

Walking together

A close-up photograph of a woman, likely a healthcare worker, wearing a white lab coat and a light blue surgical mask. She is looking off to the side with a focused expression. A white cloth is draped over her head and shoulders, partially obscuring her face. The background is softly blurred, suggesting an indoor setting like a hospital or laboratory.

Sustainability Report 2021

camst:
group

Walking together

Sustainability Report 2021

camst:
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day by day

If every step, every gesture, can change the world, how far can we go together?

It has been said that “walking presupposes that at every step the world changes in some aspect and also that something changes in us”. Nothing less than a grain of sand from Italo Calvino’s story “The Thousand Gardens”, contained in “Collection of Sand”. Much more, we might add, than an invitation to act consciously and react, to be protagonists of change, together.

Sharing the lead in working together is one of the principles on which partnerships are founded, i.e. cooperatives that, also under the terms of the UN Agenda 2030 sustainability goals, are indicated as primary organisations, because they are

most capable of changing direction and shortening the distance between the world as it is and the world as we would like it to be. These are lofty goals, which can be achieved even with small everyday gestures - a jug of water, an egg laid outside the cage, a meal not wasted - multiplied by being in relationship and acting together. Because, as we at Camst often say: 'Together we can do better and more'. For this edition of the Sustainability Report, we surveyed our Group's offices and workplaces, where we met many attentive and welcoming people, relieved to be back working together in our various corporate communities. As in previous years, photographer Marika Puicher captured the fleeting moments that make up our reality.

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For us and our common future



In 2021 we started working together again. The pandemic, which had forced us apart, taught us how much we need each other. It taught us that work, above all, is based on strong social relationships.

A balance sheet is a snapshot of a year in the life of a company: behind the numbers, targets and the sustainability indicators, there are people. That is why we have chosen to tell our story through the looks, the gestures of understanding, the small moments in the everyday lives of our people and our clients. The story of the everyday life we have won back for ourselves.

The year 2020 was marked by the pandemic and its impact on people and work. While the health emergency kept us away from our workplaces, the ability to adapt to a new scenario, the resilience, dedication and sense of responsibility of our people enabled us to overcome this difficult period.

2021, however, was the year of our return to work. Not like before - of course - because of the new normal to which we are adapting. But our spaces are once again filled with life, sociability and work. And we were ready to come back.

We have returned to work and are continuing on the path we have followed for years, which step by step is being enriched with further awareness: it is now clear that acting sustainably is necessary.

Sustainability is not a fad, a marketing tool or a sideline to a company's activities. Put simply, it is critical to our survival.

That is why we are embracing a new concept of sustainable work. Our commitment, after all, has always been to maximise our positive impact on people and the environment.

Being sustainable means placing our actions, behaviour and development choices at the centre, focusing not only on short-term problems but also, and above all, on long-term issues. Today and tomorrow are inextricably linked to each other, and we cannot ignore the fact that what we do today will affect the future worldwide.

Sustainable companies have embraced this vision of development, with actions and projects focussing on creating concrete solutions for tomorrow now. We want to be such a company.

That is why one of the most challenging goals we have set ourselves is to bring about a radical cultural and organisational change in our Group, and contribute - concretely - to the collective awareness of our need to live and work sustainably. And we do so despite the uncertainties of the market and the crises that affect us cyclically.

We do it for us, and for the future we all share.

The Chairman

Francesco Malaguti



Methodological note

Presentation of the statement and reporting criteria

The Sustainability Report of Camst soc. coop. a.r.l. and subsidiaries (hereinafter "Camst Group") is drawn up annually, and contains information on economic, environmental and social issues deemed of value in understanding the Group's activities, performance, results and impact. The sustainability report has been drawn up on the basis of the methodologies and principles laid down in the GRI sustainability reporting standards (GRI standards). In particular, the GRI-referenced option was adopted, which reports on a selection of GRI standards, as indicated in the GRI content index to this document.

The general principles applied in drafting the non-financial statement are those set out in the GRI standards: relevance, inclusiveness, sustainability context, completeness, balance between positive and negative aspects, comparability, accuracy, timeliness, reliability, clarity.

The performance indicators we have used are envisaged in the adopted reporting standards, and are representative of the specific areas of sustainability analysed and consistent with the work done by the Camst Group and the impacts it produces. These indicators were selected on the basis of their relevance, as described in Chapter 2 'Strategy and commitment to sustainable development' in section 2.4 'Camst's impacts: a material analysis'.

Quantitative information for which estimates have been used is directly referenced to in the respective chapters and paragraphs of this document. Any adjustments to comparative figures for previous years, together with the reasons for such adjustments, are indicated directly in the comments to the figures. To enable comparison of values over time and evaluation of the performance of the Camst Group, comparative data for the financial years 2019 and 2020 have been included. See the following paragraph for details.

Reporting scope

The scope of the qualitative and quantitative data and information contained in the Sustainability Report refers to the performance of Camst soc. coop. a.r.l.

and subsidiaries, consolidated on a line-by-line basis, as resulting from the Group's consolidated financial statements as of 31 December 2021.

The Camst Group's reporting process has seen progressive integration of data referring to its Italian subsidiaries (Gerist srl, Bassa Romagna Catering spa, GI Gastronomia Italiana srl, Finrest spa, I Praticelli spa), and foreign subsidiaries (Cheval Blanc Kantiner A/S, Catering Arcasa SI, Comer Bien SI, L&D Gmbh and subsidiaries). However, the scope of the Sustainability Report 2021 is not uniform for all the quantitative data it presents. It should also be noted that the parent company, Camst, accounted for 76% of total Group revenues in 2021.

In this regard, the following should be noted.

- Social indicators (human resources): data for 2019, 2020 and 2021, unless otherwise specified, relate to the parent company Camst and its subsidiaries (Camst Group).
- Environmental indicators: environmental data do not include foreign subsidiaries.
- The indicators do not cover Camst Suisse Sa (25 employees as of 31 December 2021).

In order to provide uniform, consistent interpretation of the data presented, the reference scope is explicitly referred to in each individual table containing quantitative information, as follows.

- Camst Group: Camst parent company and subsidiaries.
- Camst Group (Italy): Camst parent company and Italian subsidiaries.
- Camst: Camst parent company.

Drafting, approval and publication

The drafting of the sustainability report involved the heads of Camst's various functions, coordinated by the Sustainability, People and Shared Value department. This document has been submitted to the Board of Directors, the board of Camst soc. coop. a.r.l., and the general assembly, and has not been revised (assurance). The sustainability report is published on the Camst corporate website at www.sostenibilita.camstgroup.com. For further information on this subject, please contact the following email address: sostenibilita@camst.it.

Highlights

Economic Value



623
Net earnings*

640
Distributed economic value*

134
Net equity*

56
Loan account

11
Technical investments*

79
ESG Analysed Financial Investments*

million Euro

Camst services



88,219,058
Catering, meals served*



291
Facility, soft services area management



289
Facility, hard services area management

unit

Quality of services and products



153
Inspections of premises by internal auditors**

200
Customer claims**

5,102
Microbiological assays of food for consumption**

1,480
Analysis of raw materials**

5,355
Environmental swabs**

unit



90
Purchases from qualified vendors** %

75
Purchases from certified vendors** %

305
Qualified catering vendors with BIO, BRC, IFS, ISO 22000, ISO 22005, ISO 9001, ISO 14001, EMAS, SA 8000 certifications** units

The data presented above refers to the parent company, Camst, unless with asterisks:

* Camst Group

** Camst and Italian subsidiaries

Board of Directors



16
Total members



8
Women



8
Men

Human resources



Total*
15,098
100%



Women
12,323
82%



Men
2,775
18%

unit

13,025
Employees on permanent contracts*

6,466
members

3,628
non-members

481
Reported accidents*

432
in catering*

49
in the facility

unit



5.9
Average hours of training per employee*

Environment

727,767
Total energy consumption**
Gj

909.127
Water consumption**
millions of litres

2,854.3
Total catering waste**
tons

500.8
Total facility waste**
tons

42,466
CO₂ emissions
Scope 1 and Scope 2**
tons CO₂equivalent

1.37
hazardous

15.63
hazardous

01

Identity and profile



1.1 Who we are

The Camst story started 77 years ago, inspired by the potential of the catering industry for generating cooperation, qualifying work and improving the country. Since then we have never stopped.

Camst is an Italian cooperative founded in 1945 in Bologna and offering primarily catering services. Over the years, the co-operative has grown, new companies have been established and are now active in contract catering (schools, companies, hospitals and nursing homes), commercial catering, trade fairs and banqueting for events, with a presence throughout Italy. Today, the Camst Group, of which Camst is the parent company, with headquarters in Villanova di Castenaso (Bologna), also has operations in Denmark, Germany, Spain and Switzerland. In order to offer our public and private customers a full service, Camst Group has diversified its offer by opening up to the facility management market, with a strong specialisation in the two categories of soft and tech facility management. As of 31 December 2021, the Group had 15,098 employees, consolidated net equity of € 134,519,058 and revenue of € 640,762,014 (€ 623,893,999 net).

Our Values
The identity of the Camst Group is founded on deep roots and shared values, which guide our business model in a coherent and conscious manner, offering the opportunity to develop alliances with partners to complement our offering of services and generate positive impacts, to the benefit of all our stakeholders. Following a decision taken in recent years, Camst has initiated the process of adopt the legal status of benefit company. This is a model for businesses which, while generating profit, also pursue one or more objectives for the benefit of all, working in a way that is responsible, sustainable and transparent in relation to people, communities, territories and the environment, as well as cultural assets and activities. This development is in harmony with the sustainability values that always guide Camst's decision making.



Inspirations and values

The values that give strength and meaning to the work of our Group are in line with the principles shared within the cooperative movement.

Cooperative principles



Voluntary work and the open door principle
Anyone who applies and qualifies to do so can become a member in the company



One person, one vote
All members are equal, everyone has a single vote, regardless of the capital they have invested



Mutuality and solidarity
Everyone makes their own contribution and shares the benefits enjoyed by all. In the event of dissolution, the cooperative's assets, being indivisible, are allocated to cooperative purposes

Values and Purpose



Passion and care for our clients
We choose passion, energy and a commitment to improve well-being and the quality of life



Innovating tradition
We choose innovative solutions without neglecting traditions, culture and territorial diversities



Human capital
We choose to value our people through the excellence of our services, our welfare plan and equal opportunities

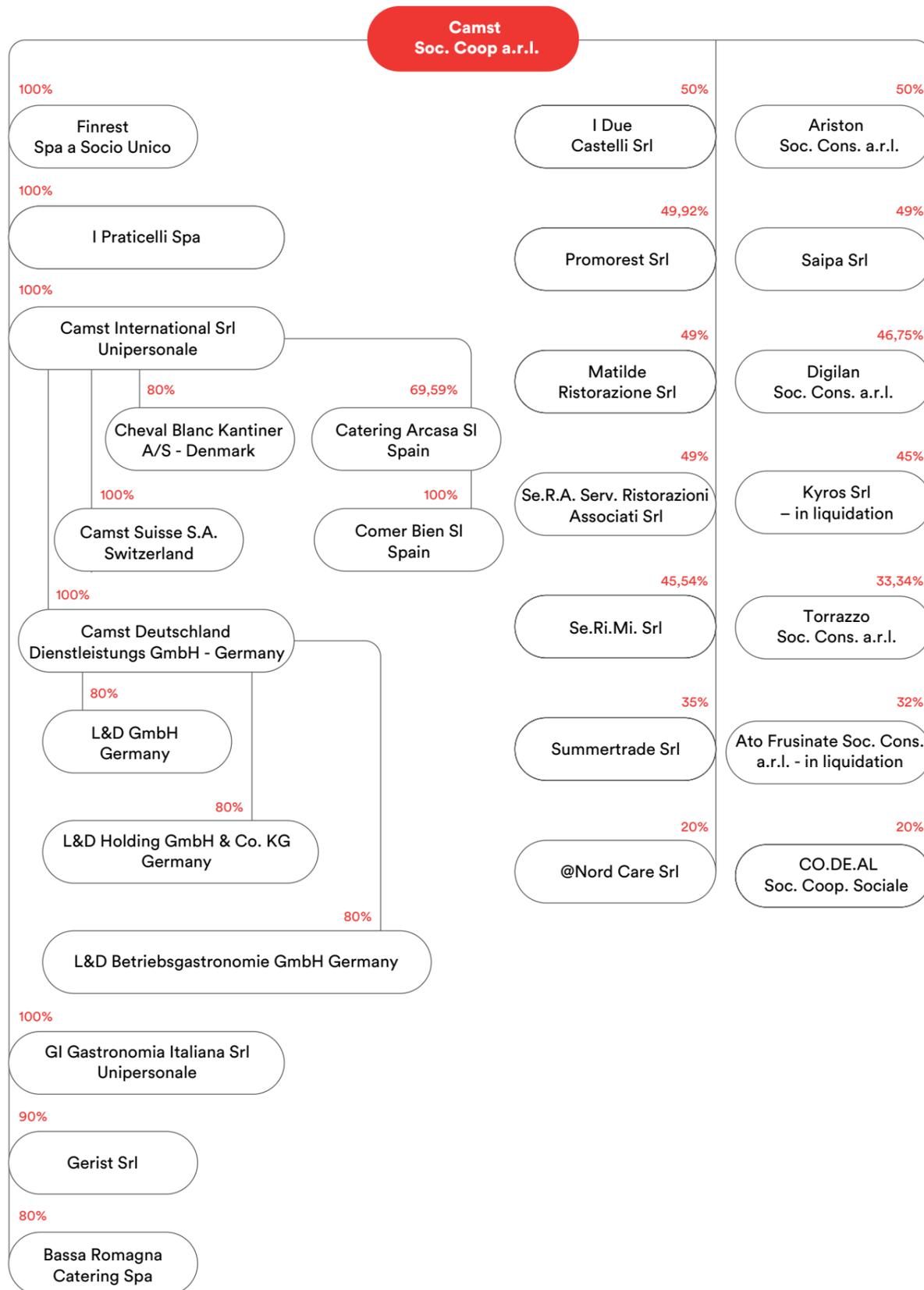


Loyalty and reliability
We choose to be a partner you can count on, and care for the communities and territories in which we operate



Future generations
We choose to grow together by creating new opportunities for future generations

Structure of the Group



History

Camst was established in Bologna on 16 June 1945. The aim of the founder, Gustavo Trombetti, was to create employment in the catering sector and participate actively in the post-war reconstruction drive, which involved the whole country. Over the years, Camst has continued to generate value for local communities, developing innovation in the markets in which it operates and becoming a leading player in the catering industry. Its sphere of activity then expanded to facility management, as well as growing in other European countries.

1945

Gustavo Trombetti established Camst in Bologna.



1970s

To come closer to the workers, we opened our first cooking centre in Italy.



1990s

Camst was by now present in all sectors of the catering industry. Our services were available all over Italy.

2010s

We opened our distribution hub (Cedi) to track our raw materials and guarantee food safety.

2016

We entered the facility management business.

2021

Camst initiated the process of becoming a benefit company.

1960s

The first self-service restaurant in Italy was established by Camst.



1980s

Development of the school catering business.

2000s

Development of a new commercial catering format.



Since 2010

Our mergers and acquisitions continue in Italy and abroad, in Spain, Denmark and Germany.

2020

We established a new company in Switzerland.





1.2 The macro-economic situation

Following the global recession caused by Covid-19, the Italian economy has benefited from the rebound fostered by the governmental subsidies, but households and companies now have to reckon with the winds of war, soaring prices and the spectre of an energy crisis.

2022 and international tensions

The Euro area economy in 2021 was still recovering from the difficulties created by the Covid-19 pandemic. Thanks to governmental support, the labour market has gradually improved and economic precariousness has been alleviated. However, as early as January 2022, the ECB's economic bulletin cooled expectations, predicting lower growth for the first quarter of 2022, due to the latest wave of the pandemic and shortages of raw materials, equipment and labour. The predicted slowdown was driven by high energy costs, which, already by the end of 2021, were eroding household incomes and business margins, thus risking a brake on spending. Inflation, which had already risen sharply in the last months of 2021, increased further in January 2022, mainly due to soaring energy costs, which continued to push up the prices of goods and services in many sectors, driving up food prices.

Italy's GDP, in line with the general situation in the Euro area, registered growth in 2021, recording a further increase between October and December, albeit smaller than in the previous two quarters. On the demand side, growth was driven by the positive contribution of the domestic component against a negative contribution of the net foreign component. As of December 2021, the labour market was showing signs of stabilisation. The employment and inactivity rates were holding steady at their November values, while the unemployment rate had decreased marginally.

The geopolitical crisis

The war in Ukraine will lead to a worsening of forecasts, aggravating the already complicated situation of energy supplies. The recent international geopolitical tensions have in fact led to an extraordinary increase in energy and food commodity prices, which

initially should mainly affect the European countries most dependent on natural gas imports from Russia.

The crisis took place within a period of international economic recovery characterised by strongly dynamic world trade. In fact, 2021 closed with a further increase in world trade volumes, leading to annual growth of 10.3% over 2020. Even the February forecasts, taken before the start of the invasion of Ukraine, retained this favourable outlook.

In February 2022, ISTAT estimated the increase in the national consumer price index for the entire community (NIC), excluding tobacco, at 0.9% on a monthly basis and 5.7% on an annual basis (up from +4.8% in the previous month). The acceleration of inflation as a trend was mainly due to energy prices (whose growth rose from +38.6% in January to +45.9%), particularly non-regulated prices (from +22.9% to +31.3%), and to a lesser extent to the food prices, both processed (from +2.2% to +3.1%) and unprocessed (from +5.3% to +6.9%); the prices of regulated energy goods in February were almost double those of the same month in 2021 (stable at +94.6%). On a year-on-year basis, prices for goods accelerated markedly (from +7.0% to +8.6%), while those for services remained stable (at +1.8%).

Prospects

According to ISTAT (Monthly Note on the Italian Economy - February 2022), the outlook for the Italian economy at the beginning of the year was favourable; consumer and business confidence, already high, had risen slightly after the sharp drop of January.

The eruption of serious geopolitical tensions substantially changed the international scene and the possible development of the Italian economy. An initial assessment of the effects of the energy price shock, estimated by ISTAT, shows that, all other things being equal, Italian GDP would be 0.7 percentage points lower than that estimated in a baseline scenario in which



energy commodity prices remained at the levels of the beginning of the year. Economic activity would be adversely affected by the lower level of household consumption, which would be accompanied by a reduction in the propensity to save. Compared to the baseline scenario, both employment and the balance of goods and services measured as a percentage of GDP would be lower.

The Italian economic context

ISTAT estimates that in 2021 Italian GDP reached € 1,781,221 million in current values, an increase of 7.5% over the previous year, which, measured in volume, is 6.6%. On the domestic demand side, there was a 17.0% increase in gross fixed capital formation and a 4.1% increase in domestic final consumption. Exports of goods and services rose in volume by 13.3%, imports by 14.5%. Final consumption household expenditure grew in volume by 5.2 % (-10.5 % in 2020): consumption of goods increased by 6.1 % and services by 4.6 %. Increases were recorded for all expenditure functions: the most pronounced, in terms of volume, were expenditure on hotels and restaurants (+19.1%), furniture, household appliances and home maintenance (+11.0%), transport (+10.9%) and education (+10.5%).

In 2021, labour units (Ula) increased by 7.6 %; employed Ula grew by 7.4 % while self-employed Ula by 8.0 %. This increase affected all macro-sectors: +3.0% in agriculture, forestry and fishing, +10.4% in manufacturing, +18.9% in construction and +6.3% in services. Employee income increased by 7.7 % and gross wages by 7.8 %. The latter, measured per labour unit, increased by 0.4% over the economy as a whole; in detail, there was an increase of 1.5% in construction and 0.7% in services against a decrease of 1.2% in manufacturing and 2.6% in agriculture. The pandemic significantly changed the structure of household expenditures. Consumption of goods at current values remains 3 percentage points above 2019 levels, at the expense of consumption of services. In absolute terms, the consumption of goods increased by +8.6%: the best performance was for durable goods (+14%), followed by semi-durables (+10.7%) and non-durables (+6.7%).

Expenditure on services increased by 5.6%, while fixed outgoings (utilities, housing, etc.) remained two percentage points above the 2019 level. The average annual inflation expressed by the NIC (National Consumer Price Index) reached +1.9% in 2021 (in 2020 it was -0.2%). The overall figure is the result of an intra-annual dynamic that in the first quarter saw inflation returning to positive territory (+0.6%) after three quarters in the negative; in the second quarter inflation doubled (+1.2%), continuing to accelerate in the last two quarters (to +2.1% and +3.5% respectively), thus leaving the amount of +1.8% over to 2022. The further acceleration of inflation as a trend is mainly due to the prices of food (both processed and unprocessed), durable goods and recreational, cultural and personal care services. Energy prices continued to grow very strongly, although growth slowed down slightly in December.

1.3 Markets and the competitive framework

European consumers are not at all showing that they want to give up the eating out experience in favour of home deliveries, but the consequences of the pandemic are evident, even in the facility market.

The catering market presents opportunities and prospects at a global level. The growth rates of the different segments were affected by the difficulties caused by the Covid-19 pandemic, which resulted in an accelerated process of transformation and diversification of offerings and business models. Strict health and safety protocols require appropriate levels of organisation, and it is estimated that the development of the market will lead to more stringent selection of operators. European consumers have not, to date, shown willingness to replace the experience of eating out with the at-home experience of ordering food online. The post-pandemic scenario has in fact increased the desire and need to escape from the home environment. Catering provides an experience that goes beyond simply having a meal or a drink,

and, as such, cannot be replicated at home. The health crisis has also focused attention on consumer expectations and demands regarding certain key sustainability issues, such as greater attention to the origin and traceability of products or food waste, and nutritional balance. The pandemic has also acted as a catalyst for the digitalisation of the catering industry, which is a fundamental condition for meeting the needs of clients and end consumers. Turning to facility management, it has been seen that, at the European level, the market is highly fragmented, but also offers significant opportunities, to be found in the evolution and differentiation of services, linked to the strategic role of the sector within European policies.

Catering

Consumption outside the home

In 2020, out-of-home consumption in Italy (catering services) amounted to € 54.3 billion in current values (ISTAT - September 2021), excluding the share of contract catering generated by meals consumed by in-patients in social and health care facilities. The value of consumption, at 2015 prices, is € 51.1 billion, with average inflation over the period 2015-2020 of 1.2%.

For 2021, consumption outside the home is estimated to have grown by more than 20% over the previous year, and is expected to reach a value of approximately € 66 billion (TradeLab processing of ISTAT data).

The first four months of 2021 were a very complex period for catering establishments, due to the closures imposed by the third wave of the pandemic, compounded by a drop in demand caused by the effects of remote work, school closures and the downturn in tourism. The recovery in consumption started in May and expanded strongly during the summer period, supported by the return of tourism. The latter part of the year also performed well due to the relaxation of anti-Covid measures.

Organised catering in Italy

Cerved estimates that in 2021 the Italian market for chain and contract catering (considering only organised catering, including meal vouchers) will be worth € 11.7 billion, up 17% on the previous year.

Contracted catering reached € 4.1 billion, registering an increase over 2020 in both value (14.5%) and number of meals (11.6%), while average prices rose by 2.6%.

Meal vouchers grew at a lower rate than other components of eating-out expenditure, +5.8% in value and +4.9% in volume. It should be noted however that the segment suffered a lesser reduction in 2020 due to the pandemic. The turnover of the sector as a whole reached € 3.1 billion.

The best performance was achieved by modern commercial catering (+29.4%), a sector that had been the hardest hit in 2020 (-38.4%) and which in 2021 benefited from the gradual easing of mandatory restrictions and closures, as well as the recovery of tourist flows. There was excellent growth in turnover from catering in concessionary transport (+34.7% compared to 2020), favoured by the significant increase in passenger transit on motorways (+26.7% turnover in the channel), in railway stations (+28.1%) and above all in airports (+70.7%).



Growth in turnover in urban catering was slightly lower (+27.6% compared to 2020), a sector that was less affected in 2021 due to the strong development of food deliveries.

Contract catering

Contract catering shows significant growth (+14.5 % compared to 2020), but is still far below pre-pandemic levels: € 4.1 billion compared to € 5 billion in 2019. The rebound was helped by the strong recovery of the schools channel (meals up by +37.9% over 2020) and the significant growth in the residual 'military/other' channel (+9.8%). In contrast, corporate catering (+0.2% meals delivered in real terms) and health catering (+0.5%) are still suffering

the effects of the Covid emergency. In addition to employment levels, the spread of smart working, which has become structural in part and allows thousands of workers to stay at home, to the detriment of consumption in company canteens, has had a negative impact on corporate catering figures. On the other hand, healthcare catering has been affected by the allocation of most wards to the Covid emergency and restricted access to facilities. Overall, the number of meals delivered increased by 11.6%, with average prices rising by 2.6%, attributable to higher costs incurred by companies for pandemic-related safety measures and increases in food prices.

Facility management

The facility management market encompasses the integrated management of a plurality of services, processes and activities that support primary services, i.e. the core businesses of companies and institutions. Facilities include services to buildings, spaces and people. This is a very large market that can be approached in different ways depending on the complexity and integration of the services offered:

- integrated facility management: unified and coordinated management of diverse services for the buildings, spaces and people of a company or institution;
- integrated sectoral services: includes the unitary and coordinated management of services related to sectors of activity;
- specific services: individual services offered to buildings, spaces or persons.

Integrated Service Management

The turnover of facility management (integrated services) in Italy in 2021 will be € 2.6 billion (preliminary figure), an increase of 4% over 2020. The market is still suffering from the consequences of the health crisis, in connection with ongoing restrictions on social, cultural and recreational activities (albeit in a less intense form than in 2020), the still low volume of air and rail transport, safety regulations related to the spacing and sanitation of public spaces, and the prolonged use of smart working for most companies.

The sector's performance in 2021 was characterised by:

- sudden resumption of energy upgrading, plant modernisation and extraordinary building maintenance;
- moderate increase in disinfection and sanitisation services for public and private premises open to the public, in all target markets;
- increased demand from the public authorities, thanks to the return of face-to-face teaching in schools and universities and the reopening of institutional and territorial offices;
- growth in demand in the areas of transport and trade, due to the operation, albeit reduced compared to pre-pandemic levels, of airports and railway stations, and the reopening of shopping centres and cultural and recreational spaces (especially in the second half of the year);
- slight recovery in demand in the tertiary and industrial sectors, due to the gradual

and partial reopening of company headquarters and offices to employees (despite the continued significant use of smart working for most employees);

- stabilisation of demand in the health sector (hospitals, nursing homes), which shows a critical but lower occupancy of facilities compared to the peak of beds committed to the health emergency in 2020.

The technical building services segment accounts for 51.9% of the sector's total turnover, with a value in 2021 of € 1.35 billion, up 4.7% from 2020.

The area of space and people services accounts for 48.1% of the total market, has a value of 1.25 billion and will grow by 3.3% in 2021.

Professional cleaning

This sector covers companies providing cleaning and disinfection services. There are three business areas:

1. civil cleaning: building-related services;
2. hospital cleaning: services related to healthcare;
3. industrial cleaning: services provided at plants, factories, workshops, warehouses, laboratories and industrial and manufacturing facilities in general.

The provision of these services by companies can take place in two different ways: as a single service, with the provision of cleaning/disinfection services only, or as an integrated service, i.e. as part of the provision of a variety of services, including cleaning services. The offer is very fragmented and articulated in terms of size, type, extraction, legal and organisational form, location and the strategic choices made by companies.

Many companies can be classified as cleaning companies, but most of them are local, characterised by low differentiation and a narrow range of services.

Trends in the cleaning market

In 2021, the cleaning market is estimated to be worth € 6.97 billion, an increase of 0.6% compared to 2020.

The forecast is based on the continued implementation of sanitisation and disinfection protocols and the fact that there were no prolonged periods of closure, but rather a gradual relaxation of restrictions, in parallel with the continuation of the vaccination campaign.

The area of civil cleaning is expected to account for 59.3% of sector demand and is expected to decline again (-1.7%), following the negative performance registered in 2020 (-3.4%).



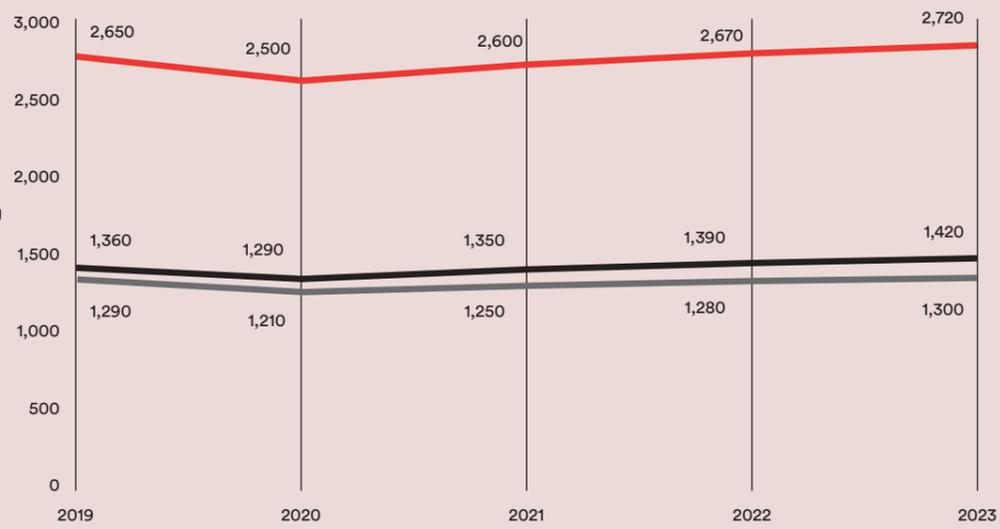
Healthcare cleaning, representing 25.7% of the market, continued its positive trend (+3.4%), albeit at a lower rate than in 2020 (+8.5%).

The area of industrial cleaning, the smallest in size (14.3% of the total), has the highest growth forecast (+5.3%) for the second year running, following its excellent performance in 2020 (+11.8%).

The market for integrated building management services

Values in thousand Euro

- Turnover
- Technical services per building
- Space and people services



Source: Cerved 2021

Trends in the cleaning market

Values in thousand Euro

- Turnover
- Civil
- Hospital
- Industrial

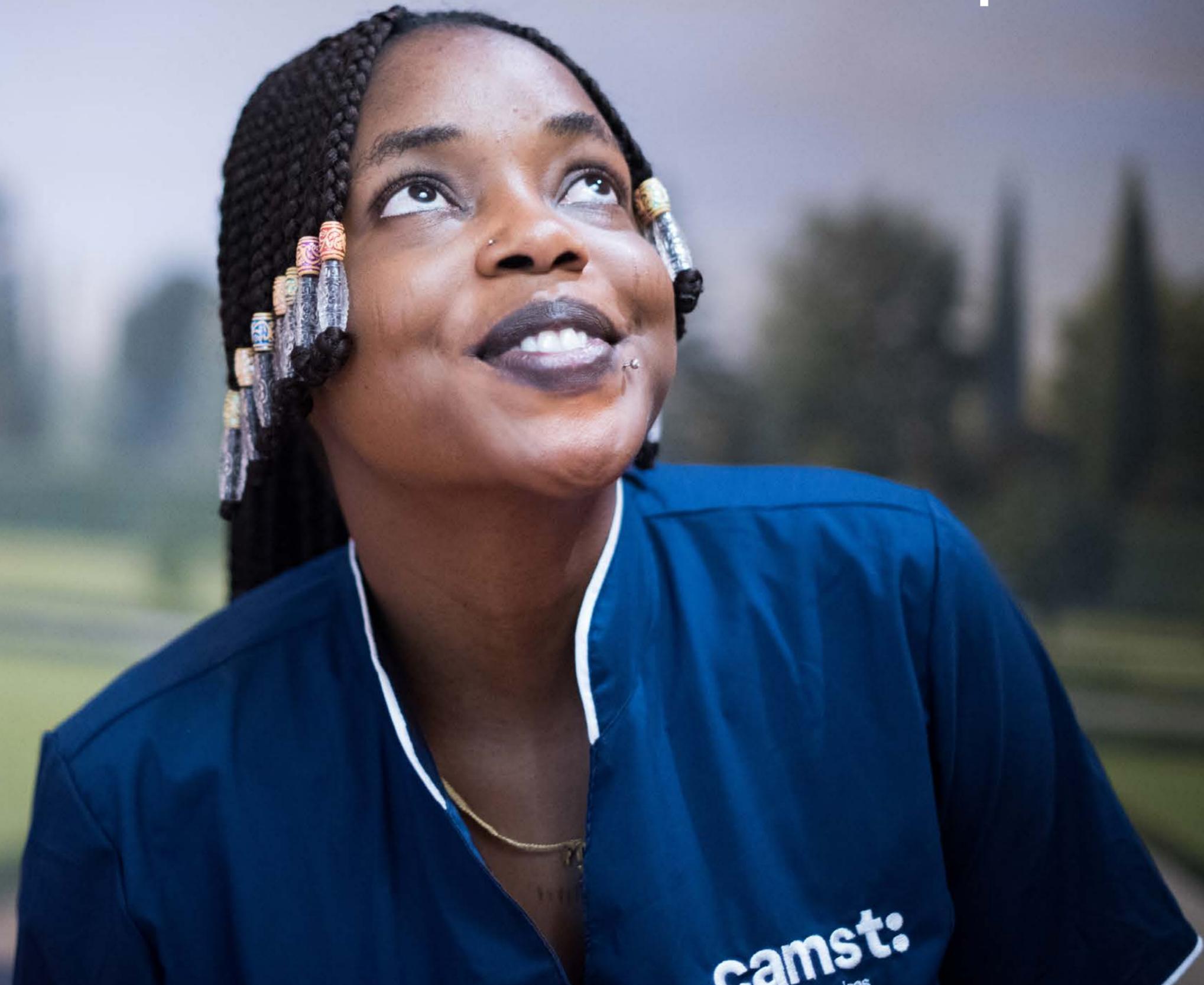


Source: Cerved 2021



02

Strategy and commitment to sustainable development



2.1 A scenario of change

All humanity is called to combat climate change. For the first time in history, governments, organisations, companies and individuals share a single goal, and all can make their contribution.

Camst's strategic plan falls within the framework of the European Union's economic and sustainability policies, above all Next Generation EU (Ngeu), the economic and financial recovery plan aimed at reviving the economies of European member states after the massive damage caused by the pandemic. But European policies do not stop there: the 2022 revision of the Common Agricultural Policy (CAP), which aims to strengthen the contribution of farming to the achievement of European environmental and climate goals and to provide more and more support to small farms, is also part of the vision of a more sustainable Europe. Significantly,

the revised CAP assigns great importance to measurement through data and analysis, which are key to achieving an increasingly circular economy. To access NGEU funds, each member state has had to draw up its own National Recovery and Resilience Plan (NRP). Italy, through its Plan, was able to benefit from the two main instruments made available by the NGEU: the Recovery and Resilience Facility (RRF) and the Recovery Assistance Package for Cohesion and Territories of Europe (REACT-EU). The proposals of the Italian NRP set specific objectives and actions, with some of the policies of Camst's sectors of operation as central, as shown in the following table.

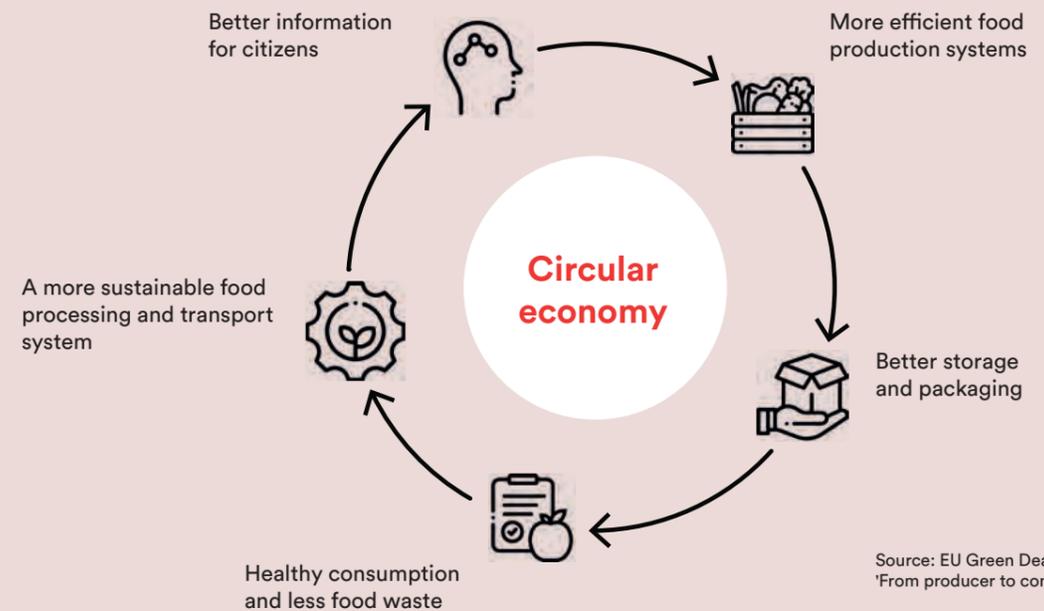
Sector	Next Gen EU policies	Policy implementations via the NRP	Concrete Actions
Food	Green revolution and ecological transition	Mission 2, component 1 - sustainable agriculture and circular economy	<p>Improve the management of waste and the circular economy</p> <p>Develop a smart and sustainable agricultural/food supply chain, and reduce environmental impacts by employing 'green' supply chains</p>
Facility management	Green revolution and ecological transition Infrastructure for sustainable mobility	Mission 2, component 2 - renewable energy, hydrogen, grid and sustainable mobility	<p>Promote the development in Italy of competitive supply chains in the fastest growing sectors to reduce dependence on imported technologies, by strengthening research and development in the most innovative areas (photovoltaics, hydrolysers, batteries for the transport and electricity sectors)</p>
	Green revolution and ecological transition Infrastructure for sustainable mobility	Mission 2, Component 3 - energy efficiency and refurbishment of buildings	<p>Introduce a temporary incentive for the energy requalification and anti-seismic adaptation of private housing stock and for social housing, through tax deductions for the costs incurred by the work</p> <p>Develop efficient district heating systems</p>

Industry trends

In recent years, both the catering and facility sectors have seen developments that can be traced back to three mega trends: health, sustainability and technology. Due to its operations in these sectors, Camst closely follows these changes and tries to respond to them through its strategic plan.

	Health and safety	Well-being and sustainability	Technology and service
Global food and drink trends 	<ul style="list-style-type: none"> Food safety Caring for individual health and well-being Home-made Naturalness and simplicity Free-from and rich-in foods and superfoods 	<ul style="list-style-type: none"> Italian, regional and local foods Fighting wastage of resources Labour ethics Attention to value 	<ul style="list-style-type: none"> Production technology and innovation, enabling logistics Ready meals and meal kits Complementarity, multichannel and service integration Customising the offer Data analytics
Global facility service trends 	<ul style="list-style-type: none"> Safety and well-being of people, workplaces and gatherings New working styles: smart working, coworking Revising the workplace: functional places for new styles of work Customising services 	<ul style="list-style-type: none"> Managing energy and water consumption Wastage and waste management Energy efficiency 	<ul style="list-style-type: none"> Support and enable technology for remote operations, collaborate in a virtual space, learn about client needs and create customised services Integrate services and solutions Caring and curing services in healthcare and social services

Source: Camst Group Strategic Plan 2021 - 2025



Source: EU Green Deal factsheet 'From producer to consumer'

2.2 A strategic plan to redesign the future

Experience has taught us that great challenges can only be overcome in one way: together, one step at a time, day after day.

In 2020, the year of the pandemic, Camst began mapping out its long-term business strategy, formalised as a five-year plan approved in February 2021. The 2021-2025 plan was developed to respond to medium- to long-term changes, starting with the identification of market trends and socio-economic development strands, within which to make the choices that determine our path forwards. The plan was entitled 'The future we choose' to emphasise Camst's commitment to being a leading player in the coming years and in the growth path defined for the cooperative

enterprise, in the catering and facility sectors, in Italy and Europe. Camst has identified three areas on which to focus its commitment - health, safety and well-being, territory and sustainability - which represent the guidelines and premises of the strategic plan. Being a player in an ever-changing scenario requires a commitment to creating shared value for all its stakeholders, people, communities and territory, while respecting the environment.

The guidelines of the plan

Health, safety and well-being

Manage business in the various business segments by assessing and prioritising the health and safety impacts of the products and services offered. This approach also involves implementing projects in prevention, health education and the dissemination of science. At the same time, health, safety and well-being at work are necessary pre-conditions of the strategic plan, as is prevention, to support the quality of life of workers.

Territory

A key reference for Camst, realised by customising products and services, to stay close to the end customer, and valorising regional products and local presidia. Territory means strengthening the value of our partnerships with institutions and universities, as well as nutrition education, to make the most of traditional local products and support cultural activities, sports clubs and solidarity associations.

Sustainability

Integrated into the strategic drivers of the plan, the concept of sustainability guides the Camst Group through the medium to long term.



Principles of the plan

The guidelines and drivers of the plan are based on economic, environmental and social principles consistent with Camst's values and the sustainability built into the plan itself.

1

From price to value

Competition between companies, particularly in key sectors such as education and social welfare, cannot take place at the expense of service and quality. This is why Camst is committed to moving the competition away from the criterion of price (always the lowest) to that of value.

2

Market orientation

Bring the interest, curiosity and critical attitude of the customer into Camst, and involve our employees and partners in our innovation processes in a structured way.

3

Offering tailored to the client's needs

Camst's proposals result from an analysis and segmentation of the needs of the users of our services.

4

Awareness of values

The history of Camst is a story of decisions inspired by values. Awareness of this heritage must be a distinguishing factor for all Camst people.

5

Improving the experience through technology

Technologies for communication and the simplification of daily activities are crucial for improving the way users use services.

6

Alliances

To successfully participate in the post-pandemic recovery phase, we must have capable allies who can add value and innovation to our specialist offering and benefit from our mutual collaboration. Alliances, pooling know-how, and the ability to work together to deliver articulated solutions to increasingly complex problems and needs are crucial.

7

Improving the efficiency of processes

It is essential to increase profitability by reducing costs, improving the efficiency of production and supply chain processes, simplifying our organisation, optimising data flows and reviewing the distribution of activities along the supply chain. With this in mind, we will reorganise and acquire production centres and commercial premises.

Fundamental Drivers

Production processes and models of service

- Innovation in production models
- Design and develop new commercial catering formats
- Develop the social health segment in catering and facility management
- Develop the business & industry segment (B&I) and develop new service delivery channels
- Leadership in the schools segment

Supply chain

- Raw materials, sustainability of the supply chain and logistics

Human resources and welfare policies

- People strategy
- Training, management development and talent management
- Welfare, diversity and social inclusion

Innovation and IT

- Technological innovation to support business and focus on the client

Communications

- Internal and external communications



Development and updating of the plan

Starting in June 2021, an initial process of reviewing the assumptions of the strategic plan presented at the beginning of the year and its findings was initiated, also with the support of experts and scholars, to improve our ability to focus on the complex scenario in which we operate. During this second phase,

a number of working groups were set up, involving managers and middle managers, across company functions and territories, with two objectives: to integrate and develop certain sections that had been little explored in the first edition, and to involve operational levels to better disseminate the guidelines and actions set out in the plan itself. The work groups identified a number of actions, levers and subsequent objectives with regard to five key factors for the organisation listed below.

Key factors

Main actions, levers and objectives

Alliances and partnerships

Catering industry alliances and partnerships

Agreement with research organisations

Development of nutrition education projects, stream education and B&I.

Membership and collaboration with organisations specialising in D&I

Training courses, women's leadership, D&I projects.

Alliances with local and institutional bodies and benefit activities, as part of specific projects

Production of content, events, training actions and social activities.

Alliances with start-ups

Innovation call aimed at developing new technological approaches to the market or production processes.

Agreements with chefs, professional associations, catering schools

Creation of specific stream education recipes, also with a view to reducing waste.

Facility management alliances and partnerships

Analysis of alliances with large facility management companies

Evaluation of existing partnerships and their results, aimed at achieving the objectives of the strategic plan.

Relationship with members

Communication and services for members

Creation of an app for employees and members as an informational tool and hub offering access to services for people

First release for members and employees in 2022, subsequent access for equity members and redirection of all shareholder services to the new app by 2023.

Engagement, involvement and participation

Greater involvement of people in social activities through the designation of new contact persons
Activation of ambassador network starting in 2022.

Statement of Values and Code of Ethics

Updating the Code of Ethics and drafting the Statement of Values

Starting from the initiation of the activities related to our transformation into a benefit company, an update of the code of ethics is planned and, consequently, the activation of a path to implement the statement of values.

Communications

External

Integrated digital marketing campaigns to support business plans, brand awareness and reputation

Alongside traditional corporate and marketing communication activities, digital marketing campaigns will be planned each year with the aim of reaching different client targets.

Reorganisation of the claims process

Kick off in 2023.

Internal

Structuring internal communication methods, in terms of operational and process management

Awareness-raising actions and sharing of objectives for the common good of the cooperative, with a view to simplifying and streamlining communications and making them more efficient.

Survey of people's communication needs

Roll out in 2022.

Development of human resources and welfare policies

Ethics

Statement of Values and Belonging

Starting from the new code of ethics, creation of a Camst statement of values.

Climate survey to assess employee satisfaction in the workplace and any resulting improvement actions

Starting in February 2022.

D&I

Adoption of ISO guideline 30415:2021 (Human resources management - Diversity and Inclusion)

Definition of KPIs to represent and measure the organisation's D&I, with a focus on gender policies.

Combating gender-based violence and job placement for vulnerable groups

Training and information activities to raise awareness among workers and collaboration with anti-violence centres.

Welfare

Increasing the corporate population with access to welfare services

Environmental sustainability

Environment

Define Camst's position on environmental sustainability



2.3 Sustainable Development Goals - SDGs

There is no environmental sustainability without social sustainability: with this in mind, Camst Group has identified its priority objectives and translated them into commitments.

Camst confirms its commitment to UN Agenda 2030 and the Sustainable Development Goals (SDGs) that are an integral part of it. Among the 17 SDGs, Camst Group has identified the priority ones in relation to its commitments, consistent with its model and business objectives. In particular: SDG2 (Zero hunger), SDG3 (Good health and well-being), SDG6 (Clean water and sanitation), SDG7 (Affordable and clean energy), SDG9 (Industry, innovation

and infrastructure), SDG12 (Responsible consumption and production), SDG13 (Climate action) and SDG17 (Partnerships for the goals). The Camst Group's commitment to Agenda 2030 includes other SDGs, which involve organisational aspects and areas as preconditions for achieving the goals set out in the strategic plan: SDG4 (Quality education), SDG5 (Gender equality), SDG8 (Decent work and economic growth) and SDG10 (Reduced inequalities). Below is a summary of the priorities we have identified.

SDG Commitments and Strategic Plan

Business impact areas (priority)



Impact on the organisation (preconditions)



The challenge of protecting biodiversity



The points Camst took on

2

End hunger, achieve food security, improve nutrition and promote sustainable agriculture

2.1 Ending hunger and ensuring safe access to sufficient nutritious food for all people

Priority: high

Drivers of the plan: development of production processes and service models

Area of impact of the plan: sustainability of production processes

Actions and levers of the plan (target): combating waste and solidarity donations

2.2 End all forms of malnutrition (...), meet the nutritional needs of adolescent girls, pregnant and lactating women and the elderly

Priority: high

Drivers of the plan: development of production processes and service models

Area of impact of the plan: quality, safety and nutrition

Actions and levers of the plan (target): collaboration with the Fondazione Veronesi (gastronomic offer and screening routes, training programmes for chefs responsible for social and health catering)

2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, help protect ecosystems, and enhance resilience to climate change (...)

Priority: high

Drivers of the plan: development of the supply chain

Area of impact of the plan: sustainability of procurement and logistics

Actions and levers of the plan (target): vendor selection and development of a new platform for qualification and evaluation according to environmental and social criteria for vendors, mapping of sustainability practices and Dialogue for change

Priority: moderate

Drivers of the plan: development of production processes and service models

Area of impact of the plan: quality, safety and nutrition

Actions and levers of the plan (target): low-impact menus (BI-REX)

2.5 Maintain the genetic diversity of seeds, cultivated plants, livestock, pets and related wild species

Priority: moderate

Drivers of the plan: development of the supply chain

Area of impact of the plan: sustainability of procurement and logistics

Actions and levers of the plan (target): animal welfare (use of only free-range eggs)

Drivers of the plan: development of production processes and service models

Area of impact of the plan: quality, safety and nutrition

Actions and levers of the plan (target): low environmental impact menu (BI-REX: innovative and sustainable treatment for the recovery of high-value products from biomass, derived from agro-industrial processing)

3

Ensure health and well-being for all people of all ages

3.5 Strengthen the prevention and treatment of substance abuse, including (...) harmful consumption of alcohol

Priority: moderate
Drivers of the plan: development of production processes and service models
Area of impact of the plan: quality, safety and nutrition
Actions and levers of the plan (target): collaboration with the Fondazione Veronesi (gastronomic offer and screening routes, training programmes for chefs responsible for social and health catering), assessment of the environmental impact of menus, membership of Sinu (Italian Society of Human Nutrition)

4

Provide quality, equitable and inclusive education and learning opportunities for all

4.4 Increase the number of young people and adults with specific skills - including technical and vocational skills - for employment, decent jobs

Priority: high
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: organisation of work and organisational development
Actions and levers of the plan (target): inclusion of highly specialised figures (food technologists, nutritionists, site engineers, maintenance engineers, soft service production technicians)

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: organisation of work and organisational development
Actions and levers of the plan (target): product office - offer design (including gastronomic offer) and new product development to support private clients and tenders

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: training
Actions and levers of the plan (target): Trade school

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: development
Actions and levers of the plan (target): talent programme - programme for the selection and development of high-potential young resources (Innovation Facilitators)

4.7 Ensure the knowledge and skills required to promote sustainable development, including through education for sustainable development and lifestyles, human rights and gender equality

Priority: moderate
Drivers of the plan: development of production processes and service models
Area of impact of the plan: quality, safety and nutrition
Actions and levers of the plan (target): collaboration with the Fondazione Veronesi (gastronomic offer and screening routes, training programmes for chefs responsible for social and health catering)

Priority: moderate
Drivers of the plan: development of production processes and service models
Area of impact of the plan: quality, safety and nutrition
Actions and levers of the plan (target): nutrition education in school catering

Priority: moderate
Drivers of the plan: development of production processes and service models
Area of impact of the plan: quality, safety and nutrition
Actions and levers of the plan (target): Better Future Kit

Priority: high
Drivers of the plan: development of the supply chain
Area of impact of the plan: sustainability of procurement and logistics
Actions and levers of the plan (target): vendor selection and development of a new platform for qualification and evaluation according to environmental and social criteria for vendors, mapping of sustainability practices and Dialogue for change

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: sustainability
Actions and levers of the plan (target): BI-REX in partnership with Hera and Conad - digital wallet for customers on a shared blockchain platform to incentivise virtuous behaviour (environmental sustainability)

Priority: moderate
Drivers of the plan: communication
Area of impact of the plan: external
Actions and levers of the plan (target): 'from price to value' advocacy campaign

Priority: high
Drivers of the plan: communication
Area of impact of the plan: internal
Actions and levers of the plan (target): app and employee/member portal

5

Achieve gender equality and empower all women and girls

5.5 Ensure full and effective participation of women and equal leadership opportunities at all levels of decision-making in politics, business and public life

Priority: high
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: welfare
Actions and levers of the plan: adoption of ISO 30415 guidelines - gender and diversity policies

6

Ensure availability and sustainable management of water and hygiene/sanitation facilities for all people

6.4 Increase the efficient use of water

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability of production processes
Actions and levers of the plan: management and optimisation of water sourcing and consumption, application of a dry sanitation system, Ecolabel certification

7

Ensure access to affordable, reliable, sustainable and modern energy systems for all people

7.2 Increase the share of renewable energy in total energy consumption by 2030

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability of production processes
Actions and levers of the plan: electricity contracts from renewable sources

Priority: high
Drivers of the plan: innovation and IT
Area of impact of the plan: sustainability
Actions and levers of the plan: renewables and efficiency - completion of plant to extract fuel from consumption and production waste (in partnership with Hera)

7.3 Double the overall rate of energy efficiency improvement

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: facility management
Actions and levers of the plan: long-term contracts in the form of public-private partnerships (PPPs) based on energy efficiency projects

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability of production processes
Actions and levers of the plan: recovery of energy efficiency

8

Promote lasting, inclusive and sustainable economic growth, full and productive employment and decent work for all people

8.3 Promote development-oriented policies that support productive activities and job creation

Priority: high
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: organisation of work and organisational development
Actions and levers of the plan: Trade school and Camst-Autogrill partnership

8.6 Reduce the share of unemployed young people

Priority: high
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: cost of labour
Actions and levers of the plan: pact between the generations

8.8 Protect the right to work and promote a healthy and safe working environment for all workers

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: welfare
Actions and levers of the plan: training in the prevention of stress and burn-out (climate analysis), coaching and mentoring activities

Priority: high
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: organisation of work and organisational development
Actions and levers of the plan: climate analysis

8.b Develop and implement a comprehensive youth employment strategy

Priority: high
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: support for employment and the dignity of work
Actions and levers of the plan: reducing the average age

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: cost of labour
Actions and levers of the plan: pact between the generations

Priority: high
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: development
Actions and levers of the plan: talent programme - programme for the selection and development of high-potential young resources (Innovation Facilitators)

9

Build resilient infrastructure and promote innovation and fair, responsible and sustainable industrialisation

9.1 Develop high quality, reliable, sustainable and resilient infrastructure

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: business and production processes
Actions and levers of the plan: long-term contracts in the form of public-private partnerships (PPPs) based on energy efficiency projects

9.5 Increase scientific research, improve the technological capabilities of industry

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: business and production processes
Actions and levers of the plan: implementation of a visual meal recognition system for self service check-out at catering establishments

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: products
Actions and levers of the plan: production of semi-finished products with ATM technology for healthcare, business and commercial catering terminals

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: business and production processes
Actions and levers of the plan: AI project in partnership with Amma Gamma

9.c Increase access to information and communication technologies

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: business and production processes
Actions and levers of the plan: cybersecurity - strengthen infrastructure, access and identity management, enhance the security of all corporate devices

Priority: high
Drivers of the plan: innovation and IT
Area of impact of the plan: people
Actions and levers of the plan: business continuity - processes and tools for sustaining operations in remote working conditions (smart working, service continuity, hybrid cloud strategy)

10

Reduce inequality within and between nations

10.2 Strengthen and promote the social, economic and political inclusion of all people

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: support for employment and the dignity of work
Actions and levers of the plan: reducing the average age

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: welfare
Actions and levers of the plan: adoption of ISO 30415 guidelines - gender and diversity policies

10.3 Ensure equal opportunities and reduce unequal outcomes

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: organisation of work and organisational development
Actions and levers of the plan: new organisational models (smart working) and office re-layout

10.4 Adopt policies, in particular tax, wage and social protection policies, to progressively achieve greater equality

Priority: moderate
Drivers of the plan: development of human resource and welfare policies
Area of impact of the plan: welfare
Actions and levers of the plan: income support projects for workers

12

Ensure sustainable patterns of production and consumption

12.2 Achieve sustainable management and efficient use of natural resources

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability of production processes
Actions and levers of the plan: environmental impact assessment of products and services, environmental impact assessment of menus

12.3 Halve global per capita food waste at the retail/end consumer level and reduce food losses during production and supply chains, including post-harvest losses

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability of production processes
Actions and levers of the plan: combat waste and solidarity donations, semi-processed production with ATM and HPP technology for health, company and commercial catering terminals, 'starred' menus for school catering

12.4 Achieve environmentally sound management of chemicals and all waste throughout their life cycles

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: facility management
Actions and levers of the plan: ecolabel certification for the green cleaning sector

12.5 Substantially reduce the production of waste by means of prevention, reduction, recycling and reuse

Priority: moderate
Drivers of the plan: development of the supply chain
Area of impact of the plan: technical products
Actions and levers of the plan: used catering equipment portal (Riusoo)

Priority: moderate
Drivers of the plan: development of the supply chain
Area of impact of the plan: sustainability of procurement and logistics
Actions and levers of the plan: make offices plastic free (eliminate bottled water)

Priority: moderate
Drivers of the plan: development of the supply chain
Area of impact of the plan: sustainability of procurement and logistics
Actions and levers of the plan: make centralised kitchen offices plastic free (eliminate bottled water)

Priority: moderate
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability
Actions and levers of the plan: Better Future Kit

Priority: high
Drivers of the plan: innovation and IT
Area of impact of the plan: sustainability
Actions and levers of the plan: completion of plant to extract fuels from waste and production waste (in partnership with Hera)

12.6 Encourage companies to adopt sustainable practices

Priority: high
Drivers of the plan: development of the supply chain
Area of impact of the plan: sustainability of procurement and logistics
Actions and levers of the plan (target): vendor selection and development of a new platform for qualification and evaluation according to environmental and social criteria for vendors, mapping of sustainability practices and Dialogue for change

13

Promote actions, at all levels, to combat climate change

13.1 Strengthen resilience and adaptation to climate-related risks and natural disasters

Priority: high
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability of production processes
Actions and levers of the plan: abatement of CO₂ emissions generated by electricity consumption (100% electricity from renewable sources)

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: sustainability
Actions and levers of the plan: green mobility - adoption of company cars with reduced CO₂ emissions

Priority: moderate
Drivers of the plan: development of production processes and service models
Area of impact of the plan: quality, safety and nutrition
Actions and levers of the plan: low environmental impact menu (BI-REX)

17

Strengthen implementation tools and renew the global partnership for sustainable development

17.16 Intensify the global partnership for sustainable development, supported by multilateral collaborations to develop and share knowledge, expertise, technological and financial resources

Priority: moderate
Drivers of the plan: innovation and IT
Area of impact of the plan: sustainability
Actions and levers of the plan: BI-REX in partnership with Hera and Conad - digital wallet for customers on a shared blockchain platform to incentivise virtuous behaviour (environmental sustainability); partnership with Hera for waste recovery; waste to value

Priority: high
Drivers of the plan: innovation and IT
Area of impact of the plan: sustainability
Actions and levers of the plan: renewables and efficiency - completion of plant to extract fuel from consumption and production waste (in partnership with Hera)

Priority: moderate
Drivers of the plan: development of production processes and service models
Area of impact of the plan: sustainability
Actions and levers of the plan: Better Future Kit (Camst-Guzzini partnership)

17.17 Encourage and promote effective partnerships within the public sector, between the public and private sectors and in civil society, building on the experience of partnerships and their ability to find resources

Priority: high

Drivers of the plan: innovation and IT

Area of impact of the plan: people

Actions and levers of the plan: Innovation lab - plan for the creation of a permanent structure for the involvement of resources (1st and 2nd level management) in innovation initiatives, in partnership with research organisations and specialised companies; long-term contracts in the form of public-private partnerships (PPP) based on energy efficiency projects; partnership with the University of Bologna to develop projects with scientific impact in the foodservice, bio-economy and facility management sectors

Priority: moderate

Drivers of the plan: development of production processes and service models

Area of impact of the plan: business and production processes

Actions and levers of the plan: innovation call



**Cheval Blanc:
Joining the
UN Global
Compact**

Agenda 2030 is a benchmark not only for Camst, but also for the Group's foreign companies. In particular, Cheval Blanc joined the UN Global Compact in 2011 and then implemented Sustainable Development Goals in its corporate social responsibility strategy. Since 2019, the Danish company has been playing its part in the great environmental challenge by reducing food waste, pursuing responsible production and working on strategic partnerships.

The SDGs on which the focus lies are:

- ensure health and well-being for all people of all ages: the company guarantees a healthy and nutritious diet created by nutritionists every day;
- quality education: employees are trained in sustainable cooking, with annually updated programmes;
- life on land: collaboration with Aarstiderne to receive advice on how best to grow fruit and vegetables for use in canteens;
- responsible consumption and production: implementation of projects to reduce food waste, combined with an increasing focus on the use of organic raw materials;
- life below water: the fish used in Cheval Blanc canteens are responsibly sourced; the company checks the Danish red list of fish species annually to avoid using endangered species;
- partnership for the goals: continuous dialogue with vendors to ensure quality, seasonality and sustainable transport.

The challenge of protecting biodiversity

Biodiversity is the prerequisite for the resilience of our system, on which people's health and food security also depend. At the origin of biodiversity loss are phenomena such as the over-exploitation of the soil, climate change, population growth and urbanisation. But polluting sources also interfere with the natural functioning of ecosystems, altering their biogeochemical cycles and causing the loss of plant and animal species. For these reasons, it is a priority to promote a food culture linked to the use and appreciation of environmentally friendly food. SDG14 and SDG15, which address biodiversity issues, identify commitments and impacts that cut across Camst's entire business model and require the identification of specifically targeted actions. These commitments, with respect to the Camst model, are moreover linked to SDG2 (Zero hunger) and the driver of the strategic plan relating to the evolution

of production processes and service models and their sustainability, with impacts on all areas of action. In 2021, Camst continued to focus on and implement planned activities to mitigate environmental impacts, including:

- partnership agreements, projects and activities to recover waste and generate circularity by reducing impacts on marine and terrestrial ecosystems (particularly for certain types of waste);
- obtaining Ecolabel certification at some sites in the Facility division, with further development targets for 2023;
- analysis of fish products used in the gastronomic offer to map possible endangered species.

The process of analysing biodiversity-related impacts and commitments must consider and strengthen the focus on the value chain, supply chain and food offering. Of great importance here is the project to implement the new vendor qualification and evaluation platform, which is also implemented by a vendor evaluation tool based on ESG indicators.

14

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- 14.1 Prevent and significantly reduce all forms of marine pollution, especially from land-based activities, including pollution of marine debris and nutrients
- 14.2 Sustainably manage and protect marine and coastal ecosystems to avoid particularly negative impacts, including by strengthening their resilience, and take action to restore them to healthy and productive oceans
- 14.4 Effectively regulate fishing and put an end to overfishing, illegal, unreported and unregulated fishing and destructive fishing methods. Implement science-based management plans to restore fish stocks as quickly as possible, at least to levels that produce the maximum sustainable yield, as determined by their biological characteristics

15

Protect, restore and foster sustainable use of the Earth's ecosystem [...] and halt the loss of biodiversity

- 15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, to improve their capacity to produce benefits essential for sustainable development



2.4 The impacts of Camst: a material analysis

Setting out the sustainability issues relevant to the company and its stakeholders is the first step in measuring their impacts and reporting on how and to what extent the Group addresses them.

Stakeholders

Stakeholders are individuals or groups that embody interests, not necessarily uniform, in relation to a company; subjects with whom the company itself interacts in the course of its business. Camst has developed and strengthened effective and lasting relations with its stakeholders over time, as an essential condition for expressing its 'corporate citizenship'. Involvement and discussion with stakeholders (stakeholder engagement) not only provides feedback on how

the company's performance is evaluated, but also enables us to understand the needs and expectations of different segments of the public, to put us in a position to define effective business strategies and objectives from a perspective that is able to grasp ongoing changes, risks and opportunities. Camst's system of relations with its stakeholders provides for differentiated tools and channels of dialogue for the various categories, consistent with their degree of interdependence with and influence on the organisation.



Members

Worker members, who contribute to the business by contributing their labour and subscribing to share capital. Equity members, whose relationship with the cooperative is linked to the contribution of capital only through the purchase of subsidy shares.



Employees

Staff in all functions and roles, new recruits and employees nearing retirement, people with disabilities, trade union representatives and organisations.



Partners

Companies (clients/vendors) and start-ups with which Camst runs joint value generation projects.



Vendors

Vendors of raw materials, goods and services used in production (such as utilities, plant, maintenance services) and product distribution (such as logistics), professional service providers, subcontractors.



Financial community

Banks and equity members who contribute economic resources and receive a return on their investment.



Catering clients (direct and end consumers)

Customers of school catering (children using canteen services and their families, teachers and school operators), company catering, social and health catering (patients, doctors and hospital staff, the elderly, people with frailties), end users of self-service canteens and cafeterias (inter-company) and people with special needs (health, religious and ethical-cultural factors).



Facility clients

Public and private sectors in the civil, industrial and healthcare (hospital and social welfare) sectors where Camst provides soft services (services for people and spaces) and hard services (services directed for buildings).



Scientific community

Universities, scientific nutrition and food societies, medical associations, scientific foundations and research centres committed to the development of sustainability and innovation.



Authorities

Regulatory authorities, government institutions and controlling agencies that oversee food safety, public health and environmental protection, promote research and education or manage global challenges, including the European Commission, the European Parliament and the UN.



Local communities

Local authorities and administrations, schools, citizens and civil society in the areas where Camst operates; beneficiaries of philanthropic activities.



Non-profit organisations

Non-governmental organisations committed to promoting sustainability, environmental associations and organisations working to reduce food waste and support vulnerable groups.



Trade associations

Catering trade associations (Oricon), employer and representative associations (national and territorial Legacoop, territorial Confindustria, etc.).



Competitors

Direct sectoral competitors.



Media

Traditional media, such as local and national press and television, and specialised press with respect to Camst's target sector; social networks, blogs and websites.



Engagement

Camst maintains its commitment to dialogue with stakeholders through a variety of communications channels, because

it considers dialogue an opportunity, with a view to collaboration. Accounting for stakeholder opinion means identifying and taking on new perspectives and different points of view, to create innovation and consolidate brand loyalty and reputation.

Stakeholders	Modes of engagement	Tools	
Members 	Information	duepunti	Three editions of our house organ were published in 2021, distributed both as hard copy and digitally via newsletters to all our members and employees.
		Sustainability Report 2020 and the Sustainability Site	Available online on the Camst website and corporate portal. The sustainability website was also developed for the first time in 2020 to highlight the main highlights of the report and to give stakeholders a voice through multimedia content.
	Listening and involvement	Social Relations Office	Members' help desk.
		Members of the board	Among its other tasks, the board also plays a social role; in particular, the 9 directors of the different divisions are local contacts for social relations.
		Cash offices	Camst has 28 cash offices distributed over the territories in which it operates.
		General assemblies	In 2021, a budget meeting and a general assembly were convened (both online), attended by 541 members (466 worker members and 75 equity members) and 511 members (440 worker members and 71 equity members) respectively.
		Leisure initiatives in the territories	During 2021, the usual social events (dinners, outings, guided tours), usually promoted by the social relations office in cooperation with the local boards of directors, were not organised due to Covid-19 restrictions.



Stakeholders	Modes of engagement	Tools	
		Local meetings	In the course of 2022, Camst resumed local preparatory meetings for the budget assembly, albeit with many restrictions. Forty meetings were convened in all territorial areas, attended by 1,115 people.
Employees	Listening and involvement	SA 8000	<p>In 2021, the SA 8000 auditing activity, which had been affected by the pandemic, resumed in part, however the six-monthly surveillance audits by the certification body were carried out regularly.</p> <p>A total of 6 reports were received during the year.</p>
		Induction	A training and orientation course for new employees, run by Human Resources, involving 36 people from different company areas and with different roles in 2021.
		Corporate meetings	Involvement of 290 strategic executives and management to present Camst's new strategic plan.
		Strategic plan work groups	Horizontal work groups (56 people), set up to give concrete form to the objectives of the plan.
		Team building and sustainability training	Event organised by the Purchasing and Logistics Department (following the merger of the two departments) to involve the 57 people working there in team building on sustainability issues.
		Sharing best practices	Online meeting with foreign companies to compare and share best practices on human resource management.
		People Desk	Tool created by the Sustainability, People and Shared Value department to respond, inform and support workers in the wake of the pandemic. In 2021, it continued to be operational, handling about 1,700 calls.
	Information	Fondazione Umberto Veronesi training	Cycle of online information meetings open to all employees on nutrition, prevention and lifestyles.
		Awareness-raising courses on gender-based violence	Training webinars on how to recognise violence and how to help those affected by it. A webinar involving 24 resource managers was organised in 2021.

Stakeholders	Modes of engagement	Tools	
		Safety information campaigns	Since the start of the pandemic, Camst has been working to establish protocols and measures to ensure the safety of its employees and clients. The 'Safety is more than a choice' information campaign was launched to this end, and disseminated through posters in workplaces and online.
		Intranet camst.net and camstgroup.com website	The camst.net intranet is an access point for company information, applications and procedures. The employee's personal information (access to his or her pay slip or social loan) is also available in the members' and employees' area of www.camstgroup.com.
Clients	Information	Corporate	Camstgroup.com, brochures, videos, social networks and events.
		School catering	Ristorazione scuola.it and schools app.
		Corporate catering	Ristorazione aziendale.it, brochure, Tavolamica app, Gustavo app.
		Commercial catering	Gustavoitaliano.it, Gustavo app.
	Listening and involvement	School catering	In 2021, only 12 customer satisfaction surveys were conducted, to which 1,350 people responded.
			Questionnaire sent to 1,100 municipalities with more than 10,000 inhabitants (representing just over 5 million people, or 8.5% of the Italian population) to assess their satisfaction with our school catering service. 105 interviews were collected.
			'Camst è di casa' (Camst is at home) is a project created in the school closing period to give continuity to our educational activities, by means of easy-to-prepare recipes for the whole family, advice on nutrition and games about food (https://camstgroup.com/camstedicasa/).
			'Bentornati a scuola!' (Welcome back to school!) is a programme consisting of videos and materials for children all over Italy, who returned to class in September and started eating meals together in schools again.

Stakeholders	Modes of engagement	Tools	
		Corporate and intercompany catering	Corporate catering: 12 surveys, to which 846 people responded. Inter-company catering: 100 replies received.
		B2B	Facility management: 2 customer satisfaction surveys.
		Communication channels	Social networks, mail and events.
Vendors	Listening and involvement	Vendor qualification	The qualification of our vendors of raw materials and services is based on the collection and analysis of all information necessary to evaluate and monitor vendors according to qualitative, environmental and social criteria.
		Vendor inspections and audits	Inspections of vendor premises as well as audits by the internal auditing department resumed in 2021.
		Dialogue for change	Dialogue for change is a platform created by Camst to meet the challenge of UN Agenda 2030 for sustainable development through a dialogue open to all companies committed to justice and environmental protection. The aim is to share good practices in the field of sustainability, with a view to open innovation.
Local communities	Listening and involvement	Donations	Donations of food, equipment and financial support.
	Involvement	Partnership projects	During 2021, Camst carried out important environmental (e.g. in partnership with Hera) and social (D.i.Re) sustainability projects, in collaboration with our clients, vendors and other companies in the network.
		Toyota Academy	Change management event for Camst's management and key people, in cooperation with Toyota managers.
		Climate and Labour Pact of the Emilia-Romagna Region	Coordination events involving local companies.
		Public events on sustainability	Camst actively participates in meetings and events, such as the National CSR Fair or the Asvis Sustainable Development Festival, to report on its own experience and discuss sustainability issues with other companies and institutions.



Stakeholders	Modes of engagement	Tools	
		Stakeholder stories and podcasts	Multimedia content available at sostenibilita.camstgroup.com to give our stakeholders a voice on issues relevant to Camst.
		Innovation call	Call launched to start-ups working in the food, retail tech and facility management sectors to develop innovative solutions in partnership.

Innovation call

In September 2021, Camst Group launched a call for start-ups active in the food, retail tech and facility management sectors, with the aim of developing innovative solutions in the company's core areas of operation. Interested start-ups had the opportunity to apply on the project website www.camstinnovation.com. Ten areas of innovation are included in the call:

- automated commerce;
- in-store & restaurant tech;
- disruptive food;
- blockchain & traceability;
- innovative packaging;

- social health caring food;
 - circular economy & food waste;
 - welfare, inclusion & community engagement;
 - education, nutrition & health.
- A jury of Camst Group managers and partners selected 15 start-ups from the more than 80 applications we received from young companies to take part in virtual pitches at the end of 2021. Starting in January 2022, a comparison and co-innovation process with the company began for the most interesting projects.

Sustainability website to give Camst's stakeholders a voice

Stakeholder involvement is an essential part of Camst's strategic policies. The path of engagement, maintained and developed over the years, is also central to the sostenibilita.camstgroup.com website, which has supported and supplemented the sustainability report since last year. The communications approach to sustainability issues concerns above all the level of stakeholder relations. In order to enhance their role, Camst has developed content from the voices of some of the protagonists through the 'stakeholder

stories' format: short video contributions from clients, associations and partners of the Camst Group, each offering their own point of view on the management of the 'restart', considering sustainability to be a competitive lever and an indispensable opportunity to look to the future. Further food for thought is provided by our podcasts: audio files produced by Camst with the collaboration of external speakers that offer useful stimuli on some of the issues close to our hearts: school catering, food waste, reducing plastic and so on.



Membership of external associations and projects

Legacoop

An association of more than 10,000 co-operative enterprises, actively creating development in all regions and sectors.

Scuola nazionale servizi

A foundation that supports public and private administrations and service companies.

Oricon

Oricon is the observatory created by the leading companies in the sector to promote discussion on contract catering and nutrition, helping to spread a new culture of service and a new idea of quality.

Réseau Entreprendre

Réseau Entreprendre is an international network of 116 associations contributing to job creation and the establishment of small and medium enterprises in Italy and abroad.

Confindustria Emilia-Romagna, Confindustria Udine, Confindustria Friuli Venezia-Giulia, Unione Parmense Industriali

Trade associations representing Italian manufacturing and service companies.

Consorzio Il biologico soc. coop

A co-operative society comprising companies operating in the production, processing and distribution of agricultural and food products obtained by organic farming, with the aim of providing the best guarantees to consumers and the market.

Impronta Etica

A non-profit association for the promotion and development of sustainability and corporate social responsibility (CSR) in Italy and Europe.

Libera Terra

An association founded to develop challenging territories, starting with the social and productive recovery of property confiscated from the mafia.

Valore D

The first association of companies in Italy - to date 200 companies, with a total of more than two million employees and aggregated turnover of more than EUR 500 billion - which for ten years has been committed to gender balance and an inclusive culture in organisations and in our country.

Coopfond

The company that manages the Mutual Fund for Co-operative Promotion, financed by 3% of the annual profits of all Legacoop member co-operatives and by the residual assets of those in liquidation.

Centro Italiano di Documentazione sulla Cooperazione e l'Economia Sociale (Italian Centre for Documentation on Cooperation and the Social Economy)

An association promoted by Legacoop that preserves documentation relating to national associations, acting as an official place for the collection, protection and ordering of documentary sources related to the Italian cooperative movement.

AIDP (Associazione Italiana per la Direzione del Personale - Italian Personnel Management Association)

A network with 19,000 members, more than 3,000 active partners, 16 regional groups and an international network that promotes the serious and responsible development of a culture of human resource management.

Animaimpresa

A network of companies promoting the culture of CSR in business.

ASSCA

For the Facility division, Camst Group is a subscribing member of ASSCA (Associazione per lo studio e il controllo della contaminazione ambientale - Association for the Study and Control of Environmental Contamination).

Sinu

The Italian Society of Human Nutrition.

Partnerships

Agrofood Bic

A multi-company innovation hub established to create new business opportunities.

BI-REX

Competence centre for the Industry 4.0 plan.

Gruppo Hera

Hera is one of Italy's largest multi-utilities, with a strong focus on innovation, especially as regards the environment. In 2020, Camst signed an agreement with the Group to implement circular economy projects.

Fratelli Guzzini

Fratelli Guzzini is a multifunctional, eco-friendly and high quality Italian design company with which Camst shares sustainability values. In 2021, the Group collaborated with them to develop an important and innovative product related to environmental issues and anti-waste policies (the "Better Future Kit").

Last Minute Market

Last Minute Market is a business which supports large-scale retail and catering companies in the recovery of food surpluses, allowing them to reduce their waste disposal costs and impacts while supporting the most vulnerable members of society.

Banco Alimentare

An association that promotes policies to combat food waste, poverty and social exclusion, in collaboration with EU and Italian authorities and companies.

Unibo (University of Bologna)

Camst Group collaborates with the University of Bologna to develop projects with high scientific impact in the fields of foodservice, bioeconomics and facility management. Our areas of focus include new consumption and lifestyle models in catering, technical and technological innovations in facility management, energy saving, the circular economy and new recycling solutions.

Università delle Scienze Gastronomiche - Pollenzo (Pollenzo University of Gastronomic Sciences)

Camst has recently joined Unisg's network of strategic partners to identify common means for the promotion of healthy, balanced, safe food, for increasingly sustainable, quality food that respects people and territories.

Sfridoo

Sfridoo is a circular economy company founded in 2017 to assist companies in making the transition to the circular economy.

Fondazione ANT Italia

An Italian non-profit organisation offering prevention and free home healthcare for cancer patients.

Fondazione Veronesi

A foundation for the promotion of outstanding scientific research and projects in prevention, health education and the dissemination of science.

WWW (Work Wide Women)

Work Wide Women is a social innovation project that supports women and companies by providing solutions for diversity management & inclusion, in order to increase the innovative drive and economic productivity of companies and the country.

Casa delle Donne per non Subire Violenza (Women's House for not Suffering Violence)

A network of associations providing shelter for victims of violence against women.

Day Ristoservice (Welfare Division)

A historic voucher company that has developed a dedicated corporate welfare segment.

Dialogue for change

A dialogue platform created by Camst for sharing good sustainability practices with other organisations (companies, research organisations, associations, etc.).

In the sustainability report, emphasis is placed on projects completed and being implemented thanks to the indicated partnerships.

The materiality analysis

“Relevant aspects” are such issues as are representative of the economic, environmental and social impact of the organisation (topic). “Impact” here means the effects that a company has on the economy, the environment and/or society (whether positive or negative), as well as the expectations, interests and assessments of stakeholders.

According to the European Union approach, most recently confirmed in the draft of the Corporate Sustainability Reporting Directive (CSRD) currently under discussion in the European Parliament and soon to be enacted, material topics are such areas of sustainability as can have significant

impacts on the development, performance and value of a company. At the same time, a material theme is defined according to social and environmental areas and issues on which the company, with its activities, can have a relevant impact.

These two directions of materiality are interconnected. Not all aspects are of equal importance and the emphasis given to them reflects their relative priority. The materiality analysis process, carried out and updated on annually, in line with GRI standards, was developed as follows:

- stakeholder mapping;
- analysis of the material issues identified in the previous year's sustainability report and sector benchmarking analysis (comparison of Camst with comparable national and international companies);

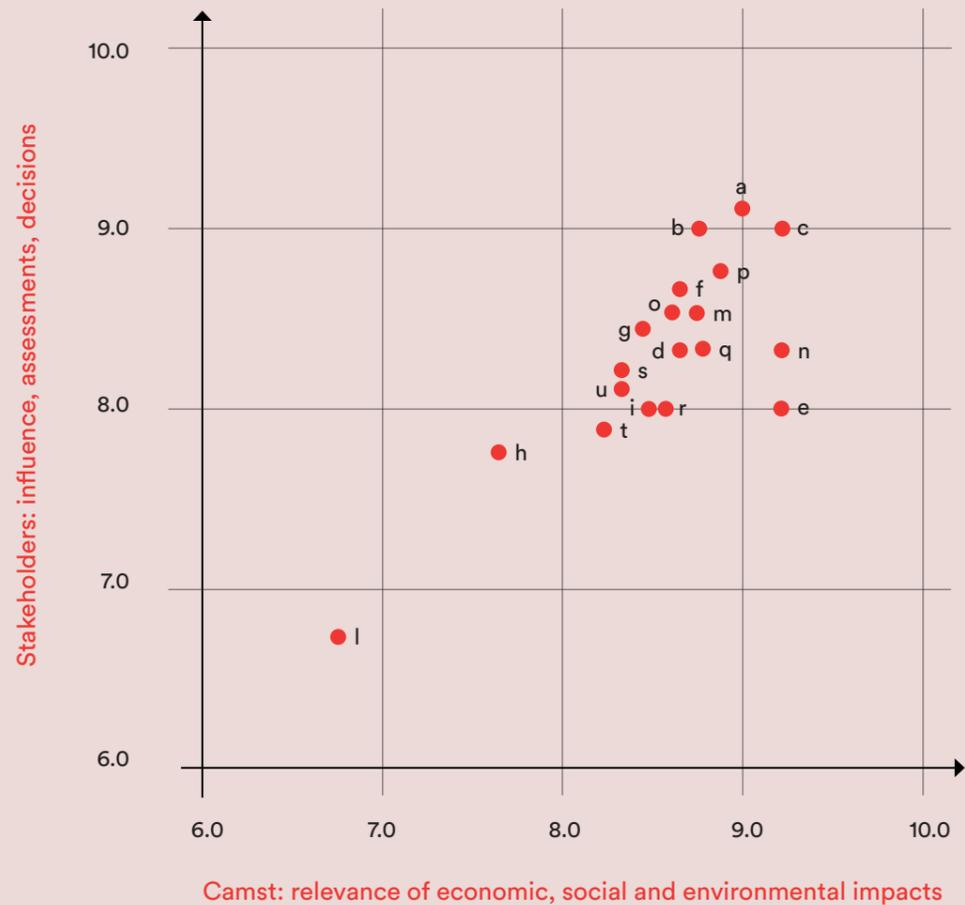
- content analysis, guidelines and drivers of the 2021-2025 strategic plan;
- assessment of corporate priorities based on interviews and meetings or workshops with management and the heads of Camst functions;
- analysis of the main corporate documents relating to sustainability issues (code of ethics, Model 231, management system documentation and context analysis, policies and procedures);
- specific engagement activities with Camst stakeholder categories;
- evaluation and sharing of relevant issues and their potential relevance and impact by the president and general management of Camst;
- elaboration and validation of material themes.

The analysis involved a group of executives from key corporate areas, as they were involved in the definition of corporate strategies and were able to grasp stakeholders' interests and expectations.

Material issues: reasons, scope of impact and reporting standards

The reasons that led to the identification of the material themes, for their various dimensions and areas of sustainability, are summarised in the following table. The table also shows the indicators (GRI standards) used for reporting on material issues; these - each in its own way - have different scopes of impact, which are nonetheless generally applicable to multiple stakeholders.

Materiality matrix



	Camst Impacts	Stakeholder impacts
a. Ethics, integrity and regulatory compliance	9.00	9.11
b. Data security and privacy of the customers	8.78	9.00
c. Value generation and distribution / financial strength	9.22	9.00
d. Sustainable and responsible financial investments (ESG parameters)	8.67	8.33
e. Research, development and innovation (products and processes/services)	9.22	8.00
f. Quality of service: efficiency, flexibility and safety	8.67	8.67
g. Product quality, safety and traceability	8.44	8.44
h. Communication and nutrition education	7.67	7.78
i. Sustainability and responsibilities of the supply chain	8.56	8.00
l. Animal welfare	6.78	6.78
m. Employment: change and transition management	8.78	8.56
n. Skills: research, training, development and loyalty	9.22	8.33
o. Work environment: equal opportunities, diversity and inclusion	8.67	8.56
p. Occupational health and safety	8.89	8.78
q. Circular economy: responsible use of resources / materials and waste	8.78	8.33
r. Food loss and food waste	8.56	8.00
s. Climate change: energy efficiency, emissions (mitigation and adaptation)	8.33	8.22
t. Sustainable use and circularity of water resources	8.22	7.89
u. Actions in support of the territory	8.33	8.11



Material issue	Reasons and impacts of material issues	GRI standards Topic specific standards
Governance - economic		
Ethics, integrity and regulatory compliance	A pre-condition for business and an integral part of the founding values of cooperatives.	GRI 205 Anti-corruption GRI 206 Anti-competitive behaviour GRI 307 Environmental compliance GRI 419 Socio-economic compliance
Data security and privacy of the customers	The protection of data and information is a key aspect of business management. The adequacy of information systems is relevant to potential privacy issues and the safeguarding of sensitive information.	GRI 418 Customer privacy
Value generation and distribution, financial strength	Economic and financial stability are conditions for the continuity of a business over time, ensuring the distribution of value to stakeholders.	GRI 201 Economic performance
Sustainable and responsible financial investments (ESG parameters)	The integration of ESG criteria (environmental, social, governance) as a guide to investing cash collected from members is a necessary element of consistency (also with respect to the equity members) with respect to the sustainability profile of Camst's business model.	Reporting according to general standards (GRI 102)
Products, services and supply chain		
Research, development and innovation (products, processes and services)	Research and innovation of products, processes and services, also via systematic partnerships, are strategic to the sectors in which Camst operates, such as not only enable improvement of the offer, but above all generate a positive impact for all stakeholders in economic, environmental and social terms.	Reporting according to general standards (GRI 102)
Quality of service: efficiency, flexibility and safety	Efficiency, flexibility and safety are key elements in responding to growing market demands for quality of service and in managing the critical variables that underpin competitive advantage.	GRI 417 Marketing and labelling
Product quality, safety and traceability	The quality and safety of the products and services provided by Camst, also due to their potential consequences for health, are critical to the continuity of the business.	GRI 416 Customer health and safety
Communication and nutrition education	Responsible and transparent marketing policies are essential to the success of Camst's business model and brand reputation. At the same time, systematic food education policies enable the dissemination of correct and sustainable nutrition.	GRI 417 Marketing and labelling
Sustainability and responsibilities of the supply chain	The involvement of the production chain in orienting its behaviour towards sustainable and responsible production management objectives (in both environmental and social terms) is a cross-cutting aspect of the operating model and all material topics.	GRI 308 Supplier environmental assessment GRI 414 Supplier social assessment

Material issue	Reasons and impacts of material issues	GRI standards Topic specific standards
Animal welfare	The way in which animals are treated is a qualifying condition for the accountability of the services provided and the management of the business.	Reporting according to general standards (GRI 102)
People		
Employment: change and transition management	Camst was founded as a production and labour cooperative and the protection of employment is a fundamental part of the Group's mission.	GRI 401 Employment
Skills: research, training, development and loyalty	Professional and competence development is a key issue as it is at the heart of a company's competitive advantage in the market.	GRI 404 Training and education
Work environment: equal opportunities, diversity and inclusion	The creation and maintenance of a workplace that ensures an appropriate work-life balance, together with its welfare and diversity protection system, are enabling aspects for the achievement of Camst's strategic objectives.	GRI 401 Employment GRI 405 - Diversity and Equal Opportunities
Occupational health and safety	The protection of workers' health and safety in the workplace is an essential condition for Camst's operations.	GRI 403 Occupational health and safety
Environment		
Circular economy: responsible use of resources, materials and waste	Making the best use of its resources and ensuring economic sustainability also by means of more efficient processes that reduce its impact on the environment.	GRI 306 Waste
Food loss and food waste	Reducing food waste is a global goal for all organisations operating in the agri-food sector. Sustainable development demands a concrete effort to make the supply chain and production cycles more efficient, as well as training in responsible behaviour.	Reporting according to general standards (GRI 102)
Climate change: energy efficiency, emissions (mitigation and adaptation)	Camst's production cycle uses significant amounts of energy. Improving energy efficiency and using renewable energy sources are a significant factor in enabling the Group to counter and mitigate the effects of climate change.	GRI 302 Energy GRI 305 Emissions
Sustainable use and circularity of water resources	Camst's production cycle consumes large amounts of water. The rational use of water in its production processes is important in enabling Camst to limit its water consumption.	GRI 303 - Water and effluents
Community and territory		
Actions in support of the territory	The pursuit of Camst's objectives requires constant collaboration and structured relations with local stakeholders, promoting the development of the context in which Camst operates.	GRI 413 Local Communities



Governance: the basis for the creation of shared value



Antipasti
Selezione di salumi e formaggi S&D accompagnati da miel
a marmellate
Pasta e tagliere S&D
Corsi con S&D alla trapanese
Cantino
Pasta S&D
Pasta black and white S&D alla modica di tagliere, sola e
cantino

I primi piatti, con prodotti S&D
Lasagna Luganega, ragu, e maccherone con
la castagna alla trapanese
Maccheroni pinciotti, ricotta salata e miglio in
cantino

Il secondo
Spalla di vitello S&D alla araba aromatizzata
Agnello verde
Pasta S&D doppiata al romagnolo
Vedute arrotate
Corteo di formaggi S&D gratinati con olio EVO
Il forno S&D
Soppressata, sarali, focaccia e grissini

3.1 Responsible business management

Governance is nothing more than the set of principles and procedures that govern the management of a company, whether private or cooperative. Our model is presented in the following pages.

The governance system

The parent company Camst is a cooperative society with limited liability. The institutional model we have adopted is provided for in Title V of the Articles of Association, which complies with the provisions of the Civil Code on cooperative societies. The governance structure adopted by Camst establishes the following corporate bodies: the general assembly, the board of directors, and special meetings (currently not used). The controlling bodies are the board of statutory auditors and the auditing company.

Number of members and common ownership

Camst is a production and labour cooperative with common ownership. This implies that, in carrying out its activities, it mainly employs the labour of its members who - as stated in the articles of association, in Article 3 of Title II, Purpose and Object - intend to pursue, by means of management in associated form, continuity of employment under the best economic, social and professional conditions. As of 31 December 2021, Camst had 6,466 worker members, representing 64% of its permanent employees.

The Board of Directors

The Board of Directors is vested with the broadest powers for the ordinary and extraordinary management of the cooperative and has a three-year term of office. Elected by the general assembly, it consists of 16 members, equally divided between women

and men. The board nominates a chairman and two vice-chairs - a woman and a man - to assist the former. 37% of the current board of directors are under 50 years of age.

The Board of Statutory Auditors

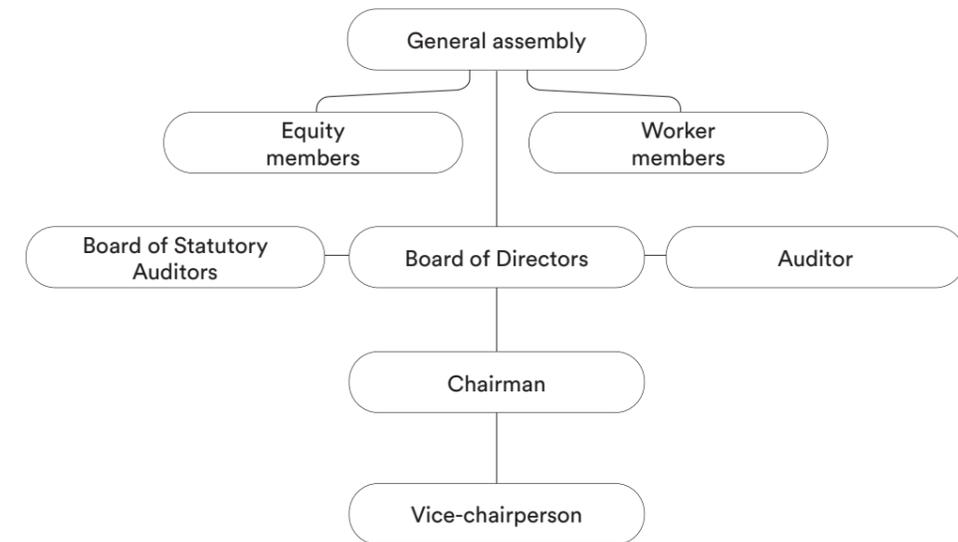
The board of statutory auditors consists of three regular members plus two alternate members, elected by the general assembly, who remain in office for three financial years. The chairman is appointed directly by the general assembly.

The Board of Statutory Auditors is responsible for: supervising compliance with the law and the articles of association; enforcing compliance with the principles of proper administration and organisational, administrative and accounting adequacy of the cooperative; drafting the report accompanying the annual financial statements; carrying out inspections and audits, as well as periodic checks on what is, by law, within its power. The current Board of Statutory Auditors, whose term of office began on 8 July 2021, will remain in office until the financial statement as at 31 December 2023 is approved.

The independent auditing company

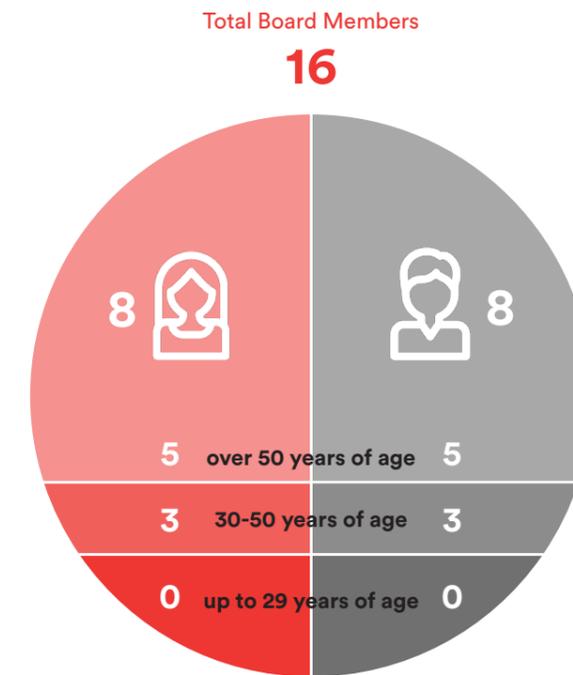
The general assembly has entrusted the statutory audit of the accounts to Uniaudit srl. The company, which is responsible for certifying the correctness of the accounting records, was appointed on 15 June 2020 and will remain in office until the financial statement as at 31 December 2022 is approved.

Corporate bodies



Composition of the Board

elected by the general assembly on 21 June 2019



Camst parent company - cost of member and non-member labour (common ownership)

Euro	2019	2020	2021
Members	171,638,581	123,960,237	146,605,694
Non-members	76,258,011	55,198,004	76,830,420

Organisational structure

President

Camst's institutional model is characterised by two complementary areas: the organisational management structure and the political-social structure under the Chairman, to whom the board of directors entrusts important institutional governance functions.

Organs of the Presidency

The Sustainability, People and Shared Value department is on staff at the President's Office and coordinates the Social Relations, Sustainability, Welfare and Diversity Management departments, with the aim

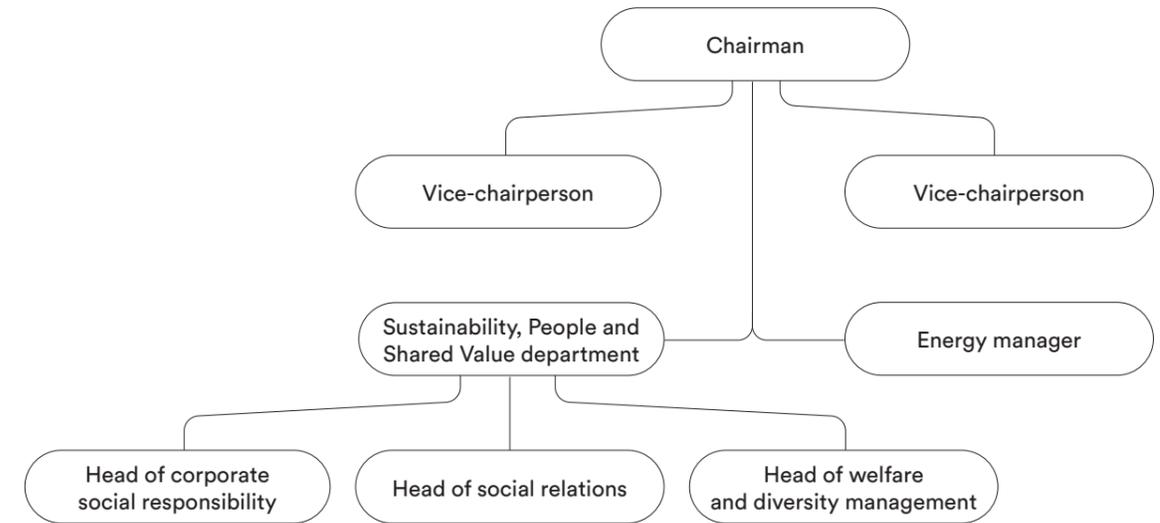
of developing and enhancing sustainability within the Group.

The central role played in Camst by the sustainability manager has been further enhanced by UNI/PdR 109.1:2021 Sustainability Manager Skills certification, obtained in 2021.

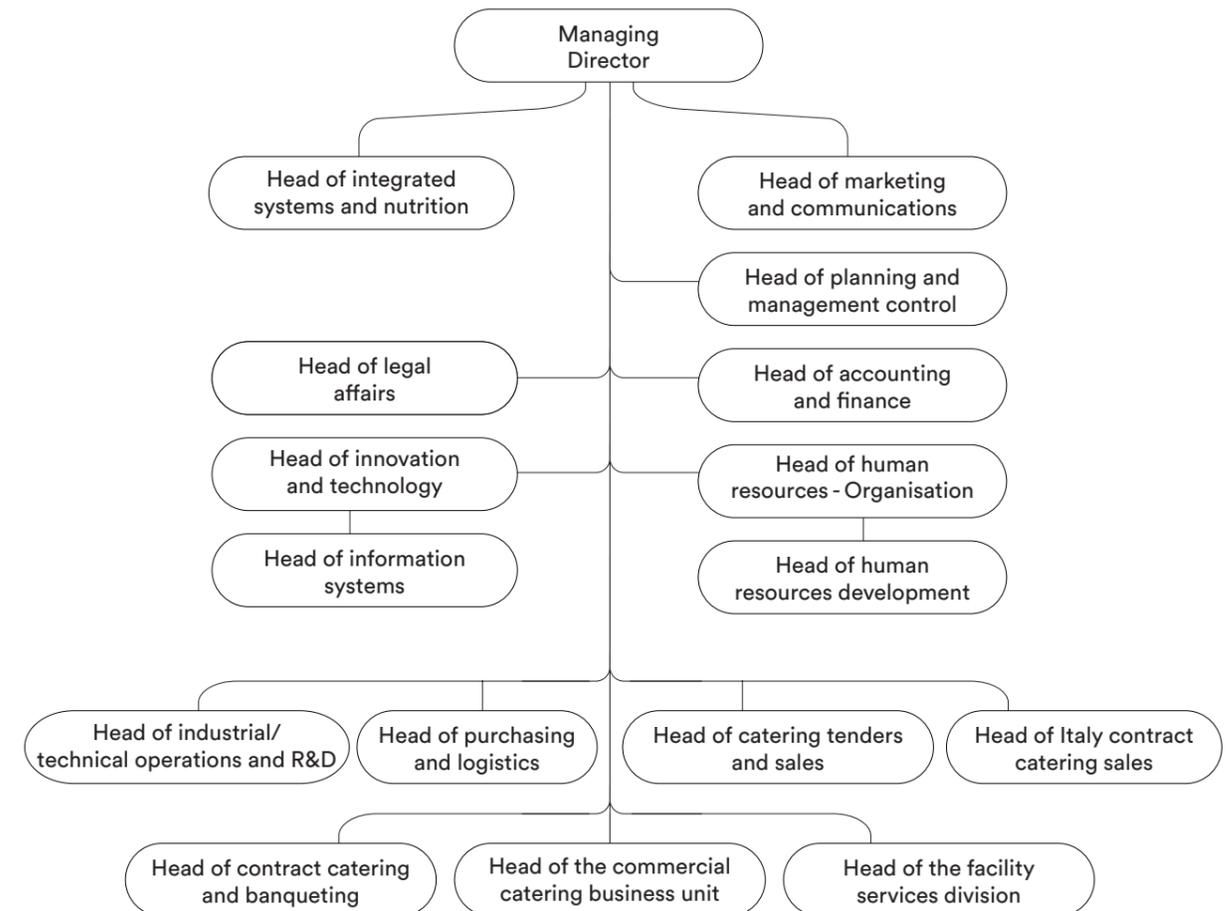
Management bodies

The governance body responsible for strategic decisions is the extended management, which is chaired by the Managing Director and is accountable to the board of directors. The Managing Director manages the operation of the company in collaboration with the heads of the various company departments (central staff departments, operational departments, product business units).

Organs of the Presidency



Management bodies



All Camst departments report to the Managing Director, with the exception of the Sustainability, People and Shared Value department, which is headed up by the Chairman. As of March 2022, the Chairman of Camst took over the role of interim Managing Director. As a result of this reorganisation, a number of organisational changes were introduced to meet the objectives of simplification and management efficiency. The changes relate in particular to the new national Contract Catering and Banqueting function, which has merged two previously separate departments, and the Planning and Management Control function, which has the task of enabling more immediate control of business performance by the Managing Director, at a stage in the cooperative's life when the ability to respond promptly to criticalities and opportunities is critical to success.

Contract Catering and Banqueting

The creation of the office of the Head of Contract Catering and Banqueting - to which not only the new banqueting business unit but also the Northern Italy Operations Directorate and the Emilia-Romagna and Central-Southern Operations Directorate report - simplifies the exercise of direction and governance by the Managing Director over the facilities at which the majority of Camst employees work, and also improves the company's ability to adopt common standards throughout the country and more effectively disseminate best practices. At the same time, the establishment of a banqueting business unit represents an opportunity to apply specific models

to the segment.

The new organisation will also enable synergies with the other operational offices to be exploited to the full.

Commercial Catering

The Commercial Catering office, which deals with self-service and à la carte restaurants, as well as pizzerias and bars for convention or occasional customers, also reports to the Managing Director. An Operations Manager, responsible for coordinating restaurant managers, reports to the Head of Commercial Catering: this organisational architecture is designed to guarantee targeted responses in terms of both gastronomic offerings and service to a clientele that differs from the typical contract catering clientele.

Since the relaunch plan for commercial catering envisages a new focus on people, processes and organisation, the entire structure reports hierarchically to the Head of Human Resources, to ensure maximum consistency with the Group's organisational model.

The Facility Division

The facility business is overseen by a division reporting directly to the general manager and comprising two structures - operational units and commercial units - focussing on the distinct areas of the offering (soft and tech). It also includes staff structures specifically dedicated to this type of business, capable of understanding its specificities and providing targeted responses:

- human resources;
- purchasing;
- administration and management control.



3.2 Ethics, Integrity and the control model

The Code of Ethics and Model 231 regulate the Group's conduct in terms of ethics, legality and transparency. They also identify sensitive activities as well as potential sanctions.

Ethics and legality

Legality and honesty are the principles which govern Camst's business and on which the code of ethics is based. All internal provisions and procedures must be consistent and compatible with the principles expressed in the code, which, in addition to complying with the provisions of Italian Legislative Decree 231/2001, forms an integral part of the management system for social responsibility.

Model 231

The parent company Camst has adopted the organisation, management and control model (Model 231) with the aim of preventing violations of the law, and has equipped itself with a system of rules, correct operating methods, checks, controls and penalties for violations to prevent such violations. By introducing the administrative liability of corporations - and thus subjecting the company to sanctions in the event that persons belonging to its structure commit offences in the interest or to the advantage of the company itself - Legislative Decree 231/2001 in fact requires companies to equip themselves with internal instruments to prevent such offences. Any finding of criminal violation leads to the imposition of significant sanctions against both the employee (the natural person who materially committed the violation) and the company itself. To this end, in order to prevent the commission of violations potentially resulting in very serious consequences, which in the most serious cases lead to disqualification of the business itself, Camst has equipped itself with a model that, in view of the nature and size of its operations, guarantees full compliance with the law.

The purpose of Model 231 is to set up a structured system of rules, procedures and controls to prevent the commission of the various types of offences envisaged in the decree.

The creation of a suitable organisational model for this purpose first requires thorough,

specific analysis of the areas of the company where the risk of such violations exists. For each area, internal procedures have been drawn up and implemented to ensure that offences can only be committed by fraudulently circumventing existing procedures and protocols.

The analysis of sensitive activities, focused on the sector in which Camst operates and the type of relations and activities it is engaged in, has led to the identification of several primary categories of offence that may be committed in the interest or to the advantage of the company.

This was followed by mapping the sensitive activities, i.e. the areas considered most exposed to the risk of crime.

For each mapped process, the theoretical level of the risk of hypothetical unlawful conduct in the absence of controls was identified, along with the residual risk, i.e. the level of risk persisting after the adoption of appropriate safeguards. In order to further reduce the danger of offences pursuant to the decree, additional controls have been put in place by issuing or integrating operating procedures and specific protocols which define, for each sensitive area in question, the correct methods and conduct to be followed by all Camst employees in their work.

The effectiveness of the model adopted by Camst is also founded on the establishment of an adequate system of penalties.

Violation of the rules and principles drawn up to prevent the commission of offences results in disciplinary sanctions regardless of the existence of criminal proceedings, since the object of the charge is not the offence committed, but rather the offending party's failure to observe the model. The type and amount of the penalty depends on the seriousness of the offence, which is assessed, inter alia, according to the subjective component of the violation (wilful misconduct, fault, negligence), the presence of aggravating or mitigating circumstances, and the extent of the resulting damage.

Camst has appointed a Supervisory Body (SB) of three members with all the powers



required to ensure the implementation of and compliance with Model 231. The SB supervises the effectiveness of the model, verifies its capacity to prevent the offences envisaged in the law, and ensures that it is updated in response to changes in the law, and also has powers of inspection and control over the functioning and observance of Model 231 itself. The SB periodically reports to the Board of Directors on the implementation of the Model, any critical issues, and the outcome of work done in the exercise of its duties. Unlawful conduct pursuant to Legislative Decree No. 231/01 can be reported to the SB via the dedicated email address organismodivigilanza@camst.it. The infringement procedure originates from the internal audit activity. If the audit identifies a violation, a call for compliance is issued to the offending party. This call contains a description of the violation and of the resulting direct and indirect risks, sanctions or otherwise, to which the enterprise is

exposed, as well as setting a deadline for compliance. If the call is ignored, the internal audit function forwards the documentation to the Human Resources Department for the initiation of disciplinary proceedings. At regular intervals, the report containing the results of the audits is forwarded to the supervisory body.

No episodes of active or passive corruption or other proceedings pursuant to Legislative Decree 231/01 involving the directors or employees of the Camst Group have been reported during financial year 2021.

The Group's Italian subsidiaries (Finrest and Bassa Romagna) have adopted their own organisation, management and control model. The Italian subsidiaries Gerist and Gi, on the other hand, because they are low-risk companies, are equipped with system certifications to mitigate risks in specific areas.

The organisation, management and control model is also adopted by our affiliates.

The Code of Ethics

The governance system of the parent company Camst (a cooperative) is based not only on the articles of association and the various internal regulations approved by the general assembly, but also on a document of value and procedural content known as the code of ethics, proposed by the board of directors and approved by the general assembly on 19 June 2009, with the aim of assuring compliance with Legislative Decree 231/01.

The code of ethics, in addition to being a fundamental element and integral part of Model 231, is the company's constitutional

charter, addressed to all those who come into contact with Camst (workers, worker and equity members, vendors, clients, corporate partners, subcontractors, subsidiaries, affiliates, etc.). The document identifies the rights, obligations and responsibilities of the company, with the aim of promoting certain types of conduct and prohibiting others that, although lawful from a regulatory point of view, do not correspond to the ethics and values that guide the company's operations. The code of ethics also provides for sanctions to prevent conduct that does not comply with the company's values and therefore harms its interests going unnoticed.

The integrated policy and the management system

The policy, drafted in line with the code of ethics, dictates the general principles that Camst, as a group operating in the catering and facility management sector, is committed to observing and promoting to improve its environmental, social and economic performance, inspiring its own conduct in line with the sustainable development objectives of UN Agenda 2030.

Camst Group, therefore, pursues the objective of providing services that meet the expectations of its stakeholders (clients and end customers, public or private, internal or external, etc.) while taking into account the environmental, spatial-temporal and socio-cultural context in which they and the company are located.

Compliance Obligations

Camst Group is committed to operating in full compliance with all legal provisions set out in EU, national and regional legislation, along with any other requirements or standards voluntarily subscribed to by and applicable to its organisation, as well as any contractual requirements relating to its services.

Management Systems

Camst is committed to adopting an integrated management system for 'quality, food safety, occupational health and safety, environment, energy and social responsibility', and to commit adequate resources and time to the established objectives and targets, so that its operations are conducted in accordance with the adopted standards and requirements, in the interests of the organisation and its stakeholders. It also sets out responsibilities and procedures to ensure proper management of all aspects of the integrated management system governing its activities, in consideration of the attendant risks and opportunities.

Quality

Camst is committed to designing and providing services to maximise customer satisfaction, in compliance with the conformity requirements described above, in the field of contract and commercial catering and banqueting activities and facility services, as well as its non-core activities, for its public and private clients.

Food safety

In the areas of catering, food production and the foodstuff storage, handling and logistics, Camst is committed to implementing an HACCP and traceability management system to control hygiene

and health risks which, through appropriate prevention and controls, can assure the highest standards of food safety and guarantee production of hygienically safe products and their traceability. To this end, it endeavours to employ staff who are aware of the importance of their work in achieving the objectives of quality and hygienically safe food preparations.

Environment

Camst is committed to operating according with a view to the protection of the environment, including through the prevention of pollution and the reduction of possible environmental impacts related to its activities and services, according to a sustainability approach that considers the entire life cycle. The implementation of these commitments involves optimising the use of natural resources (in particular, the consumption of electricity, methane gas and water) and using them rationally to protect and safeguard the environment, but also containing and mitigating the main impacts, with particular reference to waste management (less waste production and separate waste collection from a circular perspective), the management of processing effluent, the reduction of overall emissions and, finally, the choice of equipment, chemical products, plants and processes with a low environmental impact.

Energy

Camst is committed to pursuing technical solutions with low climate-changing emissions, and values energy as an essential resource in the creation of value for the client, by means of efficient consumption in all its processes, particularly at catering premises. To this end, it is gradually implementing monitoring systems for high energy processes such as cooking and food storage, lighting, ventilation, room air-conditioning, and meal delivery and distribution. It also plans the operation and maintenance of plants and equipment, aiming to ensure their efficient operation. Camst also benefits from new technologies, during both design and procurement, in consideration of their lifecycle running costs and energy consumption.

Occupational health and safety

Camst is committed to ensuring safe and healthy working conditions, as well as preventing potential accidents, injuries and occupational diseases in the workplace, by eliminating hazards and reducing risks at source, thus indiscriminately protecting its own employees and those of its vendors, and limiting the possible consequences for its stakeholders in the workplace or in adjacent areas. It also aims to reduce injuries



in its production premises and during work, especially the main types of such injuries, such as cuts, falls, sprains, crushing, chemical exposure; finally, it undertakes to consult with the attending physician and its workers and, where present, with the workers' representatives.

Social responsibility and respect for human rights

Camst is totally committed to the protection of people's well-being. In the knowledge that the quality of its services also depends on the health, safety, well-being and engagement of people in the production cycle, Camst is committed to respecting and actively disseminating the principles set out in established regulations and in the SA 8000 standard:

- unconditionally condemn child and forced labour;
- support the right of free association and collective bargaining by its workers, respect for the freedom and dignity of employees, and banning of any coercion, as well as verbal and non-verbal insults detrimental to the personal dignity of its workers;
- refrain from any practices involving discrimination on the grounds of nationality, gender, religious and political opinion, social class and age;
- guarantee decent wages and fair working hours, within the framework defined by legislative and contractual provisions;
- ensure stakeholder engagement to facilitate communications about social responsibility and human rights.

Camst has established an internal reporting procedure for irregularities and violations, whether actual or alleged, of the above principles, which is available to all its stakeholders on the company's communications channels.

Vendors

The qualification of vendors is an important commitment for the Group, which manages the procurement of raw materials and services in consideration of their quality, food safety and the traceability of food preparations, as well as respect for and protection of the environment. Therefore - in line with the principles adopted by Camst - all vendors are selected to ensure their full compliance with ethical principles, in relation to both their own staff and their subcontractors.

Communications

Camst is committed to adopting an active system of internal and external communications that favours, with a view to the overall development of skills, the engagement, awareness and empowerment

of all its stakeholders, and in particular of all its employees, contractors, clients and other stakeholders, in relation to the objectives of quality, hygiene and food safety, environmental protection, energy, occupational health and safety and social responsibility.

The Group endeavours to ensure communication with its primary stakeholders - clients, principals, consumers, control bodies, institutions, vendors, local authorities and communities - by managing it with a view to transparent relations and satisfaction with services.

Camst also promotes listening to, understanding and valuing the needs of stakeholders both at the initial and advanced stages of the relationship, proposing effective, flexible and targeted solutions in order to rationalise and integrate services to improve the partnership. Finally, it discloses its commitments in its annual sustainability report.

Organisational efficiency

Camst is committed to operating with a high degree of professionalism both in the planning of services and activities and in their execution and control, thus expressing the organisation's desire to provide the client with a reliable, competent and punctual response. It also strives to simplify and streamline processes, with the aim of providing specialised services, ensuring that activities are designed, implemented and managed according to criteria of efficiency, including energy efficiency, in line with the company's economic objectives.

Good business practices

Camst has adopted an organisational and management model pursuant to Legislative Decree 231/2001, along with procedures to prevent the commission of offences and violations within its operations (fraudulent behaviour, episodes of corruption, money laundering).

As already mentioned, the cooperative has a special procedure for internally reporting irregularities or violations of said rules and principles, whether actual or alleged, to the supervisory body (organismodivigilanza@camst.it) for matters relating to the implementation of and compliance with the code of ethics.

Continuous improvement

Camst is committed to pursuing the continuous improvement of its integrated management system, by means of the continuous analysis and evaluation of the attendant risks and opportunities, with the aim of improving its performance and

operating effectively and efficiently in the various areas in question. In its operations, it therefore considers environmental and social conditions and aspects, internal and external factors, risk prevention and health protection, with the aim of raising the standard of quality and food safety of its catering services for its clients and consumers as well as of its other services, while also improving its energy performance. Camst, moreover, has chosen to operate by pursuing measurable objectives and targets by using indicators to constantly analyse the performance and relations of its activities with its operational environment.

In order to effectively fulfil these commitments, Camst management has established an integrated management system, and made this policy publicly

available through all its communications channels. It verifies it periodically and keeps it constantly active and operational by disseminating it to all its employees and all people working for the Group and its stakeholders. Management also undertakes to ensure that all its functions are engaged, according to their responsibilities and competences, in implementing the system and achieving its objectives.



Download the integrated policy



Management systems and certifications

Camst parent company



The adoption of an integrated management system enables Camst to certify quality, food safety, traceability, environmental protection, occupational health and safety and corporate social responsibility in order to offer increasingly safe services. Regular audits ensure the compliance of the system.

- Catering
- Facility

Constant focus on customer satisfaction

- **ISO 9001**
- It is an international quality standard focussed on full customer satisfaction and improving the efficiency and effectiveness of all company processes.

Food safety across the board

- **ISO 22005**
To raise the safety threshold in food preparation, Camst has obtained ISO 22005 certification, to guarantee food traceability in the production of meals in the main centralised kitchens.
- **ISO 22000**
In 2010, Camst adopted the ISO 22000 food safety management system in its main production facilities. This standard serves as a reference for operators in the application of EU food hygiene and safety regulations.
- **ORGANIC REG EC 834/2007**
This is a certificate of conformity that guarantees the correct use of organically grown food.

Occupational health and safety

- **ISO 45001**
- Camst's catering services are ISO 45001 certified, with the aim of establishing a framework for improving safety, reducing occupational risks and protecting the health and well-being of workers, thus increasing our health and safety performance. Unlike OHSAS 18001, ISO 45001 ensures uniformity between the various ISO management system standards.

The ethical quality of our products and services

- **SA 8000**
- To further emphasise its social responsibility, Camst has adopted the SA 8000 management system, which is the first international standard guaranteeing that an organisation is socially responsible, i.e. that it is committed to the rules of work ethics and openly rejects all working conditions characterised by inhumanity, exploitation, unequal pay and unhealthy workplaces.

We continuously protect the environment

- **EMAS**
Since 2019, Camst has been EMAS registered to assess and improve its environmental performance and provide stakeholders with information on its environmental management.
- **ISO 14001**
ISO 14001 certification is a voluntary tool for improving environmental management within an organisation. The objective of this international standard is to promote continuous improvement of the organisation's environmental performance.
- **ISO 50001**
Camst obtained ISO 50001 certification in 2017 to enable continuous improvement of its energy performance.
- **F-GAS**
F-Gas certification is a legal requirement pursuant to Presidential Decree No. 43 of 27 January 2012, the main purpose of which is to protect the environment and thus ensure that all operators are in possession of the requisites and competencies required to reduce greenhouse gas emissions.
- **ECOLABEL**
Ecolabelling identifies the best products and services from an environmental point of view and attests that the labelled product or service has a reduced environmental impact throughout its entire life cycle.
- **UNI 11352**
This is the standard that defines the requirements to be met by all companies wishing to play the role of an ESCo (energy service company), i.e. energy service companies that wish to provide their clients with a greater guarantee of professionalism and ability to achieve energy efficiency targets, while accepting the attendant entrepreneurial risk.



Subsidiaries

	ISO 9001	ISO 22000	ORGANIC REG EC 834/2007	ISO 45001	SA 8000	STANDARD 100 by OEKO-TEX®	EMAS	ISO 14001	ISO 50001	F-GAS	ECO-LABEL	NORDIC SWAN ECOLABEL
Italian subsidiaries												
Gerist Srl	○											
Foreign subsidiaries												
L&D	○											
Arcasa	○	○		○	○			○			○	
Comer Bien	○	○										
Cheval Blanc												○
Camst Suisse												



The effectiveness of certification policies

Internal audits

The internal auditing service is a function which acts independently of the operational functions, with the aim of ascertaining compliance with procedures in the company's higher risk areas, as identified in the mapping of sensitive activities. Audits are of particular importance as a component of the internal process of continuous improvement, as well as a verification tool.

Auditing procedures are implemented by two internal auditors, who work within the general management. Through their

verification activities, the auditors assess the correct application of the elements of Camst's integrated system, in particular food health and safety, environment and occupational safety. They also carry out audits at vendors' premises in compliance with the various certified systems. The internal auditing system also includes an internal Model 231 and privacy auditor, who reports to the Legal Affairs Department

The audits run by internal auditors - conducted on an ongoing basis and reported to the supervisory body - are essential to protect the organisation in relation to its mandatory regulatory obligations, such as legal requirements, the non-application of which may result in the company

incurring administrative sanctions or criminal charges. During 2021, normal internal audit activity resumed, and gradually returned to pre-pandemic levels; a total of 153 audits of the integrated system were run (quality, food safety, environment, occupational safety). Verifications of the correct application of Covid procedures also continued. Said verifications did not reveal any significant cases of non-compliance, just as - also in 2021 - no sanctions or third-party reports of non-compliance with Covid management procedures were received.

Camst in EcoVadis

Camst is registered with EcoVadis, an independent, internationally accredited body

that provides corporate social responsibility ratings for companies operating in over 160 countries and in more than 200 sectors. In particular, EcoVadis plays a significant role in the vendor evaluation of some of the Group's most important customers. Camst is evaluated by analysing its policies, actions and results in four distinct areas: environment, labour policies and human rights, fair trade practices and sustainable procurement.

The organisation was awarded a Gold Sustainability Rating in recognition of its achievements in sustainability. This result represents for Camst not only a guarantee for its customers, but also a tool to further improve its policies.

3.3 Risk management

The processes of identifying, monitoring and managing risks in the Camst Group involve, with different levels of responsibility, a multiplicity of bodies and individuals. Let's see which ones.

Camst's system of internal control and risk management consists of the set of procedures, organisational structures and related activities established to ensure proper management of the company, in line with its objectives. This system has the aim of identifying, measuring, managing and monitoring the main risks incurred by the company, and contributes to safeguarding the company's assets, the efficiency and effectiveness of its corporate processes, the reliability of its financial information and its compliance with laws and regulations, as well as with its own Articles of Association and internal procedures.

The guidelines of the internal control and risk management system are founded on:

- Model 231;
- certified management systems;
- internal procedures.

The processes of identifying, monitoring and managing risks involve, at different levels and depending on their role and responsibilities as part of Camst:

- the Chairman;
- the Board of Directors;
- the Board of Statutory Auditors;
- the Supervisory Body;
- the head of the Internal Auditing department;
- the managers;
- the Management Control function;
- employees, with their various responsibilities.

The reference for risk management starts with a study of the context in which Camst operates, to try to identify the main sources of risk and the resulting opportunities.

The main items emerging from the risk assessment documents relating to management systems, drawn up as part of the certification of Camst management systems (quality, environment, health and safety, energy, social responsibility), are listed below. We also list the main risks attendant on sensitive activities pursuant to Model 231.

The analysis of the company's risks is constantly updated in response to assessments of previously unmapped

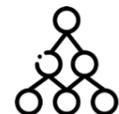
medium- to long-term critical issues, such as the pandemic, the erosion of social cohesion, health, and economic and digital inequalities generated by Covid, as well as geo-political instability. This analysis incorporates the provisions of guidelines, programmes and reports identifying new trends, such as the World Economic Forum's Global Risks Report and UN Agenda 2030.

It should be noted that the risks highlighted in the table do not include those of a strategic nature (megatrends, markets and competitive scenario, business model), nor those of a more strictly economic-financial nature, which are considered in the consolidated financial statements.

The precautionary principle

Introduced in 1992 at the United Nations Conference on Environment and Development (United Nations Principle 15 of the Rio Declaration on Environment and Development) in the context of environmental protection and biodiversity, and implemented at a variety of governmental levels and also in practice for consumer protection and health, the principle states that 'in order to protect the environment, the precautionary approach must be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.'

The application of the precautionary principle involves, as part of the risk management strategy, a prior assessment of the potential negative environmental and social effects that may result from strategic decisions or choices concerning products and processes. If the existence of a danger of serious or irreversible damage is identified, the adoption of appropriate and effective measures, also in relation to benefits and costs, to prevent or mitigate the negative impacts must be considered. Camst's risk identification, assessment and management system incorporates this principle.

Areas of risk	Principal risks	Related Sustainability Report 2021 material themes	
1. Operational 	Business continuity Quality of client service	Evaluation of tender requirements and feasibility Bidding, incorrect documentation Product: requirements, conformity and design Production and delivery of the service in line with the client's or user's expectations Quality, efficiency and safety of services Communication of food information Client engagement and communications (customer satisfaction)	Ethics, integrity and regulatory compliance Quality of service: efficiency, flexibility and safety Product quality, safety and traceability Research, development and innovation (products, processes and services) Communication and nutrition education
	Environmental	Food waste management	Sustainability and responsibilities of the supply chain Animal welfare Support for and development of the territory Food loss and food waste Circular economy: responsible use of resources, materials and waste
2. Human resources 	Human resource management and development	Human resources (local): awareness of their role Respect for human rights, modern slavery (child labour, overtime, workers' rights, discrimination in the workplace) Talent attraction, transfer of skills, redundancy management	Employment: change and transition management Skills: research, training, development and loyalty Work environment: equal opportunities, diversity and inclusion Ethics, integrity and regulatory compliance Work environment: equal opportunities, diversity and inclusion
	Health and safety	Risks inherent in the workplace: equipment, hazardous substances, biological agents, physical agents, manual handling of loads, explosive atmospheres, fire.	Employment: change and transition management Skills: research, training, development and loyalty Work environment: equal opportunities, diversity and inclusion Occupational health and safety
3. Organisational 	Processes and procedures	Health and safety of the service, adequacy of premises and equipment Plant management Personnel management (staff)	Quality of service: efficiency, flexibility and safety Product quality, safety and traceability Climate change: energy efficiency, emissions (mitigation and adaptation) Sustainable use and circularity of water resources Skills: research, training, development and loyalty Work environment: equal opportunities, diversity and inclusion
	4. Compliance 	Legal & compliance	Supply chain management ICT



3.4 Compliance with standards

Regarding the environment, discrimination, health, safety, cybersecurity, privacy and much more, Camst has set itself strict rules, in compliance with current regulations and its own code of ethics.

As indicated in its own code of ethics, Camst strictly complies with laws and regulations in all its activities and in the territories in which it operates. During the reporting period, there were no instances of non-compliance or fines against the Group in any of the following areas: environmental laws and regulations, impact on health and safety of products and services, social and economic laws and regulations.

Environmental Standards

During the reporting period, no environmental disputes have arisen, nor are there - as at the date of drafting this document - any previous disputes that have given rise to significant penalties for non-compliance with environmental laws, rules or regulations.

Non-compliance with laws and regulations in the social and economic area

During the reporting period, no disputes or violations of relevant laws or regulations relating to social and economic provisions arose. No significant sanctions of this nature were received during the period under review and no significant proceedings were reported in this regard.

Discrimination

With regard to the social aspects, it should be noted that there were no incidents of discrimination based on race, colour, sex, religion, political opinion, national descent or social origin, as defined by the ILO (International Labour Organisation), or other relevant forms of discrimination involving internal or external stakeholders.

Fair competition

During the reporting period, there were no incidents or initiations of proceedings or legal action against the Camst Group in connection with violations of fair competition, monopolistic practices or antitrust reporting.

Health, safety and service information

In 2021, there were no significant instances of non-compliance with standards, regulations or voluntary codes concerning the health and safety impacts of products and services, nor were there any episodes of non-compliance with the voluntary code governing information about said services. Furthermore, during the reporting period, there were no cases of non-compliant contracts, nor were sanctions imposed on the Camst Group for any failure to provide information or for mismatches between the service and the information provided, nor for marketing activities.

Conformity of the product

An essential condition for Camst's operations is that the production chain and the production and distribution processes are consistently managed and monitored. In this respect, one of the potential critical issues in the sector is the compliance of products with quality and safety rules and regulations.

Fiscal transparency

With regard to fiscal transparency, we refer to the following three items.

- **Approach to taxation.** Camst Group does not pursue or realise its interests in violation of tax laws, but strictly complies with the relevant regulations, fulfilling its tax obligations (both formal and substantive) in a complete, correct and timely manner, in order to minimise the risks associated with the application of the laws and regulations on current taxes, also in relation to cases for which there may be doubts of interpretation.
- **Tax governance, control and risk management.** Camst Group adopts reasonable, well-founded and reasoned choices and interpretations of tax law. It is subject to supervision and control by the board of statutory auditors and the independent auditing company.

- **Relations with the tax authorities.** Camst Group guarantees compliance with applicable legal provisions and the principles of transparency, honesty and fairness in its relations with the tax authorities, which are reserved exclusively for the relevant corporate functions, according to an approach based on open and constructive relations.

Cybersecurity and privacy regulations

Camst promotes awareness among all company resources of the procedures and rules adopted to implement the principles contained in Model 231, making the relevant documents available, including via the company intranet. Targeted training meetings are also organised, the contents of which depend on the recipients and the presence of risk in the area in which they operate. Participation in dissemination activities is formalised by requesting a signature of attendance.

In 2021, a new privacy course was created and will be available on the e-learning platform by the end of 2022. The training programme will be divided as follows

- directors' module: 19 teaching units;
- office staff module: 28 teaching units;
- operative staff module: 28 teaching units.

The modules have a user-friendly interface, and can be used on a PC, smartphone or tablet. The course is also designed to be interactive and to involve the user in the learning process through the use of tests and exercises that mirror real working situations (in relation to the selected module).

Following the entry into force of European Regulation 2016/679, which dictated the rules on the protection of natural persons with regard to the processing and free movement of personal data, Camst has implemented the adaptation activities required to establish correct data management methods pursuant to said legislation.

All data processing done by the company is mapped, starting in 2017. As a result of this analysis, each processing operation was subjected to a data protection impact assessment (DPIA), the purpose of which is to assess the necessity and proportionality of the processing so as to minimise the risks to the rights and freedoms of data subjects. As well as representing a fundamental tool for holding the company accountable, the assessment ensures compliance with the fundamental principles governing the protection of personal data, thanks to the adoption of appropriate security measures. Camst, therefore, in fulfilling its accountability

obligation, has implemented technical and organisational measures to ensure a level of security appropriate to the risks identified. Furthermore, the security measures implemented ensure that only the personal data necessary for each specific purpose are processed.

Camst has adopted a special register of the processing activities done under its responsibility, which contains all the information required by the legislation and is constantly updated to ensure that any new processing is tracked.

Compliance activities also involved reviewing the measures taken to provide data subjects with the information required by Regulation 2016/679 and their rights in a clear and transparent manner. This resulted in the updating of the information notices, with precise indication of the purposes and methods of processing, and the issuing of procedures concerning the rights of data subjects and data breaches.

The company has also provided a manual to describe the processing of personal data acquired or used by Camst and the related organisational aspects. The provisions detailed in the document are intended to regulate the management of all personal data processing activities, divided by type and done by the Group's various corporate functions. The adoption of these procedures is grounded in the centrality of the obligation to safeguard individual rights in the interests of full and effective compliance with the law.

In all cases where processing is done by a third party on behalf of Camst, as part of a contractual relationship, the company first ensures that guarantees are in place to ensure that the processing meets the requirements of the regulation and guarantees the protection of the rights of the data subject. Subsequently, the appointments of the external data controllers are set out in specific documents, which indicate the duration, nature and purpose of the processing, the types of personal data and categories of data subjects, and the obligations and rights of the data controller and data processor.

In order to supervise the observance of the regulation and its relevant provisions, and to provide support and advice to the company, Camst has appointed a Data Protection Officer (DPO) on the basis of their professional qualities and specialist knowledge of the regulation. In addition to updating the data protection documentation, compliance with the legislation has also entailed an internal reorganisation resulting in the establishment of the Privacy Office. This office oversees the activities and supports the company in



reviewing and updating its security measures, the processing register and all relevant documentation, as well as being the point of contact for the DPO.

Appropriate training sessions for employees have been organised in consideration of the specific processing done by the various company functions. Camst Group has set out a policy to ensure secure use of the company's IT tools and devices which complies with EU Regulation 2016/679 of the European Parliament and Council of 27/04/2016.

The policy is inspired by the principles of diligence, fairness and good faith, as well as confidentiality on the part of Camst collaborators and employees.

All Group companies are equipped

with a technology office to guarantee the innovation of the IT system and the improvement of security standards. This makes it possible to respond quickly to vulnerabilities and changes in regulations, such as those incurred by the exponential growth of smart working and cloud services. The IT regulation was modified at the end of 2020, also as a response to the consequences of the pandemic, which forced companies to cope with new risks that have emerged with the sharp increase in networked users. During 2021 and up to the date of publication of this document, no complaints, reports or objections have been received regarding violations of the legislation, the rights of data subjects or the personal data of which Camst is the data controller.



4.1 Sectors in which the Camst group operates

These sectors run from catering to facility management, to offer business clients, the consumer and end user a comprehensive, customised service and a single, reliable and evolved interlocutor.

A leader in its historical core business, where it ranks as the leading group with wholly Italian capital investment, Camst is present in all sectors of catering (contract, commercial, exhibitions and banqueting) and facility management (soft and tech).

Catering

Always active in the catering sector, Camst has over the years developed a strong specialisation in its various sub-sectors, and is the leading school canteen company. To meet its clients' needs, it studies and proposes a mix of products and services covering all areas of catering: from canteens for schools, companies, hospitals and nursing homes (contract catering), to traditional and

innovative fast food formats (bars, self-service, fast food), food&beverage services for trade fairs and large events, to banqueting for small and large receptions. Thanks to the work of Camst's people, the Group served over 88 million meals in 2021, showing a positive trend compared to the year of the pandemic.

The Italian market

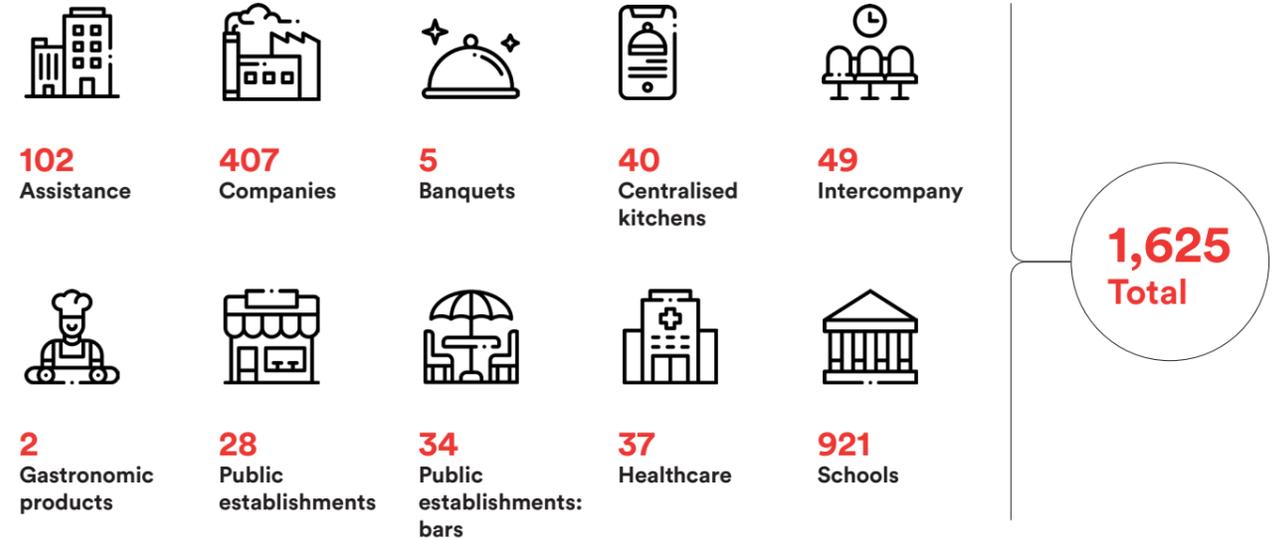
Camst's catering services in Italy include:

- catering for large companies, small and medium enterprises, health and social facilities, schools, universities, large events and entertainment venues;
- commercial catering, consisting of self-service, a la carte restaurants, pizzerias and bars.

In Italy, the catering managed directly by the parent company Camst is organised into territorial operations centres, as illustrated below. In addition, there is the Commercial Catering

Division, which operates across Italy and is responsible for two macro-segments:

- inter-company catering (Tavolamica);
- public establishments, itself divided into shopping centres, city centres and bars.



Catering brands



Gustavo
Since 1945, Gustavo Italiano has been Camst's format for commercial catering. It proposes a variety of offerings focused on consumer preference, dietary and health requirements and respect for the environment.



Tavolamica
A brand in the inter-company catering segment, this self-service restaurant format, ideally located in industrial areas, offers companies a practical and quality solution for employee lunch breaks, in a comfortable and cosy environment, with a varied and comprehensive offer. In 2019, the brand went outside the Italian borders, with the opening of a self-service in Barcelona managed by Arcasa.

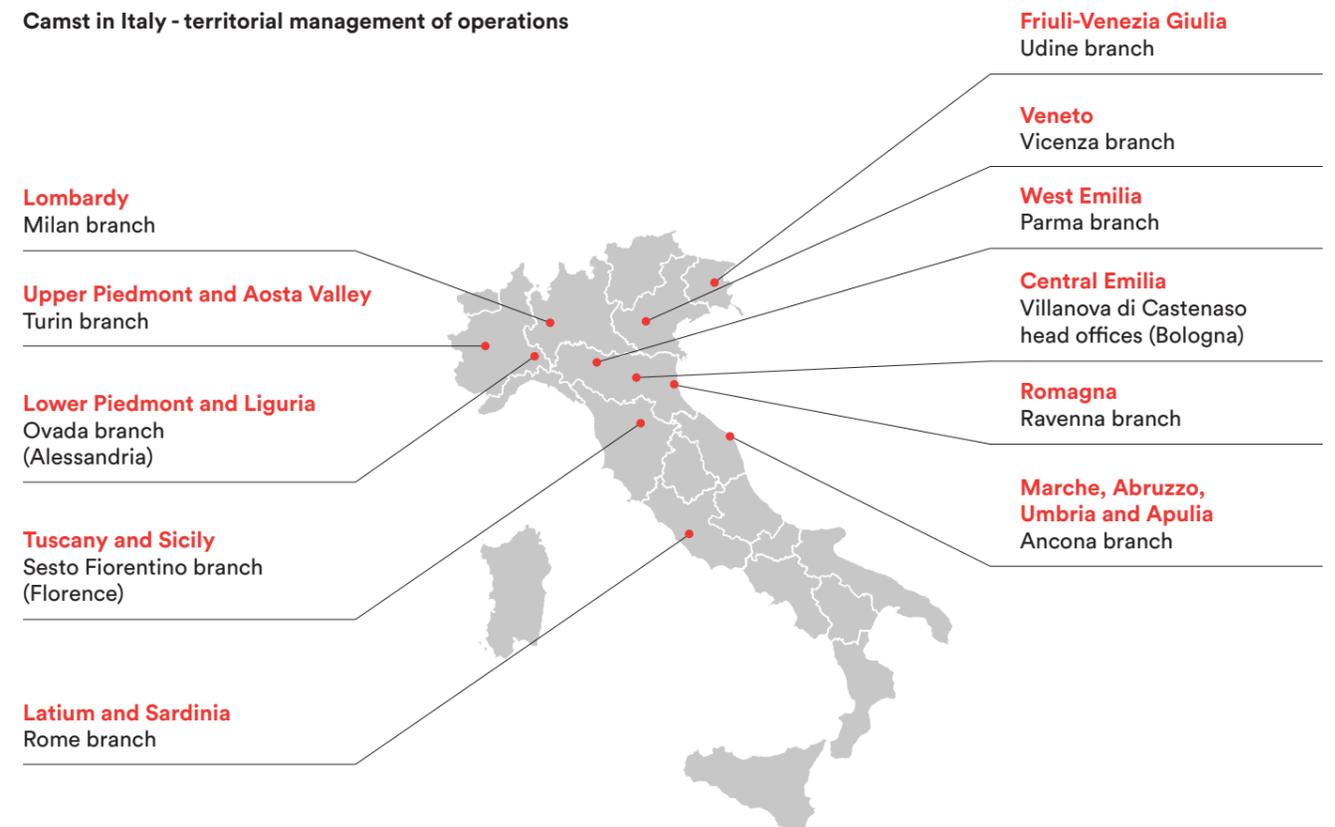


Caffè Per Noi
More than 120 public establishments, inter-company and company premises managed by the Camst group offer Caffè Per Noi, the coffee created exclusively by the company to offer a blend specially selected to satisfy Italian preferences. The brand represents Camst's focus on people who experience coffee as a moment of aggregation and sociability.



Dettagli
Dettagli is the Camst Group brand born from the union of the historic Party and Gerist brands, which handles exclusive banqueting and catering for corporate events, congresses, anniversaries and days to remember.

Camst in Italy - territorial management of operations





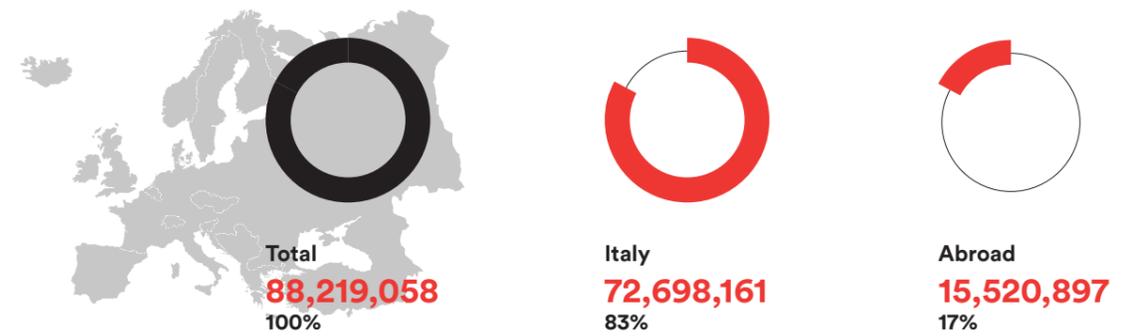
The foreign market

The international dimension of the Group is the result of acquisitions that have brought foreign companies under the control of the parent company Camst. Development outside the Italian borders requires us to understand the tastes and food habits of these new markets, and to adapt our offer by gradually introducing dishes and proposals, including Italian ones.

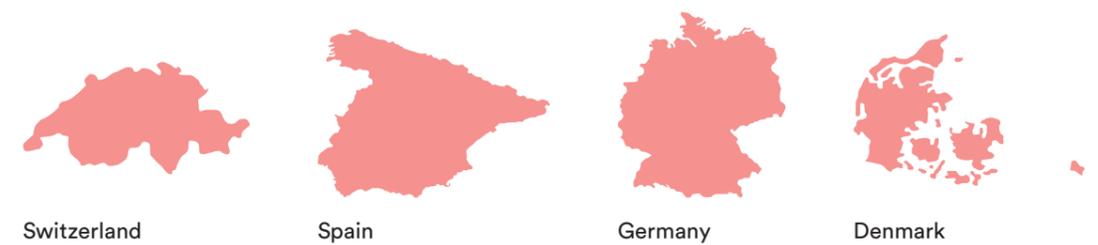
In Spain, Camst group is present in all main catering segments and is a reference for services offered to the most advanced hospital sector; in Barcelona, it also operates under the Tavolamica brand. In Germany, Denmark and Switzerland, on the other hand, the segment of choice is quality corporate catering: quality recognised as much for the excellence of the service as for the management of employees, who represent the true value of the Group's companies.

Meals served (2021)

Units - %



Group presence abroad



Facility management

Service offering

In Italy, Camst's offer has been extended to the facility sector for some years, with the aim of providing customers with a complete range of individual and integrated services, from industrial sanitation to plant construction and maintenance, heat management and waste management.

Soft services

Camst manages cleaning and sanitation services

for the maintenance of working environments in public and private, civil, hospital, healthcare and industrial institutions.

The internal technical office handles the design and delivery of the required services, providing the client with all necessary assistance, from start-up to management and maintenance, throughout the lifecycle.

The following categories of service are provided:

- cleaning in general areas;
- cleaning in general and technical areas in industry and healthcare;
- cleaning in classified areas in industry and health care.

Hard services

Hard services, also referred to as tech services, comprise the design, construction, maintenance and operation of technological installations in civil and industrial areas, from concept to testing. The areas of specialisation are:

- mechanical installations (heating, thermal power plants, heat management, civil and industrial air conditioning, water and sanitary installations, fire prevention, air treatment and environmental filtration, water treatment and softening, third party responsibility pursuant to DPR 412/93);
- electrical installations and building automation (transformer rooms, switchboards and distribution networks,

uninterruptible power systems, electrical distribution networks, architectural lighting, special security installations);

- energy conversion and renewable energy plants (feasibility studies, design, construction of cogeneration, trigeneration, photovoltaic and solar thermal plants).

Camst also has significant experience in the design and construction of special HVAC (heating, ventilation and air conditioning) systems and in the construction of clean rooms for the pharmaceutical, cosmetics, electronics and food industries, thanks to the development and implementation of industrial validation and calibration services.

Soft services - categories



Environmental cleaning and sanitation



Porterage and waste management



Pest control



Washing and hire



Green management and snow plan



Packaging



General technical services (mailroom, courier management, reception, porter, car park)

Hard services - categories



Plant construction



Industrial maintenance



Retail maintenance



Maintenance engineering



Energy management



EMS - compliance and validation



24-hour contact centre

Soft services - management (2021) - units

Soft facility logistics	2
Soft facility cleaning	287
Soft facility packaging	2
Total	291

Hard services - management (2021) - units

Industrial maintenance	87
Plant construction	134
Retail maintenance	46
Validations and calibrations	2
Complex Service Sites	6
Full service	10
Energy Management	4
Total	289

4.2 Research and innovation for sustainability

There is a growing commitment to innovation and optimisation in production processes, with the introduction of advanced, high-performance, ingredient- and environment-friendly techniques.

Facility management - geographical presence

-  Soft services area
-  Tech area
- maintenance of technological installations and energy services
- plant construction
-  EMS area - compliance, validation and calibration



Processes, products and services

Camst employs a multidisciplinary and transversal research and development team for the experimentation and eventual introduction of new technologies aimed at making production processes more efficient, with the objective of improving the organoleptic quality of gastronomic preparations by extending their commercial life and reducing waste, not only in primary production but also in distribution and end use. In addition, the new Industrial, Technical, Research and Development Office was created in 2021, with a view to renewing the organisational model, in order to respond to the demands of a complex competitive environment and sophisticated demand. The mission of the new management is to act through two main levers: on the one hand, increasing the cooperative's capacity to use new technologies for food production and preservation - such as, for example, modified atmosphere production - with a view to improving safety and service for clients; on the other hand, coordinating initiatives to increase the efficiency and flexibility of work, as well as the operational efficiency of the production facilities.

difficulties has been developed for hospitals, which guarantees lump-free preparations, the use of only natural ingredients, and the exclusion of additives such as thickeners, preservatives and stabilisers. For dysphagic, long-term and chronically hospitalised patients, often suffering from sarcopenia, preparations with a high protein content (15%-20% protein per 100 g product) have been made.

- **Modified atmosphere (MAP)**
During 2021, Camst perfected its MAP technology, which allows for a better yield in terms of both organoleptic qualities and speed of packaging. This process that allows the food to be preserved in a natural way, preserving its flavours and qualities, without preservatives or pasteurisation and with maximum health and hygiene guarantees. Thanks to a mixture of natural gases and thermo-sealing, MAP packaged products are perfect for the needs of the fast food industry: preparations can be reactivated and enjoyed at any time, and quickly reach their ideal temperature and, above all, they have a longer shelf life. Camst's line of ready meals therefore makes use of a mix of cooking techniques and preservation methods to offer varied menus that are quick to bring to table, in certified packaging made from recyclable cardboard or CPET from recycled plastic. The Group is also actively engaged in reducing the number of packages it uses and organising their recovery. To enable production of fewer trays, some dishes, such as main courses and side dishes, will be combined. Finally, Camst is working on adopting paper seal containers, which combine FSC-certified paper with a very thin plastic film recognised by recycling machines, which can be easily removed from the packaging and disposed of separately, thus ensuring efficient recycling.

Innovation and optimisation

The commitment to innovation and optimisation in production processes has led to the following solutions.

- **Low-temperature sous vide cooking**
Adopted at the centralised kitchen in Sona (Verona) on anatomical cuts of meat, it guarantees high organoleptic quality products in terms of succulence, texture and shelf life, suitable for distribution throughout Italy.
- **Lines for the hospital sector**
A specific line for patients with swallowing



The guidelines of innovation

Due to the continuance of the pandemic, 2021 was a year of great discontinuity on the business front. In this context of uncertainty, Camst Group has made innovation a priority, identifying it as a strategic lever for competitiveness and accelerating recovery.

The initiatives were oriented along three lines:

- efficiency and digitalisation, pursuing dematerialisation and the application of artificial intelligence (AI) solutions

to streamline workflows;

- attention to people, through projects aimed at enhancing talent at a time of great generational change and at fostering the training and growth of the company's most important asset, also by accepting external stimuli;
- sustainability, pursued across all business initiatives and placed at the centre of stakeholder relations.



Main initiatives

Efficiency and digitalisation

Artificial intelligence (AI) solutions

Following on from 2020, the company completed two experimental projects.

- Implementation of a demand forecasting & inventory optimisation suite to support the distribution centre (CEDI) reordering process. Using artificial intelligence algorithms, the platform forecasts the consumption of the almost 600 delivery points and the subsequent processing of the automatic reorders for the approximately 300 raw material vendors that supply the CEDI. This optimises warehouse stocks by bringing stock curves closer to actual daily requirements, reduces the stock-out risk and investment in inventory, and consequently reduces primary food waste.
- In collaboration with a Catalan start-up, Arcasa (a Camst Group company) launched the first pilot test applying artificial intelligence in a self-service restaurant. A camera located in the cash desk area recognises the dishes in the trays and sends the information to a digital system which enables the customer to pay in full autonomy (self check-out). The project, which improves the consumer's experience, was implemented in the cafeteria of a modern office complex in Esplugues de Llobregat.

Refrigerated smart locker

On the front of innovation in the processes and methods of supplying catering services, in continuity with the path it embarked on in 2020, the Group has continued to study smart solutions (smart lockers, vending machines), which allow the customer greater flexibility in selecting and consuming their meals.

To cope with the pandemic safety restrictions and protocols, Camst has made a new way of using the catering service available to companies, an alternative to the traditional canteen which uses a remote booking system that involves picking up lunch-boxes directly from a refrigerated smart locker.

Innovation in the service of sustainability

The development of digitalisation is one of the foundations of the NRPs that EU member states were required to draw up to obtain Next Generation EU funds. It is in this context that many of the projects carried out by Camst Group international companies have taken shape. Cheval Blanc, for example, is building a sustainability dashboard using the Power BI software to obtain a monthly overview of its CSR performance from company and vendor HR data. This tool has the potential to be extended to other areas of the company.

People

Open innovation projects

Projects launched in 2021 include an innovation call to the start-up world, focussed on automated commerce, in-store & restaurant tech, disruptive food, blockchain & traceability, innovative packaging, facility services, social health caring food, circular economy & food waste, welfare, inclusion & community engagement, education, nutrition & health.

A total of 86 start-ups responded to the call by submitting their projects, from which Camst selected the most interesting ideas with a view to possible future collaborations. In the same period, a group of 22 colleagues under 40 participated in the 'Innovation Facilitators' training course, designed to enhance talent and skills in innovation (see Chapter 7).



Sustainability

BI-REX

The smart sustainable community project, which Camst joined as a member of the BI-REX consortium, has led to the construction of a database to calculate the carbon footprint of meals whose bill of materials is known, to encourage end consumers to adopt virtuous behaviour. The project concluded with the design of a blockchain-based platform aimed at stimulating the supply of sustainable products and services - as well as behaviour - through the use of digital and innovative technological solutions that allow virtuous users to receive incentives in the form of cumulative discounts. During 2021, experimentation of the initiative began in two Tavolamica facilities in Romagna.

University of Trieste

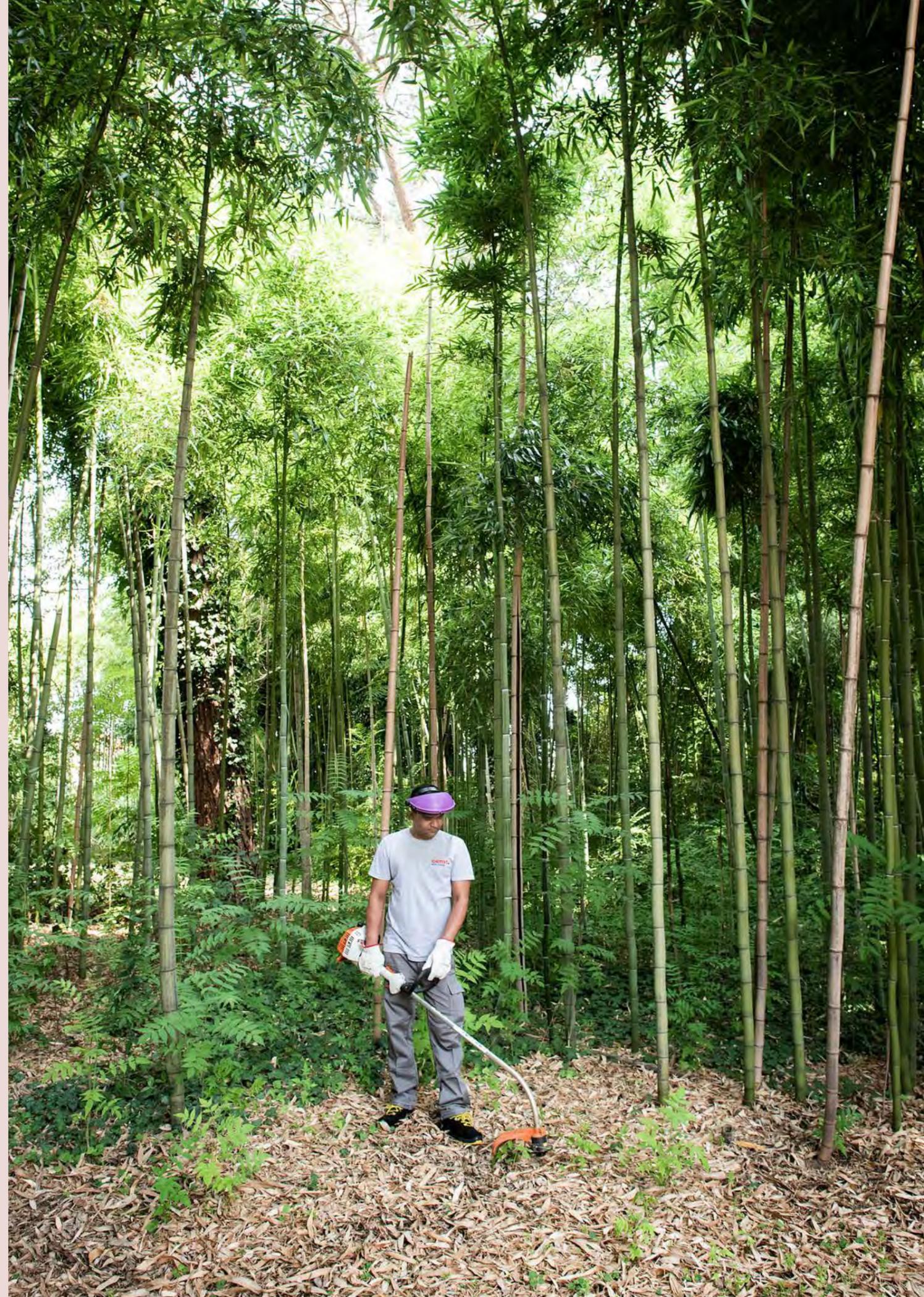
We are continuing the nutrition research project started in 2020 with the University of Trieste to evaluate the characteristics of food produced in a refrigerated bond at a centralised kitchen and then delivered to the customer. The study, which focused on school meals, also included a test phase on a complete menu. In the course of 2021, Camst also started a number of collaborations with well-known chefs, including Luca Marchini, for the study of gastronomic offers oriented towards safeguarding the health and well-being of the consumer, with particular attention to the dietary preferences of customers (e.g. vegetarian, vegan, healthy, and local cuisine lines).

University of Bologna

We also continued our collaboration with the Department of Industrial Engineering at the University of Bologna. The research - conducted at 40 of the Group's meal centres - has the objective of developing numerical analysis models based on historical data and performance indicators, which would make it possible to rationalise production capacity over the territory in relation to the distribution of customers and the characteristics of the services they require, making it possible to identify the optimal meal centre for each customer in terms of logistics, mode of service, constraints on ingredients, etc.

Agrofood Business Innovation Centre

Camst is a member of the multi-company innovation cluster set up by Granarolo, Gellify, Camst, Conserve Italia, Cuniola Società Agricola and Eurovo, which works on a national and international scale as an accelerator for start-ups in the food&beverage and agro-industrial sectors. Agrofood BIC supports the selected start-ups in developing their business, and provides facilities, pilot plants and assistance in R&D, as well as access to a network of relations in the food chain that can decisively enhance the chance of success of new entrepreneurs. The University of Bologna, ENEA (National Agency for New Technologies, Energy and Sustainable Economic Development) and ART-ER, the Emilia-Romagna Region's company for research and innovation (www.agrofoodbic.it) are also collaborating in the project.





4.3 The client: quality, health and safety

Camst's offering is inspired by the concept of sustainable diet: not an abstraction, but a concept of food defined and shared by the most accredited international agencies, for the safety of the person and the planet.

As early as 2010, FAO and Biodiversity International jointly developed a concept of sustainable diet that emphasised the interdependence between food production and consumption, nutritional needs, and the protection of ecosystems and cultures: "Sustainable diets are those diets with low environmental impact which contribute to food and nutrition security and to healthy life for present and future generations. Sustainable diets are protective and respectful of biodiversity and ecosystems, culturally

acceptable, accessible, economically fair and affordable; nutritionally adequate, safe and healthy; while optimizing natural and human resources" (International Scientific Symposium 'Biodiversity and Sustainable Diets: United against Hunger', November 2010). The sustainable diet concept is also the main inspiration for the menus proposed by Camst, which has taken its underlying principles and translated them into the six elements shown in the graphics.



Ensuring high standards of food safety



Communicating the nutritional values of menus and their environmental impacts to consumers



Developing food education activities and disseminating healthy lifestyles



Investing in research and innovation



Listening to clients to offer targeted solutions



Adopting a sustainable supply chain

Responsible sales and marketing policies

Customer satisfaction is a cornerstone of Camst's vision. Creating an experience that provides well-being to the consumer, gathering input from them on possible improvements to our services, is a fundamental lever for the company. This is made possible by accurate and effective information activities. Communicating correctly means actively

involving people in Camst's decision-making processes, and listening to their opinions through customer satisfaction tools:

- on demand, at the request of the client or sales manager;
- customer satisfaction survey activities required by specifications;
- planned surveys in agreement with the client, which are frequent in cases where the catering company operates via delivered service or through the production of meals in an in-house kitchen.

Customer satisfaction surveys (2021) - unit

	Surveys	Respondents
Companies	12	846
Schools	12	1,350
Tavolamica	1	100
Facility soft	1	6
Facility tech	1	6

As far as the facility business unit is concerned, customer satisfaction actions are directed at the companies using the service and are linked to the quality of the service. The transparency and diligence of Camst's client-oriented actions are also reflected in its communication and marketing activities. It should be noted that in 2021, no instances of non-compliance with regulations or self-regulatory codes on communication and marketing, including advertising, promotions and sponsoring, were recorded. In 2021, Camst, with the support of UBM Consulting, conducted quantitative research on school catering. The questionnaire, addressed to approximately 1,100 municipalities with more than 10,000 inhabitants, resulted in 105 interviews, conducted with the aim of assessing the state of the art and the wishes of local administrations about products and services related to school canteens. In detail, information was collected on:

- value aspects of school catering;
- desired menu (meals, ingredients, etc.);
- preferred method of serving the meal;
- importance attached to food and waste education;
- requirements for ancillary services

- (portal, app, etc.);
- future needs & wants;
- familiarity with contract catering companies;
- perceived positioning of Camst and its competitors.

The survey revealed an appreciation for days with menus dedicated to local traditions, meals and preparations based on vegetable protein and, with regard to the municipalities served by Camst, a preference for menus with single dishes and dedicated to ethnic preparations.

The research also revealed that most of the participating municipalities have implemented or are planning to implement playful-educational activities to raise awareness on the issue of food education, to promote dedicated meetings on the environmental sustainability of the main foods and the production of the dishes prepared and consumed in canteens.

Finally, it should be noted that in order to reduce waste in the kitchen, snacks have generally been replaced with fruit or other light offerings.

Tracking waste and conducting lessons on food waste appear to be the main means employed in education about waste reduction.

Quality management and control

Camst has focussed on quality since its earliest days, and this value has accompanied development of the Group. Quality for the company means designing a service that responds to customer demands and needs, and measuring their degree of satisfaction. To ensure the continuous monitoring and improvement of the entire Quality, Food Safety and Traceability system (ISO 9001, ISO 22000, ISO 22005), a dedicated internal office was set up, consisting of a staff of 26 qualified technicians. This office provides technical and scientific advice on food quality and hygiene to all corporate functions and Group companies. The data processed in relation to audit activities enables periodic assessment of the suitability of management systems (quality and food safety), every six months, and are made available to company management, the client, official control bodies (ASL, NAS, etc.) and the certification body. The Head of Integrated Systems and Nutrition draws up an annual internal audit plan for headquarters and branch activities and submits it to the Executive Board for approval. The plan is then shared with the internal auditors who schedule the audits. Audits, as required by the integrated management system, are unannounced in order to ensure greater effectiveness in verifying the level of knowledge and awareness of the requirements on the part of operational staff. The new product quality office was established within the Integrated Systems and Nutrition service in order to strengthen and

expand the competencies and activities of the existing quality and food safety, purchasing and logistics and nutrition offices. The aim is improve the quality of the catering offer (raw materials, recipes and menus).

Product and Service Testing (Italy)

During internal audits, observations or non-conformities may be reported in relation to the degree of risk of the finding. The internal auditor, at the end of the audit, transmits the outcome of the audit to the relevant managers to follow-up the non-conformities and/or observations. Depending on the severity of these findings, a corrective action is implemented to resolve the issue that has arisen. The number of internal and external audits carried out by certification bodies and external control bodies, such as NAS and ASL, is shown below. In 2021, internal audits at vendors' premises resumed, which in 2020 - due to the health emergency - had been limited to the management of actually reported non-conformities.

The constant monitoring of activities in the area, combined with the examination of reported non-conformities, provides Camst with additional support to improve management methods and the quality and safety of its services and products. Reported non-compliances concerned in particular:

- product-related aspects, such as product storage at controlled temperatures, foreign matter, etc;
- issues relating to contract specifications, structural issues and issues related to the working environment (floors, surfaces, equipment, etc.).

Camst Group (Italy) - internal and external audits and non-conformities

Products and Services	2019	2020	2021
External bodies			
NAS-ASL conforming reports and/or sampling - units	586	217	391
Non-conforming reports from NAS-ASL and/or sampling - units	307	138	263
of which: non-conformities	449	156	439
Total sanctions - Euro	31,837	35,904	39,655
Internal bodies			
Internal audits of premises - units	112	73	153
of which: non-conformities	1,246	270	708
Internal audits of vendors - unit	17	3	26
Other			
Certification body audit ¹ - unit	76	63	43

¹Only minor non-conformities were reported during certification in 2021, which were regularly addressed within the various management systems

Camst Group (Italy) - controls

Products - checks by type ¹ (units)	2019	2020	2021
External inspections (NAS-ASL)			
External inspections (NAS-ASL)	893	355	654
Inspections run by internal auditors on premises	112	73	153
Inspections run by the certification body at production centres, area offices and headquarters	76	63	97
Total inspections (internal/external)	1,081	491	904

¹The number of audits (internal, second and third party) refers to both the catering and facility divisions

Camst Group (Italy) - complaints and claims

Complaints (unit)	2019	2020	2021
Finished products			
Finished products	24	21	33
of which: CEDI	13	7	9
of which: direct delivery	11	14	24
Raw materials	-	-	-
Total	24	21	33

Responsible communications and information (units)	2019	2020	2021
Customer claims	240	132	200
Total meals ¹	97,886,065	57,317,065	73,167,301
Claims per million meals ²	2.4	2.3	2.7

¹The number includes all Italian Group companies, including subsidiaries and investee companies covered by the quality management system.

²The indicator is the number of claims (client non-conformities) over total meals in the year, per 1 million



The table 'Camst Group (Italy) - complaints and claims' on p. 115 highlights product recalls and written client reports. The 33 complaint procedures enacted in 2021 are presented separately for products delivered by the distribution centre (CEDI) and those delivered by vendors directly to the premises (direct delivery vendors). Communications are handled by the quality and food safety department in collaboration with the purchasing department. These are, in particular, returns following reports from vendors following internal audits. The reasons for blocking/returns are in most cases related

to non-conformities found in analytical results, labels, product characteristics, alterations to products and pests and foreign matter in the product. In 2021, 3 further blocking/return reports (disclosed following internal audits) on products marketed by CEDI and direct delivery vendors were added to the 33 recalls. In addition, there are 200 written customer reports for 2021.

Verification of products and services (foreign)

As far as the Group's foreign companies and branches are concerned, the control systems are different from those in Italy, as

they comply with specific local regulations. In the case of Cheval Blanc, for example, Danish law imposes particularly scrupulous controls on food safety. An online system called e-smiley is used. Every day, kitchen staff has to carry out a large number of checks and enter the data required by the system. The compulsory data includes information about inspections of food products arriving at the warehouse. These products are checked for freshness, storage temperature and proper, defect-free packaging. Once the food is ready to be served, a gastronomic

check is also carried out via the employee app: every day a different employee is selected to evaluate the meal consumed on the app. In addition, inspections are also carried out on the conformity of cleaning and the temperatures of the refrigerators and freezers before the premises are closed. L&D runs a series of internal and external audits on an annual basis, which are essential to ensure the improvement and development of the quality control system. The company makes the results of internal audits available to all central administration staff.

Sustainability at the table: menu choice and nutrition service

Promoting the idea of healthy food for consumers and the environment is the basis for the design of the Camst Group's catering services. Specifically, the guidelines of the Italian Ministry of Health, regional guidelines and regulations in the individual countries where the Group is present are followed when defining menus. Camst also promotes and concretely supports scientific research. In collaboration with the Fondazione Umberto Veronesi, it has funded research in the field of nutrigenomics, which studies the relationship between the genome and diet. The aim of the project is to clarify the role of anthocyanins in cardiovascular prevention by investigating the interaction between genetic structure and consumption of these molecules in relation to cholesterol levels to prevent obesity and diabetes.

Environmental footprint

With a view to measuring the impact of the entire lifecycle of a catering service, Camst participated in the Life Effige project financed by the European Commission, being the first in Europe to launch a pilot eco-innovation experience, which led to calculating the environmental impact of a school catering service in all its phases: from the choice of raw materials to their processing, from the definition of menus to the production of dishes and their distribution in school refectories. The method used (PEF - Product Environmental Footprint) made it possible to identify critical points in the service and to plan improvement actions. Although the results of the analysis are specific to the service in question, they provide fundamental information in terms of the environmental impacts generated by the various phases of a catering service. To cite a few examples: the packaging of raw materials, the use of disposable material for the provision of a service, and the type of energy used by a cooking centre are all elements from which valuable information can be obtained. Camst has developed several projects in this regard, for example, Riusoo and the Better Future Kit described in the following chapters.

The choice of products - dBtender

Camst believes that choosing suitable raw materials to high standards of quality is fundamental in the preparation of menus. To this end, dBtender, a software for collecting, monitoring and managing the information characterising foodstuffs, has been in operation for several years. It facilitates the process of choosing products that comply with client requirements during the tender phase, and makes the purchasing process more virtuous. The system, which to date has mapped around 100,000 product codes, makes it possible to know and monitor all the characteristics of raw materials, including their origin, production methodology, typicality (PDO, PGI), the presence or absence of additives, flavourings, allergens and other characteristics. This enables us to comply with tender requirements, but also prepares us to respond to client requirements efficiently by providing quality products.

The nutrition service

Camst has its own nutrition service, the main objectives of which are:

- to satisfy the expectations of an attentive and informed customer;
- to intercept new trends in food;
- to promote good nutritional practices;
- to support the Group's functions in relation to nutritional issues, in particular purchasing, the sales and facility management;
- to make corporate nutrition policies more uniform.

The service assists the purchasing department in the selection of raw materials with high nutritional qualities, supports production facilities in creating the right balance between client requirements and the optimisation of production processes, and participates in the development of tender masters, nutritional projects and specific training programmes. Finally, it actively contributes to the design of food education courses. The head of the service coordinates the 3 technicians - specialised in school, company and socio-medical catering - and dictates guidelines to the team of 121 dieticians and nutrition biologists, who are responsible for transferring skills to those in charge of conventional and dietary menus and checking the suitability of nutritional proposals. The 26 food quality and safety technicians working in the different territories also report to the head of the service.



BI-REX

BI-REX (Big data innovation & research excellence) has been selected to be one of its eight competence centres by the Ministry of Economic Development for its Industry 4.0 plan. It is a public-private consortium led by the University of Bologna, strongly rooted in the Emilia-Romagna region, but with activities in other regions as well, bringing together 61 bodies including universities, research centres and companies. The competence centre serves companies by providing them with assistance and guidance in the adoption of enabling technologies, primarily big data, additive manufacturing and robotics, as well as the launch of innovation, industrial research and experimental development projects.

The project developed by Camst as a member of BI-REX, in partnership with Hera, Conad and S2A, stems from one simple question: how can we help people to adopt a healthy and sustainable lifestyle? An attempt was made to respond by developing technologies to stimulate and incentivise customers to become active participants in achieving the SDGs, within a virtuous system. By guiding its customers towards healthy, nutritionally balanced and environmentally friendly dishes and menus, Camst promotes the well-being and health of the consumer and the environment. This project also aims to reduce end-of-service waste and generate a greater drive towards waste sorting by the user.

Health, safety and combating waste, the European commitment

Denmark

Cheval Blanc: climate footprint and the fight against waste

Denmark was the first country in the world to introduce precise rules for organic production, by developing national standards and issuing a government label to restaurants, cafés, hotels and canteens that use organic raw materials. Cheval Blanc has been awarded the label, thus certifying its offer of sustainable meals.

In the three-tiered system on which the label is based - gold (90 - 100% organic ingredients), silver (60 - 90%) and bronze (30 - 60%) - Cheval Blanc has so far been awarded 29 bronze, 11 silver and 1 gold label for its various company canteens.

In addition, after years of work, a new tool was launched in 2021, the CO₂ index, which makes it possible to calculate the climate footprint of meat in individual canteens. In the same year, the first analysis was conducted on meat purchases and the attendant consumption of CO₂ in Cheval Blanc canteens. However, the figures are not representative of pre-pandemic consumption, so the setting of reduction targets has been postponed until comparable values are available (2022-2023).

2021 was also the year in which the new system for monitoring food waste in canteens was introduced, using an app for employees to track both production and consumption waste. The data are also displayed on kitchen dashboards and room monitors to raise customer awareness.

Spain

Arcasa and Combi Catering: food health and safety

In 2021, Arcasa renewed the aMED certification for its premises. aMED is a programme that aims to promote Mediterranean cuisine as a model of healthy eating, stimulating local production and consumption, encouraging environmentally friendly agriculture and promoting regional exchanges and initiatives. Certificates are issued by the public health agency of the Generalitat de Catalunya, for a period of 2 years.

Arcasa joins 'Aquí Sí. Fruita', a local campaign to identify and recognise establishments committed to offering customers fresh, high quality, short supply chain fruit portions. Finally, it promotes the PAAS and PINSAP projects of the Catalan public health agency and the PREME School Menus Review Project.

It is worth noting that Arcasa has been awarded the Blanquerna and CoDiNuCat prizes and regularly participates in round tables, forums and national conferences in the field of contract catering. Combi Catering is committed to combating food waste with local campaigns and programmes that promote sustainable consumption and the use of local products (www.arcasa.es).

Germany

L&D: sustainable quality

L&D attaches great importance to the quality of its catering services, not only in relation to food and ingredients, but also to production processes, associated procedures and environmental protection. Over time, it has also increased its selection of dishes to meet the needs of socially and environmentally conscious customers, and has seen a growth in the volume of its sales of fair trade and organic products. Finally, in 2021 it included several vegan products and meals in its service.



Supply chain controls: traceability and tracking of products

Camst pursues continuous improvement of its catering service, including through careful quality control of the raw materials used to prepare meals and through the selection and monitoring of the supply chain. The control of raw materials is carried out through checks at the reception of goods and throughout the production process. Monitoring is implemented with the self-control plan adopted at Camst premises and sampling of raw materials at the catering premises and distribution centre, as well as on finished products and environmental swabs. Compliance with regulatory requirements (EC Reg 178/2002) and with the requirements of the management systems voluntarily adopted by the parent company Camst - ISO 22005 (Traceability in the agri-food chains) and ISO 22000 (Food Safety Management Systems) - allows us to maintain a high level of attention to the safety of finished products and the entire production process. Camst uses a vendor qualification and monitoring programme, based on a criticality

assessment and related food safety risk analysis, which consists of:

- pre-qualification questionnaires, which are assessed and approved by the various management system managers (environment, health and safety, food quality and safety, social responsibility and energy);
- independent audits;
- evaluations of vendors' performance in the course of supply, using statistical analyses of non-conformities and complaints;
- analytical checks following the definition of shared technical specifications concerning chemical, microbiological and sensory parameters.

Camst is designing a vendor portal that will enable greater control of the supply chain, starting with the vendor evaluation and qualification process (see Chapter 5). The Group is also committed to the creation of ongoing partnerships - including annual meetings organised by buyers - directed at the achievement of high quality standards and continuous collaboration to achieve safety and quality targets for products used in kitchens and beyond.

Camst Group (Italy) - monitoring processes, products and equipment

	2019	2020	2021
Microbiological assays of food for consumption	5,023	2,619	5,102
Analysis of raw materials	2,048	970	1,480
Environmental swabs	6,715	4,026	5,355





4.4 Communicating sustainability: nutrition information and education

Cooking every day for so many communities - whether social (schools, hospitals, residences) or corporate (businesses, inter-enterprise facilities) - is an investment of trust that requires mutuality and transparency.

Transparency and education in the area of food are essential to the protection of the client's health. In this spirit, Camst promotes activities dedicated to the various segments of the catering industry.

Catering: projects and tools

School canteens

Food is critical to growth, nourishing the body and mind and providing the energy needed for proper development. Schools and universities are sensitive to the topic of nutrition, with a view to knowledge and attention to the overall well-being of the person. Feeding new generations means nurturing their ideas, their ambitions and their future. That is why it is necessary to go beyond the simple idea of food to promote a more conscious approach that can accompany young people through their journey. Based on these assumptions, Camst's school catering service integrates food education projects for all stakeholders, starting with children, involving schools, teachers and families.

The school canteen is a place of two-way exchange for the children, a physical space that represents a crossroads of small experiences, of shared discoveries of new foods and the exchange of everyday experiences. It is a place enlivened by a playful hubbub, the sounds characteristic of eating together, loud laughter, composed chatter, good manners, racing to the tables to sit next to your friend, and the discovery of new flavours. For these reasons, mealtime, which at school takes place in the refectory or canteen, is a fundamental and exceptional educational opportunity for leveraging experience and relationships.

Camst Group organises meetings to inform and educate users with food experts: food technologists, dieticians, nutritionists. In addition, it runs guided tours of the centralised kitchens which illustrate the entire

chain of raw material selection, vendors, the processing of gastronomic preparations, service organisation, logistics and distribution, and finally the professionals (chefs, dieticians, refectory managers, quality technicians). Camst also adopts tools to better communicate with children on the topics of a correct, healthy and responsible diet. Dialogue with municipalities and parents of young users involves educational materials, developed over the years in collaboration with important partners including:

- Federazione Italiana Medici Pediatri (FIMP) (Italian Federation of Paediatricians);
- Associazione Italiana di Dietetica e Nutrizione Clinica (ADI) (Italian Association of Dietetics and Clinical Nutrition);
- Prof. Del Toma (the 'Around the world in 80 days: the passe-partout recipe book' project, and Ivo, the Camst Giant);
- Libri, for its numerous publications dedicated to children on the subject of food, conscious consumption, environmental sustainability and combating waste;
- Last Minute Market, which supports Camst in educational and anti-food waste projects.

To ensure access to all information on school menus and services, an app has been designed and developed, which will be linked to the new school catering portal, allowing families of young consumers to consult the daily and weekly menu.

In 2021, Camst decided to renew its mascot, Ivo, with a new, modern design. Ivo promotes educational activities with video clips that can be accessed from the school catering portal, panels set up in the refectories and placemats encouraging the preservation of the planet.



To discover Ivo, frame the QR code

Target: school canteens



Teachers

Camst offers educational tools and materials, workshop activities, awareness-raising and information on developmental issues, and thematic refresher courses.



Families

We promote initiatives for dialogue and discussion about children's nutrition, with a view to greater awareness and more transparent school meals.



Children

Camst runs recreational and educational projects to provide accurate information about food and environmental issues and promote healthy lifestyles.



Canteen operators

Camst raises awareness about targeted training. The content, commitment and results are shared at school, through educational courses and workshops at the conclusion of the work done during the year.



Institutions

We promote continued, socially and locally oriented dialogue with municipalities, with the aim of sharing and supporting the objectives of the leaders and the needs of the school plans.



University

We encourage open innovation projects to develop training tools with a view to being closer to the needs of new generations and changing lifestyles.





The new portal for school catering

The ristorazione scolastica.it website, which will be officially completed in 2022, brings together content and services dedicated to the world of schools, including up-to-date menus, short educational items about nutrition, and much more. On the portal, it is possible to consult - via a calendar - the complete menu offered to pupils, day by day; receive news and updates on documents and useful communications

for parents and teachers; and enjoy exclusive videos and podcasts on the topics of nutrition, food culture, and education for children. These multimedia contents - produced in cooperation with our authoritative, specialised partners - are also available to teachers as a support for their teaching activities. In addition, the portal is also directly connected with tuition fee payment services and offers online customer satisfaction questionnaires.

Green Food Week

Camst Group, with its client municipalities, has joined the Green Food Week project with the aim of creating school menus capable of making the users of catering services more aware of the impact of food on the planet, making them responsible for consuming meals with a lower environmental impact and

reducing greenhouse gases emissions. The initiative, conceived and promoted by Foodinsider, contributes to raising awareness among children and young people about the impact that food production and consumption have on the environment, thus encouraging healthy and sustainable nutritional habits.

Social and healthcare catering

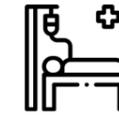
Camst values food as a prerequisite for health and an integral part of healing processes. The Group's approach to healthcare and social catering therefore focuses on the patient and their specific nutritional needs, by formulating protocols that actively contribute to psychophysical well-being. From solutions for dietary fragility, to customised dietary plans for on different pathologies, partnerships and collaborations have arisen with numerous healthcare bodies and facilities nationwide that enable Camst to operate in hospitals, private clinics, nursing homes, rehabilitation centres and retirement homes. Our proposals for healthcare and social catering, developed with doctors and dieticians, respect nutritional parameters and guarantee a variety of enjoyable food. Research, the real driving force in the healthcare field, is also an integral part of Camst's approach, based on the study of advanced solutions capable of anticipating the needs of hospitals and residences, offering them a wide and diversified range of options and services: from direct supervision of kitchens to meals transported within

the facilities, management of self-service restaurants and cafeterias for healthcare personnel and visitors. The Group also offers a range of cooking and packaging technologies for the preparation of meals, with the aim of guaranteeing balance, taste and palatability for patient satisfaction, while complying with product safety and hygiene requirements. In addition to meals made in refrigerated and fresh-hot bindings, for more than a decade Camst has been producing single and multi-portion, MAP-packaged meals which - with their shelf life of between 15 and 25 days - enable healthcare facilities to daily use a wide assortment of products (Food Bank) in the numerous dietary protocols required by customised care. The gastronomic preparations are packaged in containers made of CPET, a food-safe polymer obtained from recycled material which is itself almost indefinitely recyclable once it has been disposed of as plastic in a sorted waste management system. The peel-back film sealing the pack enables easy, user-friendly opening. In addition to CPET packaging, we also offer new trays

made from certified, paper-recyclable cardboard (see the Research and Innovation for Sustainability section), which significantly reduce the use of plastic. In order to always offer tailor-made solutions for the facility and its users, functional information for service management is integrated and optimised

with digital tools and touchpoints, which enable menus to be consulted and meals booked digitally, as well as enabling plans and food days to be formulated with a special management tool, thus promoting effectiveness and efficiency.

Target: social and healthcare catering



In-patients

The catering service is accompanied by tools and information that promote healthy habits and improve the environment during the patient's stay. Particular attention is paid to services for paediatric wards: from designing comfortable and playful spaces to play education activities to ensuring a child-friendly stay that does not weigh on the patient.



Guests

Attention and closeness are important for more fragile persons, and include preparing special meals for persons experience difficulty in swallowing, and making common areas pleasant, cheerful and functional for their users. Play education activities are used to foster sociability and stimulate functions such as memory and spatiotemporal cognition.



Employees

Camst runs awareness-raising campaigns on prevention and information on healthy eating habits.



Catering operators

Camst provides specific training. Contents, objectives and outcomes are shared with the entire facility, in the pursuit of continuous, functional improvement for our clients and users.



Hospitals and residential facilities

Camst is engaged in constant proactive dialogue with the management of hospitals and residences in order to develop a food offering that satisfies the expectations and needs of patients and residents while remaining suitable to their clinical situation.



Families

Camst actively supports its users' families with contact and information tools and materials.

Corporate, intercompany and commercial catering

For companies that want to satisfy the requirements of their employees while offering a stimulating experience, as well as a quality lunch break, Camst offers tailor-made services ranging from the management of company restaurants to meal deliveries, the option to book meals on-line and in company conventions with Camst self-service restaurants. Corporate catering must respond to new needs, promoting relaxation, well-being and concentration while guiding the client in the direction of responsible consumption, in order to enhance the Italian agri-food heritage as well as foreign gastronomic cultures.

For companies that choose the meal delivery option, Camst uses its kitchens all over the country to deliver directly to the place of consumption. Meals are stored in special thermal containers which maintain the correct keeping temperature and optimise the

nutritional and organoleptic characteristics of the food. Some preparations can be made directly in the client's kitchen, such as pasta and grilled meats, while all others are prepared in the nearest Group cooking centre. In providing its services, Camst focuses on choices that benefit both the client and the environment: from the design of low-impact spaces to modes of consumption that limit waste and promote responsible use of raw materials. It also provides turnkey design of the technical facility and service areas, with a multifunctional and experiential approach. A tailor-made solution for the company and its employees requires the distribution of integrated functional information. By using digital tools and touch points to enable direct interaction and dialogue, the user has the required information on menus, dishes and ingredients (calories and allergens) at his fingertips; they can also access innovative and customisable functions to make their lunch break both flavourful and enjoyable.

Corporate and commercial catering, our commitment in Europe

Germany

In 2021, the German market, in which L&D operates, highlighted a number of macro-trends that impact current and future client requirements. Firstly, smart working has changed and is becoming an established mode of working, with flexible working hours, co-working spaces instead of traditional offices and the option to work remotely. There is consequently a need for delivery services that are available throughout the day, as well as alternatives to the classic company canteen, such as vending machines, a service that is gaining ground in terms of versatility and technological process innovation. Consumers in the German market are also very sustainability-conscious, and prefer low-impact diets with less meat, more vegetarian recipes and seasonal products.

Denmark

In 2021, Cheval Blanc also responded to some major emerging trends in the food sector. Customers, increasingly sensitive to environmental issues, began to demand simple, sustainable menus with reducing food waste. They have also demonstrated an increasing interest in sustainable production. It has also been seen that the Danish population is abandoning their traditional habit of eating 3 meals a day in favour of eating many small snacks. This trend encourages consumers to experiment with new flavours and step out of their culinary comfort zone. Not only the number of meals is changing, but also the ways in which they are consumed: for example, the buffet service offered by Cheval Blanc is no longer as popular as it was.

Target: inter-company and commercial catering



Employees

Camst runs communications projects about healthy, sustainable lifestyles. We design balanced menus and experiment with new flavours to satisfy a variety of tastes and eating styles. We develop technological and digital solutions to make the dining experience more comfortable and enjoyable.



Catering operators

Camst believes in targeted training. Contents, objectives and outcomes are shared with the entire facility, in the pursuit of continuous, functional improvement for our clients and users.



Companies

Thanks to its widespread local presence, Camst can offer immediate response and consultancy. The Group also offers functional solutions which satisfy the requirements of its clients and their employees, with tailored delivery, gastronomic offerings and locations.



05

Production processes:
supply chain,
partnerships and
use of resources



5.1 Supply chain management

Control of the food supply chain is a critical concern. That is why 90% of Camst's purchases come from qualified vendors, 75% from certified companies and 97% from domestic production.

The supply chain is key to offering consumers environmentally friendly products and services. If this is true in general, in the food sector it is a critical issue. It is only through the active involvement of all actors in the value chain that sustainable development can be achieved. Camst is convinced of this.

Qualification and monitoring of vendors

Camst has defined upstream criteria and methods for qualifying and evaluating the supply chain for inclusion in the list of qualified vendors.

Each vendor is required to accept the code of conduct, the principles defined within the organisation, management and control model and the code of ethics. Procurement processes are based on pre-contractual and contractual relations oriented towards full compliance with transparency and legality, monitoring through qualification questionnaires and audits, and compliance with current regulations and company directives concerning quality, worker protection and environmental standards. At the Group level, and in particular for catering, our purchasing policies follow an approach based on safeguarding the environment, which is reflected in the choice of organic, fair trade, sustainable fishing

products (MSC - Marine Stewardship Council - certified products), EPD (Environmental Product Declaration) and the sourcing of food products with denomination of origin and local, short supply chain products. Camst also uses Ecolabel detergents and compostable disposable accessories. In contract catering, in particular, the choice of raw materials must comply with the tender specifications, especially for the public sector. In this sense, supply chain management is organised to meet customer demands, ensuring that products meet the parameters set by the minimum environmental criteria and the requirements for organic, PDO, PGI and zero km products, thus protecting the variety and diversity of territories.

Supply chain certifications: catering
90.4% of the total volume purchased in 2021 was sourced from vendors qualified according to Camst's own requirements, as described above. Furthermore, 74.6% was sourced from vendors certified according to voluntary standards in the areas of food safety (BRC, IFS, ISO 22000, etc.), the environment (ISO 14001, EMAS, etc.) and social issues (SA 8000). The percentage of qualified and certified vendors remains high, but the percentage of certified vendors has changed due to the pandemic, which has affected purchasing dynamics.

Camst Group (Italy) - vendor qualification (2021)



90.4% Purchases from qualified vendors

74.6% Purchases from certified vendors

Camst Group (Italy) - catering vendors, qualifications and certifications

	2019	2020	2021
Total volume of purchases (Euro)	169,656,497	106,003,419	142,667,985
Purchases from qualified vendors	84%	85%	90%
Purchases from certified vendors	81%	73%	75%

	2019		2020		2021	
	Units	Purchases €	Units	Purchases €	Units	Purchases €
Qualified vendors	521	143,122,522	472	89,983,841	468	128,941,715
of which: certified pursuant to BIO, BRC, IFS, ISO 22000, ISO 22005, ISO 9001, ISO 14001, EMAS and SA 8000	245	136,733,914	251	77,562,797	305	106,634,326
Ratio of certified to qualified vendors	47%	95%	53%	86%	65%	83%





The vendor portal for improving the qualification process

The year 2021 saw the launch of a new dedicated portal aimed at qualifying Camst's and the Group's Italian companies' vendors in a more accurate and structured manner in relation to the criteria of regulatory compliance, environmental protection, occupational health and safety, social issues, traceability, quality and so on. This tool enables the exchange of information with vendors, the collection and proper maintenance of documents (certifications, technical sheets and other specific documentation) as well as making the sourcing process more efficient, by managing all activities (tenders, collection and evaluation of offers, selection of the best vendor) in an integrated manner. The data in the system enables the portal to provide a better evaluation of vendors, in order to select not only those that comply with the outlined requirements but also those that best meet the company's strategic choices. During 2021, after an initial software selection phase, all required analyses and developments were conducted to bring the system on-line in 2022.

Managing the procurement process

Purchases are managed either via direct procurement from vendors and the main national distributors or through the distribution centre, a technological platform located at the Bologna Interporto, designed to optimise the logistics of food products, thus reducing the environmental impact of storage, distribution and transport activities. The distribution centre has over 3,000 product codes, mainly 100% Italian products, from the origin of the raw material to the processing and packaging stage. In detail:

- poultry;
- pork;
- organic wheat flour and semolina, organic maize flour;
- fresh organic milk;
- processed tomatoes;
- organic extra virgin olive oil;
- organic breadcrumbs;
- dry organic egg pasta;
- organic spelt pasta;
- whole eggs (in the shell).

Verifying the sustainability of the supply chain

To complement the portal, Camst has adopted a parallel process for qualifying priority vendors on the basis of ESG (environmental, social and governance) criteria. This is Synesgy, a global digital platform created by the Crif Group for the analysis and management of the sustainability information of Italian and foreign companies. It is essential

to understand the progressive adoption of ESG criteria by vendors, not only so that they share the same commitment as the Group towards these issues, but above all so that the company can identify, over time, the most virtuous vendors with whom to build partnerships and pursue common objectives.



The link with the territory

Promoting the territorial production system and economy is one of the central elements of the Camst Group's purchasing policies, with a view to both its environmental and social impact. This is why the Group participates in numerous local programmes, both in Italy and in its other countries of operation, by purchasing and using sustainable products. The parent company, in particular, is a member of Cooperare con Libera Terra, an agency that aims to design and develop tools for the development of cooperatives operating in lands confiscated from the mafia and identify with the experience of the Libera association. To support the work of Libera's cooperatives, Camst also uses Libera Terra branded food products for company events at which giveaways are offered to employees. Almost all the Group companies' vendors in Italy are Italian: a choice dictated by policies that also incentivise direct purchasing from producers, thus encouraging and supporting the local economy. Camst's facilities purchase raw materials in two different ways: directly from previously validated and qualified vendors, or through the Camst Group's distribution centre (CEDI). Since the end of 2020, and mainly during 2021, the percentage of direct supplies has increased as a result of the reorganisation

of the supply chain, to meet a need for greater proximity to the territories in which Camst operates and the need to ensure business continuity through greater diversification of the supply chain. Product territoriality is a common element at the Group level, even for foreign companies. Arcasa uses zero-km products to support local vendors and promotes a partnership programme with Gardeniers, a special employment centre for people with disabilities, dedicated to organic farming. L&D also relies as much as possible on local vendors to ensure that seasonal products are used in the food offering. For example, the German company buys meat exclusively from regional farmers. In addition, in line with the growing demand from clients for menus with a low environmental impact, L&D has also included the measurement of the footprint of CO₂ as a factor in the purchasing department's vendor and product selection process. Cheval Blanc has adopted a set of internal guidelines, called the 'gastronomic compass', for purchasing and using raw materials in canteens. These criteria consider, for example, the origin of meat and the use of unendangered fish species. The Danish company also continued its no-flight policy in 2021, avoiding long-distance transport in supplies to avoid high energy consumption. It also decided that if it is necessary to buy raw materials from outside the country, they must be in season.

Camst Group (Italy) - vendors

	2019	2020	2021
Purchases from Italian vendors	96%	96%	97%

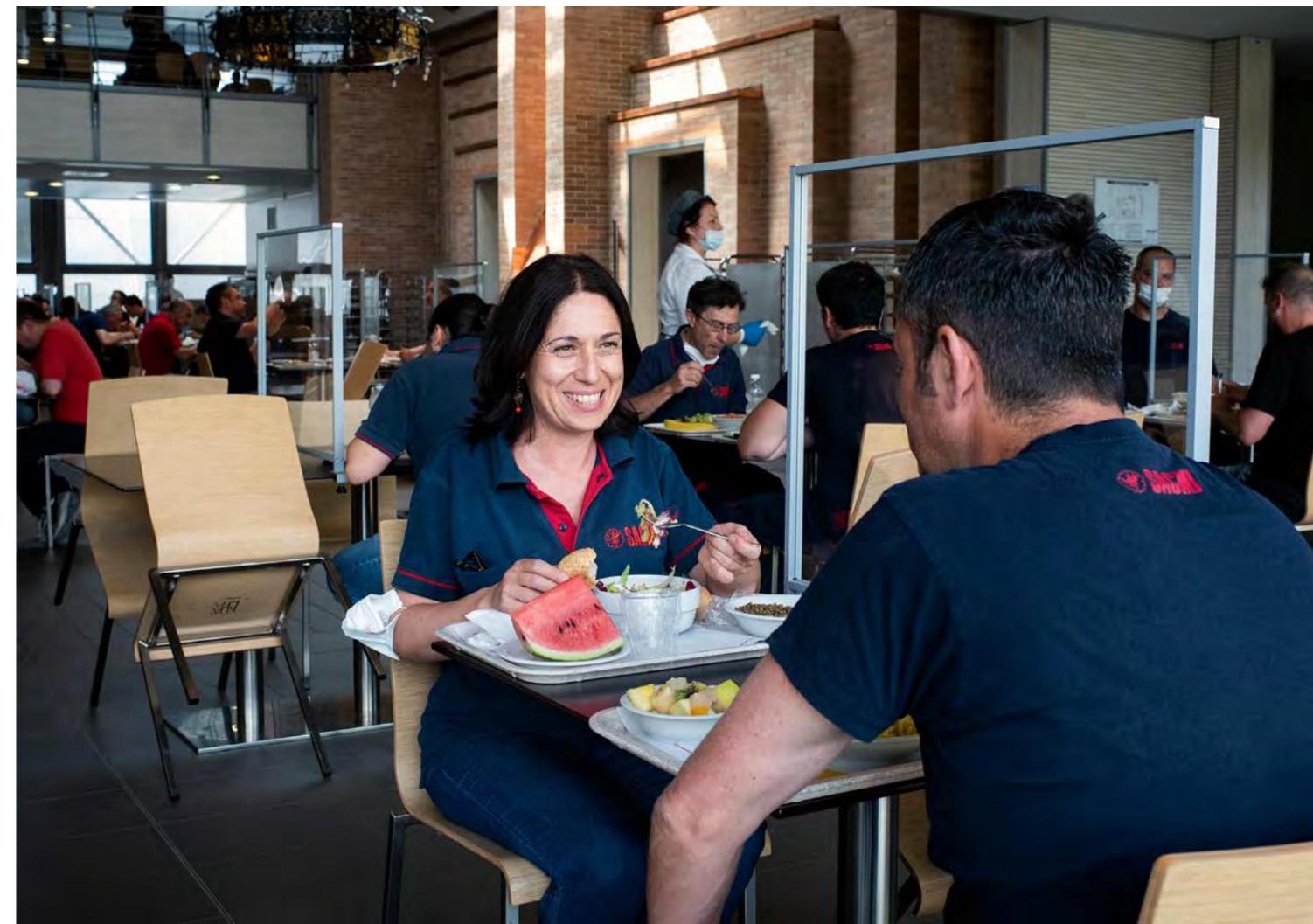
Camst Group (Italy) - location purchasing channels

	2019	2020	2021
Purchases from direct vendors	37%	51%	61%
Purchases from CEDI	59%	49%	39%

Camst Group (Italy) - vendors by geographical area of origin (units)

	2021
Northern Italy	925
Central Italy	254
Southern Italy and the Islands	86
Foreign (from Europe)	24

Camst Group (Italy) - vendors and territory (2021)



5.2 Procurement: products and materials

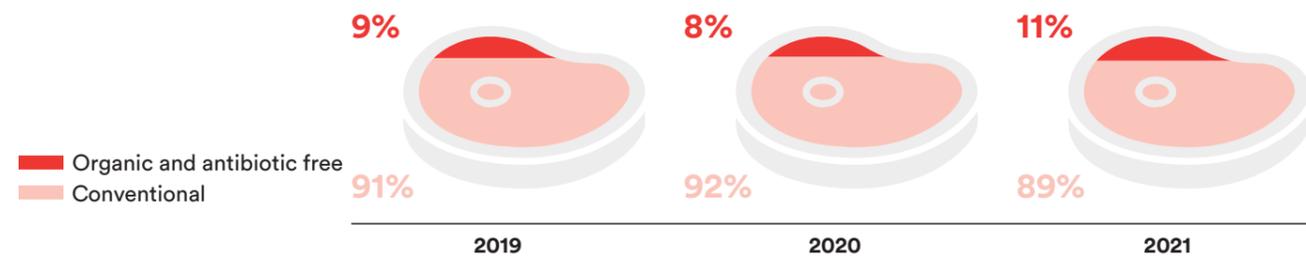
Responsible and inclusive products - i.e. PDO, PGI, organic, vegan, from fair trade or cultivated on land confiscated from the mafia - a preference for recycled materials and many other choices in the field of purchasing as well.

Catering

The raw materials selected and purchased by Camst meet the needs of consumers not only from a nutritional point of view, but also ethically and religiously. For this edition of the report, new product categories (vegan, halal, kosher, soya products) are reported, representing the company's commitment to an inclusive food offering. These purchasing choices reflect Camst's commitment to enhancing the agricultural supply chain and local excellence, emphasising the importance of the origin of products and raw materials. At the same time, they indicate how important it is for the

Group to express its respect for labour, the environment and diversity at the table. The most representative raw materials for the catering industry (classifiable as renewable in their character as food products) are shown in the table opposite. With regard to animal proteins, purchases of organic and antibiotic-free meat are increasing. Organic products, obtained without the use of chemical, synthetic and genetically modified organisms, come from farms that respect animal welfare. Those that are antibiotic free offer the end consumer a food product that guarantees the absence of antibiotics from the first weeks of the animal's life up to slaughter, thanks to a more restrictive approach than that required by law.

Camst Group (Italy) - Purchases of meat



Camst Group (Italy) - catering purchases by raw material

		2019	2020	2021
Meat	kg	5,258,540	3,251,670	4,016,510
Cold cuts and cheeses	kg	3,583,823	2,280,934	2,758,287
Fish	kg	2,570,508	1,321,057	1,782,127
Milk and milk derivatives	kg	4,328,450	2,954,277	3,386,060
Eggs and egg products	kg	782,400	521,156	707,500
Bread and bakery products	kg	7,644,831	5,288,844	7,287,472
Pasta and rice	kg	6,567,557	3,589,544	5,795,305
Legumes and cereals	kg	485,174	312,189	346,486
Fresh fruit	kg	11,863,535	6,757,907	8,804,706
Processed tomatoes	kg	3,112,552	1,861,793	2,583,149
Extra-virgin olive oil	kg	757,610	377,681	675,290
Fresh and frozen vegetables	kg	17,423,332	10,484,489	13,108,465
Spices and herbs	kg	989,231	519,042	853,078
Coffee, tea and sugar, chocolate	kg	777,574	276,435	279,372
Fruit juices	kg	905,618	566,018	648,604
Wines	lt	394,827	219,013	249,165
Diet-related products	kg	197,454	130,379	142,458
Flours	kg	532,589	244,223	330,555
Soya bean oil	lt	65,009	43,630	46,048
Soy-based products	kg	39,054	16,740	27,678

Nordic Ecolabel canteens

Cheval Blanc operates two of the five Nordic Ecolabel canteens in the country. This is an official sustainability label for products from Nordic countries, which aims to certify low-impact products made with the utmost respect for the planet. Nordic Ecolabel canteens analyse the environmental footprint of each stage of the production process: from raw materials to the

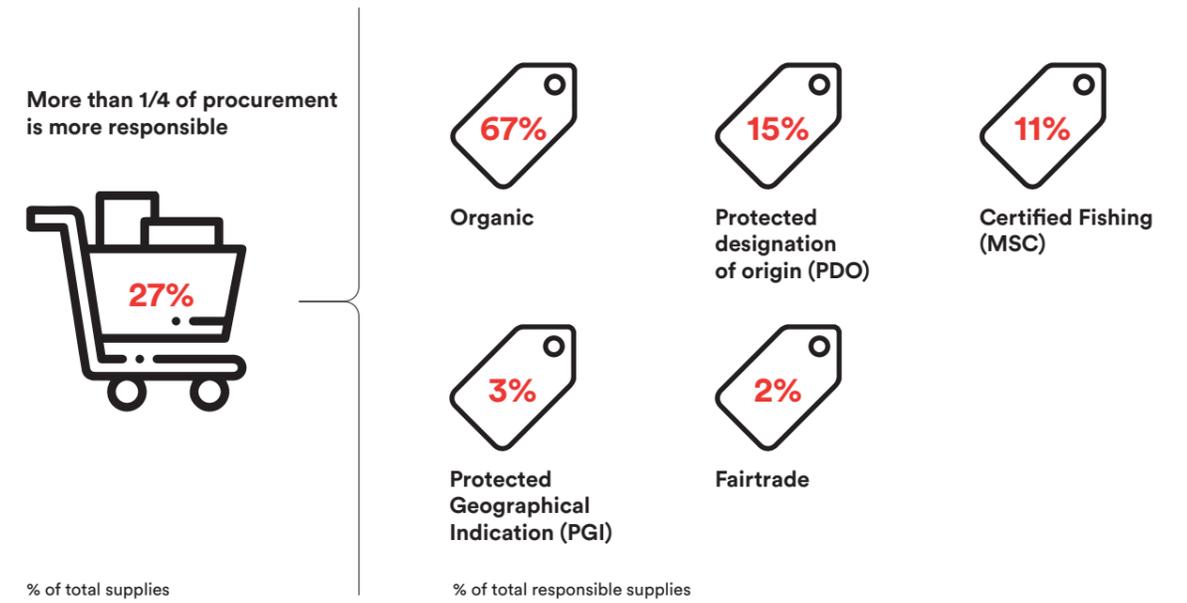
reduction of food wastage, energy sources to food waste management. The certification also requires compliance with high waste management standards and the use of specific percentages of organic raw materials. Customers who choose Nordic Ecolabel for their canteens can count on Cheval Blanc's expertise in implementing the system up to achievement of the certification target.

Camst Group (Italy) - catering purchases by product type and volume (Euro)

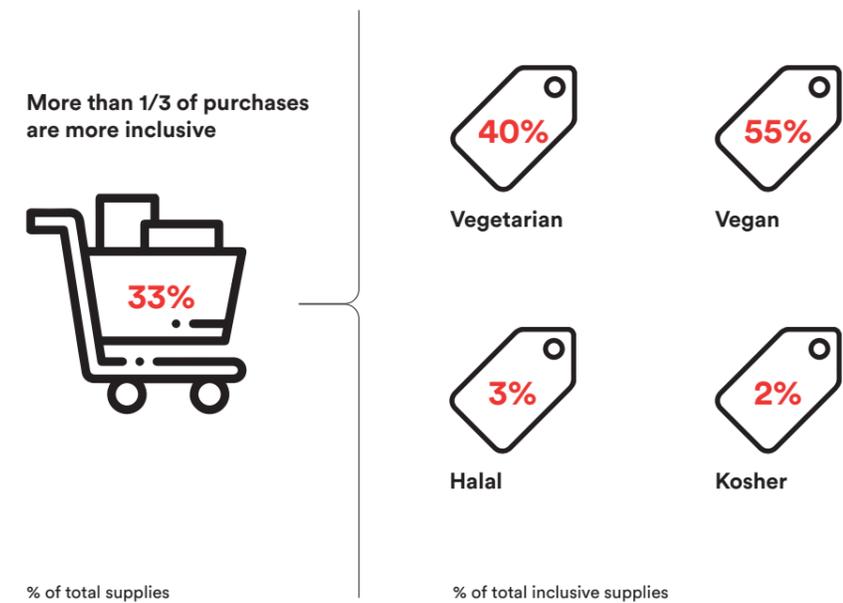
	2019	2020	2021
PDO from CEDI	6,797,515	3,513,858	3,911,277
Direct PDO	1,004,741	1,043,596	1,981,870
PGI from CEDI	1,050,932	594,489	422,996
Direct PGI	789,574	387,415	690,543
Organic from CEDI	16,155,107	7,707,791	9,490,472
Direct organic	13,583,831	8,726,536	16,514,473
Fairtrade from CEDI	43,737	21,238	17,404
Direct Fairtrade	737,372	236,916	912,413
MSC from CEDI	2,189,707	1,305,382	2,194,380
Direct MSC	221,884	644,600	2,110,323
Libera Terra from CEDI	29,622	17,278	679
Direct Libera Terra	1,915	2,132	4,320
EPD from CEDI	321,730	102,677	121,110
Direct EPD	95,754	25,381	27,468
Total	43,023,421	24,329,289	38,399,728
Vegetarian	23,658,851	14,670,292	19,182,151
Vegan	32,075,922	20,507,810	26,481,872
Halal	2,287,002	997,340	1,207,204
Kosher	579,127	483,872	694,192
Total	58,600,902	36,659,313	47,565,420
Total volume of purchases¹	169,656,497	106,003,419	142,667,985
Percentage of PDO, PGI, Organic, Fairtrade, MSC, Libera Terra, EPD	25%	23%	27%
Percentage of vegetarian, vegan, halal, kosher	35%	35%	33%

¹Total volume of purchases, catering area - see table Camst Group (Italy) - catering vendors

Catering - responsible procurement 2021



Catering - inclusive purchases 2021



Use of recycled materials

The table on page 147 shows the non-food purchases made for the catering area, divided into renewable - that is, materials derived from abundant resources that are rapidly replenished through ecological cycles or agricultural processes, so that the services provided by these and related resources are not compromised and remain available for future generations - and non-renewable. However, most of the products purchased are recoverable.

- Single-use plastic products: the amount of purchased non-renewable plastics (Pp, Pet, Hdpe, Ldpe, polystyrene) has an effective recycling chain.
- Aluminium products: this includes disposable products (trays).
- Paper products: this includes cellulose disposables, labels, paper or cardboard disposables, tablecloths and napkins, bags, films, packaging accessories, cellulose containers, toilet paper, packaging paper and cardboard, and kitchen towel rolls. In its production facilities, Camst uses kitchen towels and napkins made by the Lucart group of Fiberpack, a cellulose fibre from recycled beverage cartons (Tetra Pak). The overall increase in paper products in 2020 is justified by an increased purchase of tri-compartmental pulp disposables due to changes in school lunch services.

We use recycled materials as far as technically possible in the catering industry as a policy for packaging and, in particular, for beverages. PET (polyethylene terephthalate) is a plastic commonly used for bottles and small bottles, which can be recycled to produce new ones. Recycled PET is called R-PET. The choice of using this 'second raw material' responds to the European Directive 2019/904 (SUP - Single use plastic), which requires PET bottles to contain at least 25% recycled plastic by 2025, and 30% by 2030.

Products made of R-PET have been chosen because this material:

1. is recyclable countless times while maintaining the same characteristics as virgin PET;
2. lower emissions of CO₂ are generated in its production than any other solution;
3. follows the normal process of sorted plastic waste management and no special composting systems are needed.

In 2021, Camst purchased 13,357,104 bottles of water, corresponding to 459,170 kg of PET, through the distribution centre. Of these, 38,250 kg - or 8.3% - were in R-PET, up three percentage points from 5.3% in the previous year. Camst also helps the environment through free beverage, a service that consists in the self-service distribution of natural and carbonated microfiltered water, juices and natural or fair trade drinks. This choice reduces the environmental impact of packaged drinks and CO₂ emissions, by reducing the use of plastic bottle packaging and its transport by road.

With the aforementioned Directive 904 of 2019, also known as SUP (Single use plastic), the European Union introduced a new EU law aimed at reducing the impact on the environment of single-use plastic products, which are responsible for considerable damage especially in the contamination of marine environments. According to the EU, 80-85% of the waste in our oceans consists of plastics, of which about half are single-use plastics and just over a quarter is fishing gear. Although there are many alternatives for eco-sustainability, a long-term strategy should still include reducing the amount of plastic used, as required by the directive. This is the context for the Better Future Kit project, realised by Camst in partnership with Guzzini, which - in line with the Group's strategic plan - responds to the objective of replacing plastic cutlery with stainless steel cutlery for all schools and corporate clients (see partnership table).

Catering: effects of the Free Beverage initiative in reducing plastic beverage packaging 2021



3.1
million meals
covered by
the project

-115
thousand kg
of waste
generated

-4.7
thousand tonnes
of goods
transported

-124
tonnes
of CO₂
in the atmosphere

-109
tonnes
of oil
saved

Camst - Free Beverage¹

	2019	2020	2021
Total Free Beverage meals (units)	3,585,814	2,733,806	3,118,117
of which: using Fairtrade products	1,246,346	942,521	743,911
Waste prevention (kg)	132,363	100,395	115,370
Transport prevention (tonnes)	5,514	4,204	4,677
CO ₂ prevention (tonnes)	133	102	124
Prevention of petrol consumption (tonnes) ²	12	96	109

¹The environmental impact data are based on estimates by the general beverage vendor

²Refers to the amount of oil needed to produce the PVC bottles

Camst group (Italy) - non-food purchases catering area - finished products (kg)

	2019			2020			2021		
	Non-renewables	Renewables	Total	Non-renewables	Renewables	Total	Non-renewables	Renewables	Total
Cleaning products ¹	1,734,166	-	1,734,166	1,505,115	-	1,505,115	1,407,352	-	1,407,352
Single-use plastic products ²	9,939,947	609,004	10,548,951	9,678,188	670,564	10,348,752	8,008,976	1,150,100	9,159,076
Aluminium products	147,325	-	147,325	217,980	-	217,980	161,346	-	161,346
Paper products	-	3,323,884	3,323,884	-	4,313,651	4,313,651	-	3,251,165	3,251,165

¹Detergents used for sanitising the premises, included in the cost per meal

²The renewables column refers to bioplastic and compostable products

Facility services

In the tech area of the Facility Division, service contracts are issued for consulting, design, maintenance of installations (electrical, mechanical, aeraulic, HVAC), subcontracting of actual work (e.g. assembly or replacement of refrigeration units, electrical or mechanical works, installation of HVAC systems, etc.).

Purchases mostly concern electrical materials (products for the construction of energy distribution or security systems), mechanical materials (products for the construction of heating, cooling and air treatment systems) and building materials (products for the construction of masonry structures). The materials used in the soft area concern products and equipment for the sanitisation of civil and industrial environments.

The experiences of L&D and Arcasa

Long before the new single-use plastic law was introduced, L&D had started to reduce single-use products by replacing them with biodegradable or reusable materials. Alternatives to plastic such as PLA or corn starch products are preferred, which, in addition to having a smaller CO₂ footprint, meet with the approval of clients, who are increasingly sensitive to environmental issues. As proof of this commitment, L&D has entered into a partnership with Vytal, a solution to replace single-use take-away meals in canteens with reusable and washable packaging. The tray is equipped with a QR code that allows the customer to borrow the container for a total of 14 days, after which he or she must return it. This system,

introduced in April 2021, has enabled L&D to save 12,823 single-use packs, reducing disposable waste in the to-go area of company catering by 58.2% and thus contributing to reducing the overall impact of take-away packaging, which reaches 281,000 tonnes per year in Germany, 60% cent of which is food packaging. A similar project is being conducted by Arcasa. In collaboration with the company Bûmerang, the Spanish company uses a digitised returnable packaging system for the horeca sector. Customers who choose a take-away product will receive their drink in a Bûmerang container made of durable recycled material, to be returned after use at any restaurant that cooperates with the company.





5.3 Camst's partnerships

Collaborations with partners for profit and non-profit projects represent one of the most important assets for the company, which has long elected partnership as one of its founding values.

Diversey

A project run with our vendor Diversey has found a solution to a long-standing challenge, namely to reduce the amount of water used for cleaning kitchens while ensuring maximum hygiene. The dry cleaning method, which borrows the sanitising system used in operating theatres, saves large quantities of water and detergent, as well as making the operators' work safer. A small-scale version is also being planned for 2021, allowing the same method to be used in smaller rooms than centralised kitchens, such as terminals or small kitchens.

In 2021, 234 exchanges of equipment were made between Camst facilities (e.g. fryers, vegetable washers, pasta cookers) for total savings in new equipment purchases of € 1,069,883.

CPR Conor

In cooperation with the fruit and vegetable vendor CPR Conor, a circular economy project has been started for the contract catering sector, which envisages the returnable use of reusable crates with collapsible sides to replace disposable plastic and cardboard packaging for the delivery of fruit and vegetables. In particular, the trial involves the entire Camst value chain (raw material procurement, production and processing in the centralised kitchen, distribution) for a major school catering contract. In the first 5 months of testing, a reduction of approximately 13 tonnes of CO₂ equivalent was achieved.

Progetto Alberi (The Trees Project)

In partnership with two vendors of printers and multiservices, the Information Systems department has been working for several years to mitigate the impact generated by printing on paper by planting trees both in Italy and abroad. In 2021, Camst printed a total of 619,593 pages and planted 74 trees. Planting projects are carried out in the Dominican Republic, Ireland, Madagascar and Mexico.

Sfridoo

Conceived in 2020 and launched in 2021, circular economy project Riusoo, run in partnership with start-up Sfridoo, has made it possible to give new life to obsolete or unused company assets that would have ended up in warehouses or landfills. The portal riusoo.com, which is also available as a web app, is a marketplace that allows Camst's production managers and maintenance technicians to browse available assets or post announcements about unused equipment, thus activating the process of relocating the asset where it can be used. The aim is to create a network with other non-profit associations and cooperatives in order to reduce the amount of new equipment purchased over time and reuse disused equipment.

Guzzini

The collaboration between Camst and Guzzini in 2022 led to the creation of the Better Future Kit: a complete set of fork, knife and spoon in Italian-made steel, placed in a recycled plastic container, which Camst will make available to schools and businesses that join the project. This represents concrete action to replace disposable plastic cutlery, involving and raising the environmental awareness of all users of catering services, called upon to do their part with a small daily gesture.



Find out more

5.4 Animal welfare

Camst considers animal welfare policies to be an integral part of the sustainability principles governing the company's decisions on supply chain development. Without hypocrisy, one step after the other, towards a goal that cannot be renounced.

Respect for conditions that promote animal welfare is an integral part of Camst's sustainability principles, and Camst is committed to ensuring that these policies are also shared by its vendors. During 2021, the Group initiated an audit of its supply chains to investigate how many of its vendors were already voluntarily committed to a higher level of animal welfare than required by industry regulations. Through a mapping of the supply chain, also facilitated by the new dedicated portal, Camst will eventually be able to identify operators capable of guaranteeing compliance with good breeding practices and adequate hygiene, feeding and animal health. As a result of this activity, the company updated its animal welfare policy, based on respect for the Five Freedoms that are used to define animal welfare conditions. The need to map their supply chains is also in line with the new demands expressed by consumers. According to the recent study conducted by the European Commission (Study on animal welfare labelling, final report - February 2022), consumers are willing to pay higher prices to receive accurate

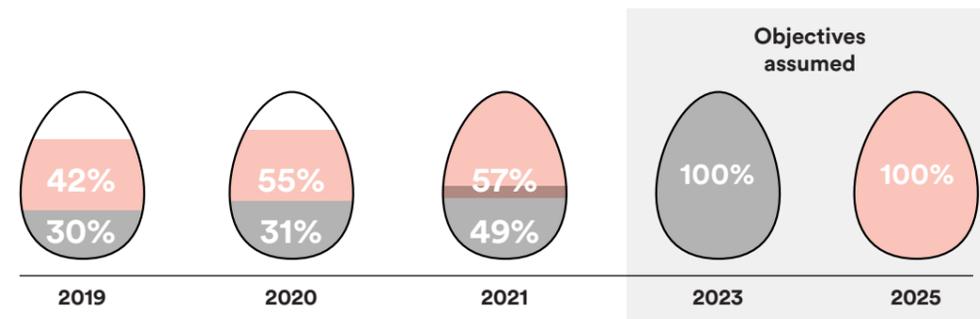
product information and to be sure that they are bringing animal welfare-friendly food to the table. The study also shows how, in the context of the Farm To Fork strategy, introducing animal welfare labelling would create added value for the entire food chain. Starting in 2015, thanks to the collaboration with CIWF (Compassion in World Farming), Camst set itself the first targets for the laying hen supply chain, committing to eliminate the use of eggs and egg products from cage-farmed hens from all company activities by 2025. Thanks to this commitment, Camst received the Good Egg Award from the association in 2017. The percentage of land-based purchases is constantly increasing.



Find out more about Camst's animal welfare policy

Camst Group (Italy) - purchases of eggs and egg products
% of total purchases

■ Cage-free eggs
■ Cage-free egg products



L&D's commitment

L&D has long been attentive to animal welfare in its supply chains, the issue being deeply rooted in the company's philosophy. In addition to conducting annual vendor audits, the company ensures that each of its vendors - from large groups to its numerous local farmers - is QS-certified. The QS label represents one of the most significant voluntary quality assurance systems, based on principles such as food and feed safety, mandatory requirements (European food legislation, hygiene regulations, animal welfare), additional legal requirements and monitoring. Since the German Animal Welfare Act only covers part of what is needed to ensure optimal welfare, L&D cooperates with vendors such as Neuland and Kikok, who offer meat products from species-specific farms that ensure compliance

with requirements beyond the legal limits. The German company also joined the European chicken initiative, a coalition of more than 30 organisations which aims to improve living conditions on chicken farms. Actions for greater protection of poultry include requirements such as a lower stocking density per square metre, limitation of overfeeding and minimum standards for lightweight, easy to handle materials, certified via independent third-party audits and monitored through regular reports on the development and progress of commitments. L&D has been working closely with its vendors since the beginning of 2019 to ensure satisfaction of the requirements of the European chicken initiative for all its purchases by 2026.





5.5 The challenge of reducing food waste

The fight against habits of consumption leading to a culture centred on waste must never stop: even today in the West, one in three food products is thrown away. But reversing the trend is possible and Camst is proof of this.

Food waste, which globally accounts for one third of all food produced, makes a major contribution to the climate change threatening Europe and the world. To address these challenges, the EU has adopted a new strategy for sustainable and inclusive growth, to stimulate the economy, improve people's health and quality of life and take care of the environment.

In December 2019, the European Commission launched the European Green Deal, an action plan aimed at turning climate issues and environmental challenges into opportunities and making the ecological transition fair and inclusive for all. One of the main lines of action is the 'Producer-to-Consumer' strategy to promote a fair, healthy and environmentally friendly food system, focusing on the need for action to change patterns of consumption and curb food waste. According to EU estimates, 20% of the total food produced is lost or wasted, while 43 million people cannot afford a quality meal every other day. The Food Sustainability Index, developed by Economist Impact with the support of the Barilla Center for Food and Nutrition Foundation (BCFN), has been examining the sustainability performance of global food systems since 2016. According to the 2021 report, Italy continues to perform well in eliminating industrial and household waste. The analysis, which looked at 78 countries in three areas (food loss and food waste, sustainable agriculture and nutritional challenges), places

us at the top of the food loss and food waste rankings, thanks in part to targeted initiatives, strategies and policies. These include the Gadda Law, which facilitated, partly by means of tax concessions, the donation of surplus food to non-profit organisations. This regulatory intervention, recognised as best practice worldwide, has produced tangible results: after the law came into force (2016-2017), food donations to the service sector increased by 21% in the first year alone. Returning to the data examined by the Food Sustainability Index, at the national level, the Italian production chain loses only 2% of its food; it is estimated that the annual per capita food waste is about 67 kg in households, 26 kg in catering and 4 kg per capita in distribution, the lowest figure among the 78 countries taken into consideration by the index. Combating food waste, along with environmental protection and the responsible management of resources, are some of the principles guiding the action of Camst, a conscious player in a supply chain that has a significant environmental impact and for this very reason must make concrete commitments.

Camst's approach and actions

Camst's strategy includes policies to prevent and reduce food waste. Food surplus containment policies act in particular on certain areas of impact, as shown in the table.

Fighting waste: Camst's actions



Upstream of meal production

1. Innovation and optimisation of production processes



Scheduling production and booking meals

1. Management software for organising production
2. App and web app for booking meals



Downstream production

1. Food recovery and donations
2. Collaborations with innovative start-ups
3. Use of no-waste bags
4. Pilot circular economy projects for the re-use of by-products



Promoting training and information for customers

1. Education in nutrition
2. Monitoring waste
3. Development of apps and web apps for corporate customers



Cooperation with DeWalt Industrial Tools

In 2021, for the first time in Italy, a corporate restaurant joined the Too Good To Go network. DeWalt Industrial Tools (Perugia), part of the Stanley Black&Decker group, will lead the way in Italy, joining the programme with its own canteen managed by the Camst

group. Company employees will be able to buy magic boxes with unsold products from the luncheons service using an app in a store dedicated to them and, in this way, reduce waste in the company restaurant.

Food recovery and education

Apps for combating waste

Among the actions taken by Camst in the fight against food waste is joining the Too Good To Go network. This project enables bars, restaurants, bakeries, pastry shops, supermarkets and hotels to sell unsold food packages at a 70% discount using food magic boxes. Since October 2019, the year in which the Group joined the initiative, two Camst bars and restaurants in Bologna (C'entro and Torrebò), the Tavolamica in Ravenna, two cooking centres in the Bologna area (Castel Maggiore and Imola) and one in the Modena area (Vignola) have joined the network, making Camst one of the first Italian catering companies to extend the possibility of access to the surplus generated by its cooking centres.

Even among foreign companies, the focus on combating food waste is high, as is participation in the network: Germany boasts three venues, Spain six and Switzerland two. Since the start of the partnership, Camst and Group premises have sold 13,000 magic boxes, corresponding to 32.5 tonnes of CO₂ savings.

Education in nutrition

The partnership with Last Minute Market, a spin-off of the University of Bologna focussed on the circular economy, has enabled Camst, for many years, to develop campaigns against food waste and educational paths for catering services. Education in nutrition starts at school, and plays a key role in preventing food waste. That is why in the school catering services of many primary and secondary schools, including those of the Municipality of Bologna, Camst has rolled out projects to reduce waste, including through the timely detection of waste.

An integral part of Camst's approach to education about nutrition is the use of the packaging in which children get certain types

of food, including bread, fruit and packaged snacks, thus sharing the importance of these small, and yet important gestures with their families. The use of waste-saving bags has been welcomed by many municipalities in which Camst operates, and has been extended to other catering services, including corporate catering.

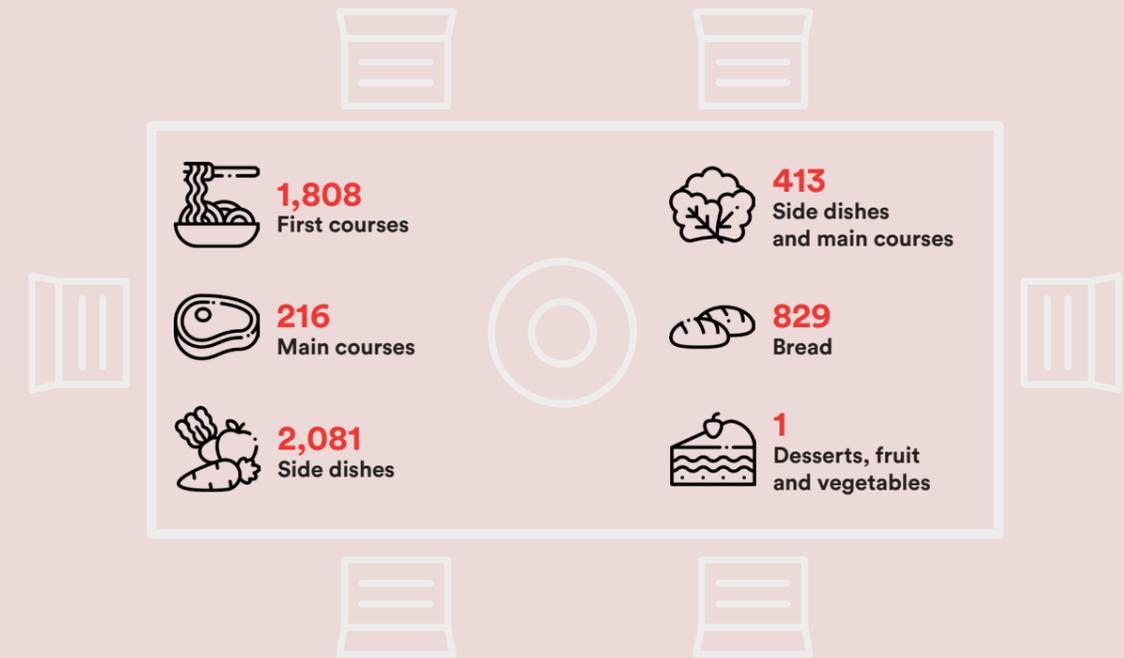
Donations

Camst is strongly committed to combating food waste: this is why - thanks to the Gadda law - it has been collaborating for fifteen years with associations working nationwide to distribute free food products to those in need. In this way, highly perishable foodstuff surpluses generated by normal production are recovered for consumption by people and families identified in cooperation with the authorities. This activity is carried out by Camst through special agreements with non-profit organisations that collect the food from the various production sites.

Over the years, numerous collaborations have been established, both by means of direct contact with local associations, such as the Bottega del Cotto in the province of Bologna, and by means of collaborations with national bodies, such as the aforementioned Last Minute Market or Banco Alimentare.

Our Spanish company Arcasa is also working together with a number of local organisations to donate meals. In 2021, no less than 7,240 meals were donated to the Pont Alimentari programme - sponsored by the Fundació Banc de Recursos and Rezero - at the Germans Trías i Pujol Hospital (Can Ruti), for a total value of € 21,720 and savings of 10.8 tonnes of CO₂. The Spanish company is currently working on extending the programme to other centres. Arcasa was also part of the advisory board that drafted the Guide for Food Waste Prevention in School Canteens, promoted by the Department of Agriculture, Livestock and Fisheries of the Generalitat de Catalunya and published in late 2021. Arcasa participated in the advisory board with its dietetics and nutrition team members.

2021 donations - what we recovered from our facilities and associations (kg)



Area	Side dishes	Side dishes and main courses	Desserts, fruit and vegetables	Bread	First courses	Main courses	Total
Central Southern Italy	-	-	-	-	-	-	-
Emilia-Romagna	437	413	1	176	1,088	30	2,145
Lombardy	239	-	-	-	436	186	861
North Eastern Italy	1,405	-	-	653	284	-	2,342
Total	2,081	413	1	829	1,808	216	5,348

Beneficiary entities





L&D zero waste

The participation of L&D and three other companies in the United Against Waste project, which started in 2020, continued in 2021 with important changes. By analysing the data collected the previous year, we were able to identify where food waste had occurred and take appropriate countermeasures. L&D's food waste analysis was also directly supported by the German Ministry of Food and Agriculture. The German company has also entered into

a very important partnership to fulfil its commitment against food waste by stocking its warehouses with vegetables from the Querfeld start-up, which collects vegetables with shapes which are not acceptable to supermarkets and therefore doomed to be discarded. Finally, we highlight the internal project initiated by L&D on unsold meals, which can be directly purchased by employees at reduced prices, in reusable and sustainable packaging.

Cheval Blanc: no wasted bread

Seven years of research, along with a collaboration with Jesper Gøtz, an expert sourdough chef, led to the development of a solution to reduce the waste of bread, the foodstuff most often wasted in Danish restaurants. Together with the renowned chef, Cheval Blanc was able to develop the 'best canteen bread in Denmark'. As the Danish company points out, the recipe is not a secret: it is a matter of learning the right techniques and having a good sourdough starter, combined with quality

organic flour, produced and transported in a sustainable manner. The quality of flour is not only a matter of its origin, but also of its environmental impact. According to Cheval Blanc, good bread, made with sourdough and quality ingredients, is as filling and satisfying as meat. In particular, if the customer desires a meal without animal protein, sourdough bread is an essential ingredient of the dish, as in the case of a French onion soup.

Recovering products from the distribution centre

In cooperation with the Purchasing and Logistics Department, a project to rationalise the RAC (warehouse area where non-conforming products are stored in controlled conditions) and to reduce annual disposal costs by transferring these foodstuffs to non-profit organisations working in the province of Bologna has been in place for some time. In recent years, following the roll out of stricter food safety regulations, goods with damaged primary packaging are no longer donated. This regulatory change led to a reduction in quantities.

The footprint of Camst

By making donations to local non-profit organisations, and thanks to its collaboration with Last Minute Market, the Group has managed over time to build a consolidated method to manage donations/withdrawals in a progressive manner, verifying both the aspects strictly related to hygiene and product safety, as well as logistical and fiscal aspects. The logistical organisation enables recovery of all types of products, including those falling into the 'fresh' and very fresh categories, in total safety at all stages of the process. Last Minute Market also enables direct matching

of supply and demand. To get a more concrete idea of how much impact the commitment against food waste has, Camst, with the help of LMM, has for years been calculating the footprint of donations made to beneficiary organisations.

Specifically, the environmental impact is measured via three indicators of natural resource consumption and greenhouse gas emissions, associated with the life cycle of the unwasted product in question:

- carbon footprint - measures the total amount of greenhouse gases released into the atmosphere throughout the life cycle of the product or service;
- water footprint - corresponds to the total volume of water used for the production of a given good;
- ecological footprint - measures the area of land and sea needed to regenerate the resources consumed during a product's life cycle.

The methodologies used in calculating environmental impacts are limited by the scarcity of data in the scientific literature and, in the case of contract catering, the wide variety of products served. It was therefore necessary to simplify the analysis by adopting a representative sample of products.

The footprint of food recovered by Camst

	 Carbon footprint (kg of CO ₂ equivalent)	 Water footprint (m ³ of water)	 Ecological footprint (global m ² of H ₂ O + soil)
2019	154,847	96,778	1,114,231
2020	184,170	118,470	1,382,680
2021	104,301	53,139	793,361

	 Equivalent journeys Milan-Naples	 Equivalent olympic pools	 Equivalent football pitches
2019	1,199	30	156
2020	1,425	37	193
2021	807	17	111

Product recovery from the distribution centre for public social services (kg)

	 Dry products (pasta, preserves, oil)	 Fresh products (meat and dairy products)	 Frozen products	Total
2019	8,307	8,080	5	16,392
2020	23,385	11,114	1,127	35,626
2021	4,864	14,117	1,653	20,634



Cheval Blanc: CO₂ index

Cheval Blanc has invested time and resources in the development of a CO₂ measuring device that is simple to use and yields results that are easy to understand for canteen guests and workers/operators. The technology was initially implemented for meat, which - with particular reference to red meat - is one of the foodstuffs with the greatest impact on emissions, still very much present in diets despite the downward trend in consumption in Europe. Initial measurements have shown that each type of meat corresponds to a certain amount of CO₂ emissions. Lamb, for instance, has four times the impact of pork.

There are several factors to consider when calculating the footprint of a given food: the method of cultivation, breeding, harvesting, processing and transport of the food. In detail, the CO₂ index developed by Cheval Blanc is calculated using data provided by DCA - Danish Centre for Food and Agriculture. The climate footprint is calculated in such a way that the production of 1 kg of food is converted into kg of CO₂ equivalent, obviously taking into account the entire life cycle of the product, i.e. the total carbon dioxide emissions up to arrival at the supermarket.

Progetto Stampanti (The Printers Project)

In line with the Progetto Alberi (see section on partnerships), aimed at offsetting the impact of printed paper, the Information Systems department initiated a parallel project to reduce the number of printers in Camst's branches and offices. In addition to lower printing, toner and maintenance costs, the environmental impact improves when printed documents are reduced and/or replaced by digital documents. The aim is to educate the corporate population to use printed documentation sparingly, thus reducing its environmental impact. It has been calculated

that an average of 21 million sheets of paper are printed each year, corresponding to as many as 262 trees felled. The project also includes the possibility of printing only with default toner-saving features and the application of the retained printing method. The latter requires that print jobs must be confirmed by the user directly on the printer's display, thus preventing documents being printed and then forgotten in the printer's output tray. Finally, an individual report is to be drawn up to monitor the printer usage of individual users.



5.6 Environment and process management

A significant part of waste in many areas of the world is still dumped into the environment. Yet proper management of the material waste generated by consumerism would make all the difference. Let's consider how this can happen.

Sustainability in the Camst Group offering

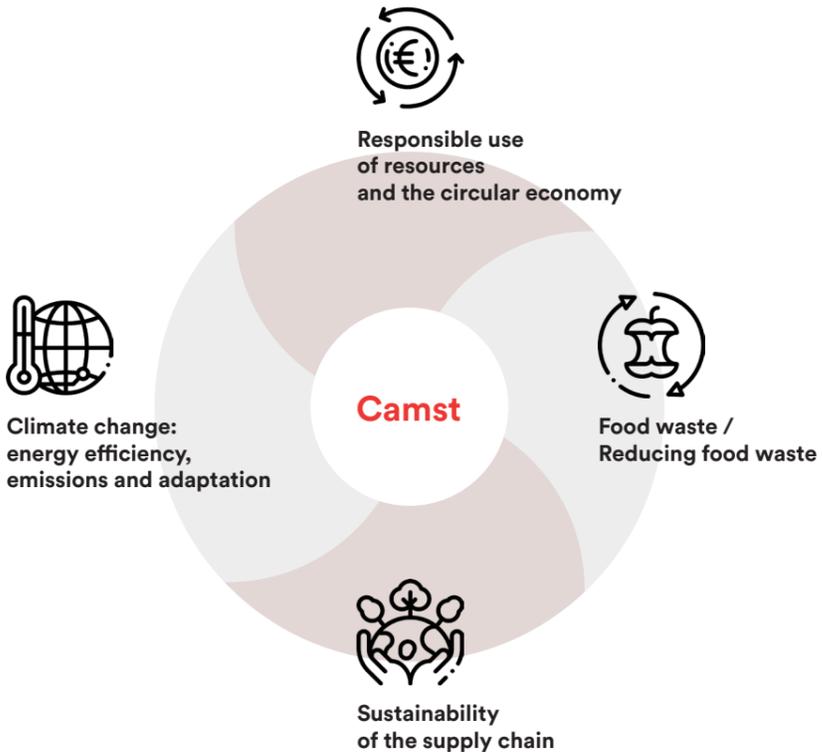
The Camst group's environmental policy is based on organisational-management tools and structures aimed at reducing the impact of our activities on the ecosystem, according to a strategy oriented towards an environmentally sustainable business model. For the Group, sustainability is always a dynamic concept, in which the different specific areas and activities

coexist in continuous interrelationships (material issues):

- responsible use of resources and the circular economy;
- food waste and food waste reduction;
- sustainability of the supply chain;
- climate change: energy efficiency, emissions and adaptation.

Please note that the quantitative data in this chapter refer to the parent company Camst and its subsidiaries operating in Italy. We are currently extending our data collection to the foreign subsidiaries.

Camst Group - the four points of our environmental policy



Waste management

Proper waste management is closely related to the persistence of waste in the environment, its gradually increasing quantity, the diversity of waste materials and the possible presence of hazardous substances. For this reason, prevention in waste production must be accompanied by sorted collection, recycling and energy recovery from materials cannot be used in other ways.

According to Italian legislation, waste is classified according to origin into municipal and special, and according to its characteristics into hazardous and non-hazardous. The following figures cover the activities of Camst and the Group's Italian companies. It should be noted that the total waste

figure for the year 2020 in the tables below is different from the one published in the Sustainability Report 2020, due to a typo in the previous document.

To make the tables easier to read, some waste categories have been grouped under the heading 'miscellaneous hazardous waste'. This category includes: halogen-free emulsions and solutions for machinery; packaging containing residues of or contaminated by hazardous substances; oil filters; discarded equipment containing chlorofluorocarbons, HCFCs, HFCs; mineral engine, gear and lubrication oils, non-chlorinated; inorganic wastes containing hazardous substances; gases in pressure vessels (including halons) containing hazardous substances; other insulating materials containing or made from hazardous substances; lead batteries.

Camst Group (Italy) - catering - waste by category (t)

	2019			2020			2021		
	Recovery	Disposal	Total	Recovery	Disposal	Total	Recovery	Disposal	Total
Hazardous waste									
Miscellaneous hazardous waste	0.50	0.43	0.93	1.51	0.60	2.11	0.88	0.49	1.37
Total	0.50	0.43	0.93	1.51	0.60	2.11	0.88	0.49	1.37
Non-hazardous waste									
Cleaning grease condensation tanks	286.66	1,479.05	1,765.71	543.31	1,071.67	1,614.98	135.78	1,717.38	1,853.16
Municipal and similar waste	1,437.29	4.92	1,442.21	918.19	–	918.19	988.36	–	988.36
Demolition waste	12.42	–	12.42	15.92	–	15.92	6.07	–	6.07
End-of-life equipment and printer waste	3.42	0.06	3.48	7.66	34.61	42.27	4.67	–	4.67
End-of-life vehicles and related waste	–	–	–	–	–	–	0.40	–	0.40
Maintenance waste	0.02	–	0.02	–	–	–	0.27	–	0.27
Total	1,739.81	1,484.03	3,223.84	1,485.09	1,106.28	2,591.37	1,135.55	1,717.38	2,852.93
Total waste	1,740.31	1,484.46	3,224.77	1,486.60	1,106.88	2,593.48	1,136.43	1,717.87	2,854.30

Camst Group (Italy) - catering - waste recovery (t)

	2019			2020			2021		
	On site	External site	Total	On site	External site	Total	On site	External site	Total
Hazardous waste									
Other recovery operations									
Miscellaneous hazardous waste	–	0.50	0.50	–	1.51	1.51	–	0.88	0.88
Total	–	0.50	0.50	–	1.51	1.51	–	0.88	0.88
Total hazardous waste	–	0.50	0.50	–	1.51	1.51	–	0.88	0.88
Non-hazardous waste									
Preparation for re-use									
Municipal and similar waste	–	71.69	71.69	–	40.70	40.70	–	41.57	41.57
Total	–	71.69	71.69	–	40.70	40.70	–	41.57	41.57
Recycling									
Municipal and similar waste	–	191.14	191.14	–	214.48	214.48	–	249.64	249.64
Cleaning grease condensation tanks	–	244.31	244.31	–	486.06	486.06	–	91.68	91.68
Waste generated by the maintenance of equipment and plant	–	–	–	–	–	–	–	0.27	0.27
End-of-life equipment and printer waste	–	0.10	0.10	–	0.69	0.69	–	0.11	0.11
Building demolition waste	–	1.10	1.10	–	–	–	–	–	–
Total	–	436.65	436.65	–	701.23	701.23	–	341.70	341.70
Other recovery operations									
Municipal and similar waste	–	1,174.40	1,174.40	–	662.00	662.00	–	523.98	523.98
Cleaning grease condensation tanks	–	42.35	42.35	–	57.00	57.00	–	44.10	44.10
End-of-life equipment and printer waste	–	3.23	3.23	–	6.95	6.95	–	4.57	4.57
Demolition waste	–	11.32	11.32	–	16.02	16.02	–	179.24	179.24
End-of-life vehicles and related waste	–	–	–	–	–	–	–	0.40	0.40
Maintenance waste	–	0.02	0.02	–	–	–	–	–	–
Total	–	1,231.32	1,231.32	–	741.97	741.97	–	752.28	752.28
Total non-hazardous waste	–	1,739.65	1,739.65	–	1,483.90	1,483.90	–	1,135.55	1,135.55
Total waste	–	1,740.16	1,740.16	–	1,485.42	1,485.42	–	1,136.43	1,136.43

Camst Group (Italy) - catering - waste disposal (t)

	2019			2020			2021		
	On site	External site	Total	On site	External site	Total	On site	External site	Total
Hazardous waste									
Other disposal operations									
Miscellaneous hazardous waste	-	0.43	0.43	-	0.60	0.60	-	0.46	0.46
Total	-	0.43	0.43	-	0.60	0.60	-	0.46	0.46
Total hazardous waste	-	0.43	0.43	-	0.60	0.60	-	0.46	0.46
Non-hazardous waste									
Landfill									
End-of-life equipment and printer waste	-	-	-	-	0.01	0.01	-	-	-
Cleaning grease condensation tanks	-	1,479.03	1,479.03	-	1,071.67	1,071.67	-	1,717.41	1,717.41
Municipal and similar waste	-	4.92	4.92	-	0.01	0.01	-	0.01	0.01
End-of-life equipment and printer waste	-	0.06	0.06	-	34.60	34.60	-	-	-
Total	-	1,484.01	1,484.01	-	1,106.29	1,106.29	-	1,717.42	1,717.42
Other disposal operations									
Total	-	-	-	-	-	-	-	-	-
Total non-hazardous waste	-	1,484.01	1,484.01	-	1,106.29	1,106.29	-	1,717.42	1,717.42
Total waste	-	1,484.44	1,484.44	-	1,106.89	1,106.89	-	1,717.88	1,717.88

The table on p. 172 shows the waste for the facility business unit. Following the example of the tables on catering waste, in order to make the document easier to read, it was decided to group some waste categories under 'other'.

This category includes: pickling acids and bases; mineral-based, non-chlorinated engine, gear and lubrication oils; other engine, gear and lubrication oils; chlorofluorocarbons, HCFCs, HFCs; other solvents and solvent mixtures; packaging containing or contaminated with residues of hazardous substances; absorbents, filter materials (including oil filters not otherwise specified), rags and protective clothing, contaminated with hazardous substances; antifreeze fluids containing hazardous substances; discarded equipment containing hazardous components (not PCBs); inorganic waste containing hazardous substances; gases in pressure vessels (including halons) containing

hazardous substances; nickel cadmium batteries; bituminous mixtures containing coal tar; other insulating materials containing or consisting of hazardous substances; discarded electrical and electronic equipment not containing mercury or chlorofluorocarbons; absorbents, filter materials, rags and protective clothing not contaminated with hazardous substances; discarded equipment not containing hazardous components or PCBs; non-hazardous components removed from discarded equipment; alkaline batteries, except those containing mercury; cement; glass; plastic; plasterboard; gypsum-based construction materials not containing hazardous substances; cables not impregnated with hazardous substances; spent ion exchange resins; batteries and accumulators not classified as hazardous; septic tank sludge; waste from wastewater purification; bulky waste; spent printing toner.



Camst parent company - facility - waste by category (t)

	2019			2020			2021		
	Recovery	Disposal	Total	Recovery	Disposal	Total	Recovery	Disposal	Total
Hazardous waste									
Other hazardous waste	1.84	0.17	2.01	2.79	0.87	3.67	1.81	1.16	2.97
Discarded equipment containing chlorofluorocarbons, HCFCs, HFCs	3.58	–	3.58	5.36	–	5.36	–	–	–
Lead-acid batteries	6.70	–	6.70	12.64	–	12.64	10.46	–	10.46
Fluorescent lighting tubes and other waste containing mercury	1.52	–	1.52	2.10	–	2.10	2.20	–	2.20
Total	13.64	0.17	13.81	22.89	0.87	23.76	14.48	1.16	15.63
Non-hazardous waste									
Mixed material packaging	32.97	27.92	60.89	29.99	38.98	68.97	69.60	–	69.60
Other non-hazardous waste	6.72	3.77	10.49	2.90	4.36	7.26	133.89	6.70	140.59
Iron and steel	13.63	–	13.63	52.36	–	52.36	49.68	–	49.68
Mixed waste from construction and demolition activities	38.54	–	38.54	41.48	–	41.48	153.34	–	153.34
Street cleaning residues	52.70	–	52.70	28.80	–	28.80	71.96	–	71.96
Total	144.56	31.69	176.25	155.53	43.34	198.87	478.47	6.70	485.17
Total waste	158.20	31.86	190.06	178.42	44.21	222.64	492.94	7.86	500.80

Camst parent company - facility - waste recovery (t)

	2019			2020			2021		
	On site	External site	Total	On site	External site	Total	On site	External site	Total
Hazardous waste									
Other recovery operations									
Other	–	3.36	3.36	–	4.89	4.89	–	4.01	4.01
Discarded equipment containing chlorofluorocarbons, HCFCs, HFCs	–	3.58	3.58	–	5.36	5.36	–	–	–
Lead-acid batteries	–	6.70	6.70	–	12.64	12.64	–	10.46	10.46
Total	–	13.64	13.64	–	22.89	22.89	–	14.48	14.48
Total hazardous waste	–	13.64	13.64	–	22.89	22.89	–	14.48	14.48
Non-hazardous waste									
Recycling									
Other	–	1.50	1.50	–	0.51	0.51	–	69.23	69.23
Mixed waste from construction and demolition activities	–	19.13	19.13	–	–	–	–	–	–
Total	–	20.63	20.63	–	0.51	0.51	–	69.23	69.23
Other recovery operations									
Mixed material packaging	–	32.97	32.97	–	29.99	29.99	–	69.60	69.60
Other	–	9.75	9.75	–	9.19	9.19	–	64.66	64.66
Iron and steel (set aside for recovery)	–	13.63	13.63	–	51.07	51.07	–	49.68	49.68
Mixed waste from construction and demolition activities	–	14.88	14.88	–	35.98	35.98	–	153.34	153.34
Street cleaning residues	–	52.70	52.70	–	28.80	28.80	–	71.96	71.96
Total	–	123.93	123.93	–	155.03	155.03	–	409.24	409.24
Total non-hazardous waste	–	144.56	144.56	–	155.53	155.53	–	478.47	478.47
Total waste	–	158.20	158.20	–	178.42	178.42	–	492.94	492.94

Camst parent company - facility - waste disposal (t)

	2019			2020			2021		
	On site	External site	Total	On site	External site	Total	On site	External site	Total
Hazardous waste									
Other disposal operations									
Other	-	0.17	0.17	-	0.60	0.60	-	1.16	1.16
Total	-	0.17	0.17	-	0.60	0.60	-	1.16	1.16
Total hazardous waste	-	0.17	0.17	-	0.60	0.60	-	1.16	1.16
Non-hazardous waste									
Landfill									
Bulky waste	-	1.22	1.22	-	-	-	-	-	-
Total	-	1.22	1.22	-	-	-	-	-	-
Other disposal operations									
Mixed material packaging	-	27.92	27.92	-	38.98	38.98	-	-	-
Septic tank sludge	-	-	-	-	4.36	4.36	-	-	-
Waste from wastewater purification	-	-	-	-	-	-	-	6.70	6.70
Other	-	2.55	2.55	-	-	-	-	-	-
Total	-	30.47	30.47	-	43.34	43.34	-	6.70	6.70
Total non-hazardous waste	-	31.69	31.69	-	43.34	43.34	-	6.70	6.70
Total waste	-	31.86	31.86	-	43.94	43.94	-	7.86	7.86



Generating value from waste: Waste2Value

Waste2Value is a circular economy project set up in 2020 to generate value from food waste, funded by a call for tenders issued by the Municipality of Castenaso.

The project envisaged ways of joint collaboration between the various partners in order to achieve the ambitious goal of closed-loop circularity.

The collaboration between IGD SIIQ, Coop Alleanza 3.0 and Camst, with the operational and logistical support of Impronta Etica and the Municipality of Villanova di Castenaso, led to the installation of a machine that can give new life to the orange peels and coffee grounds discarded every day by the bars in Bologna's Centro Nova (one of the shopping centres in which Camst operates together with the other partners). From this waste, a soil conditioner will be produced for the creation of a flower garden in the centre.

The garden will not only have an aesthetic function: it will also be a place of education and outreach for visitors and will serve as an example for others who wish to engage in similar circular economy projects.



The Camst-Hera partnership and the Arcasa experience: producing new resources from waste

Camst and the Hera group started a collaboration on circular economy projects in 2020 for the production of biodiesel from used vegetable oils and biomethane from organic waste.

The partnership was consolidated during 2021, with a particular focus on the results monitoring phase, which allows for the identification of critical issues, a wide-ranging view of each initiative and the calculation of its real environmental impact.

Regarding the first project, Camst activated a closed-loop circular supply chain for the exhausted vegetable oils generated by its 62 kitchens in the provinces of Bologna, Modena and Ravenna. The processed oil is sent to a biorefinery to be transformed into biofuel by Hera, whose biodiesel supply chain has been certified as sustainable by the SGS certification body. It is thanks to this certification that it is possible to calculate the positive environmental impact produced by Camst. In 2021 alone, 19,595 kg of vegetable oils were collected from the Group's kitchens, which, according to the measurement made by Hera:

- produced 18.80 tonnes of biodiesel, equivalent to 22,800 litres at the pump;
- prevented the use of 63 tonnes of CO₂;
- resulted in savings of 19 tonnes of oil equivalent over the year.

It has also been calculated that the result achieved by the 62 participating kitchens is equivalent, in terms of carbon dioxide savings, to the CO₂ absorption of as many as 3,150 medium-sized plants. In the light of these results, the company has expanded the collection of used oil in cooperation with Hera, which from 2022 will also cover the regions of Friuli-Venezia Giulia, Tuscany, Umbria, Lazio, Lombardy, Sardinia, Trentino-Alto Adige, Veneto, Marche, Abruzzo and Liguria.

Regarding the biomethane production project, the organic waste produced by Camst in the provinces of Bologna and Modena is collected by Hera and processed in the Sant'Agata Bolognese plant. This process also recovers solid organic matter for processing into compost. Here again, measurement proved to be crucial and showed positive results. In 2021, 421 tonnes of organic waste were collected, which will be used to produce 32,838 m³ of biomethane. This avoided the use of 25 tonnes of oil equivalent in fossil fuels and 59 tonnes of CO₂. Finally, it has been estimated that the biomethane produced would allow approximately 460,000 km to be travelled, which corresponds to the annual consumption of approximately 23 medium-sized cars, and that the quantity of CO₂ saved is equivalent to the CO₂ absorption of approximately 3,000 medium-sized plants.

Spanish company Arcasa has also developed a similar project in cooperation with two Spanish NGOs, RastroSolidario and ADISLAF Recikla, which are dedicated to the production of biodiesel from used production oils. The cooperation with ADISLAF Recikla meant that by 2021, 4,815 litres of waste oil were recovered. RastroSolidario dedicates the proceeds from the sale of biodiesel, which in 2021 amounted to € 2,632, to charitable activities.



Environmental and energy policy

Camst group is committed to operating with a view to the protection of the environment, including through the prevention of pollution and the reduction of possible impacts related to its activities and services, following an approach that considers the entire life cycle. The implementation of these commitments includes in particular:

- responsible use of natural resources and optimised consumption of energy sources;
- containment and reduction of environmental impacts, with particular reference to waste management, including sorted waste collection;
- management of process wastewater;
- use of environmentally friendly equipment, chemicals and processes.

In the specific area of energy, the Camst group's commitment is reflected in the following actions:

- pursuing technical solutions with low greenhouse gas emissions, valuing energy as an essential resource in the creation of value for the customer, through the efficient management of energy consumption in all business processes at catering premises and increasing the use of renewable sources;
- implementing monitoring systems for the most significant energy uses, such as cooking and food preservation, lighting, ventilation, room air-conditioning, and the delivery and distribution of meals; energy measures also include planning the operation and maintenance of facilities and equipment to ensure efficient operation;
- benefiting from new technologies, both in design and procurement, considering running costs and energy consumption throughout the life cycle.

Energy Management System

Camst's catering division has been UNI CEI EN ISO 50001:2018 certified for several years and implements the efficient and sustainable management of its energy consumption. For the Group, energy is a strategic and essential resource for creating value for its customers, as well as being indispensable for managing the transition to a

low-emission future and a more secure supply. Energy resources are a vital node in the link between the economic growth of the Camst group and the development of the region, the protection of the environment and the potential to influence the community.

Energy consumption

In the catering division, the consumption of electrical and thermal energy represents relevant processes for the kitchens as a whole, where meals are prepared. Consumption also covers the transport of meals and corporate mobility, as well as the air-conditioning of workplaces. In the facilities division, most management is indirect, and consumption management is under the purview of the client. The consumption figures shown in the table on p. 179, expressed in gigajoules (GJ), refer to the energy consumption of the parent company Camst and its main Italian subsidiaries: Bassa Romagna, Finrest, Gerist, GI Gastronomia and I Praticelli. Data on energy consumption outside the organisation are not available at the moment, especially in relation to the supply chain and logistics.

In 2021 there was an increase in consumption over 2020, partly due to the upturn in business after the pandemic. In particular:

- electricity consumption increased by 9%;
- methane consumption increased by 11%;
- fuel consumption increased by 25%.

A comparison with 2019 (pre-pandemic), however, reveals a reduction in these values - as shown in the infographic - albeit influenced by the fact that production was not yet at full capacity.

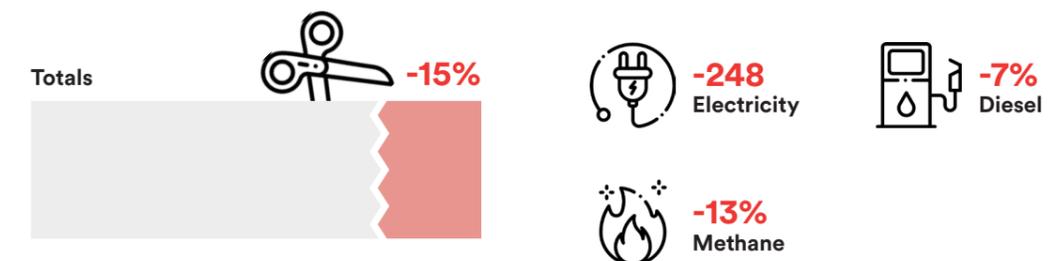
Electricity and methane consumption includes not only the consumption of the production centres for which the utility directly invoices Camst or the Group's Italian companies, but also estimates for utilities registered not with Camst, but with the client. This consumption was estimated on the basis of uniform production indicators compared to centres with direct billing.

The consumption data per area/division relate to 390 consumption units for the catering division, including common services, and 59 consumption units for the facility division. The number of these units is subject to change from the previous period. It should be noted that a consumption unit is defined as the set of sites where the consumption of at least one of the energy vectors under consideration was recorded.

Camst Group (Italy) - energy consumed (Gigajoule)

	2019	2020	2021
Electricity	341,342	252,508	276,058
from renewable sources	2,565	2,844	46,472
Fuel	47,484	37,654	46,879
Diesel	43,916	34,410	40,640
Unleaded petrol	1,462	1,004	1,683
LPG	2,106	2,240	4,556
Methane	441,070	346,304	391,457
District heating	11,849	12,188	8,303
Wood (renewable)	12,661	5,816	5,069
Total energy consumption	854,406	654,470	727,767
from renewable sources	15,226	8,661	51,541
Energy consumption per area/division			
Catering	802,458	602,457	671,220
Facility services	51,948	52,013	56,546
Total energy consumption	854,406	654,470	727,767

Camst Group - total energy consumption - 2021 vs. 2019



Camst Group - use of energy from renewable sources - 2021 vs. 2019



Energy intensity

The energy consumption indices (per unit product) of the parent company and the Italian subsidiaries were calculated for the catering and facility divisions.

For the catering division, the number of meals served was used as a benchmark, while for Camst's facility division the number of work orders, i.e. requests received from clients, was used. As far as catering is concerned, the intensity index for the year 2021 is improving compared to 2020, but is not yet in line with

pre-pandemic values. The figure is affected by the presence in the accounts of a company that does not provide catering services (I Praticelli), which was not present in the Group last year, and by the reorganisation of the company GI Gastronomia Italiana. If we consider the parent company Camst alone, the figures are improving and are close to pre-pandemic values.

For the facility division, the improvement trend already shown in previous years is confirmed.

Camst Group (Italy) - energy intensity

		2019	2020	2021
Catering division energy intensity index				
Energy consumption	Gj	802,458	602,457	671,220
Metric (number of meals) ¹	No.	120,911,890	71,568,022	93,206,703
Energy intensity index	Gj/ No. x 1000	6.64	8.42	7.20
Facility division energy intensity index				
Energy consumption	Gj	51,948	52,013	56,546
Metric (number of work orders)	No.	52,243	55,900	60,998
Energy intensity index	Gj/ No.	0.99	0.93	0.93

¹Catering - The EMS (Energy Management System) calculates the total number of meals including internal passages (Pint), which also consume energy.

Camst parent company - energy intensity

		2019	2020	2021
Catering division energy intensity index				
Energy consumption	Gj	784,358	590,517	641,954
Metric (number of meals) ¹	No.	119,406,659	70,748,686	92,126,070
Energy intensity index	Gj/ No. x 1000	6.57	8.35	6.97

¹Catering - The EMS (Energy Management System) calculates the total number of meals including internal passages (Pint), which also consume energy.

Corporate energy analysis

As part of the process of increasing the efficient use of energy, an energy analysis, an essential element of the energy management system, was conducted for the parent company Camst in order to

- evaluate the consumption of all sites within the scope of the system;
- identify areas of significant use;
- identify possible opportunities for improvement.

Primary energy consumption, expressed in primary kilowatt-hours, abbreviated as kWhpe, was calculated for each of the Group's premises. The term 'primary' identifies a naturally occurring source of energy, which may be renewable (solar, wind, hydroelectric, etc.) or non-renewable (crude oil, natural gas, coal, etc.). Others, such as electricity or district heating, are secondary sources, because they are generated by the transformation of a primary source. Conversion to primary energy is required to sum the non-homogeneous sources and calculate the overall consumption of the Group's premises. All premises where Camst has direct energy management fall within the

scope of the energy analysis, thus excluding sites characterised by:

- energy consumption on Camst's behalf for less than ten months;
- energy consumption where Camst does not have direct control and management (e.g. a company canteen);
- management of a total duration of less than one year.

The table on p. 182 shows the number of facilities within the scope of the energy management system, compared to those where meals are counted or receipts are issued.

Since Camst is a complex multi-site enterprise, the energy analysis is prepared in line with the range of services it provides, identifying 7 types of site (as shown in the table on p. 183) as follows:

- data from accounting are collected;
- data belonging to the same types are compared;
- the information obtained is fed into performance indicators to enable the identification of improvement actions.



Scope of the analysis (units)

	2016	2017	2018	2019	2020	2021
Premises within the scope of the energy management system	158	153	152	156	154	142
Total premises where meals are produced or receipts issued	1,904	1,972	1,865	1,809	1,734	1,799

Results in the field of application

	New baseline 2017-2020	2021
Primary energy consumption (kWhpe) - cumulative	518,492,291	108,187,634
Number of meals produced - cumulative	169,716,459	37,834,746
Performance index Primary energy consumption / number of meals (kWhpe/n.m.)	3.055	2.859
Change in performance index compared to previous year (%)		-6.40%

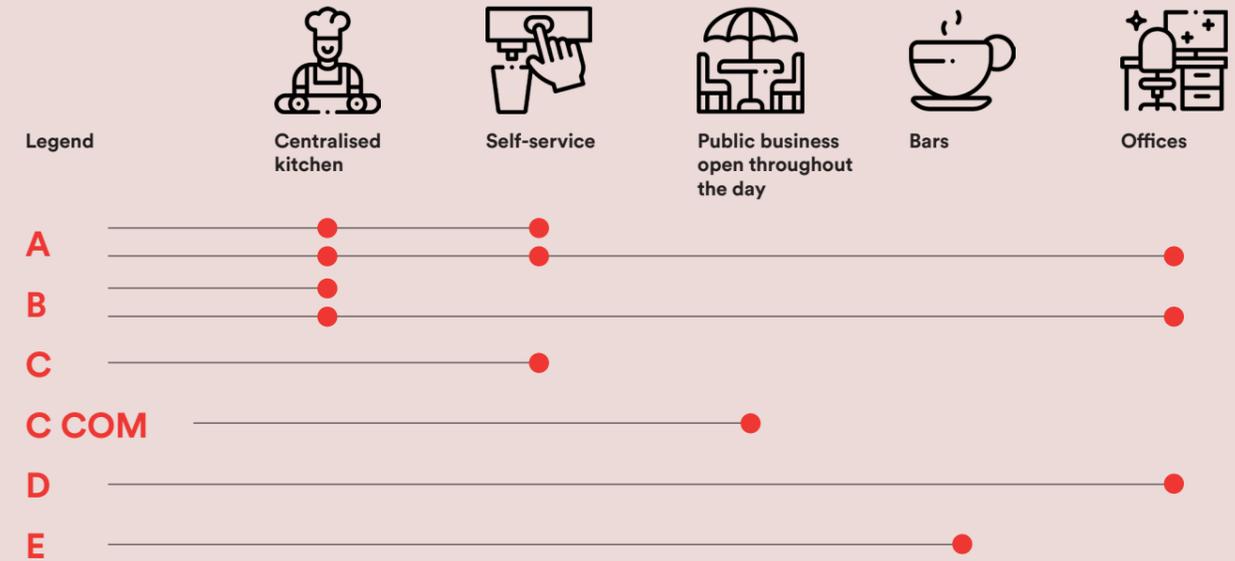
Performance Indicators

The index is used to describe the energy performance of each individual facility so that a comparison can be made with establishments in the same category. The performance indices for each facility are calculated according to the types they belong to, as follows

- A, B, C COM: the consumption expressed in primary energy is divided by the number of meals produced; this index represents the energy consumption to produce each individual meal;
- D (offices): the consumption expressed in primary energy is divided by the total area of the building; this index represents the specific energy consumption per square metre;
- E (bar): the consumption expressed in primary energy is divided by the number of receipts issued; this index represents the specific energy consumption per receipt;

- F (centralised warehouse): an algorithm relates the consumption expressed in primary energy to the tons of goods handled and the average outdoor temperature; this index represents the energy efficiency in the storage and handling of goods in the centralised warehouse.

The table above shows the overall results of the 2021 energy analysis compared with the new baseline, which is equal to the results achieved in the period 2017-2020. Total consumption is calculated by summing the primary energy of all sites included in the energy analysis (A, B, C, C COM, D, E, F). The number of meals produced is determined by summing the production of the premises belonging to types A, B, C and C COM. The specific primary energy consumption per single meal is obtained by dividing the total primary energy by the number of meals produced and represents the average primary energy required to produce a single meal.



The results of the energy analysis

	Type	Index	Old baseline 2016	New baseline 2017-2020	2021
A		kWhpe/n.m.	2,375*	2.565	2.488
		Var (%)		7.98%	
B		kWhpe/n.m.	1.735	1.818	1.802
		Var (%)		4.70%	
C		kWhpe/n.m.	6.313	6.474	7.673
		Var (%)		2.54%	
C COM		kWhpe/n.m.	9.112	9.629	29.499
		Var (%)		5.68%	
D		kWhpe/m ²	339,02*	279.142	263.392
		Var (%)		-17.71%	
E		kWhpe/rcpt	0.822	0.867	10.197
		Var (%)		5.42%	
F		kWhpe/t**	6.797	6.480	9.169
		Var (%)		-4.66%	41.49%
Overall		kWhpe/n.m.	3.130	3.055	2.859
		Var (%)		-2.41%	-6.40%

*value adjustment compared to the 2016 published budget

**normalised performance index update depending on goods handled and outside temperature

Objectives and Results

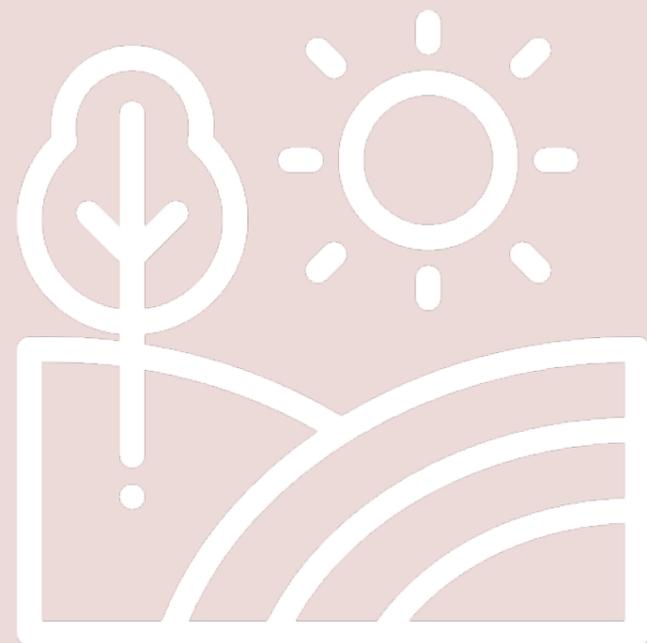
We give the results of the company's energy analysis for each individual category below. The percentage change in the performance index is calculated for the overall index and for type F, in line with the targets set for the five-year period 2021-2025. Changes are calculated in relation to the average values for the period 2017-2020, which is the new baseline.

For 2021, the overall index showed a reduction of 6.4% relative to the new 2017-2020 baseline. On the other hand, the index for type F showed a deterioration of almost 42%, due to the reduction in the amount of goods handled.

No index deviations were calculated for types A, B, C, C COM and E, as there are no specific targets. For the five-year period 2021-2025, the targets are shown in the table.

2021-2025 targets

Type	Index	2017-2020 baseline	2021-2025 targets
A	kWhpe/n.m.	2.565	Breakdown of consumption and progressive inclusion of individual activities within the reference categories (B, C and D)
	Var (%)		
F	kWhpe/t**	6.480	6.350
	Var (%)		-2.00%
Overall	kWhpe/n.m.	3.055	2.994
	Var (%)		-2.00%



Energy efficiency projects

In 2021 (post-pandemic), 13 energy efficiency measures were implemented, resulting in a reduction of almost 500,000 kWhpe. The investments involved the following actions in particular:

- replacement of lighting fixtures with new ones equipped with LED technology;
- boiler replacement;
- heat pump replacement;
- replacement of domestic hot water generators.

In addition, in order to reduce waste, the collaboration between the energy management office and the training office resulted in the project 'Accendiamo il risparmio... energetico' (Turn on the energy saving).

Camst tackled this challenge by creating an online training course that would implement an innovative approach for a more direct impact in the daily life of every catering employee.

- The training course is characterised by being:
- quick, clear, fun and accessible from all platforms;
 - usable both at home and at work;
 - traceable.

These are the objectives of the energy management system:

- strengthening the application of good practices for waste reduction;
- dissemination of basic information on the ISO 50001-certified energy management system.

Given the success of the first edition, the results of which are reported in Chapter 7, in the section on training, Camst has decided to confirm the project for 2022 as well.

Emissions

As for energy consumption, the scope of the emissions data we present includes the parent company and the Group's Italian subsidiaries. Emissions are reported in tons of carbon dioxide equivalent (tCO₂e). The tables show data on direct emissions (Scope 1 GHG - Greenhouse gas) resulting from the consumption of methane, fuels and other energy sources, together with indirect emissions associated with the consumption of electricity purchased from the grid (Scope 2 GHG) and originating during its production. The quantitative data we present, based on estimates, are derived from the conversion of the quantities of the various energy sources consumed.

The calculations follow the location-based method, which involves accounting for emissions from electricity consumption by applying national average emission factors for the various countries from which electricity is purchased. The parameters for calculating emissions from fuel consumption are based on ISPRA - Ministry of the Environment sources (www.isprambiente.gov.it, on DGR 967/2015 and DGR 1275/2015).

The emission intensity indices for the three-year period 2019-2021 are given below. The benchmarks used to calculate these indices are similar to those used for the energy intensity indices. Thanks to the increased use of energy from renewable sources, the catering division has registered an improvement of almost 20%. The facility division confirms the improving trend of previous years.

Development of the levers of the corporate strategic plan 2021-2025

Areas of impact

Camst actions

Recovery of energy efficiency

90 energy efficiency measures

Reduced CO₂ emissions due to electricity consumption (100% from renewable sources)

30% - 60% - 100%

Development of an energy culture with the 'Accendiamo il risparmio... energetico' competition

Expected savings: minimum 100k

Camst Group (Italy) - CO₂ and (tCO₂e) emissions

	2019	2020	2021
GHG emissions - Scope 1	29,916	23,755	26,125
GHG emissions - Scope 2 ¹	25,300	18,053	16,341
Total GHG emissions	55,216	41,807	42,466
Catering			
GHG emissions - Scope 1	26,951	20,796	22,936
GHG emissions - Scope 2	25,148	17,901	16,196
Total catering	52,099	38,697	39,132
Facility services			
GHG emissions - Scope 1	2,964	2,958	3,188
GHG emissions - Scope 2	152	152	145
Total facility services	3,117	3,110	3,333

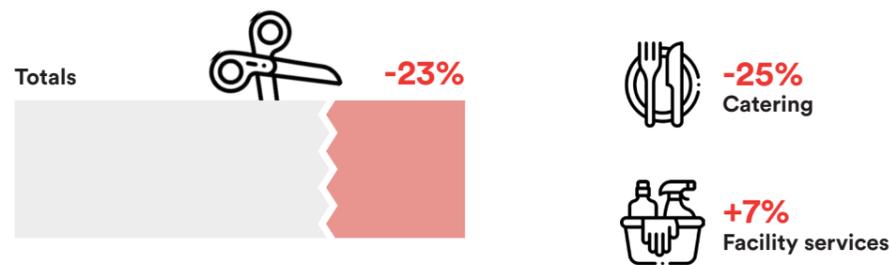
¹Location-based method

Camst group (Italy) - emissions intensity (t)

		2019	2020	2021
Catering				
CO ₂ emissions	tCO ₂ e	52,099	38,697	39,132
Number of meals produced ¹	No.	120,911,890	71,568,022	93,206,703
Overall intensity index, catering division	tCO ₂ e/ n.m.*1000	0.431	0.541	0.420
Facility services				
CO ₂ emissions	tCO ₂ e	3,117	3,110	3,333
Number of work orders	No.	52,243	55,900	60,998
Overall intensity index, facility services division	tCO ₂ e/ work orders	0.060	0.056	0.055

¹ Catering - The EMS (Energy Management System) calculates the total number of meals including internal passages (Pint), which also consume energy.

Camst Group (Italy) - CO₂ e (tCO₂e) emissions reduction - 2021 vs 2019



2021 emissions are here compared not with the previous year, but with those of 2019, as 2020, due to the pandemic, was an atypical year with long downtimes. The comparison therefore considers the pre-pandemic emission values. In 2021 we see facility division emissions growing due to the development of a relatively new business for the Group.



Water resources

For production processes in the catering area, water is a fundamental input as well as an indispensable resource for other activities and services in facility management, particularly soft services. For the purposes of data collection, however, it should be noted that, in the premises of the facility division, utilities and consumption are not managed directly by Camst, but mainly indirectly by our clients.

Camst operates in full awareness of the strategic importance of water resources and the water stress to which much of Italy is subject, and hence also many areas in which the Group operates. Water stress is a parameter that measures the ratio of total water withdrawal to available renewable surface and groundwater supplies. Water withdrawals include domestic, industrial and agricultural uses. Higher values indicate more competition between users.

The World Resources Institute's Aqueduct Water Risk Atlas (wri.org/aqueduct) was used to assess areas subject to water stress.

The Camst Group's Italian operations and premises are located all over the country, most of which has areas of high water stress.

The Camst Group's water management policy includes developing and rolling out solutions to reduce water withdrawals.

The water we consume is drawn entirely from local distribution networks (aqueducts). Consumption originates from kitchen production processes, and has been estimated on the basis of a point-based survey of wastewater discharges at a representative sample of production units.

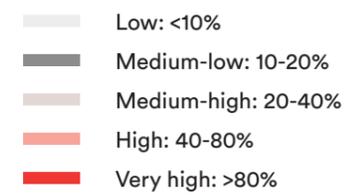
Wastewater discharges

Pursuant to current rules and regulations, wastewater discharges from Camst, Finrest and Bassa Romagna operations flow into the public sewage system in the area.

The divergence between the reported litres of water withdrawn and litres discharged is mainly attributable to evaporation and the incorporation of water into the finished product.

Water stress in Italy

Source: World Resources Institute



Camst Group (Italy) - water withdrawals (Megalitres - MI)

	2019	2020	2021
Third-party water resources (aqueduct)			
Fresh water ($\leq 1,000$ mg/l total dissolved solids)	1,557.109	886.056	909.127
Other water types ($> 1,000$ mg/l total dissolved solids)	–	–	–
Total	1,557.109	886.056	909.127

Camst Group (Italy) - wastewater discharges (MI)

	2019	2020	2021
Third-party water resources (aqueduct)			
Fresh water ($\leq 1,000$ mg/l total dissolved solids)	1,163.392	667.203	564.888
Other water types ($> 1,000$ mg/l total dissolved solids)	–	–	–
Total	1,163.392	667.203	564.888

Camst Group (Italy) - water consumption (MI)

	2019	2020	2021
Total water consumption	393.717	218.852	344.239



The dry cleaning system

Thanks to a collaboration with our vendor Diversey and its expertise in the field, Camst has identified an alternative solution for replacing conventional kitchen cleaning methods, which consume large amounts of water and thus waste natural and economic resources. We therefore decided to use the same methods as used in sanitising operating theatres, which guarantees maximum hygiene while reducing the amount of water and detergents used.

In the meal centres where it is currently applied (in Camst and some Group companies in Italy), water savings of 0.60 to 0.72 litres per meal produced have been recorded, depending on the type of kitchen. 32 kitchens were involved in the project in 2021, 4 fewer than in 2020, a variation resulting from changes in contracts. A saving of more than 17 million litres was recorded in 2021, corresponding to almost 7 Olympic-size pools.

Saving water in kitchens



Water savings due to the dry kitchen cleaning system (millions of litres)

The figure for 2020 is affected by the cessation of activities due to the pandemic; the figure for 2021 by changes in contracts.



Scope of application

	Large kitchens (> 900k meals)	Medium-sized kitchens (400k - 900k meals)	Small kitchens (< 400k meals)
Production sites (units)	12	12	8
Meals (units)	13,000,852	6,811,207	1,216,037
Consumption (litres)	92,488,000	51,620,000	12,119,541
Average savings	-12%	-10%	-8%
Savings (litres)	11,098,560	5,162,000	969,563
Average consumption 2021 ¹	7.114	7.579	9.966

¹Values are indicative and the percentage savings have been estimated

Dry vehicle washing

For 2022, Camst has set itself the goal of expanding the dry cleaning system to the company car fleet. In collaboration with a vendor, a 'positive' trial was run at the Villanova site during 2021. Trials will continue at the Zola Predosa site. Cleaning company car fleets is a costly and environmentally unsustainable process. Dry cleaning involves the use of 100% environmentally friendly waterless detergents

that are sprayed on as they are used, lifting the dirt off the surface of the vehicle for removal with special microfibre cloths. This allows washing to be carried out with less dirt around the vehicle, and less waste on the ground and noxious vapours. Jet washing uses 150 to 300 litres of water per vehicle depending on size. Assuming 15 vehicles are washed per week, estimated annual savings amount to 156,000 litres.

Car wash without water waste

*estimate for the Camst car fleet, 15 vehicles washed per week





6.1 Economic value generated and distributed

Determining each year how much wealth is produced and what impact its production has on stakeholders is an act of transparency, which helps us to become aware of the economic value generated and distributed across the territory.

The representation of generated and distributed value makes it possible to quantify the creation of economic value and its distribution to our various internal and external stakeholders: members and employees, vendors, public authorities, the territory and community. The table shows a reinterpretation of Camst's consolidated income statement from a stakeholder perspective, showing the impact that the Group produces.

The generated value includes net revenue (revenues, other operating income, net of credit losses, financial income), while the distributed economic value includes costs reclassified by stakeholder category and any distributed dividends. The retained economic value consists in the difference between the generated and distributed economic values, and accounts for the depreciation of tangible and intangible assets, provisions, and deferred tax assets and liabilities. For further details and analysis of the items, please refer to the consolidated financial statements of the Camst Group.

The economic value for members and workers

The financial results for 2021 were influenced by the effects of the Covid-19 pandemic. The total value distributed to employees, about € 305 million, corresponds to 47.7% of generated value, of which about half

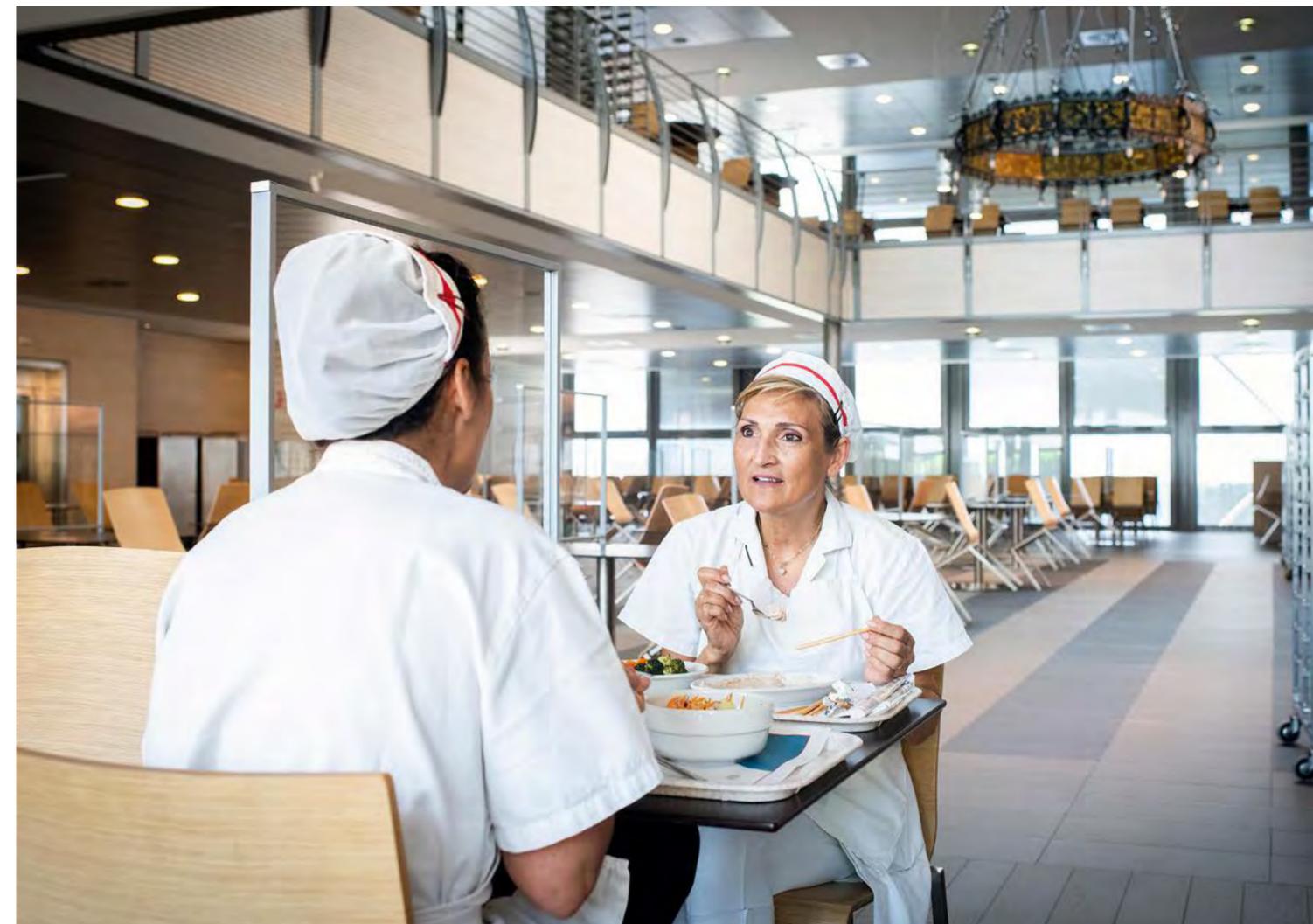
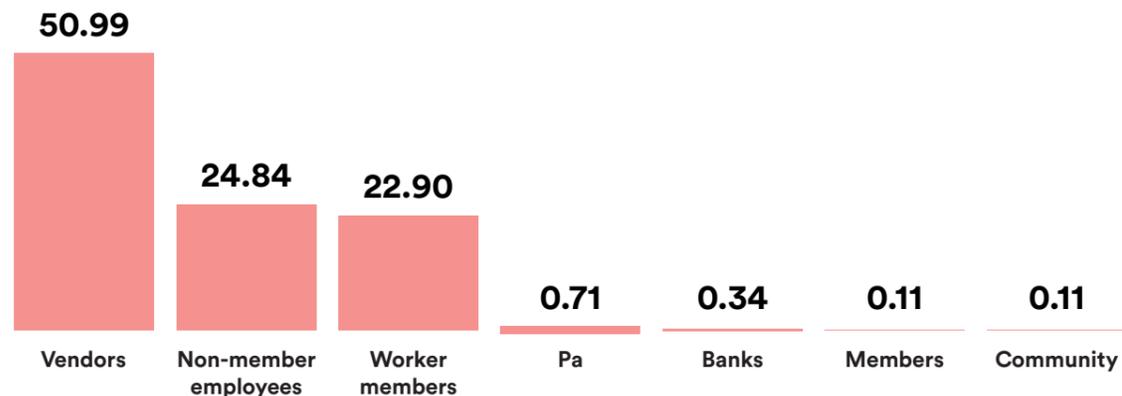
(23%) is distributed to employees who are also members of the parent company (Camst Cooperative). This is a high amount, if we consider that only the parent cooperative has employees who are also members. It should also be noted that the economic dimension of the distributed value does not express the Group's financial effort, since during the 2021 financial year, sums paid out under the extraordinary social security cushion provided for by Covid containment regulations (FIS) were advanced to all employees which, for the parent cooperative alone, amounts to about € 7 million (€ 12.8 million in the previous financial year). Also with reference to the value distributed to employees, as part of the Group's restructuring process, sums amounting to approximately € 6.2 million were disbursed as staff redundancy incentives to support the transition to retirement of numerous employees, thus partially promoting generational turnover. This 'social investment' did not end during the year; in fact, the parent company has increased the resources it dedicates to this support in the future, allocating a further provision of € 500,000, already included in the economic value distributed to employees. Finally, we would like to mention that access to microcredit for employees was also supported and maintained in 2021, amounting to € 69,603 as at 31 December, with a total of 70 people assisted in this way.

Breakdown of added value

Euro

	2019	2020	2021
Generated economic value	770,765,886	520,019,296	647,513,743
Vendors - operating costs	(383,114,604)	(272,115,748)	(326,443,657)
Human resources - non-member employees	(172,762,336)	(133,175,194)	(159,019,011)
Human resources - worker members	(172,631,000)	(123,935,603)	(146,605,694)
Banks and other lenders - financial charges	(2,005,543)	(1,933,702)	(2,199,639)
Members - interest on the loan account	(784,804)	(776,199)	(722,038)
Public authorities - taxes and fees	(7,865,988)	(3,325,119)	(4,544,752)
Community, territory, institutions (charitable donations, social activities)	(425,586)	(640,250)	(727,745)
	(739,589,861)	(535,901,815)	(640,262,536)
Paid out dividends - members	(2,099,696)	(1,194,858)	-
Distributed economic value	(741,689,557)	(537,096,673)	(640,262,536)
Retained economic value	29,076,329	(17,077,377)	7,251,207

Distributed economic value (2021) - %



6.2 Capital strength and shareholder participation

For a cooperative, the words capital, assets, loans have a very high social significance, which goes beyond the Civil Code to affirm a different model, based on the value of participation.

Share capital and number of members

The shareholder capital (share capital and grant shares) of the parent company Camst soc. coop. a.r.l. as at 31 December 2021 was € 22,902,000.

Social participation and member services

Social participation in Camst involves members in many activities and includes not only the economic and corporate sphere, but also the areas of culture and social solidarity. As in the previous year, it was not possible to resume the group activities that the Camst cooperative usually organises for its members in 2021. However, other social activities continued,

which in 2021 involved:

- general assemblies: general budget assembly and financial statement (€ 56,515) in virtual mode;
- information: company newspaper duepunti and the sustainability report (€ 51,137);
- giveaways: Christmas lunch box given to all equity members (€ 3,364);
- solidarity and income support: loans to members (€ 202,309).

Net equity

As at 31 December 2021, the Group's consolidated shareholder equity amounted



Member base - units

	2019	2020	2021
Worker members ¹	7,834	7,317	6,484
Equity members	4,364	4,314	4,243
Total member positions	12,198	11,631	10,727

¹We include former Camst workers now employed in other Group companies. Compared to the figure in the Human Resources chapter, there are 18 additional units for 2021.

Share capital and investment shares - Euro

	2019	2020	2021
Share capital	13,424,000	13,059,000	11,514,000
Investment shares	12,886,000	12,475,000	11,387,000
Total	26,310,000	25,534,000	22,901,000

Net equity, Camst parent company - Euro

	2019	2020	2021
	209,978,573	170,157,465	168,039,923

Loan account

	2019	2020	2021
Ordinary loan (thousand Euro)	26,163	25,816	23,803
Conditional loan (thousand Euro)	35,925	31,575	32,310
Interest credited (thousand Euro)	508	483	463
Total	62,596	57,874	56,577
Free passbooks (units)	3,809	3,703	3,446
Capital savings passbooks ¹ (units)	1,929	2,300	1,292

¹The figure reported in the Sustainability Report 2020 referred to members with capital savings passbooks

to € 134,519,058, while that of the parent company Camst alone was € 168,039,923 and was allocated to the indivisible reserve, i.e. to support the development of the cooperative. The latter is a fundamental aspect, linked to the cooperative nature of Camst, which requires that assets be assigned a higher function: that of ensuring and supporting generational turnover.

Loan account

Members have the option of investing directly in the cooperative through the loan account, the primary source of financing for Camst. As of 31 December 2021, the social loan amounts to € 56.5 million. Of this, net of credited interest (€ 463,000), € 11.9 million relates to worker member passbooks, who govern their ordinary domiciliation and thus favour free savings. Equity members, whose investments as of 31 December 2021 amounted to € 44.2 million, prefer the bond formula, which guarantees them a higher return. The loan account figures attest to the solidity of the relationship of trust between the cooperative and that part of its member base that sees Camst as a safe investment

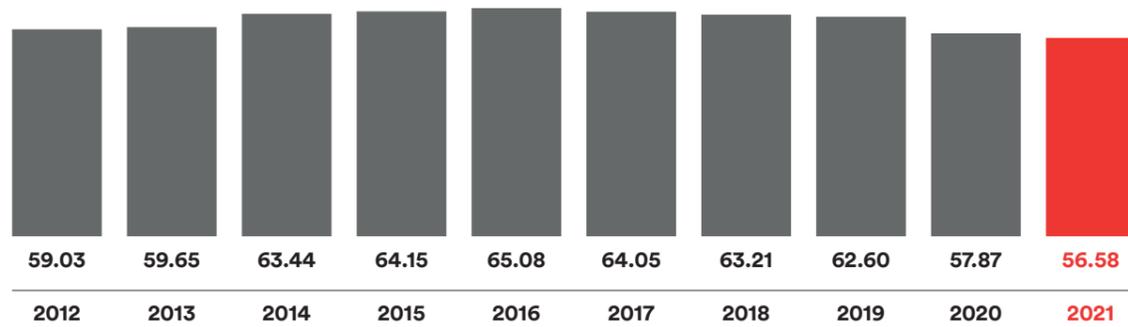
and a source of good returns. In 2021, a new three-year bond was established, which pays a gross annual premium of 1%. This proposal complements the traditional two-year gross premium, offering members the possibility of diversifying their term deposits.

The significant value of the loan account is an important lever for the development of the business, which goes hand in hand with Camst's commitment to increase the security of deposits and the return on its investor's savings.

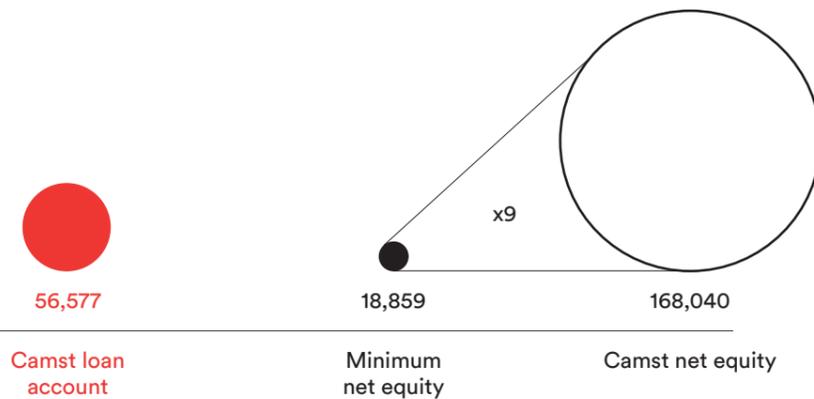
Please note that the statute (pursuant to the law) provides for a ceiling of three times the cooperative's net equity. As things stand, Camst's net worth is almost nine times higher than this minimum net worth requirement, which indicates great security for all lending members.

In light of these considerations and the actions taken to ensure liquidity and business continuity, Camst is confident that the savings deposited with the cooperative enjoy a risk/return ratio that is difficult to find on the market, and that this policy will be pursued in the years to come.

Progress of the loan account
Million Euro



The Loan Account 2021
Thousand Euro



Source: Camst Group Financial Statement 2021



6.3 Financial investments and the ESG factor

Maintenance of assets and efficient remuneration: these are the objectives of the Group's financial investments, entrusted to the company Finrest, a 100% subsidiary of Camst.

Financial investment policies and management

The Camst group manages financial investments through Finrest, a wholly-owned subsidiary of the parent company Camst; the latter is responsible for coordinating financial activities and defining three key elements:

- 1) term;
- 2) expected performance;
- 3) risk factor.

Since 2013, the Group's investment activity has been governed by regulations that set the objective of financial activity: maintenance of assets and efficient remuneration. This objective is pursued through the selection and diversification of investments and constant monitoring of the various forms of financial risk, in order to prevent and contain the latter. In 2020, Finrest, in line with the sensitivity of and resulting line of conduct adopted by the Camst Group, initiated a quantitative assessment of the sustainability impact of its investment portfolio, based on the ESG ratings assigned by some of the leading institutions in the market. As of 31 December 2020, more than 75% of the Camst Group's total investments (amounting to € 80.7 million) were scored for their sustainability impact - ESG.

Also in 2021, Camst included sustainable investment objectives in the regulations governing its financial activities. As of 31 December 2021, it was possible to calculate the sustainability impact score for 80.76%

of the Group's total investments, amounting to € 78.8 million.

When rated from 1 to 7 (where lower scores are associated with optimal ESG impact assessments), a final summary score of 3.23 was calculated, corresponding to an 'acceptable' level of sustainability (against the average score of 3.49 at the end of 2020). It should be noted that ratings of 1 and 2 (the most virtuous, with low or moderate impact) were calculated for 27.48% of the total portfolio (against 20.79% at the end of 2020). Investments with less virtuous scores accounted for 6.693% of the total portfolio (as against 10.638% at the end of 2020).

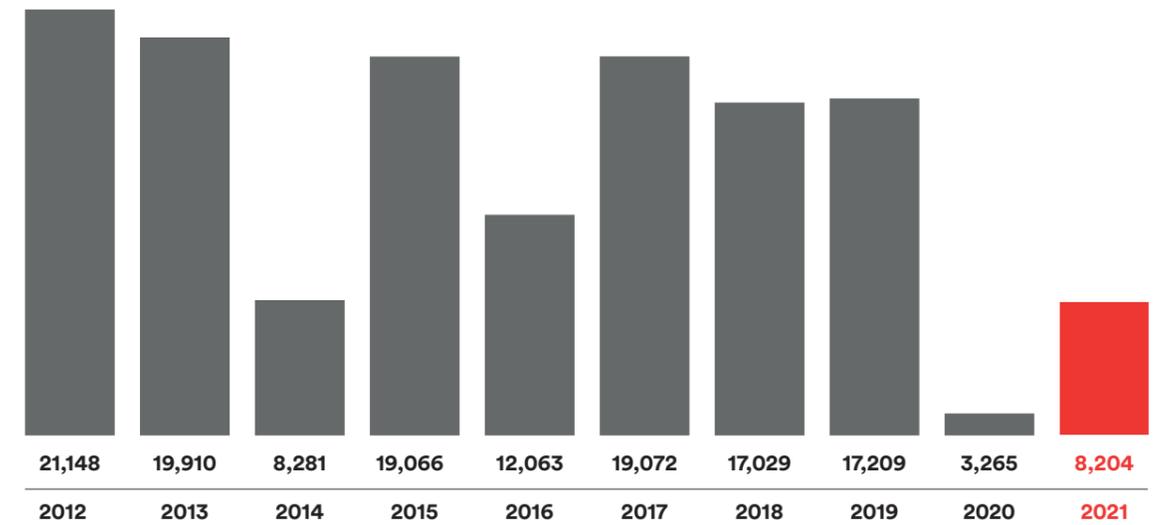
Technical investments

The technical investments made in 2021 by the Camst Group totalled € 11.2 million, of which € 8.2 million were made by the parent company.

The year 2021, despite the ongoing pandemic, was marked by the resumption of investments not only in the renovation of premises, but also in contractual obligations related to tenders awarded by the Group.

The dynamism of the Camst Group can also be seen indirectly in its investment strategies. The Riusoo project, presented in Chapter 5, is a virtuous example of circular economy and ESG compliance, which has enabled the Group to save more than € 1 million in investments, while fostering sustainability.

Camst - trend in tangible investments - thousand Euro



6.4 Relations with and economic support to the territory

Camst's commitment to its local area is expressed in its support for a myriad of initiatives in diverse and often seemingly distant areas, all of which have in common the high social value they hold for communities.

Camst is a cooperative company that generates value and distributes it to its territories, actively participating in the life of the communities in which it is present, in the awareness that putting resources, including economic resources, into circulation is the only way to grow together. From small associations to municipalities, from cultural and sports foundations to social organisations, even a small amount of support can make a difference.

Relationships with the territory are central, especially in times of difficulty: resources decline, but not the sense of corporate responsibility towards the community.

Health

Camst has financed Fondazione Umberto Veronesi scholarships in support of scientific research aimed at improving people's quality of life and outlook on life, thanks to new models of prevention, diagnosis and therapy. In 2021, we subsidised a research project run by Dr Chiara Ruocco. She is working on identifying the effectiveness of special diets in modifying the intestinal microbiota in animal models, of both sexes, affected by obesity and diabetes.

Culture

A large part of the Camst group's commitment in 2021 was in support of cultural activities and projects. These include the Sotto le Stelle del Cinema film festival, sponsored by the Cineteca di Bologna, which is an unmissable event in the panorama of international cultural festivals. Camst has also initiated a collaboration with the University of Gastronomic Sciences, Pollenzo, for innovative research in the field of corporate catering. Other partnerships

were reconfirmed, such as with the Gramsci Foundation and Libera Terra for the Liberi dalle Mafie project.

Sport

Our support for the community is also expressed through sport. Camst supports the football team of our native city: Bologna FC. It also supports one of Bologna's leading basketball teams, Virtus.

Sustainability

Our partnership with ASVIS (the Italian Alliance for Sustainable Development) is part of our sustainability path. Numerous training and awareness-raising projects have been conducted for the Group's main stakeholders, with the aim of making a significant contribution to the achievement of the UN Agenda 2030 goals.

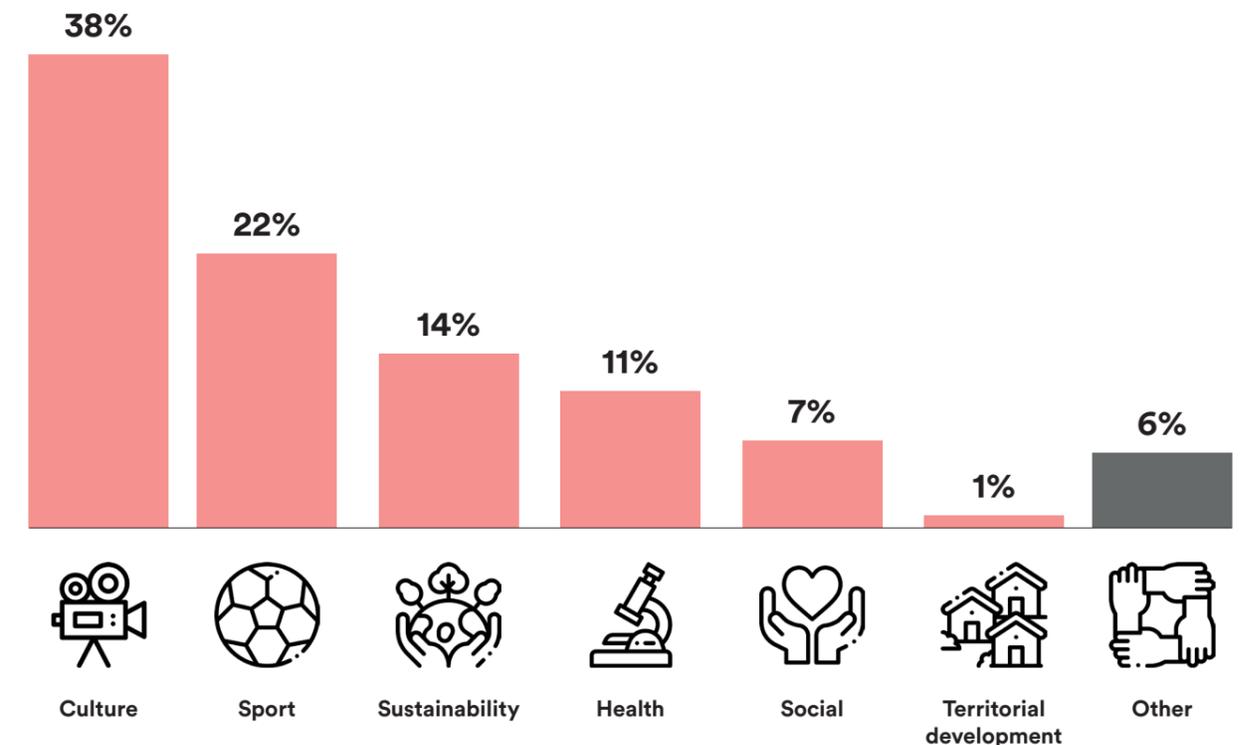
Among the main historical partnerships we reconfirmed in 2021, our partnership with Last Minute Market stands out due to our shared mission to combat food waste in all its forms and throughout the supply chain. In addition, Camst has signed an agreement with the University of Bologna to collaborate on several strategic areas, such as energy saving, efficient management of the entire supply chain, the circular economy, and the recycling and reuse of waste and processing waste.

We list Camst's donations, sponsorships and gifts during 2021 by type below. There were 39 major support activities in 2021, largely concerned with culture (support for foundations, film libraries, consultancies and projects with universities, etc.), which received 38% of the total amount.

Donations, sponsorships, gifts (2021) - units and Euro

	Activities	Euro
Culture	13	120,708
Sport	4	70,125
Sustainability	5	43,936
Health	4	34,600
Social	5	23,550
Territorial development	2	2,610
Other	6	20,395
Total	39	315,924

Support by area of activity
Percentage of projects



Human resources and the workplace



7.1 Human capital

A cooperative is a society made of people, to which its human capital is fundamental. While the pandemic demonstrates the vulnerable nature of the contract catering industry, Camst has responded with its People Strategy project, which integrates human resources and the strategic plan into a forward-looking vision.

Camst was founded as a production and work cooperative, so employment protection is more than just important to the Group: it is a cornerstone of the company's mission. However, the pandemic crisis, which has put a strain on the world economy, has demonstrated the vulnerability of the catering industry in general, while also highlighting certain criticalities inherent in our corporate organisational model. These critical issues are being addressed to transform risks into opportunities, in a vision that assigns people a key role in the achievement of our business objectives.

This is the context of our People Strategy 2021-2023, a roadmap consisting of cross-cutting initiatives aimed at ensuring excellence in our management systems and the development and safety of our people. In other words, one of the enablers for the Camst Group's strategic plan. The People Strategy 2021-2023 traces a logical path to maintain strong coherence between three fundamental elements:

- the vision, which expresses the projected action of the company in relation to its expected context;
- the mission, which summarises

- the identity of the company in the market;
- the strategic plan, which defines a set of programmes and project guidelines.

The Camst Group's growth over the next few years will be enabled by its ability to manage internal change and create value, particularly with its middle management, which will take on a priority role via a series of organic training and coaching projects, aimed at increasing awareness of its role, its responsibility in the management of resources, and the development of a culture of results and objective-oriented work.

Valuing people

The projects launched in 2020 to achieve the objectives of the HR strategy plan continued and were consolidated during 2021. The main initiatives are outlined below.

- **Innovation facilitators.** Launched in 2020 and now in its second year, this project aims to bring innovation and foster new ideas. Set up with the contribution of 24 people from all functions and territorial areas, each with a different corporate experience, it has one priority objective: to accompany facilitators in the acquisition of complex project management skills, thanks also to training characterised by individual assessment, which better enables us to determine which type of project or activity best suits the individual professional figure.
- **Management training.** Dedicated to

people who have the potential to grow and take on management and team coordination roles, the project's specific objective is to provide knowledge and useful tools for group management (people management), for understanding the basic concepts of economics (indispensable to the life of a company), for managing gender policies, and for making the most of one's leadership style.

- **Trade school.** Launched in 2021 with a pilot project involving a limited number of establishments and specific company roles, this School aims to qualify personnel in the catering area by enhancing their technical and managerial skills
- **Internal job posting.** This project, designed to headhunt internal professional figures with specific characteristics, continued this year.
- **Coaching.** Two separate training paths were once more implemented in 2021. The first is aimed at resources following a vertical management skills acquisition course, while the second - called "Ready for recovery. A new beginning starting with me" - is dedicated to people who work in contexts that have undergone or are undergoing major changes or discontinuities with respect to the past, with the aim of enhancing individual capacities and facilitating the most effective practices in dealing with the situations they are confronted with.



A partnership in support of employment

Support for continued employment in the catering sector is important, even more so if it can be achieved by exchanging and sharing experience and professionalism. Camst Group and Autogrill entered into an agreement to ensure this continuity for school canteen workers, even when they are closed during the summer period. Thanks to this collaboration, in fact, Camst Group employees, who are hired on a seasonal contract from June to August, will be employed at Autogrill outlets throughout the country during the busiest periods. The

agreement, in its first phase, involves the Cantagallo and Sillaro outlets in Bologna, but will eventually be extended to the whole of Italy. This is a remarkable project, which allows Camst Group workers to put their experience and professionalism at the service of Autogrill outlets, thereby increasing their skills in the preparation of gourmet dishes and in customer service.

Personnel management

The Camst Group's human resources management is based on the application of established regulations in the countries in which the Group operates, applicable national contracts - which cover 100% of workers in Italy and abroad - and collective bargaining contracts. In particular, Camst, which has been SA8000 certified for more than a decade, has adopted a policy in line with the principles of the standard.

The principles of social responsibility

Since 2007, the co-operative has adopted SA8000 - a certified international standard applicable to all sectors - which regulates and measures the ethical conduct of companies, with a focus on workers and the supply chain. The aims and principles of the social responsibility management system are summarised below. The system:

- aims to create an environment that offers all operators, members and employees the best conditions to work in the best possible way and thus pursue the company's mission objectives;
- focusses on the progressive integration of sustainability into the strategic choices and development of the managed businesses;
- is implemented in accordance with the UN Universal Declaration of Human Rights (UDHR) and the ILO (International Labour Organisation) conventions and recommendations referred to in SA8000, by applying national labour legislation and the provisions of national and 2nd level collective bargaining.

The principles on which it is based are set out below.

- **Child labour.** Camst does not tolerate any form of child labour in its facilities and does not employ or tolerate child labour within its supply chain.
- **Forced labour.** Camst rejects all forms of forced or compulsory labour and opposes all forms of worker exploitation.
- **Health and safety.** Camst guarantees adequate standards of occupational health and safety and implements whatever is needed to ensure that all employees adopt responsible behaviour.
- **Freedom of association.** Camst upholds the right to freedom of association and collective bargaining pursuant to the law.
- **Discrimination.** Camst rejects all forms of discrimination against its workers on the basis of any innate condition; it neither allows nor tolerates abuse, and respects the dignity of each individual.
- **Minimum wage.** Camst guarantees compliance with the minimum wage standard, as required by current regulations, and also promotes initiatives to support workers in difficulty.



Find out more

Two standards for Cheval Blanc

Cheval Blanc, a Camst group company operating in Denmark, not only follows ILO standards, but is also a member of the Service Standard, a guarantee label awarded to members of the Service Industry Employers' Association (SBA). The Danish company satisfies the most stringent requirements of the Service Standard for financial certificates, the working environment, employee training, quality, subcontractors and environmental issues. These include the obligation to

provide insurance against accidents at work, to pursue environmental policies, using organic products as far as possible as well as sustainable techniques for the disposal of chemical residues and packaging. The Danish Standards Foundation frequently conducts audits to ascertain satisfaction of the Standard's requirements. Finally, Cheval Blanc is working to implement policies on sickness and absenteeism, smart-working and maternity leave as soon as possible.

Industrial relations, freedom of association

Our workers, members and employees have the right to join trade unions, to elect their representatives and to participate in union activities. The Camst Group's industrial relations are oriented towards dialogue with trade unions, as the workers' representatives, according to the principles of participation, fairness, transparency and a sense of responsibility in achieving overall results. The Camst Group guarantees each of its employees a transparent employment relationship and full protection of their rights, regardless of the contracts envisaged in the countries in which it operates. In Italy, the reference framework envisages five collective bargaining contracts:

- cooperative managers;
- building coops;
- hygiene and multi-services;
- metalworkers coops;
- public establishments, contract and commercial catering, and tourism.

In Italy, relations with the trade unions are managed by the Industrial Relations and Trade Unions Manager, while in the individual Italian territories they are supervised on site by the Area Human Resources Managers, who report upwards to the Human Resources, Organisation and Commercial Catering Manager.

At the end of 2020, a company collective agreement had been signed to encourage voluntary redundancy, which, employing the tools made available by regulations, intended to foster the common good of the cooperative and generational turnover. The agreement - extended until December 2021 - allows workers close to retirement who apply under Article 14(3) of Decree-Law 104/2020 to consensually terminate their employment, while benefitting from NASPI unemployment benefits and a company economic incentive.

The workplace and the welfare system

In continuance with what was done in 2020 following the outbreak of the Covid-19 pandemic, Camst continued to use of smart working for its office administration services. In 2021, the form and manner of agile working remained that identified determined by the authorities. The Human Resources Department has since worked to regulate and consolidate the use of smart working as an routine form of working, to enable flexibility,

autonomy and a better work-life balance. The Member's Helpdesk also continued to be operational during 2021, taking around 1,700 calls from employees and members to offer information and guidance on various queries regarding loans, social capital, welfare campaigns and related calls for university bonuses, scholarships and other topics in the area of personnel administration.

The year 2019 had seen the introduction of new tools to support and actively involve workers in implementing a corporate welfare system, with the aim of building a sustainable and targeted apparatus to significantly increase workers' well-being. It started with 'Accanto a te' (At your side), the corporate welfare programme designed to intercept the needs of differentiated segments of the population with cross-sectoral services. During the pandemic, the company's aim was to strengthen and simultaneously update the offer of its welfare plan in relation to emerging new conditions. The new plan, launched in April 2021 in collaboration with our partner Day Ristoservice on a new platform, aims to make the initiatives that - either permanently or through specific campaigns - Camst addresses to its employees visible on a single platform. By the end of 2021, more than 30% of our workforce was registered on the platform.

The welfare plan

The welfare plan envisages a variety of types of support: agreements for purchases, people care services for staff and their families, free preventive medical examinations, calls for grants to support families with children enrolled in university or distance learning students, guidance for administrative practices such as tax returns, ISEE applications, etc. Such welfare tools have been used to inform employees about fiscal changes and opportunities, offering expert support to ensure access to public grants and bonuses.

- **Income support initiatives.** For a few years now, Camst has been making welfare payments available through the income support call for employees in difficulty and those in lower income brackets who have been severely affected by shutdowns (trade fairs, shops, schools and others). The global health emergency is not over and Camst is ready to tackle the social and economic impact of the pandemic. In fact, even in 2021, it continued to invest resources in support of its most economically vulnerable people.
- **Graduation prizes and university bonuses.** The publication of internal calls

for study support initiatives, which were partially discontinued in 2020, resumed during 2021. For university bonuses in 2021, 155 valid applications were acquired and 146 bonuses for the reimbursement of expenses and tuition fees were disbursed to eligible applicants, as well as 10 graduation prizes.

- **Christmas gift card.** During the Christmas holidays, gift cards worth € 10 were distributed as an open bonus to all employees, in order to encourage enrolment in the company welfare plan on the platform.

The new Camst Group app

Camst People is a new mobile and desktop app that provides Camst employees and members with access to the information and services offered by the company. The app offers a variety of functions, including:

- news: the company's news section;
- documents: containing personal administrative documents such as pay slips and fiscal certifications;
- communications: for receiving and requesting information from our departments about issues like welfare, membership, SA8000, personnel department;
- services for you: containing all employee services offered by the Camst group, including access to the welfare plan, the Academy Camst training portal and the 'Opportunities in Camst' section, for applying for open positions within the company;
- members' area: members can access all the information about being a member and review their share capital balance, passbooks and shares.

The Camst People app was officially launched in June 2022 and will be expanded with other functions over time.

Creating value with diversity and inclusion

The diversity one is confronted with every day in the workplace is both enriching and a heritage to be defended and valued. An inclusive company not only respects regulations, but also encourages gender, ethnic and religious diversity and rejects prejudice. For Camst, the issue of diversity is particularly a matter of gender, given the high proportion of women in the company's workforce and the need to foster their professional growth. A project on women's leadership was launched in 2021, involving contact persons and coordinating figures for planned activities and invested resources, with the aim of developing and maintaining equal participation that contributes to the achievement of corporate objectives. In addition, a major project to combat the phenomenon of gender-based violence was launched. In cooperation with D.i.Re. (Donne in rete contro la violenza - the Women's Network Against Violence), the following cross-cutting activities were rolled out to address the issue.

- Fuori Dalla Violenza (Escape from Violence), a print and digital publishing project for women victims of violence which offers guidance and support in dealing with abuse.
- Training webinars for recognising violence and supporting its victims. The seminars, led by experts from D.i.Re, are aimed at human resources managers working in Camst's operating units nationwide. The course covers the unexpressed difficulties of women experiencing violence and offers suggestions on how to deal with the problem and offer concrete help.
- Paid traineeships in Camst offices and facilities for women referred to the company by D.i.Re who wish to achieve economic independence. By sharing guidelines and collaborating with the Group's various local human resource offices, Camst indicates the positions available for job placements, consistent with the skills possessed by the candidates.





Climate analysis

Taking care of employees and safeguarding their well-being is one of the challenges Camst is working on. The pandemic has changed the way people live their working lives, exposing them to new social and psychological risks. Listening to our employees via the dedicated help desk and the audit activity for SA8000 certification has revealed multiple fragilities and difficulties. This is the setting for Camst's first climate survey, which was officially launched in January 2022, after initial planning by the Sustainability, People and Shared Value department, with the support of Human Resources department and the HSMs. The survey involved a sample of over three thousand employees who responded to a questionnaire designed to measure the

collective health of the workforce and the perception of the corporate climate. Three different areas - organisation (context and content), wellbeing and involvement, and resilience - were investigated via an anonymous online questionnaire (available on computer, smartphone or tablet). The sample - identified on the basis of statistical methods in order to obtain reliable data - was representative in terms of job type, territoriality, gender, etc. of the entire Camst population. The sample was selected by Forsafe/Medlavitalia, an industry leader in organisational health and training, which conducted the analysis with a team of occupational physicians. The research was also supported by the University of Parma.

ISO 30415: guidelines for a D&I framework

According to the World Bank, the global economy suffers from low female labour participation for an overall disadvantage of about USD 160 billion, now aggravated by the pandemic, which has further lengthened the lead to full gender equality in the workplace. In Italy, the same NRRP identifies the requirement for companies to bridge the gender gap as a priority concern. Promoting a diverse and inclusive business culture can enable people to thrive and do their best in conditions that allow for effective collaboration and participation. The promotion of more impartial, more inclusive and socially responsible business practices can help all workers to develop knowledge, skills and capabilities that are fundamental to their personal development and well-being. ISO 30415:2021 'Human resource management - diversity and inclusion' therefore aims to foster internal change within companies, guiding them in the definition of more socially sustainable strategic objectives and in building a different relationship with their stakeholders.

Together with SGS, a company working in the areas of sustainability and inspection, verification, analysis and certification services, Camst has decided to use the said international standard to map the company's current management of significant and relevant aspects of diversity, with a particular focus on gender equality, and to plan the decisions to be taken with a view to continuous improvement. This process, officially launched in February 2022, is aimed at supporting Camst in understanding and emphasising the principles of diversity and inclusion in its corporate processes, governing bodies and, more generally, for all stakeholders. The audit focused on policies, initiatives, active training practices and activities in the company, and data on recruitment, training and remuneration by level and gender. By adopting this standard, Camst has anticipated the timing for the future implementation and certification of the company's management system, as required by Law 2021 No. 162 on equal opportunities in the workplace.

7.2 The value of employment

A predominantly female community, a Board of Directors composed of 50% women - a striking figure for our country - and yet women's participation is still unbalanced in operational roles. That is why Camst is investing in training for equal opportunities in career paths.

Camst Group

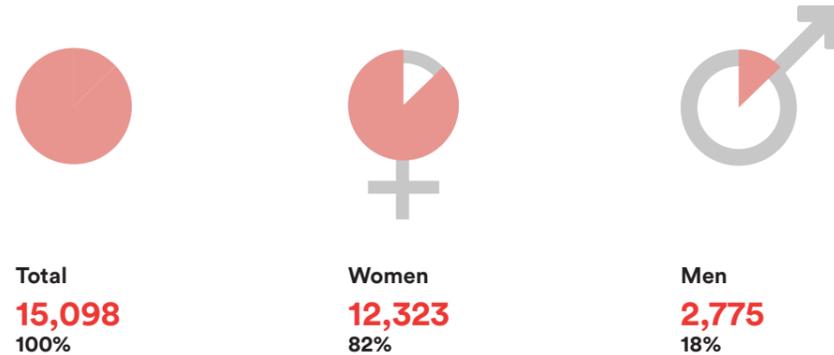
The number of Camst Group employees as of 31 December 2021 is 15,098, most of whom are women. In fact, women make up as much as 81.7% of the total workforce, distributed across all areas of the company, particularly in operational roles.

This circumstance was the subject of reflection by the management, which, starting from the analysis of the data, decided to implement training programmes and awareness-raising activities over time to promote equal opportunities and career development.

At the Group level, permanent contracts predominate, with a prevalence of part-time

contracts, a characteristic feature of both the catering and soft facility sectors, areas in which the company operates. As required by GRI standards, the headcount figures presented below refer to employees working at the end of the reporting period (head count). The Group total shown in the tables does not account for employees of the Swiss company Camst Suisse (25 resources, of whom 11 are women and 14 men) and the new Italian company I Praticelli (which joined the Group in 2021 and has 2 male employees), both of which remain outside the scope of these financial statements. The employee data reported in the following paragraphs and relating to the Camst group, unless otherwise indicated, refer to the above-mentioned scope and therefore do not include the two companies mentioned above.

The Group's people



Figures per country



Camst Group - employees by type of contract and gender (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Open-ended	11,238	2,331	13,569	11,182	2,378	13,560	10,584	2,441	13,025
Fixed-term	1,022	460	1,482	1,302	320	1,622	1,728	318	2,046
Total	12,260	2,791	15,051	12,484	2,698	15,182	12,312	2,759	15,071

Camst Group - employees by type of employment and gender (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Full-time	1,969	1,911	3,880	1,914	1,829	3,743	1,950	1,913	3,863
Part-time	10,291	880	11,171	10,570	869	11,439	10,362	846	11,208
Total	12,260	2,791	15,051	12,484	2,698	15,182	12,312	2,759	15,071

Camst Group - employees by category and gender (units - %)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Managers	3	28	31	4	33	37	8	28	36
Executives	56	80	136	55	79	134	59	88	147
Employees	1,816	797	2,613	1,532	568	2,100	1,481	601	2,082
Production workers	10,385	1,886	12,271	10,893	2,018	12,911	10,764	2,042	12,806
Total	12,260	2,791	15,051	12,484	2,698	15,182	12,312	2,759	15,071
Managers	0.0%	0.2%	0.2%	0.0%	0.2%	0.2%	0.1%	0.2%	0.2%
Executives	0.4%	0.5%	0.9%	0.4%	0.5%	0.9%	0.4%	0.6%	1.0%
Employees	12.1%	5.3%	17.4%	10.1%	3.7%	13.8%	9.8%	4.0%	13.8%
Production workers	69.0%	12.5%	81.5%	71.7%	13.3%	85.0%	71.4%	13.5%	85.0%
Total	81.5%	18.5%	100.0%	82.2%	17.8%	100.0%	81.7%	18.3%	100.0%

Camst Group - employees by age, gender and category (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Up to 29 years of age	537	320	857	539	264	803	553	243	796
30 - 50 years of age	6,102	1,626	7,728	5,928	1,544	7,472	5,689	1,553	7,242
Over 50 years of age	5,621	845	6,466	6,017	890	6,907	6,070	963	7,033
Total	12,260	2,791	15,051	12,484	2,698	15,182	12,312	2,759	15,071

	2021			Total
	≤ 29 years	30-50 years	≥ 50 years	
Managers	–	11	25	36
Executives	1	69	77	147
Employees	137	1,135	810	2,082
Production workers	670	6,019	6,117	12,806
Total	808	7,234	7,029	15,071

Camst Group (Italy) - employees by age and category (units)

	2019				2020				2021			
	≤ 29 years	30-50 years	≥ 50 years	Total	≤ 29 years	30-50 years	≥ 50 years	Total	≤ 29 years	30-50 years	≥ 50 years	Total
Managers	–	5	11	16	–	6	11	17	–	6	12	18
Executives	–	53	83	136	–	53	81	134	–	56	73	129
Employees	95	592	360	1,047	73	572	370	1,015	87	585	350	1,022
Production workers	466	5,782	5,093	11,341	473	5,346	5,176	10,995	470	5,017	5,128	10,615
Total	561	6,432	5,547	12,540	546	5,977	5,638	12,161	557	5,664	5,563	11,784

Camst Group - parental leave, by gender (units - %)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Employees who took parental leave (units)	370	37	407	214	41	255	221	39	260
Employees who returned to work during the reporting period after taking parental leave (units)	321	36	357	132	39	171	148	31	179
Employees who returned to work after taking parental leave and who were still employed by the organisation in the 12 months following their return (units)	196	17	213	136	34	170	166	36	202
Rate of return to work of employees who took parental leave (%)	87%	97%	88%	62%	95%	67%	67%	79%	69%
Company retention rate of employees who took parental leave (%)	–	–	–	42%	94%	48%	126%	92%	118%



Camst Group (Italy) - turnover (units - %) ¹

	2020			2021		
	Women	Men	Total	Women	Men	Total
New hires						
Up to 29 years of age	42	24	66	59	38	97
30 - 50 years of age	191	64	255	324	153	477
Over 50 years of age	105	31	136	191	78	269
Total	338	119	457	574	269	843
Terminations						
Up to 29 years of age	47	9	56	62	32	94
30 - 50 years of age	473	79	552	462	139	601
Over 50 years of age	721	71	792	873	123	996
Total	1,241	159	1,400	1,397	294	1,691
Reason for termination						
Voluntary termination	488	78	566	890	200	1,090
Retirement	40	1	41	8	-	8
Dismissal	58	31	89	91	26	117
Other (e.g. expiry of fixed-term contracts)	655	49	704	408	68	476
Total	1,241	159	1,400	1,397	294	1,691
Positive turnover (new hires)	3.2%	6.3%	3.6%	5.5%	14.8%	6.9%
Negative turnover (terminations)	11.6%	8.5%	11.2%	13.5%	16.2%	13.9%
Overall turnover	-7.2%	-2.1%	-7.5%	-8.0%	-1.4%	-7.0%

¹The turnover figures also account for contract transfers, in both the catering and facility management divisions, which significantly affect the indices. The figures do not account for any company acquisitions.

Social inclusion

This covers a variety of issues which are united by their underlying social value in relation to access to work. Gender has been addressed in the previous paragraphs, as has age management.

With regard to the origins of our employees, it should be noted that 9.2% of Camst Group employees are of a different nationality from the country in which they work.

On the other hand, Camst's commitment to ensuring access to employment for people

with disabilities has been reconfirmed in 2021, and is managed by the parent company in accordance with the rules and practices provided for by the applicable laws, encouraging the various departments to promote diversity.

The tables below do not include data from Denmark, which, unlike the other countries in which Camst operates - Italy, Spain and Germany - does not track this information, as required by the relevant regulations.

Camst Group - employees by origin and gender (%)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Local	75.8%	15.3%	91.1%	76.9%	14.8%	91.7%	76.1%	14.8%	90.8%
Non-local (other nationalities)	6.5%	2.4%	8.9%	6.1%	2.1%	8.3%	6.8%	2.4%	9.2%
Total	82.3%	17.7%	100.0%	83.0%	17.0%	100.0%	82.8%	17.2%	100.0%

Camst Group - employees with disabilities, by gender (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Employees with disabilities	167	65	232	183	57	240	189	79	268



Camst parent company

The figures below refer to the Camst cooperative and parent company, which employed 77% of the total workforce as of 31 December 2021. The graph below shows the total number of temporary and permanent workers in the cooperative.

Parent company employees by type and gender

Almost all Camst staff have permanent contracts (87%). The majority of our part-time contracts (93% in 2021) are with female employees, who account for 76% of the parent company's total workforce.

In terms of cultural diversity, the company's entry into the facility sector contributed to an increase in the proportion of foreign workers, who made up 8.7% of the company's workforce at the end of 2021.

Worker members

Page 225 shows the figures for the cooperative's worker members, who account for 64% of our permanent employees in 2021, a decrease from the previous year. As regards their distribution among the various business units, as shown in the same tables, 92% of our permanent employees are employed in the catering industry.

Social disadvantage

For more than 30 years, Camst and the Group's Italian companies have been working with associations and public bodies (ASL

and municipalities, first and foremost), with the aim of creating paths for the social inclusion of marginalised and disadvantaged persons by enabling them to acquire professional skills.

Internships and apprenticeships

This category includes curricular traineeships, aimed at students attending courses that include, as part of their curriculum, a period of work experience. Curricular traineeships can be promoted:

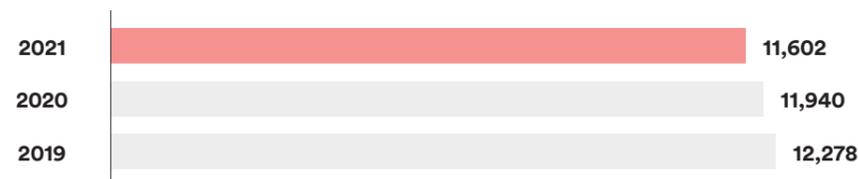
- by vocational training institutions accredited to provide short intensive courses for regional qualifications (restaurant operator, pizza maker, bar worker, etc.);
- by high schools that, by alternating work and study, give students direct contact with the world of work;
- by universities, which include in their teaching plan internships of 150-300 hours over the course of one or two years, to be spent in contexts other than the university in order to test theoretical knowledge and gain work experience;
- by ITS projects, the non-university tertiary training segment that responds to the demand of companies for new and high technical and technological skills to promote innovation; such learning programmes combine the classroom with work experience in complex contexts.

Extra-curricular traineeships, on the other hand, are in-company experiences for persons who have completed their education

and training and who are unemployed or unemployable. This is not an employment relationship, but a mode of training that enables the subject to acquire new skills directly in the workplace. When the recipients are recent graduates and school leavers, the aim of the traineeship is to increase their competitiveness in the labour market. When the recipients are disadvantaged or disabled persons, the aim is to foster their socialisation, social inclusion and autonomy. Extra-curricular traineeships are regulated at the regional level, and provide for minimum and maximum periods, a compulsory allowance for the trainee, and compulsory reference to the competences, knowledge and skills to be acquired and developed. Although

the figures for 2021 show a lower number of traineeships than the previous year in both the inclusion and orientation and training areas, they nonetheless demonstrate Camst's effort to reconcile requests to welcome people who need support in entering the world of work with the desire to give maximum continuity to existing relationships. In a difficult year like the past one, during which the company still made use of governmental "social shock absorbers", the main objective was to guarantee the greatest opportunities for our workers, albeit sometimes with fixed-term contracts and not always continuously. The downside was that the number of new traineeships had to be reduced.

The people of the parent cooperative
Units



Camst parent company - employees by type of contract and gender (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Open-ended	9,910	1,617	11,527	9,287	1,615	10,902	8,488	1,606	10,094
Fixed-term	582	169	751	907	131	1,038	1,327	181	1,508
Total	10,492	1,786	12,278	10,194	1,746	11,940	9,815	1,787	11,602

Camst parent company - employees by type of employment and gender (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Full-time	1,006	1,105	2,111	940	1,080	2,020	941	1,113	2,054
Part-time	9,486	681	10,167	9,254	666	9,920	8,874	674	9,548
Total	10,492	1,786	12,278	10,194	1,746	11,940	9,815	1,787	11,602

Camst parent company - part-time female employees (%)

	2019	2020	2021
Percentage of total part-time employees	93%	93%	93%
Percentage of total employees	77%	78%	76%

Camst parent company - employees with disabilities, by gender (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Employees with disabilities	143	50	193	147	42	189	130	42	172

Camst parent company - employees by origin and gender (%)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Italian	79.3%	12.7%	91.9%	79.2%	12.8%	92.1%	78.1%	13.2%	91.3%
Other nationalities	6.2%	1.9%	8.1%	6.1%	1.8%	7.9%	6.5%	2.2%	8.7%
Total	85.5%	14.5%	100.0%	85.4%	14.6%	100.0%	84.6%	15.4%	100.0%

Camst parent company - member/non-member employees with permanent contracts, by gender (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Members	6,690	1,144	7,834	6,189	1,106	7,295	5,462	1,004	6,466
Non-members	3,220	473	3,693	3,098	509	3,607	3,026	602	3,628
Total	9,910	1,617	11,527	9,287	1,615	10,902	8,488	1,606	10,094

Camst parent company - members with permanent contracts, by business unit and gender (units)

Members	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Catering	6,295	1,017	7,312	5,809	977	6,786	5,116	845	5,961
Facility	395	127	522	380	129	509	346	159	505
Total	6,690	1,144	7,834	6,189	1,106	7,295	5,462	1,004	6,466

Camst parent company - non-members with permanent contracts, by business unit and gender (units)

Non-members	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Catering	2,853	329	3,182	2,717	336	3,053	2,586	349	2,935
Facility	367	144	511	381	173	554	440	253	693
Total	3,220	473	3,693	3,098	509	3,607	3,026	602	3,628

Camst parent company - social internships (units)

	2019	2020	2021
Social traineeships (persons with physical, mental or sensory disabilities and socially disadvantaged persons)	132	78	56

Camst parent company - training internships (units)

	2019	2020	2021
Training for work (e.g. curricular traineeships)	110	39	30

7.3 Training and skills development

Camst Academy represents a turning point: not a mere catalogue of online courses, but a physical and virtual place for sharing and developing knowledge and expertise. Objective: to achieve business goals, creating value and employment.

Training and continuous learning are primary tools for fostering the growth of the company's people, both personal and professional. This objective inspired the creation of the Camst Academy, the online platform created to oversee the cooperative's key knowledge and encourage learning, by promoting the exchange of information between people in order to foster an informed workforce. A value environment, where the company's know-how and identity are shared, thus renewing the way of doing training. The Academy is not simply a catalogue of courses (mostly related to compulsory training), but a physical and virtual place designed to bring together knowledge (knowing that) and competence (knowing how) to achieve business objectives while creating value and employability. The upskilling plan is divided into several main areas:

1. management training for managers and executives;
2. training for middle management;
3. training of clerical staff and operators;

4. compulsory training on occupational safety issues pursuant to legislative decree 81/2008;
 5. training on legality and privacy.
- The Academy is moving on several fronts and, among the initiatives of particular note is "ImpariAmo" (Let's Learn), a strategic project designed to contribute to the growth and dissemination of employees' personal well-being through an online service that releases free, brief multimedia items. Single-doses of knowledge, simple and intuitive, ranging from in-depth digital skills to insights of everyday utility, including English and Italian language courses. Among these programmes is the Speexx Essentials English course, a platform that can be accessed by the entire corporate population and calibrated to the user's personal interests and specific language proficiency, plus a professional English course aimed at 90 predominantly staff and managerial figures.

Online Learning Platform - The 5 Learning Paths



Trade school

In line with the vision of general management, and taking advantage of feedback from a survey of the most active users of the Camst Academy platform, the Group created the Trade School, a strategic internal training path that aims to qualify personnel in the catering area via the continuous enhancement of their professionalism, both technical and managerial, in line with our corporate culture. The school is founded on five pillars:

1. consolidate and standardise the training process;
2. provide free access to a system based on structured growth paths, geared towards enhancing internal skills;
3. foster the engagement and development of talents motivated to make a difference, via the enhancement of knowledge and skills of value to the user's work and career;
4. transmit the cooperative's culture, style and good practices;
5. support employability with training that enables the acquisition and development of highly usable and valuable skills.

The training project was launched in June 2021 with a pilot project to consolidate its structure, contents and methods, in order to then proceed with its dissemination in the territories where the Group operates. Specific performance indicators (KPI) have also been identified, some of which are included in the strategic business plan. We list the project's main results below:

- enrolment in the pilot project (2021): 109 enrolled compared to the planned 50, out of 540 eligible employees (20.2%);
- positions covered: 9 compared to 5 budgeted (coverage of over 90% of catering staff).

Each training course is based on voluntary online and in-presence training activities. More than 150 soft and digital skill items were made available to employees in 2021.



Accendiamo il risparmio... energetico (Turn on the energy saving)

September 2020 saw the launch of a new course that, in just 15 minutes, gives a variety of hints and tips for saving energy and reducing pollution, at home, in our transport choices and at work. The aim is to increase workers' awareness of how their daily actions and behaviour affect their household budget and how consumption can be reduced.

By the end of 2021:

- 3,000 people had completed the course;
- 700 sites, both catering and facility, were involved.



Diversity and inclusion, women's leadership

Thanks to our collaboration with Work Wide Women, an organisation that supports women and companies with diversity management solutions, we launched a training project on 8 March 2021, dedicated to more than 1,000 women from the catering and facility sectors (who already manage other staff), 90 selected managers and 30 managers and area managers.



The Induction path

The Induction programme is geared towards training new recruits, which is done in the company by means of shadowing and on-the-job learning. In order to complement and complete the knowledge of new resources, the Human Resources department organises a course each year (in one or two editions, each lasting about two months) to familiarise people with the various areas of the company, the responsibilities and skills they demand and the actors involved in them, using the testimonies of managers and executives from the catering and facility divisions. The meetings are attended by employees classified as office staff, managers with permanent or fixed-term contracts as well as, whenever possible, trainees. An edition was planned for 2021 between November and December, involving 36 people from different company areas with a variety of roles.

Camst Group - training - average hours per employee (units)

	2019			2020			2021		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Managers	25.3	56.2	53.2	13.0	24.3	23.0	51.1	23.6	29.7
Executives	15.5	11.6	13.2	13.9	13.2	13.5	18.0	15.2	16.3
Employees	9.4	10.0	9.6	3.2	3.3	3.2	4.1	4.0	4.1
Production workers	6.9	9.2	7.3	4.1	4.7	4.2	5.8	6.7	6.0
Total	7.3	10.0	7.8	4.1	4.9	4.2	5.7	6.6	5.9

Camst Group - safety training - total hours (units)

	Women	Men	Total
Managers	38	110	148
Executives	66	192	258
Employees	3,372	1,498	4,869
Production workers	29,153	5,001	34,154
Total	32,629	6,800	39,429

Camst Group - legality training (anti-corruption, transparency) - total hours (units)

	Women	Men	Total
Managers	17	1	18
Executives	9	9	18
Employees	326	40	366
Production workers	1,299	808	2,107
Total	1,650	858	2,507

Training in Cheval Blanc

Cheval Blanc has developed a tailor-made training programme, Gastronom training, which offers all employees in-depth training in the development of the catering market, with a special focus on changing consumer

preferences, which are increasingly oriented towards sustainable products. The courses were developed in cooperation with Aarstiderne, a vendor of seasonal organic fruit and vegetables and partner of Cheval Blanc.

Cheval Blanc - personal development courses - total hours (units)

	Women	Men	Total
Managers	–	–	–
Executives	–	–	–
Employees	–	–	–
Production workers	2,344	1,592	3,936
Total	2,344	1,592	3,936

L&D - EDP (electronic data processing) and leading skill courses - total hours (units)

	Women	Men	Total
Managers	142	–	142
Executives	–	–	–
Employees	162	58	220
Production workers	–	–	–
Total	304	58	362

Comer Bien - language courses - total hours (units)

	Women	Men	Total
Managers	30	–	30
Executives	204	174	378
Employees	169	–	169
Production workers	–	–	–
Total	403	174	577

Comer Bien - Microsoft Excel courses - total hours (units)

	Women	Men	Total
Managers	15	–	15
Executives	120	65	185
Employees	75	40	115
Production workers	25	–	25
Total	235	105	340



7.4 Occupational health and safety

When the workplace is a kitchen or a construction site, health and safety are critical considerations. And every worker - anyone working in whatever capacity at the Group's various locations - is called upon to pay the utmost attention to the rules, to safeguard the interests of all.

Safeguarding occupational health and safety is a fundamental requirement. In relation to this aspect, and to go beyond mere legal compliance, Camst has adopted a management system pursuant to the international ISO 45001 standard, both for the catering area - which includes the Italian Group companies GI and Bassa Romagna and our subsidiaries operating in Spain - and for the facility division, with the precise aim of achieving the results listed in the table below. Therefore, every worker, collaborator

and anyone who in whatever capacity works at the Group's various sites, kitchens and worksites is called upon to maintain the safety and quality of the workplace, in scrupulous compliance with the safety system and company procedures. The employees covered by the system, i.e. 100% of the employees of the parent company Camst, the Italian subsidiaries and the certified Spanish subsidiaries, amount to 13,645, or 90.4% of all workers.

The objectives of Camst's ISO 45001 system



To guarantee people-friendly working conditions and a safe and healthy workplace, in compliance with current accident prevention and occupational health and hygiene legislation.



To eliminate or minimise all risks in the workplace, for all our employees and any potentially exposed persons.



To progressively reduce overall occupational health and safety costs, in particular those resulting from accidents, injuries and occupational illness.



To improve occupational health and safety levels for all staff.



To disseminate a culture of safety and awareness of the risks associated with the work we do, and to require everyone, at every level, to behave responsibly and in compliance with the safety system and all company procedures belonging to it.

Camst's commitments

A

Protect health

Ensuring the safety of work in order to protect the health of employees and the communities in which Camst operates, in compliance with the company's safety, health and environment policy.

B

Inform

Provide training and information to all those who work in the premises/kitchens/work sites about safety risks, guaranteeing the equipment and individual protection devices required by current legislation for the work in question.

C

Monitor and update

Periodically review and monitor the performance and efficiency of measures enacted to prevent safety risks, in order to achieve the set safety, health and environmental objectives for continuous improvement.



Third party health and safety

The management system covers all processes and all employees, but is not extended to non-employee workers working at Camst sites, due to the fact that the legal guarantor for health and safety is the employer. For their protection, however, we implement all provisions resulting from the interference risk assessment, drawn up jointly by Camst and third party employers. It should also be noted that, during 2021, as in previous reporting years, no reports were made by said employers of any accidents occurring in the course of, and regulated by, the relationship with Camst.

Managers of management systems and HSMs

The management systems managers are responsible for keeping the implemented systems active and effective, including operational control and updating, and periodic reporting to management on the performance of the systems and areas for improvement. They also deal with relations with the various control and certification bodies and organisations and coordinate with workers' safety representatives and administrators. The Camst Group has two prevention and protection service managers (HSMs) in Italy, one for the catering area and one for facility management, with HS staff located in the various local offices. In Camst, the HSMs, appointed pursuant to legislative decree 81/2008, are responsible for our occupational health and safety management systems.

Risk identification and assessment

Legislative Decree 81/08 and the associated regulation detail the responsibilities, activities,

and deadlines for identifying hazards, assessing risks and investigating incidents. In addition to the requirements of the law, occupational health and safety management system procedures are applied to:

- identify the applicable mandatory legal requirements in the organisation and other related requirements;
- collect information in the field (operational control), with a view to eliminating hazards and reducing occupational health and safety risks, and manage change, procurement and emergency preparedness and response;
- measure and monitor performance to implement improvement measures;
- record and deal with non-conformities (whether accidents, injuries or near misses);
- undertake preventive measures resulting from the analysis of operational control findings and reported non-conformities.

In line with current OHS regulations, specific risk assessment documents (DVRs) are prepared for each location/worksites/site where potential critical factors have been identified.

Occupational health services

Legislative Decree 81/08 also provides for the establishment of a health surveillance service to monitor the health of employees and assess their suitability for the specific tasks to which they are assigned. The health surveillance is entrusted to the company doctor, who is appointed by the employer. The confidentiality of employees' health information is guaranteed pursuant to the GDPR and Italian implementing legislation.



Health and safety - worker involvement and participation (units)

	2021		
	HSMs	WHSRs	Doctors
Main figures involved	2	28	15

Worker involvement and participation

Worker consultation and participation in occupational health and safety is implemented with the Workers Health and Safety Representatives (WHSRs), of whom there are currently 28. They are designated by employees themselves from among the trade union representatives, are consulted on risk assessment issues, and participate in the annual safety meeting and other meetings called by the HSMs.

All employees also receive OHS training in relation to their work, according to the requirements and deadlines set by legislation. Such training is planned by the Human Resources Department on the e-learning platform. In addition, periodic emergency drills are run.

Health promotion

Camst group employees have access to preventive screening services and discounted medical services; these include cycles of free preventive examinations with ANT.

Process and equipment management

Camst Group employees are provided with the personal protective equipment required by their tasks and roles.

Prevention and mitigation of health and safety impacts

Camst requires vendors of goods and services to formally adopt the company's code of ethics as an integral and substantial part of the relationship and to refrain from conduct which violates it. Vendors are also required, through contracts, to commit to the requirements of occupational health and safety regulations.

Other health and safety issues

Response to the Covid-19 pandemic

The year 2021 was also impacted by the pandemic.

In response to this critical situation, the operational unit, coordinated by general management, continued to operate on a continuous basis, with the task of constantly monitoring the situation and immediately providing specific operational instructions to the entire organisational structure to protect the health of employees and clients.

The operational unit kept the contingency plan in place to assure the continuity of the main processes in each administrative or CEDI (distribution centre) location, by setting up work teams that could be activated after any preventive clean-ups in response to initial cases of positivity. These operational measures include: adopting smart and remote working wherever possible, rescheduling production levels, organising workshifts where possible to minimise contact and setting up autonomous, distinct and recognisable groups. Separate service provisions were also drawn up for each type of operational structure in implementation of the shared protocol for the regulation of measures to combat and contain the spread of Covid-19 in the workplace.

These provisions were duly made known to workers in every sphere of activity, through all company communication channels, and were accompanied by regular training sessions to illustrate any subsequent changes.

Specific communications aimed at combating and containing the spread of the epidemic were also sent to all personnel by management and the Human Resources Directorate, which reported all measures to contain the spread of the virus - adapted over time to legislative or regulatory provisions issued by the competent authorities.

With the start of phase 2 and then phase 3, enacting the Prime Ministerial Decree and its attendant regional ordinances, service

regulations were drawn up by type of operational unit which accounted for national regulatory requirements and the enactment of specific regional measures.

In addition, a contact tracing service was created to trace close company contacts in the event that an employee were to test positive.

All required arrangements were made to enforce green pass controls at public establishments and our clients' premises, as well as schools and working facilities. During the emergency, the coordinating competent doctor worked together with the HSMs identify protective measures and options and share useful information to deal with the emergency.

In order to provide adequate instructions to all employees, information notices have been posted in all workplaces, concerning the management of common areas, the correct way to use PPE, hygiene rules and how to implement them, and guidelines for access to facilities (visitors, clients, vendors). All available channels of communication were used to disseminate and share the rules of action in the emergency phase.

Within the facility service division, special work instructions on cleaning and sanitising for the prevention of Covid-19 infection, as well as on the sanitisation of ventilation systems, air recirculation, etc., were drawn up and disseminated to all personnel.

New mechanical room sanitisation techniques were also introduced, which received favourable reviews from our clients and enabled the division to increase the number of activities and engender loyalty with some major clients, particularly in the pharmaceutical and agri-food industries. Finally, internal processes were established to control and verify compliance with the Covid-19 emergency management provisions.

Vendors and clients

Communications continued to be sent to all vendors to inform them of the correct behaviour to implement to prevent the spread of the virus when providing services on Camst Group premises.

With regard to the containment measures implemented at clients' premises inside production facilities in which Camst operates, we acquired the protocols drawn up by the client. These protocols, after being verified, were integrated into the rules governing the service.

Health promotion not related to occupational risks

In 2021, Camst launched a series of health webinars for workers held by experts from the Fondazione Umberto Veronesi, with particular reference to:

- rules for proper nutrition to prevent the risk of diabetes and cardiovascular disease;
- correct lifestyles, examinations and controls to be put in place to prevent cancers that affect women and men differently.



Injuries

The accident figures for 2021 show an increase over the previous year due to the fact that 2020 saw a reduction in our activities due to Covid shutdowns. However accident rates decreased relative to 2019.

The accident rate, both Group-wide and at Camst itself, is slowly returning to pre-Covid levels. 2020 was an anomalous year that makes it hard to interpret the data for the last three years.

Occupational illness

An occupational illness is a disease that

a worker contracts in the course of their work due to factors in the environment in which they works. Unlike accidents, which tend to occur immediately, occupational illnesses develop over time as a result of exposure to factors of risk.

The most common occupational illnesses in the restaurant and facility sector are:

- rhizoarthrosis;
- carpal tunnel syndrome;
- De Quervain's syndrome;
- contact dermatitis;
- hypoacusis;
- osteoarticular disorders due to biomechanical overload;
- stenosing tenosynovitis (trigger finger);
- epicondylitis.

Camst Group - occupational injuries (units)

	2019	2020	2021
Occupational injuries - net of commuting accidents			
Resulting in death	–	–	–
Serious injury	7	6	2
Other injuries	675	336	430
Total	682	342	432
Total hours worked	16,455,013	12,485,504	14,475,575
Days of absence from work due to injury	17,159	10,154	12,442
Injury indices			
Injury Frequency Index (number of injuries/hours worked x 1,000,000)	41.4	27.4	29.8
Resulting in death	–	–	–
Serious injury	0.43	0.48	0.14
Other injuries	41.02	26.91	29.71
Injury Severity Index (days of absence due to injury/hours worked x 1,000)	1.04	0.81	0.86
Injuries - average duration in calendar days - total days lost, including holidays	25	30	29

Camst parent company - occupational injuries - catering (units)

	2019	2020	2021
Occupational injuries - net of commuting accidents			
Resulting in death	–	–	–
Serious injury	3	2	1
Other injuries	425	150	219
Total	428	152	220
Total hours worked	10,956,823	7,233,071	8,818,415
Days of absence from work due to injury	11,334	5,709	4,937
Injury indices			
Injury Frequency Index (number of injuries/hours worked x 1,000,000)	39.11	21.0	24.9
Injury Severity Index (days of absence due to injury/hours worked x 1,000)	1.03	0.79	0.56

Camst parent company - occupational injuries - facility (units)

	2019	2020	2021
Occupational injuries - net of commuting accidents			
Resulting in death	–	–	–
Serious injury	–	–	1
Other injuries	51	23	48
Total registered injuries	51	23	49
Total hours worked	1,376,050	1,608,692	1,730,943
Days of absence from work due to injury	1,886	1,017	1,245
Injury indices			
Injury Frequency Index (number of injuries/hours worked x 1,000,000)	37.1	14.3	28.3
Injury Severity Index (days of absence due to injury/hours worked x 1,000)	1.37	0.63	0.72

GRI content index

Unless otherwise specified, the GRI Standards published in 2016 were used. GRI 303 Water and Effluents and GRI 403 Occupational Health and Safety, published in 2018, were used for reporting on water consumption and occupational health and safety respectively. With regard to waste reporting, GRI 306 Waste was adopted and published in 2020. GRI 207 Tax (2019) was applied in the reporting of tax issues.

GRI sustainability reporting standard	Reference chapter/paragraph	Standard application notes / omissions
102 General information		
Profile of the organisation		
102-1 Name of organisation	01 Identity and profile / 1.1 Who we are	
102-2 Activities, brands, products and services	01 Identity and profile / 1.1 Who we are 04 Service models / 4.1 Sectors in which the Camst group operates	
102-3 Location of head office	01 Identity and profile / 1.1 Who we are	
102-4 Location of activities	01 Identity and profile / 1.1 Who we are 04 Service models / 4.1 Sectors in which the Camst group operates	
102-5 Ownership and juridical form	01 Identity and profile / 1.1 Who we are 03 Governance: the basis for the creation of shared value / 3.1 Responsible business management	
102-6 Markets served	01 Identity and profile / 1.3 Markets and the competitive framework 04 Service models / 4.1 Sectors in which the Camst group operates	
102-7 Scale of the organisation	01 Identity and profile / 1.1 Who we are	
102-8 Information on employees and other workers	07 Human resources and the workplace / 7.2 The value of employment	
102-9 Supply chain	05 Production processes: supply chain, partnership and use of resources / 5.1 Supply chain management	
102-10 Significant changes to the organisation and its supply chain	04 Service models / 4.3 The client: quality, health and safety 05 Production processes: supply chain, partnership and use of resources / 5.1 Supply chain management	
102-11 The precautionary principle	03 Governance: the basis for the creation of shared value / 3.3 Risk management	
102-12 External Initiatives	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis	
102-13 Membership of associations	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis	
Strategy		
102-14 Statement by a senior manager	Letter to our stakeholders / For us and our common future	
102-15 Key impacts, risks and opportunities	02 Strategy and commitment to sustainable development / 2.1 A scenario of change 02 Strategy and commitment to sustainable development / 2.2 A strategic plan to redesign the future	
Ethics and integrity		
102-16 Values, principles, standards and norms of behaviour	01 Identity and profile / 1.1 Who we are 02 Strategy and commitment to sustainable development / 2.3 Sustainable Development Goals - SDGs	
102-17 Mechanisms for seeking advice and raising concerns on ethical issues	03 Governance: the basis for the creation of shared value / 3.2 Ethics, integrity and the control model	
Governance		
102-18 Governance structure	03 Governance: the basis for the creation of shared value / 3.1 Responsible business management	
102-23 President of the highest governance body	03 Governance: the basis for the creation of shared value / 3.1 Responsible business management	

Stakeholder engagement		
102-40	List of stakeholder groups	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis
102-41	Collective bargaining agreements	07 Human resources and the workplace / 7.1 Human capital
102-42	Identifying and selecting stakeholders	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis
102-43	Approach to stakeholder engagement	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis
102-44	Key issues and criticalities	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis
Reporting practices		
102-45	Entities included in the consolidated financial statements	Methodological note
102-46	Defining the content and scope of the report	Methodological note
102-47	List of material issues	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis
102-48	Restatements of information	Methodological note
102-49	Changes in reporting	Methodological note
102-50	Reporting period	Methodological note
102-51	Date of most recent report	Methodological note
102-52	Reporting cycle	Methodological note
102-53	Contacts for enquiries about the report	Methodological note
102-54	Statement on reporting in compliance with GRI standards	Methodological note
102-55	GRI content index	GRI content index
102-56	External assurance	Not subject to audit
Management methods		
103-1	Explanation of the material issue and its scope	02 Strategy and commitment to sustainable development / 2.4 The impacts of Camst: a material analysis
103-2	The management method and its components	02 Strategy and commitment to sustainable development / 2.2 A strategic plan to redesign the future 02 Strategy and commitment to sustainable development / 2.3 Sustainable Development Goals - SDGs 03 Governance: the basis for the creation of shared value / 3.2 Ethics, integrity and the control model 03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards 04 Service models / 4.2 Research and innovation for sustainability 04 Service models / 4.3 The client: quality, health and safety 04 Service models / 4.4 Communicating sustainability: nutrition information and education 05 Production processes: supply chain, partnership and use of resources / 5.1 Supply chain management 05 Production processes: supply chain, partnership and use of resources / 5.2 Procurement: products and materials 05 Production processes: supply chain, partnership and use of resources / 5.3 Camst's partnerships 05 Production processes: supply chain, partnership and use of resources / 5.4 Animal welfare 05 Production processes: supply chain, partnership and use of resources / 5.5 The challenge of reducing food waste 05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management 06 Economic and financial sustainability / 6.3 Financial investments and the ESG factor 07 Human resources and the workplace / 7.1 Human capital 07 Human resources and the workplace / 7.3 Training and skills development 07 Human resources and the workplace / 7.4 Occupational health and safety
103-3	Evaluation of management methods	03 Governance: the basis for the creation of shared value / 3.2 Ethics, integrity and the control model 03 Governance: the basis for the creation of shared value / 3.3 Risk management 04 Service models / 4.2 Research and innovation for sustainability 04 Service models / 4.3 The client: quality, health and safety

		05 Production processes: supply chain, partnership and use of resources / 5.3 Camst's partnerships
		07 Human resources and the workplace / 7.1 Human capital
GRI 200	Economic topics	
201	Economic performance	
201-1	Directly generated and distributed economic value	06 Economic and financial sustainability / 6.1 Economic value generated and distributed
203	Indirect economic impacts	
203-1	Infrastructure investments and services supported	06 Economic and financial sustainability / 6.3 Financial investments and the ESG factor
204	Procurement practices	
204-1	Proportion of spending on local suppliers	05 Production processes: supply chain, partnership and use of resources / 5.2 Procurement: products and materials
205	Anti-corruption	
205-1	Operations assessed for risks related to corruption	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards
205-2	Communication and training about anti-corruption policies and procedures	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards
205-3	Established incidents of corruption and actions taken	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards
206	Anti-competitive behaviour	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards
207	Tax - 2019	
207-1	Approach to tax	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards
GRI 300	Environmental topics	
301	Materials	
301-1	Materials used by weight or volume	05 Production processes: supply chain, partnership and use of resources / 5.2 Procurement: products and materials
301-2	Recycled input materials used	05 Production processes: supply chain, partnership and use of resources / 5.2 Procurement: products and materials
302	Energy	
302-1	Energy consumption within the organization	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
302-3	Energy intensity	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
302-4	Reduction of energy consumption	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
303	Water and effluents - 2018	
303-1	Interaction with water as a shared resource	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
303-2	Management of impacts related to water discharge	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
303-3	Water withdrawal	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
303-4	Water drainage	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
303-5	Water consumption	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
305	Emissions	
305-1	Direct (Scope 1) GHG emissions	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
305-2	Energy indirect (Scope 2) GHG emissions	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
305-4	GHG emissions intensity	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
306	Waste	
306-2	Management of significant waste-related impacts	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
306-3	Waste generated	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
306-4	Waste not intended for disposal	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
306-5	Waste for disposal	05 Production processes: supply chain, partnership and use of resources / 5.6 Environment and process management
307	Environmental compliance	
307-1	Non-compliance with environmental laws and regulations	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards

308	Supplier environmental assessment	
308-1	New suppliers that were screened using environmental criteria	05 Production processes: supply chain, partnership and use of resources / 5.1 Supply chain management
GRI 400	Social topics	
401	Employment	
401-1	New employee hires and employee turnover	07 Human resources and the workplace / 7.2 The value of employment
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	07 Human resources and the workplace / 7.1 Human capital
401-3	Parental leave	07 Human resources and the workplace / 7.2 The value of employment
403	Occupational health and safety - 2018	
403-1	Occupational Health and Safety Management System	07 Human resources and the workplace / 7.4 Occupational health and safety
403-2	Hazard identification, risk assessment and accident investigation	07 Human resources and the workplace / 7.4 Occupational health and safety
403-3	Occupational health services	07 Human resources and the workplace / 7.4 Occupational health and safety
403-4	Worker participation and consultation and communication on health and safety at work	07 Human resources and the workplace / 7.4 Occupational health and safety
403-5	Worker training on occupational health and safety	07 Human resources and the workplace / 7.4 Occupational health and safety
403-6	Promotion of worker health	07 Human resources and the workplace / 7.4 Occupational health and safety
403-7	Prevention and mitigation of occupational health and safety impacts within business relationships	07 Human resources and the workplace / 7.4 Occupational health and safety
403-8	Workers covered by an occupational health and safety management system	07 Human resources and the workplace / 7.4 Occupational health and safety
403-9	Occupational injuries	07 Human resources and the workplace / 7.4 Occupational health and safety
403-10	Occupational illness	07 Human resources and the workplace / 7.4 Occupational health and safety
404	Training and education	
404-1	Average hours of training per year per employee	07 Human resources and the workplace / 7.3 Training and skills development
404-2	Programs for upgrading employee skills and transition assistance programs	07 Human resources and the workplace / 7.3 Training and skills development
405	Diversity and equal opportunity	
405-1	Diversity of governance bodies and employees	07 Human resources and the workplace / 7.2 The value of employment
413	Local communities	
413-1	Operations with local community engagement, impact assessments, and development programs	04 Service models / 4.4 Communicating sustainability: nutrition information and education 05 Production processes: supply chain, partnership and use of resources / 5.3 Camst's partnerships 06 Economic and financial sustainability / 6.4 Relations with and economic support for the territory
414	Supplier social assessment	
414-1	New suppliers that were screened using social criteria	05 Production processes: supply chain, partnership and use of resources / 5.1 Supply chain management
416	Customer health and safety	
416-1	Assessment of the health and safety impacts of product and service categories	04 Service models / 4.3 The client: quality, health and safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	04 Service models / 4.3 The client: quality, health and safety
417	Marketing and labelling	
417-2	Incidents of non-compliance for product and service information and labelling	04 Service models / 4.3 The client: quality, health and safety
418	Customer privacy	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards
419	Socioeconomic compliance	
419-1	Non-compliance with laws and regulations in the social and economic area	03 Governance: the basis for the creation of shared value / 3.4 Compliance with standards



The photographic story

The published images are part of a reportage by Marika Puicher in some of the workplaces of Camst people: the Group's headquarters in Villanova di Castenaso; the Tavolamica restaurant, at the Centergross in Funo di Argelato; Villa Boncompagni alla Cicogna, in San Lazzaro di Savena; the Group's cooking centre in Ravenna; the canteen at the headquarters of Sacmi, an international industrial plant engineering group and Camst customer; the Unipol Arena in Casalecchio di Reno; a school in Ravenna.

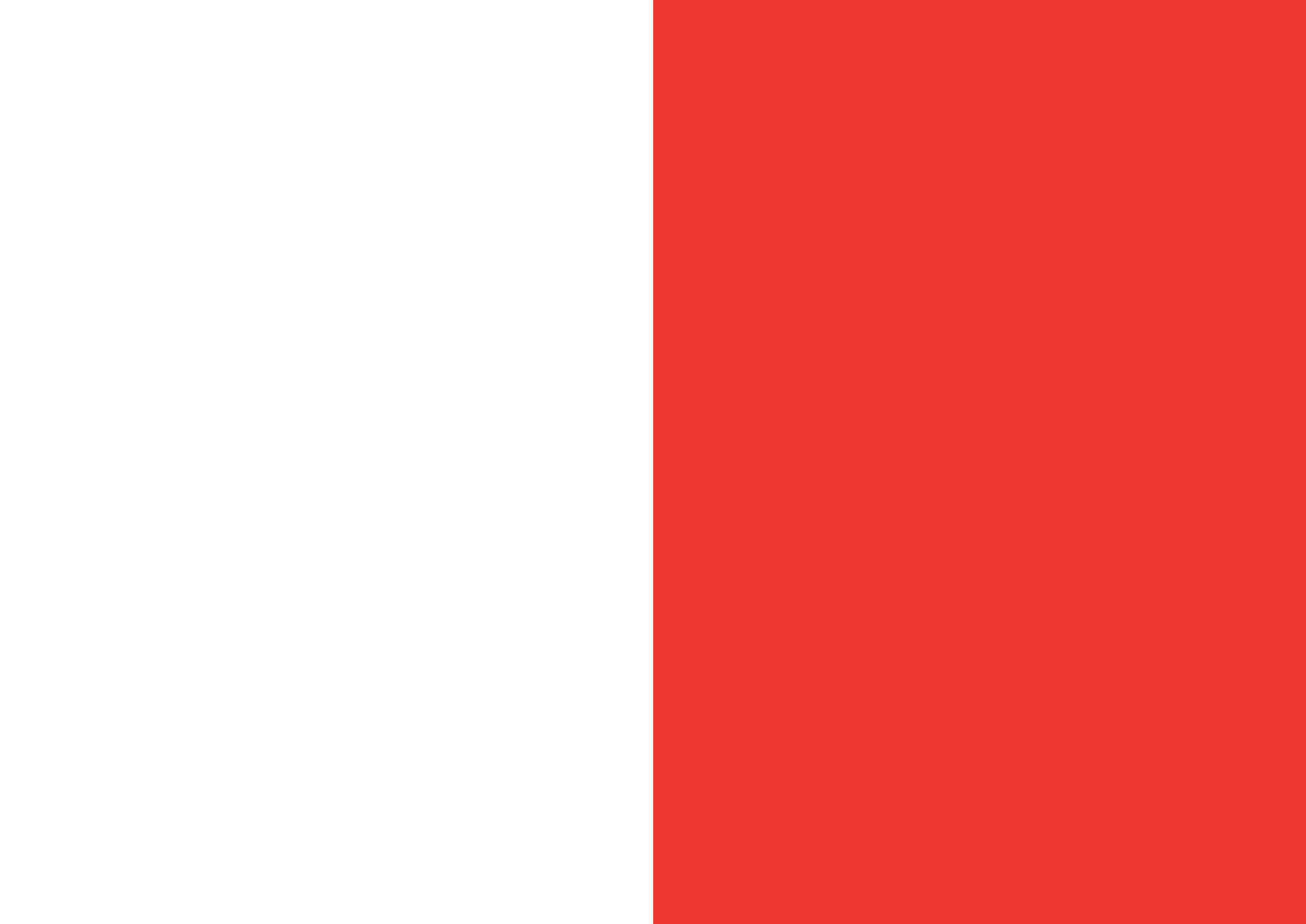
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Homina Comunicazione

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