



# Sustainability Report

CAMPER

20  
20



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# About this report

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About this  
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Introduction  
by Miguel  
Fluxà

This report highlights our sustainability efforts during the year 2020, outlining our objectives, activities and results to generate a positive impact towards society, our people and to the environment. Our vision of sustainability is reflected in the evolved concept: “A Little Better, Never Perfect”, and works alongside our mission to delight people with a playful, sustainable and responsible walking experience.

The structure of this report is based on the ESG strategy, which was defined by our materiality assessment and enables us to measure our key sustainability impacts.

We are working to ensure that our entire process is transparent, ethical and environmentally responsible. Our fundamental objective is to achieve ambitious goals before setting new ones, and our commitment to people and the planet is never ending.

The calculations and information presented have been obtained from the closure of the 2020 financial year and show the most significant and fundamental sustainability impacts in accordance with GRI standards.





## 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).

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

## Letter from our CEO, Miquel Fluxà

It seems almost unimaginable that something could have entered with such speed into our lives, and within less than a year, have such a catastrophic human and economic impact. A virus, which has forced us to rethink our priorities and decide who we are as individuals and organisations. A virus which is causing unprecedented transformation in society and in the business world.

Over this relatively short period, changes have accelerated that otherwise would have taken years. 2020 has reminded us of how literally connected we are, where a health crisis is able to spread throughout the world in just a few weeks. As much as new borders are put in place, reality shows us that they are increasingly non-existent. It has also shown us the capacity we have to adapt.

Undoubtedly this capacity for innovation and co-operation is already changing our own business, and I am proud of the steps that we took during the year to; evolve, play on our strengths, limit damage, and increase our speed to innovate.

Camper has always been a company with strong values and responsibility since its inception, something which we know consumers will increasingly demand from companies especially as a result of events this last year. Our mission: WALKING WITH PURPOSE: *Delighting people with a playful, sustainable and responsible walking experience*, is more relevant than ever and gives us clear direction on what we want to achieve.

Furthermore, during 2020 we took the decision to intensify our investment towards our future. Our sustainability approach has always been focused on continuous improvement: A Little Better, Never Perfect. But our speed of change advanced. We commenced numerous new projects, many of which will be felt in 2021 and beyond.

We became more resolved to work towards a lower carbon impact plan, measuring our footprint for the first time. We set stricter goals on sourcing and product environmental performance with an aim to eliminate non-renewable materials, we began our customer takeback programme to avoid sending shoes to landfill, and we became more committed to strengthening the care and protection of people, our own and our wider stakeholders. We are also working to establish more robust processes in order to have greater transparency as to our efforts – so that we can be held accountable at every step.

More than ever, we understand that our business operates in an ecosystem of interdependent organizations and it is vital to build a collective and coordinated response to global challenges. We talked with our stakeholders to consider the relevance of our approach on a micro and macro level. We are committed to collaborating to work towards the climate change agreement set out in Paris, and the UN's Sustainable Development Goals.

As one of the few private footwear businesses that remain, I am proud of our teams, the people who collaborate with us every day, and our partners who support us at every step along our journey. We have ambitious plans, and despite the challenges we face, the efforts of those people and their enthusiasm are enabling us to come out stronger than before – not only as a business but as a community.

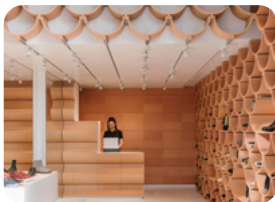
# Highlights 2020

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# 2



2020 Highlights



STORES

Approximately 300 stores.



COUNTRIES

Presence in more than 40 countries.



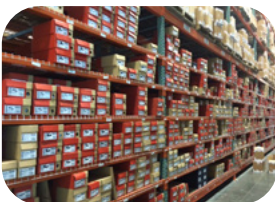
EMPLOYEES

808 employees.



SUPPLIER CODE OF CONDUCT

100% of manufacturers committed to our Code of Conduct.



CARBON FOOTPRINT

44.35 % emissions reduction compared to baseline year (2019).



GREEN ENERGY

Green energy certification in Spain.



BETTER PRODUCTS

46% of our collection includes styles with at least 50% better materials at the end of 2020.

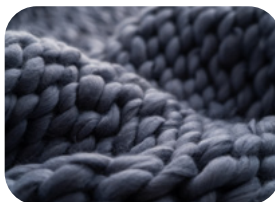


BETTER MATERIALS

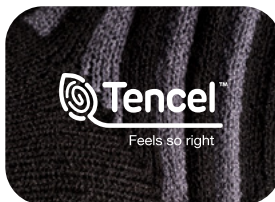
Using premium leathers that are a byproduct of the meat industry from traceable suppliers that meet environmental standards.



Using certified cotton (BCI), recycled cotton (GRS) and organic cotton (GOTS) in our collections.



All our wool is sourced from the UK and New Zealand to guarantee good animal welfare practices.



Blends containing at least 60% TENCEL Lyocell fibres, originating from wood pulp sourced from sustainable forests using a circular production process.



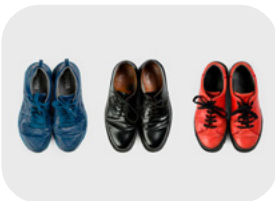
TOGETHER WITH ECOALF

A collaboration that reinterprets Courb using recycled materials.



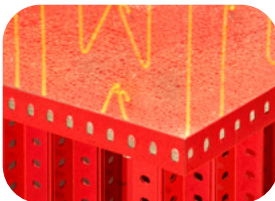
25TH ANNIVERSARY OF PELOTAS

The iconic and original Pelotas celebrates its 25th anniversary with a new lifetime warranty.



SECOND LIFE PROJECT

Our shoes are made to deserve a second life.



NEW OUTLET STORE IN MALAGA

Joining forces with Joge Penadés to Rethink, Reuse, Recycle.



SAVE THE MED

Working to regenerate the biodiversity of the Mediterranean Sea.



ESMENT

Supporting people with intellectual disabilities to improve their quality of life and encourage equal opportunities.

# About Camper

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**Our Mission  
and Values**

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**A Brief Walk  
Throught Our  
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**Our Brand  
Pillars**

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**Our Global  
Presence in the  
Value Chain**

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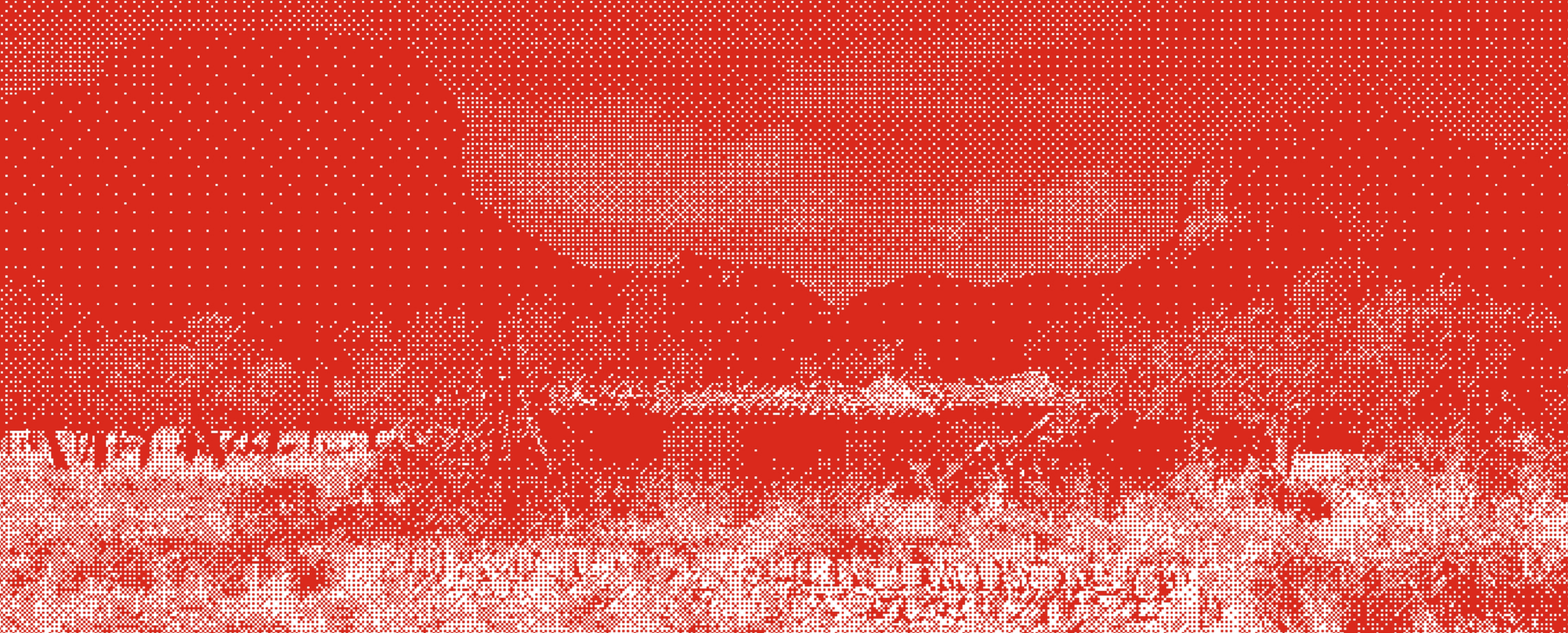
**3.5**

**Our  
Governance  
Model**



# Our Mission and Values

# 3.1





# About Camper

CAMPER means ‘peasant’ in Mallorcan. The austerity, simplicity and measured 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 offer useful, original and quality products, promoting their variety with the purpose of developing and improving them through innovation, technique and aesthetics.

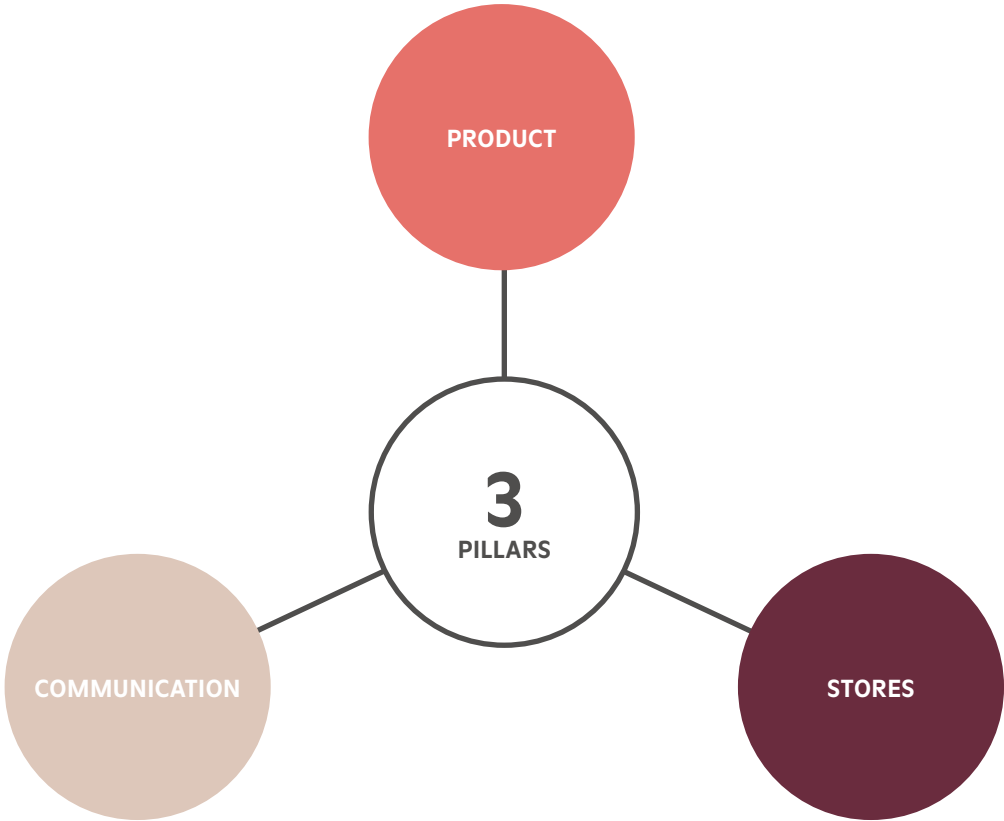
We develop our business activity with a more cultural and human approach, where our mission is to enthuse people with a fun, sustainable and responsible walking experience.

Since its inception, and after more than 45 years, the essential values of the brand have endured over time, being current and more present than ever as an intrinsic part of our DNA, our brand. Camper.

### Mission

WALK WITH PURPOSE

The brand is based on three pillars: **Product, Stores and Communication**, and sustainability is integrated within each of them.



## Values



### REAL

We have been shoemakers for over 140 years. Quality and craftsmanship remain at the heart of what we do.



### IMAGINATIVE

Camper thinks differently. And we want to be seen to be different. But not in a loud, showy way. We will add a twist of understated imagination to everything we do – in product, retail and communication.



### PLAYFUL

Camper is from the Mediterranean. We are serious about what we do but do not take ourselves too seriously. We walk, we don't run. And we will always try to add a smile to life.



### CARING

Camper is about people with local values and global horizons. We will do the right thing for the people and the environment wherever we work.



# A Brief Walk Through Our History

3.2







1877

Antonio Fluxà set up the first shoe factory, after a trip to England from where he brought the first shoe sewing machines.



1975

Camper is born in Inca, Mallorca. Camaleón, our first shoe, was created with sustainability at its core: using scraps of leather and tire rubber, recreating the shoe originally worn by the Mallorcan farmers.



1981

The first Camper store opens in Barcelona with an innovative concept, displaying the product by size, highly conceptual shop windows and a strong graphic identity.



1982

Runner: The first sports-inspired shoe with which we began sponsoring sporting events, and developing the concept of healthy lifestyle.



1988

TWINS: Our commitment to creativity and diversity that resulted in the creation of asymmetrical shoes.



1990

Slogan: "Me gusta caminar": Reaffirmation of Camper's sustainable and nature-friendly values within the brand's identity.



1993

Terra is born, a shoe made with natural materials such as linen, raffia and esparto, (a type of rush) continues our journey to develop new concepts in footwear.



1994

The exhibition *Zapatos Artista* in collaboration with the Foundation Pilar i Joan Miró, includes footwear used by more than 100 artists such as Susy Gómez, Salvador Dalí, Mistuo Miura, and Keith Haring.



1995

The iconic Pelotas is conceived, which in 2020, on its 25th anniversary, now includes a lifetime guarantee, a symbol that supports our firm commitment to truly sustainable and long-lasting footwear.



1998

Camper wins the National Design Award, assigned by the Ministry of Industry and Energy - In recognition of the value of the organisation, its attitude and work ethic, as well as the results achieved over time.



1999

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



2000

With the aim of reducing both waste and energy consumption, Camper's first non-material shoe, Wabi, was born. Inspired by Japanese minimalism, it is a nod to simplicity and efficient design.



*Walk don't Run*, is the result of the evolution of our slogan, helping to reinforce the company's values.



2001

*Shoes and Indigenous Art*, a Camper conversation with various indigenous tribes from America, Asia, Africa and Oceania to explore diversity and artisan traditions applied to shoes.



2002

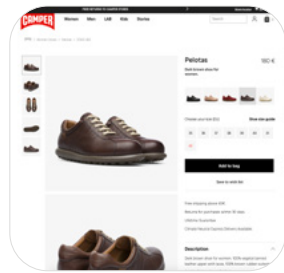
*If you don't need it, don't buy it* - Camper reinforces its commitment to promote long-lasting designs - a departure from the fast fashion concept.



2003

Foodball: CAMPER FoodBALL was born with the intention of transporting the CAMPER values and spirit to the culinary world, creating an innovative concept based on healthy and real food.



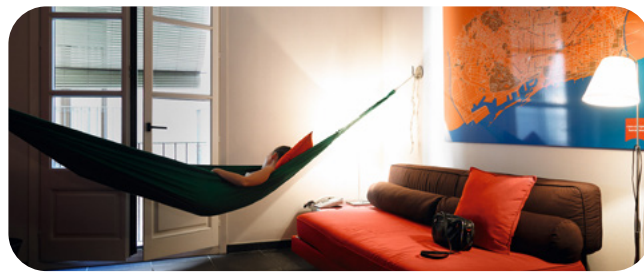


2003

The online store opens, commencing our journey towards an omnichannel customer experience.



The Camper Foundation is created to support artistic, cultural, social and environmental initiatives. It opens with a lecture by Anita Roddick.



2005

The opening of Casa Camper Barcelona, and four years later, casa camper Berlin. A contemporary minimalist experience, reducing waste by recycling

whenever possible, eliminating the minibar, eliminating single-use personal hygiene items and using green energy and recycled water.



2006

Launch of *Camper Together*, collaborations with artists, designers and architects to create unique products and stores.



2008

We celebrate our first Summer Workshop at Son Fortesa for Design students to develop their skills.



2012

We created two Camper stores in Spain with the Arrels Foundation, designing interiors with recycled materials and installed by a team of people at risk of social exclusion.



2014

Launch of CAMPERLAB, a concept that houses the most advanced, innovative avant garde designs of the brand.



2015

Life on Foot - Camper at the London Design Museum, commemorating the brand's 40th anniversary.



2019

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



We established a long-term relationship with Save the Med Foundation that works to regenerate the biodiversity of the Mediterranean Sea in harmony with local populations.

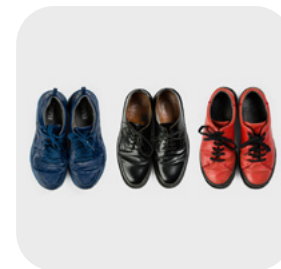


We joined the Sustainable Apparel Coalition (SAC) to work with other industry members to drive environmental and social best practices and standards.



2020

Our store in Malaga opens using recycled materials, previously used furniture and concepts of shelves and tables that can be used again.



Our commitment to eliminating waste led us to launch SECOND LIFE, a shoe recycling program where shoes can be returned and sorted with the aim to reuse and recycle.



We signed a commitment with the Esment Foundation in Mallorca, which provides support to people with learning difficulties and their families.

# Our Brand Pillars

3.3

3.3.1

Product

3.3.2

Camper Stores

3.3.3

Communication


Camper Footwear

Camper’s collections are designed and developed in Inca, in the rural heart of Mallorca, its island home. Here a young creative team works alongside artisans to create approximately 500 models each season. Camper’s approach to creating unique seasonal collections is by combining decades of shoemaking heritage with the latest in design-driven innovation.


By selecting quality materials and utilizing the latest in footwear technology, we take a 360-degree approach to design, building long-lasting products with innovation at their core and sustainability in mind.


Product development is centered around four areas: continuous design innovation, high quality materials, outstanding production processes and long-lasting leading partnerships.

REINFORCED ICONS




The most iconic shoe in Camper’s history, Pelotas reached its 25-year milestone with a new lifetime warranty committing to the premium quality of both the construction and materials of this classic model.







UNIQUE APPROACH




Opposite but complementary, since 1988. TWINS is the ultimate expression of our imagination, innovation and creativity, reflecting the fun and unconventional spirit for more than three decades.







NEW DEVELOPMENTS



Refreshing the unique styles of Right and Upright, these styles are updated with an innovative knitted construction technique that contains TENCEL™ Lyocell fibres from botanic origin, derived from sustainably grown wood sources.







# CAMPERLAB

First launched in 2014, CAMPERLAB features progressive designs that reinforce and reimagine the brand’s Mallorcan heritage from a different point of view, to reflect the spirit of the island through a refined and avant garde aesthetic. With three stores in Paris, London and New York, the collection is also available through selected partners and online.



During the second half of 2020 our newly appointed creative director, Achilles Ion Gabriel, launched his first collection under the CAMPERLAB label. Responsible for leading the product design team and establishing the creative strategy of its products, the Finnish shoe designer also extends his remit across the Camper main collection and Camper for Kids with the first collection in A/W 2021.

NEW HERITAGE

Inspired by the field boots of Mallorcan farmers, Traktori is a new and versatile urban line that stands out for its voluminous rough sole and its minimalist design.

UNEXPECTED DETAILS

Leaving the unisex world of Camper, Juanita applies a feminine approach combining different types of heels and volumes with unique elements and attention to detail.

CLASSIC REINTERPRETATION

This style reconstructs two timeless shoe styles: moccasins and Chelsea boots, with premium details like brushed leather and blended rubber outsoles.



# camper to&ether

Camper Together is the result of collaboration with leading international designers and brands in art, fashion, industrial design and architecture to create unique products and stores. Since its inception in 2006, Camper Together has worked to develop original concepts that fuse the artist's signature style with Camper's own DNA.

2020 collaborations include:

- KIKO KOSTADINOV
- POP TRADING COMPANY
- COCO CAPITÁN
- ECOALF
- BERNHARD WILLHELM





Camper for Kids offers a 360° solution to keep children's growing feet healthy and happy while respecting their natural development thanks to its unique ergonomic construction. Using the same guidelines for quality and craftsmanship as the Adult Collection, the Kids Collections range from size 20 to 38 and offer fun, easy-to-wear, versatile, built to last, and adventure ready styles.

The First Walkers collection includes flexible but sturdy models to help the little ones when they start walking.





# Accessories

The Accessories Collection applies our inherent brand design principles: selecting the best possible elements creating unique and durable items. It includes bags, small accessories such as purses and socks, replacement or replenishment of items and cleaning products to preserve footwear.



Camper Stores

Our personality and love of diversity is transmitted through the identity of its stores. With different designs depending on its unique location but with Camper’s DNA at its core, the result is a unique and non-homogenized collection of stores around the world.

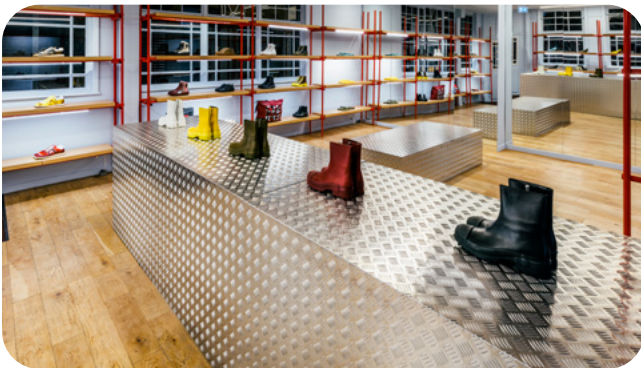
The first store opened in 1981 in Barcelona, and today we have approximately 300 stores around the world.



Camper Store. Valencia, Spain.

CAMPERLAB

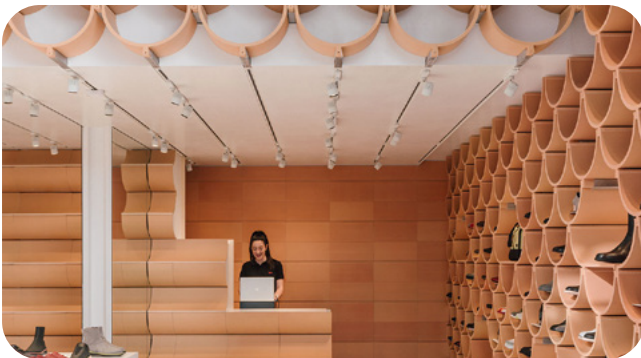
In 2014, we launched CAMPERLAB, an experimental concept that worked to reimagine and evolve our approach to retail. Setting a distinctive tone and style, the three stores based in Paris, London and New York house the CAMPERLAB brand exclusives, a collection of select seasonal styles and limited-distribution collaborations.



CAMPERLAB London, UK.

Camper TO&ETHER

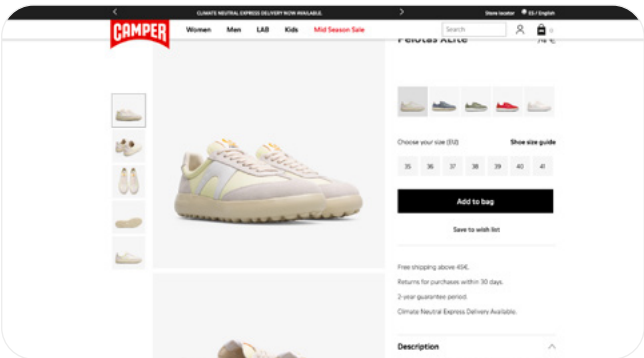
The first steps of Camper Together began as a collaboration thanks to the contributions of designers, architects and artists. As far as possible, we work with local materials and energy efficient installations to minimise the environmental impact.



Camper To&ether, Kendo Kuma. Barcelona, Spain.

ONLINE STORE

Camper’s online store first opened back in 2003. Since then, integration of the physical points of sale and the online channel have been blurred enabling customers to receive a ubiquitous experience, offering a greater selection of products, sizes and buying experiences.



www.camper.com

NEW CREATIVE DIRECTION

In 2020, CAMPERLAB stores were updated with a fresh look by new creative director, Achilles Ion Gabriel. Rich tones and details reflect the brand’s unique approach to the creative process. Often inspired by the beauty of contradictions, CAMPERLAB explores design from a different point of view, creating stores and collections which reflect the spirit of the island through an authentic and honest aesthetic.



CAMPERLAB Paris, France.

CIRCULAR STORE CONCEPT

Camper Together with Jorge Penadés: Spanish designer Jorge Penadés developed the new store in Málaga which opened during 2020. This new Together project is based on three key brand concepts: recover, recycle and reuse. Selecting items from the Warehouse in Mallorca, the designer worked with old retail furniture, modular fixings and just three metal items: perforated profiles, brackets and screws...which later on can be dismantled and used for another purpose.



Camper To&ether, Jorge Penadés. Málaga, Spain.



Return to Source

The “Walk, Don’t Run” philosophy has been part of Camper’s identity since its origins. Slowing down and reflecting on our work and our ability to improve is an act of responsibility that gives rise to a form of collective consciousness.

We express this fundamental concept by relaunching The Walking Society, a publishing project with a total of nine print editions, first launched in 2001. The Walking Society is not only a magazine, but also a virtual community open to all people committed to global evolution and progress, and aims to be a reunion of Camper with the Mediterranean and its rural origins.

The launch of No. 9, in September 2020, showcased the local island of Mallorca with which the brand most identifies.



The Walking Society N° 1, Mallorca, 2001



The Walking Society No. 2, Morocco, 2001



The Walking Society N° 3, Greece, 2002



The Walking Society N° 9, Mallorca, 2020



The Walking Society N° 4, Italy, 2002



The Walking Society N° 5, France, 2003



The Walking Society N° 6, Egypt, 2003



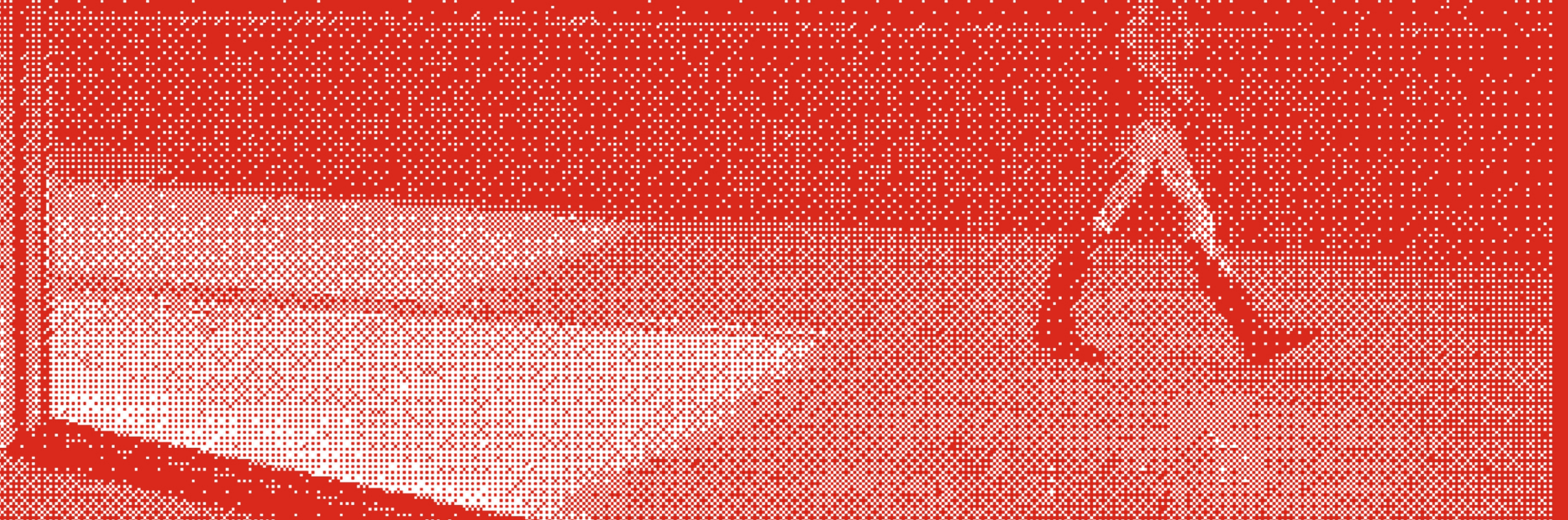
The Walking Society Campaign, Mallorca, 2020





# Our global presence in the value chain

3.4





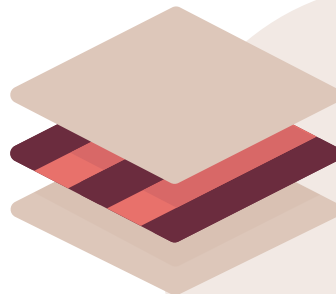


## 1. Design

Creative process with a unique identity based on design, innovation and tradition.

We integrate sustainable design perspectives to develop durable designs with the least possible environmental impact.

**808 employees in 19 countries**

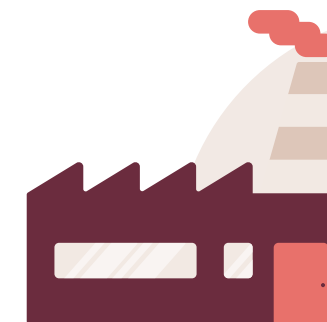


## 2. Raw materials

Selection of the best raw materials, both of natural and synthetic origin, working towards renewable natural sources, recycled or innovative textiles.

A clear objective of continuous improvement through recognised certifications, making sure we create the least possible impact.

**Includes Vietnam, China, India, Korea, Taiwan, Italy**



## 3. Manufacturing

Outsourced model with production concentrated in a small number of factories with exceptional standards and long-term partner relationships.

We work with our manufacturers to deliver excellent results in compliance with social and environmental requirements.

**5 factories in Europe and Asia**



## 6. Post sale

Global customer service mechanisms providing support and value both during and after the sale.

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

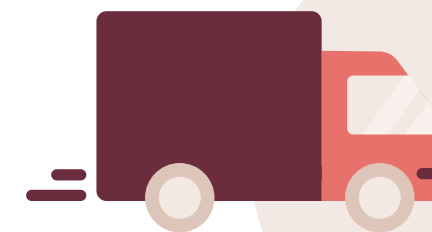
**Second Life sorting at Logistic Centre in Spain, with in-store repair service and our workshop in Mallorca**



## 5. Sale

Omnichannel: Camper stores, CAMPERLAB stores and Camper online. Global presence through distributors, multi-brand stores and online platforms.

**300 company-owned stores in 40 countries and a network of distributors and partners around the world**



## 4. Logistics

Distribution process comprised of warehouses, logistics centres and transportations strategically distributed geographically.

We continuously introduce elements of work to reduce environmental impact - and include carbon footprint measurement.

**Spain, China and the US**

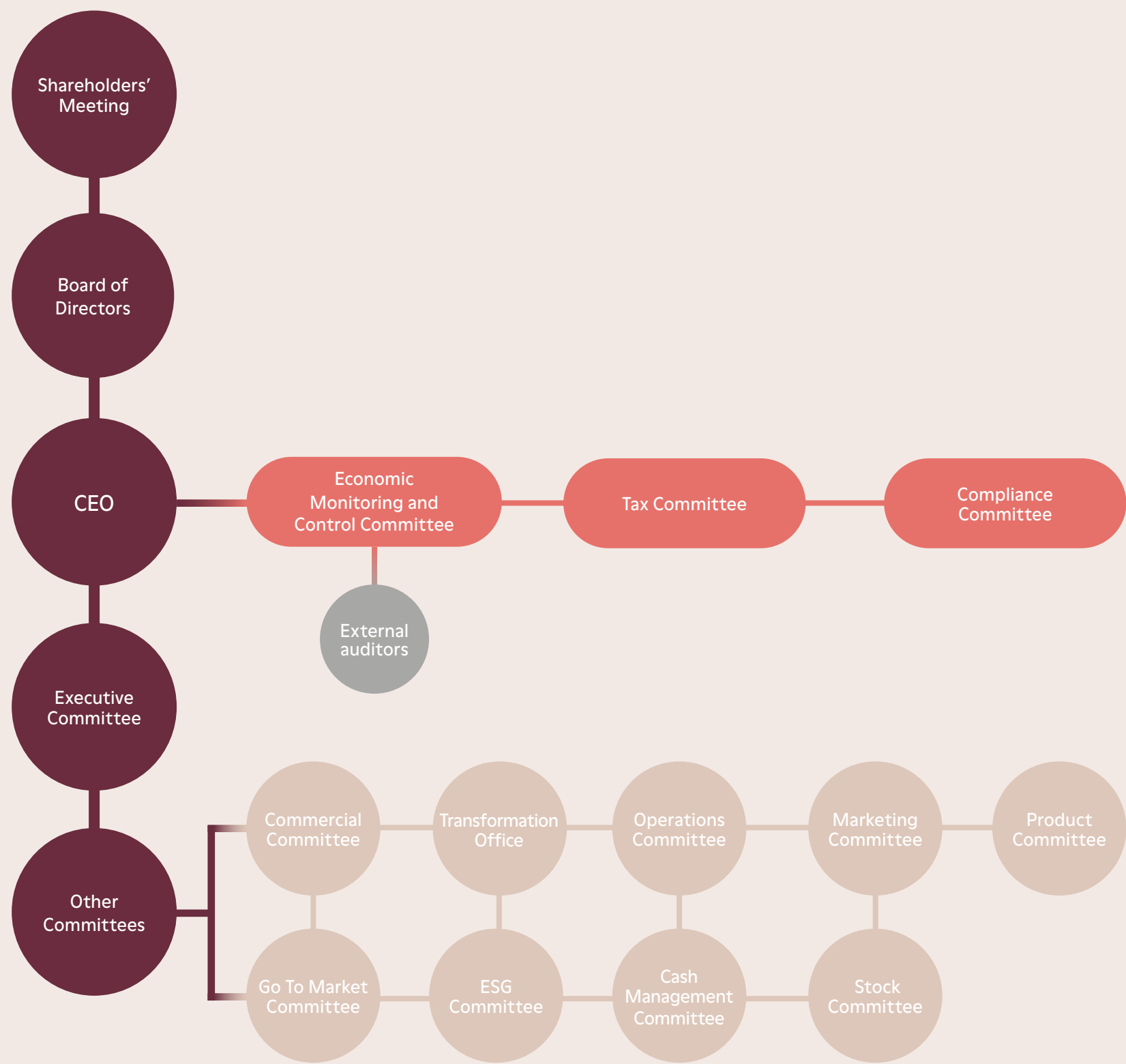


# Our Governance Model

3.5



Our Governance Model



Camper has established a series of governing bodies that are responsible for ensuring optimal management, safeguarding the interests of shareholders and stakeholders alike.

The governance model is controlled following the principles of transparency, business ethics, rigour and an appropriate separation of functions between decision-making bodies, both in decision-making and in execution, control and monitoring, to ensure the long-term sustainability of the business and growth of brand equity.

The governing bodies include:

- The **Shareholders' Meeting** is the Group's sovereign body in which shareholders meet periodically to evaluate the Group's management and the achievement of results. The Group's annual accounts are also approved at this meeting.
- The **Board of Directors** is the highest decision-making body in the Group, in charge of supervision and control of its management, at the same time defining the policies and approving, among other things, the strategic plan and its corresponding budget allocation. The Board of Directors has three advisory committees, which are delegated to the CEO of the company.

The *Economic Monitoring and Control Committee*: has the purpose of monitoring the economic evolution of the business from the perspective of the value of the company with a focus on balance management, degree of compliance with the objectives of the Business Plan and inherent risk control.

The *Tax Committee*: guarantees compliance in tax and customs matters.

The *Compliance Committee*: guarantees regulatory compliance and the prevention of risks that cause civil and criminal liability.

- The **Executive Committee** is in charge of the daily management of Camper, which is monitored in financial and non-financial results, in order to generate long-term sustainable value. It is a body strongly oriented towards results. The Executive Committee is supported by a series of **committees** that are in charge of the management of the identified risks and the analysis of opportunities in the business and that are based on the objectives of the Strategic Plan.



Likewise, the governance model is based on five pillars:

The **Risk Management and Control System** is the main tool to identify, define, manage and control the organization's internal and external risks.

The **Organisational Management System** is the assurance that the business is well managed in its different areas and that the strategic objectives are achieved with adequate management of the risks associated with it.

The **Regulatory body** (Policies): All policies are communicated to everyone within the organization and are available on the Camper Corporate Intranet.

The **Compliance System** aims to prevent and control risks in the event of possible regulatory breaches, thus limiting the impact at the level of both civil and criminal responsibilities against the company. Additionally, it seeks to make the entire organization aware of the creation of a management culture where values, both ethical and responsible, prevail.

The **Code of Ethics and Conduct** is the fundamental set of rules in which the company's general principles of behaviour are established, with respect to its partners, administrators, management team (Executive Committee), middle managers (Heads and Managers) with other employees, and other collaborators.

# About our sustainability journey

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# 4

**4.1**  
**Materiality Analysis**

**4.2**  
**Our vision and commitments:**  
**“A Little Better, Never Perfect”**



# Materiality Analysis

# 4.1

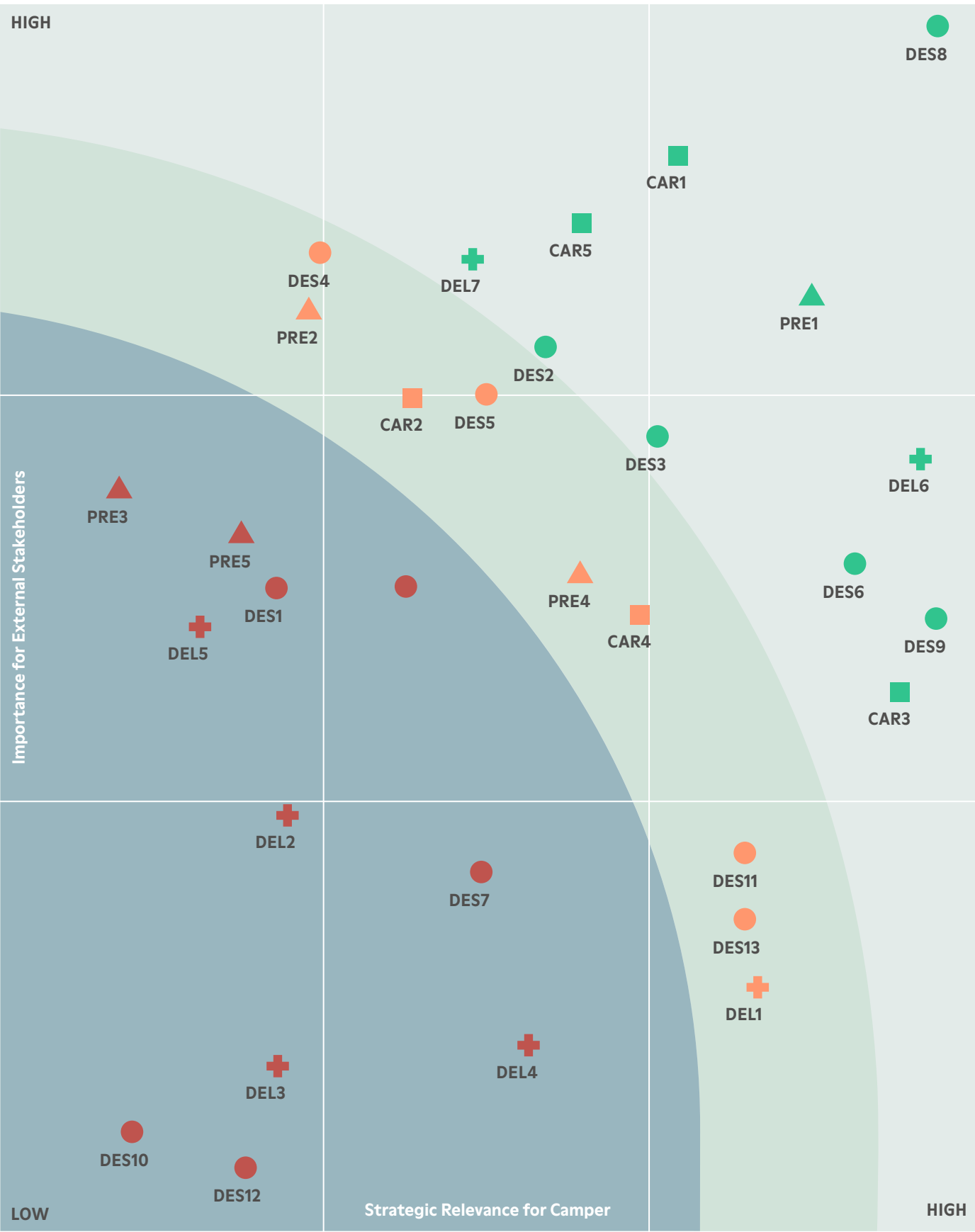
As a starting point to define and establish priorities in sustainability, we have identified and prioritized material issues throughout our value chain, through a materiality analysis.

In keeping with the GRI\* standards, we have carried out a double consultation - external and internal - to our most relevant stakeholders in order to identify the most important sustainability issues with perspective.

In order to identify Camper's strategic priorities, we consulted 119 people who are part of our most relevant stakeholders: employees and managers, suppliers, clients, sector organizations and NGOs, among others. The results of the materiality analysis are as follows:

Prioritization of Material Topics

HIGH			
<div>● DES2</div> <div>Sustainably harvested materials</div>	<div>● DES3</div> <div>Recycled, reused or compostable materials</div>	<div>● DES6</div> <div>Circularity of products</div>	<div>● DES8</div> <div>Quality, durability and warranty of products</div>
<div>● DES9</div> <div>Design, creativity and innovation</div>	<div>+ DEL6</div> <div>Business model and profitability</div>	<div>+ DEL7</div> <div>Partnerships and cooperation with the sector and stakeholders</div>	<div>■ CAR1</div> <div>Human rights and fair and safe working conditions</div>
<div>■ CAR3</div> <div>Talent attraction, retention and development</div>	<div>■ CAR5</div> <div>Social conditions and human rights in the supply chain</div>	<div>▲ PRE1</div> <div>Energy, carbon footprint and climate change</div>	
MEDIUM			
<div>● DES4</div> <div>Sustainable packaging</div>	<div>● DES5</div> <div>Transparency, labelling and product traceability</div>	<div>● DES11</div> <div>Brand protection and management</div>	<div>● DES13</div> <div>Customer experience</div>
<div>+ DEL1</div> <div>Responsible and transparent governance</div>	<div>■ CAR2</div> <div>Diversity and equality</div>	<div>■ CAR4</div> <div>Relationship with local communities</div>	<div>▲ PRE2</div> <div>Waste management and reduction</div>
<div>▲ PRE4</div> <div>Natural resources and biodiversity</div>			
LOW			
<div>● DES1</div> <div>Chemicals and toxic free materials</div>	<div>● DES7</div> <div>Recovery of unsold products and/or at the end of their lifecycle</div>	<div>● DES10</div> <div>Product safety</div>	<div>● DES12</div> <div>Privacy and data protection</div>
<div>+ DEL2</div> <div>Compliance</div>	<div>+ DEL3</div> <div>Fiscal transparency and tax contribution</div>	<div>+ DEL4</div> <div>Risk management and control system</div>	<div>+ DEL5</div> <div>Corruption and bribery</div>
<div>▲ PRE3</div> <div>Water management</div>	<div>▲ PRE5</div> <div>Animal welfare</div>		





# Our vision and commitments:

# 4.2

## “A Little Better, Never Perfect”

Following a review of our Materiality Assessment, we formulated the integrated sustainability strategy: “A Little Better, Never Perfect”





### Designing unique outstanding walking experiences

We are committed to developing unique and innovative products and a shopping experience that has the lowest possible environmental impact: we take care of both the selection of the materials of our shoes and the design so that production processes are as efficient and circular as possible.

ESG OBJECTIVES	CONTRIBUTION TO SDGs
Source of better materials	15
Design circular schemes	12
Deliver superior and durable products	12
Offer unique customer experiences	12



### Delivering responsible and ethical growth

We are committed to ensuring that our decision-making processes and management mechanisms fulfill the company's objectives and promote its continuous improvement, maintaining good practices both at the level of regulatory compliance and in its principles, ethics, in the eyes of our stakeholders.

ESG OBJECTIVES	CONTRIBUTION TO SDGs
Strengthen the governance, compliance and risk management model	16
Maintain a sustainable and profitable business model	8, 16
Foster stakeholder cooperation and partnerships	17



### Preserving and conserving natural resources

We are committed to ensuring that all of our business processes minimize potential harm, and/or create opportunities to preserve and protect animals, land and water, including not only the purchase of raw materials, but also considering the use of energy, the generation of carbon emissions, the use of chemical products or other significant environmental impacts that occur in our value chain.

ESG OBJECTIVES	CONTRIBUTION TO SDGs
Manage environmental impacts	6, 7, 13



### Caring about human progress

We are committed to developing and fostering human growth and development for all the people who make our business possible and work in our environment: from our employees and suppliers who work to produce our shoes around the world, to our local communities, with a special focus on our home: Mallorca.

ESG OBJECTIVES	CONTRIBUTION TO SDGs
Promote the human and professional development	5, 8, 10
Foster inclusive growth	8, 10, 14




# Our Contribution to SDGs

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and improve the lives and prospects of people around the world. In 2015, all United Nations Member States approved 17 Goals as part of the 2030 Agenda for Sustainable Development, which establishes a shared plan between governments, companies and individuals to achieve the Goals in 15 years.

At Camper, we act in those material areas that are part of our vision and strategy. Consequently, we contribute to different SDGs at various levels and in different intensities. Our “A Little Better, Never Perfect” strategy contributes to the following SDGs through:

SDG 8


DECENT WORK AND ECONOMIC GROWTH



In order to guarantee the continuity of the company and, with it, the economic, social and labour impact generated, Camper continuously works to improve the levels of productivity and profitability of its business model through innovation, as well as to guarantee that jobs that are directly and indirectly created by the company are high quality, safe and respectful of human rights through its regulatory body's various mechanisms.

SDG 5

GENDER EQUALITY



Since the fashion sector has a high representation of women in all its aspects (design, manufacture, sale, etc.), Camper is working to guarantee a more inclusive, diverse and equal work environment throughout the entire value chain. The importance of this issue and the actions around it are included in the Diversity, Equality and Inclusion Policy.

SDG 6


CLEAN WATER AND SANITATION



Given the significant impact on water quality of the textile manufacturing processes, Camper promotes compliance with measures related to sanitation and efficient use of water also including manufacturers.

SDG 7


AFFORDABLE AND CLEAN ENERGY



Camper contributes to the efficient use of energy and supply and self-consumption of renewable energy in the company's operating facilities and production processes.

SDG 10

REDUCE INEQUALITIES



In order to contribute to promoting the social and economic inclusion of all people in the company's value chain, both its direct employees and those of its suppliers, Camper promotes the provision of a decent salary and promotes monitoring mechanisms of social conditions, for example through recurrent audits of the most significant suppliers or the Code of Conduct for Suppliers.

SDG 12


RESPONSIBLE CONSUMPTION AND PRODUCTION



With a historical legacy focused on the design of sustainable products, well made, durable and with a timeless design, Camper has transformed its vision to incorporate the philosophy of the circular economy through sustainable design, reducing the use of resources, improving the recyclability, using recycled materials and promoting projects to extend the life cycle, among others.

SDG 13


CLIMATE ACTION



Camper contributes to the global reduction of carbon emissions as a strategic priority, through a holistic approach to measuring, reducing and offsetting its footprint.

SDG 14

LIFE BELOW WATER



Camper has Mediterranean roots within the Balearic Islands, the birthplace and home of the company. For this reason, the company collaborates with local entities focused on the conservation and protection of the Mediterranean Sea, as well as on the recovery of plastics that can be reused in production processes.

SDG 15


LIFE ON LAND



As part of the strategy of using better materials with a lower environmental impact, Camper prioritizes the purchase of better and certified materials, from organic agriculture and that guarantee animal welfare. In this way, the company contributes to the conservation and sustainable use of natural terrestrial ecosystems.

SDG 16

PEACE, JUSTICE AND STRONG INSTITUTIONS



As part of its main responsibilities, Camper works to build a business that complies with current regulations, that is highly responsible to its stakeholders and that carries out ethical and sustainable business practices through tools such as the Code of Conduct and Ethics, the regulatory body or organisational management systems.

SDG 17

PARTNERSHIPS FOR THE GOALS



Camper understands that the only way to multiply the positive impact and support SDG goals is through the creation of alliances and partnerships for the implementation of projects and improvements in the industry.

# Designing unique and outstanding walking experiences

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5

5.1

**Approach and highlights 2020**

5.2

**Design Circular Schemes**

5.3

**Sourcing Better Materials**

5.4

**Deliver Superior and Durable Products**

5.5

**Offer Unique Customer Experiences**



# Approach and highlights 2020

# 5.1





# Commitment

## DESIGNING BETTER PRODUCTS

Our goal is to lower the impact of every product: “Better Products”. This is reflected in each stage of life of our footwear: from design, materials, manufacture, distribution to - once used - a second life, until the end of the product’s own lifecycle.

Our environmental impact is focused on the selection of materials for each component. Examining the materials we use and where they come from is one of our greatest opportunities for improvement. In order to achieve this, we have created a mechanism that allows us to measure and classify each shoe that we produce. We set a specific weighting to each part of a shoe: upper, lining, insole, components and sole.

In this way, we obtain a global image of how each part of the shoe is altered in order to improve the overall shoe shoe, guaranteeing a process of continuous and rigorous improvement.

Each pair of Camper shoes is classified according to the following criteria:

CLASSIFICATION	DEFINITION	2019		2020	
		S/S	F/W	S/S	F/W
ADVANCED	Latest generation footwear that must be fully circular.	0%	0%	0%	0%
BETTER	More than 70% of the elements guaranteed as “better”.	0%	0%	8%	15%
IN CONSIDERATION	More than 50% of the shoe has “better” materials.	23%	7%	31%	46%
IN DEVELOPMENT	At least one of the parts of the shoe is categorized as “better”.	57%	73%	55%	34%
UNCLASSIFIED	—	20%	20%	5%	5%



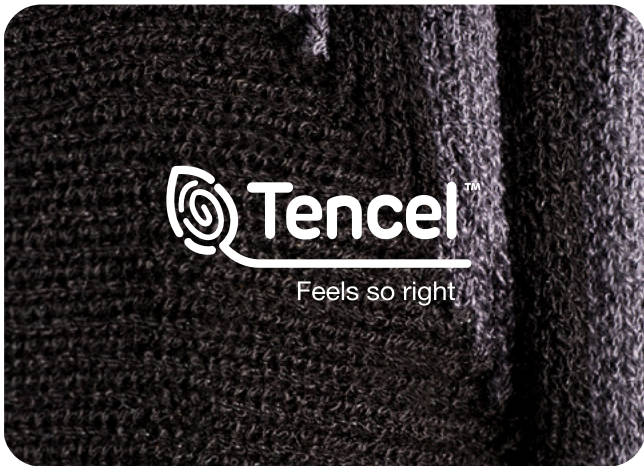
Highlights 2020



SUPERIOR DURABILITY: LIFETIME GUARANTEE



UNIQUE COLLABORATIONS: TOGETHER WITH ECOALF



TENCEL™ INNOVATION



CERTIFIED NATURAL MATERIALS: LWG & BCI

Related SDGs

SDG 12  
RESPONSIBLE CONSUMPTION AND PRODUCTION

**12.2** By 2030, achieve the sustainable management and efficient use of natural resources.

**12.4** By 2020, achieve the environmentally sound management of chemicals and all waste throughout their lifecycle.

**12.5** By 2030, significantly reduce waste generation through prevention, reduction, recycling and reuse activities.

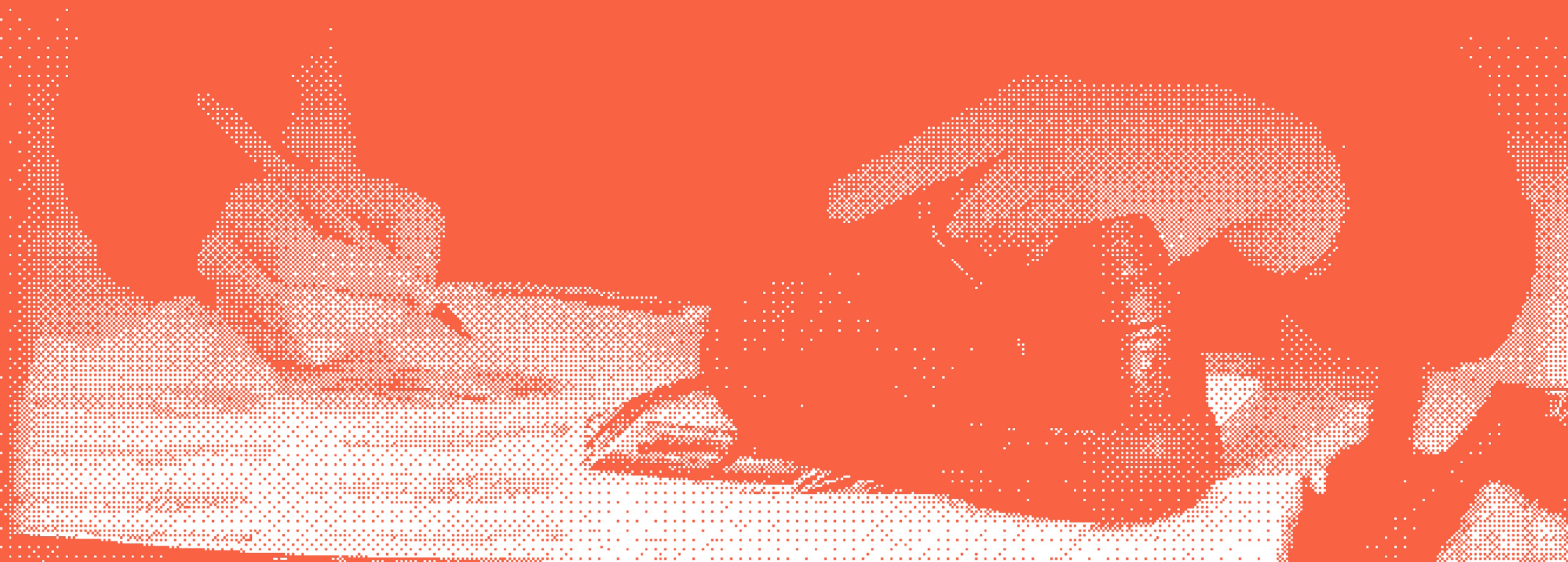
**12.6** Encourage companies to adopt sustainable practices and incorporate sustainability information in their reports.

SDG 15  
LIFE OF TERRESTRIAL ECOSYSTEMS

**15.1** By 2020, ensure the conservation, restoration and sustainable use of terrestrial ecosystems and inland freshwater ecosystems.

# Design Circular Schemes

## 5.2





Goal Description

We consider the concept of circularity early in the design process. Our ultimate goal is to create products that can be recovered at the end of their useful life, to be used again, turned into something else or to be returned to the earth responsibly.

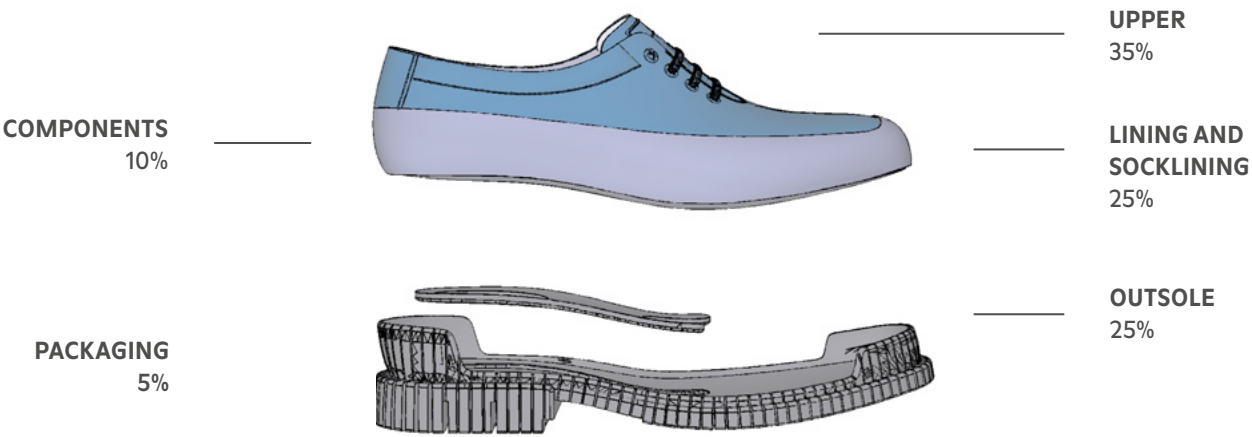
In 2020, our processes focused on two areas: technical innovation and material development. According to the Ellen MacArthur Foundation, an organisation that promotes the circular economy, the main goal of circular fashion is to ensure that items can be used more and made for reuse through recycled or renewable materials.

Sustainable Design to Minimize Resources

Pursuing constant innovation we focus on sustainable design to facilitate recyclability at the end of the footwear lifecycle and to minimize the consumption of natural resources.

During the selection of materials, designers explore each design attribute of the shoe in order to make it a “better” product.

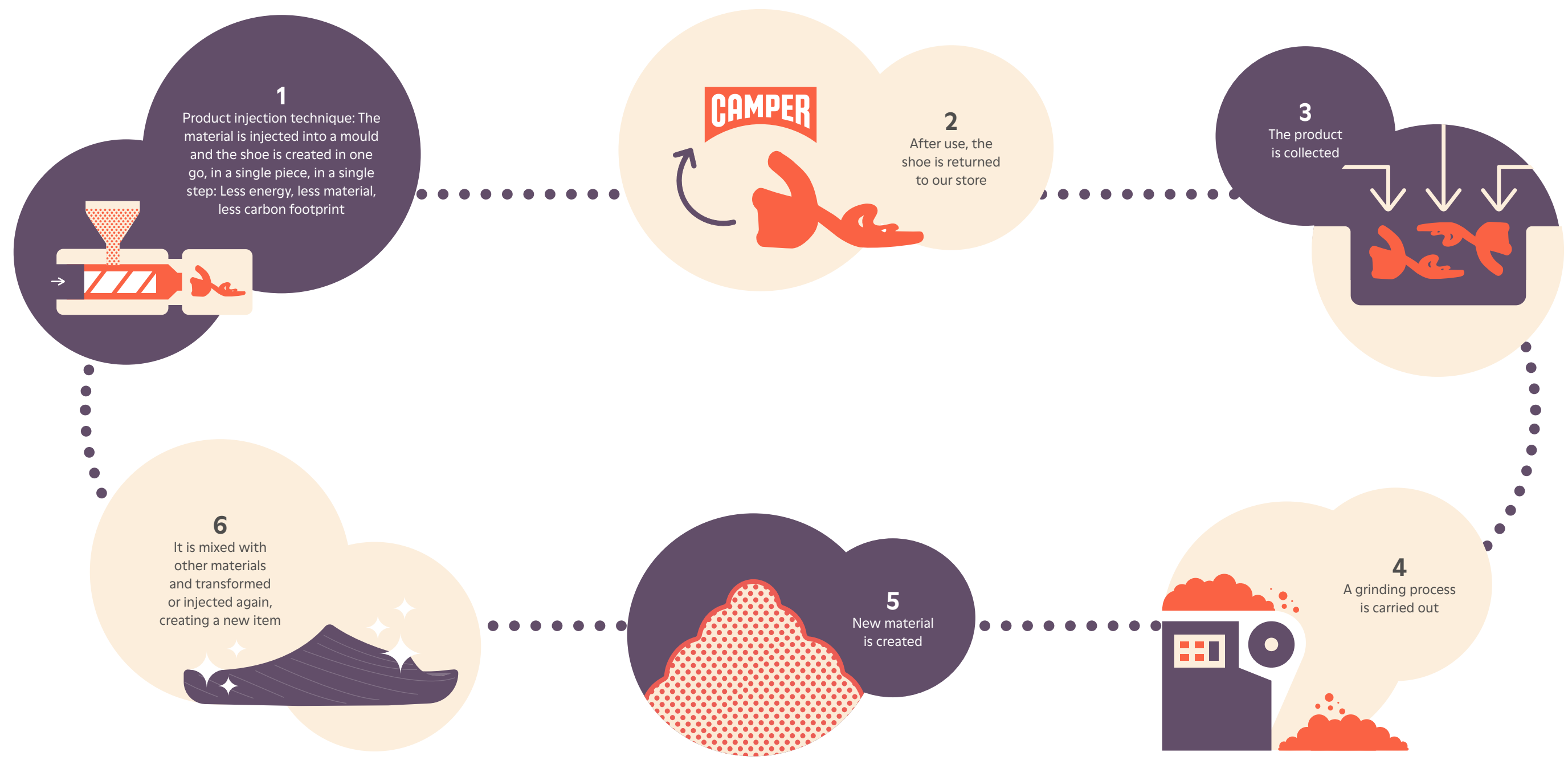
This process aims to represent the approximate percentage weight of each part of the shoe. It helps guide design choices to create and classify each option with a more holistic approach.



COMBINING UNIQUE DESIGN WITH BETTER MATERIALS			
GANXET		3D TENCEL	
	<p>The GANXET is a knit technology that creates the structure of the upper of the shoe directly from the thread, instead of cutting it from the fabric. There are fewer phases in the manufacturing process, a big step towards lower energy consumption. Usually, the manufacture of a shoe requires cuts of different pieces and each one of them involves additional waste. In the case of footwear with Ganxet technology, this waste is minimized. With the same amount of material needed to create a traditional pair of shoes, three “Ganxet” shoes can be made.</p>		<p>3D technology is combined with Tencel yarn, avoiding material waste and providing extreme comfort and breathability.</p> <p>We are the first brand to apply this approach to a smart heeled shoe. The shoe is made of an extremely comfortable 3D knit sock that allows maximum adaptability.</p> <p>In this style, the two-island outsole design ensures less material usage on the sole.</p>
			

# Circular products

In 2020 we began developing circular design concepts for the 2021 collections with the creation of two innovative and 100% circular lines. The production process is determined in six steps:





KOBARAH



KOBARAH is based on a single unique piece. Simplification is a great driver of a sustainable footwear development approach and this line is an example of how bold design and circularity can work hand in hand.

This process guarantees zero waste in the creation of the style and enables a circular approach.

At the end of the product, the EVA can be recycled and then combined within other new recycled soles.

- Composition: 90% EVA; 10% EVS

SANDALIA WABI



WABI Sandal is based on a single moulded piece, and using the same process guarantees zero waste in material consumption and enables a circular approach.

At the end of the product's useful life, simply grind the TPU and reuse the material for a new outsole or something else entirely.

- Composition: 100% recycled and recyclable TPU

Evolution of Our Products

Our initial strategy has been to focus on transitioning the ingredients in our products to certified better alternatives. The entire process of creating and developing a shoe lasts between 12 to 18 months. As our materials improvement plan began in 2019, this meant that changes were more evident in the Autumn-Winter 2020 season and from there onwards.

In the Spring-Summer 2020 season, 39% of our products could be categorized as B & C. In other words, these styles included more than 50% better materials. For the following season, Autumn-Winter 20/21, the percentage has risen to 61%.

Future Vision

Our vision of the future focuses on the lifecycle of footwear and the development of circularity, in order to combine sustainability, technology and timeless and durable designs. There are many ways for us to develop styles with these principles in mind, but in 2020 we began working on a number of circular projects. Specifically, we looked to develop an approach to re-work and upholster old and used shoes in order to create a special collection.

To focus on circularity, by 2025, we intend that:

- 15% of our designs are oriented towards recyclability;
- 100% of our packaging is recyclable, circular or disposed of (compared to the 2021 baseline); and
- Recover or repair 3% of the volume of shoes we sell annually.



# Sourcing Better Materials

## 5.3



Goal Description

Our goal is to ensure that all the materials we use have a lower environmental impact. In order to select the best materials our aim is to understand as much about these materials as possible, to ensure we have full traceability. We can do this by working with strong partners and by selecting materials that are certified. We also aim to give preference to the use of organic,

sustainable or renewable materials,in order to lower our reliance on materials derived from petroleum. The move from virgin petroleum-based synthetic products to recycled or bio-based alternatives is evident, not only helps support our carbon reduction plan, but also enables us to generate less waste or have circular possibilities.

Natural Materials

We use a wide range of renewable natural materials in our collection. Used for thousands of years to make clothing and footwear, each of our natural materials works to minimise our overall environmental impact,helping us meet our sustainability goals.

LEATHER

Known for its natural beauty, excellent durability, protective and breathable qualities, leather is a material that has been used to make footwear for centuries.

To better assess our environmental practices in relation to leather, in 2013 we joined the Leather Working Group (LWG), which aims to raise environmental standards and ensure best practice standards for tanneries, manufacturers and retailers.

In 2020 we increased our focus to eliminate non-Leather Working Group hides from use. Our ultimate aim is to have 100% LWG leathers by 2025. In 2020 the remaining 9% not certified, was accounted for by Italian Leathers, that whilst not certified, are high quality and follow EU guidelines. During 2020 we spoke with many of these suppliers to suggest they also join the LWG.



COTTON

Cotton is one of the most widely used raw materials in the world, originating from the fibres of the plant of the same name. We use it thanks to its exceptional qualities of breathability, lightness, softness and thermal insulation.

Our aim is to source cotton only from sustainable sources, such as organic recycled or BCI Cotton. We are proud members of the BCI, Better Cotton Initiative, which connects people and organisations throughout the cotton sector, from field to store, to promote measurable and continuing improvements for the environment, farming communities and the economies of cotton-producing areas.



NATURAL MATERIALS	2019	2020
LEATHER CERTIFIED BY THE LWG	70%	91%
COTTON CERTIFIED BY THE BCI	N/A	78%
WOOL (% of the highest standards of animal welfare)	100%	100%

WOOL

Wool is a natural fibre obtained from animal fur, and which, among other properties, stands out for its durability and thermal insulation. Although its use - historically known for hundreds of years - involves leaving an environmental footprint, wool is a biodegradable material.

Our goal is to obtain the best wool available as long as the following conditions are strictly met:

- Make sure that wool comes from an environment where the practice of mulesing is prohibited
- Buy certified wool from the United Kingdom and New Zealand with a guarantee of good animal welfare practices.

OTHER NATURAL MATERIALS

In addition to the main natural materials, we also use cork and rubber in small volumes, mainly for outsoles.

Our research and materials team also began investigating the suitability of alternative natural materials for footwear use, testing their performance and capabilities in addition to their environmental credentials.



# Synthetic and Human-Made Materials

At Camper, we are constantly examining innovative materials and new production techniques to develop our collections. Sometimes this means we turn to petroleum-derived materials, such as polyester and nylon, to offer specific advantages such as lightness or waterproofing. We are aware of the consequences of using petroleum-based products, which is why we are promoting greater use of recycled synthetics and eliminating all virgin plastics from our collections.



## RECYCLED NYLON

Strong, lightweight, and scratch resistant, nylon is the generic term for a petroleum-based synthetic that can be processed into different shapes and textures depending on its end use. We have replaced the standard nylon that we use in our collections with recycled nylon along with other non-artificial recycled materials.



## EVA AND RECYCLED EVA

EVA (Ethylene Vinyl Acetate) is a recyclable material with some of the best shock absorbing properties. It is extremely light and flexible. The main sustainable criterion of our EVA is based on its recyclability and waste management; 51% EVA saves 20% mineral resources and cuts waste disposal in half.



## TPU AND RECYCLED TPU

TPU (Thermoplastic Polyurethane) is a recyclable and durable material, very resistant to weathering, non-slip, extremely flexible and soft to the touch. One of its best qualities is that after a grinding process, the TPU is transformed and recycled into something new. In this way, the TPU waste is reused in the composition of other products.



## TENCEL™ INNOVATION

TENCEL Lyocell fibres come from the renewable raw material of cellulose (wood). Aside from their strength, moisture wicking ability and softness to the skin, the botanic fibres have excellent environmental credentials.

Collected from certified sources and controlled by FSC® or PEFC™, these botanic fibres are manufactured under environmentally responsible production criteria, recycling the water and using 95% less of it compared to conventional cotton.



## RECYCLED PET

Recycled PET is a type of recycled polyester made from used PET bottles or post-industrial waste, which is lightweight and strong. Recycling PET means saving non-renewable energy and substantially reducing its environmental impact without affecting its functionality.

In textiles we began working towards the goal of removing all virgin plastics from the collection, replacing 45% of our PET with recycled alternatives. This figure excludes recycled elements contained within the outsole, but during 2021 we will work to look at our total impact with regards to eliminating virgin plastics.



RECYCLED PET	
2019	2020
8%	53%





## Together with Ecoalf

In partnership with Ecoalf, we developed a line of shoes made from recycled plastics which also supports the recovery of plastic waste from the ocean.

First launched in 2018, and as part of our Together with Ecoalf project, the Courb model represents our continuous journey towards environmentally conscious footwear and our effort towards a better future. Each pair uses 100% recycled PET upper, lining and laces, and 50% recycled EVA outsole.

For each pair sold, we donated €2 to the Ecoalf Foundation, towards a specific program developed with fishermen in Spain and Thailand to recover and recycle plastic waste from the ocean.



## Sustainable Packaging

At Camper, we are committed to using sustainable packaging, whose composition is made from recycled material, or which can later be recycled. Currently, 95% of our shoe boxes are made from 100% recycled cardboard and contain no glue.

In Spain, in consultation with Ecoembes, we have identified ways to improve the negative impact of our packaging. Our continuous search to improve the recyclability of our packaging has led us to change the plastic handles of our paper bags, remove the lamination of the bag, making them mono-material and recyclable.



2019	2020
<b>RECYCLED CARDBOARD BOXES</b>	
85%	95%
<b>PLASTIC IN BAGS</b>	
0%	0%

## Future Vision

Our goal is to work to make the entire collection have the lowest impact possible. This means replacing all parts of the shoe with better alternatives, whether that is recycled, renewable or innovative alternatives.

By 2022 we will work on:

- removing virgin plastic from the linings by the end of the year;
- selecting 100% of the leather we consume from tanneries in the Gold, Silver and Bronze (LWG) categories; and
- using 100% sustainably sourced cotton (recycled, organic or BCI sourced).

In addition, by 2025 we are planning that:

- all collections will have shoes with more than 70% better materials that are certified as having less environmental and/or social impact; and
- the collection will reduce its carbon footprint by 30% (compared to the baseline: 5% per season).

# An External Perspective: The Potential of Leather, by PrimeAsia

Leather is undoubtedly one of the most exciting materials in the footwear and fashion industries. It carries, in only one single material, the comfort, beauty of nature, durability and versatility that not many materials can match.

At the same time, leather can and must be made in a responsible and efficient way.

The leather industry is a sector that has evolved considerably over the last 20 years and has become an important player in processing a relevant by-product of the food industry, transforming hides into a material which, along with other natural fibers such as cotton and wool, has an important role as an alternative against plastic pollution and reliance on fossil-based materials.

In the past, tanneries would use 500, often 1,000 liters of water to make one square meter of leather, from rawhide to finished product. Now, it is not uncommon to see leading tanneries using less than 100 liters per square meter of finished product, sometimes even less than 50 liters.

The same improvements have been achieved in terms of energy usage. Investments in new technologies, automated processes, training and artificial intelligence have allowed some tanneries to reduce the consumption of energy by up to 80%, from more than 100 MJ per square meter of leather to less than 20 MJ to make the same amount.

And the evolution in the industry did not come only in the form of efficiencies. There also has been increased focus and work towards greater transparency and better working conditions.

The leather industry is a prime example that proves engagement and collaboration with various stakeholders can result in better practices. Throughout the years, it has joined efforts with different initiatives that have together created tools for measuring efficiencies, ensuring compliance, developing better working conditions, managing risk and promoting transparency.

The Leather Working Group is a good example of such industry collaboration; an organization formed by more than a thousand members, including brands, manufacturers, technology providers and associations from all over the

world. For more than 15 years, it has been developing protocols and auditing schemes that support more responsible and efficient processes in the leather industry, while also providing certifications for those best practices.

And they are not alone in this journey. Other initiatives, such as CSCB in Brazil and ICEC in Italy, have developed similar tools to support the implementation of improvements in the leather sector, while also providing tools for verification and transparency.

There are not many other international sectors that have created this level of multi-stakeholder engagement, looking at industry-wide opportunities for enhancements in the supply chain.

But sustainability is not only about the processes. It is about the product and its attributes as well. A responsibly made leather can have many advantages in this area. Its organic origin does not only make it a beautiful, unique and comfortable material; it provides distinctive qualities related to resistance and durability.

A scientific study, developed by Filk in Germany and published in the Coatings journal in 2021, compared leather with nine alternative materials in terms of performance. None of the materials compared performed as well as leather when tested against a group of physical properties (tensile strength, tear resistance and flex resistance) that are normally used in the footwear industry to evaluate the resistance and durability of those materials.

Why is this important? Because every day, it is becoming more evident that the current fast consumption trend of short living products – that will be used only a few times and then disposed – is not compatible with sustainability. Discussions around reusing, repairing, recycling and upcycling, are going to—and need to—intensify. Consequently, some good old habits, such as taking a garment or shoe in for small repairs, resoling, polishing, will become relevant again, in efforts to develop more sustainable products and systems.

In this case, the intrinsic high quality of leather makes it a great material that supports the manufacturing of better products that will last longer and are friendly to repairs, upcycling and recycling.

The efficiencies mentioned above, in addition to the inherent quality of leather, makes it a viable option that will be increasingly more present in the discussions around sustainability in the footwear industry.

It is a fact, though, that not every tannery in the world operates using the same efficiencies and responsible practices. Our industry must work together to hold its peers that are not operating within these expected conditions, accountable to improve swiftly, to meet the standards that we all – from farmers all the way to consumers – desire.

At PrimeAsia, we believe that while it is necessary to continually increase our own efficiencies, we must also engage with the stakeholders in our industry to ensure— to demand—positive change.

Thank you, Camper, for engaging in those discussions and working with us towards promoting best practices in our sector.

**Fernando Bellese,**  
*Chief Sustainability Officer, PrimeAsia*





# Deliver Superior and Durable Products

5.4





Goal description

Our goal is to design and manufacture products of the highest quality and excellence, identified by their technical durability and aesthetic, thanks to the use of the best materials.

Quality Controls

Our production process is subject to exhaustive quality controls that guarantee the safety of our products and comply with the specific legal requirements of each country where we sell our shoes.

Guarantee Policy

Our products are guaranteed for two years against any manufacturing defect. In event of any issues with the product, the customers can contact Camper and, following a strict protocol, Camper will ensure that defects can be remedied (this is in line with market standards - wear and tear due to misuse is not included).

PELOTAS LIFETIME GUARANTEE

This iconic and original style was first launched in 1995 and embodies all the elements that make the Camper brand: design, innovation and heritage. Each pair is handcrafted from premium leather, and then 360o stitched with the original 87-ball rubber outsole.

More than 25 years after its launch, Camper added a lifetime guarantee to its classic Pelotas styles from the Autumn-Winter 2020 season. Made in Europe, this model reinforces the brand's dedication to making durable products made from only the highest quality materials.

Shoe Care Service

In 2020 we started a cleaning service in our stores to prolong and preserve the life of our products.

Circular Life

The use of the best materials, those with the least possible impact and highest possible durability, allows us to develop projects that further extend the life of our products. Once a product has been used, cared for and repaired, it reaches the end of its natural lifecycle, but when designing footwear, we also need to consider one final step - its end of life. After introducing a shoe return programme in 2020 (Second Life - page 63 of this report), we began the development of an innovative technique to replace the outsole, rejuvenating worn shoes into new ones. Developed in 2020 and launched in 2021, ReCrafted creates a unique way to put used shoes back into circulation.

Future vision

Extending the life of shoes is a continuous vision of Camper. To do this, we focus on working on special categories of long-term care products. Therefore, our objectives for 2025 are:

- achieve that 50% of our products achieve level 1 durability according to our internal durability index; and that
- our Pelotas collection has a lifetime guarantee.





# Offer Unique Customer Experiences

5.5





## Goal Description

It is our ambition to offer the best shopping experience to our customers, from the design all the way through to a product's end of life.

## Multichannel Customer Service

To guarantee a service of the highest quality and adapt to the needs of the client, we offer a multichannel Customer Service by telephone, social networks, email, and the company's website. The purpose is to create a solid and long-term relationship based on the offer of exclusive benefits.

The objectives of the Customer Service Department is to:

- Respond to customer requests in less than 24 working hours;
- Handle more than 85% of the requests during working hours;
- Resolve incidents in less than 48 working hours;
- Increase sales through these channels;
- Ensure the continuous improvement of processes, minimizing the volume of communications due to incidents and complaints.

## Data Protection Policy

To guarantee the protection of our clients' data, we have established a Data Protection Policy and an internal protocol adapted to the needs and requirements of the new European Data Protection Regulation, as well as national and international privacy regulations and security in each of the countries where we operate, in accordance with regulatory requirements.

## Customers with Disability Accessibility Measures

At Camper, we carry out evaluations through our Occupational Risk Prevention Service in terms of accessibility for those with various disabilities in order to comply with the regulations.

In addition, we have adapted the website Camper.com to be compatible with software that allows those with impaired vision to have access.

## Omnichannel Shopping Experience

The total integration of physical and online points of sale helps us to offer greater availability of product options and sizes, improving the customer's overall shopping experience.

### Future Vision

It has always been our mission to offer the best shopping experience to our customers. In this way, our challenge for the future is to achieve a positive and responsible brand shopping experience with a continuous annual improvement in all metrics by 10%, increasing the scores to the maximum possible by the year 2025.





# Delivering Responsible and Ethical Growth

6

<b>6.1</b> <b>Approach and Highlights 2020</b>	<b>6.2</b> <b>Strengthen the Governance, Compliance and Risk Management Model</b>	<b>6.3</b> <b>Maintain a Sustainable and Profitable Business Model</b>	<b>6.4</b> <b>Foster Stakeholder Cooperation and Partnership</b>
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Highlights 2020



In fiscal year 2020, we have reviewed our approach and developed our new governance system to further strengthen and fully align it with our mission, vision and values.



In 2020, no incidents of fraud, corruption and/or bribery were registered. Nor has there been any external investigation and/or inspection.

Commitments

Camper is committed to achieving its strategic objectives included in the ESG Strategy, generating added value for both its shareholders and wider stakeholders, delivering ethical and responsible growth and managing its risks. Based on this commitment, Camper aims to strengthen its GRC (governance, risks and compliance) model, aspiring to be a benchmark for corporate governance practices. This model is based on corporate responsibility and ethics.

In order to do this, we have implemented in our governance system that is formed by a series of pillars:

- Our own code of conduct and ethics.
- The regulatory body, formed by a series of policies.
- Risk management system.
- Organisational management system.
- The compliance system.

Related SDGs

**SDG 8**  
**DECENT WORK AND ECONOMIC GROWTH**

**8.2**

Achieve higher levels of economic productivity through diversification, technological modernization and innovation.

**SDG 17**  
**PARTNERSHIPS FOR ACHIEVING GOALS**

**17.5**

Encourage and promote the establishment of effective alliances in the public, public-private and civil society spheres.

**SDG 16**  
**PEACE, JUSTICE AND STRONG INSTITUTIONS**

**16.5**

Significantly reduce corruption and bribery in all its forms..

**16.6**

Create effective and transparent accountable institutions at all levels.

**16.7**

Ensure the adoption at all levels of inclusive, participatory and representative decisions that respond to needs.

**16.8**

Guarantee public access to information and protect fundamental freedoms.



Goal Description

Our goal is focused on strengthening our business foundations through governance mechanisms and their implementation. Camper has established a series of governing bodies that are responsible for ensuring optimal management, safeguarding the interests of shareholders and wider stakeholders.

Corporate Governance

Our governance system is run using the principles of transparency, business ethics, rigour, both in decision-making and in execution, control and monitoring, all of which ensure the responsibility and sustainability of the business model and the value of the brand and maintaining its values in the long term.

The objective is to ensure that both the decisions and actions we take are based on regulatory compliance criteria, and on the generation of value for our stakeholders – for competitive advantage, profit or through cost efficiencies.

Regulatory Body

Todas las operaciones de Camper son guiadas por políticas y procedimientos definidos por la Compañía. Estos son los siguientes:

- Code of Conduct and Ethics.
- Code of Conduct for Manufacturers.
- ESG Policy.
- Policy Against Harassment.
- Equality, Diversity and Inclusion Policy.
- Donation and Sponsorship Policy.
- Fiscal Strategy.
- Whistleblower Channel
- Anti Corruption and Bribery Policy.
- Ethical Marketing Policy.
- People Policy.
- Prevention of Money Laundering Policy .
- Purchasing Policy.

Code of Conduct and Ethics

Our values have been part of Camper’s DNA, since its conception more than 45 years ago.

Our Code, which was revised in 2020, ensures the care of these values, is fully aligned with Camper’s mission, and is the fundamental standard that governs Camper’s general principles of behaviour, with respect to our shareholders, administrators, management team (Executive Committee), middle managers (Heads and Managers) and other employees, and wider stakeholders.

We work to continuously ensure the correct application of our Code throughout the organization. In fiscal year 2021, all of our staff will receive updated training on our Code of Conduct and Ethics. This training will also be incorporated into our Welcome Pack for all new Camper employees, so that 100% of the staff will understand our values implicitly.

Zero Tolerance to Corruption and Bribery

At Camper we fully reject all forms of corruption, applying a zero-tolerance criterion, in such a way that it is not allowed or consented to, without exception, that our managers and employees participate in any act of corruption or bribery in their professional activity.

The Anti-corruption and Bribery Policy has the full commitment of the Executive Committee, which actively and permanently shows its commitment in the design, development, application, dissemination and improvement of it.

In 2020, no incidents of fraud, corruption or bribery were registered. Nor has there been any external investigation and/or inspection.

# Transparency and Tax Contribution

We carry out socially responsible tax management by ensuring that transactions between our entities and other related parties are transparent and comply with the competency framework, valuing them in accordance with internationally recognized legislation.

# Ethics and Compliance Channel

In line with best practice, we forbid any form of retaliation against staff members who have reported a violation, or possible violation in good faith. We will also commit to maintaining confidentiality.

To this end, the Whistleblower Channel Policy describes the procedure that staff must follow to report misconduct, or suspicion of it, together with an explanation of how the complaint is handled and the guarantees of confidentiality and the protection that staff have.

At Camper, we expect workers who suspect misconduct to first inform their immediate superior about it. However, if they are unable or unwilling to do so, there is also the option of emailing Camper’s Compliance Committee at *ethicscompliancechannel@camper.com*. This channel can also be used to convey doubts or concerns from any member of staff or any third party.

# Risk Management and Control System

Camper operates in a highly competitive and global environment and is exposed to a number of risks. The adequate management and control of these risks is one of the fundamental pillars of our Corporate Governance framework in order to preserve and generate value for the Company, especially including our ESG objectives. We implement our risk management and control system to identify, analyse, monitor, manage and control these risks, as well as generate potential opportunities.

The Risk Management Policy establishes the basic principles that govern risk management and the general framework of action for the limits of tolerance, control, analysis and evaluation of the possible risks that Camper faces, as well as the identification of opportunities.

# Future Vision

We have developed a corporate governance system, and in 2021, are working to ensure the full integration of these policies in our decision- making process and our analysis of opportunities.

Our vision of the future is to continue working on a more transparent and solid governance, and for this, we plan to hold training sessions, briefings and workshops in 2021 to continuously improve our corporate governance system: 100% of managers and 100% of employees will have received training on relevant governance issues for their positions, and also discussions, held in the different committees, to ensure continuous improvement of the system. In this way, our vision for 2025 is to achieve a robust ESG rating with a score above 60/100 according to the Vigeo Eiris ESG Rating audit.

Finally, in 2021, we will integrate a new Equality, Diversity and Inclusion committee, and we are working on improving current plans and policies regarding best business practices in addition to legal compliance related to equality, diversity and inclusion.





Goal Description

Our objective is to consolidate a sustainable and profitable business model derived from revenue from sustainable sources through the transparency of our activities and the traceability of our products, so that our customers make conscious and responsible decisions.

Revenue from Sustainable Sources

We want to reduce our impact and, to do this, we have to evolve our product offering, but also make it easier for customers to make sustainable and more informed decisions. Based on the fact that in 2020, 39% of our revenue has been derived from products with a sustainable approach, our goal is to ensure that a more significant percentage of our revenue comes from sustainable sources. We can do this by not only enhancing the depth of our *Better* collection, but also by creating a seamless shopping experience where customers can be clear about the choices they are making.

This includes providing more general information about the production process, but also details on each product about its material consumption. During 2021 we plan to increase the ease with which customers can make more informed decisions about their shopping experience with the goal that a higher percentage of our revenue comes from Better Products.

Organisational Management System

The objective of the Organisational Management System is to; understand and identify the risks associated with the business model and its value chain, including its geographical footprint, to know the company’s economic-financial situation and be aware of the social and environmental impact generated. It must also work to foresee and anticipate the future evolution of those variables including any deviations that may occur so that preventative, corrective or immediate improvement measures can be taken.

In essence, the ultimate goal of the system is the assurance that the business is well managed.

Future Vision

Focusing on a forward-looking vision of sales growth and our profitability, our overall goal is to achieve 70% of our revenue from Better Products by 2025.



Goal Description

The objective to collaborate with others in our sector and wider stakeholders is with the goal of ensuring we encourage a communal drive towards improving our impact, but also with the intention of working with the best manufacturers and partners who comply with the ethical principles of human rights, occupational safety, remuneration and who work to reduce further environmental impacts through the value chain.

External Audits

We strive to only work with the most reputable and respected factories, prioritizing values towards social, ethical and environmental issues. These factories uphold our basic principles to ensure that strict conditions regarding human rights and environmental principles are met. The audits we conduct review the standards and practices in order to monitor all social and ethical considerations. We employ ISSAI (the International Standards of Supreme Audit Institutions) as certified auditors for this work.

Better Cotton Initiative (BCI)

BCI trains farmers to use water efficiently, take care of soil health, reduce usage of harmful chemicals, and respect the rights and well-being of workers. Within our goal of having only sustainably sourced cotton, we are committed to sourcing at least one third of our cotton as Better Cotton by 2025.

Code of Conduct for Manufacturers

We currently work with five factories in Vietnam, Cambodia, Portugal and Spain. In addition, our materials and components come from all over the world, including countries where standards and regulations are less developed. We have a responsibility to ensure that the people who work for these partners should have good employment conditions, including access to healthcare , gender equality, fair and decent remuneration.

We set high expectations for our factories regarding social responsibility, and is one of the reasons why we work with a limited number to ensure we are in close contact and can monitor various aspects of the production process.

We strive to source only from suppliers who uphold our strong belief in human rights. Forced labour and child labour are strictly prohibited in any of our owned, operated or associated factories. In addition, we demand that factories provide safe workplaces, are spaces free from discrimination, violence and harassment, and allow workers the freedom to associate and bargain collectively.

2019	2020
90%	100%
MANUFACTURERS COMMITTED TO THE CODE OF CONDUCT FOR MANUFACTURERS.	

Leather Working Group (LWG)

Tanneries are individually audited by specialists based on strict criteria regarding the environmental standards they meet. Of the more than 10,000 tanneries around the world, only 548 are members of the LWG. We are committed to the LWG, not only as a means to gain greater understanding of the tanneries we work with, but also to participate in industry conversations on leather. Especially important topics include the carbon footprint of leather, physical traceability to farms, and the use of chemicals during the tanning process.

Sustainable Apparel Coalition (SAC)

Camper, is a member of the Sustainable Apparel Coalition (SAC), which is the leading alliance of the textile, footwear and clothing industry for sustainable production. We are working to ensure that we follow best practices and develop the necessary long-term strategic changes that are in line with the general objectives of the SAC and the industry in which we operate.

We started using the Higgs Index in 2018, tools that let us measure the sustainable attributes of materials, in order to gather consistent and accurate data. Likewise, last year we completed the first BRM (Brand Retail Module Assessment). This module is designed to provide a consistent and integrated measurement of a brand’s sustainable performance, allowing consistent progress tracking and greater transparency as an industry.

In the future, we will continue to support more initiatives, not only the BRM but also encouraging our suppliers to adopt Higgs Facility tools, including the Higgs Facility Environmental Module (FEM) and the Higgs Facility Social Module (FSLM).

<https://apparelcoalition.org>

Future Vision

Looking to the future, we are planning to develop collaborative methodologies for our audit process. Taking a collaborative approach will enable us to improve the sustainability of the sector, providing data and contributing to academic research on social and environmental issues; publicly offering useful resources to other companies interested in improving their social and environmental performance; and participating and/or promoting work groups aimed at improving sector practices.

By 2025, our vision is to increase our depth of understanding of our tier 1 stakeholders and report on actions through audited GRI reports and quality controls that guarantee compliance with the highest sustainability standards. Our goal is to also ensure that 100% of leather and material suppliers (our tier 2) that have committed to comply with our Code of Conduct for Manufacturers.



# Preserving and Conserving Natural Resources

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7

7.1

**Approach and  
Highlights  
2020**

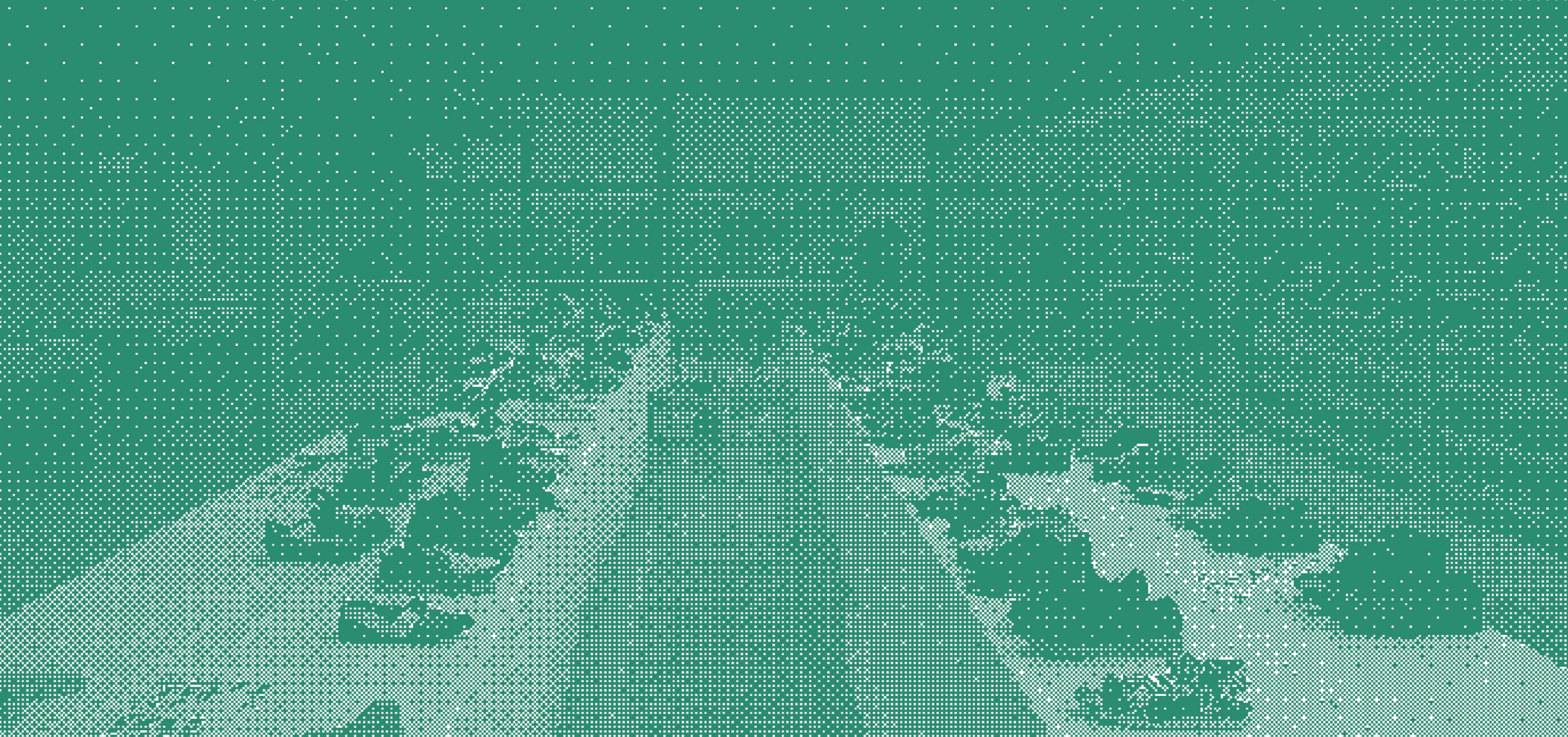
7.2

**Manage  
Environmental  
Impacts**



# Approach and Highlights 2020

# 7.1





Highlights 2020



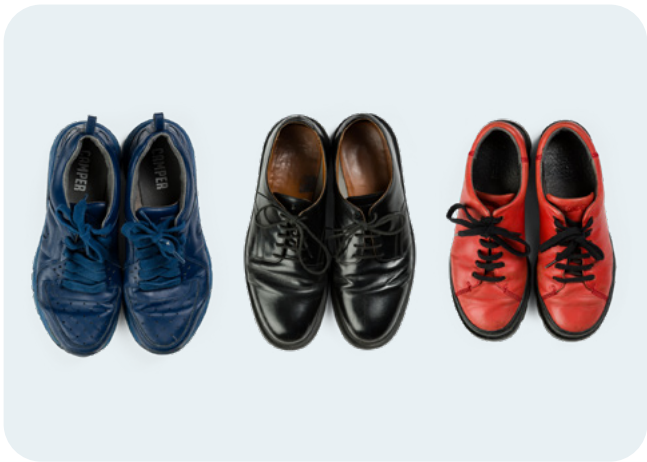
**WE HAVE MEASURED** our carbon footprint, starting with our own operations (Scope 1 and 2).



**WE HAVE REDUCED** our energy use at our headquarters and warehouses.



**WE HAVE IDENTIFIED ALTERNATIVES** when switching to green energy sources in our offices and stores in Spain and when investing in renewable energy projects for a green future.



**WE HAVE DESIGNED** our shoes to reduce their Carbon Impact.

Commitment

At Camper we are committed to reducing our global impact on the planet, focusing on reducing our carbon footprint. To do this, we are taking small but continuous steps towards a clearer, cleaner and greener future, starting with our home here in Mallorca:

- We are committed to a green energy policy.
- We are working to reduce waste both from our operations in Mallorca and throughout the value chain, and to work towards circularity.
- We are working with partners and stakeholders who, throughout our value chain, are committed to applying the same principles of care and attention to environmental impact.

Related SDGs

**SDG 6**  
CLEAN WATER AND SANITATION

**6.3** By 2030, improve water quality by reducing pollution, eliminating dumping, and minimizing the emission of chemicals and hazardous materials.

**6.4** By 2030, considerably increase the efficient use of water resources in all sectors and ensure the sustainability of extraction and supply of fresh water.

**SDG 7**  
AFFORDABLE AND CLEAN ENERGY

**7.2** By 2030, significantly increase the share of renewable energy in the energy mix.

**7.3** By 2030, double the global rate of improvement in energy efficiency.

**SDG 13**  
CLIMATE ACTION

**13.2** Incorporate measures related to climate change in national policies, strategies and plans.

**13.3** Improve education, awareness and human and institutional capacity regarding climate change mitigation, adaptation to it, reduction of its effects and early warning.



# Manage Environmental Impacts

7.2



# Goal Description

Our goal is to minimize our environmental footprint and impact on global climate change through the evaluation and measurement of our carbon emissions; reducing our use of resources; the way we dispose of waste; and the efficient use and renewable source of the energy we consume.

## Carbon Footprint

### CARBON FOOTPRINT ASSESSMENT AND MEASUREMENT

We are committed to the goals of the **Fashion Industry Foundation** for Climate Action to reduce our carbon emissions.

2019	2020
TOTAL EMISSIONS	
1682 tCO <sub>2</sub> e	746 tCO <sub>2</sub> e
SCOPE 1	
42 tCO <sub>2</sub> e	32 tCO <sub>2</sub> e
SCOPE 2	
1640 tCO <sub>2</sub> e	714 tCO <sub>2</sub> e
% REDUCTION COMPARED TO BASE YEAR: 44,35%	

In 2020, we began this process by measuring our Scopes 1 and 2 results. In 2021 we will measure our scope 3 and set scientific targets.

Although we have concentrated our focus on measuring the direct impacts of our carbon footprint - especially in our facilities - we have conducted a study to examine our collection to start minimizing our impact from a design approach.





Energy

GREEN ENERGY

We are determined to reduce our impact on global climate change, and the energy we source is a key aspect. Our energy performance is currently focused on three areas; reducing our scope 1 and 2 emissions, applying general energy saving principles, and looking to the future about how we can also promote the use of green energy in Spain.

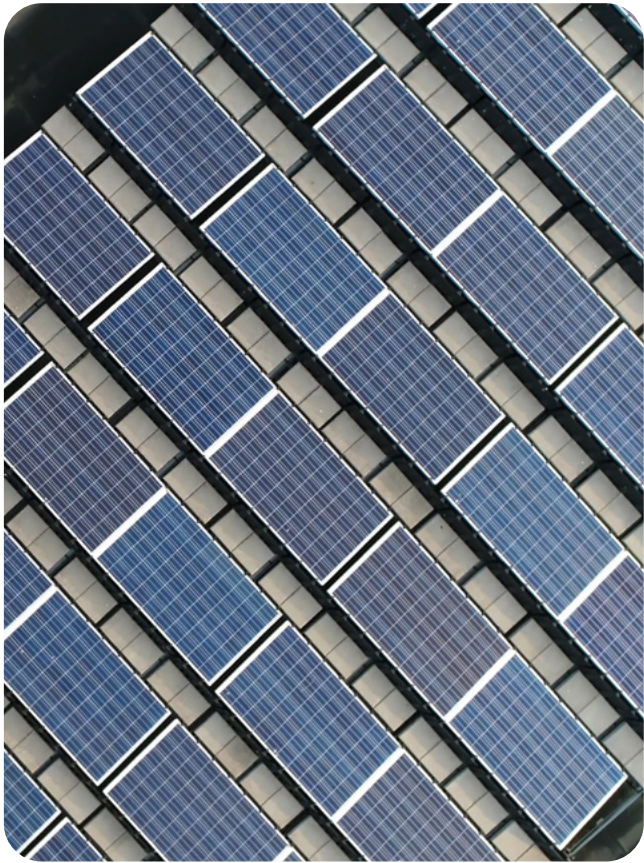
For this reason, we installed 400 photovoltaic solar panels at Camper’s headquarters in Mallorca to cover our energy consumption needs. In the same way, any energy that we do not produce ourselves from our solar panels now comes from certified green energy sources. All Camper stores in Spain are powered this way, and we plan to roll it out to our key markets in the next two years.

Our goal is to help our partners and suppliers achieve these same benefits. Starting in 2021, and in order to measure our scope 3, we are asking partners in the value chain to provide us with their energy data. In addition, we are implementing the Sustainable Apparel Coalition (SAC) commitments and will ask our top suppliers to share their data on environmental impacts (including carbon) using the Higg FEM tool.

ENERGY EFFICIENCY MEASURES

In order to save energy consumption as much as possible, we changed our lighting system by installing low intensity LEDs that emit light efficiently and with high performance in our distribution centre in Spain, as well as updating our air conditioning/heating systems.

2019	2020
N° OF LEDS INSTALLED	
380	N/A
LIGHTING	
N/A	Reduction in energy consumption from January to May 2020 compared to the same period in 2019
AIR CONDITIONING / HEATING	
N/A	Consumption reduction: 20-40%





# Waste Management and Reduction

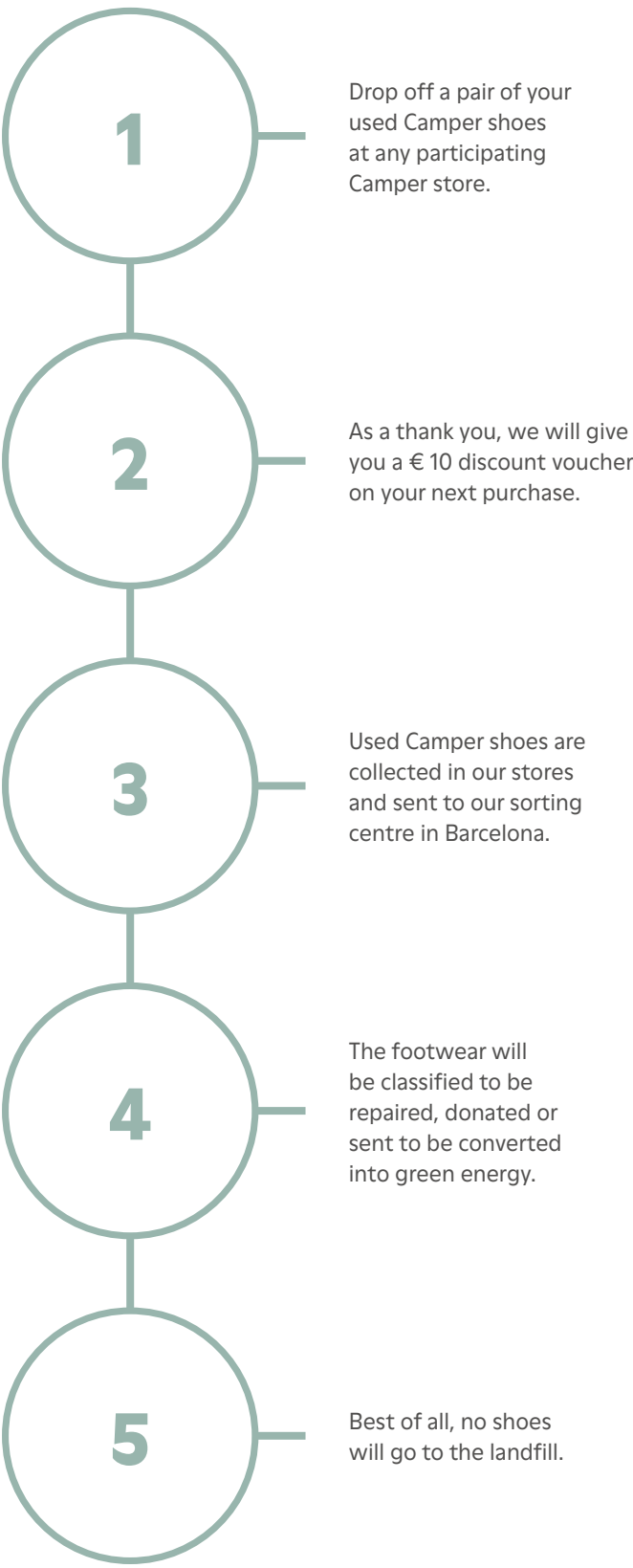
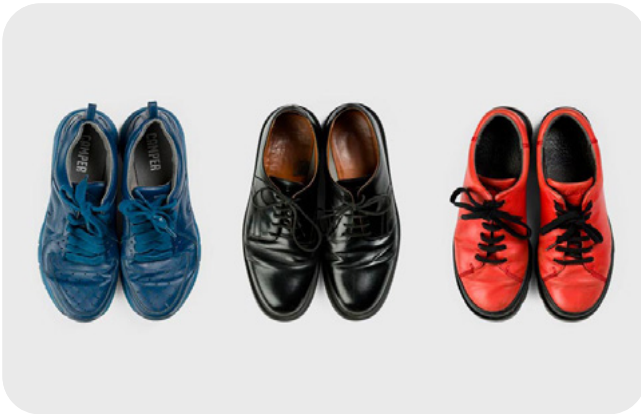
## SECOND LIFE PROJECT

We have always been committed to manufacturing high quality footwear, which is long lasting and strong. But despite this, even the most durable and well-built shoes end up taking their last step.

In 2020, a thorough review of the reduction of global waste generated was carried out, including waste derived from footwear and its manufacturing process. As a result, we looked to improve several aspects including;improving the quality of our collection, reducing waste in the production process, reducing the residual stock with sales through Recamper, our outlet. As a result of this, we also looked to place special emphasis on footwear waste and its recovery at the end of its useful life.

Delayed initially due to the pandemic, in the summer of 2020 the *Second Life* project was launched, enabling us to get another step closer to closing the footwear circle and supporting other additional initiatives. We have designed a three-step program for shoe waste:

- ReWear - the quality of items are inspected and verified by our team before they go to the next step where their life can be extended.
- ReUse - items are repaired and donated to local organizations and communities in need.
- RePurpose - items are processed and converted into green energy with our local supplier in Mallorca or through our alternative projects in order to reuse the shoe and its components in other ways .



## VIRGIN PLASTIC REDUCTION PROJECT

At the end of 2019, the results of the analysis to reduce the negative impact of our materials, and specifically virgin plastic, led us to launch a specific project to reduce its use in all areas of our business: our packaging, headquarters, warehouse and our own product. As a result, taking only our distribution centre, during the first six months of 2020, 4.3 tons of waste had already been saved, the equivalent of 44%.

Unfortunately, in 2020, our plastic reduction programme had to be halted because of force majeure due to the pandemic. As a result of preventive measures, we had to increase our use of plastic in some areas. However, our plan is to get back to the programme as soon as possible using, for example, protective socks made from recycled plastic in our stores.

Likewise, from the perspective of the supply chain, we see the need to reduce waste resulting from our activity, as well as waste in warehouses. For this reason, we have implemented a training plan for the management of waste at the points of sale, and obtain greater efficiency.



## Future Vision

Our vision for the future is to reduce our global impact on the planet. This includes the goal of achieving carbon neutrality by 2030 with respect to SBTs.

The goals include 15% of shoe styles being circular and eliminating all single-use virgin plastic packaging.

Finally, we are working to obtain greater transparency of the value chain on environmental impacts by the end of 2021 in order to set targets.

# Caring About Human Progress

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8

8.1

**Approach and Highlights 2020**

8.2

**Promote Human and Professional Development**

8.3

**Foster Inclusive Growth**



# Approach and Highlights 2020

# 8.1



# Commitment

Camper aims to continuously generate a positive impact for society and its people. This commitment is reflected in its ESG Policy, prioritizing care for human progress, with the following statement:

## CARING ABOUT HUMAN PROGRESS

We are committed to developing and fostering human growth and development for any stakeholder of Camper - whether directly or indirectly engaged: from our employees and suppliers who work with us on a daily basis to produce our shoes around the world, to our local communities, with a special focus on our home: Mallorca.

# Highlights 2020



### Little Big Family

Camper’s shared values make up the central axis of the company. It is what identifies us.



### Our town, our city, our country

We strive to be a good neighbour, being true to our mission and preserving our values wherever we go and having a positive impact on our local communities.



### Employee Experience

During 2020, we strengthened internal policies related to our people, and in this way worked harder to deliver a consistent global employee experience in all our markets.

# Related SDGs

**SDG 5**  
GENDER EQUALITY

**5.1**

End all forms of discrimination against women and girls around the world.

**5.5**

Ensure the full and effective participation of women and equal leadership opportunities at all decision-making levels in political, economic and public life.

**SDG 8**  
DECENT WORK AND ECONOMIC GROWTH

**8.5**

By 2030, achieve full and productive employment and decent work for all.

**8.7**

Take measures to eradicate forced labour, slavery, human trafficking and child labour.

**8.8**

Protect labour rights and promote a safe and risk-free work environment.

**SDG 10**  
REDUCTION OF INEQUALITIES

**10.2**

By 2030, empower and promote the social, economic and political inclusion of all people, regardless of their age, sex, disability, race, ethnicity, origin, religion or economic situation or other condition.

**10.3**

Guarantee equal opportunities and reduce inequality of results.

**SDG 14**  
LIFE BELOW WATER

**14.2**

By 2020, sustainably manage and protect marine and coastal ecosystems.



# Promote Human and Professional Development

8.2



Goal Description

We are committed to providing the best possible environment for all employees so that they can develop their potential, to support them to achieve their professional and business-related goals. We continuously develop and encourage teamwork and interdepartmental collaboration based on our mission and values, in order to achieve our strategic objectives.

Camper Group Employees

Today Camper continues to have employees who began with the company back in 1975. Over the years, new generations, ideas, and concerns have been incorporated: new paths. The unique skills and traits that each and every one of Camper’s employees has creates a unique and diverse company.

Camper’s values and the integration of generations, cultures, experiences and knowledge, boost our business and the entire value chain.

We believe in open, participatory, transparent and honest communication, involving our employees in important decisions that may affect them. We therefore maintain an open dialogue with all our employees, in a climate of mutual trust and respect.



2019	2020
No. of employees: 1036	No. of employees: 775
No. of nationalities: 42	No. of nationalities: 43
Employees with disabilities: 6	Employees with disabilities: 6
BREAKDOWN BY GENDER	
629 women (61%)	467 women (60%)
408 men (39%)	308 men (40%)
CONTRACT TYPES	
Temporary contract	
Full time: 33	Full time: 18
Part time 192	Part time: 44
Indefinite contracts	
Full time: 503	Full time: 461
Part time: 306	Part time: 252
DETAILS BY COUNTRY	
Spain: 638	Spain: 544
Italy: 93	Italy: 41
USA: 67	USA: 24
France: 55	France: 30
United Kingdom: 49	United Kingdom: 23
Germany: 42	Germany: 27
Greece: 32	Greece: 27
Rest of the world: 59	Rest of the world: 59





“Welcome Pack”

At Camper we started an induction program for new employees, welcoming them and transmitting the information, tools and support necessary in their first 100 days, as well as to providing clear information on company objectives and the different internal policies, regulatory body and regulations (which are also available on the Camper Intranet).

Human Rights: Fair and Safe Working Conditions

At Camper, we are committed to the following commitments through our People Policy:

- We provide fair, equal and competitive remuneration. Our compensation systems value acquired skills and assign employees fair compensation based on level of responsibility and accountability. At Camper, we use specific variable remuneration systems to recognize the contribution of our employees to the achievement of corporate objectives.
- We guarantee an inclusive and value-generating work environment for all employees and potential candidates. Our approach defines us as an inclusive, and diverse company that values respect and consideration for others, transparency, good communication, flexibility and equal opportunities for promotion to all based on merit.
- We condemn all forms of harassment.

This is detailed in our Code of Conduct and Ethics, where our aspiration to be a leader in Corporate Governance practices is stated as an objective. We aspire to always behave with integrity, with the highest ethical standards and in a way that earns the trust of all our stakeholders. These guiding principles and commitments are made available to all employees, led by the Code of Conduct and Ethics and other related policies.

The Company will not allow any humiliating, disrespectful or discriminatory treatment of employees or wider stakeholders for reasons of origin, nationality, religion, sex, political ideology or age, or for any other motivation not included in the above. Situations that involve a manifestation of abuse of power or any form of workplace, moral or sexual harassment are totally prohibited.

In this way, the highest standards of ethics and personal and professional behaviour are expected of all Camper employees, displaying rigour, responsibility, good judgment, diplomacy and courtesy in their professional relationships and in any interaction they undertake on behalf of and for the company, both internally and with stakeholders in general.

Occupational Health and Safety

We work to ensure the protection and improvement of the health, well-being and safety of our employees, creating a trustworthy workplace, as stated in our Healthy Company Plan. We conduct regular psychosocial surveys among our employees to ensure that we maintain and develop a work environment that meets our expectations.

The responsibility for managing the prevention of occupational hazards rests with each and every employee. We all assume the commitment to incorporate preventive measures in our activities and decisions, we have developed a risk prevention department for Spain and we have signed additional agreements with the health service providers such as Previs, Cualtis and Aspy. To confirm our standards in this area we undergo external audits to ensure that we comply.





# Talent Attraction and Development

The main objective of our Talent Development Policy is to provide a long-term approach for the development of our future leaders in order to guarantee professional growth, according to the personal and work expectations of each team member and the needs of the company.

We are working so that our principles in terms of talent development include the following:

- Empowerment: develop people with global skills and capabilities, identifying and properly training employees based on their skills and needs.
- Integration and alignment: strengthen employee commitment to Camper’s mission and values, reinforcing the culture and integrating the ESG vision and objectives, developing a greater sense of belonging and a greater bond with Camper as an employer brand.
- Equality of opportunities: growth and career opportunities at Camper are based on fairness, non-discrimination and transparency.
- Reconocimiento del mérito: priorizar la promoción interna y la movilidad para cubrir las vacantes antes de optar por la contratación externa, con el objetivo de ofrecer oportunidades de crecimiento a nuestros empleados y reconocer sus méritos.
- Recognition of merit: prioritize internal promotion and mobility to fill vacancies before choosing to outsource, with the aim of offering growth opportunities to our employees and recognizing their merits.
- Performance evaluation: have clear and transparent professional development and performance evaluation systems that allow Camper employees to be employable and to promote within the company.

We believe that the future success of our business depends on the development of our people. In particular, we focus on the power of cross-team training to build a culture in which each employee feels valued and strives to perform at the highest level.

# Equality Opportunities

We promote a culture of respect based on dignity, equality ,and diversity and we guarantee an inclusive and value-creating work environment for all employees and potential candidates. This approach defines us as an egalitarian, diverse and inclusive company that values respect and consideration for others, transparency, good communication, flexibility and equal opportunities for promotion for all, based on merit.

As part of our Code of Conduct, an Equality, Diversity and Inclusion Policy has been drawn up with the aim of clearly setting out a series of guidelines that should govern the company, with special attention to the areas of talent selection, professional development, work-life balance, compensation, health and safety, among others. In this way, at Camper, we reject any form of discrimination or harassment and therefore we apply a principle of zero tolerance with respect to any breach of this Policy.

We hire the best candidates and conduct fair and non-discriminatory recruitment and career development processes based on merit, achievement and results. Likewise, our Equality Plan has the general objective of integrating equality as a strategic objective of the company. The measures and actions included in this Plan are intended to achieve the following objectives:

- Incorporate the gender perspective into human resource management.
- Guarantee a true balance between personal and work life that contributes to the personal and professional development of workers.
- Guarantee a work environment based on respect and non-discrimination, protecting against any type of harassment.
- Contribute to the eradication of gender violence.

# Work-Life Balance Measures

At Camper, we aim to show flexibility towards our employees’ needs, which vary in response to the different phases of personal life, so that they can continue to develop their professional career with us. Measures to promote work/ life balance include the following:

- Flexible or reduced working hours due to specific or defined reasons e.g. Reduced Hours for Parents.
- Flexible hours in HQ managed by each department manager.
- Remote/Home working to meet the objectives of the working day.

# Internal Communication and Job Satisfaction

At Camper, we believe in honest and collaborative internal communication. Based on comments in our annual survey, it was determined that formal internal communication within the company could be strengthened. Following detailed discussion groups, the company now is developing a more formal and improved internal communication approach. We are convinced that communication and participation actions with our staff will help us all to achieve our objectives.

## INTERNAL COMMUNICATION AND PARTICIPATION POLICY

As a result, the objective of our Internal Communication and Participation Policy is to establish and facilitate the management and development of communication and participation in terms of clarity and transparency, as well as to establish mechanisms for the prevention and constructive resolution of conflicts.

Camper’s purpose when developing an Internal Communication and Participation Policy is to:

- create an umbrella under which an effective communication and participation strategy can be developed.
- ensure that internal communication is aligned, properly managed and that it responds to the needs of Camper’s employees.



**CAMPER’S LA CANTINA**  
Food service at HQ, including organic, local and sustainable products.

- provide clear and timely communication guides, inviting participation through before making operational changes and/or at the level of
- policies, initiatives or strategic practices.
- have an open and transparent communication and participation process with all areas of the company in all geographical areas in which it operates.

## FEEDBACK AND SATISFACTION

In order to maintain a connection and clear perspective regarding the needs of employees and direct collaborators, in parallel with performance evaluations, we undertake the following feedback collection mechanisms for all employees:

- Informal daily/weekly meetings with those responsible or team management areas that encourage the collection of feedback and proposals for constructive improvement regarding internal management processes, initiatives, individual needs, complaints, etc...
- Response to both the psychosocial evaluation and the satisfaction survey, at least once a year, to be able to individually and anonymously assess the views of employees regarding the company’s goal of generating a positive impact, the perception of professional development, the organizational culture, internal communication and the level of motivation and commitment, among other things.

The results of the annual satisfaction survey, as well as requests or comments collected informally, are reviewed and analysed by the Executive Committee.



The emergence of Covid-19, one of the greatest health issues of our lifetime, has been an unprecedented disruption in our lives. Following the emergence of the virus, our priority has been above all the health of our employees and our customers. From the beginning, we took all the necessary measures to guarantee all of our health, including the closure of all stores for approximately three months.

HEALTH AS A PRIORITY

Taking responsibility for our employees’ emotional and physical health and well-being has been at the heart of Camper’s people strategy since the beginning of the pandemic. To provide a global response and protect and preserve the health of our employees against Covid-19, we prepared by planning health and safety protocols, complying with legal regulations, taking action to manage and prevent infections, controlling and monitoring positive cases through PCR tests and other additional measures to enable our employees to continue to work where possible.

A risk management team was created prior to the establishment of official government shutdown measures. This team focused on limiting risks and expanding business processes, for example, that office-based teams and individuals could work from home when needed. In addition, all workers who were able to work from home were sent a self-assessment regarding prevention measures, so that they could adjust their workspace in the most appropriate way for their health. In the same way, a risk assessment was carried out of the locations that remained open, including the local and central warehouses, headquarters and other locations.

DIRECT AND TRANSPARENT COMMUNICATION

From the outset we wanted to base our strategy on a balance between trust and active communication. We began this approach with the confidence that our teams and employees were committed to the same company objectives and would be active in implementing the most appropriate solutions and methods for them. Communication in general, but especially internal

communication, played a crucial role during this crisis in two ways, in the emotional management of employees and in the management of new ways of working. Our communications were based on the transparency of the health situation, including advice on protecting yourself and a training manual on the subject, and also details about the measures adopted by the company to mitigate the risks of this situation. In this way, we implemented a direct communication channel worldwide to resolve doubts and transmit the necessary measures..

PROTECTION OF OUR EMPLOYEES

Given the closure of offices and many of our stores, our top priority was to guarantee the protection of our employees and try to avoid redundancies. In response we analysed each personal and professional situation individually when closures were undertaken, and we worked to offer job changes and relocation in other locations where possible. In the case of employees who declined alternatives, we provided them with training along with letters of recommendation, supporting them in the search for new opportunities and their professional development. These exit agreements were fully negotiated, respecting the notification periods, together with the closing bonus.

During the most difficult times, our employees showed their solidarity and commitment in a number of ways. For example, reducing their own working hours and adapting their schedules for personal situations. For our part, we have always prioritized the care of our employees’ and their relatives, trying to understand each personal situation individually and, thus, we offer opportunities to continue working from home or to stay at home, such as in the case of employees with children or people at high risk. Likewise, employees suffering from delays in payments for government benefits were also offered financial assistance related to housing or additional costs arising from late payments.

Globally, we studied all the countries in which we operate in order to comply with their specific measures and restrictions. However, we applied universal criterias

and percentages for various Temporary Employment Regulations (Furloughs) that have been carried out. For this, negotiating committees were established, made up of our own employees, agreeing on multilateral solutions.

BUSINESS SUPPORT AND DAMAGE LIMITATION

The stoppage of economic activity as a consequence of the temporary closure of countries was a severe blow to our business. Being closed or open with restrictions, meant that revenues from our stores around the world declined during the first months of the pandemic. Being aware of the situation we implemented a number of measures to mitigate the impact on our third parties along the entire value chain. For wholesale partners, with special focus on small and medium-sized companies, we provided more favourable contractual conditions for this period in order to protect their operations. In addition, from a damage limitation point of view, we in turn asked our landlords and key suppliers to delay or give more favourable payment terms to mitigate costs. Finally, we focused our operations on the channels that were still open: our online store. Teams adapted to create new content and promotions to drive sales to support other closed channels. This resulted in the growth of online sales that continues to date. In order to preserve product development, we worked with our suppliers to:

- ensure that product deliveries could continue to reach multi-brand distributors and customers and partners without delaying the sales cycle excessively.
- review stock allocation and reorganize stock introduction for the season.
- maintain the commitment of existing deliveries according to the contracts with factories.
- work on a new schedule and volume calendar with the factories for the following season in order to give them as much advance notice as possible to plan for any future changes in production.

Future Vision

Providing the best possible environment for all employees so that they can develop their potential and help them achieve their professional and personal goals, our vision of the future is focused on reaching the benchmark of the B Corp certification in career management activities (min. 3.2) and advanced social standards in the supply chain, focused on level 1 and 2 actions (60/100) according to the Vigeo Eiris ESG Rating audit.

Our objectives related to the Human Resources ESG strategy for 2025 are to achieve a robust rating between 50-59/100. Also, by 2021, we will expand our Talent Development Policy with new initiatives such as the Mentoring Program and our own training academy, Camper Academy:

The **Mentoring Program** will be linked to a development plan within the company for the professional growth of our employees. This program will offer mentoring services related to leadership development for future managers and internal promotions. It also aims to promote the integration of new hires by helping them adapt to the workplace and improve performance.

**Camper Academy** will be our training school, an instrument for organizing training programs to promote the professional development of our employees and encourage internal promotion opportunities, the challenges of individual work and teamwork being part of a global strategy, aligned with ESG objectives.

# Foster Inclusive Growth

8.3





# Goal Description

El compromiso social de Camper se concreta en el desarrollo de actividades de acción social, entre las que se encuentran las donaciones realizadas a organizaciones benéficas y sin ánimo de lucro, así como otra serie de beneficios a las comunidades locales.



## The Camper Foundation

The Camper Foundation is a philanthropic organization run by the Camper family. It was created in 2012 with the objectives of pursuing aims of general interest, of an artistic, cultural, sports, educational, teaching and training nature; promoting the defence and protection of the environment; and to focus attention and help among the most disadvantaged groups in society to promote their development.

The Foundation reinforces and expands the values of the company independently and purely philanthropically, and is the mechanism to channel funds both from Camper Group, as well as from other third parties.

### COMPANY ACTION

In addition to the Foundation, Camper also supports additional projects located in the Balearic Islands, working with a small number of critical organisations in both environmental and social action.

### TEAM EFFORT

Camper encourages donations in kind, encouraging its employees to carry out volunteer actions that promote the Company’s social commitment.

All these actions are aligned with the achievement of the ESG strategy objectives and facilitate compliance with the SDGs.



## Save the Med

Camper has collaborated and worked with Save the Med since 2019. Save the Med is a Foundation focused on the regeneration of the biodiversity of the Mediterranean Sea and together we have developed a plan with three elements:

- Work supported by the Foundation,
- Projects supported by Camper and
- Employee supported projects.

Some of the projects that were to be carried out during the first half of 2020, such as participation in actions to recover plastic and improve the Balearic coasts, unfortunately had to be cancelled due to force majeure as a result of the Covid-19 health crisis.

<https://www.savethemed.org>



## Esment

At the end of 2019, Camper set up a long-term agreement with Esment, an organisation based in Mallorca with the aim that people with intellectual disabilities and their families enjoy and improve their quality of life and have the same opportunities as all citizens. To date the collaboration with Esment resulted in a collaboration agreement focused on several work areas such as contracting services, Esment Alimentació, gardening services and recruitment services; and the establishment of a framework agreement for training, team volunteering and pro-bono actions by employees. In 2020, the company donated its HQ canteen space and gardens to the local Esment Group to continue their important work (see Covid-19 section) .

<https://www.amadipesment.org/>



# The Walking Society Pop Up Mallorca

With the launch of The Walking Society we presented The Walking Society - Pop Up Mallorca, exclusive objects and ideas that represent the essence of Mallorca. The project was to highlight the importance of local heritage and products created on the island of Mallorca, Camper's homeland. Our first edition, launched for the first time in 2001, developed its content through culture and origin in different enclaves throughout the Mediterranean. Almost 20 years after its launch, the ninth issue returned to Mallorca, showing us the profile of the island of Mallorca by profiling the work of local artisans, establishments and foundations that put a face to Mallorca and shape the island community.



# Covid-19 project

Since the beginning of the COVID-19 epidemic, we worked closely with local authorities to determine the best mode of help and collaboration. As a family business, we believe it is a duty and responsibility to make the most of our available resources and make them available to those most affected. In this way, we worked from the beginning to support the community to find ways to contribute during the pandemic.

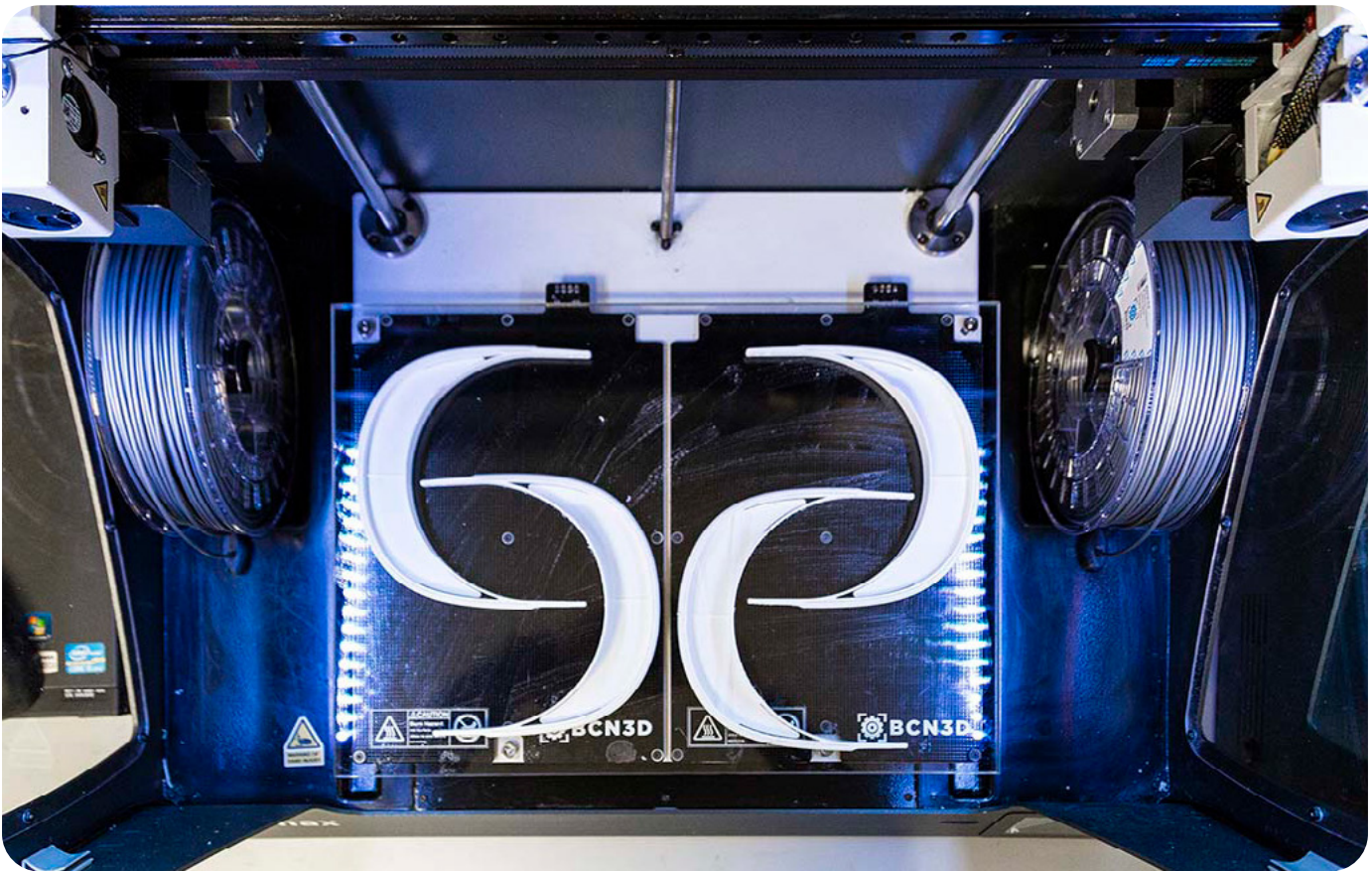
At Camper, we contacted the local hospital support system to understand their needs. As a result, we are proud to say that our digital 3D printers were used to produce the components necessary for the manufacture of medical visors. During this time, we investigated how else we could provide support in a controlled and useful way.

Due to the disinfection process, medical professionals had to discard countless pairs of their own shoes. As an immediate action of help, we donated Camper shoes to hospitals throughout the region for health professionals, including pairs of our Wabi shoes for

affected patients. Likewise, taking into account the lack of contact and visits of hospitalized individuals with their families, we made iPads from our stores available to them so they could stay in touch.

Finally, we spoke to Save the Med and Esment to see how we could help them, both of whom had different needs. After spending time discussing the related projects, in September 2020 we gave Esment the dining room and gardens at our headquarters. As part of a wider project, the space was donated so that the local group can carry out their daily activities normally despite not being able to travel to the charity's headquarters.

As the impact of this virus continues, we will continue to work as a team to do everything in our power for our community, our environment and our people. We recognize that we are all in this together and will continue to work with communities and organizations to help meet their needs as much as possible.



# Future Vision

With the main objective of creating positive impact on the communities where we operate and, with a special focus on our land of origin, Mallorca, our vision for the future is to donate 1% of net income to NGOs by 2025 and obtain, according to our ESG strategy in terms of community involvement, a robust average score of 50-59/100 according to the Vigeo Eiris ESG Rating audit.

We will continue to collaborate and work with local Save the Med and Esment projects, along with helping those most affected by Covid-19 as much as possible.



# An External Perspective: A Blue Paradise Trapped in Pollution

## By Save the Med

Companies must go beyond legal requirements to curb plastic pollution.

Save The Med Foundation is a Balearic based grassroots NGO formed by passionate professionals and volunteers who work together with schools, companies, local communities and authorities to regenerate the Mediterranean Sea through science, education, community leadership projects and policy change in the areas of marine protection and pollution reduction.

Some of Save The Med’s main projects focus on the reduction of plastic pollution, a rapidly increasing problem, listed as one of the major threats to biodiversity worldwide and directly connected to the Sustainable Development Goals adopted by the United Nations in 2015.

To date only 9% of the 8.3bn tonnes of virgin plastic produced worldwide, has been recycled, while almost 80% has ended up in landfills and natural environments. By now, the detrimental effects of plastic pollution on wildlife and natural habitats are well known. Today, most of us are aware of the impact of microplastics on marine and terrestrial ecosystems alike. Even the negative effects on human health from the chemical substances used in the production of the plastic products are well recognised. Yet the production of plastic is constantly on the rise and the forecasted production curve looks much like the exponentially rising COVID-19 curves that we have been seeing in the media this past year.

In WWF’s report “Out of the plastic trap. Saving the Mediterranean from plastic pollution”, the authors summarise that the Mediterranean coastline alone is home to 150 million people who generate some of the largest quantities of urban waste per capita (208-760kg/year), with Spain being second on the list of countries that dump most plastics into the Mediterranean Sea (126 tonnes/day). In addition to that, each year the area is visited by 200 million tourists, increasing marine litter by an additional 40%. Surrounded by three continents the Mediterranean Sea functions as a trap for plastic pollution, which due

to its nature cannot biodegrade, but remains in the environment, breaking up into smaller and smaller pieces. As a result of this, today plastics make up 95% of the waste in the Mediterranean Sea, a sea that holds only 1% of the world’s waters yet 7% of global microplastics. This exceeds the microplastic concentrations in the famous oceanic gyres almost fourfold. While most of us recognise that we contribute to this microplastic pollution through the use and disposal of plastic products which eventually break up into tiny pieces, there is another big source of microplastic pollution threatening the ocean: Nurdle pollution. Nurdles are tiny, plastic pre-production pellets, just under 5mm in size, which are transported to production factories, melted, moulded and combined with chemical (and not seldom toxic) substances such as additives, colorants and flame retardants for the manufacturing of the plastic items that we later buy in stores. These nurdles are spilled in big amounts at every stage of the production process (during production, storage, clean-up, loading and unloading, transportation accidents, etc.) and have been found on beaches all around the world since the 1970’s.

Studies estimate that up to 160.000 tonnes of nurdles are lost each year in the European Union alone, a number that might represent 265.000 pellets lost per second according to the Plastic Soup Foundation. Once out there, these tiny pellets are practically impossible to recover and just like other plastics, they function like a sponge for toxins when in humid environments.

If the production of virgin plastic continues, recent predictions indicate that by 2040 we will triple the global flow of plastic pollution into the ocean. Even if all existing government commitments are met, the total reduction would only reach around 7% compared to if we remained at current levels. This clearly shows the urgent need for companies to go beyond the legal requirements to help curb the problem!

While significant investments are made to promote clean up projects, the results of such ‘band – aid’ initiatives

alone are inefficient due to the non biodegradable nature of plastic in combination with overconsumption. To solve the problem at the source and reduce further impact on biodiversity, we must significantly reduce our overall use of plastic and drastically limit the production of virgin plastic by opting for reusable, durable, repairable and returnable products and systems.

This is why, all Save The Med’s plastic reduction initiatives focus on tackling the problems of plastic pollution at the source through a combination of education, collaboration with stakeholders, science based action for policy change and innovative solutions, ultimately working towards a significant reduction of plastic use while helping to shape an environmentally conscious and pro-active community, for a clean and healthy Mediterranean Sea.

**Brad Robertson,**  
*Founder, Save The Med*



<sup>1</sup>Production, use, and fate of all plastics ever made. BY ROLAND GEYER, JENNA R. JAMBECK, KARA LAVENDER LAW, SCIENCE ADVANCES, 19 JUL 2017: E1700782

<sup>2</sup>WWFs report “Out of the plastic trap. Saving the Mediterranean from plastic pollution”.

<sup>3</sup>Surfriders report on Pellet pollution (2020).

<sup>4</sup>Systemiq and Pew Charitable Trust, 2020. Breaking the Plastic Wave, Breaking the Plastic Wave: a comprehensive assessment of pathways towards stopping ocean plastic pollution.







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