

Sustainability Report 2022

Contents



Renew & Restore



Innovate & Lead



Unite & Inspire

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Giny's Letter

Dear Readers,

At C&A we have a clear purpose: we inspire you every day to look, feel and do good. We want to offer our consumers qualitative, affordable and stylish clothes that are manufactured in a sustainable way. Through this, we do good to people and planet and honor the trust our consumers put in us.

When I joined C&A in September 2020, we immediately embarked on a comprehensive transformation journey. Our ambitious 2028 Sustainability Strategy plays a big role in this to ensure we are on course for a more sustainable future. Our industry needs to change at a broader level, and that change starts with us. By reinforcing the pillars put in place with our One C&A Growth Plan, I am confident that we can meet the challenges ahead. Can we do this alone? No, we need the whole industry.

We believe collaboration is not only key to structural change but that it also enables growth. That's why we continue to partner with relevant stakeholders to reduce negative environmental impacts and improve



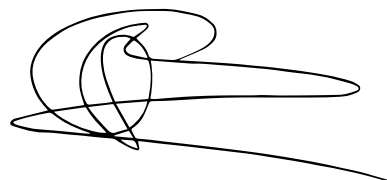
working conditions in garment manufacturing. Growing in line with principles of sustainability and circularity also means adapting the creation and the range of our products. To this end, we are changing our business model from a push- to a pull-concept, which means that we produce less and create our collections based on clear customer data and demands.

The fashion industry is not on track to meet its climate targets and more progress is needed to reduce emissions in apparel supply chains. As we evaluated our own science-based climate target, we decided to raise our ambition, convinced that a reduced environmental impact is also crucial for future-proof economic performance. In Germany, we are exploring lowering emissions and new ways of production with our C&A Factory for Innovation in Textiles (C&A FIT), where our first C&A FIT denim collection is being made. There, local innovators connect with universities, making it an innovation hub for resource-saving methods that rely on 100% renewable energy.

We remain committed to increasingly sourcing more sustainable materials for our products. Part of this is using more recycled materials. As we set ambitious targets on the path towards circularity in the fashion business, we will go further and plan on applying circular design strategies to more and more of our products. At the same time, we continue to move forward in our endeavor to eliminate single-use plastics.

Our efforts to positively impact the people affected by our business are equally important. This means making this transition even-handedly – for our C&A co-workers as well as for everyone involved in our supply chain. One important milestone was encouraging the vast majority of our supply chain to conduct the industry-aligned Social & Labor Convergence Program assessment. Another is our strategic roadmap for structural improvements related to workers' rights. Not least, it all ties in with our 2028 Equity, Inclusion, and Human Rights Strategy, which strengthens and embeds our values in everything we do.

We are aware of the urgency to act. We reviewed and, where necessary, adjusted our path to ensure that we continue to keep making strides. By sharing both our successes and our challenges, we make transparent where we are and where we want to go. That is what our sustainability report is all about: transparency, collaboration, and the willingness to inspire the industry and enable our customers to do good.



Giny Boer
Chief Executive Officer (CEO)

Sustainability Strategy

Our ambitious 2028 Sustainability Strategy plays a big role in this to ensure we are on course for a more sustainable future. Our industry needs to change at a broader level, and that change starts with us.

Renew & Restore

- » [Reduce greenhouse gas emissions](#)
Act on clear, regularly reviewed climate change targets
- » [Safe chemicals](#)
Continually improve and secure safe chemicals throughout our supply chain
- » [Towards zero waste](#)
Continually pursue zero waste to landfill or incineration
- » [Water stewardship](#)
Reduce blue water consumption in manufacturing processes
- » [Safeguarding animal welfare](#)
Protect animal welfare throughout our supply chain

Innovate & Lead

- » [Sustainable materials](#)
Act as an industry leader in increasing the use of sustainable materials
- » [Circular fashion](#)
Innovate and incorporate circularity principles into our business and products
- » [Eliminate plastic pollution](#)
Pursue the elimination of plastic pollution

Unite & Inspire

- » [Workers in our supply chain](#)
Continually improve the wellbeing of workers and workers' rights in our supply chain
- » [Informed choices](#)
Enable customers to make informed choices by increasing transparency around our products and business

+ Equity, Inclusion & Human Rights

Build an inclusive C&A where everyone can become their best self and make a positive social impact beyond our business.

We believe that business can be a force for good. And we want to do our part to contribute positively and reduce negative impacts. To this end, we are pursuing a comprehensive sustainability strategy, in which we have clearly defined environmental and social goals.

Our three strategic sustainability objectives are → [Renew & Restore](#), → [Innovate & Lead](#) and → [Unite & Inspire](#). They form the foundation for our activities,

which aim to minimize our environmental impact, push for more sustainable materials and circular fashion, and ensure decent working conditions and transparency.

Equity, Inclusion and Human Rights form cross-cutting themes for people in our own operations and the supply chain. We are convinced this is essential for a fair and future-proof business.

Visit our → [website](#) to learn more about our strategy, governance, and the purpose & values that guide us in everything we do.

Our CO₂ emissions decreased by nearly

32%

compared to the baseline¹

We launched denim made from

100%

recycled cotton.



87%

of factories conducted a verified SLCP assessment vs. 46% in 2021⁵

We have expanded our resale pilot project⁴ in Germany, providing *second-hand styles* to customers.

We piloted *bio-circular* material innovation for our hooks.

We sourced

78%

of our core raw materials² more sustainably.³

¹ CO₂e emissions reduction compared to 2018 baseline. Progress data includes GHG emissions from C&A Europe, C&A Brazil and C&A Mexico. Baseline has been re-calculated, based on new methodology and excluding C&A China retail business.

² Core materials are cotton, polyester, and man-made cellulosic (MMC) fibers, which account for over 85% of our materials.

³ Material that has less of a negative environmental and/or social impact than its conventional counterparts based on industry tools such as the Textile Exchange Preferred Fiber and Materials Index. We require that 100% of the materials we source more sustainably are substantiated by third parties.

⁴ Pilot project expanded to 6 stores

⁵ 2022 Scope: 801 factories covering 100% of tier 1 and almost all tier 2 factories

2022 Performance – Europe

C&A Europe Goals	KPI	Baseline	2022 Progress	2028 Target
Act on clear, regularly reviewed climate change targets	% reduction in absolute greenhouse gas emissions, across all scopes, by 2030	5,044,189 tCO ₂ e (2018) ¹	-33.3%	-30%
Act as an industry leader in increasing the use of sustainable materials	% of our core materials sourced more sustainably	68% (2019)	77.5%	100%
Innovate and connect circularity principles to our business and products	# of out of 10 products with extended life through the way they are designed, produced, re-used	0 / 10 (2019)	1.1/10	7/10
Pursue the elimination of plastic pollution	% of single-use plastics in our stores, online shop and transport packaging with sustainable alternatives	1,289 mt (2019)	-34.5%	-100%
Continually improve the wellbeing of workers and workers' rights in our supply chain	We are currently reviewing our performance measurements and baseline for this goal. In 2022, we identified 8 strategic priorities to focus on and we aim to report progress data as part of our 2023 sustainability report (see → related chapter p. 45 for more information)			
Enable customers to make informed choices by increasing transparency around our products and business	% of our customers who recognize that they can make informed choices at C&A	43% (2021)	44%	55%
Continually improve and secure safe chemicals throughout our supply chain	% of the chemicals used that are approved safe chemicals	79% (2019)	83.2%	80%
Continually pursue zero waste to landfill or incineration of waste from C&A operations	We are currently reviewing our waste streams in order to establish a baseline for this goal.			
Reduce blue water consumption in manufacturing processes	We are currently revising our water target to bring it in line with the latest industry requirements. We expect to be able to report on more tangible steps as part of our 2023 sustainability report (see → related chapter p. 15).			
Protect animal welfare throughout our supply chain	% of our core animal-based materials that are certified to defined animal welfare standards	5.2% (2019)	78%	75%

Renew & Restore

We want to minimize our impact on the environment – in our supply chain and in our own business. Our comprehensive approach includes reducing greenhouse gas emissions, promoting safe chemicals and water stewardship, minimizing waste, and safeguarding animal welfare.

Renew & Restore At a glance

Challenges

The climate crisis and increasing water risks are among the most urgent challenges of our time, and this requires collective action. The fashion industry is currently struggling to meet its climate targets and continues to have high water demands. Ensuring safe chemicals in production also remains an ongoing task for fashion companies, as does safeguarding animal welfare.

Our CO₂ emissions decreased by nearly

32%

compared to the baseline¹

¹ CO₂e emissions reduction compared to 2018 baseline. Progress data includes GHG emissions from C&A Europe, C&A Brazil and C&A Mexico. Baseline has been re-calculated, based on new methodology and excluding C&A China retail business.

83%

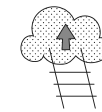
of the chemicals used are approved safe chemicals,² an improvement from *79% last year*.

² Excluding commodity chemicals. There have been changes in the exact production units involved from 2021 to 2022.

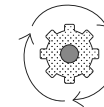
Our Approach

Our holistic approach supports our environmental commitments centered around the climate crisis, water stewardship, safer chemicals, and waste reduction across the C&A supply chain. We also have several initiatives and measures in preparation concerning our own operations. A strong focus is on reducing our own Scope 1 and 2 carbon emissions and on improving waste management.

What's Next?



Raise the ambition of our climate targets



Implement climate action measures in our own operations (including stores, distribution centers, and head offices)



Revision of water target and alignment with industry standards



Develop an effective waste management concept in our own operations (including stores, distribution centers, and head offices)



Promoting Safer Chemicals in Türkiye

Türkiye is one of the world's largest textile exporters and an important sourcing country for C&A. To promote the safe use of chemicals, the brand participated in the first Zero Discharge of Hazardous Chemicals (ZDHC) Foundation event held there. Here is more about why C&A's local team was eager to share C&A's perspective.

Sharing knowledge is central to C&A's teams. This is especially true for its Environmental Stewardship Team when it comes to water and hazardous chemicals. Therefore, the team gladly accepted the invitation to present at the first ZDHC Stakeholder Impact Day, which took place in Istanbul in September 2022. C&A presented a review of C&A's collaboration with suppliers as part of the Zero Discharge of Hazardous Chemicals (ZDHC) Foundation's program and in accordance with its standards and guidelines. The aim was to share C&A's experience with other stakeholders, to motivate participants and to encourage new manufacturers to participate in order to increase performance through collaboration.

The ZDHC Foundation was co-founded by C&A and other brands to align industry requirements and provide tools for compliance. The organization has held similar stakeholder events in other regions before, but not yet in Türkiye. The event brought together manufacturers, service providers, laboratories, and other brands to

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The aim was to motivate those who participated and encourage new manufacturers to join.

“

ZDHC brings brands together that are eager to work towards an agreed standard, making it easier for suppliers.

share experiences and learn how to improve chemical management in the apparel industry. As such, this was a first for the local Environmental Stewardship Team which is responsible for the EMEA region, Pakistan – and Türkiye. As people were very interested in how to improve performance, the C&A session highlighted the importance of monitoring and technical details about the assessment mechanism for production units.

Most questions from the audience were quite technical. These included, for example, the certification of chemicals and their monitoring, especially in view of the challenge of replacing some of the chemicals currently in use. Looking back on the event, the C&A team in Türkiye is quite satisfied with the outcome. They have done their bit – letting participants know about this collaborative effort and that brands like C&A support their suppliers, helping them to improve continuously.



GRI 2-6, GRI 302, GRI 305, GRI 308

Climate Action

Climate change is one of the most serious crises of our time and requires urgent action. At C&A, we want to do our part to address this global issue and act at various levels. We pursue a holistic and science-based approach in all our efforts to be effective. In 2020, we set ambitious and scientifically sound targets approved by the Science Based Target initiative (SBTi). Our goal is a 30% reduction in absolute greenhouse gas emissions across all sectors by 2030, but we are working to raise our ambitions even further. Most of our impact lies in our value chain – in the sourcing of raw materials or their manufacture into our products, for example. But we also see potential for reducing emissions in our own operations. For this reporting cycle we updated our baseline from 2018. The reason behind that is the sale of the C&A China retail business in 2019. To maintain a better comparability, we excluded the data from that market in the baseline. However, this change is not significant as the C&A China retail business generated less than 2% of the overall emissions.

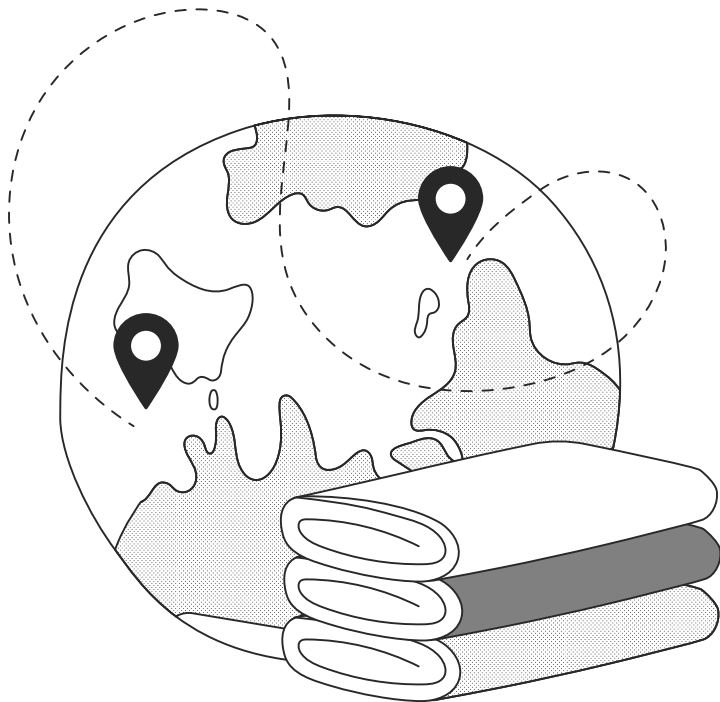
Science-based Targets

C&A was one of the frontrunners in setting Science-based targets. We defined our first target in 2020, with a 30% reduction across all scopes. Currently, we are working to raise our ambitions to the 1.5 degree

pathway. Our current greenhouse gas (GHG) reduction targets are in line with the Paris Agreement to limit global warming to well below 2°C:

- » Absolute GHG emissions reduction by 30% for our offices, distribution centers, and retail stores by 2030.
- » Absolute GHG emissions reduction by 30% in our value chain by 2030.

“
We prioritize taking action in the supply chain, as this is where our biggest lever is for lowering greenhouse gas emissions.”



We determine our GHG emissions inventory for Scopes 1, 2, and 3 in accordance with the GHG Protocol. This gives us insights into where we have the potential to further reduce emissions. As our biggest lever for lowering greenhouse gas emissions is in the supply chain, this is also where we prioritize taking action. However, we want to use all opportunities to reduce emissions and increasingly focus on our own business.

In 2022, we raised our efforts to improve energy and emissions reporting and data accuracy. We recognized that we need an even more comprehensive understanding of our data, especially in the deep supply chain.

Among other things, we aim to improve the energy efficiency in our stores through measures, such as:

- » Adjustment of working hours and a demand-oriented usage of the technical equipment, for instance:
 - lighting
 - heating-cooling-ventilation
 - escalators
- » Setting temperature thresholds for the heating and air conditioning systems

We are currently working on a concept and a roadmap that will enable us to track the effectiveness of these and other operational, structural and organizational measures in the long term in an efficient and transparent manner.

Taking Action in Our Own Business

While we focused heavily on emissions across our supply chain in 2022, we also built capacity internally and filled a new position to address environmental sustainability in our own operations, including stores, distribution centers and offices. In 2023, we will focus primarily on the following areas to achieve specific climate protection measures and reductions in our own operations:

- 1 Increasing our energy efficiency
- 2 Shifting from conventional energy to green energy
- 3 Offsetting remaining emissions

Taking Action on Indirect Emissions

For our Scope 3 emissions we collect data from different sources. A large part of the data comes from our manufacturers, especially tier 2. As part of our environmental assessments, C&A gathers verified emission data from more than 200 factories. This data is fed into an emissions calculation tool, which also takes LCA-based materials data into account. In this way, we try to obtain the most comprehensive data so that we can consider the full value chain of our products. A solid foundation of data is important, especially when planning to update our science-based targets.

In 2020 and 2021, C&A gradually reduced its absolute emissions. However, these reductions were mainly consequences of the COVID-19 pandemic. In 2022, we saw a reduction of almost 32% greenhouse gas emissions (CO₂e) compared to the 2018 baseline, being ahead of our 2028 target. However, this reduction is largely based on effects of the COVID-19 pandemic and not on significant changes in the supply chain. The normalized reduction on product level decreased from 22 CO₂e to 20.4 CO₂e. This data shows that we need to take more action across our supply chain to drive emissions reductions. The way forward involves engaging the right stakeholders, such as governments and policymakers, especially in the production countries. This was also the outcome of our Carbon Leadership Program pilot projects on carbon reduction along our supply chain, which took place in 2021 and 2022:

- » In total, 32 factories were identified and selected to participate in each phase. In 2022, the final group of 16 factories completed the program and training
- » As part of the pilot project, selected suppliers and an external climate consultancy developed feasible carbon reduction targets through onsite assessment and consultation. At C&A, we shared the responsibility with our suppliers who provided financial support to the selected factories, covering the full costs of the assessment and consultation over the past two years.
- » We applied the learnings from the pilot project to develop a low-carbon roadmap for our supply chain. We found that an average emissions reduction of 10-20% for factories is feasible by 2030. This highlights the systemic change needed in infrastructure on production countries as the potential individual reductions are not enough to achieve our target and drive the necessary change in our industry.

Greenhouse gas emissions inventory and progress

C&A's Global GHG emissions include C&A Europe, C&A Brazil, and C&A Mexico.

(tCO ₂ e)	2018 (baseline) ¹	2021	2022	2022 change from 2018 baseline
Total GHG emissions (scopes 1, 2, 3)	5,925,144	4,232,661	4,055,544	-32%
Scope 1	18,846	17,040	13,991	-26%
Scope 2	104,606	133,270	66,129	-37%
Scope 3	5,801,692	4,082,351	3,975,424	-34%
<i>Purchased goods and services</i>	4,423,273	3,043,677	2,903,347	14%
<i>Fuel and energy-related activities</i>	37,894	48,157	43,365	4%
<i>Upstream transportation and distribution</i>	495,696	434,268	515,254	-31%
<i>Waste generated in operations</i>	4,374	2,832	3,026	-42%
<i>Business travel</i>	1,649	481	951	-11%
<i>Employee commuting</i>	77,957	72,634	69,269	-43%
<i>Use of sold products</i>	706,871	441,309	402,324	-30%
<i>End of life treatment of sold products</i>	53,979	38,992	37,888	-32%

¹ Due to the ownership change in C&A China market, we conducted a recalculation of historical emission data in accordance with GHG Protocol. In collaboration with partner Aligned Incentives, C&A is constantly reviewing and improving their emissions accounting methods. In late 2022, C&A identified discrepancies in the raw data which fed into the calculations and have since corrected their accounting processes.

Environmental Assessments

Many of our suppliers' processes, whether in factories or mills, are interrelated. This means that a particular process or technology can have an impact on energy, water, and chemical use. For this reason, we adopted a more systemic approach to consider the links between climate, water and chemicals, and bundled these topics in our Environmental Stewardship Program, in which the teams involved are closely connected.

The biggest impact in production is in the wet processes, which mostly fall under tier 2. At C&A, we focus on the environmental performance of these manufacturers, namely fabric mills, dyeing facilities, and washing plants. To track and review the progress in reducing the negative environmental impact of factories, we use the Higg Facility Environmental Module (FEM). Suppliers fill out a comprehensive self-assessment questionnaire focusing on their environmental performance. The Higg FEM includes questions on environmental management systems, energy, water, emissions, waste, and chemicals. C&A requires independent, external verification of the data. Once the data has been verified, suppliers receive customized advisory and capacity building from C&A based on their performance and success in achieving more sustainable production. As such, the Higg FEM provides a snapshot of the environmental impact of the facilities that make our products and helps us identify and prioritize opportunities to improve the performance of our suppliers. As an early adopter of the Higg FEM tool, we collected and reviewed supplier FEM data since 2017. In 2022, 235 of our suppliers completed the Higg FEM assessment and had their data verified by external auditors.

GRI 2-28, GRI 303

Safer Chemicals and Water Stewardship

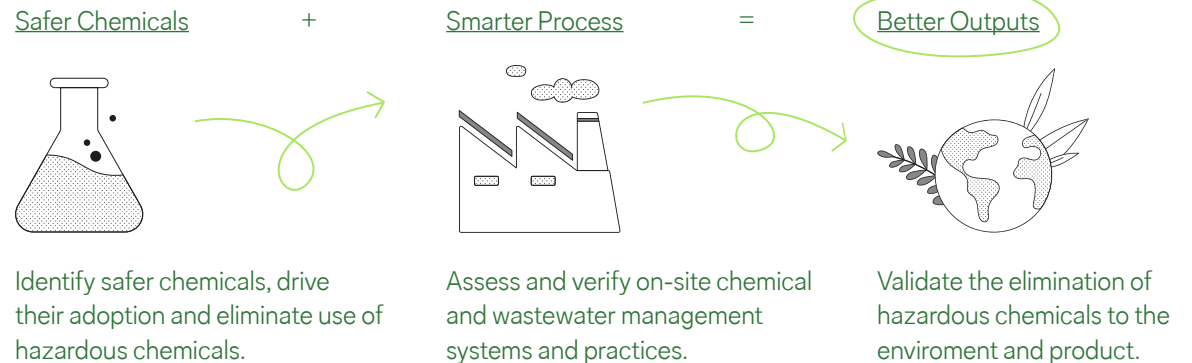
At C&A, our goal is to foster a supply chain that continually expands the use of non-hazardous chemicals. One of our primary means of controlling chemicals across the supply chain is our longstanding chemical management program. It represents C&A's comprehensive approach, which includes input, process, and output management. Our goal for 2028 is that 80% of the chemicals used are approved safe chemicals¹. As we use water at every stage of our value chain, we are committed to ensuring that it remains free of hazardous chemicals and available for future generations.

Industry Collaboration

As one of the founding members of the Zero Discharge of Hazardous Chemicals (ZDHC) Foundation, we have been working with other signatory brands to implement the ZDHC Roadmap to Zero framework since 2015. Thus, we adopt the foundation's 'clean factory' approach and promote the elimination of hazardous chemicals throughout the manufacturing process of all participating brands.

Only in alliance with industry partners, including brands, NGOs, scientists, chemical suppliers, and manufacturers, can we move towards our vision of a complete shift away from hazardous chemicals. C&A focuses on co-developing industry standards, tools and methodologies, for example to enhance the capabilities of the ZDHC Gateway portal, a global safer chemistry database. We also participate in other multi-stakeholder initiatives such as the AFIRM Group (Apparel and Footwear International RSL Management).

Our approach to safer chemicals



¹ Chemical products that are checked and tested against the requirements of the ZDHC Manufacturing Restricted Substances List (MRSL), and the results are registered in the ZDHC Gateway.

Chemical Input Management

C&A suppliers must source chemicals that meet ZDHC requirements. In practice, this means that chemical products are checked and tested against the requirements of the ZDHC Manufacturing Restricted Substances List (MRSL), and the results are registered in the ZDHC Gateway. We track the chemical inventories of key suppliers using tools from service providers. This enables us to monitor the chemicals uploaded to the platform and the conformance of chemicals used by suppliers in a timely manner.

We then assess the performance of participating operations by making sure they meet our performance requirements for sustainable chemical management.

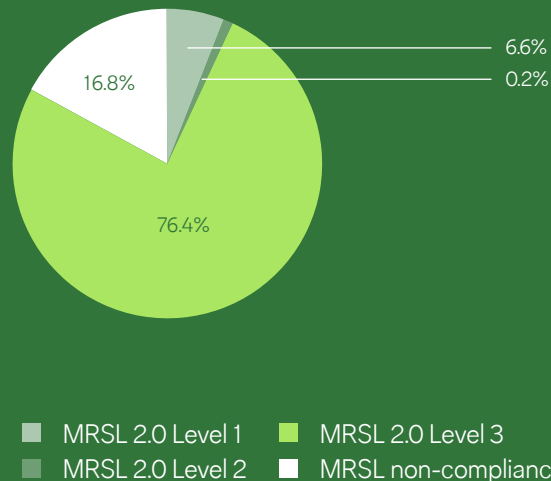
We review our suppliers' monthly inventories, which enables us to increase transparency of chemicals use and determine whether chemicals comply with the latest MRSL. The average compliance rate for chemicals in our supply chain has increased from 79.5% in 2021 to 83.2% in 2022, which is in line with our target.

The chart shows the distribution rate of the MRSL conformance level, of which over 76% is "MRSL 2.0" Level 3 conformance, the highest conformance level within the ZDHC chemical ranking. This continued progress can be attributed to the fact that we support our suppliers in switching to safer alternative chemicals and require them to source ZDHC-compliant chemicals. We also monitor increasing MRSL performance in

seven production countries: Bangladesh, Cambodia, China, Italy, Pakistan, Serbia, and Türkiye. Thanks to the proactive engagement of our Environmental Stewardship Team, it is possible to closely monitor the suppliers' MRSL conformance rates. The team immediately follows up with suppliers when performance levels slacken and work with them to define a corrective action plan.

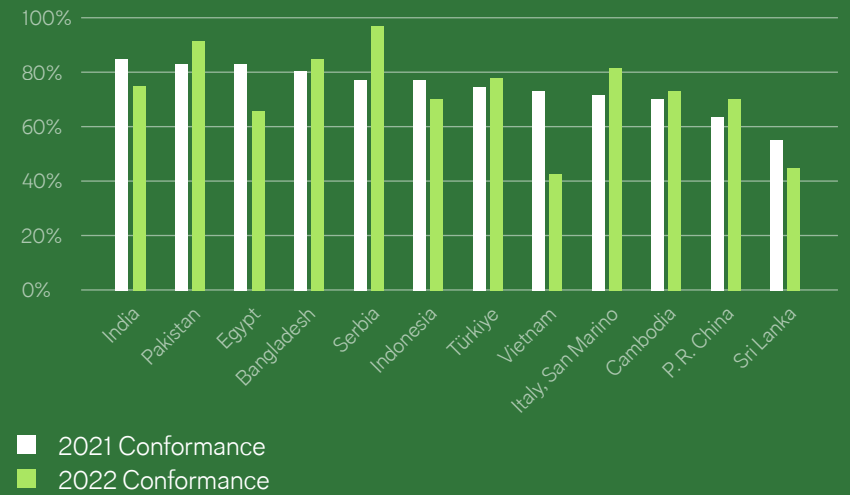
The average compliance rate for chemicals in our supply chain has increased from 79.5% in 2021 to 83.2% in 2022.

MRSL conformance by level in % ¹



¹The data is derived from December 2022 Incheck reports of active production units, except two production units with no production in December, in which November Incheck data were taken.

Average MRSL conformance by country in % ²



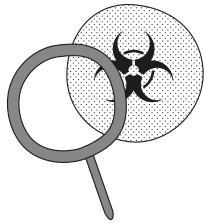
²The number of production units differ from country to country with the majority located in Bangladesh, P.R.China, India, Pakistan and Türkiye. There have been changes in the exact production units involved from 2021 to 2022.

Process Management

It is important that every factory, especially in tier 2 where most of the chemicals are used, has the staff with the right skill set and knowledge, procedures, tools, and expertise to safely use and handle chemicals in their daily operations. In our assessment, we focus on energy consumption, chemicals, and wastewater quality. We also check whether suppliers implemented adequate policies and procedures for handling chemicals.

Since 2018, the overall performance of our suppliers' factories improved every year in all areas that impact the environment. And we will continue to ensure our suppliers have facilities in place in the following areas of chemical management:

Tracing Methods



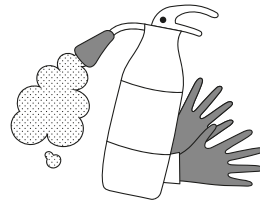
Methodologies to trace production chemicals from the manufacturing process to the chemical inventory.

Hazard Labeling



Chemical hazard labeling and safe chemical handling equipment.

Safety Equipment



Adequate and functional protective and safety equipment as recommended by the Global Harmonization System Safety Data Sheet (or equivalent) in all areas where chemicals are stored and used.



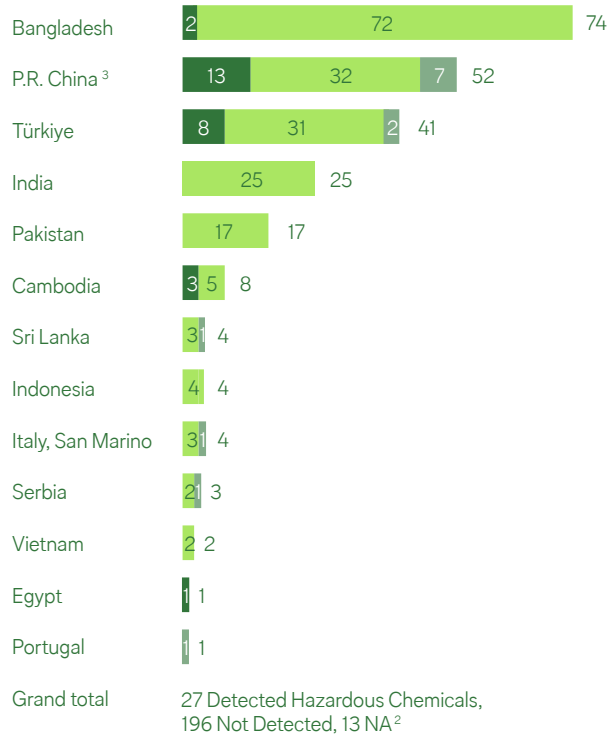
Output Management

C&A is committed to publicly reporting progress in compliance with the ZDHC. As part of our output management, we conduct regular wastewater testing at our suppliers' production facilities in accordance with → [ZDHC wastewater guidelines](#) to ensure clean water discharge. By testing raw wastewater for chemicals listed in the MRSL, we validate the elimination of hazardous chemicals at each facility. If an MRSL is detected, a corrective action plan is initiated to find the root cause for the detection. We share best-practice examples to prevent this from recurring in the future.

Wastewater sampling and testing was conducted from 1 November 2021 to 31 October 2022. Based on the annual wastewater testing results for 2022, in which 223 factories took part, 88% of directly discharging sites have MRSL chemicals below the threshold and 92% of sites fall within the foundational limits of conventional parameters listed in the ZDHC Wastewater Guidelines v1.1.

Wastewater Performance

MRSL chemical detection in raw wastewater by sourcing country ¹



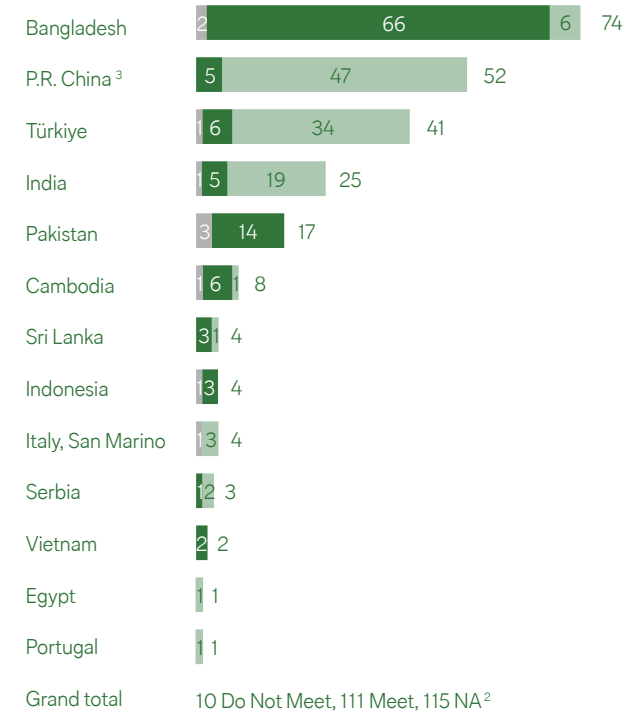
■ Detected Hazardous Chemicals ■ Not Detected ■ NA²

¹ The sampling period for this data was November 2021 to October 2022. Should there be more than one wastewater test conducted during the reporting cycle, the latest valid report is taken into consideration, occasionally combined results of more than one report are considered when necessary. For the full list of conventional parameters tested and the limits of foundational requirements please refer to [ZDHC Wastewater Guidelines v1.1](#).

² NA refers to production units that are exempted from testing due to a negligible amount of industrial wastewater generated, particularly low business importance or other reason(s) as approved by ZDHC Foundation.

³ One production in P.R.China had MRSL chemical detected in discharged wastewater, due to lockdown in the country no raw wastewater testing was conducted, the result is shown as NA.

Foundational requirements of conventional parameters in directly discharging production units by sourcing country ¹



■ Does Not Meet ■ Meet ■ NA²

¹ The sampling period for this data was November 2021 to October 2022. Should there be more than one wastewater test conducted during the reporting cycle, the latest valid report is taken into consideration, occasionally combined results of more than one report are considered when necessary. For the full list of conventional parameters tested and the limits of foundational requirements please refer to [ZDHC Wastewater Guidelines v1.1](#).

² NA refers to production units that are exempted from testing due to inapplicable discharge pathways, negligible amount of industrial wastewater generated, low business importance or other reason(s) as approved by ZDHC Foundation.

³ There are 236 production units in total, of which 121 directly discharge wastewater to the surrounding water body.

Engaging Suppliers with Training

Chemical management requires expertise. We believe our success so far has been driven by thorough training and our dedicated team. Together with our learning technology partner, we developed a customized online chemical management platform to train our suppliers. This capacity building covers many different areas, including resource efficiency, wastewater treatment plants, wastewater management, and root-cause analysis. It conveys the importance of chemical management and having the necessary infrastructure in place to reduce negative environmental impacts.

In 2022, we delivered 71 of these customized C&A courses in English, Chinese, and Turkish. The training was offered to 674 factory representatives responsible

for environmental management at their sites, based on identified learning needs and where they are most relevant. The program not only provides suppliers with important training, but also improves their engagement with us. We plan to grow it further in the future.

Water Stewardship

Water scarcity and other impacts on our water systems pose significant risks to communities around the world. It also affects the viability of our supply chain. We are committed to ensuring that water remains free of hazardous chemicals and available for future generations. At C&A, we use water at every stage of our value chain – from crop irrigation and wet processes in production to our own operations and customer

use. Our chemical management measures described above aim to keep water free from harmful influences in production processes. Beyond our core water-related work, we want to use water responsibly and strive for water stewardship in our business.

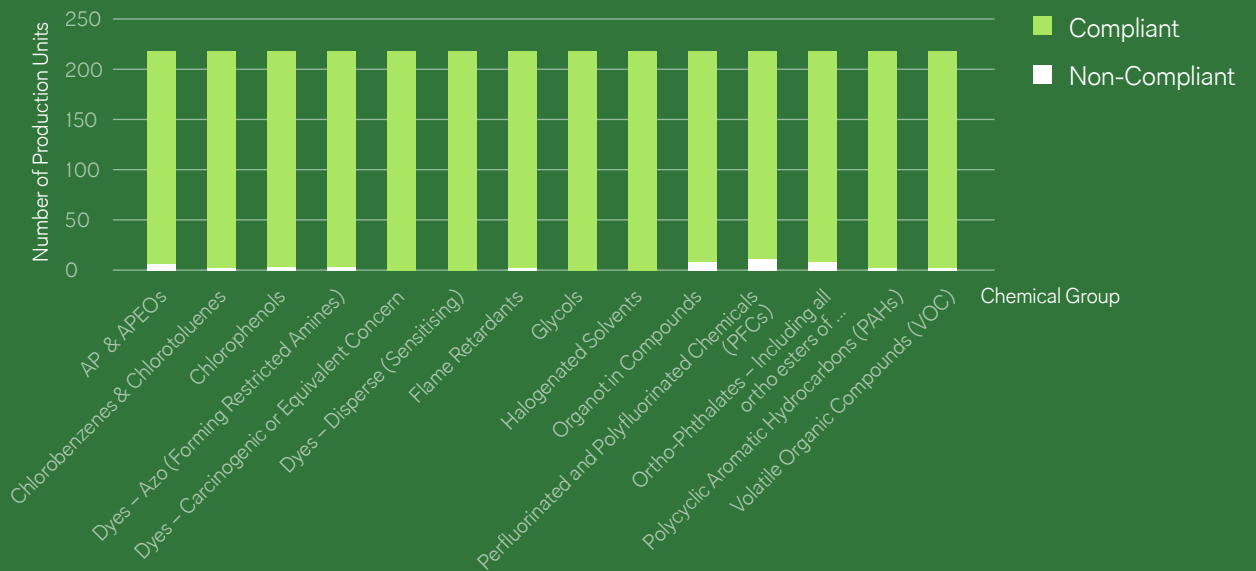
We are currently revising our water target to bring it in line with the latest industry requirements. This includes measures to track water consumption along our supply chain, but also the use and management of water in our own operations. Due to COVID-19 and internal changes, we were not able to pursue our previous water target as planned. We expect to be able to report on more tangible steps as part of our 2023 sustainability report.

PFCs were detected in the raw wastewater of 10 out of 223 factories.

It is the highest detection among other MRSL chemical groups. A possible cause for the detection is due to chemical products used in manufacturing, further root cause analyses are required for eliminating the chemicals.

Wastewater testing at production units

Wastewater Compliance by ZDHC MRSL V1.1 Chemical Groups



GRI 306-1, GRI 306-2, GRI 306-3

Reducing Waste

We are taking action to prevent, eliminate, or reduce waste. One major focus is on avoiding waste to landfill or incineration in our own operations while making it easier for our customers to change their own consumption and recycling behaviours (see → [chapter Innovate & Lead](#)). We will continue evaluating ways to reduce and recycle waste generated in our offices, stores, and distribution centers, and to develop an effective waste management concept.

More Recycling

We follow a reduction hierarchy to avoid and reduce waste, to reuse what we have and recycle what cannot be used anymore. We are improving waste prevention and reduction opportunities at our distribution centers. We monitor, reduce, and recycle plastic packaging, cardboard and paper. In 2022, our distribution centers collected and sorted 10,672 metric tons of paper and 756 metric tons of foil and sent these on to the appropriate recycling facilities. As most of our plastic waste comes from consumer plastics, this is also where our greatest leverage lies, especially in the packaging and presentation of our products. We set ourselves the ambitious goal of replacing 100% of our consumer-facing virgin plastic by 2028. In 2022, we increased the use of recycled polybags and tested bio-based alternatives to scale them.

Less Waste from Garments

The key to avoiding textile waste is careful production and inventory management, which includes analyzing expected demand. We know that the best way to reduce excess stock is to align our product offering with consumer interests and reduce the number of product options we manufacture and sell. Improved forecasts for our purchasing and merchandising operations allowed us to further optimize our assortment planning in 2022. This allows us to work with smaller product quantities and reduce waste, and still provide our customers with the style and fit options they want. Thanks in large part to this refinement of our forecasting processes, we were also able to slightly reduce the amount of unsold seasonal merchandise¹ from 939 metric tons in 2021 to 904 metric tons in 2022. Season end merchandise as well as unused returns are partly resold and partly donated.

When customers return goods in a condition that does not permit reuse, they are treated by third party service providers in accordance with our waste policy, which is based on the EU waste hierarchy².

Volume of non-hazardous waste in metric tons

	2020	2021	2022
Total virgin plastic	1,471	1,407	1,404
Distribution & transport	728	705	756
E-commerce	546	506	451
Stores	197	196	197
Cardboard / paper	10,522	9,561	10,672
WTIB ¹	917	1,030	1,265
Season end merchandise and customer returns	1,312	939	904
Hangers	1,946	1,962	1,895
Total volume of waste generated ²	15,425	14,197	15,492

¹ With our "We Take It Back" (WTIB) program (see [chapter Innovate & Lead](#)) we collect used clothes from our customers which are then sorted for reuse, recycling or thermal recovery by our cooperation partner TEXAID.

² Sum of virgin plastic in distribution & transport, cardboard / paper, WTIB, season end merchandise & customer returns, hangers. This data relates to the waste generated and managed within C&A's operations.

¹ Including customer returns.



Animal Welfare

We want to source animal-based material used for our C&A collections responsibly. In our sustainability strategy, we defined the aim of ensuring animal welfare throughout our supply chain. Our goal is to source 75% of our core animal-based materials from sources certified according to defined animal welfare standards by 2028.

Certified Animal-Derived Materials

C&A has a long-standing commitment to animal welfare, as outlined in our → [Animal Welfare Policy](#). We expect our supply partners to abide by the internationally accepted concept of the Five Freedoms. Under no circumstances do we accept any materials from exotic, threatened, or endangered species as defined by the CITES agreement and the IUCN Red List. Our approach to ensuring this is based on improving traceability from the farm to the final product. To track our progress, we will source 75% of our core animal-derived materials from sources certified according to defined animal welfare standards by 2028. In 2022, we took a closer look at the definition of animal welfare standards and aimed for certified and recycled animal-derived materials. This is now also reflected in our reporting. Chrome-free tanned leather is no longer in scope. As a result of our efforts, 78% of our animal-derived materials were certified to a third-party standard in 2022.

60%

of cashmere is Sustainable
Fiber Association (SFA)
certified

Another step towards our goal was to join the Sustainable Fiber Alliance (SFA) and commit to sourcing 100% of our cashmere products with SFA certification by 2028. In 2022, we were able to source 60% of our cashmere products SFA certified, compared to 46% in 2021.

We work hand in hand with stakeholders when it comes to animal welfare. We set, define, and implement industry-level solutions with animal welfare organizations (e.g., Four Paws), other brands, retailers, suppliers, and independent auditors. We are members of the Textile Exchange, which oversees several certification schemes for responsible animal-derived fibers, including the Responsible Down Standard (RDS), Responsible Wool Standard (RWS), and others. In the reporting year, we received Brand Certification for both RDS and RWS. In 2024, we will update our Animal Welfare Policy to include the latest standard practices in animal husbandry and environmental protection.

We are committed to sourcing 100% of our cashmere products with SFA certification by 2028



Factory for Innovation in Textiles

Less water, more renewables: In spring 2022, we started to sell the first denim collection made in our Factory for Innovation in Textiles (C&A FIT) in Mönchengladbach, Germany. This is a Europe-based project with the intention of advancing industry standards to an even more sustainable level. The production includes greater automation and digitization, and the facility is powered by 100% renewable electricity from a wind farm. Water consumption is significantly reduced through the latest innovative technology, in combination with smart water

recovery, to recycle about 50% of the water used. The renovation of the 4,300 m² factory was completed in September 2021. In addition to bringing in our internal expertise, we have been cooperating with academic and business partners such as the Hochschule Niederrhein University of Applied Sciences, NRW Textile Academy, RWTH Aachen University and 140Fahrenheit GmbH. Connecting all these stakeholders makes C&A FIT a space for open collaboration, thus serving as an innovation hub for more sustainable production methods.



Innovate & Lead

Innovation and leadership are key to reaching our goals. To increase the availability of more sustainable materials, we focus on improving the quality of recycled materials and the processes used to make them as well as the growing capacity of organic cotton. We are also testing bio-based plastic alternatives to eliminate consumer-facing plastics from our business. Aiming to support the transition to a circular economy, we continue to build the foundations to scale circular design and circular business models.

Innovate & Lead

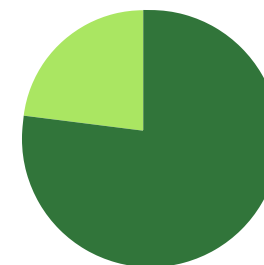
At a glance

Challenges

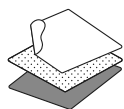
The availability of organic, recycled and next-generation materials is limited and capacity must be built. Standard definitions for circular design, automated textile sorting and more recycling facilities for end-of-life textiles are also needed. Scaling circular business models remains a challenge as well, both in terms of economic viability and the required change in consumer behavior. A number of innovative solutions have emerged, but most are still in the pilot phase. Finally, although recycled plastics are widely available, industry-proven alternatives to plastics are still lacking.

78%

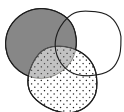
of our cotton, polyester, and man-made cellulosic fibres are more sustainably sourced.



What's Next?



Work with industry partners to build capacity for next-generation materials



Build the business case to scale circular business models



Integrate circular design strategies into our products



Replace single-use plastic with more sustainable alternatives

We use **34.6%** less single-use plastic compared to 2019.

Our Approach

We work with industry partners to bring scalable solutions to market and test innovations with start-ups. This includes both the introduction of bio-based plastic polybag alternatives and second-hand clothing offers in our stores. Through our partnership with innovators, we support projects to increase the availability of next-generation materials and to promote capacity building in recycling.



Applying innovation to cotton recycling

C&A is one of the first brands to offer jeans made from 100% recycled cotton. According to Türkiye-based manufacturer Kipas, the material is full of potential for technical innovation. C&A has been working with this pioneer since 2016. Here is why this is considered a 'hero product' for the denim sector.

“We are pioneers,” Halit Gumuser and Yücel Bayram from Kipas Textiles claim. The textile manufacturer has invested in research and development into a new way of mechanical recycling: increasing the length of recycled fibers and therefore allowing fashion brands like C&A to use a higher proportion of recycled cotton in denim products without compromising quality. “Their adoption of innovations is the reason why Kipas is such a strong partner for us,” says Martha Willis, C&A’s Senior Sustainability Manager. They help C&A to overcome technical limitations in increasing recycled cotton content and make progress towards reducing the climate impacts of sourcing materials. “Working closely with our denim team, they have developed a kind of ‘hero product’ – our 100% recycled cotton jeans – using a new machine from → [Santis Textiles](#). And our job is to get the products to our customers,” Martha adds. The brand wants to educate, raise awareness and promote more sustainable fashion. It is this type of deep commitment that encourages suppliers like Kipas to develop more sustainable products and invest in technology.

“
We are happy
that C&A has the
mindset to take
serious strategic
steps to adopt
recycled materials.
We learn and grow
together.”

Halit Gumuser, Board Member at Kipas

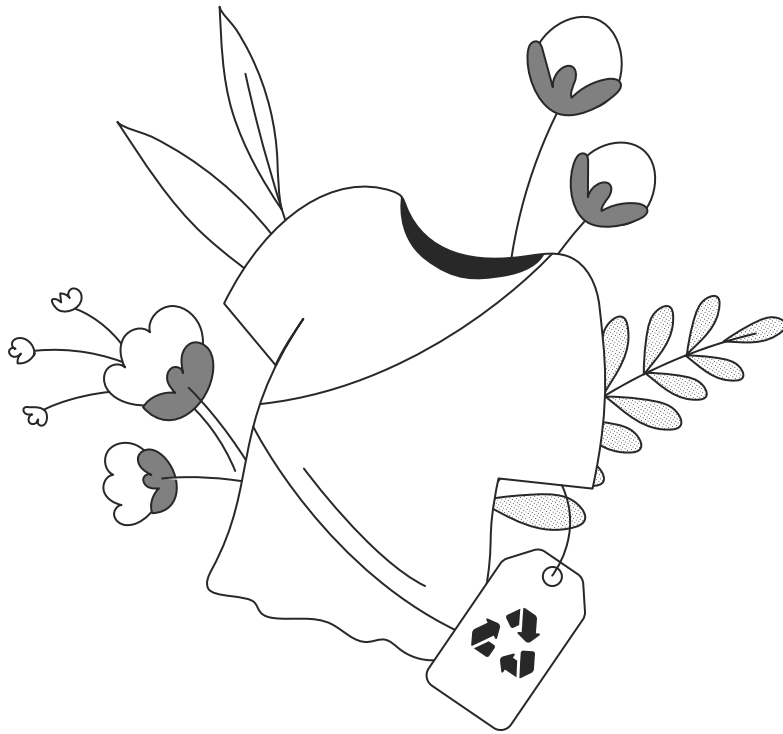
There are many challenges in recycling cotton. Textile waste can contain different fibers, and it is difficult to separate them from one another. As the fiber goes through the mechanical recycling process, the length is shortened which reduces the strength of resultant yarns and fabrics. In addition, collection and sorting systems for textiles at the end of their life cycle still need to be further developed and automated in Europe. According to Yücel Bayram, sales and marketing director of Kipas, the market demand for recycled textiles is growing despite the obstacles: “While cotton has traditionally been blended with other materials such as polyester or polyamide, there is now a push to achieve 100% recycled cotton.” EU legislation that will incentivize the use of recycled materials may be on the horizon, but it’s not yet in force. This calls for pioneers with a shared mindset who are willing to invest in complex processes.

“We strive to improve and modernize the machinery for cotton recycling,” explains Halit Gumuser. The aim is to produce finer, longer, and higher-quality fibers. “I am confident that these improvements will have a positive impact on various industries,” he continues. Significantly increasing the percentage of recycled cotton in the coming years is an important strategic focus for achieving C&A’s 2028 sustainability goals. “And that is why collaboration is crucial today,” Martha recognizes. Creating and designing products that use recycled materials but are also of the high quality that consumers expect is not an easy journey for brands. It calls for pioneers who’ll push these boundaries.



GRI 2-28, GRI 301

More Sustainable Materials



At C&A, we want to be an industry leader in increasing the use of more sustainable materials. To us, a more sustainable material is one that has a reduced impact on the environment and society than conventional alternatives. C&A is working with others to foster organic cotton farming and build capacity for textile recycling, focusing on our core materials. We are also improving traceability and bringing next-generation materials to market – materials of the future that use alternative feedstocks or production processes than what is available on the market today.

Our Approach: Responsible Sourcing and Innovation

C&A supports a shift in the way our core materials are grown or manufactured. We recognize that there are limitations to the sustainable materials available at scale, and we are committed to working with others in the apparel industry to research, pilot, and scale innovative and more sustainable alternatives. Our current focus is on advancing material traceability.

We set ourselves the goal of achieving 100% more sustainable sourcing across all our core materials by 2028. By core materials we mean cotton, polyester, and man-made cellulosic (MMC) fibers, which account for over 85% of our materials.

For more information on our initiatives and partnerships, → [please visit our website.](#)

How We Define More Sustainable Materials

We define a more sustainable material as one that has less impact on the environment and society than its conventional counterparts. We evaluate materials using industry tools such as the Textile Exchange Preferred Fiber & Materials Index. We also require that 100% of the materials we source more sustainably are substantiated by third-party standards. This applies to certified organic and in-conversion cotton, cotton sourced through the Better Cotton Initiative, certified recycled polyester and nylon and MMC certified to the Sustainable Viscose Chain of Custody Standard.

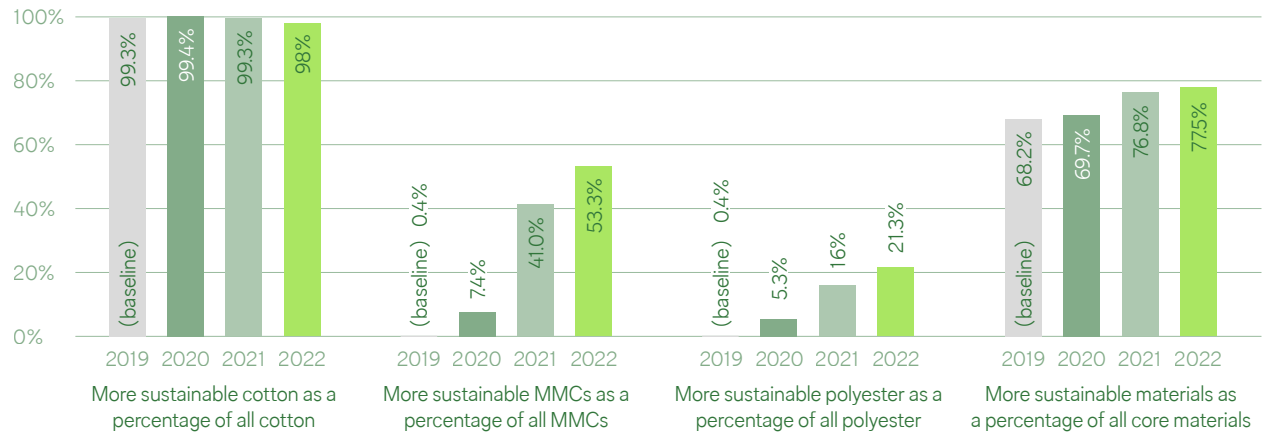
Sourcing More Sustainable Cotton

Cotton makes up about 62% of all the fibers we source for our products. As the most widely used material, it is an area of strategic focus for us. Conventional cotton farming and production processes are known to have a significant negative environmental impact in terms of water use and pollution, soil quality, biodiversity, and greenhouse gas emissions. The chemicals used in conventional cotton farming also pose a risk to the health of farmers and the wider community. Sourcing cotton that is grown more sustainably than conventional fibers, we work with a number of different standards. We call this a portfolio approach. This means, we ensure that all our cotton is either organic or in-conversion certified, recycled cotton, or cotton sourced through the Better Cotton Initiative. In 2022, we sourced 98% of our cotton more sustainably (66% BCI, 25.7% Organic, 5.7% In-conversion, 0.9% recycled cotton). The last 2% are especially difficult to achieve due to industry-wide challenges such as administrative accuracy and material availability.

C&A Fiber mix

	2020		2021		2022	
	Fiber weight (metric tons)	Share of fiber portfolio (%)	Fiber weight (metric tons)	Share of fiber portfolio (%)	Fiber weight (metric tons)	Share of fiber portfolio (%)
Cotton	48,577	60.1%	56,743	62.6%	54,325	62.3%
Polyester	15,395	19.0%	16,742	18.5%	16,667	19.1%
MMC	7,306	9.0%	7,334	8.1%	6,799	7.8%
Polyamide	3,450	4.3%	3,532	3.9%	3,648	4.2%
Acrylic	2,266	2.8%	2,085	2.3%	1,940	2.2%
Elastane	1,046	1.3%	1,253	1.4%	1,263	1.4%
Polyurethane	880	1.1%	964	1.1%	753	0.9%
Linen	791	1.0%	777	0.9%	755	0.9%
Wool	352	0.4%	267	0.3%	307	0.4%
Leather	157	0.2%	154	0.2%	136	0.2%
Cashmere	125	0.2%	127	0.1%	119	0.1%
Other fibers	512	0.6%	609	0.6%	507	0.5%
Total	80,857	100.0%	90,587	100.0%	87,219	100.0%

% of cotton, polyester & man-made cellulosics (MMCs) that are more sustainably sourced



Converting Farms to Organic Cotton

Organic cotton has been at the heart of our cotton-sourcing strategy for over a decade due to the benefits it provides for farmers and the environment. However, lack of availability is a challenge. According to → [Textile Exchange](#), only 1.4% of global cotton production is certified organic. In 2022, unprecedented volatility of the organic cotton market impacted our procurement volumes. However, we remain committed to our strategy and will continue our efforts to maintain our commitment to organic cotton in the future. In early 2023, we engaged in a three-year program with Partnership for Sustainable Textiles, aiming at converting 12,500 smallholder cotton farmers to organic production methods.

Fields in which we are collaborating:

- » Making better quality non-genetically modified seeds more accessible to transitioning and organic farmers.
- » Improving the business case for growing organic cotton, to encourage more farmers to make the switch to organic.
- » Promoting best practices throughout the entire organic cotton supply chain.
- » Continuously improving integrity and market transparency.

Sourcing In-Conversion Cotton

It takes three years for a farm to establish the necessary management system and complete the conversion from conventional to organic cotton farming. During this time, there is a risk that yields will decline. Without certification, farmers are unable to sell their crops as organic and earn the associated premium. For this reason, C&A accepts in-conversion cotton in its second year of conversion as more sustainable. By doing this, we aim to signal market demand and support farmers in converting to organic practices. We buy in-conversion cotton through our partner Cotton Connect. In 2022, we sourced 2,901 tons of in-conversion cotton, which is about 6% of the total cotton volume sourced in 2022.

Co-creating Organic Cotton Supply Chains

In 2022, C&A joined a new multi-stakeholder partnership initiative launched by the Partnership for Sustainable Textiles (PST) and its associated Organic Cotton Accelerator (OCA). The pioneering project, called Partnership Initiative Organic Cotton in India, was established with the aim of building a fair and economically viable supply chain for organic cotton with reduced environmental impacts. Together with other brands, we committed to this long-term, farmer-focused project. Implementation on the ground started in 2022 with plans to run the project until 2025. The project is largely funded by the participating brands and also receives financial support from the German Federal Ministry for Economic Cooperation and Development. In 2022, we were already able to source in-conversion cotton from this project.

More sustainably sourced cotton

	2019	2020	2021	2022
BCI	63.3%	52.8%	54.7%	66.0%
Organic	36.0%	46.5%	42.8%	25.7%
In-conversion	-	-	16%	5.7%
Recycled	-	0.3%	0.4%	0.9%
Total	99.3%	99.6%	99.5%	98.3%

Only

1.4%

of global cotton production is certified organic

More Sustainable Man-Made Cellulosics

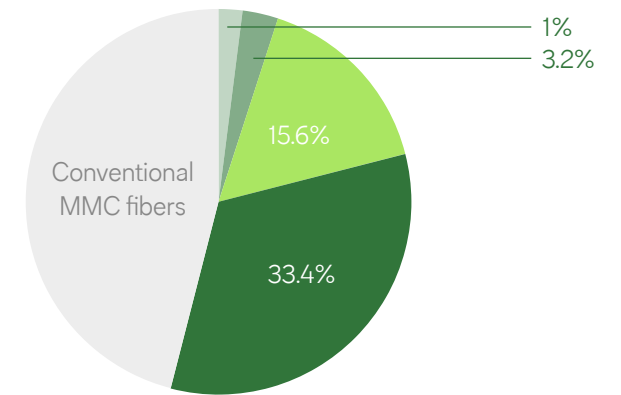
In 2022, almost 8% of the materials used at C&A consisted of man-made cellulosic (MMC) fibers. Viscose, Modal and Lyocell are all MMC fibers obtained from cellulose, mostly from the dissolved pulp of trees and are associated with several risks. Ancient and endangered forests could be destroyed for their use as a feedstock for the production of MMC. In addition, viscose and modal can have a significant environmental impacts during manufacturing if chemicals are not properly managed. Our minimum guidelines for responsible sourcing of MMC apply to all our products and ensure that we only source from our designated manufacturers, Lenzing, Birla, Enka, and Bailu. These manufacturers share our commitment to the Changing Markets Foundation Roadmap to Responsible Viscose Production and have achieved a “green shirts” rating in the Canopy Style Initiative. This rating indicates that a producer has been audited and assessed as being at low risk, or has taken substantive action to eliminate known risk of sourcing Rayon and Viscose from ancient and endangered forests.

Improving Traceability

We are continuously working to improve the traceability of the origin of our raw materials and have focused on cotton in 2022. In the reporting year, we participated in the second phase of the Better Cotton Initiative traceability program. Through this program, Better Cotton piloted innovative traceability technologies from Retraced, TextileGenesis, Haelixa, and Tailorlux to determine the best way to increase the transparency of cotton supply chains across several regions. The pilot program C&A participated in was focused on India’s cotton industry. The overall project will further develop Better Cotton’s Chain of Custody (CoC) framework, which is the key framework that connects demand with supply of Better Cotton and helps to incentivize cotton farmers to adopt more sustainable practices. The current Better Cotton CoC Guidelines v1.4 incorporate two different chain of custody models: product segregation between the farm and gin, and mass balance beyond the gin. The new CoC Standard v1.0, which some of C&A’s suppliers will implement in 2023, extends product segregation all the way through the supply chain and gives the option for suppliers to blend Better Cotton with conventional cotton, and continue mass balance.

We took a big step forward in 2022 as far as animal-derived materials are concerned. C&A is certified according to the Responsible Down Standard (RDS) and the Responsible Wool Standard (RWS) to ensure a complete chain of custody for its animal-derived materials and will be beta-testing the dTrackit platform.

More sustainably sourced man-made cellulosics (MMC)



More sustainably sourced volume (metric tons)	
Ecovero	2,272
Livaeco	1,061
Tencel Lyocell	217
Tencel Modal	71
Total	3,622



GRI 301, GRI 306

Closing the Circular Fashion Loop

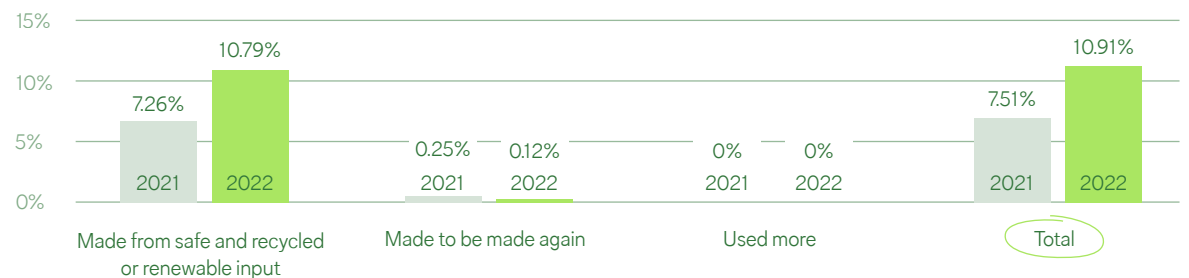
At C&A, we set ambitious targets to move towards Circular Fashion. Our strategy is based on integrating recycled materials into our products, adapting the design of our products to a circular economy, as well as testing and scaling viable circular business models. Here we take into account the challenges that exist in the collection, automatic sorting, reprocessing and recycling of textiles. With this in mind, we aim to design and manufacture products that can be reused, remanufactured or recycled, and keep the products in use for as long as possible.

Our Circularity Approach

C&A's Circularity Strategy relies on the three principles of a circular economy of fashion defined by the Ellen MacArthur Foundation:

- » Made from safe and recycled or renewable inputs: At C&A, we want to use materials that are free from hazardous substances and that are decoupled from the consumption of finite resources.
- » Made to be made again: C&A products are to be designed and manufactured in such a way that they can be reused, remade, and recycled.
- » Used more: C&A wants to support and develop business models that extend product life such as re-use.

Circular Products at C&A



While we started with 7.5% of our products being aligned with the principles of the circular economy in 2021, we can report that 11% of C&A products comply with these principles in 2022. This growth is primarily driven by an increase in the number of products that integrate recycled materials into our products, with the majority currently consisting of recycled polyester.

In 2022, we marketed over

1.4 M

garments made from
Recover™ cotton.

The results under “Made to be made again” are still low, as currently only Cradle to Cradle Certified® products are taken into account. In addition, products sold under circular business models are included, but are currently only in very small quantities as they are sold or produced on a pilot scale.

Innovations in Textile Recycling

In the field of textile recycling, there are several key strategies that we follow. During the reporting period, C&A focused on improving recycling methods for cotton and supporting the development of cotton recycling capacities in production countries. At the same time, we are increasing the share of recycled polyester in our materials and working to advance textile-to-textile recycling.

Scaling Recycled Cotton

In 2022, we further increased the use of mechanically recycled cotton in the manufacture of our products, which is a key focus area in achieving our 2028 goal. While recycled cotton only makes up a very small percentage of our cotton sourcing today, this share will increase significantly in the next few years. We collaborate with partners to address the scale, availability and quality limitations in the recycled cotton supply chain, for example with Recover®. This leading material sciences company is a global producer of low-impact, mechanically recycled cotton fiber, designed to provide high-quality recycled cotton for garments. The company integrates its fibers into our supply chain and provides technical support to help our spinners and weavers optimize their yarns and fabrics. Currently, most of Recover recycled cotton comes from post-industrial cotton waste, for example cutting waste from suppliers. Our first collection made with Recover® fiber has been available to customers since late 2021 as part of C&A's CLOCKHOUSE range, and in 2022 we brought over 1.4 million items to the market.

Capacity Building for Textile Recycling

We want to support a long-term, scalable transition to a circular fashion system in garment manufacturing countries. One step along this path is the establishment of textile recycling systems for post-industrial waste in sourcing countries. This is why in 2022, we supported the second project phase of the Circular Fashion Partnership (CFP) under the leadership of the Global Fashion Agenda. One breakthrough was the deployment of the platform developed by Reverse Resources to register textile waste composition and quantities from suppliers' facilities. In 2022, ten Bangladeshi knitwear facilities were included in the Reverse Resources platform to register their waste composition and quantities. This project contributes to greater traceability of recycled materials and allows the waste streams to be fed into textile-to-textile recycling for integration into our products.

The aim is a scalable transition to a circular fashion system in garment manufacturing countries.

As part of the Circular Fashion Partnership project, most of the textile waste streams collected and sorted are 100% cotton, cotton/elastane or cotton/poly blends. Such waste, if it meets Recover[®] specifications, is then processed into fibers at a mechanical recycling facility in Bangladesh and incorporated into our products. Looking back on this successful deployment on the ground, C&A is exploring how to extend the pilot project to other sourcing regions.

One breakthrough in 2022 was the deployment of the Reverse Resources platform to register the composition and quantities of textile waste.

Using More Recycled Polyester

In 2017, C&A Europe developed the first products with certified recycled polyester. Since then, we have steadily increased our share of recycled polyester. In 2022, 21% of the polyester used in C&A products came from recycled sources, which is four times more than the 5.3% in 2020. Still, the industry’s main barriers to adoption are higher prices and the need for solutions to recycle textile waste back into textiles. As textile-to-textile recycled polyester is not yet scaled, we still rely on polyester made from plastic bottles. We are committed to innovation in this field and are working on this through our collaboration on Fashion for Good’s Full Circle

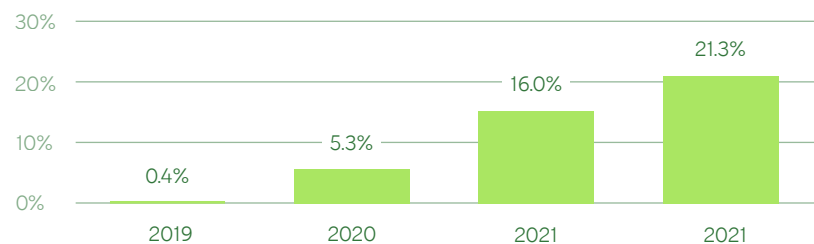
Textiles Project. The project aims to validate and scale promising technologies in polyester chemical recycling and to encourage financing and offtake commitments in the fashion industry. At C&A, we see textile-to-textile recycling solutions such as chemically recycled polyester as a key enabler to closing the material loop

and reducing virgin resource consumption. This project will help us all understand the barriers, impacts, and opportunities in the chemical recycling of polyester. To rely less on synthetics from non-renewable sources in the future, we will also explore next-generation alternatives from bio-based sources.

Recycled materials in C&A products

	2020		2021		2022	
	Fiber weight (metric tons)	Share of fiber portfolio (%)	Fiber weight (metric tons)	Share of fiber portfolio (%)	Fiber weight (metric tons)	Share of fiber portfolio (%)
Recycled polyester	819	1.01%	2,682	2.96%	3,542	4.06%
Recycled cotton	125	0.15%	220	0.24%	490	0.56%
Other recycled materials	95	0.12%	419	0.46%	493	0.57%
Total	1,038	1.28%	3,321	3.67%	4,525	5.19%

% of recycled polyester





Circular Design Strategies for C&A

C&A has been an industry leader in the introduction of Cradle to Cradle Certified® products since 2017, and we want to bring more of these to the market. To further develop our commitment to circular design, we will also adopt additional and more holistic circular design strategies and integrate them into our design processes. As there are no established industry standards yet for circular design, we have been working on defining strategies for C&A in 2022/2023 and will be able to share more concrete results by 2024.

The shedding of microfibers from textile products during manufacturing and consumer use is a significant environmental issue in terms of air, soil and water pollution. Given the lack of understanding of the extent of this problem and the causes of microfiber shedding (e.g. fabric composition, fabric construction, yarn type, etc.), C&A aims to contribute to research on this topic and has become a member of The Microfibre Consortium.

Continuing with Cradle to Cradle®

- » [2017](#): first retailer worldwide to launch Gold Level Cradle to Cradle Certified® T-shirts
- » [2018](#): world's first Gold Level Cradle to Cradle Certified® Jeans
- » [2020](#): introduction of “Forever Denim” – the first fabric ever to be awarded the Platinum Level Cradle to Cradle® certification and the only fabric to achieve this certification to date
- » [2022](#): new supplier in Bangladesh receives Cradle to Cradle® certification



Improving Environmental Impact Methods

We are supporting the European Commission in developing the Product Environmental Footprint (PEF), a framework for measuring the environmental impact of products based on a Life Cycle Analysis methodology. C&A has been a voting member of the PEF Technical Secretariat since 2018. We also support the PEF by participating in working groups to refine the current methodology for apparel and

footwear, particularly those dealing with physical durability and non-physical durability. With the objective to understand current barriers and levers to implementation of the PEF Category Rules (PEFCR), C&A was part of the PEFCR supporting studies. Results are expected by the end of 2023 and will inform the new version of the PEF, which is planned for release by the end of 2024.

Our innovative denim collection is made with the first fabric ever to be Cradle to Cradle Certified® at the Platinum Level. Made with 100% rapidly renewable resources and fully recyclable, this small collection includes denim jackets, trousers, and shirts. We have also developed woven dress that is Gold Level Cradle to Cradle Certified®. In addition, our Gold Level certified products include a wide range of certified products for men and women. Cradle to Cradle Certified® products represent less than one percent of all C&A products.

With our circularity goal to increase the share of certified products in mind, we are focused on overcoming current barriers to scale and anticipating the challenges of the new, more stringent Version 4 of Cradle to Cradle Certified® standard. C&A joined the Cradle to Cradle® Product Innovation Institute user group in 2022. This group of brands shares knowledge about certification to drive innovation and collaboratively address challenges, particularly around product design constraints and the availability of certified chemicals and components. Internally, we also held a cross-functional workshop with teams from design, buying, and marketing to identify barriers, opportunities, and solutions. Through working in close partnership, an additional C&A supplier in Bangladesh achieved their own Cradle to Cradle® certification for circular knit products in 2022.

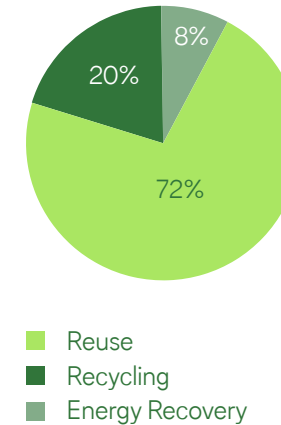
Fostering Circular Business Models

New business models that extend the use of clothing are one way of applying circular economy principles to the fashion industry. We are experimenting with circular business models and the best ways to scale promising approaches for our business.

We Take It Back from Our Customers

A key element of circular fashion is that clothes need to stay in use for as long as possible before being recycled. As early as 2018, C&A introduced the 'We Take It Back' used clothing collection initiative to address this. With the help of textile recycling specialist TEXAID, we have launched our 'We Take It Back' program in nine European countries. Under this scheme, customers can hand in used clothing from C&A or other brands for resale and recycling at retail locations. During the same period, TEXAID received a total of 24,872 parcels with a total used textile weight of 158 metric tons from our customers in Germany and France through the online take-back program. TEXAID – with its second-hand store brands Vintage Revivals, ReSales and carou – always strives to support local reuse. 72% of items collected were reused locally where possible, while 20% were recycled and only 8% could not be reused or recycled. Energy recovery is only used if the clothes can no longer be used for hygienic reasons or because they are too heavily soiled.

Utilization of collected clothing (WTIB)¹



¹Numbers according to our partner TEXAID

The European collection and sorting industry is expected to undergo significant changes in the coming years with the introduction of mandatory textile waste collection in the European Union by 2025 and the introduction of extended producer responsibility at the national level. At C&A we are committed to continuously evaluating and improving our “We Take It Back” program to align with circular fashion principles, waste reduction goals and upcoming legislation. We remain dedicated to exploring innovative solutions and best practices that promote reuse, recycling and responsible disposal of textile items alongside like-minded organizations that share our commitment to building a circular economy.

Selling Second-Hand Clothes in Our Stores

Our long-standing relationship with the sorter TEXAID resulted in a new partnership with the company’s subsidiary Carou, an online second-hand clothing retailer. Thanks to the partnership, C&A now integrates second-hand corners in-store, offering used products from multiple brands. So far, we included six German stores in the 2022 pilot project: Hamburg Altona, Darmstadt, Münster, Berlin Alexanderplatz, Berlin Ku’damm and Bochum. We primarily offer women’s clothing, except in Darmstadt and Münster, where products for men are also available. A special highlight was on display at the Berlin store on Kurfürstendamm: a curated C&A Vintage Capsule collection of favorite pieces from the 80s, 90s and 2000s.

The current pilot has proven successful as evidenced by the strong interest of our customers for second-hand clothing in stores. Based on a survey² C&A conducted in 2023, 75% of the people who know about the C&A x carou corners are satisfied or very satisfied with the offer. Our teams are now exploring how such a pilot project can best be scaled up and applied to other retail locations.

Unique Denim Pieces from Waste

In September 2022, C&A launched a capsule collection of six remade, hand-crafted, unique denim pieces. The capsule collection is the result of a collaboration between C&A, E.L.V. DENIM, Makers Unite and TEXAID. E.L.V. DENIM sourced post-consumer denim from TEXAID and C&A’s end-of-season denim garments. TEXAID collected, sorted, washed, and graded all post-consumer denim jeans for this project. Some of the post-consumer jeans were collected as part of the C&A ‘We Take it Back’ program, operated by TEXAID. Once the jeans had been sorted and pre-processed, they were ready to be remanufactured. This was handled by Makers Unite in Amsterdam. The products were available at the C&A flagship store at Kurfürstendamm in Berlin and in C&A’s online stores in Germany.

¹ Source: Quantitative Research conducted by the C&A Customer Insights Analytics Team on the Circular Business Model, executed in June 2023 with over 1,600 respondents in Germany and the Netherlands.



GRI 301, GRI 306

Towards Eliminating Plastics

We want to do our part to reduce plastic pollution and aim to eliminate virgin plastics in our stores, e-commerce and transport packaging by 2028. In 2022, we changed our goal to reduce the use of consumer-facing virgin plastic from 50% to 100% by 2028. At C&A, we work on viable solutions to avoid using virgin plastic by embracing and developing recycled materials and innovative alternatives. A successful pilot project with a bioeconomy start-up could become a scalable bio-based plastic alternative for single-use plastic hooks in our business. In 2022, we also made progress with our polybags, using 100% recycled plastic for our online business and testing bio-based materials.

At C&A we take responsibility for the plastic used in our business. When we cannot reduce or avoid using plastic, we will replace the material with recycled plastic, a compostable and bio-based plastic alternative, or a durable and reusable option.

Our goal:

100%

less consumer-facing virgin plastic

Our plastic elimination hierarchy:

- 1 Avoid/Reduce
- 2 Reuse
- 3 Replace

We are implementing programs aimed at avoiding plastics entirely and are currently exploring bio-based alternatives such as a cooperation with traceless materials. We will continue to evaluate our total plastic footprint, including for our stores, our online business as well as packaging from our suppliers (see → [Renew & Restore p. 21](#))



Recycled Polybags for E-Commerce

When customers order online, plastic packaging is usually involved, mostly in the form of polybags. Polybags are used to protect apparel and footwear in transport and storage. Conventional polybags made from virgin plastic have a high carbon footprint. We are in the process of transitioning away from the virgin plastic polybags used in our e-commerce shipments to 100% post-consumer recycled polybags. In 2022, we introduced recycled polybags in our production country Bangladesh, which accounts for 50% of our online market. We are now planning to expand to other countries as well. Another way to avoid plastic that we are currently exploring is to find and test suitable bio-based alternatives.

Testing Compostable Polybags

C&A is currently testing home-compostable polybags in its supply chain as part of Fashion for Good's Home Compostable Polybag Project. These bags are partially made of bio-based material produced by innovators TIPA Corp. and Greenhope and are used as a replacement for conventional plastic polybags. Despite the promising results, there are still challenges in scaling compostable bags for home use: functionality, impact, cost and infrastructure, all of that are being evaluated as part of the project. The bio-based material must be tested for key performance and quality attributes such as transparency, durability and longevity. We will compare these bags to conventional plastics in supply chains and measure the overall impact and associated costs of the materials.

Replacing Plastic in Our Stores

In addition to polybags, we are exploring various alternatives to virgin plastic that could work at scale for our business. Despite our reduction measures, we have seen a slight increase in in-store plastics in 2022. This is mainly due to the fact that our product volume has increased again after the Covid pandemic.

In 2022, we engaged in an innovative pilot project with the bioeconomy start-up *traceless*® materials. The project set out to replace single-use plastic hooks, that are commonly used to display socks in stores, with the innovative *traceless*® material. Due to their small size, these single-use plastic hooks pose a challenge in terms of recycling. Sock hooks alone contributed to over 11 metric tons of plastic waste at C&A in the reporting year and are the single largest item in our in-store plastic waste volume. Therefore, finding a solution to replace them represents a powerful lever to turn off the plastic tap. With this collaboration, C&A is among the first to develop market pilots from the innovative material. In December 2022, we launched a six-month pilot phase with sock hooks in our Hamburg Altona store with positive results. Now we plan to use the material for other hooks as well, like those used to display scarves and accessories. The material performance has convinced us to such an extent that we aim to replace all our hooks with *traceless*® material step by step. Even though *traceless*® looks and feels like plastic, it is made entirely from plant residues and is plastic-free.

Total weight of in-store plastic (in metric tons)



Unite & *Inspire*

We build alliances, work closely with suppliers, transform our own culture, and help customers to make more informed choices. We are convinced that operating in an open, transparent, and collaborative way will contribute to positive change.

Unite & Inspire At a glance

Introduced the new *Fairness Channel* and updated six of our policies

Encouraged

87%

of supplier's factories to undergo a verified SLCP assessment in 2022, compared to 46% in 2021.

Challenges

Decent working conditions remain an industry-wide challenge throughout the supply chain. In particular, adequate wages and gender equity are among the structural issues that need to be addressed collectively. Reflecting social and environmental aspects in consumer communication is a complex issue. There is a lack of industry-wide established standards for accurately communicating the environmental and social attributes of products.

Launched an Equity, Inclusion & Human Rights Strategy

What's Next?



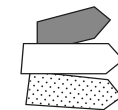
Introduce our new policies to all suppliers and train C&A co-workers



Create momentum with our Equity, Inclusion & Human Rights Strategy



Implement our Fairness Channel throughout our supply chain



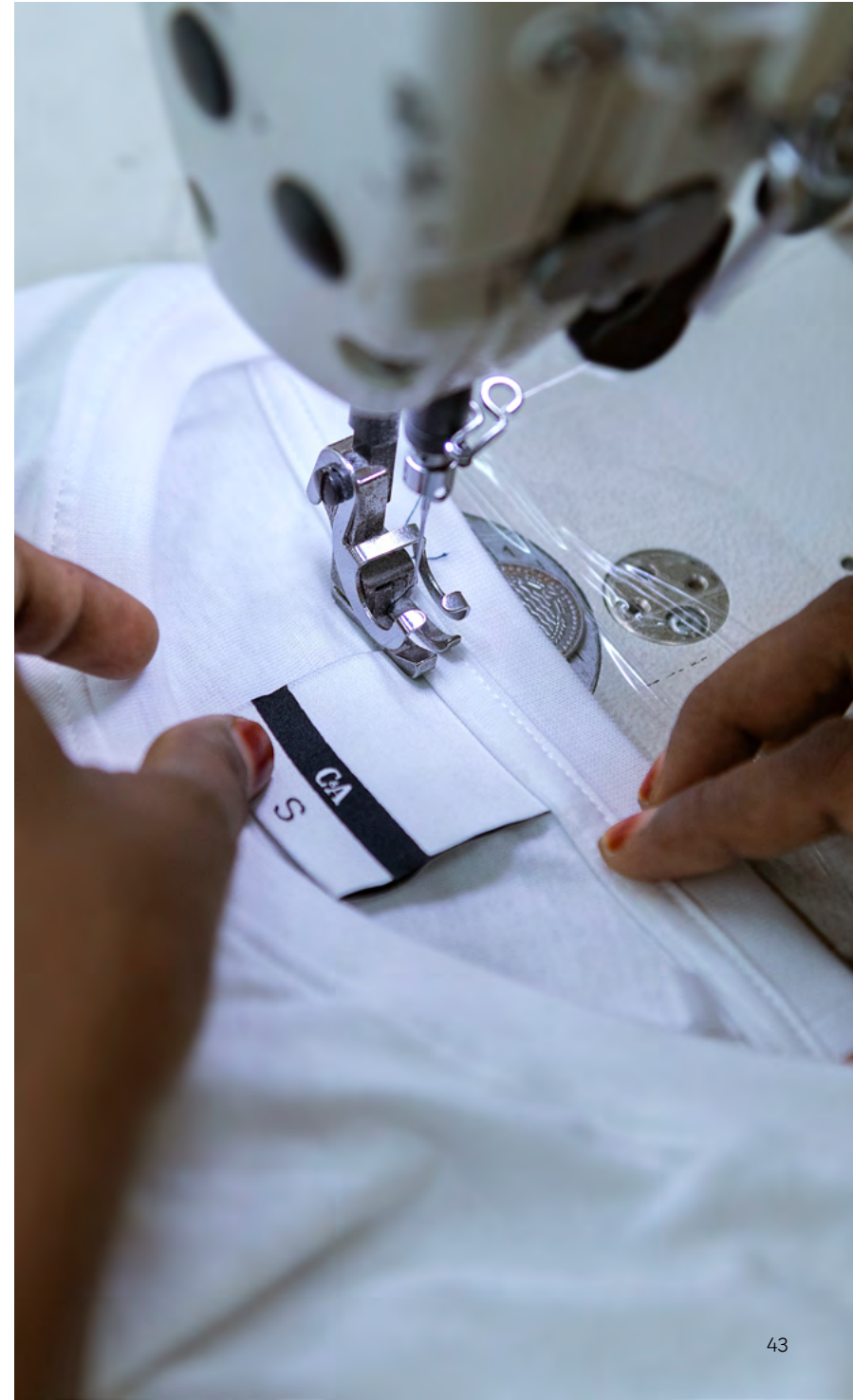
Enable informed consumer choices with precise product communication

Our Approach

We work with our suppliers and factories, collaborate with partners across the industry, and engage in multistakeholder initiatives. We are pursuing eight strategic priorities for workers' rights and are transforming ourselves, our culture, and the way we work. We promote high levels of transparency, disclose our suppliers' factories, and help our customers make informed decisions.

Factory Visit: Can an App Empower Workers?

Many garment workers in Cambodia don't know their basic rights. C&A wants to change this. Tommy Kuoch is part of the C&A team responsible for assessing and supporting factories in their efforts to improve working conditions – for example, via a new app that explains labor law for workers. We accompanied Tommy on a visit to a factory where the app was recently launched.



Tommy Kuoch is on his way to visit a factory producing clothes for C&A in the Kandal province. He arrives unannounced, to catch a glimpse of a regular working day. As part of C&A's Sustainable Supply Chain (SSC) team, Tommy's job as a developer is to build relationships with suppliers and factories and enable them to continuously improve labor conditions. It's not an easy role. His responsibility is to assess whether factories adhere to the law and to C&A's code of conduct. Tommy says it took him some time to build trust with the factories' management teams and convince them that he listens, that he gets to the root of non-compliances – and that he really wants to help factories improve.

On his last visit, Tommy found that many of the workers did not really understand the terms and conditions of their contract, especially how their wages were calculated. This is not uncommon for factory workers in Cambodia. Nonetheless, they usually have mobile phones, which is why Tommy is advocating for the new labor law app that the GIZ¹ and a collective of apparel brands, including C&A, launched in 2021. With the app, workers have legal information at their fingertips, translated into simple language and supported by illustrations and audio files. Tommy and his colleagues supported the rollout of the app in this factory.

Today, he wants to revisit the workers he spoke to last time. During the regular tour, Tommy merely observes the working environment and the workers. Are they smiling, is anyone shouting, is it messy, are there safety measures in place? Sometimes he'll strike up a conversation with one of the workers. How long have you been here? How do you feel about the work?

“ Workers report more clarity about wages, overtime premiums and contract terms.”

Simple questions to make people feel comfortable, but also to look for clues. His small talk with the workers confirms what a union representative had already told him: the new labor law app is being used. Workers report having greater clarity about their wages, overtime premiums, and general contract terms. One thing that's still missing is an easy way to file an anonymous complaint. He can tell them that the next update will include a QR code to do so. A grievance channel will support the work of Tommy and his team, uncovering issues that even well-trained developers might not spot during a visit. Tommy is satisfied and takes notes for his formal report: This visit suggests that the app is a real benefit.

¹ Gesellschaft für Internationale Zusammenarbeit (GIZ) is the German government's development agency.



GRI 2-6, GRI 2-24, GRI 2-26, GRI 408, GRI 409, GRI 414

Social Standards in Our Supply Chain



The supply chain supporting the C&A brand encompasses over 800,000 people across many different countries and cultures. Ensuring decent working conditions in the garment industry requires continued and increased commitment. We further improved how we manage risks of human rights violations and how people can report potential issues or cases. We not only strive to ensure compliance with our social standards, we also actively promote meaningful improvements regarding workers' rights, from wages to equity through our eight strategic priorities. To tackle structural issues strategically, we set the goal to "Continually improve workers' rights in our supply chain". In order to measure our progress towards this ambition, we track the percentage of workers in our supply chain that participate in a program, with the aim to reach 75% by 2028.

Our Standards and Processes

We are committed to respecting human rights and ensuring fair and safe working conditions. C&A follows the UN Guiding Principles on Business and Human Rights and strives to fully align with the OECD Due Diligence Guidance for Responsible Supply Chains in

the Garment and Footwear Sector. C&A welcomes existing and upcoming legislation on human rights due diligence such as the German Supply Chain Due Diligence Act. We have taken the enactment of this German law as an opportunity to further optimize our processes and clarify the responsibilities for our human rights risk management. As a result, we installed a Human Rights & Governance Council and updated our → [Fairness Channel](#), which is now based on state-of-the-art software and bundles all grievances and complaints we may receive from any source into a single integrated tool. C&A processes all incoming reports according to its defined procedures.

Fairness Channel features

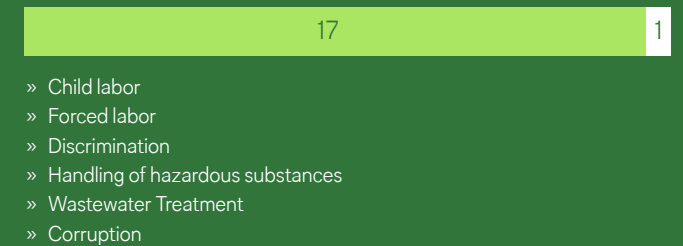
- » Easy to understand setup to raise a complaint
- » 100% anonymous and safe
- » Use of AI for analysis
- » Chatbot functionality
- » Integrated Risk Management system

The tool enables anyone, whether a worker, employee, supplier, business partner, or representative of civil society, to provide information about violations or risks relating to labor and human rights, environmental protection, corruption or other forms of unfair behavior. This information may pertain to C&A's own business operations or to companies in C&A's supply chain, including business partners and suppliers. Such reports will always be treated confidentially and can be made anonymously. Information can be submitted online in any language spoken across our supply chain at no cost to the complainant or whistleblower. The tool is an essential part of C&A's integrated human rights risk management system.

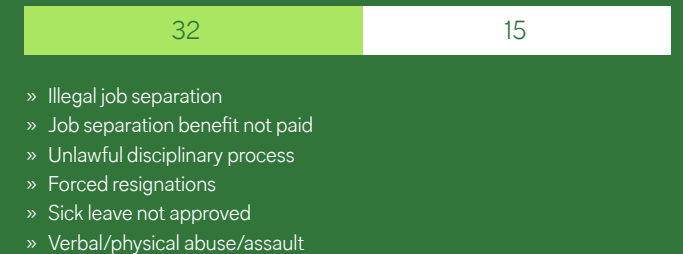
Through our partnerships and memberships in initiatives such as the Bangladesh Accord and the Better Work program of the International Labor Organization (ILO), we receive further information about complaints or any issues that have been uncovered that may require our attention. In 2022, we worked with the non-governmental organization MUDEM in Türkiye, which runs the Worker Support Center that gives Syrian refugees in particular the means to raise complaints. We take every complaint seriously and each one is reviewed by our local and experienced staff, so that all issues can be resolved. This is demonstrated by the number of cases in the table, which have been resolved or are being processed.

Reported violations or grievances filed, addressed and resolved

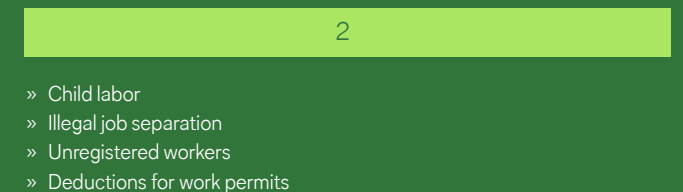
C&A Fairness Channel



Bangladesh Accord¹



Mudem Refugee Support Association (Türkiye)



■ cases resolved ■ cases pending

¹ Non-OSH-related cases forwarded to C&A



Forced Labor Risk Monitoring and Mitigation

We monitor the results of reports from international organizations such as human rights bodies and the International Labor Organization, as well as indices such as the Walk Free Global Slavery Index to assess the abstract risk of all forms of forced labor in the countries where production for C&A takes place.

This informs our internal policies and measures to continuously prevent and mitigate forced labor. As a matter of principle, C&A does not accept anything produced in countries or regions where there is a high risk of state-imposed forced labor.

To enforce this principle, we adopted a Forced Labor Policy and communicated it to all our suppliers, sending a clear signal that we take any evidence of forced labor very seriously, wherever it may occur along our supply chain. Recognizing that there is a risk of forced labor when migrant workers are subjected to exploitative contractual conditions, we have also adopted a → [Migrant Labor Policy](#). On the ground, combatting forced labor requires a keen eye for local conditions and the trust of workers. Where possible, we also partner with local non-governmental organizations that support workers most at risk.

Risk analysis guided by OECD Guidelines

Thanks to our many years of experience and local know-how in our key sourcing countries, we have a good understanding of the main risks in our supply chain. Mitigating risks is an ongoing task and requires constant effort. Our approach is not simply to look for quick fixes, but to find long-lasting solutions. Recognizing the importance of workers' voices in this process, we actively seek out workers' perspectives and include them in our risk analysis and remediation plans. We conducted the risk analysis guided by the OECD Guidelines for Responsible Supply Chains in the Apparel and Footwear Sector, including the sector modules: Child Labor, Forced Labor, Occupational Health and Safety, Working Hours, Freedom of Association and Collective Bargaining, Non-discrimination, Gender-based Violence and Harassment, Wages, Hazardous Chemicals, Water-related Risks, Greenhouse Gas Emissions, Bribery and Corruption, and Responsible Sourcing from Home-Based Workers.

Methodology

- » Conduct abstract risk analysis based on internationally acknowledged indices and reports
- » Assess concrete risk based on non-compliance data from our supply chain and external evidence of violations
- » List existing mitigation measures
- » Combine the results of the above for a net risk assessment
- » Based on these results, prioritize the most severe and likely risks for devising further measures

Based on the results of the 2022/23 risk analysis, using data from 2022, we will take additional measures and work to address gender-based violence and harassment, freedom of association and collective bargaining. We also address specific risk topics in certain production countries. We are currently working on developing appropriate and detailed action plans.

Our Policies and Guidelines

We want all people who work for us to have a safe and discrimination-free workplace, with freedom of association and development opportunities. C&A's priority is to invest in long-term relationships with strategic suppliers who share our values. Updating our Code of Conduct and sharing the effects of these changes with our suppliers was therefore a key focus in 2022. We also revised and supplemented other important guidelines and policies based on best practices in our industry and made these available to the public.

Revising our policies means significantly reassessing our expectations of our own business operations. As a result, we are able to perform our duties and are well prepared for existing and expected future due diligence legislation. At the same time, we continue to pursue our approach of going beyond mere compliance and engaging in change for the better. In 2022, we updated and expanded six of our policies. These were published in March 2023:

- [Code of Conduct \(CoC\)](#)
- [Supporting Guidelines to the CoC for Merchandise Suppliers](#)
- [Undisclosed Production Rules](#)
- [Forced Labor Policy](#)
- [Responsible Exit Policy](#)
- [Purchasing Practices Policy](#)

Our Code of Conduct (CoC) was previously applicable to merchandise suppliers only. Now it includes all our business relationships (suppliers and business partners) and extends deep into our supply chain (nominated fabric and yarn suppliers). Stronger emphasis has been placed on complaint mechanisms and the wording regarding environmental aspects has been adapted. The supporting guidelines for merchandise suppliers further explain our expectations and include information previously found in the annex of our CoC.

We recognize that our purchasing practices have a significant impact on suppliers and are a lever for improvement. In 2022, we adopted and published a Responsible Purchasing Practices Policy based on our commitments as part of our partnership with ACT. We also transparently communicated our Responsible Exit Policy to all suppliers. All these measures underline the fact that we regard respecting human rights as a shared responsibility between ourselves and our suppliers. To minimize human rights risks, we need to continuously improve our own due diligence processes and those of our suppliers. All our suppliers agree to this by signing our CoC.

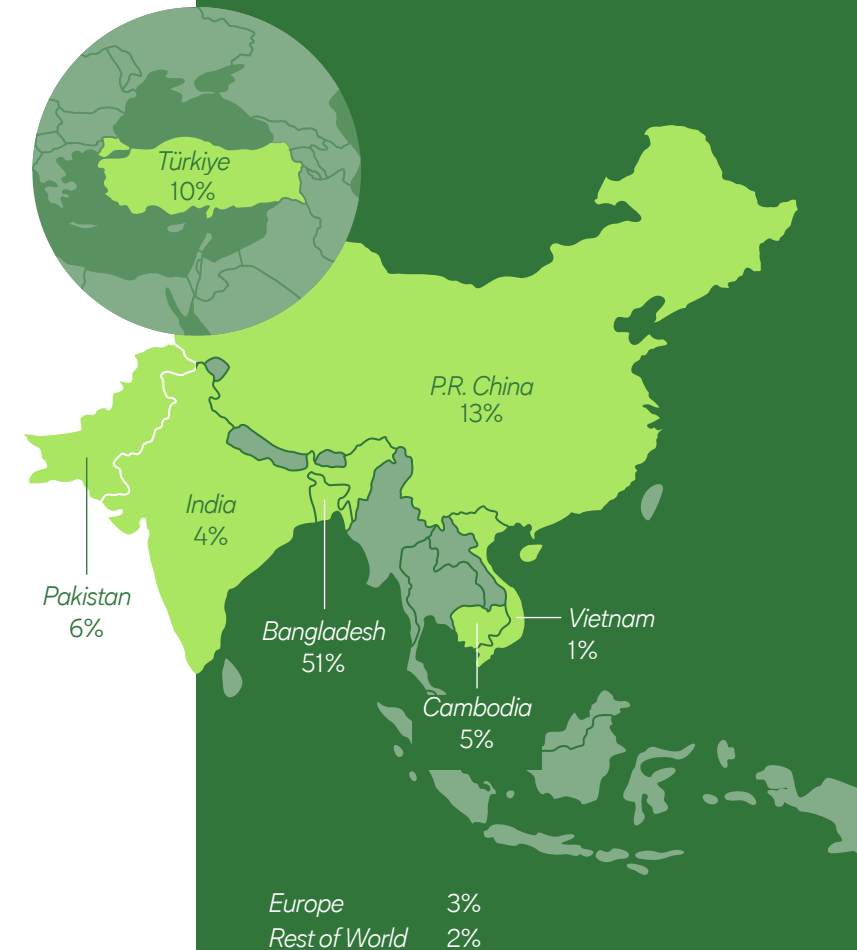
Sustainable Supply Chain Program

C&A has a long history of driving initiatives and programs that focus on decent working conditions and respect for human rights in the supply chain. As one of the first brands to address this with a dedicated team, we believe that local engagement is the most effective way to foster change. Therefore, our Sustainable Supply Chain Team is rooted in the regions we source our products from – assessing, monitoring, and developing C&A’s factories and suppliers. Alongside this ongoing groundwork, in 2022 we also focused on increasing our capacity-building efforts and working with industry partners to tackle supply chain issues in a more strategic and systematic way. These activities comprise our long-standing Sustainable Supply Chain (SSC) Program, which covers 100% of our tier 1 factories and almost all tier 2 units (printing and embroidery units, laundries, dye houses and fabric mills).

Assessing and Developing Suppliers

After implementing the → [Social & Labor Convergence Program \(SLCP\)](#) in 2021, in 2022 SLCP became our standard tool for factory assessments. We successfully connected most of our factories to SLCP in the reporting year. In 2022, we supported the strategic and technical development of the program through our participation in the SLCP Technical Advisory Committees and became part of the SLCP Stakeholder Quality Assurance Program. In this program, we worked with the SLCP’s verification oversight organization Sumerra on quality issues identified through C&A’s Quality Assurance processes for continuous improvement and calibration.

Products delivered by country of origin in %¹



¹ Figures are based on delivered quantities for fiscal year 2022.



The work of our teams currently covers 801 factories. In 2022, 832 assessments were carried out, 87% SLCP and 13% C&A assessments, covering wages, working hours, health and safety measures, management systems, recruitment procedures, gender equity, grievance mechanisms, and other topics. The environmental aspects are assessed separately by our Environmental Stewardship Team (read more about these in the chapter → [“Renew & Restore”](#)). The assessments were followed up with 929 developer visits. 153 factories across tier 1 and 2 reported serious cases of non-compliance, among which 24 factories reported zero-tolerance issues (see table right for further details).

We successfully connected most factories to the [Social & Labor Convergence Program](#).

Zero-tolerance issues reported

Category	Zero-tolerance issue	Number of factories where issues were reported
Social	Child Labor	2
	Wages and Benefits	7
Health & Safety	Building Safety	11
	Fire Safety	3
Environmental	Wastewater	5
Other	Missing operating license	2

Corrective Action and Remediation

If a violation of our Code of Conduct is discovered, C&A requires the supplier and factory to remediate with clear timelines. Remediation begins with a corrective action plan (CAP) that the factory must complete within a specified timeframe. For each non-compliance identified in the previous assessment, a corrective action must be developed to resolve the issue in the long run. Following the CAP, our developers visit the factory and engage with factory management to discuss the findings and the status of each corrective action item. C&A then provides guidance and training based on the identified needs – depending on the nature of the issue, different approaches are required. SSC developers will particularly support with their expertise on more complex issues, for example, by reviewing management systems. Other issues relate to more structural, industry-wide problems. Therefore, whenever possible, we work with local and global expert organizations to address common or more complex issues.

Our Industry Collaborations

In addition to our groundwork described above, we engage with broader and more structural issues that require action. To address these, we collaborate with industry partners, including global initiatives such as ACT, the Better Work Program of the International Labour Organization (ILO), and the International Accord:

ACT:

- » C&A is a founding member of the industry-wide initiative ACT, operating in Cambodia, Türkiye, and Bangladesh. These are key sourcing countries and represent the majority of our supply chain.
- » In 2022, C&A continued its collaboration with ACT and supported achieving the following milestones:
 - Set-up of a Dispute Resolution Mechanism (DRM) in Bangladesh, in which ACT, brands, and IndustriALL work together to settle outstanding worker payments: C&A has been involved in six cases in Bangladesh, of which four were handled using the DRM and successfully settled, with two still pending.
 - The ACT member council agreed to adopt the Annex to the ACT Memorandum of Understanding (MoU) between ACT members on respect and exercise of freedom of association in Türkiye. This MoU has been published on the ACT website.
 - Two additional training modules on purchasing practices have been initiated.
- » More about our industry collaboration with ACT can be found → [online](#).

Better Work Program:

- » C&A joined ILO’s Better Work program in 2020. Read more about this on → [our website](#).
- » In 2022, we made tangible progress towards our goal of including all eligible factories in the Better Work program by March 2023.
- » We reached 100% with our Cambodian factories and are still working on a few remaining factories in Bangladesh, and in Pakistan, where the program had just been rolled out in 2022.

In 2022, C&A continued to play an active role in the International Accord steering committee.

C&A has signed the International Accord on Health and Safety in the Textile and Garment Industry whose extended agreement has been in force for a further two years since 2021.

Activities in Bangladesh:

- » We held 120 remediation progress meetings with suppliers and factories to support and accelerate the remediation on accord building and fire safety issues.
- » We conducted 57 follow-up visits to evaluate progress.
- » Our experienced building and fire safety senior developer is dedicated to providing guidance to all our factories.
- » We are the lead brand in 40 factories.

Activities in Pakistan:

- » C&A is a signatory of the Pakistan Accord, which was established after the International Accord designated it as a priority country in 2022.

To tackle structural issues strategically, we set the goal to “Continually improve workers’ rights in our supply chain”



Worker Wellbeing Goal

To tackle structural issues strategically, we set the goal to “Continually improve workers’ rights in our supply chain”. In order to measure our progress towards this ambition, we track the percentage of workers in our supply chain that participate in a program, with the aim to reach 75% by 2028.”

Our Strategic Approach and Roadmap

The structural issues outlined above require a systematic, more strategic and, in most cases, sector-wide approach. To tackle structural issues strategically, we set the goal to “Continually improve workers’ rights in our supply chain” and developed strategic priorities. These were developed in stakeholder workshops held in 2021 during the launch of the 2028 Sustainability Strategy. In 2022, we reviewed these strategic priorities in detail and developed them into the current approach based on the following factors in addition to benchmarking:

- » OECD due diligence risk assessment conclusions
- » Stakeholder consultation and feedback received on ‘worker lenses’
- » Internal expertise and learnings
- » Priorities identified in fulfilling the requirements of due diligence legislation

We then substantiated the priorities with a detailed roadmap that will guide us over the next five years. Eight working groups, each with four SSC team members, are working on individual roadmaps, pilot projects and ultimately on scaling successful activities. This all contributes to our overall goal of improving workers’ rights in the garment industry.



Update on progress against our eight strategic priorities through 2022

Priority	Progress update 2022
① Adequate Wages	C&A analyzed the status quo of wage data, existing collective bargaining agreements, and challenges to collective bargaining at our factories. Based on this, we can identify starting points for promoting collective bargaining, develop a concept for a pilot project in selected factories, and set up a new ambitious wage strategy in the course of 2023.
② Grievance Mechanisms	Grievance mechanisms are a valuable source of information. We encouraged participation for 38 factories eligible for the grievance training offered by Better Work in 2022. We started developing a C&A training program for grievances and continued local collaborations with Better Work and GIZ on related projects.
③ Worker Participation	<p>C&A considers social dialogue essential. It is a key element of our development work, as it empowers workers to raise their voices, highlights the root causes of issues, and creates ownership. We want to promote workplace dialogue in our most important sourcing countries – Bangladesh, Cambodia, China, India, Indonesia, Pakistan, Sri Lanka, Türkiye, and Vietnam. The list of factories that either have a freely elected workers’ committee or a trade union can be found → here.</p> <p>Policy and Guidance: C&A started to develop a new Workplace Dialogue Guideline with the aim of outlining the guiding principles of workplace dialogue systems and sharing our expectations with our suppliers. By specifying the objectives for different maturity levels, factories can see which requirements they need to fulfill and are enabled to gradually transition to a more advanced dialogue mechanism. In 2023, we plan to focus on stakeholder engagement, conduct a gap analysis to review the status quo in selected factories, and start a pilot project with selected suppliers.</p> <p>In collaboration with GIZ and other brands, we introduced the “Seth Yerng – Our Rights” app in factories in Cambodia. The app aims to raise awareness of Cambodian labor rights and health and safety regulations for garment workers, especially for women. It is available in English and Khmer. 15 of C&A’s factories participated in the first stage, initially involving around 18,000 workers. C&A nominated eight of those factories: seven other factories that are shared by C&A were nominated by other brands. Within the first year, the app use increased by 50%, and 78% of workers reported being aware of the app. There was an increase of 31% in workers who confirmed knowing their rights. In the second stage, we plan to rollout the app to 15 more factories.</p>
④ Working Conditions	Our efforts revolve around improving working conditions. With this objective, it was a strategic priority to improve our strategy and further develop the methodology we use to measure our progress. In 2022, we began developing a new framework and methodology, as well as evaluating factory performance data from the 2022 financial year to gain deeper insights.

Our Eight Strategic Priorities

- ① Adequate Wages: Take necessary steps to promote adequate wages for workers throughout C&A’s supply chain
- ② Grievance Mechanisms: Establish grievance mechanisms throughout the supply chain that are effective and easy to access for workers
- ③ Worker Participation: Take necessary steps to increase worker participation in decision making throughout C&A’s supply chain
- ④ Working Conditions: Gradually improve working conditions throughout C&A’s supply chain
- ⑤ Gender Equity: Take necessary steps to empower women and promote gender equity throughout C&A’s supply chain
- ⑥ Social Standards for Mills: Establish and monitor social standards in fabric and spinning mills
- ⑦ Supplier Accountability: Train and guide suppliers to take accountability for the wellbeing of their workers
- ⑧ Purchasing Practices: Drive the implementation of responsible purchasing practices in the C&A business model

Priority	Progress update 2022
<p>⑤ Gender Equity</p>	<p>We developed our own training for the Prevention of Sexual Harassment (PoSH) in India, based on an earlier collaboration project with CARE STOP. We piloted it in two factories in India in spring 2023 and are currently customizing the training for Bangladesh, with rollout planned for autumn 2023.</p> <p>In southern Türkiye, we worked on women’s empowerment with one of our factories. The project aimed to raise awareness and acceptance of childcare facilities and to bring more women into leadership positions. Further training and development measures are planned for 2023.</p>
<p>⑥ Social Standards in Mills</p>	<p>To gain even deeper insights into our supply chain, we have started to roll out the SSC Program to our core and strategic mills. As a first step, suppliers were asked to initiate an SLCP assessment or share a previously completed assessment with us. Following the evaluation of the assessment results, developer visits will be conducted in stages over the course of 2023 to better understand the situation on the ground and to see how remediation can be supported effectively by us and potentially in collaboration with other brands.</p>
<p>⑦ Supplier Accountability</p>	<p>The Supplier Accountability Strategic Priority is an advancement of the previous Supplier Ownership Program (to learn more, please read our → Sustainability Report 2020). The aim is to expand its valuable modules. We analyzed strengths and weaknesses of our SOP as well as of other relevant internal programs and sought feedback from our stakeholders to develop a new, more scalable framework. We started pilot projects with suppliers in Bangladesh, Cambodia, China, and Türkiye in the summer of 2023.</p>
<p>⑧ Purchasing Practices</p>	<p>In 2022, we formalized and finalized our Responsible Exit Policy and integrated it into the relevant documents of our purchasing practices.</p> <p>C&A’s cost engineers analyzed core products regarding all costs involved in calculating a garment price. For over 70% of our volumes, wages and other labor costs are now isolated or ring-fenced, allowing us to track them separately.</p> <p>We conducted trainings on purchasing practices via an e-learning tool which was developed by ACT in collaboration with brands and IndustriALL. 1,200 co-workers from the purchasing departments participated in Module 1. An additional group took part in a special training on how to include wages as itemized costs.</p> <p>In spring 2023, ACT conducted its bi-annual Purchasing Practices Survey (PPA/PPSA). We plan to revise our purchasing practices roadmap based on the results. Furthermore, co-workers in purchasing will be informed in more depth through three additional training modules on purchasing practices. Another goal for 2023 is to create a calculation tool to track labor costs for all suppliers.</p>



GRI 2-6, GRI 405, GRI 406, GRI 413

Our Journey in Equity, Inclusion and Human Rights

For us, people are at the heart of what we do. We are committed to building an inclusive C&A where everyone can become their best self. The diverse skills and perspectives of our employees contribute to a thriving and resilient organization.

The Equity, Inclusion, and Human Rights Centre of Excellence (CoE) at C&A has a dedicated team of diversity, equity, inclusion and human rights experts. The CoE partners with business functions to embed equity, inclusion and rights-based approaches in all people processes and in our operations – from how we manage our talent to the collections we sell, from how we promote our products to the way in which we support women and minority-owned businesses in our supply chains.

In 2022, we adopted a → [Human Rights and Equity Policy](#): an overarching guideline for our work in these closely intertwined areas. In the coming years, we will look closely at where C&A still needs to improve and where fairness, inclusion, and social standards need to be strengthened.

How we will continue to go about cultivating a culture of inclusion is outlined in our 2028 Equity, Inclusion & Human Rights Strategy (→ [see p. 56](#)).

“

At C&A, we build our work to promote equity, inclusion, and justice on the foundation of human rights principles. Everyone has a role to play in it. We want to inspire our employees and consumers to contribute to fairness and belonging for all, creating a future where everyone wins.

*Sofia Skrypnyk,
Head of Equity, Inclusion & Human Rights*

Open and Inclusive Conversations

Campaign posters and banners posing questions that reflect real-life experiences are spread around C&A workspaces, for all employees to see and think about. They show that in the world of work, not everyone benefits from fair treatment and feels truly included. The campaign calls on C&A employees to have conversations in teams, to listen and learn from each other, and especially from people who have similar experiences to those described in the campaign. Because at C&A, we know we have the responsibility to turn this around for good.

We are turning up the volume for Equity, Inclusion and Human Rights with awareness and action. Our 2022 campaign is dedicated to the launch of the 2028 Equity, Inclusion and Human Rights Strategy. The launch of this strategy will mark the beginning of a movement, calling everyone at C&A to join in. This movement is based on allyship.



C&A

Why do I get talked over in meetings more than you?

We all deserve to be treated fairly and feel like we belong. But in society today, many don't experience this yet. That's why we are rolling up our sleeves for change. We want to create an inclusive C&A where everyone can become their best self. With our new Strategy for Equity, Inclusion and Human Rights, we've started a movement to uplift all our people. And we want you to join in too!

It's time to act for fairness



It's time to value everyone for who they are

We want to create an inclusive C&A where everyone can become their best self. [Find out more!](#) →



“
 Why is my talent worth less than yours?
 Why do I need to explain what I'm wearing?
 Why can't I talk freely about my partner?
 Why does being confident make me pushy?”

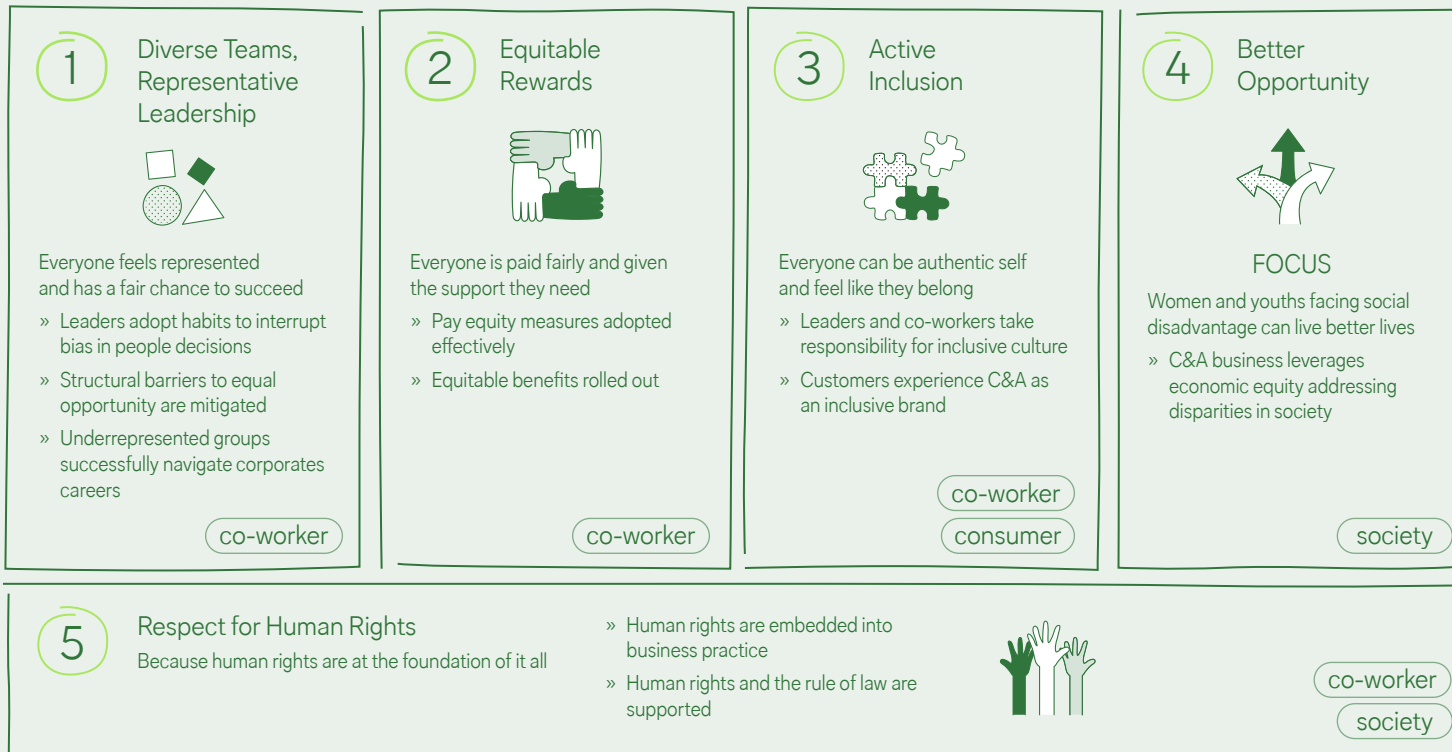


2028 Equity, Inclusion & Human Rights Strategy

Inclusive C&A

Where Everyone can Become their Best Self

Fair to Her, Him, & Them



What Success Looks Like

55% women & non-binary leaders

55% leaders from under-represented groups

100% inclusion

Our Approach

- » gender-responsive
- » intersectional
- » data-driven
- » participatory
- » accountable

Number of employees by gender and employment category¹

	Women	Men
CALT (Executive Board)	67%	33%
Head of	33%	67%
Unit Leader	44%	56%
Manager	76%	24%
Other employees	89%	11%

¹ At C&A, we believe there are more than two genders. The data above refers to women and men based on the binary gender data available today. Our long-term goal is to close data and other inequity gaps for people belonging to underrepresented and historically marginalized groups.

Reflecting Society in Our Organization

We know we are a fair reflection of our diverse society when 55% of our senior leaders are women and non-binary people, and 45% are men, of which at least 55% in each group are from underrepresented identities. The latter includes people of African, Asian and South American descent in Europe, people with disabilities, LGBTI+ people and older adults. We know we have made an impact when 100% of our employees of all identities feel included at C&A.

In 2022, the focus of our work has been on the ground-work for change. We empowered over 500 top leaders in the company through an advanced training program that included social and self-led learning in diversity, equity and inclusive leadership. Over 90% of training participants committed to practicing new skills after the program and to intentionally include people across differences.

Breaking Bias at Scale

C&A has partnered with the NeuroLeadership Institute to launch the learning program DECIDE. We have educated over 1,500 leaders about the impact of cognitive biases at work and supported them in developing habits that interrupt bias in decision-making. We learned how to label and mitigate unconscious bias and how to engage with others. Afterwards, we met up to activate the learnings in 'habit activation labs' in different C&A country languages.

“ We decided together that we are going all in with this. It means changing how we behave in certain situations. How we recruit people and define the best candidate. How we support people in their development.

Giny Boer, CEO

“

Bias doesn't just go against our company's values; it conflicts with my own. The training program is showing me a concrete way out of unconscious bias, and I find that really encouraging. It helps me to build on my natural curiosity in bringing other voices to the table for more balanced solutions. I feel better equipped to recognize bias, enabling me to challenge myself and team members to consider other options. I also agree that if we're not actively working against bias, that we're almost complicit in bias taking place. As a leader at C&A, that really resonates with me.



*William Laufs,
Head of South Europe*

“

As humans, we are all biased, but our mind is also wired to seek fairness. We have the capacity to counter learned impulses and appreciate the larger view. However, awareness of biases is not enough to break them. We need to make bias mitigation a part of our way of working, creating new habits to remove bias at scale.”



*Sofia Skrypnyk,
Head of Equity, Inclusion
& Human Rights*

“

The training program showed how your mind can play tricks on you. I'm happy to see this, as I can now improve the outcome of my projects and my leadership. The best part is when I go home and tell my daughter, who finds these things very important, I notice how proud I am of the company I work for.



Mercedes Gorriti, Head of Kids

“

Even though having diverse teams is rewarding in every way – they are for example much better at coming up with new ideas – it's extremely easy to fall into the trap of unconscious bias. What struck me in the training is people's reactions in our discussions – I noticed it's a big eye-opener for many, in the positive sense.



Paul de Laat, Head of Data

Gender Parity and Diversity

We also conducted a critical review of our systems. We have placed diversity at the center of our people processes, including key processes such as performance dialogues and talent reviews, promoting fairness in talent management and in how high-profile opportunities are awarded.

We partnered with Roots Inspire to support under-represented ethnic groups, helping them successfully navigate corporate careers. We piloted a mentorship program for people from racialized communities, through which we have started facilitating access to knowledge, networks and opportunities for underrepresented groups.

In doing so, we have visibly and vocally reinforced our commitment to welcoming diversity in leadership. We have made strides in representation in leadership at the executive level – towards the end of the fiscal year, C&A was led by a diverse Executive Board that included strong representation of women as well as racial and LGBTI+ diversity.

“

When I heard C&A was introducing pronouns as part of the focus on equity and inclusion, I was really proud. Having worked here for 32 years, it matters a lot. As a parent of a non-binary child you go through your own process and it can be lonely sometimes. Now I feel more acknowledged and understood at work.



*Maggy Bogaerts,
Assistant Project Manager*

Inspiring Allyship

We have hosted several educational events on allyship, each attended by between several hundred to a thousand participants. Allyship means that a co-worker is committed to equity, learning how to be an ally on the work floor. We want every co-worker to know they can speak up and act for positive change when any kind of unfairness is seen. Advocacy for LGBTI+ inclusion is an important part of the allyship movement. To mark the International Day Against Homophobia, Biphobia, Intersexphobia and Transphobia and celebrate Pride month, we turned the spotlight on the LGBTI+ community and their allies. We have introduced the use of personal pronouns at C&A, with high adoption and appreciation by our co-workers. We also formally signed the UN Standards on Tackling Discrimination against LGBTI+ people. To make our pledge a reality, C&A joined the Open for Business Coalition that promotes the business case for inclusion and counters the spread of anti-LGBTI+ policies globally. We also supported the work of the International Lesbian, Gay, Bisexual, Transgender, Queer & Intersex Youth and Student Organization, donating an amount equal to the profits from our Pride collection to support capacity-building for youths from our markets and sourcing countries.

Impact Beyond Business

We want our efforts to have an impact beyond our company. In addition to our internal ambitions, we also see a role for our business in helping to uproot inequality in society. Over the next few years, our focus across all C&A markets will be on improving social mobility. We will support women and youths of diverse origins who face multiple disadvantages. An important part of this is our community impact approach, which is embedded in our broader Strategy. In 2022, we revamped our Community Impact Program, which is funded by the COFRA Foundation¹, defining the strategic priority areas for the next seven years: social mobility for youths experiencing multiple disadvantages, and psychosocial support and economic empowerment of women subjected to violence. Any C&A employee could nominate the causes they care about for funding. Nearly a hundred nominations were made in 2022. 32 civil society organizations received a total of 1.9 million euros on a competitive basis. 24 projects were dedicated to supporting socially disadvantaged youths, five projects supported women subjected to domestic violence and three projects provided humanitarian relief in Ukraine and Türkiye.

Featured projects of the C&A Community Impact Program funded by COFRA Foundation:

» *[Urban Collective, the Netherlands:](#)*

Urban Collective's Black Archives Education project is a digital platform providing knowledge and awareness of the history and stories of Black people with the aim of creating representation in education, media, and discourses in the Netherlands.

» *[Kreisjugendwerk AWO Essen, Germany:](#)*

Project Heroines of AWO Essen is an empowerment project for women with refugee backgrounds who are subjected to domestic violence. The initiative focuses on empowering women through self-defense courses, self-assertion training, coping skills, and increasing self-agency.

» *[Humanitarian relief in Ukraine:](#)*

We are saddened and appalled by the unspeakable human suffering resulting from Russia's war against Ukraine. When Russia invaded Ukraine, we drew on the power of togetherness to help people affected by the war and support those in need. We have facilitated in-kind donations of clothing and hardware for refugees and IDPs from Ukraine, while our many co-workers joined together to volunteer, donating money and meals. To contribute to addressing urgent needs on the ground, we supported PATRIR in delivering life-saving medical aid to Ukraine, and ROMODROM, in assisting vulnerable Roma communities in Ukraine.

» *[Humanitarian relief in Türkiye:](#)*

We were deeply saddened by the scale and magnitude of the human tragedy caused by the 2022 earthquake near the Turkish-Syrian border. We provided funding for 19 containers to address short-term housing needs on the ground. We facilitated an employee fundraising campaign to collect funds for emergency relief to be distributed by AHBAP Derneği, a civil society organization trusted by the people in Türkiye. Through the C&A Community Impact Program, the COFRA Foundation double-matched the amount donated by all employees. Finally, we supported CYDD (Çağdaş Yaşamı Destekleme Derneği), providing computers for students who lost their belongings due to the earthquake.

¹ COFRA Foundation is an independent charitable body which enables employee philanthropy within its business entities.

GRI 2-7, GRI 404

Growing and Thriving at C&A

Developing a resilient workforce requires advancing both learning and well-being initiatives. Our goal is to continually improve the wellbeing of workers. We help develop our people's skills and talents and support them in their growth and professional development, while promoting to live a lifestyle that supports both mental and physical health. A holistic approach to talent development helps C&A and its people remain adaptable and thrive in an ever-changing environment, navigating shifts in the job market and the dynamic business landscape.

In 2022, C&A progressed considerably in facilitating employee learning. Nearly 5,500 employees have access to the C&A Academy – with training and educational opportunities across a variety of fields and subjects. We transformed and upgraded our learning management system, providing over 200 learning resources, with 14,000 participant registrations.

On average, we documented 25 training hours per person, taking into account all employees with full access. The training adoption rate stands at a high 79%.



We continue to work on extending the offer to more of our employees. We also continued with the Store Days – 735 office employees registered to support and understand the 448 C&A stores that opened their doors.

After the Talent Week in April 2022, we kicked off several talent development programs, including an internal internship at a different department of the employee’s choice with 67 participants across C&A. We also had Working Out Loud (WOL) – guided or peer coaching – with 50 participants across C&A, and mentoring@C&A, where employees could become mentors or mentees to share information, knowledge, experience, network, and career advice. In addition, we offered the Young Professionals Board and the executive assistant program for our high potentials. In total, almost 200 employees participated in seven different talent development programs across C&A.

To promote the wellbeing of our employees in their professional development and careers, we partnered with Headspace – a mindfulness and guided meditation program. In total, over 500 enrolled members have benefited from the platform and its additional resources. The wellbeing community itself also grew, reaching 400 members, with company-wide wellbeing workshops attracting hundreds of participants.

GRI 2-7
Employees in figures¹

	Women	Men	Total ²	
<i>Permanent contract</i>		17,113	2,461	19,574
Full-time		6,290	1,904	8,194
Part-time		10,823	557	11,380
<i>Fixed contract</i>		6,799	776	7,575
<i>Total</i>		23,912	3,237	27,149

¹ Total number of C&A Europe including Asia. All employee data for the 2022 fiscal year (Headcount).

² At C&A, we believe there are more than two genders. The data above refers to women and men based on the binary gender data available today. Our long-term goal is to close data and other inequity gaps for people belonging to underrepresented and historically marginalized groups.

We transformed our learning management system, providing over

200

learning resources.

GRI 416, GRI 417, GRI 418

Increasing Transparency

At C&A, we have been on a journey towards greater transparency for many years. And this journey continues. We are pleased to see our customers endorse this and demand even more information about where our clothes are being made, how the people who make them are treated, and how the materials are sourced. We are committed to a high level of openness, starting with transparency about our supply chain – and we want to share this information with our customers. We set ourselves the goal that, by 2028, one out of two customers recognize that they are able to make informed choices when shopping at C&A.

Precise product communication

Transparent communication allows consumers to make informed choices and to buy products that align with their values. We strive to be accurate and comprehensive in our communication with our customers. This is no easy task when it comes to the sustainability aspects of a product. The comparability of environmental attributes in particular is a challenge for the apparel sector as a whole, as no industry-wide standards have been established yet. We see legislative developments around sustainability claims, such as the

EU Green Claims Directive, as opportunities to close that gap and establish a common language for brands to talk about the sustainability features of their products. In 2022 we made further efforts to improve the accuracy of our communications. We revised our sustainability claims on our online shop to ensure that these are more precise. Where our communication was not as clear as we had intended, we adjusted it accordingly, for example in product titles. We also added more detailed information on the product description page and paused the sustainability filter function in our online store to avoid potentially misleading communication.

This is all part of a wider review of how we communicate about sustainability at each step of the customer journey. This is why we also focus on building internal capacity through sustainability training and communication guidelines for co-workers who interact on daily basis with customers.

For a number of years, C&A has been actively conducting market research with the aim of understanding and responding to the needs of our customers when it comes to sustainability communications. Together with the initiatives taken, this research supports our ambition

to help customers make more informed choices when shopping at C&A, both online and in stores. However, this goal can only be achieved by increasing our efforts to improve supply chain transparency and product traceability.

In 2022, 44% of our customers felt they were able to make informed purchasing choices on environmental and social product attributes.

Our aim is that one out of two C&A customers will recognize that when they shop at C&A, they are able to make informed choices.



Product and Supply Chain Transparency

We are continuously increasing transparency and traceability across our supply chain. Our → [public disclosure](#) on our supplier's factories covers 100% of tier 1 factories, and 100% of printing and embroidery units, laundries, and dye houses. We also disclose the majority of our suppliers' spinning and fabric mills. On a quarterly basis, we share and update the list of our factories through the Open Supply Hub. Brands and organizations all over the world contribute to and use the data in the Open Supply Hub, with the aim to improve human rights and environmental conditions in and around factories and facilities by opening up supply chain data as a free, public good. As part of our commitment to continually increase transparency, in 2022 we started reporting on additional datapoints: a disaggregated breakdown of workers by gender, the percentage of migrant workers, trade unions, independent worker committees, and certification at each site.

In the reporting year, we further increased transparency in our supply chain by expanding SLCP (see → [section "Social Standards in Our Supply Chain"](#)) as well as the traceability of materials (see → [chapter "Innovate & Lead"](#)).

An important and valuable benchmark challenging transparency in the industry is the Fashion Transparency Index. It measures the level of transparency of major brands and retailers, meaning how much information is publicly disclosed about a brand's supply chain, human

rights and environmental policies and about practices and impacts. Over the past few years, C&A has consistently been among the top ten of more than 200 brands. After a more challenging score in 2022, we are pleased that our efforts to further increase transparency are reflected in an improved score in the 2023 Fashion Transparency Index.

Measuring and Improving Our Performance

Upcoming EU regulations on product transparency represent an opportunity for C&A to engage with industry peers, partner organizations and civil society. Among these, the EU-led project for a Product Environmental Footprint (PEF) methodology offered us a chance to share our knowledge and experience while improving the environmental performance of our own products. We are contributing to this project with our knowledge and experience. The PEF methodology enables us to identify hotspots to improve the environmental performance of our products. We believe that a common methodology will help create a level playing field for the fashion industry and make it possible to compare product performance so that consumers can make informed choices (see → [chapter "Innovate & Lead"](#)).

One of the instruments we use is the Higg Index, a suite of tools that enables us to measure sustainability impacts in our value chain using a standardized approach to improve and advance our performance. The Higg Facility Environmental Module (Higg FEM)

informs us about the environmental performance of individual facilities, empowering us to scale improvements (for more information about the FEM, → [see p. 15](#)).

The Higg Brand & Retail Module (Higg BRM) measures the overall sustainability performance of a brand. The tool guides brands on their sustainability journeys and identifies hotspots and opportunities for improvement along their global value chains. Higg BRM assesses the life-cycle stages of a product as it goes through a company’s operations, identifying sustainability risks and impacts across a wide range of business activities. C&A Europe has now completed two rounds of third-party verified assessments in 2021 and 2022 (based on 2020 and 2021 data). We use the 2021 assessments as the baseline against which future improvements are compared. C&A Europe has been assessed across four categories: management systems, brand, stores, operations, and logistics. Each section features an environmental and a social score.

In addition to these initiatives, C&A is involved in a number of other industry collaborations and projects.

Higg Brand & Retail Module (BRM) – Assessment for C&A Europe

	<i>BRM 2021 (baseline)</i>	<i>BRM 2022</i>	<i>Change</i>
<i>Management System</i>			
Environmental	86.7%	93.3%	6.6%
Social	95.2%	95.0%	-0.2%
<i>Brand</i>			
Environmental	66.7%	74.5%	7.8%
Social	71.6%	75.7%	4.1%
<i>Stores</i>			
Environmental	41.7%	50.0%	8.3%
Social	80.8%	76.9%	-3.9%
<i>Operations & Logistics</i>			
Environmental	33.3%	33.3%	0.0%
Social	52.6%	55.6%	3.0%
<i>Total</i>			
Environmental	57.1%	62.8%	5.7%
Social	75.1%	75.8%	0.7%

Data Protection

The privacy of customers, employees, applicants, third parties, and other stakeholders is enormously important to us. We take the protection of personal data very seriously and process personal data in line with the provisions of the EU General Data Protection Regulation (GDPR). This means that whenever C&A processes personal data, even when such processing occurs in countries outside of the EU, wherever Data Protection Laws are applicable, C&A acts in accordance with such laws. We also provide information on our website about how we process personal data.

Vigilant about Cybersecurity

C&A is aware of the growing threat in the areas of cybersecurity and information security. For this reason, we consistently monitor this dynamic IT risk landscape.

It is a top priority within our company to always take appropriate measures to protect the data of customers and employees as well as the overall IT environment of C&A.

Safety and Quality of Our Products

The safety and quality of our products are fundamental to our business. Together, we strive to ensure that we meet or exceed industry standards, regulatory requirements, and our customers' expectations. We also work with others in our industry to raise standards throughout the apparel sector.

100% of our products sold in Europe are assessed for health and safety impacts. In the case of baby and children's clothing, we pay particular attention to safety criteria. Product testing is done in collaboration with external laboratories such as SGS, Intertek and Bureau Veritas to ensure that our collections meet the latest legal, safety and chemical standards. We also support our suppliers, factories, and colleagues to understand safety risks and work in collaboration with industry associations on the topic.



About This *Report*

About This Report

Our comprehensive sustainability report published by C&A Europe discloses data and information specific to C&A's European retail market and operations, which span 17 countries. We are committed to data accuracy, comparability and consistency to enable year-over-year assessments of our progress and drive continued improvement in our performance.

This report covers progress from our 2022 fiscal year (March 2022–February 2023), but also includes more recent qualitative updates where appropriate. We have determined that in limited cases, reporting data according to the calendar year is more meaningful. Calendar year data points are highlighted where relevant in this report.

C&A Europe will report progress annually against the C&A 2028 Global Sustainability Strategy, which serves as our overarching sustainability framework and provides global goals to guide our progress at the regional level. In this report, we disclose the progress towards our market-specific sustainability goals, which reflect contexts and materiality assessments specific to our European operations, while also supporting the 2028 Sustainability Strategy.

Global Frameworks

The Global Reporting Initiative (GRI) 2021 Standards, UN Global Compact (UNGC) principles, UN Sustainable Development Goals (SDGs) and OECD Due Diligence guidelines provide the frameworks for our reporting. To navigate our report using these three frameworks, see our GRI, UNGC, and SDG Index.

Materiality Assessment

In 2021–2022, we completed a sustainability materiality assessment specific to the C&A Europe business and stakeholders. The detailed methodology and outcomes are available → [here](#).

Sustainability Reports & Resources

As part of C&A global commitment to transparency, we aim to share data and information relevant to our stakeholders, including the reports, resources and key figures → [here](#). We will update these as needed to reflect new resources and amendments.

Governance

Sound governance helps us operate transparently and with accountability. Learn more about how we govern sustainability → [here](#).

About Our Brand

With over 1,300 stores in 17 European countries and more than 27,000 employees, C&A is one of Europe's leading fashion retailers. Every day, C&A welcomes millions of visitors to its stores in Europe and to its online shop. C&A offers quality and long-lasting fashion at affordable prices for all. For further information, please visit → [our website](#).

Contact and Imprint

Legal Contact

C&A Mode GmbH & Co. KG
Wanheimer Straße 70
40468 Düsseldorf / Germany

Personally liable shareholder

C&A Retail GmbH
Headquarters: Baar/Switzerland
UID: CHE-116.290.471
President of the Management Board: Giny Boer

Photos

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Explore our → [Sustainability Reporting webpage](#)

Contact us at sustainability@canda.com

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GRI Content Index

At C&A we strive to report transparently against three major global sustainability frameworks: the Global Reporting Initiative (GRI) Standards, United Nations Global Compact (UNGC), and United Nations Sustainable Development Goals (SDGs). This report has been prepared in accordance with the GRI standards for the reporting period 2022 (March 2022 – February 2023). This table details where the various framework elements are discussed in this report and [online](#). A link to our UNGC Communication on Progress can be found [here](#).

Statement of Use	C&A has reported in accordance with the GRI Standards for the period March 2022 – February 2023.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Disclosures	UNGC Principles	SDG	Location	Comments
GRI 1: Foundation 2021				
GRI 2: General Disclosures 2021				
The Organization and its Reporting Practices				
2-1 Organizational details				Legal contact: C&A Mode GmbH & Co. KG, Wanheimer Straße 70, 40468 Düsseldorf / Germany Personally liable shareholder: C&A Retail GmbH, Headquarters: Baar/ Switzerland, UID: CHE-116.290.471, President of the Management Board: Giny Boer
2-2 Entities included in the organization's sustainability reporting				C&A does not disclose financial statements on a global level. We publish financial statements where national regulations require this. Included entities: C&A Mode GmbH & Co. KG, C&A Buying Comm.V, C&A Buying GmbH & Co. KG, C&A Sourcing Limited, C&A Retail & Logistic entities
2-3 Reporting period, frequency and contact point				Reporting period: March 2022 – February 2023, Frequency: Annual, Publication date: September 2023, Contact: sustainability@canda.com
2-4 Restatements of information				Historical data recalculated according to GHG Protocol due to change in ownership of C&A China. Historical data differs from the 2021 Sustainability Report.
2-5 External assurance				This report is not externally assured.

GRI Disclosures	UNGC Principles	SDG	Location	Comments
2-6 Activities, value chain and other business relationships			Climate Action, p. 13 Social Standards in Our Supply Chain, p. 45 Our Journey in Equity, Inclusion & Human Rights, p. 54 About the Report, p. 68 Supplier List Our Key External Stakeholders Our Key Partnerships 2022 Social Stewardship Program Summary	
2-7 Employees	Principle 6	SDG 5	Growing and Thriving at C&A, p. 61 About the Report, p. 68	
2-8 Workers who are not employees				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
Governance				
2-9 Governance structure and composition			How We Manage Sustainability	
2-10 Nomination and selection of the highest governance body			How We Manage Sustainability	
2-11 Chair of the highest governance body			How We Manage Sustainability	
2-12 Role of the highest governance body in overseeing the management of impacts			How We Manage Sustainability	
2-13 Delegation of responsibility for managing impacts			How We Manage Sustainability	
2-14 Role of the highest governance body in sustainability reporting			How We Manage Sustainability	
2-15 Conflicts of interest			How We Manage Sustainability	
2-16 Communication of critical concerns			How We Manage Sustainability	
2-17 Collective knowledge of the highest governance body			How We Manage Sustainability	
2-18 Evaluation of the performance of the highest governance body			How We Manage Sustainability	
2-19 Remuneration policies			How We Manage Sustainability	

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
2-20 Process to determine remuneration			How We Manage Sustainability	
2-21 Annual total compensation ratio				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
Strategy, policies and practices				
2-22 Statement on sustainable development strategy			Giny's Letter, p. 3	
2-23 Policy commitments	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6 Principle 7 Principle 10	SDG 8 SDG 12	Sustainability Reports and Resources Human Rights & Equity Policy	Our data is based on science – and where that is unavailable, we take a precautionary approach.
2-24 Embedding policy commitments			Social Standards in Our Supply Chain, p. 45 Sustainability Reports and Resources 2022 Social Stewardship Program Summary	
2-25 Processes to remediate negative impacts			C&A Fairness Channel Supplier Code of Conduct Supporting Guidelines to the Code of Conduct 2022 Social Stewardship Program Summary Migrant Worker Hostel Guidelines Human Rights & Equity Policy	
2-26 Mechanisms for seeking advice and raising concerns				In 2022, we offered all parties the option to contact the C&A Fairness Channel by email and by post, including by phone in selected countries. The channel information has been shared both online and offline, in all C&A locations. Internal and external reporting options were provided. Case-handlers conduct an impartial assessment of the dispute, weigh the arguments presented by parties, consider factors such as severity of impact of the alleged violations, and strive to reach a satisfactory solution. If appropriate, they may recommend corrective or remedial action.
2-27 Compliance with laws and regulations				In the reporting period there was one case of non-compliance. C&A was obligated to amend specific sustainability-related claims on the website. No fines were being issued.

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
2-28 Membership associations		SDG 9 SDG 17	Safer Chemicals & Water Stewardship, p. 16 More Sustainable Materials, p. 28 Industry Collaboration Our Key Partnerships Our Key External Stakeholders	
Stakeholder engagement				
2-29 Approach to stakeholder engagement		SDG 9	About the Report, p. 68 Materiality Assessment Our Key External Stakeholders	
2-30 Collective bargaining agreements		SDG 8	Worker Wellbeing 2022 Social Stewardship Program Summary	Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
Material topics				
3-1 Process to determine material topics			Materiality Assessment	Stakeholder consultation included consumers, NGOs, industry initiatives, policymakers, C&A suppliers, and C&A employees. Experts included the C&A sustainability team, sourcing, finance, and legal team.
3-2 List of material topics			Materiality Assessment	No change to the list of material topics compared to the previous reporting period.
GRI 205: Anti-corruption 2016				
3-3 Management of material topics	Principle 10		Sustainability Governance Code of Ethics for Employees Supplier Code of Conduct Human Rights & Equity Policy	
205-1 Operations assessed for risks related to corruption			Supplier Code of Conduct	We are working towards a risk management and reporting system that will ensure violations of the Employee Code of Ethics or the Supplier Code of Conduct are reported in the future. Operations have not been formally assessed, but no significant risks related to corruption have been identified.
205-2 Communication and training about anti-corruption policies and procedures			Worker Wellbeing Supplier Code of Conduct Code of Ethics for Employees	With regards to sourcing, the organization's anti-corruption policies and procedures have been communicated to 100% of governance members / employees.
205-3 Confirmed incidents of corruption and actions taken				One incident has been proved substantiated. The employee in question was dismissed, and a warning was issued to the supplier.

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
GRI 301: Materials 2016				
3-3 Management of material topics	Principle 8 Principle 9	SDG 9 SDG12 SDG13	More Sustainable Materials, p. 28 <i>Sustainable materials</i>	
301-1 Materials used by weight or volume			More Sustainable Materials, p. 28	
301-2 Recycled input materials used		SDG 9	Closing the Circular Fashion Loop, p. 32 <i>Circular fashion</i> <i>Sustainable materials</i>	
301-3 Reclaimed products and their packaging materials			Towards Eliminating Plastics, p. 38	Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future. In addition to the use of recycled materials in some products, we are helping our customers recycle used clothing. We expanded our in-store take-back program to new geographies and stores.
GRI 303: Water and Effluents 2018				
3-3 Management of material topics	Principle 7 Principle 8 Principle 9	SDG 6 SDG 12	Safer Chemicals & Water Stewardship, p. 16 <i>Commitment to Safe Chemicals</i>	
303-1 Interactions with water as a shared resource			Safer Chemicals & Water Stewardship, p. 16	
303-2 Management of water discharge-related impacts		SDG 14 SDG 15	Safer Chemicals & Water Stewardship, p. 16	
303-5 Water consumption				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future. 2019 was the last year we calculated our water footprint due to the COVID-19 pandemic.
GRI 305: Emissions 2016				
3-3 Management of material topics	Principle 7 Principle 8 Principle 9	SDG 12 SDG 13	Climate Action, p. 13 <i>Reducing Greenhouse Gas Emissions</i>	
305-1 Direct (Scope 1) GHG emissions			Climate Action, p. 13	

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
305-2 Energy indirect (Scope 2) GHG emissions			Climate Action, p. 13	
305-3 Other indirect (Scope 3) GHG emissions			Climate Action, p. 13	
305-5 Reduction of GHG emissions				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
GRI 306: Waste 2020				
3-3 Management of material topics	Principle 7 Principle 8 Principle 9	SDG 12	Reducing Waste, p. 21 Closing the Circular Fashion Loop, p. 32 <i>Towards Zero Waste</i>	
306-1 Waste generation and significant waste-related impacts			Reducing Waste, p. 21 Closing the Circular Fashion Loop, p. 32 Towards Elimination Plastics, p. 38	
306-2 Management of significant waste-related impacts			Reducing Waste, p. 21 Closing the Circular Fashion Loop, p. 32 Towards Elimination Plastics, p. 38	
306-3 Waste generated		SDG 15	Reducing Waste, p. 21	Information partially available. We do not currently report data on hazardous waste, but we are working to standardize how we collect this information and aim to report it in the future.
GRI 308: Supplier Environmental Assessment 2016				
3-3 Management of material topics			Climate Action, p. 13	
308-1 New suppliers that were screened using environmental criteria			Climate Action, p. 13	Process changes in 2022 resulted in 18% of new suppliers being screened against environmental criteria. We will adapt the processes to enable again screening of 100% of new suppliers.
308-2 Negative environmental impacts in the supply chain and actions taken		SDG 3	Climate Action, p. 13	
GRI 402: Labor/Management Relations				
3-3 Management of material topics	Principle 6	SDG 8	<i>Employee Wellbeing</i> <i>Worker Wellbeing</i> <i>Code of Ethics for Employees</i> <i>Human Rights & Equity Policy</i>	

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
402-1 Minimum notice periods regarding operational				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
GRI 403: Occupational health and safety				
3-3 Management of material topics				
403-1 Occupational health and safety management system				As C&A operates in various European countries, we adhere to the legal requirements of each country. This means that C&A has specific management systems for health and safety in the countries.
GRI 404: Training and Education 2016				
3-3 Management of material topics		SDG 8	Growing and Thriving at C&A, p. 61 Employee Wellbeing	
404-2 Programs for upgrading employee skills and transition assistance programs			Growing and Thriving at C&A, p. 61 Employee Wellbeing	
GRI 405: Diversity and Equal Opportunity				
3-3 Management of material topics	Principle 6	SDG 5	Our Journey in Equity, Inclusion & Human Rights, p. 54 Equity, Inclusion & Human Rights	
405-2 Ratio of basic salary and remuneration of women to men				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
GRI 406: Non-Discrimination				
3-3 Management of material topics	Principle 6	SDG 5	Code of Ethics for Employees Supplier Code of Conduct Human Rights & Equity Policy	
406-1 Incidents of discrimination and corrective actions taken				No substantiated cases were identified in our own operations during the reporting year 2022. In the supply chain 18 substantiated cases were identified for which corrective action was taken (see Social Standards in Our Supply Chain, p. XX)
GRI 407: Freedom of Association and Collective Bargaining				
3-3 Management of material topics	Principle 3	SDG 8	Worker Wellbeing Supplier Code of Conduct Supporting Guidelines to the Code of Conduct Human Rights & Equity Policy 2022 Social Stewardship Program Summary	

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
407-1 Operations and suppliers in which the right to freedom of association and collective			Worker Wellbeing	
GRI 408: Child Labor				
3-3 Management of material topics	Principle 5	SDG 8	Social Standards in Our Supply Chain, p. 45 Worker Wellbeing Supplier Code of Conduct Supporting Guidelines to the Code of Conduct Zero Tolerance Issues in the Supply Chain Human Rights & Equity Policy 2022 Social Stewardship Program Summary	
408-1 Operations and suppliers at significant risk for incidents of child labor			Social Standards in Our Supply Chain, p. 45 Worker Wellbeing	
GRI 409: Forced Labor				
3-3 Management of material topics	Principle 4	SDG 8	Social Standards in Our Supply Chain, p. 45 Worker Wellbeing Supplier Code of Conduct Supporting Guidelines to the Code of Conduct Forced Labor Policy Zero Tolerance Issues in the Supply Chain Migrant Labor Policy Migrant Worker Hostel Guidelines Human Rights & Equity Policy 2022 Social Stewardship Program Summary	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor			Social Standards in Our Supply Chain, p. 45 Worker Wellbeing	
GRI 413: Local communities				
3-3 Management of material topics		SDG 1 SDG 2 SDG 3 SDG 11	Our Journey in Equity, Inclusion & Human Rights, p. 54 Community Wellbeing Worker Wellbeing Supplier Code of Conduct 2022 Social Stewardship Program Summary Human Rights & Equity Policy	
413-1 Operations with local community engagement, impact assessments, and development programs		SDG 1 SDG 2 SDG 3 SDG 11	Community Wellbeing	Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.

GRI Disclosures	UNGC Principles	SDG	Location	Comments
GRI 414: Supplier Social Assessment 2016				
3-3 Management of material topics	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6	SDG 3 SDG 5 SDG 8	Social Standards in Our Supply Chain, p. 45 Worker Wellbeing Supplier Code of Conduct 2022 Social Stewardship Program Summary	
414-1 New suppliers that were screened using social criteria			Social Standards in Our Supply Chain, p. 45	
414-2 Negative social impacts in the supply chain and actions taken			Social Standards in Our Supply Chain, p. 45 Worker Wellbeing 2022 Social Stewardship Program Summary	
GRI 416: Customer Health and Safety				
3-3 Management of material topics		SDG 12	Increasing Product Transparency, p. 63	
416-1 Assessment of the health and safety impacts of product and service categories			Increasing Product Transparency, p. 63	100% of our products sold in Europe are assessed for health and safety impacts.
416-2 Incidents of noncompliance concerning the health and safety impacts of products and services			Increasing Product Transparency, p. 63	In 2022, we identified one incident of non-compliance as a result of due diligence testing for which a product recall was initiated in the relevant retail markets and online.
GRI 417: Marketing and Labeling				
3-3 Management of material topics			Increasing Product Transparency, p. 63	
417-1 Requirements for product and service information and labeling				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
417-2 Incidents of non-compliance concerning product and service information and labeling				In the reporting year 2022, there were five incidents of non-compliance concerning product and service information and labeling for which corrective action was taken.
417-3 Incidents of non-compliance concerning marketing communications				In the reporting year 2022, there were two incidents of non-compliance concerning marketing communication. Corrective action was taken for both.

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
GRI 418: Customer Privacy 2016				
3-3 Management of material topics			Increasing Product Transparency, p. 63 C&A Privacy Statement	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data				All data subject rights cases / complaints were successfully clarified and settled in a timely manner. There have been 8 cases in 2022, all these complaints and notifications of potential data protection violations were investigated, processed, and documented. We analyzed the underlying facts and adjusted technical or organizational measures where necessary. Also, the requesting authorities were informed of the results and measures.
Additional non-material topics				
GRI 206: Anti-competitive Behavior 2016				
3-3 Management of material topics			Worker Wellbeing – Supplier Code of Conduct Code of Ethics for Employees	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices				There were two legal cases regarding anti-competitive, anti-trust or monopoly behavior in the reporting year 2022. Both cases are settled and closed.
GRI 302: Energy 2016				
3-3 Management of material topics	Principle 7 Principle 8 Principle 9	SDG12 SDG13	Climate Action, p. 13 Reducing Greenhouse Gas Emissions	
302-4 Reduction of energy consumption			Climate Action, p. 13	
GRI 401: Employment				
3-3 Management of material topics	Principle 6	SDG5 SDG8 SDG 11	Employee Wellbeing Worker Wellbeing Community Wellbeing Human Rights & Equity Policy	
401-2 Benefits provided to fulltime employees that are not provided to temporary or part-time employees				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.

<i>GRI Disclosures</i>	<i>UNGC Principles</i>	<i>SDG</i>	<i>Location</i>	<i>Comments</i>
401-3 Parental leave				Information unavailable. We do not currently report this data, but we are working to standardize how we collect this information and aim to report it in the future.
GRI 415: Public Policy				
3-3 Management of material topics			Our Key External Stakeholder Our Key Partnerships Industry Collaboration	
415-1 Political contributions	Principle 10			No financial or in-kind political contributions were made directly or indirectly in the reporting year 2022.

2022 Progress – Global

Focus goal	KPI	Baseline	2022 Progress	2028 Target
Europe				
Act as an industry leader in increasing the use of sustainable materials	% of our core materials sourced more sustainably	68% (2019)	77.5%	100%
Innovate and connect circularity principles to our business and products	# of out of 10 products with extended life through the way they are designed, produced, re-used	0 / 10 (2019)	1.1/10	7 / 10
Pursue the elimination of plastic pollution	% of single-use plastics in our stores, online shop and supply chain with sustainable alternatives	1,289 mt (2019)	-34.5%	-100%
Brazil				
Act as an industry leader in increasing the use of sustainable materials	% of our core materials sourced more sustainably ¹	50% (2019)	65%	80%
Innovate and connect circularity principles to our business and products	# of out of 10 products with extended life through the way they are designed, produced, re-used ²	0 / 10 (2019)	<1/10	5 / 10
Pursue the elimination of plastic pollution	% of single-use plastics in our stores, online shop and supply chain with sustainable alternatives ³	536 mt (2021)	-2.30%	-50%
Mexico				
Continually improve the wellbeing of workers and workers' rights in our supply chain	% of the workers in our supply chain positively impacted with our wellbeing programmes ⁴	0% (2019)	1%	80%
Continually improve the wellbeing of our employees	Be recognised by our employees for the wellbeing initiatives offered by C&A ⁵			
Act as an industry leader in increasing the use of sustainable materials	% of our core materials sourced more sustainably ⁶	34.5% (2019)	35%	100%
Global				
Act on clear, regularly reviewed climate change targets	% reduction in absolute greenhouse gas emissions, across all scopes, by 2030 ⁷	5,925,144 tCO ₂ e (2018)	-31.6%	-30%

¹ In 2022, 96% of cotton was sourced through the Better Cotton Initiative. C&A Brazil invested in innovations and pilots to test for scalability in recycled polyester and regenerative cotton.

² In 2022, C&A Brazil launched the Eco ACE™ activewear collection, produced with 100% recycled polyester from recyclable PET bottle yarn.

³ In 2022, C&A Brazil ran several studies and pilots to reduce the use of single-use plastic in distribution centers and through e-commerce.

⁴ First pilot with 100 workers, focused specifically on addressing female workers' health and hygiene needs in the supply chain.

⁵ 2028 target is not reported due to plans to redesign the measurement of this goal in 2023.

⁶ Following the challenges in material availability over the past few years, in 2022, C&A Mexico managed to bring the share of more sustainably sourced materials back to baseline levels.

⁷ Baseline has been re-calculated, based on new methodology and excluding C&A China retail business.

C&A Mode GmbH & Co. KG
Wanheimer Straße 70
40468 Düsseldorf, Germany

C&A