect health**. For this reason, for over fifteen years, we have supported the Umberto Veronesi Foundation by funding scientific research in the fields of oncology, cardiovascular diseases, neuroscience and nutrigenomics. In 2019, we funded two new

research grants to **fight lung cancer**, known to be the disease most closely associated with cigarette smoking. One research project aims to implement a new prevention and early screening programme for smoking-related diseases, while the second one focuses on immunotherapy, one of the most promising therapies for the treatment of cancer.

## ARTS AND CULTURE

### PARTNERSHIP WITH THE FAI TO PROTECT ITALY'S CULTURAL HERITAGE

The protection of Italy's cultural, artistic and landscape heritage, is part of our commitment to communities within the We Care sustainability programme. For this reason we continue to support the FAI - Italian Environment Fund, which today has over 170,000 members and protects 61 sites including stately homes, parks and castles, involving millions of people in initiatives aimed at **safeguarding and rediscovering the cultural and environmental heritage of our country**. In order to make our contribution to the protection of the most beautiful places in Italy, we are part of "**I 200 del FAI**", a group of patrons and companies that supports the Fund in achieving important results.



Fondazione  
Umberto Veronesi  
—per il progresso  
delle scienze

2

NEW RESEARCH GRANTS TO  
FIGHT LUNG CANCER

21

SPORTING ORGANISATIONS SPONSORED  
BY RIO MARE NUTRE LO SPORT



## SOCIAL COMMITMENT

### CONTRIBUTION TO THE FOOD BANK

On National Food Collection Day, organised by Fondazione Banco Alimentare Onlus to collect food products to be distributed to people in need, a number of employees went to several stores in Milan, Cantù, Nova Milanese, Aprilia and Sesto Fiorentino, to devote part of their time to the **traditional volunteering day**.

Since 2011, we have been donating food production surpluses and non-marketable products from large retail stores, totalling over **9 million cans**, equivalent to the daily protein requirements of almost **2.5 million people**.

In addition, amongst the most important initiatives, we joined the [Food Poverty Lab](#), a multi-stakeholder project designed by Banco Alimentare della Lombardia in conjunction with Altis-Università Cattolica del Sacro Cuore in Milan. The project was set up to meet a real need: managing food surpluses and giving them a new life. Its objective is to improve the management of food surplus recovery and distribution, in order to build pilot projects in the local area. The project involves the recovery of vegetable surpluses from the manufacture of Rio Mare Salads at the Cermenate plant, to be donated to charity organisations in Como and the surrounding area.

### WE WORLD

For two years now, our Beauty Care division has been committed to We World, an international **organisation that defends the rights of children and women** by ensuring education, health and protection from violence and abuse. We funded the creation of the new Spazio Donna in Milan, the first site of this non-governmental organisation in the Lombardy capital, which opened in November 2018. At Spazio Donna, psychologists and social workers support women experiencing situations of violence and particular hardships, by organising workshops and training courses aimed at providing professional training and qualifications.



1<sup>st</sup>

SPAZIO DONNA IN MILAN OPENED  
WITH THE CONTRIBUTION OF COLLISTAR

2.5

MILLION PEOPLE IN NEED SUPPORTED  
WITH OUR PRODUCTS





## 8.0 CONCLUSIONS

## CONCLUSIONS

Our Group is undergoing a profound transformation that also concerns our approach to sustainability. Profit is fundamental, it allows us to grow, develop our business, and create and retain employment, but we are convinced it is not the only goal we must pursue, because companies have a social mission too.

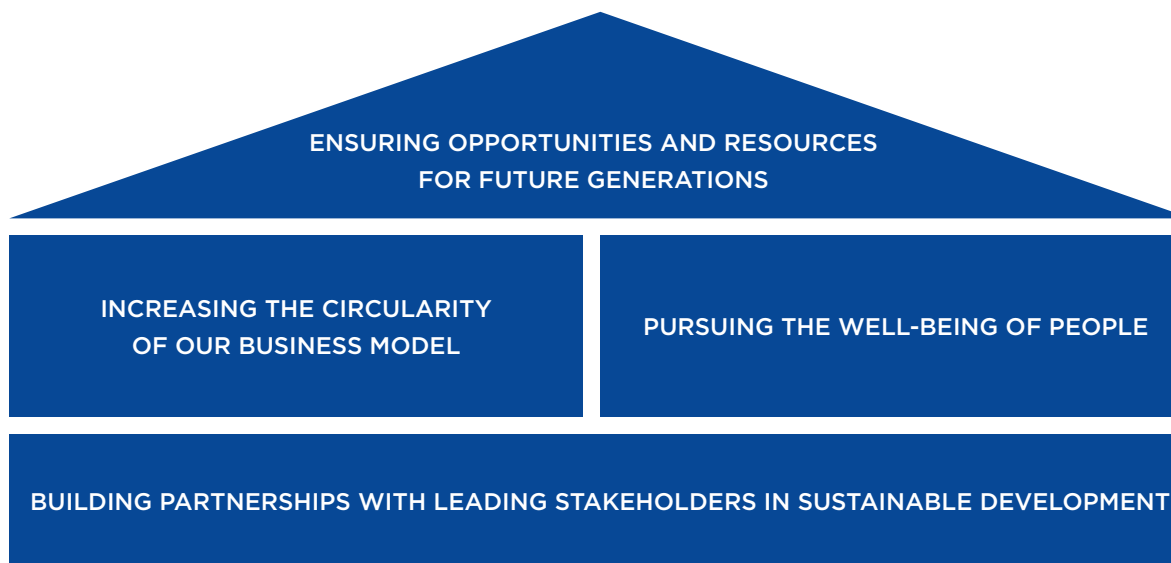
Our companies, our products and our people can make an impact on the world we leave to **future generations**. Guided by this conviction, we want to achieve a balance between economic, environmental and social responsibility, and contribute with our activities to a better future.

We want to pursue this goal by increasing the **circularity of our business model**, reducing energy and water impacts in our manufacturing model, with a responsible procurement of raw materials and packaging and with a commitment to innovation and research into new, more sustainable technologies.

Respect for the limits of our planet goes hand-in-hand with the **well-being of people**, which for us has a broader meaning

and includes our collaborators, consumers and communities. The well-being of our employees translates into ensuring a safe and welcoming work environment, together with conditions for reconciling work and private life and providing opportunities for skill development and personal growth. The well-being of our consumers means evolving the relationship with our customers towards ways of listening and cooperating in order to promote more sustainable lifestyles. Finally, the well-being of the communities in which we operate is one of our primary objectives: we want to offer opportunities for improving the living conditions of young people and the most vulnerable categories.

We cannot work alone to achieve these objectives. **Partnerships** with NGOs, global institutions, innovators, such as the ISSF, WWF, Food Bank, and Save the Children, allow us to improve existing models and acquire skills to effectively steer our activities towards sustainable development. We are convinced that all this will help us make our contribution to passing on a better world to future generations.







## 9.0 METHODOLOGICAL NOTE

## METHODOLOGICAL NOTE

This document is the second Sustainability Report of Bolton Group S.r.l., the main tool for reporting the Group's sustainability performance and highlighting its commitment, initiatives, and the ongoing process of dialogue with and listening to stakeholders. With the aim of describing its approach to sustainability, in this document, Bolton Group presents the main indicators and the relative progress in the 2017-2019 three-year period, and presents its areas of commitment for the next few years, outlining the activities carried out to date and results achieved, as well as the main objectives for the future.

The scope of the report does not include data relating to Tri Marine, pertaining to the Tuna Supply Business Unit, since the company was only acquired by Bolton Group in June 2019.

The document is based on the Global Reporting Initiative (GRI) guidelines, the international benchmark for non-financial reporting. This document reports on the sustainability performance of all Bolton Group companies: data, initiatives and actions reported refer to the period from 1 January 2017 to 31 December 2019, that are currently not subject to audit or accounting activities.

There were some changes in data processing compared to last year's version of the report. More specifically, improvements in reporting metrics led to the revision of some of the data published in 2017 and 2018. Where deviation was significant, a specific comment was added in the "Our performance in 2019" chapter.

In accordance with GRI provisions, Bolton Group based the definition of the most relevant reporting topics for the company and its stakeholders on materiality analysis. In this edition of the Sustainability Report, the materiality matrix presented by Bolton Group is identical to that for 2018. However, in view of changes in the scope of reporting, which could in the future also include

the Tuna Supply Business Unit, this matrix will be updated in following editions. More specifically, all numerical data provided in the Production chapter exclusively concern manufacturing activities and do not include impacts associated with offices and logistics.

For further information regarding this document, please contact: [wecare@boltongroup.net](mailto:wecare@boltongroup.net).

## CALCULATION METHODOLOGIES

**People:** with regard to injuries, the severity index measures the number of working days lost due to injury and is calculated as the ratio of total number of work days lost to total work days, multiplied by 1,000,000. The frequency index, on the other hand, coincides with the ratio between total number of injuries and work hours, multiplied by 1,000,000. The turnover rate was calculated as the ratio between the number of resignations during a year and the average number of employees at the end of each given year. The change in the total number of employees, compared to that reported in the last

edition of the Sustainability Report, is due to the decision to count employees of the Food division as the average for the year, instead of as at 31 December, as was the case in 2018. This change was made to better represent the total number of employees, as the many seasonal contracts typical of the Food sector would not be counted if the only number considered was that reported at 31 December.

**Production:** with regard to greenhouse gas emissions:

- **Scope 1:** The conversion rates considered for the calculation of emissions, refer to the document “UK Government Conversion Factors for greenhouse gas (GHG) reporting”, updated in November 2019.
- **Scope 2:** Emissions related to the use of electricity from renewable sources are considered as zero, while emissions related to the use of electricity from non-renewable sources refer to the criteria provided by the International Energy Agency for the year 2019 (11 September 2019 revision).

## ADDITIONAL INDICATORS REPORTED

	INDICATOR	UNIT OF MEASUREMENT	2017	2018	2019
<b>SOURCING</b>	Recycled or biobased plastic packaging	%	1.8%	1.9%	2.4%
	Recycled or FSC® certified paper packaging	%	84.4%	88.9%	83.5%
<b>Production</b>	Energy intensity index, consumed energy per finished product	GJ/t	4.55	4.36	4.18
	Groundwater	m <sup>3</sup>	1,240,025.00	1,199,953.00	1,190,088.00
	Water from municipal sources	m <sup>3</sup>	941,607.00	850,592.00	1,019,091.00
	ISO 9001-certified plants (quality)	%	100%	100%	100%
	ISO 14001-certified plants (environment)	%	41.6%	58.3%	62%
	ISO 50001-certified plants (energy)	%	16.6%	16.6%	15%
<b>People</b>	Gender breakdown for Managerial positions	% women	N/A	N/A	31.28%
	Gender breakdown for White Collars	% women	43.9%	43.7%	43.6%
	Gender breakdown for Blue Collars	% women	59.4%	60.9%	60.2%
	Breakdown of the workforce by professional category	% White Collars	43.2%	41.8%	42.7%
	Breakdown of workers by age group (2019 data)	<30	30<x<40	40<x<55	>55
		14.8%	26.2%	42.9%	16.1%
	Training hours	Total hours	96,966	76,843	79,807
Supplier turnover covered by human rights assessments*	%	N/A	N/A	77%	

\* Bolton Food Espana excluded

## GRI CONTENT INDEX

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

GRI CODE INDICATOR	DESCRIPTION	ASSOCIATED TOPIC	STAKEHOLDER CATEGORY	REFERENCES / NOTES
102-11	Precautionary principle or approach	Corporate citizenship	External	We care about The future - p.12
102-12	External initiatives		External	Our commitment during the COVID-19 crisis- p. 19-20 Choosing sustainable raw materials - p. 25 Towards a lower impact of packaging - p. 29 Human rights - p. 33 School education - p.53 Health & scientific research - p. 54 Art & culture - p. 54 Social commitment - p. 55
102-13	Membership of associations		External	Choosing sustainable raw materials - p. 25
<b>b. Strategy</b>				
102-14	Statement from senior decision-maker			Letter from the executive chairwoman - p. 3
102-15	Key impacts, risks, and opportunities	Economic performance and growth strategies	Internal / external	Our sustainability plan - p. 13 Our stakeholders and the Materiality matrix - p.15 Sourcing - our approach - p.21 Production - our approach - p.35 People - our approach - p.43
<b>c. Ethics and integrity</b>				
102-16	Values, principles, standards, and norms of behaviour		Internal	Mission & values - p. 7
<b>d. Governance</b>				
102-18	Governance structure	Sustainability governance	Internal	Our organisation - p. 8 Sustainability governance- p. 18

GRI CODE INDICATOR	DESCRIPTION	ASSOCIATED TOPIC	STAKEHOLDER CATEGORY	REFERENCES / NOTES
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability governance	Internal	Sustainability governance- p. 18
102-21	Consulting stakeholders on economic, environmental, and social topics	Sustainability governance	Internal / external	Our stakeholders and the materiality matrix - p. 15
102-22	Composition of the highest governance body and its committees	Sustainability governance	Internal	Sustainability governance - p. 18
102-23	Chair of the highest governance body	Sustainability governance		Our organisation - p. 8 Sustainability governance- p. 18
102-32	Highest governance body's role in sustainability reporting	Sustainability governance	Internal	Sustainability governance - p. 18
<b>e. Stakeholder engagement</b>				
102-40	List of stakeholder groups		Internal / external	Our stakeholders and the materiality matrix - p. 15
102-41	Collective bargaining agreements	Protection of human rights	Internal / external	Human rights - p. 33
102-42	Identifying and selecting stakeholders		Internal / external	Our stakeholders and the materiality matrix - p. 15
102-43	Approach to stakeholder engagement		Internal / external	Our stakeholders and the materiality matrix - p. 15
102-44	Key topics and concerns raised		Internal / external	Our stakeholders and the materiality matrix - p. 15
<b>f. Reporting practices</b>				
102-45	Entities included in the consolidated financial statements		Internal	Our organisation - p. 8



	GRI CODE INDICATOR	DESCRIPTION	ASSOCIATED TOPIC	STAKEHOLDER CATEGORY	REFERENCES / NOTES
	102-46	Defining report content and topic boundaries			Methodological note - p. 58
	102-47	List of material topics		Internal / external	Our stakeholders and the materiality matrix - p. 15
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	301-1	Materials used by weight or volume	Sustainable raw Materials Sustainable Packaging	External	Sourcing - p. 21
	301-2	Recycled input materials used	Sustainable raw Materials Sustainable Packaging	External	Towards a lower impact of packaging - p. 29
GRI 302: ENERGY	302	Management approach disclosures	Environmental Impact of Operations	External	Production - p. 34
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	<b>303-5</b>	Water consumption	Environmental Impact of Operations	External	Production - our performance - p.36 Methodological note - p. 58
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