

# BIG MAMMA BECOMES COMPANY WITH A MISSION



## WHAT'S THAT?

(promised this is the only time we will quote the French law) Basically, the law pact of 2019 introduced in the French law of companies, the notion of "company with mission", i.e.: a company which wants to include its reason of being and its social and environmental objectives in its statutes.

**Initially, we are here to give our clients the best moment of their day by proposing good Italian food, not expensive, served by a smiling team with a singing accent. This is our motto, our leitmotiv, for almost 6 years. But the adventure goes further.**

Since the beginning, we have placed the human being and our impact at the heart of our concerns so that it would be the most positive and significant possible. In 2018 we received the B-CORP label but we always told ourselves that we had and still have a lot of improvement margin, so we prefer to focus on the essential, on how to go in a better way at every level. When we launched Napoli Gang during the first lockdown, we decided from the start to make it a company with a mission, advocating inclusion above all. Then, when we launched Top Bun in april 2021, we did the same thing but this time with 100% organic products and by choosing the battle of recyclable and compostable packaging as soon as

possible. At the end of 2021, the entire group will become a Company with a mission. Our purpose, the social and environmental objectives we have fixed for ourselves and the methods for monitoring these objectives are now written into our company statutes. It was already in the company's veins, now it is clearly tattooed for life.



So to summarize it in 3 main parts, our mission is to change our teams' lives, change our clients' lives, and change the world at our scale.

We are very proud to share this with you through these lines that relate our 2021 backstage.

Let's go

"Bacio"

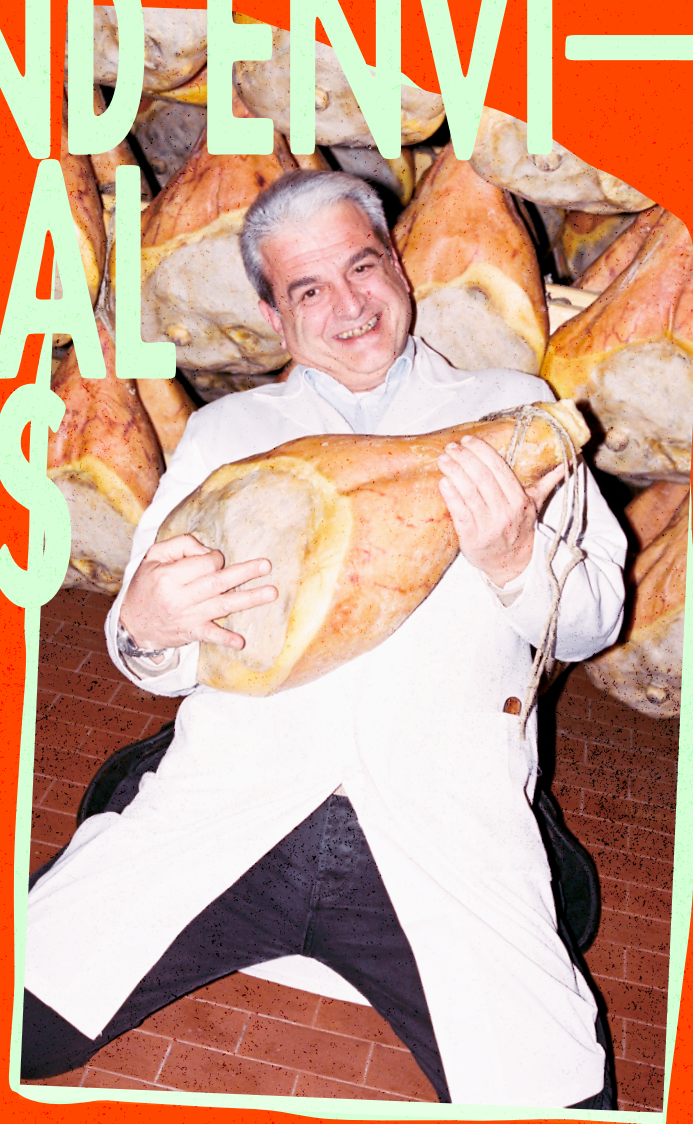




2

EXTRACT FROM THE MISSION WE ADDED  
TO OUR COMPANY STATUTES:

# SOCIAL AND ENVIRONMENTAL OBJECTIVES



## Promoting meritocracy, inclusion and solidarity in our company and in society

A strong collective and team spirit based on integration, solidarity and the opening of the capital to a part of the employees

Promoting meritocracy and internal promotion for all employees

Active approach to inclusion and equality (through training, partnerships with associations, food support actions)

## Offering responsible, quality food to as many people as possible

Traditional know-how, homemade, based on raw and untransformed products

A majority of our sourcing is directly from producers which favors small artisans

Transparency on the origin of our products and our suppliers

Products without preservatives, additives or coloring

Offering our cuisine to as many people as possible by providing the best experience and the best quality/price ratio

## Reduce our environmental impact

Fight against food waste

Better waste sorting

Plan to reduce our CO2 emissions



CAN A GOOD DINNER CHANGE YOUR LIFE?  
WE THINK IT CAN, AT LEAST FOR A FEW HOURS.

part 1

# CHANGING OUR CLIENTS LIVES



**Y**es, a good restaurant experience can change a day, an evening's mood and can transform a bad date into a real pleasure moment at the table. And isn't it fully deserved in these complicated times? So to make this moment when you're sitting at a table in our restaurants the best of the day, we continue to evolve the products, rethinking our restaurants' experience to create simple, warm and memorable moments.

## WE ARE BACK!

After closing at the end of 2020 and a lot of twists and turns, there was a lot of emotion when we were able to reopen most of our restaurants on this special day, the 19th of May 2021. Happiness. The sound of glasses clinking, the smell of hot pizzas waltzing between the tables, the laughs and the ragù that makes up the cheeks, we had missed it terribly. During this time, it allowed us to rest a little bit on our way to receive you.

If you have experienced the endless waiting lines on our restaurant's sidewalks, it's because at the beginning of the adventure, we had a big dilemma: **bookings.**

## ONLY FOOLS DON'T CHANGE THEIR MIND

To be totally transparent, technically, proposing a booking system for a restaurateur means losing 30%

of customers every day. Why? First of all, because there are the no-shows, i.e. the people who just don't come. There are also the latecomers (which we understand, because we are not evil) but which leave an empty table for a long time and which impact the rest of the service. In general, the restaurants that take bookings are forced to include this in the service charges, i.e.

by increasing the prices.

But our promise is: good products, full plates in a place with big karma and ultra accessible. Taking bookings would have required us to completely rethink our business model and therefore our values.

But after testing a lot of solutions, we finally found the right balance during the health crisis. We started opening a small part of our tables, leaving the rest in free access. Then we opened a little more, then a little less, until we found the perfect balance that would allow us to maintain our promise and offer this comfort to our customers. So it's official: all our restaurants (except La Felicità) now propose B-O-O-K-I-N-G-S. Since July, half of our tables can be booked for lunch and dinner. No more waiting lines of 1km, no more fingers crossed, no more "I have to leave work at 6pm to have dinner at Big Mamma", no more fights between buddies because one of them is late. Isn't that the best news of 2021?

We don't want to be seen as sucks, but restaurateurs need more than ever support so whether it's for the staff but also for the other clients, in our restaurants or at our colleagues', remember to warn in case of delay or cancellation.





ONE OF OUR BIGGEST COMMITMENTS:  
OUR PRODUCTS' QUALITY

# CHANGE PEOPLE'S LIFE WITH GOOD FOOD

We took advantage of this period of closing to make an inventory and set the bar higher than last year in our fridge for the reopening. Products coming from closer, more organic products, more veggie dishes, less meat on the menu... And many other objectives that we set ourselves in 2021.

**For the first time, we have made one of our restaurants**

**100% VEGETARIAN.**

Beyond all the ethical and moral questions that may be raised by the subject of meat consumption in the world, its industry is today the first source of CO2 emissions on the planet. And we cannot close our eyes without acting.

So, in September,  
**BIGLOVE OFFICIALLY BECAME OUR FIRST EVER VEGGIE RESTAURANT.**

No more Italian sausages in the Marais; we explored new directions and new flavors. The result of this collective work is, for example: our big cauliflower in a brioche crust, the oven-baked camembert di bufala, the pâté en croûte 2.0... After a month of client surveys, the verdict was clear: a big success and veggie for life!

**Who said that veggie can't rhyme with dirty?**

And if our other restaurants haven't fully taken this direction, we succeeded in reaching a good objective this year: 70% of the recipes you find on our plates are vegetarian with many vegan alternatives.

**THE BEST FOR THE BEST**

And for the remaining 30%, we became more exigent on the meat quality. We went in call center mode to make all the phones ring and find great meat, at all levels.

Today the results are more than positive: the pig you find in our dishes is now French (before it was Italian). It is still as good and tender thanks to Bazochon, who works on the whole chain and knows its pigs like no one else, and moreover, this meat weighs much less in the carbon footprint.

**70%**

of our restaurants' recipes  
are vegetarian

**95%**

of our suppliers have signed  
our B-CORP code of conduct

The veal that we found in England comes from a new innovative chain of animal welfare: Alternative meats, which allows the veal to live a long time in the best conditions.

Our wine menu is becoming more and more organic in all our restaurants, and we are proud to have for example an organic Chardonnay from Sicily or our Primitivo I.G.P., a red that comes from organic vineyards in Puglia. And for the soft drinks, we follow the movement on a major part of our inventory in all our trattos, thanks to La Limonaderie de Paris!

This year was the opportunity to meet and work with new producers, always committed in terms of quality. Thus, almost all of our suppliers (95%) have signed our B-CORP code of conduct, which ensures that our fundamental values are respected and which allows us to serve you the best products every day.





# HOW TO MAKE AS GOOD IN DELIVERY NAPOLI GANG

G-A-N-G

## A KITCHEN WITH A VIEW

**N**apoli Gang started with the crazy project of deconstructing stereotypes about delivery and "Dark Kitchens". Breaking the codes to create a new model, highly virtuous. Therefore, it was inconceivable to offer our clients dishes prepared in an obscure kitchen, impossible to find on a menu. Our kitchens don't have a view of the Arno yet but they are all open to the street. Spacious and bright kitchens designed for and by our teams. And that, after all, it makes a difference.

Because our commitment and ambitions for quality are exactly the same as in our trattorias: 100% of our recipes are homemade. The only twist:

## All our recipes have been rethought for delivery

Let's take the example of our truffle paste. People have been asking us for years why we wouldn't deliver them. In fact, the pasta that we can serve al dente on your plate after 30 seconds between the pass (from the kitchen, of course) and your table, is completely different from the dish delivered after 15 minutes of zigzagging by bike.

BTW, IT'S REALLY GOOD



So we completely rethought our dish to keep the heat on, to have a cool presentation and to stay ultra gourmet, it became this little bomb of truffle conchiglie, still decadent, even after the bends. And because we wanted to keep the experience of our casa restaurants alive, we also thought of every aspect of the order.

## HOW TO MAKE THE DELIVERY ALSO GOOD

Since September 2021, we've developed our own app, available on the Apple Store

and Google Play - wow, that's a cool thing to say, to make ordering a little more cool and personalized. And we also continue to have fun with our packaging with stupid jokes but on recyclable and recycled material.



DO YOU REMEMBER THOSE 15 MINUTES OF WAITING TO PAY THE BILL? IT'S PAST, LET'S NOT TALK ABOUT IT ANYMORE.

# ADDITION 2.0

In April 2021, sunday was launched, an app that changed the game and revolutionized restaurant payments. Once your pancetta is fully, you scan a QR code to pay, you leave and basta cosi.

It's the easiest way to collect money from clients and to offer our teams the fastest payment in the world, while still focusing on the added value of the server's job. No way to lose the relationship with our clients, it's just a time saving to still pamper them as much as possible, sing and celebrate their birthday for long minutes or advise them the creamiest burrata on the menu.

## SUNDAY IN A FEW FIGURES, IT'S:

### 4.000 restaurants

(in addition to Big Mamma restaurants) which have adopted sunday

### 5.000 servers

who have already used it

### 30% of bills shared

by guests, who no longer leave angry or confused by a too complicated math calculation

### + 2.000.000 clients in the world

who paid in 10 seconds

### + 40% more of tips

for the teams

### 150 trees and 80L of water saved

by reducing the consumption of paper receipts





# part 2 CHANGING THE LIFE OF OUR STAFF



**OUR TEAM IS AT THE CENTER OF EVERYTHING, FROM THE BEGINNING.**

**A**s an employer, we have responsibilities: salary, well-being, work environment, motivation, training, evolution, information and prevention. We are proud of all the things we have done this year despite a more than challenging context for the restaurant industry.

## AIN'T NO CRISIS WITH THE RIGHT TEAM

Let's face it, 2021 was a turning point in our industry, a crisis within a crisis. All of us in the restaurant industry have experienced turnover problems, i.e. departures in the teams. It's important to know that in the restaurant industry, it's generally 2 to 3 times higher than elsewhere and it can easily reach 70%. The great success is that, once again this year, we have had far fewer departures than the sector average. This is an indicator that encourages us to continue all the efforts and actions we are putting in place to make our company a healthy and always stimulating environment.

This crisis has sometimes led us to make difficult decisions, such as closing some services to avoid over-soliciting our teams for longer working hours.

But it has also led us to innovate in the right direction. We are still making adjustments, such as increasing some kitchen positions and introducing a seniority bonus (50€ per month extra per year of seniority) and proposing executive status to our managers, assistants and sub-chefs. It may seem not



much but it's actually a real revolution for a sector such as the restaurant industry.

## BENVENUTO NELLA FAMIGLIA

We also wanted to review and professionalize a key step in our career by setting up a real onboarding program to better and immediately understand the job, to better know the team and to feel quickly in the bath. It has created a new job, embodied by Raoul, one of the pillars of the company who has been there since the beginning

of East Mamma. He's our dean, our smile guarantee at all times, former Chef de rang then Manager and more recently Director of Ober, East Mamma and Popolare. Raoul has recruited two ambassadors in each restaurant who will meet with the newcomers every week to transmit them the company's history, our values, our job codes, the products' knowledge and the art of service in the Big Mamma way.







# GOAL: BEST PLACE TO WORK

CIAO

the fundamental values of the Ethical Charter that we put in place at the beginning of last year and which is signed by 100% of our employees at the same time as their employment contract.

## EMPOWER WOMEN

More than ever we are still fighting against gender stereotypes and creating an egalitarian work environment. This is why, since 2020, we have been accompanied by Gloria community, a team that organizes collective coaching workshops to help women achieve their professional goals.

This year, we created the Women's Circle, a female leadership program in the restaurant industry. Led internally by Brenda and Costanza, represented by a woman in each restaurant who will cooperate with two new women each year to expand the Circle. The idea is to organize conferences to encourage our women leaders to learn to impose themselves, to know how to say no and to grow in their work. Today they represent 28% of the squadra and 54% of the managerial positions and we hope to make these figures go up tomorrow.

In terms of equal pay, we want to keep progressing but we are happy to have obtained a score of 99/100 for the professional equality indicator in 2020, which aims to eliminate the gender pay gap in companies.

## 1,500 TEAM MEMBERS, 1,500 ADDITIONAL MOTIVATIONS TO CHANGE THINGS

To go one step further, we also launched several surveys with BLOOM AT WORK this year. These are anonymous surveys that allow us to identify improvement areas and then implement concrete actions. It worked because 80% of the team answered all the questions, i.e. 1200 people among 1500 in the 3 countries.

It's heartwarming to see that our teams feel really involved, proud and committed to their daily work, that they know and share the company's values and that they have confidence in its future. In line with all this information, we have also accelerated the transparency of our salaries. We now have a salary scale by country, communicated

to everyone, which allows us to clearly see the salaries of each position, based on the years of seniority and their evolution. We are trying to develop as many tools, jobs and methods as possible to provide a solid structure for the people who are already in the team and for all those who will join us tomorrow.

## LGBTQAI+RESPECT

In another area, post metoo era, we think that it's always better to prevent than to cure. So we regularly set up awareness campaigns on different topics like sexism, harassment, racism and any kind of discrimination. All of this is in line with



# TEAMWORK MAKES THE DREAM WORKS



## SEEING PEOPLE GROW MOTIVATES THE DESIRE TO PROGRESS

In the restaurant sector, we are absolutely proud to see our teams stay and grow with us. Between September and October 2021, no less than 90 people were promoted internally or almost 10% of our team. We have dozens of inspiring stories like Amara, who arrived as a dishwasher at BigLove and became a kitchen assistant before joining the Napoli Gang team as a kitchen help. Or Candice, who arrived as an intern at Big Mamma at 22, became manager of Carmelo at 23 before becoming director of La Felicità at 25 (!).

## ALONE WE GO FAST, TOGETHER WE GO FAR

The pursuit of excellence drives us every day. And to keep it going, we multiply our training sessions to perfect the specificities of the products we cook and the wines we serve. Directly in contact with our producers, they give us first-hand information on the ethics and commitments of their practices, thus allowing us to offer you the best products.

Excellence is also our driving force in our recruitment. We don't necessarily look for people with the most glowing resumes because we believe in passion over experience. We want to give everyone a chance, including the youngest. That's why we also visit hotel schools where we offer practical tests, to give a preview of our way of working and meet passionate souls that we would love to support in their training and achievement. The result? A colorful team animated by the same obsession of the good, well-made, always served with a smile.

## MANAGEMENT PACKAGE

Since the end of 2020, 150 members of the squadra became shareholders of the company.



## PROJECTS TO THE MOON

And this year, on the news side, a lot happened. In 2021, we feel like we have lifted mountains because this year we have:

**Opened our very first restaurant in Bordeaux, Palatino <sup>1</sup>**

**Launched our organic smash burger brand, TopBun <sup>2</sup>**

**Opened our 3rd restaurant in London, Ave Mario <sup>3</sup>**

**Opened our 2nd restaurant in Madrid, Villa Capri <sup>4</sup>**

**Opened no less than 7 new Napoli Gang <sup>5</sup>**  
between Paris, Lille, Lyon, Marseille, London and Madrid.

**BOOM**

This means that these 150 people have been able to invest the amount of their choice and thus become owners of their own company. This allowed our employees to become shareholders in the same way as the historical investors, with a booster effect. In the case of a capital gain, the funds invested are tenfold. This value sharing of an adventure that we are all building together makes sense of our values: ENTREPRENEURSHIP, EXCELLENCE, AUTHENTICITY and MERITOCRACY.

In 2022 and for the years to come, we want to be able to open this circle even more, ideally to be able to offer it to all the people who arrive at Big Mamma. Without getting into the practical details, this thing is not set up with a finger snap, because it requires a lot of paperwork, administrative headaches, bank validations, justifications etc etc but we will continue to move everything to reach our goal.



# CHANGING THE WORLD

part 3

NO, WE DON'T PRETEND TO THINK THAT WE CAN CHANGE THE WORLD BY OURSELVES.

But we think that it's the sum of little actions of each of us that has changed the path a bit. To have a positive impact on our scale, on subjects that concern all of us like environment, youth and precariousness, we launched a new challenge and this year we also got closer to many partners and associations.

## HI BIOGOSS

### MAY 2021 WAS MARKED BY TOPBUN'S LAUNCH

our organic and committed smash burger brand. When we saw that we could deindustrialize pizza with Napoli Gang, we quickly realized that burgers deserved the same battle, since they are also mainly represented by junk food giants.

An almost exclusively French sourcing (85%) with great French fries, French poultry and beef raised in the animal respect. And of course, an incredible veggie burger recipe, to offer an alternative to those who want to exclude meat from their diet, partially or totally.

As a committed brand, we decided to push the cursor even further. Thus, no Coke on the menu, no avocado in our burgers

and bye bye plastic. We dug and found a very cool solution for our packaging: 100% compostable and plastic free. Sexy! This entry into the organic world gave us great ideas for the future, and our restaurants have already started to multiply the organic ingredients on their menu (see a few pages before if you followed us well). However, we still have a long way to go.

### WITH NAPOLI GANG, OUR PACKAGING IS 100% RECYCLABLE

and we even offer some items to keep for life like our tiramisù glass. We still have a few plastic items like the little bitoniau shaped like a mini picnic table that avoids the pizza to be smashed during transport. And even if it's recycled and recyclable plastic, we are still in active pursuit to find an alternative and succeed to be 100% plastic free #lifegoal. By the way, if you know someone who knows someone who makes the little bitonials without plastic, you can contact us [here](#).





# SUNDAY KIND OF LOVE

## NO MORE PRINTED MENUS, NOW IT'S TIME FOR SUNDAY.

All our menus are now digital and interactive. Whether it's parsley that has become chives, an out-of-stock of one of our best Italian products or seasonal changes and therefore menu changes, everything can be modified at any moment in a short time.



But where are the printed menus? There are still a few for our battery-less friends, the #nophoneatthetables or our dear grandparents who don't even know how to use this little square called "QR code".

Of course, these few menus are less beautiful but it's for a good cause. Basically, it means that we prefer to offer a digital version of our menu via the QR code put on the table instead of printing thousands of menus which are certainly very cool but just bad for the planet. They may hurt the eyes, but honestly, we find that there is nothing better.

Before, menus were printed according to the maximum capacity of the restaurant.



**Today, thanks  
to our digital  
menus, we print  
15 per restaurant.**





# IN YOUTH WE TRUST

During the October month, we teamed up with

## JEUNE&ROSE,

an incredible association which has made prevention against breast cancer its main battle. Among our customers, we have a lot of young people between 18 and 35 years old and it's exactly the age group that must be aware of these issues. Pink October was an opportunity to broadcast on our networks a lot of self-care training and little gestures that do big things, like saving lives.

At the same time, we developed a special recipe of burrata filled with pink beet pesto, giving 1€ per sale to the association. And since we loved this project, in 2022, we plan to do it again.



## GETTING INVOLVED WITH YOUTH CAN TAKE MANY FORMS.

Our core business is food and that's what we know best to share with people who need it. We're not going to talk too much about what we've done this year, but as soon as we can, as soon as the context allows us, we try to act alongside charities to support people in precarious situations.

## BIG UP TO LINKEE,

with which we organized every first Monday of the month, a distribution of free burgers to students. The association helps Parisian students in precarious situations and fights against food waste. Even if we would like to do more, it's still cool to think that 745 students could taste the organic burger of La Felicità.

And an overload of love to

## EPIC FOUNDATION

for which we raised between October 2020 and November 2021 no less than £137,698 in England thanks to our amazing customers who agreed to round up their bill to the extra pound. The Epic Foundation and their Thinkforward program supports young people in precarious situations and without jobs to allow them to find permanent work through personalized coaching.



## Huge love for the friends of RESTOS DU COEUR.

Winter is one of the most critical periods for people who need a helping hand. So in January, 1500 meals were distributed from our restaurant Carmelo in Lyon. But also on December 31st from La Felicità.

We hope that the context, the karma, the planetary alignment will make 2022 an even more favorable year for this kind of actions that it's not always possible to carry out with restrictions or closed restaurants. And by the way, we'd like to take this opportunity to tell you that if you work for or know of any associations that are looking for teams that are ready to get involved, write to us here, because we'll be delighted to find out what we can do together.

**£137.698**  
donated to Epic Foundation

**3.000 repas**  
meals distributed to the  
Restos du Cœur





# LESS CARBON MORE CARBONARA

2021 will have been another year of juggling with 5 months of closure for our restaurants, stormy waves, vaccination pass, norms, rules, variants and lots of other new words we don't want to hear or discover anymore. But it was also the year when we started to see the blue sky between the nasty clouds again. The year during which we were able to see all our team back to their jobs, their scope, their missions.

The year that ends by saying that we found a certain financial health for our company. Where we were able to definitively rekindle the flame with more serenity, with projects that could finally become concrete. Where we could continue to carry out actions with a positive impact for our clients, our team and those close to us. So here we go again, a crazy ride. We're raising the temperature in March with the arrival of not 1 but 2

restaurants near the canebière: Splendido, a 1,200 m2 trattoria that looks like an Italian circus, and our very first TopBun restaurant, which is 100% organic, good and digital. Oh my friends from Marseille, we can't wait! And that's not all, follow our news on insta or newsletter, because there's a lot to come, new cities, new restaurants but also a new country in Europe. So raggi you launch the bets?