



SUSTAINABILITY REPORT

2021

1 ABOUT THIS REPORT

ABOUT THIS REPORT

Working towards a better future requires us to drive sustainable practices throughout our business. It must be deeply embedded within our purpose and integrated in every action to create shared value for all our stakeholders.

In this report we outline our efforts to improve during 2021 in a sustainable and responsible way. In response to our commitment to create shared value for all of society – our community, and everyone we impact – we summarise the initiatives, key projects and activities we have undertaken, the objectives and targets we have set, and the results we have achieved.

The structure of this report is based on Camper's ESG sustainability strategy, "A Little Better, Never Perfect", which reinforces our mission: walking with purpose, delighting people with a playful, sustainable, and responsible walking experience. This strategy is made up of four pillars and 10 associated ESG commitments, which guide us along a path of continuous improvement.

In accordance with the latest GRI standards, all qualitative and quantitative information has been taken from the end of the financial year 2021.

The scope extends from our headquarters in Inca, Mallorca, through the entire value chain. We also consider all our stakeholders: customers, shareholders, business partners, non-governmental organisations, public administrations, and all the people who make up Camper.

These results have been gathered with the efforts of many people across the organisation so that we can explain the journey we are on – with complete transparency. We hope that this report enables you, our stakeholder, to get to know us better, to understand the work we are undertaking, and to support us with the improvements we still need to make. We invite you to respond to or comment on this report by contacting us at: ESG@camper.com

LETTER FROM OUR CEO

MIQUEL FLUXÀ



Miquel Fluxà

Camper is a Mallorcan company founded in 1975 by Lorenzo Fluxà, whose origins date back to 1877 when his grandfather Antonio, an artisan shoemaker, established the first mechanised shoe factory in Inca (Mallorca, Spain).

Miquel Fluxà, the fourth generation of the founding family, took over as CEO of Camper in 2012.

I am convinced that at Camper we are very fortunate to have taken our first steps based on strong and robust values. The meaning of terms such as design, quality, sustainability, social and ethical responsibilities and needs all vary depending on the moment of our history we refer to. And even more so in a society that is constantly evolving: be it today or in 1975, when the brand was founded — or going back even further to 1877, when my great-grandfather established the first mechanised shoe factory in Inca, Mallorca. The year 2021 continued to be complex, marked by the pandemic that began the previous year. But it is in these times of uncertainty that our values become even more relevant, and during 2021, we succeeded in strengthening the four main pillars of our ESG strategy. Our priority throughout the pandemic has always been to our employees, our customers, and all our stakeholders. Remaining true to our origins, we continue to work towards a profitable and responsible business model that is fit for purpose, achieving economic goals to further drive ethical and social progress.

Through the selection of better materials and efficient processes and designs, we are constantly improving quality and working towards circularity by creating unique products that cause as little environmental impact as possible. We are convinced that there is nothing more sustainable than quality, and we work every day to make goods that are more durable and easily repairable. We firmly believe that our duty as a company is to promote responsible consumption and we continue to analyse our use of resources

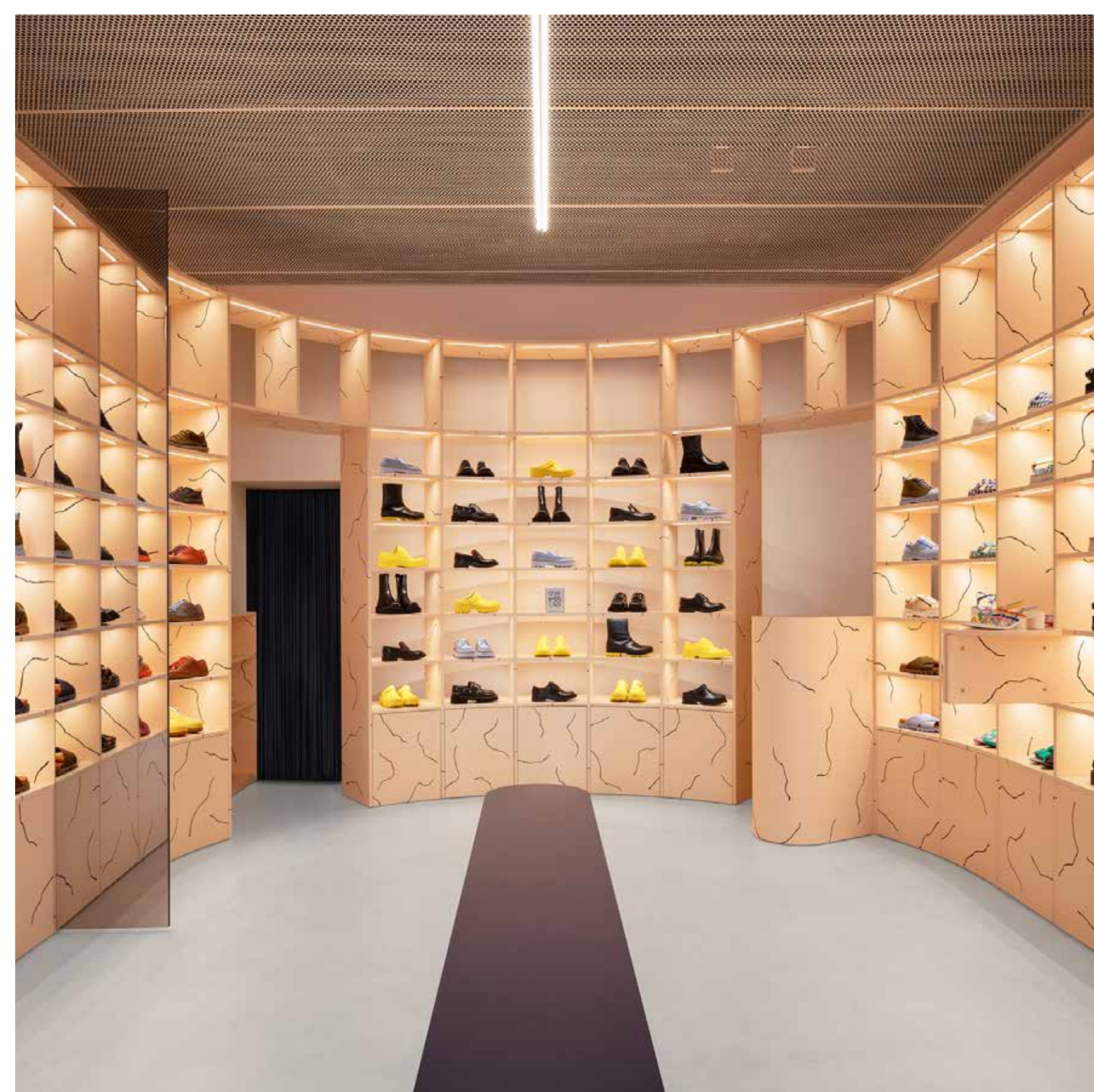
to find alternative solutions or eliminate consumption to reduce our effect on the planet. The clearest examples of our efforts to achieve this are the carbon footprint measurement of our entire collection, and the programme we started two years ago in our stores to collect and repair used shoes to extend their lifecycle by giving them a second chance.

Furthermore, as of 2021, 100% of our energy in Spain now comes from renewable energy sources and we have offset our Scope 1 and 2 carbon emissions. We are also committed to reducing these emissions by 50% by 2030. We care for the communities in which we operate: those connected to our business, and those impacted by our operations. We work daily to build a business culture that is both inclusive and diverse, treating our people – customers, suppliers, and other stakeholders – with honesty and respect. We share information about our own operations and those of our suppliers along the value chain so that there is transparency about where and how products are made.

At Camper we dream of a fairer and better world. We believe that companies can, and must, be successful while at the same time contributing to greater social welfare. As a committed signatory to Global Compact, we strive to operate in support of the UN's SDGs, which are aligned with many of our environmental, social, and governance (ESG) efforts. We will continue to work each day with effort and humility to achieve our goals.

2 2021 HIGHLIGHTS

Stores



More than **1,500 points of sale**



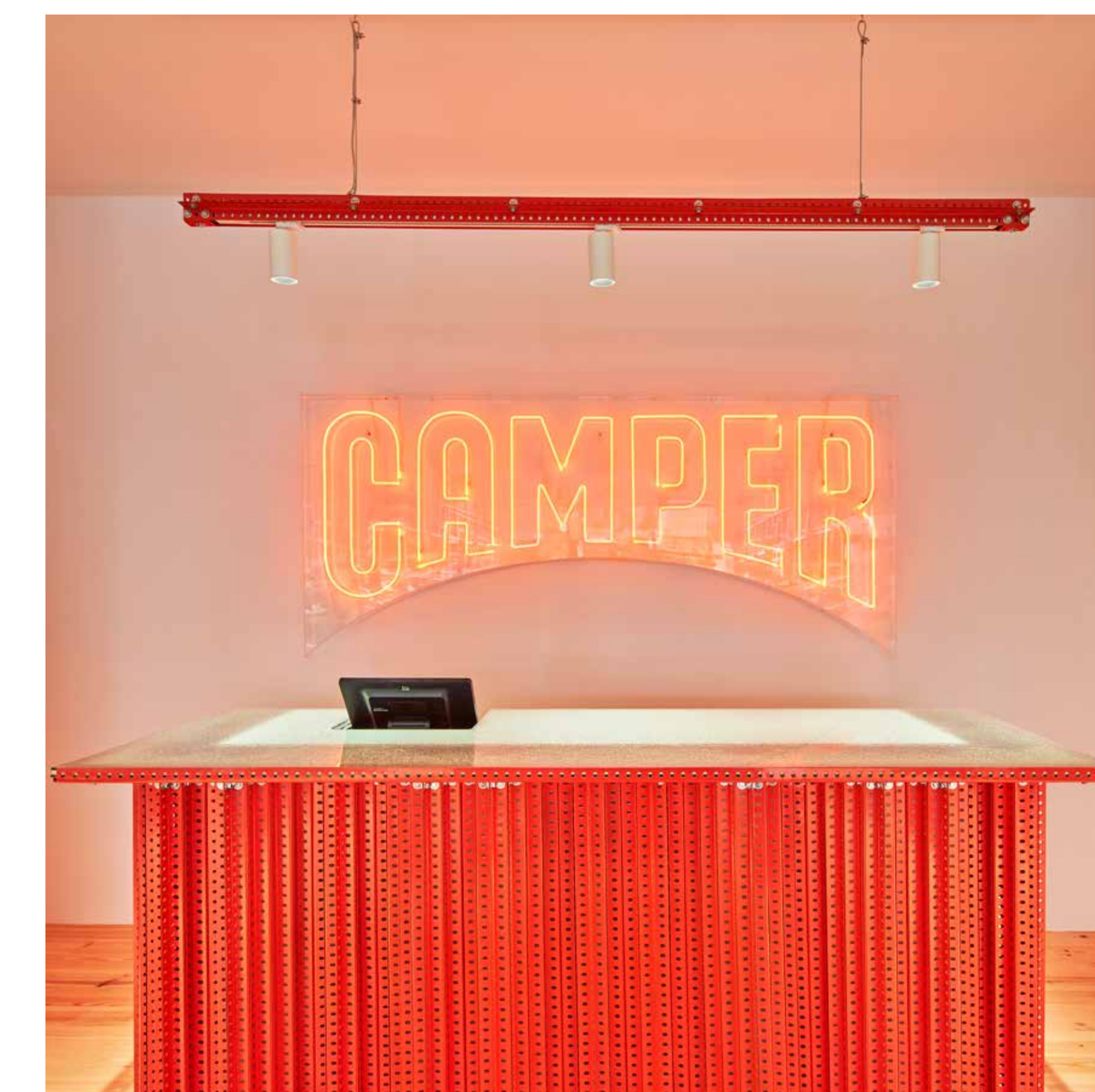
Global presence in more than **100** countries



New store and showroom in **Shanghai**



Opening of our first store in **Düsseldorf**



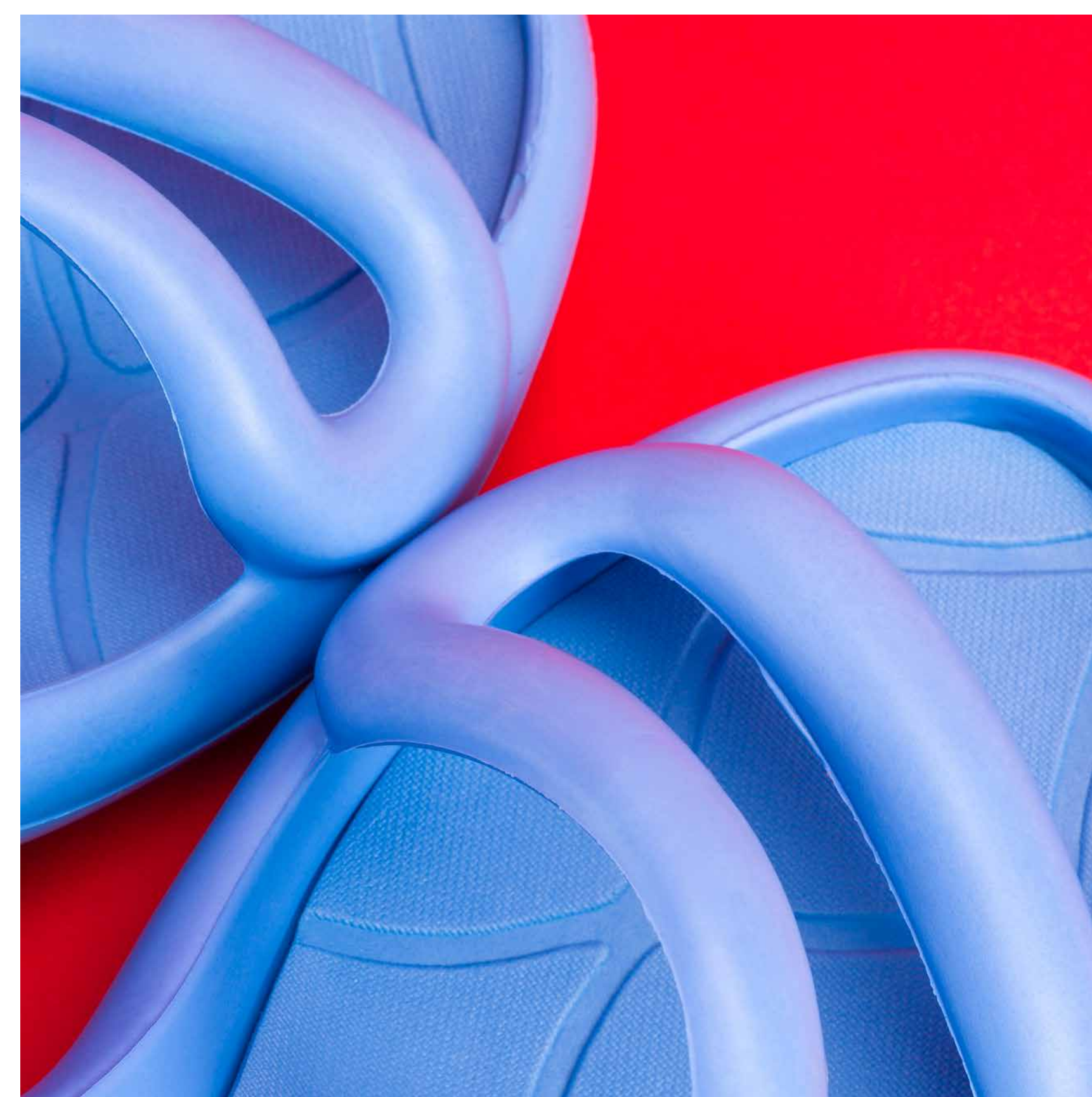
The best **omnichannel shopping experience**: single inventory, service integration and real-time information

Product

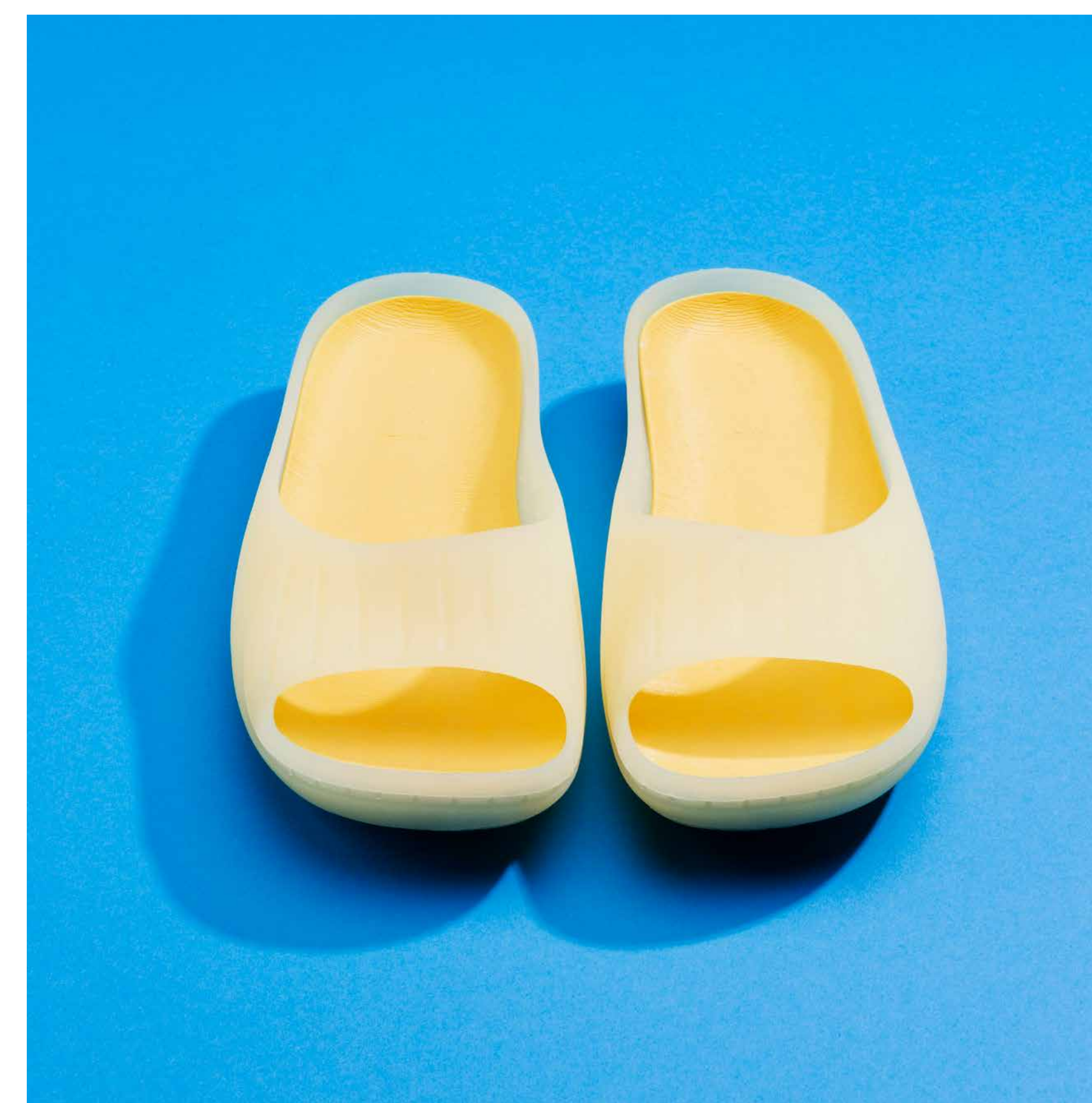


The **3 pillars** of our product strategy:

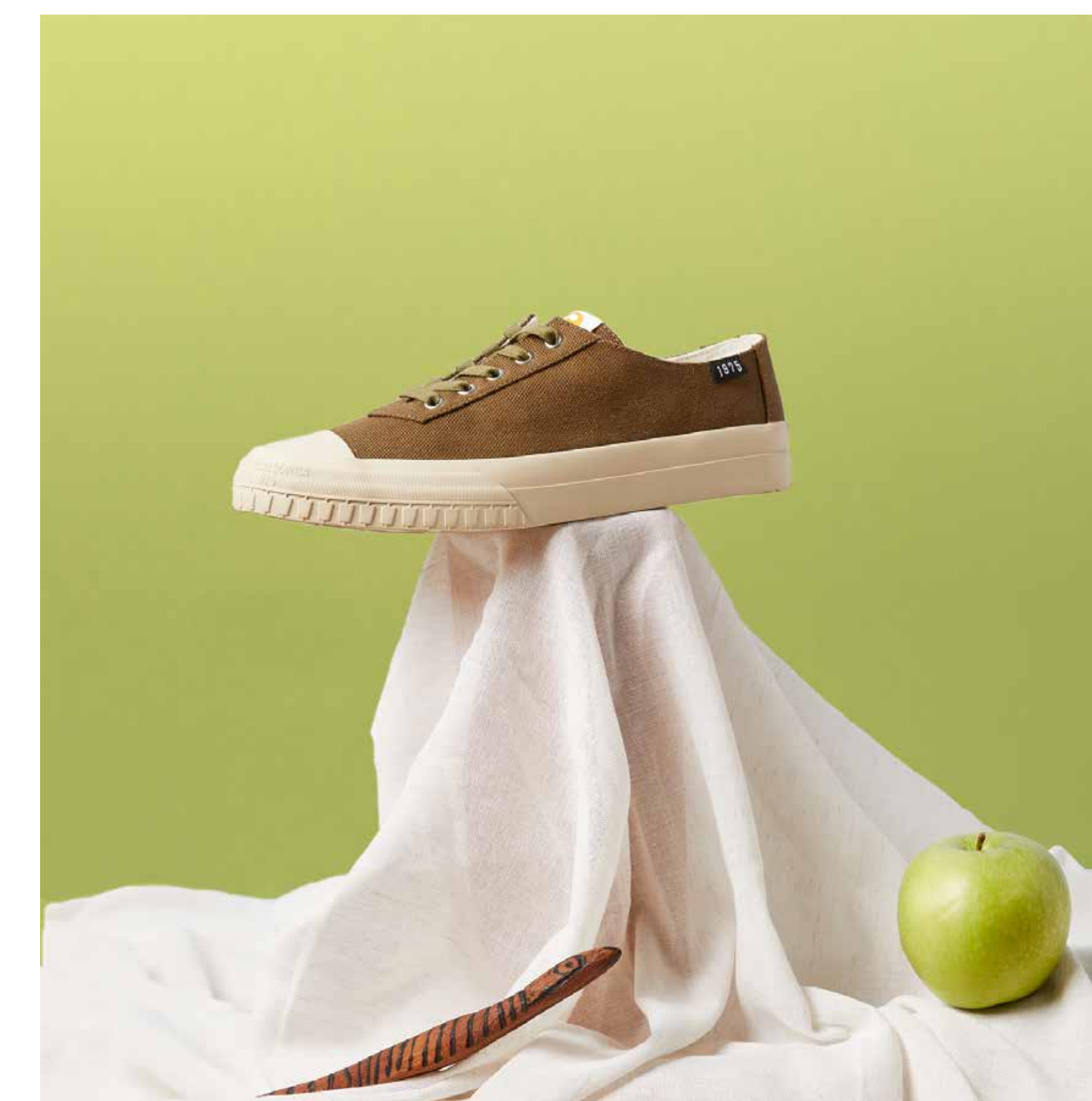
- **Make it Natural**
- **Make it Carbon Neutral**
- **Make it to Last**



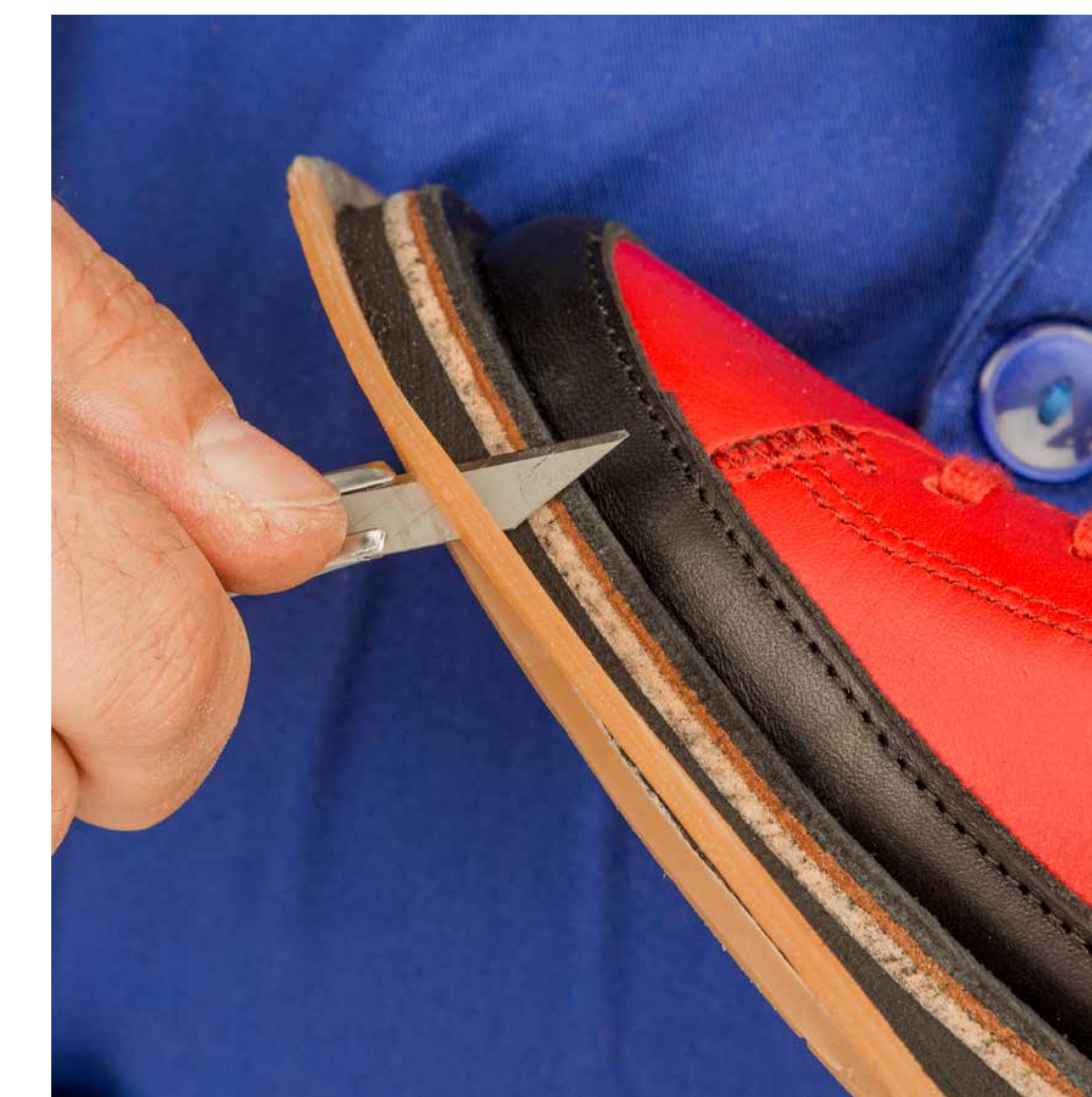
Innovation in **renewable and recycled materials**



2 lines designed for circularity

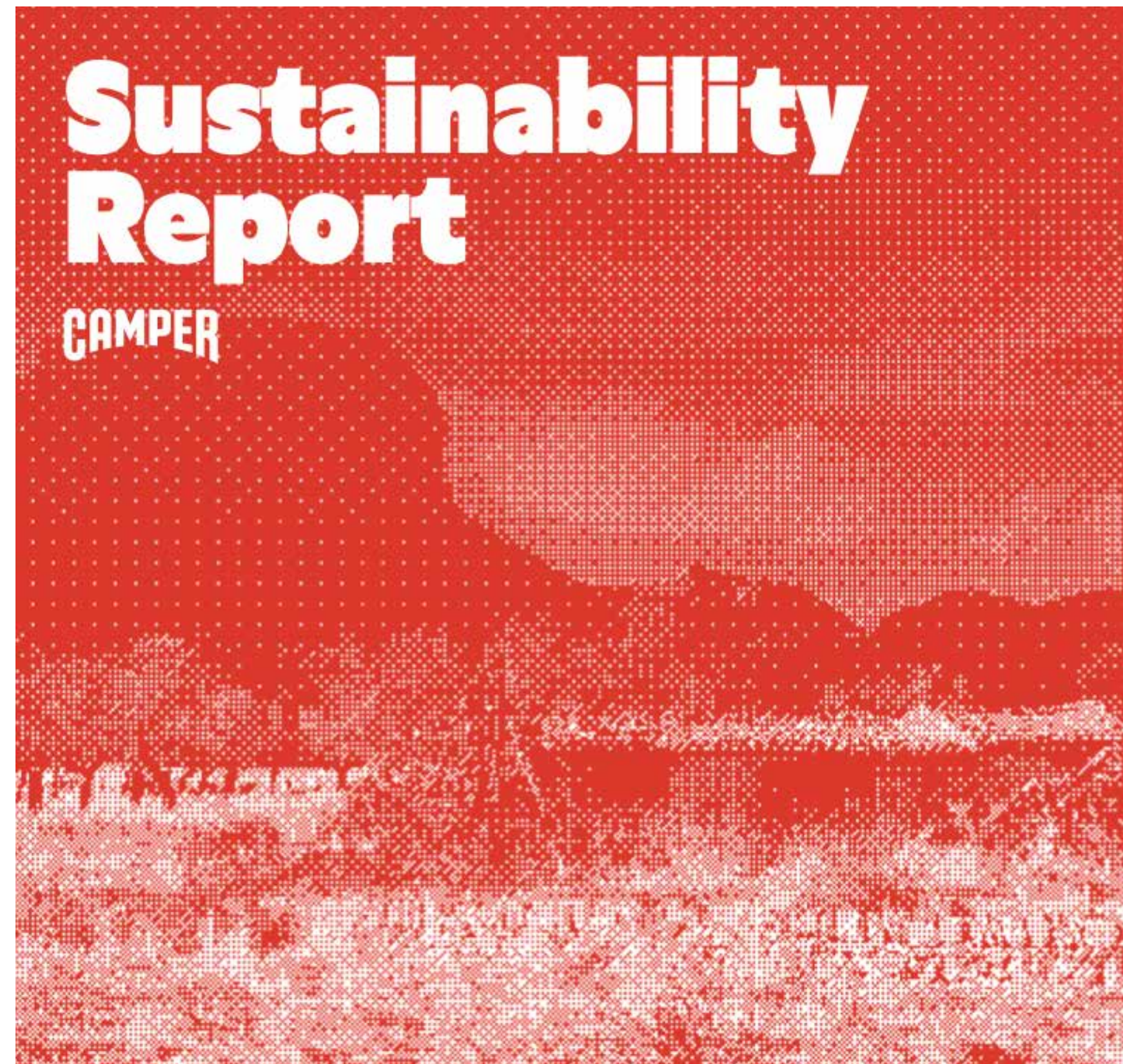


Products with **sustainability** embedded at their core

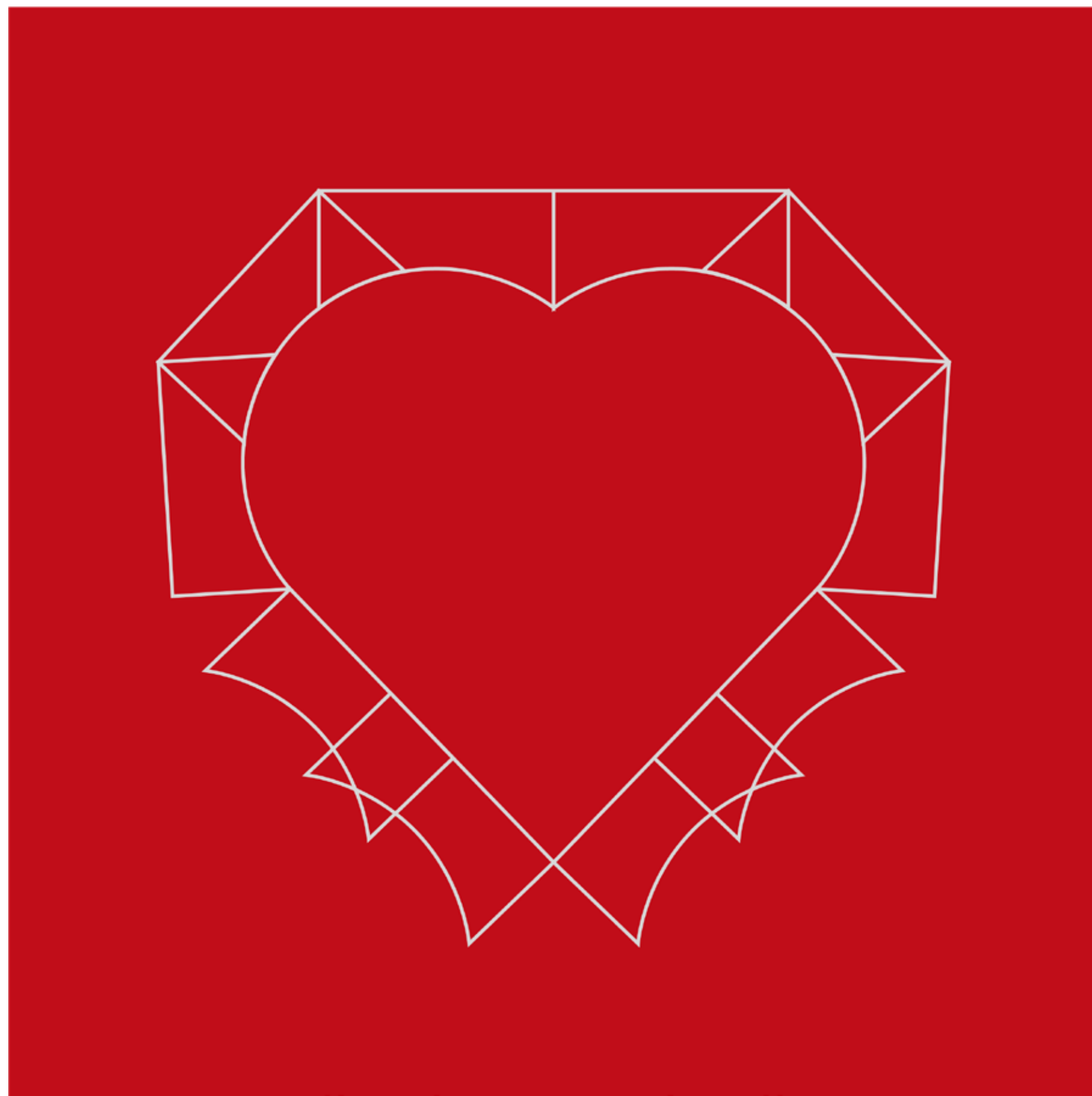


Second Life and ReCrafted—our recovery and durability programmes

Good Governance



The first account of our sustainability efforts:
2020 Report



Purpose-driven business: driving stakeholder value towards a **better world**



Our governance model becomes stronger than ever: Advisory Board and Crisis Committee

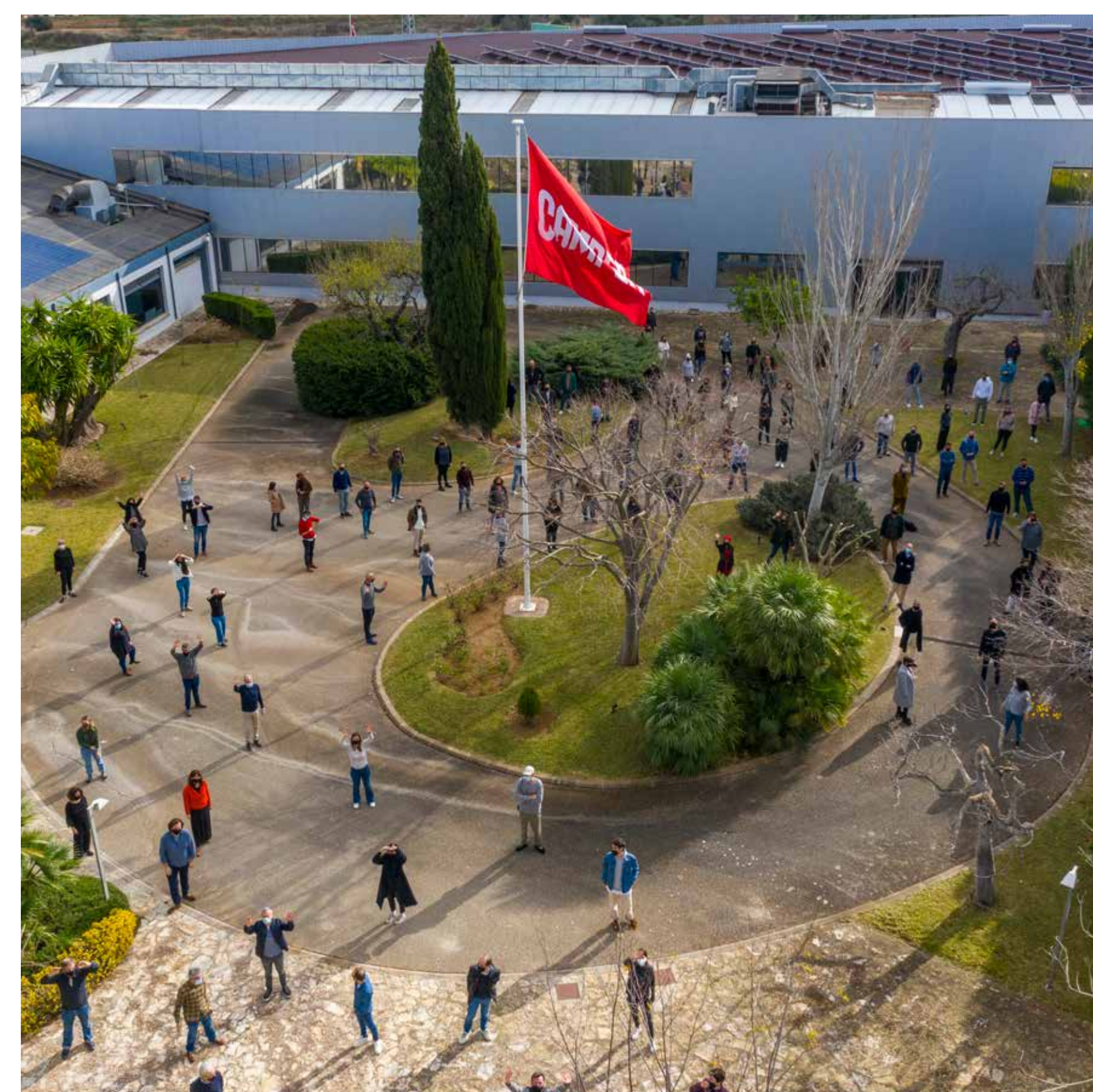


783 people trained in our **Code of Conduct and Ethics**



Best Practice Ratings: Moody's ESG and Higg BRM (SAC)

People



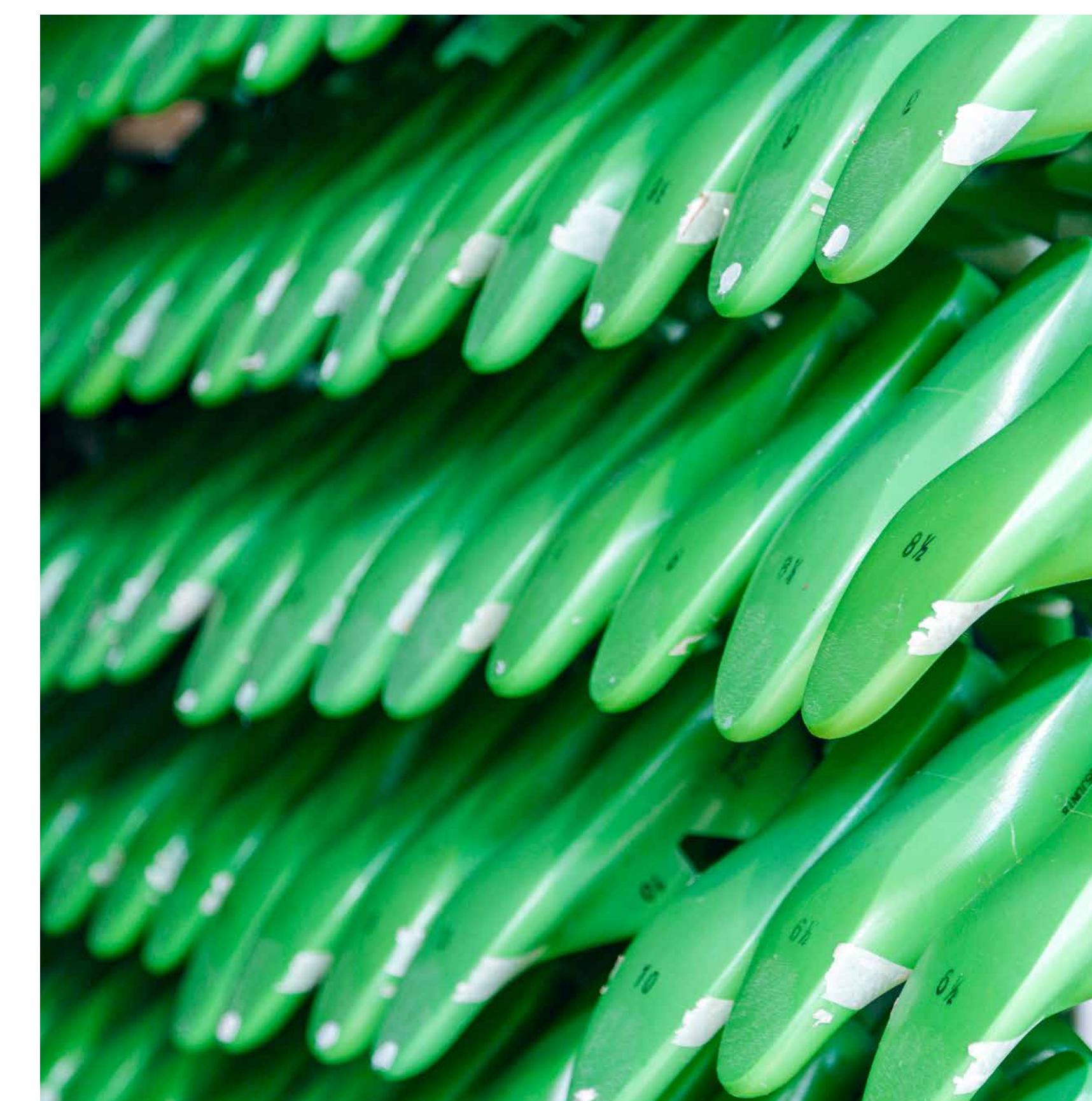
987 employees
56 new jobs



Our **employees** are more **satisfied and committed** than ever before.



Fostering a culture of performance:
12,264 training hours



Created new **sustainable procurement model**



261 Corporate Volunteering hours
supporting **4** organised actions

Planet



48% renewable energy consumption



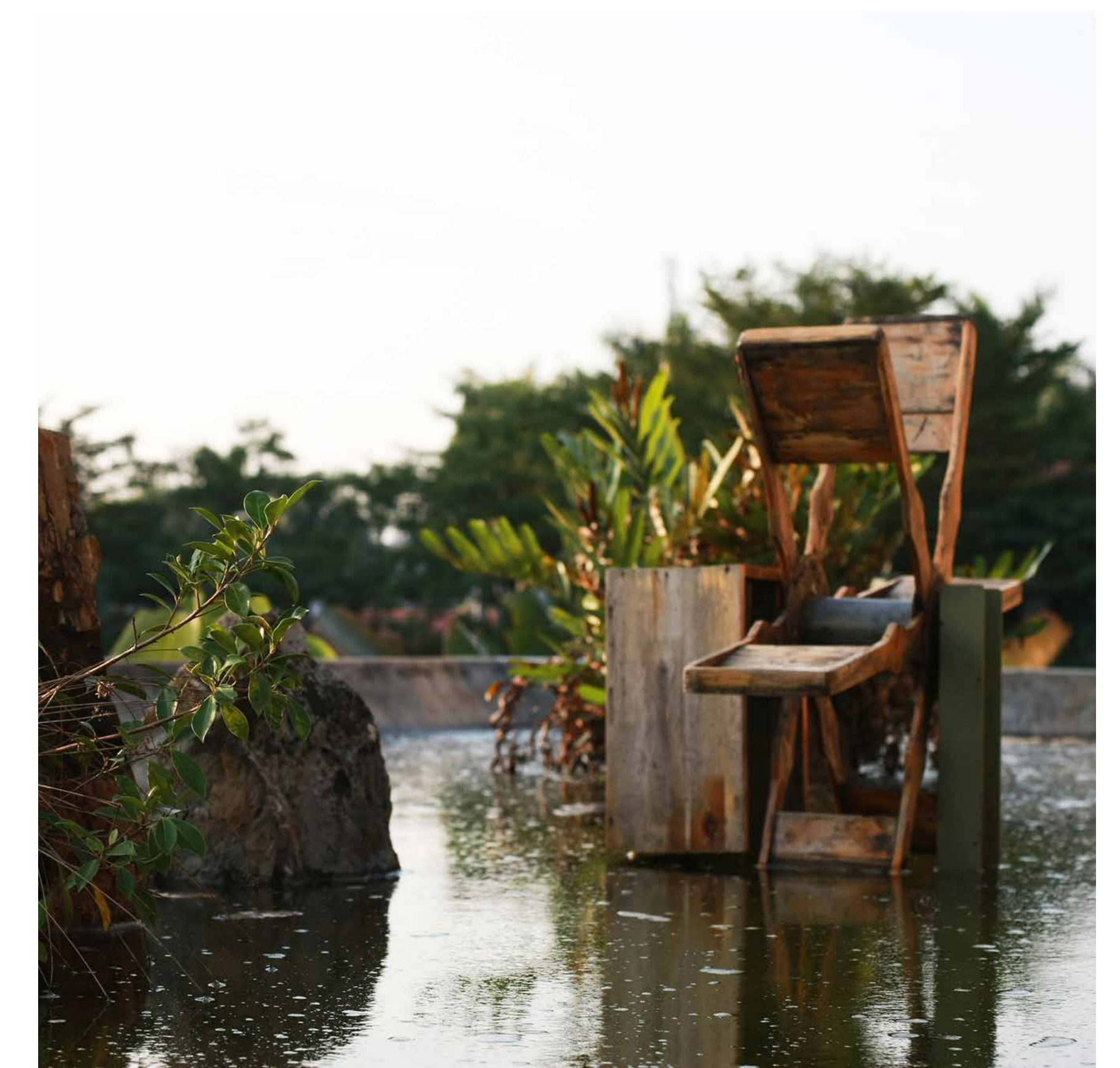
29% carbon footprint reduction



SBTi: New science-based reduction targets and commitments
Scope 1 and 2: **50% reduction by 2030**
Scope 3: **30% reduction by 2030**



Most recent commitments:
signatories of the NET-ZERO pledge and the UN Global Compact



New **target to reduce our water footprint: 2%** per year

3 ABOUT CAMPER

3 ABOUT CAMPER

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ABOUT CAMPER

Camper has been a family business since 1877 when Antonio Fluxá, an artisan shoemaker, gathered a group of craftsmen together in Inca, Mallorca and introduced the first shoe-making machines. Founded in 1975 by Antonio's grandson, Lorenzo Fluxá, Camper's contemporary footwear design embodies quality, imagination, irony, and innovation.

Camper means 'peasant' in Mallorcan. The austerity, simplicity, and discretion of the rural world in combination with its own history, culture, and the Mediterranean landscape inspire the brand's aesthetics and values.

Respect for tradition, arts, and crafts reinforces our promise: to create timeless, quality products, with consideration for their social and environmental impact.

Today, operating in more than 40 countries, Miguel Fluxá, CEO, and now the fourth generation to enter the family business, remains committed to preserving the values that have defined the brand since its inception.



MISSION

Walking With Purpose

Delighting people with a playful, sustainable, and responsible walking experience.

3 PILLARS



VALUES



3.2

OUR SUSTAINABILITY JOURNEY



1975

Camper was born with the guiding principle of creating footwear that promotes a playful, sustainable, and responsible walking experience.



1990

Camaleón, our first shoe, is created with sustainability at its core. Using offcuts of leather and rubber, it was a shoe originally worn by Mallorcan farmers.



1993

Terra is created, a shoe made only from natural materials including linen, raffia, and esparto grass. This continues Camper's journey to explore new ideas and concepts in footwear.



1995

Our iconic and durable Pelotas is born, which today includes a lifetime warranty – a symbol of our commitment to truly long-lasting footwear.



1998

The concept of the "edible gardens" is developed. The idea is to establish organic school gardens so that children learn to grow their own food. The project is developed in Madrid, London, Rome, and Mallorca.



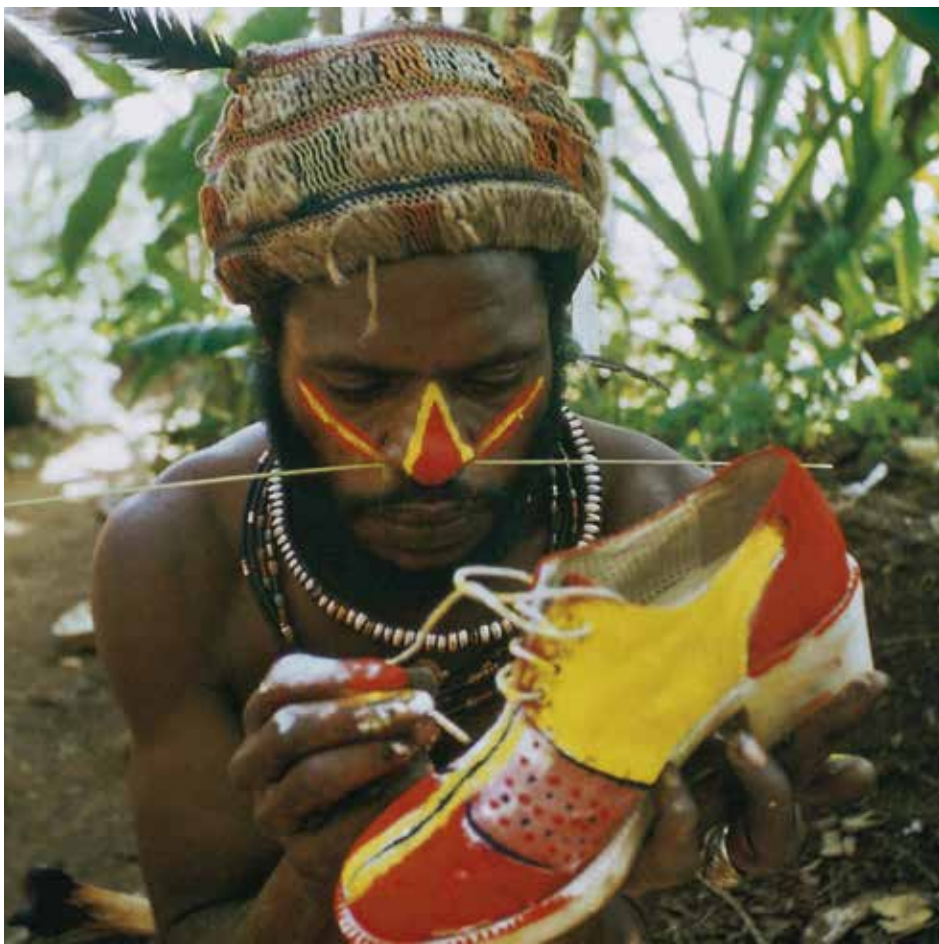
1999

Camper receives the first EEC ecological footwear accreditation for its Camaleón model.



2000

With the aim of reducing waste and energy consumption, we produced our first mono-material shoe. Wabi, inspired by Japanese minimalism, was a nod to the concept of simplicity and efficient design.



2001

Our team travels to meet with more than 30 indigenous groups from different cultures to understand the relationship between objects and the environment. The project "Shoes and Indigenous Art" was exhibited in Barcelona.



2002

Our advertising campaign, "If you don't need it, don't buy it" supports the concept of slow fashion, encouraging consumers to shop more responsibly.



2003

We set up a gardening school in Son Fortesa for local residents to learn sustainable farming techniques.



2004

We develop a project to make Wabi more biodegradable by replacing the uppers with natural fibres including jute, banana, and palm leaves. The collection is developed together with local communities in Bangladesh, Ecuador, and Russia.



2005

Our Casa Camper hotel concept opens in Barcelona, and later in Berlin.

Offering a contemporary, minimalist experience, the hotel reduces waste by recycling where possible, eliminating the minibar and single-use toiletries, and uses green energy and a grey water recycling system.



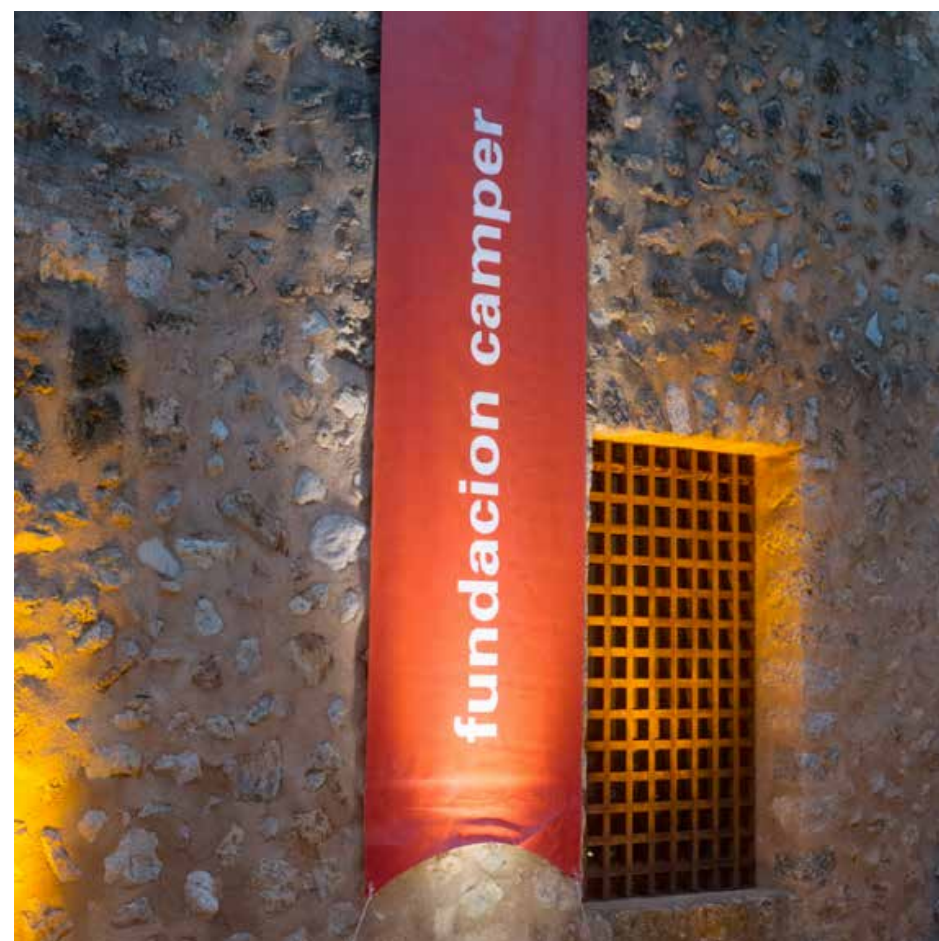
2010

We begin investing in solar and wind power plants in Spain. Today Camper is involved in seven projects working to supply clean, green energy.



2012

We transform two Camper Stores in Spain with the Arrels Foundation, creating interiors with recycled materials and installed by a team of people at risk from social exclusion.



2013

The Camper Foundation is created to support artistic, cultural, social, and environmental initiatives, especially among disadvantaged groups in our home of Mallorca.



We join the Leather Working Group to support best practice in the leather industry and ensure that our tanneries are environmentally responsible.



2014

We reduce and centralise our production in Asia so that we can work more closely with a small number of suppliers in a smaller geographic area who have excellent standards and understand our values.



2015

Collaborating with an artisan factory in Ethiopia, we initiate our first exchange of know-how to create footwear through a partnership with the Ethical Fashion Initiative.



2019

We develop and integrate our first ESG strategy, "A Little Better, Never Perfect", across our business.

Objectives include the elimination of virgin plastic, the use of more environmentally friendly materials in our products, and the adoption of initiatives to achieve carbon neutrality.



We start to eliminate virgin plastic from our footwear collection and search for better alternatives.



We begin a long-term relationship with Save the Med.



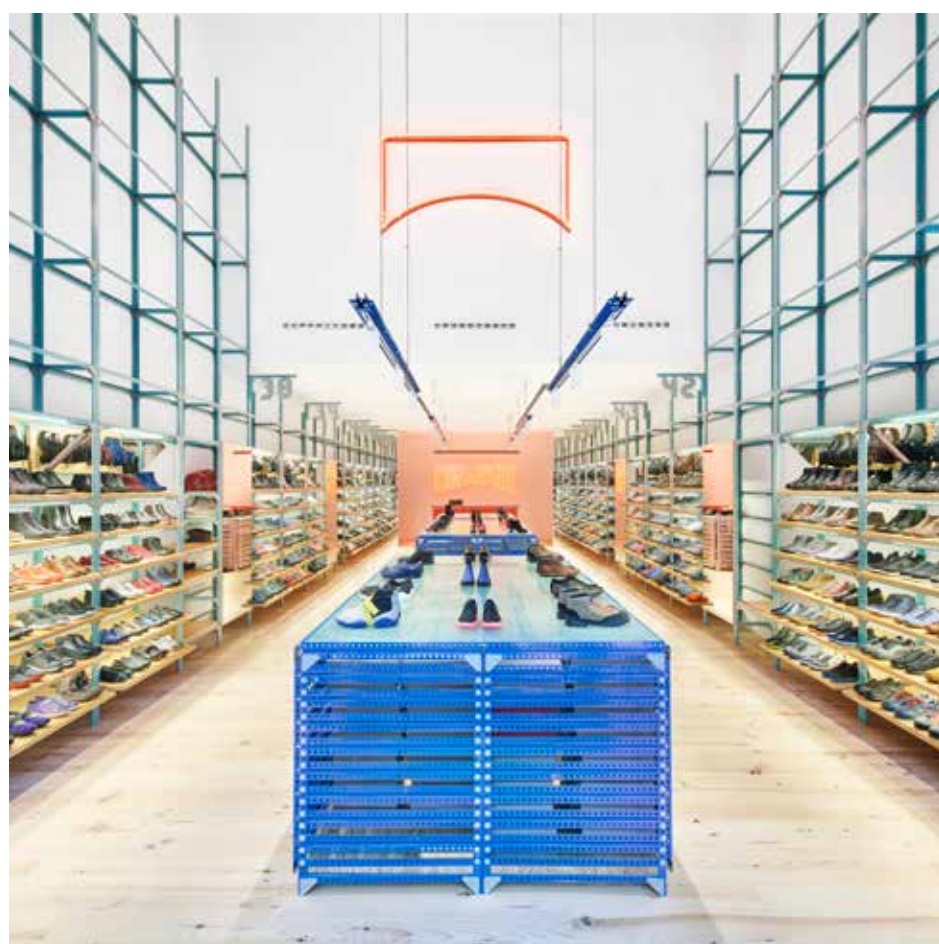
We join the Sustainable Apparel Coalition (SAC) with the aim of collaborating with industry partners to support best practice and standards within environmental and social performance.



2020

We use only certified green energy in Spain for our headquarters, stores, and warehouses, with the objective of extending this practice to all other countries.

We also use renewable sources in Germany.



We open a store in Malaga made from recycled materials, used-furniture, and modular shelving units and tables that can be used again.



Our search for superior natural synthetics translates into trials with algae, mushroom, coffee, and sugar. We begin creating shoes with fabrics derived from wood fibre.



2021

Our commitment to eliminating waste leads us to launch the SECOND LIFE shoe recycling scheme, so that the life of our shoes can be extended by repairing and reusing where possible.

We initiate an ongoing commitment to the Esmert Foundation in Mallorca, which provides support to individuals with learning difficulties, and their families.

The launch of our first collection made from re-engineered used shoes.

ReCrafted works by extending the life of footwear by turning them into a fresh new pair to be worn and loved.

Two circular designs launch onto the market. Reinventing our iconic Wabi and Kobarah designs means they can be turned into a new pair of shoes at the end of their lifecycle.

We join the Science Based Targets initiative (SBTi) platform to reduce our emissions in line with Paris Agreement targets.

We evolve our ESG strategy based on four pillars and ten commitments that centre on delivering transparency whilst reducing our impact on society and the planet.

We become signatories to the UN Global Compact.

Product



Our products are designed and developed in Inca, our place of origin in the heart of rural Mallorca. Through the creativity of our design team and the know-how of Camper's artisan shoemakers, approximately 500 models are created each season with sustainability and comfort at the core of their composition.

We create durable and innovative products by applying a 360-degree design vision, selecting the highest quality materials and using the most advanced technology to help us deliver new concepts every season.

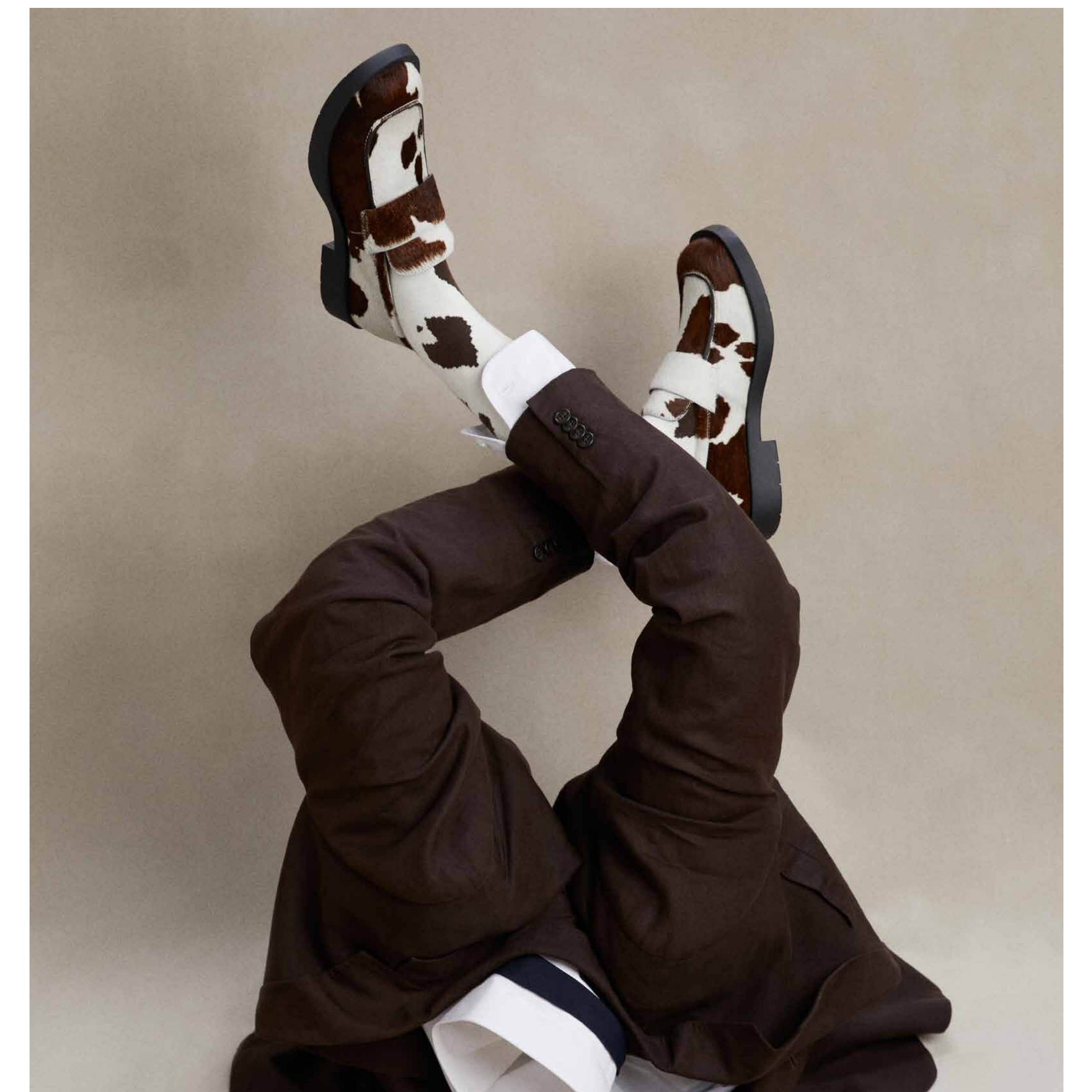
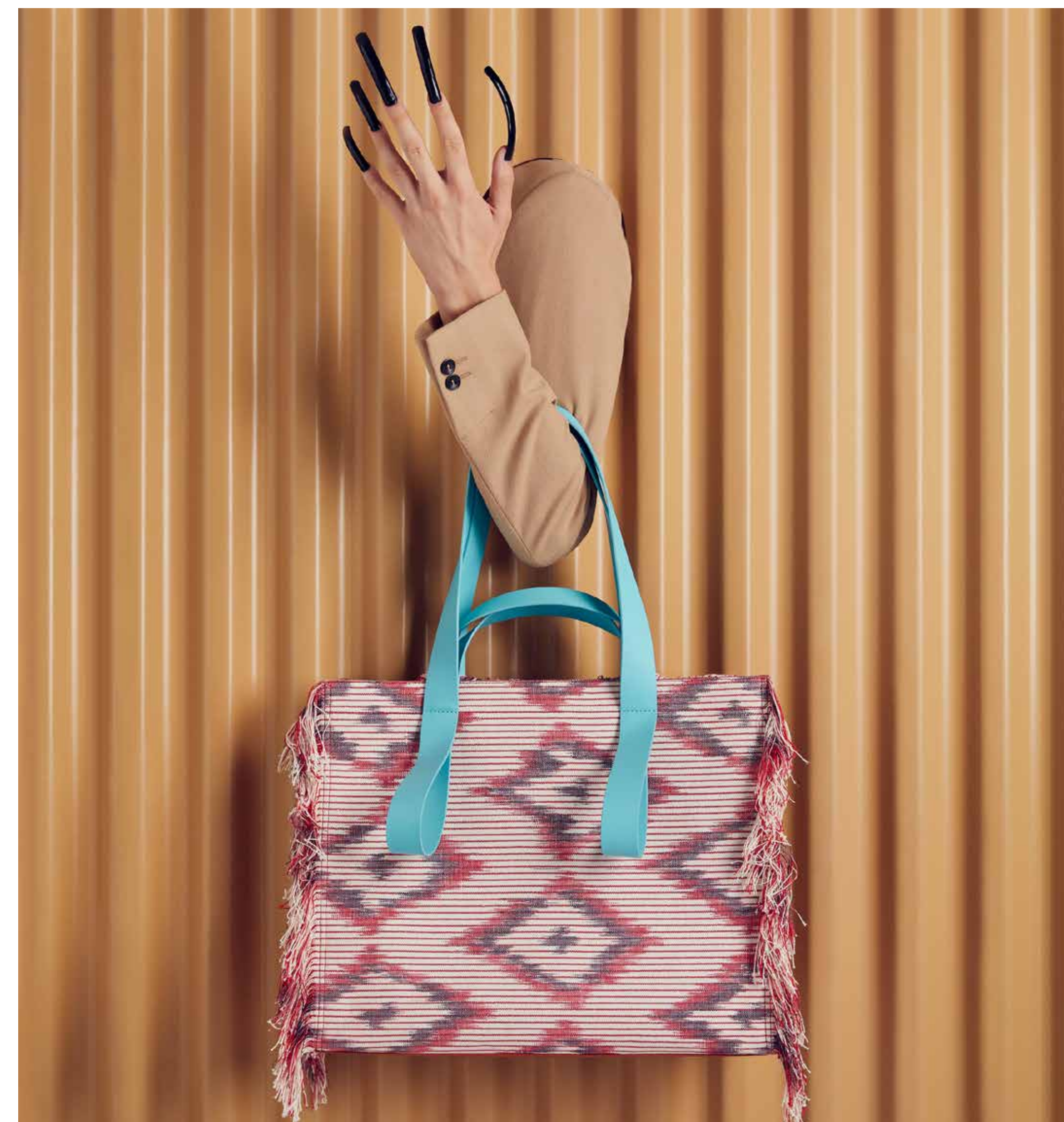
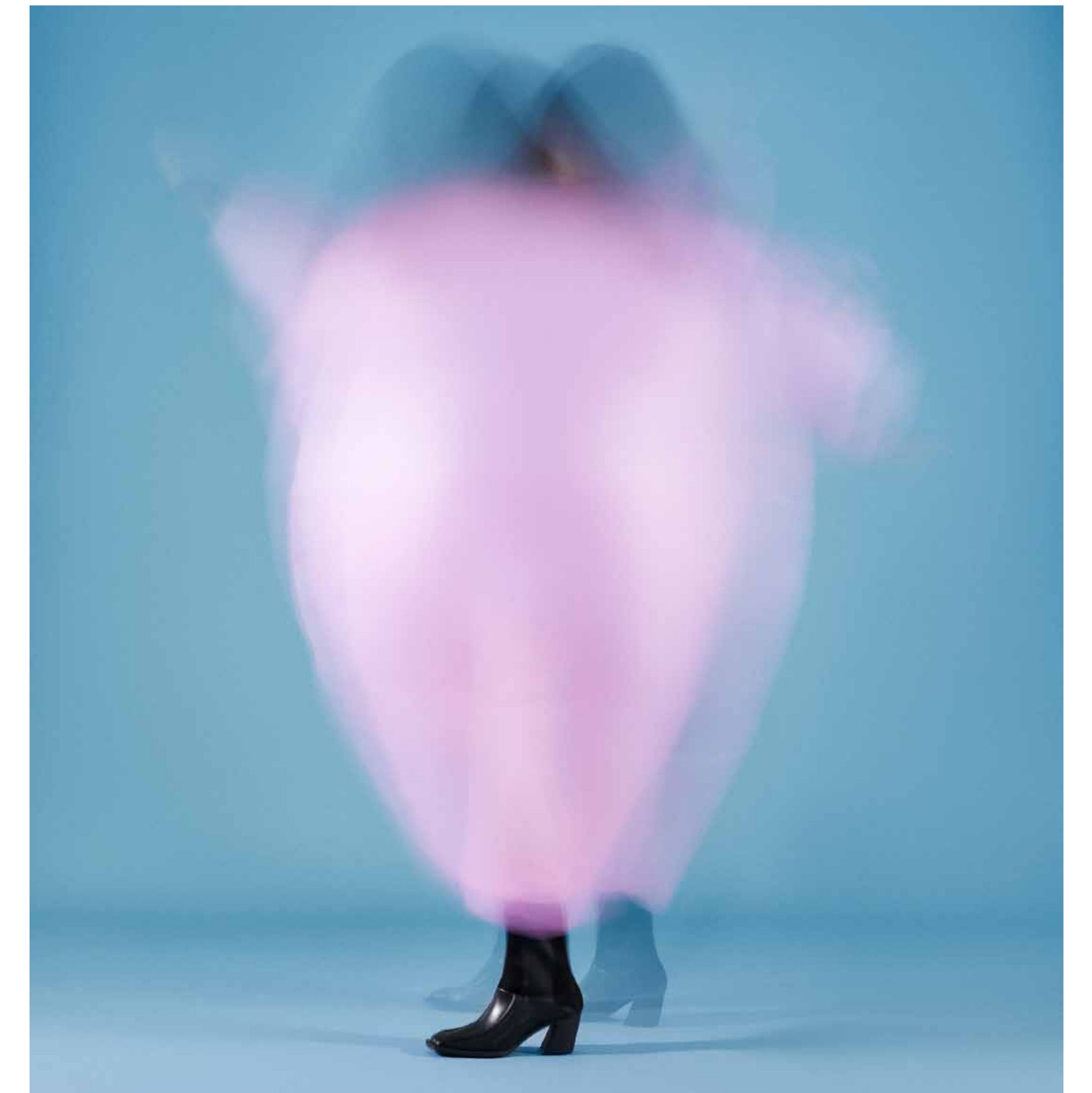




Originally launched in 2015, CAMPERLAB offers avant-garde designs that underline and reinvent the brand's unmistakable aesthetic.

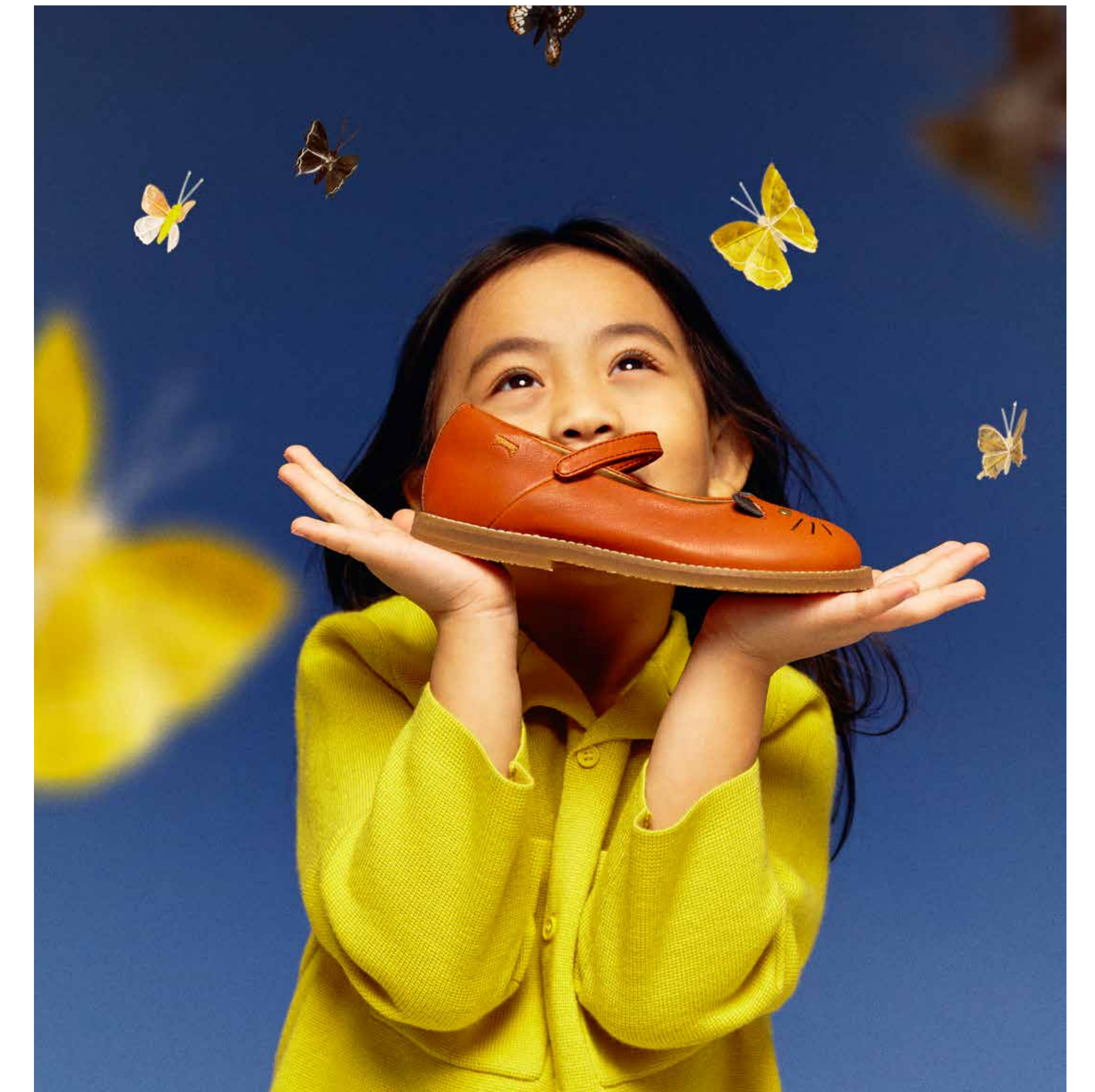
Under the creative direction of Achilles Ion Gabriel, Camper's Creative Director since 2020, CAMPERLAB's mission is to reinforce and transmit the principles and values that have governed the brand since its beginnings whilst simultaneously exploring the Camper universe in search of new forms of authentic design and communication. As simple as it is sophisticated, as honest as it is ironic, every colour and every detail reveals the brand's thoughtful approach to design.

Beauty is found within contradiction, and CAMPERLAB approaches the creation of footwear from a unique point of view, delivering collections that evoke the spirit of the island through surreal aesthetics and a fine sense of humour.





Sourced from real initiatives and made from natural materials, each season our collection of shoes for boys and girls offers hard-wearing products, from sandals to boots, in addition to our most iconic models, available for growing feet from sizes 20 to 38.

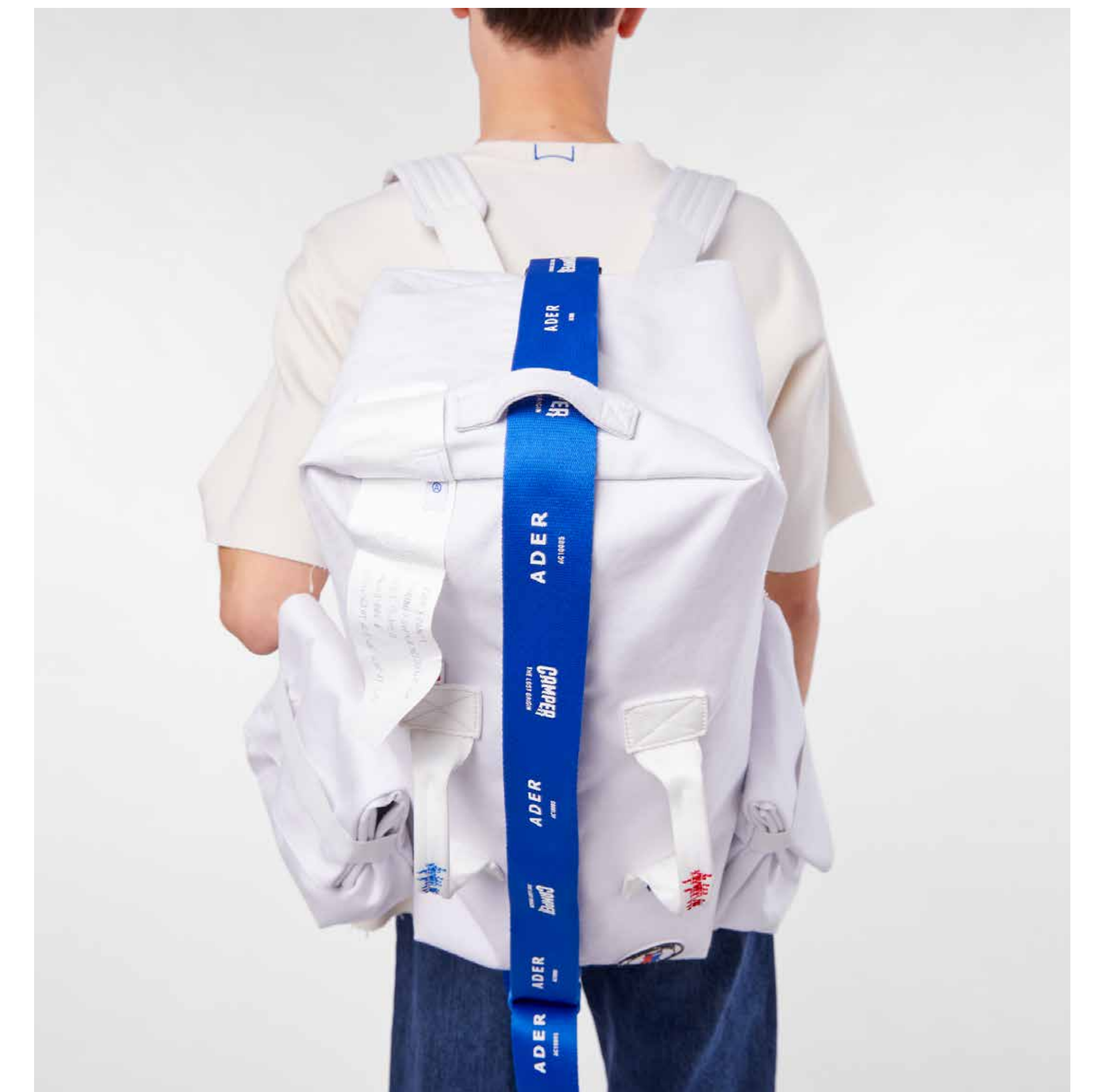




Camper joins forces for the first time with the cult Korean brand ADERERROR in a new Toðer collaboration that includes footwear, clothing, and accessories under the concept "The Lost Origin". The starting point is the story of a group of archaeologists who, during an excavation, find the remains of a space war.

The result is a collection full of unique details that evoke the concept of restoring old, worn-out clothes and shoes. For this collaboration, artist and photographer Coco Capitan created a campaign based on the concepts of the collection, inspired by a space exploration programme dedicated to finding a suitable planet to settle on once the earth's natural resources have been exhausted.

ADER is a design brand based on "fashion and simplicity" that is inspired by contemporary sensibility and a new minimalism.



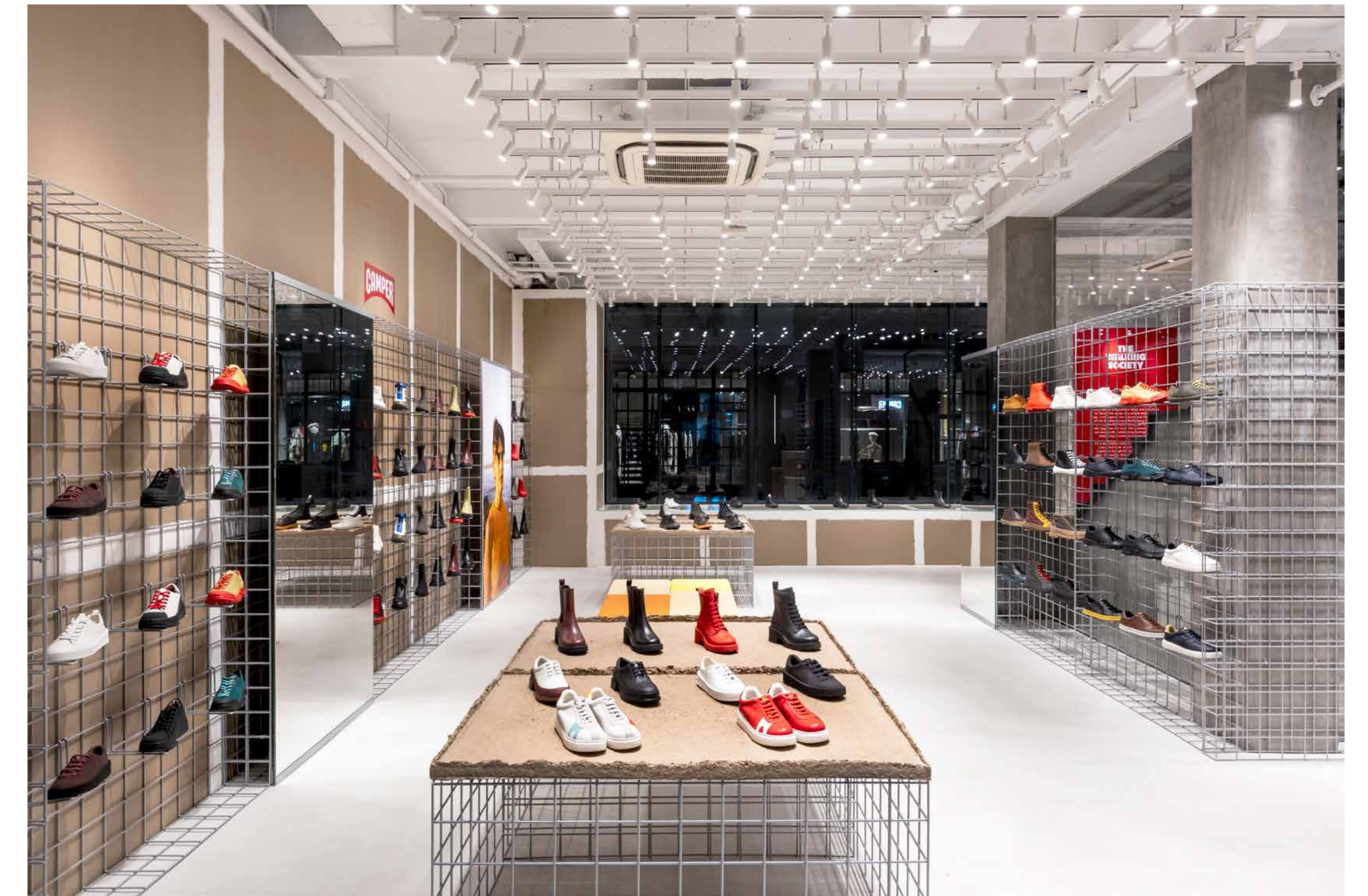
Stores

In 1981, Camper opened its first store in Barcelona. Today, we have approximately 300 retail sites around the world, each with its own personality. These are physical spaces where the brand takes on a unique form depending on its geographical location to become a place to come together with our customers.

Shanghai

In 2021, we opened our new store and showroom in the Hengshan Fang area of Shanghai. Designed by Japanese architecture firm Schemata Architects, the three-storey building reflects our shared commitment to sustainability and simplicity.

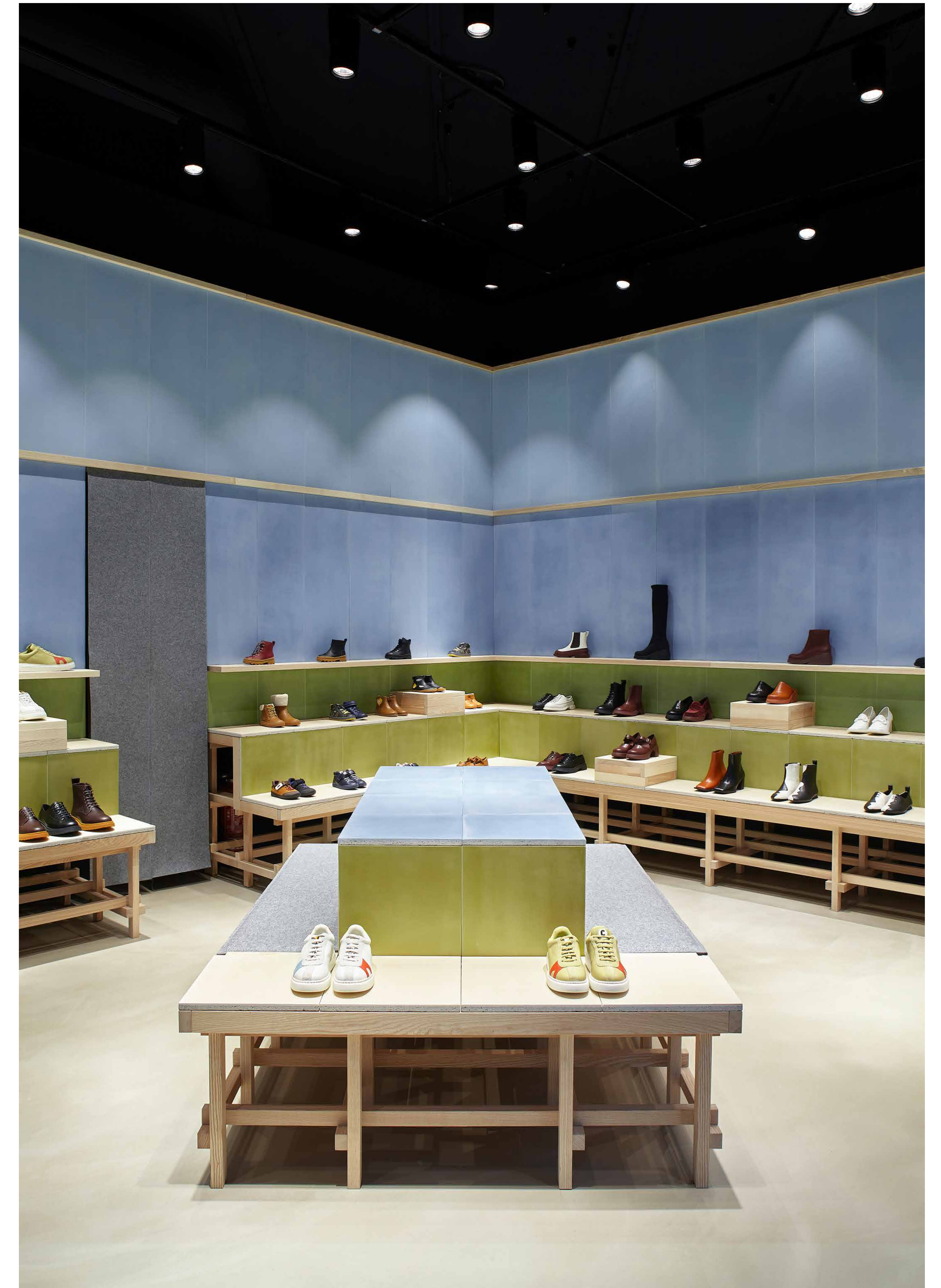
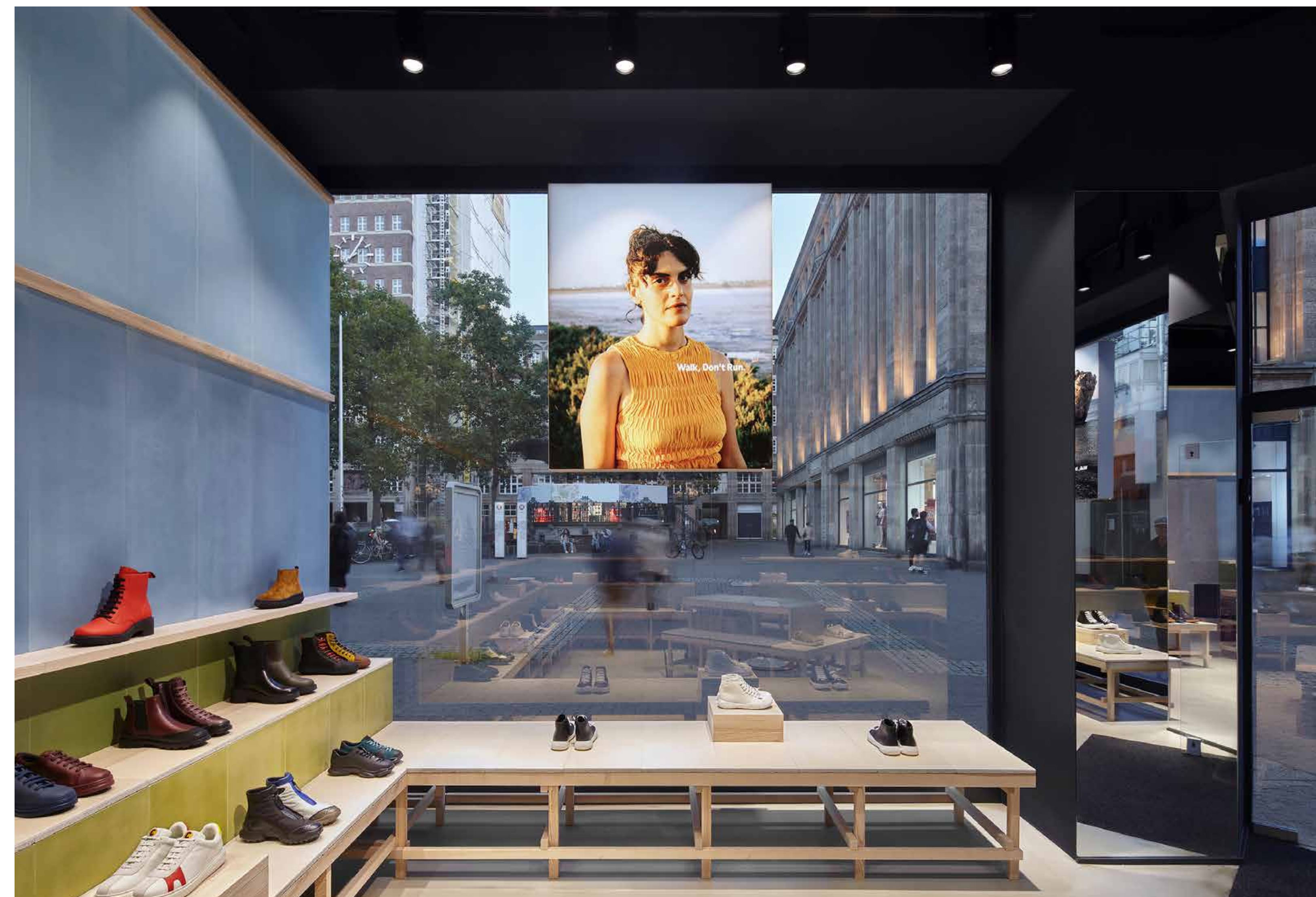
The unique retail space on the ground floor has been designed with a minimal use of materials. Jo Nagasaka, founder of the studio, specifically left the ceilings and walls bare and unfinished, and the seating and checkout area have a similar aesthetic.



Düsseldorf

Camper's first store in Düsseldorf is a unique new space designed in collaboration with Canadian architect David Saik.

The project was inspired by the simple vernacular architecture that flourishes amidst the vivid colours of the Mallorcan landscape. It applies a stepped structure made from sustainably harvested ash wood, and is finished using raw linseed oil. This then supports a surface of handmade ceramic tiles produced locally by Hugueta, a specialist Mallorcan manufacturer.



Pop-Up Palma

For CAMPERLAB's first project on its home island of Mallorca, we united Camper's past, present, and future to create a pop-up store in Palma, the island's capital.

The temporary space reused design elements from previous Camper projects, including pieces by designer Gaetano Pesce, Michele de Lucchi (Memphis Milano), Jaime Hayon, and Tomás Alonso.



Camper Toðer

Camper Toðer is a model of collaboration between Camper and leading designers, aimed at creating exclusive products and memorable store interiors. Toðer responds to a new international reality which demands the ability to integrate through design different cultures and creative experiences in a single project.

We aim to build the most responsible retail spaces possible, selecting local materials and designing and implementing energy efficient facilities to minimise environmental impact.



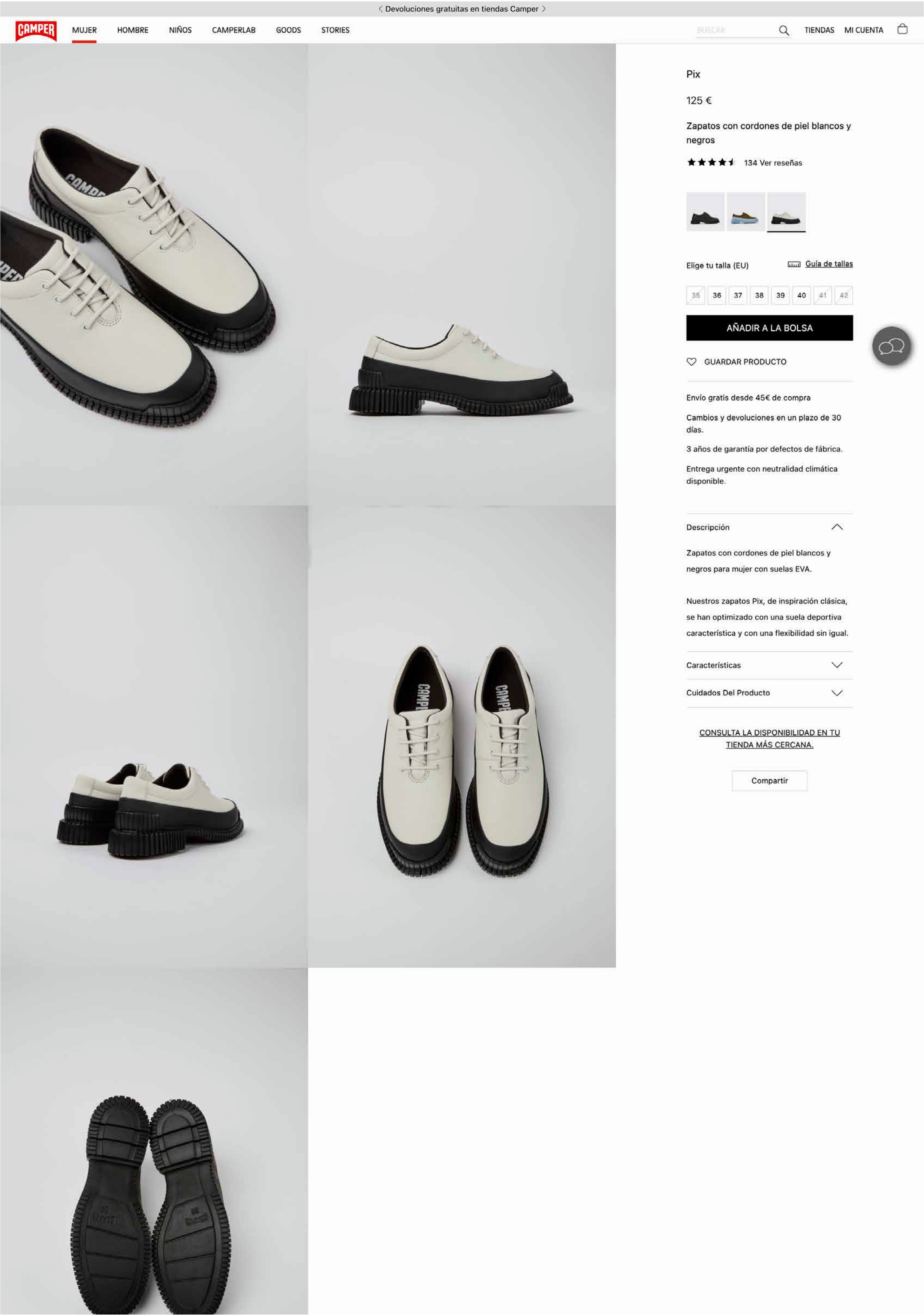
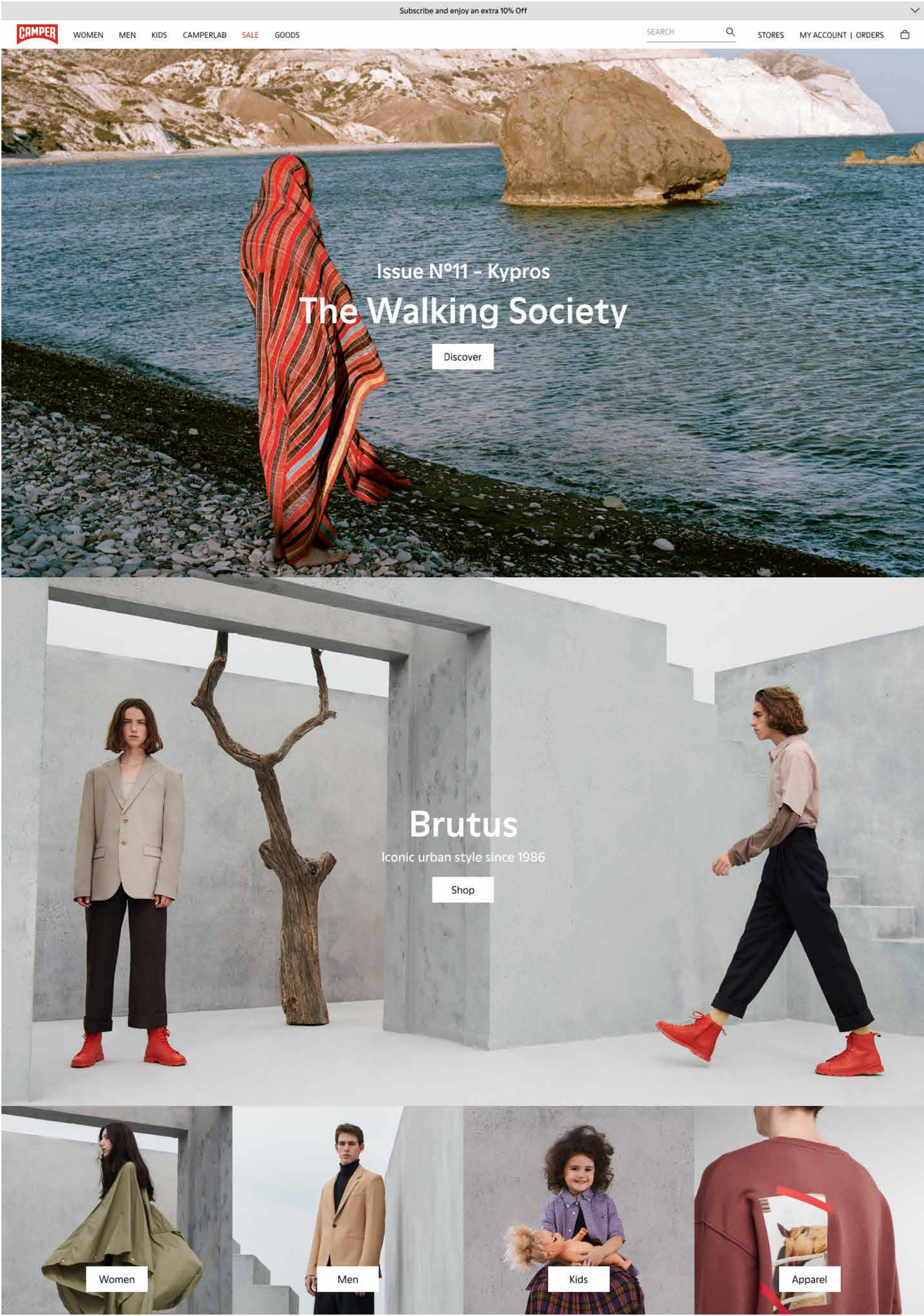
Schemata Architects



David Saik

Online Store

Since opening in 2003, we strive to continuously create the best possible omnichannel shopping experience through our online store. Camper.com, now available in more than 100 countries, features the widest selection of products and sizes through our unique inventory, service integration, and real-time information.

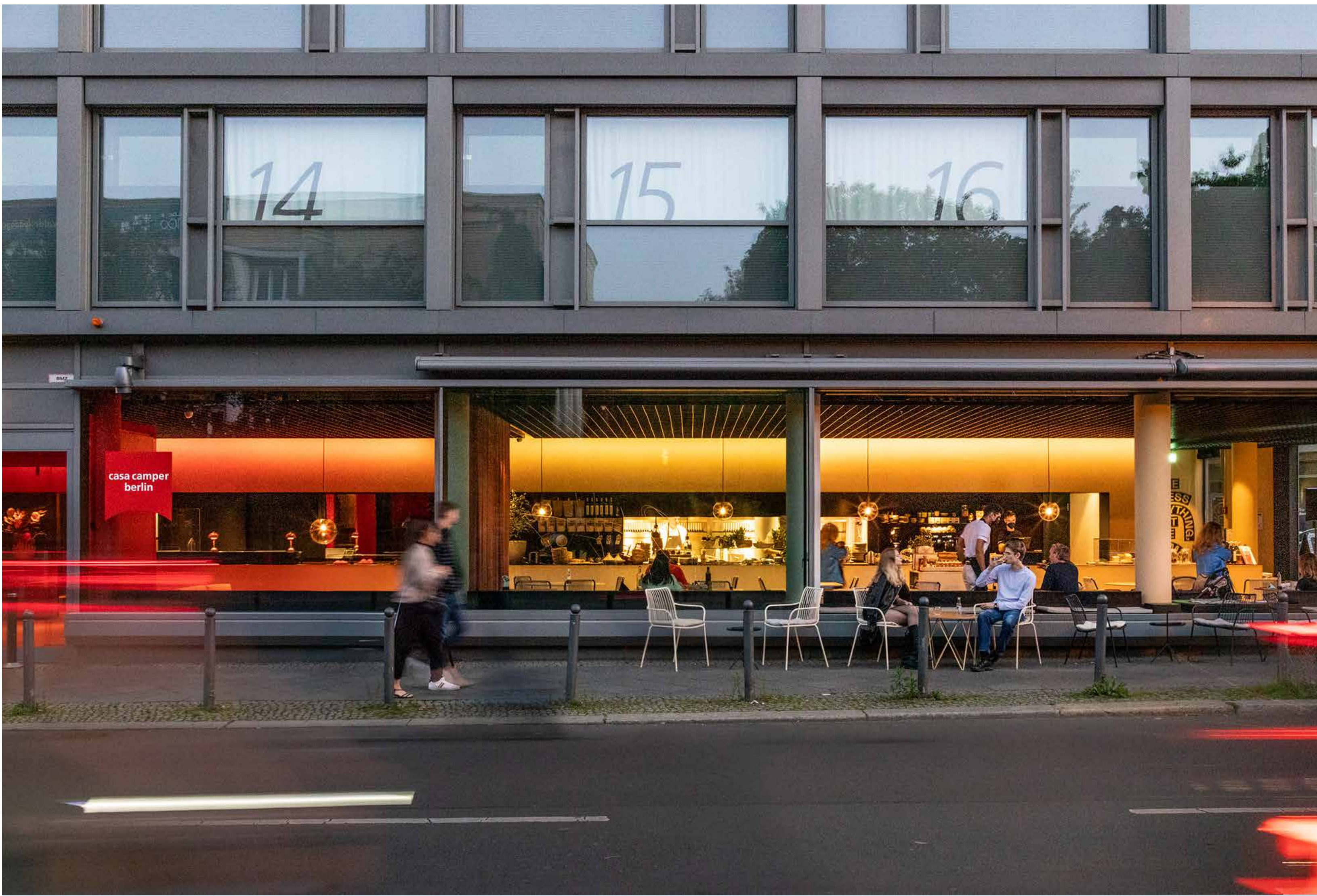


Beyond Our Stores



A new dining experience within our boutique hotel casa camper berlin. Located in Berlin's Mitte district, Cafe Camaleon takes its name from Camper's first shoe and offers a range of fresh, seasonal dishes prepared with ingredients and flavours from around the Mediterranean.

Designed by Dutch firm MVRDV in collaboration with Mallorcan studio GRAS Arquitectos and Berlin-based architect Laura V Rave, the versatile space includes three distinct areas that transform during the course of the day. Unified by a floor of Huguet tiles handcrafted in Mallorca using artisanal techniques and natural pigments, the restaurant offers all-day dining for locals and visitors alike.



Communication

GRAPHIC IDENTITY

From the very beginning, graphic identity has been one of our corporate pillars. Our name, the logo, our retail spaces, and advertising campaigns represent a creative discourse that has been enriched over the years.

To this day, our graphic language still reflects our sense of humour and the unconventional spirit we have championed for decades.



Communication

COLLABORATIVE CAMPAIGNS

Leading artists, designers and creatives have collaborated on our campaigns over the years. Each one has brought a new approach that faithfully conveys our values.

Since 2020, Achilles Ion Gabriel has been our Creative Director and is responsible for continuously redefining the brand's identity with bold, provocative, and disruptive campaigns.



Campaign Camper TWINS SS21

For the TWINS Spring/Summer 2021 collection, we reinvented this iconic concept through new typologies, treatments, and materials that continue to play with the idea of asymmetrical design.

To bring our TWINS to life, we took to the streets of Mallorca with photographer Esther Boyarizo to look for pairs of identical twins to show that, although they are similar, each one has their own identity.



Esther Boyarizo (Almería, 1989)

Photographer, filmmaker, and audiovisual producer who splits her time between the cities of Almería, Madrid, and Barcelona. Her works range from intimate portraits to the world of fashion, and from the creation of audiovisual pieces for music videos to work that gives visibility to social causes.



The Walking Society

THE WALKING SOCIETY magazine contains words and images from people and landscapes belonging to a virtual community contributing to world progress and change.

During 2021, issues 10 and 11 of The Walking Society were published:

ISSUE 10 - SICILIA:

The 10th issue is a tour not only of the biggest island in the Mediterranean but also a place integral to the European identity: an area moulded over centuries by the Ancient Greeks, the Romans, Muslim caliphates, and the Normans. The Walking Society is an homage to one of the most important cultural contributors to western civilization: The Mediterranean.

ISSUE 11 - KYPROS:

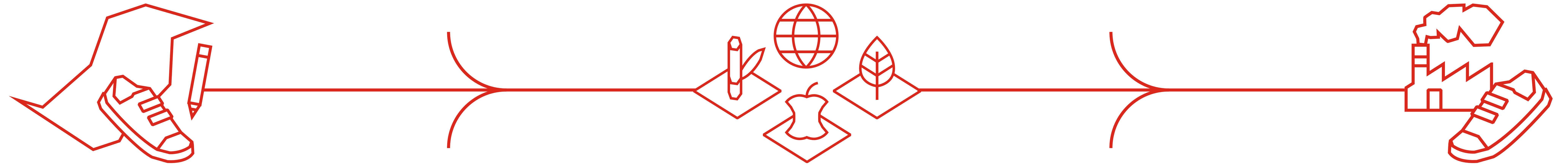
Cyprus is the third largest island in the Mediterranean. Repeatedly invaded since the beginning of time due to its location as a gateway to the Middle East, it has always held a strategic position linking East and West. Social turmoil and cultural stratification define the history of Cyprus and contribute to the island's confused identity and mystical essence.



The Walking Society. Issue 10, Sicilia



The Walking Society. Issue 11, Kypros



1. Design

Our products are designed and developed in Inca, Mallorca. Here, a team of designers and technicians work together to create approximately 500 models per season.

We integrate sustainability into the design of our products.

Mallorca, Balearic Islands.

2. Raw Materials

We select the best raw materials, both of natural and synthetic origin.

We look for renewable natural sources or recycled or innovative textiles and we value the most relevant industry certifications.

Vietnam, China, India, Korea, Taiwan, and Italy.

3. Manufacturing

Our products are manufactured to exceptional standards in our factories in Europe and Asia.

We ensure that our factories comply with social and environmental standards.

7 factories

Asia and Europe.

6. After Sales

We have multiple omnichannel customer service mechanisms, adding value to the best possible experience during and after the sale of our products.

- Lifetime warranty on selected models.
- Products, product care, and repair instructions.
- Shoe collection points.

Second Life classification at our logistics centre in Spain, with repair services in stores and via our workshop in Mallorca.

5. Sales

We are present in more than 100 countries. Multiple sales channels:

- Camper stores and Camper online.
- Global presence through distributors, multi-brand stores, or online platforms.

We integrate sustainability into the shopping experience through innovative stores, sustainable packaging, etc.

More than 1,500 points of sale.

Thanks to Camper.com and our global network of distributors and partners we are present in more than 100 countries.

4. Logistics

Our distribution process consists of strategically distributed warehouses, logistics centres, and carriers.

We continually introduce elements of work to reduce environmental impact – carbon footprint measurement.

Spain, China, and the US.

4 ESG STRATEGY: A LITTLE BETTER, NEVER PERFECT

4

ESG STRATEGY: A LITTLE BETTER, NEVER PERFECT

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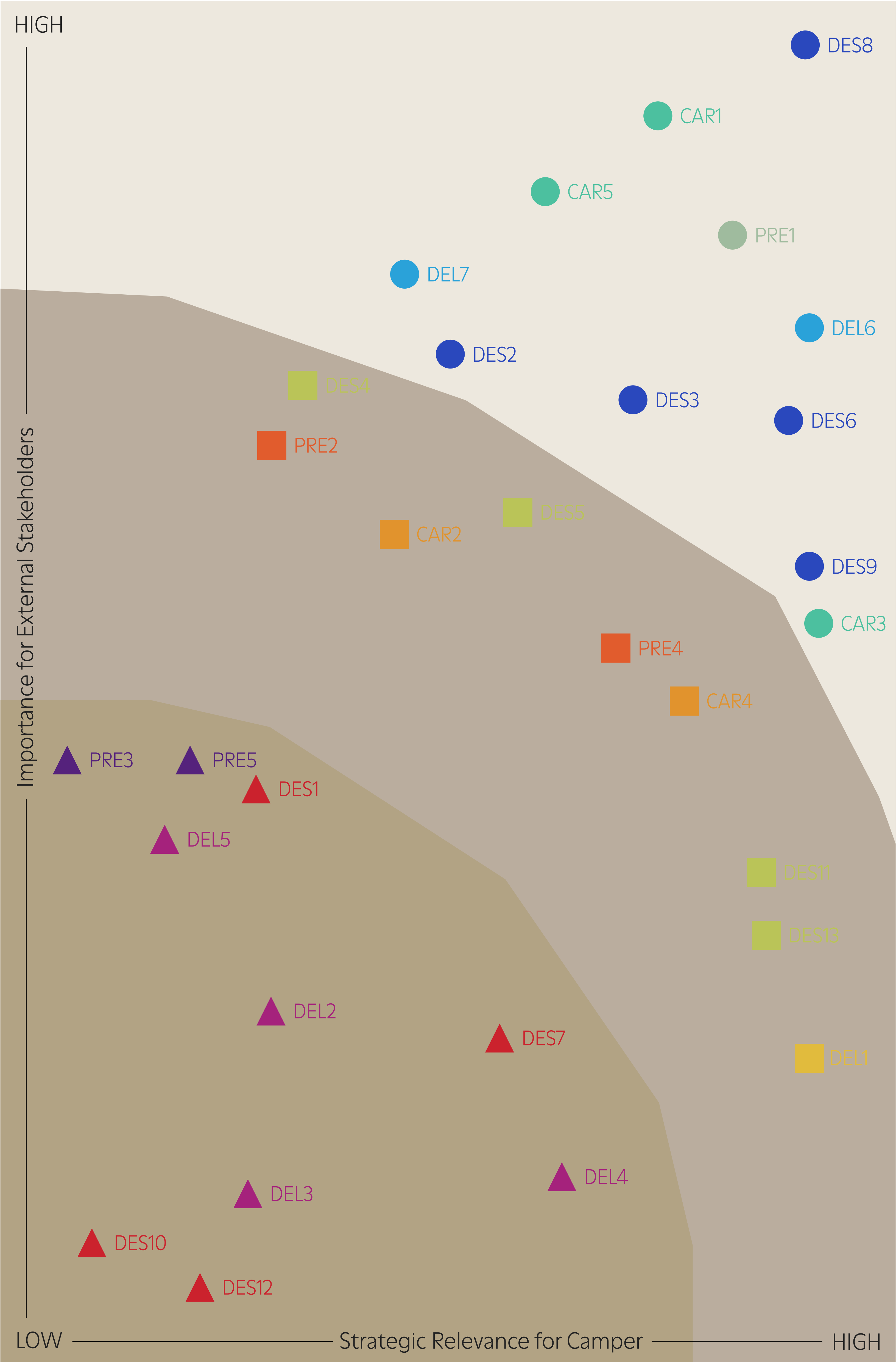
At Camper, we believe that the integration of stakeholders throughout the organisation's operations is vital to carrying out socially responsible management and creating solid relationships. That's why in 2020, as part of our materiality analysis, we selected our main stakeholders and defined the relevant issues for our company through a sector benchmarking study.

As a result of this exercise, and by applying the Global Reporting Initiative (GRI) standards, we were able to establish the material issues across our value chain to outline our sustainability priorities.

Through this, we prioritised the issues with the greatest strategic impact for the stakeholders with whom we closely work: Camper employees, shareholders, leadership team, suppliers, customers, industry organisations, and NGOs.

Effectively, the material issues identified were those most relevant from both an internal and external perspective, with the overall results being as follows:

Materiality Matrix



In addition, from this exercise we were able to identify stakeholder expectations on priority material issues and how these impact across our value chain:

		Relevant Themes by Interest Group Material Themes within the Value Chain						Where do the priority material issues occur along the value chain?					
		Employees	Suppliers	Customers	Textile Suppliers	NGOs	Other	Design	Primary Materials	Manufacturing	Distribution	Sales	Post-sales
● DES2	Sustainable sourcing of materials		●		●	●			●				
● DES3	Recycled, reused or com-postable materials	●	●			●		●	●				
● DES6	Circularity of the product		●			●		●	●	●			●
● DES8	Quality, durability and product guarantee	●	●	●	●	●	●	●	●	●			
● DES9	Design, creativity and innovation	●		●				●	●	●			
● DEL6	Business model and profitability	●	●		●			●	●	●	●	●	●
● DEL7	Partnerships and cooperation with industry and stakeholders		●	●	●	●			●	●	●	●	
● CAR1	Human rights and fair and safe working conditions	●	●			●	●	●	●	●	●	●	●
● CAR3	Attracting, retaining and developing talent	●						●		●		●	●
● CAR5	Social conditions and human rights in the value chain	●	●	●		●	●	●	●	●	●	●	●
● PRE1	Energy, carbon footprint and climate change	●	●			●			●	●	●	●	

We strive to ensure that all our processes are transparent, ethical, and environmentally responsible. We see sustainability as a journey of continuous improvement to be "a little better, never perfect", as stated in our ESG strategy "A Little Better, Never Perfect".

As a result of our materiality analysis, we have identified our main priorities and areas of action, which are grouped into 4 main pillars and 10 associated commitments with specific environmental, social, and governance objectives ("ESG Commitments"). In turn, these ESG Commitments are considered and integrated within the 10 business objectives we have recently defined for our Business Plan.

PILLARS, COMMITMENTS, AND OBJECTIVES



Designing unique and outstanding walking experiences:

We choose better materials and more efficient processes. Our goal is to design and sell high quality, durable products with the lowest possible environmental impact.



Delivering responsible and ethical growth:

We make responsible and ethical decisions to deliver a successful, respectful and competitive business.



Preserving and conserving natural resources:

We identify alternative ways to eliminate the consumption of resources in order to reduce our environmental impact on the planet.



Caring about human progress:

We care for people and want to create a positive impact in the communities connected to our operations.

We consider the United Nations Sustainable Development Goals (SDGs) to be the global framework with which we align the purpose, commitments, and actions of our ESG Strategy to contribute to sustainable development in a harmonised way. As a result, in 2021 we became signatories to Global Compact and are committed to measure and demonstrate progress against these goals.





We focus primarily on those goals that are material and relevant to our sector, specifically: product sourcing, production, and the sales process. We have defined our contribution towards the SDGs on two levels: strategic contribution (flags) and basic contribution (shields).

Our strategic contribution is large-scale, focusing on those SDGs that are most relevant and structural to the business. Our basic contribution efforts can be smaller-scale, focused on those SDGs where we align with a specific impact given the focus and extent of our efforts.

In this way, we define Camper's contribution to the SDGs through our ESG Strategy.

ESG STRATEGY

CONTRIBUTION TO THE SDGS

Pillars	Commitments	Strategic Contribution		Basic Contribution
Designing unique and outstanding walking experiences	Sourcing of better materials	We commit to ensuring the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems (15.1).		
	Design of circular schemes	We are committed to contribution through our designs to achieve (i) the sustainable management and efficient use of natural resources (12.2); (ii) the environmentally sound management of chemicals and all wastes throughout their lifecycle (12.4); and (iii) significantly reduce waste generation through prevention, reduction, recycling, and reuse activities (12.5).		
	Superior and durable products			
	Unique customer experiences	We are committed to adopting sustainable practices and incorporating sustainability information in our reporting (12.6).		
Delivering responsible and ethical growth	Consolidation of governance, compliance, and risk management model			<p>We commit to contribute to (i) significantly reducing corruption and bribery in all its forms (16.5); and (ii) building effective, transparent, and accountable institutions (16.6).</p> <p>We commit to ensuring (i) inclusive, participatory, and representative decision-making at all levels that is responsive to needs (16.7); and (ii) public access to information and protecting fundamental freedoms (16.8).</p>
	Sustainable and profitable business model	We are committed to achieving higher levels of economic productivity through diversification, technological advancement, and innovation (8.2).		
	Stakeholder cooperation and partnerships	We commit ourselves to encouraging and promoting effective partnerships in the public, public-private, and civil society spheres (17.15).		

Pillars	Commitments	Strategic Contribution	Basic Contribution	
Preserving and conserving natural resources	Management of environmental impacts	We commit to (i) incorporate climate change measures into policies, strategies (13.2); and (ii) enhance education, awareness, and human and institutional capacity for climate change mitigation, adaptation, mitigation, and early warning (13.3).	<div>13 CLIMATE ACTION</div> 	<div>We commit to contribute to (i) improving water quality by reducing pollution, eliminating discharges, and minimising the release of chemicals and hazardous materials (6.3); and (ii) significantly increasing the efficient use of water resources in all sectors and ensuring the sustainability of freshwater abstraction and supply (6.4).</div> <div>6 CLEAN WATER AND SANITATION</div> 
			<div>We commit to contribute to (i) significantly increasing the share of renewable energy in the energy mix (7.2); and (ii) doubling the global rate of improvement in energy efficiency (7.2).</div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> 	
Caring about human progress	Promoting human and professional development	We commit ourselves to contribute to achieving full and productive employment and decent work for all (8.5).	<div>8 DECENT WORK AND ECONOMIC GROWTH</div> 	<div>We commit to contribute to: (i) ending all forms of discrimination against women and girls worldwide (5.1); and (ii) ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life (5.5).</div> <div>5 GENDER EQUALITY</div> 
			<div>We commit to contribute to (i) eradicating forced labour, slavery, human trafficking, and child labour (8.7); and (ii) protecting labour rights and promoting a safe and secure working environment (8.8).</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> 	
	Foster inclusive growth	We commit to sustainably manage and protect marine and coastal ecosystems (14.2).	<div>14 LIFE BELOW WATER</div> 	<div>We commit to contribute to (i) eradicating forced labour, slavery, human trafficking, and child labour (8.7); and (ii) protecting labour rights and promoting a safe and secure working environment (8.8).</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> 
		We commit ourselves to ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems (15.1).	<div>15 LIFE ON LAND</div> 	<div>We commit ourselves to contribute to (i) empowering and promoting the social, economic, and political inclusion of all people, regardless of age, gender, disability, race, ethnicity, origin, religion, or economic or other status (10.2); and (ii) ensuring equality of opportunity and reducing inequality of outcome (10.3).</div> <div>10 REDUCED INEQUALITIES</div> 

5 DESIGNING UNIQUE AND OUTSTANDING WALKING EXPERIENCES

5 DESIGNING UNIQUE AND OUTSTANDING WALKING EXPERIENCES

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Internal Interview



Anastasia De Lellis
(Product Sustainability Manager)

In your area, how do you work on the ESG pillar, Designing Unique and Outstanding Walking Experiences and what are the key levers on which it is based?

Sustainability is an ongoing challenge that truly follows Camper's motto, "A Little Better, Never Perfect".

This is linked to the continuous efforts we make to improve the sustainability attributes in our collections, season after season. Our commitments start with the selection of materials, ensuring that each component is the "best" it can be.

Our product strategy is linked to three main pillars: to have a natural focus prioritising traceable materials from natural sources; to be durable based on our goal to always create long-lasting, quality products; and to be carbon neutral, which is linked to our goal to reduce our carbon emissions.

These three pillars are not only closely related to the materials we select and the way they are combined in a shoe, but also take into account the entire lifecycle of each product, applying values such as maximum durability and quality, as well as the goal of designing towards a circular system where the aim is to find new solutions to reduce waste in general.

During 2021, what were the most important challenges you encountered?

During 2021, we were particularly focused on achieving our material selection targets, with the aim of having 100% of our materials certified and pushing for the complete elimination of virgin plastic in uppers and linings. This latter goal is a priority for us, but also a very demanding target.

Simultaneously, one of the biggest challenges that we face is that our industry currently doesn't have one unified and standardised method. However, thanks to our product strategy, which covers sustainability in such a broad spectrum, we can approach it holistically, honestly, and transparently.

Regarding projects or initiatives in your area, which one makes you most proud and why?

There are different projects that I am particularly proud of. Firstly, the research and the effort we made to search for materials that really have better processes and more positive impact. We are expanding the range of certifications we work with, implementing natural, organic, and recycled materials, as well as promoting certified leathers and innovative sustainable materials. These ingredients help us to develop and create new ways of making our shoes, and to fight against using virgin plastic.

Another project I am very proud of is the positive progress in sustainability achievements in our collections. For the first time, in 2021, we were able to classify 82% of our shoes at the highest levels of sustainable composition, which means that almost the entire collection now has at least 70% of better components. This means that in two years we have managed to increase the percentage of "better shoes" by more than 60%, and this is a great achievement for me personally and for the company.

2021 Highlights

KPIs

Our product strategy is divided into three pillars:

Make it Natural, is our focus on renewable natural materials that do not harm the environment and move towards better biodegradability;

Make it Carbon Neutral, which relates to the goal of reducing our carbon footprint emissions, starting with the selection of materials and moving towards full lifecycle assessment;

Make it to Last, is based on the importance of creating long-lasting products where quality and durability are the two main values.

These three pillars move together towards the design of circularity, finding solutions to reduce overall waste.

KPIs

+65% of the upper and lining materials with certification

91% virgin plastic-free materials in uppers and liners

100% of our cotton is certified (recycled, organic, and BCI).

2 lines designed for circularity

Advancing on our path to **reducing our carbon footprint**

Second Life

Pelotas Ariel Lifetime Warranty

Accessories – North Sails collaboration: Upcycling

CAMPERLAB Traktori Special Edition x EFI

Cameleon 1975 – Collaboration with the **Save the Med Foundation**: Saving the Oceans

Karst – Innovation: **sugar cane soles**

Peu Stadium – Mallorca Preservation Foundation

100% sustainable packaging

Related SDGs

SDG 12: Responsible consumption and production

SDG 15: Life on Land

5.2.1. 2021 Initiatives

MAKE IT NATURAL

TARGET:
100% renewable or recycled materials by 2030

Our aim is to focus on "better" natural materials to reduce our overall impact. We are aware that natural is not good enough, so we also focus on renewable materials. If a renewable solution is not possible, we search for recycled synthetic solutions with the goal of eliminating virgin plastics in uppers and linings by 2030.

HOW TO ACHIEVE IT

RENEWABLE MATERIALS:

We strongly believe that renewable materials are the best option in terms of sustainability: they are biodegradable and regenerative.

In our selection of natural materials we include unique sustainable innovations that also support the reduction of hazardous chemicals.

BETTER SOURCING:

Our aim is transparency and traceability, which is why all our materials are certified.

We are working towards the goal of 100% regenerative practices by 2030, taking a step forward especially in the traceability of our hides and skins.

ZERO HAZARDOUS CHEMICALS:

We want to minimise the impact of hazardous chemicals in our materials.

Therefore, we work to reduce where possible the use of traditional dyeing techniques, chemical glues, and standard printing and finishing.



5.2.2. Key Projects

OUR MATERIALS

Leather

ORIGIN: Natural

MAIN USE:

- Upper
- Linings

WHERE ARE WE?

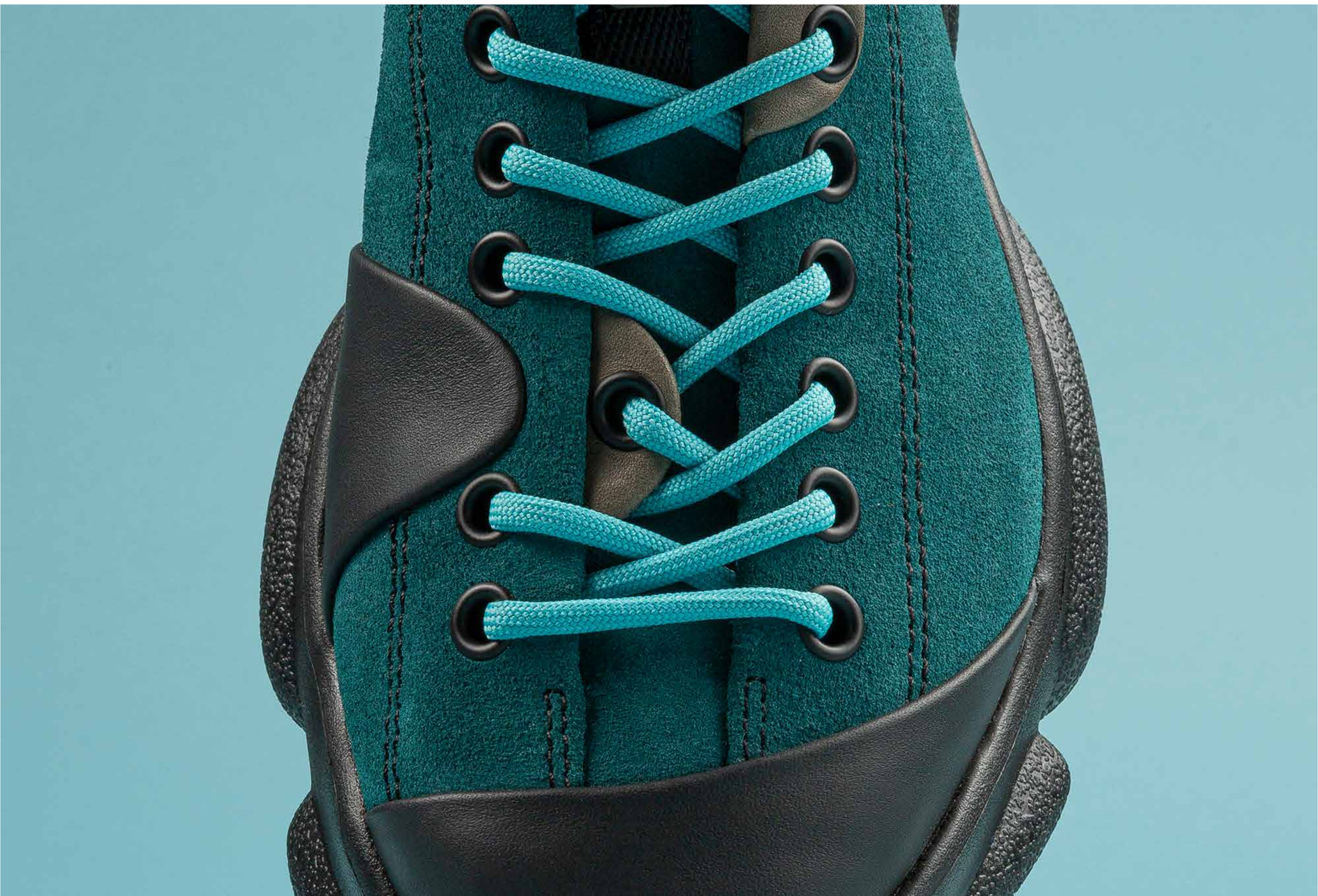
The timeless value of leather is related to its natural transformation process which makes it the most durable material for footwear. It has multiple benefits such as natural protective and insulating properties, it is water resistant, and comfortable for the feet. At Camper we only use top quality leathers that are a by-product of the meat industry and come from traceable suppliers. We do not use skins from endangered animals and we make sure to avoid hazardous chemicals in all leather manufacturing processes. We are one of the few member companies of the Leather Working Group (LWG) since 2013.

In 2021 94% of our hides are LWG certified.



WHERE WE WANT TO BE

Our aim is to continue to select only "gold", "silver" and "bronze" rated leathers in the LWG ranking, incorporating better traceability and sourcing regenerative leathers through our partners. We want to drive innovation by improving circular materials and tanning methods with less chemicals to make our leather footwear "better" environmentally, keeping durability and quality at the core.



Cotton

ORIGIN: Natural

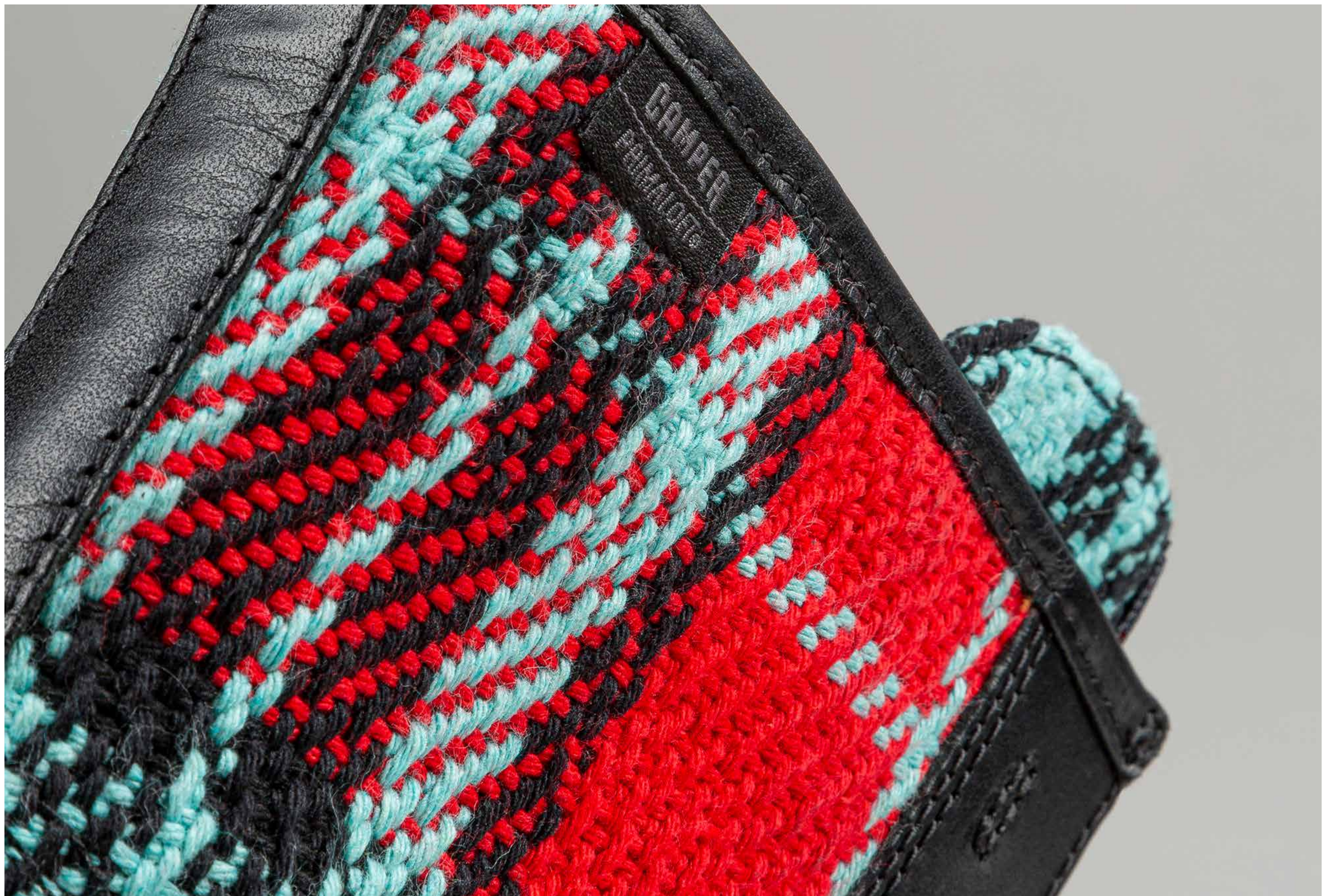
MAIN USE:

- Upper
- Linings

WHERE ARE WE?

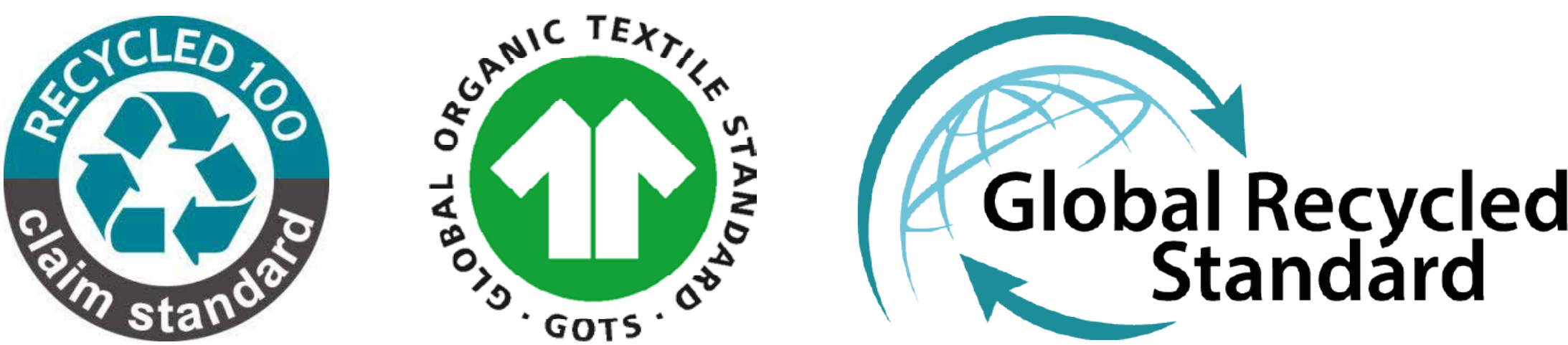
From summer 2021 we introduced recycled and organic options to further reduce our overall environmental impact. We are also members of the Better Cotton Initiative (BCI). The BCI was created to make global cotton production better for the people who produce it, the environment in which it is grown, and the future of the industry.

In addition, we regularly collaborate with the Ethical Fashion Initiative to source better cotton from a small team of women in Burkina Faso, West Africa, creating a positive social impact for the producers and the communities



WHERE WE WANT TO BE

Our aim is to maintain the level of 100% sustainably sourced cotton, whether recycled or organic. Organic cotton is the best cotton in terms of traceability, ensuring the prohibition of manipulated seeds and hazardous chemicals throughout production. Organic cotton reduces the overall impact by 84% compared to standard cotton, while recycled cotton reduces the overall impact by around 78% compared to organic cotton. We aim to continue to use only sustainable cotton, with the goal of introducing certified regenerative cotton practices through our partners by 2025. We also aim to improve the finishing and dyeing of our cotton fabric to minimise our use of chemicals.



Wool

ORIGIN: Natural

MAIN USE:

- Upper

WHERE ARE WE?

Wool is a very strong and versatile material. Its properties are not only related to its flexibility from an aesthetic point of view, but also to its high performance related to warmth and biodegradability. All our wool is sourced from the UK and New Zealand and is certified mulesing-free, which guarantees animal welfare practices.



WHERE WE WANT TO BE

We are working to improve traceability by considering new wool certification, including GRS recycled wool and RWS responsible wool. Our aim is to apply new regenerative processes and recycling techniques that guarantee high quality and long-lasting performance.



TENCEL™

ORIGIN: Natural

MAIN USE:

- Upper

WHERE ARE WE?

We care about innovation, that's why we introduced new man-made natural polymer fibres that guarantee a low environmental impact, giving additional benefits. TENCEL™ Lyocell fibres are derived from the renewable raw material, wood. In addition to their strength, moisture absorbency, and softness to the skin, the fibres have excellent environmental credentials.

Harvested from certified and controlled sources that are FSC® or PEFC™ certified, these botanical fibres are manufactured using an environmentally responsible production method. The process recycles water, enabling a reduction of around 95% of the impact compared to conventional cotton.



WHERE WE WANT TO BE

Our aim is to extend the use of TENCEL™ Lyocell by introducing a new material each season using this fibre.

We believe that TENCEL™ Lyocell is a great alternative to synthetics and standard cotton. Our next big challenge is to introduce TENCEL™ blends that can be recyclable.



Recycled PET

ORIGIN: Synthetic

MAIN USE:

- Upper
- Linings

WHERE ARE WE?

Each season we increase the use of recycled options over virgin plastic materials in our uppers and linings. From Autumn/Winter 2021 we have replaced all our virgin polyester linings with 100% recycled polyester. Recycled polyester maintains the same strength and performance as virgin polyester but reduces energy consumption by approximately 50% of the overall impact.



WHERE WE WANT TO BE

Our goal is to completely eliminate the use of virgin plastic in footwear uppers and linings by 2023, using recycled synthetic polymers or other natural alternatives that allow us to achieve a technical look.



Recycled Nylon

ORIGIN: Synthetic

MAIN USE:

- Upper

WHERE ARE WE?

Each season we increase the use of recycled options instead of virgin plastic materials in uppers and linings. From Autumn/Winter 2021 we have introduced recycled Nylon options to reduce the environmental impact of microfibres on our oceans. Recycled Nylon is a very strong material that gives a technical look and feel and maintains the same performance, while reducing energy consumption by approximately 50%, along with water and fossil fuel consumption during the manufacturing process. We currently use fabrics made from 100% recycled Nylon.



WHERE WE WANT TO BE

Our goal is to completely eliminate the use of virgin plastic in footwear uppers and linings by 2023, using recycled synthetic polymers or other natural alternatives that allow us to achieve a technical look.



Recycled EVA

ORIGIN: Synthetic

MAIN USE:

- Midsole
- Sole

WHERE ARE WE?

EVA is an extremely light and flexible material for midsoles and outsoles. In order not to compromise the quality and durability of the sole, recycled components must always be mixed with virgin materials. From Spring/Summer 2020 we included soles made from a minimum of 20% recycled EVA and introduced a new sole in collaboration with Finproject that is made from 51% recycled EVA.



WHERE WE WANT TO BE

Our goal is to always work towards better recycled and recyclable EVA options by increasing the percentage and number of soles moving from regular EVA to recycled options.



EVA sugar cane

ORIGIN: Synthetic

MAIN USE:

- Midsole
- Sole

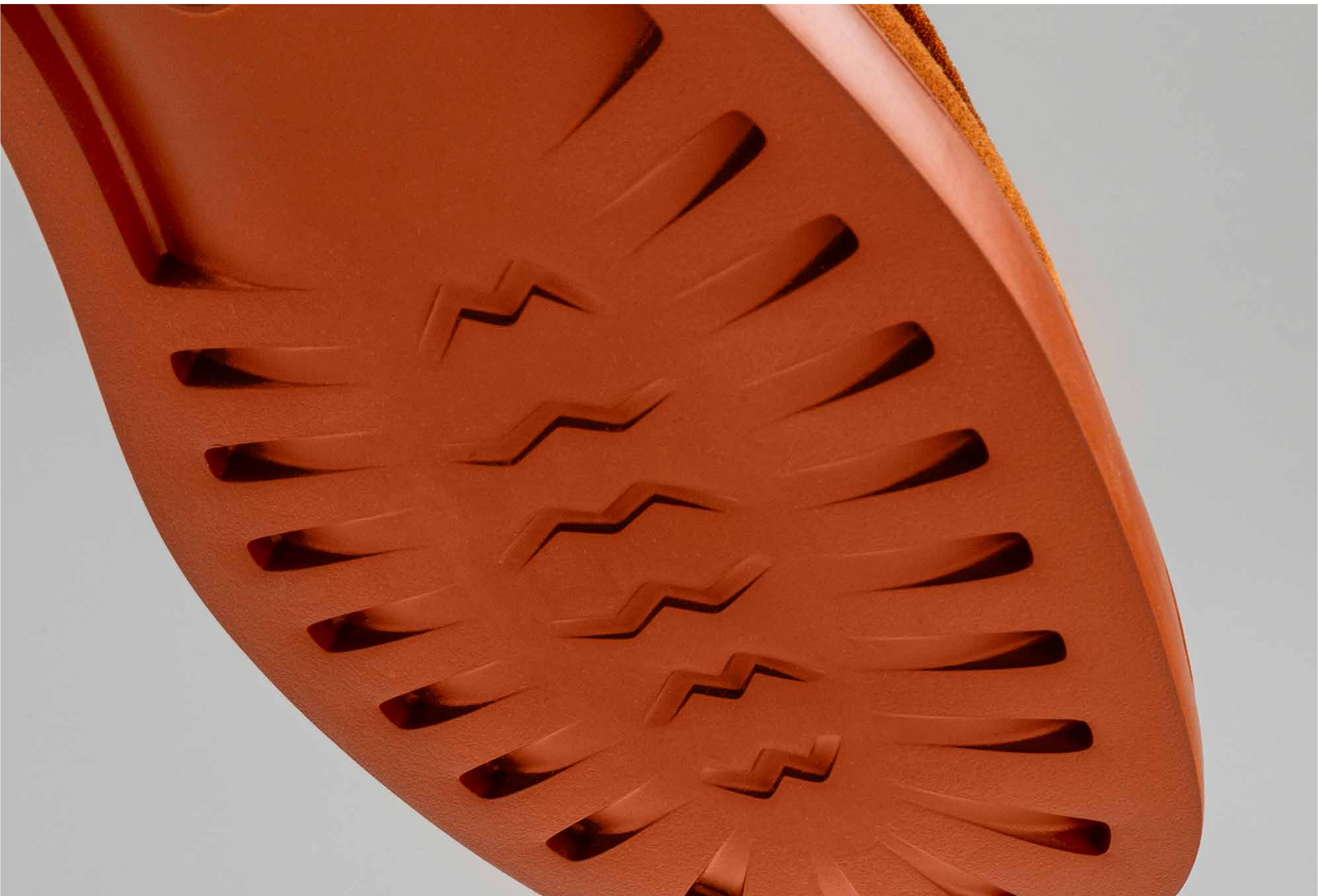
WHERE ARE WE?

For Autumn/Winter 2021 we introduced a new innovative material consisting of 30% sugar cane and 70% lightweight EVA from our supplier, Finproject. Its benefits are not only related to the environment, but also to the flexibility and lightness of the materials.



WHERE WE WANT TO BE

Our goal is to encourage the use of sugar cane + EVA material in more lines of our collections, as well as other options that include a significant percentage of natural components in the soles, while maintaining an honest correlation between cost and performance.



Natural rubber

ORIGIN: Natural

MAIN USE:

- Sole

Recycled rubber

ORIGIN: Synthetic

MAIN USE:

- Sole

WHERE ARE WE?

Rubber is an extremely durable and waterproof material for soles. We partner with the best suppliers, such as Michelin, Forever, and Vibram to ensure the highest quality and durability of our products. From Spring/Summer 2021 we are introducing two new soles: one made of 40% natural rubber compounds and one mixed with natural rubber compound (40%) and recycled rubber compound (23%).



WHERE WE WANT TO BE

Our goal is to continue to push for more soles with natural rubber from the best suppliers, with an emphasis on durability and quality.



Recycled TPU

ORIGIN: Synthetic

MAIN USE:

- Sole

WHERE ARE WE?

TPU soles are very durable and have multiple benefits, as they are very versatile in terms of aesthetics and flexibility and have great abrasion and slip protection properties. Although we are expanding the use of recycled TPU in our collections, this material must always be mixed with virgin TPU to ensure quality and durability.

From Spring/Summer 2021, we are introducing a circular TPU line in the Wabi model, which contains 20% recycled TPU, making it 100% recyclable and closing the circle of this mono-material design.

WHERE WE WANT TO BE

Our goal is to continue working to improve the recycled TPU component in our soles without compromising durability and quality.



KEY PARTNERS



GORE-TEX

GORE-TEX's sustainability programme focuses on three main areas: sound science, transparency, and cooperation.

In Autumn/Winter 2021, laminates with recycled yarns have been introduced.



LENZIG

Lenzing's sustainability programme focuses primarily on botanical innovations and the company's waste and energy management.

Lenzing offers TENCEL™ Lyocell and Modal fibers that help maintain the balance of the natural environmental cycle. The fibres originate from wood and are certified compostable and biodegradable, so they can be fully returned to nature.



MICHELIN

Michelin believes that mobility is essential for human development, and is innovating passionately to make it safer, more efficient and more environmentally friendly with uncompromising quality.

Michelin is unrivalled in its expertise in rubber and tread and equips the world's leading performance footwear brands with technically advanced outsoles. They provide us with a durable, high-performance solution that we have now been using for many winter seasons.



PRIMALOFT

Primaloft's sustainability programme is based on a waste management and recycling approach.

Primaloft focuses on post-consumer recycled material to create high-performance insulation and fabrics. In 2015, it committed to convert 90% of the insulation product line to a minimum of 50% PCR content by 2020.



FINPROJECT

Finproject focuses on innovation with specialist expertise on light weight. They have made several investments in sustainability, such as the company's own production of environmentally friendly machinery for the reuse of industrial waste, as well as the implementation of photovoltaic systems in their corporate plants.

In terms of materials, special focus is given to the XL EXTRALIGHT® Sustainable+, which is made of 51% recycled EVA, and the XL EXTRALIGHT® Organix, which is made of 30% sugar cane.



VIBRAM

Vibram has a sustainability programme called "The Sustainable Way" that ensures we source rubber responsibly. They work around six main pillars covering product innovation, internal organisation and procedures, energy efficiency, waste and residues, and supply chain and stakeholder management.

SUSTAINABLE FOOTWEAR
STANDARDS AND CRITERIA

Using our sustainable footwear design criteria we assign a specific weight to each part of the shoe and translate this into an overall percentage: upper, lining, insole, components, and sole.

During the design process we challenge ourselves to apply the best materials possible into each of the parts. Once we determine the final materials, we can calculate the total content within the shoe and grade it.

The transversal pillars of our sustainable footwear approach include: responsible production, leather traceability, simplified construction, guarantee of lifetime durability, animal welfare, and naturally certified materials – recycled or reusable.

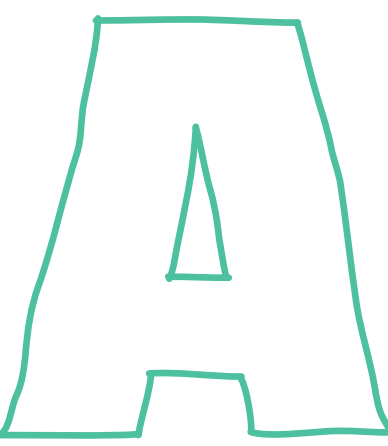
CATEGORIES

% OF BETTER
MATERIALS

QUALITIES

CRITERIA AND REQUIREMENTS

Advanced

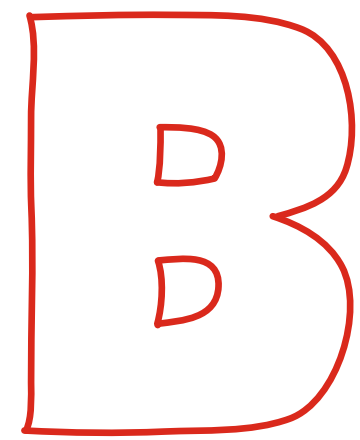


Circularity

- Circularity
- Lifetime warranty

The **ADVANCED** product category should be the best we can achieve. This means that it ought to include transversal elements and be circular. With these products we must close the loop so that they can be made into new products, ideally in new shoes.

Better



70-100%

- Better raw materials
- Better soles
- Better components
- Low impact finishes and final treatments only

The **BETTER** product category contains between 70-100% better materials. This means that several parts of the shoe are better, such as the sole and the upper.

Considered

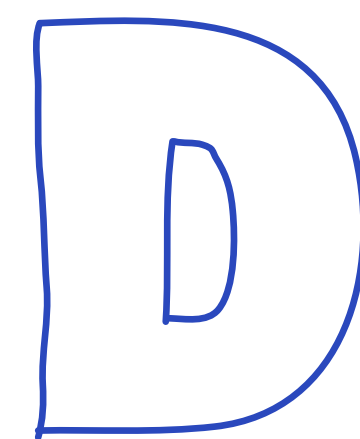


50-69%

- Better raw materials
- Better components

A **CONSIDERED** product must contain at least the upper and liner made from better recycled or natural raw materials and better components. These two parts combined allow the 50-69% limit of better materials to be reached.

In Development



<49%
(minimum one material
that is better)

- Better raw materials
- Better components

The product category **IN DEVELOPMENT** has at least one material that is better. It's the beginning of a journey, and we will not stop here.

Better Products

OUR PROGRESS

Our efforts have focused on transitioning all the materials we use for our products to more planet-friendly alternatives.

The Autumn/Winter 2021 collection is our biggest achievement to date. We have transitioned all products in this collection to have at least one sustainable material (and often more) as part of their features. This way, more than 50% of our collection has better materials at its core and is made of products that are fully resolved with more conscious, innovative, and exciting alternatives (categories B and C).

SS 2020	B (70-100%) – 8%
	B+C (mín. 50%) – 34%
FW 2020	B (70-100%) – 15%
	B+C (mín. 50%) – 60%
SS 2021	A&B (70-100%) – 35%
	A+B+C (mín. 50%) – 85%
FW 2021	A&B (70-100%) – 52%
	A+B+C (mín. 50%) – 93%

100% Sustainable Packaging

Our packaging boxes and handles are made from 100% recycled paper that is FSC certified, contributing to reducing overall waste. In addition, we redesigned our boxes with an innovation which allows us to use the same box for packaging as for the eCommerce shipment. This unification for online orders removed the need for a second layer of packaging because the carrier's label is placed directly on the shoebox. In this way, we have managed to reduce the environmental impact.

CERTIFICATION OVERVIEW

Accessories	FSC certificate Tailien packaging
Hang tag	FSC certificado Baosheng
Shoebox	FSC certificate Tailien packaging

KPIs

100% of our packaging by volume is made of recycled and recyclable paper.

100% of our bags are made from 100% recycled cotton.

100% of our brochures and hang tags are made from 100% recycled paper.

100% of our shoeboxes are made from 100% recycled paper (80% post-consumer content).



5.2.3. Future Vision

Our Future Vision is clearly focused on the main objective of continuing to integrate, where possible, better materials into all our products, with a special focus on renewable ingredients to reduce our global impact.

KPIs

2025:

Use renewable or recycled materials (minimum 75% renewable materials in uppers, linings, and soles).

Design 70% of the collection corresponding to product categories A and B, and eliminate product category D entirely.

5.3.1. Initiatives

MAKE IT CARBON NEUTRAL

GOAL: To reduce CO₂ emissions in the collection 30% by 2030.
Our goal is to further reduce the CO ₂ impact of our products to contribute to our overall reduction plan.

HOW TO ACHIEVE IT
NEW TOOL TO MEASURE CO₂ EMISSIONS: We have introduced a new internal tool that will allow us to monitor the emissions of our products through the supply chain, including materials, manufacturing, transport, use, and end-of-life.
CIRCULAR DESIGN: We aim to create more circular products by increasing the number of shoes that contain recycled materials and are recyclable, working to support the global elimination of waste.
SOURCING BETTER MATERIALS: Materials account for around 90% of CO ₂ emissions in a product's lifecycle. We are selecting materials that have a lower CO ₂ impact in order to reach our goal.

5.3.2. Key Projects

CIRCULAR DESIGN

How are we becoming a more circular brand?

As recommended by the Ellen MacArthur Foundation, our goal is to move in the direction of a circular economy; a new economic system that uses renewable energy and more natural materials to deliver better outcomes for the community and the planet. As a result, our business model, materials selection, and production processes are shifting towards a more efficient approach where everything is used and nothing is wasted.

There are several ways to achieve circularity, but we believe that innovation and design are key to enabling the efficient use of resources. We select better materials, not only because of their environmental impact, but to create more durable products that can be disassembled, reused, and repurposed at the end of their lifecycle. "Maximum use, minimum waste" is our circularity motto.

Our most exemplary footwear models in circularity are **Kobarah** and **Wabi**: both have been created from single pieces. This process guarantees the absence of waste in the consumption of materials and enables the product to be circular. At the end of the shoes' useful life, we can grind down the parts so that they may be recycled, reused, and re-engineered into new materials or products.

5.3.2. Key Projects

INNOVATION IN NEW CIRCULAR FOOTWEAR DESIGN TECHNIQUES

We create simplified innovative products by applying new circular footwear techniques, such as the Ganxet (crochet) and TENCEL™ materials. The focus of our simplification technique is based on creating the shoe upper in one piece.

Ganxet

Ganxet (crochet) is a technique that creates uppers directly from yarns instead of cutting them from fabric. This technique involves fewer steps in the manufacturing process, taking a big stride towards lower energy consumption. The usual manufacturing method cuts a pattern of different pieces, with each segment creating waste all around it. In the case of Ganxet shoes, this waste is minimised. The same amount of material used to make one pair of traditional shoes could supply three pairs of Ganxet shoes.

Examples:



Drift
Upper composition:
• 100% Recycled PET
Composition of components:
• 100% Recycled PET
Sole composition:
• 70% EVA
• 30% rubber



Smith
Upper composition:
• 100% Recycled PET
Lining composition:
• Doublex (100% Recycled PET)
• Skyline (60% Nylon, 40% PU)
Composition of components:
• 100% polyester
Sole composition:
• 70% EVA
• 30% rubber



Pelotas XLF
Upper composition:
• 100% Recycled PET
Composition of components:
• 100% polyester
Sole composition:
• 100% EVA

TENCEL™

TENCEL™ material comes from sustainable wood sources and has an environmentally responsible production process. In this project we take our Right family one step further. The technology of this iconic family is combined with TENCEL™ yarn, reduces waste, and provides excellent comfort and breathability.

We are the first brand to use yarn for this type of construction. The shoe consists of a super comfortable 3D knitted sock that allows for maximum adaptability. The special technology behind the knitted yarn provides both support and softness, responding to the needs of different areas of the foot. The two-island construction also ensures less material is used in the sole.

TENCEL™ embroidery on cotton canvas: this technique is obtained with a Santonic machine that makes a threaded embroidery pattern on a TENCEL™ canvas base.

Examples:



Upright
Upper composition:
• 59.1% TENCEL™
• 40.54% polyester
• 0.36% Spandex
Sole composition:
• 70% rubber
• 30% ABS



Courb
Upper composition:
• 70% TENCEL™
• 30% polyester
Lining composition:
• Skyline (60% Nylon, 40% PU)
• Leca-Resine (100% recycled yarn)
Sole composition:
• 90% EVA
• 10% Nylon



PIX
Upper composition:
• 70% TENCEL™
• 30% polyester
Lining composition:
• 100% recycled yarn
Composition of components:
• 100% Recycled PET
Sole composition:
• 51% recycled EVA
• 49% EVA

Lifecycle Analysis

Responsibility for our products begins with the design process and continues through to the end of their useful life. The lifecycle analysis of our products goes through our entire value chain, from the selection of materials in the design process, to methods of transport to the factories, through the entire production process, distribution to warehouses and customers, to end of life.

PRODUCT END OF LIFE

Our priority is to extend the shelf life of our products. With this in mind, we provide our customers with Care Guides and offer a range of Shoe Care products, as well as a Shoe Care service in select stores. When a product or component does not perform as intended, we always seek to prevent our shoes from ending up in landfill. As a result, products that for whatever reason can no longer be sold or worn are transformed into green energy. Thanks to this end-of-life perspective of our products, we can design and build the next generation of shoes with less impact on our planet.

Second Life

Second Life is our project to recover shoes worn by our customers and give them a second chance. By taking back used Camper shoes, we not only extend their life, but also encourage a more responsible form of consumption. We invite our customers to join us in creating a more circular business model that prevents shoes from ending up in landfill and gives them a chance to walk again.

HOW DOES THE SECOND LIFE PROJECT WORK?

Steps:

- 1 . Instead of throwing away your Camper shoes, hand them in at any store that participates in this programme. Just for collaborating with us, we will compensate you with 15€ off your next purchase.
- 2 . The shoes are collected and sorted and suitable items are sent to Camper's workshop in Mallorca, where our team of craftsmen clean, disinfect, and dismantle each pair. Those that are not suitable are transformed into energy, preventing them from ending up in landfill.
- 3 . A new pattern is made for each shoe and new pieces are sewn to the uppers.
- 4 . The shoes are moulded, fitted with new insoles and applied with a "Stitch Down" construction, which involves folding the upper over the sole, where a stitch is applied along the entire edge for further durability.
- 5 . New laces are added and each pair is thoroughly checked for defects by one of our craftsmen.
- 6 . The result is a pair of Camper shoes that is undoubtedly individual and unique.



ReCrafted

Coming from Second Life, ReCrafted is a project that underlines the longevity of our products and gives them a second life. With this initiative, we aim to radically restructure the idea of a shoe's lifecycle by presenting a new special collection of used and truly unique shoes.

Once the used items have been collected, our team of young designers work with the best craftsmen from Camper's workshop to check, re-engineer and subject each shoe to all quality controls so that they can walk again.



5.3.3. Future Vision

Our Future Vision is to become fully circular. With the aim of reducing the impact of our collection's CO₂ emissions 30% by 2030, we will continue to innovate and increase the number of circular products, placing special emphasis on their lifecycle, recovery, and the second chance and utility that we can give them.

KPIs

2025:

- Design 15% of the collection with a focus on recyclability (novelties and continuity lines).
- Use 100% recyclable and sustainably sourced packaging and eliminate single-use virgin plastic packaging.
- Recover or repair 3% of what we sell annually (direct to consumer).

5.4

SUPERIOR AND DURABLE PRODUCTS

5.4.1. 2021 Initiatives

MAKE IT TO LAST

OBJECTIVE: Zero Waste – design to last, find solutions to avoid waste.
We believe that the best way to be sustainable is to offer the best possible quality. Our aim is to create a vision in which product quality is always considered a priority.
HOW TO ACHIEVE IT
UNIQUE DESIGN APPROACH: Our long-term company vision is to create unique and timeless designs which gain value over time.
NEW INTERNAL TOOL FOR MEASURING DURABILITY: The creation of a new tool that will measure durability by evaluating the performance of laboratory tests. This tool will allow us to monitor durability and improve it each season.

5.4.2. Key Projects

DESIGNING FOR DURABILITY

The durability and longevity of our products plays an important role in our approach to sustainable development. We design for durability because long-lasting products of quality enhance the customer experience. Camper products are built to last in everyday life, and an essential element of the product experience is confidence in their reliability.

As durability is at the core of every product we make, our technicians are continually testing the performance of our footwear. This work involves the development of innovations designed to adapt to rigorous conditions, along with tests for evaluating them within our durability scorecard, which assesses the shoes' flexibility, bond strength, sole wear, and Martindale abrasion resistance.

We evaluate every test and combine them to come up with a final score for each option. We are currently continuing to develop the definition and implementation of an internal calculation system (Durability Index) to further improve the quality and durability of our products.

PELOTAS ARIEL LIFETIME GUARANTEE

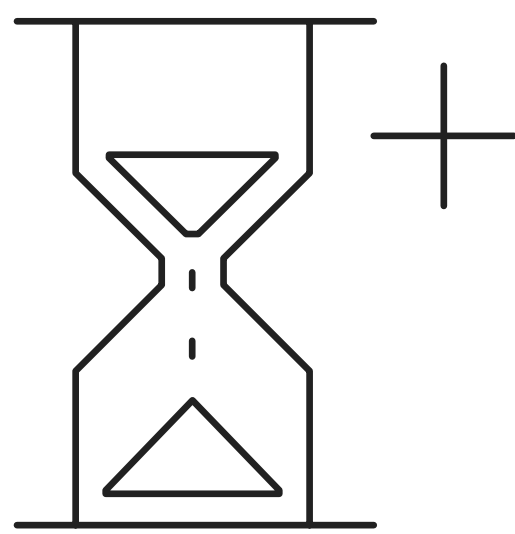
In Autumn/Winter 2020, we began offering Pelotas Ariel options with a lifetime warranty, further enhancing our commitment to quality materials and the durable construction of our most distinguished icon.



MAINTAINING LONG-LASTING FOOTWEAR

At Camper we believe that there is nothing more sustainable than quality. We work to create the best possible products so our customers can buy less and use their shoes for longer.

Even just a few more months of life can reduce carbon impact by 20-30%. This is why we promote maintaining the perfect condition of our customers' shoes through various initiatives, such as our Shoe Care service in select stores, our Shoe Care range of products and the launch of a Care Guide, which includes a step-by-step blueprint for cleaning shoes according to their material – leather, fabric, or suede.



5.4.3. Product Highlights

NORTH SAILS – UPCYCLE

In 2021, we began a collaboration with North Sails, an international sailmaker and sailing wear company. Building high-quality sails means using the best and strongest materials. In collaboration with the North Sails team we give a new future to sails at the end of their life by finding fresh purpose within our accessories collection.

For our bags and small accessories, we reintroduced a used-sail design process inspired by the Mediterranean lifestyle of both Camper and North Sails – designed at Camper's headquarters in Mallorca and made for a new journey on land.



CAMPERLAB TRAKTORI X ETHICAL FASHION INITIATIVE

Camper first partnered with the Ethical Fashion Initiative in 2015. A new, limited-edition CAMPERLAB project was created in Burkina Faso, West Africa, where the Traktori team applied the unique and beautiful "Faso Danfani" (dyed yarn) fabric, a quintessential Burkinabe textile. The locally produced textile employs mostly women and contributes to supporting access to employment, knowledge, and skills by creating a positive social impact.



5.4.3. Product Highlights

CAMALEON 1975 – SAVE THE MED

Our Camaleon 1975 model is the strongest example of our efforts to eliminate virgin plastic in our collections. Its new sole – apart from the lining, made from a synthetic material which constitutes 20% of the total sole – is created with 100% natural and recycled materials. The other parts of this model are composed of 60% natural rubber, 34% recycled rubber, and 6% other sustainable materials.

Camaleon 1975 is a symbol of the connection between our footwear heritage and the Mediterranean. 1% of the sales price is donated to Save the Med in support of their work to eliminate virgin plastic, clean our oceans, and recover the biodiversity of the marine ecosystems of the Mediterranean.



KARST – INNOVATION IN SUGAR CANE SOLES

Karst is a distinctive contemporary-sporty design. Inspired by nature and the outdoor world, it applies recycled fibres from reclaimed clothing, and combines a blend of 100% recycled polyester, cotton, and viscose. However, the highlight of this model is its unique and innovative sole made from sugar cane.

Its composition is summarised as follows:



5.4.3. Product Highlights

PEU STADIUM – MALLORCA PRESERVATION FOUNDATION

In 2021, we evolved our Peu family. The latest Peu Stadium model has a special focus on recyclability and features premium leathers. Additionally, in collaboration with the Mallorca Preservation Foundation, we are putting 1% of the sales of these shoes towards environmental causes.

Composition overview:

Upper:

- 100% tannery leather with LWG gold rating

Coating:

- 100% recycled PET



Components:

- 70% recycled PET
- 30% latex elastics

Sole:

- 51% recycled EVA

5.4.3. Future Vision

Our aim is to continue to offer products of superior quality and durability and to promote a philosophy of conscious and responsible consumption, with a special focus on waste reduction. In doing so, we will continue to work on innovating and expanding extended-care products.

KPIs

2025:

Achieve 50% durability of our products at level 1 according to our internal durability index.

5.5

UNIQUE CUSTOMER EXPERIENCES

5.5.1. 2021 Initiatives

CUSTOMER SATISFACTION

The satisfaction of our customers is of utmost importance to us and we employ a number of mechanisms for customer relationship management. Our website offers different options for customers to contact Camper, including telephone, WhatsApp, Live Chat, Enquiries Form, plus various social networks where we can engage. This is in addition to in-store engagement and post-sales activities.

Regarding post-sales, within a two-week period after purchase, we send an email to our customers in which we ask for their opinion of the products received. This evaluation is based on a star rating and focuses specifically on the suitability of the product. The responses we collect are published directly on the landing page of the specific product.

Simultaneously, we rely on Google Ratings to evaluate service performance in our stores, which we publish, and on Google Messages to respond directly to customer queries or complaints.

From indirect channels, our main wholesale customers and distributors also provide us with feedback on product quality.

To measure these channels and metrics we use Business Intelligence and Big Datamonitor in order to closely monitor customer satisfaction shared across the company. This information is linked to specific customer satisfaction targets which are really ambitious for our sector. In 2021, we achieved all our targets set to a high standard.

EVOLUTION OF KPIs	2020	2021	Developments	Specific Objectives	Fulfilment of the Objective
CuCa (customer service) contact rate (Camper)	7.90%	6.69%	< 7 %	less than 7 %	Yes
Customer first response hours (global)	105 hours	40.87 hours	-64.13 hours	less than 48 hours	Yes
Online product rating score	4.3	4.3	=	more than 4.25	Yes
Customer rating of the service received (chat)	4.38	4.48	+0.1 points	more than 4.25	Yes
Google Rating	4.6	4.81	+0.21 points	more than 4.8	Yes

5.5.2. Key Projects

OMNICHANNEL SHOPPING EXPERIENCE

The full integration of our physical and online sales channels is essential to ensuring the best shopping experience. To this end, we have implemented a series of measures that contribute to our goal of designing unique experiences for our customers.

- **Unique inventory:** Regardless of the country or city, whether the purchase is in a store or online, all our customers have access to any available option and size in our collection.
- **Service integration:** When searching for products, customers can check the items' availability in their nearest stores via our website and vice versa.
- **Real-time information:** Store profiles are updated in real time so that our customers can find all the information they may be looking for. Also, to avoid discrepancies and improve the total experience, we integrate all information from our website and Google

ETHICAL MARKETING POLICY

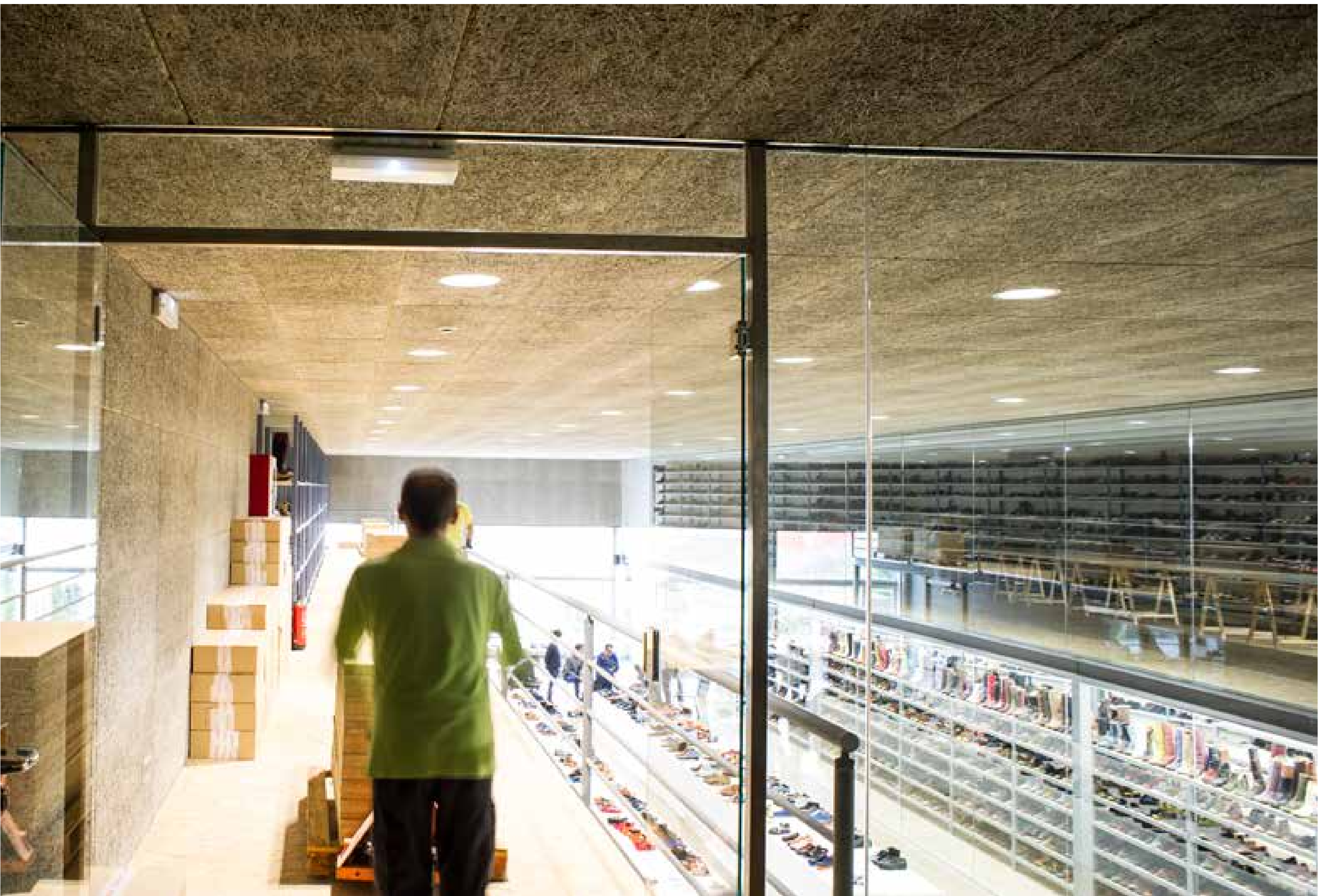
We have developed an ethical marketing policy in compliance with independent marketing and advertising standards, focusing not only on the welfare of our customers, but also on communicating the social and environmental causes we care about. As such, all our marketing, advertising, and promotional activities must comply with relevant laws, regulations, and self-regulatory codes, including the International Chamber of Commerce (ICC) Code of Advertising Practice.

This responsibility is aligned with Camper's values and therefore encompasses the following areas of application:

We are firmly committed to **protecting the privacy** of those who entrust us with personal data. We protect personal data in accordance with legal requirements and will never provide access to or share this data with third parties without appropriate consent.

Our prices reflect our commitment to quality and we are committed to **fair pricing**. We will set the same recommended retail price for identically formulated products. We are committed to portraying a healthy, natural, and realistic image of people in our communication. In the same way, diversity and uniqueness are at the heart of our business: what our product represents, who works for us, and who follows us and believes in us. Camper's campaigns, look-books, and communication material are produced with a global perspective and reach and without discrimination. We integrate all varieties of diversity, taking into account diverse people, ages, races, gender, sexual orientation, religion, political affiliation, and cultural backgrounds.

Finally, we are strongly committed to disseminating fully-responsible and conscious content, not encouraging unhealthy consumer habits, and seeking to be transparent in chronicling our efforts to have a better social and environmental impact and results. Thus, we want to ensure that all promotions and advertising we do are fair, accurate, and honest.



ACCESSIBILITY MEASURES

In compliance with the established regulations, at Camper we continue to improve accessibility for customers with functional diversity in all our stores. For this purpose, we carry out annual assessments through our Occupational Risk Prevention Service, continually improving and adapting to the needs of all people with the intention of providing them with the best possible shopping experience.

5.5.3. Future Vision

Our Future Vision is to continue offering the best shopping experience to our customers. We care about their well-being and safety, so we will continue to work on improving our sales channels, after-sales services, and the impact of our products with the aim of making our customers more satisfied every day.

KPIs

2025:

Increase to Trust Pilot and MPS qualifications.



5.5.4. External Interview Zalando



Kate Heiny
(Sustainability and Corporate Citizenship Director)

Introduction to Zalando:

Founded in 2008 in Berlin, Zalando SE is Europe's leading online fashion platform. Through the digitalisation of the fashion industry with its platform strategy, Zalando connects customers, brands, and partners.

What would you highlight from your relationship with Camper?

Camper’s sustainability philosophy “A Little Better, Never Perfect” really resonates with Zalando and is the foundation of our relationship. We both have bold ambitions but recognise that sustainability is a constant process of improvement rather than an end goal, and industry collaboration is needed every step of the way.

This also means recognising each other’s strengths and reach. As a platform, we aim to scale industry-wide solutions to our many brand partners, whether collecting sustainability data via the Higg BRM or setting science-based targets for emission reductions in our supply chain. Camper has been a leading brand across all of these, allowing us to learn together and setting a best-practice example for other brands who are only just starting their sustainability journeys.

How do you contribute to sustainable development through your relationship?

As mentioned, our common approach has allowed us to learn from each other and push solutions forward together. For example, both our companies are working towards eliminating plastics – Zalando, as an e-commerce, in its packaging and Camper in its products.

Camper has already proven that virgin plastics can be eliminated from the upper and lining of the styles in their collection, thereby truly “designing unique walking experiences” and setting a great example for our other brand partners.

Camper has also been at the forefront of weight-based methodology for calculating product sustainability claims for footwear, which we are working to implement on our platform. Ultimately, we collectively need to drive towards offering customers more transparent product information.

6 DELIVERING RESPONSIBLE AND ETHICAL GROWTH

6 DELIVERING RESPONSIBLE AND ETHICAL GROWTH

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Internal Interview:



José Ignacio Lugo
(Chief Financial Officer)

In your area, how does Engagement Delivering Responsible and Ethical Growth work and what are the key levers on which it is based?

Firstly, I believe it is very important to highlight the fundamental role that companies play in the development of the economy and society, the fundamental role that shareholders play for them, and the importance of companies being able to generate economic value. It is crucial that in order to be able to talk about shared value (shareholders, people, and planet), the company must grow profitably.

That said, at Camper, we work on the premise of profitable growth with the business objective of generating value through the triple bottom line: profits, people, and planet. This objective requires an appropriate management and continuous improvement culture and a rigorous decision-making process based on the analysis of information, with a clear identification of opportunities and associated risks and a clear commitment to all stakeholders.

The development and implementation of the organisational management system, which describes how we act within internal decision-making processes, gives us the security and certainty that the business is well managed in all areas so that we can achieve our strategic objectives, including the ESG.

I would also like to highlight the relevance of the Compliance System, supported by certain mechanisms such as the Code of Conduct and Ethics, the Anti-Corruption and Bribery Policy, and the rest of the regulatory system. This, including the Compliance Committee itself, helps us to reinforce this business culture with

rigour, ethical values, and responsible behaviour in accordance with the regulations of the jurisdictions in which we operate.

During 2021, what were the most important challenges you encountered?

To begin with, we cannot forget that in 2021 we have continued impact from the pandemic. In this regard, our total and absolute priority has been to protect the company and all its stakeholders. This has proved to be a major challenge, although the Executive Committee is very proud to note the high level of commitment and dedication of all our people, which was key to being able to emerge from such an adverse situation, perhaps even stronger.

We now look towards the future, setting in motion a process of transformation of the company to prepare it for future challenges where the CEO, Executive Committee, and employees have been engaged, initiating actions to reinforce our strengths and organisational capabilities, and developing talent so that we can increase our capability to grow and innovate.

In line with the above, we have further strengthened the governance, risk management, and compliance systems.

In relation to projects or initiatives in your area, which one makes you most proud and why?

There have been many initiatives, as it has been a busy year for all teams, so one cannot fail to recognise the great work that has been done by the whole organisation. With respect to my team, and as part of the Deli-

vering Responsible and Ethical Growth commitment, I am particularly proud to see the many business initiatives they have been involved in, aimed at supporting the profitable growth of the business, while also managing the associated risks appropriately.

Regarding the Finance Department specifically, I have had the good fortune to lead a company-wide transformation project with a cross-departmental team, aimed at preparing the company for the future challenges that lie ahead.

This transformation process has materialised in a two-year project, where we have worked in the areas of Governance, Employees, Environment, Customers, and Community towards obtaining the B Corp certification, which we hope to achieve in 2022. However, we will not stop here, and will work continuously to drive further change within our organisation.

Finally, on a more personal level, I am especially proud to see greater inclusion amongst our employees – in various actions and with the involvement of different departments of the company – of the members of the Esment organisation, who are already part of this great little family that we are at Camper.

2021 Highlights

KPIs

We publish our first **Sustainability Report 2020**.

We change our bylaws to be a **better** company **for the world**.

We focus on the creation of **shared value** for all our stakeholders.

783 people **trained** on the **Code of Conduct and Ethics**.

Related SDGs:

- ODS 8:** Decent Work and Economic Growth
- ODS 16:** Peace, Justice, and Strong Institutions
- ODS 17:** Partnerships for The Goals

Corporate Governance

As a purpose-driven company, we believe that generating value focused on profit, people, and planet ensures long-term sustainability and guarantees a triple bottom line: being economically profitable and solvent, as well as being socially and environmentally responsible.

To this end, we have corporate governance bodies responsible for ensuring optimal management, safeguarding the interests of shareholders and other stakeholders. We aim to ensure the generation of value for all our stakeholders, the creation of a competitive advantage over our competitors, and the improvement of efficiencies through regulatory compliance in all our actions.

Shareholder Structure

The Fluxá family has 100% control of Camper S.L. through the companies Forch Med S.L. (65%), Sayglo Holding S.L. (17.5%), and FYD 2001 S.L. (17.5%).

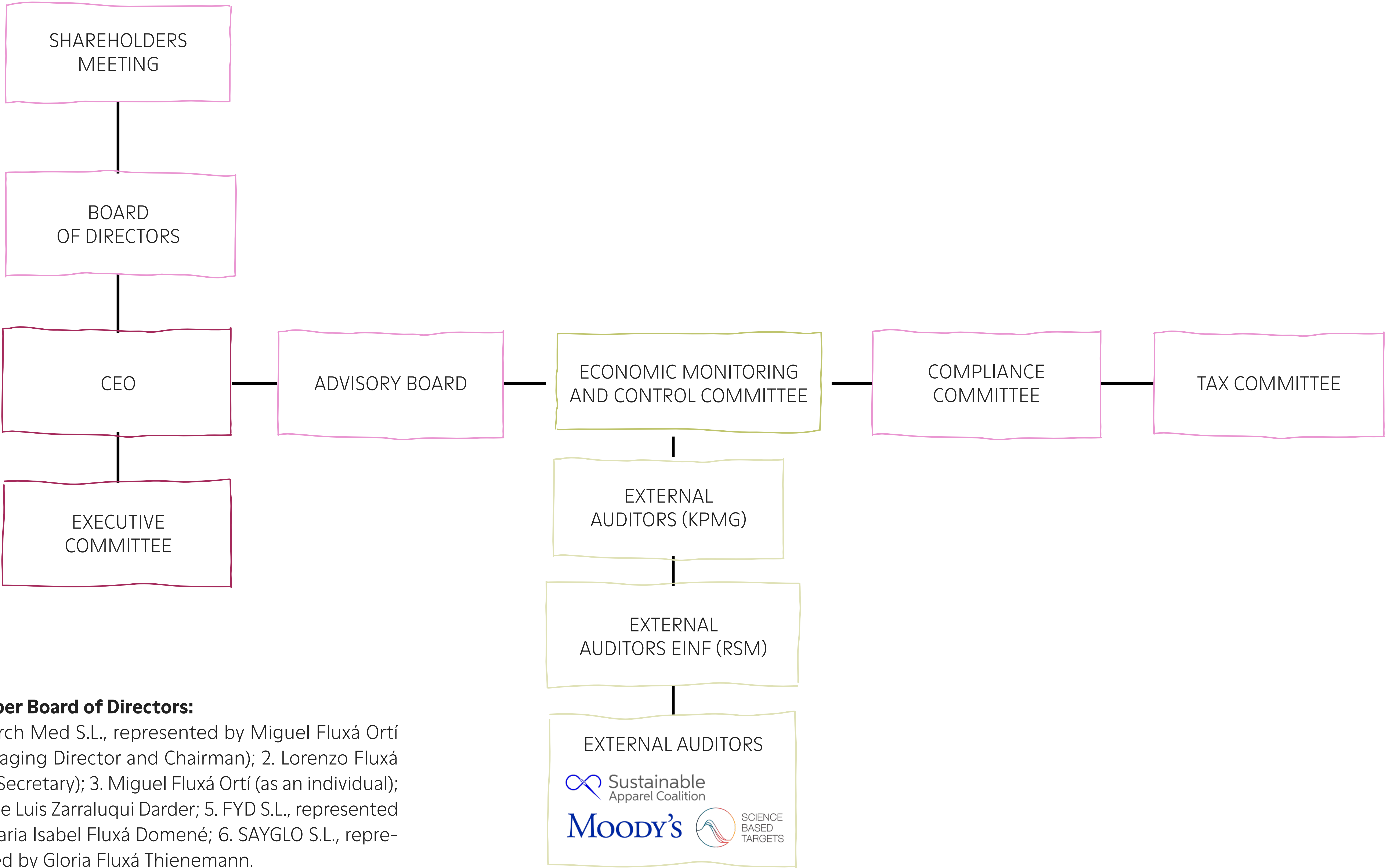
Executive Committee:

- 1. Miquel Fluxá Orti (Chief Executive Officer),
- 2. Sito Luis Salas (Deputy Chief Executive Officer),
- 3. Vladimir Stankovic (Chief Commercial Officer),
- 4. Cecilia Llorens Bobadilla (Product Design Director),
- 5. Gloria Rodríguez García (Brand Director),
- 6. Jaime Estela Somoza (Consumer Director),
- 7. Enar Lazcano Alberdi (Chief Operations Officer),
- 8. José Ignacio Lugo Rojo (Chief Financial Officer).

Camper Board of Directors:

- 1. Forch Med S.L., represented by Miguel Fluxá Ortí (Managing Director and Chairman);
- 2. Lorenzo Fluxá Ortí (Secretary);
- 3. Miguel Fluxá Orti (as an individual);
- 4. Jose Luis Zarraluqui Darder;
- 5. FYD S.L., represented by Maria Isabel Fluxá Domené;
- 6. SAYGLO S.L., represented by Gloria Fluxá Thienemann.

Camper's governance structure is as follows:



6.3.1. 2021 Initiatives

In 2021 we strengthened our corporate governance model with the incorporation of the Advisory Board and we have continued both the Crisis Committee, which started in 2021, and our existing Committee structure.

ADVISORY COUNCIL

Our new Advisory Committee is an advisory body to the CEO, comprising members of the Board of Directors, the Executive Committee, and independent professionals. Its general functions are as follows:

Strategic vision – Promote and advise the CEO in the development and acceleration of strategic objectives, as well as in the generation of best practices for brand visibility.

Advice – Provide a forum for consultation and review of sustainability impact issues and their integration into the business, including innovation, product design, manufacturing and sourcing, and operations.

CRISIS COMMITTEE

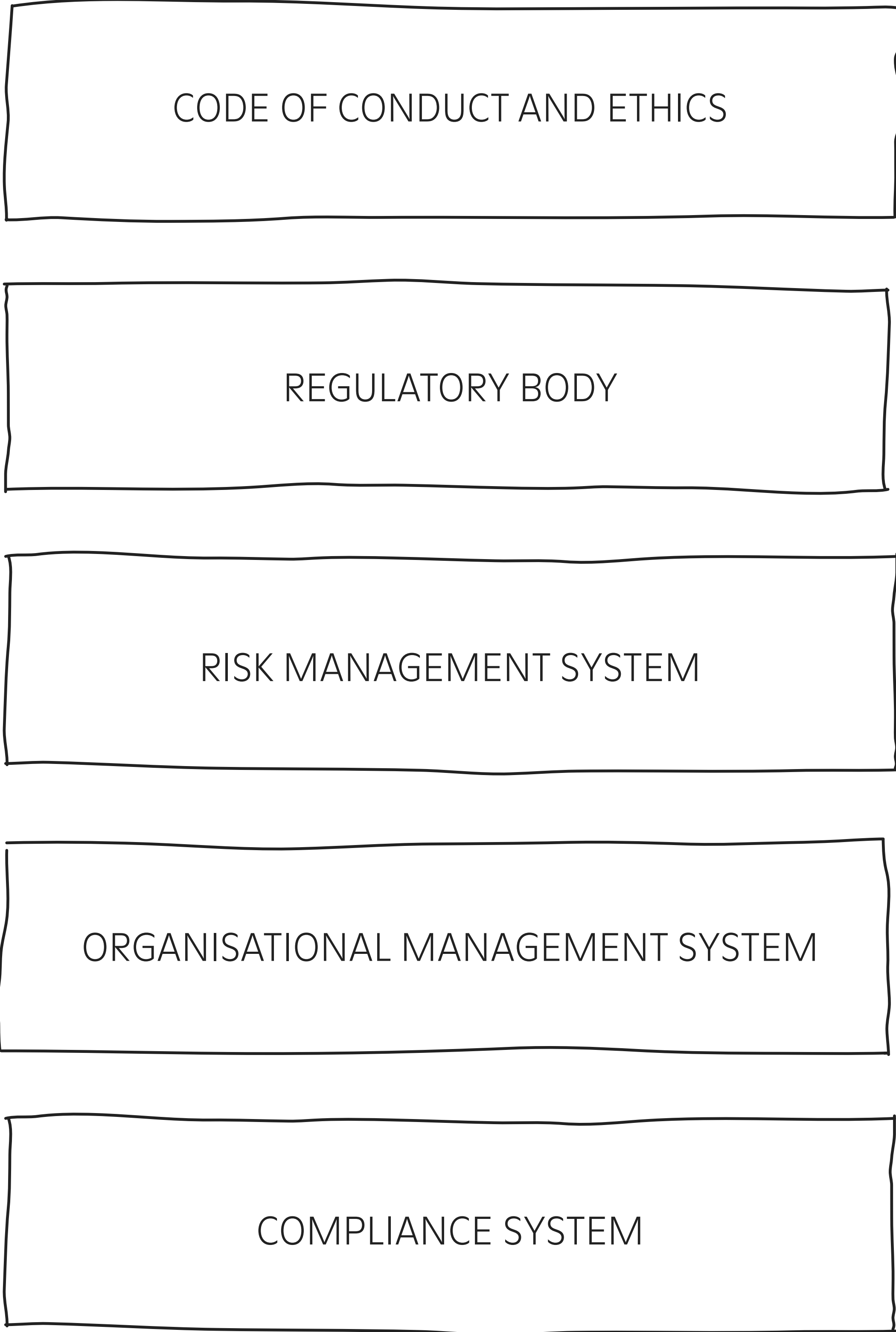
Camper's Crisis Committee was born out of the pandemic in 2020 and the need for immediacy in decision making. We have maintained it throughout 2021 due to the continuation of the emergency situation.

6.3.2. Key Projects

Ensuring the responsibility and sustainability of Camper's business model and values, our governance system is led by the principles of transparency, business ethics, and rigour in all the decisions we make; and in the execution, control, and monitoring of the actions we carry out.

GOVERNANCE MODEL

Camper's governance model is based on five pillars:



CODE OF CONDUCT AND ETHICS

The Code of Conduct and Ethics is the fundamental set of general principles and behavioural guidelines aligned with our values, that we at Camper demand and expect from all our partners, managers, employees, and other collaborators.

During 2021, training on the Code was enabled for the entire company. This means that all employees have received training on relevant governance issues in relation to their positions.

WHISTLEBLOWER CHANNEL

We implemented a whistleblowing channel that is accessible 24 hours a day, 7 days a week, both from our intranet and website. This channel is fully accessible to all our stakeholders, regardless of their category, allowing them to report any irregular or unethical conduct or conduct that goes against Camper's codes. The management of any complaint via the Whistle-blower Channel is held by an external company, which allows us to ensure the anonymity, confidentiality, and security of the entire complaint process.

In addition, employees may also send any enquiry, idea, concern, or comment via an email to the Suggestion Box or via a manager.

KPIs

783 people trained on the Code of Conduct and Ethics: 352 people from the corporate area and 431 people from the retail area.

391.5 total hours of training on the Code of Conduct and Ethics: 176 hours in the corporate area, and 215.5 hours in the retail area.

KPIs

No. of incidents received in the complaints channel: 0

REGULATORY BODY

Our regulatory body is shaped and reinforced by a series of policies, tools, and mechanisms that help us to consolidate our governance, compliance, and risk management model, which are communicated to all members of the organisation and are available on Camper's Corporate Intranet:

REGULATORY BODY POLICIES, TOOLS, AND MECHANISMS

- Anti-Harassment Policy
- Transport Policy
- Equality, Diversity, and Inclusion Policy
- Internal Communication and Participation Policy
- Donations and Sponsorship Policy
- Working Hours Policy
- ESG Policy
- Performance Evaluation Policy
- Environmental Policy
- Bonus Policy
- Ethical Marketing Policy
- Risk Management Policy
- People Policy
- Organizational Management System
- Policy on the Prevention of Money Laundering
- Disciplinary Regime
- Tax Strategy
- Data Protection Policy
- Climate Change Policy
- Compliance Policy
- Occupational Risk Prevention Policy
- Conflict of Interest Policy
- Code of Conduct and Ethics
- Information Security Policy
- Whistleblower Channel
- Human Rights Policy
- Anti-Corruption and Bribery Policy
- Workers Health Promotion Policy
- Employee Handbook
- Purchasing Policy
- Talent Selection and Retention Policy
- Supplier Code of Conduct



RISK MANAGEMENT SYSTEM

Through the Risk Management System we identify the internal and external risks of the organisation in order to assess, manage, and control them efficiently.

Grounded in best practice, Camper's risk management and control model is based on three lines of defence. This model integrates, coordinates, and aligns all support and assurance functions for the effective management of all risks affecting the company.

FIRST LINE OF DEFENCE:

Executive Committee, Middle Management, and Other Personnel

The first line of defence is based on the employee's own commitment to integrity, transparency, and rigour. All the people who form part of Camper adhere to the Code of Conduct and Ethics and to all the regulatory bodies on which they depend.

SECOND LINE OF DEFENCE:

Internal Control Functions

The second line of defence is that of the Internal Control functions found in all areas of the organisation. Control activities are aimed at monitoring all risks that may affect Camper, its activities, and its strategic objectives. We also have a Risk Map to provide visibility of the relevant risks and facilitate their effective management. This risk analysis is a fundamental element in the company's decision-making processes, both within the governing bodies and in the management of the business as a whole.

THIRD LINE OF DEFENCE:

Internal Audit

The third line of defence relates to the Internal Audit function. This function helps to achieve the objectives by using a systematic and disciplined approach to evaluate and improve the effectiveness of corporate governance, risk management, and control processes, including fraud risk.



ORGANISATIONAL MANAGEMENT SYSTEM

The Organisational Management System is the main tool for ensuring proper management of all areas of the organisation and the risks associated with the business, in order to meet the company's strategic objectives.

This system is mainly composed of:

- Monitoring and control through reporting and tracking of strategic objectives, including their associated KPIs
- Rigorous preparation of financial and non-financial information
- Formalisation of corporate policies on financial reporting, analytical control, risk management, management of information systems and security, the analysis of investment decisions, and the evaluation and monitoring of projects
- Search for effectiveness and efficiency of key business processes
- Compliance with applicable internal and external laws, regulations, and standards
- Maintaining a clearly defined organisational structure and lines of authority through the company's organisational chart
- Identification, prevention, and mitigation of risks and contingencies associated with the business
- External audits of consolidated financial statements, non-financial information, our suppliers' factories, labour, and environmental issues, and ESG rating

COMPLIANCE SYSTEM

We have a number of tools and mechanisms in place that aim to strengthen our Compliance System.

These are:

- 1

Code of Conduct and Ethics
- 2

Supplier Code of Conduct
- 3

Occupational Risk Prevention Plan
- 4

Whistleblower Channel
- 5

Criminal Offences Prevention Plan
- 6

Anti-corruption and Bribery Policy
- 7

Compliance Committee

6.3.3. Future Vision

Our vision for the future is focused on achieving a score above 60/100 in Moody's ESG rating in order to further strengthen and consolidate our governance model, compliance system, and overall risk management in a transparent and efficient manner. In 2021 we had a score of 41, ranking 18/74 in the Sector.

KPIs

2025: Achieve a Moody's ESG rating above 60/100 (strong).



6.4

SUSTAINABLE AND PROFITABLE BUSINESS MODEL

6.4.1. 2021 Initiatives

PROMOTING INCOME FROM SUSTAINABLE SOURCES

To advance business performance with sustainable and profitable growth, we have focused on driving improvement in a number of areas, but particularly within digital and e-commerce. Aiming to drive greater revenue from sustainable products – Better Products – we have developed online sustainability criteria and provided training to the sales team to promote and encourage the sale of sustainable products, setting specific challenges and targets.

KPIs	2020	2021
% revenue from more sustainable products	39%	46%

6.4.2. Key Projects

BUSINESS WITH PURPOSE

At Camper we are committed to achieving all our strategic objectives through the generation of added value for our stakeholders. This achievement goes hand in hand with ethical and responsible growth through the proper management of all risks by strengthening our Governance, Risk, and Compliance (GRC) model based on corporate responsibility and ethics.

TRANSPARENCY AND FISCAL CONTRIBUTION

At Camper we have a Tax Strategy that establishes the guiding principles for the exercise of the tax and customs function. In order to carry out socially responsible tax management, we ensure that transactions between our entities and other related parties are transparent and comply with the Arm's Length Principle, valuing them in accordance with internationally recognised legislation. The guiding principles on which our Tax Strategy is based:

- 1 . Compliance with regulations
- 2 . Socially responsible tax management
- 3 . Co-operative relationship with tax administrations
- 4 . Organisational management system and risk management



6.4.3. Future Vision

We want to continue to grow in a profitable and sustainable way. We have set ourselves the goal of obtaining 50% of our revenues from sustainable sources, promoting responsible and conscious consumption through our products with a sustainable approach.

KPIs

2023:

EBITDA growth (200M with 10% profitability).

2025:

50% of revenues to come from products with a more sustainable approach.



6.5 STAKEHOLDER COOPERATION AND PARTNERSHIPS

6.5.1. 2021 Initiatives

STAKEHOLDER RELATIONSHIP MANAGEMENT

At Camper we are committed to a business model of lasting relationships with our stakeholders through continuous, transparent, and trusting communication which allows us to move forward fruitfully in the development of our activity, taking advantage of opportunities and managing the risks that are generated and identified along the way.

In order to involve the voice of our stakeholders in our decision making, we conducted a materiality analysis, from which we listened to their expectations and prioritised the material issues that were found to be most important to all of them.

We use the following tools and focus on the relevant aspects according to each stakeholder group:

INTEREST GROUP	RELATIONSHIP MANAGEMENT TOOLS	RELEVANT ASPECTS
Shareholders	Shareholder relations	Profitability and solvency
	Governing bodies	Risk management
	Communication of results	Regulatory compliance
	ESG reporting	Corporate governance
Employees		Transparency, rigour, and ethics
		ESG aspects
	Web	Financial security
	Intranet	Camper culture
	Internal Communication Plan	Work-life balance
	Working groups	Talent management
	Satisfaction surveys	Safety, health, and prevention of occupational hazards
	Suggestions channel	Diversity, Equality, and Inclusion
Clients	Complaints channel	Code of Conduct and Ethics
	Social media	
	Web	Product quality, comfort, and durability
	Own stores	Shopping experience
	Newsletters	Brand relevance
	Commercial channels and marketing	Product safety
	Commercial conventions	Data protection and privacy
	CRM	
Suppliers	Customer service	
	Social media	
	Web	Compliance with the code of conduct for suppliers
	Regular meetings and visits	ESG questionnaire
Community and Planet	Communications	Long-term relationship based on trust, transparency, and continuous improvement
	Complaints channel	Fair agreements
	Web	Diversity, Equality, and Inclusion
	ESG Impact department	Employment promotion
	Social media	Employee awareness-raising
	Regular meetings and visits	Measurement of carbon footprint and durability index
	Seasonal agreements and partnerships	Responsible use of resources (electricity, water, waste)
	Participation in forums	Continuous improvement in the incorporation of better materials into the collection
	Adherence to the UN Global Compact	Circularity

6.5.2. Key Projects

SIGNATORY TO THE UN GLOBAL COMPACT

This year, Camper became a signatory to the United Nations (UN) Global Compact, becoming proud partners within the Spanish Global Compact Network to further promote and contribute to the Sustainable Development Goals (SDGs) in our sector.

The Spanish Global Compact Network is a UN initiative that calls on companies and organisations to align their strategies and operations with the 10 universal principles that address human rights, labour standards, environmental protection, and anti-corruption. In 2021, it has strengthened its leadership with 20% more partners, doubling the growth recorded in 2020. Specifically, we are now 935 members, up from 785 in 2020.

VERIFICATION OF GOOD PRACTICE TO IMPROVE THE SUSTAINABILITY OF THE SECTOR

At Camper we are fully committed to continuously updating our practices to improve the sustainability of our sector. In this way, we carry out two external audits: through Moody's ESG rating and via the Sustainable Apparel Coalition (SAC) Higg BRM (Brand and Retail Module), to ensure compliance and progress throughout our value chain – from design to after-sales.

Moody's ESG Rating

Moody's¹ ESG is a rating and research agency that assesses the integration of social, environmental, and governance (ESG) aspects of organisations into their strategies, operations, and management. It aims to promote responsible investment and sustainable value creation. Our overall rating in 2021 is 41/100, improving our performance by more than 20% compared to the previous year, placing us 18/74 in the sector ranking.

¹ Moody's Corporation acquired Vigeo Eiris (V.E) in 2019 and since 2020 is officially part of Moody's ESG Solutions group. The V.E brand name has now been replaced by Moody's ESG.

Higg Brand & Retail Module (Higg BRM)

- SAC's Higg BRM self-assessment tool guides us on our sustainability journey, through which we have identified gaps and opportunities for improvement along all stages of our value chain.
- From the sourcing of materials to the end of a product's use, the Higg BRM assesses the next stages of a product's lifecycle as it passes through a company's operations, identifying sustainability risks and impacts:
- Management system
- Product
- Supply chain
- Packaging
- Use and end use
- Retail stores
- Offices
- Transport
- Distribution centres

6.5.3. Future Vision

With our commitment to creating shared value, we will continue to maintain and build long-lasting, strong, and trusting relationships with all our stakeholders. In this way, our vision for the future focuses on enriching these relationships in a deeper way.

KPIs

2025: Increase depth of assessment and volume on Tier 1 stakeholders (those with whom we do business directly).

6.5.4 External Interview – BBVA



Carlos Rodríguez Escudero
(Eastern Regional Director of Corporate and Business Banking, BBVA)

Introduction to BBVA:

BBVA has been a key driver of sustainable lending and is one of the most active banks globally. In 2018, BBVA presented its 2025 Commitment to progressively align its activity with the Paris Agreement. In July 2021, the bank announced that it will channel €200 billion in sustainable finance by 2025, doubling the amount set out in the initial target.

What would you highlight from your relationship with Camper?

We have been with Camper since 1994. Camper has entrusted and consolidated its financial relationship with BBVA Corporate Banking in its commitment to achieve a sustainable business.

The transition to a low-carbon economy has significant implications for the value chains of most productive sectors, and may require significant investments in many industries. However, technological advances in energy efficiency, renewable energies, efficient mobility, and the circular economy represent a source of new opportunities for everyone. In this context of risks and opportunities, one of BBVA's strategic priorities is to accompany customers in the transition to a more sustainable and fairer future. This is a path that it has been following alongside Camper, who also share a strong commitment to sustainability.

Since its origins, Camper has been committed to environmental sustainability, with its ESG strategy "A Little Better, Never Perfect". Both entities share clear objectives to reduce greenhouse gas emissions and net carbon emissions.

How do you contribute towards sustainable development through your relationship?

In line with its commitment to sustainability, BBVA and Camper have formalised two transactions in recent years: one in 2019 (the first sustainable green financing line in the footwear sector), and a second in 2021, which is part of the company's strategic commitment to sustainability. These operations have been closed in accordance with the Sustainability Linked Loan Principles of

the Loan Market Association (LMA), and reinforce this commitment and BBVA's offer of sustainable financial solutions to its customers.

The purpose of the financing operations was to support the group's working capital lines in its strategy of applying the latest technologies in terms of the use of sustainable materials in the design and manufacturing process of footwear lines.

These operations are linked to the evolution of Camper's ESG parameters. In this way, if there are improvements on its initial sustainability assessment, the interest rate of the loan is reduced. To this end, the independent sustainability consultant Moody's ESG Solutions, will issue an annual report analysing the Mallorcan group's performance on environmental, social, and governance issues.

7 PRESERVING AND CONSERVING NATURAL RESOURCES

7 PRESERVING AND CONSERVING NATURAL RESOURCES

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7.1.1 Internal Interview



Cristina Pons Vicos
(Quality and Environmental Manager)

How does your area work on the Preserving and Conserving Natural Resources Commitment and what are the key levers on which it is based?

In 2019, with the launch of Camper's first sustainability strategy "A Little Better, Never Perfect", we were faced with the need to implement an environmental management system to first measure our environmental impact and then define reduction plans to mitigate this impact.

We started with an analysis to identify the most significant environmental aspects across the company. As a result, we concluded that our biggest impact was greenhouse gases (GHG). We therefore took the decision to start measuring our carbon footprint in order to assess and control our emissions so that we could reduce them over time. In 2020, we defined Scopes 1 and 2 and in 2021, we finalised Scope 3 and have fully defined the impact of all our operations. In parallel, we worked on an emissions-reduction plan and signed up to the Science Based Targets initiative (SBTi) to make our commitment public and auditable. The initiative is a collaboration between CDP, the United Nations Global Compact, World Resources Institute, and the World Wide Fund for Nature.

During 2021, what were the most important challenges you encountered?

Calculating the impact of our entire collection has been the biggest challenge we faced this year. We have more than 700 product options per season, so in order to define the lifecycle of all our products, we needed to collaborate with almost every department. It was a big challenge to obtain and manage all the necessary information. I'm proud to say that we now have a fully defined methodology for calculating the impact of our collection.

The next challenge we are working on is to engage and encourage our manufacturers and suppliers to make their processes more efficient so that we can, in turn, reduce our carbon footprint at the material selection, manufacturing, and distribution stages of our value chain. The commitment and involvement of all our suppliers to achieve these objectives is essential.

In relation to the projects or initiatives in your area, which one makes you most proud and why?

Defining science-based emission reduction targets takes about two years on average for most organisations. In our case, we are very proud to say that we completed this whole process with SBTi in only six months, thanks to the involvement of the rest of the company and the work done beforehand, despite being quite a small team.

The integration and implementation of the Second Life initiative in all our stores in Europe and the United States was another important milestone for us this year. With this collection system for used shoes, we prevent these shoes from ending up in landfill.

Due to the longevity and durability of our shoes, we are often able to give worn shoes a new lease on life by sorting them into three categories of utilisation: we transform used shoes into a new pair (ReCrafted), repair them and donate them to local organisations and communities in need (ReUse), or process them and turn them into green energy or raw materials used for the creation of new products (RePurpose).

2021 Highlights

KPIs

We have **signed up to the SBTi** by committing to **reduce our Scope 1 and 2 emissions by 50% and Scope 3 emissions by 30% by 2030.**

We have signed the **NET ZERO commitment** to be carbon neutral by 2050.

We have **offset 760 tCO₂e** from our Scopes 1 and 2.

48% of our total **energy** consumption comes from **renewable sources.**

We have **reduced our total energy consumption by 21%.**

We set ourselves the humble target of a **2% annual reduction** in our **water consumption.**

Related SDGs:

ODS 6: Clean Water and Sanitation

ODS 7: Affordable and Clean Energy

ODS 13: Climate Action

7.2.1. 2021 Initiatives

SCIENCE BASED TARGETS INITIATIVE (SBTi)

The Science Based Targets (SBTi) initiative mobilises the private sector to take action on climate change by setting science-based emission reduction targets.

SBTi is a partnership between the CDP, the UN Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). Its "Business Ambition for 1.5°C" campaign's call to action is one of the commitments of the We Mean Business Coalition. SBTi has also launched the Net Zero standard, the world's first corporate standard in this area, to ensure that business objectives are translated into actions consistent with achieving the targets set by 2050.

Science-based targets guide the path to decarbonisation, showing companies and financial institutions how much and how fast they need to reduce their greenhouse gas (GHG) emissions to avoid the worst effects of climate change. Specifically, SBTi:

- Defines and promotes best practice in emissions reductions and net-zero targets in line with climate science.
- Provides technical assistance and expert resources to companies that set science-based targets in line with the latest climate science.
- Brings together a team of experts to provide companies with independent assessment and validation of objectives.

At Camper we are acutely aware of the need for transformation in the fashion industry. The global apparel and footwear sector produces more greenhouse gas emissions than the shipping and aviation sectors combined. With the global apparel and footwear market expected to grow by around 5% per annum until 2030, we are firmly committed to reducing our carbon footprint by setting science-based reduction targets, managing available resources, and developing new processes in order to achieve them. These targets are based on two levels of reduction:

1. We have set short-term reduction targets, called "near targets" based on 2030, to minimise our Scope 1 and 2 emissions by 50%, and Scope 3 emissions by 30%.
2. We have signed the NET ZERO commitment to be carbon neutral by 2050.

In developing our reduction targets, we rely on the Absolute Contraction Approach, whereby we will minimise our absolute emissions in line with business and productivity growth, and then translate these targets internally at the product unit level. In this way, we want to tackle global warming while leveraging the benefits and boosting our competitiveness in the transition and transformation of the economy to achieve net-zero emissions..

Camper near-term targets



SCOPES 1 AND 2
Direct emissions and emissions from energy consumption

"Camper is committed to reducing absolute Scope 1 and 2 greenhouse gas emissions by 50% by 2030 from the base year 2019."

50% reduction by 2030

SCOPE 3
Product-related emissions

"Camper aims to reduce Scope 3 GHG emissions related to purchased products by 30% by 2030 from the base year 2019."

30% reduction by 2030

Camper long-term targets



Signatory to the NET ZERO commitment to be carbon neutral by 2050

7.2.2. Key Projects

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

In 2021, we defined and implemented our Environmental Management System (EMS), which allows us to control all our activities and products that may have an impact on the environment, as well as helping us minimise all the environmental impacts generated by our operations.

In other words, we could say that our EMS is a process that aims to define the mechanisms by which our significant environmental aspects are identified, evaluated, and recorded.

This procedure is reviewed once a year, or whenever changes are made to processes and activities that may affect the environment, including changes in corporate policy, legislative changes, or implementation of corrective measures that may affect the environment.

The environmental aspects included within the scope of our EMS are based on four main aspects:

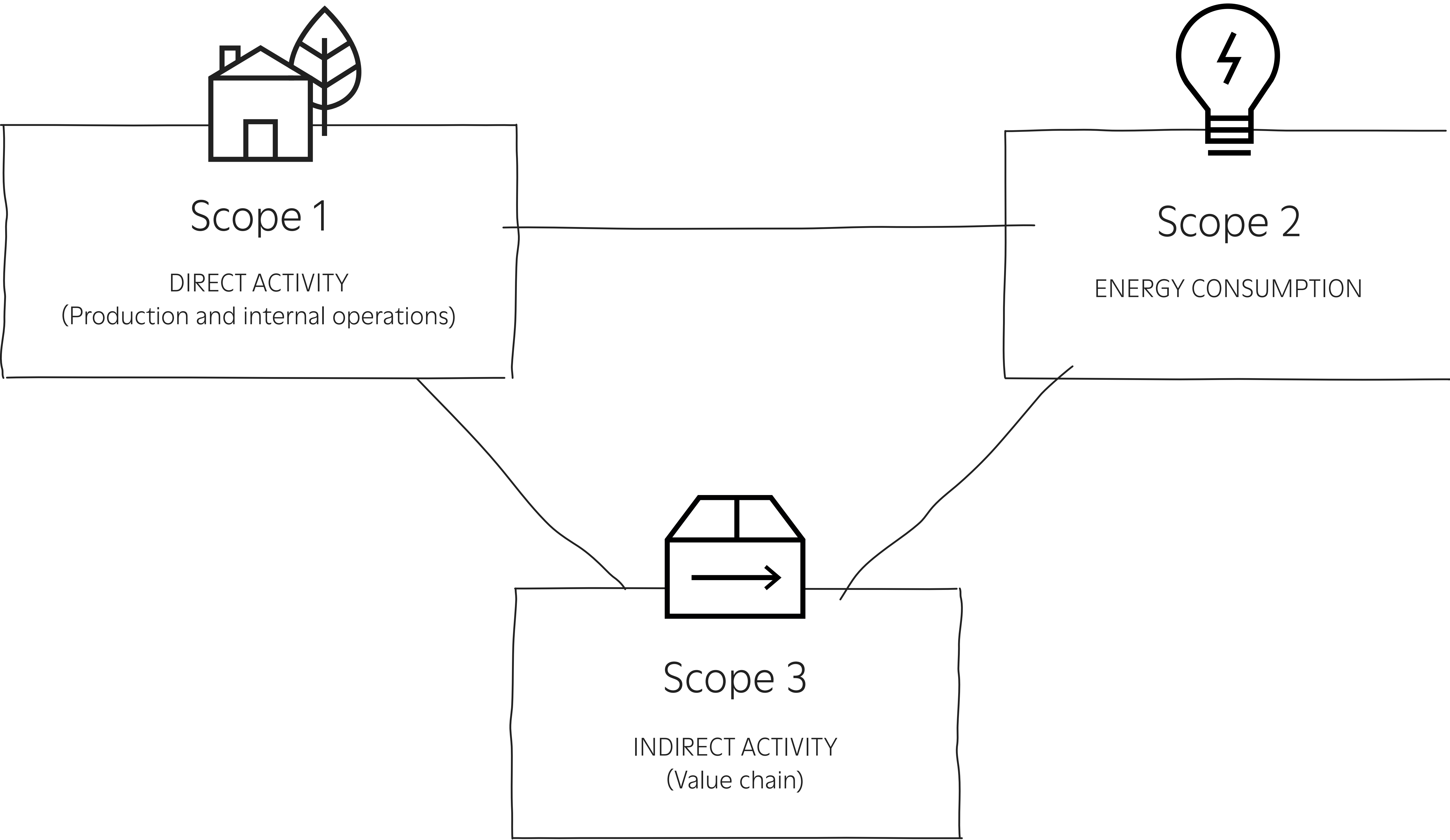
- Material consumption
- Consumption of natural resources and energy
- Atmospheric emissions
- Waste management

For the evaluation of the foreseen environmental aspects, we take into account the criteria of magnitude, frequency, and hazardousness of these aspects. In the same way, we assess the current corrective measures for these aspects with the intention of continuous improvement.

CARBON FOOTPRINT

With the primary objective of reducing greenhouse gas (GHG) emissions from our Scopes 1 and 2 by 50% by 2030 and achieving net-zero carbon emissions by 2050, we have also aligned ourselves with the goals of the Fashion Industry Charter for Climate Action.

In 2020, we started measuring and assessing our carbon footprint, building on the foundations of Scopes 1 and 2, focusing on direct emissions from our activity and energy consumption. We subsequently measured and assessed our Scope 3 footprint, related to Camper's indirect activities.



We strive to use low-impact modes of transport and are working to reduce emissions within our logistics. We are also implementing sustainable mobility measures for our workforce, such as encouraging the use of public transport.

During the year we made the decision to offset emissions from our 2020 Scopes 1 and 2. To this end, we worked with Re flora to offset 800 tonnes of CO₂ invested in the Agro cortex REDD Project – a project certified under the Verified Carbon Standard (VCS – VERRA) registry.

We adopted ways to offset our emissions using carbon credits. By investing in the Agro cortex REDD Project, we are pleased to have secured our commitment to the preservation of nature and biodiversity and the opportunities of the local community.

The project is located on the border between the Brazilian states of Acre and Amazonas and its main objective is to prevent illegal deforestation of the 186,219 ha of land, all of which sits within the Amazon biome. Our company's compensation is equivalent to a total of 9.74 hectares of forest land, or 17 football fields.



KPIs	2019	2020	2021	Reduction against base 2019
Scope 1	42 tCO ₂ e	32 tCO ₂ e	47 tCO ₂ e	
Scope 2	1.860 tCO ₂ e(*)	719 tCO ₂ e (*)	753 tCO ₂ e	59%
Scope 3	42.296 tCO ₂ e	32.314 tCO ₂ e	30.293 tCO ₂ e (*)	28%
Total emissions	43.978 tCO ₂ e	33.065 tCO ₂ e	31.093 tCO ₂ e	29%
Total offset emissions	0	760 tCO ₂ e	800 tCO ₂ e	
% of offset emissions from Scope 1 and Scope 2	0%	100%	100%	
% of offset emissions out of total emissions generated	0%	2,3%	2,6%	
Clarifications: (*) Scope 3 in 2021 is currently declared as draft due to data closure processes. This means that there will be variations in the disclosure of final results (applicable to Scope 2 results in 2019 and 2020).				

ENERGY

We are committed to reducing our impact on global climate change, which is why our energy programme is critical. In 2020, we launched our Better Energy programme, based on the principles of using renewable energy and constantly improving energy efficiency.

By installing 400 photovoltaic panels in 2020 at Camper's headquarters in Mallorca, we have reduced our energy consumption by 43% in 2021 compared to 2019. There are months when, with these panels, we cover all our energy needs. However, in the months when we are not self-sufficient, any energy we use comes from certified renewable energy sources. Also, all Camper Stores in Spain and almost all in Germany are powered in this way and we plan to extend this green energy programme across all our key markets.

In addition, with the change we made in 2020 to our lighting system at our distribution centre in Spain, we have reduced our energy consumption by 24% compared to 2019, and globally (including stores and hotels) the reduction has been 15%.

In 2021 we also began offering climate-neutral deliveries online. This means that our customers, depending on country availability, have the option to select a greener delivery method with DHL GoGreen.

We want to support our partners and encourage our suppliers to follow suit. As a result we recommend that our stakeholders share their progress, not only for our measurement purposes, but for collective development. We also encourage that they join industry initiatives such as the Sustainable Apparel Coalition (SAC) to formally measure their progress.

KPIs	2019	2020	2021
Total energy consumption	17,843 Gj	7,674 Gj	13,679 Gj
Electricity consumption	16,912 Gj	7,022 Gj	12,702 Gj
Total renewable energy consumption	2,604 Gj	3,708 Gj	6,547 Gj
% renewable energy consumption of total electricity consumption	15.4%	52%	52%
% renewable energy consumption of total energy consumption	14.6%	48%	48%
Total reduction of energy consumption	N/A	57%	23%
Reduction resulting from the renewal of air-conditioning systems		20-40%	
Reduction of the headquarters derived from photovoltaic panels			43%

WASTE

We are working to reduce and manage the waste generated, with the primary goal of zero waste to landfill.

In this way, we will never dispose of solid waste in a way that breaks the law. We encourage all our people to recycle waste correctly and we work with suppliers and contractors to reduce their waste in the production of our products.

We are also committed to reducing the use of chemicals, using them only when absolutely necessary, under industry best practice standards, and applying the strictest legal requirements. For our products, we have developed our own Restricted Substances List, through which we ensure we never permit banned substances.

At the end of 2019, and with a special focus on virgin plastic, we launched a programme to reduce waste in all areas of our business, starting with products and packaging, the facilities of our headquarters, and our warehouse. Actions included reducing the use of seals and replacing strap and wrapping with a natural rubber alternative in our main warehouse.

It is noteworthy that, taking only our distribution centre as a reference, we achieved a 44% reduction compared to 2019 only during the first 6 months of 2020, in detail, saving 4.3 tonnes of waste. However, this programme was affected as a result of the pandemic, so in the 2020 financial year we did not achieve the expected results.

In 2021 we resumed the programme to continue improving waste generation. In relation to waste from our stores, the most significant generation comes from cardboard, for which we have a strict and careful separation and recycling procedure in place.

WATER

Whilst water is considered a lower risk and of less relevance in our materiality, we still consider our water use to be just as relevant in order to improve our overall environmental footprint.

In 2019 we started to develop a plan to reduce our water consumption. We started to monitor the buildings where we have the highest consumption: the hotels, the head office, and our central warehouse. By 2021, we also included most of our stores in the scope of management. This is why, today we have 87% of Camper's facilities under control, compared with 61% back in 2019.

With the aim of improving our results, and taking into account that our water consumption is not very high, we set ourselves the humble goal of a 2% reduction per year. To this end, we have designed conservation measures, such as the implementation of low consumption taps, toilets, and urinals with low volume irrigation in our headquarters, Barcelona warehouse, and hotels.

KPIs 2021

Total water consumption: 10,263,560 litres

Annual reduction target: 2%

7.2.3. Future Vision

Our vision for the future is clear: we want to achieve carbon neutrality by 2030 and include water footprint calculation by 2022. In the coming years we will continue to work towards these goals, with a particular focus on science-based emissions reductions established through SBTi. In doing so, we will focus especially on improving our carbon footprint which, after all, is a reflection of all our activities.

KPIs

2022: Start work on calculating the water footprint.

2030: Reduce GHG emissions from our Scopes 1 and 2 by 50% by 2030.

2050: Achieve net-zero carbon emissions by 2050.

7.2.4. External Interview – SAC



Maravillas Rodríguez Zarco
(Director, Brand and Retail Program)

Introduction to the Sustainable Apparel Coalition (SAC):

The SAC is a global not-for-profit multi-stakeholder alliance of the fashion industry. The Coalition develops the Higg Index, a set of tools that standardises value chain sustainability metrics for all industry participants. These tools measure the environmental and social impact of work throughout the value chain.

What would you highlight from your relationship with Camper?

Camper has been an active member of the Sustainable Apparel Coalition and has been intentional about leveraging our Higg Index suite of tools, integrating them into their business. Since joining in 2021, Camper has worked closely with our membership team who have supported them in their sustainability journey and efforts to fulfil their membership requirements. Camper is also an active participant in the Higg Brand and Retail module (BRM) Strategic Council working group that meets quarterly and provides guidance on the strategic direction for the successful execution of the Higg BRM in line with the Sustainable Apparel Coalition Strategic Plan.

Camper participated in the Higg Brand and Retail Foundations Member Expert Team, a working group that provided support in the development of a streamlined version of the BRM designed for businesses at the start of their sustainability journey to begin to measure and improve their corporate sustainability practices throughout their value chain.

The SAC commends Camper for its deep commitment to transforming the industry, sharing their expertise to support the continuous evolution of the tools. This commitment demonstrates the kind of leadership we need across the industry to ensure we are moving in the right direction as we work towards an inclusive, equitable, and sustainable future for the people and planet.

How do you contribute to sustainable development through your relationship?

For the past decade, we have worked with our members to develop and launch the groundbreaking suite of Higg Index tools, offering companies tools to measure and assess their sustainability performance in a standardised and credible way. These tools provide the building blocks that are necessary to help companies make smarter and more informed decisions about the products they make, how they're made, and how we create shared value while reducing impact on people and the planet.

The SAC is continuously working to create comprehensive, credible, and scalable verification programs for each of the Higg index tools to improve the accuracy of the data reported. Verification improves the consistency, comparability, and credibility of Higg data. It also reduces the need for multiple, proprietary audits for facilities so that resources can be used in other areas, such as performance improvement. This is an essential part of the Higg framework because verified data provides companies with the trusted information they seek.

Through SAC membership, members can ignite the change required to transform the industry, peers and competitors coming together to create a united front, demonstrating sustainability leadership by living the values of collective action, collaboration, equal partnership, and transparency.



8 **CARING ABOUT HUMAN PROGRESS**

8 CARING ABOUT HUMAN PROGRESS

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8.1.1. Internal Interview



Leticia Sandoval
(ESG Impact Manager)

In your area, how does the Caring about Human Progress work and what are the key levers on which it is based?

We aim to make a positive impact on society and our focus is on working for the development of our teams and the communities to which we belong. At Camper we are fortunate to have a small team that oversees the implementation of initiatives that traverse departments and have an impact on the daily lives of our people and partners.

Ensuring that health and safety practices exceed legal standards and contribute to the overall satisfaction and well-being of our people is one of our priorities. In addition, when we look around us, we realise that our operations have an impact on the communities we serve and that, as a company, we have powerful tools at our disposal that can make a difference. Camper people are responsible and creative, and we have found that these two values contribute to civic engagement, and it is a great way to create links within the company, but also with all stakeholders.

During 2021, what were the most important challenges you encountered?

Creating impact requires the implementation of substantial change. Seeing this change as an opportunity, and understanding the path that must be travelled to achieve it is one of the most ambitious goals in its own right.

The implementation of some of the most far-reaching initiatives in the areas of human resources and community engagement demanded a major change

in the way we execute our daily tasks. For the team, it meant managing change and demonstrating the resilience we are capable of.

We have also had to fight perfectionism and embrace the idea that sustained improvement is preferable to delayed excellence. We know that we are not meant to stand still; there are always targets to meet and better ways of doing things. Sometimes, we are so focused on achieving our goals that we forget that it is about being "a little better, never perfect". Luckily, there's always a teammate around to remind you.

In relation to the projects or initiatives in your area, which one makes you most proud and why?

We are particularly proud of initiatives that strengthen our teams' sense of belonging. We started the year by measuring the overall satisfaction level of our people and asking them for feedback. This is why, in 2021, we are focusing very much on the basics: internal communication and wellbeing. These two projects are particularly dear to the ESG team because they have a direct impact on people's engagement.

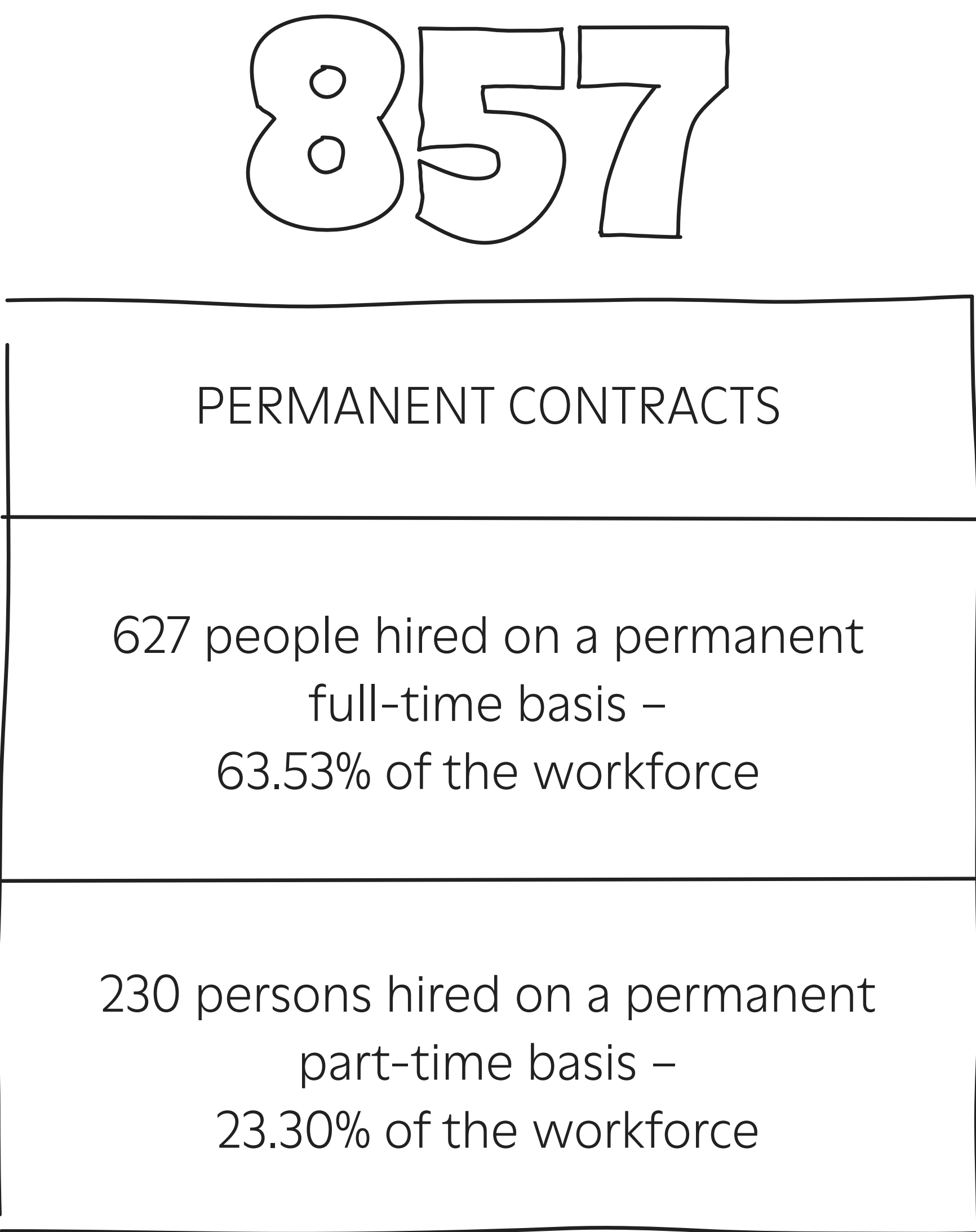
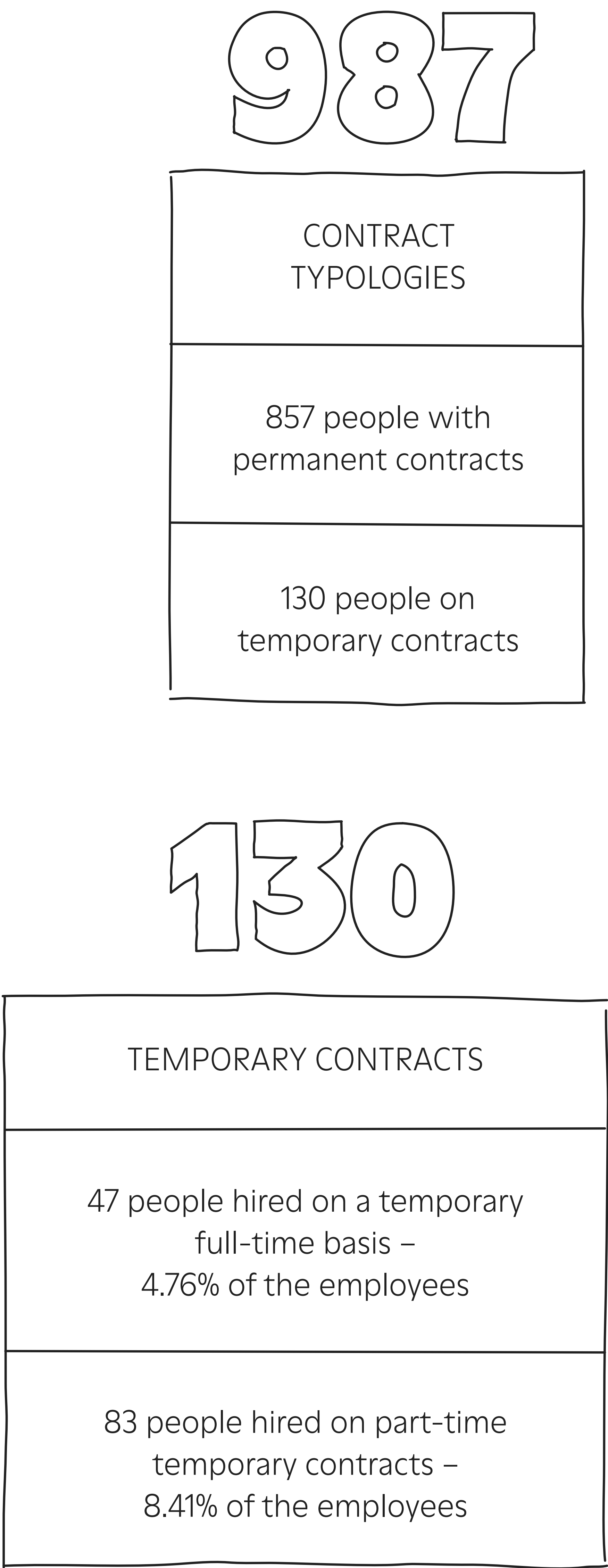
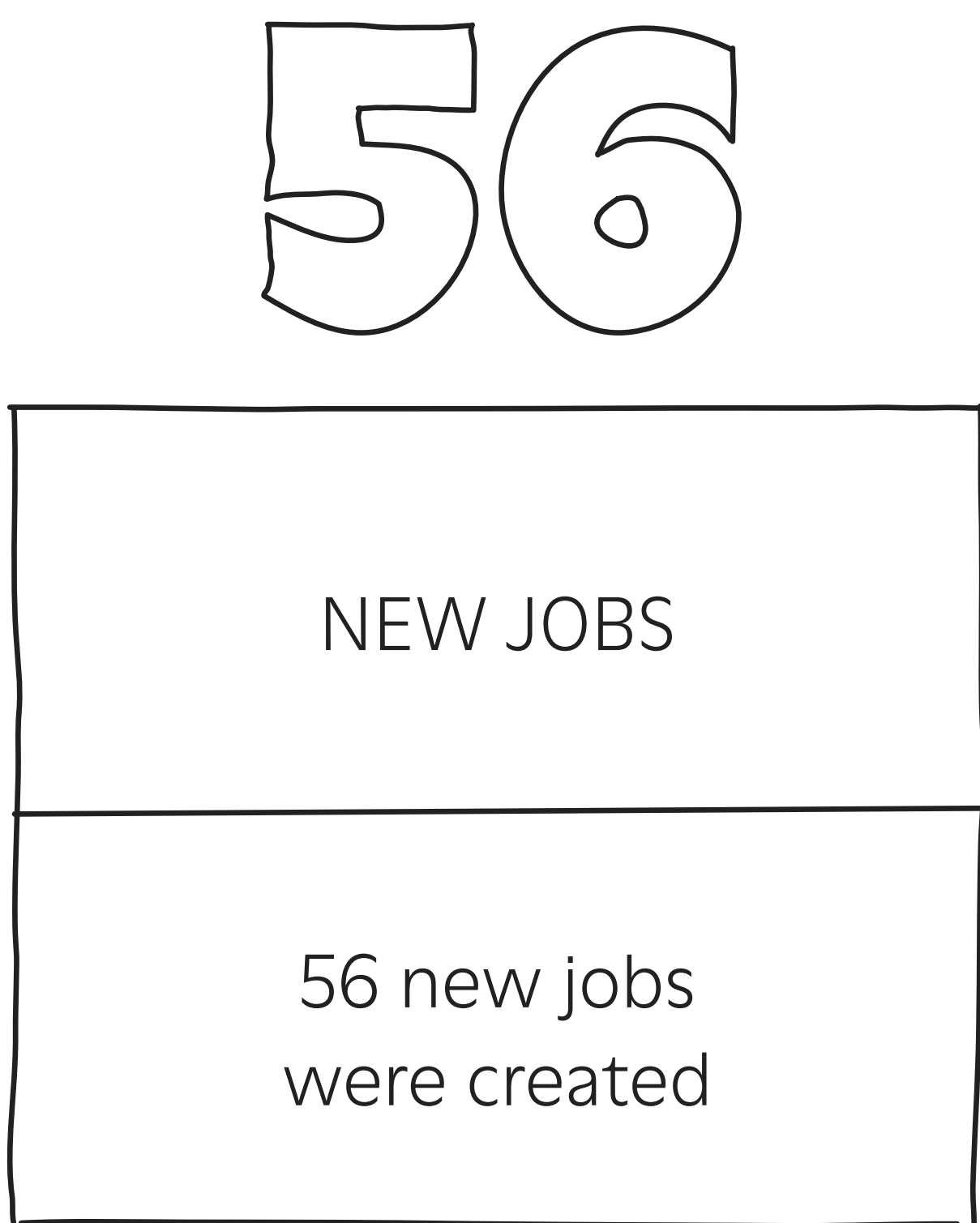
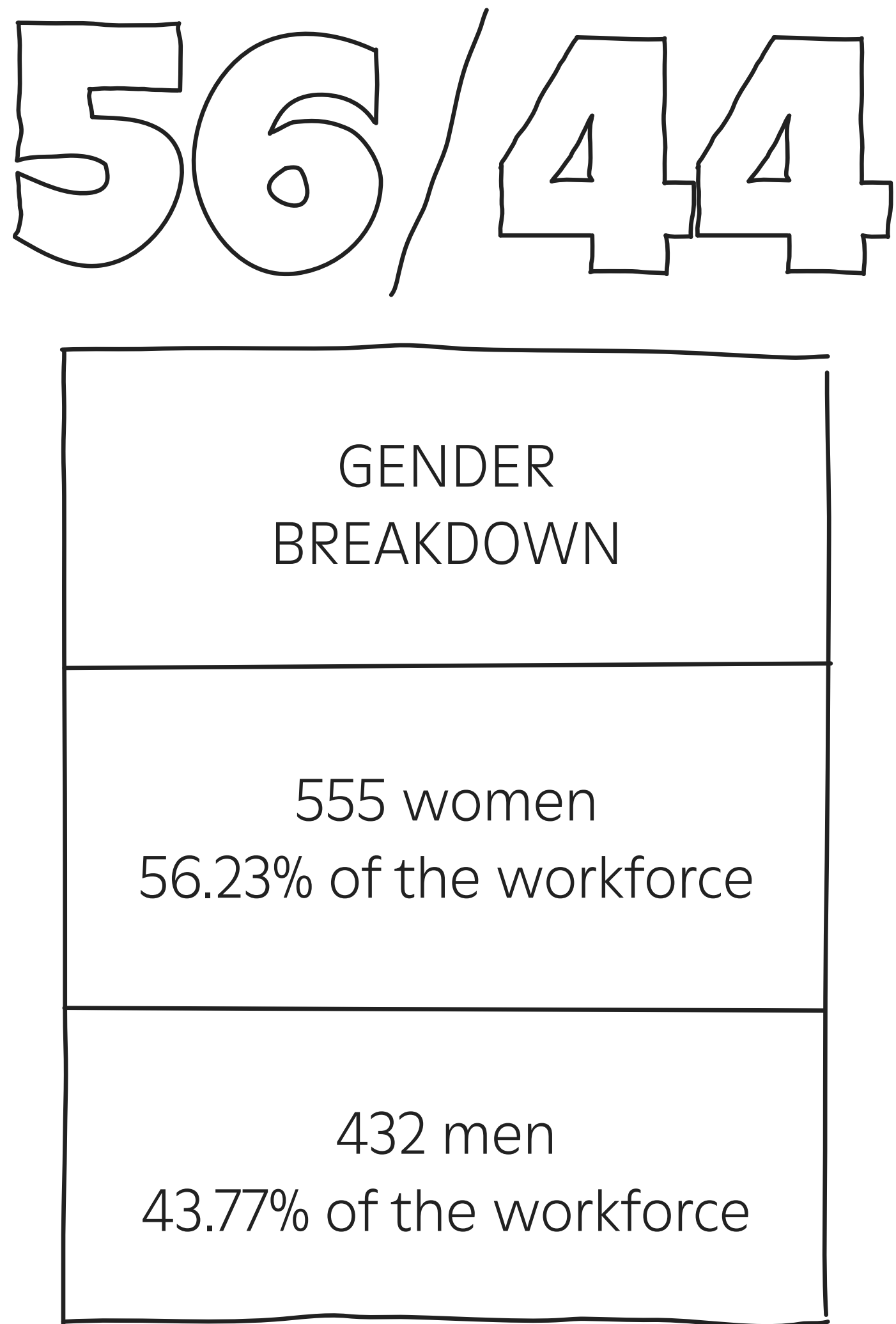
2021 Highlights

KPIs:

- Employee Net Promoter Score
- Healthy Business Plan
- Focus Groups (Women / Communication)
- The Camper Times (internal newsletter)
- Engagement with Save the Med
- Engagement with Esment
- Mallorca Preservation Foundation

Related SDGs:

- ODS 5:** Gender Equality
- ODS 8:** Decent Work and Economic Growth
- ODS 17:** Partnerships for the Goals
- ODS 10:** Reduced Inequalities
- ODS 14:** Life Below Water
- ODS 15:** Life on Land



8.2.1. 2021 Initiatives

CARING FOR OUR PEOPLE

Employee Satisfaction

At Camper, we believe that the satisfaction and commitment of our people is the key to good teamwork, so that we can be globally aligned with the company's values and commitments in order to continue growing and improving our business in a sustainable and profitable way.

In 2020 we started to measure the level of engagement of our employees through satisfaction surveys. We plan to measure the eNPS (employee Net Promoter Score) on a recurring basis through the satisfaction survey to understand our team's experience within the organisation. The results for 2020 were positive, and our goal is to get more than 90% of the employees to feel committed to Camper. So, based on the initial results obtained, we developed a series of initiatives focused on improving two main areas: internal communication and the well-being of our people. In this second survey we have seen an improvement in all the aspects evaluated and an approach towards our final objective.

KPIs		2020	2021
Ranking	Score	%	%
Promoters	9-10	38.5%	44%
Neutrals	7-8	30.52%	35%
Detractors	1-6	30.99%	21%
% of employees in the company who are "satisfied" or "committed".		69.02%	83%
Would you recommend Camper for work to a friend?		eNPS 18.44%	eNPS 22.6%

8.2.2. Key Projects

INTERNAL COMMUNICATION

At Camper we understand the importance of internal communication to support the implementation of our corporate and sustainability strategy. A correct use of the communication tools at our disposal contributes to the sense of belonging of our people. That's why one of our main priorities has been the development of the Internal Communication Plan, which is based on three levels:

Downward: Occurs from the Executive Committee to the rest of the organisation or from Middle Management to their teams.

- Messages from the CEO to the whole organisation
- CEO Virtual Meetings with Middle and Top Management
- Newsletter – The Camper Times

Upward: Originates from the teams to their Line Managers or from any point in the organisation to the Executive Committee or one of its members.

- Focus Groups: Internal Communication / Women in the Workplace
- Suggestions Box

Transversal: Occurs between professionals from different areas but at the same level, or between members of the same work team.

- Corporate Committees focused on specific issues (ESG, EDI, etc.)
- New Intranet
- Focus Groups: Internal Communication / Women in the Workplace

KPIs

Camper's communication to its employees: eNPS 79%.

Internal communication of each Camper department: eNPS 84%.

Interdepartmental communication area: eNPS 66%.

HEALTH, SAFETY AND WELLBEING

During 2021, we developed the Healthy Company Plan to promote the health and wellbeing of all our people, promoting healthy environments and lifestyles, whether physical, mental, or social.

We began with executive-level approval for our Health Promotion Policy which adheres to the Luxembourg declaration, committing ourselves to integrate the basic principles of health promotion at work and management of employees. We also met with the company Innovation Strategies, winner of the first CAEB prize for the healthiest SME in the Balearic Islands, to share experiences and good practices.

To support and manage this commitment to our people, we created a working group on health and safety, which has also been delegated to ensure active internal communication within the company via various channels to promote the healthy habits campaign that we have carried out.

In 2021, we conducted three main campaigns to promote healthy habits to support specific measures:



1

CAMPAIGN 1
Healthy Eating Habits

To encourage healthy eating we developed several initiatives. We provided seasonal fruit in the offices to encourage consumption, offered training on healthy eating habits, revised the menu in our canteen, and started to promote the "Meatless Monday" initiative.

The positive results of the satisfaction survey on the Meatless Monday initiative showed the willingness of employees to include more vegetarian food in their diet, and they agreed to continue the initiative in the future. From this initiative, we were also able to see how beneficial it can be to replace animal foods with plant-based foods for both people and the planet.

2

CAMPAIGN 2
Promoting Physical Activity

To encourage the practice of physical exercise, sports groups were created and organised for people through free apps (Strava), setting group and personal challenges and designating a person in charge of each activity. Other initiatives carried out as part of this campaign were: the promotion of "Direct Communication", encouraging face-to-face visits and reducing the use of the telephone and email and the creation of a parking area for bicycles and scooters, to further encourage the use of these means of transport and walking to work.

In addition, in 2021 we converted our headquarters and logistics centre into cardio-protected workspaces. To this end, we installed an Automated External Defibrillator (AED) in each centre and provided members of the First Aid Teams with specific training on its use and Cardiopulmonary Resuscitation (CPR).

3

CAMPAIGN 3
Ergonomics and Psychosocial

This campaign was particularly well received in the framework of a "Wellness Week" celebration. During this week, we carried out daily activities with 118 team members, involving a total of 26 departments from all business areas, enjoying workshops on prevention of musculoskeletal complaints, mindfulness, Tai Chi classes, individual physiotherapy sessions, and a lecture on "Nutrition and Immunity".

KPIs

Health promotion and occupational risk prevention: eNPS 82%.

EMPLOYEE JOURNEY

In 2021, we have worked to enhance the Employee Journey by improving our processes at every stage of our employees' work lifecycle.

KPIs

INTERNAL PROMOTION:

4% of employees have been promoted within Camper.

KPIs TRAINING

12,264 total hours of training.

10 paid professional development days offered to employees.

20.52% of employees received competency-based training for their job.

4.60% of employees received cross-training based on competencies that exceeded their job responsibilities.

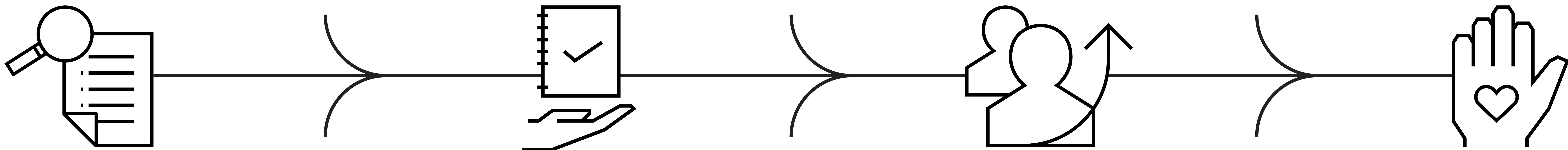
1.52% of employees received life-skills training.

Selection Process

Onboarding

Professional Development

Departure



Formalising the selection process ensuring inclusivity and equal opportunities

(*) Talent Selection and Retention Policy

New employees welcomed with induction process to understand Camper’s values and commitments, with specific on-the-job training, and support.

(*) Onboarding Process

Promoting the development of talent with an evaluation process to assess performance, encourage growth and identify training and development needs.

(*) Training and Performance Evaluation

To create a values-led process for those exiting to finalise their relationship with the company in an honest and caring manner.

DRIVING A CULTURE OF PERFORMANCE

We believe that creating a sustainable future can only be achieved with the right people and a focus on continuous improvement. That is why we are committed to developing excellence in order to identify, recognise, develop, and reward talent.

This year we strengthened the development of our people and created greater opportunities for growth within the company. Our Power to Perform workshops have been key throughout the process as they have allowed us to align all management towards a culture of excellence based on high performance, continuous improvement, professional and personal development of the teams, as well as continuous feedback and recognition.

To support the development of a culture of excellence, we introduced a new organisation-wide shared performance appraisal process and model.

Performance Evaluation:

Performance evaluation at Camper is a key tool to help us grow as an organisation and realise our vision. This tool:

- Provides clarity on company and position objectives.
- Raises the bar and clarifies Camper's expectations of excellence.
- Provides a comprehensive and coherent structure for the assessment.
- Reinforces people's development by increasing focus on behaviours.
- Creates greater opportunities to grow within the company.

The performance assessment has two main sections:

1. Objectives:

The definition of objectives in the performance appraisal comprises a common section relating to the company's main objectives (EBITDA and ESG). In addition, each person has a section dedicated to individual objectives which are linked to the job descriptions and the strategic objectives of each area of the company to which he/she belongs.

2. Competencies:

It's not just about what we do (results), it's also about how we do it (competencies). That's why we have designed a Camper competency model that we've incorporated into the performance evaluation model to drive performance within the company. The competency model is divided into core, management, and strategic competencies, according to the nature of the positions.

The overall assessment comprises both the assessment of outcomes and competencies.

COMMON COMPETENCIES FOR ALL CAMPER PEOPLE



Implementing a culture of excellence and high performance is about sharing objectives and organising work by focusing on priorities closely related to goals. We have therefore focused on communicating strategic objectives by area, aligned with the strategic plan, setting individual tasks, initiatives, and KPIs which apply to all people, from Executive Committee members to management and middle management.

Benefits:

This approach benefits our people in two ways. Firstly, it strengthens relationships and facilitates interdepartmental communication while fostering a more participative leadership that favours the empowerment of the entire organisation. Also, it enriches the development of every employee, their autonomy, and professional growth.

EQUALITY, DIVERSITY, AND INCLUSION

Camper is committed to equal opportunity objectives to create a diverse and inclusive company. We value the differences that diversity brings to our brand and uphold it as part of our company values.

We aim to provide a work environment that fosters inclusion, fairness, equity, and respect for social and cultural diversity and is free from unlawful discrimination and harassment. Our recruitment process considers candidates without regard to gender identity, sexual orientation, disability status, or any other characteristic protected by law.

In 2021, Camper's policy on Equality, Diversity, and Inclusion was defined and the need to create a Committee to oversee its governance was established. This committee, launched at the beginning of 2022, is made up of people from different backgrounds who have shaped the vision of Camper's priority aspects: gender, special abilities, age, and ethnicity.

Impact on the Value Chain

SUSTAINABLE PROCUREMENT MODEL

In order to achieve firm commitments regarding environmental, social, and governance issues throughout our value chain, in 2021 we defined a Sustainable Procurement Model to control our supply chain and to raise awareness amongst one of our main external stakeholders: our suppliers.

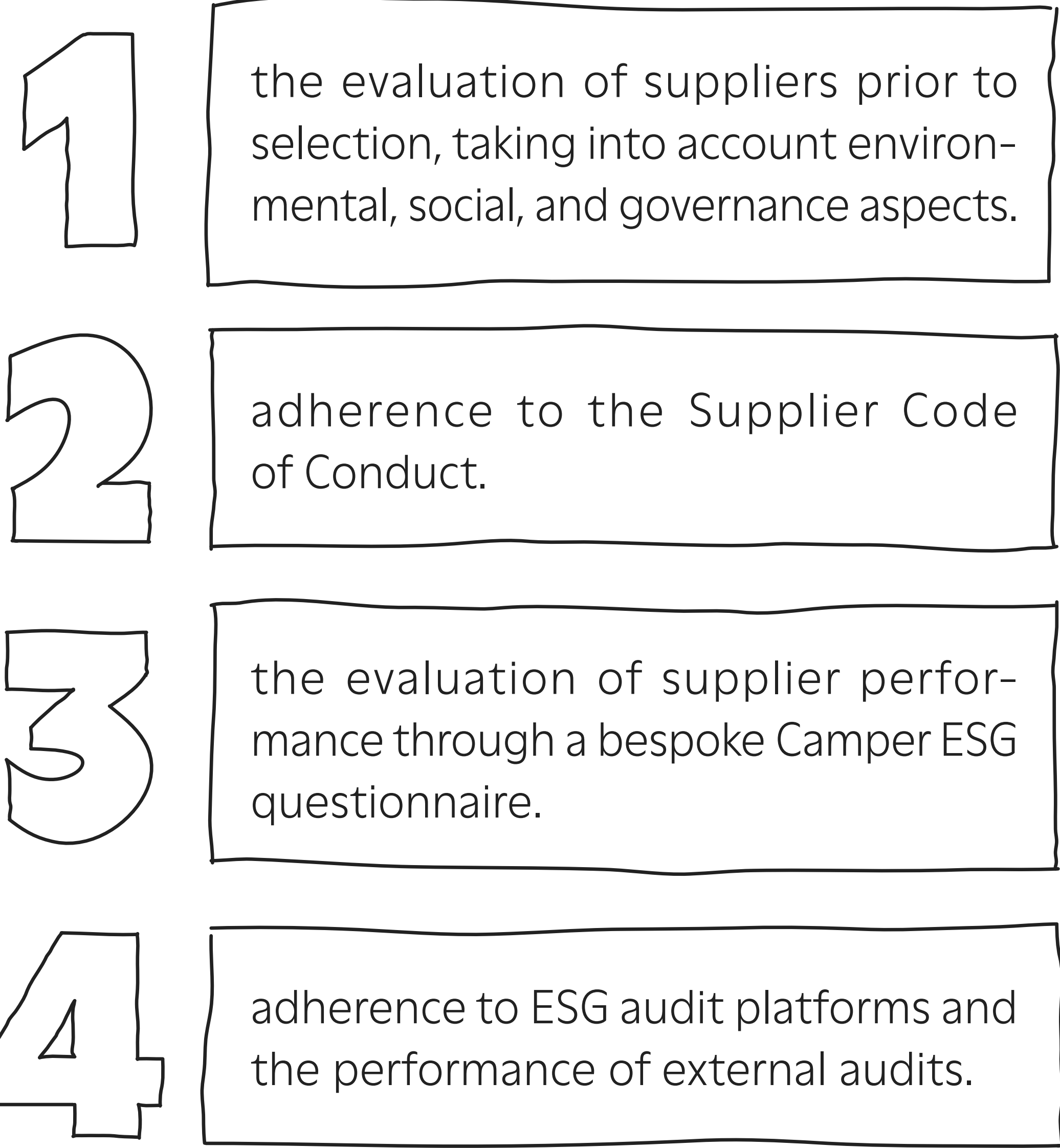
To do this, we analysed environmental, social, and governance aspects from two key perspectives for Camper:

- 1. the product/service they offer
- 2. the organisational level of the supplier.

This Sustainable Procurement Model is made up of:

- 3. The **Supplier Code of Conduct**, where we establish the general social, environmental, and governance commitments we expect our suppliers to comply with.
- 4. the **Sustainable Procurement Policy**, where we establish the general guidelines and control mechanisms for managing and making purchases for each area of the value chain.
- 5. the **Sustainable Procurement Guidelines**, where we set the processes and mechanisms for selecting, managing, and monitoring our suppliers for each area of the value chain (materials, factories, logistics, retail, corporate services).

Within this Sustainable Procurement Model, we have formalised and implemented different mechanisms for the selection, management, and control of suppliers, including:



SUSTAINABLE SUPPLY CHAIN

We believe that building an ethical and sustainable business is the only way forward for our shared future on this planet. Making better shoes means taking care of where they are made, and it also means taking care of who makes them. We want to, and must, ensure that our partners, suppliers, and we ourselves meet the highest standards. That's why we independently check and audit our key suppliers to ensure that our Codes of Conduct (both internal and external) are applied throughout our operations.



Better Work

Better Work is a programme that, in partnership with the UN International Labour Organisation and the International Finance Corporation, brings together diverse groups in the garment industry to improve working conditions and respect for workers' labour rights, and to boost the competitiveness of garment companies.



Sustainable Apparel Coalition (SAC)

The SAC is a global non-profit alliance for the fashion industry, comprising more than 250 leading apparel, footwear, and textile brands, retailers, suppliers, service providers, trade associations, non-profit organisations, NGOs, and academic institutions working to reduce environmental impact and promote social justice throughout the global value chain.

The Coalition develops the Higg Index, a set of tools that standardises value chain sustainability measurements for all industry participants. These tools measure environmental and social impacts throughout the value chain. With this data, industry can identify hotspots, continuously improve sustainability performance, and achieve the environmental and social transparency that consumers demand.

KPIs

- 61% of suppliers committed to our Supplier Code of Conduct.
- 100% of outsourced service providers committed to our Supplier Code of Conduct.
- 86% of our production is made in factories that are part of the Sustainable Apparel Coalition (SAC).
- 48% of suppliers have completed the ESG Questionnaire.

8.2.3. Future Vision

Our vision for the future is to continue working to promote human and professional development, setting targets for improvement in relation to the people who make up Camper: their social and working conditions and personal and professional growth. In the same way, we will continue working to achieve advanced social and environmental standards in our value chain with our Sustainable Purchasing Model.

KPIs 2025

Achieve robust ESG rating (50-59/100) for Career Management

Growth to achieve advanced social standards in the supply chain by focusing on level 1 and 2 actions (60-100/100 Advanced).



8.3.1. 2021 Initiatives

SOCIAL ACTION

We want to make a positive impact on an ongoing basis and for the benefit of our local community and stakeholders. Our social commitment prioritises care for human progress, where we support local communities and organisations related to our business with a focus on our home, Mallorca. We place great importance on establishing long-term connections and collaborations with various local entities, going beyond solely financial contributions by carrying out a number of corporate volunteering activities.

We have established strong links with local entities that share our values and vision for the future: **Save the Med, Mallorca Preservation Foundation, Esment, the Mallorca Food Bank, and the Inca Viva Association.** Our intention is to develop relationships that go beyond the mere contribution of a donation. We seek to involve our teams or develop special cause-related marketing initiatives linked to products or services in order to make meaningful exchanges that can benefit both Camper and the community in general.

Almost all of our volunteer activity is focused on Mallorca, with a total of 61 employees from the Inca office volunteering across four social and environmental initiatives, accumulating a total of 261 hours.

In addition to the volunteering carried out in Mallorca, other volunteering activities took place from our Madrid and Barcelona offices, focused on cleaning-up the local environment. We are very proud of the contribution of all the people who took part in these actions.

Esment

KPIs

Volunteering results:
4 initiatives supported.
61 people participated in volunteering activities (14.22%).
42 volunteers contributed to SDG 14.
3 volunteers contributed to SDG 5.
16 volunteers contributed to SDG 15.
261 total volunteer hours.
0.2% of per capita time donated for volunteer work.
Donation data:
79.408€ given to charities.
Giving represents 0.06 % income.



8.3.2. Key Projects



SAVE THE MED

Camper has been collaborating and working with Save the Med since 2019. Save the Med is a Foundation focused on the recovery of the biodiversity of the Mediterranean Sea and we collaborate with them in three main areas:

- 1 . Corporate volunteering: Beach Cleans
- 2 . Funding of projects for the protection and conservation of marine ecosystems: 1% given on the sales of the product Chameleon towards the creation of marine protected areas; 1% given from the sales of our SailGP collaboration towards expeditions to release and rescue turtles in the Balearic Sea.
- 3 . Earth Day: 1% of sales from Stores and Online purchases given to Save the Med towards local projects. Instagram Takeover: Save the Med was given open access to promote their work during Earth Day to our community.

KPIs

Total amount of donation to Save the Med: €21,805
Volunteer hours: 156



MALLORCA PRESERVATION FOUNDATION

The collaboration between Camper and MAPF was born with the aim of preserving the beauty and environmental quality of Mallorca as a model of sustainable management for the islands and achieving a positive change in the long term. The action objective was to help achieve a real transition from conventional and/or professional organic farming to regenerative agriculture. MAPF, in close collaboration with Camper, has promoted the implementation of several courses on regenerative agriculture, organised by APAEMA (Asociacion of Ecological Producers and Products in Mallorca):

- Holistic livestock management course for professional farmers and ranchers.
- Introduction to regenerative agriculture for farmers, landowners, or technicians interested in learning more about the subject.
- Visits to farms with experience in regenerative techniques to see the results.

KPIs

Total amount of donation to MAPF: €12,070
Volunteer hours: 40

8.3.2. Key Projects

ESMENT

Esment is a non-profit organisation whose aim is that people with intellectual disabilities, and their families, enjoy and improve their quality of life, with access to the same opportunities as all citizens.

Camper and Esment have developed a very close relationship and work together in several areas:

- 1 . Hiring of printing and catering services (Esment Imprenta and Esment Alimentación).
- 2 . Recruitment of people at risk of social exclusion.
- 3 . Donation of Camper spaces for the development of Esment activities.
- 4 . Workshops given by the Camper Design team for the Esment group in Inca.

MALLORCA FOOD BANK AND INCA VIVA

Camper collaborates with the Mallorca Food Bank and the Inca Viva Association. Both organisations are dedicated to recovering food surpluses and collecting food donations from organisations, and using volunteers to distribute them to people in difficult circumstances.

In the case of Inca Viva, we donate a portion of our canteen supplies to them on a weekly basis. In this way we guarantee that the quality and price of the food products that reach the association is similar to what we source for our own people.

In the case of the Mallorca Food Bank we made a special collaboration at the end of 2021 where we wanted to involve our people at HQ, Inca. We challenged the team to donate a minimum of 250kg of food so that Camper could double this donation and thus make a Christmas donation of half a tonne of food for the most needy. The initiative was a success and our team reached the target.

OTHER DONATIONS

Finally, apart from our link with the organisations mentioned above, we have made other monetary and in-kind donations of our shoes to continue to support as many different organisations as possible.

KPIs

Services contracted to Esment: €75,427
Volunteer hours: 39

KPIs

Calculated value of food donations: €8,405

KPIs

Other local donations: €10,409
Donations of shoes: €21,216

8.3.2. Key Projects



THE WALKING SOCIETY

To WALK means to travel, to go from one place to another. In a metaphorical sense it also means to advance, to improve, to evolve, to innovate. TWS represents a virtual society of people from different social, cultural, economic, or geographical realities who, individually or collectively, dedicate their imagination and effort to contribute useful and positive ideas and solutions to improve the world in a simple, anonymous, honest way.

At The Walking Society, we work and collaborate with local artisans who put a face to Mallorca, highlighting their unique projects and ideas that express the spirit of the island, represent its essence, and shape our community.

In 2020, we revived our "Walk, Don't Run" campaign with the ninth issue of our magazine The Walking Society, a series of publications that embrace the brand's Mediterranean approach to culture, society, and community. The first issue of the revamped series featured Camper's home island of Mallorca. In 2021, it was followed by Sicily in issue 10 and Cyprus in issue 11.



CAMPER FOUNDATION

The Camper Foundation, born in 2012 and founded especially to support initiatives among disadvantaged groups, is the philanthropic organisation led by the Camper family. In an independent and purely philanthropic way, the Foundation reinforces the values of the company, supporting artistic, cultural, social, and environmental actions, and leaving a positive footprint on society.

8.3.3. Future Vision

Our vision for the future is to continue working with local partners to bring social value to our local community. Our commitment to Save the Med, Mallorca Preservation Foundation and Esment is of the utmost importance and we plan to collaborate with them on an ongoing and lasting basis. We will also continue to define our plan for social activities, in the search for additional projects in relation to our business and for the benefit of Mallorca, covering social and environmental issues.

KPIs

- Target to donate 1% of net income to NGOs.
- Average ESG rating for community engagement (50-59/100 robust).

8.3.4. External Interview Esment



Marta García
(Technical Coordination Esment Inca)

Introduction about Esment:

We are an organisation that was born in 1962 so that people with intellectual disabilities and their families could enjoy their lives. From the beginning, the entity has been focused on the protection and defence of the rights of people and their families (the right to a dignified image, to a job, to a home, to be able to choose the support according to their needs, to be able to enjoy meaningful relationships...).

With the passing of time, the entity has evolved and shares its way of working with people who have other needs. The values, on which the entity is based, have gradually evolved and adapted with changes over time.

The core business of the organisation is our way of supporting people and doing things: with care and attention to detail. The Mallorcan word that describes this attitude is esment, a term that has been part of our brand heritage for years.

What would you highlight from your relationship with Camper?

Although both organisations work in different professional fields, Camper and Esment share the same values and ways of doing things. The concern for a job well done, commitment to people, care for the environment, concern for environmental sustainability, transparency in management, the value of proximity, and respect for history and tradition.

From the very beginning, Esment has felt very supported by the Camper team. We had the honour of being given a space while the construction of our headquarters in Inca was being completed; they allowed us to learn and collaborate in their canteen, they showed us their projects and ways of working, and we went on guided tours. The collaboration enriches us in both the professional and human spheres. Currently, a series of workshops are being held with different departments of Camper so that both entities can share experiences and exchange knowledge. Currently, an agricultural activity is being carried out in a space provided by Camper. This space allows people to develop a meaningful occupation close to their homes.

How do you contribute to sustainable development through your relationship?

Both Esment and Camper are committed to the 2030 Agenda and the Sustainable Development Goals (SDGs). This agreement reflects the fulfilment of SDG 17 since, thanks to this alliance, Camper will contribute to Esment to meet three goals: Quality education (SDG 4), Decent work and economic growth (SDG 8), and Reducing inequalities (SDG 10). Camper, in addition to providing space, organising training workshops related to design, working with Esment in the development of

activities aimed at generating meaningful employment and new projects, hires people trained by Esment, provides printing services, buys the products of the agri-food workshop, and rents rooms. Thanks to its contribution, decent work is generated for people in need of support, quality education, and the reduction of inequalities.

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