TOGETHER TOMORROW S?



REPORTING PERIOD 1 JANUARY 2021 TO 31 DECEMBER 2021



FROM DIVERSITY AND INCLUSION TO REDUCING WASTE AND FROM PRODUCT LONGEVITY CARE TO HOW WE WORK WITH OUR SUPPLIERS.

TOGETHER TOMORROW BOTH REFLECTS WHAT WE DO, AND HELPS DRIVE CHANGE ACROSS OUR BUSINESS AND SUPPLY CHAIN.



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INTRODUCTION / MESSAGE FROM THE CEO

It is with great pride that we present our third sustainability report. In 2021, the Covid-19 pandemic once again impacted people's lives and health, and highlighted the vulnerability of our systems and ecosystem. The pandemic also greatly impacted Hunkemöller as a global brand. This reinforces the need to build a coherent response for a sustainable post-Covid-19 recovery and the importance of setting long term sustainability targets. Despite all of the challenges we have faced, and are currently still facing, we have adapted our goals to the rapidly changing circumstances through positive actions, innovations, and collaborations.

In this sustainability report we aim to present a roadmap which will support our sustainability efforts by shaping future sustainable policy decisions in line with our commitment to the UN Sustainable Development Goals (SDGs). We are continuing to maintain the high standards we have set, but have also taken new steps to develop our sustainability strategy. We have continued to integrate these commitments throughout the organisation to embed our sustainability vision into our brand.

In the wake of the pandemic, individual attitudes to ethical and sustainable issues have evolved. Longstanding habits and behaviours were upended and a more sustainable lifestyle was adopted. For the next generation of customers, sustainability is a priority and for those who are choosing their next employer, responsibility, ethics and diversity are key characteristics. We promise to make a difference for our future generations by ensuring human rights are met, empowering oppressed groups and respecting the planet.

"Hunkemöller has a clear set of policy measures to create sustainable products and promote sustainable production. This strategy engages external stakeholders, our customers and employees across the business and is linked to our values to achieve the UN's Global Development Goals (SDGs) by 2030. Through our actions and choices, we can take steps to leave a smaller footprint and help tackle climate change".

I am incredibly proud of what we have achieved during 2021, which has been a challenging year for Hunkemöller, its employees, suppliers and

stakeholders. Despite lockdowns, supply chain interruptions, political disruptions, and the many other impacts the pandemic has brought, Hunkemöller has continued to raise the bar. and shown amazing resilience and dedication to serving our customers with the products they know and love, but now in a more sustainable way.

We recognise that our carbon footprint is directly linked to our own operations and to garment production, and in 2021, for the first time, we became climate neutral in our direct operations by offsetting all greenhouse gas emissions related to our own operations. For the coming years it is our intention to take meaningful action on our carbon emissions by directly cutting the emissions that we are linked to. We want to be part of the solution and have therefore set a new focus on reducing our Scope 1, 2 and 3 emissions.

It is important for us to stay proactive and implement preventive actions in the supply chain. Our increased focus on more sustainable materials and gender equal pay and promotions, has offered additional opportunities to work within the apparel industry, an industry which is resilient, empowering, and regenerative. Moreover, we realise that the future requires a different way of thinking. Not only do we need to work together towards a common future, we also need to reduce our resource use, rethink how products are designed & produced and invest in circular business models. In 2022, we will further research and build products that promote circularity and set ambitious targets for GHG emissions. Our focus for the future relates to human rights, transparency, sustainable products and climate-adaption.

SUSTAINABILITY WORK OUR VALUES MUST CONTINUE TO GUIDE US IN EVERYDAY LIFE, AND OUR CULTURE MUST CONTINUE TO **PROMOTE INNOVATION.**"

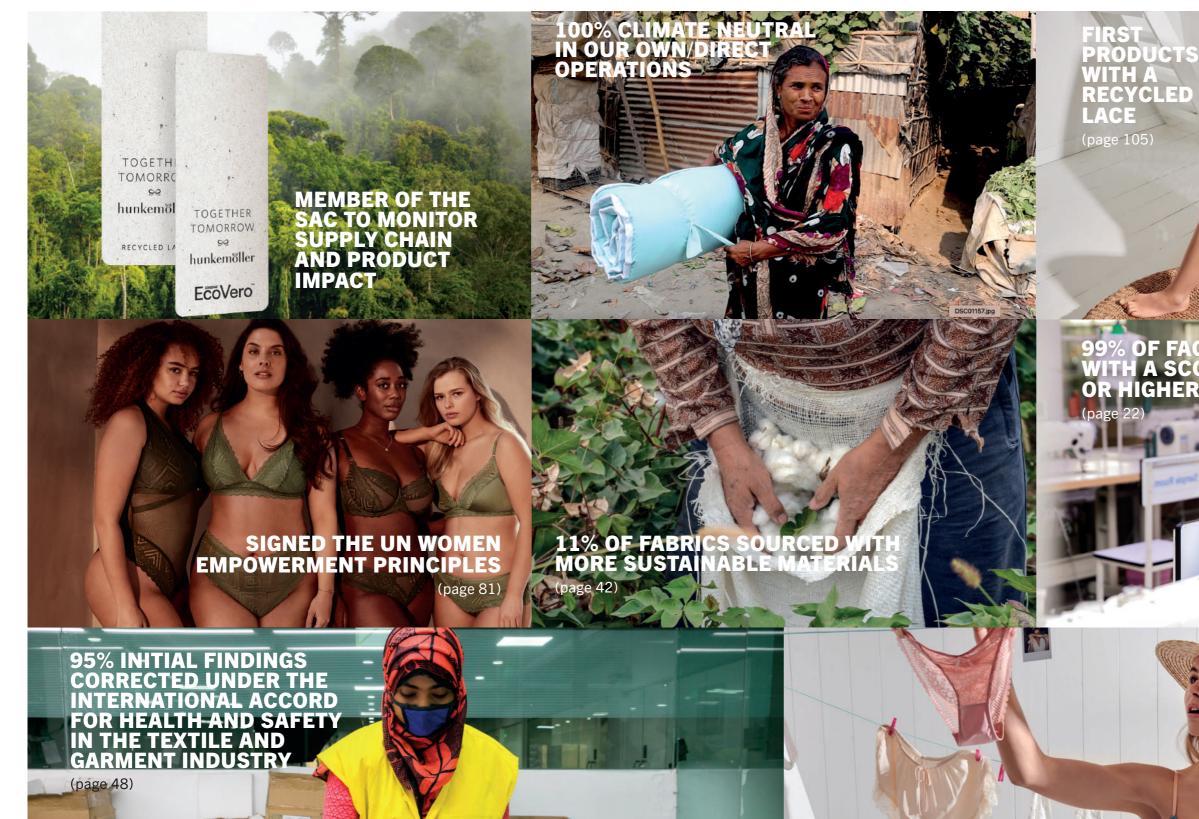
PHILIP MOUNTFORD CHIEF EXECUTIVE OFFICER HUNKEMÖLLER



"IN ORDER TO ACCELERATE OUR

HIGHLIGHTS

In 2021 we took many steps to ensure our social responsibility was integrated into every aspect of our business. Here are the headlines:







SUMMARY TARGETS

We've set ambitious targets and **Key Performance Indicators** (KPIs) for our sustainability work. **Progress is regularly monitored** and reviewed.

GENDER & DISCRIMINATION

Abolish all types of discrimination, harassment and victimisation in our own operations and supply chain. Work towards inclusivity by empowering oppressed groups, improve recruitment practices and right to development through collective projects by 2024.

Progress year end 2021

Updated Ethical Code of Conduct to be more inclusive and to include gender specific indicators.

Started implementation of WNCB project in Vietnam with expected positive outcomes for working parents.

Plan year end 2024

Continue with projects to train workers on the topic and to empower women and contribute to closing the gender gap.

Continue to build in the gender aspect in polices and collective projects e.g., gender pay gap in our wage management project in China.

FORCED LABOUR

Enforce zero tolerance policy towards forced labour in the supply chain by strengthening and cascading policy, improving recruitment practices and support multi-stakeholder initiatives by 2024.

Progress year end 2021

In 2021 there were no suspected or confirmed cases of forced labour found in direct manufacturing at subcontractors or at known sub-suppliers.

We also updated our Ethical Code of Conduct to include state imposed forced & bonded labour.

Plan year end 2024

Further roll-out of our zero-tolerance policy by gaining more insight into supply chain, train suppliers (where necessary) and improve sourcing where possible.

CHILD LABOUR

Enforce zero tolerance policy towards child labour by strengthening and cascading policy, empowering working parents, improving recruitment practices, improve wages and wage management and supporting and partaking in a multi-stakeholder initiative by 2024.

Progress year end 2021

In 2021 there were no suspected or confirmed cases of child labour found in direct manufacturing at subcontractors or at known sub-suppliers.

In 2021 we implemented the UNICEF Better Business for Children project in Bangladesh. Implementation for a similar project also started in Vietnam.

Plan year end 2024

Further roll-out of our zero-tolerance policy by gaining more insight into supply chain, train suppliers (where necessary) and continue implementing the UNICEF Better

Business for Children project (or

Tackling root causes of child labour e.g., wages and recruitment practices.

HEALTH & SAFETY

Prevent fatal accidents, improve factory health and safety in our supply chain by supporting implementation of corrective actions, offering trainings and guidelines and improve factory grievance mechanism by 2024.

Progress year end 2021

No fatal accidents in direct manufacturing, at subcontractor or known sub suppliers.

We have zero tolerance for major health and safety issues and ensure our policy by working in close collaboration with suppliers to improve findings and provide direct support when necessary. Through the pandemic we provided support via virtual factory visits.

similar project) in additional factories.

Plan year end 2024

Increase unannounced inspections and direct support to factories.

Start project implementation to improve health and safety in lower tiers e.g. linked to handling of chemicals and fumes.

LIVING WAGES

Collaborate with other industry peers to improve the production wages with 50 percent (based on wage level of 2018) before 2024 to achieve Living wages.

Progress year end 2021

From 2020 to 2021 average lowest wages increased by +6,85 percent. We monitor wages yearly against different living wage standards and participate in living wage working groups to find a collective approach to raise wages.

Plan year end 2024

Implement a living wage project in China supported by Solidaridad with the aim to improve wage management systems and roll-out learnings in additional production countries.

FREEDOM OF ASSOCIATION

Enable freedom of association and collective bargaining in our supply-chain by engaging with factories and local unions, offer trainings and leverage impact through a multi-stakeholder initiative, by 2024.

Progress year end 2021

Engaged with suppliers through amfori and the Accord to improve social dialogue, internal grievance system and grievance handling.

Plan year end 2024

Continue engaging with suppliers and local unions to enable improved social dialogue and increase factory collective bargaining agreements.

Offer trainings to suppliers and workers on grievance and grievance handling.

RAW MATERIAL

By 2024, source 35 percent of products with more sustainable materials (including sourcing 100 percent of our cotton as more sustainable), in compliance with recognised sustainability standards.

Progress year end 2021

In 2021, 12 percent of our units sold included some sort of sustainable material (recycled polyester, recycled nylon, Repreve, Econyl and EcoVero). In terms of weight, sustainable materials represented 11 percent of the total materials sourced.

Plan year end 2024

Maintain 100 percent more sustainable cotton sourcing. Increase intake of recycled materials and sustainable viscose.

ANIMAL WELFARE

Only source animal derived material in compliance with the Hunkemöller Animal Welfare Policy to prevent negative impact on animals, by 2024.

Progress year end 2021

We have restricted the use of all animal derived material except silk and in 2021 all our products were compliant with our Animal Welfare Policy.

Plan year end 2024

Phase out the use of silk.

CHEMICALS

In 2021, set up a new chemical management program including a new RSL, MRSL and pre & post- production testing to limit hazardous chemical in our products.

Progress year end 2021

Started the set-up of a new internal and external chemical management system.

Plan year end 2024

Continue improving internal and external chemical management and scale-up risk-based due diligence testing.

WATER

By 2024 set a baseline in terms of water usage in our key production facilities, set targets accordingly and support factories to implement improvements to reduce risk associated with the use of water for dyeing.

Progress year end 2021

Gained more knowledge on water used in dyeing and finishing of our products and finalized the set-up of a wet processing project to be carried out in Bangladesh in 2022 through 2025.

Plan year end 2024

Successfully implement the Solidaridad "Better Mill Project" in one of our vertical suppliers, by addressing the environmental impact and ecological consequences as a result of washing, dyeing and finishing of products. By doing so, the objective is to implement cleaner production practices and occupational health and safety measures within the factory.

ENERGY

Reduce the use of nonrenewable energy by installing renewable energy sources in own operations.

Progress year end 2021 Calculated our carbon footprint and identified possible opportunities for reduction of non-renewable energy.

Plan year end 2024 Increase sourcing of renewable energy by implementing solar panels on the roof of the new DC.

PACKAGING

plastic used for packaging and in our retail operations by 2024.

Progress year end 2021 Phased out virgin plastic polybags and replaced with recycled polybags.

Plan year end 2024

Continue reducing plastic use and when reducing is not possible, phase out virgin plastic and only source plastic that is recycled and recyclable.

Phase out 75 percent of virgin

TRANSPORTATION

Reduce the amount of air freight from production to stores (in a normal year) to below 5 percent by 2024.

Progress year end 2021

In 2021, air freight increased from 11 percent to 14 percent due to unforeseen events.

Plan year end 2024

Continue phasing out air freight and investigate further opportunity for rail transportation.

WASTE

By 2024 have 100 percent stores operating a recycling programme to donate (resell, recycling) all store write-offs.

Progress year end 2021

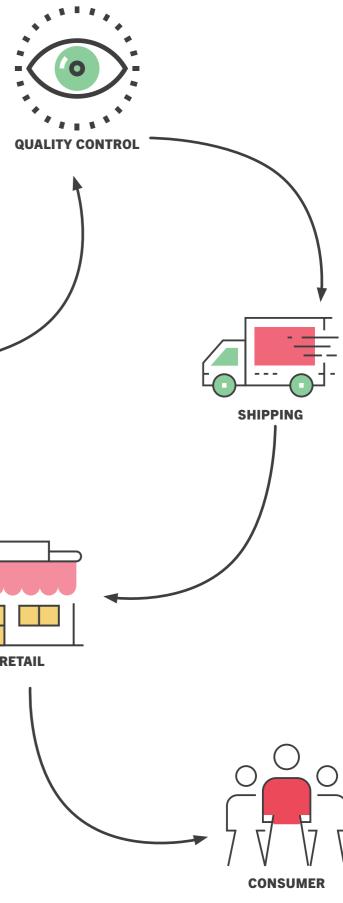
Created business case for new initiative to broaden the scope of current programmes.

Plan year end 2024

Continue adding countries and stores to the recycling programme.

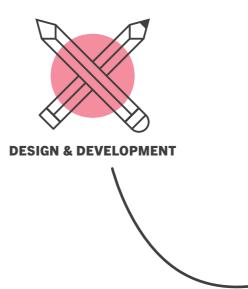


VALUE CHAIN-DRIVEN PRIORITIES



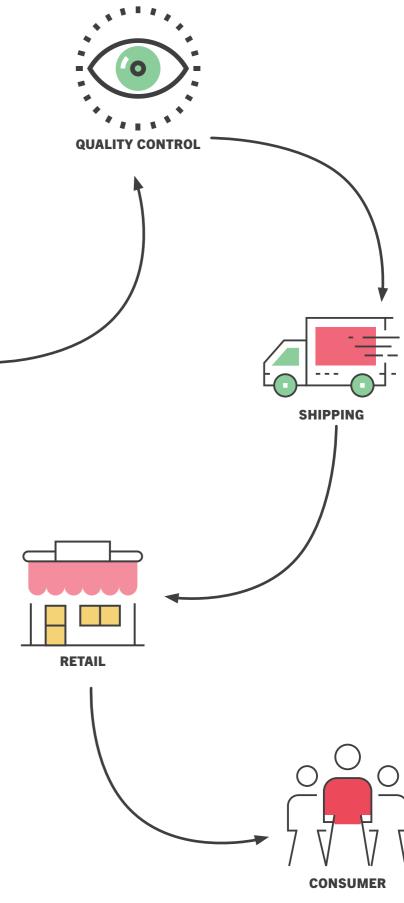
To decide what sustainable areas to prioritise, we looked at the potential risks in our value and supply chains. Although some of our impacts are not within our direct control, having an end to end value chain approach allows us to manage the environmental and social impacts and opportunities within our direct and indirect influence. By engaging with stakeholders, keeping ourselves updated by attending sustainability events, conferences and workshops, and by conducting risk and impact assessments, we've been able to identify, prioritise and assign accountability to important areas across our entire value chain.

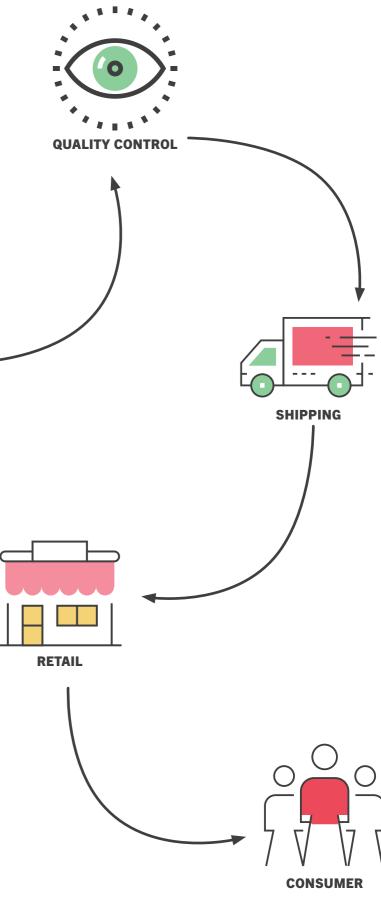
The important areas identified as outlined in the summary targets were evaluated by our managers and leadership team and subsequently prioritised as the key sustainability risks and opportunities that we addressed during 2021 Each area identified brings with it a measurement for future benchmarking and opportunity for improvement. Our assessment, together with our strategic direction, is the foundation for this report.





MANUFACTURING







DESIGN

We design, produce and retail our own collections. The whole process from design to delivery in stores is managed with love, care and passion from our head office in Hilversum, The Netherlands. We offer a variety of looks, products groups and 'end uses', and therefore work with different suppliers across the world, each with their own skills and talents. Our team of international designers is passionate about creating the perfect products for our 'Shero' - our target customer persona. Alongside traditional techniques, the design team uses state-of-theart 3D design technology to create products that combine superior functionality and fashion. About 95 percent of our products are designed in-house by a team of international designers who create collections with a clearly defined product handwriting.

Leading the design process from the very beginning, our designers play a key role in developing strong, commercial and fashionable products. By designing our products in-house, we are in a position to directly create positive sustainable impact. The sustainability and durability of a garment are both aspects that are integrated into the process when the idea is born. A large part of our designers' inspiration comes from the surrounding environment, which makes sustainability a natural part of the process. Sustainable design therefore enables sustainable development.

From sub-brands, to designer collaborations and the creation of their own 'designer capsule' collections, the design team has a clear goal in mind: to establish Hunkemöller as the leading fashion lingerie brand in Western Europe and beyond. We believe it is important to make well thought-out decisions from the very beginning of the design process. We want to choose

the right materials, trims and designs for optimal use in terms of longevity, adaptability and material cyclability. By maintaining full control of the entire design process, we continually develop new colours, prints, shapes and design details, all of which are seasonally relevant, while maintaining our brand's unique handwriting.

We want to choose the right materials, trims and designs for optimal use in terms of longevity, adaptability and material cyclability.

MATERIAL USE

The textile industry has a significant carbon footprint. This means that changing what our clothes are made of can make a big difference in combatting climate change. It is estimated that the life cycle of textiles (including laundering) accounts for 6.7 percent of all GHG emissions. That is the equivalent of every person on the planet taking a 4000km flight every year.

POLYESTER

Polyester is a man-made fibre made from fossil fuels. It is our intention to increase the use of recycled polyester since recycled polyester utilises waste, helps us reduce our dependence on petroleum as a source of raw materials, and reduces greenhouse gas emissions by 8 percent compared to virgin polyester fabrics. In our swimwear collections we have started using Repreve. This fabric, made from recycled plastic water bottles, uses block chain technology and enables us to identify the fibres used across each production and distribution step. By using recycled polyester, we contribute to the realisation of Sustainable Development Goals 12 and 13 of the United Nations.

NYLON

Nylon is a synthetic fibre made from reacting carbonbased chemicals found in coal and petroleum in a heated environment, making it a non-renewable resource. Nylon is the second most used synthetic fibre. According to the Textile Exchange, the fibre accounts for approximately 5 percent of the global fibre market. Nylon is a very energy intensive material. At Hunkemöller, we use recycled Nylon made mostly from pre-consumer waste. We also use Aquafil and Econyl in some of our ranges. This recycled Nylon fibre avoids approximately 50 percent of carbon dioxide emissions and uses approximately 50 percent less energy compared to virgin polyamide yarns. By using recycled Nylon, we contribute to the realisation of Sustainable Development Goals 12 and 13 of the United Nations.

VISCOSE

We don't own the factories that make our products, so it Viscose fabric is made from cellulose pulp derived from is crucial for us to work in partnerships with our suppliers wood. According to statistics, approximately 65 tons of to improve the social and environmental conditions in fresh water is used for the production of one ton of viscose the supply chain. Our supply chain is complex and entails staple fibre. For this reason, it is our aim to use more different production stages, from farming to spinning, sustainable viscose in our collections, such as Ecovero. weaving & dyeing to sewing and transportation to our Ecovero viscose fibres come from sustainable wood and distribution centre. In some cases, the suppliers own the pulp and certified (EU Ecolabel) and controlled sources. factories directly, while in others they act as an agent. These fibers can be identified in the final product through We aim to build long-term relationships that benefit both blockchain technology and enables us to identify the sides. All our suppliers, all over the world, follow the same fibres used across each production and distribution step. social and environmental guidelines to make sure our By using Ecovero viscose, we contribute to the realisation products are up to the standards set in our Ethical Code of Sustainable Development Goals 12 and 13 of the of Conduct. We maintain a flexible supplier base across United Nations. countries, with a total of 47 suppliers and 69 factories in the financial year ended 31 January 2022. Our top ten SOURCING suppliers represented approximately 80 percent of our We outsource the manufacture of our products to carefully total buying requirements in the financial year ended selected third-party manufacturers, and we focus on 31 January 2022. Our top supplier accounted for 24 delivering consistent, high quality and value products. In percent of costs of goods sold. We have long-standing the financial year ended 31 January 2022, we sourced relationships with most of our main suppliers. This has

the majority of our products in Asia (approximately 96 percent), with around 59 percent of our sourcing volumes originating from duty-free or reduced duty countries. The remaining products are sourced from European countries. Our sourcing strategy is centred around six principles: continuity of supply, optimisation of the sourcing routes, minimisation of dependencies and risks, supplier KPIs, ongoing price negotiations, and social, ethical and environmental compliance. In order to keep our factory and upstream supplier base manageable and reduce social and environmental compliance risks, they need to go through a step-by-step onboarding process. It is prohibited to place Hunkemöller orders at unauthorised suppliers and/or in unauthorised factories.

MANUFACTURING

enabled us to build strong partnerships, leverage scale, achieve consistent quality and strengthen our negotiating power. We generally use fixed prices in our procurement arrangements with suppliers for the duration of the supply contract. Contracts related to the core product lines are renegotiated every two to three years. Most main suppliers have duty-free routes. At least once a year, we review KPIs (such as product quality, on-time delivery and social responsibility), set targets and agree on action plans with these suppliers.

QUALITY CONTROL

We hold our suppliers to a high quality standard. To ensure that all of our products meet this standard, we have implemented strict control mechanisms throughout the production process, from design to the finished good. When Hunkemöller and a supplier have agreed on a design for a product, the supplier will provide us with a 'Gold Seal Sample', which reflects the fabric, texture, colour, design, shape, feel and quality that was agreed upon and that we may expect for the full order. The sample is subject to our approval and is complementary to all the specifications as outlines in the purchase order. In addition, we subject all manufactured products to a risk assessment process, in which our technical team checks whether the products are 'fit for purpose' and meet all testing and legislative requirements. Our suppliers also perform chemical testing of the products and, where appropriate, submit to us the relevant testing certificates for textile products (Oeko-Tex certificates). Prior to shipping the finished products, the supplier must perform a final acceptance sampling test of the order, after which all sub-standard products (below quality) are removed. We carry out regular visits to our suppliers' production sites and factories to monitor and maintain our product standards.

LOGISTICS

We have an in-house Distribution Centre (DC) in Hilversum, The Netherlands, complemented by a nearby flexible storage location in Almere. We also moved into a third nearby DC location in Amersfoort. The total space of the 3 distribution centres is $\pm 17,000$ m². In the financial year ended 31 January 2022, the Hilversum distribution centre handled a total of 52 million units. The utilisation rate of our distribution centre reached 85 percent in the financial year ended 31 January 2022, nearing full capacity, maximum productivity and efficiency levels. We are currently building a new state-of-the-art distribution centre (DC) in Almere to replace our current facilities in Hilversum, Almere and Amersfoort, which is planned to open in 2023. This DC will make use of the latest storage and products-handling technology and will harness solar energy to control our energy consumption. Within our distribution centres, cardboard and plastic are collected

for recycling purposes. Where possible, goods are packed in plastic crates, which can be reused, while other goods are packed in crates made out of (partly) recycled cardboard. The distribution processes in the Netherlands, Belgium, Luxembourg and Germany are also collecting cardboard/plastic from our stores for centralised recycling. The distribution of products to stores is executed by third-party logistics providers who consolidate our shipments with those from other customers to get efficiently loaded trucks. The goal is to have an optimised delivery process with fewer but larger deliveries, while maintaining the highest product availability in the stores. The logistics and warehousing for all online activities, including transport, are performed by Hellmann, a thirdparty logistics provider from Germany. During 2021 we started working with JD, a third-party logistics provider located in the south of The Netherlands. JD is fulfilling the online customer orders for the Netherlands, Belgium, Luxembourg and France, while Hellmann continued to service the other markets. This split is made to be closer, thus faster deliveries to our customers and also due to capacity constraints with Hellmann. For the final deliveries to customers, we use, amongst others, DHL and PostNL.

ASSORTMENT PLANNING AND MERCHANDISING

Customer sizes and fit preferences vary significantly across countries and regions. In addition, the customer needs are continually evolving. We use a modular assortment planning approach that tailors its product offerings to the particularities of regions. This results in flexible and dynamic stock management and merchandising, with a focus on active in-season management and flexible replenishment with weekly store deliveries. In the financial year ended 31 January 2021, the average in-store availability of our core products reached 95 percent. Planning also affords clear visibility and a disposal strategy for old stock from each country and for both stores and ecommerce channels. To clear previous season stock, we sell old stock through designer outlet centres, hybrid stores, factory outlet clearance events and via clearance partners, such as Zalando Lounge. We currently have 34 designer outlets in Austria, Belgium, China, Denmark, Spain, Norway, Poland, Russia, Germany, The Netherlands, Sweden and Spain. In 2018, Hunkemöller implemented a new allocation system which has enabled us to make more customer focused allocation and replenishment decisions. In the future, we intend to use the data gained from own stores, online and its CRM system to make more informed assortment planning decisions and engage in more accurate planning of space by category, sub-brand, product type and size, to drive higher full price sell-through.

"THE DESIRE TO CHANGE OUR PRACTICES TO REDUCE OUR IMPACT IS GROWING ANNUALLY. WE STRIVE TO MAKE OUR TRANSPORTATION AND DISTRIBUTION AS CLIMATE AND RESOURCE EFFICIENT AS POSSIBLE. WITH OUR NEW DELIBERATELY CHOSEN DISTRIBUTION CENTRE IN ALMERE, A MIXTURE OF **GREAT DESIGN, LOCATION** AND INCREASED AUTOMATION USE, WE FOCUS ON LOWERING **ENERGY CONSUMPTION TO REDUCE EMISSIONS AND IMPROVE WASTE.**"

NICK BAILEY GLOBAL MERCHANDISING, PLANNING & DISTRIBUTION DIRECTOR

nkemöller

nkemöller

Hunkemöller international BV DC: 7300/0250/WAG/FT

hunkemöller

Hunkemöller international BV Hilversum-NL DC Code: DC 7300/0250/WAG/FT Order No.:6210071363

HUNKEMOLLER INTERNATIONAL BV DC CODE ORDER ARTICLE SIZE COLOUR QUANTITY CARTON NO

HUNKEMOLLER INTERNATIONAL BV HILVERSUM-NL DC CODE DC7300/0250/WAG/FT ORDER 6210071575

ARTICLE SIZE PRESENTATION DATE CONSOLIDATION NO PORT OF DESTINATION CARTON MEASUREMENT NETT WEIGHT **GROSS WEIGHT** CARTON NO

162681 70B 29/12/2019 206D ROTTERDAM 60 X 30 X 40 CM 1 - 70 KG 3 - 30 KG 2117

HUNKEMOLLER INTERNATIONAL BV HILVERSUM-NL

DC CODE ORDER ARTICLE SIZE PRESENTATION DATE CONSOLIDATION NO PORT OF DESTINATION CARTON MEASUREMENT NETT WEIGHT GROSS WEIGHT CARTON NO

DC7300/0250/WAG/FT 6210071575 162681 29/12/2019 206D ROTTERDAM 60 X 30 X 40 CM 3. 60 KG 5.20 KG 12/17

7300/0250/WAG/FT 6210071575 162681 CAVIAR 7 3 16 PK 13/17

SIZE COLOUR QUANTITY CARTON NO

NUNKEMOLLER INTERNATIONAL DC CODE 7300/0250/WAG/FT ORDER 6210071575 ARTICLE 162681 CAVIAR 15PK

10 / 17

BUSINESS SUMMARY

bodywear retailer in Western Europe by market share. Our core markets are Germany, The Netherlands, Belgium, Spain, France, Denmark, Austria, Switzerland, Norway and Sweden. We offer a full range of body apparel products, including bras, underwear, nightwear, swimwear and beach coordinates, hosiery, sportswear and beauty products. We operate an omni-channel retail model, supported by an advanced IT platform. Our omni-channel strategy is focused on delivering a seamless customer shopping experience across integrated online touch points (such as Hunkemöller's webshop, mobile app and third-party online platforms) to facilitate Click & Collect, Check & Reserve, **Order in Store and Return to** Store and, last but not least, the Hunkemöller online stores.

We are the leading women's

TO REACH OUR TARGET CUSTOMERS

To reach our target customers, we have implemented a multichannel marketing strategy with a differentiated media approach including TV, social media, PR events, e-mail, outdoor media and mobile applications, adapted to local markets, with a focus on the right channel on the right device at the right moment to the right customer segment. We use consistently inspiring store fronts to create brand awareness and incentivise customers to enter the store or view products online. Our commitment to physical store retail and the role we play in towns and cities is second to none. Our stores are no longer just places for our customers to browse and buy: they've become part of a much larger omni-channel journey, which can have multiple start points. Our Sheroes can now place an online order in-store via Order in Store (OiS), return or collect items ordered or reserved online, or digitally browse the whole collection with our staff.

Our renowned world class service has traditionally meant a welcoming meetand-greet, inspiring advice and the 'kiss goodbye'. In the current omni-channel retail environment, this has become so much more. Our store staff are now trained to offer a seamless experience, regardless of where our Shero starts or ends their shopping journey, which makes them multi-channel brand ambassadors! This could mean retrieving an order, processing an online return, or placing a new order via our app or in-store ordering system. We want all our customers to have a welcoming and inspiring shopping experience. In our stores we can have a positive impact by showing inclusion and diversity as well as advocating for more sustainable consumption. Our service should exceed our customer's expectations, however and whenever they shop with us. We want to encourage our Sheroes to return as often as possible, tell their friends and family about the great shopping experience they've had and help us build a sustainable business.



47 SUPPLIERS in 13 countries

4100+ OPTIONS DESIGNED in 2021

133 MILLION VISITS to the Hunkemöller webshop - 15 different webshops











OUR SHERO

Our marketing strategy is centred around our 'Shero', a persona that represents our core target customer and serves as a tool to deliver customised communication and services to our customers.

OUR SHERO

Our Shero is at the heart of everything we do, keeping us focused, consistent and ensuring we continually check what our customers want and need.

But who is our Shero? In short, she's our muse. A persona we created out of everything we know about our target market. 'Be your most beautiful self' is her mantra. She's 100 percent in touch with herself, is fun and positive and lives her life to the full.

She cares about sustainability, is health-conscious and enjoys her social life, but equally values her 'me time'. She's always online, waking up with her smartphone in her hand. She shops in the city but also online and loves fashion. She values quality over quantity and is loyal to the brands that give her a great shopping experience, both in terms of product and service. She responds better to messages from real people rather than companies, and social media is a key way for her to find out information. Above all else, our Sheroes care about the world around them and the role they can play to make things better.

TOGETHER TOMORROW

In 2020 we launched Together Tomorrow, the concept we use to communicate all our sustainability activities. Together Tomorrow is the name we created to unite our activities that look after our planet and its people. From the sustainability of our products, to initiatives in our supply chain, to educating our customers and employees via our different communications channels.

Our concept aims to encourage and guide our colleagues and customers to make decisions with a positive impact. Under Together Tomorrow we want to create a joint force to achieve a real and lasting change.



OUR PEOPLE

Diversity and inclusion are essential to us as a business. We value and embrace diversity & inclusivity amongst our people and respect the unique needs, perspectives and potential of all our team members, while aiming to prevent bias behaviour. We believe that attracting and retaining the best people is crucial to build a sustainable business. Our recruitment strategy is captured by our motto: 'hire for attitude and train for skill'. The quality of customer service is dependent on the skill, knowledge and experience of the product experts in our stores and online.

Technical developments, changing fashionable products, retail and process innovations require ongoing learning and development. We invest heavily in continuous training for all employees – especially in our physical stores. To create consistent service training is essential, and to make this happen we use online training to ensure our staff have up-to-date evaluated and certified expertise. Our global network of training ambassadors support our online programmes by offering in-store training that focuses on and maintains high service levels. We certify ambassadors to train other stores.

In 2021, Hunkemöller was once again certified Top Employer in The Netherlands and Germany by the Top Employers Institute Certification Programme. This programme assesses the people practices of companies through an independent audit and survey. This is a great acknowledgment of the effort we have invested in making Hunkemöller a great place to work.





"HUNKEMÖLLER IS ON A JOURNEY FROM AWARENESS TO COMMITMENT TO ACTION, I AM PROUD TO SAY THAT **OUR ACTIONS AROUND DIVERSITY** AND INCLUSION ARE STRONGER TODAY THAN EVER BEFORE IN HUNKEMÖLLER HISTORY. THIS FOCUS WILL GIVE US THE OPPORTUNITY TO FURTHER INNOVATE AND CULTIVATE A WORKFORCE THAT REFLECTS OUR COMMUNITIES. IT IS OUR EMPLOYEES WHO CREATE AWARENESS, DELIVER **GREAT EXPERIENCE SERVICE AND** MAKE HUNKEMÖLLER SUCCESSFUL. WE WANT TO KEEP IMPROVING OUR PRACTICES AND WORK ABOVE AND **BEYOND TO REMAIN A TOP EMPLOYER.**"

KARLIJN HENDRIKS DIRECTOR OF GLOBAL HR



SUSTAINABILITY AT HUNKEMÖLLER

We want to design products that have been made with love and care and to use our business to make the world a better place. We believe that creating a socially and environmentally responsible brand is good for everyone — and good for business. We aim to create a sustainable business that's here today and tomorrow. As we continue our sustainability journey, all of our activities are now under one umbrella: Together Tomorrow. From diversity to reducing waste and from product care to how we work with suppliers, Together Tomorrow both reflects what we do and how we will drive change across our business. With Together Tomorrow, we are building a socially responsible and environmentally friendly brand by proactively integrating sustainability in every part of the process - from a very first design sketch to how we deal with a waste product. We are aware that we still have a great deal of work ahead of us and that this is a journey of continuous improvement.

We are however open to listening, learning and taking action and committed to improving conditions in the apparel industry. As such we joined the Dutch Agreement of Sustainable Garments and Textiles (AGT) in 2018. The AGT is a coalition of businesses and other organisations working together to improve working conditions, prevent pollution, and promote animal welfare in production countries. It ran until the 31st of December 2021. AGT members and partners are currently exploring whether the initiative can be continued in a 'Next Generation Agreement (NGA)'.

Although the AGT finished on 31 December 2021, we still are looking at continued sectorial multi-stakeholder collaboration through the NGA and will continue to endorse the objective behind the agreement and the nine improvement areas identified by it:

- Discrimination and gender
- Child labour
- Forced labour
- Freedom of association
- Living wages
- Safe and healthy working environment
- Raw materials
- Water pollution and the use of chemicals, water and energy
- Animal welfare





MISSION

We want to actively contribute to a more sustainable world and promote a sustainable lifestyle today and for future generations.

VISION

We want to create a sustainable foundation for our business and empower employees & stakeholders to make active and conscious decisions. We strive to be responsible and inclusive by enabling fair working conditions, acting in an environmentally sound manner and promote a more sustainable world for today and future generations.

1 WE SECURE FAIR WORKING CONDITIONS

Employees throughout our value-chain must feel safe, healthy, have equal opportunities and treatment in employment and feel stimulated in an environment where diversity and equality prevail.

2 WE ACT ENVIRONMENTALLY CONSCIOUS

We want to create the best conditions for the future by pushing beyond our limits, using our resources efficiently and limiting bio diversity loss and climate change.

3 WE EMPOWER PEOPLE

Our creativity constantly pushed creative boundaries - we stimulate people to come up with the best ideas in order to develop new societal and environmental solutions in global collaboration.

SUSTAINABILITY MILESTONES

Development) for multinationals. clothing factories. production countries. 2018 First Sustainability report

- methods of cotton cultivation. 2020 Signed the UN Women Empowerment Principles
- 2021 Member Sustainable Apparel Coalition
- Building Safety.
- 2021 Became carbon neutral in own operations

2004 Business Social Compliance Initiative (BSCI) Member. BSCI is an international Social Compliance initiative that is committed to improving working conditions within the worldwide production chain. It refers to various international declarations, including those of the United Nations (including UNGPs), conventions of the International Labour Organization (ILO) and OECD guidelines (the Organization for Economic Cooperation and

- 2012 Newlife The Charity for Disabled children
- 2014 Designated CSR team within Hunkemöller

2015 Signatory of the Bangladesh Accord on Fire and Building Safety, a legally binding agreement to provide safe workplaces for employees in Bangladeshi

2015 Pink Ribbon Foundation. The Pink Ribbon Foundation is a grant making trust with a mission to fund projects and provide financial support to charities which relieve the needs of people who are suffering from, have been affected by breast cancer, or who work to advance the understanding of breast cancer and its early detection and treatment. A pink ribbon has become an international symbol of breast cancer awareness.

2016 Signatories of the Dutch Agreement on Sustainable Garments and Textiles, a coalition of businesses and other organisations working together to improve working conditions, prevent pollution, and promote animal welfare in

2019 Joined the Better Cotton movement to make global cotton production more sustainable and help farmers find more water-efficient and productive

2021 Signatory of the International Accord for Health and Safety in the Textile and Garment Industry, the successor to the Bangladesh Accord on Fire and

SUSTAINABILITY GOVERNANCE

At Hunkemöller, sustainability is a shared responsibility, governed from our Hilversum head office in The Netherlands. Our board of directors is responsible for integrating and prioritising sustainability in our corporate strategy and objectives. Our department leadership then integrate our corporate strategy into their departmental objectives, goals and processes. The board meets regularly to review and discuss a wide range of sustainability-related topics, including our sustainability performance. Since 2014, we have a dedicated CSR team based in Hilversum that reports directly to a member of our trading board. The team is responsible for the development of the sustainability strategy and also for the implementation of activities, driving performance, the management progress against targets and engagement with internal and external stakeholders. Key departments such as buying, technical, marketing and operations all have play an important role in meeting the CSR strategy and objectives.





SUSTAINABILITY STRATEGY

Our first Sustainability Strategy was introduced in 2015. We are serious about achieving growth and committed to growing in a way that adds social value and reduces environmental impact. Our sustainability strategy is based on the UN's Sustainable Development Goals (SDGs). Our ambition is to adopt a holistic, sustainable approach towards all our business processes - with the right balance between people, planet and profit. Because the challenges that our industry is facing are so complex and cannot be tackled by us alone, we need to collaborate with our stakeholders. Stakeholders allow us to see different perspectives, build leverage, raise social and environmental standards and debate important topics.

We have identified three challenges that are highly relevant for our business: 1. The workplace

- 2. Environment
- 3. Community

AMBITION

We take our responsibility seriously and have adopted a holistic sustainable approach to all our business processes with the right balance between people, planet and profit.

ASPIRATIONAL GOAL 1 WORKPLACE

Improve workplace health, safety, equality and development. Ensure fair working conditions for 65,000 workers by 2024.

Commitments

- Promote transparency
- Have a positive impact on the lives of all people who are in touch with the products
- Work for empowerment, diversity and equality
- Form a fit, vital and happy workforce
- Engage with all employees on sustainability



ASPIRATIONAL GOAL 2 ENVIRONMENT

Reduce our environmental impact of direct and indirect operations by 20percent by 2024.

Commitments

- Reduce the environmental impact of our direct and indirect operations
- Design sustainable products and collections

ē	GOAL 6 CLEAN WATER AND
1	GOAL 13 CLIMATE ACTION

D SANITATION

ASPIRATIONAL GOAL 3 COMMUNITY

Empower customers and employees to live a more healthy, active, animal-friendly and sustainable life by 2024.

Commitments

- Ongoing contribution to the people where we work and live
- Ensure all goods are manufactured in a manner that is not harmful to animals

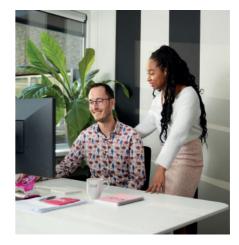


GOAL 3 GOOD HEALTH AND WELL-BEING GOAL 12 **RESPONSIBLE PRODUCTION &** CONSUMPTION

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In September 2015, the UN's member states adopted Agenda 2030, including the Sustainable Development Goals (SDGs), in order to jointly work towards a sustainable future. The SDGs is a roadmap consisting seventeen goals, which acts as a driver for governments, businesses, organisations and individuals to put an end to poverty, inequality and climate change. To meet these goals, great commitment is required from all of us, both on national and international levels. As a company, we recognise our roles and responsibilities in driving change towards a more sustainable future, for both the planet and the people living on it. We have therefore aligned our CSR strategy with the seventeen goals and have selected eight main themes of which we as an organisation think we have the most influence. We are proud of the work we've completed so far in terms of equality, health and reducing electricity and chemical waste. We are determined to find more sustainable processes and excel in our mission year after year. Saving the Earth's resources, securing human rights and ethical working conditions are close to our heart, and we constantly work to make this happen. Using the SDGs is key to our successful collaboration across the industry. We know that all seventeen SDG's are interconnected. and acknowledge that our business affects more goals than our four most prioritized SDGs.





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GOAL 3 _/\/\• **GOOD HEALTH** AND WELL-BEING

According to the UN, at least 400 million people have no basic healthcare, and 40 percent lack social protection. SDG goal number 3 wants to "Ensure healthy lives and promote well-being for all at all ages". Good health is a fundamental prerequisite for a person's ability to reach their full potential and contribute to the development of society.

Examples of our contribution

Internal 'fun, vital, happy programme', health workshops for employees (pg. 32), healthy lunch options, setting requirements and ensuring healthy working conditions in the supply chain (pg. 33).

This goal aims to achieve gender equality and empower women and girls. Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. According to United Nations Women, harmful practices such as child marriage, steal the childhood of 15 million girls under age 18 every year. Women do 2.6 times more unpaid care and domestic work than men.

Examples of our contribution Signatory of the UN Women **Empowerment Principles. Work for** diversity and equality internally and in our supply chain (pg. 31). From a marketing perspective, we support diversity and inclusion message across communications.







GOAL 6 **CLEAN WATER AND** SANITATION

Water is a basic prerequisite for all living things on Earth, and thus also a prerequisite for sustainable development. According to the World Health Organisation, 650 million people in the world do not have access to safe water. SDG goal 6 aims to ensure access to clean and sustainable water and sanitation for everyone.

Examples of our contribution

Working towards more sustainable processes and limiting chemicals in the production of our garments (pg. 43), WASH improvement in Bangladesh through UNICEF's Better **Business for Children Programme** (Pg. 25).



GOAL 8 **DECENT WORK** & ECONOMIC GROWTH

Safe and fair working conditions should be the norm for all workers. However, more than half of the world's workers are in precarious employment, (International Labour Organisation), often trapped in a vicious circle of low productive professions with poor pay and limited access to both education and social security. SDG 8 aims to ensure inclusive and longterm sustainable economic growth, full and productive employment with decent working conditions for everyone.

Examples of our contribution

Setting requirements and ensuring good working conditions in our supply chain (pg. 23) and in our own operations (pg. 28).



GOAL 10 REDUCED **INEQUALITIES**

Economic development can lead to reduced poverty for the individuals and society. Up to 30 percent of income inequality is due to inequality within households, including between women and men. Women are also more likely than men to live below 50 percent of the median income. (United Nations). We must work to ensure that access to resources and the opportunity to participate in and influence social development are fair. SDG 10 aims to reduce inequalities within and between countries.

Examples of our contribution

Developing a roadmap towards living wages in the supply chain and support sector level negotiations on wage increases.



GOAL 12 RESPONSIBLE **PRODUCTION &** CONSUMPTION

C v D

The world's resources are finite, and with a population projected to grow to 9.7 billion people by 2050 (UN), the estimation is that we will need the equivalent of four Earths to sustain our current lifestyles. Conversion to sustainable consumption and production of goods and services is therefore a necessity in order to reduce the negative impact on climate and people's environment and the health. SDG 12 promotes sustainable consumption and production patterns.

Examples of our contribution

Taking responsibility for the production environment (pg. 34), and having products made using more sustainable and recycled materials (pg. 44).





From 1901 to 2010, the global average sea level rose by 19cm as oceans expanded. The Arctic's sea ice extent has shrunk in every successive decade since 1979. Global emissions of carbon dioxide (CO2) have increased by almost 50 percent since 1990. (United Nations). We need to take urgent action to combat climate change and its impacts and look at affordable, scalable solutions enabling cleaner, more resilient economies. Climate change is a global challenge that affects all, and solutions need to be cross-sectoral.

Examples of our contribution Taking responsibility for the production environment (pg. 34), offset greenhouse gas emissions (pg. 37).





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GOAL 17 PARTNERSHIP FOR THE GOALS

This goal calls for a global partnership for sustainable development. The goal highlights the importance of global macroeconomic stability and the need to mobilise financial resources for developing countries from international sources, as well as through strengthened domestic capacities for revenue collection.

Examples of our contribution

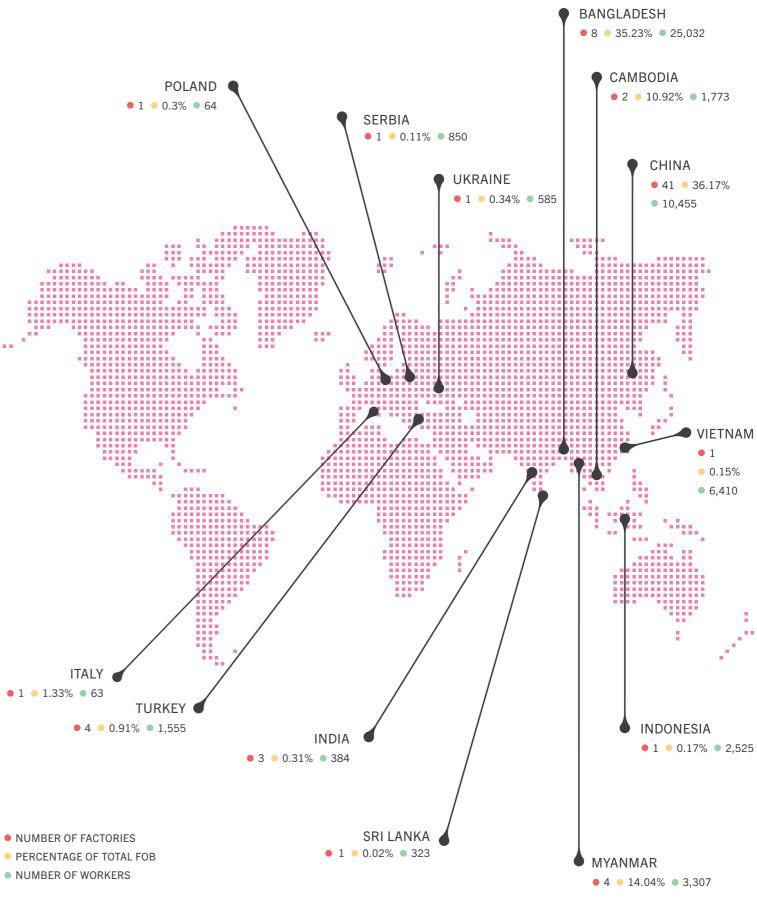
Participating in joint collaborations such as the International Accord, amfori BSCI, Sustainable Apparel Coalition (SAC) and the Dutch Agreement of Sustainable Garments and Textiles (pg. 48).



COMMITMENT 1 SUPPLY CHAIN TRANSPARENCY

We are committed towards greater transparency in the manufacturing supply chain. Through or program and monitoring activities we gain greater insight year by year.

We believe transparency can lead to positive changes in the industry. It is important for us to know how and where our products are made, to be able to prioritise risks, and to work towards improvements and an ideal situation. To ensure sustained improvements are made in our supply chains, we are committed to working across our industry with a multi-stakeholder approach. Furthermore, in 2017, we introduced nominated material and trim suppliers for fabrics, laces, cups, pads and wires. We worked with 47 suppliers and production took place in 69 factories in 13 production countries.





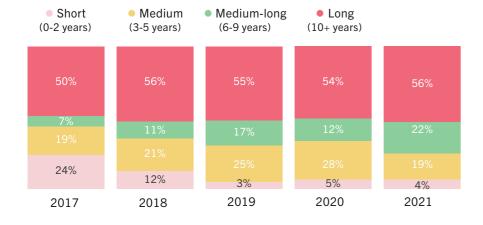
In terms of value and volume, more than 68 percent of our production takes place in China and Bangladesh. Looking ahead at our production forecast, China's position is stable, with no growth of manufacturing forecasted for the coming three-to-five years. Bangladesh continues to be dominant in the region: currently around 34 percent of Hunkemöller products and approximately 61 percent of Hunkemöller bras are sourced in Bangladesh.

We believe that building long-term relationships with suppliers is the key to success, both in terms of business

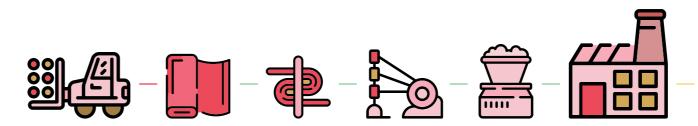
success, and for trust and cooperation between the partners to carry out our sustainability strategy. In 2021 more than 56 percent of our purchase value was spent at suppliers we've worked with for ten years or longer. We aim to continue building on our existing relationships, to create trust and collaboration, on the road to improve performance and working conditions. We are not in favour of any cut-and-run policies. Where improvements need to be made, we work together to achieve them. This is the way we can make a real difference.

MAPPING OUR SUPPLY CHAIN

Hunkemöller is committed to getting full visibility of our supply chain. In 2018, we started mapping our supply chain beyond direct manufacturing locations. Our aim is not only to prevent undeclared subcontracting, but also to identify risks more easily, and therefore be in a position where we can manage and mitigate the impacts of our upstream suppliers on our supply chain. Since 2019, we have taken an even stronger approach and started mapping our supply chain on a component level per garment. We request this information from our suppliers



MONEY SPENT PER SUPPLIER RELATIONSHIP LENGTH



TIER 1 CMT (own + subcons) Flatknit, Linking Packaging, Vertical Units on the same compound

TIER 2 Fabric & Yarn mills Trims, Dry processing Wet processing Spinning and Weaving

on a quarterly basis. One of our biggest challenges in this area is the verification of the incoming data. Therefore, we verify a majority of the data through certifications. We are proactively working on increasing insight into our supply chain, while keeping our suppliers' potential concerns in mind.



TIER 3 Ginning



TIER 4 Agriculture



COMMITMENT 2 POSITIVE SOCIAL IMPACT

Human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Everyone is entitled to these rights, without discrimination. In a global marketplace, supply chains are becoming increasingly complex. We believe that now it is more necessary than ever for companies to improve visibility over their production – and to drive improvements across their supply chains wherever possible.

SOCIAL COMPLIANCE

It is mandatory for all factories to be audited under an accepted social audit scheme. A social audit scheme is a tool to understand, measure, report and evaluate a companies' social performance. Factories that are audited and that have a good audit outcome, comply with labour laws and international social standards and so protect workers. All production locations are audited according to the BSCI Code of Conduct, or another equivalent system that is approved and accepted by Hunkemöller. All audits are further performed by internationally-accredited independent auditors.

The purpose of recognising standards equivalents to the already accepted BSCI is to reduce the cost of certification (from a supplier's perspective), to decrease audit fatigue and to acknowledge standards with shared principles. A social audit scheme can only be accepted if it fully covers Hunkemöller requirements and if the follow-up and implementation plan towards continuous and sustainable improvements is both serious and

credible. Equivalent standards must be stronger or equal to the requirements of the already recognised standards. We envisage that all business partners share these values and principles and, when relevant, are monitored against a social standard or certification which also shares the same values and principles. If an audit reveals less than full compliance with the BSCI Code of Conduct (or equivalent system), the factory must take the prescribed corrective actions without delay. The period of time the supplier/ production location has to implement these corrective measures will be agreed upon with the auditors and/or the Hunkemöller ESG team, but may never exceed twelve months. Our aim is to partner with the right suppliers, independently from the country they are located in. Audits must take place by default – on a semi-announced basis whereby the factory agrees to a timeframe of a month, during which the auditor is free to come unannounced and carry out the inspection. In some cases, for example in case of a first ever audit or relocation, a fully announced audit is carried out to build mutual trust.

CONSEQUENCES COVID-19 IN SUPPLY CHAIN

The Covid-19 pandemic has significantly disrupted global supply chains, still throughout 2021. Our main focus has been to secure the health and safety of the workers. We believe we have taken our responsibility seriously to ensure the welfare of our employees, our customers as well as our suppliers and their workers. To react to the new situation, we had to scale-up dialogue and work closely with our suppliers, supporting them to take the correct responsive and preventative measures. This included providing suppliers with guidelines on preventative measure, how to stay updated and who to contact, as well as a direct connection to our ESG team. We acted and reacted with long-term thinking in mind, to ensure our collaboration can continue post Covid-19. We worked with our suppliers on an individual basis, as each relationship is unique and required its own approach to achieve mutually agreeable solutions. Due to lockdowns, we have been unable to

carry out onsite visits (with an exception to Turkey), and much of this work has instead been managed via virtual assessments and photographic evidence. So far, no incidents of workers have been reported.

COMPLIANCE SCORES

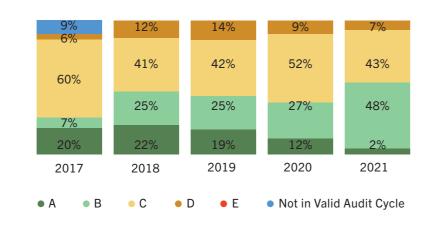
In 2021, all approved factories located in a risk country were in a valid audit cycle. Hunkemöller accepts social compliance audits or verified assessments under the following schemes: BSCI, HIGG FSLM, Sedex (SMETA), SA8000 and WRAP. To ensure equal scoring criteria independently of where the manufacturer is located, what products they are making or under which audit system they are audited, Hunkemöller uses an internal scorecard which was developed in 2017. Each manufacturing location is scored on five levels, ranging from A to E where A is best in-class locations and E equals to locations with major findings requiring immediate action. The scorecard includes in depth information per location with regard to e.g. wages, working hours, safety

etc. Manufacturing location with a rating of C or lower are required to submit a Corrective Action Plan (CAP) within an agreed timeframe. The CAP must contain concrete actions for improvements, a workable and acceptable timeline, the responsible person and if possible a root cause analysis. Hunkemöller offers support to all manufacturing locations to develop the action plan and, if necessary, to correct the audit findings. Depending on the severity of the findings, immediate action can also be required. For factories that scored a C or below, a follow-up audit ensues within a 12-month period, to ensure actions have been followed through and improvements have been made. In cases where Zero Tolerance are found, immediate action will be taken and BSCI Zero Tolerance protocol (or equal) will be followed. The table below shows the distribution of audit results in terms of purchase value and the amount of factories. In 2021 we spent 50 percent of purchase value in A and B-rated factories. These are manufacturing locations which fully or almost fully live up to local laws

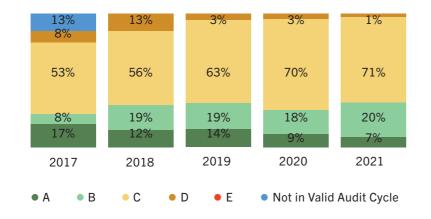
and standards set by the different audit systems. We spent 93 percent of purchase value in factories that scored C or higher in 2021. In addition, 99 percent of our factories scored C or higher in 2021.

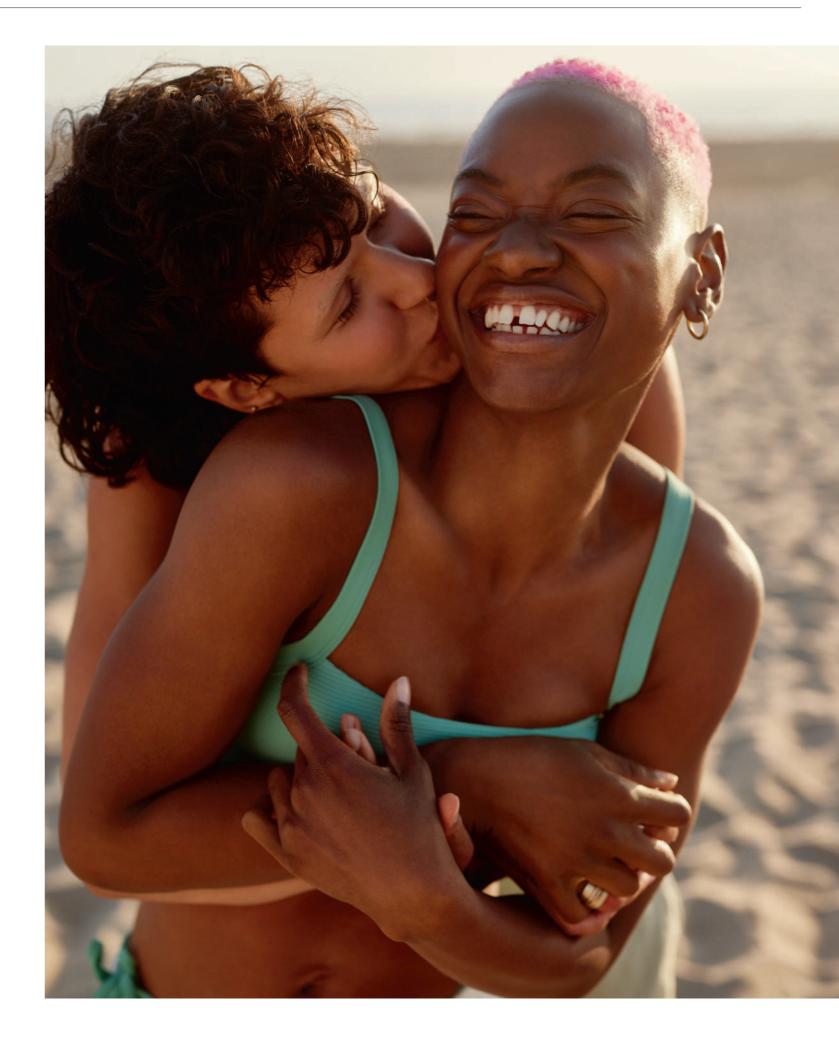
We have a responsibility to ensure that the products we sell are manufactured under good working conditions. Longterm relations with our suppliers, clear requirements and systematic work on risk management as well as education are all important steps we take to ensure preferable working conditions. To go beyond the social auditing process and achieve improvements, we have engaged with our suppliers to scale-up the support we provide in audit follow-ups, offered training on several different human rights topics and taken part in multi-stakeholder initiatives and projects.

COMPLIANCE IN % OF PURCHASE VALUE



COMPLIANCE IN % OF AMOUNT OF FACTORIES







A FAMILY FRIENDLY WORKPLACE

Children's rights have always been an important topic for Hunkemöller, and in 2017 we started our participation in a joint multi-stakeholder project under the Dutch Agreement for Sustainable Garments and Textiles (AGT). Together with UNICEF and two factories in Bangladesh, we have implemented a children's rights programme. In 2021 we added an additional factory, finalising the implementation in Bangladesh.

The programme has been developed for companies that want to go the extra mile to respect and support the rights of children, working parents and young workers.

UNICEF's programme is based on the Children's Rights and Business Principles (CRBP), a set of ten voluntary principles developed by UNICEF, the UN Global Compact and Save the Children.

The CRBP guide companies on the full range of actions they can take to respect and support children's rights. Garment manufacturers in this programme are supported to establish family-friendly workplaces that improve the situation of working parents and their children, if they are adolescent workers. The UNICEF programme covers:

- Maternity rights
- Breast feeding
- Childcare solutions
- Water, sanitation and hygiene (WASH)
- Maternal health and nutrition
- Workers' living conditions and access to basic services
- Adolescent workers
- Wages & benefits
- Child labour prevention and remediation

In 2021 we also started implementation of the project Work: No Child Business in Vietnam. The project is a comprehensive programme implemented with UNICEF Netherlands, Save the Children and Stop Child Labour Coalition that aims to contribute to concerted global efforts to end all forms of child labour by 2025. Outcomes are expected along the lines of the project in Bangladesh but with a focus on risks and opportunities in Vietnam.

FORCED LABOUR

All types of forced labour are strictly prohibited in our supply chain, regardless of the country or region. Per our Ethical Code of Conduct, forced and bonded labour are zero-tolerance issues. Any confirmed instances of forced and/or bonded labour in our supply chain requires immediate action and as an ultimate consequence may result in termination of the business relationship. To ensure compliance with our standards, we monitor production locations through third party audits, via direct visits from the Hunkemöller team and through specific projects and initiatives. In addition, we engage in industry conversations on traceability and verification tools and approaches to ensure that our supply chain has no exposure to forced/bonded labour. In case of non-compliance, we will follow amfori BSCI zero-tolerance protocol.

FAIR REMUNERATION

In compliance with our Ethical Code of Conduct and local laws, our suppliers are required to pay at least the country's statutory minimum wage to employees. In 2021, all factories producing for Hunkemöller compensated workers with the minimum wage or higher. We recognise that minimum wages are often at a level that only provides a small income and does not cover workers' basic needs. In all factories, workers are also paid overtime at a premium and receive wage benefits such as free food, transportation, free or discounted accommodation, free healthcare and bonuses. From 2017 to 2021, the average wage increases on a country level accounted for 32,58 percent (2.88 percent between 2020 and 2021 in Euros). To find a collective scalable approach we participate in networks that aim to create a shift in the industry. We annually carry out a wage study, looking at the wage gap per factory and production country and we are currently exploring how we can incorporate the learnings in our further strategy towards living wages. In 2022 we will continue our collaboration with Solidaridad to implement a project in China with the aim to improve wage management systems and wages.

WORKING HOURS

Overtime that exceeds the limits set out in our Ethical Code of Conduct regret is a common problem in some of our production countries and the most common finding in our audits. It's a challenging area to remedy as there are several reasons for overtime. To eliminate the risk of excessive overtime and comply with workers' right to rest, we work closely with suppliers and offer capacity-building programmes (via amfori). We've also developed a guideline on how to overcome overtime which, if necessary, is shared with suppliers. Our buyers are also well informed with regards to capacity per factory, and they work closely with suppliers to deliver accurate production forecasts.

GENDER IN OUR SUPPLY CHAIN

Women are an important part of Hunkemöller's DNA and in 2021, we have spent 83 percent of our total purchase value in factories where at least 70 percent of the workforce is female. The average percentage of female workers in factories is 77 percent. At the moment 4 percent of our production locations are owned by females.

When looking at factory management, 43 percent of the factories have females in at least half of the management positions. In 72 percent of the factories, management is comprised of between 25 and 75 percent of women. The average percentage of female managers in the factories is 49 percent.

In 2021 we continued our focus on rights for mothers such as maternity and breastfeeding rights. We are working to ensure an effective implementation of maternity support policy in factories in Bangladesh. The plan is to increase pregnant female workers' awareness of safe pregnancy and motherhood, as well as increasing the numbers returning to work after pregnancy and numbers following breastfeeding best practice.

To make sure gender-based violence is not a risk in our supply chain, Hunkemöller has partnered with Creative Pathways, a consultancy firm, to train managers and workers on sexual harassment in the workplace. With a start in 2021 and through 2022, 70 trainings will be done in six factories, involving 30 participants per group. Trainings will bring attention to gender discrimination, laws and support that can be given to victims of genderbased violence, self-protection for participants surrounding online sexual harassment, as well as building self-reliance for stress management in crisis situations.

We hope, by focusing in on these prevalent gender inequalities, to uphold a key Hunkemöller value of empowering women and reminding them of their fundamental rights.

WOMEN ARE CENTRAL FOR US DUE TO THE PRODUCTS WE ARE MAKING AND THE PEOPLE BEHIND THE BRAND. **INCLUSIVITY IS ONE OF OUR CORE BRAND** VALUES AND WE WILL CONTINUE TO INCLUDE AND CREATE IMPACT FOR THE MOST VULNERABLE.

THE INTERNATIONAL ACCORD FOR HEALTH AND SAFETY IN THE TEXTILE AND GARMENT INDUSTRY

In 2021, Hunkemöller signed the successor to the Bangladesh Accord, the International Accord for Health and Safety in the Textile and Garment Industry (the Accord), providing fire, electrical and structural inspections and so guaranteeing the safety of garment workers in Bangladesh and beyond. IndustriALL Global Union, UNI Global Union and many other leading brand retailers are a part of this new agreement, with whom we join collectively to stand for a safe and sustainable ready-made garment industry. The new Accord includes:

- Committing to a credible industry wide compliance and accountability mechanism;
- Basing the expansion off thorough studies;
- Having the option to expand human rights due diligence (managing risks around human rights issues in one of our producer countries);
- Having an option of an arbitration process to implement the Accord's terms (a process in which disputes can be submitted to and settled by an external body or bodies).



BEST PRACTICES IN FACTORIES PRODUCING FOR HUNKEMÖLLER

Some of our producers have established practices that go above and beyond mandatory and voluntary standards whereby they help improve working conditions, increase workplace safety and overall wellbeing. These are some of the good practices we have come across:

- Free community garden
- Free food 3-4 meals per day
- Free transportation
- Vacation bonus, extra bonus every 3months, performance bonus
- Donations to local community
- Charity donations
- Free health checks doctors on site (also for family members)
- Factory with in-house phoropter
- On-site free childcare
- Free gym for workers
- Skill development trainings
- 3D technology (reduce samples)
- Tree plantation program
- Scholarship grants to workers' children who go to university
- Unionized workers are granted extra benefits

BUYING PRACTICES

We have long-standing relationships with the majority of our suppliers which has enabled us to build a strong partnership allowing us to work in a collaborative way. The global pandemic influenced business and supply chains in an unexpected way and required increased dialogue and close collaboration with our suppliers to find the most suitable responsive measures. Our actions and reactions were all made with long-term thinking in mind, to ensure we continue to collaborate through and after the pandemic.

We work with our suppliers on an individual and personal basis. Each relationship is unique and requires its own approach to achieve mutually agreeable solutions. Internally, we also carry out a survey to understand more about how our buying practices can influence working conditions in factories. All our suppliers can anonymously rate our buyers and our buyers also rate their own purchasing behaviour on a yearly basis. The survey investigated several topics such as planning

and forecasting; design and development; cost and cost negotiations; sourcing and order placement; payment and terms and sustainable purchasing processes. With the findings, we work proactively to improve our buying practices. The aim is to consider the needs of our suppliers to make sure our buying practices do not conflict with our sustainability work. As an outcome we have been able to improve planning and forecasting, and better deal with cancellations.



"AT HUNKEMÖLLER, WE WANT TO ASSIST, GUIDE AND INSPIRE OUR CUSTOMERS TO A MORE SUSTAINABLE LIFESTYLE. WE CONTINUE TO FOCUS ON CREATING PRODUCTS THAT ARE DESIGNED TO LAST. PRODUCTS THAT ARE MADE IN SUCH A WAY THAT THEY KEEP THEIR HIGHEST VALUE THROUGHOUT THEIR LIFECYCLE. WE BELIEVE IN DURABILITY AND ITS GREAT OPPORTUNITY TO REDUCE OUR CARBON, WATER AND WASTE FOOTPRINT."

CHARLOTTE DAVIES GLOBAL DESIGN AND BUYING DIRECTOR



CAPACITY BUILDING

Factories producing for Hunkemöller are recommended to join BSCI workshops. From January to July 2021 (due to privacy reasons, only data until July was available), 6 representatives attended amfori BSCI trainings from three of our factories on the topics such as platform training, drafting a remediation plan and risk assessment.

GRIEVANCE MECHANISM

We receive grievances through our stakeholder engagements. It is also possible for stakeholders to raise grievances regarding the implementation of Hunkemöller's ethical policy across the supply chain via our customer service and/or our sustainability team. All grievances will be dealt with in a timely manner, and all investigations and findings will be reported transparently. To ensure the effective implementation of the grievance procedure, it is annually reviewed. In 2021 we received one grievance through workers:

GRIEVANCES

Consolidated employee gratuity policy led to unhappy workers and strike.

STATUS

Grievance closed. We engaged with the supplier, gained knowledge on the issue, offered help. Through meetings with management and employees (including workers representatives) an agreement was made.



COMMITMENT 3 DIVERSITY AND EQUALITY

Diversity, inclusion and equality have always been important to our brand. For us, diversity means that all employees have equal value and the same opportunities and rights, regardless of ethnic origin, gender, age, creed, sexual orientation, transgender identity or functional impairment.

DIVERSITY AND EQUALITY

Our internal recruitment process is based on recruiting on an international basis, since we have a global customer base. Externally we use our marketing to achieve our mission of "every woman being her most beautiful self" matters. Our commitment also recognises that diversity represents what our team and marketing looks like; inclusivity represents how everyone is actually included.

Our goal is to create an inclusive and non-discriminatory organisation. Through our Diversity and Inclusion board and working group we continually strive to design the employee duties and the work organisation, so that all our employees, regardless of background, can participate in the company on equal terms. If a case of discrimination occurs, we thoroughly investigate this to identify suitable solutions. We have a whistle-blower function that our employees can turn to if power is abused or if discrimination or unethical behaviour is detected. This function has also

been promoted to emphasise that we take these issues seriously.

For Hunkemöller to grow, we need the best people to help us inspire our customers globally. We believe that diversity is key to true creativity and innovation. This is why, in 2021, at our HQ in the Netherlands we have 39 different nationalities (8 more than in 2020!) working together every day in an inclusive and respectful environment. Differences in belief, origin, and personal experience allows us to connect better with our customers, colleagues, and the world.

HQ NL

Country	Employees	Country	Employees
Gabon	1	Ireland	4
Australia	1	Israel	1
Austria	1	Italy	6
Finland	1	Malaysia	1
Bulgaria	1	Brazil	1
Burundi	1	Peru	2
China	3	Ukraine	1
Estonia	1	Mexico	5
Denmark	1	Netherlands	243
France	3	Poland	4
Bonaire	1	Portugal	6
Moldova	1	Russia	3
Turkey	2	South Africa	4
Germany	16	Spain	9
Greece	2	Sweden	5
Hungary	2	Taiwan	1
India	10	UK	20
Indonesia	1	Vietnam	3
Iran	1	Romania	2
		Zimbabwe	1

We also believe that showing and demonstrating diversity in our marketing will help create inclusivity. Our brand is open to everyone and it's important that as we continue our journey our communication and advertising reflects this commitment.

Number of employees:	7,027
Male employees:	152
Female employees:	6,873
Trading board female members:	3
Executive board female members:	0
% of store managers that are female:	100%

UN WOMEN'S EMPOWERMENT PRINCIPLES ACTIVATOR

Through Amfori and UN Women Global, together with 15 leading companies from across Europe, we started a journey in 2020 (which ran through 2021) to enhance our impact on gender diversity and inclusion.

The Women's Empowerment Principles (WEPs) are a set of Principles offering guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community.

The 10-month programme helps us to take concrete steps to empower women, contributing to closing the gender gap and at the same time, building business value across our supply chains.

> As an outcome we are now a proud signatory of the UN Women Empowerment Principles!



* THE WEPS ACTIVATOR
WILL ACCELARATE
DEVELOPMENT TO FUTHER
ENSURE EMPLOYEES
THROUGHOUT OUR
VALUE CHAIN ARE SAFE,
HEALTHY, EQUALLY TREATED
AND DEVELOPED,
AND STIMULATED IN AN
ENVIRONMENT WHERE
DIVERSITY AND
EQUALITY PREVAIL."

PHILIP MOUNTFORD CEO HUNKEMÖLLER



COMMITMENT 4 WORKFORCE WELL-BEING

To achieve real change, we need to create a movement for sustainable growth within Hunkemöller. We constantly try to find new ways to engage our people on sustainability and harness their passion to achieve our goals. Our people are what make our brand special. Attracting and retaining the best people is crucial to our continued success – we aim to hire enthusiastic staff who are as passionate about our products as we are. We hire for attitude and train for skill. This means we look beyond experience and are really interested in what drives our people and what they are interested in. As we hire for attitude, we've introduced video recruitment to our selection process.

The Hunkemöller Academy is the heart and soul of our learning and development activities. It is our global online training tool – available in seven languages – and we use it to transform staff who are already engaged, to become true certified experts. We want our employees to feel fit, energised, happy and to have fun at work. Our employee app is available on all mobile devices and learning tablets in store. It has become very popular amongst our teams and is interactive, giving our employees a voice. We are in touch 24/7 and are able to share fun and inspiring content quickly and directly to our staff. In 2017, we launched Workday, an innovative global HR system, which became the hub for all our people, data and processes.

Hunkemöller also has three work councils, one in The Netherlands, one in Belgium and one on a European level, in which we discuss important developments within the organisation with the CEO in an open and honest way. These councils come together six times a year for a consultation meeting with the CEO. There are three committees within the council:

Social policy and working conditions Meeting with the Director of HR to discuss topics, such as working conditions, illness and policies regarding elderly staff.

Financial

Meeting with the CFO three times a year, it has access to all financial numbers for Hunkemöller. The committee asks questions about this to gain an insight into our financial status.

Constituency

Responsible for communication towards the employees and publishes a newsletter every month. This committee is actively involved with elections and the recruitment of new members.





STAYING FIT, VITAL AND HAPPY

At Hunkemöller we now have a dedicated Employability Advisor whose focus is on employee wellbeing, health and sustainable employability.

Some of the initiatives we have taken on last year are:

- Cooperation with OpenUp (an initiative offering mental health support for all employees in The Netherlands);
- Individual coaching sessions on various topics and needs;
- A 5-month FullCharge App programme for store employees and finally personal health check for all Dutch store employees.

In addition, our 'Fun, Vital & Happy programme' continues offering various activities and initiatives to support the development of employees to become and stay fit, vital and happy, and grow and develop professionally, as well as personally in a fun, pleasant and sustainable working environment. The latter includes:

- Weekly deep relaxation sessions.
- Healthy lifestyle workshops.
- Mindfulness workshops, nutrition workshops and stress management workshops.
- Various sporting events: workout yoga sessions, dance classes, women's self-defence workshop.
- A stop-smoking course.
- Health checks with a coach.

LUNCH

Our restaurant offers a wide diversity of food choices and a variety of international dishes. In 2021 we organised a special spring cleanse to promote health and vitality. Next to that we are offering fresh fruit baskets around the office.

WORKFORCE SUSTAINABILITY ENGAGEMENT

Including all employees in our sustainability efforts is important for us. Only by knowing about our strategy, opportunities, current status and news, employees are able to be more accountable and responsible. Every year we deliver training on sustainability topics such as (but which are not limited to):

- Human Rights
- Sustainable materials
- Chemical testing
- Circular Design







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COMMITMENT 5 REDUCE ENVIRONMENTAL IMPACT

The clothing industry is one of the most polluting industries in the world. We are part of this problem, but we also want to be part of the solution. We work for a long-term sustainable society, which benefits both people and the environment. Our work follows both national and international laws and regulations and seeks alternatives that can reduce Hunkemöller's negative impact on the environment without compromising on quality or price.

Our environmental goals are reviewed and revised on an ongoing basis. This strategy is a natural part of the life-cycle perspective and our quest to become more sustainable in everything we do.

Higg Facility Environmental Module (FEM)

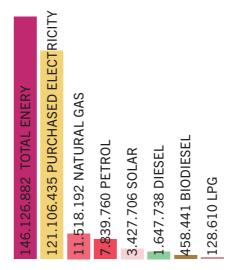
In 2021, we mapped out Hunkemöller's tier 1 suppliers within the Higg platform and identified which suppliers are already working with the Higg Facility Environmental Module (FEM). The results, which considered 2020 tier 1 partners and their data, demonstrated that tier 1 suppliers which represented 65 percent of 2020 business volume (FOB/€) completed the self-assessment of the 2020 FEM module. 27percent of the 2020 business volume completed the selfassessment and got their answers verified by a certified third-party. Only results of tier 1 suppliers, which completed the 2020 FEM module and verified their results with a thirdparty will be presented below. From 2023 onwards all our suppliers will start working with Higg FEM and from 2024 onwards we will establish the baseline for each newly joined supplier, set minimum requirements, create roadmaps and help them to drive change. We will keep tracking the progress made and set new targets if and when necessary.

Environmental Management System (EMS)

Having an EMS system in place is one of the first steps for factories to start managing their environmental performance over time. It is a holistic strategy that allows for the factory to implement a set of processes and practices that enables the reduction of environmental impact and increase of operating efficiency. This involves training of personnel, monitoring, summarising, and reporting of specialised environmental performance information to internal and external stakeholders. 71percent of factories have a company EMS that guides long-term decision-making on environmental management, while 7 percent do not. The remaining 21 percent did not answer the question.

Energy

The use of energy is one of the greatest contributors to environmental impact, specifically contributing to the release of greenhouse gas emissions, which are released when fossil fuels, such as coal, gas, and oil are burned to produce energy. Setting an energy baseline means calculating the amount of energy used in an existing facility for a certain period of time and working to improve energy usage based on this first calculation. The results show that 65 percent of factories have set a baseline for energy usage, while 14 percent have not and for 21 percent it was not verified. Tracking energy and fuel sources is important because it allows a factory to manage their greenhouse gas emissions and contributes to the process of working towards an energy usage target. 79 percent of factories track their energy source, while 21 percent did not answer the question.



ENERGY USAGE PER SOURCE (MJ)

The results demonstrate that a majority of the energy used by factories is not generated on premises. Hence, the large portion is purchased electricity. Of the energy generated on premises, natural gas and petrol are the biggest fuels used. This shows that factories are still heavily dependent on fossil fuels, with renewable and cleaner energy sources, such as solar and biodiesel, still representing a very small portion of electricity generation within factories and focus for the coming years should be on helping factories better track and increase sourcing of renewables.

12.1.3 Water

Water is a limited natural resource and industrial processes are impacting the availability of water that is essential to sustaining natural systems and communities across the globe. The FEM results show that 71 percent of factories track their water source, 7 percent do not and 21 percent did not answer the question. The factories that filled out their water usage consumed a total of 659.850.790 liters of water throughout 2020. 85 percent of this water was municipal water, close to 15 percent was ground water and circa 0,5 percent was rain water.



WATER USAGE PER SOURCE (L)



Air Emissions

The air emissions from garment factories are commonly generated from boilers, generators, and cooling systems (factory operations) and also from production line equipment and manufacturing processes (factory processes). Less than half of the factories track their emissions from its operation or production process. However, 50 percent of factories have control devices or abatement processes in place for on-site point source air emissions and 14 percent have control devices or abatement processes for on-site fugitive/nonpoint source air emissions (leaks and other irregular releases of gases or vapors from a pressurised containment - such as appliances, storage tanks, pipelines, wells, or other pieces of equipment - mostly from industrial activities). There is great room for improvement both in terms of tracking air emissions and implement control devices or abatement processes.

Waste

Waste is any material or substance that is discarded from a factory site, which can pollute and contaminate the environment and surrounding communities. Half of the factories have set a baseline for waste generation, while the other half was unable to answer. At the same time, 29 percent of factories has set formal targets to reduce waste.

Segregating waste streams into nonhazardous and hazardous waste, and storing them separately, is a process present in 79 percent of the factories, while the other 21 percent did not answer the question. It was confirmed that 79 percent of factories had a well-marked, designated hazardous waste storage area and containers. The percentage of factories that validate the final disposal and treatment of the hazardous waste is low and an attention point for the coming year.

Wastewater

Wastewater can be generated by toilets, showers, kitchens, floor cleaning, food waste (domestic use) and also by production, lubrication, cooling, maintenance, and cleaning of production machines (industrial use). Wastewater volume is tracked at 36 percent of the factories, while 7 percent do not track the volume of wastewater and 57 percent did not answer the question. Also, none of the factories report against a wastewater standard.

When asked if their hazardous sludge (chemical/industrial) and nonhazardous sludge (domestic only) is disposed of properly, only 7 percent answered the question and claimed their sludge is not hazardous and disposed of properly. The low percentage of factories that is tracking their wastewater both shows that a majority of factories do not have industrial wastewater but also that the subject must be given the importance it has.

Chemicals

It is essential for a robust chemical management program to contain practices from chemical management policies and procedures to product traceability and employee training. An inventory of chemicals used and the suppliers of each chemical product, is kept at 71 percent of factories. 7 percent of factories do not have the system in place and 21 percent did not answer the question. Simultaneously, more than half of the factories train all employees who use chemicals on chemical hazards, risk, proper handling, and what to do in case of emergency.

The results also showed that storage of chemicals in a well-marked, designated chemical storage and temporary storage is present in 57 percent of factories. 21 percent has only designated chemical storage areas (no temporary storage). The remaining 21 percent could not be verified.

About half of the factories have set a baseline for water usage and set targets for reductions. It is important to note that majority of tier 1 factories are not considered heavy users of water. The use is mainly related to domestic use (flushing toilets, cooling systems, etc.), as can be seen via the usage of municipal water. A high percentage of factories managing their chemicals appropriately, but a very low percentage are planning on improving their chemicals management systems. In 2021, Hunkemöller started with the implementation of a new chemical management program and plan to roll out additional measurements in factories in 2022.

CARBON FOOTPRINT

We are committed to growing our business while at the same time reducing our carbon emissions. For a third consecutive year, we commissioned a green solutions company, Fokus-Zukunft to calculate the carbon footprint for our Dutch HQ, distribution centre, and five stores located in The Netherlands. We aim to set targets for reductions in line with the Science-Based Targets initiative (SBTi) in the near future. Science-based targets provide a pathway for companies to reduce greenhouse gas (GHG) emissions in line with the Paris Agreement limiting global warming to 1.5°C above pre-industrial levels. We want to reduce our emissions both within the direct scope of our own operations and the wider indirect scope associated with transportation, manufacturing and material sourcing. In summary, our HQ and distribution centre emitted 3.402 tons of CO2 equivalents (tCO2e) in 2021, which also translates to 7.2 tCO2e per employee working at the HQ/ distribution centre.

CLASSIFICATION	EMISSIONS BY CATEGORY	2019
SCOPE 1	Heat consumption	166,63
300FL 1		212,08
	Fuel consumption	-
	Gas Leakages	0
	Sum	378,55
SCOPE 2	Electricity consumption	471,14
	District heating/cooling	0
	Sum	471,14
SCOPE 3	Upstream energy-related emissions	91,66
	Business travel and hotel accommodation	637,99
	Employees commuting	315,05
	Wastewater/Waste accumulation	84,24
	Paper consumption & Consumables	16,57
	Hardware	Not recorded
	Exchange logistics by third party	880,91
	Preliminary Products (Packaging)	619,47
	Sum	2.645,91
TOTAL		3.495,60

Note: * All changes refer to the data between 2019 and 2021, except in the Hardware category.

2020	2021	CHANGE FROM 2019 TO 2021*
176,46	211,85	45,22
115,35	155,30	-56,78
0	0	0
291,81	367,15	-11,40
479,75	660,87	189,73
0	0	0
479,75	660,87	189,73
47,82	91	-0,67
78,09	68,67	-569,32
313,61	233,44	-81,61
86,05	57,58	-26,67
15,47	26,33	9,75
56,96	124,16	67,21
656,24	661,95	-218,96
969,91	1.111,13	491,84
2.195,11	2.374,43	-271,48
2.966,67	3.402,46	-93,14



The table demonstrates the 2019, 2020 and 2021 CO2 emissions comparison for the HQ and distribution centre in The Netherlands. It is important to note that the reported 2020 numbers are updated. This is due to more accurate and revised data that was compiled after the issuance of the 2020 Sustainability Report.

The 2021 emissions are compared to 2019 emissions as 2020 was an atypical year for Hunkemöller's HQ and distribution centre due to the COVID-19 pandemic. Therefore, a comparison between 2019 and 2021 was deemed more realistic. Compared to 2019, Hunkemöller's HQ and distribution centre were able to reduce its emissions by 93,14 tCO2e in 2021.

This is mainly due to a large decrease in the emissions related to business travel and accommodation and exchange logistics conducted by third parties. Due to the COVID-19 pandemic, which was still strongly present throughout the globe in 2021, business travel was limited to indispensable short and medium-haul trips. With this, the number of flights and overnight hotel stays of our staff decreased significantly.

At the same time, stores across Europe were closed during different periods of 2021, which decreased the demand for truck deliveries from the distribution centre to the stores. Consequently, there were less emissions associated with outbound logistics. The largest increase in emissions, when compared to 2019, stems from the packaging of products. This is explained by the increase in the amount of online orders, due to our brick and mortar stores being closed for different periods of 2021. We have estimated that our total emissions in 2021 was 26.664 tons of CO2 equivalent. This includes the emissions of the Hilversum HQ/distribution centre (3.402 tCO2e), European offices (479*), and 870 stores across Europe (22.783 tCO2e**).

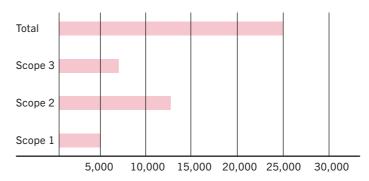
	Emissions (tCO2e)
HQ/Distribution Centre	3,402
European Offices	479
870 Stores	22,783
Total	26,664

*European offices emissions were estimated based on emissions per m2 of the HQ in The Netherlands, which had its footprint calculated considering real values. To calculate the emissions of the European offices, the average emissions per m2 of the Dutch HQ was then multiplied by the total m2 of the European offices.

** Store emissions were estimated based on emissions per m2 of 5 stores in The Netherlands, which had their carbon footprint calculated considering real values. The average emissions per m2 of these 5 stores was then multiplied by the total m2 of stores across Europe.

Average emissions per m2 of the 5 stores located in The Netherlands was 0,0443 tCO2e/m2 for Scope 1, 0,1021 tCO2e/m2 for Scope 2, and 0,0525 tCO2e/m2 for Scope 3. Hunkemöller stores across Europe have a total of 114.527 m2. Therefore, it was estimated that the total emissions of the stores across Europe is 22.783 tCO2e. It is important to note that the average emissions per m2 only considers stores in The Netherlands, so country-specific emission factors and characteristics were not accounted for in the stores' total emissions. A similar approach was used to calculate the emissions of Figures presented are calculated in accordance with the the European offices. The HQ office in The Netherlands guidelines of the Greenhouse Gas Protocol Corporate represents 18 percent of the total space used by the office Standard. The following formula is used when the amount and distribution centre (16.811 m2). Therefore, 18 of energy consumption for CO2 emissions is not available percent of each of the emissions related to Scopes 1, 2, for any sites: (energy consumptions per square metre and 3 were allocated to the HQ. Each scope's emissions estimated for each type of site) X (area of site) X (CO2 was then divided by the total m2 of the HQ in order to emission factor). Our strategy to reduce energy use and calculate the emissions per m2. This resulted in 0,0217 CO2 emissions includes adopting an energy-efficient tCO2e/m2 for Scope 1, 0,0391 tCO2e/m2 for Scope 2, and design for new buildings, distribution centres and retail 0,1404 tC02e/m2 for Scope 3. Finally, the emissions per stores, the refurbishment of existing locations and the m2 were multiplied by the total space of the European reduction of the amount of packaging used in our offices (2.381 m2). Again, it is important to note that the distribution centre and e-commerce orders. average emissions per m2 only considered the HQ in The Netherlands, so country-specific emission factors and characteristics were not accounted for in European offices' total emissions.







CLIMATE NEUTRAL OPERATIONS

In 2021, Hunkemöller also became climate neutral in its own direct operations. This means that we have offset all greenhouse gas emissions related to our Dutch HQ/ distribution centre, European offices and stores across Europe in the voluntary carbon market. The offset amounted to a total of 28,354 tCO2e. With the offset, we were able to support two different environmental projects.

The first project involves forest preservation through sustainable Brazil nut farming in Madre de Dios, Peru. This project successfully saves 300,000 hectares of rainforest and 2 million tonnes of greenhouse gas emissions per year. The second project is a hydro-electric power plant located in Vishnuprayag, India and, on average, saves close to 1,5 million tonnes of CO2 per year. Both projects are verified and certified by the Verified Carbon Standard, or Verra, an international recognized standard for certifying carbon emissions reductions with over 1,700 certified projects across the globe.

This is only the beginning for Hunkemöller's climate journey and we are working hard to create climate conscious, ethical, and sustainable impact in and around our own operations and supply chain. The next steps are to find ways where we can reduce our own environmental impact and start calculating the environmental impact of the factories that produce our garments.

WASTE

We are committed to improving our resource efficiency by reducing the amount of plastic and cardboard recycling waste sent to landfill. We do this by increasing our waste recycling and recovery rate, and most importantly through the avoidance of creating waste in the first place. We will intensify our efforts to make sure the waste we generate is reused, recycled and recovered as much as possible.

While we try to provide our operations with general information on efficient waste management and proper disposal, we focus on preventing waste, by reducing packaging early in the supply chain, and by encouraging the reuse of materials. To reduce waste, since 2014 all our home delivery packages reach our customers in boxes made out of 100 percent recycled cardboard.

In 2021 we also phased out all plastic bags from stores by introducing a paper shopper and changed our gift boxes to a more sustainable version. Recycling of hangers, reuse or recycling of products have always been of great importance to us and we have a cross functional working group focused on phasing out plastic and when this is not possible, find better options, such as recyclable recycled materials. Together with our hanger manufacturer we've set up a reuse and recycling scheme, making sure all hangers collected from stores in Germany, Belgium and The Netherlands are taken back and either reused or recycled. Whenever possible, hangers are reclaimed for reuse. Any hanger that cannot be reused is granulated and the reclaimed material is used for producing new hangers. Customised resorting/reuse facilities provide a highly efficient process and the recycling activity ensures that all of the waste streams are managed in the most environmentally responsible manner and it is made sure that none of the waste material generated goes to landfill.

Every small step matters

We are committed to reducing our plastic waste and equally increasing our resource efficiency. This is why in 2021 we decided to take action by single packing our products in 100 percent certified recycled plastic polybags, moving away from single use virgin plastic by converting and allowing for recycling after use. In addition, we have converted all of our hangers to 100 percent recycled plastic hangers. Our polybags keep our products protected to increase product durability and allow us to waste manage, to act in an environmentally responsible manner.



TEXTILE RECYCLING BRING SEXY BACK

We have made resource-efficient management an integral part of our corporate strategy and committed ourselves to taking responsibility for the textile we make available.

For 2022 we are looking into opportunities to re-start our take-back programme Bring Sexy Back after it came to a hold due to the Covid-pandemic. The initiative aims to find a second life for our sold products through reuse wherever possible or as materials for new products. If it is not possible for the returned used textiles to be used as raw materials for new products, these materials are recycled, particularly for energy generation purposes.

ENERGY MANAGEMENT

For management in terms of energy savings, we work towards continuous improvement. It is important for us that energy is used for the right purpose and at the right time. We aim, on an annual basis, to improve the energy consumption in our head office and warehouse and for the lighting and heat in our stores.

In the meantime, we have implemented some energyefficiency initiatives such as equipping all new stores with LED lights. Since 2014, all the lights (except special future lights and lights above the till) in new and (fully) refurbished stores are LED lights with an estimated energy efficiency of 80 percent- 90 percent when compared to traditional lighting. We aim to in the coming years switch to green electricity contracts for our retail locations.

LOGISTICS/TRANSPORTATION

We are working to optimise the efficiency of our transport in several ways, not only to gain financial benefits but also to decrease CO2 emissions and reduce our overall impact on the surrounding environment.

In the last year we have taken several measurements. We aim to improve route planning, load optimisation, carrier mix and mode selection. We also integrate data with logistics and warehouse management processes to optimise both transport and warehouse networks. In recent years we have been working to optimise the supply chain from production to store. In 2018 we outsourced the distribution to stores (in The Netherlands) to an external company to improve route-planning and optimise load. In the procurement of transport to stores, we prioritised a supplier who worked with similar clients. This enables combined transport for us and other brands that operate in the same shopping centre or area.

We also aim to fully load containers and boxes. We regularly measure and follow up on the filling degree of the boxes. In 2019 we were able to improve the filling ratio by 8 percent by packing 43 units per box instead of the previous 40 units and this saw a further 3 percent improvement in 2020 of up to 45 units. During 2021, our carton fill rate reduced with 4 percent down to 43 units per box mainly to the mix of products and delays on inbound that forced us to ship less filled cartons, to ensure we delivered the products to our stores on time for our presentation dates. We offer our customers different sizes of boxes to maximise the filling ratio. All our customerfacing boxes are made from recycled materials. We aim to always choose the most environmentally friendly option for transport. It is a known fact that sea freight is a more sustainable option than air freight and we always try to maximise the share of goods coming by sea. Sea freight accounted for a major part of the transportation of goods from our production countries.

In 2021, 84 percent of our goods were transported by sea freight, 14 percent by air and 2 percent by road transportation. The air percentage went up in comparison to 2020. This is caused due to the fact that the ocean container market was facing a lot of issues whereby the availability of containers was limited and many vessels were overbooked; i.e. no containers available and vessels overbooked. This forced Hunkemöller to move more volume via air to ensure the goods were delivered on time to meet our presentation dates/marketing campaigns. Due to the negative impact on the environment, air freight is only used as an exception when there is a need for fast delivery because of delays and/ or unforeseen events. For the future we are looking into using rail transportation to reduce CO2 emissions further.



COMMITMENT 6 DESIGN SUSTAINABLE PRODUCTS & COLLECTIONS

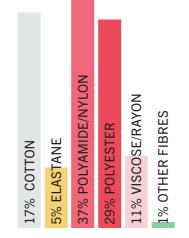
We support the uptake of sustainable raw materials and work along other brands to help the apparel industry become circular.

RAW MATERIALS AND FIBRES

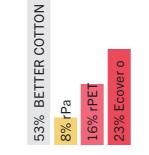
Advancing insight in the area of potential harmfulness of materials can signify that a substance that is considered safe today may become suspect tomorrow. We do our utmost to only use raw materials that are safe for human beings and the environment. If there is a cause to doubt the safety of certain substances at any point, we will look for a safer alternative in collaboration with our manufacturers and suppliers.

We mainly source synthetic fibres (Polyamide, Polyester and Elastane) but we see a growth in natural fibres (cotton and viscose) compared to previous years. In the overview "other textile fibres" includes Modal, Silk, Bamboo, Rayon and Polyurethan. "Other fibres" include material like glass, wood, steel etc.

The production of fibres and raw materials is resourceintensive and can have a significant effect on people and the environment. To minimise the impact, we are continuously working towards increasing our use of more sustainable materials. In 2021 we sourced 12 percent of our products made from sustainable materials accounting for more than 411 tons of sustainable material. In terms of weight, sustainable materials accounted for 11 percent of total weight. In 2021, sourcing of sustainable material was partially affected by supply chain disruptions.



MATERIAL OVERVIEW



SUSTAINABLE MATERIALS - WEIGHT

ROSE LACE

In July 2020 we launched a full range of products from underwear bralettes, bras and knickers with a lace made from recycled fibres. The lace was developed by the team and our long-term lace supplier and was used in a range of 12 different options in multiple colours. The lace had a final composition of pre-consumer recycled polyamide which exceeds 60 percent. An additional benefit with the products is that we were able to offer them for the same price as if we used conventional fibres. The lace is one of our most loved ranges. Our customer has fallen in love with this range and it has become part of our core programme.





CHEMICALS

We actively work to reduce the use and negative impact of harmful substances in our production and supply chain. We fulfil our responsibilities under the chemical legislation known as REACH and our products meet the requirements of the legislation.

Restricted Substance List (RSL) We have committed ourselves to developing responsible chemical management procedures for all products, including accessories attached to garments, prints and packaging materials. Hunkemöller expects the same commitment from its suppliers and has therefore developed a Restricted Substances List (Hunkemöller RSL 2.0) to inform all suppliers on all chemicals that are banned or restricted in Hunkemöller's production processes and finished products. The purpose of our Restricted Substances List (RSL) is to help reduce the use of hazardous substances in the textile and apparel supply chain. Beginning 2021, we updated our RSL and introduced a new chemical management system.

Our restricted substance list includes: - Legal requirements inside and outside the EU.

 Attention points in requirements from eco-labelled organisations or mentioned by NGOs, like

Greenpeace and Oeko-Tex.

An increasing number of Hunkemöller's garments and accessories are certified under the Oeko-Tex Standard. The standard guarantees us and our customers that a large number of substances hazardous to health have been excluded or limited in their use.

Offering our customer's products that are safe is crucial for Hunkemöller. We've focused on this area for many years and are making every effort to have an increasing amount of our products made in Oeko-Tex certified factories.

es: BPA

All water bottles we sell in store or in our web shops are free from Bisphenol A (BPA) - a chemical that can negatively can impact human health in various ways. Instead they are made from safe materials and approved for food purposes, according to the EU Directive on plastics and packaging.



COMMITMENT 7 EMPLOYEE WELL-BEING

We actively support recognised charities such as the breast cancer foundation Pink Ribbon campaign and the Dutch Cancer Society (KWF Kankerbestrijding).

ONGOING CONTRIBUTION TO THE PEOPLE WHERE WE WORK AND LIVE

PINK RIBBON

In 2016, Hunkemöller entered into a partnership with Pink Ribbon by supporting the organisation financially to help their cause of research in the field of treatment, aftercare and long-term effects of breast cancer. We sell Pink Ribbon customised products such as bracelets and nightgowns in our physical and online stores. The profit for each product's sales is donated to the Pink Ribbon organisation.

We aim to actively encourage our people to support the organisation by offering new employees the opportunity to donate a small percentage of their monthly salary to the cause and by encouraging them to participate in Pink Ribbon events to raise funds in our name, such as sponsored sports events. In collaboration with Pink Ribbon, Hunkemöller designs and sells a special bracelet that launched for Breast Cancer Day. Also, in 2021 we sold a T-shirt online and in our top stores in The Netherlands, Belgium and Germany. At Hunkemöller we have the vision and commitment to improve the health, equality and development of our customers, employees and the communities in which we operate.



"TO MAKE A BROADER COMMITMENT TO SUSTAINABLE SOCIETAL DEVELOPMENT, WHERE WE PRODUCE AND OPERATE BECAME A CLARIFICATION IN OUR MARKETING STRATEGY IN 2021 AND IS A ROUTE TO SUSTAIN OUR VISION AS A CONSCIOUS BRAND, THROUGH A FOCUS ON OUR CORE VALUES OF DIVERSITY, GENDER EQUALITY AND SUSTAINABILITY, CUSTOMERS CAN HAVE A BRAND THAT ALIGNS WITH THEIR VALUES. WITH THIS IN MIND, WE HAVE CONTINUED OUR CAMPAIGN SURROUNDING PINK RIBBON IN SUPPORT OF BREAST CANCER AWARENESS AND EMPOWERING EVERY WOMAN. WE UNDERSTAND THAT **DIVERSITY OF THOUGHT AND EXPERIENCE** GIVES US VALUABLE STRATEGIC INSIGHTS, FUELS OUR INNOVATION, AND HELPS US ATTRACT THE BEST TALENT, THEREFORE I AM PROUD OF OUR PROGRESS THIS FAR, WHILE RECOGNISING THAT THERE IS MUCH MORE WORK TO BE DONE."

ALEXANDRA LEGRO GLOBAL MARKETING & COMMUNICATIONS & DIRECTOR



COMMITMENT 8 ANIMAL WELFARE

Hunkemöller currently do not offer any products in stores or online of animal origin. We believe it is not acceptable for animals to suffer in the name of products we make and sell. No animals should be slaughtered or harmed to produce products sold by us. Hunkemöller is committed to ensuring all apparel, accessories, footwear and other products are manufactured in a manner that is not harmful to animals.

ANIMAL WELFARE

We have adopted a fur-free policy and publicly reaffirmed our commitment to being a fur-free retailer by becoming a member of the Fur Free Alliance.

We refer to the 'Five Freedoms' concept, promoted by the World Organisation for Animal Health (OIE), as the guiding principles for our animal welfare policies. Hunkemöller is committed to strictly complying with all applicable laws, conventions and regulations. Additionally, we adhere to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Appendix I and the European Commission Wildlife Trade Regulations.

The Hunkemöller Animal Welfare Policy

Business partners are expected to share Hunkemöller's commitment to strictly comply with all applicable animal welfare laws, conventions and regulations as set out in the Hunkemöller Animal Welfare Policy. Manufacturing processes must not be harmful to animals and no animals should be slaughtered specifically to produce goods for Hunkemöller. Materials of animal origin must be sourced in a humane, ethical and sustainable manner with respect to animal welfare and species conservation.





POLICIES AND REPORTING

We are proud of our company values and the trust we have built with our suppliers, employees and partners. Our employees and relations should always comply with the legislation and regulations of the countries in which we are active and the values and standards that apply within Hunkemöller, which have been laid down in our Ethical Code of Conduct. This sets out the basic standards we expect our colleagues to uphold. It is updated on a regular basis.

The Hunkemöller Ethical Code of Conduct

This sets out the minimum standards Hunkemöller requires from all suppliers who manufacture or procure goods or perform services. It is based on Hunkemöller's vision and commitment to improve health. safety, equality and development, and ensure fair and decent working conditions. This Ethical Code of Conduct is applicable to all suppliers, their subcontractors and other business partners who do business with Hunkemöller. Standards equally apply to permanent, temporary and agency workers, as well as piece-rate, salaried, hourly paid, legal young workers (minors), part-time, night and migrant workers. The Hunkemöller Ethical Code of Conduct has been created to fulfil our commitment to our employees, to our customers, to our shareholders and to other stakeholders.

The Hunkemöller Environmental Policy

Hunkemöller's Environmental Policy, which draws on (inter)national laws, industry good practices and important principles of sustainability, expects suppliers and their subcontractors to manufacture our garments in a way that minimises the impacts to the natural environment. This involves the development of an Environmental Management System and specific guidelines to enable proper chemical management, facilitate the reduction and elimination of air emissions, prevent groundwater pollution and appropriate disposal of water and (hazardous) waste generated throughout the supply chain. Permits/ certifications for proof of compliance with environmental regulations are asked when necessary. In the event of environmental impact identification, Hunkemöller is prepared to support suppliers by putting a remediation plan/program in place.

The Hunkemöller Animal Welfare Policy

Business partners are expected to share Hunkemöller's commitment to strictly comply with all applicable animal welfare laws, conventions and regulations as set out in the Hunkemöller Animal Welfare Policy. Manufacturing processes must not be harmful to animals and no animals should be slaughtered specifically to produce goods for Hunkemöller. Materials of animal origin must be sourced in a humane, ethical and sustainable manner with respect to animal welfare and species conservation.

The Hunkemöller Material Policy

Hunkemöller is committed to source our materials in an ethical, transparent and responsible manner. Our requirements for sourcing of materials are set out in the Hunkemöller Material Policy. We recognise that producing fibres and materials requires a lot of nonrenewable resources such as water, energy and chemicals, which can all have a major effect on people and the environment. Our material policy includes our general standpoint on sourcing of materials and it covers mainly raw material production and expectations when sourcing sustainable materials. It also includes material specific requirements since sourcing of these materials require due diligence processes at supplier level to ensure that any risks are identified and addressed. By working closely with business partners and expert organisations we aim to source more sustainable materials to reduce our carbon, water and waste footprint but also limit chemical and pesticide usage, prevent deforestation and protect fresh water and biodiversity.

The Hunkemöller Child Labour Policy

The Hunkemöller Child Labour Policy describes our zero-tolerance approach, the requirements for business partners and remediation process in the event of child labour allocation. Hunkemöller does not accept child labour at any locations in the supply chain. It is essential for Hunkemöller that children are not put at risk or deprived of an education or childhood.

Hunkemöller's

Restricted Substance List (RSL)

Hunkemöller is committed to responsible chemical management procedures for all products, including accessories attached to garments, prints and packaging materials. We expect the same commitment from our suppliers. Our requirements include the strictest legal requirements both inside and outside the EU, which are mostly covered by REACH and described in the Hunkemöller Restricted Substance List. We encourage employees and business partners to report code or policy violations using our confidential, anonymous grievance mechanism. This allows us to detect the first signs of wrongdoing quickly and carry out corrective measures.

MEMBERSHIPS & JOINT INITIATIVES

We believe that our strategy can only be realised with strong partnerships and cooperation on all levels. This may be global, regional, national or local. Our partnerships are built on common principles and values, a shared vision, and shared goals enabling shared resources, technology and innovation, capacity building and placing people and the planet at the centre.

Amfori BSCI

Amfori BSCI (Business Social Compliance Initiative) is a leading supply chain management system supporting Hunkemöller (and companies alike) to implement compliance and improvements within their global supply chain. Hunkemöller has been an active member since 2004, and makes use of the Code of Conduct, management tools, monitoring system, capacitybuilding and external auditing. Due diligence is at the core of the system so we implemented a risk-based approach in order to proactively identify, prevent and address adverse human rights impacts detected in the supply chain.

International Accord for Health and Safety in the Textile and Garment Industry

In 2021, Hunkemöller signed the International Accord for Health and Safety in the Textile and Garment Industry, a follow-up to the Bangladesh Accord on Fire and Building Safety (signed by Hunkemöller in 2015). This is a legally binding agreement to provide safe workspaces for employees working in clothing factories. The Accord includes independent safety inspections of factories and public reporting of the results thereof. The agreement was created in the immediate aftermath of the Rana Plaza building collapse that led to the death of more than 1,100 people and injured more than 2,000.

Better Cotton Initiative

Hunkemöller has been a proud member of the Better Cotton Initiative (BCI). BCI is a global, non-profit organisation which aims to make global cotton production more sustainable and help farmers find more water efficient and productive methods for cotton cultivation. Better Cotton materials are sourced via a mass balance system and not physically traceable to end products. This means that sourcing from Better Cotton is not about a content claim on a product but rather about creating demand and encouraging more farmers to adopt sustainable practices.

AGT

On July 4th 2016, Hunkemöller became a signatory of The Dutch Agreement for Sustainable Garments and Textiles. The aim of the agreement is to bring positive and sustainable change to the textile and garment industry all over the world and it is supported by trade unions, industry organisations, civil society organisations and the Dutch government. The agreement ended on the 31st of December 2021. AGT members and partners are exploring whether the initiative can be continued in a 'Next Generation Agreement (NGA)'.

SAC

In 2021, Hunkemöller became a member of the Sustainable Apparel Coalition (SAC). The SAC is a nonprofit sustainability organisation started in 2009 by Patagonia and Walmart with the aim of measuring sustainability performance in the apparel, footwear and textile sector through a universal approach. Today it allows for 250+ global industry peers to work collaboratively, from 36 countries aiming to lower negative environmental impacts and uphold social justice in the garment industry supply chain.

By being a member, Hunkemöller makes use of the access to the Higg Index. This is a standardised tool that uses data to measure the environmental impact of product manufacturing at factories (energy/ greenhouse gas emissions; water; wastewater/effluent; air emissions; waste; and chemicals management) and the social impact of manufacturing across areas such as wages, working hours, health and safety, and employee treatment (the Higg Facility Social Labour Module). We are further able to measure the direct impact from products in terms of global warming, depletion of fossil fuels, water scarcity, euthrophication and chemistry.

JOINT MULTI-STAKEHOLDER **INITIATIVES**

We are aware that the biggest challenges facing the world cannot be addressed by one company alone. Hunkemöller is changing as a business and wants to help transform the system in which business is done.

By collaborating with others through discussions, partnerships, joint projects and shared efforts we aim to help deliver positive social and environmental impact at scale. We want to use our influence o bring transformational change and believe leveraging partnerships is the best road towards true sustainability.

Stakeholder Engagement

Having a close dialogue with our main stakeholder groups is a central aspect in defining and confirming our risks. Our stakeholder groups are identified through discussions and defined as those most affected by our business and has a high degree of influence over our ability to implement our strategies and achieve our goals.

We feel it is important to involve our stakeholders in our journey towards sustainability. For this reason, we engage and seek collaboration with our stakeholders in multi-stakeholder initiatives – such as the Bangladesh Accord. Engagement in multi-stakeholder initiatives and participation in joint projects makes it possible for us to take our stakeholders expectations into account when setting our strategy and working towards continuous improvement. Although there is room for improvement, we are proud of the steps that we have taken and we will continue engaging in an active and regular dialogue with our stakeholders so we can understand their expectations. This table provides an overview of our identified primary stakeholders, how we interact with them and the topics we discuss:

	ENGAGEMENT PRINCIPLES	INTERACTION	KEY SUSTAINABILITY TOPICS
Customer	Our customer is at the heart of everything we do. We want to keep our customer satisfied by including her to achieve the best sustainable outcome.	In-store interactions, social media, customer service, website, membership programme, newsletters, market research, customer surveys	Labour practices, transparency, health and safety, animal welfare, sustainable materials, waste practices, recycling, charity work (e.g. Pink Ribbon)
Employees	Our people are what make Hunkemöller special. Retaining the best people who are passionated about our products and our work is crucial to our continued success.	Newsletter, in-touch app, emails, presentations, workshops, meetings, surveys.	Labour practices, transparency, health and safety, animal welfare, sustainable materials, waste practices, sustainable sourcing, sustainable design, recycling
Investors	We believe in transparency of our business operation towards our investors. Relevant information will be disclose in a timely, appropriate and accurate manner.	Meetings, surveys, reporting and inquiries	Labour practices, transparency, health and safety, sustainable materials, waste practices, sustainable sourcing, charity work, recycling
Business partners	We aim to work in partnership with our suppliers as sustainability improvements depends on collaboration and commitment from both parties.	Supplier conferences, supplier manuals, meetings, surveys, email, workshops	Labour practices, transparency, health and safety, sustainable materials, waste practices, sustainable sourcing, sustainable design, recycling

	ENGAGEMENT PRINCIPLES	INTERACTION	KEY SUSTAINABILITY TOPICS
Media	Our objective is to always have an open dialogue with the media and value a collaborative approach to achieve the best possible outcome.	Press releases, interviews, press events website	Labour practices, recycling, charity work (e.g. Pink Ribbon)
Associations	We aim to continue our engagement with industry associations. Collaboration and discussion with other companies and stakeholders will result in better solutions to common challenges.	Networks, collaboration forums, workshops, website, meetings, projects, memberships	Labour practices, transparency, health and safety, sustainable materials, waste practices, sustainable sourcing, sustainable design, recycling
NGOs	Our objective is to always have an open dialogue with NGOs and value a collaborative approach to achieve the best possible outcome.	Joint projects, networks, collaboration forums, workshops, website	Labour practices, transparency, freedom of association and the right to collective bargaining, health and safety
Unions	Our objective is to always have an open dialogue with unions and value a collaborative approach to achieve the best possible outcome.	Networks, collaboration forums, workshops, website, meetings, projects	Labour practices, transparency, freedom of association and the right to collective bargaining, health and safety
Government	We aim to continue our engagement with the government as we believe collaboration is the best way to industry-wide success.	Joint projects, networks, collaboration forums, workshops, website	Labour practices, transparency, health and safety, animal welfare, sustainable materials, waste practices



HOW WE REPORT

This is Hunkemöller's Sustainability Report for the period January 2021 to December 2021. This is our third published sustainability report. The contents are based on our sustainability strategy and performance analysis. The information presented in the Sustainability Report is partially externally assured. We are happy to share it with you and we are excited about continuing this work in the future.

A BRAND BUILT WITH PASSION

If you have any questions or concerns regarding our sustainability work that you were unable to find the answer to in this report, we would be happy to help you via the postal or e-mail address below.

CORPORATE SOCIAL RESPONSIBILITY Headquarters Hunkemöller International B.V. Liebergerweg 28 1221 JS Hilversum The Netherlands

E-mail: corporateresponsibility@hunkemoller.com

We are excited about our journey and look forward to sharing new developments with you in the next report.



hunkemöller