



## SUSTAINABILITY REPORT 2021

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 **BLIZZARD**

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**LOWA**

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**MOON BOOT**

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***NORDICA***

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 ***Rollerblade***

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 **TECNICA**

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# #1 THE FIGURES

FOOTWEAR  
**3.822.000**



INLINE SKATES  
**948.000**



SKI BOOTS  
**572.000**



SKIS  
**290.000**

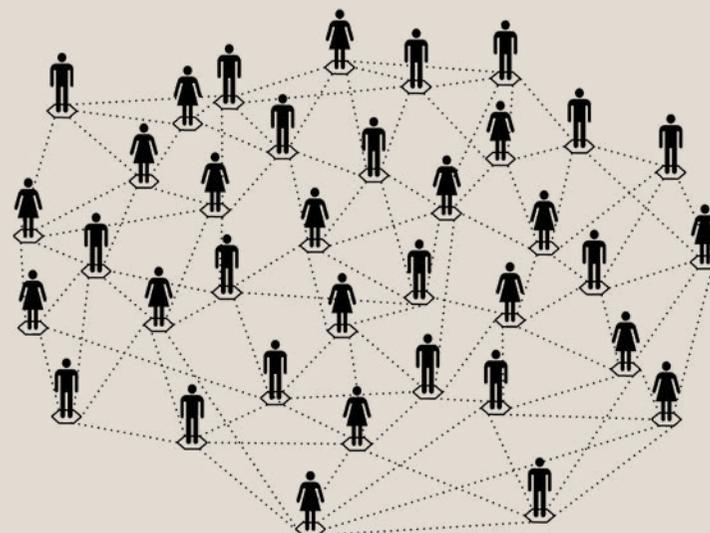


# 466

2021 Turnover (million €)

# 3.430

Our team has 3,430 colleagues across the globe.



# #2 LETTERS TO STAKEHOLDER

Dear readers,

As for many, **2021** has been a very particular and mainly **transformative** year for **Tecnica Group**. After a **2020** that will go down in **global history** for reasons that we are all acutely aware of, we proved ourselves to be dynamic and **resilient**, continuing to drive **growth**, despite the challenges faced. The Group managed to consolidate its position as an **international market leader**, whilst plotting a course for further development and evolution.

Our **2021 results demonstrate** the company's capacity for success despite the **health emergency** and an adverse economic situation. The credit goes to more than **3400 people** who dedicate themselves to new **challenges** every day with passion and perseverance. 2022 presents further macroeconomic and geopolitical testbeds, which we are tackling with the **courage** to question the things we do every day to improve even more, beyond adversity.

One of the key factors driving this strength is the ever-growing **passion** of many fans of an **active outdoor life** a love that we aim to nurture through our **vision**. Our products will be the means to allow our sports consumers to live emotions and **unique experiences** in a playing field that is the nature surrounding us. Our commitment to **research and development** is focused on performance without compromise, while respecting its sustainability.

Our commitment to sustainability issues will have an ever increasing weight; the actions, activities and resources we dedicate will be ever greater, aimed at supporting **sustainable and balanced growth** while respecting all the stakeholders involved.



**Alberto Zanatta**  
Chairman  
Tecnica Group SpA

## GIOVANNI ZOPPAS

Dear readers,

My experiences have led me to a Group with **strengths** that lie in **solidarity** and **action**, combined with its top-class **expertise**, its mantra of **innovation** and its commitment to maintaining close relationships with people: colleagues, customers and consumers.

This Group draws **strength** from its **roots** and has never been afraid to look to the **future**, which, in business terms, will be equally founded on **digital development** and **sustainability**.

**Digitalisation** is well underway and constantly gaining momentum within **Tecnica Group**. Meanwhile, the challenges of **sustainability**, which we have always engaged with as an **innovative** business closely tied to the communities in which we operate, require a great deal of focus and sufficient drive so that they can become increasingly **organic** and **permeate** throughout our Group.

We move forward making a **commitment**, first and foremost to ourselves, with a **coherent** vision.

The path started some years back by **Tecnica Group** to structure this commitment and our actions, identifies **sustainability reporting** as a **starting point** and not a final result. It is a starting point from which to fully understand our **current efforts** and guide our **commitment** to improve, **strengthening our strategy** with solid data and identifying areas of action that need greater **attention**.

Our endorsement of the **United Nations Global Compact** — and related **Women Empowerment Principles** — is a constant **reminder to take action** for **improvement**, day after day: Participation in this **Global Compact for the adoption of sustainable business policies**, has enabled us to formalise our

**commitment** and to adopt a globally standardised and **shared methodology** that has allowed us to define certain **key goals** for our business, for the people that make up our group and for the environment in which we operate. The goals of our development strategy are **ambitious**, but they must and will be achieved for the growth of our Group, and they will also continue to **grow and evolve**.

**There is no final objective** on this path: achievement of our goals is followed by raising the bar for **further improvement**. In pursuit of this, we will continue on the same path, together, regardless of function or role and aware of its **importance** not only as **members of this organisation** but also for our private lives as **individuals and for the community**.

**Giovanni Zoppas**  
CEO & General Manager  
Tecnica Group S.p.A

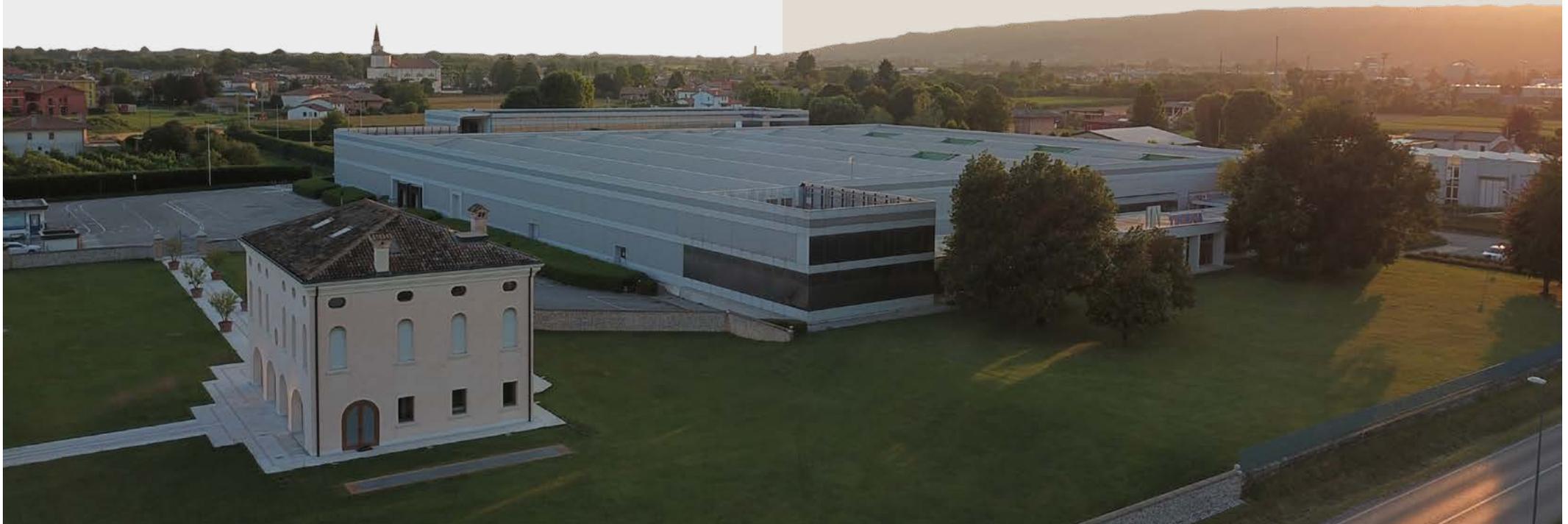


# #3 TECNICA GROUP

**Tecnica Group, a leader** in the world of **outdoor footwear** and **ski equipment**, is the home of several historic industry brands: **Blizzard, LOWA, Moon Boot®, Nordica, Rollerblade® e Tecnica.**

## ABOUT US

Founded in **1960** by **Giancarlo Zanatta** it has always been a highly **innovative** company. Today, this international group has **10 subsidiaries and direct agencies**, and more than **40 distribution partners**, covering over **80 countries around the world**. There are **3,430 employees, 300 of them in Italy**, almost all located at the headquarters in **Giavera del Montello (Treviso)**.



## OUR STORY

In 1930, Oreste Zanatta opened an artisan workshop specialised in the production of working footwear. Thanks to the efforts and artisan and entrepreneurial expertise of his son, Giancarlo, this officially became Calzaturificio Tecnica SpA in 1960.



In 1985, Tecnica made its debut in the world of outdoor footwear, introducing its innovative spirit with a new range of products and quickly becoming a key player.



In 2002, with acquisition of one of the most famous ski brands, Nordica, founded in 1939, Tecnica Group became the leading manufacturer of ski boots in the world.



The most recent name to join the group, in 2006, was the historic Austrian brand Blizzard. This legend in the skiing world further strengthened Tecnica Group's international leadership in the sector.



In 2019, the Group acquired Riko Sport, the main supplier of LOWA.



1960



In the Sixties, Tecnica expanded its business with the production and innovation of ski boots and through creation of the first Moon Boot®, that became a twentieth-century icon and a huge success with over twenty-five million pairs sold.

1969



This was also fuelled by acquisition of the historic brand LOWA, in 1993, a benchmark in Germany and across Europe for outdoor footwear.

1993



In 2003, the product portfolio was further expanded when Rollerblade joined the Group, the brand that invented inline skates, and a leading manufacturer and distributor in the sector. The brand has become synonymous with the sport itself.

2002

2003



Owned by the Zanatta family, since 2017 the Group opened up its structure to Italmobiliare, which purchased a 40% stake, further broadening the company's horizons in terms of internationalisation.

2006

2017



2019

2022

The Chairman of Tecnica Group is Alberto Zanatta, son of the founder Giancarlo, who is member of the board of directors.

# SHAREHOLDING AND JOINT INVESTMENTS



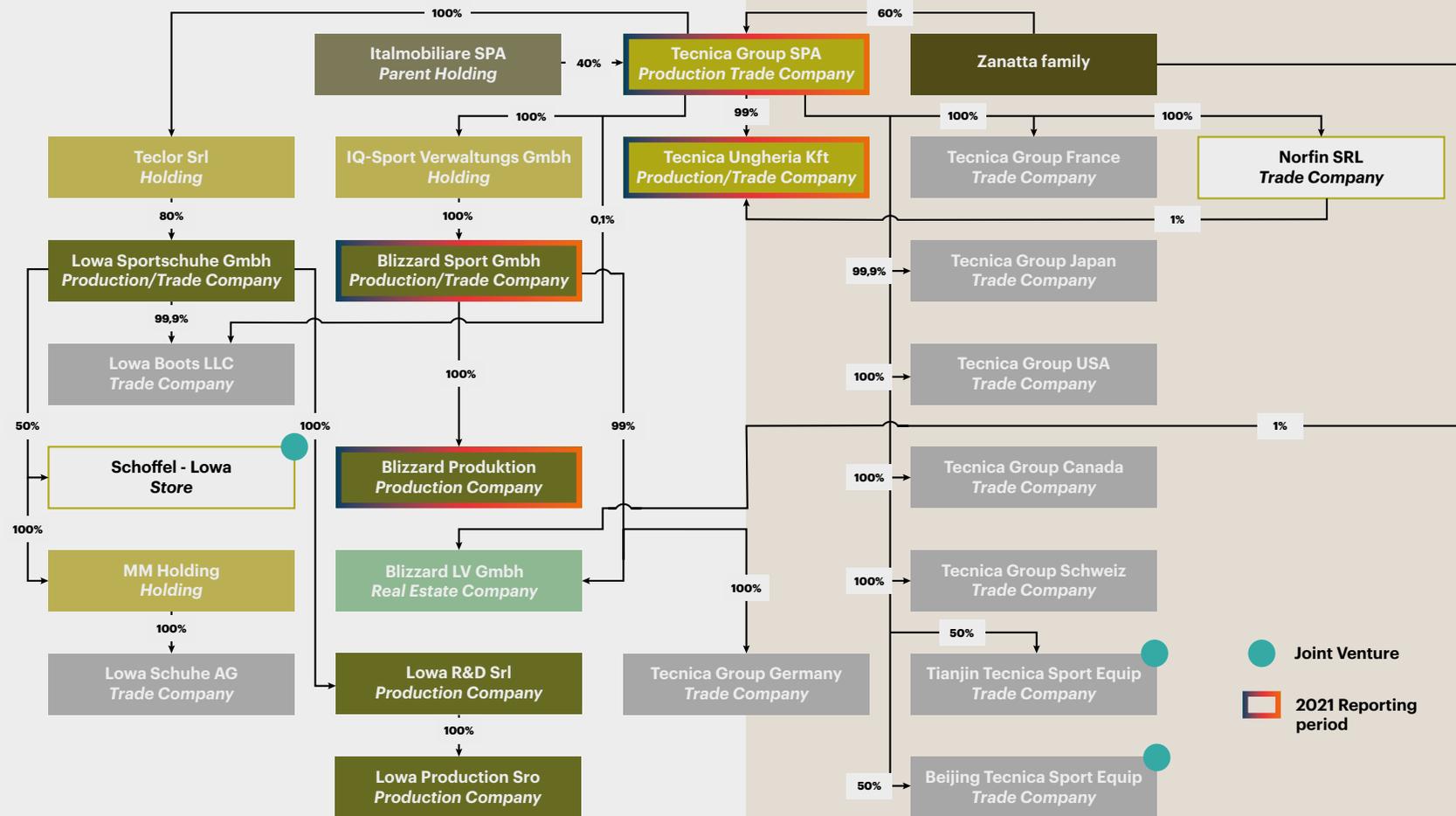
**60%** ZANATTA FAMILY  
AND COMPANIES  
OWNED BY IT

**40%** ITALMOBILIARE  
INVESTMENT HOLDING  
JOINT OWNERSHIP

In **2017**, **Italmobiliare Investment Holding S.p.A.**, a leading Italian investment holding company, owned by **Efiparind (Pesenti family)**, joined the Group with a joint-ownership stake of **40%**.



# ORGANIGRAM



● Joint Venture  
 ■ 2021 Reporting period

## VISION

**INSPIRE AN ACTIVE  
OUTDOOR LIFE**

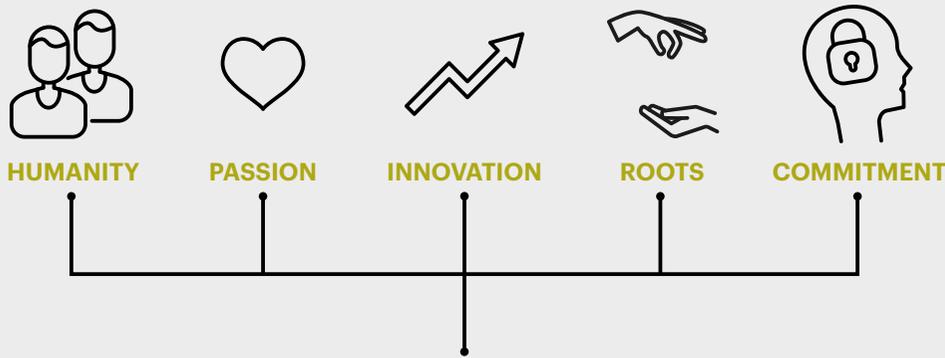


## MISSION

**TO CREATE AMAZING  
EXPERIENCES THROUGH  
OUTSTANDING PRODUCTS**



## VALUES



# SUSTAINABILITY

### HUMANITY

**We believe that relationships inspired by long-term, transparency and reciprocity are the secret for happiness.**

Our happiness depends on ourselves and the relationships that we build with others. A shared path, rooted in an open and nurturing environment, with mutual respect and support, is the optimal way to achieve our objective.

### PASSION

**We take the field, always giving our best!** The dynamic business activity on which our story is built has instilled us with a desire to excel in all areas. Driven by our passion, day after day, we accept the challenge to continuously improve our products, the world we live in and ourselves, as colleagues and individuals.

### INNOVATION

**We believe that it is essential to take risks in order to improve.** Innovation is a pillar of the company's culture, but stepping off the well-trodden path and going beyond is an approach involving a certain element of risk. We are willing to accept this risk, with the experience to know how to manage it, and this helps us to move closer towards our goals, day by day.

### ROOTS

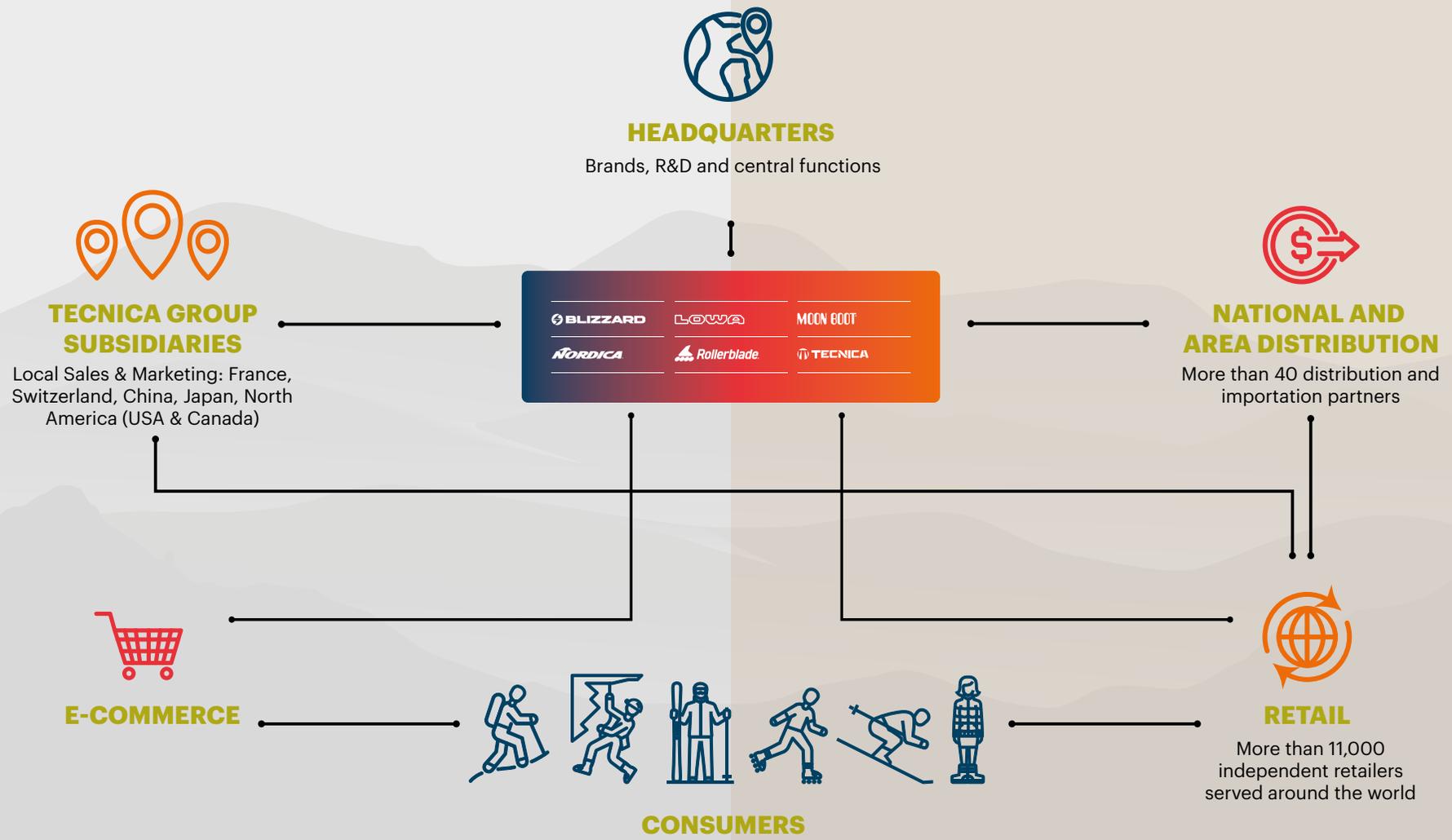
**We look ahead, inspired by our past.** Our company is the product of its solid foundations, but we are not afraid to look ahead, towards the future. Improvement, growth and innovation are pillars of our business, and the work we do now consolidates our foundations enabling us to reach ever higher.

### COMMITMENT

**Our actions trigger dynamics that go beyond business.** A company is not a self-sufficient ecosystem. Its existence depends on its interaction with the local communities and environment where it operates. With this awareness, we strive to ensure that our growth benefits our people, who grow with us, and our planet.

# #4 OUR BUSINESS

## DISTRIBUTION NETWORK



## PORTFOLIO BRAND



Acquisition  
2006



Acquisition  
1993



Foundation  
1969



Acquisition  
2002



Acquisition  
2003



Foundation  
1960

---

Founded in **Mittersill, Austria** in **1945**, Blizzard supported the greatest **victories** in all **skiing competitions**.

Today, the brand sees constant **evolution** of styles and disciplines and distinguishes itself as a solid **benchmark** in the worlds of freeriding and touring.

Founded in **Jetzendorf, Bavaria**, in **1923**, this brand is the result of a perfect fusion of **German precision** and **Italian reactivity**. Its products are synonymous with **comfort** and **quality**.

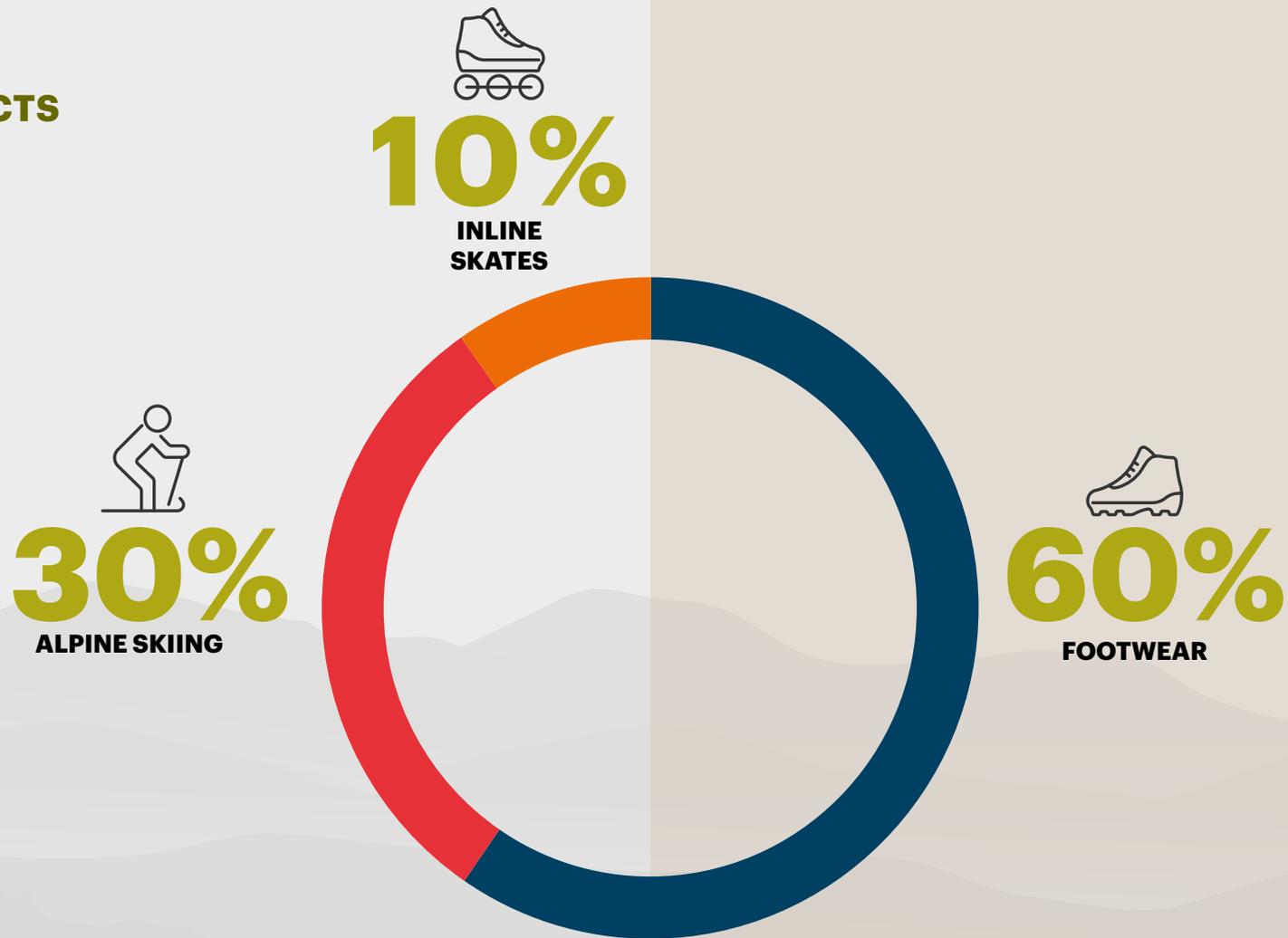
The perfect **après-ski boot**, inspired by the equipment of the first **astronauts** to set foot on the Moon, it is a **unique design icon**, recognised from mountainsides to **fashion catwalks**.

Specialists in the manufacture of skis and **ski boots** for **downhill** disciplines, since 1939 they have been renowned for **innovation** and outstanding **performance**.

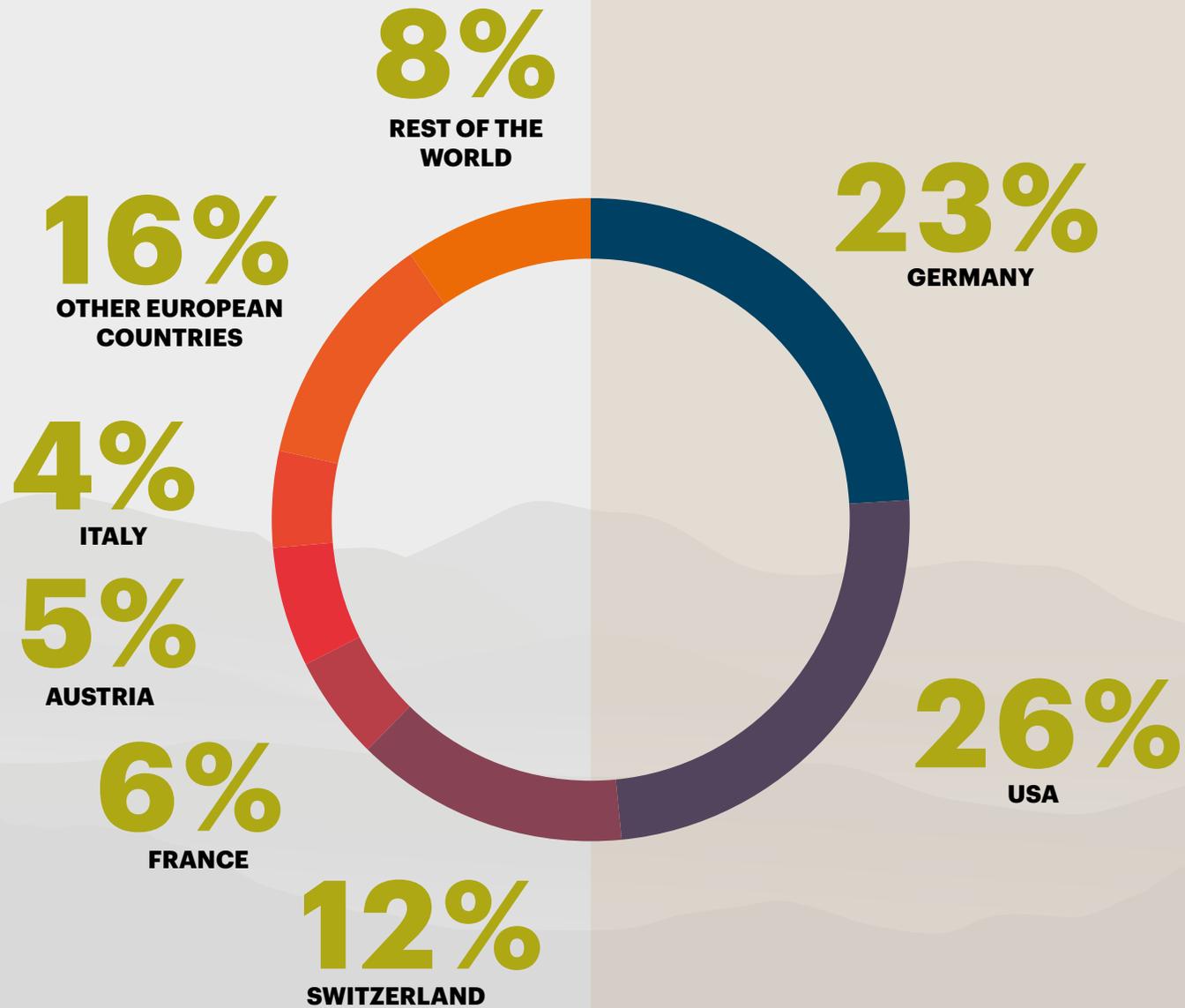
Founded in **1980** in the **United States** through the ingenuity of the **Olsen brothers**, this is now one of the leading brands of **inline skates** in the world, whatever the discipline.

The first brand of Mr Zanatta manufactures and sells **sports footwear**, **outdoor footwear** and **ski boots** all around the world. These products stand out in terms of **quality** and the **development** of **highly innovative technology**.

## OUR PRODUCTS



## OUR MARKETS

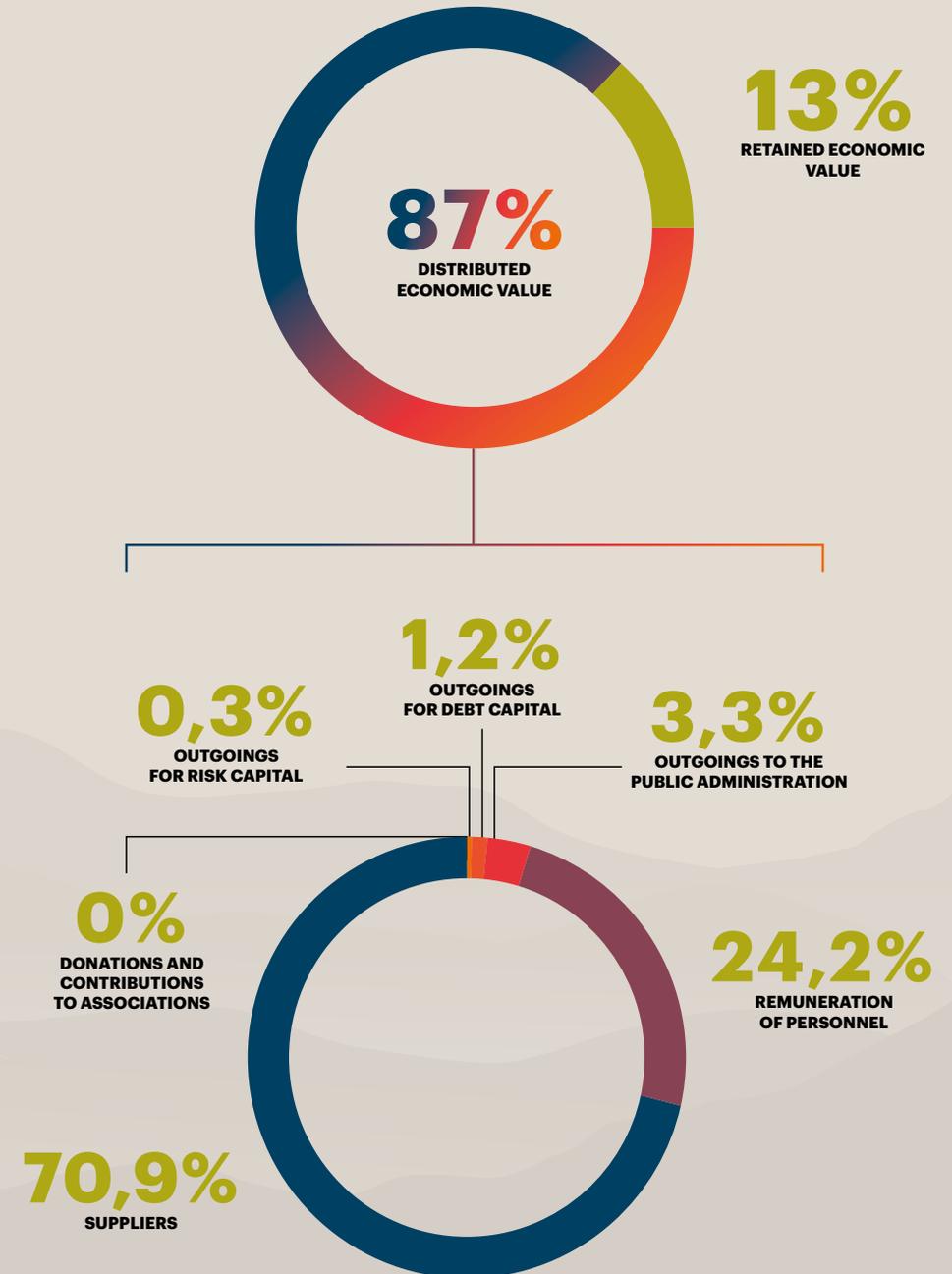


## DISTRIBUTION OF VALUE GENERATED BY TECNICA GROUP IN 2021

Breakdown in terms of Distributed and Retained Economic Value of the total Economic Value Generated by the Company's ordinary operations.

The portion of **Distributed Economic Value** is divided among the main stakeholders: **suppliers, employees, shareholders, central administration, the community and the environment.**

**Retained Economic Value** relates to value adjustments, deferred tax assets and liabilities, allocations to provisions and profit of the year.



# #5 OUR SUSTAINABILITY STRATEGY

For our Group, **sustainability**, is a route with various **milestones**, beginning with careful **planning** and solid **preparation**.

We are a Group made up of people who, working closely together, move towards a shared **goal**, that of sustainability, a challenge that is compelling enough to build our **future**.

Each of us play a fundamentally important role and the **contribution of each individual** is essential for **success**.

We must all walk this path together, each with a different function and expertise.

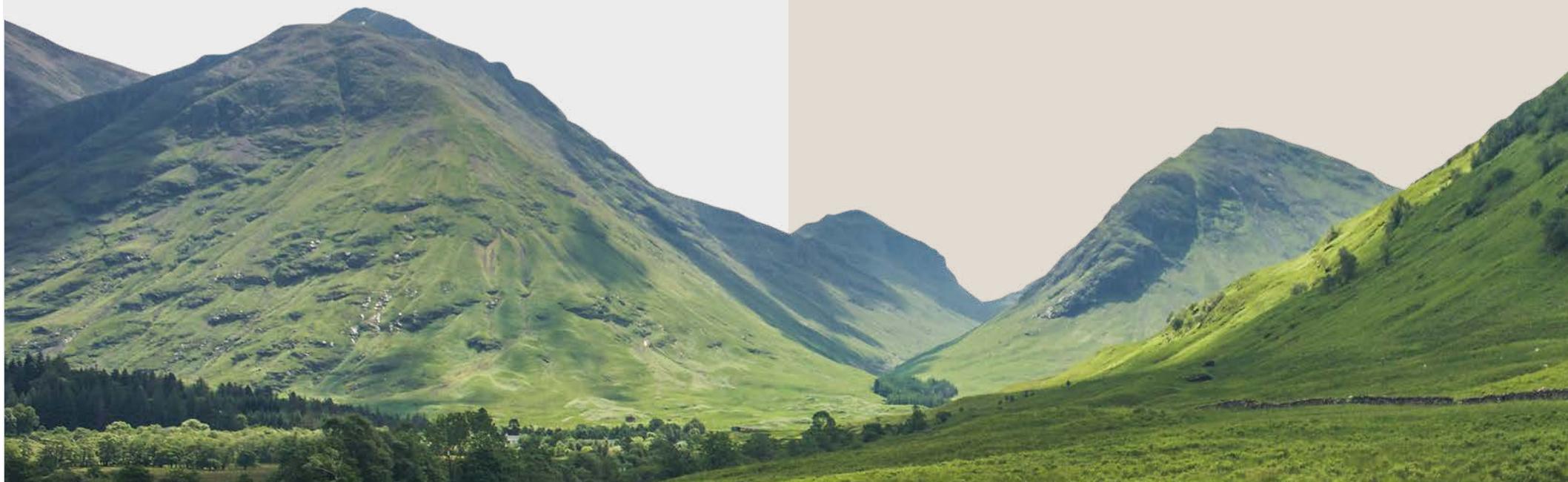
Every **milestone** reached becomes a **starting point** from which to pursue new **goals** for improvement, but to get started it is important to clearly define the **steps** already taken and the **objectives** to be achieved in coming years.

## THE ROUTE TO SUSTAINABILITY

The term “**sustainability**” has been increasingly widespread in recent years, to the point of becoming a necessary buzzword in business strategy and communications. For Tecnica Group it has had a clear and concrete **meaning** since its first introduction, without being tied only to its most visible aspects, such as environmental considerations.

In our vision, the **heart of any path towards sustainability** lies in the balance and interconnection of three distinct elements: **profit**, **people** and the **planet**, for the generation of social and environmental value.

Sustainability means maintaining the **harmony** and **balance** of all three of these areas, in all actions. Every **decision** made by the company in its approach to business must target the generation of **prosperity** for **people** and the **planet**.





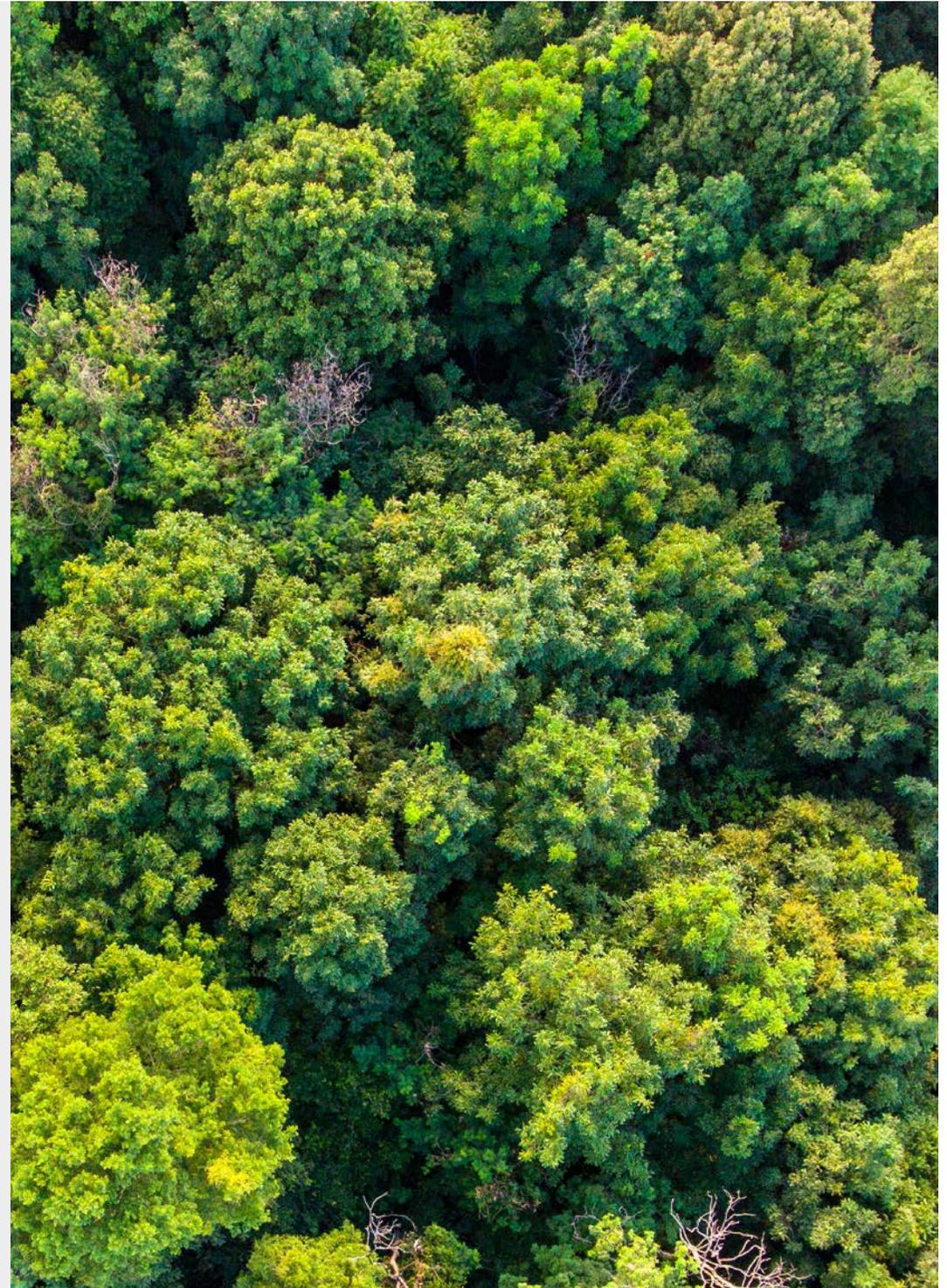
## PEOPLE

The social aspect is the key to understanding **sustainability**. This means we must focus on people and their **well-being**. **Team spirit, relationships** of value, and **initiatives** aimed at improving the **working life** of every single one of us. At Tecnica Group, this means placing **members** of the **organisation**, our **consumers** and the **communities** living in environments where we operate at the **centre** of our plans.



## PLANET

Our environment is the backdrop for every instant of our lives, and every one of us has a responsibility to **respect** it and **consider** every type of **action** that may have an impact on it. Anyone who belongs to Tecnica Group learns, both as an individual and an employee, to build an approach rooted in this awareness, adopting the values of our company to promote **respect** and **conservation** of natural assets.





## PROFIT

**Profit**, which is the nature of any business, cannot be pursued without respect for the **environment** and **communities**, otherwise we risk a lack of long-term sustainability that would spell downfall. **Ethics, transparency, responsibility** and **flexibility** imply a harmonious relationship with the context in which our Group operates, and support for parties that enable the company to grow.

## WHY ARE WE DOING THIS?

We work for **people** like us, who combine their **sporting passion** with a **love of nature**, and the pursuit of an **active, outdoor life**. Users of our products often have an **intimate relationship** with the natural **environment**; a unique and exclusive bond.

Therefore, we have an **essential** role to play, both regarding **people** and our **planet**, and it is important to **structure** our **path**, integrating it with **corporate strategy** and communicating it **transparently** and **effectively** to the outside world. Being sustainable is the only path we can take.

Maintaining a constant **focus on the environment**, in all our plans is essential, but this is not enough on its own. There are many different aspects that we must all work on.

The **cultural and structural evolution** of our company must lead us to develop and improve these aspects, step by step, but with a structured, methodical approach.





## SUSTAINABLE DEVELOPMENT GOALS: OUR FOCUS

By supporting the **United Nations Global Compact**, Tecnica Group has undertaken to actively contribute towards achievement of the **17 UN Sustainable Development Goals**. Creation of **shared value** is directly or indirectly linked to all of the **SDGs**, through governance and responsible management of all activities. Tecnica Group's sustainability strategy is directly focused on the following **six goals**.

COMMUNICATION  
ON PROGRESS



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

## SOCIETY



**Ensure the health and well-being of all individuals of all ages, inspiring them to live an active lifestyle, respecting all people and nature and adopting these values within communities, including the consumers and end users of extraordinary products capable of creating amazing experiences.**

Centred around health and well-being, SDG 3 is well aligned with the Vision and Mission of Tecnica Group, “Inspiring an active, outdoor life” and “To create amazing experiences through outstanding products”.

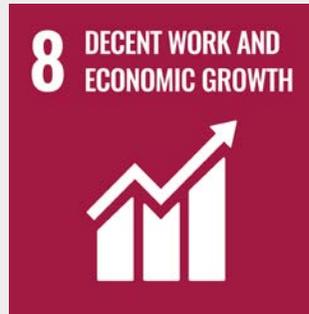
Human physical and psychological conditions are perfectly interconnected and interdependent. Promoting sport and an outdoor lifestyle, while guaranteeing safety and technical quality during participation in these activities, at Tecnica Group we are committed to people’s well-being.



**Achieve gender equality and empower all women and girls, for operational efficiency and social inclusiveness.**

Inclusion is an unquestionable and essential global driver in current social strategy and will continue to be in years to come. Sustainability cannot exist without a focus on gender equality and inclusion in direct operations, supply chains and the design, distribution and usage of products.

Tecnica Group has endorsed the Women’s Empowerment Principles, the seven principles established in collaboration with UN Women aimed at promoting equal conditions for women in the world of work.

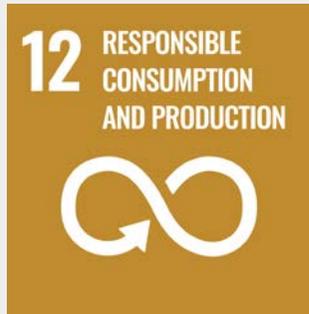


**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, through diversification, innovation, safe and secure work environments, and social and professional growth.**

Decent work, working conditions, contracts, safe and secure working environments, social and professional growth, but also the disconnection of results from negative impacts on society and the environment. These are all essential conditions, both for direct operations and the entire value chain, particularly for the manufacturing industry that the Group belongs to. Observing the rules implemented by Tecnica Group represents a necessary condition for innovation, growth and economic development.



## ENVIRONMENT



**Ensure sustainable consumption and production patterns, through the responsible use of resources, implementation of regenerative production cycles, product stewardship and the promotion of conservation-oriented lifestyles and consumption.**

Efficient use of resources, materials and energy, regenerative production cycles, product stewardship, limitation of emissions, management of waste and selection of suppliers are all essential in order to promote a circular economy and conservation-oriented lifestyles and consumption, in harmony with the type of manufacturing carried out by the Group.

Tecnica Group's mission highlights how one of the primary business goals is to create high-performance, high-quality products. For this reason, the Group recognises the durability of our products as a further guarantee of manufacturing that respects the environment and avoids over-production. Raising awareness amongst customers and consumers around the world is a necessary step for widespread understanding of the importance of adopting more sustainable lifestyles, to protect the planet and its different communities.



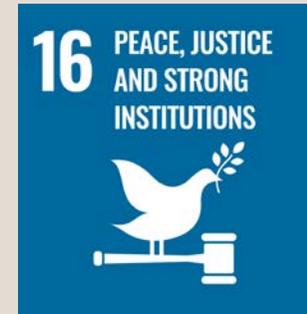
**Take urgent action to combat climate change and its impacts, fostering the low- carbon transition and implementing monitoring, mitigation and adaptation activities for resilient value chains.**

The fight against climate change is the most important global objective. Tecnica Group is currently focused on direct operations but will immediately move on to those regarding the supply chain and the design, distribution and use of products by consumers.

The commitment to combatting climate change is recorded and shared through its participation in the Global Compact, and the future official Communication on Progress report will present the actions taken by the Group. The company's efforts are also aimed at raising awareness amongst all of its members regarding climate change, right now, and this will enable optimised future planning and management of efforts to tackle climate issues in countries and communities involved indirectly with the Group through supply chains.



## INSTITUTIONS



**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, starting from sustainable governance and business integrity.**

Tecnica Group exists and operates in compliance with laws, technical regulations, internal standards and codes of governance, also for direct operations along the entire value chain, constantly monitoring and fulfilling business integrity requirements.

The new Code of Ethics adopted by Tecnica Group endorses and adopts the principles of the UN Global Compact regarding human rights, labour standards, environmental protection and the fight against corruption. Tecnica Group supports laws and regulations that guarantee fair access to justice, eliminating all forms of discrimination.

# #6 STAKEHOLDERS AND MATERIALITY ASSESSMENT

## STAKEHOLDER MAPPING

The different **initiatives** are grouped into **macro-areas**, which intersect with the “**Three Ps**” and the **goals of the 2030 Agenda**. These areas of interest start by considering the people inside and outside our Group who contribute to the generation of value: our **stakeholders**.





We, **as people**, are the invaluable human capital of **Tecnica Group**. We are the champions and ambassadors of the company's values around the world, in our sphere of relationships. We are women and men with a **shared goal**: the **growth of the Group** through a path of **professional development**. We are the beating heart of the organisation. Each individual has a **precise role**, and each is an essential part of the whole, in a mutually complementary **relationship** with all other members of the company. **We love life** and **interaction** with the world, and this is why we strive for balance between **work**, which we always perform with commitment and diligence, and our **personal life**, which gives us space to develop and stay active. This enables us to nurture **well-being** fostering a **positive** and **proactive climate** within the organisation.



Then there are our **customers**, who see Tecnica Group as a partner for their business. They have high **expectations** of us. They hold our **products** in **high regard** and also demand particular **attention** to service quality, valuing punctuality, solid logistics, integrity and reliable standards of quality. But high standards are no longer enough on their own. Our retailers also require a **Group identity**, in addition to the strong identities of our individual brands, to support their decisions. Tecnica Group offers a whole system of **specific values**, that only we can guarantee: our **character**, our **history** and our **core values** are intangible yet represent pillars guiding customers to choose us. We must not forget this in our daily operations, always working to strengthen our position.



The **people** who use our products **embrace our principles**. They are passionate: they want to engage with the world around them with ardour, fascinated by the details and dedicated to caring for our environment, as far as they are able to. They are **explorers**, searching for **innovative solutions** to live **experiences in nature** to the fullest, giving it the very utmost respect. They are followers, supporting the brands that represent their lifestyle, and choosing products based on the values that distinguish them.



**Suppliers** play a fundamental role in the value chain.

It is often said that there is strength in numbers, and the Group believes strongly in the **potential** of a **networked business structure**, which enables us to work together to generate value for all.

This is why selecting suppliers is a **delicate process**. We look for partners with whom to establish **long-term relationships**, who **share** the same **values** on which we found our day-to-day operations.

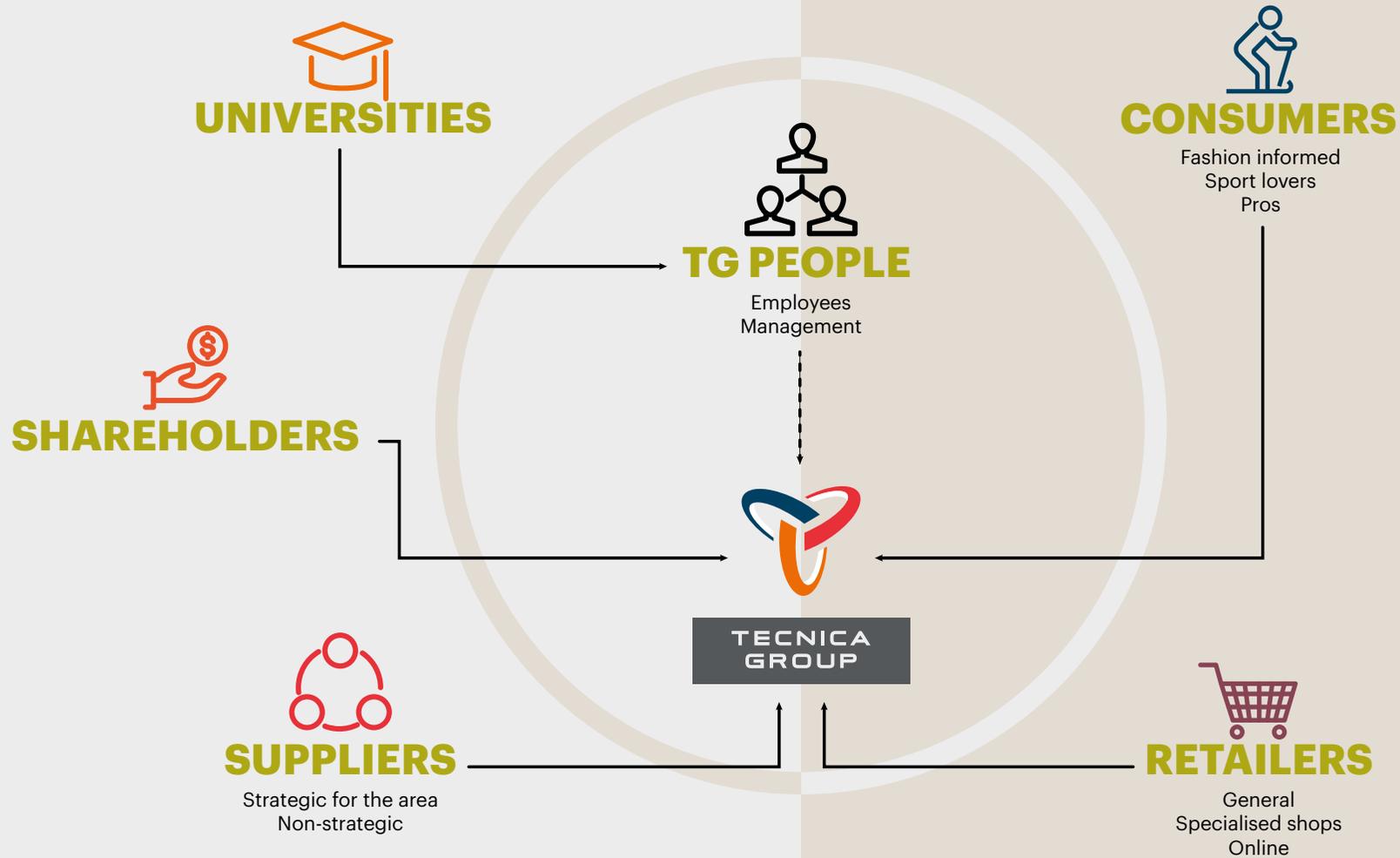


We are working to establish ever-stronger ties with **universities, research groups**, and **certification bodies**, collaborating to further our expertise in the sector. **Relationships** with these organisations are truly **fundamental** because they enable us to become a real **benchmark** for the industry, not only as manufacturers but also as a **centre of expertise**.



We place great focus on all **Shareholders**, who have believed in us and invested in our Group. **Sustainability** is viewed as a great **value**, recognised in the work of **Tecnica Group**.

The path taken has included the **mapping** of Tecnica Group **stakeholders** and **analysis** of their **requirements**, matching these up with the **actions** and **initiatives** implemented in the field of **sustainability**.



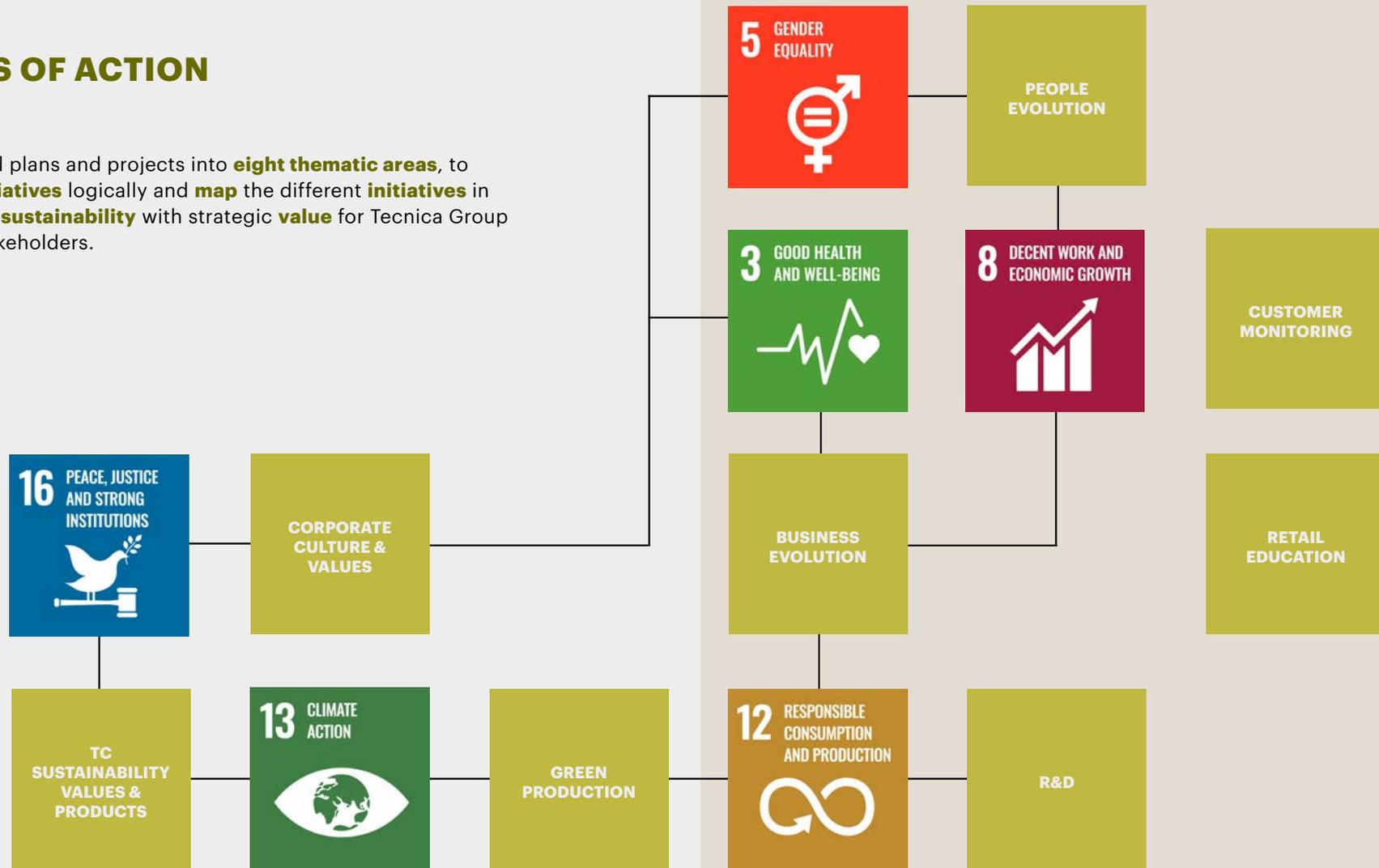
## MATERIALITY ASSESSMENT

It was **necessary** to update **systems** with the **findings** that emerged to **select** the **issues** of greatest relevance for **Tecnica Group** and to develop a **stakeholder engagement strategy**, bringing **material topics** into **focus** in the context of the **sustainable path** of the entire organisation.



## AREAS OF ACTION

We divided plans and projects into **eight thematic areas**, to **group initiatives** logically and **map** the different **initiatives** in relation to **sustainability** with strategic **value** for Tecnica Group and its stakeholders.



## METHODOLOGY

To **assess plans** and projects with **logical criteria** that are fit for purpose, **four areas of investigation** were defined:

- the **first** regards **transparency** and the **urgency** of **actions** to be taken
- the **second** focuses on **increasing value** through **implementation of actions**
- the **third** focuses on identifying their **feasibility** and the corresponding **consumption of resources**
- the **fourth** highlights the **value** that the **action** holds for each **stakeholder**.

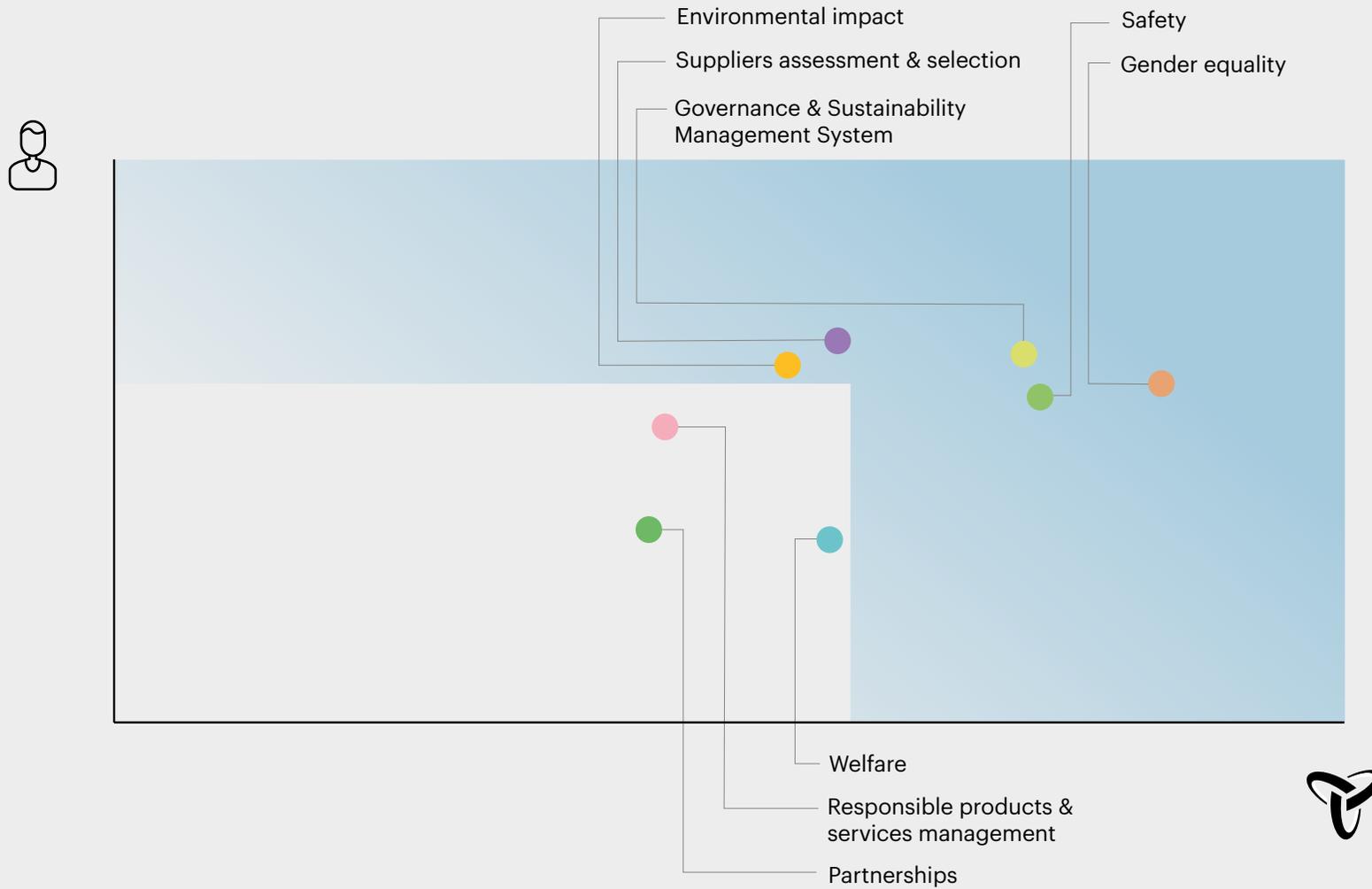
The **first three** primarily affect **Tecnica Group** and the significance of the project from an **internal perspective**. The **fourth** regards all **stakeholders** and the overall importance for the parties involved.

Assigning a **score**, on a **scale** of **one to five** to each of these four indicators for each project identified, with a higher number indicating greater **influence** and/or **feasibility**, the initiatives have been included and presented in a **materiality matrix**, which has been **validated by stakeholders**.

In order to obtain a **complete and uniform result**, the **score** assigned for significance to stakeholders is weighted with a **multiplying factor proportional to the number of stakeholders** involved and their importance based on the previous **mapping**.



## OUR MATERIALITY MATRIX





### Suppliers assessment & selection

Our supply chain has always been a fundamental component of our business. Therefore assessment and selection of suppliers is a material topic for us and our stakeholders.



### Gender equality and equal opportunities

We want our Group to treat people the same regardless of their individual characteristics, such as age, gender and cultural background, guaranteeing the same opportunities for all.



### Environmental impact

We are committed to reducing our environmental impact, starting by complete monitoring at the Group level of all consumption of resources, including electricity, water and materials.



### Safety

We believe that health and safety are the foundation for well-being and decent work for all. This topic, which we consider to be particularly fundamental in production settings like our own, is one of our priorities.



It is also necessary to focus on creation of a **well-structured sustainability management system** that covers all areas and levels of action, ensuring actions taken by the Group are organic and harmonised.

# #7 OUR GOALS



## COHERENCE



**OF VALUES AND COMPANY STRUCTURES, FOR GREATER INTERNAL AND EXTERNAL ALIGNMENT**

**POLICIES AND PROCEDURES ARE THE KEY TO OPTIMAL STRUCTURE. VALUES SUCH AS HUMANITY AND COMMITMENT MUST BE A SOURCE OF INSPIRATION.**



## SHARING BEST PRACTICES



**AIMING FOR ALIGNMENT WITH OUR HIGHEST STANDARDS.**

**THE FIRST STEP IS FULL RECOGNITION OF CURRENT PRACTICES, GATHERING DATA AND MONITORING INDICATORS, COVERING THE ENTIRE SCOPE OF THE GROUP.**

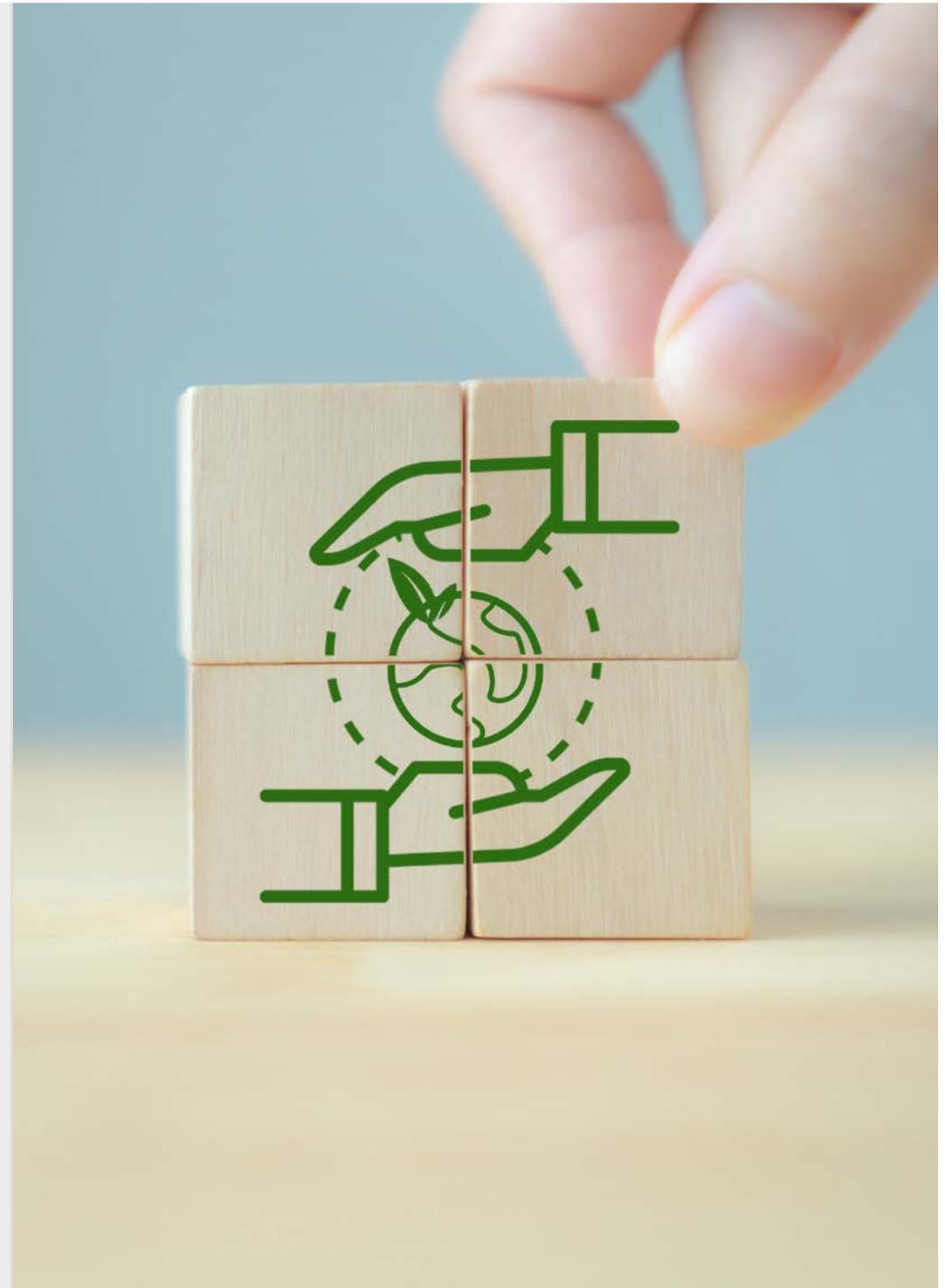


## AN IDEAL WORKING ENVIRONMENT



**TO BE RECOGNISED AS ONE OF THE BEST COMPANIES TO WORK FOR IN TERMS OF:**

- **GENDER EQUALITY (OPPORTUNITIES, QUALITY AND COMPENSATION)**
- **EMPLOYEE WELFARE (THROUGHOUT THE WORLD)**
- **HEALTH AND SAFETY (OF THE HIGHEST LEVELS)**



# #8 CORPORATE GOVERNANCE

**Tecnica Group** promotes a **healthy global economy** that is **inclusive** and **sustainable**, upholding **human rights** and **labour** rights, capable of safeguarding the **environment** and actively engaged in promoting **integrity** in every aspect of **business**.

Achieving **sustainable** economic **development** for the company requires **compliance** with the operational **standards** established for environmental, social and governance criteria, on the basis of **shared** and **standardised parameters** to measure **company performance** in these spheres. The **ability** to **generate economic value** while also **meeting human requirements** and **respecting the balance** of the ecosystems that support **life** is the **combined goal** of every **business** that claims to be **sustainable**, taking on the **responsibility** of improving and **aligning its results**, its **processes** and the **set of values** that inspire them.



## PARTECIPATION IN UN GLOBAL COMPACT

On this basis, **Tecnica Group** has **endorsed** and **adopted values** within its business that are **aligned** with the most advanced international best practices in the **sphere of governance**. These include the **United Nations Global Compact**, the leading **strategic initiative** for **corporate responsibility**, with the Group sharing, supporting and implementing the **Ten Principles** within its sphere of influence.



**GENERATE ECONOMIC VALUE**



**RESPECT NATURAL BALANCE**



**SATISFY HUMAN REQUIREMENTS**

**GROUP COMMUNICATION  
& SUSTAINABILITY  
DIRECTOR**

+

**THREE OTHER FIGURES  
IN THE COMMUNICATION  
DEPARTMENT**



**SUSTAINABILITY TEAM**

↓

**TECNICA GROUP  
SUSTAINABILITY  
INITIATIVES (SOCIETY,  
ENVIRONMENT AND  
GOVERNANCE)**

## SUSTAINABILITY TEAM

The operational **team** handling **coordination** of **sustainability initiatives** at **Tecnica Group** and related internal and external communications fall under the responsibility of the **Group Communication & Sustainability division**.

The **team** is composed of the **Group Communication & Sustainability Director** and **three other figures in the Communication Department** who are specialised in sustainability. Following a **strategic process** conducted by a **project team** in **collaboration** with selected **consulting partners**, the **team** is responsible for **managing** and **coordinating sustainability initiatives** regarding **environmental, social** and **governance** themes, with a view to **broadening them** as far as possible to all aspects of the Group that can be included.

Existing **initiatives** have been grouped and **added** to an **organisation** and **control process** by the team, and possible future **developments** are **coordinated** and **assessed** by it. These processes are aimed at **inclusion** of sustainability issues in global Group strategy. The team also works to **build awareness** within the **company** around **sustainability** and **actions for improvement**.

The **primary needs** leading to these organisational choices are connected to the Group's **desire** to **review** its **impact** and define its **corporate responsibility** with a view to **improvement**, for the **environment** and the **communities** in which it operates, as a **global leader** in the **sector**.

## CODE OF ETHICS

We recognise that the **company's well-being** relies first and foremost on the **well-being** of the **people** that make up our organisation, living within it day to day.

With this awareness, we adhere to a **Code of Ethics** setting out the **guidelines** and **principles** that we adopt in the **day-to-day management** of operations. It is our goal to support **sustainable growth** and **uphold** the company's **reputation**. At the same time, the Code is the first of the pillars on which our **Organisation Model** stands.

Everyone working with us undertakes to **comply** and promote compliance with these **principles** in the context of their functions and responsibilities. The belief that one is acting for the benefit of the company never justifies conduct that goes against these principles.

Our **ethical vision** is aimed at **harmoniously improving the lives of customers and personnel**. We openly declare the **central** importance we place on people and our desire to **pursue** the **common good** in execution of our economic activity. We therefore exercise **respect** for all **parties** involved in company operations, without abuse of power or privileges of any kind.

All **activities** are **performed in compliance** with the law, with a framework of fair competition, with **respect** for the **legitimate interests** of **customers, employees, commercial and financial partners** and the communities in which we operate.

To disseminate and foster observance of these principles, we have adopted a **whistleblowing** policy. We ask our employees to **report** any **irregularities** that may damage common interests through specific internal channels.

This is a **confidential channel** that enables us to guarantee that the **reporting party's identity remains undisclosed**. It also enables us to increase the **sense of responsibility** amongst all individuals.



**ASSESSMENT AND  
REPORTING  
OF COMPANY RISK  
FOUNDED ON THE COSO ERM  
METHODOLOGY**



**ENGAGEMENT OF ALL  
CORPORATE STRUCTURES**



**CONSIGLIO DI  
AMMINISTRAZIONE, INTERNAL  
AUDIT, COLLEGIO SINDACALE,  
ORGANISMO DI VIGILANZA,  
SOCIETÀ DI REVISIONE,  
DIRIGENTI RISK OWNER.**

## RISK MANAGEMENT

**Tecnica Group** has equipped itself with a function dedicated to **consolidating** a process of **risk assessment** and **reporting**, aimed at constantly integrating and monitoring **company risk management** with business and management processes. **Founded** on the **Enterprise Risk Management (ERM)** methodology of the **Committee of Sponsoring Organizations of the Treadway Commission (COSO)**, this process also draws from other international frameworks.

This type of activity sits in the **context of awareness** and continuous **involvement** of all **corporate structures**, both internal structures and those with more of a business focus, with detailed analysis of the most significant critical areas, appropriate responses and mitigation plans. There are various **corporate bodies** and **corporate figures involved** in this process, and **key figures** for implementation of the internal audit system: **Board of Directors, Internal Audit, Board of Auditors, Supervisory Body, Independent Auditing Firm and Managers Appointed as Risk Owners.**

The **Internal Audit** function, established in **2021**, is responsible for **assessment** of the **completeness** and **adequacy** of company processes and **activities** with reference to laws, procedures and codes of conduct, and identification of any connected **risks**.

The process of **risk assessment** contributes to business **management** that is **aligned** with the **company goals** defined by the administrative bodies, supporting **informed decision-making** and dissemination through the organisation of a positive **culture** around **risk** and **auditing**. This is based on a **risk-based and process-based approach**, meaning a **system** that enables **identification, measurement, management, and monitoring** of the main **company risk areas**, in the context of **corporate procedures**.

This path, which began in **2021**, involves **creation of new information flows** and **consolidation of existing flows**, among the various functions involved, with the purpose of **avoiding inefficiency**. In this regard, numerous **updates** have been made to **risk mapping**, primarily involving the **headquarters**, and which will also be implemented for **production sites** and **numerous branches** in coming months. This has made it possible to gain an **overview of risks** and **begin review** and updating or implementation of **policies, procedures** and **guidelines** to safeguard **governance** and the health of Group operations. Consequently, there are plans for **training programmes** aimed at **enhancing** and **requalification** of the **expertise** and **professional development**, also regarding sustainability and anti-corruption.

## RISK-BASED AND PROCESS-BASED APPROACH



## NEW INFORMATION FLOWS AND CONSOLIDATION OF EXISTING FLOWS



## UPDATING OF RISK MAPPING



## PERCORSI FORMATIVI (VALORIZZAZIONE E RIQUALIFICAZIONE DELLE COMPETENZE + SVILUPPO PROFESSIONALE)

The **risk-assessment** process takes into account the **probability** of an **event** occurring within the company and its impact, with **reference** to the following **aspects: legal, financial, reputational, operational, health and safety** and achievement of the group's strategic goals. The main risk factors considered refer to the company's **mission, competition, compliance**, the **macroeconomic** and **social and environmental context**, growing **awareness** about the **environment, health and safety** and **sustainability** more generally.

All of the above measures have highlighted a strong **correlation** between the **material topics for sustainability** and the **risks identified** in the **ERM** context. In this regard, Tecnica Group has already adopted various **tools** aimed at **helping the company** to guarantee effective, efficient and transparent management, including the **Code of Ethics and the Organisational, Management and Control Model pursuant to Italian Legislative Decree 231/01**. It should be noted that the Group operates primarily in **Italy** in terms of **employee numbers, revenue** and **taxes**. It has no subsidiaries in blacklisted countries or tax havens.

Furthermore, the awareness of **top management** around the need to associate **policy**, procedures and guidelines with the **Sustainable Development Goals (SDGs)** wherever possible, with the aim of **increasing engagement** of company personnel in regard to future targets, will enable improved **reporting** that supports **sustainable development**.

In order to foster **corporate culture** in this regard, **meetings** have been held to **engage** figures reporting directly to the **CEO**, who are actively involved in **results** for their respective operational areas.

## CORRELATION BETWEEN MATERIAL TOPICS FOR SUSTAINABILITY AND RISKS IDENTIFIED BY ERM



## CODE OF ETHICS AND ORGANISATIONAL, MANAGEMENT AND CONTROL MODEL PURSUANT TO ITALIAN LEGISLATIVE DECREE 231/01

## POLICY, PROCEDURE GUIDELINES ALIGNED WITH SUSTAINABLE DEVELOPMENT GOALS



## INCREASED ENGAGEMENT

# #9 OUR PARTNERSHIPS

## INTERNSHIPS WITH UNIVERSITIES AND SCHOOLS

**Partnerships** with **universities** and **educational institutions** generally, as key stakeholders that enable growth of the company through introduction of **young talent**, are vitally important for us.

We believe in the **creative force** of **youth**, and the ability to see things from **new perspectives**, with **awareness** and a **commitment** to act with respect for people and ecosystems.

This is why we actively engage in education and introduction of students to the world of work.

Universities, and particularly the institutions located in the **Veneto** region, with their **specialised expertise**, are also key partners in terms of business strategy and innovative research and development.

## MUSEUM OF BOOTS AND SPORTS FOOTWEAR

This relationship symbolises our ties to the local area and it is a source of great **pride** for us to play an active role in the initiatives of its foundation.

The **Museum of Boots and Sporting Footwear** in **Montebelluna** houses the historical record of our renowned industrial centre and, as such, represents a hub fostering entrepreneurial spirit.

This partnership is not only based on economic support but promotion and **education** to maintain the **expertise** and traditional skills underlying our work, with **colleagues** from past and present and **machinery** and **equipment** provided by **Tecnica Group**.



### PARTICIPATION IN THE SVILUPPO FILIERE PROGRAMME

Tecnica Group is a member of the **Intesa Sanpaolo's Sviluppo Filiera programme** supporting the growth of small and medium-sized Italian enterprises. Our reputation as a solid and reliable company has enabled us to capture this opportunity.

Through the **Confirming platform**, our suppliers have the certainty of payment by the deadline and circulating capital is optimised within our chain of production.

In **2021**, agreements with **28 strategic suppliers** for our business covered **48% of total procurement volumes**.

Agreements of this type represent an important confirmation of **three-way trust** between credit institutions, our organisation and our supply chain, with significant benefits for all parties.

# 2021



# 28

**STRATEGIC SUPPLIERS**



# 48%

**VOLUME OF TOTAL  
PROCUREMENT**



# #10 OUR PEOPLE

Tecnica Group has built its **value on people**, the members of one big team working across the globe. Each individual has their own unique **characteristics, skills** and **talents**, performing specific roles through coordination with other team members to pursue the Group's goals.

On this basis, our great desire is to **integrate well-being in the workplace** with achievement of **profit**.

Some milestones have already been reached in this regard and are the result of a long evolution of corporate culture, while others fall within the scope of a **programme** initiated in recent years to ensure this evolution is as **organic**.





- **NEW PERFORMANCE APPRAISAL**
- **STRENGTHENING THE GROUP**
- **LISTENING TO IDEAS**
- **SHARING**
- **WELL-BEING OF PERSONNEL**
- **TRAINING**



## **VARIOUS PROGRAMME ACTIONS**

## **PEOPLE & CULTURE**

In a process of sustainable development, it is fundamental to have a **global view of the organisation**.

To **promote** this **view** of our Group as a **single entity** through shared **values** and **goals** and **teamwork**, many **HR initiatives** have been implemented, supported by internal corporate communications, under the name **People & Culture**, like the department responsible for their coordination, aimed at fostering the growth of every employee along with our company.

The goal we have set ourselves is to strengthen the **sense of belonging to the Group**, with a leadership model that champions the organisation's common values.

The **Leadership Team**, composed of the main **heads of functions** and **company business units** has the task of **guiding** and **guaranteeing** this **process** of cultural change, which the Group believes strongly in, making a solid commitment to its success.

The programmes overseen by the People & Culture are made up of **various actions that we are in the process of implementing**.

## NEW PERFORMANCE APPRAISAL

**Feedback** is the **best tool** for constructive assessment and for **professional and personal growth**.

Beginning with the **goals, actions taken** and **successes** are assessed, then analysing the **reasons** that have made it difficult to achieve them. This process is rooted in a **fair** and **merit-based** approach, with a specific focus on **actions**. We strongly believe that an **assessment meeting** with the manager is a **necessary** and **very useful** opportunity for **growth** and **professional development** at all levels of the organisation.

On this basis, the Leadership Team is working hard on the **review** and **improvement of existing processes**, with involvement of the entire company in the assessment procedure already under way.

This new procedure to assess performance and expertise is based on the **grouping of our values into four internal working principles**, which represent the ideals of conduct that should guide our daily working life and all activity within the company: **Responsibility, Team spirit, Speed and flexibility**, and **Respect**. These principles guide the **appraisal process**.

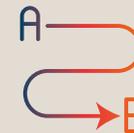
**Training** and **coaching** programmes to improve our capabilities in various areas: **delegating, working towards goals, defining KPIs, time management, being independent, clear, transparent** and **effective communications**.



**Responsibility**



**Team spirit**



**Fast and flexibility**



**Respect**

### STRENGTHENING THE GROUP

Sharing **constructive experiences** enables us to consolidate harmonious **relationships** between **colleagues**. Structured and continuous **team building** activity is an excellent **solution** in this regard. Introducing actions that are separate from normal working activities, they **consolidate relationships** and **support growth** of the **group**, at a departmental level and with broader initiatives open to all, promoting **knowledge** and **sharing between different categories** and **people** within the company.

### LISTENING TO IDEAS

A simple **piece of advice** may become an **important input** for improvement. This is why we offer the **possibility** for everyone to **express themselves**, because everybody's **opinion** is of **great value** to the group. An **email mailbox** and several **physical mailboxes** have been set up for suggestions on how to improve working life and relations, with the opportunity to also **highlight** and **factors that hinder harmonious development** of a new company culture.

We also aim to **increase efforts to gather feedback**, recommendations and opinions through periodic, structured questionnaires. This project has already been launched at some of our offices, but we are only in the initial phases.





## SHARING

All **information** useful for Group employees is **made available** on the company intranet. Announcements, documents, regulations and policies are shared through this **digital noticeboard**, which is **open** to all and easy to access. This platform also represents an **internal reference resource** for anyone who wants to explore the company's **values, mission** and **vision**. There are **many materials**, including the **Code of Ethics, official presentations, the corporate identity** and **other resources** that help to define who we are and tell the story of our Group.

This is also a sharing platform to remain **up to date** on **initiatives launched** by the different **offices**, factories and business units, **new hires**, birthdays and news of a broad interest.

This network **involves** increasing numbers of **employees** every day, with **versions dedicated to the various administrative, commercial and production entities** that make up Tecnica Group.

## WELL-BEING OF PERSONNEL

We wish to create a **pleasant** and **tranquil working environment** where everyone can fully **express themselves**. In this context, providing **additional benefits** and **subsidised services** to those working for the Group is an **important action** to **enhance** their **working experience** and work life balance.

This aspect led the company to establish a **welfare programme** in **2021** specifically for **employees** at the **Giavera del Montello headquarters**, through an agreement with the **Tre Cuori benefit company**.

Tre Cuori is an enterprise in the Veneto region focused on issuing **services of a social** and welfare nature for the **well-being of people** and their families. On the basis of this agreement, renewed again for 2022, each **employee** has the **right to welfare credits** to access **fringe benefits** (purchase of shopping vouchers for consumer essentials and non-essentials) and **services for individual and family life** (healthcare, education, welfare, travel, sport, culture, etc.).

In the **short-term the group is focused** on **extension** and **general adoption** of this scheme across all offices, with local partners and the most appropriate methods for local legislation. **Issue** of these **benefits** represents tangible **support** and a constructive **contribution** to meeting individual and family needs.

**Remote working** is another important step. Driven by temporary needs in management of the **pandemic**, it has been found to be a very **positive approach** and is generally popular. We intend to continue this initiative in a **structured** and **organised** way to integrate it **fully** and **harmoniously** into our organisation.

We are therefore committed to another **step forward** towards a **better work life balance** for many colleagues, along with flexible working hours, an initiative **introduced in 2020** with the same goals for harmonisation.

Onboarding of **new hires** can be a **sensitive process**, both for the person beginning their professional path with the Group at all levels, and for colleagues with the responsibility of their integration, involvement and training. **Support** is provided by the **preparation** of useful **information** and **documentation** in a digital **welcome kit**, including key details about the company and a detailed agenda of meetings with key figures, and points of reference to help orient oneself within the company structure during the initial period of work.

Creation and improvement of several **rest and relaxation area** meets the need of many individuals to pass their **lunch break** or short **coffee breaks** during the day in a tranquil and restorative setting, in the **company** of their **colleagues**. There are paved areas outside the company canteen, extensive gardens with **seating** and **various structures, kitchens** equipped for preparation of one's own food, along with **newspapers, magazines** and **screens** in rest and relaxation areas, which are decorated with **wooden elements** and **plants**. Each of these small touches enable users to relax and recharge, improving the quality of their working day.



## TRAINING

We believe that **training** is the fuel and **strength** of our **work**. Being a **market leader** means representing a **benchmark**, pooling knowledge and offering inspiration to the whole sector.

Therefore, we are working on structured **training plans**, which are **tailor-made** for each employee depending on their role, duties and professional development within Tecnica Group.

## AVERAGE HOURS PER YEAR OF TRAINING BY GENDER

### UKRAINE

DATA UNAVAILABLE

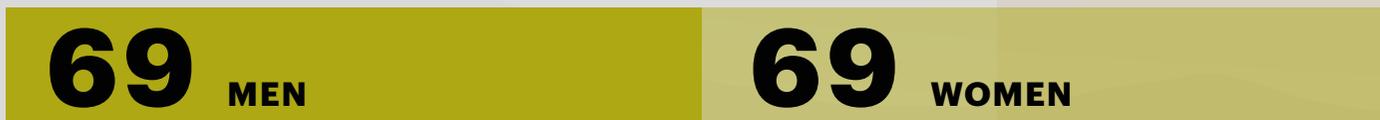
### HUNGARY



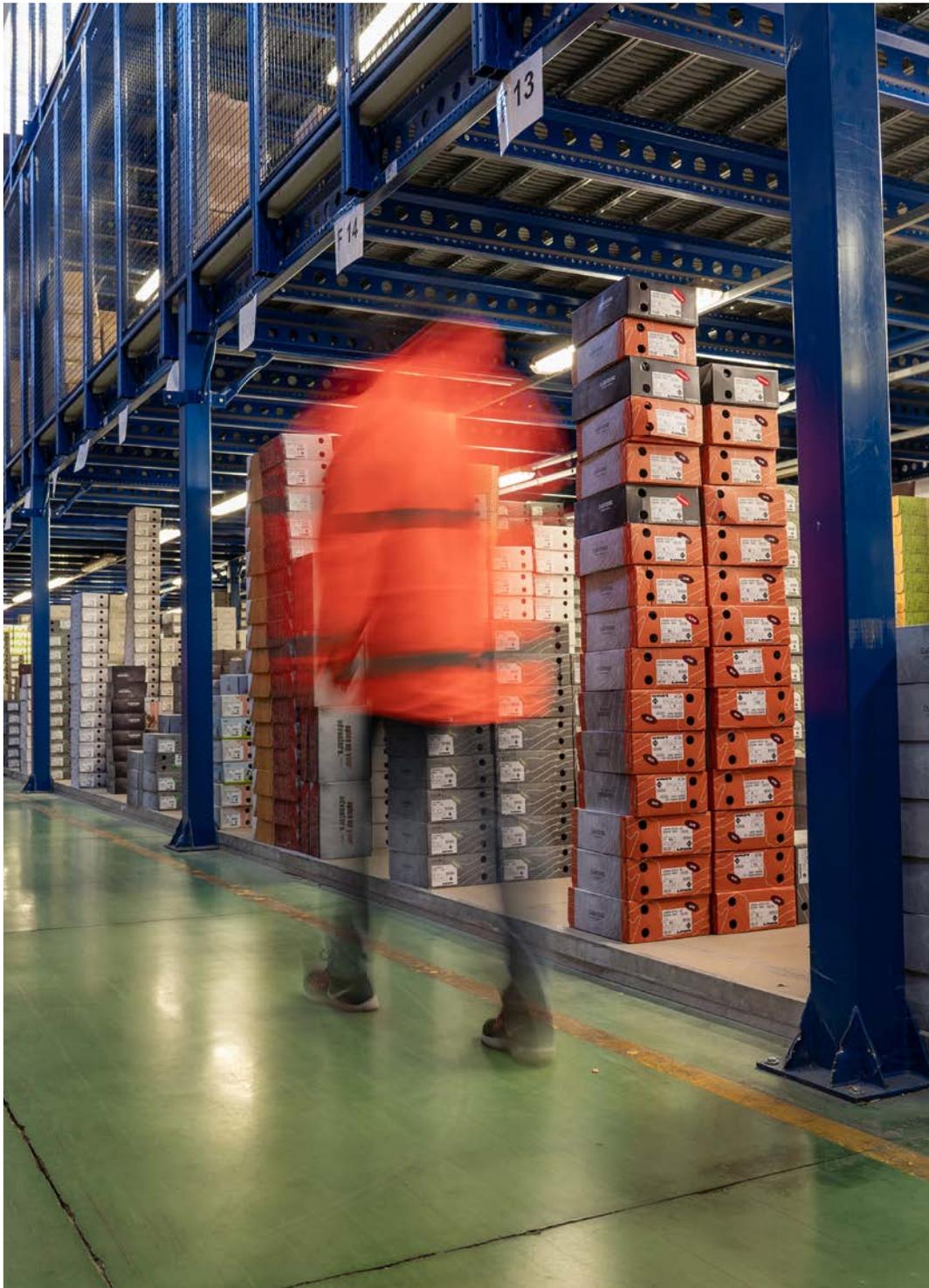
### ITALY



### AUSTRIA\*



\* including internal job integration and apprenticeships



## SAFETY

**Tecnica Group** wants to place great **importance** on the **occupational safety** of its **employees** and all **personnel**.

The Italian headquarters adheres to the **Italian Modello 231** guidelines for its occupational health and safety management system. This system has been implemented on the basis of a system of risk management and covers all employees.

This is the **process** followed by the headquarters for proper management of health and safety:

1. **Occupation case history** for investigated incidents
2. **Drafting of Risk-Assessment Report** to identify hazards and assess risk
3. **Information** and **training** to highlight hazards or possibly hazardous situations
4. **Removal** to avoid any situations that may cause injury or occupational illness.

The **health surveillance unit** handles **occupational health services** for company sites. Participation and consultation of workers in the context of implementation and evaluation of the health and safety management system sees **involvement** of the **Worker's Health and Safety Rep** and **appointed officers**. Training of workers for health and safety complies with applicable regulations, while various initiatives to promote employee health are adopted through the **welfare system**, a **supplementary healthcare fund** and various **projects** promoted and shared on the company intranet.

At the **Hungarian site** there is no occupational **health and safety management system**, while at the Ukrainian site it is only **partially** present. **Mandatory safety rules** are followed throughout Italy, applying to all workers. Meanwhile, **training** is primarily offered by an **external consultant**.

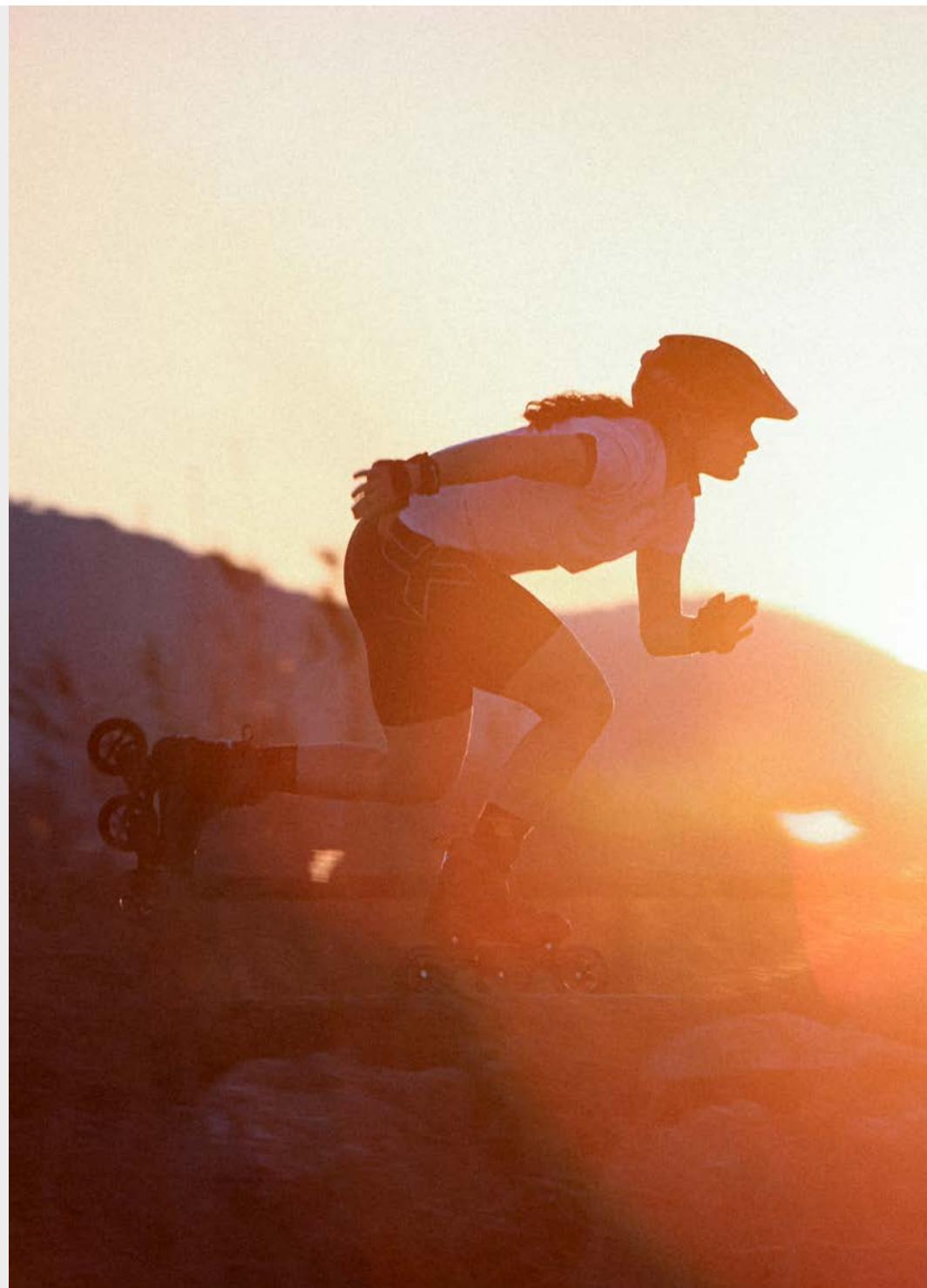
The **Austrian site** has adopted an occupational health and safety management system implemented **on the basis of a risk-management system** and applied to all workers, following the regulations contained in the **Austrian Worker Protection Act (ASchG)**.

This is the **process** followed by the site for proper management of health and safety:

1. **Identification of hazards** through preventive measures and analysis of incidents
2. **Keeping personnel away from situations of risk**
3. **Investigation of situations of risk.**

Participation and engagement of personnel is achieved through **questionnaires that invite reasoned responses**, aimed at assessing psychological stress, and through dedicated workshops.

At **Tecnica Group** we are working intently to **improve** the **quality** and **efficiency** of **lighting** and **air conditioning** at our offices and production plants, including through **programmes** already launched for the **implementation of fire-protection systems**, and **replacement** of lighting systems with latest-generation **LEDs**.



## ANNUAL NUMBER OF ACCIDENTS



8 involving more than one week of medical leave

**NB: Data missing on accident rates**

# 2021



# 478

**NEW HIRES**



**MAJORITY OF WOMEN  
AGED**

# 30 - 50

## **NEW EMPLOYEE HIRES**

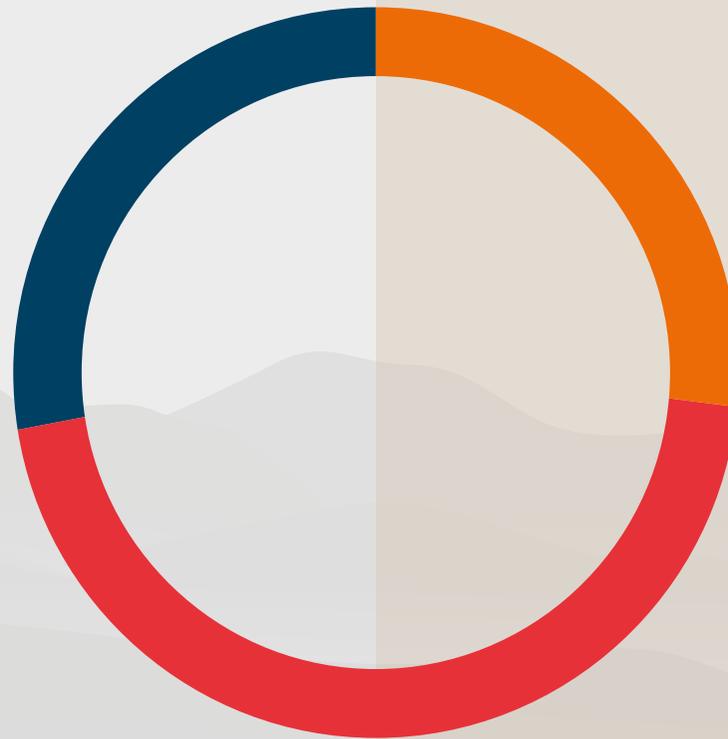
In **2021**, within the considered scope of Tecnica Group we have employed **478 new personnel**, the majority of whom are **women** in the age range of **30 to 50 years**. Personnel have been recruited primarily from the **surrounding areas** of each of the sites considered that make up our organisation.

**TOTAL NUMBER  
OF NEW HIRES  
BY AGE RANGE**

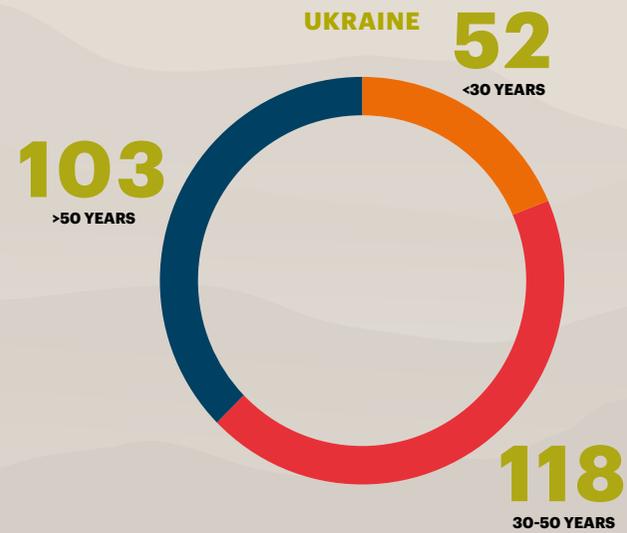
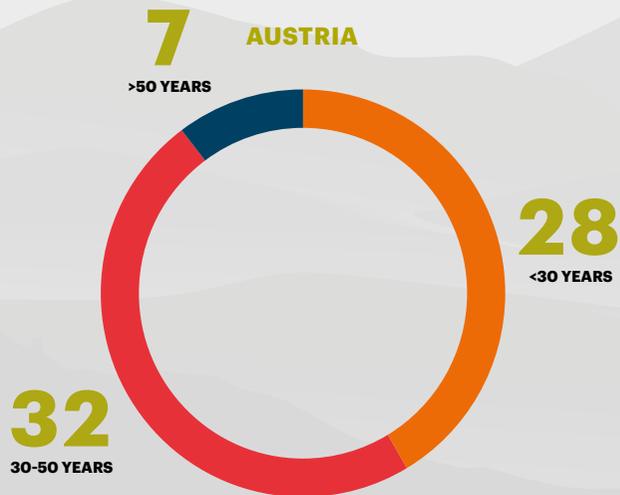
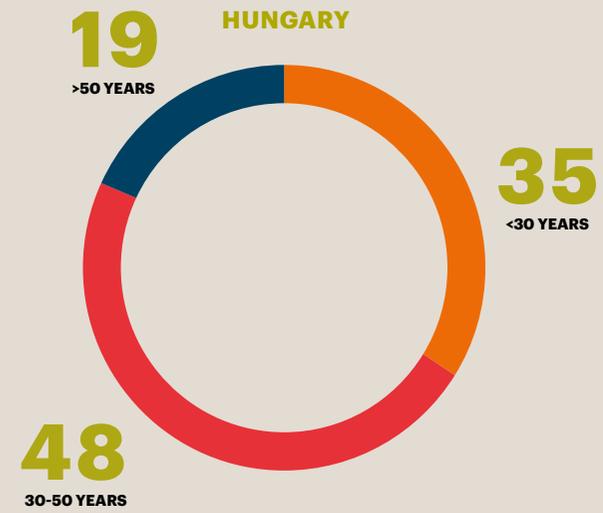
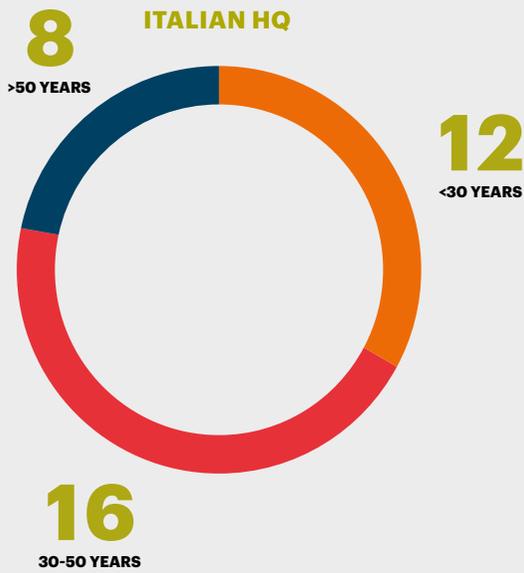
**137**  
**>50 YEARS**

**127**  
**<30 YEARS**

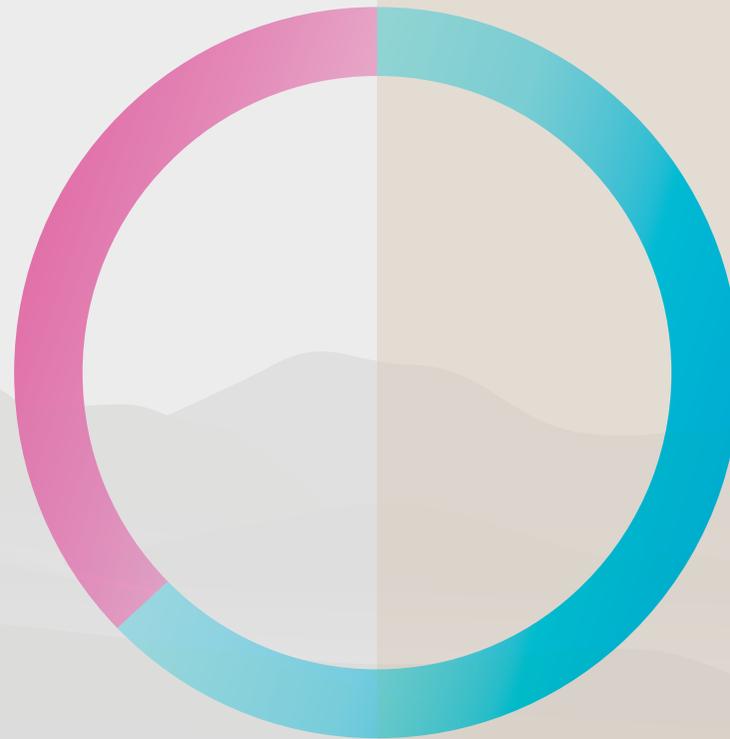
**214**  
**30-50 YEARS**



### TOTAL NUMBER OF NEW HIRES BY AGE RANGE



## TOTAL NUMBER OF NEW HIRES BY GENDER



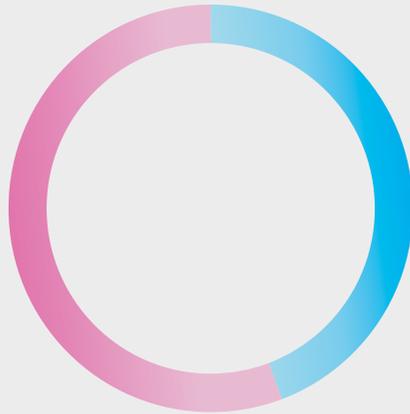
## NUMBER OF NEW HIRES BY GENDER



**20**

WOMEN

### ITALIAN HQ



**16**

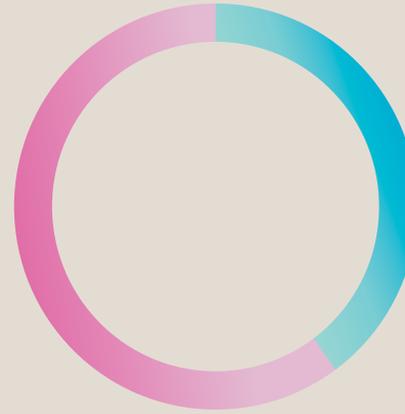
MEN



**61**

WOMEN

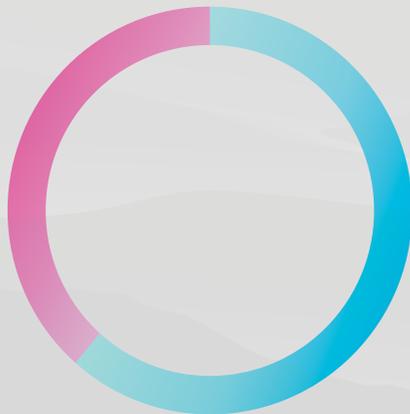
### HUNGARY



**41**

MEN

### AUSTRIA



**26**

WOMEN



**41**

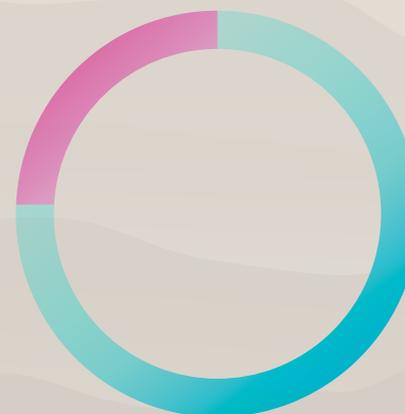
MEN



**69**

WOMEN

### UKRAINE



**204**

MEN

## DIVERSITY AND GENDER EQUALITY

**Gender equality** is an essential consideration for Tecnica Group. Adopting a specific organisational structure and culture, the company has to create and **maintain** the **conditions required** to guarantee fair treatment of human capital, as also established and detailed in its **Code of Ethics**.



**TOTAL NUMBER EMPLOYEES  
BY GENDER AND AGE RANGE**

**99**

**WOMEN <30**

**141**

**MEN <30**

**246**

**WOMEN 30-50**

**382**

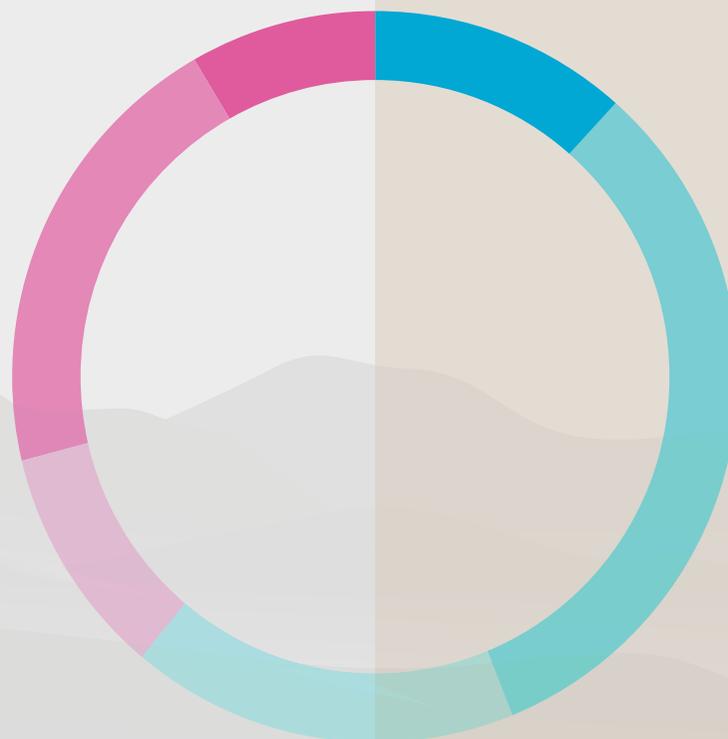
**MEN 30-50**

**119**

**WOMEN >50**

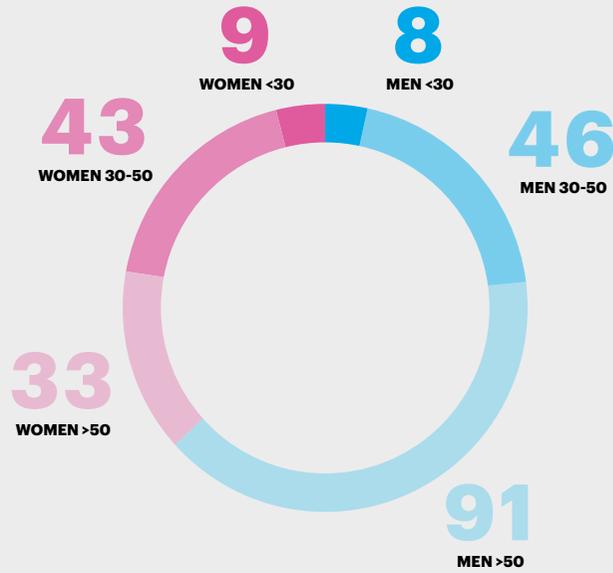
**199**

**MEN >50**

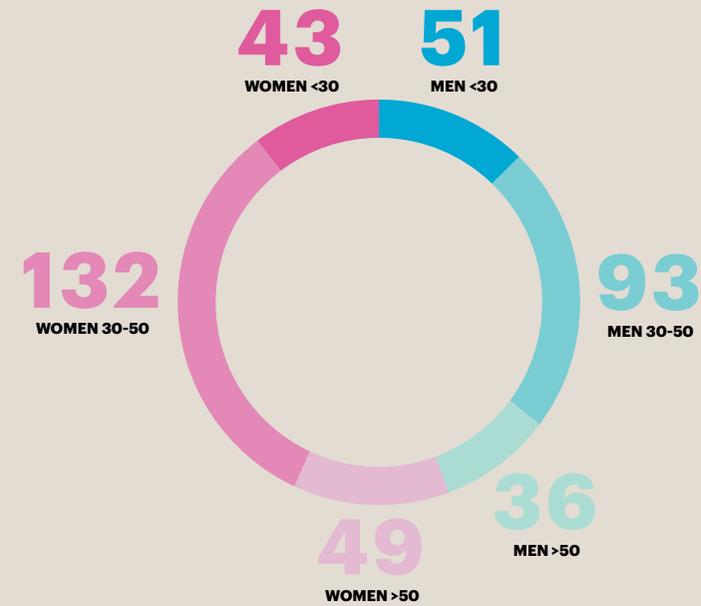


**NUMBER OF EMPLOYEES BY GENDER AND AGE RANGE**

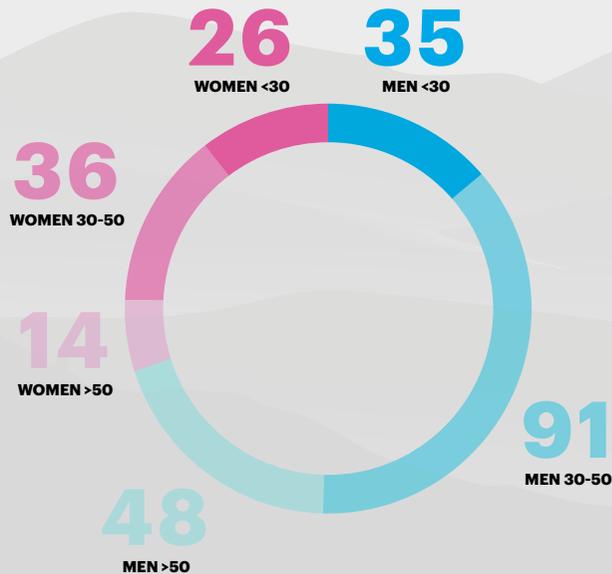
ITALIAN HQ



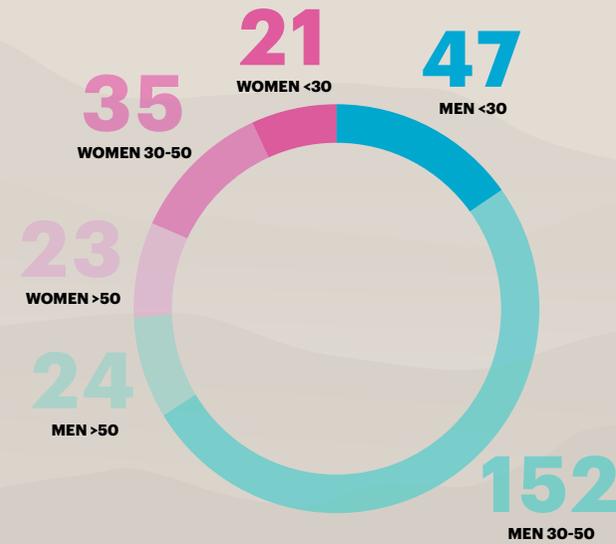
HUNGARY



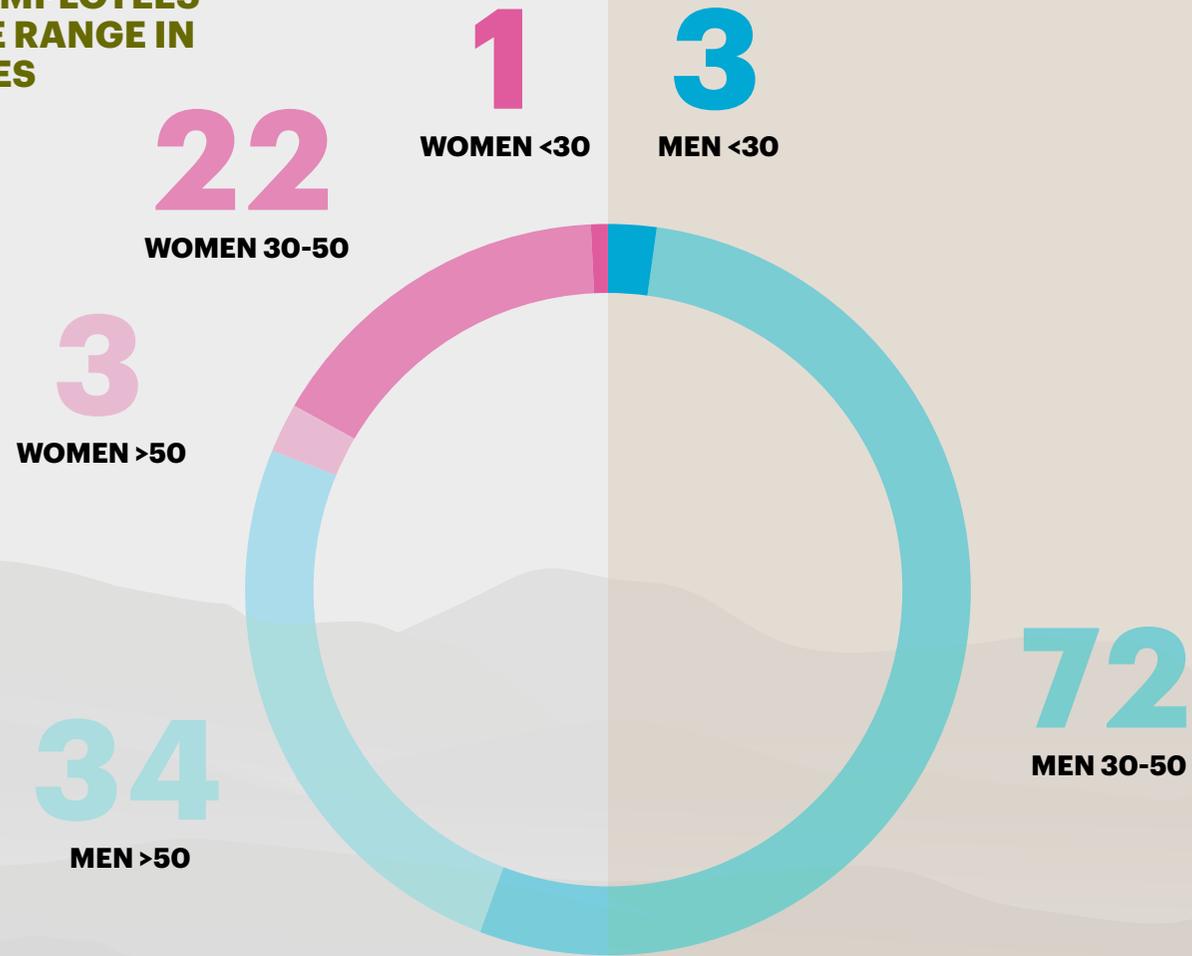
AUSTRIA



UKRAINE

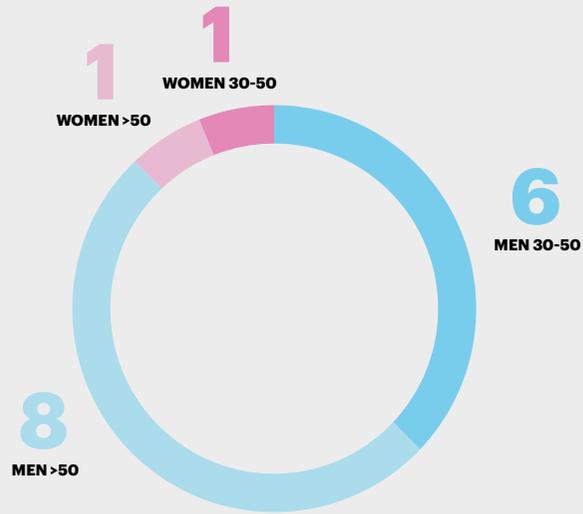


### TOTAL NUMBER OF EMPLOYEES BY GENDER AND AGE RANGE IN GOVERNANCE BODIES

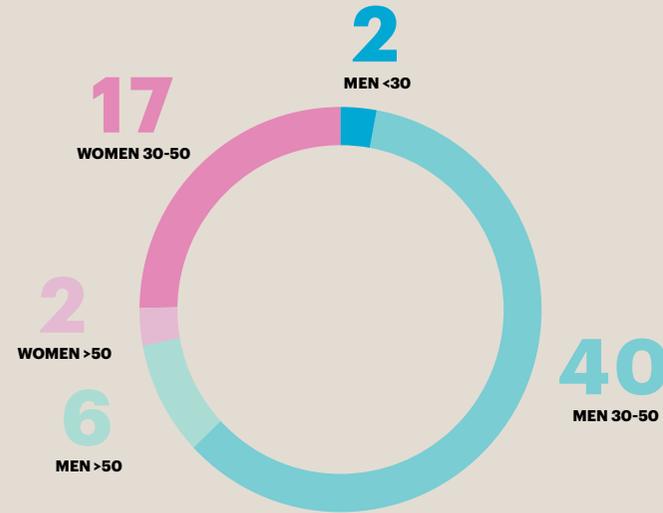


# NUMBER OF EMPLOYEES BY GENDER AND AGE RANGE IN GOVERNANCE BODIES

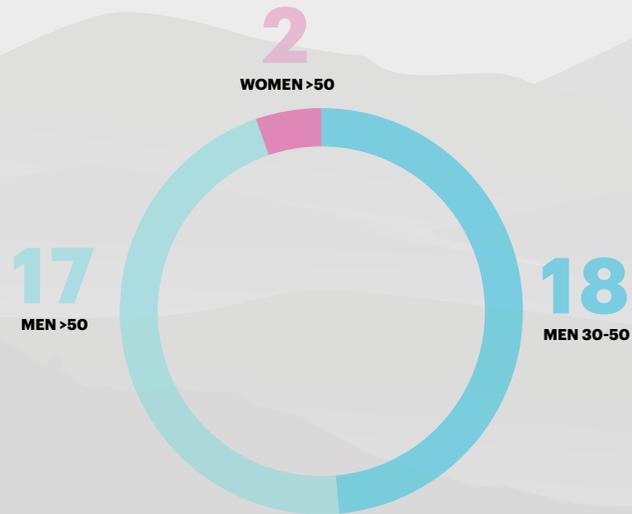
ITALIAN HQ



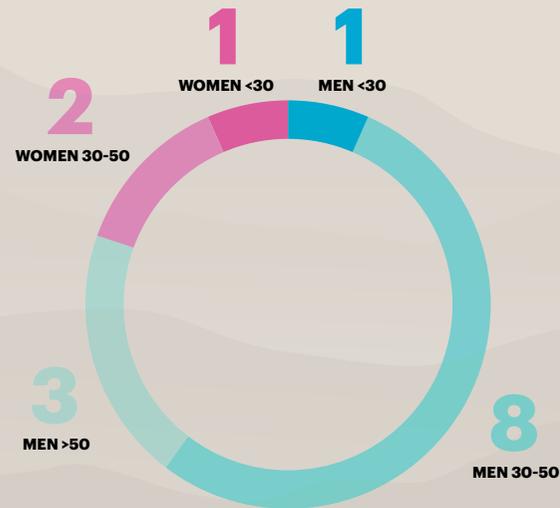
HUNGARY



AUSTRIA



UKRAINE



# #11 ENVIRONMENTAL COMMITMENT

We unquestionably have a **duty** to **protect** and **defend** the **environments** in which we **seek adventure** and **experience** the **emotions** that our products aim to offer to consumers. However, we must always remain fully **aware** that through our production activity we necessarily use **raw materials** of various origin and many other resources and, at the same time, we **issue** the results of our activities **into the environment**, which transform into **waste**.

This is why we are **committed** on various fronts to **monitoring production** and **managing waste** by **gathering precise data**, enabling us to **minimise** our **impact** on ecosystems as far as possible.





## RECYCLE YOUR BOOTS

This innovative **circular economy project** is a true **sustainable business model** that has engaged numerous partners in the main European markets, starting back in **winter 2021-2022**.

A long period of **feasibility studies** and focused **work** on the **network of partnerships** and development prepared for the **commercial launch** through a pilot project of the **Tecnica** brand, followed in the winter by addition of the other Group brand that sells ski boots, **Nordica**.

Adoption and economic support for the project from the **LIFE programme of the European Commission**, a tool for environmental-innovation projects that are aimed at **introducing, expanding or accelerating** sustainable **production**, distribution and consumption strategies, marks **interest at EU level** and the **potential** for success and further development.

**Skiers** who wish to purchase a new pair of boots from Tecnica or Nordica, Tecnica Group brands, can return their **used boots** to **affiliated stores** of any brand.

Plans for pick-up from sales points have been established, optimised to **minimise CO2 emissions**.

We have partnered with **FECAM**, who handles **disassembly** of the **boots** and recovery of all the different parts.

Meanwhile, **LAPRIMA PLASTIC** recovers **plastic parts** and transforms them into **second-generation materials** to be used in other production contexts, internally or outside the Group.



The LIFE-Recycle Your Boots project has received funding from the LIFE Programme of the European Union.

## ENGAGEMENT, AWARENESS AND MUTUAL BENEFITS

- PRODUCT:**  
 The most **critical phase** for the boots is the final phase in their lifecycle, when they have to be **disposed of**. This **project**, partially founded on partnerships with retailers and companies dedicated to separating out and processing items, has allowed us to **fulfil our responsibility**. We have the role of regulating the entire process, ensuring that all **items** are **correctly disassembled** and **transformed** into new secondary raw materials.
- SUPPLIERS:**  
 Our **partners** have worked side by side with us to identify the best **solutions** in relation to new standards of production, from selection of raw materials through to components.
- RETAIL AND HIRE OPERATORS:**  
 They are **active participants in the project**, finding new sales opportunities through increased footfall in stores. Their **contribution** is important in terms of **spreading the word** about the initiative, which has also raised the profile of the various stores.
- USERS:**  
**Skiers** make an informed **decision** in the context of a global project: **purchasing a new** pair of boots with **sustainable disposal** of their worn-out pair is a responsible choice.
- LOGISTICS:**  
 Logistics are an essential link in the chain for **recovery** of **worn-out products** from various collection centres, for their **disassembly**.
- PARTNER FOR DISASSEMBLY AND RECOVERY OF PLASTIC:**  
 This is a highly important strategic collaboration, **considering** the specific construction of the ski boots.
- UNIVERSITIES AND CERTIFICATION BODIES:**  
 They stand by our side for **analysis** and **design** of products and processes.



PRODUCT



SUPPLIERS



RETAIL AND HIRE OPERATORS



FINAL CONSUMER



LOGISTICS



PARTNERS FOR DISASSEMBLY AND RECOVERY OF PLASTIC



UNIVERSITY AND CERTIFICATION BODIES



The **Recycle Your Boots** is not simply a recycling system but a **programme that is fully integrated** with production and supply, **involving various links** of the value chain.

On this basis, we have defined a new business model that, alongside the expansion of various categories of products (inline skates, skis and footwear) that the Group is working on, we aim to establish as a **best practice** also for our **competitors** and their brands in the market.

This project enables us to make a positive impact in the following **areas of sustainability**.

- **Planet:** the Recycle Your Boots project enables us to improve our **focus** and **impact** on our environment, reducing production of waste at the end of the product lifecycle, using resources with care, contributing to the production of renewable resources, and **reducing CO2 emissions**.
- **People:** the initiative is also beneficial for **retailers**, who see an **increase** in **footfall** in their **shops**, with positive effects on the notoriety of their brand and on sales.

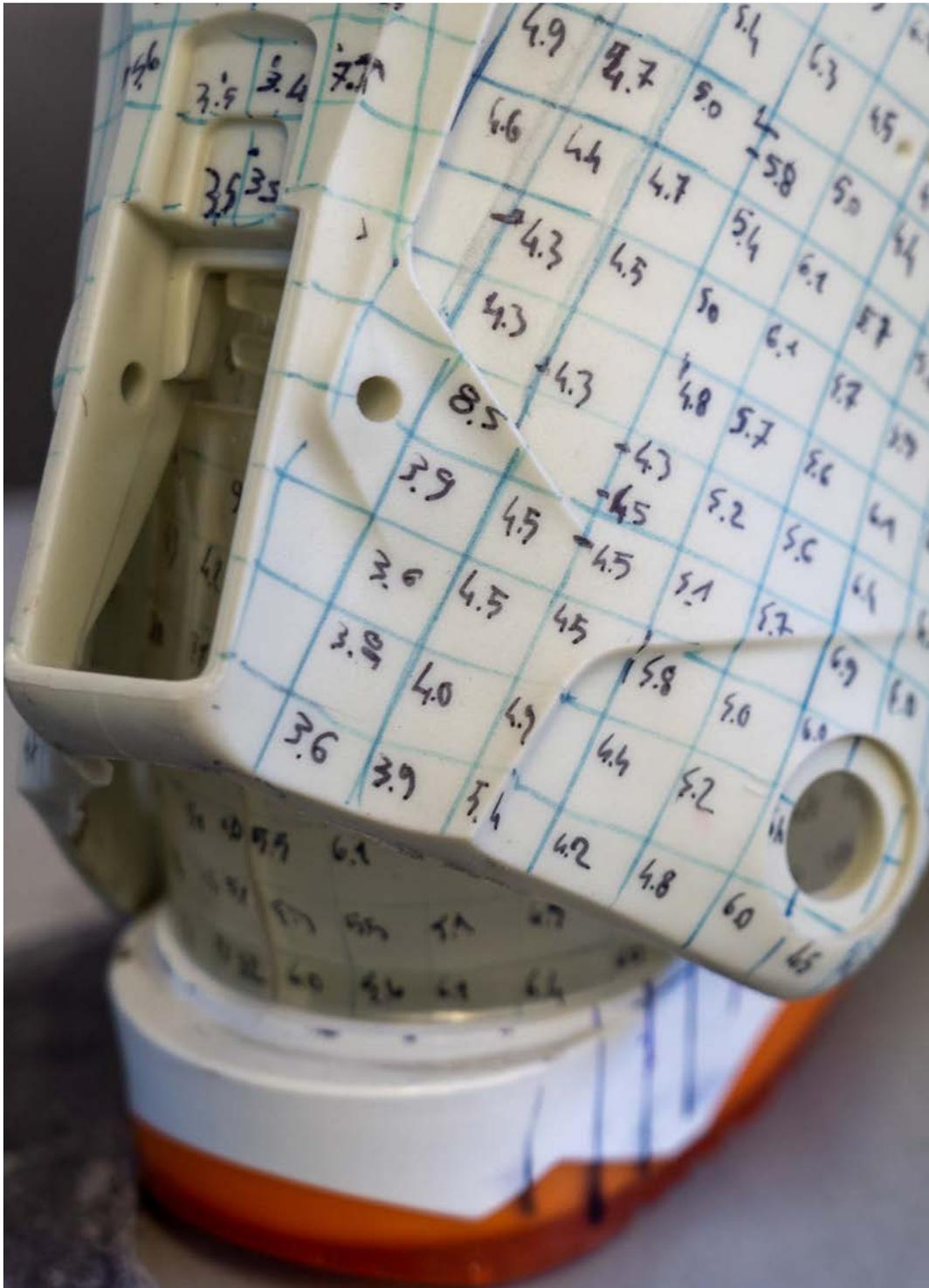
## SUSTAINABLE PRODUCTS: OUR APPROACH

**Designing** and **producing sustainable products** requires a **comprehensive commitment** from many different functions and market players. It is a constantly **evolving** process: the key is to continue striving for improvement and **work towards** clear, achievable, tangible and measurable **goals**.

**Tecnica Group rejects the purely communicative approach** frequently used for product marketing, often based on comparing individual products or ranges, **focusing** instead on **standardisation of production** in a **sustainable** sense. Sustainability is not a label attached to our brands. It is a **business model** based on a **company philosophy** that is partially a new development viewed in full, structural terms, but **rooted** in our **values** and our **mission**. Discussing sustainability means accepting a **significant change**: every action must be founded on the balance of the **Three Ps**, with the involvement of all company functions, without exceptions.

One of the **pillars** of our business has always been **100% quality**. Every operational and design decision is always rooted in this goal, which translates into **high levels of performance** and **safety** for users of our products.





### PRELIMINARY PRODUCT LIFE-CYCLE ASSESSMENT

We are working to implement an **analysis methodology** for the systematic **assessment** of the impact of our **products** on the environment, throughout their **lifecycle**.

Currently this **analysis** is in **place** for our **Ski Boots value chain**, and subsequent steps will see the **extension of assessment** to the value chain of skis and other types of products.

This commitment requires a **close focus** on every link in the value chain, from **raw materials**, to **logistics, production, distribution** and **disposal**. Every phase needs to be closely analysed, validated and supported internally and by our partners.

### CO-DESIGN WITH SUPPLIERS

Our suppliers are selected and qualified partners with a **strategic role**, which **work side by side with** us to identify the best solutions.

With many, we have such a strong and **reliable relationship** that we have launched actual **co-design** projects.

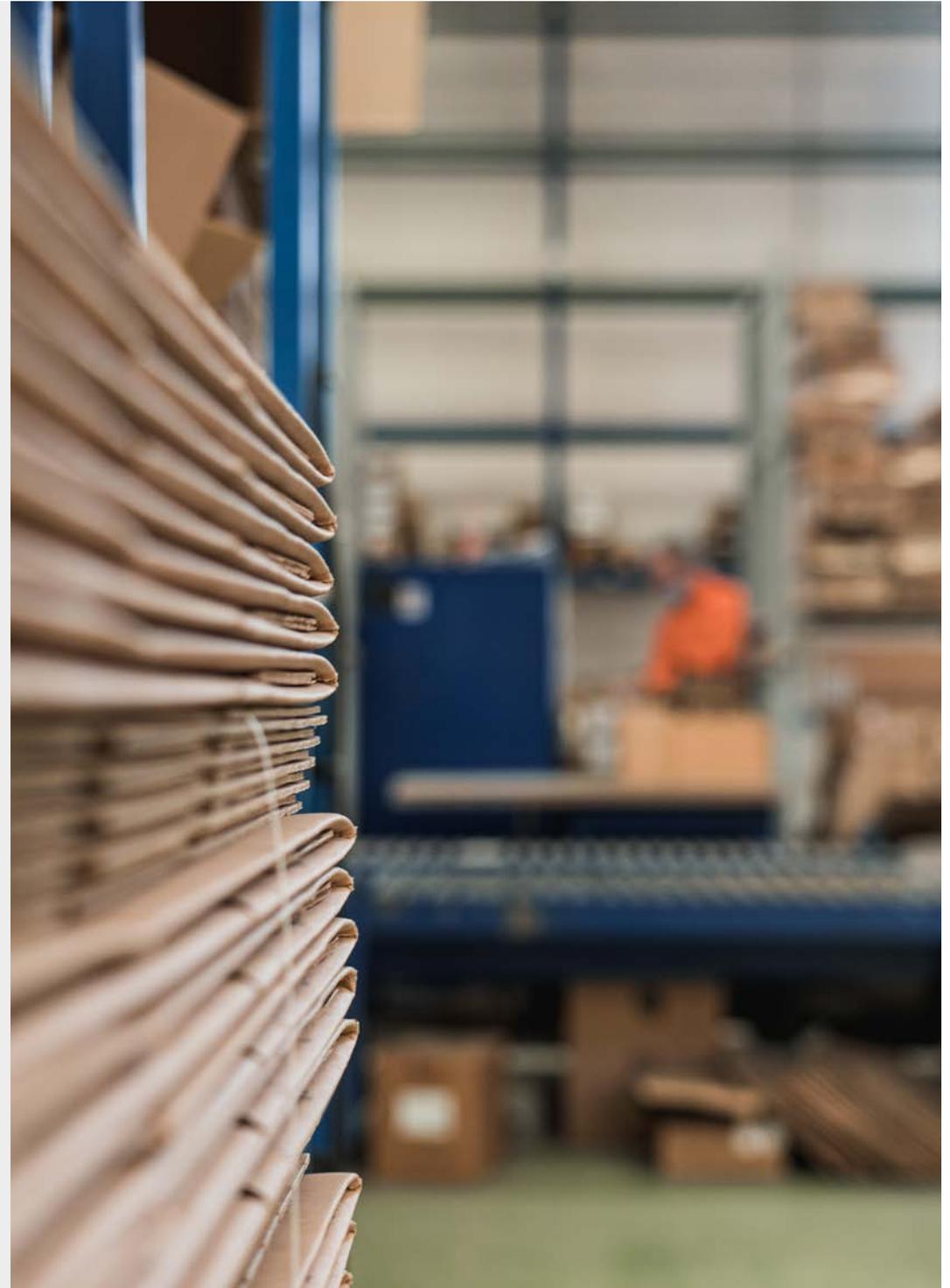
We believe strongly in the **value of the network** as a resource for **sharing** knowledge to increase the final value of our work.

Our **Code of Ethics** is submitted to all of our **suppliers**, wherever they are in the chain, during negotiation of agreements and acceptance of the Group's purchasing conditions. **Adherence** to our **principles** and the rules of conduct of our organisation is becoming a fundamental requirement for partnership, through their full integration into our organisation. **Suppliers assessment** is an **ongoing process**, representing a **commitment** in future reporting, through the choice of dedicated indicators.

## RAW MATERIALS

We **select** our **raw materials** with a **procurement** logic that must achieve a **delicate balance**. Our **search** for sustainable **materials** has to be combined with the need to maintain **performance**, which translates into safety for users, at a **fair cost** of production.

There is still a **long road ahead** and we are working hard to **select raw materials** originating from recycling or produced with the use of **renewable energy**, already succeeding to apply these in the construction of some of our products. For these reasons, we are working to monitor procurement of **raw materials** by **gathering precise data**.



# RAW MATERIALS FOR THE HUNGARIAN SITE (SKI BOOTS VALUE CHAIN)

THERMOPLASTIC  
**1.340 tons**

FOAMS  
**535 tons**

ALUMINIUM  
**214 tons**

STEEL  
**160 tons**

# RAW MATERIALS FOR THE SKIS VALUE CHAIN:

AUSTRIA  
**1.400 tons**

UKRAINE

METAL, PAPER, PLASTIC  
AND WOOD SCRAPS  
**660 tons**

## DESIGN

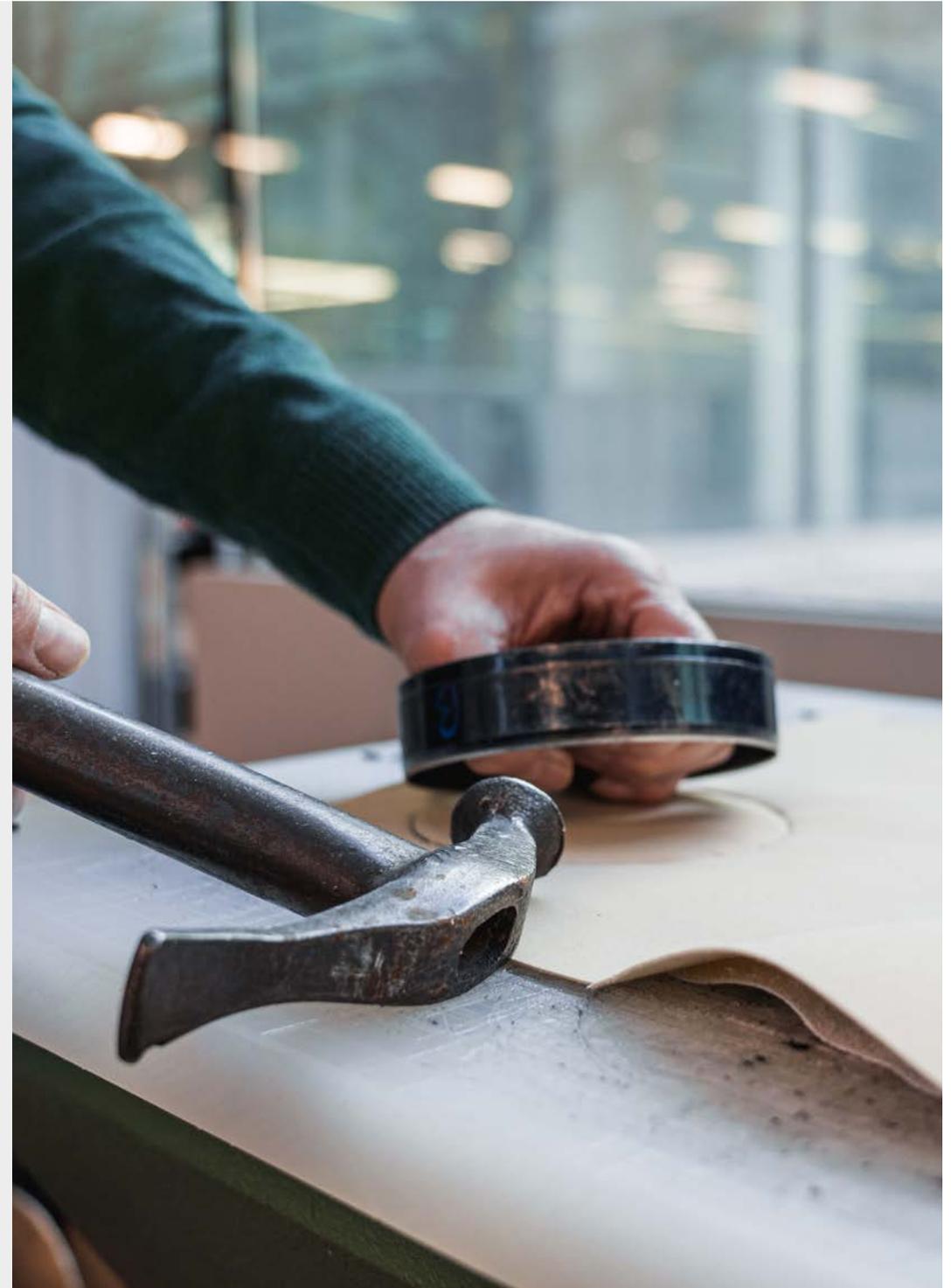
The **design** phase is **very important**, particularly for the creation of sustainable products.

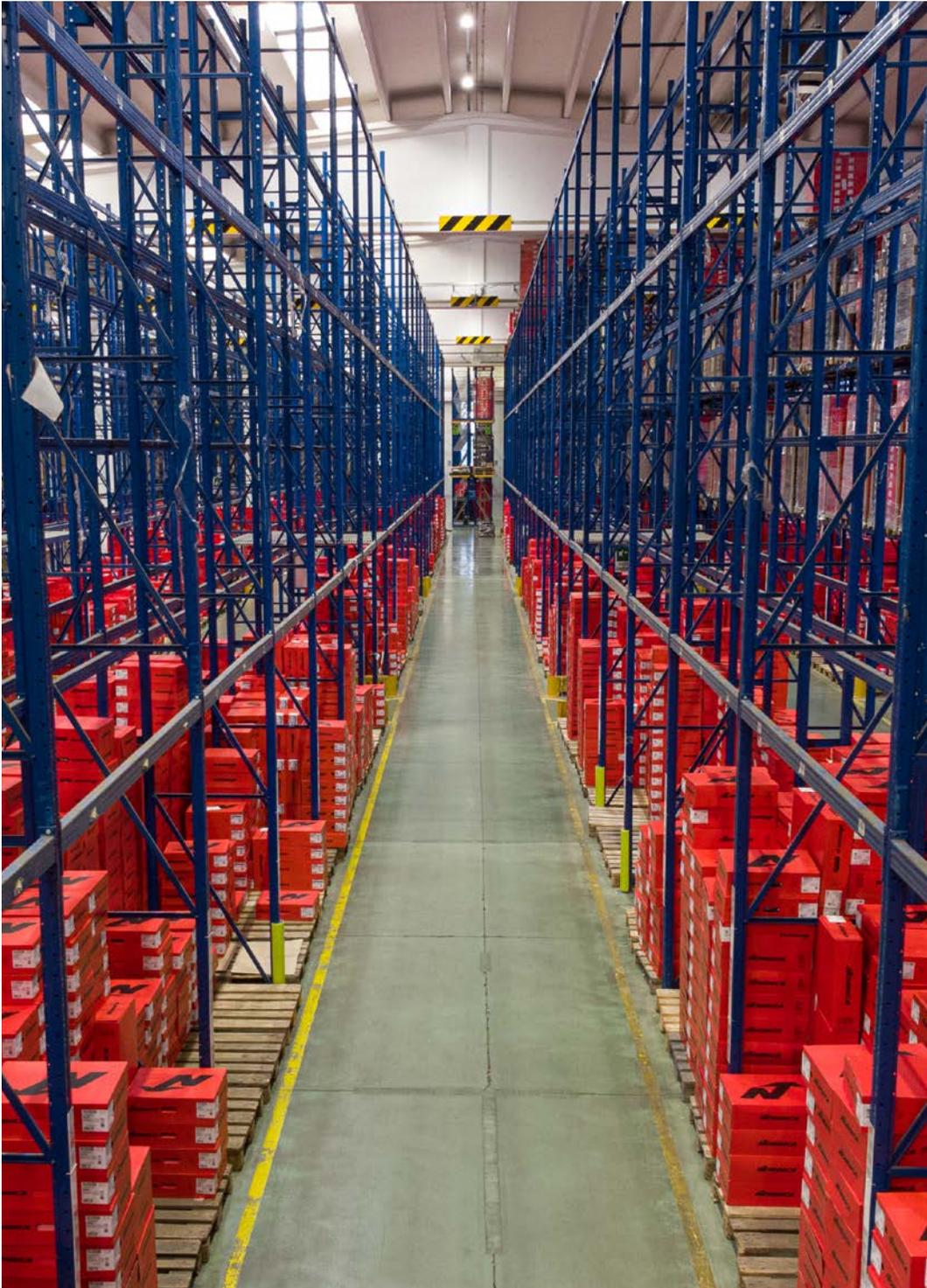
### DESIGN WITH A VIEW TO DISPOSAL

Successful selection of raw materials is not enough. All of our **products** are actually quite **complex** in their composition. We make a **commitment** in the **design** phase: the **user** must be able to dispose of the product by **separating out each part** for correct separate handling of materials. This is truly challenging, as demonstrated by our efforts in creating a project like **Recycle Your Boots**, to guarantee the same level of performance and safety at the right price.

### DESIGN TO REDUCE OFFCUTS

Sustainability also means **not wasting resources** and minimising the quantity of materials unnecessarily released into the environment. This is why, during the design phase, our attention is also focused on **reducing offcuts** and finding the best **solutions to reuse them** in our production process, with a positive economic and environmental impact.





## PACKAGING

**Packaging**, although only partially, influences various areas, such as logistics, and it is **important to work** on it in a **coherent** and **comprehensive** way across the entire Group.

Packaging serves various **purposes**: in addition to **containing** the product, it is a tool for **transport** and **storage**. But it is also a **marketing** tool, that carries the brand in various contexts and increases notoriety.

How can we **bring together** all these elements? The answer is to develop **new strategies** for packaging and shipping, attempting to **optimise** the types of **boxes** currently in use through actions such as:

- **Choice of materials**: we are identifying the most **suitable suppliers** for our business, which allow us to create even **lower-impact** packaging in terms of the environment (from recycled or recyclable resources), that are economically viable and optimised for the purposes of our business, adapting them for each type of products that we release onto the market.
- **Optimising formats**: we try to **identify the dimensions** for packaging that enable us to **reduce** the **number** of different **boxes** used and often wasted.

These projects enable us to make a **positive impact** in the following areas of sustainability.

- **Planet**: reducing the range of different types of packaging, we will also **reduce waste**. Careful selection of materials for the production of packaging enables us to also reduce our **impact** on the **environment**.
- **Profit**: optimisation of boxes enables us to **save** on **procurement** and **warehouse management** for these materials.

## ENERGY EFFICIENCY OF COMPANY SITES

The path to **improve the energy efficiency** of our **production sites** has already been **planned** and **launched**. This initiative will require a great deal of time and a significant amount of **investment**, but the **return** is definitely **positive**, primarily due to the **high percentage** recorded for energy consumption amongst the impacts of **our production activity**.

We began with a selection of our production sites, **improving** the use of **electricity**. Within certain infrastructure, we have installed **new LED lighting**, which has enabled us not only to reduce consumption but also to improve the **liveability** and **safety** of these workplaces for our employees.

Another important aspect to work on is the efficiency of **air-conditioning** and **heating systems**. We are aware of the importance of the architecture of our sites, where **improvements** can often be made in terms of **energy efficiency**. This has led us to seek **sector-specialist consulting** to identify the best solutions.

We are committed to also **standardising** this aspect in line with **best practices**, in the shortest time possible.

**Use of renewable energy:** we began with our **Ski Excellence Center in Austria**, where several years ago we installed an advanced **photovoltaic system**, and **which uses water heated using biomass from the local community**. The feasibility analysis continues for the **other plants too**, and some works, such as those at the Italian headquarters, are already underway.

These solutions have brought **positive results** and we are therefore continuing our commitment to align all sites, step by step. For each structure, a **specific planning process** is implemented in order to adopt the best measures for each.

**Energy consumption** by Tecnica Group within the production process is primarily attributable to **heating, transport** using company vehicles and **electricity** use.

# GROUP ENERGY CONSUMPTION\*\*

## HEATING

12.510.941 kWh

## COMPANY FLEET

1.758.290 kWh

## ELECTRICITY

11.742.788 kWh

## TOTAL

26.012.019 kWh

## ITALIAN HQ ENERGY CONSUMPTION\*\*

HEATING

**3.445.141 kWh**

COMPANY FLEET

**1.040.000 kWh**

ELECTRICITY

**1.417.788 kWh**

TOTAL

**5.902.929 kWh**

## HUNGARIAN SITE ENERGY CONSUMPTION\*\*

HEATING

**4.169.100 kWh**

COMPANY FLEET

**142.200 kWh**

ELECTRICITY

**4.200.000 kWh**

TOTAL

**8.511.300 kWh**

# AUSTRIAN SITE ENERGY CONSUMPTION\*\*

HEATING

**2.438.000 kWh**

COMPANY FLEET

**494.090 kWh**

ELECTRICITY

**3.850.000 kWh\***

TOTAL

**6.782.090 kWh**

\* of which 3,300,000 from renewable network and 550,000 from self-generation

# UKRAINIAN SITE ENERGY CONSUMPTION\*\*

HEATING

**2.458.700 kWh**

COMPANY FLEET

**82.000 kWh**

ELECTRICITY

**2.275.000 kWh**

TOTAL

**4.815.700 kWh**

\*\* Generic conversion factors were used to convert fuels to kWh

This project enables us to **make a positive impact** in the following areas of sustainability.

- **Profit:** energy efficiency leads to **reduced consumption**, with a positive impact on our balance sheet.
- **People:** identifying better **lighting** and **heating** systems improves conditions and well-being in the workplace.
- **Planet:** a wide-reaching plan to reduce our **impact** on the environment through use of **renewable energy** and lower levels of consumption.

## EMISSIONS

It is **important** to **optimise logistics processes**, which certainly have a big impact in terms of emissions.

Great attention has always been taken in the choice of suppliers, and we must increase our **demands** of them, to pursue this **common goal** together.

The process for **calculation** of our **CO2 emissions** has begun, assessing our environmental impact and assessing the impact of **storage, transport** and **distribution processes**. This is the first step in **developing awareness**, which should also be transmitted to our customers. How much impact can an urgent delivery have? How many trees are needed to offset the emissions of a shipment with the “order today, receive tomorrow” model compared to solutions that balance time against consumption?

Whilst maintaining our **focus** on **service quality**, for the Group, these are aspects to consider and explore, also in the context of our constant **dialogue with our retailers**.

# GRUPPO CO2 EMISSIONS\*\*\*

## SCOPE 1

**1.905 tons**

## SCOPE 2

**3.078 tons**

\*\*\* Generic conversion factors were used to calculate CO2 emissions

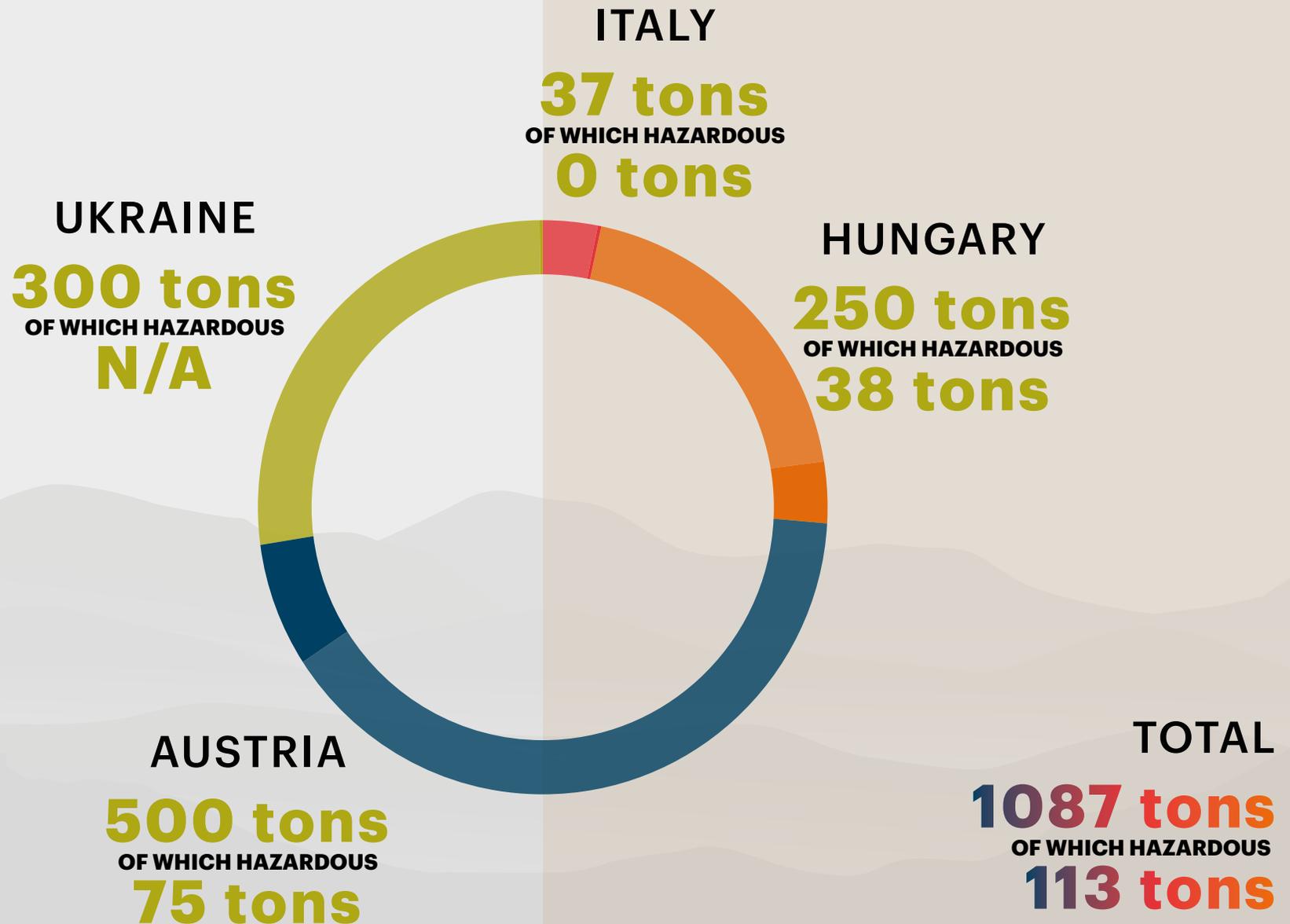
## WASTE MANAGEMENT

**Separate waste collection** is one of the simplest daily actions we can take. This is a habit that, whilst easy to implement, has a **fundamental value**. It demonstrates how the **actions of each individual**, combined in a common effort, can make a **difference** for the world.

This action, from a wider perspective, is consolidated with **more careful management of polluting waste** deriving from production.



**GROUP WASTE**



# #12 APPENDIX

Here at **Tecnica Group** we feel a **responsibility** for our work and we are **aware** that all of the activities and relationships engaged in by our company can impact **sustainable development**.

We present the first **Tecnica Group Sustainability Report** to establish our **commitment** to a **plan of sustainable development** and to offer all of our **stakeholders** the relevant **information** in a clear and transparent format.

Reporting has adopted the principles of the “**Global Reporting Initiative Sustainability Reporting Standards**” (GRI Standards), published in 2016 by **Global Reporting Initiative (GRI)** selecting the “core” option. The GRI Standards promote **sustainability reporting** based on **public disclosure** of **contributions** towards **sustainable development**.

At the same time, we have been guided by the **action plan of the SDGs**, the **17 sustainable development goals** agreed in **2015** by the governments of **193 member states of the UN**. This has allowed us to identify our significant **impacts** on the **economy**, the **environment** and **society**, and share them with all stakeholders according to globally recognised standards.

The **period analysed** for the first report is the year **2021**. Tecnica Group is at the **beginning** of the reporting **process**, and therefore **gathering of data** is **ongoing**. **Indication** is given on a case-by-case basis where precise **data** is **unavailable**.

## METHODOLOGICAL NOTE

**Tecnica Group** has decided to **begin reporting data** from **sites** directly controlled and with **greater impacts**, excluding lower-impact areas from the reporting scope for the time being, including commercial and administrative offices of branches and structured complex entities such as the administrative and production system of the **LOWA** brand. In this regard, **data** in the **2021** report refers to the **Italian headquarters** and sites of the **Ski Boots and Skis value chain**, located in **Hungary, Austria** and **Ukraine**. For brevity, we refer to the total of the collected data as “Group”.

For **more details** on goals, indicators and results achieved, or for comments on this document, requests can be sent to:

**Arianna Colombari**  
**Group Communication & Sustainability Director**  
[arianna.colombari@tecnicagroup.com](mailto:arianna.colombari@tecnicagroup.com)

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