

# ESG 2021

## SUSTAINABILITY REPORT





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This Sustainability Report details the main aspects of Boluda Towage's business model and short, medium and long-term risks, as well as information relating to environmental, social, personnel, anti-corruption, anti-bribery and human rights issues for the year ended 31 December 2021, using the Global Reporting Initiative (GRI) international reporting framework as a reference.

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# Letter from the President

After a complex year in 2020, as a result of the international health impact on the world economy caused by COVID-19, the financial year 2021 was the beginning of a return to normality in the maritime sector, which we have all been looking forward to. Thanks to the acknowledged efforts of all the agents involved in the maritime sector - especially businessmen, crews, commercial and administrative employees - we have been able to meet all the challenges that have arisen in order to continue our course towards international expansion, consolidation and growth of the company with new acquisitions and new projects; a commercial development in which we have maintained our excellence in the service provided. For all these reasons, I would like to thank you all and I am very pleased with the results we have achieved.

A sign of this internationalisation of our maritime activities in 2021 is the acquisition of the Dutch company Iskes Towage & Salvage, which enabled us to strengthen our position as a leading operator in port towage and sustainable maritime solutions by expanding the fleet and new ports in Germany and the Netherlands. We also launched a marine salvage service in the Baltic Sea off the coast of Germany, based in the port of Rostock, and acquired the Scottish towage company Caledonian Towage to operate in the Cromarty Firth area.

In such an important year for the Company, we have also been able to provide quick and effective responses

in complicated situations in order to maintain our commitment to the safety and job stability of Boluda Towage employees. A business action that demonstrates the strength of this family company, a leader in offering top quality global maritime services, thanks to having the best professionals in the sector.

In this regard, it should be noted that, despite the two years of instability in the international market due to the consequences of the pandemic, Boluda Towage has managed to maintain its employment levels and staffing levels in similar terms to previous years, with a decrease in the ratio of staff made redundant.

Moreover, our social responsibility has continued to emphasise employee training, because in order to carry out a good management of the company's human capital, it is essential to bet on the future competitiveness of Boluda Towage. An objective that has led to an increase in training hours in 2021, compared to the previous year. We are also proud that the severity and frequency rates of accident rates have fallen considerably, in a year in which, once again, occupational illnesses have remained at zero.

On the environmental front, the Company's most important effort has been to align our business and commercial objectives with the new international guidelines and plans of both the international maritime organisation and the European Union's sustainability objectives.

The evolution recorded by Boluda Towage in recent years, through the international consolidation of the activities undertaken, has enabled the adoption of global environmental measures. This trajectory allows us to be a benchmark in the energy transition towards

sustainability and, to this end, our long-term goals have been aligned with the plans of the International Maritime Organisation and with the Sustainable Development Goals of the United Nations Organisation with its 2030 agenda.

In order to obtain these results, we are immersed in several pilot projects for the use of biofuels, which will allow us, when positive results are obtained, both to dissociate ourselves from dependence on fossil fuels and to continue with the projects for electrical outlets in ports, with a view to increasing the use of electrical energy when the fleet of tugboats is waiting to be required for a service. In fact, our business commitment to sustainability and eco-efficiency is based on improving process efficiency and taking the lead in the energy transition towards alternative fuels to help reduce our carbon footprint.

With regard to the sustainability of resources, we have recorded a decrease in fuel consumption of around 3%, especially in the area of activity in Europe. This decrease is mainly due to the incorporation of new tugboat units. In terms of raw materials, the reduction in the number of ropes used is significant, as we have opted for synthetic ropes, which have a longer useful life and are therefore more durable.

I would like to highlight that, in order to strengthen our commitment to Human Rights, Boluda Towage has formalised the creation of the "Compliance Committee", and the code of ethics has been approved and distributed to all personnel in Spain.

For all these reasons, and as president of Boluda Towage, I am optimistic about the leadership of this family business, which I predict will have a great future in

terms of growth and geographical expansion, and I am proud to manage a company that promotes job creation and increased economic development in countries in Europe, Africa, Latin America and ports in the Indian Ocean.

**Vicente Boluda Fos**

CHAIRMAN OF BOLUDA CORPORACIÓN MARITIMA





Boluda Towage, dedicated to the provision of port services, has a consolidated net worth of 58,192 thousand euros and a turnover of 462,487 thousand euros in 2021.

At Boluda Towage we focus our activity on **port towing**. In addition, it also carries out **coastal and offshore towing, offshore and maritime salvage work**. It has an undisputed leadership in the national and international field, with a fleet of around 350 vessels distributed throughout the main ports of Europe, Africa, America and the Indian Ocean.

One of Boluda Towage's main goals is to achieve full collaboration with all the agents involved in port and logistics work, an action that helps it to be more competitive and to remain a benchmark for excellence in the services it provides.

This report contains information on environmental, social, economic ([ANNEX 10](#)) and governance (ESG) performance, key performance indicators, sustainability-oriented policies and projects.

Boluda Towage is one of the most important companies in the maritime sector in the world, with more than 180 years of history. In the 2021 financial year, Boluda Towage has focused its objectives mainly on the following:

- Providing a quality service.
- Improve process efficiency to reduce carbon footprint and contribute to sustainability.
- Collaborate in the economy of local, national and multinational territories by supporting the growth of new businesses.
- Continue international expansion.

# 1. The company

All this means a firm commitment to the application of technological advances, both in its fleet and in the work tools of its personnel at sea and on land, with a view to contributing to sustainability, as well as helping to create healthy and safe working environments.

Our business strategy will be to continue to focus on improving the efficiency and sustainability of our maritime services in the future, being environmentally responsible and in permanent contact with all our stakeholders, customers, suppliers and employees.

Boluda Towage currently operates in **13 countries and 69 ports**, which represents a significant geographical dispersion.

For more than five years, Boluda Towage has been carrying out a strategy of constant updating of its methodologies towards an environment of innovation. All this to guarantee its leadership in terms of safety and quality of service.

Although we are among the companies with the highest number of trailer units worldwide, we aim for sustainable growth. We want to continue to grow, achieve our strategic goals and maintain direct contact with our customers.

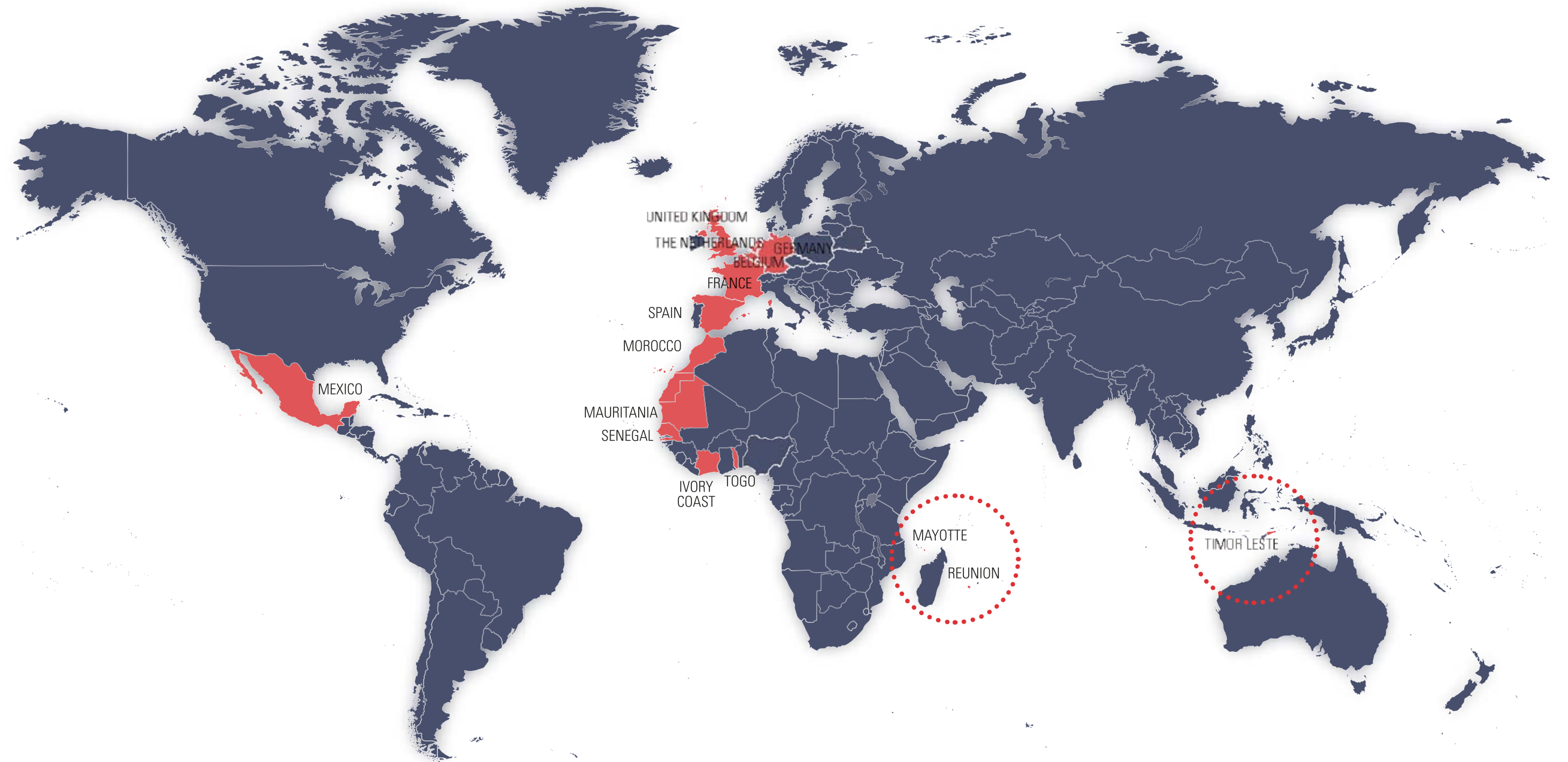
Given the high level of demand in our sector, we aim to achieve excellence in each of our operations while maintaining high standards of quality and safety.

Our name is our hallmark and we develop a culture of value creation and strong commitment to our customers, thus increasing the value of our corporate image.

To do this, we rely on our main asset, our team. And we need all of them to firmly believe in their possibilities and in the potential of Boluda Towage. That is why we actively support and encourage staff training, both internally and externally, by constantly updating and developing our Good Practice Manuals.

Our corporate culture ensures the involvement of all staff and the achievement of a productive and successful intergenerational transition, with the motivation and personal satisfaction that comes from belonging to an international company in a collaborative working environment.

# 1. The company





## 1.1 Our Values

### Commitment to people and their environment

- Commitment to the well-being of people and the sustainability of the planet.
- Commitment to mitigate climate change through a comprehensive energy transition in all our processes based on decarbonisation and commitment to alternative fuels, in order to actively contribute to the Sustainable Development Goals (SDGs).
- Commitment to alternative fuels to reduce dependence on fossil fuels.

### Efficiency in services

- We promote continuous improvement in order to achieve excellence through staff training and our processes.

### Security

- We ensure the physical and operational safety of people and property in all our actions and the well-being of our employees by integrating risk management into our daily activities, assessing risks on an ongoing basis, and taking the necessary actions to create safe working environments.
- We prioritise digital security, especially information security and cybersecurity, by promoting anticipatory tools.

### Honesty, respect and integrity

As a fundamental and distinctive value of our company, Integrity as a basis on which to build trust and effective interpersonal relationships, developing all our activities efficiently. Acting with integrity in our business relationships and commitments.



SOCIAL AND  
ENVIRONMENTAL  
COMMITMENT



SECURITY



RESPECT



INTEGRITY











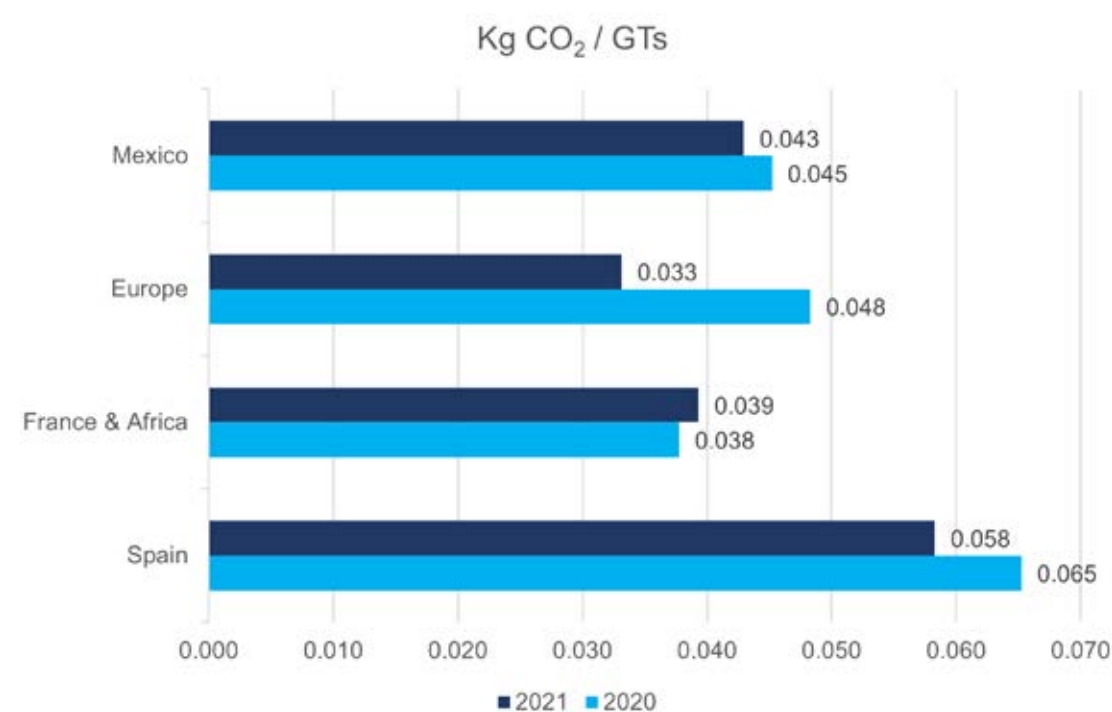
**Environmental management** is a growing concern that requires the immediate attention of all stakeholders. In 2021, several initiatives have materialised globally, and especially at European level, which have increased the urgency towards decarbonisation, urging the entire shipping sector to increase efforts to reach the **Net Zero targets of the European Union**, which has committed to achieve climate neutrality by 2050 and to reduce GHG emissions to 55% of 1990 levels by 2030.

Boluda Towage is therefore taking the necessary decisions to **reduce greenhouse gas emissions**. It is currently working actively on improving the efficiency of its processes, while at the same time seeking long-term solutions, focusing on research into new fuels.

Operating sustainably is a strategic priority for Boluda Towage, and to this end we effectively manage the effectiveness and efficiency of all our processes and operations to the highest safety standards.

Boluda Towage's commitment to sustainability and decarbonisation is in line with a commitment to each and every one of our stakeholders, our customers and the environment, with a **special focus on the protection of our seas and oceans**, so that all our initiatives can serve as a reference point for all our employees, thereby supporting our commitment to society.

	2018		2019		2020		2021	
								
	(t CO <sub>2</sub> )	(t CO <sub>2</sub> )	(t CO <sub>2</sub> )	(t CO <sub>2</sub> )	(t CO <sub>2</sub> )	(t CO <sub>2</sub> )	(t CO <sub>2</sub> )	(t CO <sub>2</sub> )
<b>Boluda Towage Spain</b>	60,354	68	64,394	80	62,245	70	63,021	37
<b>Boluda Towage France &amp; Africa</b>	57,102	-	86,104	371	48,814	647	54,009	666
<b>Boluda Towage Europe</b>	13,125	-	25,573	124	105,545	229	80,492	483
<b>Boluda Towage Mexico</b>	7,745	-	7,067	1	4,619	1	7,078	1
<b>Boluda Offshore</b>							13,335	-
<b>Total</b>	<b>138,326</b>	<b>68</b>	<b>183,138</b>	<b>576</b>	<b>221,223</b>	<b>947</b>	<b>217,935</b>	<b>1,255</b>



The following graph shows a progressive increase in the GTs of the ships assisted in the different operations and ports. Analysing the indicator, despite the increase in the volume of ships serviced, our global reference indicator Kg CO<sub>2</sub> / GTs, continues to decrease.

## 2. Environmental Management

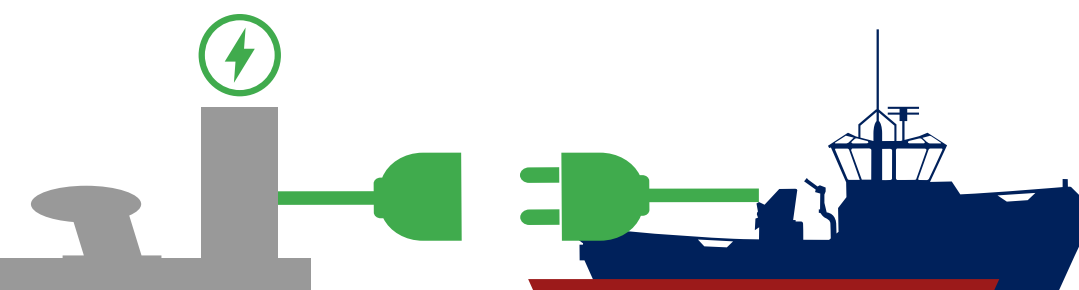


## 2. Environmental Management

We promote the use of OPS in each and every port in which we operate.

89% of electricity consumption in 2021 is for the fleet and the remaining 11% for our shore-based facilities.

Boluda Towage is subject to extensive international regulations with strict requirements related to **environmental management**. Boluda Towage currently has **Management Systems** by geographical area, incorporating quality, environmental and occupational safety requirements, which comply with all applicable elements of internationally certified standards (ISO 9001:2015, ISO 14001:2025, ISO 45.001:2018, and ISM for fleet tugs over 500 GTs) ([ANNEX 7.1](#)).





Boluda Towage has established and maintains procedures to identify the environmental aspects of its towing activities that can be controlled and to determine good environmental practices, considering the life cycle perspective.

The aspects (interaction with the environment) and impact (any changes to the environment) of Boluda Towage's main activities are assessed and appropriate operational controls are put in place to identify and implement any opportunities for improvement.

The following **environmental aspects** have been identified in the area of towing;

- Greenhouse gas emissions
- Fossil fuel consumption and energy efficiency
- Depletion of natural resources (water)
- Operational spills
- Disposal of waste, solid and liquid

Boluda Towage's commitment to the environment is defined in the Environmental Policies of the different Management Systems, which include performance objectives, highlighting the following commitments:

- Commitment to protecting the environment, biodiversity and ecosystems, as well as the sustainable use of resources and mitigating and adapting to climate change. Promote the circular economy, working to find opportunities to increase the reuse and recycling of our waste.
- Legal compliance with both national and international legislation in each country. Commitment to the Global Compact, the European Commission's "Fit for 55" package and IMO objectives.

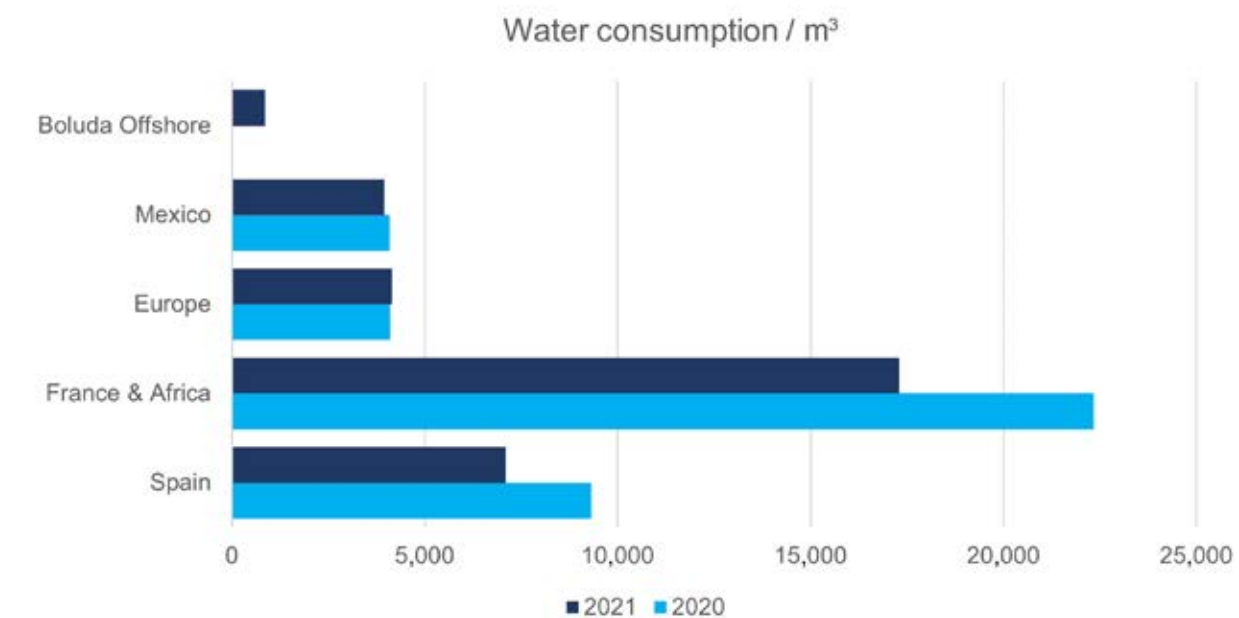
- Commitment to the 17 UN goals, the United Nations Sustainable Development Goals (SDGs).

All Boluda Towage policies are fully aligned with the United Nations SDGs, as well as with the reduction and decarbonisation targets proposed by the IMO. [\(ANNEX 7.2\)](#)

To this end, within our Management Systems we have plans, procedures and initiatives that we apply to control and mitigate our impact on socio-economic development and the environment, among which we highlight the following:

- Refuse and Waste Management Plan
- SOPEP
- Emergency drills
- Ballast water management
- Commitment to alternative fuels and energies in cooperation with major energy companies
- Notification of environmental non-conformities

Boluda Towage's total water consumption in 2021 was 33,351 m<sup>3</sup> and corresponds to the consumption of the tugboats to be able to carry out their daily activity in all the ports where it provides tug services, Boluda Towage adopts a responsible and prudent approach to water consumption. All the water consumed for the various tugboat operations comes from the public supply networks of the various port authorities.



With regard to the management of waste generated as a result of towing activities and our offices, Boluda Towage segregates and delivers it to authorised waste managers for appropriate treatment.

Thanks to this proper waste management we have achieved our target of 0 spills / 0 penalties and no environmental incidents have occurred.



Boluda Towage has a **Board of Directors** that ensures, controls, analyses decisions and implements mechanisms to provide the most accurate information on all areas of the company. It meets at least every 3 months or extraordinarily if any situation so requires.

Management accountability is properly structured, both vertically and horizontally. Contributing to decision-making and transparency between all areas.

The Board of Directors is supported by working groups made up of high-level professionals who represent each of the **ESG pillars (Environment, Social and Corporate Governance)** and who are responsible for the day-to-day management of Boluda Towage's activities. Currently, there are anti-bribery policies at national and international level, as well as quality, environmental and safety policies, approved by the governing bodies or the **Compliance Committee**. For the development of the different policies, the necessary procedures are in place for their correct application, the main developments being those relating to purchasing, contracting, risk management and information protection, among others.

Commitment to sustainability, good governance and transparency are the hallmarks of Boluda Towage as a brand and as a company. To this end, the Board of Directors actively participates in the review and updating of its various management systems, including best practices.

Our Compliance Committee is managed completely independently. Today, we can assure you that it is an experienced body independent of management and has objectively resolved countless incidents and disputes within the company's operations.

### 3.1 Compliance Management System

Boluda Corporación Marítima's Compliance Management System establishes a set of principles and guidelines for conduct aimed at promoting ethical and responsible behaviour throughout the company, promoted by the Governing Body. These principles must be complied with by all managers, employees, suppliers and professionals who carry out their functions in the different divisions and subsidiary companies, including Boluda Towage. In addition, compliance is given, among others, to the regulations relating to the criminal liability of legal persons, for which Boluda Corporación Marítima and its subsidiaries have an organisational and management model for the prevention of crimes in order to reduce exposure to risks related to the potential commission of crimes defined in the Spanish Criminal Code, and in particular those of corruption, fraud and bribery.

The Compliance model is a dynamic model in constant evolution and adaptation to changing circumstances and situations, which conforms to the following model:



## 3. Corporate Governance



Boluda Towage has established and maintains procedures to identify the **risks of its activities**. Accordingly, all risks and the impact of the main activities are assessed and appropriate operational controls are established to detect and implement control measures in the event of any risk or the materialisation of any opportunity for improvement.

Within the scope of the different activities carried out by Boluda Towage, we can identify the following risks, which we assess in terms of likelihood and impact:

The risk and materiality analysis process analyses environmental, social and economic aspects that impact our business model and are of concern to our stakeholders. (ANEXO 7.11)

Each risk category is broken down into as many items as required for a complete analysis of each of the risks identified, evaluating them in terms of likelihood and impact (ANNEX 7.3).

Each business area evaluates the possibility of new risks by assessing the risks identified at least once a year and submits its analysis to the Board of Directors, which reviews the most significant risks that may have an impact in the medium and long term.

The risk matrix is subject to regular review and evaluation processes to adapt it to the growing development of Boluda Towage, new legal requirements and best practices.

All Boluda Towage employees and collaborators must know and comply with the principles and commitments set out in the Code of Ethics.

To this end, in Spain, and to foster a culture of compliance, the management, supported by the **Compliance Committee**, has distributed the **Code of Ethics** to its employees, trained them in criminal compliance, and the Committee has organised training sessions for the different groups of workers. During the various training sessions, all employees were also informed of the creation and availability to all personnel of the Whistleblower Channel, where they can confidentially address any irregular situation or non-compliance with any of Boluda Towage's policies.

There are also harmonised policies at local level which reflect the different principles of Boluda Towage, as well as the guidelines for action in all the areas where we operate.

### 3. Corporate Governance



STRATEGICS



OPERATIVES



LOCAL  
COMMUNITIES



SOCIAL



CYBER  
SECURITY



FINANCIAL



LEGAL



HEALTH  
AND SAFETY



INNOVATION



ENVIRONMENTAL



Social Responsibility is a fundamental pillar of **Governance**, which is why we have long been voluntarily committed to minimising the negative impact that our activities may have on society and the environment, maintaining a proactive attitude for the benefit of our stakeholders and different interest groups. Boluda Towage is also committed to complying with the Universal Declaration of Human Rights, this being a fundamental point in the alignment of all our internal processes and objectives and, of course, our values.

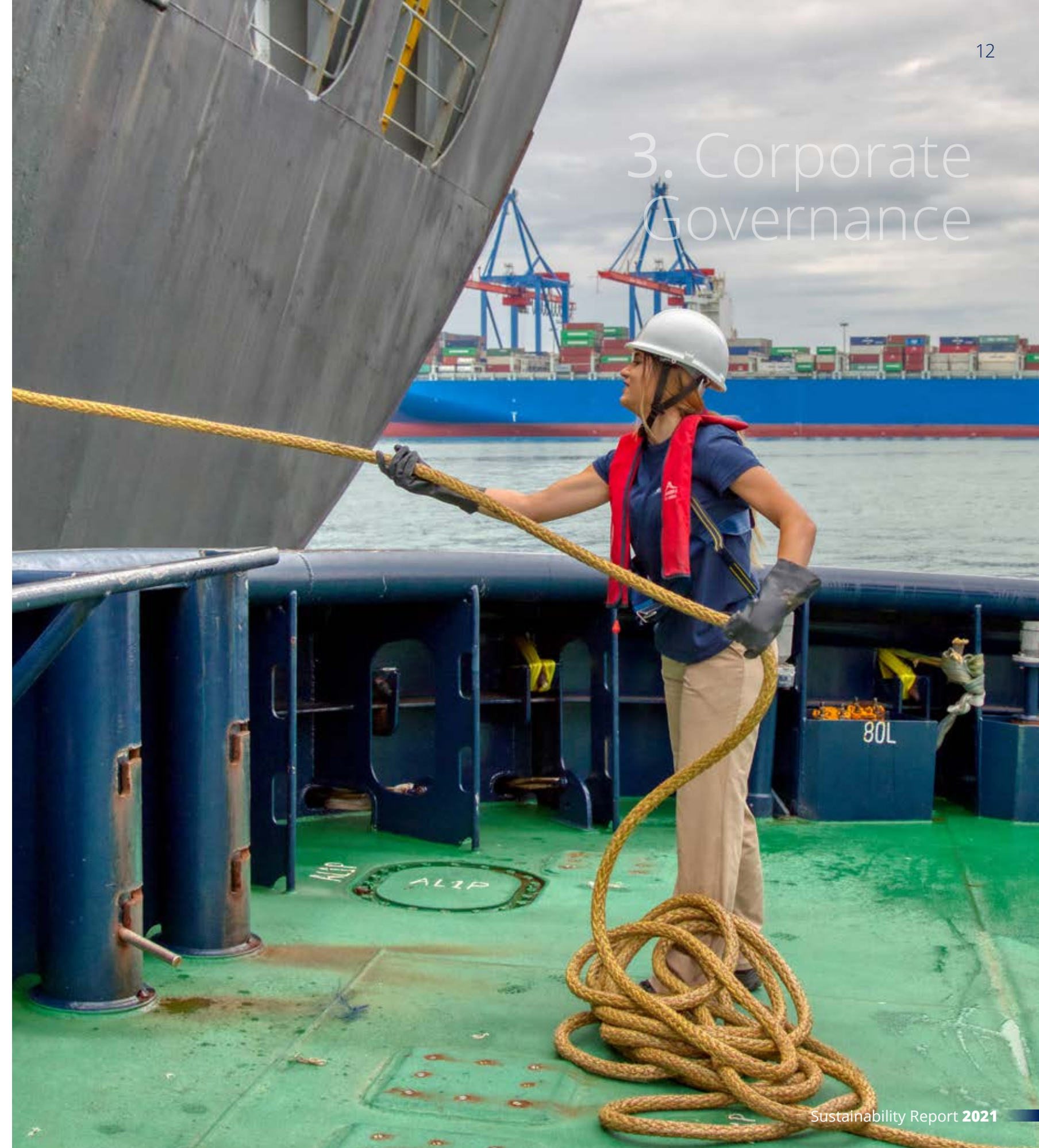
Boluda Towage is committed to sustainable economic growth through innovation projects and collaborations with local foundations (ANNEX 7.8) with social purposes through the implementation of policies aligned with the following **Sustainable Development Goals (SDGs) of the United Nations**:



As diversity and equality are one of the main features of Boluda Towage's staff, we consider human rights as a fundamental part of our sustainability strategy. The development and future of a strong company that is committed to sustainable development is only possible in a fair society, without discrimination of any kind.

In addition, we comply with the MLC 2006, an international agreement between the **International Maritime Organisation (IMO) and the International Labour Organisation (ILO)**, which establishes minimum working and living conditions for all shipboard workers by setting out in a single instrument the right of seafarers to decent working conditions in almost all aspects of their working and living environment, including, inter alia, minimum age, working arrangements, hours of rest, medical care on board, use of approved private recruitment and placement services, safety and health and accident prevention, by consolidating more than 60 standards and conventions. (ANNEX 7.4)

In addition, the rest of the fleet has specific collective bargaining agreements which also cover all of the aforementioned points.



### 3. Corporate Governance



## 3.2 Communication and dialogue with Stakeholders

Communication with our stakeholders is ongoing. We therefore ensure that we maintain **channels of listening and dialogue** with our various stakeholders aimed at:

- To understand the expectations of the different parties that may be significantly affected by the activities carried out by Boluda Towage.
- Establish relationships of trust based on dialogue, collaboration and mutual benefit, through appropriate and efficient communication channels.
- Include stakeholder considerations in decision-making.

(ANNEX 7.5)

The quality of our service depends to a large extent on our suppliers, which is why we are working on the implementation of a corporate management system, which will include a corporate procedure that introduces measures for the supervision and adequacy of their procurement in terms of human rights, environment and corruption.

There is currently an **activity coordination procedure** in place, which, in addition to safety requirements, includes environmental requirements to be met by all suppliers/subcontractors, each of which must provide the necessary documentation to provide the contracted service efficiently, complying with the requirements of local legislation and Boluda Towage. Additionally, by way of supervision, the inspection staff assigned to the different work centres reviews the documentation provided, as well as the work carried out, evaluating the different service providers at least annually, based on the following criteria: the results obtained, technical skills, costs, payment facilities, promptness of the service and possible synergies with the company and their good practices.

We treat in a very personal way, those suppliers that, due to their specialisation of the service, or economic amount, can affect in a more direct way in the service provided by Boluda Towage, cataloguing them as Critical Suppliers.

**Our fundamental pillar is to offer a quality service to all our customers, both direct and indirect.**

Boluda Towage's quality management is carried out in a decentralised manner, taking into account the needs of the clients in each country, with each company being autonomous in local decision-making, although following guidelines and objectives set at management level.

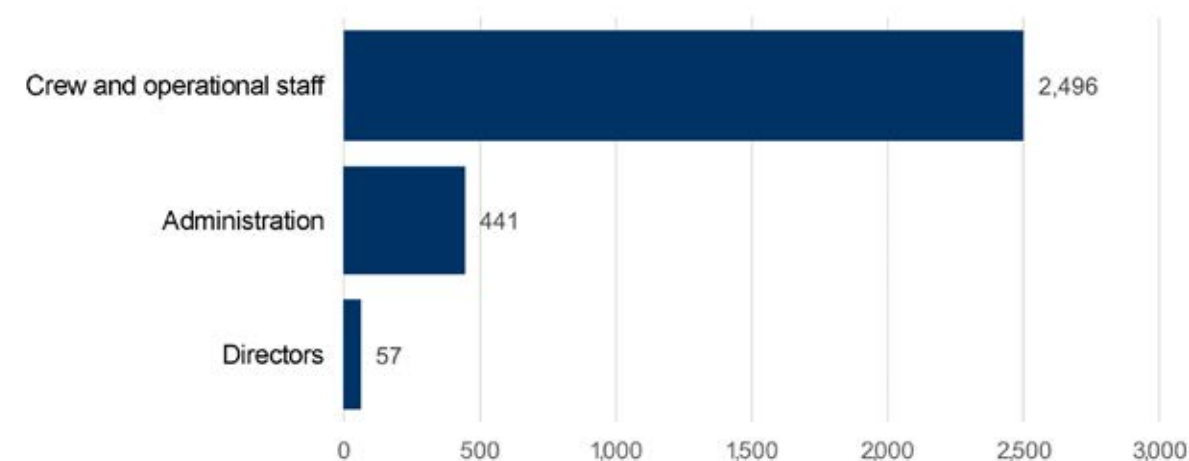
## 3. Corporate Governance

We offer our customers the conditions, both technical and safety, and other standards that must be met for the proper provision of the service. Meetings are held periodically to verify that the conditions for the provision of the service are met, and each year the centre managers check that the clients' specifications are complied with.

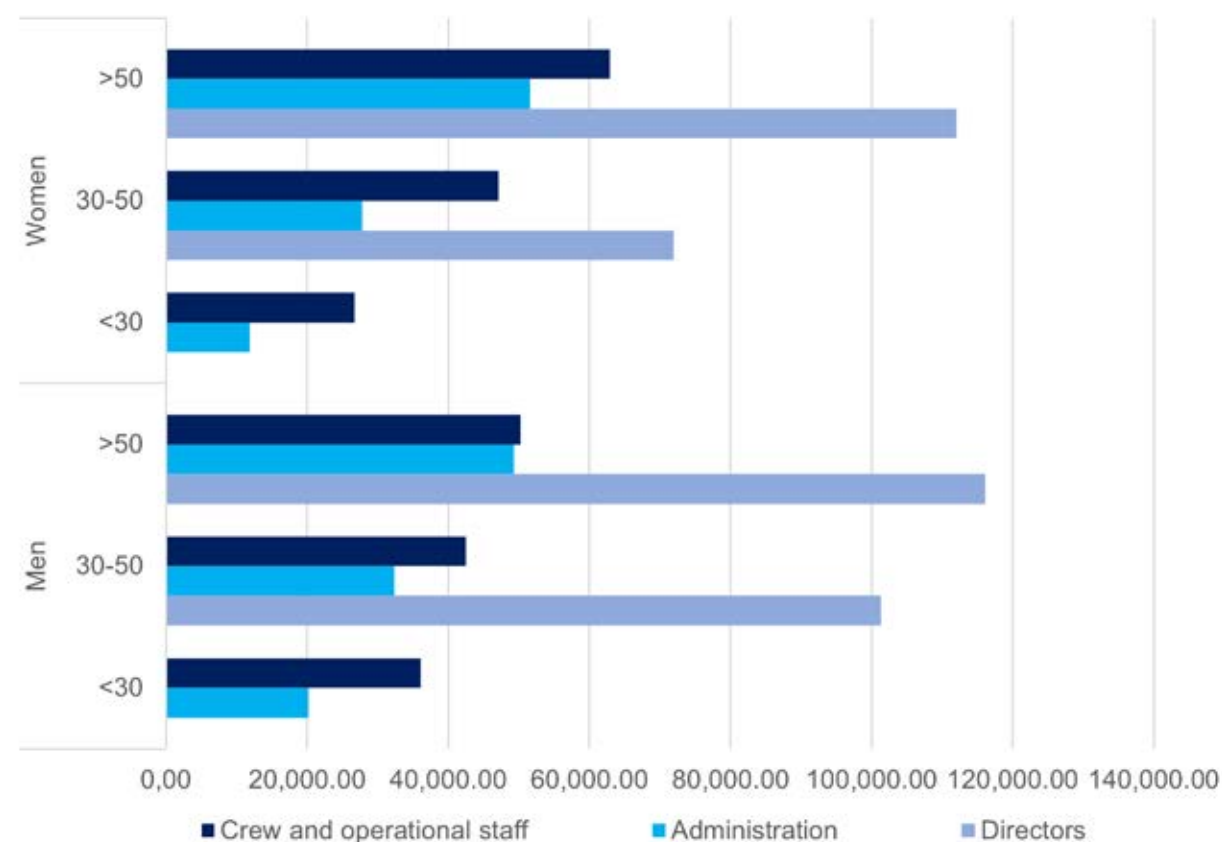
With regard to the complaints/complaints system, each area manager receives complaints/complaints, if any, and deals with them locally, as long as it is within their competence. In those cases in which the complaint cannot be solved by their own means, it is transferred to the Boluda Towage management, which analyses it and provides a solution.

**Employment** Boluda Towage currently employs 2,994 people in 13 countries.  
(ANNEX 7.6) (ANNEX 7.7)

2021. Working persons occupational category



2021. Average remuneration of Boluda Towage's employees



The jobs are distributed according to their professional classification as shown in the graph. **More than 75% of our employees are directly related to shipboard personnel activities.** All of them have their work schedules, differentiating their service and rest times, thus guaranteeing 24-hour service 365 days a year.

All Boluda Towage employees, at different levels, have a defined working day, with a small group of people in charge of bases, repairs and services linked to navigation who are available to deal with any incident that may arise in order to guarantee the services and operability of the fleet.

The graph on the left shows the average remuneration of Boluda Towage employees.

Boluda Towage manages the organisation of work within the framework of compliance with the legislation of each country, the specific needs of each business and the labour agreements negotiated with employee representatives.

In this sense, the different international regulations, such as those listed below, form the basis on which Boluda Towage designs work schedules and shipping periods:

- **MLC.** Labour Convention
- **STCW.** International Convention on Standards of Training, Certification and Watchkeeping for Seafarers.
- **ISM.** International Safety Management Code
- **ISPS Code.** International Ship and Port Facility Security Code.
- **European Directives**

For the development and application of the aforementioned regulations, mechanisms are established within the applicable collective agreements and are reflected in the different work calendars that are drawn up on an annual basis.

In terms of **family reconciliation** and promoting the responsible exercise of maternity and paternity leave, Boluda Towage has facilitated 100% of the requests made by employees. In this regard, we have always established the necessary measures to ensure that leave is not delayed in any case throughout the 2021 financial year.

The Human Resources departments provide employees with resources for the management of procedures with the company itself, as well as with the different public bodies responsible for the payment of benefits.

Boluda Towage's **priority objective** is to ensure that its employees carry out their work activities in the **best health and safety conditions**, always looking after the wellbeing of all workers. To this end, the aim is to ensure that all employees incorporate safety, health and well-being as fundamental values in their daily work, in order to meet the objectives proposed by Boluda Towage, and to guarantee safe and healthy working environments.

## 4. Social



**STCW**  
**IGS**





## 4. Social

In order to meet these objectives, **risk assessments and prevention plans** are carried out and available, aimed at eliminating all existing risks in the workplace. In addition, as long-term support partners, Boluda Towage works with the national public protection systems of the different countries in which we operate, private medical entities, for the recovery of the damages that our employees may have suffered, as well as for the performance of initial and periodic medical examinations. In addition, we also have external services to help us implement our prevention and safety policies in 100% of our workplaces and guarantee the health and safety of all employees during the provision of their services, developing, on the one hand, periodic reviews of the state of health of all employees and, on the other hand, plans for the prevention of risks at work, aimed at eliminating all existing risks in the workplace.

The following **preventive policy** is implemented with the participation of workers' representatives at each site:

- All our workplaces have a Risk Assessment per workstation.
- A Prevention Plan is drawn up, which includes all the actions necessary to guarantee safety.
- All employees are informed of the risks involved and trained in the safe performance of their work.
- Before an employee joins the company, a medical check-up is carried out to obtain a certificate of fitness, after which a medical check-up of health status is made available to employees on an annual basis.
- In the case of fleet personnel, the review is carried out by the relevant public system in each country

(competent body in this area), as a medical certificate of fitness, with the specifications set out in the Maritime Labour Convention, an international regulation, is compulsory for the provision of their services.

Boluda Towage is also subject to other national and international health and safety regulations and certifications, such as those listed below:

- **ISM.** International Safety Management Code
- **STCW.** International Convention on Standards of Training, Certification and Watchkeeping for Seafarers.
- **45.001.** Occupational health and safety management systems

Boluda Towage is committed to improving the professional training, health and well-being of its entire team through training plans and occupational safety, equality and inclusion policies aligned with the following Sustainable Development Goals (SDGs) of the United Nations:



Within the framework of social relations, two distinct areas can be distinguished: on the one hand, relations with the most representative trade unions at local, regional or national level, and on the other hand, relations with the workers' representatives in each company.

At the institutional level, Boluda Towage holds regular meetings with workers' representatives to discuss general issues, the regulatory framework, future plans, etc.

Boluda Towage, in line with the legislation of the different countries in which it operates, establishes worker representation based on the number of employees represented.

National regulations give specific development in each territory and regulate the rights of representation, guarantees and rights to information and consultation.

Collective bargaining agreements and labour agreements are negotiated and agreed with employee representatives:

- On a quarterly basis, information is provided on the overtime worked in each of the work centres, as well as the percentage of absenteeism that has occurred in the period.
- Regular meetings are held with workers' representatives to discuss workplace issues, for example:
  - Annual working calendar.
  - Health and Safety aspects.
  - Issues of interest to workers' representation

Likewise, the workers' representatives are informed of any change that may entail a modification of working conditions in terms of working time, shift rotation,

remuneration system, etc., establishing the procedures regulated in the legislation in force. Likewise, we inform them of any disciplinary proceedings and/or sanctions affecting their representatives.

Being in an international sector such as the maritime sector, the European directives, which must be transposed into national regulations, establish measures for complaints procedures; thus, the Maritime Labour Convention establishes the necessary guarantees so that all seafarers have the necessary channels to lodge their complaints both on board and on land and that they cannot be left unassisted in the event of a problem.

In collective agreements, there is either an implementation of health and safety or a reference to existing national regulations on occupational risk prevention and occupational health and safety.

## 4.1 Talent management

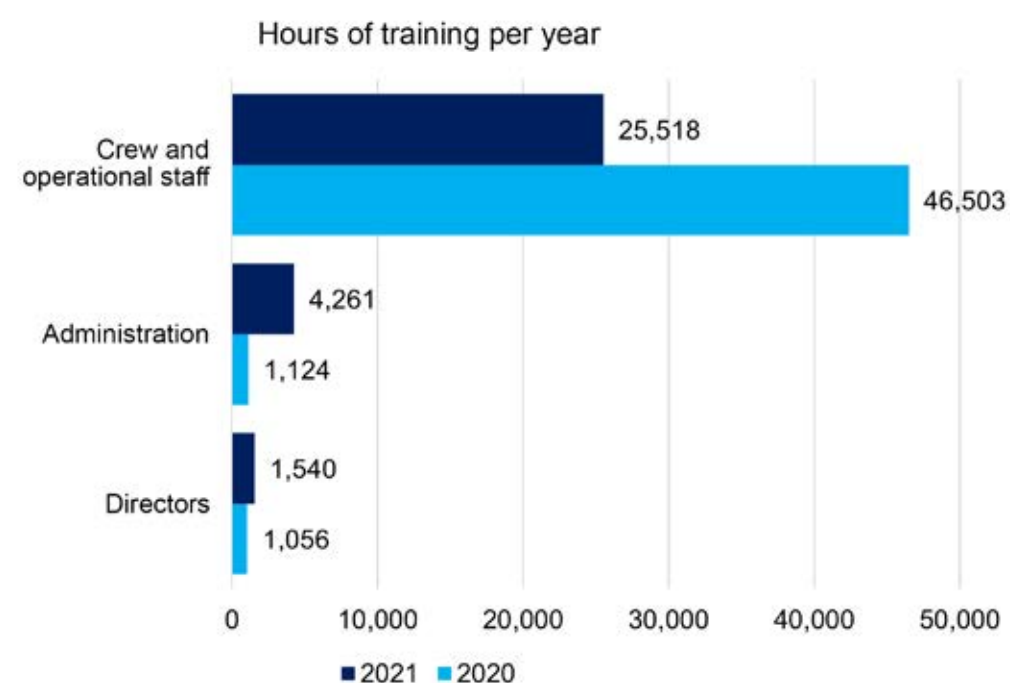
The Human Resources teams in each area have mechanisms for **identifying talent**, as well as means that facilitate the continuous development and growth of the different professionals who form part of Boluda Towage.

One of these means is the various training schemes that exist, both at national and sectoral level.

These **training plans** cover all the professional classifications available at Boluda Towage:

- Administration
- Fleet

The graph shows the total hours of training by occupational classification.



## 4.2 Universal accessibility for persons with disabilities

Boluda Towage complies with the different applicable national laws regarding the inclusion of people with disabilities, proceeding, where applicable, with the fulfilment of employment reserves and with the agreements with special centres for the promotion of employment with people with disabilities.

In addition to strict compliance with the law, Boluda Towage makes purchases with special collaborating centres in this area.

Boluda Towage implements all the necessary measures to facilitate access, both physically (eliminating architectural barriers to offices and work centres) and in the workplace (promoting the inclusion of disabled people in selection processes).

### 2021. Employees with disabilities

<b>Men</b>	6
<b>Women</b>	1
<b>Total</b>	<b>7</b>

## 4. Social

### 4.3 Equality

In relation to equal opportunities, measures and protocols against sexual and gender-based harassment, it is worth distinguishing, on the one hand, the applicable regulatory framework and, on the other hand, the sensitivity that Boluda Towage as a whole applies in this area, not allowing discrimination on the grounds of gender in any case. It should be noted that all the collective agreements negotiated by Boluda Towage include the following aspects:

- Equal treatment and opportunities: "The parties to this Collective Bargaining Agreement declare their willingness to respect the principle of equal treatment at work for all purposes, with no discrimination on grounds of sex, marital status, age, race or ethnicity, religion or belief, disability, sexual orientation, (...)"
- Sexual Harassment: "Sexual Harassment: Any behaviour, verbal or physical, of a sexual nature, which has the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, degrading or offensive environment. Gender-based harassment: Any behaviour carried out on the basis of a person's gender, with the purpose or effect of violating the dignity of a person and of creating an intimidating, degrading or offensive environment".

However, Boluda Towage is considering the establishment, if appropriate, of specific plans in this area.



## 5.1 The impact of the corporation's activities on employment and local development, on the populations and on the territory

The development of the business activity of Boluda Towage, responsible in the international sphere for **port, coastal, offshore and maritime salvage towage services**, year after year has a significant positive impact on the economies of the countries and communities where it is present

### Actions against COVID-19

Boluda Towage has become a leader in maritime services, and an agent that contributes significantly to the economic and social progress of the areas where the company is established.

In 2021, despite two consecutive years of international economic crisis arising from the pandemic caused by COVID-19, Boluda Towage continued to make a major effort to maintain jobs in the geographical area in which it operates and once again opted for teleworking and increased security measures to complement the government's health forecasting mechanisms.

Given the critical mission of responding to and attending to the needs of port security in an efficient, responsible and professional manner, the ship towing activity continued to be guaranteed, maintaining its pace of work, confirming its

status as a strategic and essential sector to help ensure that there was no shortage of supplies of goods for the public.

To this end, during the first months of 2021, practically all the employees working in the holding company's offices on the continents where the services are offered began to carry out their work from home and, with the gradual improvement of the situation, returned to their posts with the use of masks. At the same time, the tugboat crews followed the strictest health safety measures recommended by the respective health departments of the countries in which it operates to avoid further contagion.

### Growth and expansion in full swing COVID 19

It is worth noting that, in a year of full crisis due to COVID-19, Boluda Towage continued with its particular business vision of maintaining the entire fleet operational to guarantee the supply of basic necessities in all the ports in which it operates.

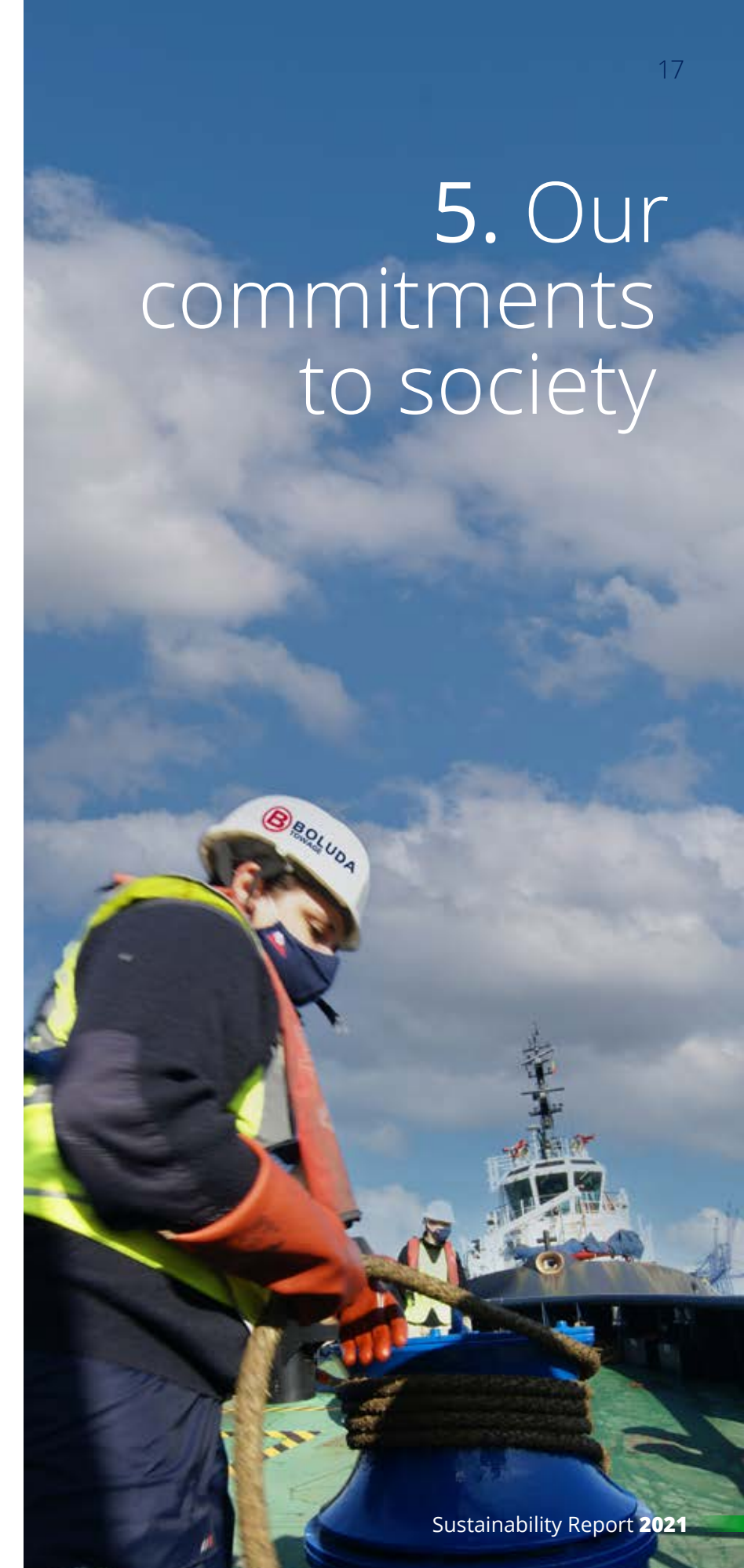
On a global scale, Boluda Towage's efforts to maintain its leadership in the provision of quality port services and international geographic expansion despite the COVID 19 crisis, led Boluda Towage to increase the fleet and port operations of its subsidiary Boluda Towage Europe, with the following milestones:

- On 16 February, the Dutch company Iskes Towage & Salvage with its harbour towage activities in Eemshaven (the Netherlands) and Lübeck (Germany) as well as its offshore activities and the management and staff of the head office in Ijmuiden, the Netherlands, were acquired.

- On 5 March, maritime salvage service in the Baltic Sea begins with the tug Bremen Fighter. The German Federal Waterways Authority awarded Boluda Deutschland GmbH a contract for maritime salvage in the Baltic Sea. The Bremen Fighter, the most powerful tug in the Boluda Towage fleet, with a fixed point pulling power of 104 tons, sports the official colours of the coast guard, committed to protecting maritime safety in the eastern Baltic Sea.
- In September 2021, the towage activity in the Baltic Sea will be expanded, specifically in the German port of Rostock. The presence of Boluda Towage in the port of Rostock is a further step towards the strengthening and expansion of the company's activities in northwest Europe and in the Baltic Sea area.
- On 20 December Boluda Towage's internationalisation was extended with the acquisition of the Scottish towage company Caledonian Towage, which has been operating in the Cromarty Firth area since 1969, through a purchase agreement with GEG (Holdings) Ltd. The transaction has strengthened Boluda Towage's global leadership in the towage and sustainable marine services business. This purchase agreement included its management, office staff and crew, based in Invergordon, Scotland.

Apart from the actions that the company had to take to deal with the aftermath of COVID-19 in 2021, we set out the most relevant impacts of Boluda Towage's activity on employment and local development in the main locations where it is present.

## 5. Our commitments to society





## 5.2 Relations with local community actors and the modalities of dialogue with them

Boluda Towage has a close relationship, through various communication channels, with its stakeholders, in order to share with all of them the issues that have to do with the daily process of the company, whether they are customers, employees, port authorities, trade unions, the media or society.

In addition to traditional media, Boluda Towage has boosted digital communication, with a presence on the most popular social networks such as Facebook,

Twitter, LinkedIn and YouTube, which allow a two-way relationship to be maintained with stakeholders.

In addition, in 2021 Boluda Towage published 15 press releases on the boluda.com.es website as part of its **external communication** actions.

Over the years, a solid relationship has been established with both the national and international maritime press, as well as with the local media. Through press releases and newspaper articles we have provided relevant information about our company, such as the incorporation of new tugboats to the fleet, baptisms, manoeuvres and special towing operations, etc. On some occasions, Boluda Towage's president or CEOs have been interviewed at the bases of the ports where the company operates with tugboats, as was the case in Valencia, for a TVE news programme, hosted by Carlos Franganillo.

### Social Media

Boluda Towage Europe has a corporate page on social networks such as LinkedIn, Facebook, YouTube, Instagram and Twitter to increase brand recognition and build a strong online fan base.

### Client events

In order to create a strong network and relationship with all actors in a sector, it is essential to be rooted at the local level. This ensures a link and involvement with the client and the whole area. Boluda Towage Europe usually organises client events in all the ports we serve, but due to the COVID pandemic many have been postponed until 2022.

The following customer events were held in 2021:

- June: Meeting with local customers: Herring Take Away Rotterdam.
- August: customer reception in Germany (VIP tickets during the Tall Ship event).
- September: customer golf tournament in Rotterdam.
- September: customer event in Antwerp-Brujas: christening of 4 new-build environmentally friendly tugs.
- October: client event in London.

## 5. Our commitments to society





## 6. GRI Standards

With this Sustainability Report, Boluda Towage responds to the legal requirements and those of its clients. Its contents have been prepared taking as a reference the sustainability reporting framework of the Global Reporting Initiative (GRI), trying to adapt them to the reality of its business model and activity.

Boluda Towage has carried out an internal materiality analysis that has enabled it to identify the most relevant aspects on which to report to its stakeholders, as well as to respond to the non-financial reporting requirements based on the regulations in force. For all those aspects that have been considered as non-material for the organisation, this report addresses its management approach, without detailed information on key KPIs or other quantitative indicators, as they are not considered representative of Boluda Towage's activity.

A reference table with the GRI standards is reported in the annexes. It shows on which pages of the Sustainability Report each of the reporting areas is covered by the GRI index used as a reference, as well as possible omissions when covering all the contents covered by these indicators. ([ANNEX 7.9](#))

## ANNEX 7.1 International regulation

	ISO 9001	ISO 14001	ISO 45001
<b>Boluda Towage Spain</b>	Yes	Yes	Yes*
<b>Boluda Towage France &amp; Africa</b>	Yes	In progress	
<b>Boluda Towage Europe</b>	Yes	0.033	
<b>Boluda Towage Mexico</b>	Yes	Yes	
<b>Boluda Offshore</b>	Yes	-	

\* Not in all of the companies that make up BOLUDA TOWAGE SPAIN, in process

## ANNEX 7.3 Risk analysis process

In this chart on the analysis process, each risk category is broken down into as many items as required for a complete analysis of each of the risks identified, assessing them in terms of likelihood and impact.



# 7. Annexes

With this Sustainability Report, Boluda Towage responds to the legal requirements and those of its clients. Its contents have been prepared taking as a reference the sustainability reporting framework of the Global Reporting Initiative (GRI), trying to adapt them to the reality of its business model and activity.

## ANNEX 7.4 ILO Conventions signed















Existing conventions, including ILO Conventions:

- Forced Labour Convention, 1930 (No. 29)
- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98),
- Equal Remuneration Convention, 1951 (No. 100)
- Abolition of Forced Labour Convention, 1957 (No. 105)
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)
- Minimum Age Convention, 1973 (No. 138)
- Worst Forms of Child Labour Convention, 1999 (No. 182)
- International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, 1978, as amended.



# 7. Annexes

ANNEX 7.2 SDG targets      The following table summarises the monitoring of the SDG targets by category.

CATEGORY	CONTROLS	AGREEMENTS / REGULATIONS	AREA
Carbon footprint. GHG Protocol			
	EEIX	Marpol Annex VI / Over 400 GTs	Port and Offshore Towage
	SEEMP	Marpol Annex VI / Over 400 GTs	Port and Offshore Towage
Emissions			
	SOx	Marpol Annex VI	Port and Offshore Towage / ECA zones max 0.1 % / In the remainder 0.5 %
	NOx	Marpol Annex VI	Port and Offshore Towage / ECA Zone
Biodiversity			
	SOPEP	MARPOL (Maritime Pollution) / Over 400 GTs	Port and Offshore Towage
		Good housekeeping practices manual / Under 400 GTs	Port and Offshore Towage
	Ballast water plan	Ballast Water Scheme (BWMS) Code / Over 400 GTs	Port and Offshore Towage
	Ballast water treatment	Over 400 GTs	Port and Offshore Towage
	Rubbish plan	MARPOL (Maritime Pollution). Annex V Prevention of Pollution from by rubbish from ships.	Port and Offshore Towage
Ship recycling			
	Ship recycling	Hong Kong International Convention 2019	Port and Offshore Towage
	Inventory of hazardous materials	Regulation (EU) No. 1257/2013 of the European Parliament and of the Council of 20 November 2013 on Ship Recycling (EU SRR) / Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships, 2009 SR/CONF/45 (HKC) / Vessels over 500 GTs	Port and Offshore Towage
Verification			
	Periodic Reviews (Annual / every 5 years)	IMO requirements and Flags (SOLAS, MARPOL, ISM, ISPS), ISO 9001, ISO 14001, ISO 45001	Port and Offshore Towage
	Reviews by Classification societies (Annual / Interim / Five-yearly)	Class Requirements (BV, DNV-GL, LR, ABS, etc.)	
  			

## ANNEX 7.5

Communication  
with Stakeholders

STAKEHOLDERS	DESCRIPTION	EXPECTATIONS	CHANNELS OF COMMUNICATION
<b>Investors</b>	Financial institutions and bodies	<ul style="list-style-type: none"> <li>• Provide transparent and quality information</li> </ul>	<ul style="list-style-type: none"> <li>• Face-to-face meetings</li> <li>• Video calls</li> <li>• Reports</li> </ul>
<b>Boluda Towage Staff</b>	All the members of Boluda Towage who work to achieve the objectives set by Boluda Towage	<ul style="list-style-type: none"> <li>• Good working atmosphere</li> <li>• Attracting and retaining talent               <ul style="list-style-type: none"> <li>• Career development</li> </ul> </li> <li>• Job growth opportunities</li> <li>• Recognition of performance</li> <li>• Attractive compensation and benefits</li> </ul>	<ul style="list-style-type: none"> <li>• E-mail address</li> <li>• Social media</li> <li>• Complaints channel</li> </ul>
<b>Clients</b>	All companies that use the services provided by Boluda Towage	<ul style="list-style-type: none"> <li>• Quality of service provision</li> <li>• Time-efficient operations</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction surveys</li> <li>• E-mails</li> <li>• Meetings • Visits to clients</li> <li>• Website</li> </ul>
<b>Suppliers</b>	They provide Boluda Towage with the necessary resources to be able to offer its services	<ul style="list-style-type: none"> <li>• Transparent evaluation</li> <li>• Fair competition</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Emails</li> <li>• Mailboxes</li> <li>• Complaints channel</li> </ul>
<b>National and international organisations and institutions</b>	Groups organised by society with which Boluda Towage works to promote social development	<ul style="list-style-type: none"> <li>• Partnerships to promote sustainable and social development</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings • Visit</li> <li>• E-mail address • Website</li> </ul>
<b>Local communities</b>	Groups or persons impacted by Boluda Towage activities	<ul style="list-style-type: none"> <li>• Social support</li> <li>• Contribution to the development of communities</li> <li>• Donations</li> </ul>	<ul style="list-style-type: none"> <li>• Telephone calls</li> <li>• Video calls • Mailboxes</li> <li>• E-mails</li> <li>• Community-related events</li> <li>• Social media</li> </ul>
<b>Authorities</b>	National/international governmental bodies that according to their standards Boluda Towage develops their business processes	<ul style="list-style-type: none"> <li>• Compliance of the regulations and legislation in force</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional Meetings • Joint events</li> <li>• Website</li> </ul>
<b>The media</b>	Means of dissemination of content / information for either public or private purposes that may have an impact on Boluda Towage's activities	<ul style="list-style-type: none"> <li>• Relevant data for public analysis</li> <li>• Clear and truthful information</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings Conferences • Interviews</li> <li>• Social media • Website</li> </ul>
<b>Trade unions</b>	Workers' organisation, formed to protect the rights and promote the interests of its members with regard to pay, benefits and working conditions	<ul style="list-style-type: none"> <li>• Fair labour practices.</li> <li>• Labour agreements / Collective bargaining agreements</li> <li>• Health and safety conditions at work</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Assemblies</li> <li>• E-mail address</li> <li>• Telephone calls</li> <li>• Website</li> </ul>





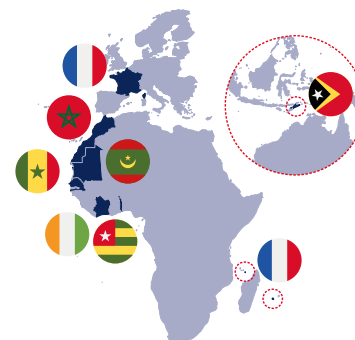
## ANNEX 7.6 Employment data

Boluda Towage employees are distributed by gender, age, country and professional classification as shown in the tables below:

SPAIN (2021)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	9	1	10	"<30"	45	5	50
Administration	43	34	77	"30-50"	335	21	356
Crew and operational personnel	483	4	487	">50"	155	12	167
<b>Total</b>	<b>535</b>	<b>39</b>	<b>574</b>	<b>Total</b>	<b>535</b>	<b>39</b>	<b>574</b>
<b>Total %</b>	<b>93.21%</b>	<b>6.79%</b>	<b>100.00%</b>	<b>Total %</b>	<b>93.21%</b>	<b>6.79%</b>	<b>100.00%</b>
SPAIN (2020)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	9	1	10	"<30"	45	5	50
Administration	43	34	77	"30-50"	335	21	356
Crew and operational personnel	483	4	487	">50"	155	12	167
<b>Total</b>	<b>552</b>	<b>34</b>	<b>586</b>	<b>Total</b>	<b>552</b>	<b>34</b>	<b>586</b>
<b>Total %</b>	<b>94.20%</b>	<b>5.80%</b>	<b>100.00%</b>	<b>Total %</b>	<b>94.20%</b>	<b>5.8%</b>	<b>100.00%</b>



FRANCE AND AFRICA (2021)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	20	3	23	"<30"	63	9	72
Administration	119	60	179	"30-50"	820	53	873
Crew and operational personnel	1,082	24	1,106	">50"	338	25	363
<b>Total</b>	<b>1,221</b>	<b>87</b>	<b>1,308</b>	<b>Total</b>	<b>1,221</b>	<b>87</b>	<b>1,308</b>
<b>Total %</b>	<b>93.35%</b>	<b>6.65%</b>	<b>100.00%</b>	<b>Total %</b>	<b>93.35%</b>	<b>6.65%</b>	<b>100.00%</b>
FRANCE AND AFRICA (2020)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	9	1	10	"<30"	89	13	102
Administration	130	72	202	"30-50"	738	59	797
Crew and operational personnel	999	24	1,023	">50"	311	25	336
<b>Total</b>	<b>1,138</b>	<b>97</b>	<b>1,235</b>	<b>Total</b>	<b>1,138</b>	<b>97</b>	<b>1,235</b>
<b>Total %</b>	<b>92.15%</b>	<b>7.85%</b>	<b>100.00%</b>	<b>Total %</b>	<b>92.15%</b>	<b>7.85%</b>	<b>100.00%</b>



## ANNEX 7.6 Employment data

Boluda Towage employees are distributed by gender, age, country and professional classification as shown in the tables below:



MEXICO (2021)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	12	0	12	"<30"	25	2	27
Administration	17	18	35	"30-50"	86	12	98
Crew and operational personnel	123	0	123	">50"	41	4	45
<b>Total</b>	<b>152</b>	<b>18</b>	<b>170</b>	<b>Total</b>	<b>152</b>	<b>18</b>	<b>170</b>
<b>Total %</b>	<b>89.41%</b>	<b>10.59%</b>	<b>100.00%</b>	<b>Total %</b>	<b>89.41%</b>	<b>10.59%</b>	<b>100.00%</b>
MEXICO (2020)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	2	0	2	"<30"	59	4	63
Administration	42	26	68	"30-50"	175	21	196
Crew and operational personnel	278	2	280	">50"	88	3	91
<b>Total</b>	<b>322</b>	<b>28</b>	<b>350</b>	<b>Total</b>	<b>322</b>	<b>28</b>	<b>350</b>
<b>Total %</b>	<b>92.00%</b>	<b>8.00%</b>	<b>100.00%</b>	<b>Total %</b>	<b>92.00%</b>	<b>8.00%</b>	<b>100.00%</b>



EUROPA & OFFSHORE (2021)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	20	2	22	"<30"	116	8	124
Administration	151	77	228	"30-50"	756	59	815
Crew and operational personnel	1,253	13	1,266	">50"	552	25	577
<b>Total</b>	<b>1,424</b>	<b>92</b>	<b>1,516</b>	<b>Total</b>	<b>1,424</b>	<b>92</b>	<b>1,516</b>
<b>Total %</b>	<b>93.93%</b>	<b>6.07%</b>	<b>100.00%</b>	<b>Total %</b>	<b>93.93%</b>	<b>6.07%</b>	<b>100.00%</b>
EUROPA & OFFSHORE (2020)							
Professional category	Men	Women	Total	Age	Men	Women	Total
Directors	18	2	20	"<30"	147	10	157
Administration	159	83	242	"30-50"	747	57	804
Crew and operational personnel	1304	12	1,316	">50"	587	30	617
<b>Total</b>	<b>1,481</b>	<b>97</b>	<b>1,578</b>	<b>Total</b>	<b>1,481</b>	<b>97</b>	<b>1,578</b>
<b>Total %</b>	<b>93.85%</b>	<b>6.15%</b>	<b>100.00%</b>	<b>Total %</b>	<b>93.85%</b>	<b>6.15%</b>	<b>100.00%</b>



## ANNEX 7.7 Recruitment data

The distribution of the total number of staff, broken down by type of contract, is shown below.

Below are the averages of staff employed, disaggregated by gender, age and professional classification. (The average number of contracts has been calculated by adding the number of staff hired on the last day of each month and dividing the resulting number by the 12 monthly payments).

Average number of part-time contracts (2021)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	0	1	2	3	0	0	0	0	3
Administration	1	3	10	13	4	13	8	24	37
Crew and operational personnel	0	3	18	21	0	0	0	0	21
<b>Total</b>	<b>1</b>	<b>8</b>	<b>29</b>	<b>38</b>	<b>4</b>	<b>13</b>	<b>8</b>	<b>24</b>	<b>62</b>
Average number of part-time contracts (2020)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	0	1	1	2	0	0	0	0	2
Administration	0	3	15	18	3	17	13	33	51
Crew and operational personnel	0	3	22	25	0	2	0	2	27
<b>Total</b>	<b>0</b>	<b>7</b>	<b>38</b>	<b>45</b>	<b>3</b>	<b>19</b>	<b>13</b>	<b>35</b>	<b>80</b>

	Permanent contracts				Temporary contracts			
	Full time	Part-time	Total	%	Full time	Part-time	Total	%
<b>2021</b>	2,614	71	<b>2,685</b>	<b>89.71%</b>	305	3	<b>308</b>	<b>10.29%</b>
<b>2020</b>	2,749	70	<b>2,819</b>	<b>89.12%</b>	338	6	<b>344</b>	<b>10.88%</b>

Average number of full-time contracts (2021)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	13	178	53	244	2	16	3	21	266
Administration	19	123	97	238	8	65	39	111	350
Crew and operational personnel	168	1,286	749	2,203	4	21	3	27	2,230
<b>Total</b>	<b>200</b>	<b>1,587</b>	<b>898</b>	<b>2,685</b>	<b>14</b>	<b>101</b>	<b>45</b>	<b>160</b>	<b>2,845</b>
Average number of full-time contracts (2020)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	5	51	34	89	0	19	4	24	113
Administration	21	149	99	269	13	71	40	124	393
Crew and operational personnel	239	1,434	836	2,510	12	24	1	37	2,546
<b>Total</b>	<b>265</b>	<b>1,634</b>	<b>969</b>	<b>2,868</b>	<b>25</b>	<b>115</b>	<b>45</b>	<b>184</b>	<b>3,052</b>



## ANNEX 7.7 Recruitment data (cont.)

Below are the averages of staff employed, disaggregated by gender, age and professional classification. (The average number of contracts has been calculated by adding the number of staff hired on the last day of each month and dividing the resulting number by the 12 monthly payments).

Average number of temporary contracts (2021)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	3	12	1	16	1	1	0	2	18
Administration	3	3	1	7	2	7	3	12	19
Crew and operational personnel	57	185	42	284	2	3	1	6	290
<b>Total</b>	<b>63</b>	<b>200</b>	<b>44</b>	<b>307</b>	<b>5</b>	<b>11</b>	<b>4</b>	<b>20</b>	<b>327</b>
Average number of temporary contracts (2020)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	0	0	2	2	0	0	0	0	2
Administration	3	6	5	14	2	5	4	11	26
Crew and operational personnel	59	165	33	257	2	2	0	4	262
<b>Total</b>	<b>62</b>	<b>171</b>	<b>40</b>	<b>274</b>	<b>4</b>	<b>7</b>	<b>4</b>	<b>15</b>	<b>289</b>

Average of Indefinite contracts (2021)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	10	167	54	231	1	16	3	20	251
Administration	16	123	106	245	9	70	44	123	368
Crew and operational personnel	112	1,104	724	1,940	2	18	2	22	1,962
<b>Total</b>	<b>139</b>	<b>1,394</b>	<b>883</b>	<b>2,416</b>	<b>12</b>	<b>104</b>	<b>49</b>	<b>165</b>	<b>2,581</b>
Average of Indefinite contracts (2020)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	5	52	33	89	0	19	4	24	113
Administration	18	147	109	273	14	83	49	146	419
Crew and operational personnel	181	1,271	825	2,277	10	22	3	35	2,312
<b>Total</b>	<b>203</b>	<b>1,469</b>	<b>966</b>	<b>2,638</b>	<b>24</b>	<b>124</b>	<b>56</b>	<b>204</b>	<b>2,843</b>

## ANNEX 7.7 Recruitment data (cont.)

The data on the number of dismissals during the year, broken down by gender, age and professional classification, are reported below.

Redundancies (2021)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	1	0	0	1	0	0	0	0	1
Administration	0	7	4	11	1	1	3	5	16
Crew and operational personnel	9	8	13	28	0	0	0	0	28
Total	10	15	17	42	1	1	3	5	47
Redundancies (2020)									
Professional category	Men				Women				Total
	<30	30-50	>51	Total	<30	30-50	>51	Total	
Directors	0	3	0	3	1	1	0	2	5
Administration	0	5	9	14	0	3	4	7	21
Crew and operational personnel	5	26	13	44	0	2	0	2	46
Total	5	34	22	61	1	6	4	11	72

Below are the average salaries broken down by gender, age and professional category.

Average Remuneration (€) (2021)						
Professional category	Men			Women		
	<30	30-50	>51	<30	30-50	>51
Directors	0.00	101,352.38	116,142.85	0.00	71,968.11	112,067.75
Administration	20,190.97	32,364.51	49,299.21	11,895.31	27,827.34	51,566.64
Crew and operational personnel	36,074.11	42,510.59	50,258.16	26,724.62	47,187.34	62,945.32
Average Remuneration (€) (2020)						
Professional category	Men			Women		
	<30	30-50	>51	<30	30-50	>51
Directors	0.00	144,858.99	178,080.31	0.00	63,633.34	145,239.73
Administration	20,131.25	38,266.42	58,757.39	15,077.43	27,425.85	34,296.49
Crew and operational personnel	31,711.07	42,050.52	49,160.50	21,251.40	50,407.64	37,209.52



## ANNEX 7.7 Recruitment data (cont.)

The analysis of average total remuneration by occupational category and gender, as well as the analysis of the pay gap, is reported below. (The pay gap is a statistical calculation of the percentage of women's earnings compared to men's, resulting from dividing the average earnings of women by the average earnings of men).

	Average Remuneration (€)		Ratio and Gap	
	Men	Women	Ratio Women Men	Gap
<b>2021</b>				
Directors	108,463.18	88,007.97	81.14%	18.86%
Administration	38,056.60	34,078.33	89.55%	10.45%
Crew and operational personnel	44,536.15	44,720.84	100.41%	-0.41%
	Average Remuneration (€)		Ratio and Gap	
	Men	Women	Ratio Women Men	Gap
<b>2020</b>				
Directors	158,605.74	90,835.47	57.27%	42.73%
Administration	44,918.90	28,416.57	63.26%	36.74%
Crew and operational personnel	43,309.23	40,925.72	94.50%	5.50%

Boluda Towage brings together its jobs according to the professional classification that we have been structuring throughout the social section, consisting of:

	Number of employees	Percentage of total
<b>2021</b>		
Directors	57	1.90%
Administration	441	14.73%
Crew and operational personnel	2,496	83.36%
<b>Total</b>	<b>2,994</b>	<b>100.00%</b>
<b>2020</b>		
Directors	32	1.01%
Administration	512	16.19%
Crew and operational personnel	2,619	82.80%
<b>Total</b>	<b>3,163</b>	<b>100.00%</b>

The total hours of training by occupational classification are presented below.

	2021	2020
Directors	1,540	1,056
Administration	4,261	1,124
Crew and operational personnel	25,518	46,503
<b>Total</b>	<b>31,319</b>	<b>48,683</b>

## ANNEX 7.8 Foundations

As a leading multinational in the provision of maritime services, Boluda Corporación Marítima, the ultimate shareholder of Boluda Towage, is continuously involved with several foundations, among which the following stand out:

- Valencian Foundation for Advanced Studies
- Rei Jaume I Awards Foundation
- Women for Africa Foundation
- Aportem - Solidarity Port Valencia
- Conexus
- Las Palmas Port Foundation
- Fundación de la Comunidad Valenciana Príncipe Felipe Research Centre
- Puerta de América Foundation
- Founding of Real Madrid
- Foundation for Social Studies and Analysis (FAES)

### MEXICO

Boluda Towage Mexico, belongs to:

- Asociación Mexicana de Armadores y Remolcadores Marítimos (ASOMAR), on behalf of the company Compañía Marítima del Pacífico (CMP), dedicated to the provision of port towage services through the use of Mexican vessels and also a consultative body of the Federal Government on maritime and port services.
- Spanish Chamber of Commerce in Mexico, on behalf of the company Servicios Corporativos Marítimos (SCM).

### FRANCE & AFRICA

Boluda Towage France & Africa collaborates with the following institutions and associations:

- Seamens Club de Brest
- Musee Portuaire de Dunkerque
- Association Marine Escale Seamens Club of La Rochelle
- Amicale des Pompiers du Le Havre
- Tigrine Sofiane Taxi (France)
- Familles de Ivoirienne de Remorquage et de Sauvetage (IRES). Côte d'Ivoire
- Association de Développement Humanitaire.maroc
- Synergie de la Zone Industriale-Portuaire Le Havre (SYRERZIP - LH)
- Actiport
- Aquitaine Blue Energie
- Syndicat National des Travailleurs de la Marine Marchande
- Armateurs de France (ADF)
- Association Professionnelle des Entreprises de Remorquage Maritime (APERMA)
- Union Maritime et Industrielle de la Réunion (UMIR)
- Union Maritime et Fluviale (UMF)
- Union Patronale des Bouches du Rhône (UP 13)
- Association Normandie Maritime
- Groupement Havrais des Armateurs
- Syndicat Armement Francais

- Maritime Union Brest et Region
- Union Maritime du Port de La Rochelle
- Association des Grandes Entreprises du Togo (AGET)
- Allance Pour la Promotion du Port de Lomé
- Chambre Française de Commerce et d'Industrie du Maroc (French Chamber of Commerce and Industry of Morocco)
- Confédération Générale des Entreprises du Maroc
- Port Community of Côte d'Ivoire
- Communauté Portuaire de San Pedro. Côte d'Ivoire
- Union des Consignataires et Armateurs. Côte d'Ivoire
- Chambre de Commerce et d'Industrie de France. Côte d'Ivoire
- Familles de La Pétrussienne. Côte d'Ivoire
- Association Al Haouma. Maroc
- Organisation Humanitaire La Marmite du Partage, Nouadhibou. Mauritanie
- Familles Union de Remorquage de Dakar (URD). Senegal
- Société Nationale de Sauvetage en Mer (SNSM) de Dunkerque

### NORTHERN EUROPE

Boluda Towage Europe collaborates with the following institutions and associations:

#### THE NETHERLANDS

- Deltalinqs
- Rotterdam Port Promotion Council
- Northsea Port Promotion Council
- VRC - Rotterdam Cargadoors Foundation
- Rotterdam Water Clerks Foundation (shipping companies)
- Golf course Rhoon

#### GERMANY

- Verein der Kapitäne
- Bremer Reederverein
- Bremische Hafenvertretung
- VDR - Vernad Deutscher Reeder
- Nautischer Verein zu Wilhelmshaven
- UBH Unternehmensverband Bremische Häfen Unternehmensverband Hafen Hamburg e.V.

#### BELGIUM

- The Maritime Circle Zeebrugge
- The Anchor Club
- APZI - Foundation port community in Zeebrugge
- Royal Belgian Shipowners' Association

#### UNITED KINGDOM

- British Association of Tugboats
- Cruise Britain Group
- Mersey Maritime
- London River Boat Users



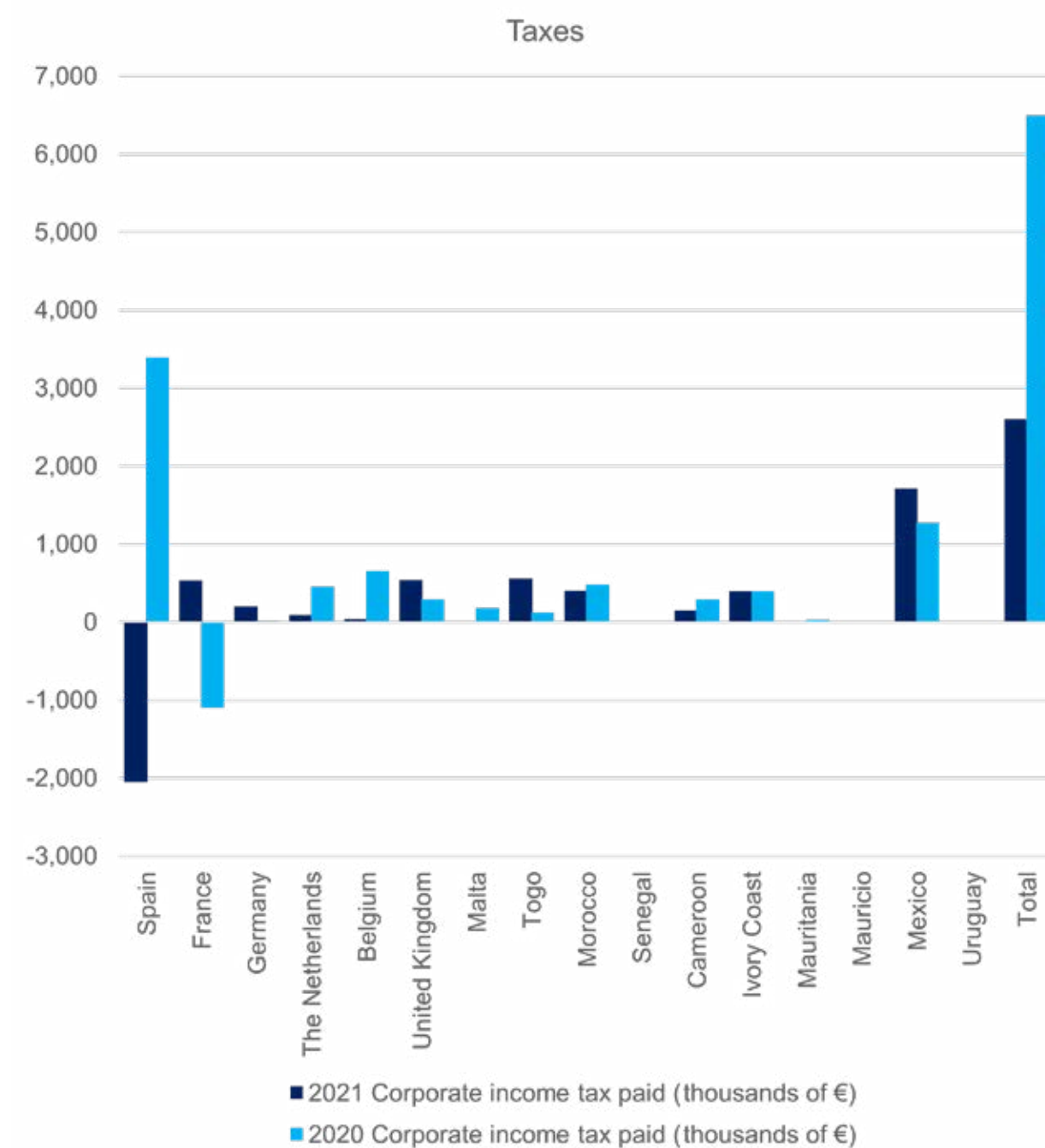
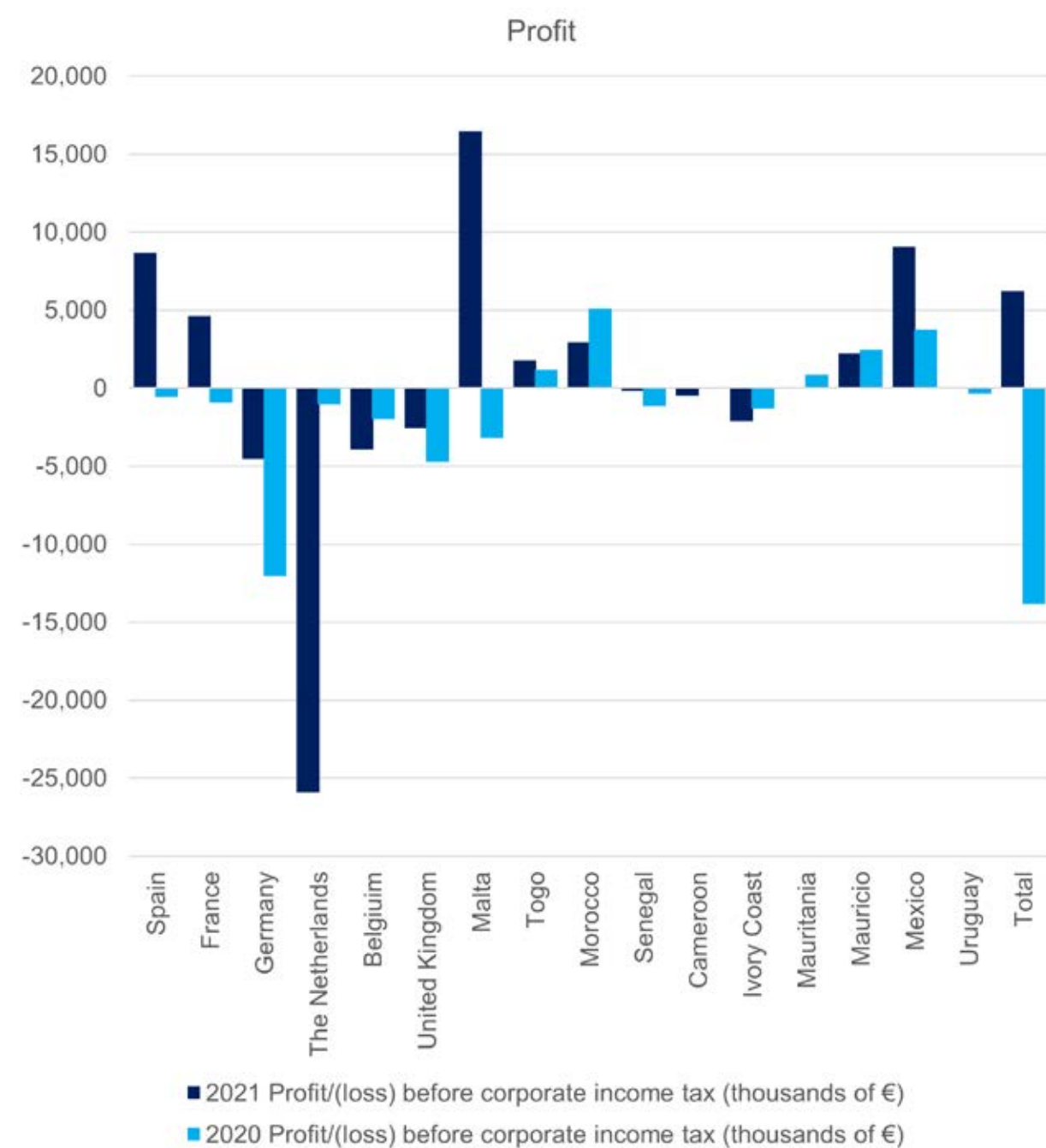
## ANNEX 7.9 GRI Standards Reference Table

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<b>Environmental issues</b>		
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## ANNEX 7.10 Economic performance

Boluda Towage is committed to responsible fiscal practices in accordance with current legislation, with the aim of contributing to economic development and the improvement of infrastructures and services in the countries in which it operates.



2021	Public Subsidies (thousands of €)	
FRANCE	Indemnities Chomage partial	361
THE NETHERLANDS	NOW subsidies	445
<b>TOTAL</b>		<b>806</b>



## ANNEX 7.11 Axes of sustainability. Materiality

Material issues here are all issues that can have a substantial influence on our decisions and those of our stakeholders.

In the first analysis, we considered the indications and recommendations of the GRI standards, as well as international sustainability indices, relevant industry reports, internal stakeholders and interested parties.

A re-evaluation of the analysis is planned for the 2023 financial year to incorporate all issues identified as relevant, both internal and external, as well as the incorporation of new international standards that may significantly affect the company.

Social and Human Capital
Respect for Human Rights
Employment. Labour practices
Health and Safety
Diversity / Equality
Local communities
Accident rate
Business model and innovation
Climate Change
Alternative fuels studies
Expansion into new markets
Start-up development
Digitalisation
Governance and leadership
Risk management
Transparency and taxation
Compliance and ethical issues
Legal and regulatory compliance
Anti-corruption
Stakeholder relations
Sustainability
Environment
Energy and Emissions Management (GHG)
Waste management
Water and effluent management
Circular economy



