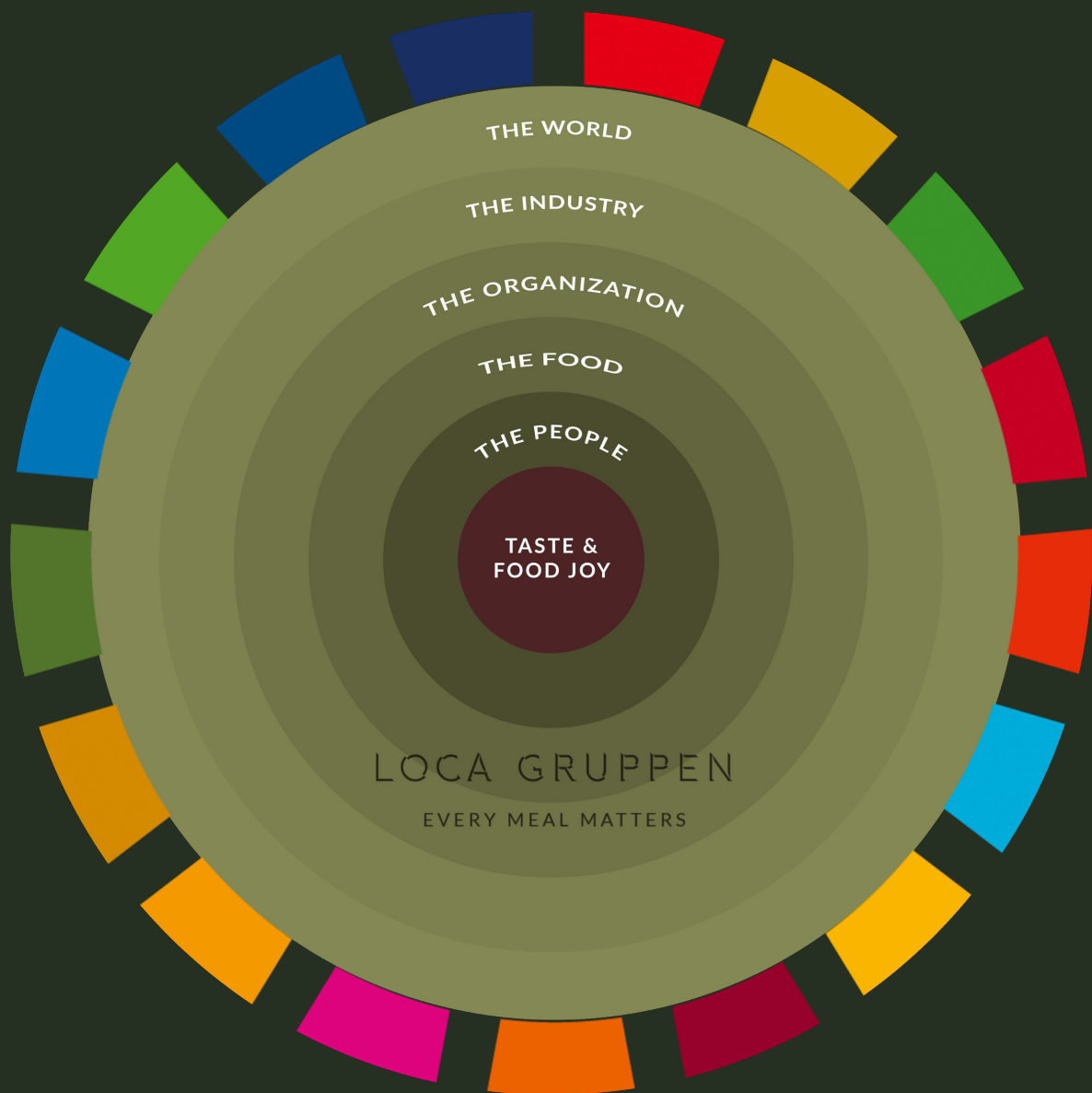


LOCA GRUPPEN

MANIFESTO



EVERY MEAL MATTERS



GASTRONOMY NOT JUST GOOD TASTE

LOCA's Manifesto is a cornerstone in LOCA's vision, and it is our suggestion for how we can use taste and food enjoyment to power positive changes across sustainable development goals and country borders within the industry that we live and breathe for, namely: Gastronomy.

The food industry has contributed to a variety of humanly created problems across the globe, and it is now high time that the gastronomic industry joins in to solve these challenges. This relates to climate change and environmental challenges as well as inequality, poverty, and hunger.

THE JOURNEY TOWARDS SUSTAINABLE GASTRONOMY

LOCA'S Manifesto was written in collaboration with the Basque Culinary Center within the project Gastronomy Shapers in 2021. The Basque Culinary Center is a ground-breaking, academic institution, founded by prominent Basque chefs in collaboration with Mondragon University.

Their purpose is to contribute with education, research, innovation, and promotion of gastronomy and health. Their international advisory group consists of some of the industry's most prominent people, e.g., Ferran Adrià, Michel Bras, Heston Blumenthal, Dan Barber, and René Redzepi. The idea for this Manifesto was conceived when Merete Holst was a guest lecturer at the Gastronomy Shapers program with point of departure in LOCA Gruppen's visions about making sustainable gastronomy available to more people – and in this way using gastronomy to make a difference for the many.

In return for the lecture, the students at Basque Culinary Center subsequently presented their ideas for a universal Manifesto for sustainable gastronomy, wherein everything from waste management in individual kitchens to the fight against global hunger and poverty was included.

One thing became clear in this process, which is that the road towards sustainable gastronomy is built on TASTE & JOY!

TASTE & JOY

Which shows the world that green, healthy, sustainable, and ethical choices taste amazing. For that reason, great taste that spreads joy is our guiding light and the engine that must forge the path for sustainable changes in gastronomy and the industry behind it.

LOCAs MANIFESTO

BY THE MEANS OF TASTE AND
JOY WE WILL WORK TO REACH
THE FOLLOWING GOALS

THE FOOD

We want to create meaningful, flavorful meals through uncompromising quality and conscious choices. We refuse **food waste** and choose **local ingredients, organics, animal welfare, and sustainable fish and shellfish**. We choose less meat, more greens and responsible **suppliers** that live up to the UN sustainable development goals and the values that we aim at. But all this doesn't matter if the food doesn't taste good. Good choices must always go along with innovation, curiosity, and good craftsmanship, because the sustainable meal can and must make the angels sing.



THE PEOPLE

We want to change antiquated traditions and cultures, the lack of diversity, and inequality along the entire food chain. People create unforgettable experiences, and community and solidarity are crucial if you want to create change. In the LOCA family, we are driven by strong values such as joy, curiosity, decency, and a strong will to create important cultural changes within: **Sustainable gastronomy, gender equality, and diversity**.



1

THE ORGANIZATION

We want to create the framework for a **financially sustainable company** that can survive on its own in a competitive market and continue to make a positive difference for generations to come. The road to this goal is paved with decency and builds upon professionally run companies and the inclusion of a culture-bearing owner group among managing employees. Co-owners who through their management, engagement, and excitement ensure a **clear communication, clear goals, and good working conditions**. Additionally, we will always look for responsible production with **minimal use of energy, chemistry, and plastics** – and a maximum usage of **sustainable sources of energy**.



2

3



OUR SELECTED SDGs

THE INDUSTRY

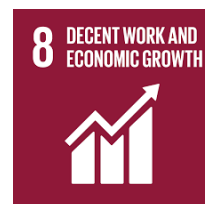


We will seek out partnerships in the industry and work together to create a healthy and sustainable industry culture. Bad management creates bad working environments and unstable employees. Through **fair wages and decent working conditions**, it must be possible to sustain a **work-life balance** and make it attractive to remain in the industry through all life stages.



VERDEN OG VERDENSMÅL

We want to **create growth, not just in our part of the world but also in third world countries**. The majority of the humanly created global problems such as climate change and inequality can be traced back to those living in privileged parts of the world. We take our share of the responsibility for contributing positively to the bigger whole through our choice of suppliers and ingredients as well as specific initiatives with the purpose of eliminating inequalities for marginalized communities.



HOW WE WORK WITH GASTRONOMIC SUSTAINABILITY

To ensure structured and purposeful work with gastronomic sustainability, we have established a series of objectives that we work with across the units in LOCA Gruppen, so that by the end of the year we can write a sustainability report for each of our businesses.

But sustainability is a dynamic journey that never ends, and what is the most sustainable choice today will probably be different in the future. As a part of this journey, we will devise an individual charter for each of our businesses that describes the businesses' specific initiatives and goals within the manifesto's five areas.



TASTE & FOOD ENJOYMENT

- We work with clearly defined concepts and a clear gastronomic line created by the behind-the-scenes team.
- We have clear goals for our ambitions, e.g., the professional level, labels, and recognitions - because we want to be Best in Class.



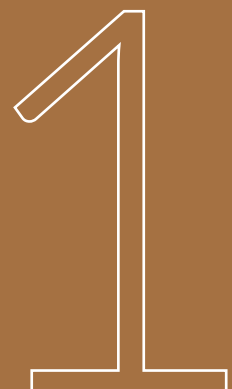
THE FOOD

WE HAVE DEFINED GOALS SET YEARLY FOR:

- Reducing our CO2 emissions without purchasing carbon offsetting
 - Our use of meat, fish, and plant-based products
- Our use of sustainable shellfish and fish with the label 'NaturSkånsom' (Gentle towards nature)
 - Our degree of organics
- Reducing our food waste and optimizing our utilization
 - Guest and customer satisfaction

Annual updates of criteria and standards for the most sustainable choice of ingredients and suppliers. This includes evaluation in terms of the latest knowledge regarding:

- *Nutritional value and health*
 - *Soil, water, and land use*
- *Local ingredients and ingredient quality*
 - *Animal welfare and biodiversity*
- *Less hunger and inequality, more gender equality*



THE PEOPLE

WE HAVE GOALS AND PROCESSES FOR:

- Diversity and equality
- Recruitment and introductory courses
- Training and education
- Communication and knowledge sharing
- Courses and training for professional and personal development
- Work satisfaction and employee seniority



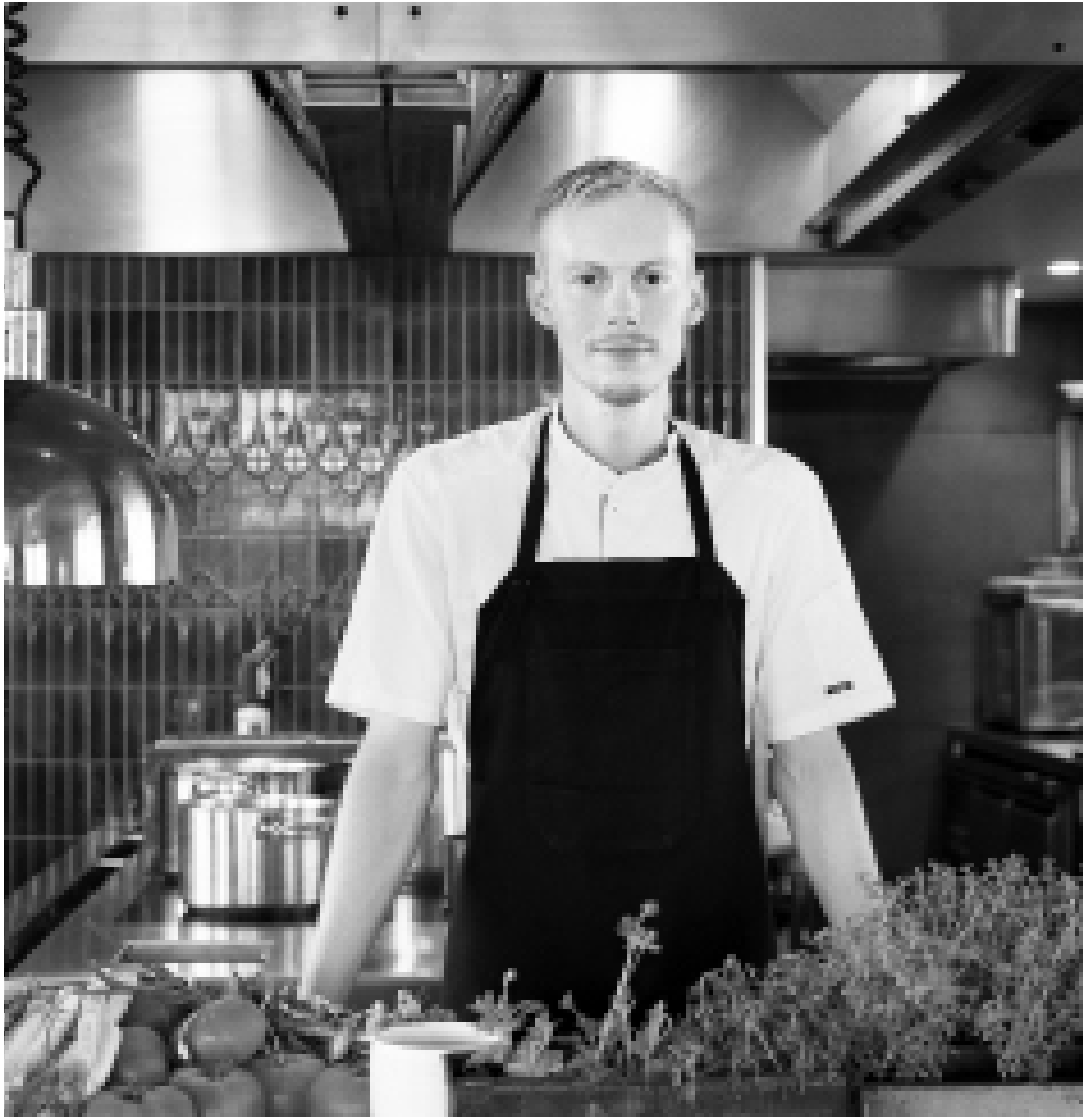
THE ORGANIZATION



A SUSTAINABLE BUSINESS STARTS WITH YOURSELF

- We work in a professional and structured way with everything from organizational structure, culture, and management to purchasing, finances, communications, etc.
- Integrated in this work are the choices we make regarding buildings, facilities, and processes that prioritize a minimal use of energy, chemicals, and plastics and a maximal use of sustainable sources of energy.





THE INDUSTRY



WE MUST ACTIVATE MORE PEOPLE AND FOR THAT REASON, WE ACTIVELY SEARCH FOR PARTNERSHIPS AROUND SHARED GOALS FOR SUSTAINABLE GASTRONOMY WITH:

- Ministries and public administrations
 - Industry organizations
- Educational and knowledge institutions
 - Interest groups and NGOs
- Colleagues and collaborative partners
- Guests, customers, suppliers, and private individuals

THE WORLD

“WITH GREAT ABILITY COMES GREAT RESPONSIBILITY” - SO WE MUST REACH FURTHER



The development and growth we enjoy in richer countries today has led to massive CO2 emissions, and the global temperature is rising with more speed than ever before. The ice caps are melting, the oceans are dying, and the earth becomes arid, barren, and uninhabitable. Paradoxically, it is thereby the world's richest countries that carry the largest responsibility for the climate crisis, while the world's poorest and most vulnerable countries are hit first and hardest with the consequences.

We must fix this, and we will look for and support international partnerships and collaborators that can contribute to economic growth, lessen inequality, and ensure more gender equality in the world's poorest countries.

For example, we have decided to work with PlanBørnefonden, where we, for each full time equivalent LOCA Gruppen employs in Denmark, contribute with a year's education or the like, which can improve the conditions and opportunities for gender equality for a girl in one of the world's poorest countries.





ANNUAL SUSTAINABILITY REPORT

We believe fully and wholly that if you can measure something, you can also improve it.

For that reason, we have established specific initiatives and goals in each charter of our businesses. At the end of the year, we can on these grounds write a sustainability report for the company.

The report describes with numbers and facts the annual realized results, progresses, and expected impacts for each business – and shows the way towards setting new goals for the coming year.

LOCA Manifesto is the heart of LOCA Gruppen, and it was written by Merete Holst and Dorte Juhl Østergaard.



Merete Holst, CEO, head of gastronomy

Merete is LOCA Gruppen's owner, CEO, and spearhead.

She founded LOCA Gruppen in 2017 with Dorte Juhl Østergaard, and before this, she spent almost a decade, from 2008 to 2017, as the managing director and partner with Claus Meyer in Meyers Kantiner and Contract Catering.

Through her 30-year career, Merete has been driven by a passion for raising the bar for what a meal can do in all situations, whether this is in a gourmet restaurant, a hospital kitchen, or the daily lunch at a workplace.

Merete was originally trained as a chef at Hotel d'Angleterre, where her gastronomic journey also started. Read more about Merete Holst at www.locagruppen.dk.

Dorte Juhl Østergaard, CCO, head of sustainability

Dorte is LOCA Gruppen's owner and CCO with responsibility for maintaining a sustainable focus in all parts of the company.

Dorte was born and raised in the countryside with nature and farming as the nearest playgrounds, and with a love for both, she has spent the majority of her working life building bridges between rural idyll and the reality of the food value chain.

Dorte has almost 25 years' experience with sustainable value creation, primarily within agriculture and food, i.e., as an independent breeder in Denmark and as the director for plant-based companies in some of Europe's largest agricultural organizations.



Read more about Dorte Juhl Østergaard at www.locagruppen.dk.

Partners og CO-signing of the LOCA Manifesto



Christian Hoffmann, partner & kitchen manager, Almanak

Christian is co-owner of restaurant Almanak. Christian is part of the core in LOCA Gruppen and top manager for the kitchen at Almanak and Almanak at the Opera House.

Christian was trained at D'Angleterre and has among other things spent time at the Royal Ship Dannebrog, Orangeriet, and Madklubben, before taking over the helm at Almanak on Havnegade. Christian is thereby in the Michelin guide's recommendation of Almanak with a Michelin Plate in both 2019, 2020 and 2021.

Christian is driven by creating good flavor and aesthetics with the ingredients surrounding us, and not least, he has a love for the seas and seasonal greens.

Christoffer Sørensen, partner & kitchen manager, STUDIO

Christoffer is co-owner restaurant STUDIO. Christoffer is part of the core in LOCA Gruppen and kitchen manager and spearhead at STUDIO.

Christoffer was trained at Alberto K, and before he took over the helm at STUDIO IN 2021, he spent 9 years as Claus Henriksen's right-hand man at Dragsholm Slot. As the spearhead at STUDIO, Christoffer has already won international acclaim with a categorization as Global Master Level in White Guide and not least as the winner of Michelin's Young Chef Award in 2021.

Christoffer has a great passion for seasonal ingredients and for using these in a complete menu with the perfect finish. Christoffer is trained as a chocolatier and is behind award-winning dessert courses and petit four servings



Copenhagen, November 11, 2021

Monte Holst

LOCA GRUPPEN

EVERY MEAL MATTERS

almanak STUDIO *mission* RADIO almanak
Green i operaen

WWW.LOCAGRUPPEN.DK