



THANK YOU

We are proud that the WE Sustainability Strategy forms an essential element of our company. We believe this strategy will enable us to deliver greater value and innovation.

[Read more here](#)



**SUSTAINABILITY
REPORT 2022**

WE

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FOREWORD

Life is full of surprises. COVID literally shocked the world and caused much misery across the globe. We at WE Fashion were also greatly affected. Closing our stores in 2020 and 2021 as well as dealing with all the aftermath has taught us to be flexible and even more resilient. I am proud of the way our teams dealt with all the uncertainties; we came out stronger than we went in! Our online capabilities were tested to the max and we are happy to see our online sales stabilising around 50% of our total sales. You can really see the massive impact COVID has had on consumer behaviour. Barely recovered from COVID, the Ukrainian war erupted. Fossil fuel shortages caused an inflationary spiral not seen in decades. This war affected many of our target audiences, including ourselves. But especially the people of Ukraine. We admire their resilience and are happy that the international communities, including the Dutch government, are so supportive in sending aid to support the people of Ukraine.



Due to inflation, our operational costs have increased, which we will have to recover through increased efficiency and - unfortunately - price increases. Our perspective has always been to simultaneously increase product quality, so that we remain highly competitive in our price-quality ratio.

Sustainability holds a firm spot on our strategic agenda. In recent years, we have continued to increase the share of more sustainable materials. We are seeing wonderful developments, especially in recycled yarns. We have sharpened our focus on animal welfare, so we are pleased to see the certification of wool from responsible sources increasing.

Of course, we are very dependent on the resourcefulness of our partners and suppliers throughout the entire production chain. With a joint effort, we can significantly reduce our footprint! We have also set some new goals. In some cases, we learned more about the matter, which led to setting more realistic and achievable targets. Our ambitions and intentions have not diminished; we remain fully committed to our WE Care strategy, which is fully embedded throughout our organisation. Our CSR team - which has been completely renewed and brought fresh ideas and perspectives - and our Buying teams work together seamlessly.

At the end of 2021, the Dutch Textiles and Clothing Covenant expired. We learned a lot from the due diligence and best practices that were shared. We continue to follow the same course of action and participate in explorations on how to extend the covenant in a new format. We see cooperation as an important key to achieving positive change. That is why we are also an active member of the Sustainable Apparel Coalition.

We face many changes in laws and policies, both domestically and internationally. We applaud the positive changes and attempts to create a level playing field and align efforts across our and other sectors. Unfortunately, we see that the pace of change does not always match between domestic and international initiatives, which is frustrating and causes inefficiencies. As a European player, we call for more European - or even global - synchronisation, as purely Dutch legislation will not fix global problems. Another concern we see is the increased need for complex reporting and compliance that is very time-consuming. We therefore take a very active position within the various bodies to ensure that we set ambitious, yet achievable targets for our industry as a whole.

Diversity and inclusivity have always been an active topic for WE®. It's in our name to connect and bring people together from all walks of life. Our core belief is that life is 'Better Together' and experiences are best when shared with others. We have introduced a D&I Council in our company to better articulate our vision in this area. Check out our Manifesto we created in collaboration with spoken word artist Naomi Grant.

Kind regards,
Joris Aperghis, CEO



SUSTAINABILITY AT WE FASHION

INTRODUCTION



WE Fashion is an international company with around 135 stores in the Netherlands, Belgium and Switzerland, 2000 employees and distribution in over 25 countries. The international distribution centre and the organisation's head office are located in Utrecht. There are also local offices in Belgium and Switzerland.



WE® VALUES

We believe that life has more meaning when lived and experienced with others. We believe it so strongly, we have founded WE® based on this very idea.

We believe in random acts of kindness. In group hugs, shared adventures and helping others. We believe in uniting our differences and embracing change.

We believe in our heritage. Started as a humble Dutch retailer, we take pride in our entrepreneurial spirit. A small country with big ideas. Ideas we love to share with the world.

We believe in designs that connect. Designs that allow you to stylishly tune in and vibe with those around you. Modern collections of great quality for a fair price.

Our audiences inspire us in everything we do, and we seek to overachieve their expectations. We serve to connect.

Now is our time. Our time to create a better world, a place where people move together as one. Because that's when great things happen.

To make this a reality, WE Fashion has established seven key company values that describe the attitude and characteristics of our organisation.

They are summarised under the heading **CONNECT**:

Customer Focus

Operational Excellence

Newness Loving

Naturally Stylish

Engaging

Care

Togetherness



To emphasise the holistic approach we have on sustainability, we have integrated our responsibilities into our overall WE® business strategy: sustainable business. In addition, CARE has been added to our connect values in 2021, which means that the commitment of employees to WE CARE, our sustainability mission, will be assessed annually.

Our business strategy aims for optimal balance in creating environmental and socially responsible fashion that can be enjoyed by all. In both the short and long term, WE Fashion would like to contribute towards structural improvements in the lives of people and the environment.

SUSTAINABILITY VISION

Finding the right connection between social, environmental and economic interests to make fashion more sustainable.

SUSTAINABILITY MISSION

Our main goal is to have the right balance between social, environmental and economic interests. We do this by joining with stakeholders and continuously striving to become more sustainable in every aspect of our organisation. We believe it's important that our customers can trust us in the way we make our products, every day and step by step, in a more sustainable manner.



SUSTAINABILITY TEAM

The WE® sustainability team identifies both social and environmental opportunities and risks, puts them in context and relates them to WE Fashion's activities. They do so by working with appropriate stakeholders, both internal and external, such as government, NGOs, trade unions and other textile companies. This way, they gain valuable information on emerging social and environmental issues and work towards improvements. These issues may be relevant today, tomorrow and/or in the longer term.

The WE® sustainability team is an independent, separate department within the company. The Head of Sustainability directly reports to the CEO. Not only does this demonstrate the organisation's commitment to sustainability, it also supports a decision-making process that is led by the highest level and is independent of other departments. The sustainability team also collaborates with the broader WE® Management Team to inform and work with them to make the right decisions on future strategies.

The team works - along with other departments within WE Fashion - on addressing necessary improvements in social and environmental performance, and collaborates with suppliers and factories to improve labour conditions and lower environmental impact in manufacturing countries. The buying department is one of the key partners in achieving these improvements.

RISK ANALYSIS

We base our risk analysis on the OECD Guidelines for Multinational Enterprises to address and mitigate the potential negative impacts of our activities in our supply chains. The OECD Guidelines help implement due diligence recommendations included in the UN Guiding Principles on Business and Human Rights.

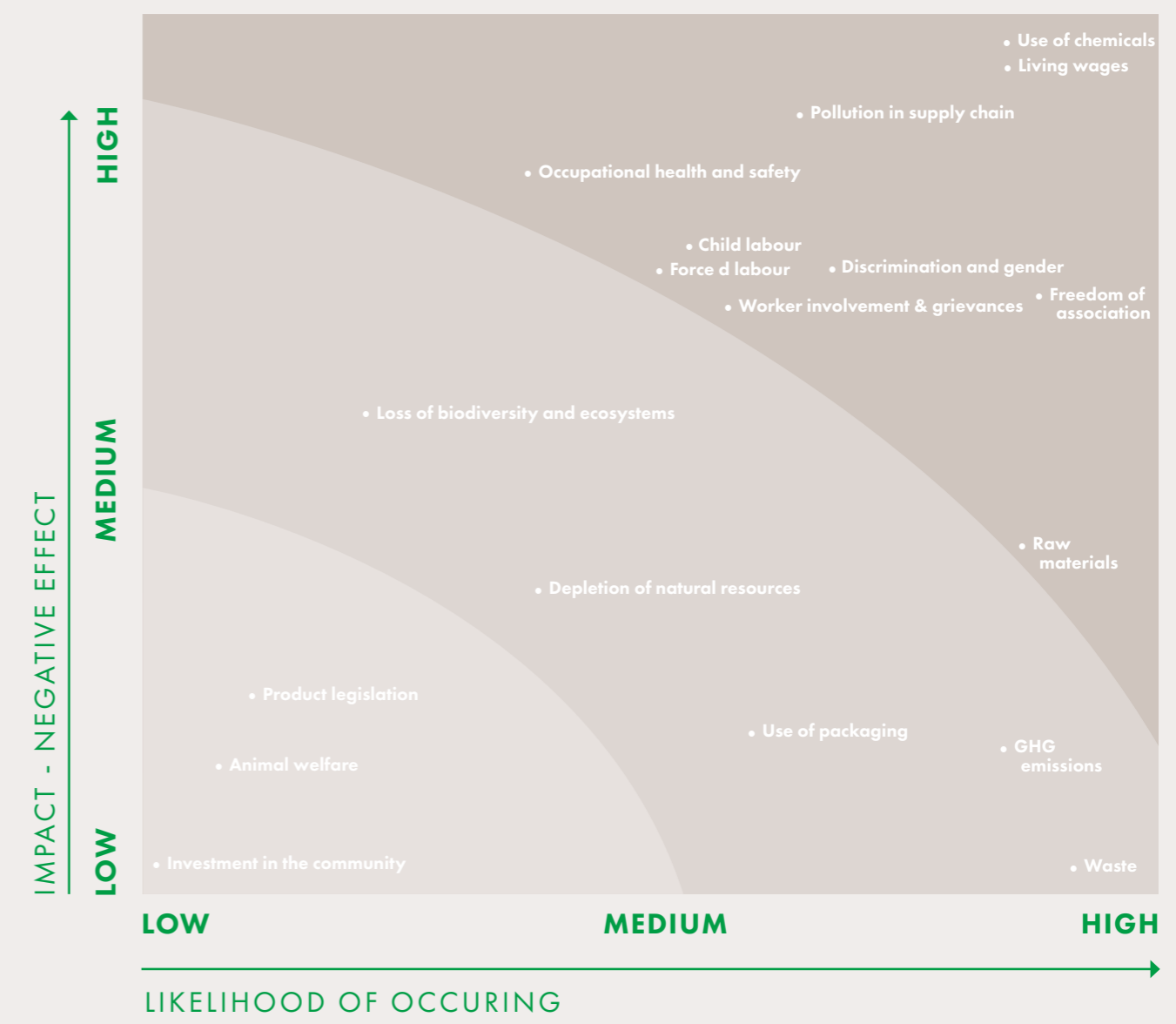
The risks identified for the analysis came from various sources, such as NGOs, union and industry research and historical data. We also extended the risk analysis to a factory level to obtain a better picture of the circumstances on a factory level. We determined the extent of damage the risks could cause and the probability of their occurrence. Many risks interconnect with others. High risks translate events that have happened before and are likely to happen again, or products and materials that have been bought and will be bought again. The connection with other risks is included too. On the opposite side, low risks entail rarely used products and materials as well as events that are unlikely to occur in WE Fashion’s supply chain, but still pose a potential threat in general.

The analysis confirms that the activities we have undertaken in recent years are already prioritizing the most salient risks.

To focus on the right set of priorities for the WE® sustainability strategy 2020-2025, the materiality of the prioritised risks was discussed during a stakeholder dialogue in early 2020. We were able to set smart targets and prioritise the risks that scored highest in the analysis, and incorporate actions to engage the suppliers and factories in our supply chain.

We measure progress for each target by establishing monitoring and evaluation procedures and standards. We aim to work more collaboratively at a local level in manufacturing countries, with workers, factory management and local stakeholders, to make a real impact on the ground.

Risks are subject to change. The risks from the 2020 analysis are still relevant. In addition, circumstances may arise where new risks emerge. Where this affects WE Fashion’s supply chain, we will certainly take these into account and determine the appropriate action for WE Fashion. An example of this is the situation in Myanmar since the 2021 military coup.





RISK ANALYSIS

WE Fashion has carried out an extensive risk analysis. The identification of risks as listed by WE Fashion has been based on several resources, and include:

- Reports consulted from Clean Clothes Campaign, WRC, Fairwear Foundation, Somo, Greenpeace, Arisa, ILO Call to Action Covid-19.
- Tools from the Dutch Agreement on Sustainable Garments and Textile, Modint and MVO Nederland.
- Issues covered during audits and inspections of the Amfori Business Social Compliance Initiative, amfori Business Environmental Performance Initiative, Better Cotton, International Accord and Leather Working Group, Higg tools;
 - Issues related to the materials we use in our products
 - Issues related to the countries where our products are produced

The risk matrix was discussed with management and the owner of the company. We prioritised the risks below. The targets in the WE® sustainability strategy 2020-2025 include the most serious risks in our supply chain, as well as risks in our operations that can harm people and the environment. We expect that the targets set by the management team for 2025 will help reduce the risks in our supply chain.

- Use of hazardous chemicals
- No basic need wages - living wages
- Pollution in supply chain
- Presence of discrimination and gender
- Lack of Freedom of association and the right of workers to bargain collectively
- Raw material use (environmental issues)
- No worker involvement and grievance mechanisms
- Presence of child labour/Young Workers
- Presence of bonded labour/forced labour
- Occupational health and safety
- Use of packaging
- GHG emissions

WE SUSTAINABILITY STRATEGY 2020-2025

In 2022, WE Fashion sourced from factories in 16 countries, many of which are in regions where human rights, environmental protection, animal rights and the health and safety of workers may be at risk.

International guidelines and agreements, such as the United Nations' Guiding Principles on Business and Human Rights, the Sustainable Development Goals SDG, the OECD's Guidelines for Multinational Enterprises and the ILO's fundamental labour standards helped us to set policies and conduct our due diligence by investigating the human rights, environmental or animal welfare violations in our supply chains.

A comprehensive risk analysis has been carried out to identify the most salient risks. The findings have been used to create the WE[®] Sustainability Strategy 2020-2025, consisting of four pillars:

- Making our products and processes more sustainable
- Improving the working conditions
- Optimizing the way we work
- Contributing to society

Each pillar includes multiple goals we want to achieve by 2025. This report provides information about the risks we have identified in our supply chain, the goals we have set for the coming years and the activities we undertake to map, detect and mitigate the risks in our supply chain.

The aim is to create impact for workers and the environment within the supply chain, for consumers (by offering them more sustainable products), for our colleagues (by providing them with a healthy and safe working environment) and for the wider community in which we operate.









50% of the products will be dyed and/or washed with cleaner techniques

100% of our B2C packaging will be made from more sustainable materials

CO2 emissions from the head office and stores will be reduced by 30%

20% of the materials used will be made from recycled fibers

ACHIEVEMENTS AND GOALS

		2019	2020	2021	2022	GOAL 2025
 IMPROVING THE WORKING CONDITIONS	Our goal is that by 2025, 70% of products will come from factories where working conditions are qualified as "good". We will continue to work with the remaining factories to address the identified areas for improvement.	44%	63%	70%	73%	70%
	Each year, WE Fashion will carry out a project with a focus on social dialogue and or living wage.	✓	✓	✓	✓	100%
	We only accept products from factories that are free of child labour, discrimination and gender issues.	96%	97%	98%	98%	100%
 MAKING OUR PRODUCTS & PROCESSES MORE SUSTAINABLE	Our goal is to use 100% more sustainably sourced cotton by 2021.	63%	97%	99%	100%	100%
	Our goal is to use 100% animal-friendly materials by 2025 (mainly wool).	25%	33%	35%	54%	100%
	Our goal is that 50% of the products will be dyed and washed with cleaner techniques by 2025. * Goal is being revised	1,4%	0,4%	0,3%	*%	50%
	Our goal is that 20% of the materials used will be made from recycled fibers by 2025.	0.1%	1,4%	2,8%	7,1%	20%
 OPTIMISING THE WAY WE WORK	Our goal is to maintain that at least 1 in 3 management positions are filled by a woman by 2025. *Incl store managers **Excl store managers	41%	38%	44%	*66% **46	33%
	Our goal is that 100% of our B2C packaging will be made from sustainable materials by 2025.	15%	38%	36%	36%	100%
	Our goal is that 50% of non-commercial articles will be a sustainable options by 2025.	6%	19%	16%	16%	50%
	Our goal is to reduce the waste from our head office and stores by 30% by 2025.	-	-10%	-3%	8%	-30%
	Our goal is to reduce the CO ² emissions from our headquarters and stores with 30% by 2025.	-	-33%	-21%	-40%	-30%
 CONTRIBUTING TO SOCIETY	Our goal is to donate 100% of product waste to charity by 2025.	96%	96%	99%	99%	100%

RESPONSIBLE STAKEHOLDER ENGAGEMENT

The collaboration with stakeholders is focused on working together to identify and mitigate risks and understanding the concerns they have. We engage directly, invite feedback, provide updates and address concerns throughout the regulatory process and all processes and operations. Our preferred method for addressing concerns is through direct and respectful discussion. Ultimately, we work with stakeholders to create change.

GOVERNMENTS

We are in dialogue with the Dutch government as both regulators and legislators, and we work with authorities, via bodies such as trade associations and (until the end of 2021) straight into the Dutch Sustainable Clothing and Textiles Agreement.

ASSOCIATIONS AND INDUSTRY

WE Fashion is a member of trade association INretail, which represents the interests of retailers in fashion, shoes, sports and interior design. INretail represented the industry in the steering committee of the Dutch Sustainable Clothing and Textiles Agreement and was involved in the negotiations for the Next Generation Agreement in 2022.

EMPLOYEES

We are committed to our colleagues by offering them a wide range of training courses, a works council, policies and procedures, such as the WE® Whistleblower Policy, regular performance reviews and an open and informal workspace where there's also time for fun.



SUPPLIERS

We strive for long-term partnerships with our suppliers. We have one-to-one contact on a daily basis. We visit our suppliers regularly, we share information on the WE Fashion compliance programme, demand for sustainable materials and opportunities to participate in projects and training. Suppliers are invited to provide anonymous feedback on buying practices.

CUSTOMERS

Customers reach out to WE Fashion via social media and email to ask questions and share ideas. Questions regarding social compliance, sustainable products and product safety are very welcome and help shape the direction of topics in our sustainability strategy. We take product complaints seriously and use the feedback to improve our products.

COMMUNITY

The communities around our offices and stores, and around the factories in which we manufacture are stakeholders in our operations, as these communities are affected by the creation of jobs and economic development. We carry out a role as a good neighbour to the communities we engage in.

EXTERNAL ORGANIZATIONS

Our relationships with organisations, such as non-governmental organisations (NGO's), Civil Society organisations (CSO's) and unions provide valuable insight. These organisations are important as a partner in initiatives and projects, and their critical voice helps us to tackle the most relevant and urgent risks.

MULTI-STAKEHOLDER INITIATIVES

We engaged in several memberships of multi-stakeholder initiatives for the purpose of conducting due diligence, taking steps and working with other brands and retailers towards more sustainable products and a more sustainable supply chain.

INTERNATIONAL ACCORD

We are committed to ensuring the safety of workers in our supply chain. In 2013, WE Fashion signed the Bangladesh Accord, which has led to significant improvements in building safety and a fundamental change in mindset among factory owners and employer associations in Bangladesh. It has also been a successful example of a strong and effective grievance mechanism.

In 2018, we signed the Transition Agreement to continue working on improving safety in the Bangladeshi garment sector through a multi-stakeholder partnership. In 2021, we signed the International Accord. This agreement includes the work of the Accord in Bangladesh and consultations with stakeholders on extending the Accord in other countries. In early 2023, WE Fashion signed the Pakistan Accord, extending the International Accord to Pakistan.

BETTER COTTON

Through Better Cotton and its partners, farmers receive training in efficient water use, care for the health of soil and natural habitats, reduction in the use of the most harmful chemicals and the application of decent work principles. Since

the start of our membership – back in 2015 – Better Cotton has become the leading standard for more sustainable cotton sourcing. For more information, please read our [website](#).

BUSINESS SOCIAL COMPLIANCE INITIATIVE

WE Fashion has been a member of the Amfori Business Social Compliance Initiative (BSCI) since 2004. The WE® code of conduct follows the BSCI principles and requires these to be implemented by suppliers and the factories they work with in high-risk countries. The code consists of 13 principles that are monitored at factory level by independent auditors, so we know where key improvements can be made. For more information, please read our [website](#).

BUSINESS ENVIRONMENTAL PERFORMANCE INITIATIVE

WE Fashion has been a member of the amfori Environmental Performance Initiative (BEPI) since 2017. BEPI provides a practical framework that supports factories to reduce their environmental impact, business risks and costs through improved environmental practices.

LEATHER WORKING GROUP

The Leather Working Group (LWG) has developed environmental standards for leather tanning and processing. The assessments focus on water consumption, waste management and transparency of wastewater treatment. Factories can obtain different levels of certification for different levels of performance.

SUSTAINABLE APPAREL COALITION

In 2021, WE Fashion rejoined the Sustainable Apparel Coalition (SAC), an industry-wide group of more than 200 leading apparel and footwear brands, retailers, suppliers, academics and NGOs committed to reducing the environmental impacts of apparel and footwear products. As part of our membership requirements, we conducted the Brand & Retail Module (Higg BRM) and monitored our suppliers' use of the Facility Environmental Module (Higg FEM) and the Facility Social & Labor Module (Higg FSLM).

- The Higg Brand & Retail Module (Higg BRM) helps brands and retailers in the textile, apparel and footwear industries to measure the environmental, social and governance impact of their business operations and to identify opportunities allowing them to improve their sustainability performance on an annual basis.
- The Higg Facility Environmental Module (Higg FEM) informs manufacturers, brands and retailers about the environmental performance of their individual facilities, empowering them to scale sustainability improvements.
- The Higg Facility Social & Labor Module (Higg FSLM) promotes safe and fair social and labour conditions for value chain workers around the world. Facilitating companies can use the scored assessment to understand hotspots and reduce audit fatigue.

DUTCH (NEXT GENERATION) AGREEMENT ON SUSTAINABLE GARMENTS AND TEXTILE

Between 2016 and 2021, WE Fashion - alongside 80 other companies, the government, trade unions, NGOs and industry associations - participated in the Dutch Sustainable Apparel and Textile Agreement to promote a sustainable apparel and textile industry. The initiative addressed main social and environmental themes, as well as due diligence, buying practices, transparency and stakeholder involvement.

WE Fashion had a seat on the Steering Committee of the agreement, representing the interests of the larger brands. As a signatory brand, WE Fashion worked closely with all other parties on improvements in the garment and textile industry. Brands committed to submitting information on their Due Diligence process, annual overviews of factories and materials used to create their products. An action plan was also submitted each year, outlining actual steps towards reduction and remediation. The secretariat conducted an annual assessment of each brand to measure progress. For the assessment framework, please see the [website](#).

As the agreement expired in December 2021, WE Fashion participated in the negotiation process for the Next Generation Agreement. This Agreement would be a follow-up of the previous agreement to pursue good practices and remain collectively focused on a new sectoral agreement for responsible supply chains in the garment and textile sector. At the time of writing, the Social and Economic Council (SER), which facilitated this process, announced that negotiations had ended, as parties could not agree on the scope of the possible agreement. As WE Fashion, we regret this outcome and will continue to work on the principles of due diligence and collective actions to work towards a sustainable supply chain.



STAKEHOLDERS WE INVOLVE IN CONDUCTING OUR DUE DILIGENCE:

ORGANISATION	
ACT	ACT (Action, Collaboration and Transformation) is an agreement between 19 global brands and IndustriALL Global Union in pursuit of living wages for workers in textile and garment supply chains. ACT believes that collective bargaining at industry level, enabled by freedom of association and responsible purchasing practices, is the most realistic pathway to making an impact on wages.
AMERICAN APPAREL & FOOTWEAR ASSOCIATION (AAFA)	US trade association representing apparel, footwear and other sewn products firms and their suppliers, which compete in the global market.
AMFORI	Global business association for open and sustainable trade.
ARISA	Dutch non-profit organisation which aims to improve working conditions in supply chains in South Asia.
AWAJ FOUNDATION	A labour rights organisation in Bangladesh.
BETTER COTTON	A non-profit, multi-stakeholder governance group that promotes better standards in cotton farming and practices.
BHIVE	The BHive® is a digital chemical management platform for the textile and apparel industry.
BUSINESS SOCIAL COMPLIANCE INITIATIVE	An industry-driven movement by Amfori that aims to monitor and assess workplace standards across the global supply chain.
CIVIDEP	A labour rights organisation in India.
CLEAN CLOTHES CAMPAIGN	A global network dedicated to improving working conditions and empowering workers in the global garment and sportswear industries.

ORGANISATION	
CLEVERCARE	The Clevercare® initiative by Ginetex - the international association for textile care labels - is designed to remind us to be mindful of the environment when washing, drying and caring for our clothes.
CNV	Christian National Trade Union Federation (CNV) is a federation of trade unions of the Netherlands.
DUTCH CIRCULAR TEXTILE VALLEY	A broad coalition of brands, retailers, manufacturers, their associations, knowledge institutes and government bodies that will collaborate on moving to a more circular clothing and textiles value chain in the Netherlands.
DUTCH MINISTRY OF FOREIGN AFFAIRS	Netherlands' ministry responsible for foreign relations, foreign policy, international development, international trade, diaspora and matters dealing with the European Union, NATO and the Benelux Union.
EUROPEAN UNION	A supranational political and economic union of member states that are located primarily in Europe.
FAIR FACTORIES CLEARINGHOUSE	A non-profit organisation that provides software to facilitate continuous improvements with social, environmental, and security issues.
FAIR WEAR FOUNDATION	An independent multi-stakeholder organisation that works with garment brands, garment workers and industry influencers to improve labour conditions in garment factories.
FNV	The Dutch Trade Union Confederation (FNV) is a national trade union centre in the Netherlands.
FOUR PAWS	A global animal welfare organisation.
GERMAN PARTNERSHIP FOR SUSTAINABLE TEXTILES	A German multi-stakeholder initiative, aiming to make the global textile supply chain more sustainable.

ORGANISATION	
HIGG	Public-benefit technology company for building software for assessment methodologies developed by the Sustainable Apparel Coalition.
INDUSTRYALL	An international trade union confederation consisting of about 800 unions in 140 countries.
INRETAIL	The trade association in the Netherlands regarding non-food retail.
INTERNATIONAL ACCORD	A legally binding agreement between 190 garment brands and global trade unions, with the mission of ensuring safe workplaces in the textile and garment industry.
LEATHER WORKING GROUP	A global multi-stakeholder community committed to building a sustainable future with responsible leather.
MODINT	The trade association for manufacturers and suppliers in the fashion and textile industry.
MVO NEDERLAND	Maatschappelijk Verantwoord Ondernemen Nederland – a cooperation between companies on sustainable business, provided by the Dutch Government.
NETHERLANDS ENTERPRISE AGENCY (RVO)	A government agency which operates under the auspices of the Ministry of Economic Affairs and Climate Policy.
OPEN SUPPLY HUB	A collaborative, supply chain mapping platform, used and populated by stakeholders across sectors and supply chains.
RESHARE – SALVATION ARMY	Clothing program of the Dutch Salvation Army.
RESPONSIBLE SOURCING NETWORK	Global non-profit dedicated to ending forced labour in commodity supply chains.
RMG SUSTAINABILITY COUNCIL (RSC)	An unprecedented private national (Bangladesh) tripartite initiative that conducts structural, electrical, fire and boiler safety inspections.
SAVE	A labor rights organisation in India.

ORGANISATION	
SOCIAL ECONOMICAL COUNCIL (SER)	An advisory body for the Dutch Government and Parliament on social and economic policy.
SOLIDARIDAD	International network organisation aiming to create fair and sustainable supply chains from producer to consumer.
SOMO	Stichting Onderzoek Multinationale Ondernemingen (Centre for Research on Multinational Corporations).
SUSTAINABLE APPAREL COALITION	The apparel, footwear, and textile industry's alliance for sustainable production. With the mission to transform business for exponential impact through groundbreaking tools, collaborative partnerships and trusted leadership for industry sustainability.
TEXTILE EXCHANGE	Global non-profit organisation driving positive action on climate change across the fashion, textile, and apparel industry
TEXTILE 2 TEXTILE	A Dutch organisation that focuses on textile reuse by harnessing technological innovations to repurpose old garments and fibres.
ULULA	A tech company that supports responsible and transparent business practices through software and analytics.
UNICEF	The United Nations Children's Fund, aims to protect children's rights.
UNI GLOBAL UNION	A global union federation for the skills and services sectors, gathering national and regional trade union.
WORKER'S RIGHTS CONSORTIUM	An independent organisation that monitors labour rights and focuses on protecting the rights of workers who sew clothes and make other products.



IMPROVING THE WORKING CONDITIONS

We strive for good working conditions for everyone in our supply chain. Workers' rights to decent wages, reasonable working hours, good working conditions and non-discrimination must be respected. In addition, they must be protected from harassment and violence at work. A good long-term relationship with our suppliers forms the basis for addressing social problems in production, taking factories to the next level by involving its management and workers, offering training and workshops, all of which will lead to improvements in the quality of work.

We do not have our own factories, but work with specialised suppliers who also produce for many other brands. We have been co-operating with our suppliers for many years to improve social conditions for workers involved in production, and have been able to build a solid and strong social management system. That system monitors working conditions and seeks improvement, leading to progress in workers' lives.

There are many people working in the textile sector. Unfortunately, a lot of them still function under very poor social conditions. A good, long-term relationship with our suppliers forms the basis for tackling social problems in production. It also improves the work's quality and raises the factories to a higher level, due to training. We have one-to-one contact on a daily basis. We meet at supplier meetings, we share information about WE Fashion's factory compliance programme, demand for sustainable materials and opportunities to participate in projects and training. In addition, suppliers are invited to provide anonymous feedback on our buying practices.

IMPROVING THE WORKING CONDITIONS

Our objective is to structurally improve sustainability within the production chain, focusing on all factories in which our goods are produced and where materials are made. By identifying and prioritising the risks, we have been able to set targets for the coming years for those risks that are most important to us.

Our goals to improve the supply chain contribute to Sustainable Development Goals 1, 4, 5, 6, 8 and 10, 17.



SUPPLY CHAIN

The textile chain is very extensive and involves many steps, all of which contribute to the creation of our clothes. A simple summary runs from farmer to trader, spinner, weaver, sewing factory, laundry and distribution centre. In between all these steps, fibres, fabrics and clothes are also traded, transported and stored. We want to contribute to good working conditions and respect for human rights in the supply chain, while also working on improving environmental conditions step by step.

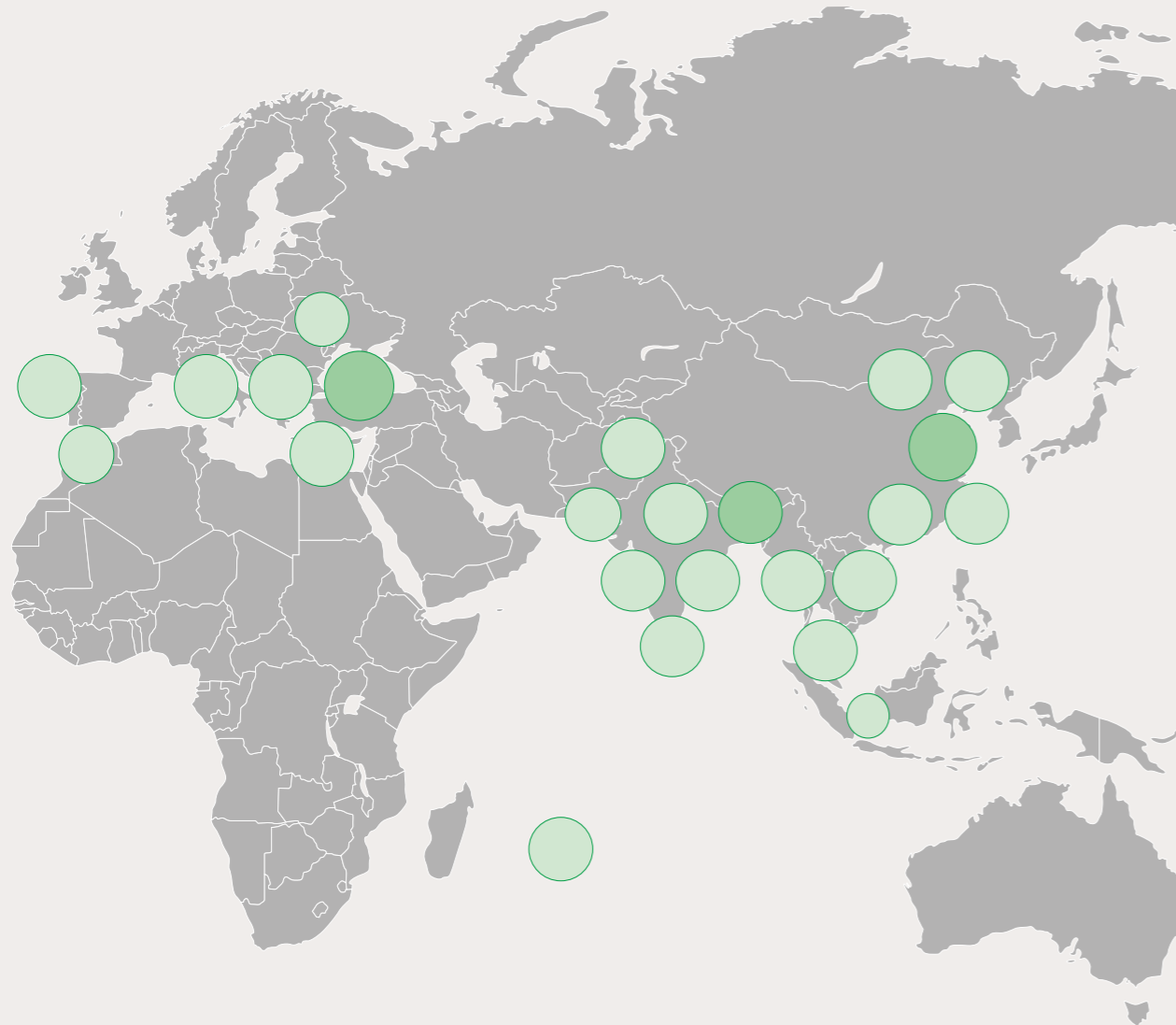
- WE Fashion has 187 active factories in their database. Products are produced in 136 factories, including 8 in non-risk countries and 128 in risk countries.
- In 2022, WE Fashion produced in 16 countries: Bangladesh, Cambodia, China, India, Italy, Indonesia, Lao PDR, Mauritius, Morocco, Myanmar, Netherlands, Pakistan, Portugal, Romania, Türkiye, Vietnam.
- The main producing countries were Bangladesh, China and India. These 3 countries were classified as high-risk countries, based on the World Bank's Worldwide Governance Indicators.
- Factories in our supply chain in high-risk countries employ an estimated total of 78,000 workers. Of these workers, 58% operate in Bangladesh, 6% in China, Myanmar and Pakistan, and 5% in India.
- Not all factory workers work on our products, but the entire workforce in a factory is impacted by the facility complying to the Code of Conduct or offering training and improved working conditions.



1

There's an estimated total of 78,000 workers in factories that produce our garments.

PRODUCTION COUNTRIES



FEWER FACILITIES ○ ○ ○ **MORE FACILITIES**

Source: Open supply hub

ENGAGEMENT WITH FACTORIES LOWER DOWN THE SUPPLY CHAIN

To obtain a clear overview of the social and environmental performance of factories in lower layers of our supply chain, we started registering wet-processing units and material suppliers used to manufacture our products.

We are working towards a full picture of the supply chain. Traceability in the supply chain is a difficult task, as we often have no direct relationship with the factories further down the chain. However, it is imperative to identify and mitigate environmental, social and human rights risks in our supply chain. We have started registering wet-processing units and material suppliers for each product. In some cases, they use internal facilities, in others they are suppliers of our suppliers.

Results of identifying lower tier facilities

- Each year, we ask our supplier to update the visibility of the lower levels in our supply chain using our mapping tool, and we ask all suppliers to provide us with a full overview of partners in the supply chain that produce for WE Fashion, including contact details, sustainable certifications and audit arrangements. As this includes external partners not directly connected to WE Fashion, we do not publish this information publicly. Our direct suppliers are published on our website to ensure transparency.
- We have mapped one or more lower-tier facilities of 92% of our suppliers
- In 2022, we have mapped 337 lower-tier sites, including laundries, dyers and fabric suppliers. Of these, 61 are our suppliers' in-house facilities and 276 are external partners.
- 27% of lower-tier facilities in our supply chain have indicated that they were engaged in one or more inspection systems for social compliance, such as BSCI, SLCP, SA8000, SMETA and WRAP.

2

57% of mapped suppliers use in-house washing facilities

FACTORY COMPLIANCE

WE Fashion has been working on improving the social conditions of workers involved in production since 1998. It is important that working conditions are checked and factories are asked to implement change for the better. From a workplace without environmental and safety hazards, to a place where women’s rights are respected and workers voices are heard. This leads to progress in the lives of workers at all stages of the supply chain.

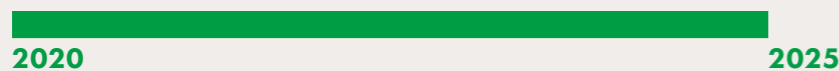
Factory compliance was identified as a risk very early on; it was the start of CSR in our company more than 20 years ago. With the factory compliance programme, we understand what happens in factories and measure different aspects of working conditions in them. As of 2015, we only work with factories that give us insight into their working conditions, so that we can work together on improvements. This insight is obtained through independent audits with third-party audit companies. 83% of our suppliers use the Amfori BSCI standard. To relieve factories from audit fatigue, we also accept; SA8000, SEDEX SMETA, WRAP, SLCP. As of 2022, we also accept the FSLM HIGG standard; 9% of our suppliers conduct an FSLM.

The social audits include a broad range of topics, such as a social management system and cascade effect, workers involvement and protection, The rights of freedom of association and collective bargaining, no discrimination and gender equality, fair remuneration, decent working hours, occupational health and safety (OHS), no child labour, special protection for young workers, No precarious employment, no bonded labour, protection of the environments and ethical business behaviour.

PERFORMANCE 2022

OUR GOAL IS THAT BY 2025, 70% OF PRODUCTS WILL COME FROM FACTORIES WHERE WORKING CONDITIONS ARE QUALIFIED AS “GOOD”.

2022 → 73%
2025 → 70%



‘Good’ working conditions are measured by an A or B rating on their social audit using the BSCI scoring standards and/or manual scoring of other social standards. For this goal, we were able to achieve the 73% rate by 2022. To continuously improve working conditions in the factories that make our products, this target remains a focus for the upcoming year. The priority topics to do so can be found under ‘Room for improvement’.

3

73% of factories have good working conditions.

Our audit monitoring process does not just consist of checking scores. Our CSR team attends continuous training to help us improve the audit process and stay abreast of good industry practices. As a result, we have expanded our audit process to include an in-depth information control by paying extra attention to matters, such as the protection of migrants, gender differences and childcare. We also conduct a cross-check to address changes in factories over time, such as turnover and capacity. We are currently working on an audit process manual to standardise and continuously strengthen our audit procedure. In the upcoming year, we will consult external stakeholders on our process and manual.

In addition to social compliance requirements, WE Fashion also has a zero-tolerance policy on child and forced labour. This means that when cases of child labour or forced labour occur at one of our suppliers, our production is discontinued immediately. In collaboration with other brands, stakeholders and the suppliers, we work towards remediation. If this is not possible, we initiate our responsible exit strategy.

4

We accept several social compliance standards, to relieve factories from audit fatigue. We work on improving our audit process.

ADDRESSING CHILD LABOUR

WE Fashion does not have its own factories, but works together with suppliers who also produce for many other brands. For many years, WE Fashion has been working on improving the social conditions of workers involved in production. We support workers to collectively aim for improvement.

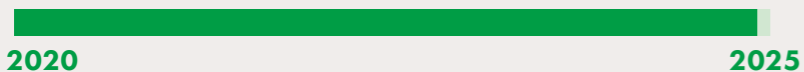
Unfortunately, child labour still occurs all over the world. In our supply chain, there are several materials, regions or countries at risk of being associated with child labour. We have identified the following high-risk areas: cotton cultivation, children of Syrian refugees in Türkiye, young female workers in spinning mills in Tamil Nadu India and children working in lower factories in Bangladesh, Cambodia and Vietnam.

In our sustainability strategy, one of our goals states: ‘We only accept product from factories that are free of child labour, discrimination and gender issues’. This is measured by the ‘no child labour’, ‘no discrimination’ and ‘no forced labour’ performance areas of the social audits. Currently, the score on this goal is 98%. The remaining issues of 2% can be found in the ‘no discrimination’ area, mostly in the issue: ‘no internal assessment on discrimination behaviour and or root cause’. In the upcoming year, we will support our suppliers to work on this remaining issues.

PERFORMANCE 2022

WE ONLY ACCEPT PRODUCTS FROM FACTORIES THAT ARE FREE OF CHILD LABOUR, DISCRIMINATION AND GENDER ISSUES.

2022 → 98%
2025 → 100%



RESULTS OF ACTIVITIES TO MITIGATE CHILD LABOUR, DISCRIMINATION AND GENDER ISSUES:

- WE Fashion has published the WE® Child Labour Policy. This policy can be found on [here](#).
- In 8 factories in Bangladesh, minor issues with discrimination were found during inspections in 2022. The most common issue was that factories did not identify and conduct any internal assessment on the most frequent areas in which discrimination could take place. In the upcoming year, we will support our suppliers to remediate these issues, including providing access to training sessions and nominating Bangladeshi suppliers for social improvement programmes.

5

98% of our products come from factories free of discrimination. We will support the remaining 2% factories in improving their anti-discrimination policies.

- When Child labour occurs in factories, it is important to not immediately drop relations with this factory, but rather to focus on remediation. According to the WE® Child Labour Policy, we will assign the support of an NGO-consultant to remediate the issue and prepare for the next audit to prove change.
- Since child labour is more likely to be prevalent in lower tiers, WE Fashion puts effort in mapping all facilities in our supply chain, including fabric suppliers, spinning mills and washing facilities.

6

WE Fashion has a specific Child Labour Policy. 100% of our products come from factories that are free of child labour.

MITIGATION OF FORCED AND BONDED LABOUR

Modern slavery is a big issue in most of our sourcing countries. Through social audits, we assess if factories follow the policy on forced labour set out in our Code of Conduct. As we are aware that audits are not providing the full picture, we strive to expand our collaboration with local NGOs to make sure forced labour is not part of our supply chain, and to raise awareness on management and worker level.

Global supply chains for raw materials, including some agricultural products of relevance to our business, can be lengthy and quite complex, reducing our potential influence and adding further hurdles to the challenge of understanding and effectively addressing issues that may exist. WE Fashion only accepts products from factories that are free from forced and bonded labour, and is committed to playing a positive role in helping society eliminate all forms of forced labour.

In our supply chain, there are several materials, regions or countries that have a link with forced and bonded labour. We have identified the following risk areas: Modern slavery in China, Cambodia, Myanmar, Bangladesh and Mauritius, Sumangali in Tamil Nadu India, Syrian refugees in Türkiye and state imposed forced labour in Xinjiang, production of Cotton.

RESULTS OF ACTIVITIES AGAINST FORCED LABOUR:

- WE Fashion has published the WE Forced Labour Policy. This policy can be found [here](#).
- Mid 2020, WE Fashion asked its suppliers to stop sourcing cotton from China's Xinjiang province, due to concerns about mass human rights abuses there - including state-imposed forced labour by prisoners. The ban on the use of cotton from Xinjiang is now part of the WE® Code of Conduct.
- WE Fashion has signed the Call to Action on human rights in Xinjiang, where the Chinese government is accused of human rights violations against the ethnic minority group of Uyghurs. The allegations concern the recruitment of Uyghur workers in textile factories that could potentially be linked to forced labour. We are concerned that forced labour remains a significant problem in many parts of the world, which is why WE® asks all of its suppliers to sign the WE® Forced Labour Policy.

- In late 2021, the 'Laundering cotton' report was released. This report included fabric suppliers linked to cotton from the Xinjiang region. One of these fabric suppliers was linked to a WE Fashion supplier.

As a response to this report, we took several steps:

- We investigated to what extent this fabric supplier was linked to our supply chain;
- We created a separate declaration on 'the use of cotton materials from XUAR region' and had all suppliers linked to the mentioned fabric supplier sign this declaration;
- We urged our suppliers to stop sourcing from this fabric supplier or provide proof that the cotton used for our products was not originated from Xinjiang;
- We cross-check the location of our cotton suppliers with the transaction records;
- We added all other listed fabric suppliers to our system as a 'red flag location' so we can ensure that none of these suppliers are used in our supply chain;
- We buy our cotton via the Better Cotton. Better Cotton has suspended its activities in Xinjiang in 2020, which means that Better Cotton grows in other parts of China.

By taking these steps, we believe we have more control on our supply chain and a better understanding of the origin of our products.

7

WE Fashion signed the Call to Action on human rights in Xinjiang.

- For all our certified products, we cross-check supplier documents with our sustainable certificates and transactional data on the location of fabric suppliers to ensure that no cotton comes from Xinjiang or other areas of possible misconduct.
- The sustainability team will train the buying teams in 2023 on responsible buying practices, including the requirements with regard to the commitments of the Call to Action.

- Due to the increase of Syrian refugees in Türkiye, WE Fashion has added a Policy for refugees under temporary protection in Türkiye. This policy is signed by all our Turkish suppliers and focuses mainly on the employment of all displaced nationals in our supply chain, in a way that respects their legal, worker and human rights. By signing the policy, our Turkish suppliers declare transparency on contract and working conditions, assurance that no forced labour takes place and legal employment pay.

8

WE Fashion has specific policies on Forced Labor, Refugee protection in Türkiye and the use of cotton material.

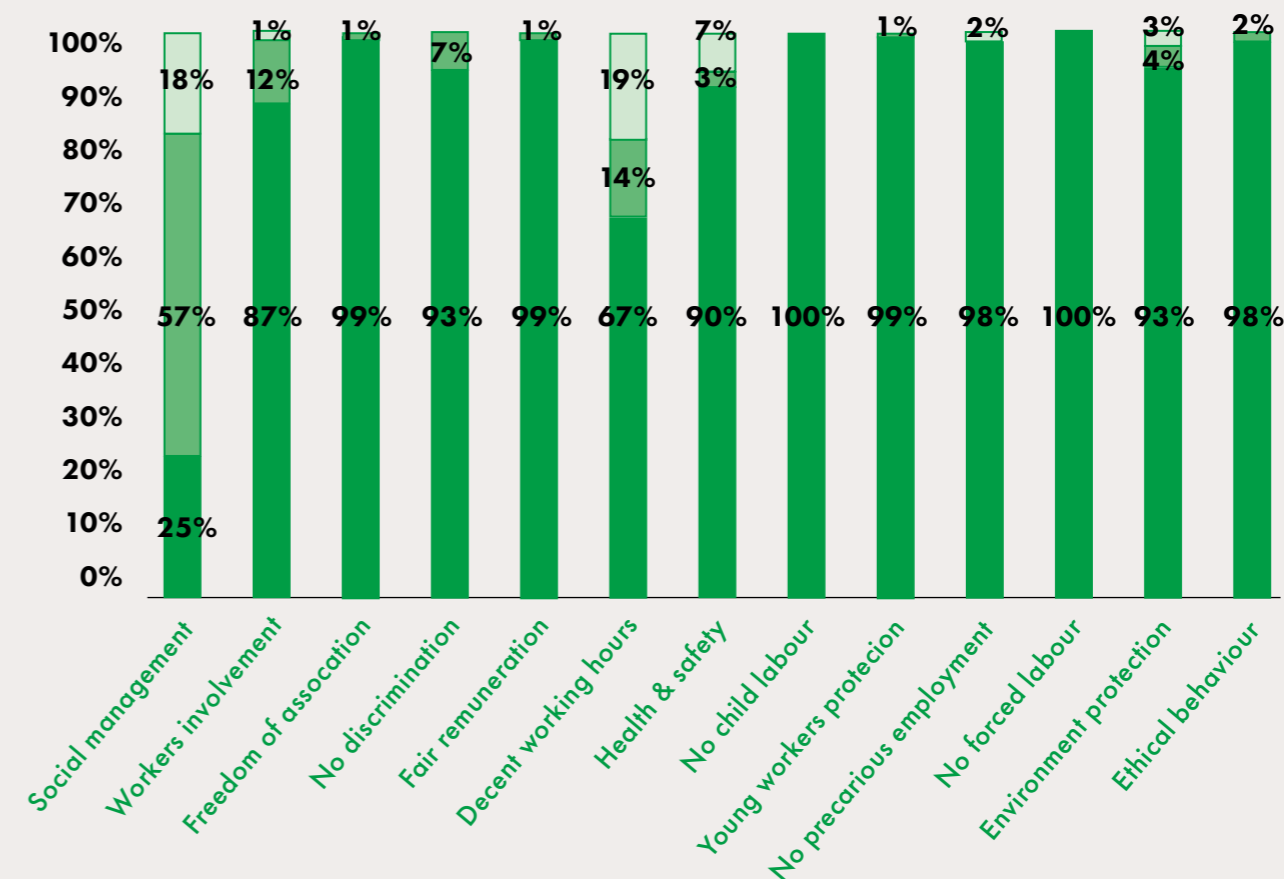
ROOM FOR IMPROVEMENT

An important part to measure social compliance of the suppliers we work with is via auditing. Looking at the results and reading the audits in depth, we are well aware that there is always room for improvement, even with a 'good' score of 73%. Below, you can find the results of factory compliance with the WE® Code of Conduct and our identified main risks.

- 73% of products (measured in purchase value) come from factories scoring good during their last BSCI, SMETA, SLCP, WRAP, FSLM or SA8000 audit.
- Audit results from 2022 show that the highest amount of issues were found in Social management systems, Worker involvement, Decent working hours and Health and Safety.
- Issues found during audits at factories:
 - Social management: 75% of factories need to improve their Social management system;
 - Decent working hours: In 33% of the factories, workers structurally or occasionally work too many hours and/or do not receive enough rest or days off;

- Worker involvement: 13% of factories do not sufficiently involve workers, they do not train workers on their rights, do not have long-term goals to protect workers and often have failing grievance mechanisms;
- Health and Safety: In 10% of the factories, improvements are needed for a healthy or safe environment, often due to insufficient safety training for, missing safety devices on machinery and failure to use personal protective equipment.

COMPLIANCE RATING ON THE PERFORMANCE AREAS



SOCIAL MANAGEMENT

During the social audit, the most issues are found in the performance area 'social management'. This was found across all risk countries in our supply chain. To ensure a safe working environment, it is important that suppliers implement the necessary internal management systems. We often find that when a supplier doesn't have a strong social management system in place to control the social and human rights of its workers, more issues are usually found on the other audit topics as well. A good system should include commitment to the Code of Conduct, an internal monitoring system, continuous worker training and education, a worker-complaints mechanism, involvement of workers and their representatives in information exchange on workplace issues, and creating worker awareness on rights and responsibilities.

In order to improve their social management system, we encourage factory management to enhance their knowledge and skills by attending (online) training and workshops. Via the Amfori platform, the suppliers have access to various resources on social management topics, such as labour rights, planning capacity and worker awareness. In addition, WE Fashion also takes part in different social projects to support factory management in social compliance. You can read more on these projects in the section 'room for improvement – worker involvement'.

DECENT WORKING HOURS

The second performance area in which the most issues were found is: decent working hours. In the facilities producing our products, 33% received a low score on this topic.

Suppliers and factories should ensure that workers are not required to work more than 48 regular hours per week. In exceptional cases, defined by the ILO, the limit of working hours may be exceeded, in which case overtime is permitted. The maximum weekly overtime accepted is 12 hours. However, the use of overtime must always be exceptional, voluntary, paid at a premium rate of not less than one and one-quarter times the regular rate and shall not represent a substantially higher risk of occupational hazards. Furthermore, suppliers and factories shall grant their workers with the right to resting breaks in every workday and the right to – at least – one day off in every seven days, unless exceptions defined by collective agreements apply.

With the Amfori BSCI audits, we monitor the working hours and overtime pay rates in the factories. We find that most findings relate to excessive overtime or not enough rest days in between workdays. When working on remediation plans for this topic, factory management often points out to have issues with the capacity planning. In order to help the suppliers by solving these issues, we offer them training on this topic. On the Amfori platform, there are regular training sessions organised. Since this area is mostly an issue in China, we urged all our suppliers in China to attend a training session specifically targeting decent working hours in China. Due to a great number of attendees, an extra training session was planned. In the upcoming year, we will continue our suppliers by improving their capacity planning. In addition, we will organise a training session for our own buying team on responsible buying practices, including capacity planning.



WORKERS INVOLVEMENT

In 13% of the factories producing for WE Fashion, workers are reported as not being fully involved in the social process of the working environment. Even though suppliers are required to keep workers informed of their rights and responsibilities and build sufficient expertise among employers, managers, workers and worker representatives to successfully embed these practices in business operations successfully, it appears that this is not always the case. In facilities where workers are not strongly involved, there is often not enough labour rights training for workers, no long-term goals to protect workers or a failing grievance mechanism.

An important part of worker engagement is social dialogue. This includes the relationship between workers and factory management. When workers can express their concerns freely and safely, issues can be addressed at an early stage, leading to better working conditions. A strong opportunity at social dialogue has multiple benefits, not only for workers but also for suppliers.

The presence of formal dialogue between management and workers contributes to sustainable business growth. Structured conversations between management and worker representatives help build a high-trust work environment in which workers are healthier, better educated, happier and more capable of resolving grievances – all of which lead to a more committed and productive workforce. This ultimately leads to benefits as:

- Less absenteeism
- Lower turnover of workers
- On-time delivery, less delays
- Retained/new clients and orders.

To help our suppliers enhance their workers involvement, WE Fashion has been engaged in several projects to support our suppliers in remediation in the past. Currently, we are taking part in two projects.

AMPLIFY PROJECT

This RVO (Rijksdienst voor Ondernemend Nederland)-funded project is in partnership with other Dutch brands, FNV Mondial (an organisation for international solidarity and support affiliated with the largest trade union in the Netherlands) and the Awaj foundation, an organisation in Bangladesh focusing on workers' rights and improving working conditions.

This project takes a sustainable approach to addressing the root causes of workers' rights violations in the Bangladeshi supply chain by making workers' voices heard and including worker representation in Human Rights Due Diligence (HRDD) processes. Functional and democratically elected worker participation committees with representation from both management and workers are expected to improve working conditions, increase compliance and diminish the number of incidents and complaints. By strengthening social dialogue, the project also helps to address other human rights, such as child labour, living wage, gender equality, discrimination and harassment. It provides a permanent structure in which working conditions and labour rights issues can be addressed and follow-up actions taken to improve the situation.

The project takes place at 2 selected suppliers in the garment sector in Bangladesh, located in the Narayanganj district just outside Dhaka. At these suppliers, the management teams will be trained on the importance of an effective social dialogue structure and all workers will receive training on labour rights. Trained consultants will support the factory in organising open and fair elections for the workers' committee and will train the elected committee to form a functional and efficient workers' representation. After this project, we will evaluate its success and look at opportunities to expand it to other suppliers in Bangladesh.

9

WE Fashion participates in the Amplify project to strengthen worker involvement in factories in Bangladesh.

FACTORY SUPPORT PROGRAMME

To enhance worker involvement in India, WE Fashion is engaged in a project called the 'Factory Support Program for Garment and Textile Industry in Tamil Nadu'.

The goal is to help factories set up functional worker committees. Such committees strengthen social dialogue and give workers a voice. This is done by facilitating labour rights and awareness training, creating concrete policies and procedures to enable them to identify and resolve labour issues in a timely manner. In addition, the project will give us a better understanding of our supply chain by mapping the upstream facilities, such as subcontractors and material suppliers, and will help us expand our local network by engaging with local stakeholders. Finally, the project also focuses on internal processes. This way, we are reviewing our own policies, identifying responsible purchasing practices and training our buying teams to do business responsibly, for instance.

In April 2022, the project was halted after complaints from staff of the local NGO about their working conditions. An assessment took place and necessary measures were taken to address the issues. Nevertheless, the trust between the partners had been seriously damaged and needed to be restored first. Therefore, the participation of the Indian partner in the project was discontinued and a new partner was introduced.

10

WE Fashion joins the Factory Support Programme to improve the implemented workers' committees in India.

While the programme was halted in Tamil Nadu, we started a pilot project in Bangalore, another region of India. For this pilot, we are cooperating with another local partner. The main focus of the pilot remains the same as that of the project in Tamil Nadu: setting up functional worker committees. During the onboarding phase, the selected supplier and the local partner will jointly decide which process changes and which additional trainings are necessary and appropriate for the supplier.

HEALTH & SAFETY

During the social audits performed in 2022, we found that 10% of factories had occupational health and safety problems. The main observations include the non-use of personal protective equipment (e.g. dust masks or gloves), insufficient safety training for workers and missing safety guards on machinery. We encourage our suppliers to work on continuous improvements and make structural changes to the management system to keep raising the bar in this area.

We have identified that worker safety is a risk across all risk countries hosting production for WE Fashion. This includes many different topics, such as structural safety of buildings and fire safety, safe use of chemicals, noise regulation and temperature regulation with proper ventilation. These topics are included in the social audits, yet it is necessary to add controls that monitor building safety more strictly. An example of this is the International Accord in Bangladesh. The International Accord is a legally binding agreement between garment brands and global trade unions whose mission is to ensure safe workplaces in the textile and garment industry. All affiliated factories undertake continuous workplace safety checks and improvements.



INTERNATIONAL ACCORD IN BANGLADESH:

- In 2022, 58% of all workers in our supply chain worked in factories supervised by the RSC, which is 100% of all workers in Bangladesh.
- Since 2013, WE Fashion has taken part in the Bangladesh Accord. This is an agreement between fashion brands and international trade unions on fire & building safety in Bangladesh. With the signing of the Transition Accord in 2018, WE Fashion has continued its pledge to work on improving building safety and working conditions of workers in Bangladeshi clothing factories. In 2020, the operational work and all procedures and protocols from the Bangladesh Transition Accord have been handed over to the RMG Sustainability Council (RSC), a tri-partite partnership under Bangladeshi law that includes industry, brands and trade unions.
- By the end of 2022, 15 of the 26 active factories completed the RSC's inspection programme for initial issues. Over the past years, factories have rectified 97% of initial issues and another 94% of additional issues.
- Factories that have remedied the initial issues are recognised for this, having proved that they are serious about the safety of their factories. However, they need to maintain high levels of safety by implementing policies and procedures and keeping workers informed through training.
- The RSC training programme is based on the presence of unions, worker safety committees and training for all workers. It also covers hazard identification, communication skills and problem solving. All factories in Bangladesh have started the Accord's worker training programme.
- In 2022, WE Fashion participated in stakeholder meetings on the possibility of expanding the Accord. In early 2023, the Accord was extended to Pakistan. WE Fashion is committed to this extension and will involve our suppliers in Pakistan. For the future, we aim to include all factories in building safety checks across all producing countries in which our suppliers are located.

11

WE Fashion has a 97% remediation score in Bangladesh.

12

64,000 workers in continuous training programme.



13

WE Fashion committed to the Pakistan Accord.

GRIEVANCE MECHANISMS

It is important to increase social dialogue and worker involvement within the factories, so workers and factory management build a relationship that allows issues to be raised and resolved effectively. However, certain topics require a more elaborate system. Addressing sensitive issues like child labour, discrimination and gender issues is often difficult for workers, as factory management may respond with repercussions for the complainant. In an unsafe working environment, complaints are not always handled fairly, leading workers to face verbal and/or physical violence and the risk of losing their jobs.

We believe that every person involved in WE Fashion’s supply chain should have the opportunity to file a complaint if their rights are threatened. This is set forth in the United Nations Guiding Principles on Business and Human Rights, also known as the Ruggie Framework. Brands can help these workers by starting an open dialogue and offering support. An external grievance mechanism can be an effective tool to guarantee that all stakeholders can raise complaints in a safe manner. WE Fashion promotes the application of an effective grievance mechanism and supports a couple of different ways to help workers raise their issues:

AMFORI - BSCI AND SPEAK FOR CHANGE (S4C)

WE Fashion is a member of Amfori BSCI. During audits, BSCI auditors check factories for the availability of an effective grievance mechanism. For the mechanism to be effective, complaints must be received, documented and resolved. We recognise that internal grievance systems are often ineffective. In addition, BSCI does not cover the entire network of factories. To allow everyone to make complaints known in a safe, efficient and inclusive way, WE Fashion is looking at other grievance mechanisms that are monitored externally.

14

WE® joined the Speak for Change workgroup.

To strengthen business partners’ operational complaints systems, Amfori has launched the Speak for Change (S4C) programme. With this programme, it is possible to address complaints raised in the global supply chains, which cannot or have not been addressed through internal operational complaints mechanism from suppliers. The Amfori Programme is set up to receive complaints from workers, communities and their representatives who believe that they have been negatively impacted. A complaint can be submitted via phone, online form or chat application. By supporting the implementation of the programme, we can achieve the following: actionable insights to reduce risks in operations and sourcing and enhanced compliance with existing and upcoming international human rights due diligence regulations. In May 2021, Amfori implemented a programme pilot in Vietnam. After many useful learnings and feedback, the procedure and technology has been fine-tuned. In 2022, WE Fashion joined the S4C workgroup focused on upscaling the programme. In the upcoming year, the programme will be deployed to different countries, starting with Türkiye in mid-2023 and India and Bangladesh end-2023.

Principles of Speak for Change



15

58% of workers have access to the complaints mechanism of the International Accord.

INTERNATIONAL ACCORD

In Bangladesh, all factories we work with (25) fall under the International Accord and have access to the grievance mechanism. This means that 58% of workers in WE Fashion's supply chain have access to the complaints mechanism of the Transition Accord in their native language.

The Accord only handles complaints related to health and safety. The Accord notes all complaints that come in, and if the complaint is not related to health and safety, it is forwarded to the brands producing in the factories. Together with the suppliers and affiliated trade unions, the brands seek solutions to these issues.

In early 2023, WE Fashion also signed the Pakistan Accord, which means that our suppliers in Pakistan will be included in the Accord's grievance mechanism. This will grant another 6% of the workers within WE Fashion's supply chain access to the grievance mechanism.

DUTCH AGREEMENT ON SUSTAINABLE GARMENT AND TEXTILE

Part of the Agreement on Sustainable Garment and Textiles (AGT) was a grievance mechanism that offered a route for provided access to remedies. Workers in the supply chains of signatory brands could file a complaint if their rights were violated, either directly, through workers' representatives or through other organisations representing the interests of people, the environment or animals. If a complaint came in from WE Fashion's supply chain, we were notified so we could immediately take appropriate action. The AGT was effective until the end of 2021. In the negotiations of a renewed Next Generation Agreement, a grievance mechanism is also included.

Besides the option of filing a complaint through the above channels, all stakeholders can also inform us about (possible) misconduct in our supply chain by contacting our CSR team at

CSR@wefashion.com.

16

WE Fashion committed to the Pakistan Accord.

BUYING PRACTICES

It is through buying practices that WE Fashion has the most impact on human rights. Where responsible buying is an investment in the relationship with suppliers, aggressive price negotiation, inaccurate forecasting, late orders and last-minute changes can strain on this relationship. When a supplier is put under pressure, it may lead to poor working conditions and low wages for workers.

WE[®] has a two-way Code of Conduct, which includes the responsibilities of our buyers. The WE[®] Code of Conduct (CoC) is an agreement with key point, such as safe working conditions, no child labour, no forced labour, and responsible purchasing practices. This code is signed by all suppliers and factories producing products for WE Fashion. In the CoC, all parties declare to uphold at least the minimum standards on terms of working conditions. This is a 'two-way Code of Conduct', as is also contains agreements WE Fashion will abide by.

In 2020, we launched a manual on ethical buying practices, that includes processes for design, planning and purchasing, and identifies relevant actions that could have a negative impact in the supply chain. To understand our own buying practices and how they are reviewed by our suppliers, we used the PPSA and PPA tools* during our membership of the Dutch Agreement on Sustainable Garment and Textiles in 2021. These tools pointed out good practices and also areas of improvement.

*This tool has been developed by ACT, an agreement between global brands, retailers and trade unions to transform the fashion industry and achieve living wages for workers through collective bargaining at industry level.

- The Purchasing Practices Self-Assessment (PPSA) gives the participating brands insight in their purchasing practices.

The Purchasing Practices Assessment (PPA) is filled out by suppliers. They get the chance to comment on the buying behaviour of specific brands.

17

We continue to improve our responsible purchasing practices.

In 2022, we conducted an evaluation on our purchasing practices and on the use of this manual by our buying team. The review of the PPA/PPSA result showed two main areas of improvement. The first being 'incentives on compliance'. In the past year, we worked on this area of improvement by including social performance in the conversations between suppliers and buyers. With the collaboration between the buying and CSR teams, we can enhance the incentive for improving social compliance in the supply chain. We will continue this process in the upcoming year. The second area of improvement was 'training and awareness'. Interviews with our buying teams also confirmed that buying is committed to improvements on this topic, but lack sufficient tools for responsible purchasing practices and that an update for the manual is needed. In the coming year we will train all buying teams to raise awareness on the impact that their actions can have in the supply chain and support them to work in an ethical and responsible manner.



MOVING TOWARDS A LIVING WAGE

Over the past years, WE Fashion conducted research into the wages paid to employees in factories producing products for us. We look at the lowest paid wages in all factories, both from direct suppliers and subcontractors. We expect all factories to pay every worker at least the statutory minimum wage or the leading sector wage as agreed in the country or region. A factory that does not meet this requirement will have to rectify the situation immediately in order to continue to supply WE Fashion.

Since 2015, WE Fashion has made an annual wage gap analysis. Currently, we use the advised living Wage Benchmarks from the Dutch Agreement on Sustainable Garments and Textile.

A living wage is a wage that is sufficient to meet the basic needs of a family of average size in the country in which that family lives. In many production countries, the minimum wage is not enough to maintain a family. This increases the risk of overtime, child labour and forced labour. We have identified that the payment of living wages to workers is a risk in the risk countries in which production for WE Fashion takes place.

PERFORMANCE 2022

OUR GOAL IS THAT 50% OF THE PRODUCTS WILL COME FROM FACTORIES THAT PAY THE LOCAL LIVING WAGE BY 2025.

2022 → 5%
2025 → 50%

2020

2025

This result shows that 5% of our products come from factories that pay a living wage to the workers. This is measured by European wage indicators for our European suppliers, the SA8000 audit results and the wage gap analysis with wage data from social audits compared to the Global Living Wage Coalition data. Compared to the previous year, we see a slight progress. Unfortunately, this progress rate will not be sufficient enough to reach our goal of 50% for 2025. During the past year, we came to realise that we underestimated the complexity of living wage and therefore need to create a better basis for implementing living wage first. Issues we encountered included; monitoring tools for living wage not being sufficient enough, our leverage with suppliers is mostly low and therefore we believe in sectoral cooperation, suppliers are not sufficiently aware of the subject, social dialogue is a necessary feature to achieve payment of living wage and is seen as a right that enables it.

In order to focus our strategy towards paying a living wage, we have revised our goal and created a new action plan.

REVISED GOAL 2022

EACH YEAR, WE FASHION WILL CARRY OUT A PROJECT WITH A FOCUS ON SOCIAL DIALOGUE AND OR LIVING WAGE.

2022 → ✓
2025 → 100%

With this goal, we commit to annual projects focusing on various aspects of living wages. Different aspects may include monitoring, tools for measuring wages, supplier knowledge on living wages, improving social dialogue and freedom of association, supporting the presence of collective agreements, and improving our own procurement practices and internal policies. In 2022, we joined the Amplify project. This programme focuses on the 'social dialogue' aspect and the 'internal policy' feature of living wages and shows both the impact in practice and the evaluation and improvement of internal aspects in our policies and purchasing practices.

18

100% of factories supplying to WE Fashion pay the minimum wage or more.

19

Established a new action plan with a focus on living wage and social dialogue.



MYANMAR

Besides monitoring the compliance in our supply chain, we also monitor high-priority cases. By staying up-to-date on current global events and maintaining close contact with (local) stakeholders, we remain informed of any urgent matters that require immediate action in our supply chain. By providing transparent and public insight into our suppliers, via Open Supply Hub for instance, we also ensure that external stakeholders can contact us about possible misconducts in the chain. The following case is currently a focus area with high priority.

In February 2021, the elected civilian government led by Aung San Suu Kyi was deposed and the military declared a one-year state of emergency. In August 2021, this state of emergency was extended until August 2023. The military coup has led to imprisonment of democratic representatives and widespread oppression of the population. This reflected in an unstable, uncertain and unsettled situation that put human rights under pressure and in which power has been concentrated with the military rulers since 2021.

The current regime makes it difficult to work on proper due diligence. To ensure that working conditions in factories remain in line with WE Fashion's Code of Conduct, we have enhanced our monitoring processes. Before and after each audit, we consult with the audit company to discuss audit reflection. In addition, we focus on improving the remediation plans by consulting the Amfori Human rights in Myanmar Guidance and supporting suppliers to join additional training sessions.

To gain additional insights in the current status of human rights in Myanmar, we took part in the assessment of the Ethical Trade Initiative (ETI). ETI conducted a country-wide assessment, focusing on the effects of the coup and the consequences for the workers in the textile industry specifically. The assessment report presented several severe issues in the sector leading to a situation in which a full and effective due diligence system is at risk. However, it also pointed out that it would be the workers themselves who would suffer severely if brands would withdraw their business in Myanmar. In short, two options for action were given: stay responsibly or leave responsibly. The current position for WE Fashion is the decision to responsibly stay, as we believe it is important to choose an option that impacts the workers in the most positive way. However, we acknowledge it will be challenging to work on heightened due diligence in the current situation.

WE Fashion does not have a large leverage in Myanmar, so collective action is needed to stay responsibly. Therefore, we are constantly in contact with (local) stakeholders, such as the Myanmar Centre for Responsible Business (MCRB). We also became a member of Eurocham (European Chamber of Commerce), which gives us more insights into the situation and provides connection to other member brands. Eurocham is currently working on a multi-stakeholder alliance with the EU, SMART Myanmar, Sequa and local stakeholders. The Multi-stakeholder Alliance for Decent Employment in the Myanmar apparel industry (MADE in Myanmar) will mainly focus on strengthening and protecting responsible business practices in the textile, clothing and footwear sectors. Just before the finalisation of this report, the MoU of the MADE in Myanmar initiative was issued. WE Fashion actively contributed to the content of the programme and intends to join MADE.

MAKING OUR PRODUCTS & PROCESSES MORE SUSTAINABLE



MAKING OUR PRODUCTS AND PROCESSES MORE SUSTAINABLE

WE Fashion wants to minimise the burden on the environment by using more environmentally friendly fibres and materials for products as well as cleaner factories for production. The reduction of water, chemicals and energy in production is important, as is the reduction of the waste produced. By doing so, the footprint of our products becomes smaller, which is good for both the environment and the people living in it.

In 2022, 56% of the raw materials in WE Fashion's collections was cotton. By using more sustainably sourced materials in our collections, we not only reduce the use of water, chemicals and pesticides, but also improve the livelihoods of farmers and their families in cotton-producing countries.

In 2022, 64.8% of total collections were made of more sustainable materials, compared to 68.8% in 2021. This is due to a decline in the use of cotton, which we buy 100% more sustainably only and is a temporary effect. Our new, updated commitment to sustainable materials will ensure that we will see growth again, as this includes all main materials. See "sustainable materials".

Besides material use, the use of chemicals, water and energy in production has a substantial footprint, especially during dyeing and finishing. WE Fashion aims for a clean environment in and around the factories in which our goods are produced and where materials are made. Therefore, we are mapping our tier 2 and, where possible, our tier 3 locations. With increasing insight into the supply chain, we have better knowledge of the highest risks and have the possibility to start working on improvements. Our goal of making better products contributes to Sustainable Development Goals 6, 7, 12, 13 and 15.



SUSTAINABLE MATERIALS

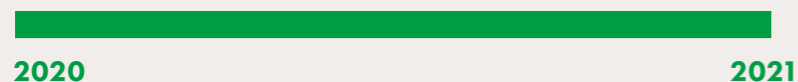
WE Fashion is proud to mention to have sourced 100% more sustainably cotton in its collections. More sustainably sourced cotton includes certified organic cotton, recycled cotton and cotton sourced as Better Cotton. By sourcing more sustainable cotton, we are supporting better practices across the cotton industry.

Although we were able to source all cotton more sustainably, we note a decrease in the share of cotton in our collections in 2022. As all our cotton has been bought more sustainably and the share of cotton has declined, we experienced a drop in the overall share of more sustainably sourced materials in 2022. In 2022, we also updated our commitment to sustainable materials, including targets for the materials we buy the most, such as cotton and synthetic fibres. These updated goals for 2025 have been set and approved by the board. By reaching these goals, we expect to see a growth in more sustainably sourced materials. For the updated WE Fashion commitment to sustainable materials, see our [website](#).

PERFORMANCE 2022

OUR GOAL IS TO USE 100% MORE SUSTAINABLY SOURCED COTTON BY 2021.

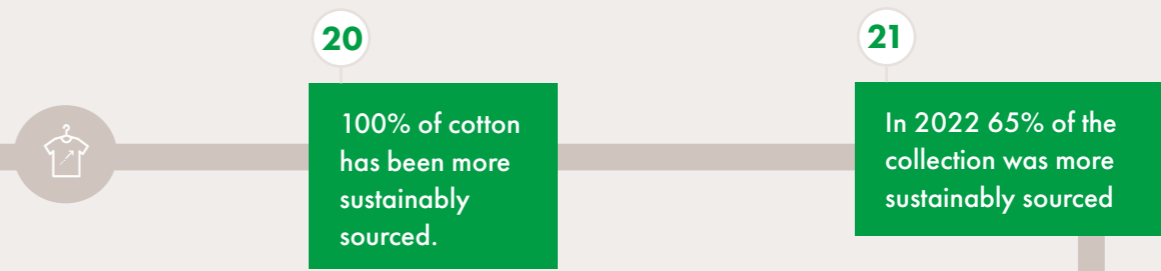
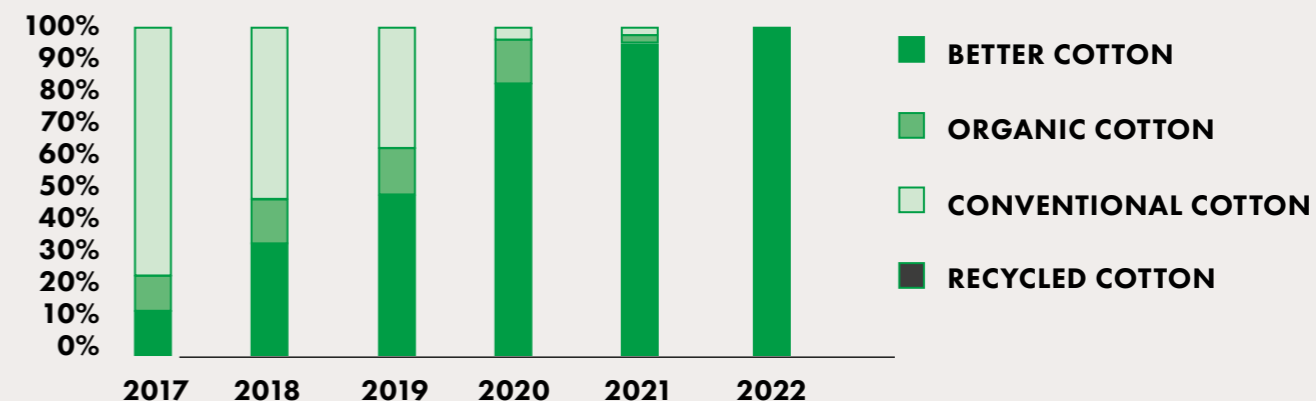
2021 → 98,5%
2022 → 100%



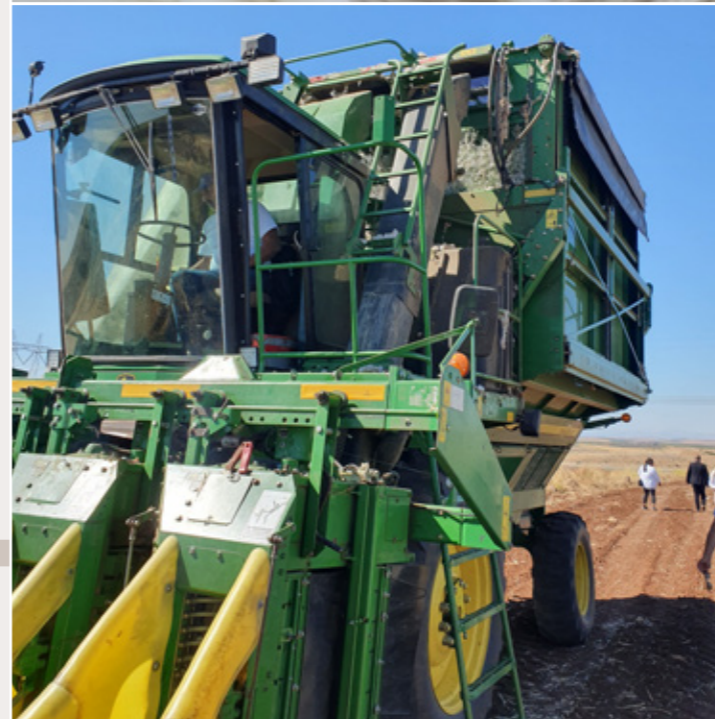
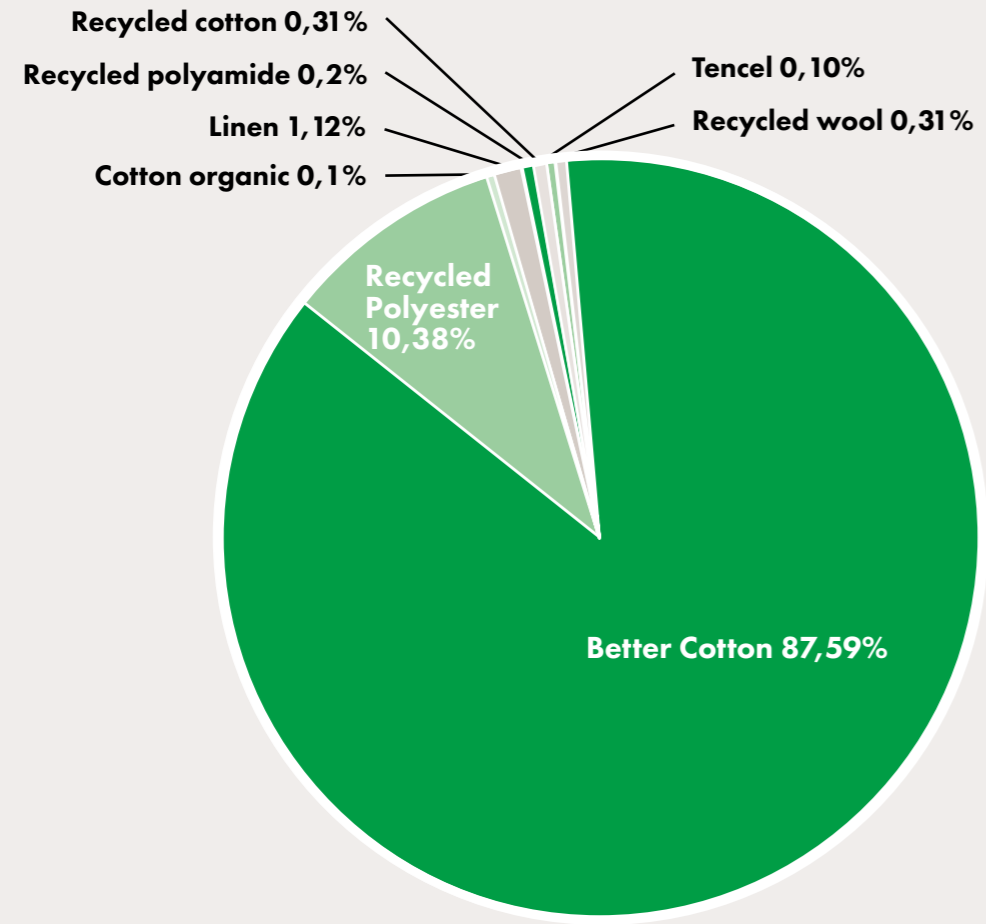
In 2022, we saved an estimate of 2 billion liters of water, this is equal to 790 Olympic swimming pools, thanks to our sourcing of Better Cotton.

Better Cotton is sourced via a system of Mass Balance and is not physically traceable to end products. See bettercotton.org/massbalance for more details. In 2022, we sourced 100% of our cotton as Better Cotton.

Thanks to our sourcing of Better Cotton, an estimated 1206 kg of pesticides were avoided and an estimated 2 billion liters of water were saved. On average, Better Cotton farmers benefited from an estimated €374.135 additional profit thanks to our sourcing of Better Cotton. Better Cotton farmers experience profit increases for various reasons, most commonly due to increased yields and/or optimised use of inputs, such as irrigation water, pesticides or synthetic fertilisers.



MORE SUSTAINABLY SOURCED MATERIALS IN 2022



22

97% of men's and boys' swim shorts were made from recycled materials.

ANIMAL WELFARE

Animal welfare is an important part of ethical trading. All products or parts of products manufactured for WE Fashion should be produced without harm or cruelty caused to animals at any stage of production in the supply chain. In consultation with FOUR PAWS, we have updated our animal welfare this year.

Several materials used for WE Fashion’s collections pose a risk to animal welfare. In previous years, we banned all use of fur, exotic skins, angora wool and down. Leather and merino wool are still used, though these are materials in which animal welfare may be at stake.

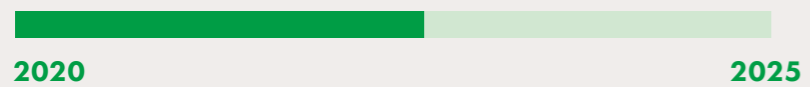
More sustainable wool is produced with farmers taking extra care of animal welfare and more sustainable land management. We want to work towards products made only with animal-friendly materials. Currently, we are taking steps to integrate certified wool in our collection.

The wool used for the merino yarns we select, comes from a chain with clear requirements for animal welfare and the environment. Since merino wool accounts for more than 40% of the total use of animal material, we expect this to take a big step towards using more sustainable animal materials.

PERFORMANCE 2022

OUR GOAL IS TO USE 100% ANIMAL-FRIENDLY MATERIALS BY 2025 (MAINLY WOOL).

2022 → 54%
2025 → 100%



23

All leather items are LWG-certified.

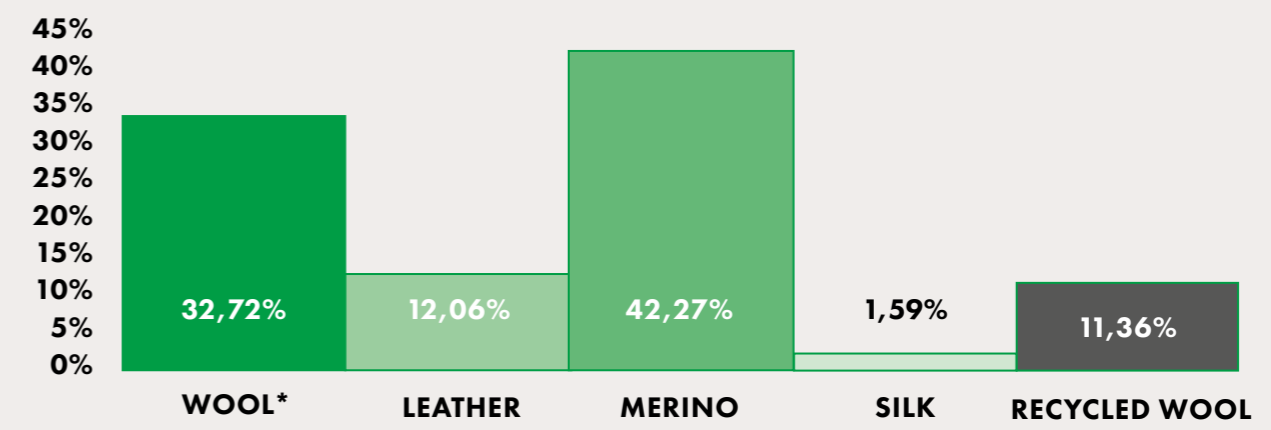
RESULTS OF WORKING TOWARDS THE UPTAKE OF ONLY ANIMAL-FRIENDLY MATERIALS IN THE COLLECTIONS OF WE FASHION:

- Farmers might use mulesing to prevent the parasitic infection flystrike. This practice involves removing strips of wool-bearing skin from around the breech of the highly wrinkled merino sheep, which can be painful. Mulesing is a common practice in Australia for this purpose. Through documents and statements from suppliers, we were able to trace back the merino wool to South Africa, a country where farmers use other ways to prevent flystrike in merino sheep, such as working with good genetics. We believe we can reduce the risk of mulesing even more by using certified yarns. In the coming year, we will make the shift to buying more sustainable certified wool.

24

86% of all padded kids’ jackets contain recycled polyester filling.

- The amount of leather we use in our collections went down from 1,4% in 2019 to 0,3% in 2022. To achieve our goal of using 100% animal-friendly materials in 2025, we have updated the animal welfare policy and are working on buying procedures, which will ensure the usage of leather from animals that had a good life.



*Incl alpaca & cashmere

RECYCLING AND CIRCULAR BUSINESS MODELS

WE Fashion works in a predominantly linear business model, but the use of recycled materials in its collections has increased in the past years. Material footprint calculations show that the majority of materials that are recycled have a significant lower footprint than virgin materials, where the risk to depletion of natural resources and chemical pollution is high.

In 2022, we updated the WE[®] sustainable materials goals for polyester and polyamide, among others. We committed ourselves to buy at least 60% of recycled materials based on weight by 2025.

Waste has a huge negative impact on the natural environment, which makes recycling materials important. Recycling helps reduce pollution caused by waste and also reduces the need for raw materials, so that natural resources are not depleted.

Besides recycling, circular business models also include reduction, reuse and repair as feasible options to reduce the use of natural resources, as well as extend the lifespan of products to stop the generation of industrial and consumer waste. These business models are key for the transition to a more resource-efficient and circular economy. By introducing a 365-day guarantee for our men's Fundamentals collections, we contribute to the possibility of reusing our products and their durability. WE fashion is fully committed to the upcoming European Extended Producer Responsibilities (EPR) regulation. Currently, this has been translated into local regulations by two member states. We joined Re-Fashion in France, a French organisation that manages waste prevention and end-of-life management of products on behalf of textile companies. The Netherlands is the second country. The Netherlands is currently working on a similar system called the "Uitgebreide Producenten Verantwoordelijkheid" (UPV). WE Fashion took an active part in this discussion as a member of the working groups in 2022 and will continue this role in 2023.

By collecting old garments from our customers in our stores, we are already working with a system that reduces the total amount of garments that end up as waste. Our partnership with ReShare allows us to give our customers' clothes a second life.

PERFORMANCE 2022

GOAL IS THAT 20% OF THE MATERIALS USED WILL BE MADE FROM RECYCLED FIBERS BY 2025.

2022 → 7,1%

2025 → 20%



RESULTS OF WORKING TOWARDS THE UPTAKE OF RECYCLED FIBRES IN THE COLLECTIONS OF WE FASHION:

- In 2022, the use of recycled polyester in our collections grew from 1,4% (2020) to 7,1%. The recycled materials concern cotton, polyester, polyamide and wool. All products produced with recycled fibres for WE Fashion in 2022 were certified according the Global Recycle Standard (GRS) or the Recycled Claim Standard (RCS).
- In 2020, we started using more recycled fibres. 96% of boys' beach shorts were made from recycled polyester or recycled polyamide in 2022.

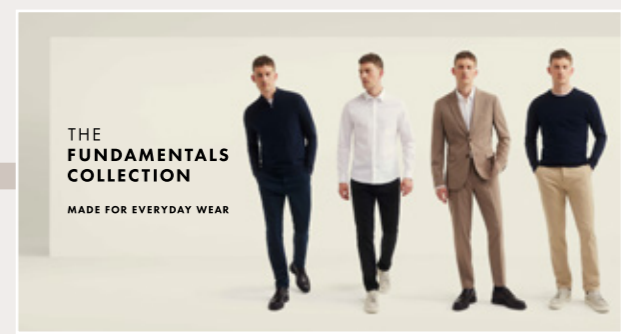
25

96% of boys' swimwear was made from recycled fibres .

- WE Fashion aims for durability by designing items that last. Our men's Fundamentals collection is more sustainably sourced, made with great quality and offers customers a 365-day guarantee.
- We do not want to waste any garments that could still be of value to someone. All items we commercially purchase will be sold in our stores, online, through online partners, in outlet sales, in sample sales or will be donated to charity. We never destroy garments of good quality.

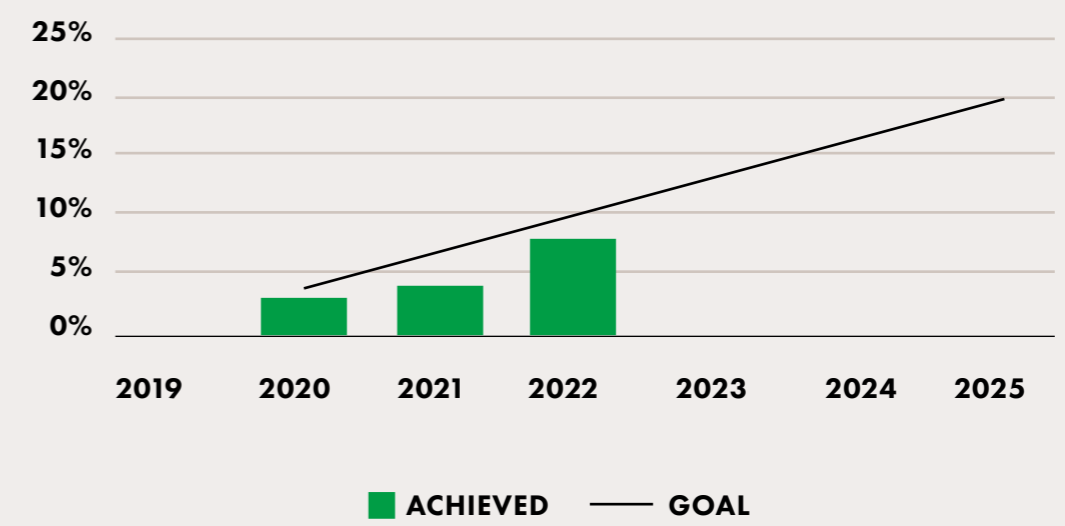
26

We aim for durability so we offer 365 days guarantee on men's Fundamentals.



OUR GOAL IS THAT BY 2025, 20% OF MATERIALS USED WILL BE MADE OF RECYCLED FIBRES.

The recycled materials concern cotton, polyester, polyamide and wool.



MAN-MADE CELLULOSIC FIBRES

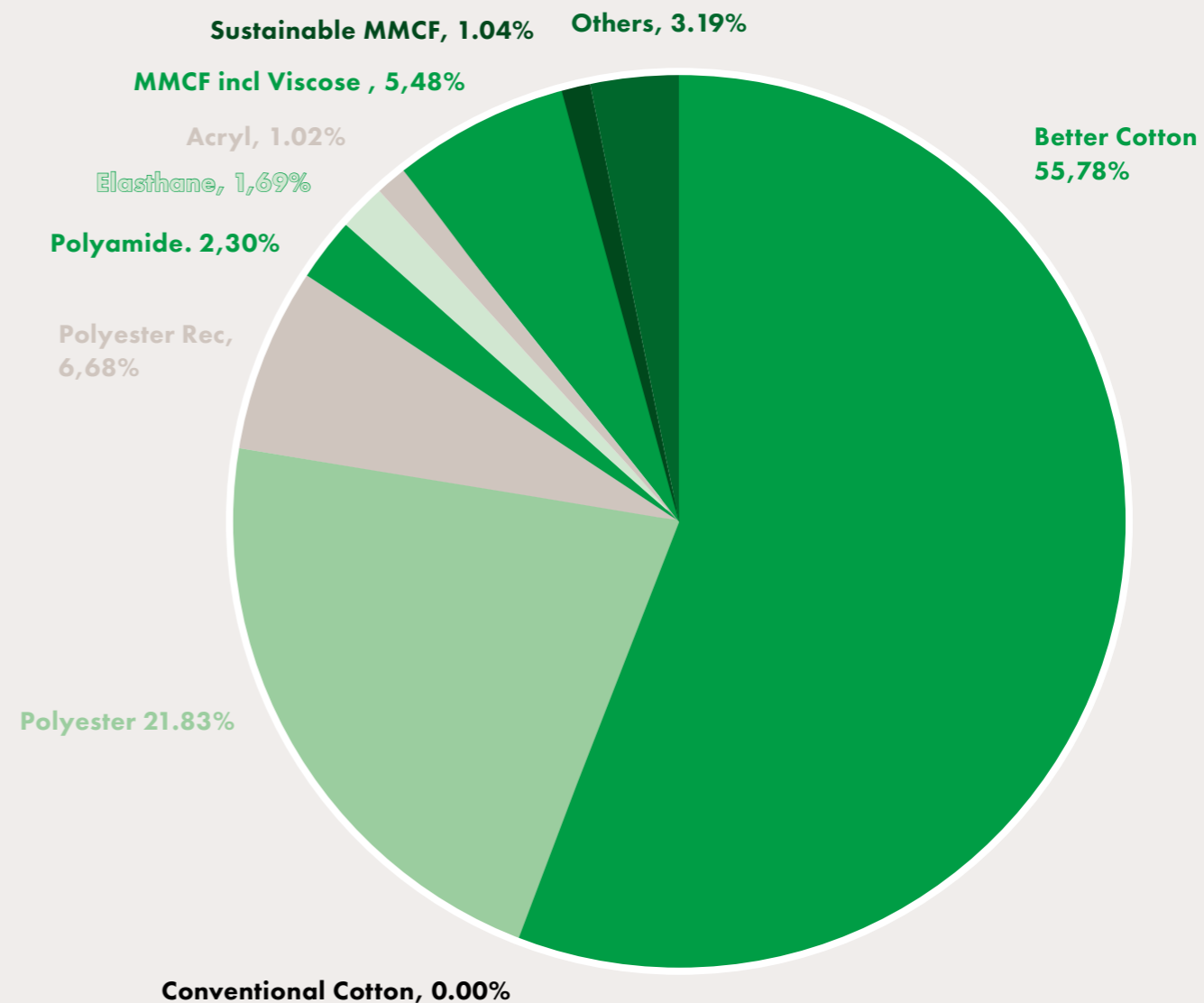
Man-Made cellulosics (MMCFs) are regenerated fibres usually made from the dissolved wood pulp or "cellulose" of trees. Viscose, lyocell and modal are all types of man-made cellulosics. As they are plant-based, MMCFs are renewable and have the potential to be a climate-friendly material if the wood is sustainably sourced and the processing chemicals are handled properly.

Two of the most common man-made cellulosics are lyocell and modal, which, like other MMCFs, are made from wood and are both biodegradable. With lyocell, the wood pulp is dissolved using a non-toxic solvent in a closed-loop system.

Forests degradation and loss of natural habitats and biodiversity related to unsustainable wool sourcing or poor land management are associated with all MMCFs. WE fashion has been working with fibre producers such as Lenzing and Birla. These companies have wood sourcing policies in place to prevent sourcing from protected and ancient forests. Our updated Sustainable Materials policy now states that 100% of MMCFs should come from FSC-certified wood by 2025.

7.5% of our collection is made with MMCFs. This is more than the 2021 global market average of 6.4%. 15% of all MMCFs in our collection are more sustainable.

MATERIAL USE 2022



SUSTAINABLE PRODUCTS FROM MORE SUSTAINABLE FACTORIES

Sustainable manufacturing is important to create more sustainable products. It's not just about the materials we use, but also the processes being used to make the final products. Factories that pay attention to using renewable energy or other chemicals during processing minimise negative environmental impacts and conserve energy and natural resources. It is also about the safety of employees and products and the safety of the community around the factories.



WE Fashion sells a wide range of products in its stores. Because of the variety of products, many different production processes are needed. While some processes do not have a large footprint, others are highly polluting. We have identified the following risk areas: cotton farming, wet processing and leather tanning.

We have identified that there are many environmental risks related to the materials we use. When materials grow, farmers need water, pesticides and fertilisers. The production of yarns and fabrics uses a lot of water, energy and chemicals. Water scarcity, chemical pollution, land depletion and greenhouse gas emissions

threaten the environment. The use of chemicals has been identified as one of the two highest risks in our risk assessment.

To monitor the use of chemicals, we are currently working with an RLS (Restricted Substance List) to check the presence of chemicals in our products. Together with stakeholders, we are working on a plan to implement working with a MRSL (Manufacturing Restricted Substance List).

The MRSL approach also helps protect workers, local communities and the environment from the potential impact of harmful chemicals. Preferably the MRSL of the ZDHC.

The ZDHC (Zero Discharge of Hazardous Chemicals) is a programme launched in 2011 and is a coordinated industry response to Greenpeace's campaign. Initiated by six clothing brands, it now represents a global multi-stakeholder initiative involving more than 160 parties from the fashion and footwear industries, including manufacturers, chemical companies and brands.

Where the RSL is a chemical checklist in testing finished products for the presence of restricted substances, the MRSL is a list that provides brands, retailers, suppliers and manufacturers with acceptable limits of restricted substances in chemical formulations used in the raw material and product manufacturing processes.

An MRSL is used as a tool by companies around the world to regulate the safety of chemical formulations used to make the raw materials that go into products and samples. Upstream regulation of chemical formulations, through an MRSL, protects workers, consumers and the environment. Besides reducing the use and presence of harmful chemicals, we are also looking into other aspects to move towards cleaner washing and dyeing. This includes reducing water consumption, wastewater treatment and new techniques, such as ozone. So far, we have only considered LWG to measure progress. In the coming year, we will map these options with a specific focus on denim due to its environmental impact. Right now, our ambition is very broad and we need to have a better understanding of more sustainable wet processing. In 2023, we started to increase our knowledge on this, after which we will review and specify our ambition. We notice that some of our key suppliers are already making significant progress in using, for example, the ZDHC MRSL, wastewater treatment and new washing techniques, and have developed plans to improve even further.

PERFORMANCE 2022

OUR GOAL IS THAT 50% OF THE PRODUCTS WILL BE DYED AND WASHED WITH CLEANER TECHNIQUES BY 2025.

2022 → Goal is being revised

2025 → Goal is being revised

2020

2025

RESULTS OF WORKING TOWARDS THE UPTAKE OF RECYCLED FIBERS IN THE COLLECTIONS OF WE FASHION:

- 100% of leather used in 2022 came from tanneries certified or audited by the Leather Working Group (LWG), compared to 48% in 2019. The LWG helps leather manufacturers and tanneries manage and adhere to the tannery processes they use, and assesses these companies according to the LWG standard. Leather has a 0.2% share in our collection.
- Together with suppliers, we are working on setting up a system to register the washing and dyeing techniques of each product. To identify the usage of water, energy and chemicals in our wet processes, we are looking into the different initiatives - such as EIM, FEM and MRSL - with a specific focus on denim due to its high impact during washing and dyeing processes.

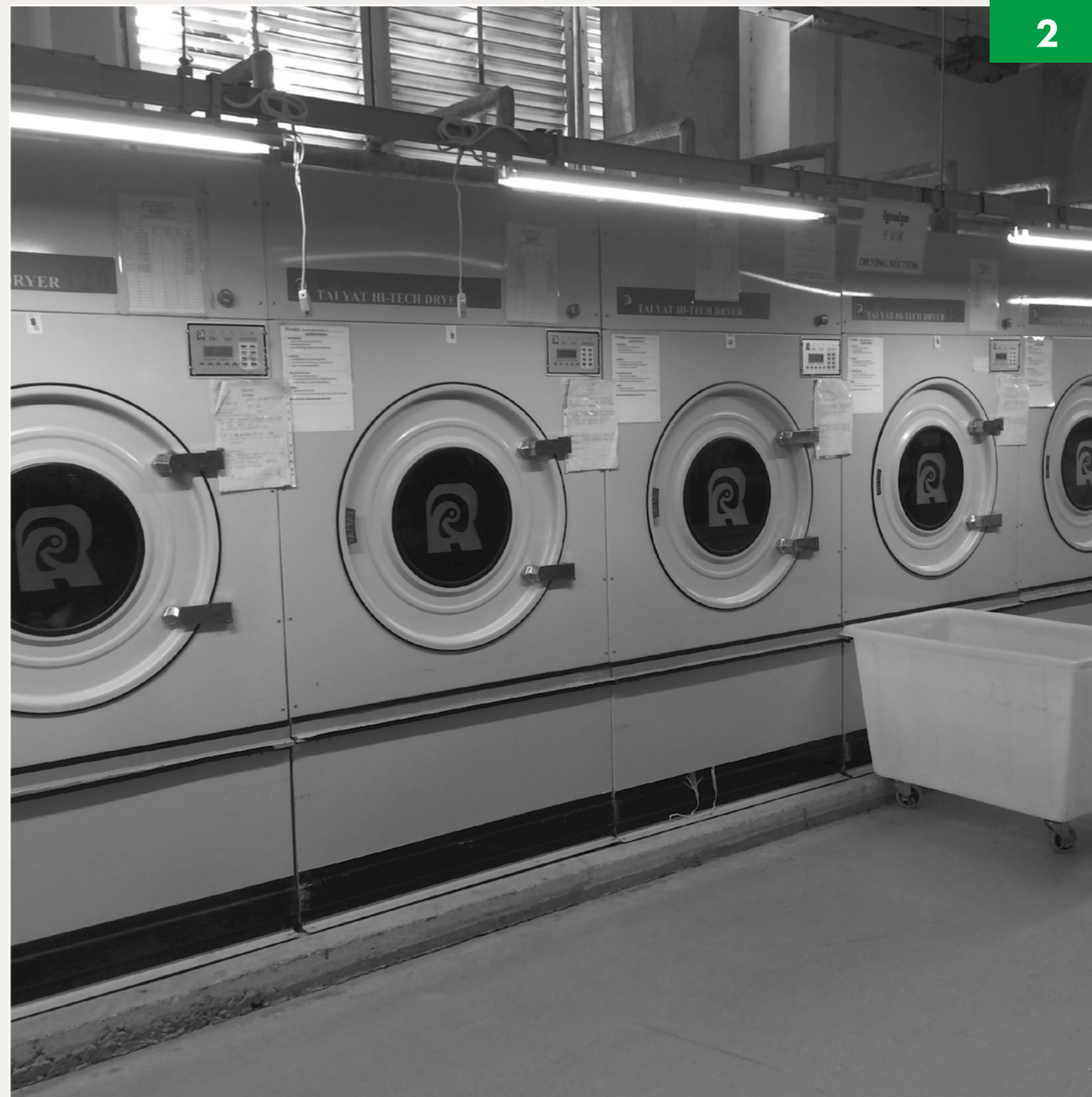
27

100% of leather comes from LWG certified tanneries.

- In order to work towards improvements in the environmental performance of the facilities involved in the production of our products, it is important to monitor environmental processes. Therefore, we register the engagement and certification of first and lower-tier factories with environmental tools and systems. Due to the complexity of the topic, we focus on a wide range of existing environmental performance systems and certification, such as: GOTS, OCS, Oekotex 100, Oekotex Steps, BEPI, LWG, HIGG, ZDHC, GRS, Fairtrade, Better Cotton. In our supply chain, 34% of all registered facilities in all tiers had at least one of these present. In total, the 625 registered facilities are linked to 786 certificates or environmental systems.

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Together with suppliers, WE Fashion is working on setting up a system to define and register cleaner washing and dyeing techniques of each product.





OPTIMISING THE WAY WE WORK



OPTIMISING THE WAY WE WORK

As a company, we are responsible for the well-being and health of WE Fashion’s employees, but also for the environment in and around our stores and offices. Everyone should be able to grow and develop within the organisation. WE Fashion believes that life together is more beautiful, which is reflected in the workplace. For example, in the way we work together and in the service we provide: we inspire customers to feel confident, so that they can make even easier contact with people around them.

This responsibility also concerns our role within the current climate changes. Earlier, we mentioned our efforts with regard to water, energy and chemical reduction. In addition, we have taken steps to reduce our Greenhouse Gas (GHG) emissions, which is important to limit global warming. We have reduced energy consumption by installing LED lighting in the offices and stores, and by installing solar panels on the roof of our warehouse. All electricity in our operations is green. All new company cars are electric, and we have invested in expanding charging stations. We look critically at the waste we produce. Less is always better and a great deal of waste can be reused or recycled.

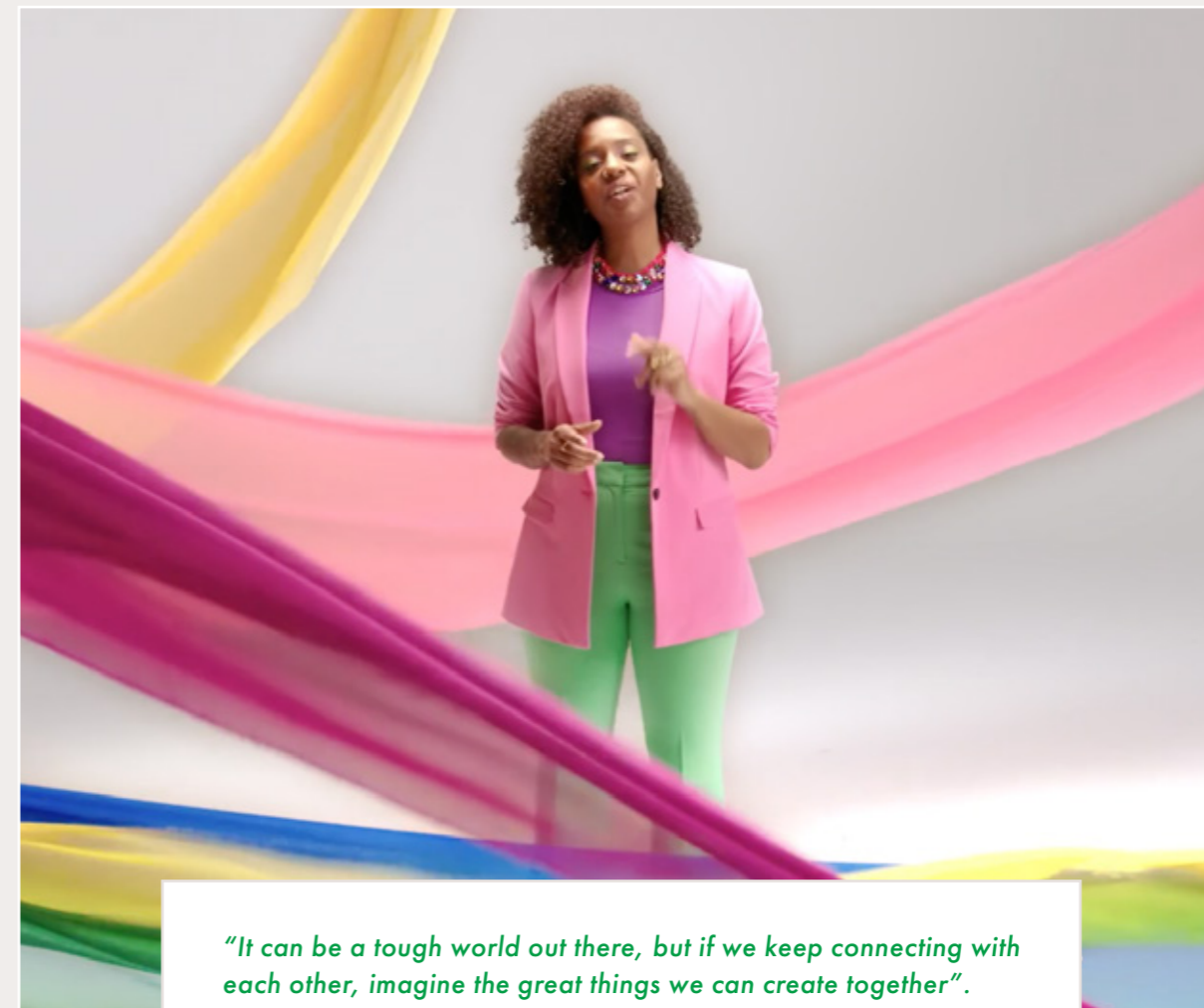
Our goals to optimize our way of working contribute to the Sustainable Development Goals 4, 5, 7, 12, 13 and 15.



DIVERSITY AND INCLUSIVITY

Diversity and inclusivity (D&I) have always been important to WE Fashion. We believe that life has more meaning when it is lived and experienced together. We believe in this so strongly that we have founded our entire business upon this very idea. At WE®, we like to highlight our connecting culture and draw attention to a more tolerant and inclusive society. 2022 was the year in which we made this topic more tangible in various forms. We believe D&I is an ongoing topic and will evolve over time. Here are some highlights of 2022:

- Together with young talent and spoken word artist Naomi Grant, we created a positive, inspiring and empowering Manifesto. You can watch it [here](#).
- We host Kick-offs twice a year. These are events that are very special to all of WE®'s employees, as at that time all Store Managers are invited to see the new collection. During the 2nd Kick-off in 2022, D&I took the centre stage. The manifesto launched and all colleagues were invited to put their own commitment on a small piece of textile by answering the question "what is your next step?". All these small pieces were made into one big flag that now contains the commitments of many of our colleagues.
- Together, small steps make a big difference. To move forward and make diversity and inclusion part of our organisation's DNA, we need to know where we are and where we want to go. This is why we have established a D&I Council that focuses on 4 pillars: People, Brand, Society and Product. All these pillars are represented by colleagues. There is also a group of ambassadors from different departments who are committed to the council and are available for advice and panel talks. This group of people has now met several times to discuss all kinds of topics related to D&I.
- We have made clear that our commitment to diversity and inclusivity will be visible and supported in all our communications. Externally in our brand values, marketing campaigns and recruitment. Internally through training and development as well as our CONNECT values. On top of that, we will try to educate about all our different backgrounds and lifestyles. We will regularly communicate our viewpoints on diversity and inclusivity. Thus, there is more to come in 2023.



"It can be a tough world out there, but if we keep connecting with each other, imagine the great things we can create together".

With this spoken word, WE Fashion encourages to think and act inclusive.

So, what's your next move?

HEALTHY WORK ENVIRONMENT

WE Fashion believes that life together is more beautiful, which is reflected in the workplace. For example, in the way we work together and in the service we provide: it's all about connecting with the people around us.

At WE Fashion, 75% of employees are female. It's important that this is reflected in management positions. To safeguard this, we have set ourselves a goal of having at least 33% women in the senior management team.

PERFORMANCE 2022

OUR GOAL IS TO MAINTAIN THAT AT LEAST 1 IN 3 MANAGEMENT POSITIONS ARE FILLED BY A WOMAN BY 2025. *including storemanagers

2022 → 66%*

2025 → 33%

2020

2025

29

66% of all management positions are held by women.

30

75% of employees are female.

RESULTS OF WORKING TOWARDS EQUAL RIGHTS AND A HEALTHY WORKPLACE FOR EMPLOYEES OF WE FASHION:

- 46% of the board and the senior management in our company is female. This compares to 74% of the store management. Altogether, 66% of our management positions are filled by women. We are proud to have so many women in leadership positions across our company.
- The share of women in leadership positions is one way of expressing the importance of Diversity & Inclusivity. However, it goes far beyond just the percentage of women. If you want to know more about our Diversity & Inclusivity efforts, go to the specific chapter. This includes the Manifesto we launched in 2022.
- All employees at WE Fashion have the opportunity to develop and become part of the senior leadership team as they grow. We have many colleagues who have already successfully navigated this path in their careers.

2022	NUMBER OF STORES	NUMBER OF EMPLOYEES	FEMALE	MALE	AVERAGE AGE	ILLNESS %
NETHERLANDS	97	1317	954	363	30,2	5,8%
BELGIUM	14	114	104	10	38	10,5%
GERMANY	5	41	35	6	33,4	5,9%
SWITZERLAND	26	191	156	35	34	5,4%
	143	1663	1249	414	33,9	6,9%

EDUCATION, HEALTH & WELL-BEING

Everyone working at WE Fashion should be a WE® ambassador. A WE® ambassador is someone who proudly and confidently works at WE Fashion, who knows how to properly advise our customer and who can inspire them with our products. We established the WE® Academy to create passionate WE® ambassadors who feel confident and proud to work for WE Fashion, as well as serve and inspire customers about our products.

Training is fruitful for both staff and employers of an organisation; it is necessary to create organisational development and success. Employees who are well-trained become more efficient, productive and have a better job satisfaction. Inadequately trained employees are likely to have poor job performance and experience more work-related stress. Here are some examples of how WE Fashion supports its employees:

- You work for WE®, WE® work for you. WE Fashion offers a broad development programme for all employees and all types of jobs. Specific training courses are also offered for personal growth and working in teams. In addition, many other activities take place, such as Lunch & Learn sessions (e.g. on sustainability) with inspiring speakers both internally and externally, annual employee satisfaction surveys with specific follow-ups and an app featuring all training courses. Recently, WE Fashion launched its new job site which gives more insight into some of these topics. Check our job-website [here](#).
- In 2021/2022, WE Fashion launched the Health & Wellbeing programme to create awareness of vitality/sustainable employability with a focus on workload, work-life balance and development opportunities.
- Within WE Fashion, we consider it important to provide a pleasant working environment in which everyone adheres to the agreements we have made with one another about our behaviour, communication, actions and manners. To support this, we have appointed an external confidential advisor in addition to our internal confidential advisors.

- WE Fashion offers the WE® Cycle Scheme to its employees. The purpose of this scheme is to encourage the use of bicycles for commuting and to keep employees sustainably employable. In addition, it is better for the environment and fits within our sustainability objectives regarding the provision of responsible commuting options.
- In line with WE®'s sustainability objectives, public transport travel is preferred to travelling by car. Employees can choose from several options depending on what best suits their commuting needs. The cost of travelling by public transport is fully reimbursed by WE Fashion.



RESULTS OF TRAINING WE® EMPLOYEES ON OUR SUSTAINABILITY MISSION:

- All training courses and workshops are part of the WE® Academy, which was established in 2015 to help WE Fashion employees grow and further develop within the organisation. The WE® Academy offers a variety of training courses and workshops, with information on the new collections, trainings to improve one's performance and engagement programmes. The WE Care module is part of a larger learning programme for store staff. Ultimately, we want every WE Fashion employee to be able to tell our sustainability story.
- After the lockdown, we were able to host our face-to-face Kick-off again. During this event, all of WE Fashion's Store Managers gathered to learn about new trends as well as the WE® strategy for the upcoming year. During this event, the WE® Sustainability team hosted a workshop on the progress of WE CARE to inform the stores about the steps we had taken and the work we continue to do.

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You work for WE®, WE® work for you.

32

Monthly Lunch & Learn sessions.

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Store Managers training on WE® Sustainability.

- Over the past year, the WE® Sustainability team organised training sessions for all Store Managers in the Netherlands. These sessions covered topics, such as good working conditions, product care and the use of sustainable materials in our products. Tools – such as a maintenance chart with instructions on the most sustainable way to take care of products as well as information on how to manage in-store waste sustainably – were handed out.
- To ensure that our customers get the right information about our sustainable materials, the WE® sustainability team has created vlogs for store staff. These vlogs can be found on the WE Fashion Academy app and are addressed to store staff. The vlogs explain the different types of materials and what makes them more or less sustainable.

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WE CARE vlogs created to inform store staff.

REDUCE WASTE

We develop, transport and sell goods, and in the course of these activities we produce waste. This is mainly cardboard, plastic and paper, but also polyester window screens and textile waste. We strive to reduce the volume of waste by looking for opportunities to reuse or recycle the materials, but also by reducing the amount of materials that might become waste, such as packaging and samples.

Creating waste puts a burden on the environment. The reduction of waste is the main focus, but when we create waste, many waste streams - instead of being thrown away - can be used to provide new raw materials, such as textiles, paper, cardboard and plastics. Waste creation has been identified as a medium risk in our operations. Our particular focus is on preventing product waste streams that have the biggest impact due to their size: paper and cardboard, plastic, textiles and in-store promotional screens.

PERFORMANCE 2022

OUR GOAL IS TO REDUCE THE WASTE FROM OUR HEAD OFFICE AND STORES BY 30% BY 2025.

2022 → +8%

2025 → -30%



35

By exiting the usage of paper coffee cups, we will reduce our annual waste by approximately 250.000 cups.

RESULTS OF PRODUCING LESS WASTE IN OUR OWN OPERATIONS:

- In 2022, we revised our policy on the use of paper coffee cups. As of 2023, we banned all paper coffee cups from our headquarters and stores. In our warehouse, all paper cups are recycled.
- In 2020, we reduced the amount of waste from our operations by 10%. Post-covid, the amount of waste increased. Part of the growth can be linked to the disposal of our polyester window screens. We are working on a new plan to reduce waste from our headquarters and stores.
- For many years, we have been separating cardboard and plastic in our distribution centre, warehouse and in our stores. Boxes and clear plastic are separated in the distribution centre and warehouse, plastic polybags are collected in our international stores (excluding Switzerland) and returned to our warehouse.

36

Over 63.000 kilos of LDPE was collected and recycled.

- Staff from the head office, distribution centre and warehouse can shop from the sample stock. As the number of colleagues who can buy clothes during a sample sale is limited, a batch was sold to a buyer of second-hand clothing.
- We have no waste bins in the offices, the waste at our head office is collected only in the kitchen areas and separated into different streams. We chose this option in order to properly separate all waste. The canteen now also offers the possibility of separating green and residual waste. We separate green, plastic, paper, cardboard and residual waste. In the buying departments, we also collect transparent plastic polybags and textile waste separately.

37

508.192 kilos of paper and cardboard was recycled.

- Ever since we started separating organic waste, the waste collection has tripled. This means more organic waste can be composted and less waste ends up in landfills.
- We use various types of hangers. All the ones we use, we collect and sort out. 52% of these hangers are reused. The hangers we cannot reuse are either fully recycled and used as material input to make new hangers or sold as nurdles (plastic pellets) to the plastic industry in order to make new products.

38

Separated organic waste tripled.

39

All of our hangers are reused or recycled.



REDUCTION OF GREENHOUSE GAS EMISSIONS

The risk of global warming is evident and it is likely that greenhouse gas emissions throughout our supply chain are large. We therefore take several actions to reduce the footprint of our own operations in the Netherlands and in all countries in which we are represented with stores. Product footprints are accounted for under Better Products.

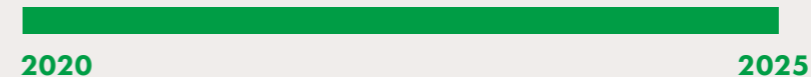
We measure our greenhouse gas emissions in CO₂ equivalents on an annual basis. Although we have significantly reduced our CO₂ footprint since we started measuring in 2015, we still believe we can reduce our CO₂ emissions even further. In recent years, we have taken several steps to reduce WE Fashion's footprint. We have lowered energy consumption by installing LED lighting in the offices and stores, and by installing solar panels on the roof of our warehouse.

PERFORMANCE 2022

OUR GOAL IS TO REDUCE THE CO₂ EMISSIONS FROM OUR HEADQUARTERS AND STORES WITH 30% BY 2025.

2022 → -40%

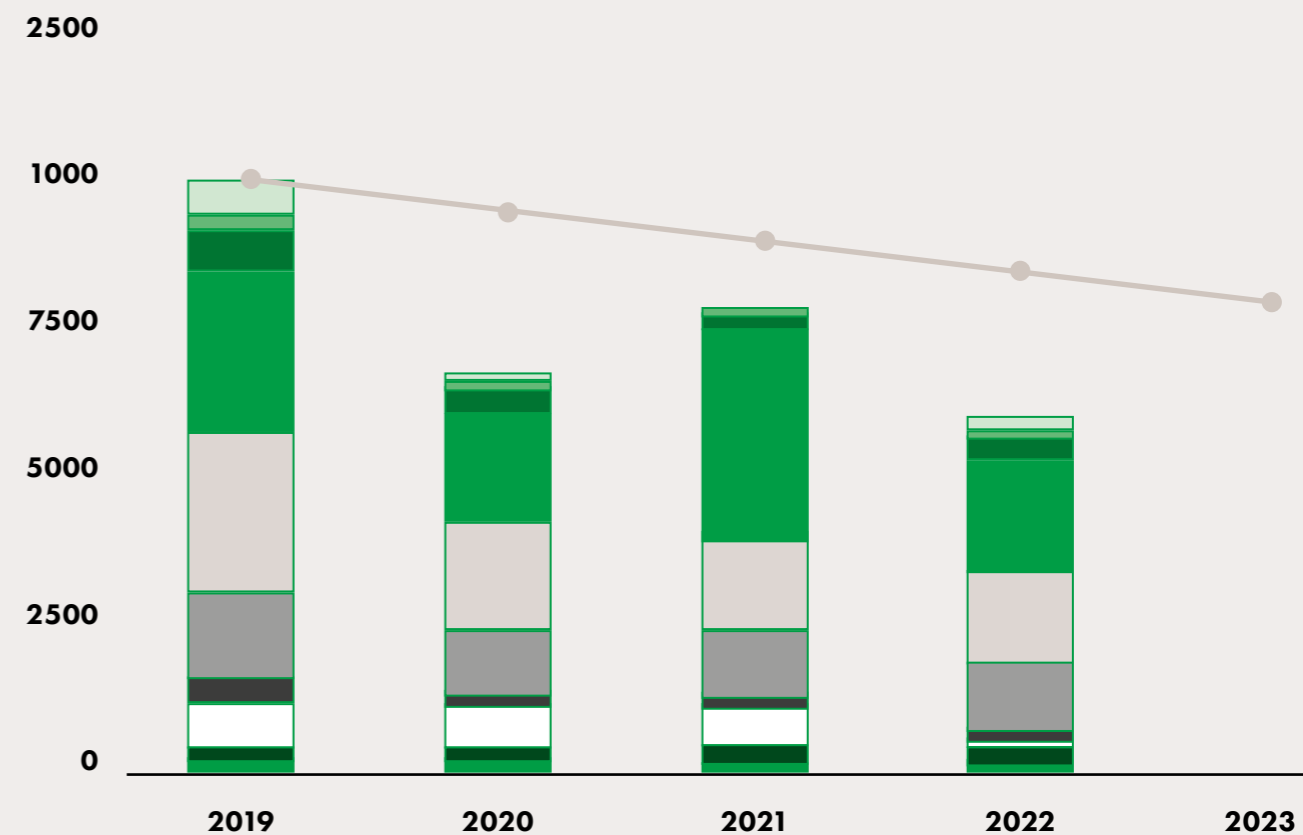
2025 → -30%



RESULTS OF REDUCING THE GREENHOUSE GAS EMISSIONS IN OUR OPERATIONS:

- Our aim to reduce our footprint is based on reducing carbon emissions of our operations by switching to other sources of energy, transport and materials. We do not offset carbon emissions.
- In 2022, clothing transportation accounted for 31% of emissions, followed by 26% for the heating of buildings and 20% for commuting. The remaining emission groups are jointly responsible for 23% of the total emissions.
- In our stores, we replaced R-22 in our heating and cooling systems with R-410A as the preferred refrigerant. This has reduced our emissions by 86%.
- We were able to halve business travel to 213.9 CO2e tonnes, which is currently 4% of our total greenhouse gas emissions.
- At the headquarters in Utrecht, we offer employees the option of charging electric vehicles at work. Staff with a company car can only choose an electric option.
- Over the past years, we have taken several steps to reduce energy consumption in our operations, including a plan for LED lighting in all stores, the placement of 800 solar panels on the roof of our warehouse and the switch to 100% green electricity in all our operations. The remainder of renewable energy comes from hydro plants in different countries. All energy used in our operations in 2022 was green and had a footprint of zero kg CO₂ per MWh.

CO₂E TOTAL



- BUSINESS TRAVEL
- COMPANY CARS
- ELECTRICITY
- FREIGHT
- HEATING
- HOME WORK COMMUTING
- INCOMING MATERIALS
- REFRIGERANT LOSSES
- TRUCKS
- WASTE EMISSIONS
- TARGET CO2E TOTAL

40

100% green electricity in all our operations.



We plan to include more upstream and downstream activities in our scope 3 emissions, giving us a more complete picture of our company's carbon footprint.

With this knowledge, we started collecting the 2022 data to measure our 2022 footprint. When looking at the numbers we had been using since 2019, we came to the conclusion that some of the figures used had to be recalculated according to correct standards. In 2021, we reported a 4% increase of our CO₂ emissions. We recalculated emissions according to the correct secondary data. We calculated back to our benchmark year 2019, showing a 21% reduction in 2021.

In 2022, we report a 40% reduction based on our current scope. Less air shipments, less stores and a reduction of refrigerant losses were amongst the reasons.

41

The total emission tCO₂e of WE Fashion in 2022 has decreased by 40% compared to 2019.

42

Currently, we map scope 1 and scope 2 and only part of scope 3. In the future, we will review and expand this by including more upstream and downstream scope 3 emissions, as a significant part of brand GHG emissions fall mainly under scope 3.

SUSTAINABLE OPTIONS IN THE OFFICE

Besides the garments we buy to sell to customers in our stores, we also purchase non-commercial items that we need for our operations, such as hangers, office stationary, paper, toners, coffee cups and much more.

The purchase of non-commercial items is low risk, given the environmental impact and the likelihood of unsustainable practices occurring. However, it supports the overall sustainability programme we have launched and shows that we also believe a sustainable and healthy working environment is possible. Our particular focus is on the packaging we send out to consumers, such as e-commerce packaging and polybags, whereby we aim for all packaging to be sustainable by 2025. In total, we use about 200 types of non-commercial articles.

In 2020, we started mapping the non-commercial items we use in our operations and managed to get a clear picture of the materials used to make these items and whether they were produced with certain sustainability certifications. These are either FSC-certified, carry the EU Ecolabel or are made from recycled materials.

This year, we achieved the same results in reaching our goals as we did last year. This is mainly because we have moved our NCA items to an external party. With them, we will take steps to replace the items for a more sustainable option.

PERFORMANCE 2022

OUR GOAL IS THAT 50% OF NON-COMMERCIAL ARTICLES WILL BE A SUSTAINABLE OPTIONS BY 2025.

2022 → 16%

2025 → 50%



RESULTS OF PROCURING MORE SUSTAINABLE OPTIONS FOR NON-COMMERCIAL ARTICLES:

- Our plastic (E-com) bags are made of 50% recycled plastic.
- All E-com carton boxes are made with 80% recycled paper.
- The coffee cups we use at our warehouse are made from FSC-certified paper and have a zero-carbon footprint. FSC is committed to conservation and responsible forest management that protects the habitats of plants and animals and respects the rights of the local population and forest workers. This also prevents a lot of CO² emissions caused by deforestation.
- The tea we offer our employees in the office is Fair Trade-certified. Fineleaf tea is produced on certified organic tea plantations in Sri Lanka, where no chemicals are used. Farmers selling under Fairtrade terms earn at least the Fairtrade minimum price, which acts as a safety net to protect producers from an unpredictable market.

43

50% of sustainable non-commercial articles are FSC-certified.

44

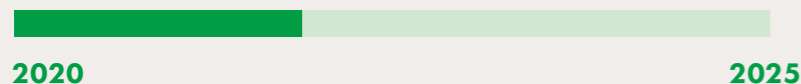
16% of non-commercial articles are sustainably produced.

PERFORMANCE 2022

OUR GOAL IS THAT 100% OF OUR B2C PACKAGING WILL BE MADE FROM SUSTAINABLE MATERIALS BY 2025.

2022 → 36%

2025 → 100%



- We developed a Sustainable materials Policy for all articles purchased by WE®, including criteria for non-commercial articles (NCA). With this policy, departments have guidelines for developing plans on more sustainable purchasing, such as for marketing and in-store design.
- We exclusively use FSC-certified paper and cardboard for price tags and promotional materials, as is the case for the brand's stationery. By doing so, we contribute to reducing our environmental impact, as the paper and cardboard come from FSC-certified forests. These forests are managed with consideration for people, wildlife and the environment.
- We outsource many of our non-commercial articles (NCA) through a partner. They have a sustainable materials policy, in line with our guidelines for more sustainable purchasing.

45

All price tags are made from FSC certified paper.

46

Our carrier bags are made with 50% recycled plastic.

- The carrier bags we use in stores are now made with 50% recycled polyethylene. Studies have shown that these bags have the lowest footprint of all bags. The only major issue is the waste stage. Plastic can be reused and recycled many times, but we all need to ensure that plastic does not end up in landfills or in the ocean. On our carrier bags, we ask our customers to reuse the bag as often as possible and, when it is time to throw it away, to put it in the plastic recycling bin.





CONTRIBUTING TO SOCIETY



CONTRIBUTING TO SOCIETY

Each year, WE Fashion supports various charities. Among other things, we've made funds available to support cancer research, build houses, contribute to a dance programme for the elderly and by helping fund a local support to enthuse highly motivated young people to go to university.

With the WE® Get Together Foundation, we focus on projects that create an active involvement between WE Fashion employees, customers and suppliers. The emphasis is on social projects in the countries where WE Fashion produces, but also in which WE Fashion is operationally active. Themes supported by the Foundation include prosperity, health, education, environment and emergency aid.

The money for donations comes from sample sales and incidental fundraising by our employees. We also donate samples and worn clothes to charitable organisations.

Our goal to give back to society contributes to many different Sustainable Development Goals, but mainly supports 17.



SUPPORTING CHARITIES

The WE® Get Together Foundation supports charities that work to better the lives of all by improving living standards, the environment in which people live, their health and children's education, and offering disaster relief.

The emphasis is on social projects in the countries where WE Fashion produces, but also in which WE Fashion is operationally active. Themes supported by the Foundation include prosperity, health, education, environment and emergency aid.

Over the past few years, supporting communities and charities has been an important part of our sustainability work. It is part of our value to share and connect.

PERFORMANCE 2022

OUR GOAL IS TO DONATE 100% OF PRODUCT WASTE TO CHARITY BY 2025.

2022 → 99%

2025 → 100%

2020

2025

RESULTS OF DONATING ALL PRODUCT WASTE TO CHARITY:

- WE Fashion and the Salvation Army collaborate in a long-term and international Recycle Programme, which is part of the sustainability mission WE CARE. Customers can give their worn garments from WE Fashion a second life by handing them in at a WE® store. All collected clothing is donated to the Salvation Army ReShare and reused or recycled wherever possible. All wearable clothes go to those in need or are sold at an affordable price in the ReShare Stores. Revenue from the sales supports the Salvation Army's charitable work. By donating their clothes, our customers support a good cause, make other people happy and contribute to a better environment.
- Since 2020, WE Fashion has had outlet stores. From then on, much of the old stock gets sold in outlet sales/stores and therefore doesn't go to charity.
- We donated a small part of the old stock to the Red Cross for emergency relief after the devastating earthquakes in Türkiye and Syria. We also donated clothes to Lifeline Ukraine.
- The WE® Get Together foundation manages funds for charitable donations. The foundation's funding in 2022 came from organising sample sales and selling batches to a second-hand clothing buying. In 2022, the foundation received €101,997 in funds, and spent €79,210 on dozens of different charities.



COLLECTION AND RECYCLING OF PRODUCT WASTE IN 2022

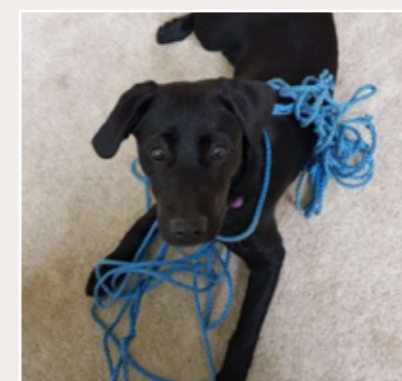
PRODUCT WASTE RESOURCES:	
OLD STOCK	42%
SAMPLES	46%
RETURNS / CUSTOMER COMPLAINTS	13%

PRODUCT WASTE DESTINATIONS:	
REUSE AFTER DONATION	78%
RECYCLED AS FIBRES	12%
SAMPLE SALE	4%
SALE IN RETAIL	5%
DISPOSED AS WASTE	1%

CHARITY DONATIONS IN 2022

- We donated €1,210 to The Pollinators, an initiative that protects bees and supports beekeeping around the world. Most of the world's food production depends on pollination. However, biodiversity is decreasing due to large-scale agriculture.
- In Switzerland, we donated 2,459 kg of garments to Caritas, an organisation committed to helping people in Switzerland affected by poverty and social disadvantage. The garments are sold in Caritas' regional second-hand stores across Switzerland.

- We donated girls' scrunchies to Stichting Jarige Job.
- We donated 420 kilos of clothes to Lifeline-Ukraine, a foundation that helps citizens, veterans, civil society organisations and small businesses in Ukraine in their efforts to survive and thrive throughout and after the war.
- STICHTING WE® GET TOGETHER donated €25,000 to Stichting RRDF. The Nachugunta Krishna District, Andhra Pradesh, in India was hit by a tsunami in 2004. The foundation was able to help people in the village. As a result, more families moved to the town. With the donation, Stichting RRDF was able to build 70 houses for families in need of housing.
- Meet Wiggle, our adoption puppy. STICHTING WE® GET TOGETHER donated €5,000 to KNGF Guide Dogs. KNGF helps people with disabilities expand their world and maintain their independence with the help of professionally trained assistance dogs. Finding a nice job, dating, going on holiday or visiting a restaurant can be a challenge for people with disabilities. An assistance dog makes it a little easier to step outside, which increases social life. With this donation, Wiggle will be cared for by a family for a year.



- For a complete overview of all donations made by STICHTING WE® GET TOGETHER, please check the following [here](#).

TRANSPARENCY

Information on where our products are produced makes it easier to help workers and their representatives come forward with complaints about working conditions and environmental issues in our supply chain. Whenever international or local stakeholders raise concerns, we will investigate the issue. If we can, we will help resolve the problem together with factories, suppliers, other brands and stakeholders.

STEPS TAKEN TOWARDS TRANSPARENCY

In the past years, we have taken a number of important steps towards greater transparency. This will foster engagement with stakeholders and improve and validate our sustainability goals and action plan.

- WE Fashion signed the Transparency Pledge. The objective of the Transparency Pledge is to help the garment industry achieve a common minimum standard for factory disclosures.
- WE Fashion publishes its list of factories online. Through the years, we have shared increasingly detailed information about our supplier list. This list includes information on the location, parent company, number of employees and the percentage of women working in each factory. You can find the list [here](#).
- To increase transparency, the WE Fashion factory list has also been published on the Open Supply Hub, previously known as Open Apparel Registry (OAR). It can be found as contributor list of WE Europe BV [here](#).
- Since 2016, WE Fashion has shared its factory list with the Dutch Agreement on Sustainable Garments and Textile (AGT). The aggregated list of production locations of all companies participating in AGT was disclosed on the Open Apparel Registry (OAR) website. Negotiations for a renewed AGT took place in 2022.





CONTRIBUTING TO THE SDGS WITH WE FASHION'S SUSTAINABILITY STRATEGY

The Sustainable Development Goals (SDGs) are a universal set of goals, targets and indicators to be achieved by 2030. They provide a focus for how businesses, governments and civil society organisations can tackle global challenges to promote a more sustainable future for all. Through WE Fashion's sustainability strategy and the many partnerships WE Fashion is involved in, we support the goals of several SDGs.

The goals and actions as described by WE Fashion in its sustainability strategy directly and indirectly impact the targets of the SDGs as listed below. Our plan ties in with the global sustainability agenda. The aim is to make more progress together. With the goals set in the WE® Sustainability Strategy for 2025, we contribute to the multiple SDGs. Per pillar, all relevant SDGs are listed.

SUSTAINABLE DEVELOPMENT GOALS



ACKNOWLEDGEMENT

This CSR report is issued by WE Fashion and is intended for all WE Fashion stakeholders, especially employees and consumers. Do you have any questions or suggestions following this report? Please send an email to csr@wefashion.com.

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