



**SUSTAINABILITY  
REPORT  
20**

**CAMPER 23**

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# 01



# INTRODUCTION



This report tells the story of the sustainability efforts we have made throughout 2023 at Camper, fulfilling our mission to Walk with purpose.

Taking our ESG Strategy "A Little Better, Never Perfect" as a reference, our story is guided by Camper's four pillars of sustainability. Under this framework, we intend to share, in an honest and transparent way, our progress in 2023, as well as our ambition to keep improving in the future.

Through this report, we want to share everything we do with our stakeholders: customers and consumers, employees, shareholders, business partners, non-governmental organisations (NGOs), public administrations, and all the people who make up the Camper community.

The report covers our entire value chain and the information included is taken from the 2023 financial year end report, in compliance with GRI (Global Reporting Initiative) standards.

Any questions regarding this report can be sent to the following e-mail address: [ESG@camper.com](mailto:ESG@camper.com)

# LETTER FROM OUR CEO

At Camper we believe that companies can, and should, be successful whilst simultaneously contributing to greater social wellbeing. That's why we work every day to make exceptional products. We want to be **leaders in product design, customer experience, and brand communication** while demonstrating that we are a responsible business with a positive impact on our communities.

Regarding product, we remain committed to creating unique collections that balance our iconic lines with the introduction of new and innovative concepts. **Our focus is on maximising the durability of our products while minimising their negative impact on people and the planet.** While 96% of our Autumn/Winter collection scored moderate or aspirational performance according to our internal durability index, the carbon footprint of our 2023 collections was 18% lower than in 2019 when we started measuring it. This improvement is due, in part, to a change in our materials approach: in the reporting year, 92% of uppers and linings were made from certified materials.

To measure the effectiveness of our sustainable design strategy, we use B Corp's Impact Business Model, which allows us to evaluate our collections' impact based on: resource conservation, soil conservation, and toxin reduction. Based on these criteria, **61% of our sales in 2023 were of products with sustainability attributes.** While we still have much room for improvement, we have made great strides in recent years and we are committed to continue to measure our progress and improve our products.

We have also continued our ReCamper programme. Our commitment to extending the life of our customers' shoes has led us to offer a variety of products and services, including cleaning and repair. We have also enhanced our return programme to help close the loop on second-life footwear. **During 2023, we collected almost 14,000 pairs of shoes from our customers.** In

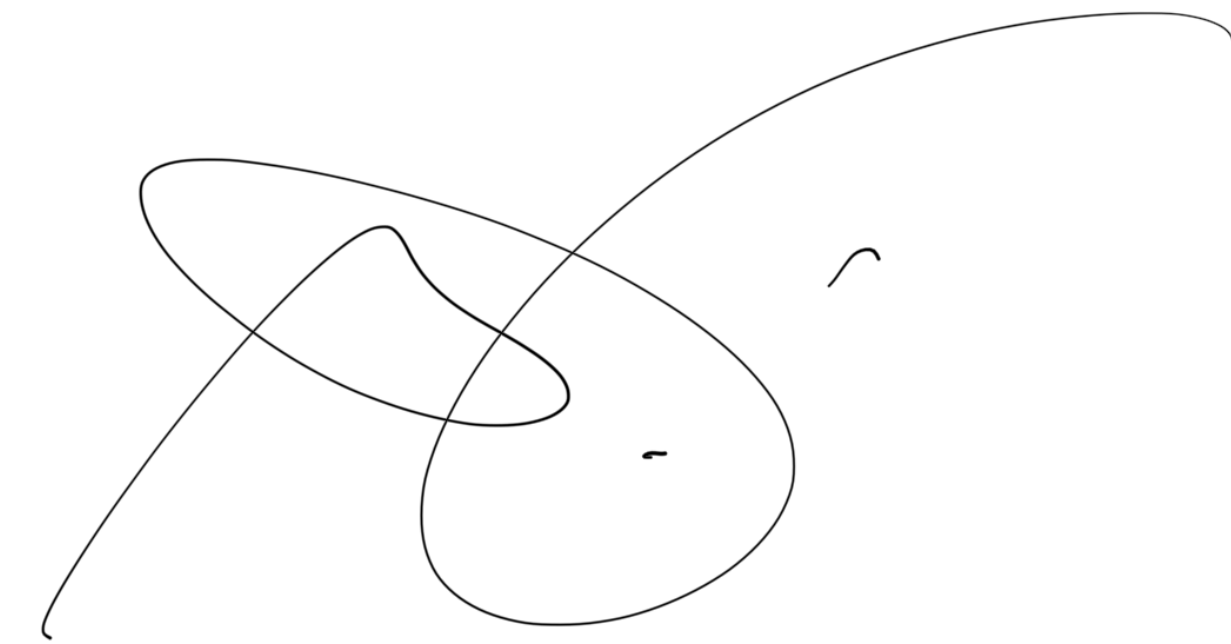
the coming years, we will continue to work and grow this programme, and we will redouble our efforts to make products that last and can be repaired.

When we set our Science Based Targets in 2021, we knew it was a long-term commitment to constantly improve our performance, increasing our market share without negatively impacting our carbon footprint. **We are on track with our target to reduce our Scope 1+2 emissions by 50% and our Scope 3 emissions by 30% by 2030.**

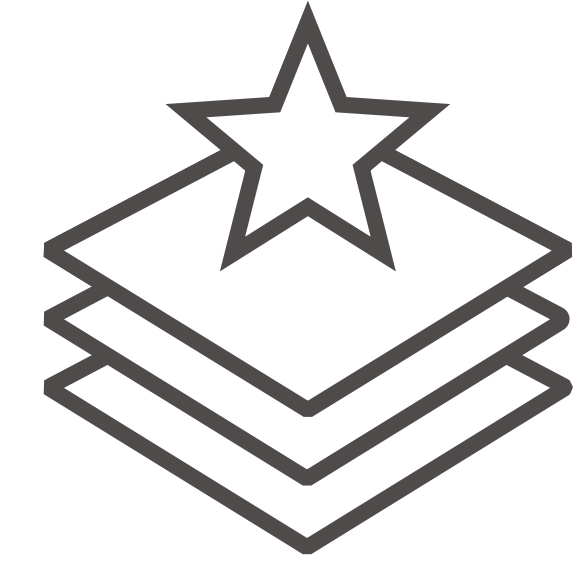
In the framework of our collaboration with Mallorca Preservation Foundation, which started in 2021, we have put special emphasis throughout 2023 on a training project for 20 local farmers in Holistic Animal Management. The expected impacts of this project include an increase in biodiversity and an increase in the absorption capacity of atmospheric CO<sub>2</sub> – crucial elements in mitigating climate change and restoring the health of our local ecosystems.

At Camper, we believe that the only way to effectively address global challenges is by working together. We are driven by our strong values, and we hope that by doing the right thing we can improve the world we live in.

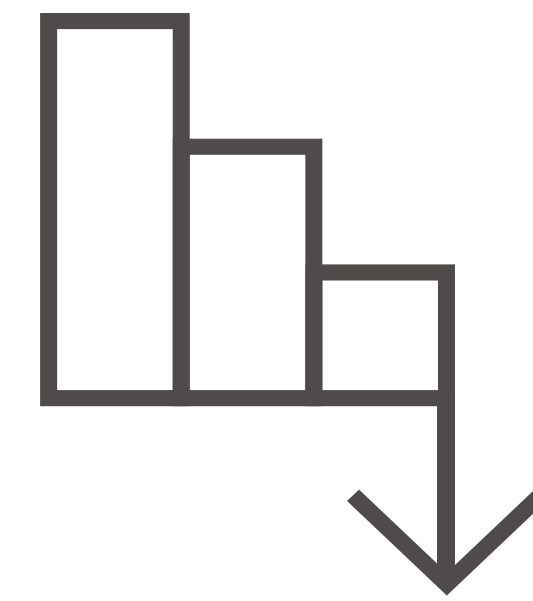
*Miquel Fluxà, CEO*



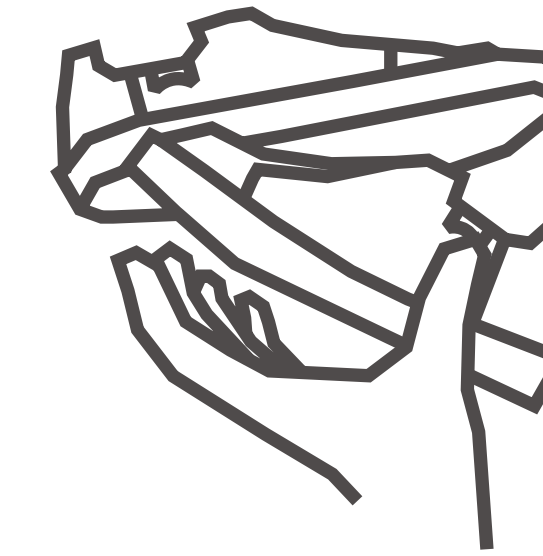
# 2023 HIGHLIGHTS



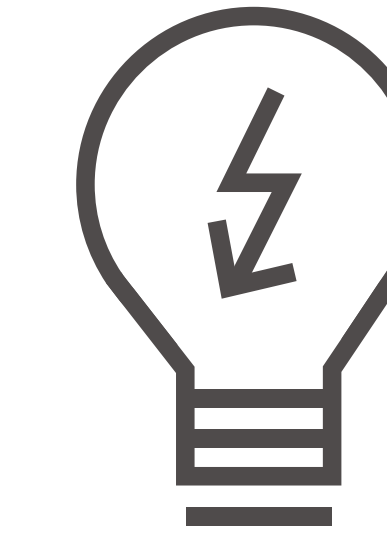
**92% Certified materials** in uppers and linings.



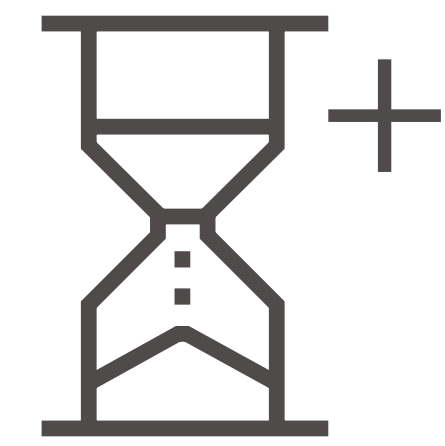
**18% reduction in GHG emissions** from our collections (against 2019 baseline).



13,871 PAIRS COLLECTED through our **Take Back** programme.



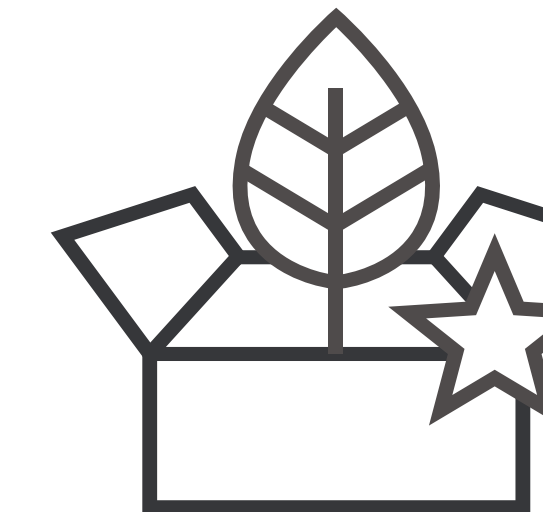
**The energy consumption of our operations** has been **reduced by 18%** (against 2019 baseline).



**96% of our Autumn/Winter collection** was rated as moderate or aspirational in terms of **durability**.



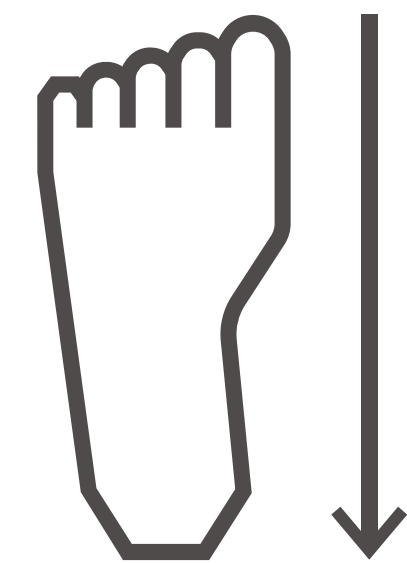
**4,8 on Google Ratings** for service in our Camper Stores.



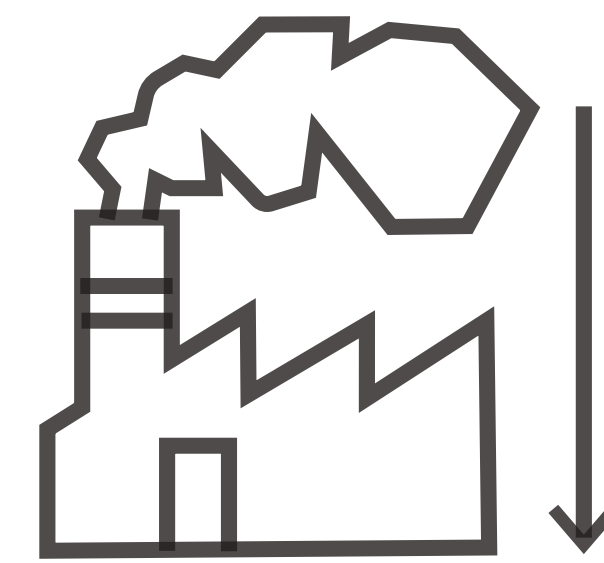
**62% of our sales** come from **products with sustainable attributes** according to the B Corp Business Impact Model.



**Our total Scope 1+2 carbon emissions** have been **reduced by 72%** (against 2019 baseline).



**Our Scope 3 carbon emissions** have been **reduced by 18%** (against 2019 baseline).



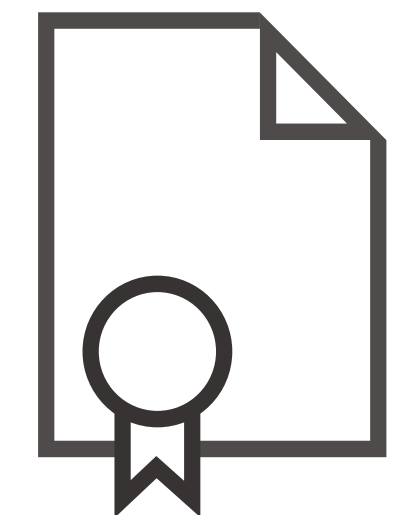
**93% of our Tier 1 suppliers** meet our **ESG requirements**.



**63% of our senior management positions** have been **filled internally**.



**Our total contribution to the community** represents **0.1%** of our annual sales.



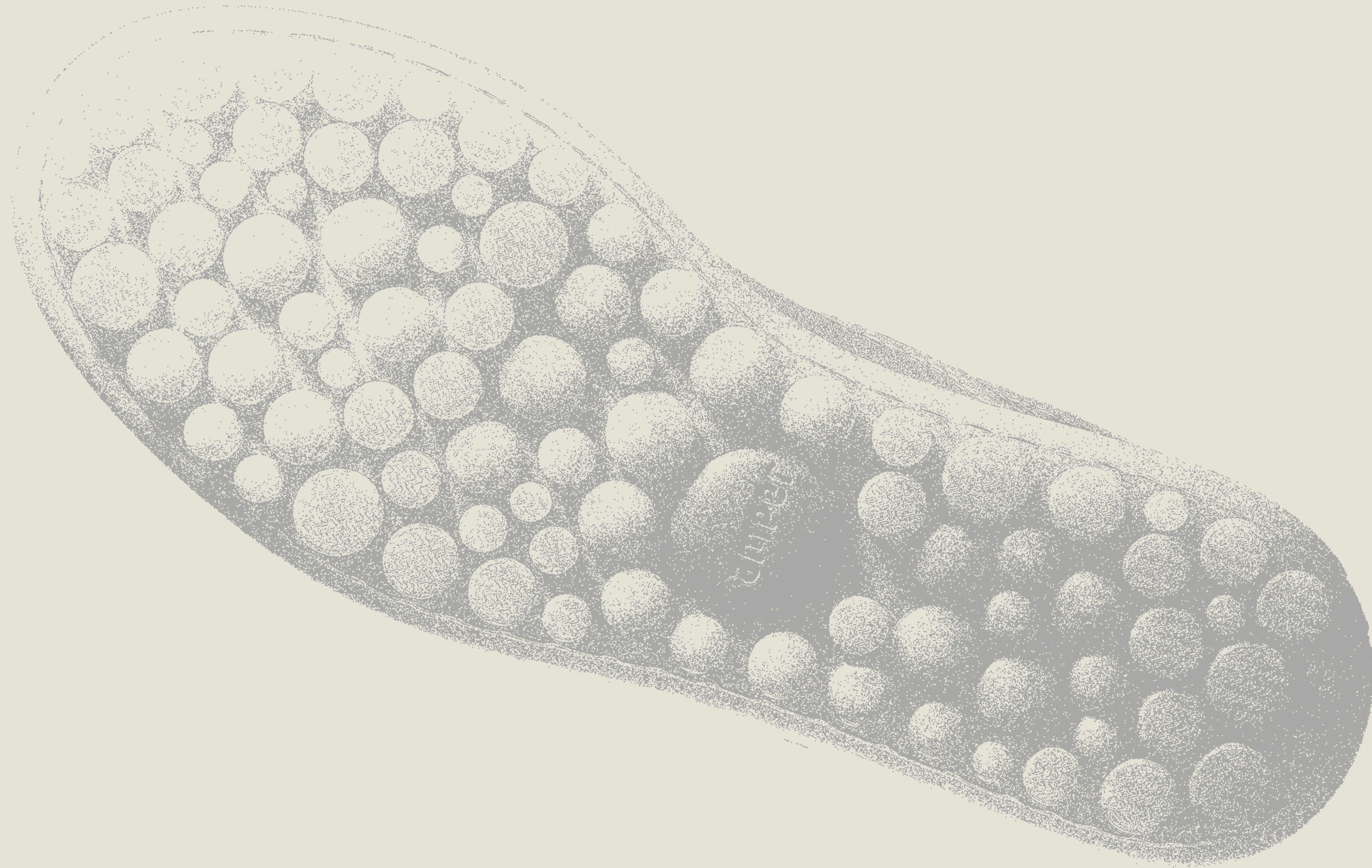
**We have provided transversal training** for **70%** of our people.

# 02



# ABOUT

# CAMPER



# OUR HISTORY

## Challenging the status quo since 1975

Our heritage goes back more than 145 years, when the Fluxà family began making shoes on the Mediterranean island of Mallorca. Using the highest quality materials and the most innovative manufacturing processes and machinery, the family established Mallorca as a region renowned throughout Europe for the production of high quality footwear.

In 1975, Lorenzo Fluxà, the third generation of our shoe-making family, founded Camper to create footwear that was easy to wear yet difficult to define.

Our first shoe, the **Camaleón**, was a unisex design inspired by the footwear of local farmers, who made their own shoes using recycled materials.

Each season we continue to develop unique collections from Inca, Mallorca, combining iconic products such as **Pelotas**, **Peu**, or **Twins** with new products such as our **Kobarah**, **Junction**, or **Tossu**. All products share the same values: a unique and inclusive design; the highest quality and comfort; useful, sustainable products designed for maximum durability and repairability.



Junction. AW23 Campaign 'Fail/Winter 2023'.



# CAMPER GROUP



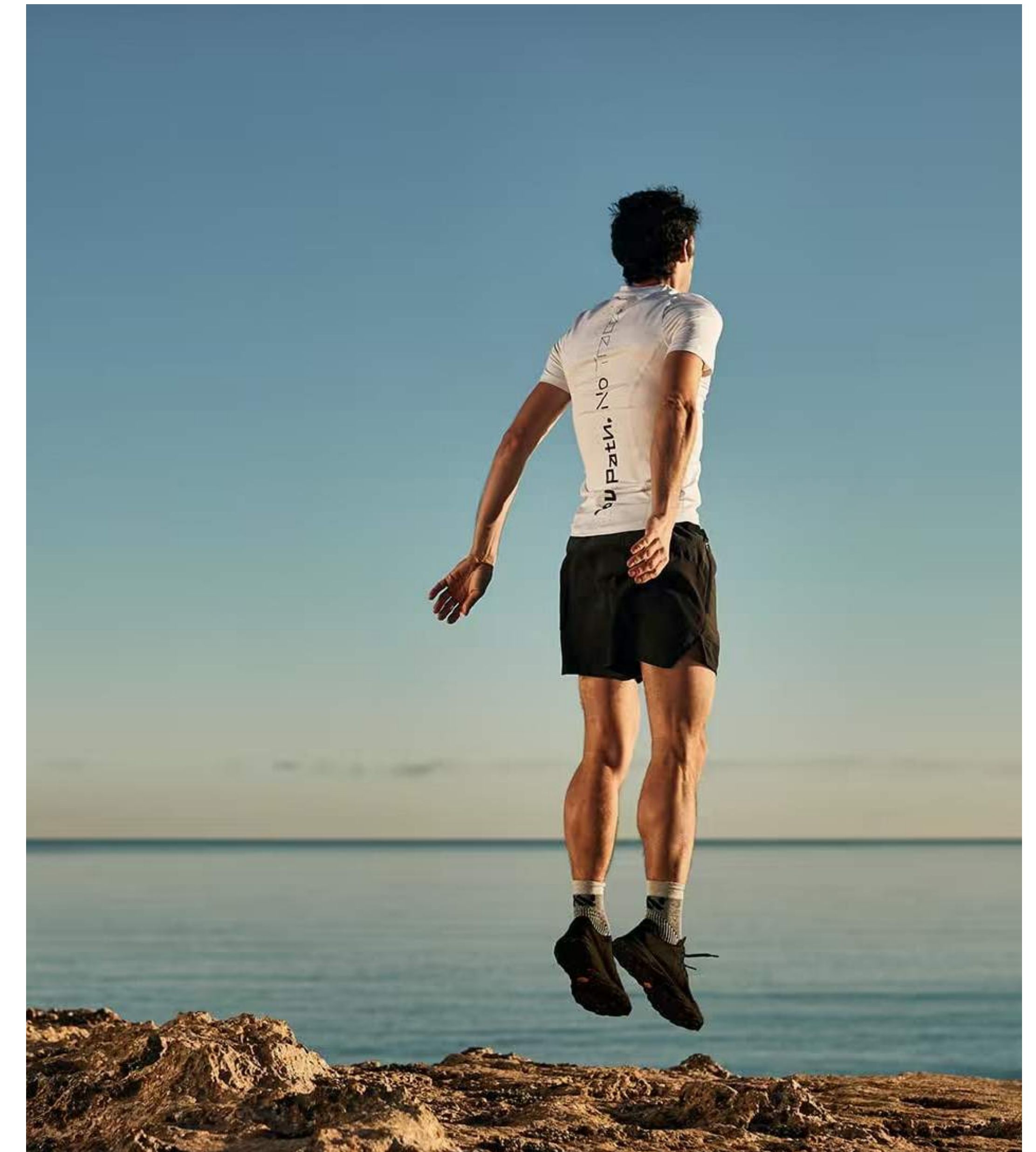
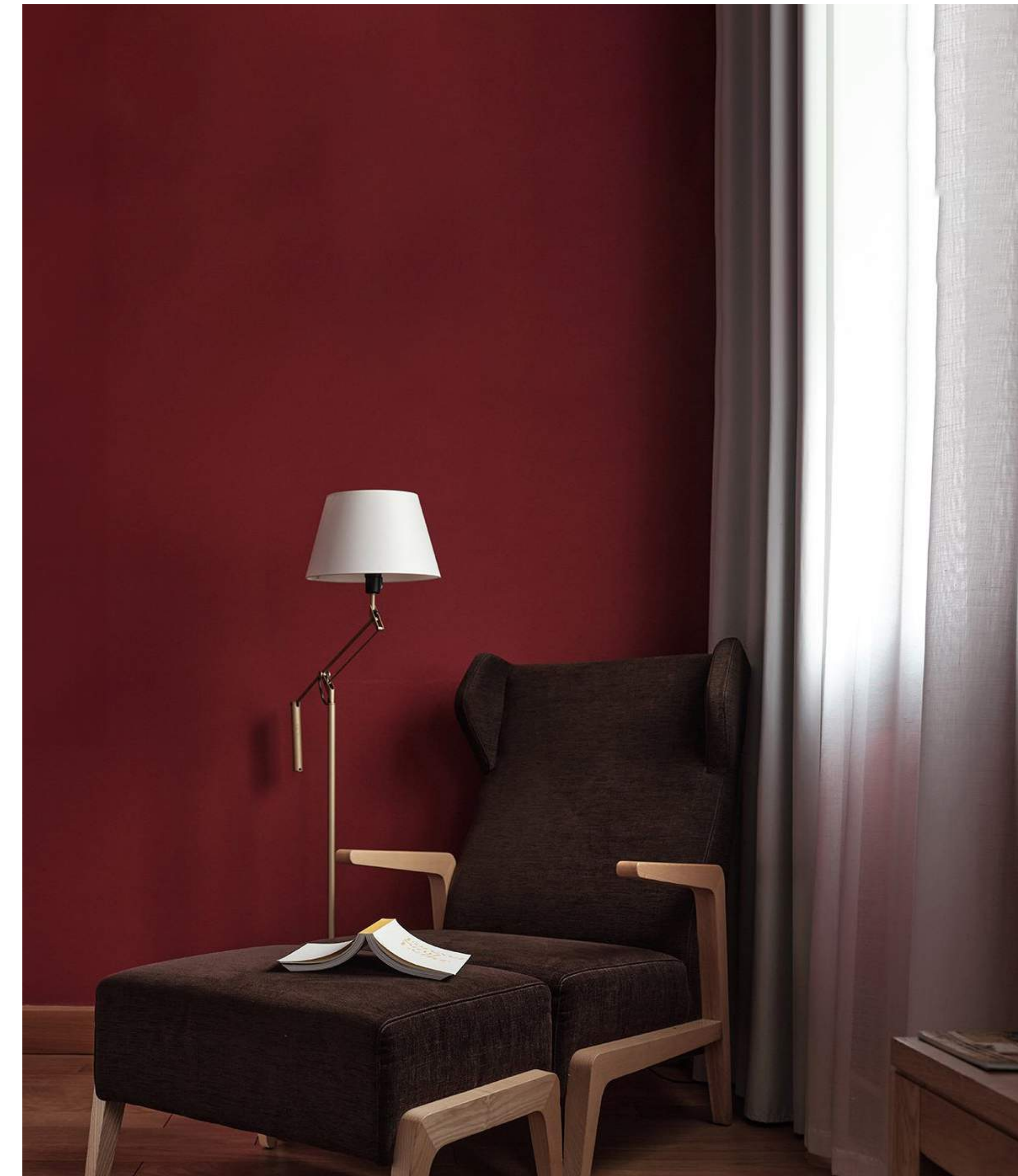
We are a Mallorcan footwear brand dedicated to creating designs that challenge the *status quo*, combining our shoemaking heritage with the latest in innovation and design. At Camper, we make quality shoes that are built to last.

Our commitment to being "A Little Better, Never Perfect" drives us to improve every day to become a leader in developing programmes that extend the lifecycle of our products through care, repairability, and refurbishment.

CAMPERLAB was launched in 2015, and in 2020, under the creative direction of Achilles Ion Gabriel, took a new approach with both disruptive and responsible designs that surprised the fashion industry with their innovation and originality. CAMPERLAB reinvents footwear from unique perspectives, offering collections that capture the spirit of the island with a surreal aesthetic and a refined sense of humour.

Our hotels offer a unique way of understanding design applied to the world of hospitality, promoting a more humane, respectful, simple, and responsible way of relating to the environment. Casa Camper, in Barcelona and Berlin, redefines luxury and simplicity, while our gastronomic offerings, Dos Palillos in Barcelona and Café Camaleón in Berlin, offer a creative fusion of flavours that reflect our cultural diversity.

In Autumn 2022, Kilian Jornet and Camper launched NNormal, an outdoor brand inspired by Norway and Mallorca, the homes of Kilian and Camper, respectively. The brand seeks to fuse authenticity and functionality to promote respect for nature, offering innovative and sustainable products with the highest quality standards. NNormal is committed to durability, circularity, carbon neutrality, transparency, and fair business, with the aim of becoming a brand that leaves no footprint.



# OUR MISSION AND VALUES

## Walking with Purpose

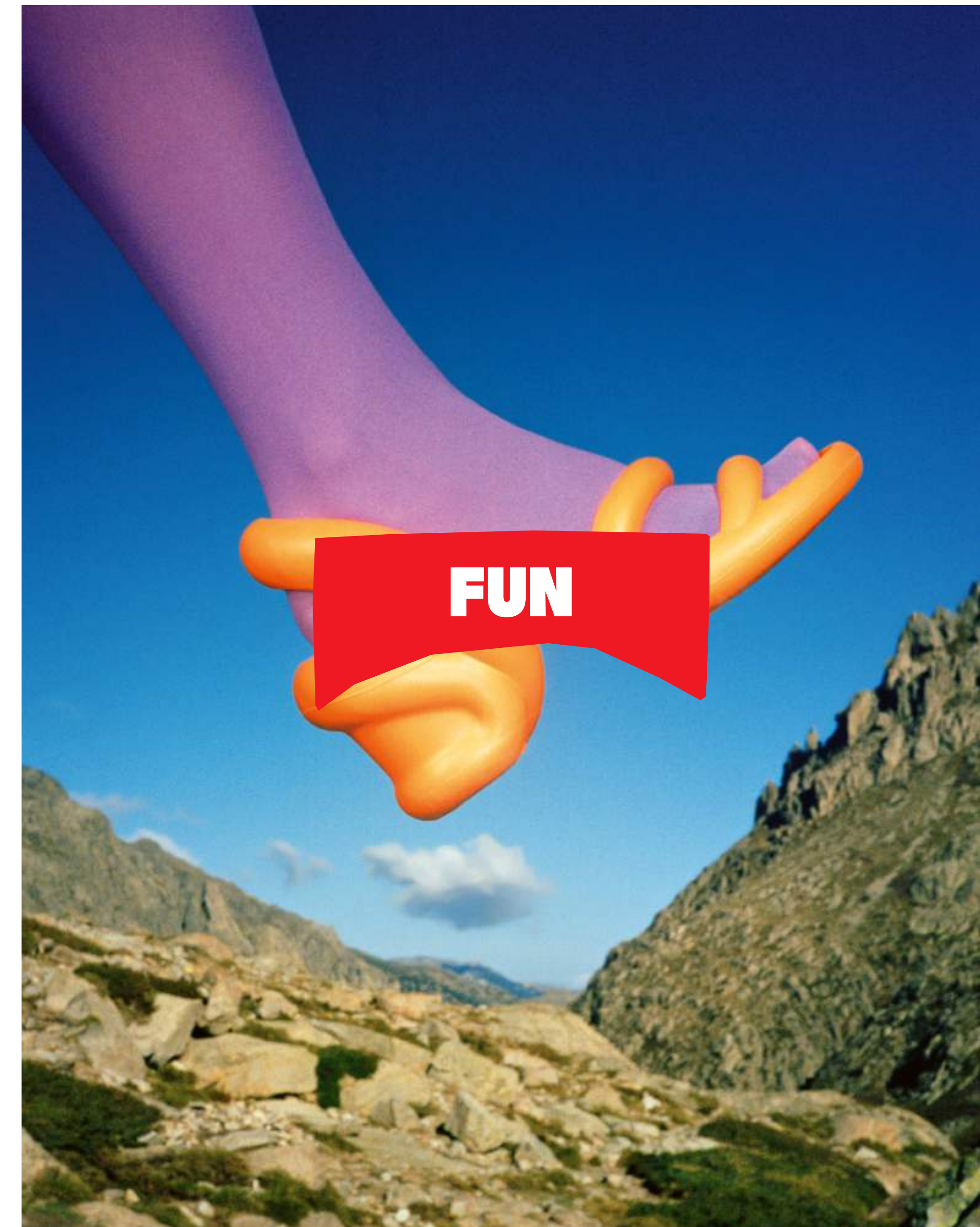
We provide people with a fun, sustainable, and responsible walking experience.



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



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.



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.



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.

# OUR PILLARS

Our brand is based on three pillars: **Product, Stores, and Communication**, and we work responsibly to ensure that the integration of sustainability is present in each of them.

## Product

Our commitment to creativity and innovation is reflected in our collections that seek to balance aesthetics and functionality. In addition, we aim to implement design and production practices that reduce the environmental impact of our products. Through collaborations, with designers and artists, our goal is to constantly reinvent ourselves without losing our essence.

## Stores

In 1981, we opened our first shop in Barcelona. In 1992, we began our international expansion with openings in Paris and Milan. Shortly afterwards we expanded throughout Europe, Asia, and the Americas. Today Camper is present in more than 100 countries through a selection of multi-brand retailers, our network of stores, and our digital channel, [camper.com](https://www.camper.com).

## Communication

From the beginning, graphic identity has been one of our corporate pillars. The name, the logo, the stores, and our advertising campaigns represent a creative discourse that has been enriched over time.

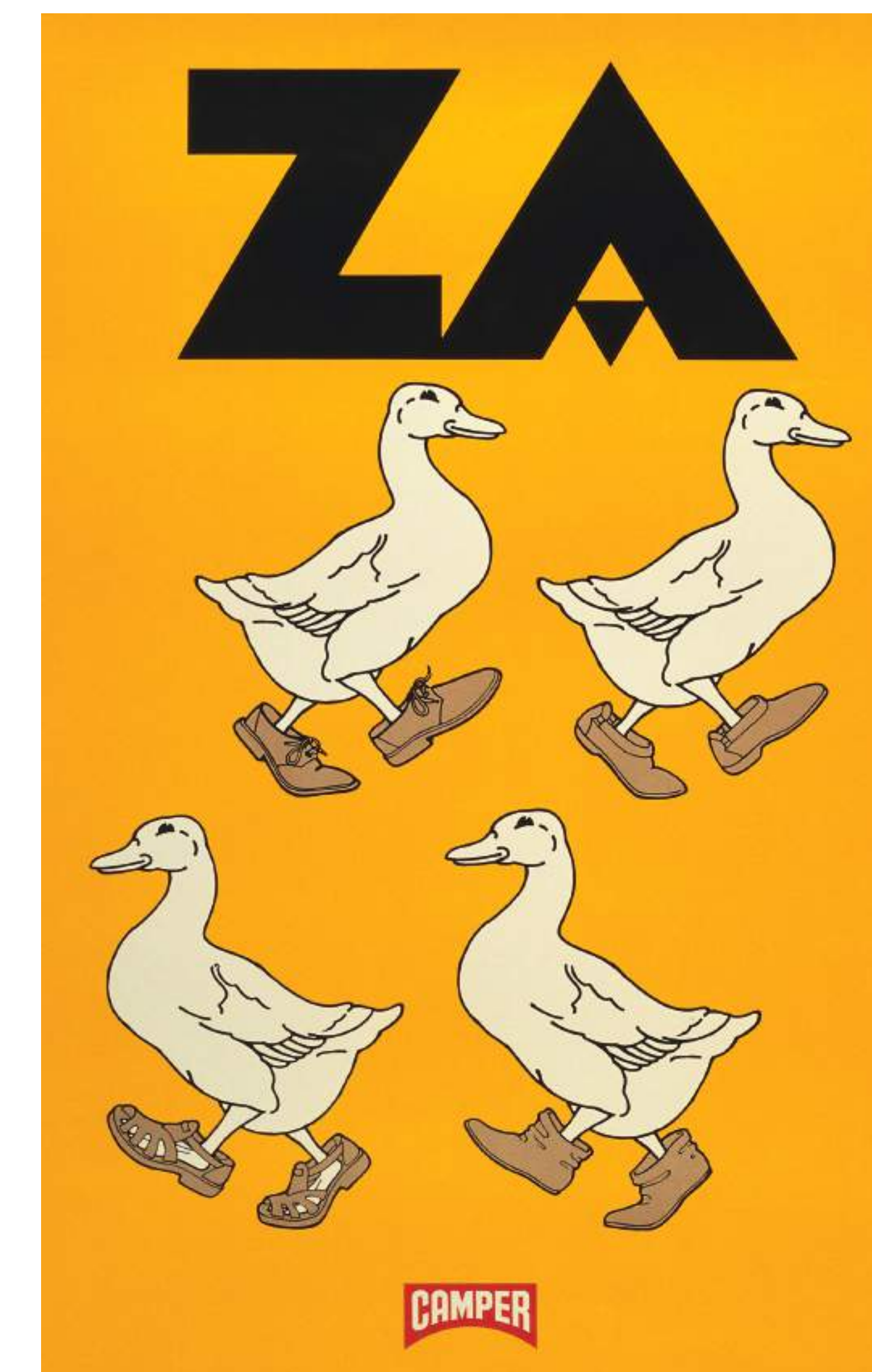
Today, our graphic language continues to reflect our sense of humour and the unconventional spirit that has defined us for decades.



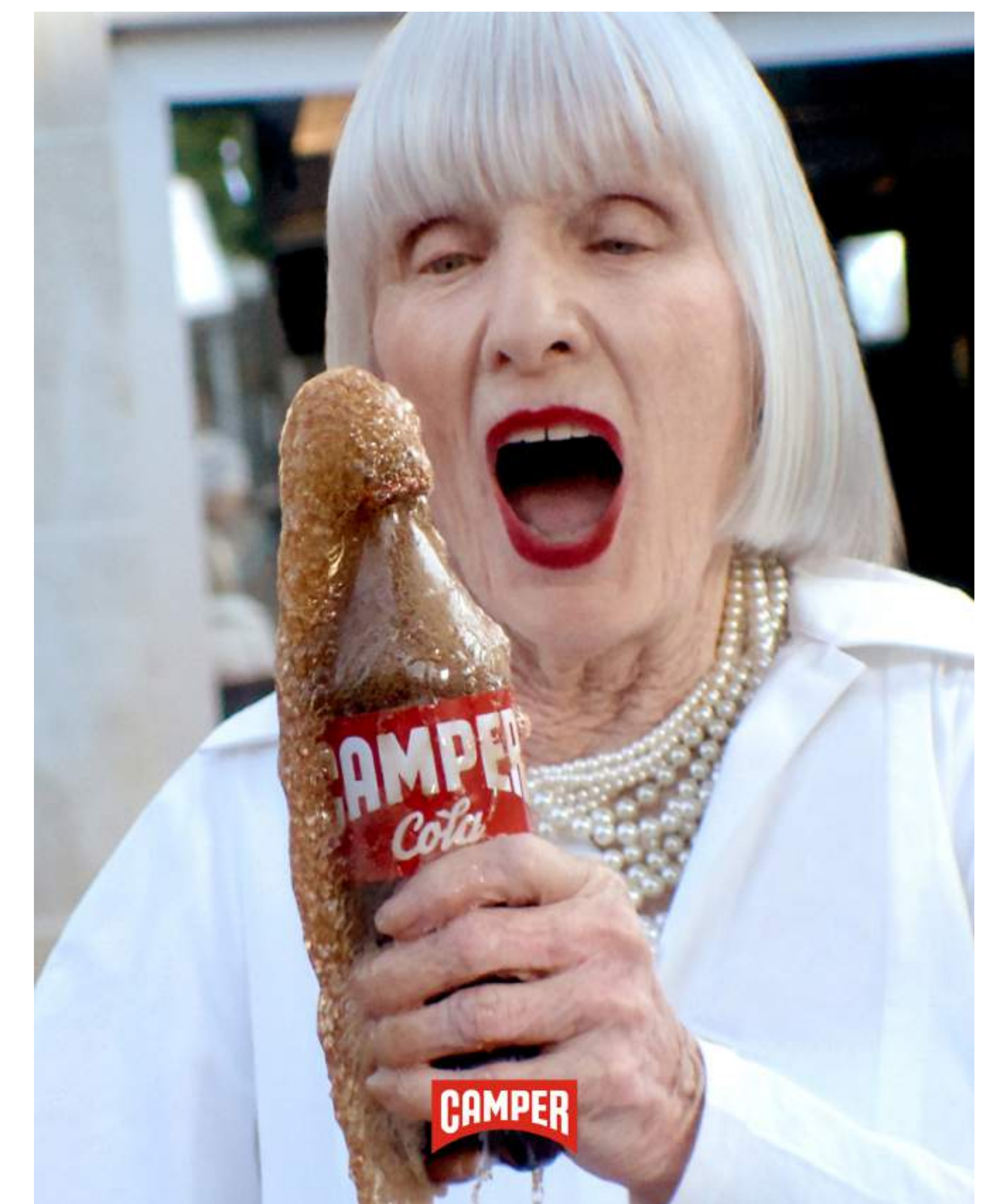
Kobarah, SS2023



First Camper store, Barcelona. 1981.



ZA PA TOS Poster, 1981.



AW23 Campaign 'Fail/Winter 2023'.

## Product

Our commitment to creativity and innovation is reflected in our latest initiatives. From now on, we offer a **lifetime warranty** not only on **Pelotas Ariel**, but also on our **Ground**, **Brutus Trek**, and **Peu Pista** leather options.

We've implemented our new **water-repellent Hydros-hield technology** in styles like **Brutus Trek** and **Beetle**, advancing durability and protection.

We launched the **Tormenta** line, with sustainable approaches, and the **Peu Path** line, which promotes minimalist design with **Simplified Knit**.

In addition, we collaborated with the **Ethical Fashion Initiative** to create **EFI Camaleon 1975**, using organic cotton from Burkina Faso.

Moving towards **more conscious innovation**.



Pelotas Ariel



Tossu

## Featured products

### PEU PATH

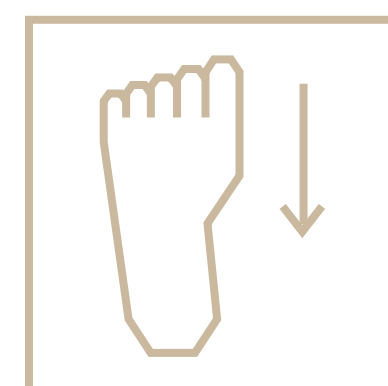
“Path” is a new **unisex sneaker** with a barefoot approach designed for a natural fit and feel, allowing the foot to move naturally as it connects with the ground.

Characterised by playful, asymmetrical details and a low profile, this extra-lightweight, all-textile, slip-on sneaker features a **unique, ergonomic design** that wraps perfectly around the foot, reimagining the natural feeling of walking barefoot.

Peu Path is available in different styles, including a sneaker designed with an innovative one-piece **construction**, featuring an extra-soft two-tone recycled PET knit which not only offers increased stretch and breathability, but also minimises waste during the production process while reducing carbon footprint emissions.

Path's **low-to-the-ground design** and **flexible outsole** provide increased balance and stability, and its soft, synthetic upper also contributes to natural foot movement. Additional rubber toe and heel pieces provide extra support and protection, combined with a cushioned **Ortholite footbed** and easy-fit elasticated laces for total everyday summer comfort.

Made entirely from **recycled ingredients**, Path is one of the lines in the collection with the **lowest carbon footprint (3.80 CO<sub>2</sub>/KG)**.



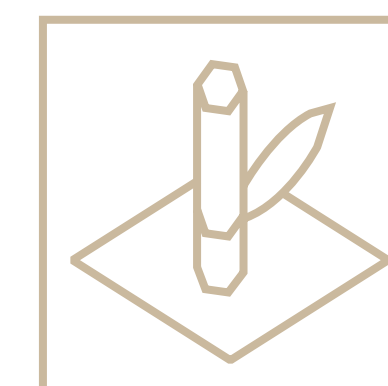
CARBON FOOTPRINT  
REDUCTION



RECYCLED



CUSHIONING



NATURAL-BASED  
MATERIAL



LIGHTWEIGHT



EXTRA PROTECTION



FLEXIBLE

## Stores

Recent refurbishments include our iconic stores in Cherche-Midi and Pompidou.

In the case of Cherche-Midi, we collaborated with **Jean-Vincent Simonet** to transform the space into a “**Camper Room**” – a concept store model where artists can display their work alongside our collections. Illusory colours and liquid forms offer visitors an immersive experience through the artist's work.

At Pompidou, **designer Jorge Penadés** was inspired by the Georges Pompidou building to install a metal structure that winds through the space, serving as shelving and blending in with rustic wall textures and traditional tiles that recall our Mediterranean roots.



Pompidou, collaboration with Jorge Penadés



Cherche Midi, collaboration with Jean-Vincent Simonet

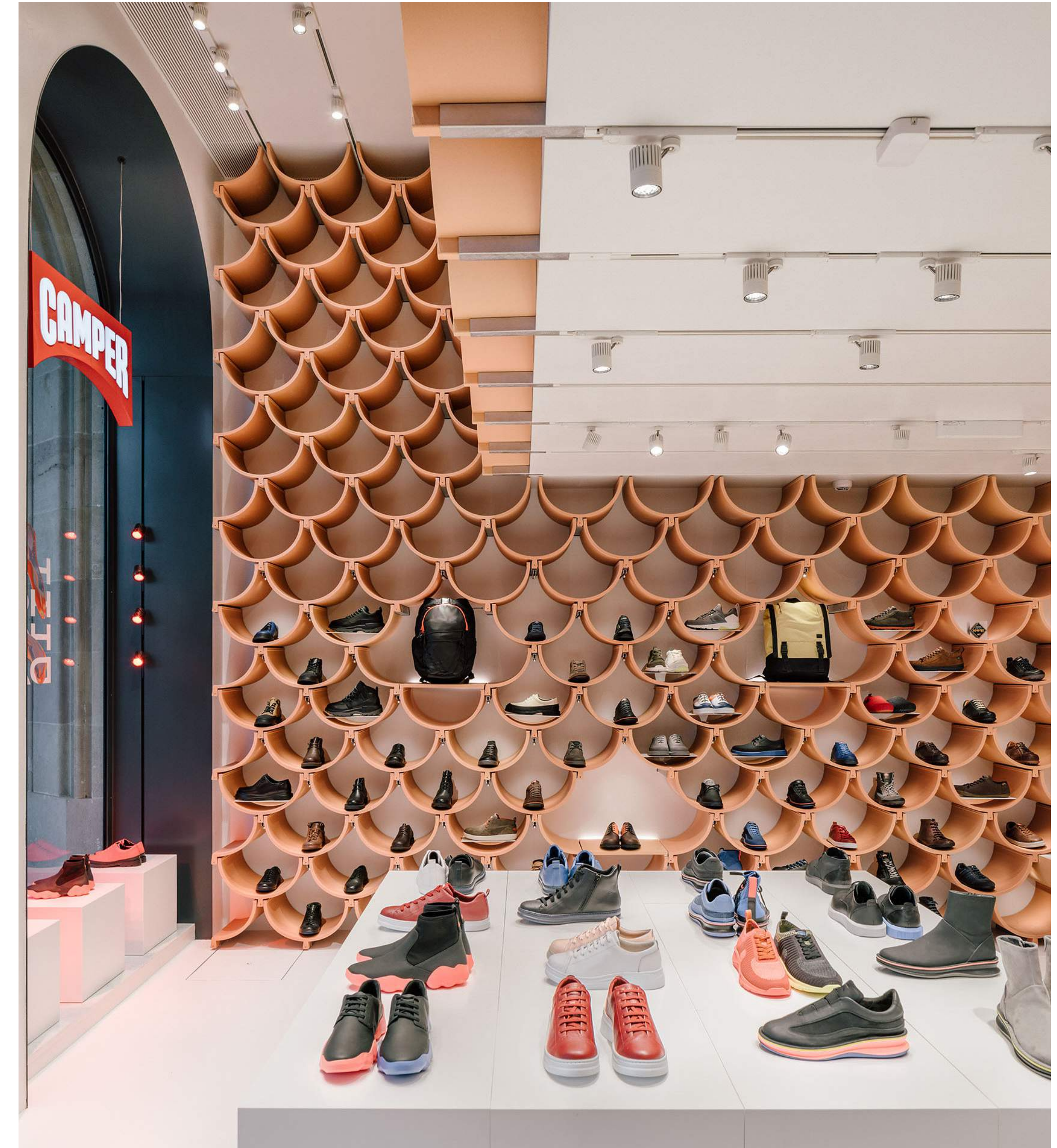
## Featured stores

### CAMPER PASEO DE GRACIA

Located in the vibrant centre of Barcelona and directly overlooking Plaça Catalunya, is one of our most treasured stores. This exquisite 80 square metre space, conceptualised and materialised by renowned architect **Kengo Kuma**, features a stunning design with curved ceramic tiles that pay homage to a traditional Catalan construction method, instilling the store with a sense of place and history.

It was this location that proudly earned the distinction of being **the store with the highest sales in 2023**, a remarkable achievement that can be attributed to the dedication and commitment of the store's own team – a team we hold in high regard.

Not only are we immensely proud of their achievements, but we are also deeply committed to learning the valuable lessons they can teach us, as they embody **excellence and enthusiasm**.

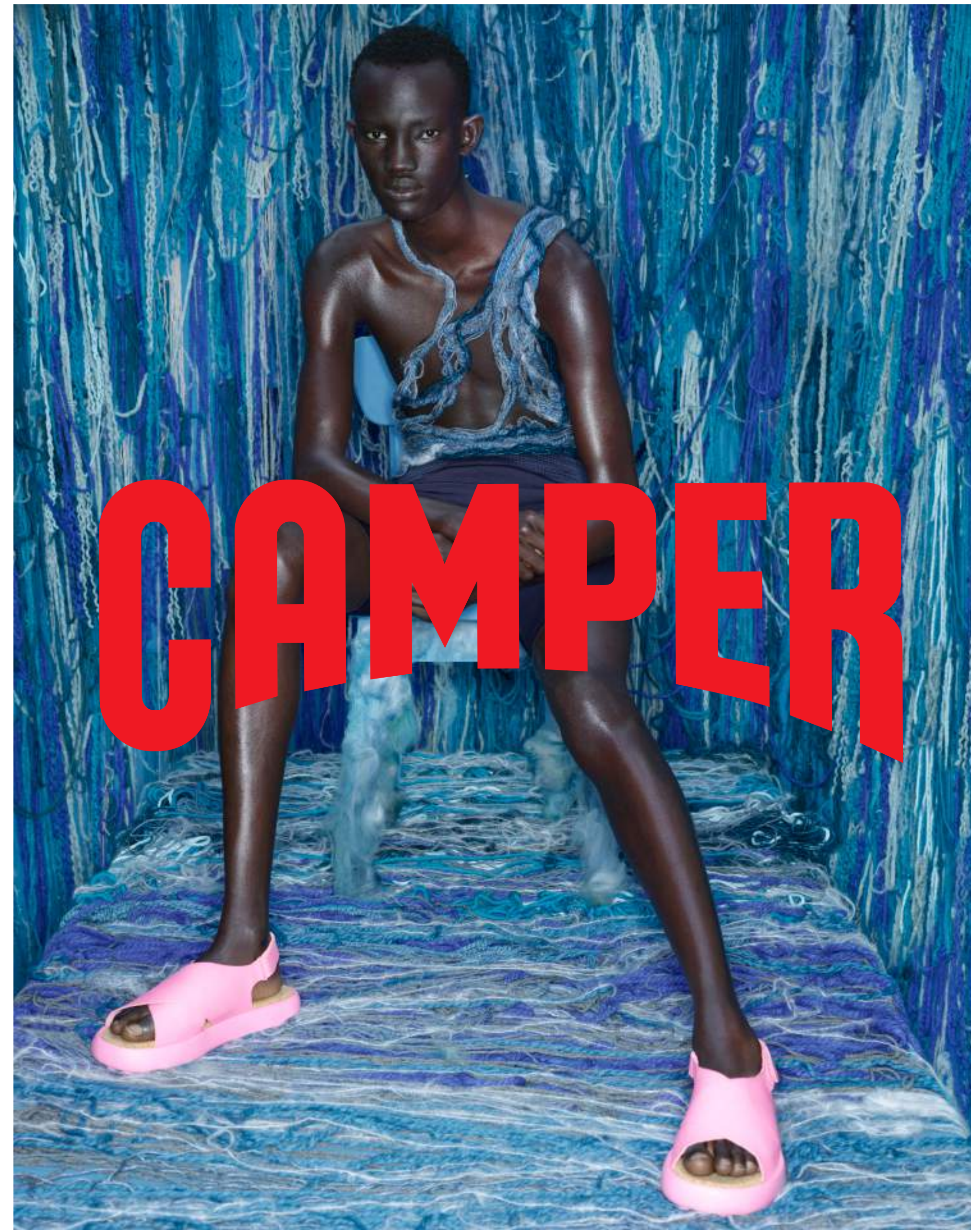


## Communication

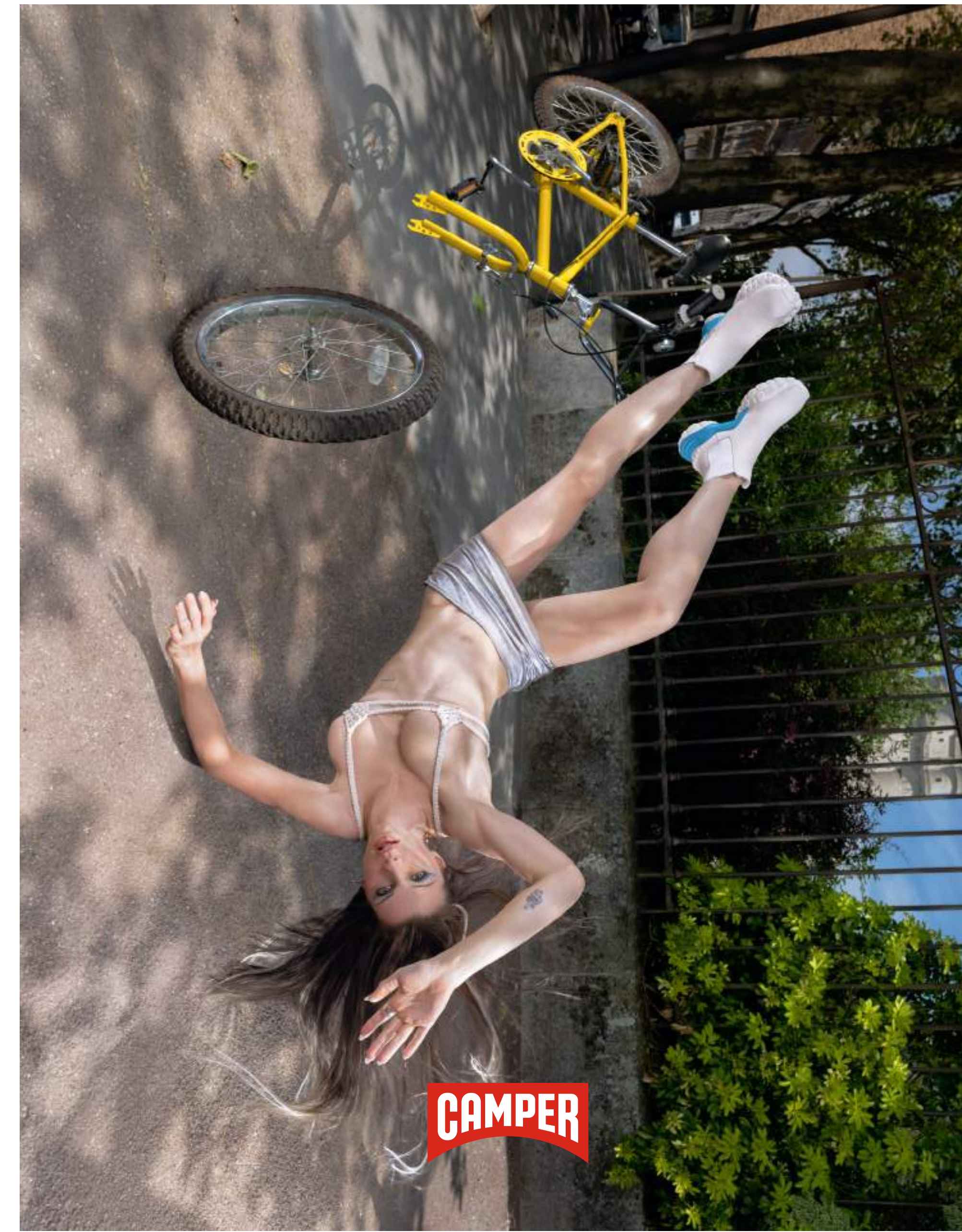
Our Spring/Summer 2023 campaign, “Pink, Please”, celebrated the power of colour, individuality, and community. Photographed by Felix Gesnouin, the campaign featured a diverse cast of models and creatives, including Goy Michael and Berlin underground icons such as Ivana Vladislava.

“Fail/Winter 2023” was inspired by the unexpected failures and accidents of Julia Fox, photographed by Grant James-Thomas. Together, they walked the streets of Paris with the season's main lines.

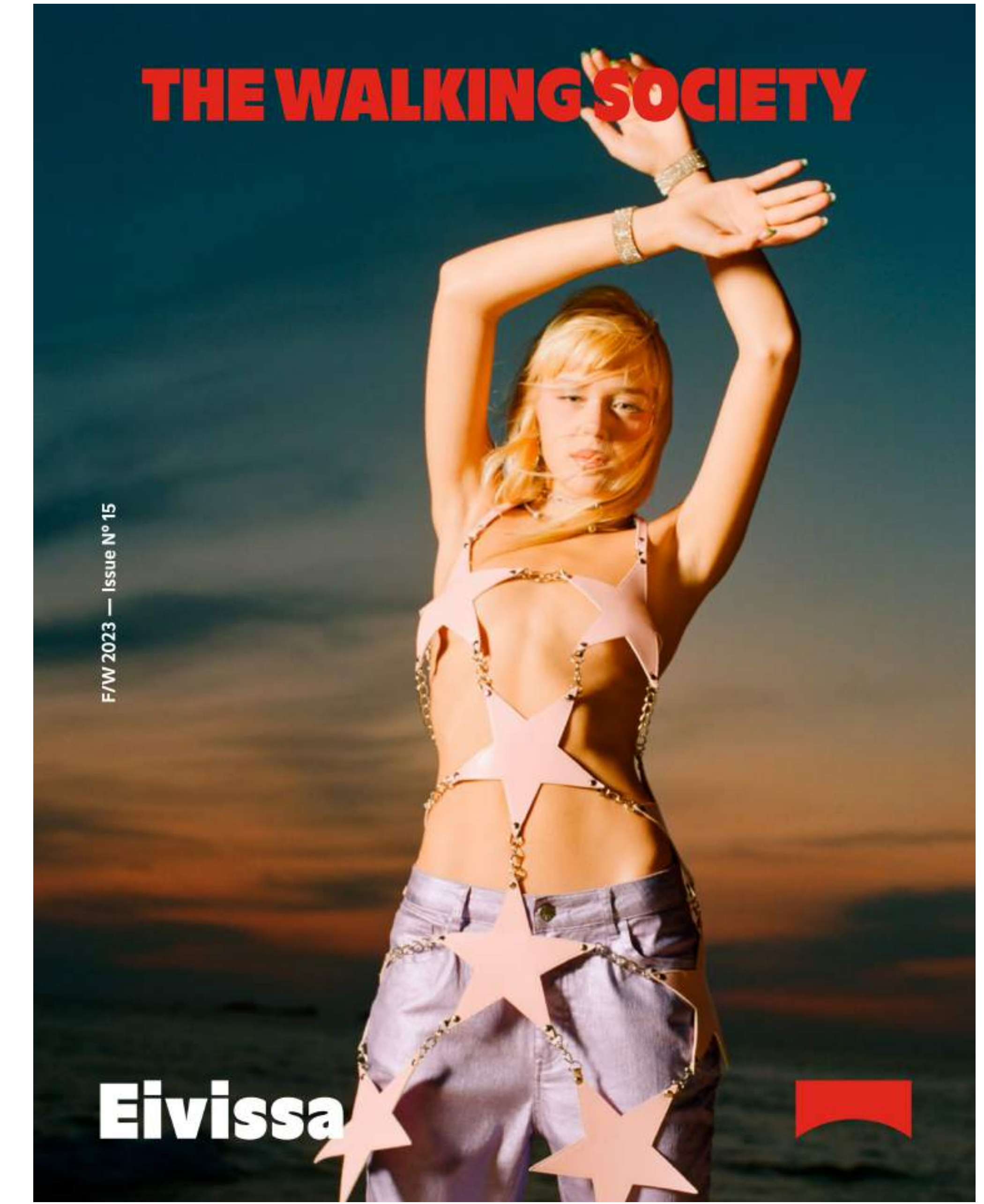
In addition, our community, “The Walking Society”, launched issues 14 and 15 of the magazine, where we explored the Island of Krk and Eivissa, Ibiza, respectively. For the latter, we also opened a pop-up selling souvenirs brought directly from the island.



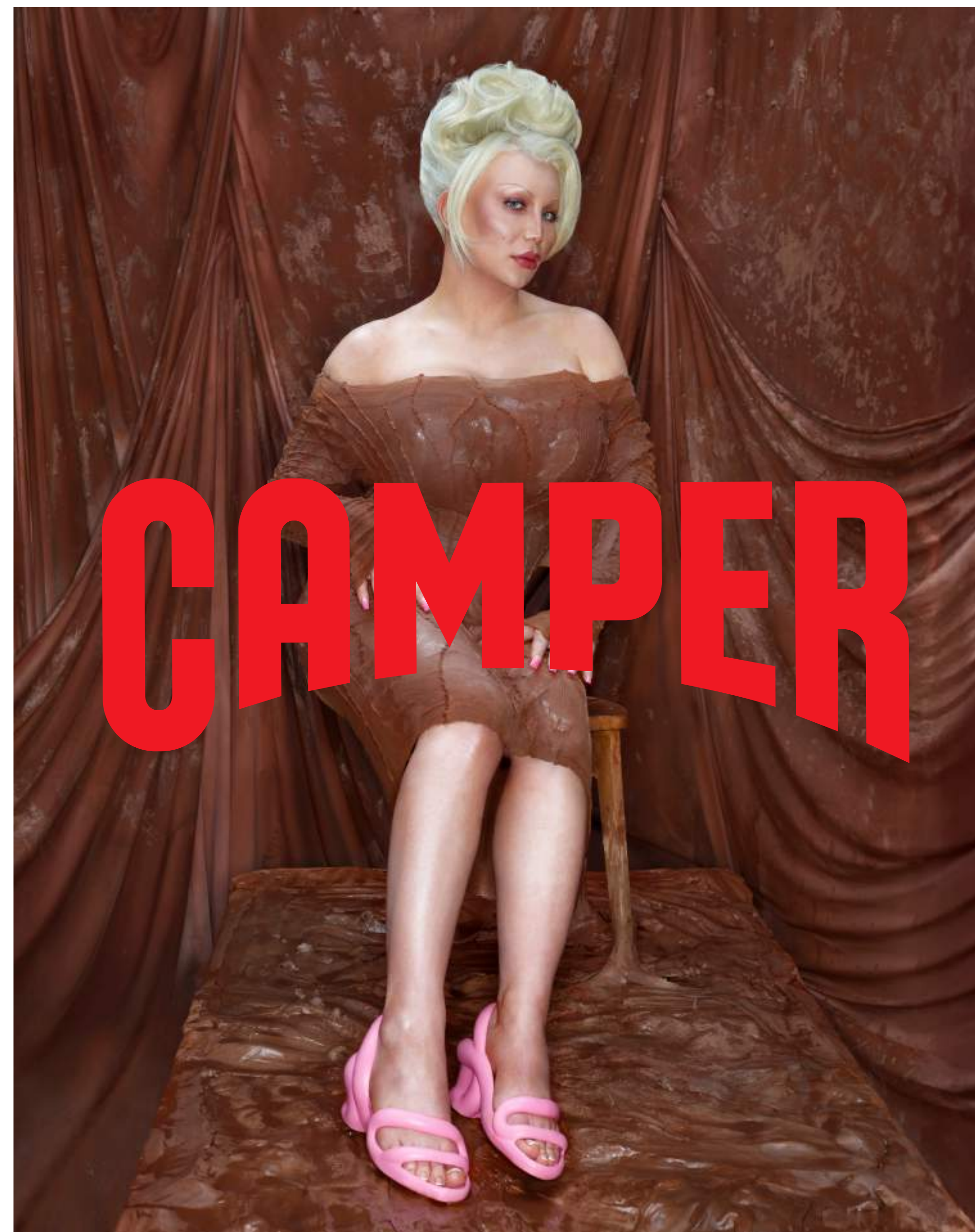
SS23 Campaign 'Pink, please'.



FW23 Campaign 'Fail/Winter 2023'.



'The Walking Society' Magazine FW23 N°15



SS23 Campaign 'Pink, please'.



FWS23 Campaign 'Fail/Winter 2023'.

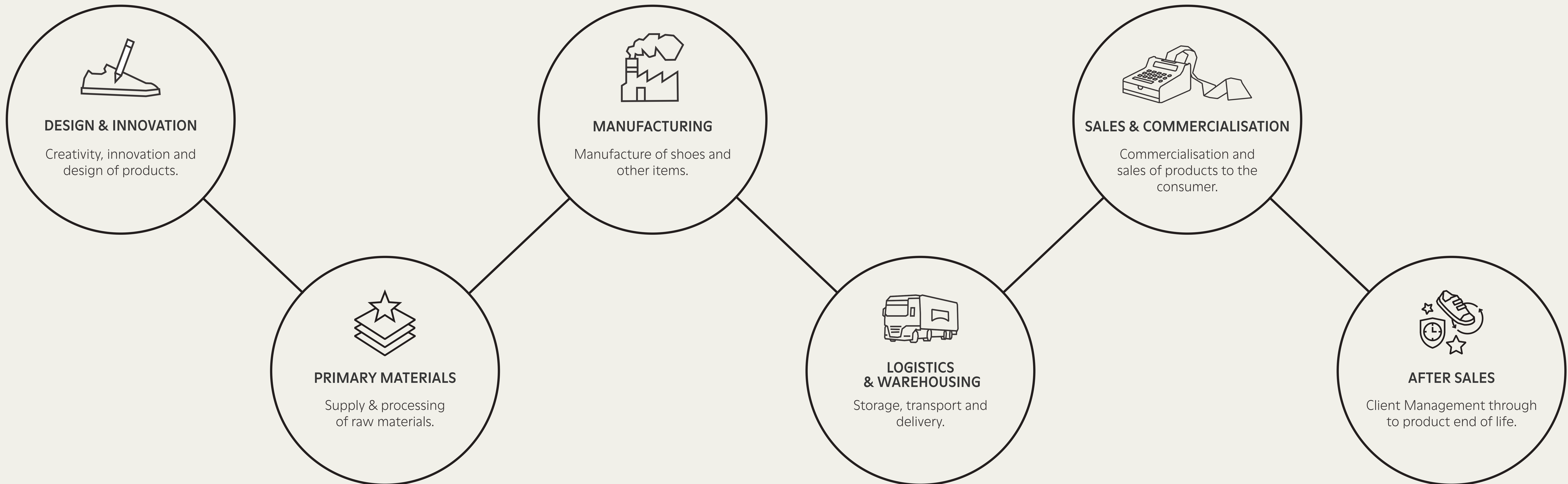


'The Walking Society' Magazine SS23 N°14



# OUR VALUE CHAIN

Analysing our value chain allows us to understand all the social and environmental aspects of the manufacture and distribution of our products. It is also a useful exercise to identify the different stakeholders involved, key risks, and ESG impacts in our operations. With this knowledge, we can develop strategies to mitigate these risks and associated impacts, improving the resilience and efficiency of our entire value chain.



# OUR CORPORATE GOVERNANCE

Our governance model defines how the company is organised, managed, and controlled. The main governance bodies are the Board of Directors, which determines strategic priorities, and the Executive Committee, which implements the Group's strategy.

## COMPOSITION OF THE CAMPER EXECUTIVE COMMITTEE:

Miquel Fluxà Ortí - *CEO*

José Luis Luis Salas - *CEO NNormal*

Álvaro Egido de la Hera - *Chief Commercial Officer (CCO)*

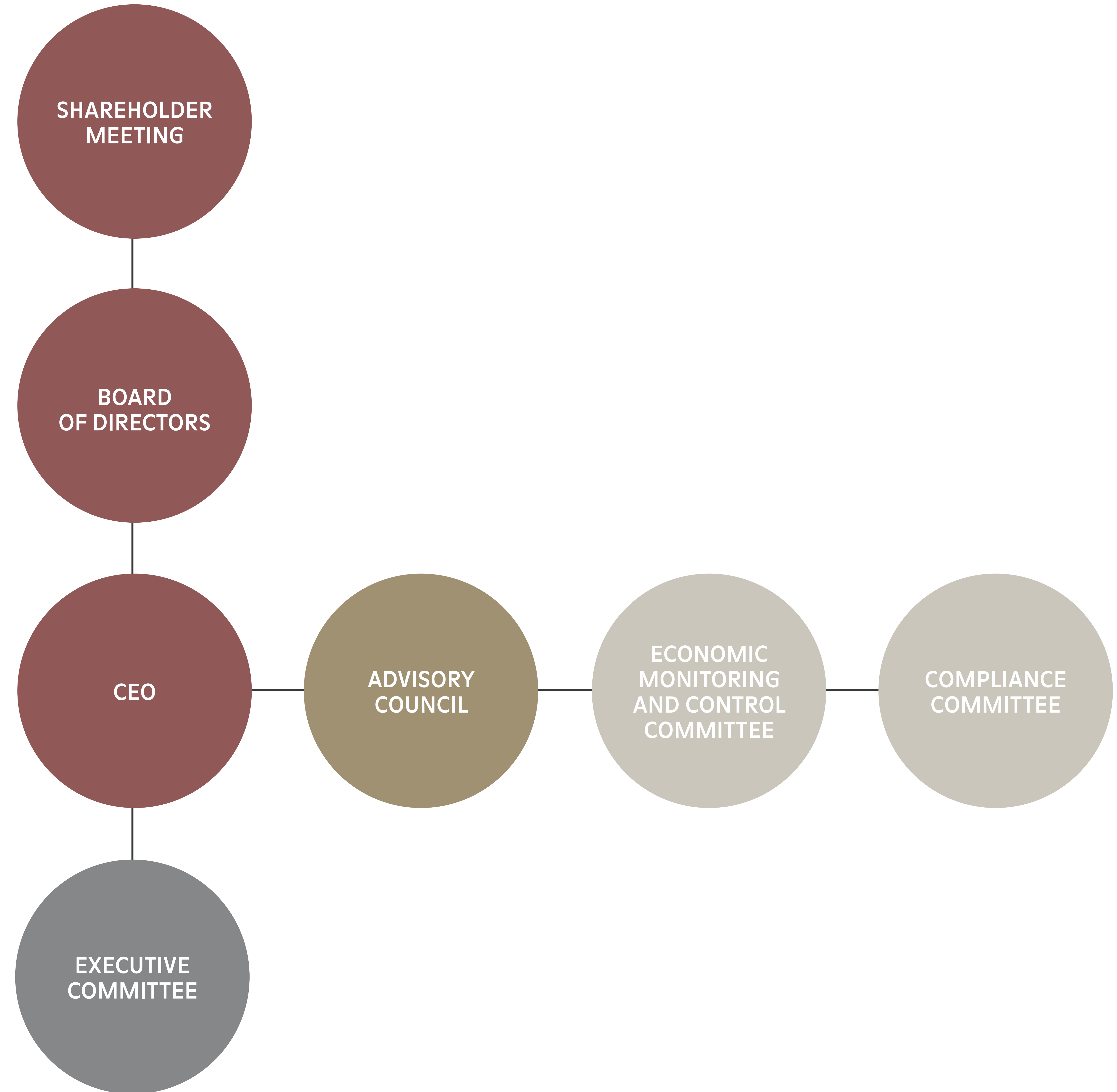
Cecilia Llorens Bobadilla - *Product Design Director*

Gloria Rodríguez García - *Brand Director*

Jaime Estela Somoza - *Chief Financial Officer*

Enar Lazcano Alberdi - *Chief Operations Officer*

Irene García Rodríguez - *People and Culture Director*



**Composition of the Camper Board of Directors:** 1. Forch Med, S.L., represented by Miquel Fluxà Ortí (Managing Director and Chairman), 2. Lorenzo Fluxà Ortí (Secretary), 3. Miquel Fluxà Ortí (in his individual capacity), 4. José Luis Zarraluqui Darder, 5. FYD, S.L., represented by Maria Isabel Fluxà Domené, 6. Sayglo, S.L., represented by Gloria Fluxà Thienemann.

# 03



**"A LITTLE BETTER,  
NEVER PERFECT"**



# OUR TRACK RECORD IN SUSTAINABILITY

**1975**  
Camper was born with the mission to provide people with a fun, sustainable, and responsible walking experience. Camaleón, our first shoe, was created using scraps of leather and rubber.

**1995**  
Our iconic and durable Pelotas was born, which today, in its leather version, is guaranteed for life.

**1996**  
We opened our first ReCamper store to give a second chance to our models from previous seasons.

**2000**  
We produced our first mono-material shoe, Wabi, inspired by Japanese minimalism, a concept of simplicity and efficient design.

**2002**  
Our "Don't buy them if you don't need them" advertising campaign supported the concept of slow fashion, encouraging consumers to shop responsibly.

**2005**  
Our Casa Camper hotel concept opened in Barcelona (later in Berlin in 2009), offering a contemporary and minimalist experience.

**2012**  
The Camper Foundation was created to support artistic, cultural, social, and environmental initiatives, especially among disadvantaged groups in Mallorca, our home.

**2013**  
We joined the **Leather Working Group** to promote best practice in the leather industry and ensure that our **tanneries** are environmentally responsible.

**2019**  
We developed and integrated our first ESG strategy, **"A Little Better, Never Perfect"**, transversally through our business. We joined the Sustainable Apparel Coalition (SAC) with the aim of working together with industry partners to create best practices and standards for environmental and social performance.

**2020**  
Our store in Malaga opened with recycled materials, previously used furniture that can be used again. We launched the SECOND LIFE project, in which any of our shoes can be returned to us so that, after sorting, they can be used again. We began a long-term collaboration with the Esment Foundation in Mallorca, which provides support to people with cognitive dysfunction, and their families.

**2021**  
Two circular designs were launched on the market. Reinventing our iconic Wabi and Kobarah designs ensured they can be turned into a new pair of shoes at the end of their life. We evolved our ESG strategy based on four pillars and ten commitments focused around our impact on society, the planet, and transparency.

**2022**  
As a member of UN Global Compact we completed our first Progress Report. Our carbon emissions reduction targets were approved by the *Science Based Target Initiative* (SBTi) after a rigorous verification process. Camper joined the B Corp community.

**2023**  
ReCamper became the umbrella for all initiatives extending the life of our products, ranging from encouraging their care and facilitating their repair, to collecting our consumers' shoes to give them a new lease of life through repair or refurbishment. We launched our first ReWalk collection from Camper shoes that have been recovered from customers or from products with imperfections, and are ready to walk again after being cleaned, disinfected, and repaired. We updated our Materiality Assessment to include dual materiality to see how our actions impact both people and the planet, but also how sustainability issues can affect our financial well-being.

\*The Sustainable Apparel Coalition (SAC) has changed its name to Cascale in 2024.

# OUR SUSTAINABILITY PILLARS



## Designing unique walking experiences

We create unique walking experiences by using non-toxic, or sustainably sourced materials. Our focus goes beyond the quality and durability of our shoes as we develop circular systems that enhance the longevity of our collections. This commitment is complemented by our dedication to exceptional customer service focused on providing unique walking experiences.



## Delivering responsible and ethical growth

We are developing a profitable and responsible business model that aligns with our purpose and helps us achieve our business objectives. This includes improving governance, compliance, and risk management strategies to ensure our business remains profitable and sustainable. Collaboration with our various stakeholders is key, with a focus on responsible management of our supply chain.



## Preserving and conserving natural resources

We focus our efforts on reducing the negative impacts of our operations on the environment. This involves identifying ways to reduce our carbon footprint and finding sustainable methods to manage the resources we consume. A conscious effort towards responsible management of our environmental impacts is central to our strategy.

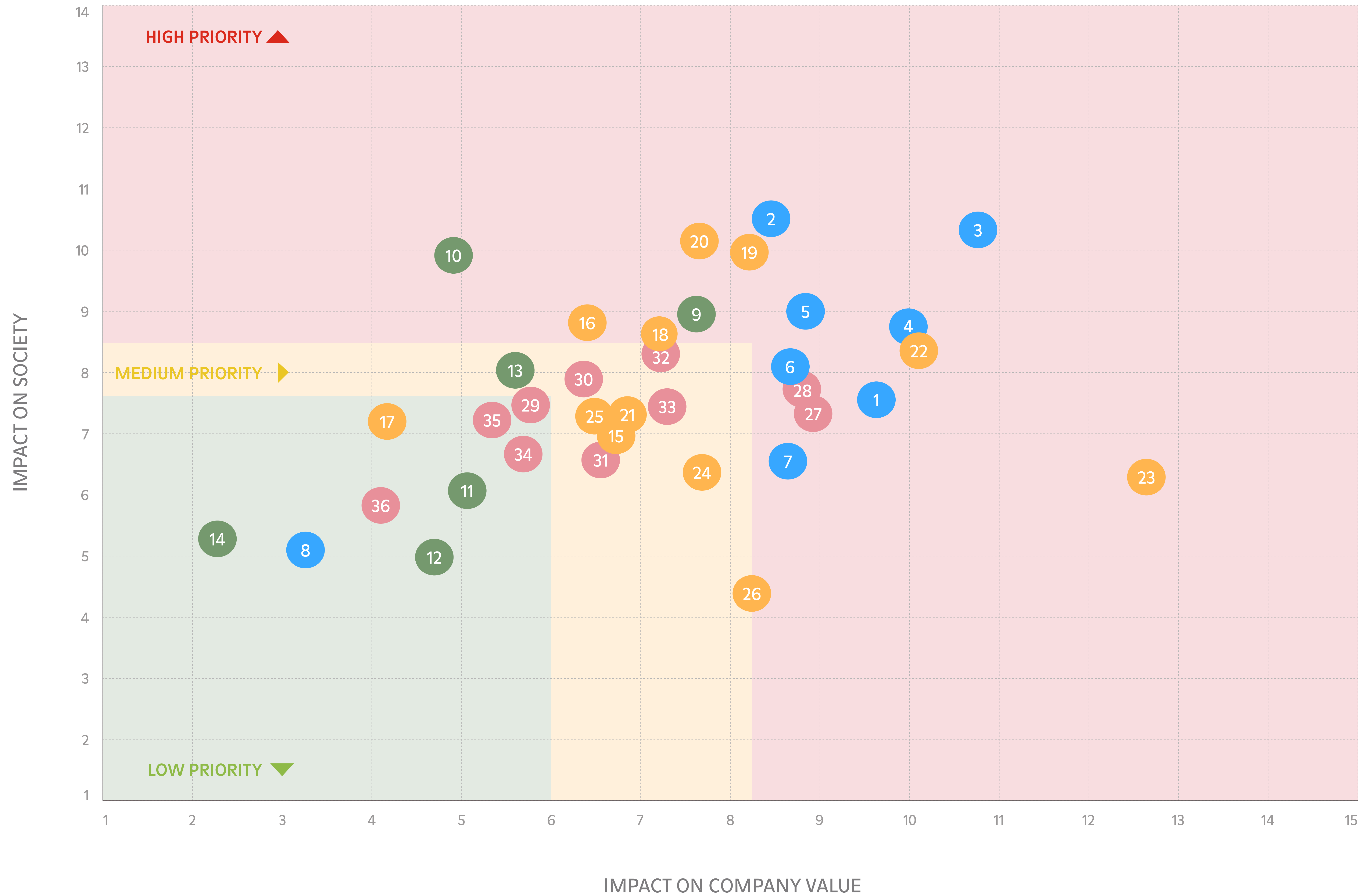


## Caring about human progress

We are committed to promoting the well-being and development of individuals and communities linked to our activities. We aim to foster personal and professional growth to create an inclusive environment in which everyone can thrive. At the heart of our initiatives is a dedication to creating collective prosperity.

# DUAL MATERIALITY ANALYSIS

## Dual materiality analysis



● Designing unique walking experiences    
 ● Delivering responsible and ethical growth    
 ● Preserving and conserving natural resources    
 ● Caring for human progress

**15 MATERIAL ISSUES (HIGH PRIORITY)**

- 01 CREATIVITY IN DESIGN
- 02 MATERIALS FROM SUSTAINABLE SOURCES
- 03 INNOVATION FOR CIRCULARITY
- 04 PRODUCT QUALITY AND SAFETY
- 05 PRODUCT DURABILITY
- 06 PRODUCT RECOVERY, REPAIR, AND RESALE
- 27 GENERATING STABLE EMPLOYMENT AND A GOOD WORKING ENVIRONMENT
- 28 TALENT AND PROFESSIONAL DEVELOPMENT
- 09 CLIMATE CHANGE MITIGATION AND ADAPTATION
- 10 EFFICIENT AND SUSTAINABLE ENERGY MODEL
- 16 TRANSPARENCY AND REPORTING
- 19 RESPECT FOR HUMAN RIGHTS AND LABOUR CONDITIONS IN PROCUREMENT, PURCHASING, AND SERVICE RELATIONS
- 20 BEST PRACTICE IN SOURCING, PURCHASING, AND CONTRACTED SERVICES
- 22 BUSINESS MODEL ADAPTABILITY
- 23 IMPORTANCE OF THE BRAND

**13 MATERIAL ISSUES (MEDIUM PRIORITY)**

- 07 CUSTOMER EXPERIENCE
- 33 WORKING HOURS AND WORK-LIFE BALANCE
- 29 WELFARE, HEALTH, AND SAFETY AT WORK
- 30 DIVERSITY, EQUITY, AND INCLUSION
- 31 HUMAN RIGHTS
- 32 REMUNERATION AND BENEFITS
- 13 MANAGEMENT OF CHEMICAL AND TOXIC SUBSTANCES
- 15 ETHICS, COMPLIANCE, AND RISK MANAGEMENT
- 18 RESPONSIBLE AND SUSTAINABLE MANAGEMENT OF PROCUREMENT, PURCHASING, AND SERVICES
- 21 ECONOMIC, FINANCIAL, AND FISCAL DEVELOPMENT
- 24 BRAND PROTECTION
- 25 CYBERSECURITY, DIGITALISATION, AND NEW TECHNOLOGIES
- 26 ROBUST DISTRIBUTION CHANNELS

**8 NON-MATERIAL ISSUES (LOW PRIORITY)**

- 34 PREVENTING HARASSMENT AT WORK
- 35 CONTRIBUTION TO THE LOCAL COMMUNITY
- 36 VOLUNTEERING IN LOCAL COMMUNITIES
- 11 WASTE MANAGEMENT
- 12 WATER MANAGEMENT
- 14 IMPACT ON BIODIVERSITY
- 17 ALLIANCES AND PARTNERSHIPS IN THE TEXTILE INDUSTRY
- 08 TRANSPARENCY AND LABELLING

## B CORP

Camper became a B Corp company for the first time in 2022, incorporating good business practices that are responsible to the environment and the communities in which it operates, its working teams, and in its relationship with its customers, backed by ethical and transparent governance.

B Corp has helped us identify vital areas of our value chain to influence and improve. By identifying these areas, we set targets and key performance indicators (KPIs), guiding us in executing a responsible strategy which delivers benefits.

Annually, we conduct an analysis of our results using the Business Impact Assessment (BIA) tool developed by B Lab, which allows us to measure and maintain sustained progress and be "A Little Better, Never Perfect".

To preserve our B Corp certification, we are subject to a comprehensive verification process every three years.



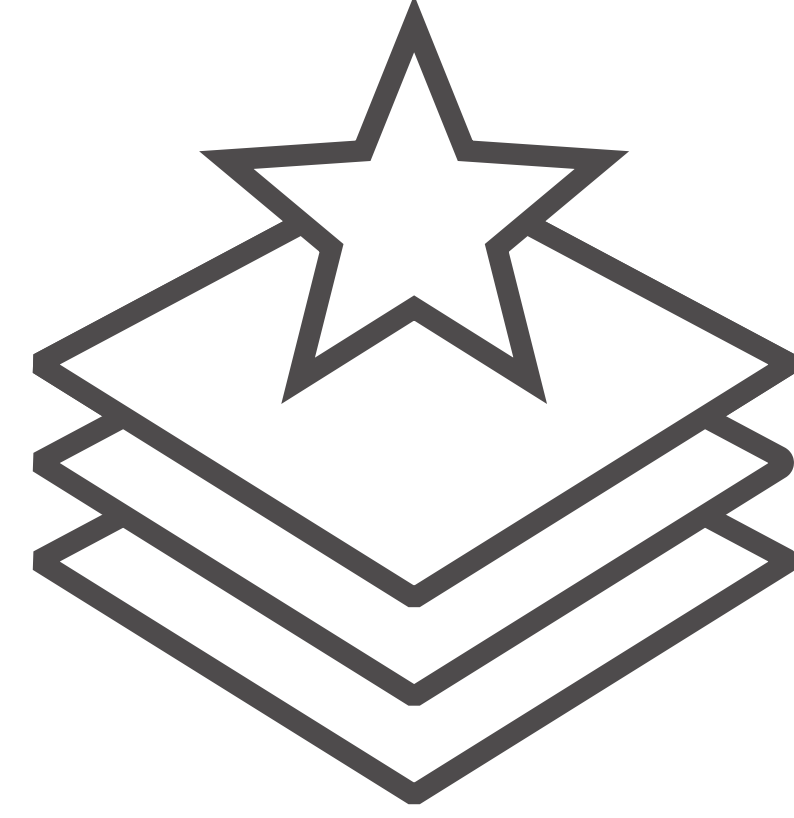
04



# DESIGNING UNIQUE WALKING EXPERIENCES



# SOURCING BETTER MATERIALS



Sourcing materials responsibly is crucial to us from an environmental, ethical, and economic perspective. We actively choose certified materials, recognising that they are not only of higher quality, but also contribute to reducing our environmental impact. From an environmental perspective, responsible sourcing helps reduce the ecological footprint of manufacturing by addressing deforestation, pollution, and overuse of natural resources, thus supporting the sustainability of ecosystems. By opting for certified materials, Camper ensures that our sourcing practices adhere to strict environmental and ethical standards, fostering a more sustainable supply chain.

OBJECTIVES AND GOALS	KPIs progress		
	2021	2022	2023
<b>OPTIMISING THE SUSTAINABLE ATTRIBUTES OF OUR COLLECTIONS</b>			
2025: 100% of our materials certified in uppers and linings	52%	87%	92%
2025: 50% certified recycled or bio-based soles	N/A	N/A	39%
2025: 85% of the collection in compliance with industry criteria (weight-based)			
Spring - Summer (S/S)	N/A	N/A	75%
Autumn - Winter (A/W)	N/A	N/A	87%
<b>MINIMISING THE CARBON FOOTPRINT OF OUR COLLECTIONS</b>			
2030: Reduce the carbon footprint of the collection by 30% (compared to 2019)			
Total Carbon Footprint of the collection (tCO <sub>2</sub> e)	24,191	30,827*	29,870
Reduction compared to base year 2019 (36.371) en tCO <sub>2</sub> e	-33%	-15%*	-18%

\*It is important to take into account the increase in our production after the COVID-19 crisis.

## Our materials

MATERIAL	DESCRIPTION	2021	2022 (*)	2023
Leathers	From LWG-certified suppliers	94%	93%(*)	93%
Cotton	From certified organic and recycled sources	N/A	88% (*)	81%
Wool	From third-party certified sources	100%	18%(*)	67%
Recycled PET	From certified recycled sources	100% (*) from O/I	79%(*)	85%
Recycled/ Sugar-based EVA	From certified recycled sources	N/A	33%(*)	40%

\*From 2022, the calculation methodology changes.



**LINING**  
Recycled PET

**LACES**  
TENCEL® Lyocell

**INSOLE**  
OrthoLite® Recycled

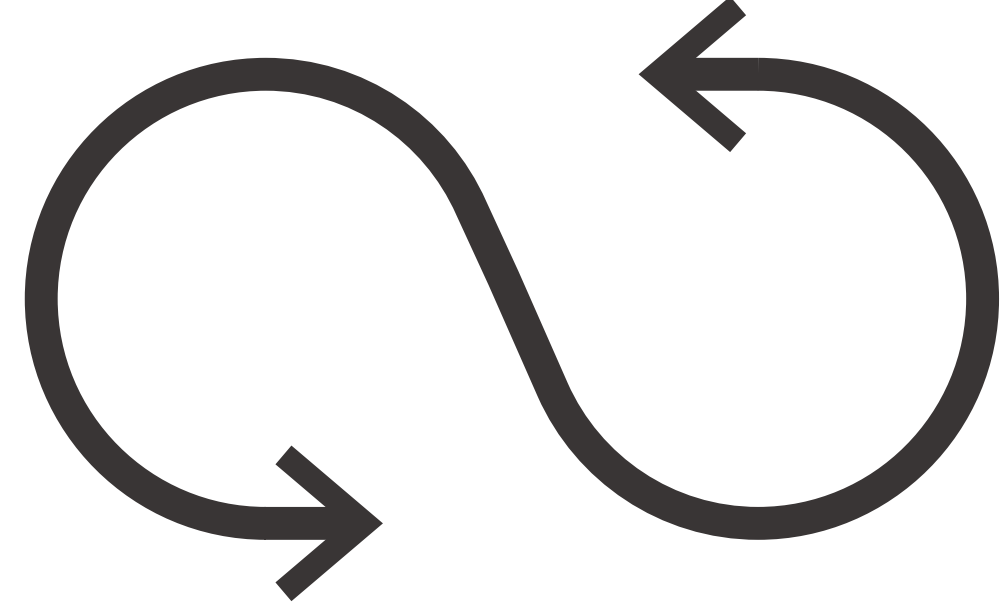
**UPPER**  
Sorona® mesh, HyphaLite™  
and MIRUM®

**MIDSOLE**  
Sugarcane EVA

**SOLE**  
Natural rubber

The innovative Tormenta design combines multiple materials from natural and sustainable sources to help reduce waste generation and carbon emissions.

# CIRCULAR DESIGN



At Camper, circularity is based on the reduction of waste, the continuous use of resources, and the regeneration of ecosystems. We understand the importance of keeping products, materials, and resources in use for as long as possible. This minimises the depletion of limited resources and reduces the environmental impact associated with the extraction and processing of raw materials. We are evolving our collections to be durable, reusable, and recyclable, significantly reducing the volume of waste that ends up in landfills or incinerators.

OBJECTIVES AND GOALS		KPIs progress		
	2021	2022	2023	
<b>2025: DESIGN 15% OF THE COLLECTION TO BE RECYCLABLE</b>				
Spring - Summer (S/S)	N/A	N/A	2%	
Autumn - Winter (A/W)	N/A	N/A	4%	
<b>MAXIMISING THE POSITIVE IMPACT OF RECAMPER</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
2024: Repair 2,000 pairs	N/A	N/A	200	
2024: Recover 15,000 pairs through our Take Back collection programme	1.176	1.054	13,871	
2024: Sell 1,000 pairs of second-life shoes (ReWalk)	N/A	N/A	653	
2024: Connect Recamper with The Walking Society (reaching 72,000 leads)	N/A	N/A	27,212	

## Circular design\*



### DESIGNING TO ENABLE CIRCULARITY Longer service life

#### LIFETIME WARRANTY

Confident in the long-lasting quality of Camper products, we offer a lifetime warranty on all **Pelotas Ariel** and leather options of **Ground**, **Brutus Trek** and **Peu Pista**.

#### PERSONALISATION

An invitation to wear shoes in multiple ways to get the most out of them.

#### DISASSEMBLY

Lines including **Junction** are designed using glue-free techniques so that they can be dismantled once the shoes are returned to us.

#### SIMPLIFICATION

Stitch-free technology and simplified uppers to reduce the total number of components and processing steps required, reducing the overall impact of a shoe (selected **Peu** and **Drift Trail** styles).



### DESIGNING TO CLOSE THE LOOP End of life

#### MONOMATERIALITY

The production of a shoe from a single material facilitates recycling via our partners as there is no need for sorting and dismantling, as in the case of our beloved **Kobarah**.

#### MODULARITY

A modular-design shoe has interchangeable parts for repair and customisation, promoting sustainability by reducing waste and extending the life of the shoe.

#### RECYCLABILITY

Shoes designed to be recyclable are made from materials that are easily recoverable at the end of their useful life, minimising waste and promoting a circular economy.

\*Design for Circularity includes the two options: "Designing to Enable Circularity" and "Designing to Close the Loop".

# KOBARRAH



Inspired by the curves of a snake, Kobarah was designed to wrap and hug the foot. Made from fully recyclable materials, its rounded shape and wide heel offer a unique heeled sandal with a casual yet contemporary aesthetic.

Kobarah is composed of an EVA mould, simplified into a single piece, 30% of which is from biological origin. In this way, it moves towards a more natural direction, with a comfortable and resistant heel that wraps the foot in the form of extra-light rounded volumes, creating a unique silhouette.

Based on the circular concept of "being made to be remade", this mono-material sandal is also fully recyclable. This means that at the end of its useful life, when returned to Camper, it can be easily disassembled and recycled into a new material or product by our long-term partners, Finproject.

## We build our shoes to last, and then we make sure they do.

Durable shoes are made to last. That's why we have ReCamper, our commitment to extending the life of our customers' shoes, with services that include cleaning, repairing, or refurbishing them.

Our services include:

### CARE

We work with the best partners to offer products that extend the life of our shoes, and we also offer basic and premium cleaning services in our stores.

### REPAIR

We are developing a special repair service with our team of craftspeople in Mallorca because we believe that quality is key to sustainability. In addition, by increasing their lifespan by just 9 months, we will reduce their carbon impact by 20-30%.

### TAKE BACK

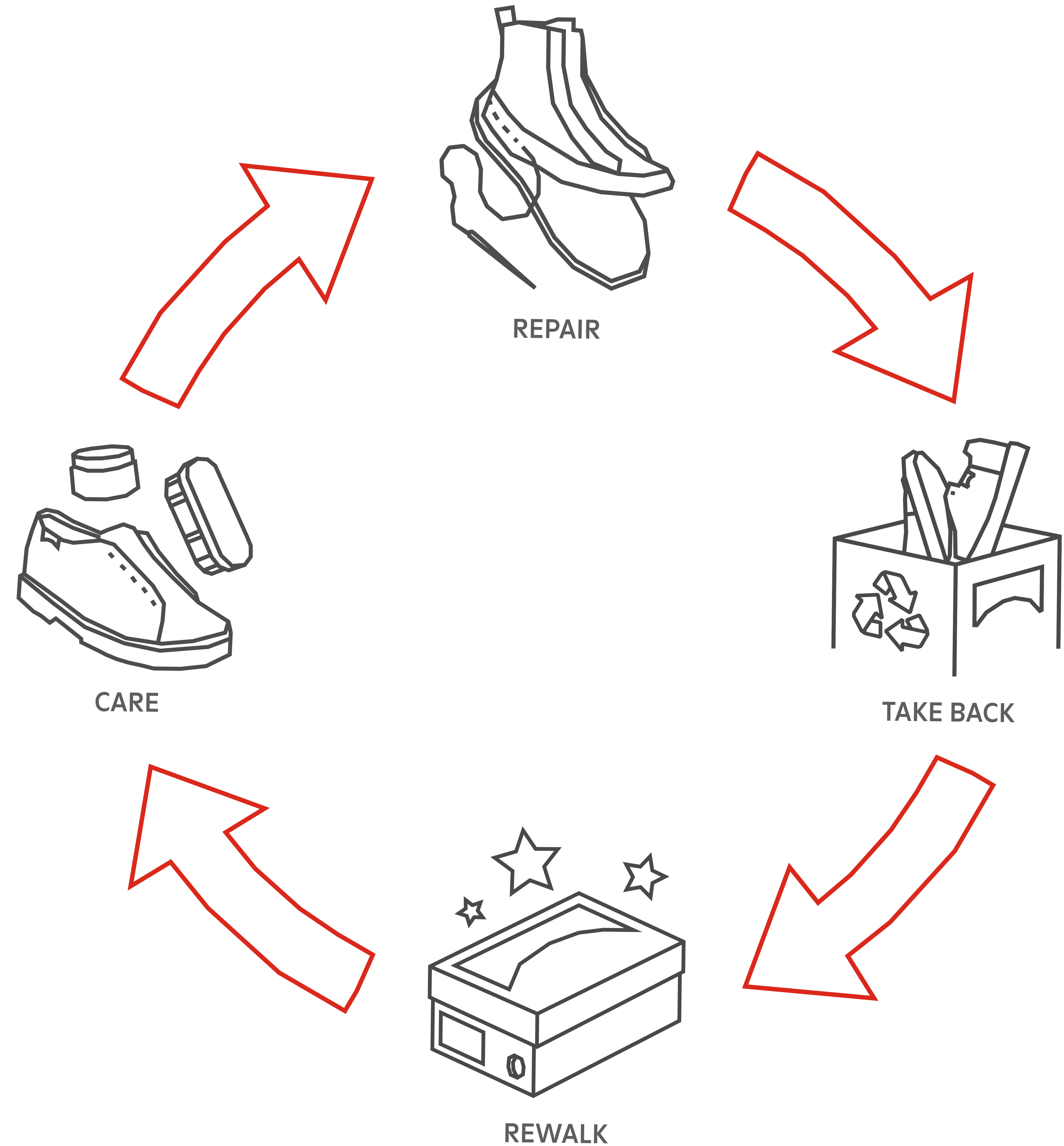
Our programme created to help close the cycle of used footwear. With the goal of reducing our environmental impact, Take Back focuses on collecting shoes from around the world and giving them a chance to walk again through refurbishment, repair, and our ReCrafted collection.

### REWALK

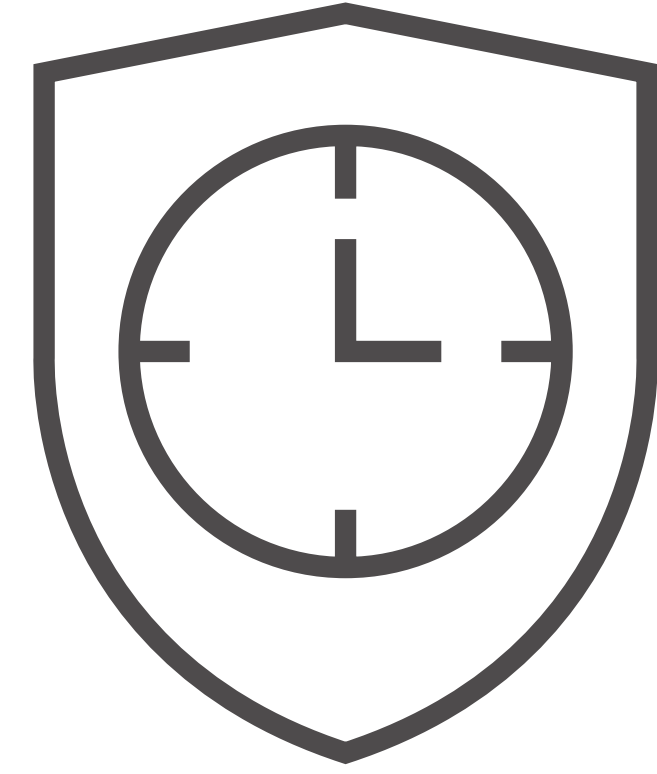
A collection of second-hand Camper shoes, collected through the Take Back programme, and imperfect products, ready to walk again after cleaning, disinfecting, and repairing them. It is a capsule collection launched twice a year.

### RECRRAFTED

Our way of turning used, returned, and imperfect Camper shoes into special edition shoes. This initiative was launched to radically restructure the idea of a shoe's lifecycle as part of our ongoing commitment to be "A Little Better, Never Perfect". ReCrafted is where sustainability meets technology and timeless design endures.



# SUPERIOR AND DURABLE PRODUCTS



In a quest to meet the quality expectations of our consumers, our products are designed and manufactured with superior materials that extend their useful life, fostering a culture of responsible consumption. This not only improves the user experience by offering more reliable products, but also significantly reduces the need for continuous production of replacement items. The reduced production cycle conserves resources and reduces emissions.

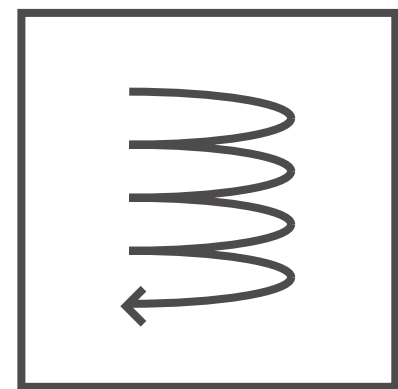
OBJECTIVES AND GOALS	KPIs progress		
	2021	2022	2023
<b>MINIMISING THE NEGATIVE IMPACTS OF OUR PRODUCTS ON CONSUMERS</b>			
2024: Maintain quality return rate <0.5%	0.49%	0.59%	0,52%
2024: Achieve an online product review rating score >4.5/5	4.30	4.26	4,19
2025: 10% of lines with lifetime guarantee	1%	1%	3%
<b>MAXIMISING THE DURABILITY OF OUR PRODUCTS</b>			
2025: 100% of the collection achieves a moderate or aspirational durability score			
Spring/Summer	N/A	81%	89%
Autumn/Winter	N/A	84%	96%



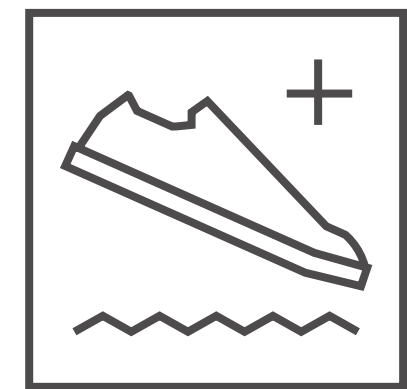
## We assess durability and extend our lifetime warranty

Durability is considered a key factor in creating a responsible collection. In our effort to evaluate the durability of our footwear, we seek methods to measure our shoe collections across four main criteria: flexibility, grip strength, sole abrasion resistance, and coating. Through these evaluations, we are able to classify each design into three levels of durability: basic, moderate, and aspirational.

Following the evaluation of our Autumn/Winter 2023 collection, we are pleased to report that **96% of our shoes were classified as having moderate or aspirational durability**. This result has reinforced our confidence, which has led us to extend the lifetime warranty offered on the leather options of our Pelotas Ariel to include the leather options of the additional lines: Brutus Trek, Ground, and Peu Pista.



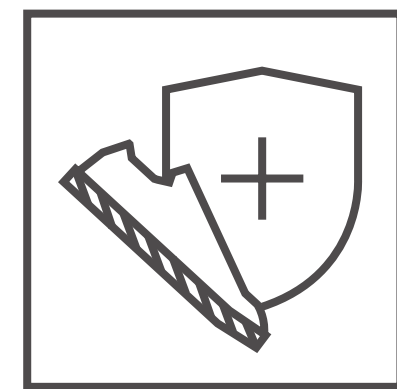
FLEXIBILITY



GRIP STRENGTH



ABRASION RESISTANCE  
OF THE SOLE



ABRASION RESISTANCE  
OF THE COATING



# BRUTUS TREK

Introducing Brutus Trek, the latest addition to the renowned Brutus family. It is a winter version of the original Brutus, featuring enhanced performance and premium durability. Inspired by outdoor hiking, Brutus Trek comes in several styles, made with premium leathers for the ultimate winter experience.

Brutus Trek comes with a lifetime warranty, reflecting Camper's commitment to high quality, long-lasting products. In addition, a new style with Hydroshield technology ensures that feet stay dry and protected in adverse weather conditions. Brutus Trek also features a robust Michelin rubber outsole with 27% natural rubber compound and rubber lugs for exceptional grip and durability.



## Sustainability partners



**Vibram** is a renowned footwear sole manufacturer known for its durable, high quality soles. Like Camper, Vibram is committed to promoting sustainable practices in the footwear industry, striving to create products that prioritise both performance and earth consciousness. Vibram soles can be seen on all **Drift Trails**.



**Tencel Lyocell** is a material made from responsibly sourced wood fibre. By using closed-loop production processes that minimise waste and water usage, Tencel fibres help reduce the environmental impact of the yarns used in our products. Tencel Lyocell, for example, is used in some options of **Pix** knitted material.



**FinProject** is a leading manufacturer of outsoles, which prioritises bio-based and recycled materials, together with innovative production methods to reduce environmental impact. FinProject soles are used in key lines such as **Kobarah** and **Karst**.



**Mirum from Natural Fiber Welding** is a breakthrough creation that harnesses sustainable resources and uses innovative manufacturing techniques. Mirum offers a renewable alternative to traditional synthetic materials, reducing environmental impact. Mirum is used in our **Runner K21 Innovation Pack**.

# Maximum durability. Minimum impact.

Our ultimate goal is to achieve **maximum durability** with **minimum impact**. To achieve this, we take an integrated approach that encompasses both the sourcing of our materials and the circularity of our products and services. Our ambition is to pioneer transformation within our industry through our existing practices, as well as our forward-looking perspective on how the industry should prioritise responsible production and promote conscious consumption.

WHERE WE ARE		WHERE WE WANT TO BE	
<b>MATERIALS</b>			
<p>REDUCTION OF THE NEGATIVE IMPACT</p> <ul style="list-style-type: none"> <li>· Use of recycled materials</li> <li>· Sourcing renewable and organic materials</li> <li>· Prioritisation of responsible materials and improvement of animal welfare</li> <li>· Promotion of social initiatives</li> </ul>		<p>INNOVATIONS + NEW BUSINESS MODELS</p> <ul style="list-style-type: none"> <li>· Use of materials from suppliers with regenerative practices</li> <li>· Increased use of lab-grown materials with less negative impact</li> <li>· Increased use of bio-based or waste-derived materials</li> </ul>	
<b>CIRCULARITY</b>			
<p>DESIGNING TO ENABLE CIRCULARITY</p> <ul style="list-style-type: none"> <li>· Lifetime Warranty for Pelotas, Brutus Trek, Ground, and Peu Pista</li> <li>· Innovation of lines that are easier to disassemble</li> <li>· Simplification of shoe structures and manufacturing processes</li> <li>· Provision of customisation of our shoes</li> </ul>		<p>DESIGNING TO CLOSE THE LOOP</p> <ul style="list-style-type: none"> <li>· Continuous research into mono-materiality</li> <li>· Incorporation of modularity in our designs</li> <li>· Promotion of the recyclability of our shoes</li> </ul>	
<b>SERVICES</b>			
<p>RECAMPER</p> <ul style="list-style-type: none"> <li>· Care &amp; Repair</li> <li>· Take Back</li> <li>· ReWalk</li> <li>· ReCrafted</li> </ul>			

# UNIQUE CUSTOMER EXPERIENCES



Our sales channels fuse to offer a superior shopping experience. We prioritise omni-channel capabilities, ensuring a unified and accessible inventory, allowing our customers to find sizes and options regardless of their location. In addition, we maintain up-to-date information about our stores on [camper.com](https://camper.com) and Google, making it easy to find the nearest stores.

OBJECTIVES AND GOALS	KPIs progress		
	2021	2022	2023
<b>OPTIMISING THE CUSTOMER EXPERIENCE (CX)</b>			
2024: Maintain Google Rating >4.8/5	4.81	4.77	4.8
2024: Obtain an online product rating score >4.5/55	4.3	4.3	4.2
2024: Maintain customer contact rate (CuCa) <7%	6.69%	7%	5.6%
2024: Achieve an average first response time to customer enquiries within 24 hours	40.87h	19.99h	26h
2024: Obtain a consumer service rating score via chat >4.5/5	4.48	4,51	4,8

## Taking care of the profiles of our stores



A trusted retail profile is a key part of a customer's experience, providing visibility, relevant information, and opportunities for interaction at every stage of the buying process, from initial discovery to post-purchase.

### WHY HAVE A RELIABLE STORE PROFILE?

- To provide accurate information about the store, including opening hours, contact details, and location.
- To communicate retail offers, promotions, and special events, and allow consumers to make online enquiries.
- To be transparent about consumers' ratings and reviews to help make informed decisions.

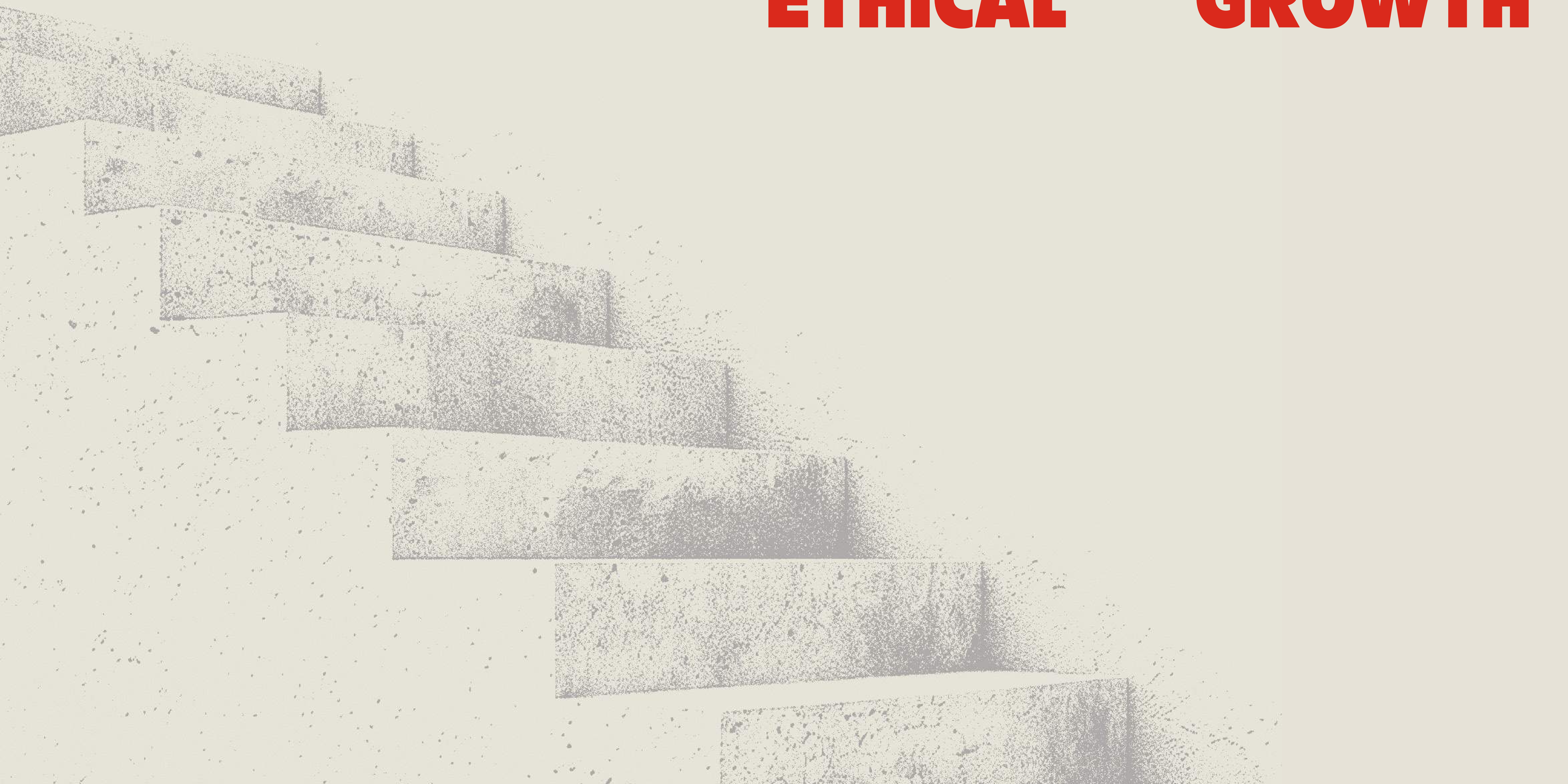
## Key performance indicators 2023

- 4.8 REPUTATION DURING 2023
- 4.6 REPUTATION SINCE THE CREATION OF STORE PROFILES
- 98% RESPONSE RATE
- 30% MORE REVIEWS VS 2022

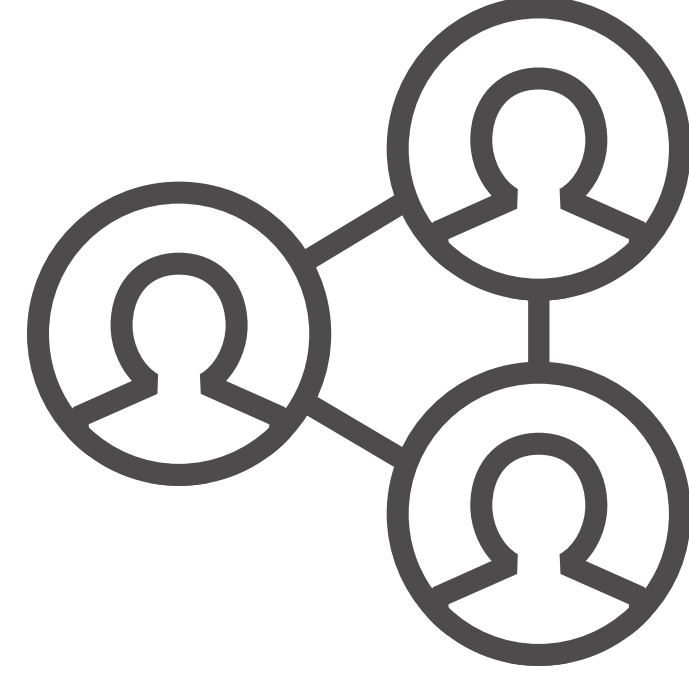


**05** 

**DELIVERING  
RESPONSIBLE AND  
ETHICAL GROWTH**



# CONSOLIDATION OF THE GOVERNANCE, COMPLIANCE, AND RISK MANAGEMENT MODEL



At Camper, we work to create a profitable and responsible business model that is aligned with our purpose and enables us to achieve our business objectives. This involves improving governance, compliance, and risk management strategies to ensure that the business remains profitable and sustainable.

OBJECTIVES AND GOALS	KPIs progress		
STRENGTHENING THE GOVERNANCE, COMPLIANCE, AND RISK MANAGEMENT MODEL	2021	2022	2023
2025: Train 80% of employees in Camper's Code of Ethics and Conduct	79.3%	7%	66%
2024: Keep the majority of employees (>50%) trained in anti-corruption and bribery	N/A	9%	51%
2024: Ensure adequate monitoring and transparency of complaints mechanisms (Number of complaints received)	0	8	6
2024: Maintain the attendance rate at Executive Committee meetings at 100%	N/A	N/A	100%
PROFITABLE AND SUSTAINABLE BUSINESS MODEL			
2026: Maximising revenue from products with sustainability attributes (IBM)	46%	54%	62%
STAKEHOLDER COOPERATION AND PARTNERSHIP			
2023: Third-Party Audited Sustainability Report - Annual	✓	✓	✓
2023: Publication of the UN Global Compact Progress Communication - Annual	✓	✓	✓
2023: Publication of the Annual Modern Slavery Statement	✓	✓	✓
2023: Evaluation of the Brand and Retail Module completed - Annual	✓	✓	✓

\*In 2022, our company moved to a larger size category according to the B Lab criteria, which changed the evaluation system and affected the comparability of the score with 2021.



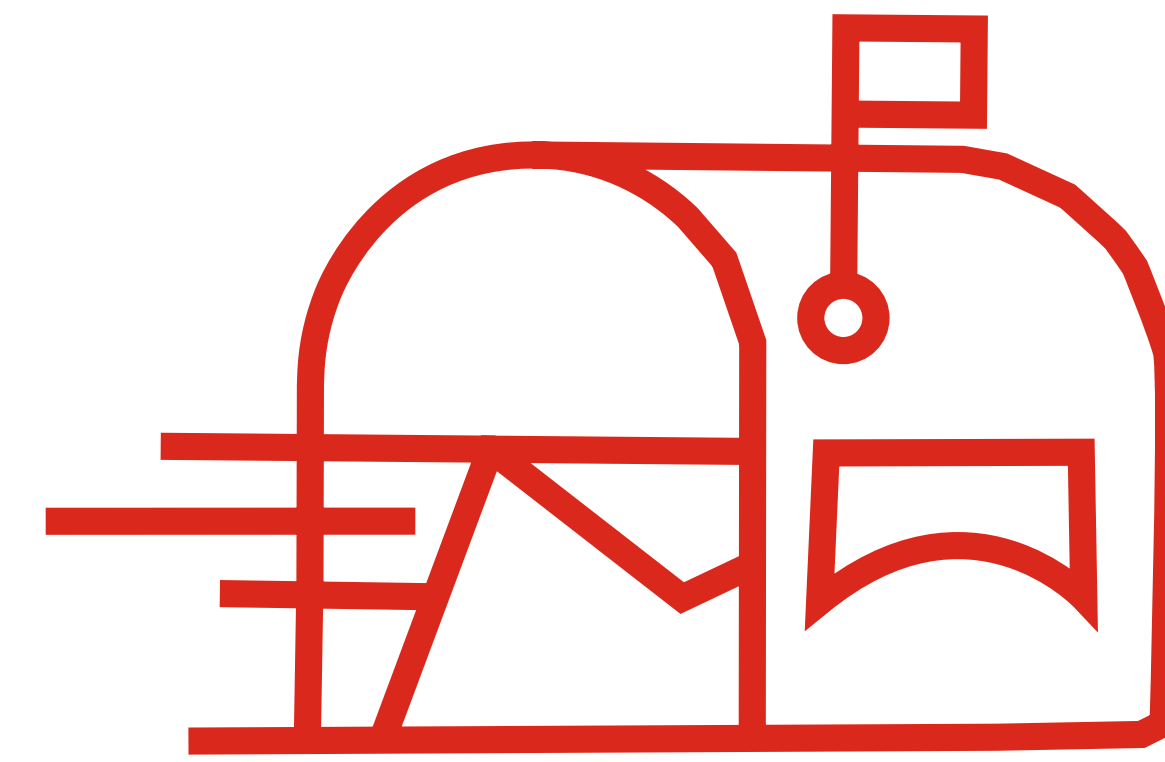
## Feedback mechanisms

We believe in continuous improvement and see feedback as an opportunity to improve our performance. We are keen to resolve these complaints with transparency to promote trust and accountability.

Being open to feedback can also drive innovation, promoting the search for creative solutions and keeping us prepared for unexpected challenges.



**6 CASES RECEIVED THROUGH THE WHISTLEBLOWER CHANNEL**



**13 MESSAGES RECEIVED THROUGH THE SUGGESTION BOX**



**100% OF THE CASES HAVE BEEN RESOLVED OR HAVE ENDED WITH THE COMPLAINANT'S WITHDRAWAL**

### ACTION PLAN

- Implement the Harassment Prevention Training Programme.
- Provide more information on the Whistle-blowing Channel to interested parties.
- Review and update of the Complaints Channel Policy and Procedure.
- Review of Working Hours and Leave Policy.

# PROFITABLE AND SUSTAINABLE BUSINESS MODEL

## Sales of products with sustainability attributes

We focus on designing products that are creative and innovative, but try to keep their negative impact on the environment as low as possible. In order to measure the effectiveness of our sustainable design strategy, we use the B Corp Impact Business Model, which allows us to evaluate our collections based on their impact on: resource conservation, land conservation, and toxin reduction. Based on this criteria, **61% of our sales in 2023 came from products with sustainability attributes.**

● **Resource conservation**

Products made from recycled, reused, or compostable materials, such as recycled leather, cotton, or PET.

● **Land/wildlife conservation**

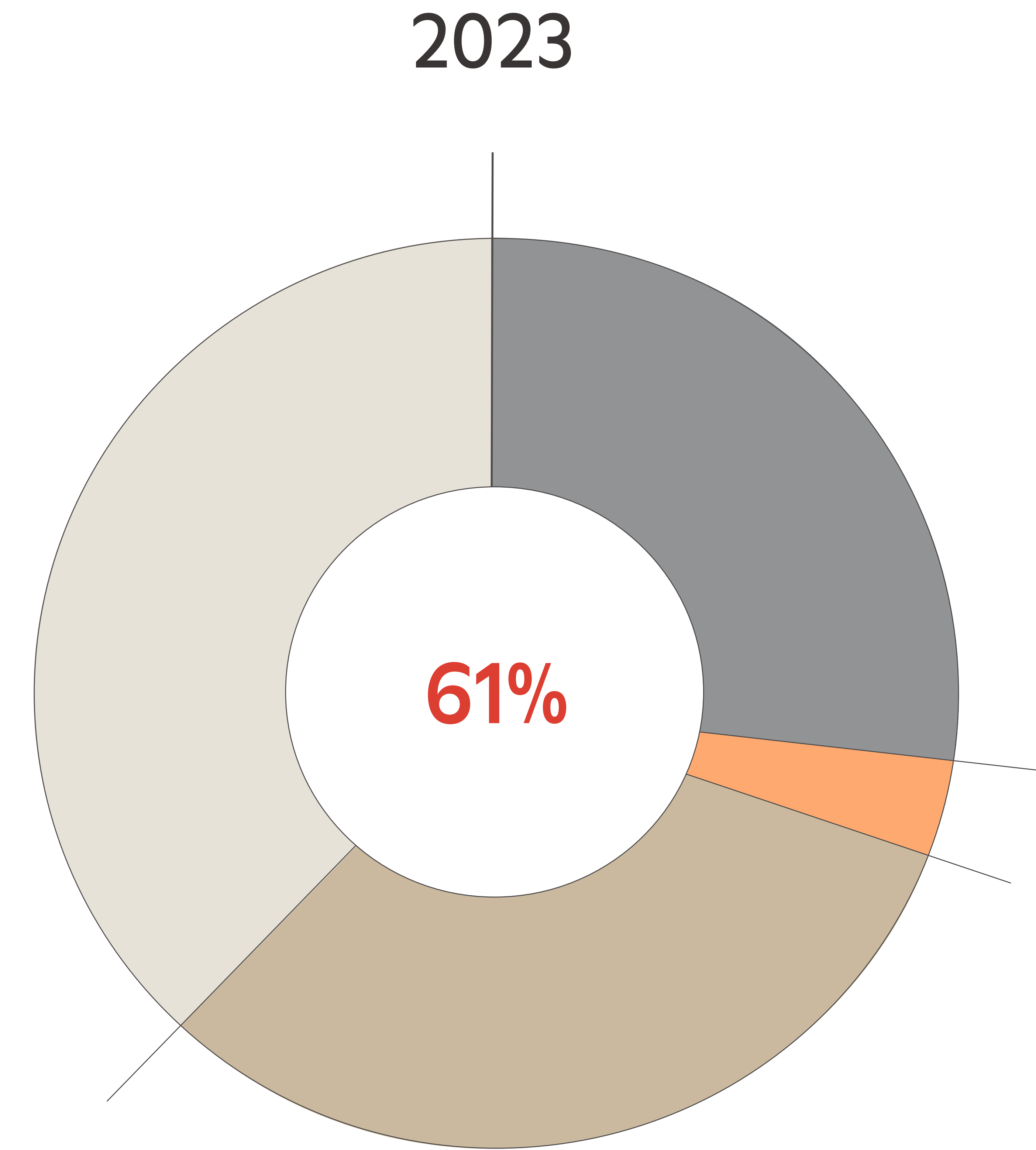
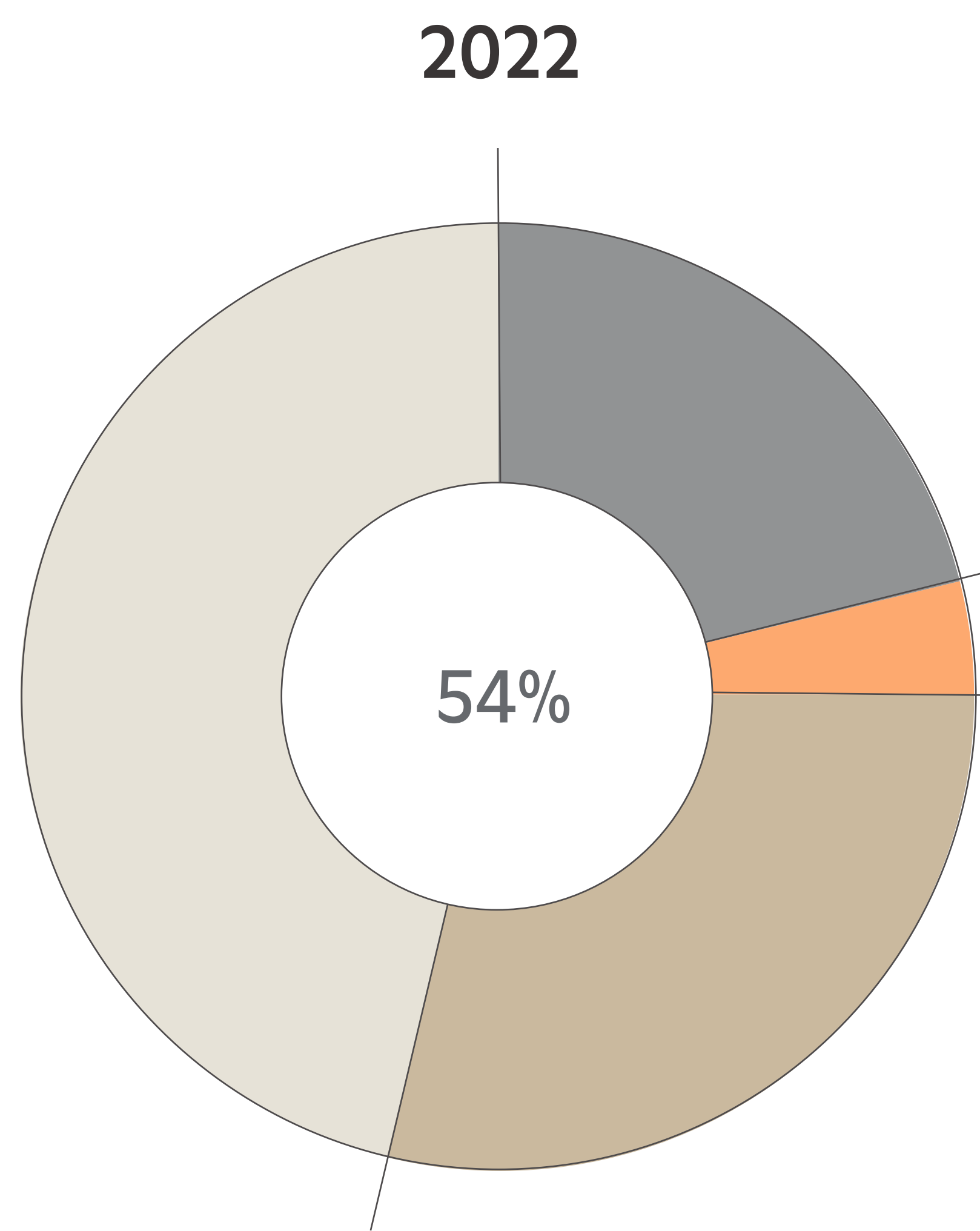
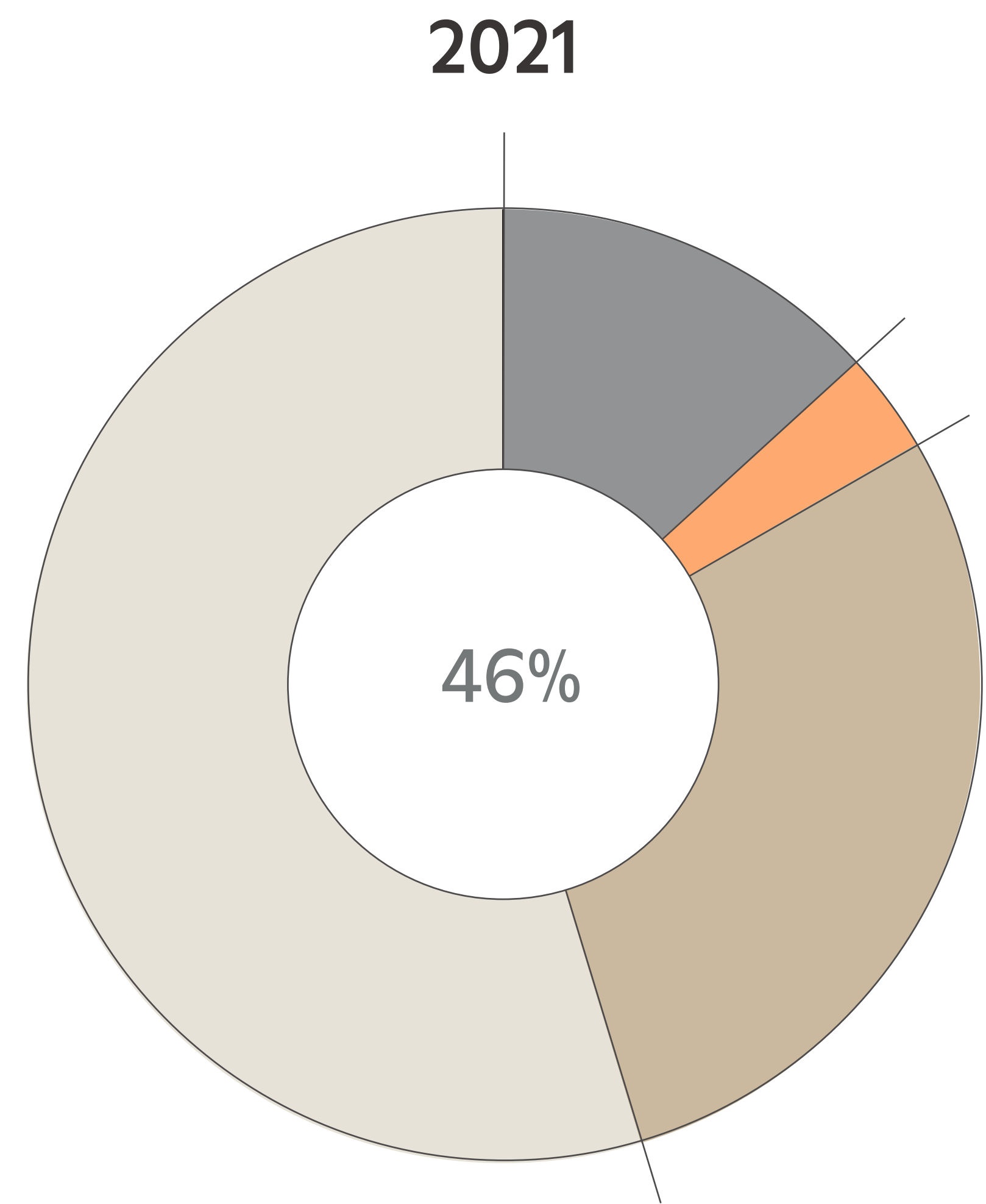
Products that require specific manufacturing practices to ensure harvesting or sustainable use of natural materials.

● **Toxin reduction**

Products that use fewer chemicals or toxic/hazardous materials than alternatives on the market.

● **Not part of the IBM**

Products that do not meet the minimum 50% requirement to be classified in any of the above categories.



# STAKEHOLDER COOPERATION AND PARTNERSHIP



United Nations  
Global Compact



Auditing our **Sustainability Reports** enhances their credibility, assuring all stakeholders that the information presented is accurate and reliable.

We believe that auditing helps us to identify areas for improvement, guiding better decisions and building trust.

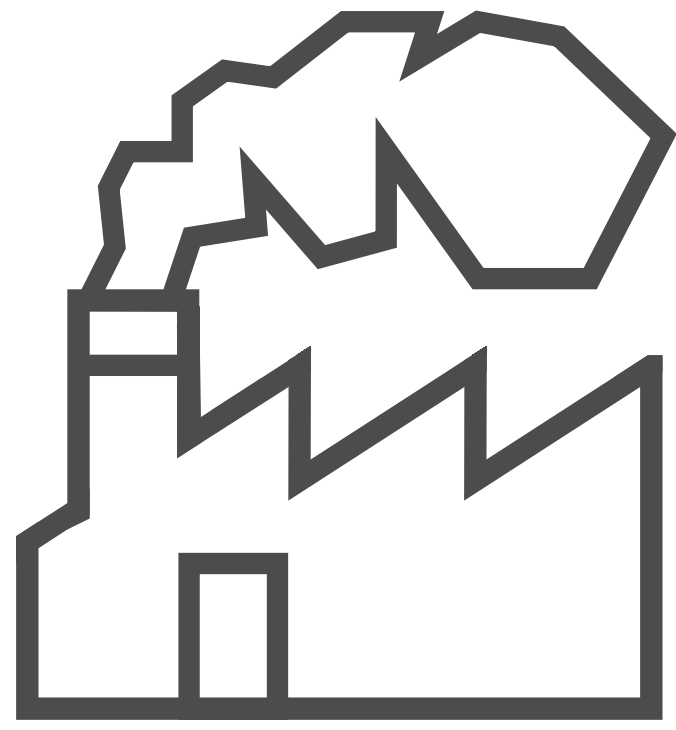
We publish our annual **Modern Slavery Statement** to demonstrate our commitment to human rights and ethical practices, outlining our efforts to identify and mitigate modern slavery risks in our operations and supply chain.

As part of the **UN Global Compact**, we annually submit a **Communication on Progress (COP)** to demonstrate our commitment to the initiative's 10 principles.

The COP serves as a transparent report that describes progress in implementing sustainable policies and practices in the areas of human rights, labour, environment, and anti-corruption.

We annually complete the *Sustainable Apparel Coalition* (SAC) **Higg Index BRM Module** to assess and improve our sustainability performance. This framework allows us to analyse our social and environmental impacts, identify opportunities for improvement, benchmark ourselves against other industry players, and share our efforts openly with stakeholders.

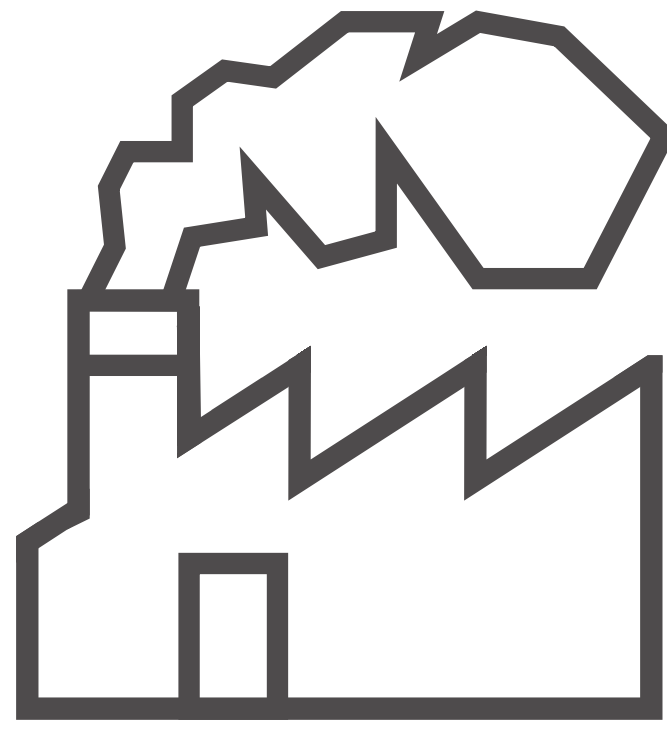
# SUPPLY CHAIN MANAGEMENT



Responsible management of our supply chain enables us to ensure Camper's operational efficiency, minimise associated risks, and promote sustainability in all our processes. By applying ethical and integrated practices we aim to build consumer trust and foster strong relationships with our business partners and suppliers.

OBJECTIVES AND GOALS	KPIs progress		
	2021	2022	2023
<b>OPTIMISING SOCIAL AND ENVIRONMENTAL PERFORMANCE OF OUR SUPPLY CHAIN</b>			
<b>2030: 100% of Tier 1 suppliers comply with our ESG requirements (% investment)</b>			
Adherence to our Supplier Code of Conduct	98%	97.67%	93%
Completion of the ESG questionnaire	98%	97.67%	100%
<b>2030: 85% of logistics providers meet our ESG requirements (% investment)</b>			
Compliance with our suppliers' code of conduct	N/A	62%	83%
Completion of the ESG questionnaire	N/A	80%	81%
<b>2030: 100% of our warehouse suppliers meet our ESG requirements (% investment)</b>			
Compliance with our suppliers' code of conduct	N/A	86%	100%
Completion of the ESG questionnaire	N/A	84%	100%

# SUPPLY CHAIN MANAGEMENT

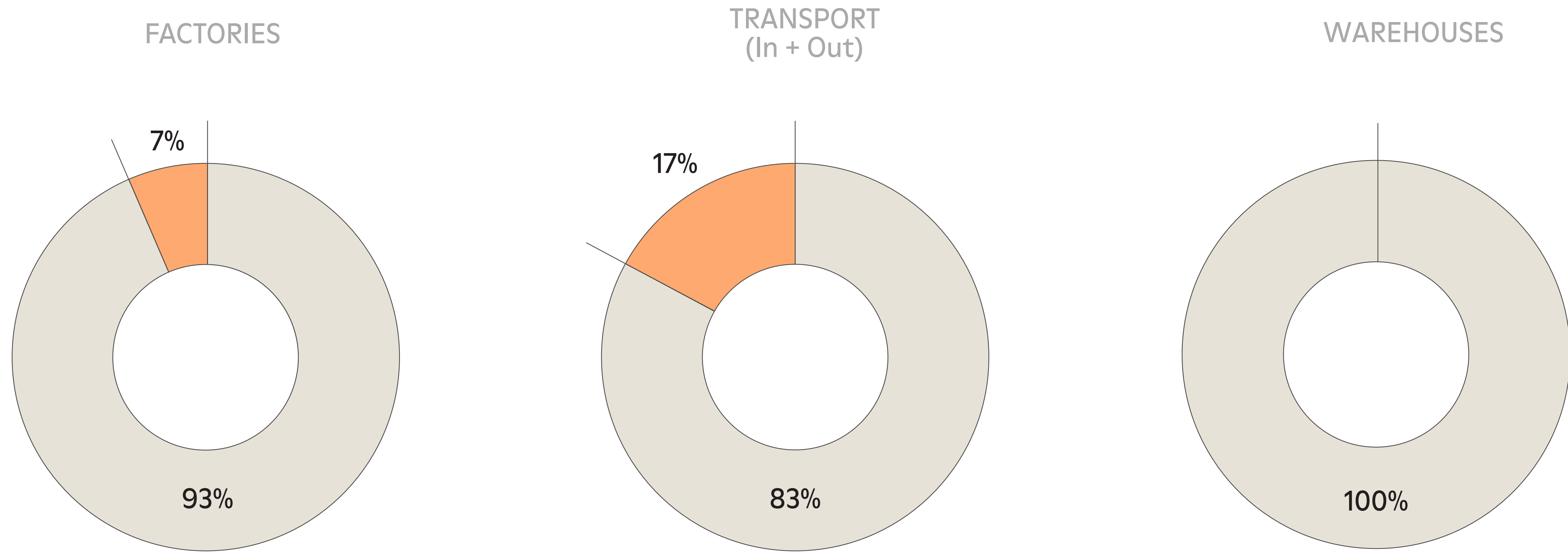


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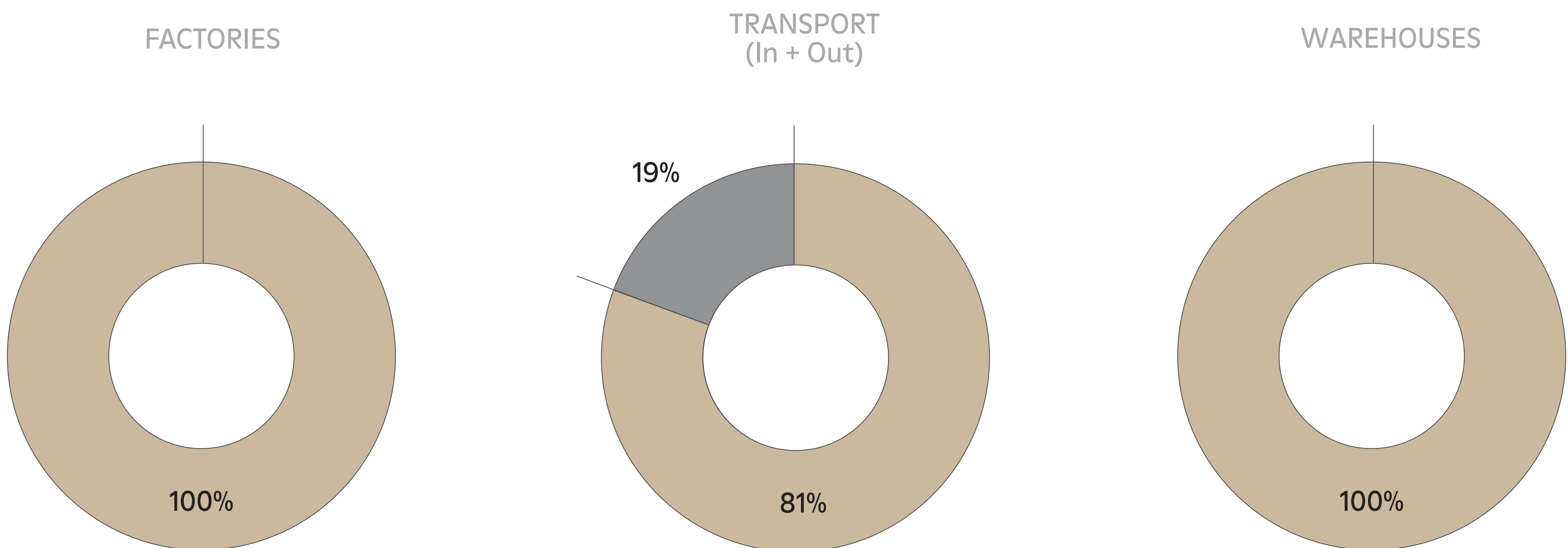
OBJECTIVES AND GOALS	KPIs progress		
OPTIMISING THE SOCIAL AND ENVIRONMENTAL PERFORMANCE OF OUR SUPPLY CHAIN (TIER 2 - MATERIALS)	2021	2022	2023
<b>2030: 80% of textile suppliers comply with our ESG requirements (% production)</b>			
Adherence to our Supplier Code of Conduct	N/A	80%	100%
Completing the ESG questionnaire	N/A	80%	100%
<b>2030: 80% of leather suppliers comply with our ESG requirements (% production)</b>			
Adherence to our Supplier Code of Conduct	N/A	81%	95%
Completion of the ESG questionnaire	N/A	81%	95%
<b>2030: 80% of outsole suppliers comply with our ESG requirements (% production)</b>			
Adherence to our Supplier Code of Conduct	N/A	73%	87%
Completion of the ESG questionnaire	N/A	73%	87%
<b>2030: 80% of lining suppliers comply with our ESG requirements (% production)</b>			
Adherence to our Supplier Code of Conduct	N/A	100%	100%
Completion of the ESG questionnaire	N/A	100%	100%

# Compliance with our ESG requirements

## ADHERENCE TO OUR SUPPLIER CODE OF CONDUCT



## COMPLETION OF OUR ESG QUESTIONNAIRE



- Adhere to our Code of Conduct
- Pending confirmation
- Completed our ESG questionnaire
- Pending completion

\*The % are calculated by investment per factory + logistics represent 58% of our total spend.

## Our factories\*

Our commitment to building long-term relationships with our key partners enables us to create stronger and more stable relationships.

We strive to work with reputable factories that uphold our fundamental principles of respect for human rights and care for the environment.



### GREENLAND I

Founded in: 1997

Number of workers: 2,349

Factory name:  
Golden Top Company Limited\_Lien Dinh 2 shoes factory

Location:  
KM9,Pham Van Dong Street,Hai Thanh Ward, Duong Kinh District, Vietnam



### GOLDEN STAR I

Founded in: 1998

Number of workers: 3,160

Factory name:  
Golden Star Company Limited

Location:  
Phu Thanh Tay Area, Yen Thanh Ward, Uong Bi City, Quang Ninh Province, Vietnam



### GREENLAND II

Founded in: 2003

Number of workers: 2,921

Factory name:  
Greenland Golden Top Illy

Location:  
Nam am Hamlet, Tam Hai Phong Cuong Commune, Vinh Bao district, Hai Phong Province, Vietnam



### JEFAR

Founded in: 1997

Number of workers: 370

Factory name:  
Jefar Industria de Calçado LDA

Location:  
Rua do Outeiro, 634815-621  
Regilde, Portugal

\*The factories detailed in this report account for more than 75% of our footwear production in 2023.

06 

**PRESERVING AND  
CONSERVING  
NATURAL  
RESOURCES**





# MANAGEMENT OF ENVIRONMENTAL IMPACTS



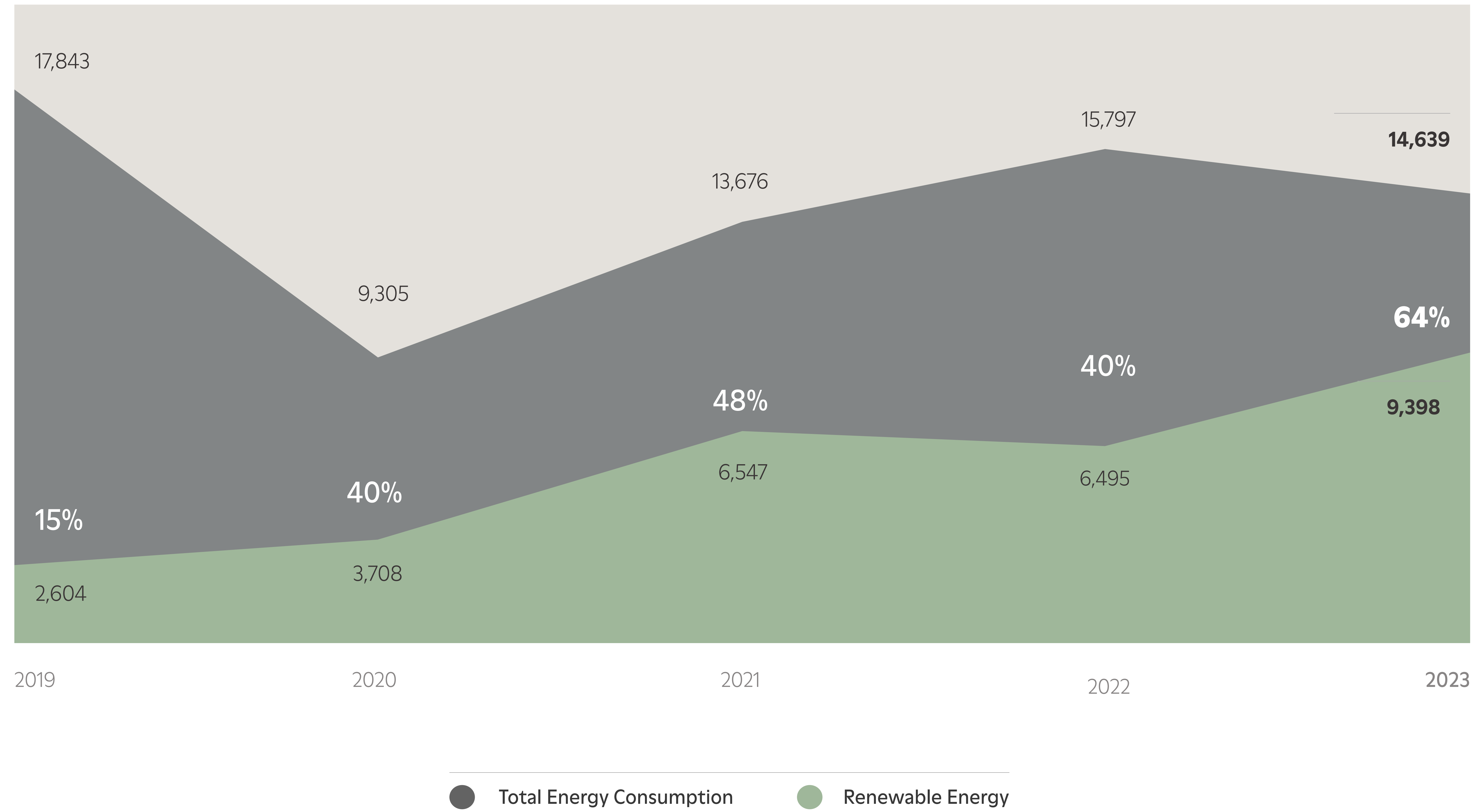
Managing our environmental impact, with a particular focus on energy consumption, is crucial to us because of its interrelated economic, environmental, and social repercussions. Efficient energy use is synonymous with a commitment to community wellbeing and environmental preservation, but it also drives us towards innovation, enhancing our ability to adapt to present and future challenges.

OBJECTIVES AND GOALS	KPIs progress		
ENERGY	2021	2022	2023
<b>2030: Reduce energy consumption by 30% compared to 2019 baseline (17,843 Gj)</b>			
Total energy consumption in Gj	13,676	15,797	14,639
Reduction in energy consumption compared to 2019 baseline	-23%	-11%	-18%
ENERGY FROM RENEWABLE SOURCES	2021	2022	2023
<b>2030: 50% of energy consumption from renewable energy sources</b>			
Total energy from renewable sources in Gj	6,547	6,495	9,398
Energy from renewable sources vs. total energy consumption	48%	40%	64%
ENERGY CONSUMPTION BY TYPE	2021	2022	2023
<b>2030: 100% of our storage providers meet our ESG requirements (% in expenses)</b>			
Electricity in Gj	12,699	15,183	13,901
Propane in Gj	165	110	190
Diesel in Gj	10	10	15
Natural Gas in Gj	802	494	533
WATER CONSUMPTION (Litres per m3)	2021	2022	2023
Hotels	4,640	7,063	12,142
Main warehouse	405	337	281
HHQQ	4,693	4,240	3,708
<b>TOTAL WATER CONSUMPTION</b>	9,738	11,640	16,131

## Better energy

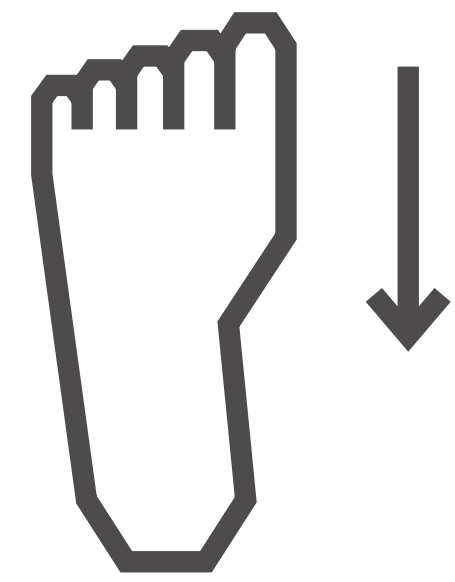
We are committed to sourcing energy primarily from renewable and sustainable sources. Since we began focusing on this goal in 2019, we have made clear progress. We continue to prioritise improvements and strive for continuous progress in sustainable energy use. Our approach involves two main strategies: first, we implement energy-saving measures to reduce overall energy consumption, and then we increase the amount of energy we obtain from renewable sources.

### RENEWABLE ENERGY vs TOTAL ENERGY CONSUMPTION



	2019	2020	2021	2022	2023
Total Energy Consumption (Gj)	17,843	9,305	13,676	15,797	14,639
Energy from Renewable Sources (Gj)	2,604	3,708	6,547	6,495	9,398
% of energy from renewable sources	15%	40%	48%	40%	64%

# CARBON NEUTRALITY



We are fully aware of the need for transformative action in the fashion industry. We recognise the paramount importance of making a strong commitment to reducing our carbon emissions. We aim to achieve this by setting science-based reduction targets, thereby addressing the environmental impact associated with our operations.

OBJECTIVES AND GOALS		KPIs progress			
SHORT-TERM OBJECTIVES	2021	2022	2023	Reduction vs 2019	
<b>2030: Reduce GHG emissions by 50% in Scopes 1+2 vs. 2019 (SBTi)</b>					
Total Scope 1 emissions in tCO <sub>2</sub> e	47	35	42	0%	
Total Scope 2 emissions in tCO <sub>2</sub> e	753	645	496	-73%	
Total scope 1+2 emissions in tCO <sub>2</sub> e	800	680	538	-72%	
<b>2030: Reduce 30% of GHG emissions in Scope 3 vs. 2019 (SBTi)</b>					
Total Scope 3 emissions (product-related) in tCO <sub>2</sub> e	30,293	36,614	34,846	-18%	
<b>Total: Global GHG emissions in tCO<sub>2</sub>e</b>	<b>31,093</b>	<b>37,294</b>	<b>35,384</b>	<b>-20%</b>	
LONG-TERM OBJECTIVES	2021	2022	2023	Reduction vs 2019	
<b>2050: NET-ZERO Commitment to achieve carbon neutrality by 2050</b>					
Total GHG emissions reduction vs 2019	-30%	-16%	-20%	-20%	

## Science Based Targets Initiative (SBTi)

Science Based Targets for carbon emissions are defined targets set by companies to reduce greenhouse gas (GHG) emissions.

These targets are aligned with the latest climate science requirements needed to meet the Paris Agreement goals, which aim to limit global warming to below 2°C above pre-industrial levels, and to continue efforts to limit the increase to 1.5°C.

In 2021 we joined the Science Based Targets (SBTi) initiative and a year later they validated our targets to ensure they are robust and aligned with best practice in environmental strategies.



REDUCCIÓN ABSOLUTA DE EMISIONES DE LOS ALCANCES 1 Y 2						
	2019	2020	2021	2022	2023	2023 vs 2019
Scope 1	42	32	47	35	42	0%
Scope 2	1,860	719	753	645	496	-73%
<b>SCOPES 1+2</b>	<b>1,902</b>	<b>751</b>	<b>800</b>	<b>680</b>	<b>538</b>	<b>-72%</b>
Scope 3 (Product)*	36,371	27,512	24,191	30,827	26,238	-28%
<b>SCOPE 3*</b>	<b>42,296</b>	<b>32,314</b>	<b>30,293</b>	<b>36,614</b>	<b>34,836</b>	<b>-18%</b>
<b>TOTAL EMISSIONS**</b>	<b>44,198</b>	<b>33,065</b>	<b>31,093</b>	<b>37,294</b>	<b>35,384</b>	<b>-20%</b>

\*The calculation for Scope 3 as of 2021 is provisional. The final value will be determined at the close of the product seasons.

\*\*The emission factor provided by the Higg Index was used to calculate the carbon footprint.

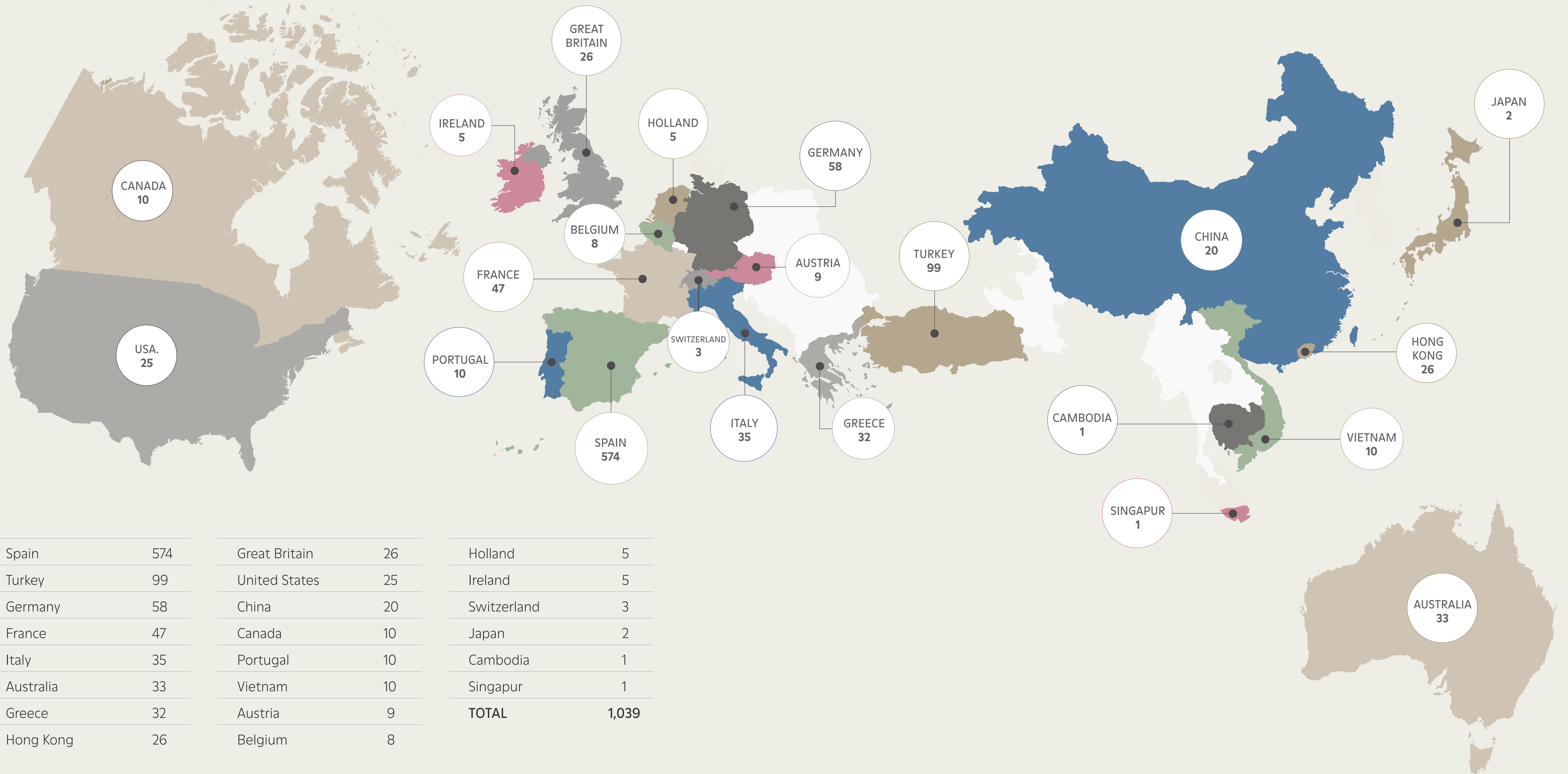
**07** 

# CARING ABOUT HUMAN PROGRESS



# PROMOTING HUMAN AND PROFESSIONAL DEVELOPMENT

2023 IN FIGURES: Working people worldwide



## 2023 IN FIGURES

**1,039** EMPLOYEES



**58%**  
Women



**42%**  
Men

**16%** < 25 years

**77%** between 25  
and 50 years old

**7%** > 50 years

**598** IN CAMPER STORES



**366**

In Camper Corporate



**62**

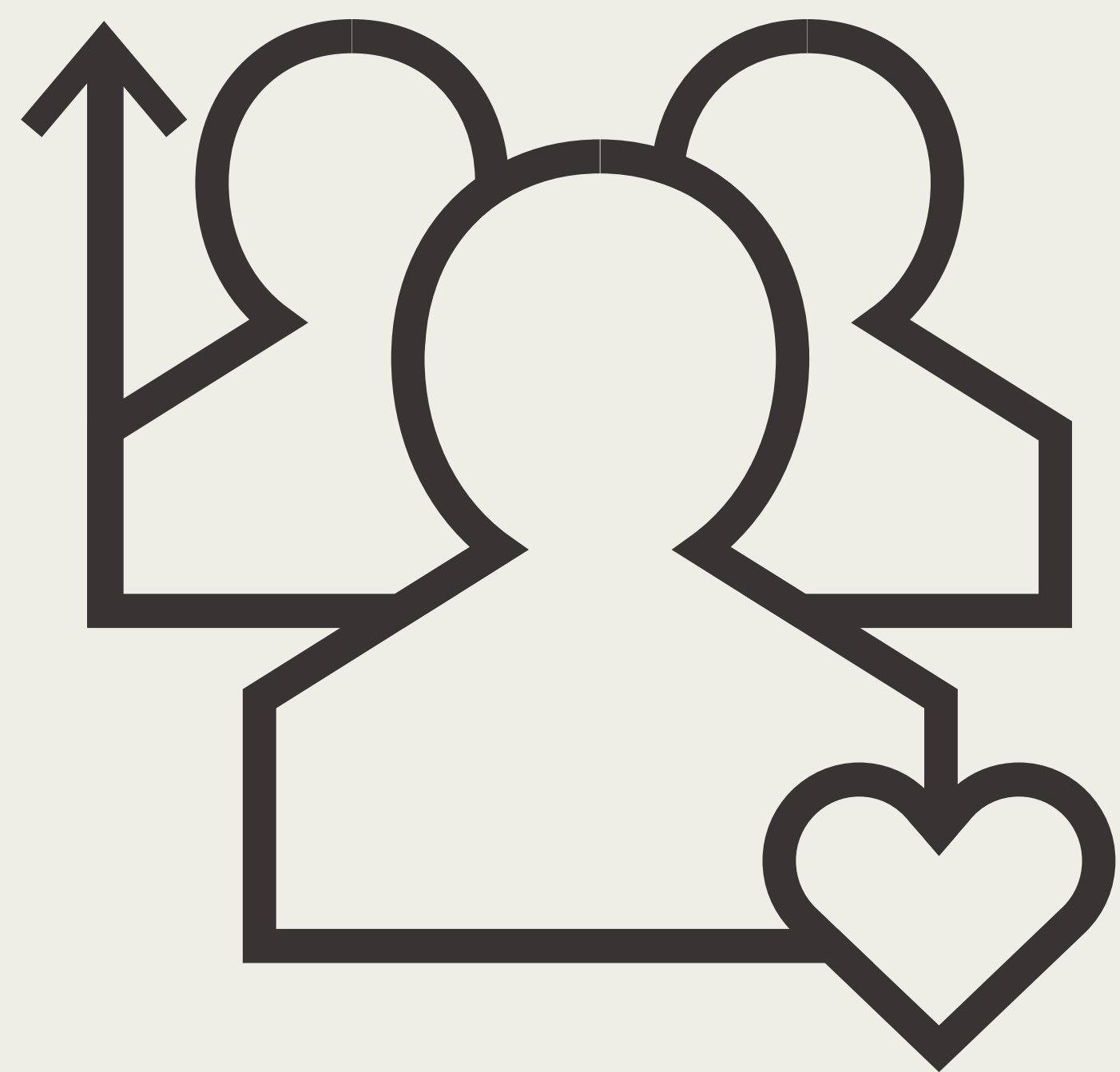
In Casa Camper



**13**

In NNormal

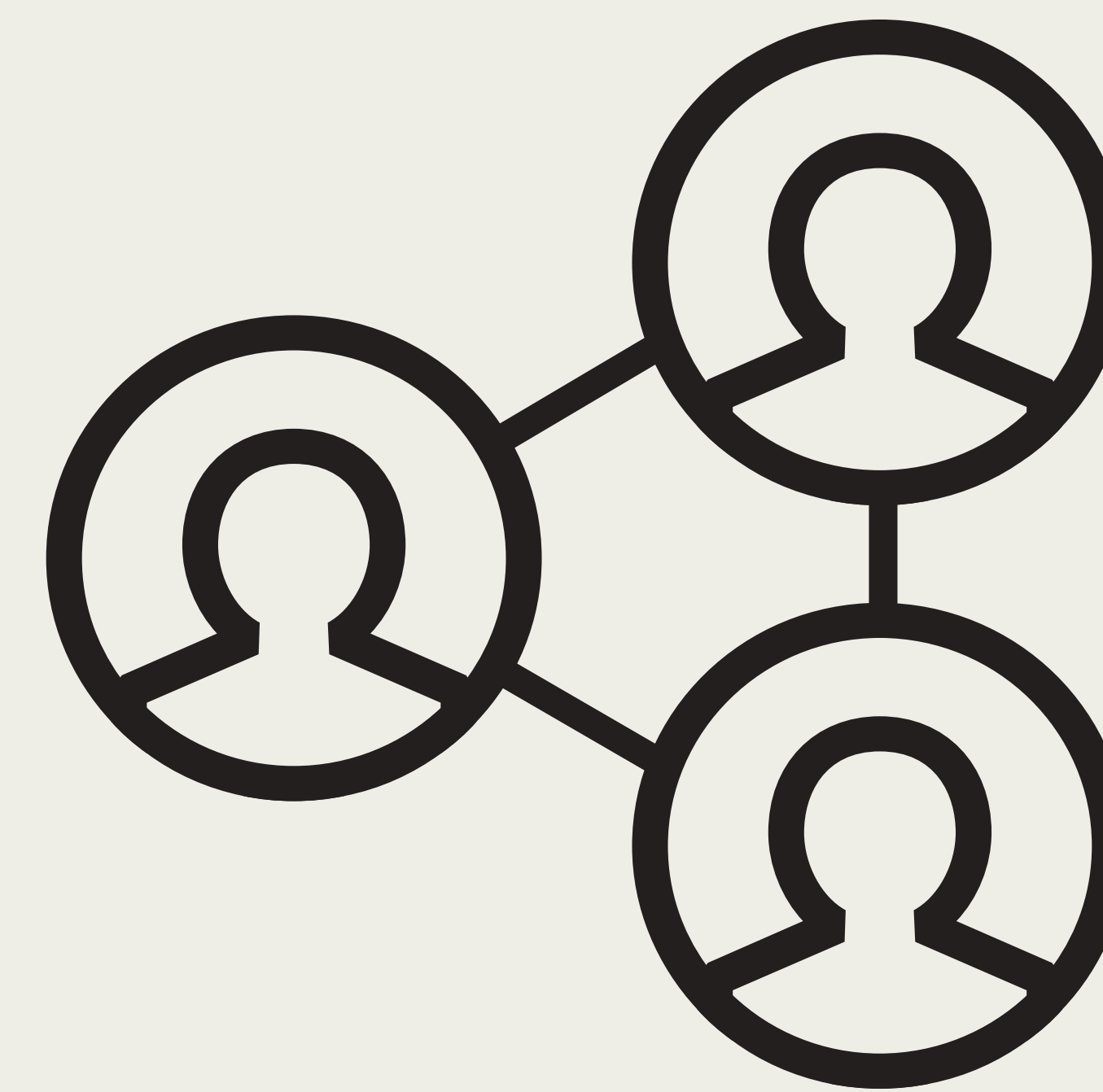
## DEVELOPMENT



**30** People promoted internally

**4,719** Hours of training

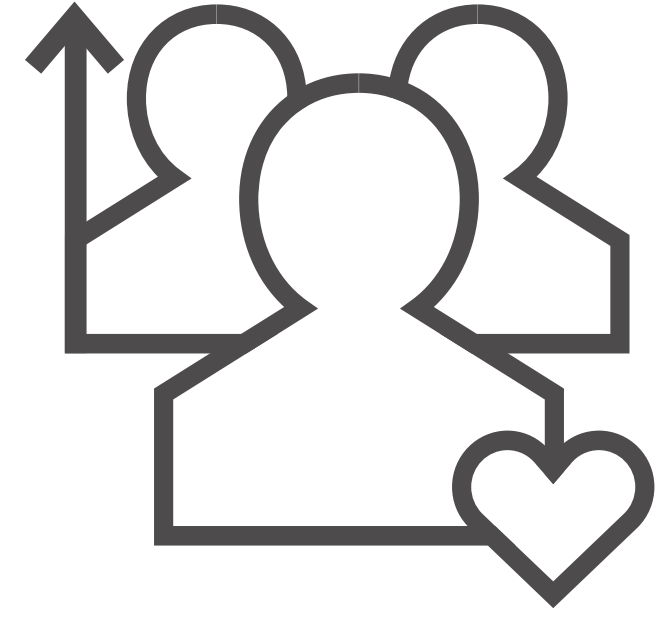
## DIVERSITY



**48%** Women in Middle Management and Directors

**9** People with functional diversity

# Promoting human and professional development



Our aim is to foster human and professional development by promoting a performance culture. This involves investing in continuous learning opportunities, encouraging creativity, and providing constructive feedback to improve individual skills, ensuring a sustainable and innovative workforce.

OBJECTIVES AND GOALS	KPIs progress		
	2021	2022	2023
<b>MAXIMISING GROWTH OPPORTUNITIES FOR OUR TEAMS</b>			
<b>2024: 40% of Middle Management positions filled by internal candidates</b>			
Corporate Middle Management positions filled internally	N/A	N/A	32%
Middle Management Retail positions filled internally	N/A	N/A	57%
<b>2024: 70% of Director positions filled with internal candidates</b>			
Director positions filled internally	N/A	N/A	63%
<b>OPTIMISING TRAINING PROGRAMMES</b>			
<b>2024: Technical skills-based training for more than 25% of workers</b>	21%	12%	18%
<b>2024: Cross-training for more than 50% of the workforce</b>	5%	16%	70%
<b>2024: Life skills training for more than 10% of workers</b>	2%	8%	1%
<b>INCREASING THE SCOPE OF THE DEVELOPMENT PROGRAMME</b>			
<b>2024: Number of participants in the Mentoring Programme</b>	N/A	3	11
<b>2024: Number of participants in Camper Academy</b>	N/A	N/A	21



## Mentoring

We are committed to the development of our teams, focusing on internal growth. Camper invests in mentoring programmes that reinforce the development of management skills in line with the corporate culture. In 2023, 7 new participants started, adding to the 4 that started in 2022, continuing their evolution in the first half of the year.

The mentoring programme, led by members of the Executive Committee, prepares employees for strategic roles and future opportunities through monthly meetings that allow them to get guidance and benefit from the experience of their mentors on important company projects.



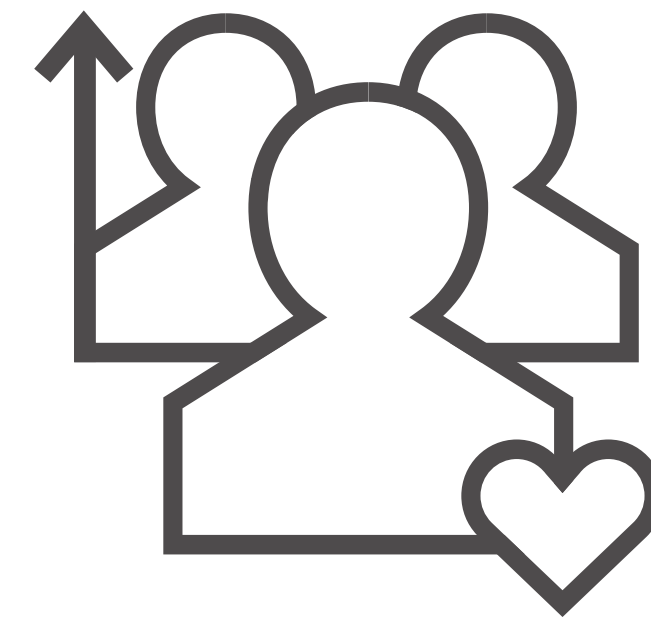
## Camper Academy

Camper Academy is a key initiative of the internal development plan, which seeks to offer training in key areas for the business and the organisation through high-level courses in line with the company's strategy and culture. It aims to strengthen teams by improving their capabilities and, with this, the firm's competitiveness.

Two courses were launched in 2023: one on project management, run by Supply Chain and Business Technology leaders, where 9 employees were trained on project management; and another in finance, run by the head of Accounting, which trained 12 employees on profit and loss account analysis to optimise decision-making.



## Promoting human and professional development



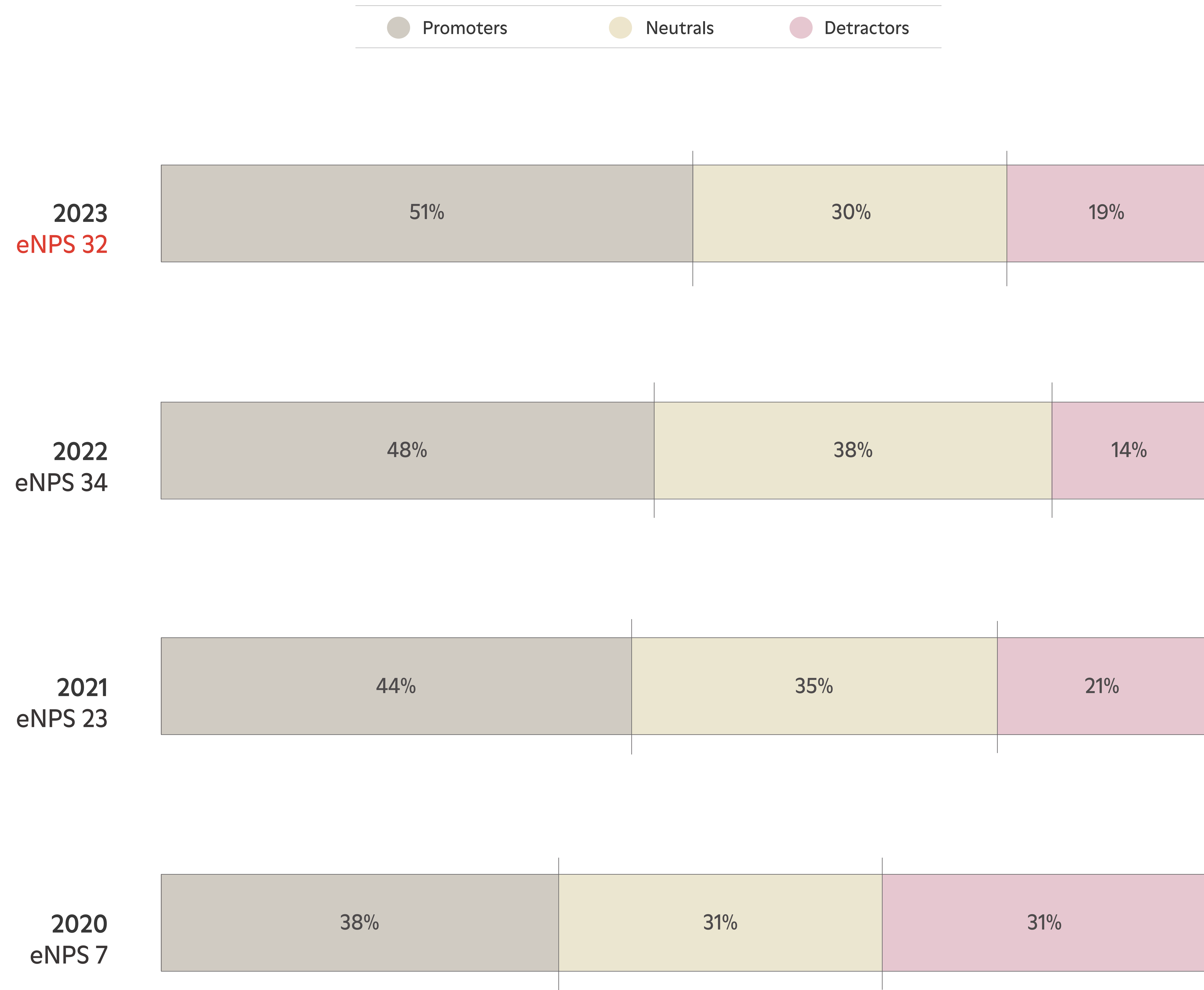
Our aim is to foster human and professional development by promoting a performance culture. This involves investing in continuous learning opportunities, encouraging creativity, and providing constructive feedback to improve individual skills, ensuring a sustainable and innovative workforce.

OBJECTIVES AND GOALS	KPIs progress		
PERFORMANCE CULTURE	2021	2022	2023
2024: 100% of staff receive Annual Development Review (ADR)	N/A	66%	81%
2024: 100% of team leaders trained on how to implement the Annual Development Review (ADR)	N/A	100%	100%
2024: Constantly increase the scope of the OKR Methodology			
Organisational levels using the OKR methodology		Executive Committee	<i>Directors and Middle Management</i>
Number of people using OKR methodology	N/A	8	65
TALENT ATTRACTION			
MAINTAINING EMPLOYEE ENGAGEMENT AND SATISFACTION			
2024: Maintain the Net Promoter Score of employees >23	23	34	32
2024: Maintain >65% of committed employees	86%	88%	79%
REDUCE THE TURNOVER RATE			
2024: Reduce retail turnover for staff positions to 40%	N/A	N/A	70%
2024: Maintain <15% turnover in corporate positions	N/A	N/A	13%

## Employee Net Promoter Score (eNPS)

The Employee Net Promoter Score (eNPS) is a metric used to assess employee engagement and overall sentiment towards the company. It is based on asking staff whether they would recommend Camper as a place to work to their friends or family on a scale of 1 to 10.

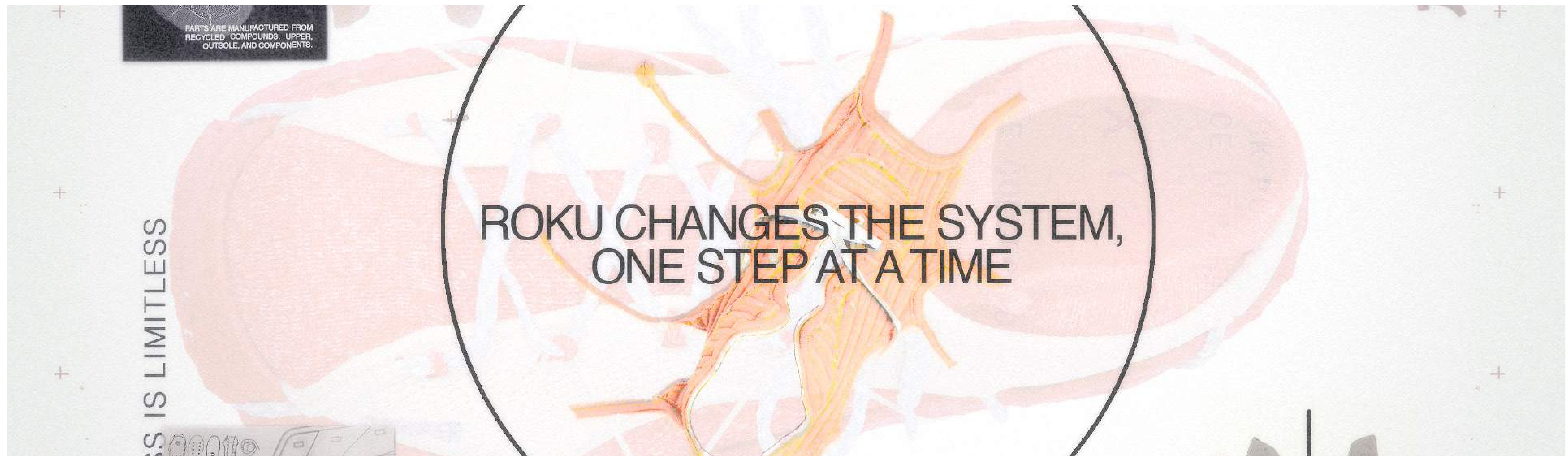
Responses are segmented into Promoters (scores 9-10), Neutrals (scores 7-8), and Detractors (scores 1-6). The eNPS is calculated by subtracting the percentage of Detractors from the percentage of Promoters, which provides information about the engagement and satisfaction of our teams.



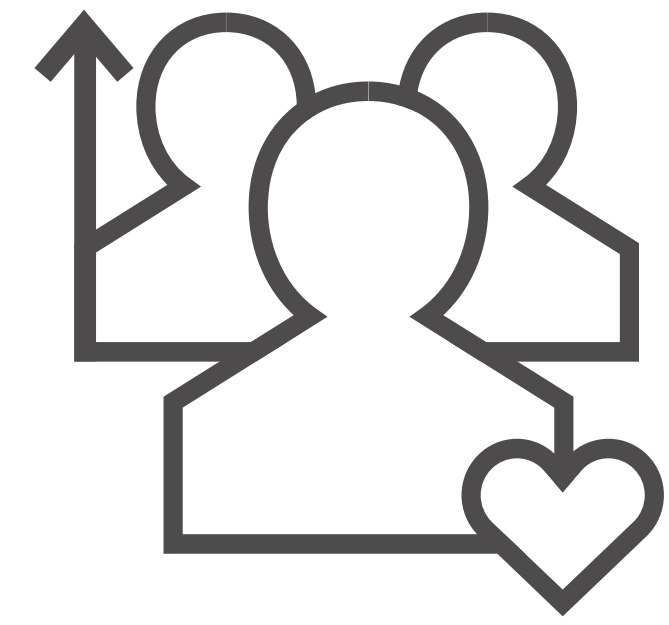
## OKR

OKR, which stands for Objectives and Key Results, is a work methodology that directs all actions towards the achievement of business objectives. It sets clear and ambitious goals, reinforces teamwork between departments, and establishes a short-term follow-up.

2022	2023	OKR FOR WORKING GROUPS
<p>The members of the Executive Committee worked with the OKR methodology and saw the improvements it brought to the way of working. Particularly noteworthy was the coordination, alignment, and clarity among the whole team.</p>	<p>We trained all people reporting directly to the Executive Committee to incorporate the working methodology at this level of responsibility. During each quarter, these people work with the OKR approach.</p>	<p>A noteworthy initiative in 2023 has been the implementation of this methodology in cross-departmental working groups related to major organisational initiatives.</p> <p>The 2MM (Stores) and Roku (Product) working groups have been a success in terms of coordination and results achieved, and have set a precedent for other initiatives starting in 2024.</p>



# Promoting human and professional development

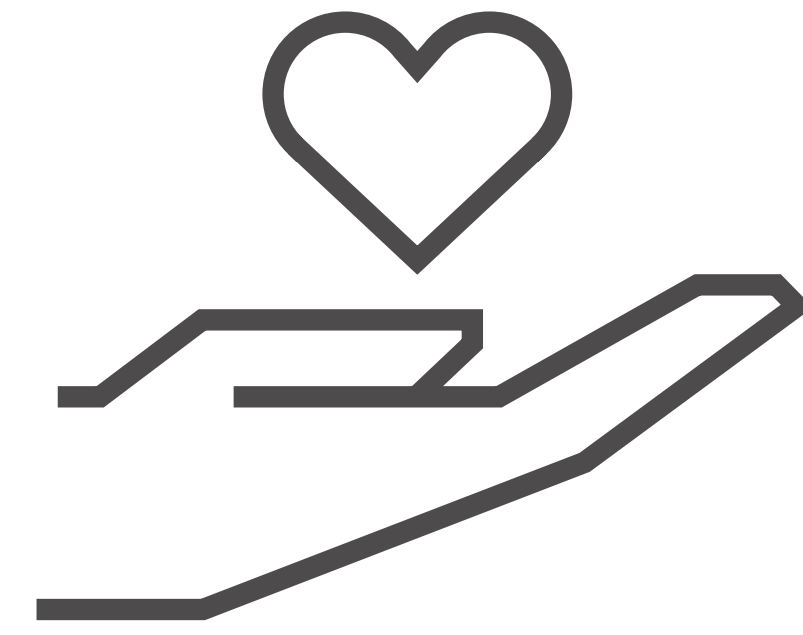


Our aim is to foster human and professional development by promoting a performance culture. This involves investing in continuous learning opportunities, encouraging creativity and providing constructive feedback to improve individual skills, ensuring a sustainable and innovative workforce.

OBJECTIVES AND GOALS	KPIs progress		
	2021	2022	2023
<b>DIVERSITY, EQUALITY AND INCLUSION</b>			
<b>2026: Company-wide gender equality</b>			
50% of women in staff positions	N/A	N/A	59%
50% of women in Middle Management positions	N/A	49%	50%
40% of women in Director positions	N/A	49%	41%
<b>2026: To steadily increase the inclusion of professionals with functional diversity by 10%</b>	16%	0%	22%
<b>HEALTH, SAFETY AND WELFARE</b>			
<b>2024: Maintain positive health and safety indicators</b>			
Number of occupational diseases	0	0	0
Number of work-related accidents In-itinere (En route to/from the workplace)	8	6	16*
<b>2024: Increase the reach of the wellness programme by 10% annually</b>			
Number of participants in wellbeing activities	118	227	282
% increase in participation	NA	134%	1.8%

\* Health and Safety indicators until 2022 were for Spain, while from 2023 onwards we report global results.

# FOSTER INCLUSIVE GROWTH



The link with local entities, together with encouraging staff participation in volunteering activities, provides us with an opportunity to address social issues, demonstrating that our commitment goes beyond financial donations. Our teams have demonstrated a desire to forge stronger relationships with the community, opening doors to potential partnerships and opportunities that enrich our internal culture.

OBJECTIVES AND GOALS		KPIs progress		
DONATIONS		2021	2022	2023
<b>2024: Target to donate 0.1% of annual sales to NGOs</b>				
Financial donation		58,191€	130,329€	142,304€
Volunteer time				6,536€
Donation in kind		21,216€	95,705€	76,200€
Total contribution to the community		79,407€	226,034€	224,198€
% of contributions vs. annual sales		0,06%	0,12%	0,10%
<b>2024: Maintain support to major NGOs for at least 3 years</b>				
Red Cross or Red Crescent			✓	✓
Save the Med Foundation		✓	✓	✓
Mallorca Preservation Foundation		✓	✓	✓
Kilian Jornet Foundation				✓
VOLUNTEERING				
<b>2026: 25% of working people involved in volunteering activities</b>		6,18%	6,14%	3,36%

\* We will always publicly mention the entities with which we collaborate and it is strictly forbidden to unduly influence any official or politician to obtain a commercial advantage (Camper does not make political donations).

## Supporting the transition to regenerative agriculture

Regenerative agriculture is a set of techniques and tools that contribute to:

- Capturing carbon dioxide from the atmosphere
- Reducing the risk of droughts and floods
- Minimising erosion and desertification
- Promoting biodiversity
- Generating fertile soil
- Avoiding air and water pollution
- Producing nutritious and toxin-free food

20 orchard and fruit farmers will receive training and personalised advice on their farms to implement regenerative agriculture techniques.

#### EXPECTED RESULTS:

- 20% increase in biodiversity on participating farms.
- 30% increase in CO<sub>2</sub> absorption from the atmosphere.

• IN COLLABORATION WITH:



**APAEMA**  
Agricultura ecològica i agroecologia



**08** 

**GRI**

**INDEX**





DECLARATION OF USE

GRI 1

Camper has presented the information cited in this GRI content index for the period 01/01/2023 to 31/12/2023, using the GRI Standards as a reference.

2021 Fundamentals

GRI STANDARD	CONTENT	COMPLIANCE WITH THE REQUIREMENTS	SECTION	PAGES
GRI 2 General Contents 2021	2-1 Organisational details	2-1b Nature of the company and legal form	2.1, 2.2	8, 9
		2-1c Location of headquarters	2.1, 2.2	8, 9
	2-2 Entities included in the organisation's sustainability report	2-2a Entities covered.	2.2	9
	2-3 Reporting period, frequency, and point of contact	2-3a Reporting period and frequency of sustainability reporting)	1.1	4
		2-3d Contact point for questions related to the report or information submitted.	1.1	4
	2-6 Activities, value chain, and other business relationships	2-6a Sector in which it operates;	2.1, 2.2, 2.5, 5.4	8-9, 17, 45-47
		2-6b Value chain, including; ii. The organisation's supply chain.	2.1, 2.2, 2.5, 5.4	8-9, 17, 45-47
	2-7 Employees	2-7a Total number of employees, and breakdown of this total by gender and by region.	7.1	54-55
	2-9 Governance structure and composition	2-9a Governance structure, including committees of the highest governance body.	2.6	18
	2-11 Chairperson of the highest governing body	2-11a Chairman of the highest governance body.	2.6	18
2-22 Sustainable Development Strategy Statement	2-22a Statement from the highest governance body of the organisation on the relevance of sustainable development to the organisation and its strategy for contributing to it.	1.2	5	
2-26 Mechanisms for seeking advice and raising concerns	2-26a Mechanisms for individuals to raise concerns about the organisation's business conduct.	5.1	41	

GRI STANDARD	CONTENT	COMPLIANCE WITH THE REQUIREMENTS	SECTION	PAGES
GRI 3 Material Issues 2021	3-2 List of material items	3-2a Material issues.	3.3	22
GRI 301 Materials 2016	301-1 Recycled materials by weight or volume	301-1a Weight or volume of materials used to produce and package the organisation's main products and services during the reporting period: (* ) Partly i. non-renewable materials used; ii. renewable materials used.	4.1	26
	301-2 Recycled materials used	301-2a Percentage of recycled materials used in the manufacture of the organisation's main products and services.	4.1	26
GRI 302 Energy 2016	302-1 Energy consumption within the organisation	302-1b Total energy consumption of the organisation from renewable sources; 302-1e Total energy consumption within the organisation.	6.1	49-50
	302-4 Reduction of energy consumption	302-4a Number of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives.	6.1	49
	303-5 Water consumption	303-5a Total water consumption of all areas. (* ) Partially	6.1	49
GRI 305 Emissions 2016	305-1 Direct GHG emissions (Scope 1)	305-1a Gross direct (Scope 1) GHG emissions in metric tonnes of CO <sub>2</sub> equivalent; 305-1d Base year of calculation.	6.2	51-52
	305-2 Indirect energy emissions (Scope 2)	305-2a Gross indirect energy (Scope 2) GHG emissions in metric tonnes of CO <sub>2</sub> equivalent; 305-2d Base year of calculation.	6.2	51-52
		305-3 Other indirect emissions (Scope 3)	305-3a Other gross indirect (Scope 3) GHG emissions in metric tonnes of CO <sub>2</sub> equivalent; 305-3e Base year of calculation.	6.2
	305-5 Reduction of GHG emissions	305-5a GHG emissions reduced as a direct result of reduction initiatives, in metric tonnes of CO <sub>2</sub> equivalent; 305-5c Base or reference year.	6.2	51-52

GRI STANDARD	CONTENT	COMPLIANCE WITH THE REQUIREMENTS	SECTION	PAGES
<b>GRI 401</b> Employment 2016	<b>401-1</b> Recruitment of new employees and staff turnover	<b>401-1b</b> The total number and rate of staff turnover during the reporting period. (*) Partially.	7.1	58
<b>GRI 403</b> Occupational Health and Safety 2018	<b>403-9</b> Work-related injuries	<b>403-9a</b> For all employees: (*) Partially iii. The number and rate of recordable occupational injuries.	7.1	61
	<b>403-10</b> Occupational diseases and illnesses	<b>403-10a</b> For all employees: (*) Partially ii. The number of cases of recordable occupational diseases and illnesses	7.1	61
<b>GRI 404</b> Training and Education 2016	<b>404-2</b> Employee skills enhancement programmes and transition assistance programmes	<b>404-2a</b> Type of programmes implemented and assistance provided to improve the skills of employees..	7.1	57
	<b>404-3</b> Percentage of employees receiving regular performance and career development reviews	<b>404-3a</b> Employees who received a periodic review of their performance and career development during the reporting period. (*) Partially	7.1	58
<b>GRI 405</b> Diversity and Equal Opportunities 2016	<b>405-1</b> Diversity of Governing Bodies and Employees	<b>405-1b</b> Percentage of employees by employment category in each of the following diversity categories: (*) Partially i. gender; ii. age group: under 30 years old, between 30 and 50 years old, over 50 years old;; iii. other indicators of diversity, where appropriate (such as minority or vulnerable groups)..	7	55
<b>GRI 414</b> Social Assessment of Suppliers 2016	<b>414-2</b> Negative social impacts in the supply chain and measures taken	<b>414-2a</b> Number of suppliers assessed in relation to social impacts. (*) Partially	5.4	45-46



Ideation and content in collaboration with Roots for Sustainability (R4S).