

A young man with curly hair and a woman with long blonde hair are shown from the chest up. The man is on the left, wearing a light green sweater over a white collared shirt. The woman is on the right, wearing a blue sweater, and has her head resting on the man's shoulder. They are outdoors with a blurred background of hills and a cloudy sky.

Impact report

Financial year 2024/2025

August 1st 2024 – July 31st 2025

hessnatur

NO COMPROMISE SINCE 1976

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A letter from our CEO

We continue to navigate a world shaped by change – one in which people seek trust and responsibility more than ever. This underscores the relevance of our long-standing mission: to offer sustainable alternatives that combine responsibility, quality, and innovation.

Over the past year, we have made significant progress. Our organic cotton project in Greece has grown substantially – from the first 100-ton harvest in 2022 to 440 tons in 2024, demonstrating how long-term partnerships can create tangible impact. We have also expanded our product range to include items certified to the Global Recycled Standard, further strengthening our contribution to a circular textile economy.

In addition, innovation is a central theme in our work. So, in the financial year 2024/2025, we introduced Bouncy Stretch, a new developed elastic material made from 100% organic cotton – using a smart construction of the fabric instead of synthetic fibres such as elastane.

Another focus over our past year has been the close connection between biodiversity and fashion. This is one of the many reasons we are committed to using 100% organic cotton, grown without chemical pesticides, which helps protect natural habitats. Drawing attention to this connection was the aim of our collaboration with the artist NAITO in Spring/Summer 2025, featuring designs celebrating the diversity of a flourishing natural garden. And it also inspired our internal steps challenge: following the 12,661 kilometres covered by our team, we planted a 1,401-square-metre flowering meadow as a new habitat for insects.

In this impact report 2024/2025, we share the initiatives and milestones that drive us. Thank you for your trust and support. Together, we can continue to shape a future that protects and enriches our planet.



Andrea Homann
CEO

A woman with dark hair is kneeling in a field of green bushes, smiling and looking towards a young girl. The girl is standing and looking back at the woman. Both are wearing white dresses with eyelet patterns. The background is a clear blue sky with light clouds.

About hessnatur

1. About hessnatur

hessnatur has always been and continues to be a pioneer. From the very beginning in 1976, we decided to break new ground. Our holistic approach respects people and nature equally. When manufacturing our products, we act in the interests of people, animals and the environment. Therefore, we have been working with natural materials for more than 49 years.

Our range of products includes sustainable fashion for women and men, baby and children's clothing as well as home textiles.

Everything is made of premium-quality, exclusive and innovative natural materials.

Our primary sales channel is our e-commerce platform, hessnatur.com, which serves our main markets: Germany, Austria, and Switzerland.

Additionally, we operate five retail stores located in Butzbach, Düsseldorf, Frankfurt, Hamburg, and Munich along with an outlet store at our company headquarters in Butzbach.

Our vision

hessnatur is the top of mind brand for sustainable fashion. Made to inspire, built to last.

Since 1976, we care –
for people, planet and our future.

Our mission

We create sustainable clothing that cares – for people, the planet and our future.

Born from nature.
Crafted for circularity.
Designed to last.

Our Values

Sustainable

We are pioneers in sustainable fashion and unmatched in our consistency. Since 1976, we've set the standard for fair, healthy and beautiful clothing.

We take responsibility for people and the environment – in every decision. With sustainable growth, we find the balance between profitability, environmental and social responsibility. Our relationships with customers, employees and partners are long-term and fair.

Innovative

Our employees know our business best and love to inspire our customers. From this know-how, we develop a flood of bold ideas, implementing the best of them: from products to collaborations. To do this, we network with innovative partners who complement our expertise.

Authentic

We can only perform at our best if we don't have to pretend to be something we are not. Our authentic attitude as a fair fashion pioneer makes us unique. We are enriched by open dialog across all areas and levels. This is how we make even difficult decisions transparent for everyone.

Excellent

We are not satisfied with mediocrity. We work with passion and take responsibility for our goals and results.

Together, we create fast and excellent processes and support each other with our know-how.

Our products make our customers feel excellent.

Our story

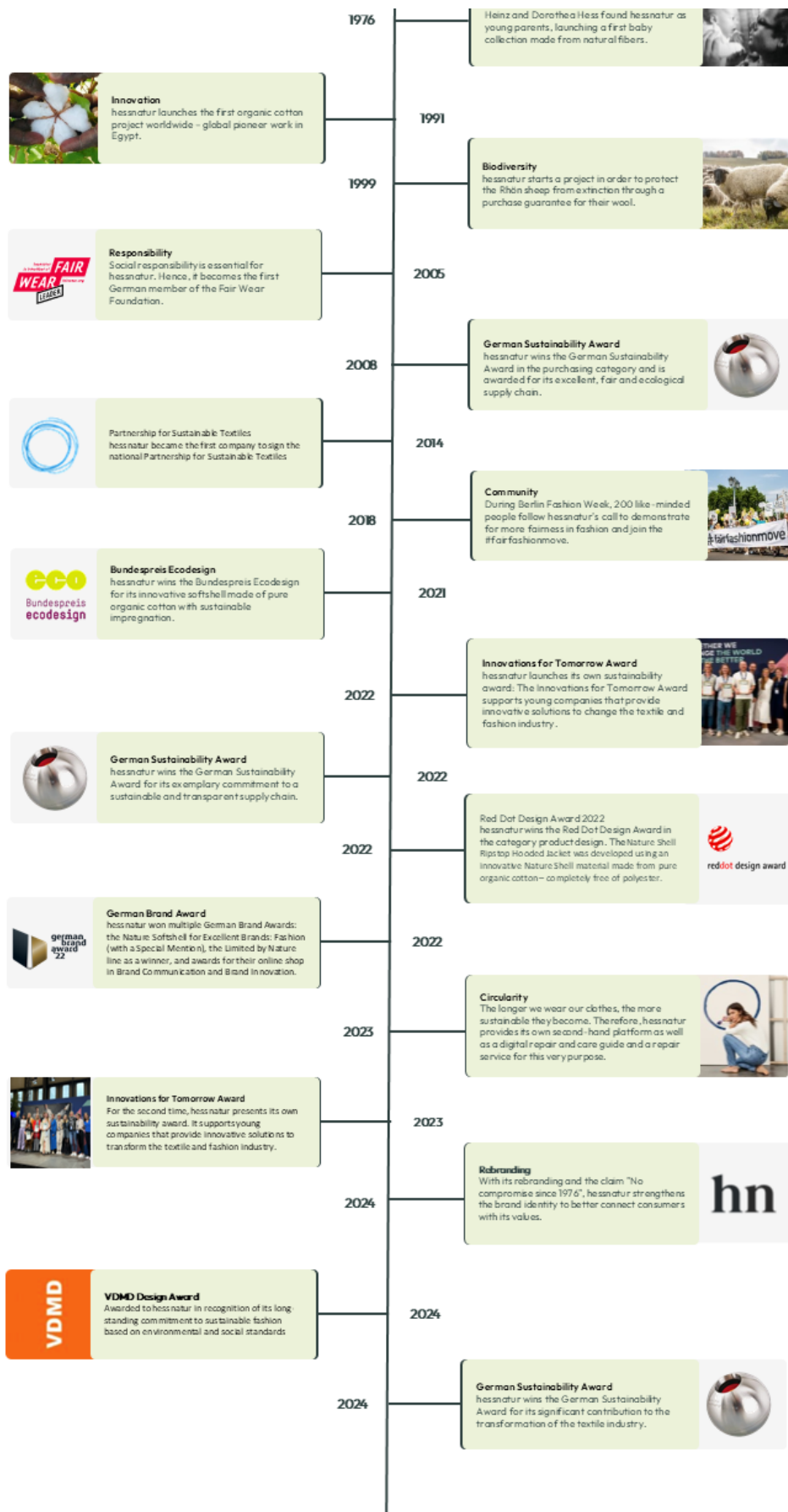
When hessnatur was founded by Dorothea and Heinz Hess in 1976, the primary intention was to produce clothing for babies made from natural materials without the use of harmful chemicals. Building on this idea, we have spent the past 49 years developing new standards for sustainability and fairness.

We have been pioneering throughout our history, including our participation in the world's first organic cotton farming project in 1991. By 2005, we became the first German fashion brand to join the international Fair Wear Foundation (FWF), and since 2017, we have been awarded the FWF Leader Status, which recognizes our commitment to human rights due diligence within our supply chain.



The hessnatur flagship store in Butzbach

Below you will find a brief overview of our key milestones from the past 49 years.



Facts & figures

In 2024/2025:



99.6%
of our fibres used are natural fibres.




100%
of the cotton we use is of organic origin.



73%
of our material consist of only one fibre. The best prerequisite for recycling textiles.
(Compared to 71,3% mono-materials in the last fiscal year 23/24.)



53%
of our partners have been working with us over 10 years.



32%
of our materials are sourced in Europe.




58%
of our confection is done in EU member states.



20 years
ago we joined the Fair Wear Foundation. Again, they confirmed our Leader Status attesting our great efforts for social standards.



22 tons
of leftover cuttings and yarn scraps were given a second life.
We create new pieces from our own production scraps.




76%
of all our employees are women.



4 beehives
in our own garden.



12661 km
were covered by our employees during our steps challenge. This resulted in 1,401 m² of flowering meadows saving 282 kg of CO₂ eq



57%
of our executive management team are female.



Highlights 2024/2025

2. Highlights 2024/2025

Gender data gap project



Joint exchange between worker representatives and project partners as part of the Gender Data Gap initiative in a production facility in Tunisia

As part of the "Gender Data Gap Initiative," we are working together with the hessnatur Foundation (today known as "apsus The Institute for Applied Sustainability"), GERRY WEBER, FEMNET e.V., and the Global Organic Textile Standard (GOTS) to tackle gender

inequalities in the textile industry. This project is part of the Partnership for Sustainable Textiles and is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

Background

Women working in the textile industry are often affected by intersectional discrimination. They frequently experience sexual harassment, unequal pay, barriers to career advancement, and discrimination due to

pregnancy. To effectively fight these forms of discrimination, systematic data collection on gender-specific issues is crucial. The absence of such data often leads to gender inequalities going unrecognized and unaddressed.

Approach and implementation

To effectively address gender-specific discrimination in global supply chains, it is essential to first generate a clear and evidence-based understanding of the existing gaps. Within the Partnership Initiative Gender Data Gap, the project partners are therefore developing a practical tool designed to systematically collect and analyse gender-related data in supplier factories. This tool was being piloted in two production facilities in Tunisia.

Based on the collected data, we jointly identified targeted measures with the participating factories to address the identified challenges. These measures were implemented on the ground and monitored to

assess both their effectiveness and the overall applicability of the tool.

The insights gained from the pilot phase feed into the development of a comprehensive handbook that can be used across countries and by different stakeholders. This handbook aims to provide a standardized approach that not only measures gender (in)equality but also supports factories and companies in managing and continuously improving it. Ultimately, the initiative seeks to contribute to sustained improvements in working conditions for women in the textile industry. After the pilot in Tunisia, the tool and its methodology will be made available to others.

Current status and next steps:

Following an evaluation workshop in June 2024, the project entered a phase of consolidating findings and transitioning toward practical implementation. In November 2024, a joint project mission to Tunisia took place, during which the participating production facilities discussed the recommended measures and aligned on concrete next steps for implementation. This exchange ensured that the proposed actions were tailored to the local context and supported by factory management and worker representatives alike.

A final multi-stakeholder meeting was held, bringing together all project partners to review the pilot phase, reflect on lessons learned, and agree on the way forward. From late 2024 onwards, the project team focused on communication and outreach in order to share the results more broadly within the sector.

In February 2025, a workshop was organized in Bonn for members of the Partnership for Sustainable Textiles, presenting key insights from the pilot and discussing the applicability of the tool for other companies and countries. Additionally, the project was showcased during an OECD side session, reaching an international audience and sparking interest beyond the initial partner group.

The pilot project officially concluded in spring 2025. The next focus lies on planning how to further scale the tool and the accompanying measures: identifying additional countries, suppliers, and stakeholders who may benefit from the approach, and ensuring that the learnings from the pilot can effectively inform a broader roll-out. The overarching objective is to maximize the impact of the pilot results and contribute to improving gender equality across global textile supply chains.

Cotton from Greece project



Our Greek knitwear specialists Christos and Orestis Gramosis checking the maturity of the cotton plants in our organic cultivation project

Since January 2022, we have been working with our supply chain partners on a project in Greece aimed at promoting the production of organic cotton and implementing sustainable cultivation methods. Our goal is to establish environmentally friendly practices that support local agriculture while reducing the environmental impact of cotton farming. By introducing sustainable farming techniques, we aim to create long-term benefits for both the environment and the local communities in Greece. In addition to these sustainable practices, the project offers enhanced transparency and traceability of the cotton products. Another key benefit is the potential for shorter transportation distances, which

may contribute to lower CO₂eq emissions, although this impact is still to be measured. Overall, the project is an important step toward more sustainable and responsible cotton production in Greece.



Background

In Europe, only a very small percentage of cotton is grown organically. According to Textile Exchange, organic cotton accounted 2,9% of total cotton production worldwide in 2022, with only <0.1% of this production coming

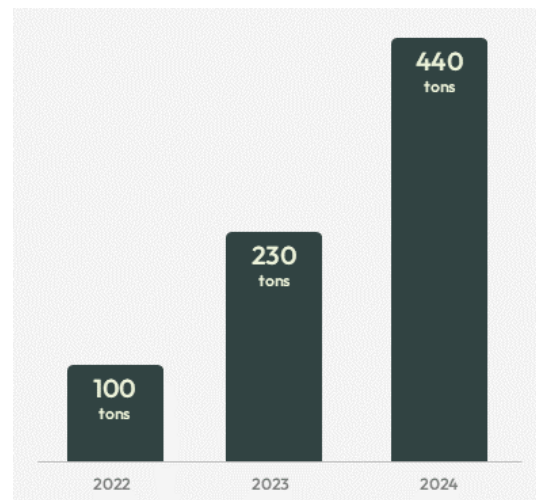
from Europe¹. Most of the land used to grow organic cotton is in countries such as India and the USA. Our project takes an innovative approach to establishing and expanding the production of organic cotton in Europe.

Approach and implementation

The project began in 2022 with an initial phase that faced some challenges. During the first harvest, we collected around 100 tons of organic cotton from Greece. However, this quantity was insufficient for ginning. To meet the required amount, we purchased around 350 tons of additional organic cotton from Uganda to ensure we had at least 200 tons for ginning.

In the second year, 2023, we harvested nearly 250 tons of cotton in Greece, a volume suitable for ginning. This amount could be significantly increased again in 2024: our partners in the Messolongi region harvested 440 tons of organic cotton. Combined with the yield from northeastern Greece, this enabled the production of 229 tons of yarn. As a result, in the 2024/25 financial year, 13% of all organic

cotton delivered to hessnatur originated from Greece.



The harvest from our project

Current status and next steps

Currently, around 40 farmers are participating in the project, and their number continues to grow. The farmers have reported positive effects on crop rotation. One notable example is a farmer who, in the second year of conversion, produced about 200 tons of raw cotton. Initially, our spinning mill was skeptical, but after seeing the results, they are now fully convinced. The fibre quality is excellent and comparable to conventional Greek cotton.

For the upcoming financial year, we are planning a trip to our Greek partners in order to showcase every single step of the production chain for our customers.



¹ <https://textileexchange.org/app/uploads/2024/09/Materials-Market-Report-2024.pdf>

Collaborations

We are convinced: We can't save the world alone, but together we can lead the change. That is why we teamed up with inspiring

designers and brands who share our mission towards sustainability for various collaborations throughout the year.

Collections with Wolfgang Joop: WUNDERKIND 4.0

In order to increase visibility among audiences with a high affinity for fashion, we have continued our partnership with Wolfgang Joop's label, WUNDERKIND in autumn/ winter 2024. The result is a fourth collection that exemplifies our commitment to quality, design, and sustainability. Inspired from the butterfly's metamorphosis, it focusses on timeless knitwear essentials crafted from premium natural materials such as alpaca, cashmere and organic merino wool. This modern capsule collection in natural colours demonstrates how elegance can harmoniously coexist with environmental responsibility.



My little garden with NAITO

Biodiversity is essential for the health of our planet. Thriving ecosystems – rich in bees, butterflies, and countless other species – ensure pollination, soil fertility, and natural resilience. Yet these vital habitats face increasing pressure from industrial agriculture, particularly through the widespread use of synthetic fertilizers and chemical pesticides. Protecting biodiversity has therefore become more important than ever.

In this context, in spring/ summer 2025 we created My Little Garden, a collection made from organic cotton that celebrates the vibrant diversity of a flourishing natural garden with prints by the Japanese graphic artist NAITO.

At hessnatur, one of the many reasons we commit to using 100% organic cotton is to help preserve biodiversity. Organic cotton is grown without chemical pesticides or synthetic fertilizers, creating healthier soils and offering safe habitats for pollinators and other species. Remarkably, only 3.2% of cotton produced globally is organic², making it all the more important to choose organic quality with every purchase.



² TE Materials Market Report von 2024

Certificates and memberships

At hessnatur, our commitment to sustainability is reflected in our certifications and memberships, which ensure environmental and ethical practices throughout our supply chain. Together with our partners, we actively

contribute to the sustainable transformation of the textile industry. Because we believe that we can achieve a great deal by joining forces and sharing knowledge.

Global Organic Textile Standard (GOTS)



This certification guarantees that our textiles are made from organic fibres, adhering to strict environmental and social criteria. GOTS not only ensures that the raw materials are sourced sustainably but also mandates responsible manufacturing processes, including water management and chemical use. In 2024/25, 80% of the delivered goods weight was certified. We are continuously working to increase the proportion of certified products in our collection. This also means that if we choose new partners, GOTS certification is one of our most important selection criteria.

Fair Wear Foundation Membership



As a member of the Fair Wear Foundation (FWF), we are dedicated to improving labour conditions in the garment industry. This membership signifies our commitment to fair wages, safe working environments, and the right to unionize for workers in our supply chain. We actively engage in monitoring and improving labour practices, ensuring that our products are made with respect for human rights. Through these certifications, hessnatur strives to lead the way in sustainable fashion, promoting a healthier planet and a fairer industry for all.

Since 2017, we have been awarded with the FWF Leader Status through the annual Brand Performance Check. This is attesting our efforts for human rights due diligence within our supply chain.

Textile Exchange Membership³



Since 2021 we are Member of Textile Exchange. Our membership is an important component of our sustainability strategy. It helps us to promote sustainable materials and cooperate together with multiple stakeholders of the industry to reduce environmental impact of the fashion industry on long term. Textile Exchange is a great driver leading the fashion industry towards a more sustainable future.

³ Textile Exchange is a global non-profit organization that aims to create a positive impact on climate and nature in the fashion, textile and apparel industry. It supports and leads a growing community of brands, manufacturers and farmers to promote more sustainable production methods starting from the source of materials.

Quelle: <https://textileexchange.org/about/>

Organic Content Standard (OCS)



Since 2024, we have also been offering items with the OCS Blended content standard – another step for us toward increasing our share of certified products. This certification verifies that the products contain accurately measured amounts of certified organic material. OCS tracks the organic fibre from its source to the final product, ensuring full transparency throughout the supply chain. While it focuses on the integrity and traceability of organic content, it also supports responsible practices by confirming that organic materials are properly identified and documented at every production stage.

Global Recycled Standard (GRS)



Another certification we have been using since 2024 is the GRS. It ensures that the products contain verified recycled materials and meet strict environmental requirements. The Global Recycled Standard tracks recycled content throughout the entire supply chain and promotes responsible production by setting standards for chemical use and waste management.

UN Global Compact Membership⁴

As a sustainable fashion brand, it is our declared aim to continuously improve our business practices and have a positive impact on the environment and society. Since 2023 we are member of the UN Global Compact, a leading global initiative to promote responsible corporate governance.

German Sustainable Business Association (Bundesverband Nachhaltige Wirtschaft)



We are a member of the German Sustainable Business Association (BNW) since December 2021. This German organization represents the interests of companies that are committed to sustainable business practices. It promotes sustainability and climate change mitigation in business and supports its members in the implementation of ecological, social and ethical business practices. The BNW offers a platform for the exchange of knowledge and best practices, promotes the networking of companies and political actors and advocates sustainable economic policies at national and international level. The aim is to drive forward the transformation to a sustainable and resource-conserving economy.

German Partnership for Sustainable Textiles (Bündnis für nachhaltige Textilien)

We are a proud member of the German Partnership for Sustainable Textiles (BNT) since its inception in 2014. It is committed to creating a socially responsible, environmentally sustainable and corruption-free textile and clothing industry. The vision of the BNT is to promote an industry that respects the rights of all workers, protects the climate and the environment, operates with integrity and respects the ecological limits of the planet. The BNT focuses on the implementation of corporate due diligence in Germany and at international level, in accordance with international agreements of the UN, the OECD and the ILO as well as national and EU initiatives. Within this framework, the BNT strives for systemic change towards a more ethical and sustainable global textile industry.

⁴ The UN Global Compact was launched by the United Nations in 2000 and is now the largest and most important initiative for responsible corporate governance worldwide. Companies that join the UN Global Compact undertake to comply with ten universal principles in the areas of human rights, labour, the environment and anti-corruption.
Quelle: <https://unglobalcompact.org/about>



Planet

3. Planet

Our commitment to sustainability is deeply rooted in our respect for the planet. We believe that fashion should not come at the expense of the environment, and we are dedicated to creating products that are durable and sustainable. This chapter outlines our comprehensive approach to environmental stewardship, highlighting the steps we take to promote a healthier planet.

Our sustainability efforts are guided by a holistic understanding of the environmental challenges we face. From the responsible management of chemicals to the adoption of renewable energy sources, we strive to

integrate sustainable practices into every aspect of our operations. We prioritize the use of natural and organic fibres, adhere to stringent environmental standards, and continuously seek innovative solutions to reduce pollution and waste.

By fostering a culture of responsibility and transparency, we aim to inspire positive change within the fashion industry and beyond. Our commitment to sustainability is not just a business strategy; it is a core value that drives us to make a meaningful impact on the world.

Environmental standards

Starting with the utilization of natural materials and continuing with projects for organic fibre cultivation, we always focus on developing new fabrics and textile fibre innovations. Sustainability is a holistic concept. That's why we always take a holistic approach, considering every aspect from the start to the end of the supply chain.

Which is why our entire textile chain is subject to the highest environmental standards – from obtaining raw materials to the shipment of the final products, for the benefit of the health of soil, plant and animal, workers and customers. By applying sustainable fibres like organic cotton and recycled fibres we try to prevent water, soil and air pollution as much as possible and promote the responsible use of natural resources. The use of chemicals in our manufacturing processes is subject to strict regulations. Our (Manufacturing)

Restricted Substances List ((M)RSL) ensures that harmful chemicals are minimized or eliminated, safeguarding workers in our supply chain, the environment and our customers. We continuously monitor and update our (M)RSL to comply with the latest regulations and scientific findings. Furthermore, only wastewater treatment processes are applied in our supply chain that ensure no harmful substances are released into the environment.

Our standards are defined in guidelines which we developed in close cooperation with external experts. The hessnatur quality guidelines extend far beyond what is legally required. Compliance with our guidelines is monitored, documented, and regularly reviewed by our experts as part of the environmental monitoring system.

Biodiversity

The protection of biodiversity and species diversity is a core element of our sustainability strategy. We recognize the significant impact our practices have on the environment and are committed to preserving natural ecosystems through sustainable land use and organic fibres.

Sustainable land use is essential because it protects natural habitats and promotes biodiversity. Our practices prevent soil degradation, support healthy ecosystems, and regenerate local flora and fauna. We

prioritize organic fibres in our products, avoiding synthetic pesticides and fertilizers harmful to wildlife. This choice reduces pollution, enhances soil fertility, and fosters healthier environments.

Additionally, we support the cultivation of endangered species like the Rhön sheep, contributing to a diverse cultural landscape. Our company premises feature various habitats, including flowering areas and rainwater ponds, which support local flora and fauna.

Climate

Climate change poses one of the greatest challenges of our time, and as a responsible fashion company, we are committed to contributing to the reduction of global warming. A key element of our climate strategy is the comprehensive calculation of our corporate carbon footprint, encompassing both internal operations and supply chain activities. We continuously refine this calculation to enable targeted measures and ongoing improvements. What applies to hessnatur products also applies to our

company's headquarter. For over 20 years, we have utilized renewable energy at our headquarters, significantly reducing our Scope 2 CO₂eq emissions. We are conscious and responsible in our use of the resources we need for our daily work, whether it is water, energy or packaging and office materials. This includes the reuse of rainwater collected on the company premises, the use of environmentally friendly office materials such as recycled paper, as well as our own certified organic canteen.

Circularity

We stand for sustainability and longevity. That's why we create timeless fashion that endures for many years. The longer the lifecycle of a garment, the more sustainable it becomes. However, we don't just focus on

Natural fibres

For more than 49 years, we have been doing what we do best: sustainable fashion made from natural fabrics acting in the interests of people, animals, and the environment. To achieve this, we rely primarily on natural fibres, such as cotton, from controlled organic cultivation. In this way, we not only try to protect our climate and biodiversity, but also to counteract the plastic crisis our earth is facing.

Every time synthetic clothing, e.g. made from polyester, is washed, tiny plastic particles, which we call microplastics, are released. These enter our oceans via wastewater and rivers, and then our own bodies through our food chains. Today, up to 35% of the microplastics in our oceans come from synthetic clothes.

That is why for hessnatur, plastic-free is an integral part of our corporate philosophy. With a share of 99.6% we process almost exclusively natural and nature-based, sustainable regenerated and recycled fibres. We only use elastane in very small quantities

design and quality; we also consider the end-of-life of our products, including the recyclability and biodegradability of our natural fibres.

where the functionality and durability of our garments require it.

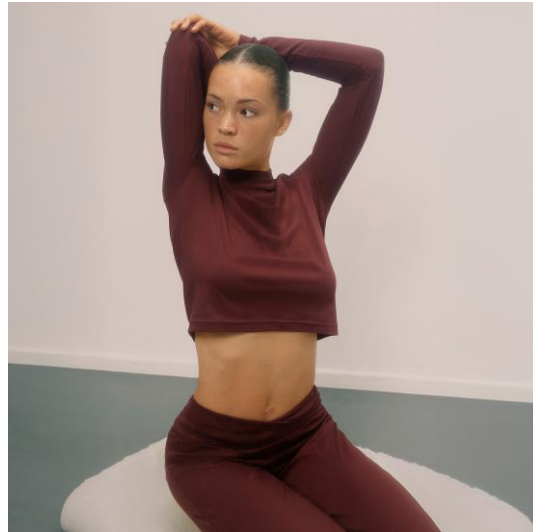
When it comes to recycling textiles, single-material garments are easier to process and recycle because they can be broken down and repurposed without the complications that arise from blended materials. Therefore, mono-material fabrics contribute to a circular economy by ensuring that valuable resources are continuously reused rather than ending up in landfills. As a total of 72,5% of our materials consist of only one fibre, that is the best prerequisite for recycling textiles by type.

To further raise the share of natural fabrics, we are working at full speed on the development of innovations. Because we are convinced that the future belongs to innovative companies, we have committed ourselves to setting new sustainability standards in the fashion industry. We believe in progress instead of stagnation. We are not simply satisfied with what we have reached already. We want to continue to break new ground. We do it for a better tomorrow for all of us.

Some of our innovations so far:

Bouncy 2024

In Spring/Summer 2025, we introduced Bouncy, a material innovation that brings natural elasticity to pure organic cotton. This jersey offers enhanced stretch and recovery without using any elastane, enabling us to create active styles made entirely from natural fibres. Produced on a standard double-jersey machine, the secret lies in its smart construction. Despite being 100% organic cotton, the fabric delivers impressive elasticity and bounce—comparable to materials blended with elastane. Developed in close collaboration with our fabric manufacturer, Bouncy required extensive testing to achieve the ideal structure. The result is a truly elastic, more sustainable jersey free from synthetic fibres.



Nature Fleece since 2004

Conventional fleece is mostly made of synthetic fibres, such as polyester. To make the fleece as fluffy as possible, the surface is roughened. Unfortunately, this causes it to lose a particularly large amount of microplastic every time it is washed. Therefore, we do things differently: For our soft fleece essentials, we process organic cotton and virgin wool. The advantage: The skin can breathe in an ideal way. And the body climate is optimally regulated in both quiet and active phases.



Nature Shell since 2019

Outdoor functional clothing is very popular, but often it is a burden for nature due to the use of plastic and harmful chemicals. We saw this as a challenge and wanted to do better. So together with our partner we developed an organic and natural shell. The innovation is made of organic cotton which is ultra-tightly woven with a special weaving technique. It is ecologically impregnated and provides full functionality



Recycling of production waste

In order to become more resource-efficient, we embrace a cyclical approach to production. This philosophy drives us to create new favorite pieces from our own production scraps, saving 22 tons of production waste since 2018.

Through our Better Recycling program, we focus on reprocessing fabric waste to minimize waste and conserve resources. Therefore, we recycle cutting and spinning waste into new yarn for our Better Recycling collection. By exclusively using our own cutting and spinning waste, we combine it with raw fibres to produce new, high-quality yarns. This results in fresh garments made from fleece or denim crafted from organic and recycled cotton. Through these initiatives, we are committed to fostering a more sustainable future in fashion.



Repair service and care guide

At hessnatur, we value the journey of every piece of clothing, believing each garment deserves to continue its story. Our repair program is a fundamental aspect of our sustainability strategy. By encouraging repairs, we aim to extend the life of our products and reduce resource consumption. We provide our customers with the tools and services to repair their clothing themselves, along with professional repair options to ensure longevity.

Our online Repair & Care Guide offers comprehensive instructions on how to mend, maintain, and sustainably reintegrate garments into the fashion cycle. This guide includes six sections: Care, Repair, Repair Service, Return, Upcycling, and Everyday Tips, each offering detailed advice on giving new life to worn garments.

Throughout our store network, we provide a complimentary repair service for hessnatur clothing, helping to extend the lifecycle of our customers' beloved items.



Improved fits for less returns

In financial year 2023/24, we initiated a fitting project, with its impact expected to be reflected in our collections starting from spring/ summer 2025. The primary goals of this project are to reduce the number of returns, ensure accuracy and stability of fit for our customers, and ultimately increase customer satisfaction. Additionally, we aim to enhance internal process reliability. Thanks to these measures, return rates in women's collections for spring/ summer 2025 could be reduced by 3.9%.

As part of this initiative, we are implementing new or updated body measurements that correspond to the broad mass of society (Size Germany), establishing fullness regulations to determine the width between body measurements and garments—such as for a regular fit T-shirt—and developing a construction kit of various basic cuts to further improve fit consistency across our collections.

Handling of returns

Repeatedly, there are headlines, about how returns in the fashion industry are handled. The returned products are mostly flawless and saleable new goods. Nevertheless, they are often destroyed or at least never sold and worn again.⁵ This results in wasted textiles and resources.

At hessnatur, we do not destroy returns. All returned items are carefully inspected. If they are in proper condition, they return into the normal sales cycle. If not, they are sold through our outlet store in Butzbach or donated to Renatec in Dusseldorf.



Packaging

In our commitment to sustainability, we centralize all product movement and logistics at our Butzbach warehouse, contrasting with the decentralized logistics often seen in the mail order industry. We aim to be as resource efficient as possible in our shipping practices. Our shipping cartons are 100% recyclable, made from 70% recycled material. Additionally, 90% of our products are packaged with nothing but a paper sleeve, while 3.28% are wrapped in glassine instead of plastic, and only 2.1% are packaged in plastic bags, helping us conserve resources and further reduce plastic usage. We also optimize packaging for each order to minimize empty space; for smaller orders, we utilize paper shipping bags instead of cardboard boxes to save space and weight during transit.



⁵ E.g. tagesschau (2023), Greenwashing bei Zalando-Retouren, <https://www.tagesschau.de/investigativ/report-mainz/vollbild-zalando-nachhaltigkeit-ruecksendungen-101.html> or Stern (2019), Mode für die Tonne, <https://www.stern.de/neon/vorankommen/nachhaltigkeit/mode-fuer-die-tonne--was-passiert-wirklich-mit-unseren-retouren--8535386.html>

Second hand shop

A key component of our efforts to enhance fashion circularity is our second-hand shop, launched in March 2023 in partnership with reverse.supply. This eco-friendly initiative extends the life of garments and keeps them in circulation, reducing resource use. Customers can easily upload a photo, select a category, and send their items to reverse.supply free of charge. Since the launch through the end of September 2025, 9,656 second hand items have been assessed and submitted, with 5,418 of them already sold. By actively promoting the shop via social media we connect with environmentally conscious customers and reinforce our commitment to a more sustainable fashion cycle.



Animal welfare

Animal fibres such as wool are among the oldest natural materials people use for making clothes. We have worked with wool since the beginning, because we love high quality fibres, the performance of wool in specific and its many wonderful characteristics like high moisture absorption, high thermal insulation or its high elasticity and stretchability. It is not for nothing that wool is also called nature's high-tech fibre, it

doesn't need to be washed often, it warms and keeps the body dry and is ideal for sports. We believe: Fairness does not stop with people and nature. That's why animal welfare has always been very important to us and plays a crucial role in how we work, being an integral part of our requirements. Therefore, we have defined strict standards for ourselves and our partners that ensure the animals' well-being.

Step one: material selection

Our first step involves a careful selection of materials. We consciously exclude certain materials from our products, including:

1. Real fur
2. Angora wool
3. Mulesed wool: Our guidelines explicitly prohibit mulesing. All partners must acknowledge this requirement legally and provide certification.
4. Animal materials from endangered species

Step two: The "5 freedoms"

Our standards are grounded in the "5 Freedoms" established by the Farm Animal Welfare Committee (FAWC), an internationally recognized framework for assessing animal welfare.

Step three: additional criteria

We prioritize using animal fibres sourced from controlled organic livestock farming whenever possible. These sources are verified by independent certification organizations. Animal welfare is a cornerstone of organic farming practices, ensuring that animals can live according to their natural behaviors and needs. Controlled organic animal husbandry (kbT) adheres to strict regulations that include:

- Generous rotational grazing areas
- Low stocking density
- Natural reproduction methods
- No use of pesticides or fattening aids

Organic farming emphasizes a closed farm cycle, with state-approved inspection bodies conducting annual assessments of compliance with rigorous production guidelines. In the reporting year, 75,1% of our animal fibres were sourced from controlled organic livestock farming. Notably, 85% of our sheep's wool came from certified organic sources. Additionally, we utilize project-based collaborations for sourcing regional wool from Rhön and dike sheep.

We also incorporate fine hair fibres like cashmere or alpaca only when transparency is assured. Compliance with our standards is guaranteed through verified sources.

For down and feathers, we source exclusively from controlled origins that prohibit force-feeding for foie gras production, forced moulting, and live or moulting plucking practices.

The leathers used in our shoes and accessories are sourced solely from Europe, ensuring ethical treatment throughout the entire process - from animal husbandry to tanning - while strictly excluding chrome tanning methods.

At hessnatur, we are dedicated to sourcing high-quality fibres from sustainable partners. We meticulously verify that every material meets our stringent standards throughout the

textile supply chain. Through these efforts, we reaffirm our commitment to animal welfare and sustainability in every aspect of our business.

Transparency

Transparency is a key element in creating a more responsible fashion industry that promotes both social and environmental justice. It empowers all stakeholders—from manufacturers to consumers—to actively participate in the shift towards greater

fairness and sustainability. Considering this, we have implemented various initiatives aimed at enhancing transparency in 2024/25 and are committed to taking further steps to ensure our practices align with these values.

Outlook to the digital product passport

In our ongoing commitment to sustainability, we have partnered with the greentech start-up Retraced to enhance digitalized traceability and transparency of our supply chain. Our collaboration aims to provide our customers with detailed insights into the journey of our products, from raw materials to finished goods.

As part of this initiative, we will select 300 products to feature a digital product passport. This digital passport will offer

comprehensive information about each product.

By leveraging Retraced's advanced traceability technology, we aim to foster greater transparency and trust with our customers. This project not only aligns with our sustainability goals but also empowers consumers to make informed choices, reinforcing our commitment to ethical and sustainable fashion.

Reducing emissions through smart logistics

At hessnatur, sustainability is a priority in every part of our operations, including shipping. That's why in this business year, we have been introducing DHL GoGreen Plus. Unlike traditional carbon offset programs, which compensate for CO₂eq emissions after they occur (for example, through reforestation projects), DHL GoGreen Plus actively reduces emissions from the start. It invests in decarbonizing the logistics network, such as replacing diesel vehicles with electric

ones. These reductions fully comply with EU regulations and allow hessnatur to include CO₂eq savings from insetting in our own reporting.

In addition, we offer our customers the option to have their shipments sent via GLS Climate Protect, which includes CO₂eq compensation. This way, every delivery supports our broader commitment to lowering our environmental impact.

Outlook to product carbon footprint calculation

In the next business year, we plan to take a closer look at the CO₂eq footprint of our products. To achieve this, we have partnered with Carbonfact and are now using their platform.

This allows us to analyse the CO₂eq footprint of each item in detail, identifying where emissions occur and how we can reduce them — through alternative materials or improved production conditions in the supply chain, such

as using solar energy. With Carbonfact as our partner, we can accurately calculate the sources of our CO₂eq impact and gain the insights needed to make meaningful reductions.

Because only with a solid data foundation can we truly understand our carbon footprint, identify gaps, and set realistic reduction targets for the future.

Beehives

For the past four years, a team of employees have been engaged in species-appropriate beekeeping on our company premises. After having received extensive training, the team manages four bee colonies housed in single-chamber hives. This modern beekeeping system combines brood and honey space in a single chamber, ensuring that not all honey is harvested at once, as is common in conventional beekeeping practices.

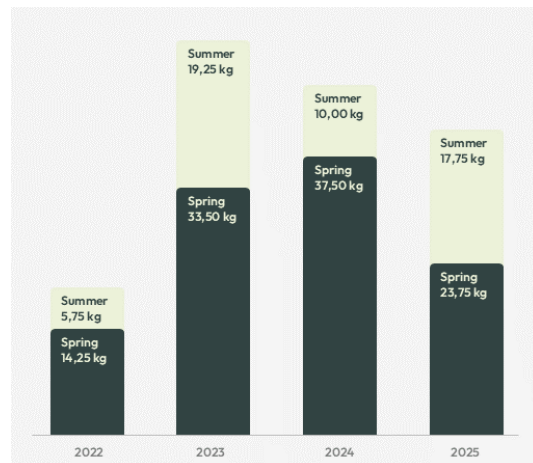
Due to favourable weather conditions, the 2025 honey harvest matched last year's yield, with around 41 kg of spring and summer honey. This delicate honey was carefully extracted, stirred, and packaged in jars by the bee team itself. It quickly sold out among our employees, who appreciated this delicious and sustainably produced treat.



Every week, a team of hessnatur employees meets to care for the bees appropriately and to ensure their well-being.

Through our beekeeping efforts, we aim to contribute to biodiversity and raise environmental awareness. Additionally, we seek to promote a garden with insect-friendly plants, benefiting not only honeybees but also the many wild bee species that have found a habitat on the premises.

After having received extensive training, the team manages four bee colonies housed in single-chamber hives. This modern beekeeping system combines brood and honey space in a single chamber, ensuring that not all honey is harvested at once, as is common in conventional beekeeping practices.



The harvest of the hessnatur honeybees kept in our insect-friendly garden in Butzbach

Steps challenge



1,401 m² of wildflower meadow were planted in Butzbach this spring as a result of our internal steps challenge

In this year's steps challenge, 91 employees were active for 32 days and posted 2,543 activities. Together, we covered 12,661 km and invested 4,142 hours in exercise.

The challenge also had an impact on CO₂e_q reduction. By choosing to cycle or walk instead of using a car, participants helped save a total of 282 kg CO₂e_q. In the end, 1,401 m² of wildflower meadow were planted, providing valuable habitats for insects.

Why did we choose to plant a wildflower meadow? Because insects are essential for

our ecosystem: they ensure plant diversity, provide pollination, and serve as food for birds and other animals. Around 40% of insect species worldwide are threatened with extinction⁶, and a long-term study in Germany found a 76% decline in flying insect biomass over 27 years⁷. Even a small wildflower patch of just 4 m² can increase pollinator activity, such as bumblebees, by 111%⁸.

With the support of Summitree, this challenge has been a double win: for the environment and for ourselves – influencing three strategic areas:

- Climate protection: Every step has helped to support our impact project reducing CO₂e_q.
- Health: The challenge has motivated us to move more – a key factor for better health.
- Team cohesion: Working together toward the goal of covering as many kilometers as possible has strengthened our team spirit.

⁶ <https://www.unep.org/news-and-stories/story/insect-declines-are-stark-warning-humanity>

⁷ <https://www.unep.org/news-and-stories/story/insect-declines-are-stark-warning-humanity>

⁸ <https://link.springer.com/article/10.1007/s10841-022-00387-2>



People

4. People

Sustainable and fair: When manufacturing our products, we act in the interest of people, animals, and the environment. Acting, trading, and cooperating in a fair way is possible and to

our understanding indispensable. The fashion industry must take responsibility - including for those who make fashion.

Our own workforce

We are committed to maintaining the highest ecological and social standards within our own business activities for our employees. For this purpose, we are guided by the OECD Guidelines for Responsible Corporate Conduct. hessnatur has a freely and democratically elected works council that collaborates closely with the responsible departments (such as Human Resources, House Services) and is represented in key decision-making bodies to implement our high standards.

The culture at hessnatur is marked by respect, transparency, cooperation and direct feedback. Inclusion and equality are a matter of course for hessnatur. In addition, our company is characterized by performance, personal responsibility and proactive behaviour.

Diversity enriches hessnatur and improves our products. It is therefore important to provide a safe environment for people with different backgrounds, experiences and identities, where they are respected and can thrive. To further support this our company has a representative for severely disabled persons.

Moreover, we are committed to equal rights and to the balancing of family and career, which is why we offer flexible working hours, remote working, part-time working models and daycare allowances. And these actions prove to be successful:

76% of all our employees are women.

57% of our executive management team are female.

Satisfied, motivated employees who are convinced of their work mean a lot to us. As a natural fashion label, we focus not only on ecologically and socially fair produced collections, but also on our employees' wellbeing. In accordance with the hessnatur philosophy, our goal is to be a role model as a company, to create humane working conditions and an open, trusting relationship with one another.

We believe that those who do good deserve something good as well. And at our company, a lot of people do a lot of good. That's why we offer a wide range of services and benefits to help our employees feel valued and well cared for and improve their financial and physical wellbeing, e.g. a company pension plan, capital-forming benefits, discounts, natural garden and roof terrace for meetings and breaks, organic food in our cafeteria, advanced trainings and bike leasing.

A company doctor offers regular consultations and eye examinations and advises employees on ergonomic problems in their workplace. Furthermore, a committee that focuses on the health of our employees meets four times a year to organize programs such as a regular health day. In addition, we offer workshops with experts on topics such as restorative breathing and resilience training as well as an exclusive range of online yoga courses. Another highlight of the year is a six-week step challenge for everyone that gets the company moving in a fun way.

Human rights due diligence

Human rights due diligence (HRDD) describes the ongoing process by which companies, such as hessnatur, identify, prevent, mitigate and remedy human rights risks in their own business activities along supply chains. HRDD is based on the UN Guiding Principles on Business and Human Rights (UNGPs) and is a core component of the FWF requirements. Together, hessnatur is fully committed to continuously improving working conditions.

We are committed to continuously monitoring compliance with human rights, regularly assessing risks, and ensuring the effectiveness of our monitoring measures. Our goal is to ensure active prevention and effective remediation throughout the entire supply chain. To this end, we have established a comprehensive human rights due diligence process that covers all relevant stages of the supply chain.

hessnatur's HRDD work is guided by the core labour standards of the international Labour

1. Employment is freely chosen

There shall be no use of forced, including bonded or prison labour (ILO Conventions 29 and 105).

2. There is no discrimination in employment

Recruitment, wage policy, admittance to training programmes, employee promotion policy, policies of employment termination, retirement, and any other aspect of the employment relationship shall be based on the principle of equal opportunities, regardless of race, colour, sex, religion, political affiliation, union membership, nationality, social origin, deficiencies or handicaps (ILO Conventions 100 and 111).

3. No exploitation of child labour

There shall be no use of child labour. The age for admission to employment shall not be less than the age of completion of compulsory schooling and, in any case, not less than 15 years" (ILO Convention 138). There shall be no forms of slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labour. [...] Children [in the age of 15-18] shall not perform work which, by its nature or the circumstances in which it is carried out, is likely to harm their health, safety or morals." (ILO Convention 182).

4. Freedom of association and the right to collective bargaining

The right of all workers to form and join trade unions and bargain collectively shall be recognized (ILO Conventions 87 and 98). The company shall, in those situations in which the right to freedom of association and collective bargaining are restricted under law, facilitate parallel means of independent and free association and bargaining for all workers. Workers' representatives shall not be the subject of discrimination and shall have access to all workplaces necessary to carry out their representation functions (ILO Convention 135 and Recommendation 143).

5. Payment of a living wage

Wages and benefits paid for a standard working week shall meet at least legal or industry minimum standards and always be sufficient to meet basic

needs of workers and their families and to provide some discretionary income (ILO Conventions 26 and 131). Deductions from wages for disciplinary measures shall not be permitted, nor shall any deductions from wages not provided for by national law be permitted. Deductions shall never constitute an amount that will lead the employee to receive less than the minimum wage. Employees shall be adequately and clearly informed about the specifications of their wages including wage rates and pay period.

6. No excessive working hours

Hours of work shall comply with applicable laws and industry standards. In any event, workers shall not on a regular basis be required to work in excess of 48 hours per week and shall be provided with at least one day off for every seven-day period. Overtime shall be voluntary, shall not exceed 12 hours per week, shall not be demanded on a regular basis and shall always be compensated at a premium rate (ILO Convention 1).

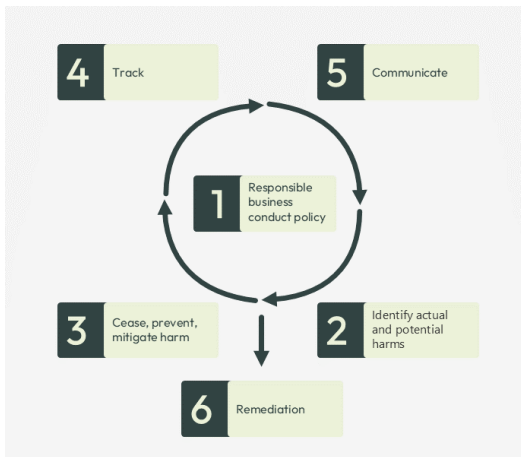
7. Safe and healthy working conditions

A safe and hygienic working environment shall be provided, and best occupational health and safety practice shall be promoted, bearing in mind the prevailing knowledge of the industry and of any specific hazards. Appropriate attention shall be paid to occupational hazards specific to this branch of the industry and assure that a safe and hygienic work environment is provided for. Effective regulations shall be implemented to prevent accidents and minimise health risks as much as possible (following ILO Convention 155). Physical abuse, threats of physical abuse, unusual punishments or discipline, sexual and other harassment, and intimidation by the employer is strictly prohibited.

8. Legally-binding employment relationship

Obligations to employees under labour or social security laws and regulations arising from the regular employment relationship shall not be avoided through the use of labour-only contracting arrangements, or through apprenticeship schemes where there is no real intent to impart skills or provide regular employment. Younger workers shall be given the opportunity to participate in education and training programmes.

Organisation (ILO) and the standards of the FWF, including:



The HRDD steps at hessnatur

1. Responsible Business Conduct Policy

hessnatur has implemented a comprehensive Human Rights and Environmental Due Diligence Policy based on the standards of the FWF, the OECD Guidelines and the UNGPs. The policy covers both social and environmental responsibility and applies to our supply chain as well as hessnatur's own business areas.

Our zero-tolerance stance on forced and child labour is central: risks are addressed immediately, and termination of a partnership is only a last resort. All suppliers must comply with local laws, FWF Code of Labour Practice and our detailed supplier guidelines.

2. Identify actual and potential harm

hessnatur conducts continuous risk scoping and assessments at country and factory level, taking into account both the ILOs core labour standards and gender and other vulnerable groups. Sources include FWF country studies, assessments, self-assessments, supplier visits and complaints.

Additionally, we ensure that an effective grievance mechanism is in place by providing essential information to workers and carefully reviewing any complaints received.

The results are incorporated into supplier evaluations, onboardings and production decisions.

3. Cease, prevent, mitigate harm

Based on our risk assessments, we prioritize actions to prevent and mitigate potential or actual harms in our supply chain.

We conduct training courses for suppliers, supporting improvement of working conditions on site and adapt our purchasing practices to reduce pressure on partners. Through regular dialogue with our partners, we ensure that risks are identified at an early stage and effective remedial measures are implemented.

Internal controls and monitoring of relevant indicators ensure that we do not cause risks ourselves and that we continuously review the effectiveness of our measures.

4. Track

We actively monitor the progress of our Human Rights Due Diligence (HRDD) and continuously work on improvements. To this end, we document risk assessments, action plans, and audit results on the FWF Member Hub. External assessments help us verify compliance with the Code of Labour Practices (CoLP) and our internal HRDD guidelines and provide targeted insights into production facilities.

5. Communicate

Transparent communication is key to building trust among stakeholders and customers. That's why we publish our annual Impact Report, which provides insights into our HRDD work and social responsibility. We also communicate via social media, newsletters and our website and online shop.

6. Remediation

If actual damage is identified, we take immediate corrective action to remedy the situation and prevent future incidents. Following assessments and production site visits, we work closely with factory management to develop corrective action plans and address the identified issues in a targeted manner.

Human rights due diligence – our policy

hessnatur has a formal [Human Rights & Environmental Due Diligence \(HREDD\) Policy](#), publicly available on our website, which was comprehensively revised during the reporting period. The policy reflects our commitment to responsible business conduct in line with the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance, and the Fair Wear Foundation Code of Labour Practices.

It outlines the key elements of our due diligence system, including our HRDD work and the integration of environmental due diligence. During the reporting period, we strengthened

Our focal point: manufacturing

Our HRDD efforts focus primarily on the post-material production stages, particularly sewing. Unlike earlier stages such as spinning, weaving, or dyeing, sewing remains largely manual and is often performed under significant time and cost pressure, which can contribute to poor working conditions.

the policy with a more explicit gender perspective and expanded environmental elements. All partners, including subcontractors, are required to comply with local laws and the FWF Code of Labour Practices. In cases where local legislation and our social standards differ, the stricter rule applies.

The updated HREDD Policy serves as the framework guiding our collaboration with suppliers and internal teams, ensuring that respect for human rights and sustainability is embedded across our operations.

Accordingly, our monitoring is concentrated on factories handling production steps after fabric manufacturing, including cutting, sewing, and washing of finished garments, where risks to workers' rights are most pronounced.

The textile chain using a t-shirt as example

1. Idea

hessnatur represents a modern sustainability. We produce according to strict ecological requirements. Regular controls assure these high standards.

2. Cultivation

For organic production, already the cotton seeds come from certified organic farms, where special care is given to the use of natural fertilizers, crop rotation and natural pest control.

3. Yarn

Only a good yarn can be processed to a good fabric. We take care that no contamination with conventional fibres can occur. Operational policies are subject to the strict hessnatur standards.

4. Fabric

During the production process, yarns are protected against abrasion and tearing using natural sizing agents.

5. Processing

One of the main working steps when it comes to ecology: At hessnatur, oxygen is used for bleaching, colours without heavy metals are used for dyeing and a water-based printing process is used. The characteristics of the cloth are primarily optimized by mechanical and thermal methods. In addition, recycling systems are used so that all water passes through a two-stage treatment facility at least.

6. Manufacturing

This production phase is subject to great time and wage pressure. As a result, people work under appalling conditions at many producers. By contrast, hessnatur is in close contact with production sites and advocates for continuous improvement in working conditions in cooperation with FWF.

7. Transport

We take care of short transportation ways and environmentally friendly packaging - one reason for us to concentrate on European production. Because less kilometers mean more sustainability.
3-5 High degree of automation and little manual work / 6
Low degree of automation and a lot of manual work

Our cooperation with Fair Wear Foundation

hessnatur has been a member of Fair Wear Foundation (FWF) since 2005 and is celebrating 20 years of membership in 2025. Hessnatur joined the FWF as the first German brand. FWF is an international multistakeholder-organization based in the Netherlands. It forms a central pillar of our responsible business conduct and approach to Human Rights Due Diligence. Its standards, methodology, and tools help us to identify risks in our supply chains, improve working conditions, and foster constructive social dialogue and multi stakeholder engagement. Regular assessments, a grievance system, and country level insights are fully integrated into our work, guiding the prioritization and implementation of effective measures. The commitment to the FWF Code of Labour Practices is not only a lip service – FWF audits

all member brands. hessnatur is also monitored bi-annually. The Brand Performance Checks provides independent assessments of our progress, and the most recent report once again confirmed our Leader status.

The Membership also enables collaboration with NGOs, trade unions, manufacturers, and other brands, allowing us to continuously learn, improve our practices, and strengthen our impact.

Through our website, social media, onlineshop, newsletters, impact reports and public events, we do communicate transparently about our membership, showcasing our ongoing commitment to fair working conditions across the textile industry.

Management systems

hessnatur has established comprehensive management systems to operationalize its Human Rights Due Diligence commitments across all stages of supplier engagement. These systems ensure that human rights considerations are embedded in decision-making, purchasing processes, monitoring activities, and collaboration with suppliers.

Identification of risks

We conduct human rights risk assessments for all our production countries and suppliers. This includes country-level risk scoping, factory risk assessments, and if needed, topic-specific risk analysis. The risk scoping and assessments are

1. Likelihood of a harm
2. Severity of potential impact

Each dimension is scored from 1-5, resulting in a consolidated risk level per country and factory. The risk scoping and assessments draw on Fair Wear Country Studies, social audit reports, internal supplier self-assessments, factory visits, complaints, and insights from our buying and product teams. We apply a gender lens, considering specific

Development of action plans

All risk assessments directly inform our supplier-level action plans. These plans include corrective actions identified during audits, gender-specific measures where relevant, follow-up actions resulting from complaints, and environmental or chemical assessments where applicable. They also outline required improvements in purchasing practices. Progress is continuously monitored through documentation in the Fair Wear Member Hub, regular check-ins with suppliers, and factory visits conducted by our CR team, product colleagues, and agents.

Our HRDD framework is supported by a set of dedicated policies and procedures that guide behavior across the organization. These include our supplier onboarding process, monitoring system, responsible exit policy, and sourcing strategy among others. During the reporting period, these policies were further refined and integrated into internal workflows and cross-departmental decision-making.

done with the Risk Tool of FWF. For each country or production site, we evaluate all eight core labour standards along the dimensions:

risks for women and other vulnerable groups, including wage data, absenteeism, and representation.

This analysis guides supplier ratings, prioritization of follow-up actions, resource allocation, engagement strategies, and key decisions on onboarding and sourcing.

Our Corporate Responsibility team works closely with the Head of Supply Chain and Strategic Buying to ensure that findings and risk data are actively integrated into sourcing decisions. Social performance remains a core component of supplier evaluation, guiding follow-up actions, resource allocation, and strategies.

This approach aims to continuously improve conditions across the supply chain, fostering a fair, safe, and supportive working environment for all workers.

Access to remedy

hessnatur ensures access to remedy through a structured complaints and grievance system in collaboration with the Fair Wear Foundation (FWF). Workers at the production sites can raise concerns via FWF's independent worker helplines. Local FWF complaint handlers are trained and designated as contact points, with their details clearly displayed in the local language at each production site. Factory managers and workers are also informed about the complaints system during assessments, training sessions, and site visits. Upon receipt of a complaint, the FWF

complaints officer assesses its relevance to the Code of Labour Practices. Cases are investigated thoroughly, often including on-site visits and interviews with all involved parties. hessnatur works closely with FWF to define and implement Corrective Action Plans, monitor their execution, and ensure that remediation measures are effective. Follow-ups include checking with workers to confirm satisfactory outcomes. FWF publicly reports on all complaints, ensuring transparency and accountability throughout the remediation process.

The complaints' procedure in brief

1. Management and workers are informed about the complaints system
2. Complaints received
3. Admissibility of the complaint is assessed by FWF
4. Investigation of the case
5. Corrective Action Plan is agreed on with all involved parties
6. hessnatur supports and monitors the implementation of corrective actions
7. Verification of taken steps and public reporting by FWF

Integration into internal decision-making

HRDD is fully embedded in our internal governance and forms part of an ongoing, cross-functional decision-making process. Weekly alignment meetings between Corporate Responsibility (CR), Strategic Buying and the Head of Supply Chain ensure

continuous exchange on risks and measures. High-risk cases are handled sensitively throughout all belonging departments. All assessments, decisions, and timelines are documented in the Fair Wear Member Hub.

Stakeholder engagement

Meaningful stakeholder engagement is a central element of HRDD. We engage regularly with a range of stakeholders who

enable us to identify, assess and address human rights risks within our supply chain. Our key stakeholders are:

- Workers, worker representatives at the production sites
- Suppliers and production site management
- Local civil society organizations and expert NGOs
- Fair Wear Foundation and Partnership for Sustainable Textiles (including complaint handlers and local country teams)
- Agents supporting our local sourcing
- Industry initiatives and other brands

Engagement takes place in the form of factory visits and if possible conversations with workers and representatives, joint meetings, regular exchange with FWF and project-based engagement with organisations on topics such as gender equality or living wages.

Engagement is carried out in a way that respects workers' anonymity, freedom of expression and protection from retaliation.

Sourcing strategy

Organization of sourcing department

The Product and Sourcing department is responsible for procurement, product development, and purchasing. This includes supply chain management, the development of specific product lines, and technical quality control. Manufacturer selection is based on criteria such as compliance with labour standards and product quality, which also serve as the basis for evaluating product managers.

The Corporate Responsibility (CR) department also plays a role in supplier selection. While suppliers are proposed by the Sourcing department, the final onboarding decision is

made by CR. After thorough checks, a decision is made in coordination with the Sourcing team. Additionally, CR monitors compliance with sustainability and social standards in the supply chain, including fair wages, non-discrimination, and safe working conditions. The CR department is also responsible for materials and quality assurance.

Close collaboration between CR and Procurement is essential to ensure that economic goals are not achieved at the expense of ethical standards. CR supports supplier selection and helps ensure compliance with sustainability guidelines.

Our purchasing strategy

Our approach to sourcing is aiming to build new relationships while staying true to our current partners. We use an advanced production planning system that ensures reasonable working hours and prevents excessive overtime. Our focus is to get the best materials, working together effectively and ensure everyone's rights are respected through the whole process. The prices we pay our partners are designed to support our share of the payment of a living wage, and we ensure timely payments. We also require our partners to pay their subcontractors and suppliers punctually and as agreed, while maintaining responsible purchasing practices. Every year, all suppliers are evaluated based on their environmental and social due diligence, which plays a critical role in future purchasing decisions. This strategy follows strict rules about human rights, which means we carefully

check suppliers before we start working with them and have process in place, if we need to end our business partnership.

We follow a zero-tolerance policy toward corruption. hessnatur employees and suppliers are strictly prohibited from offering, requesting, or accepting anything that could be interpreted as corruption, as defined by the Fair Wear Foundation (FWF):

Corruption is the abuse of power for unlawful individual or group advantage.

To uphold this, hessnatur has implemented a company-wide policy on gift acceptance, and the dual control principle is applied in all purchasing processes. Decisions are made in consultation with all relevant departments.

Countries

To always be in line with our highest social and environmental standards, we rely on a close cooperation with our partners, who are true experts in their fields. In that light, we carefully assess where our production shall take place. The result is a focus on production in Europe as

well as on countries and regions representing the source of special materials and/or center of expertise. For example, silk, hemp, and cashmere are from China, where the highest level of know-how in manufacturing these fibres can be found.

Selecting new partners

Employees in the CR and product departments pursue a joint strategy when selecting new production sites. While the procurement department takes the lead in proposing new suppliers, the CR department has a decisive say in the selection process. The start of a new collaboration and order placement can only take place after the new partner has been approved by the CR department. In existing partnerships, the CR department has the right and responsibility to stop production if risks

reach a critical level. An analysis of social and environmental risks is part of the decision-making process when selecting new suppliers. In principle, our partners are allowed to nominate subcontractors. However, these must be checked and approved by us in advance. Unauthorized use of subcontractors is not permitted. The commissioning of home workers may only take place with the prior review and approval of hessnatur (CR).

Termination of cooperation

Since we focus on long-term partnerships, the termination of the cooperation is the last resort. We are committed to informing our partners at an early stage about a possible exit

and to working on a joint solution to prevent it. If an exit does occur, we commit to planning a socially responsible exit in a spirit of partnership.

Production cycle

At an early stage, just after the conception of the new collection, we consider the capabilities and capacities of our partners. The production planning is made in cooperation between hessnatur's buying, product management and design team and our partners.

Approx. nine months prior to the first deliveries of a season, the buying team starts

the planning with the partners. Timelines and styles are discussed, common deadlines are elaborated. The operational buying team is always monitoring the outstanding orders and delivery dates. As soon as we can see that the order quantities aren't matching the capacities or if a partner informs us about a shortage of capacity, we try to adapt our planning, split the orders, or postpone the delivery dates.

Supplier relations

Strong, long-term partnerships are the basis for our collaboration with agencies, suppliers and production sites: 70% of our volume is done with partners we have worked at least five years with and about half of our buying volume is done with partners we have worked with for at least ten years. Our manufacturers tend to be true specialists in the processing of specific

fibres, such as hemp, or in specific product groups, such as knitted pullovers, hosiery or jackets and coats. A high level of environmental and manufacturing expertise has been built up over many years. That is why skill and quality are more important to us than the lowest price.

Suppliers

Our suppliers deliver ready-for-sale products and account for them with hessnatur. In many cases, they manufacture the finished goods themselves in their own facilities. In other cases, production is (partly) handled by

external partners who sell their products or services to the supplier. Many of our suppliers also manage earlier stages of production in-house, such as fabric production.

Production sites

Production sites or manufacturers are the companies who manufacture our products; in our supply chain this usually refers to sewing.

Agencies

In the year under review, we cooperated only with local agencies in Portugal and India. They organize and supervise production on our behalf in the sourcing countries and are important points of contact for the suppliers. In addition, the agents work particularly closely

with our relevant employees on purchasing, quality assurance, design and CR. Orders and payments to production partners are either made directly to the suppliers or processed through the agency.

Monitoring our supply chain

The system

Maintaining a stable supply chain is crucial to advancing our human rights due diligence efforts. Both internal and external assessments by Fair Wear and GOTS, along with reports from social monitoring programs, help us identify weaknesses in our supply chain and prevent breaches of our ethical standards.

We strive to integrate audit findings directly into our sourcing decisions. To achieve this, our sustainability team works in close coordination with our product team. Regularly exchange insights with Head of Supply Chain as well as the strategic buying department.

1. Onboarding Process

The selection and onboarding of a new supplier follows a structured, collaborative process between Buying and the Corporate Responsibility team. While Buying identifies potential partners based on product needs and regional considerations, the CR team conducts a mandatory pre-screening that includes a country risk check, assessment of sector-specific human rights risks, and a review of minimum standards. New suppliers must provide a comprehensive self-assessment, key policies, certifications, and full transparency regarding subcontractors.

A partnership can only begin once the CR team has approved the supplier, and all minimum requirements are fulfilled. Contractual agreements formalise our expectations, including social standards, transparency obligations and strict rules for subcontracting and home-based work. Subcontractors may only be engaged following prior review and explicit approval; unauthorized subcontracting is prohibited.

After approval, each new supplier enters a defined onboarding phase, during which they are introduced to hessnatur's requirements and supported in implementing necessary systems, such as grievance mechanisms and transparency processes. An internal review after the first year determines whether the partnership will continue for long term.

2. Monitoring Process

Existing suppliers are monitored through an annual risk assessment and review at country level, business model and product type. We apply a gender lens to identify risks affecting women and minorities. Our monitoring includes assessments, on-site visits, complaints handling, supplier self-assessments, and the follow-up of corrective action plans. Suppliers are evaluated based on audit results, cooperation, purchasing practices, and progress on key topics such as living wages, and complaints. All relevant data, including subcontractors, is updated in retraced and the Fair Wear Member Hub to ensure full transparency.

3. Exit Process

Ending a business relationship is always a last resort. Before considering an exit, we work closely with suppliers to resolve issues and improve performance. When continuation is no longer possible due to persistent non-compliance, human rights risks, quality challenges or strategic reasons, we follow a structured process aligned with the UNGPs, OECD guidance and Fair Wear standards.

Suppliers are informed as early as possible to ensure transparency and to reduce negative impacts on workers.

Monitoring the year under review

In the year under review, we strengthened our human rights due diligence across our supplier base through targeted monitoring activities and closer engagement with production sites. Following a risk-based allocation of our resources, we directed a significant share of our monitoring efforts towards new production partners in India, where elevated country and sector risks required close engagement. This approach allowed us to accompany factories more intensively during the onboarding phase, identify challenges early and establish solid foundations.

Overall, our supplier portfolio underwent several planned adjustments: we onboarded 3

new suppliers, while 18 partnerships were responsibly phased out following strategic considerations or terminated by the supplier. Our teams conducted around 20 factory visits and we've trained and audited 5 new suppliers through FWF. This year, our purchasing volume per country shifted: with India and Turkey accounting for the largest shares, the proportion of our total purchasing value coming from EU production sites decreased a little, compared to last year, even though Lithuania and several other EU countries remain very important sourcing locations. Still, 58% of our confection is made in EU countries.

Onboarding of new suppliers

We onboarded 3 new production partners across 2 countries, following our structured HRDD onboarding process. Each potential partner underwent a first country risk screening, as we have not onboarded in countries where we have not been active before. An assessment of our minimum requirements and a review of submitted policies, subcontracting transparency, and completed audits. Introductory training courses by FWF are

going to be provided to the new suppliers, to provide guidance on grievance mechanisms, and support partners in aligning with our expectations on transparency, living wages and freedom of association. Some partners have already worked with FWF before through other member brands. First monitoring results indicate several challenges, particularly regarding living wages, the understanding of requirements, documentation practices, and the management of overtime.

Monitoring our partners

Our ongoing monitoring focussed especially on high-risk countries and production sites with elevated risks related to working hours, wages, gender equality, and subcontracting. Throughout the year, we conducted 2 audits, 12 factory visits from CSR team and 3 training

courses with suppliers. Next to that, we've screened several social audit reports conducted by other brands or organisations, which the suppliers have made available to us. Key themes included:

- **Wages and Living Wage Gap**

We monitored wage developments closely across all key production locations and supported factories in analysing wage structures in detail. This included reviewing base wages, allowances, bonuses, and deductions, as well as comparing actual income levels against living wage benchmarks. Together with some suppliers, we identified wage gaps and are developing improvement plans. In some facilities, we also encouraged greater transparency around premium and bonus systems.

- **Gender Equality & GBVH Prevention:**

We continued integrating a gender-lens into all assessments and supplier dialogues to ensure that gender-specific risks are systematically identified and addressed. In our participation in the Gender Data Gap initiative, we held gender-focused activities aimed at improving women's representation, strengthening grievance structures and supporting GBVH prevention. These included on-site conversations with women workers, management briefings on gender-sensitive communication, and follow-up discussions on maternity protection and safe working conditions. Insights from these activities feed directly into our broader strategies and support a more inclusive workplace culture at factory level.

- **Overtime Management:**

High overtime continued to be a challenge in a number of production sites, often driven by seasonal fluctuations, limited production capacities or inaccurate forecasting. We worked closely with suppliers and our internal purchasing teams to improve planning cycles and reduce pressure on workers during peak months. Several factories improved advance communication on overtime, allowing workers to plan their schedules and ensuring participation remained voluntary. Where needed, we encouraged factories to redistribute tasks, invest in skill development and improve workflow organisation to reduce dependency on excessive overtime.

- **Freedom of Association & Worker Representation:**

Encouraging worker participation and social dialogue remained a key focus. Several factories established or strengthened democratically elected worker committees, creating more structured and reliable communication channels between workers and management. In some facilities, we supported the implementation of rights-awareness and communication to help workers better understand their rights and to enable supervisors to address worker concerns more constructively. These efforts help to build trust and contribute to more stable, transparent, and inclusive workplace structures

Overall, the combination of visits, audits, and continuous dialogue enabled proactive risk handling and measurable progress in several factories. For the upcoming year, we will place particular emphasis on the onboarding

trainings of new suppliers as well as on suppliers with increased risk to ensure that they are adequately supported, and that necessary training can be conducted in a timely manner.

Exiting partnerships

This year, we exited 10 suppliers. Reasons included strategic adjustments of the assortment and persistent quality issues.

4 of our partners terminated the partnerships from their end.

All exits followed our responsible exit policy and included:

- early warning and transparent communication
- an impact assessment focusing on potential effects on workers
- support in finalizing ongoing orders and ensuring payments
- and continued monitoring during the transition period

This process allowed us to ensure a responsible and socially sensitive phase-out in all cases.

Complaints & grievances

We handled 4 complaints through the FWF mechanism. The cases covered a range of human rights risks, including overtime and working hours, wages and transparency, dismissal practices, performance pressure and related health impacts, and gaps in documentation and worker awareness. All cases were addressed in cooperation with the respective supplier and, wherever relevant, local stakeholders. hessnatur took an active role in enabling and supporting the remediation. We collaborated directly with FW complaint handlers in Turkey and India as well as cooperated with other member brands for cases in Tunisia and Turkey. We held follow-up

calls with suppliers and agents to clarify details and demand corrective actions. The grievance cases highlighted the need for clearer communication structures between supervisors and workers, more transparent and consistent wage and overtime systems, and stronger awareness of grievance channels among employees. They also showed that management teams require additional capacity building to address worker concerns constructively and prevent issues such as excessive overtime or unclear dismissal practices. Together, these insights will guide our future engagement and training efforts with suppliers.

The grievance cases revealed several recurring root causes:

1. Structural gaps in communication, including insufficient dialogue channels and limited worker-management interaction.
2. Inconsistent wage and overtime systems, particularly unclear calculations, irregular payments, and mandatory overtime practices.
3. Limited awareness and accessibility of grievance mechanisms, especially for vulnerable groups such as women and low-wage workers.

As a result, we tried to strengthen awareness of grievance channels during on-site visits and provided trainings through our agency to suppliers in India. In addition, some

suppliers implemented further remediation measures aimed at improving communication, transparency, and working conditions.

Collaboration

During the reporting period, hessnatur actively collaborated with Fair Wear member brands and other stakeholders (e.g. from the PST) to strengthen our human rights due diligence processes. This cooperation covered several key areas, including risk assessments, production site evaluations, follow-up on audit findings, complaints handling and remediation processes.

Together with other Fair Wear member brands sourcing from the same suppliers, we exchanged risk information, aligned on remediation priorities and coordinated communication with factories where relevant. This included joint discussions on findings, living wage data, gender-related risks and remediation strategies in shared facilities.

We also contributed to several Fair Wear multi-stakeholder activities, including member/stakeholder meetings and learning opportunities. In addition, we engaged in collaborative initiatives related to living wages and gender equality, ensuring that remediation efforts were consistent and aligned across brands where possible.

These collaborations help reduce duplicated efforts for suppliers, strengthen leverage and support more coherent, effective HRDD outcomes across shared supply chains.

Meaningful stakeholder engagement

During the disclosure period, hessnatur implemented MSE through several activities, including:

- Risk identification & mitigation
 - Consulting with FWF team in Tunisia on gender risks
 - Consulting with FWF team in North Macedonia on living wages
 - Discussion with worker representatives in Tunisia regarding gender risks
 - Use of worker feedback gathered via FWF complaints helpline
 - Engagement with supplier in North Macedonia to improve wage transparency and strengthen social dialogue structures
- Capacity building
 - Supplier and agency communication on grievance mechanisms, gender equality, living wages
 - involvement of external experts in Tunisia
- Advocated through industry networks (e.g. Partnership for Sustainable Textiles) for gender equality and social dialogue

Transparency

Transparency is a core element of our Human Rights Due Diligence approach. In line with the Fair Wear Transparency Policy, we publicly disclose Tier-1 production locations, including subcontractors. This allows e.g. stakeholders, civil society organisations, and customers to understand where our products are made and how we manage risks in our supply chain.

A full overview of all production sites can be found in [Annex](#), including a summary of key findings and the corresponding actions we have taken to address them. This enables deeper insight into how we assess our suppliers and follow up on identified risks.

In addition to our Fair Wear disclosure, we publish aggregated supply chain information together with the Partnership of Sustainable Textiles via the Open Supply Hub, contributing to industry-wide transparency and comparability. All production-site data is also continuously updated on the Fair Wear Member Platform.

Through these disclosures, we aim to provide meaningful, accessible and responsible transparency that supports accountability and enables continuous improvement across our supply chain.

Trainings and capacity building

Supplier trainings

The FWF Code of Labour Practice forms the basis for collaboration with our suppliers. This standard includes guidelines that inform both employees and management about their labour rights. Every supplier wishing to work with us commits to implementing this Code of Conduct. It is signed by the supplier and the respective production site before any potential collaboration begins. Additionally, our suppliers sign our Supplier Code of Conduct, through which they commit to actively contributing to the compliance with our hessnatur standards, promoting transparency, preventing corruption, and accepting that non-compliance with these standards will result in immediate consequences from our side. To raise awareness of fair working

conditions, we require that "Worker Information Sheets" are displayed in prominent locations for employees in all factories from the beginning of production.

In collaboration with the FWF, we conduct internal onboarding training sessions in factories to enhance employees' awareness of sustainability. These training sessions educate employees on topics such as the independent grievance system and the benefits of FWF's work.

During our visits, we place great importance on personal contact to get an accurate understanding of the working environment on-site.

Agency trainings

In the year under review, we worked with local agencies in Portugal and with a new agency in India. We are building a close relationship with the agencies, visiting them on-site to ensure that our values are communicated to the suppliers through them. The ongoing exchange with the agencies, both through the CR team and the product and purchasing team, ensures that we are all aligned with our goals. Some of the agencies collaborate with several suppliers on our behalf, so we place great importance on ensuring that our commitments and vision are consistently communicated.

During our visits in India in November 2024, March 2025 and May 2025, the CR team, the purchasing department, and the agency jointly visited our supply chain partners to discuss CR topics. These in-person interactions with the agency staff have deepened their understanding of the CSR requirements and allowed us to address concerns and questions more effectively. Additionally, remediation work is supported by the agency and its qualified CSR team. Furthermore, the agency participated in an assessment at one of our suppliers to learn more about the detailed work of Fair Wear Foundation (FWF).

(New) employee training

At hessnatur, it is not only the CR department that is responsible for our high environmental, social, and quality standards, but every department has its share in this responsibility. This is why every new employee receives training on the fundamental values of hessnatur. Within that, a brief explanation of our CSR department is given by our Chief Sustainability Officer. More detailed explanation into the work of hessnatur's social and environmental standards are given to new employees in 1:1 meetings with the teams, depending on the position of the new hire. These meetings are specified for employees, actively having an impact on social standards,

e.g. purchasing colleagues. In our monthly cross-company "Updates & Insights" call the CSR teams also inform the company about current topics, changes or interesting projects within the department.

The CR team frequently participates in learning opportunities, including Fair Wear's resources on the Code of Labour Practices, webinars, and brand exchange programs. This ensures that we remain informed and up-to-date on best practices.



Annex

5. Annex

Imprint

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Supplier Overview

Country	Country Risks	Supplier	Product Group	Assessments since 2021	Visited	Number of Production Workers	Risk Level	Main Risks	Remediation / Action / Development	Production Sites / Subcontracting
Austria	1. No discrimination 2. Safe & healthy working conditions	Gottstein GmbH & Co.KG	Shoes	GOTS	no		1	1. Discrimination in hiring practices, compensation and opportunities 2. Workers are paid below living wage as estimated by local stakeholders	No resulting actions but ongoing monitoring	Stein Tex KFT, Hungary - Risk Level 2
China	1. Freedom of Association 2. No discrimination 3. Reasonable hours of work	WALTON HK GROUP LIMITED // Hangzhou Diyasi Clothing	Woven	FWF	no	18 (55% women)	4	1. Not workers are paid legal minimum wages 2. Workers are paid below living wages estimated by local stakeholders 3. Statutory leaves are not paid to workers as legally required	1. Conduct a wage review for the past 12 months, if necessary compensate underpaid workers retroactively, and implement payroll control system to ensure LMW compliance going forward. 2. Carry out a LW gap analysis, develop a wage improvement plan with clear annual targets, and engage workers in reviewing wage structures. 3. Audit leave records and payments, compensate missing statutory leave pay, and train HR staff on legal leave requirements while introducing a tracking system to prevent recurrence.	
China	1. Freedom of Association 2. No discrimination 3. Reasonable hours of work	PGS Seiwald GmbH // Inner Mongolia Sannong Textile Co., Ltd	Knit	FWF	no		4	1. Workers are paid below living wage estimated by local stakeholders. 2. Allowances, bonuses or social security benefits are not paid as legally required. 3. Workers cannot freely form or join the union of their choice.	1. Conduct a wage-gap assessment, develop a phased wage-improvement plan with annual targets, and review wage structures together with worker representatives. 2. Perform a full payroll and social security review, compensate all missing legal entitlements if necessary, and implement a compliance checklist to ensure all statutory payments are made on time. 3. Establish a democratic worker representation mechanism, communicate a strict non-retaliation policy, and train management and workers on FOA rights and grievance procedures.	
China	1. Freedom of Association 2. No discrimination 3. Reasonable hours of work	SUZHOU BELLANZA WELLSON	Knit	FWF, GOTS	no	72 (75% women)	4	1. Workers cannot freely form or join the union of their choice 2. Allowances, bonuses or social security benefits are not paid as legally required 3. Total working time per week exceeds 60 hours	1. The factory must enable freely elected worker representatives, communicate a non-retaliation policy, and train management and workers on FOA rights. 2. Conduct an assessment and if necessary factory must compensate missing payments, and establish a system ensuring ongoing legal compliance. 3. Implement realistic production planning, limit working hours to ≤60 per week with one rest day, and ensure voluntary, recorded overtime.	
China	1. Freedom of Association 2. No discrimination 3. Reasonable hours of work	InterArt of Cashmere World AG // Hebei Liyimeng Cashmere Products	Knit		no		3	1. Workers are paid below living wage estimated by local stakeholders. 2. Workers cannot freely form or join a union of their choice. 3. Factory working conditions pose threat to the health of workers.	1. Conduct a wage-gap analysis, develop a step-by-step wage improvement plan, and review wage structures together with worker representatives. 2. Set up a freely elected worker representative system and provide FOA training for management and workers. 3. Carry out an external OHS assessment, fix identified safety hazards with clear deadlines, and provide mandatory safety training and PPE to all workers.	
China	1. Freedom of Association 2. No discrimination 3. Reasonable hours of work	Hemp Fortex Industries Ltd.	Woven	BSCI	no	189 (79% women)	4	1. Workers cannot freely form or join the union of their choice 2. Workers are paid below living wage as estimated by local stakeholders 3. Total working time per week exceeds the legal limit, but is not over 60 hours	1. Enable freely elected worker representatives and provide FOA training for management and workers. 2. Conduct a wage gap analysis with worker input, create a step-by-step wage improvement plan, and ensure annual wage increases aligned with living-wage benchmarks. 3. Adjust production planning to legal limits, ensure one weekly rest day, and record overtime transparently to verify compliance.	Yantai Yuying Garments Co. Ltd, China - Risk Level 4
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Comazo	Jersey		yes			1. Workers are paid below living wage estimated by local stakeholders. 2. Discrimination in hiring practices, compensation and opportunities. 3. Evidence of workplace violence and harassment exists.		Comazo, Romania - Risk Level 3 Maier Textil, Croatia - Risk Level 3 Werkkol d. o.o., Bosnia - Risk Level 4
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Disana	Baby	GOTS	yes	54 (87% women)	1	1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders	No resulting actions but ongoing monitoring	Firma Lemmer, Germany - Risk Level 1 Fa. Dean, Germany - Risk Level 1
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Hanskruchen GmbH	Home	GOTS	yes		2	1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders	No resulting actions but ongoing monitoring	
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Werner Schuhe GmbH	Shoes		no			1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders		Comodi, Romania - Risk Level 4 R-Obuv, Slovakia - Risk Level 3
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Traumina	Home	GOTS	no	48 (88% women)	1	1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders	No resulting actions but ongoing monitoring	
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Wilhelm Grözinger	Knit	GOTS	no			1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders		Gloria line, Bosnia - Risk Level: 3 R + S Socks Dizaju, Croatia - Risk Level: 3 Tatrasvit, Slovakia - Risk Level: 3
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Dormiente GmbH	Home		no	51 (47% women)	1	1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders	No resulting actions but ongoing monitoring	
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Richter Textilien GmbH&Co KG	Home	GOTS	no	11 (55% women)	1	1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders	No resulting actions but ongoing monitoring	
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Biberna	Home	GOTS	yes	94 (47% women)	2	1. Evidence of workplace violence or harassment exists 2. Workers are paid below living wage as estimated by local stakeholders 3. Discrimination in hiring practices, compensation and opportunities	No resulting actions but ongoing monitoring	Fa. Boxem, Germany - Risk Level 1 Kayteks Orme Gylim San. Tic. A.S. Turkey - Risk Level 4 Kucuker, Turkey - Risk Level 3

Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Elza GmbH & Co. KG	Knit	GOTS	no	51 (43% women)	1	1. Discrimination in hiring practices, compensation and opportunities 2. Workers are paid below living wage as estimated by local stakeholders 3. Evidence of workplace violence or harassment exists	No resulting actions but ongoing monitoring	
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Hirsch Natur GmbH	Knit	GOTS	no	30 (73% women)	2	1. Workers are paid below living wage as estimated by local stakeholders 2. Evidence of workplace violence or harassment exists 3. Discrimination in hiring practices, compensation and opportunities	No resulting actions but ongoing monitoring	
Germany	1. Payment of a living wage 2. Health & Safety 3. Discrimination	Ewers Strümpfe GmbH // BreiTex	Knit	GOTS	no		2	1. Workers are paid below living wage as estimated by local stakeholders 2. Evidence of workplace violence or harassment exists 3. Discrimination in hiring practices, compensation and opportunities	No resulting actions but ongoing monitoring	
Germany	1. Payment of a living wage 2. Safe & healthy working conditions 3. No discrimination	Interbelt GmbH	Accessoires		no	8 (38% women)	1	1. Evidence of workplace violence or harassment exists 2. Workers are paid below living wage as estimated by local stakeholders 3. Discrimination in hiring practices, compensation and opportunities	No resulting actions due to an end of the business relationship.	
Greece	1. Payment of a living Wage 2. No discrimination 3. Safe & healthy working conditions	Pulse of Fashion S.A.	Jersey	GOTS	yes	18 (72% women)	3	1. The existing TUs or worker reps are not involved in improving working conditions 2. Workers are paid below living wage as estimated by local stakeholders 3. Discrimination in hiring practices, compensation and opportunities	1. Ensure regular, documented consultations with trade unions or worker representatives on working-condition improvements, and establish a formal participation procedure for any policy or workplace change. 2. Conduct a wage gap analysis, develop a progressive wage-improvement plan with clear yearly steps, and review wage structures jointly with worker representatives. 3. Introduce transparent hiring and promotion criteria, conduct anti-discrimination training for HR and supervisors, and monitor pay and opportunity data to identify and correct disparities.	Ecofashion, North Macedonia - Risk Level 3 Burov, Bulgaria - Risk Level 3
Hungary	1. Payment of a living wage 2. No discrimination 3. Safe & healthy working conditions	Hegatex GmbH // Carpet Kelmart KFT	Woven		no		2	1. Workers are paid below living wage as estimated by local stakeholders 2. The existing TUs or worker reps are not involved in improving working condition 3. Factory working conditions pose threat to the health of workers	No resulting actions but ongoing monitoring	
Hungary	1. Payment of a living wage 2. No discrimination 3. Safe & healthy working conditions	Umató Knitwear Manufacturing Ltd.	Knit	GOTS	no	90 (89% women)	3	1. The existing TUs or worker reps are not involved in improving working conditions 2. Workers are paid below living wage as estimated by local stakeholders 3. Management mistreats workers due to their union membership or activities	1. Establish regular, documented consultations with trade unions or worker representatives and create a formal involvement process for workplace improvements. 2. Carry out a wage-gap analysis, develop a stepwise wage-improvement plan, and review progress together with worker representatives. 3. Implement and communicate a zero-tolerance non-retaliation policy, train supervisors on FOA rights, and set up a confidential grievance mechanism monitored jointly with worker reps.	Szisz-Sita, Hungary Woukie, Hungary
India	1. Reasonable hours of work 2. Payment of a living wage 3. Safe & healthy working conditions	KIP Fine Linen Private Limited	Home	GOTS	yes	380 (79% women)	4	1. Workers are paid below living wage as estimated by local stakeholders 2. Evidence of workplace violence or harassment exists 3. Wages paid are below collective bargaining agreement (CBA) wage.	1. Conduct a living-wage gap analysis, develop a phased wage-improvement plan with clear annual targets, and review wage structures together with worker representatives. 2. Implement and enforce a zero-tolerance policy, provide mandatory training for management and workers, establish a confidential grievance mechanism (including the legally required POSH committee), and investigate all cases with corrective actions. 3. Conduct a payroll review against the applicable collective bargaining agreement, compensate all wage gaps retroactively, and implement controls to ensure full CBA compliance going forward.	
India	1. Reasonable hours of work 2. Payment of a living wage 3. Safe & healthy working conditions	Kanodia Global PVT. LTD.	Home	GOTS	no	380 (35% women)	5	1. Not all workers are paid legal minimum wages 2. Total working time per week exceeds 60 hours 3. Workers do not receive 1 day off per 7 days of work	No resulting actions due to an end of the business relationship.	
India	1. Reasonable hours of work 2. Payment of a living wage 3. Safe & healthy working conditions	Krushna Cotex PVT Ltd.	Home	GOTS	yes	150 (0% women)	4	1. Not all workers are paid legal minimum wages 2. Workers cannot freely form or join the union of their choice 3. Workers are paid below living wage as estimated by local stakeholders	1. Conduct a payroll review, compensate all underpaid workers retroactively, and implement controls to ensure ongoing compliance with legal minimum wage requirements. 2. Enable freely elected worker representation, communicate a non-retaliation policy, and train management and workers on FOA rights and grievance mechanisms. 3. Carry out a living-wage gap analysis, develop a phased wage-improvement plan with clear targets, and review wage structures together with worker representatives.	
India	1. Reasonable hours of work 2. Payment of a living wage 3. Safe & healthy working conditions	Rithams Apparels	Jersey	GOTS	yes	378 (51% women)	4	1. Workers are paid below living wage as estimated by local stakeholders 2. Evidence of workplace violence or harassment exists 3. Not all workers are paid legal minimum wages	1. Conduct a living-wage gap analysis, develop a phased wage-improvement plan with clear annual targets, and review wage structures together with worker representatives. 2. Implement a zero-tolerance policy, provide mandatory training for management and workers, establish a confidential grievance mechanism (including a POSH committee), and investigate all cases with corrective actions. 3. Carry out a payroll review, compensate all underpaid workers retroactively, and implement payroll controls to ensure full legal minimum wage compliance.	

India	1. Reasonable hours of work 2. Payment of a living wage 3. Safe & healthy working conditions	SRG Apparels Ltd.	Jersey	GOTS	yes	307 (46% women)	4	1. Factory working conditions pose threat to the health of workers 2. Workers are paid below living wage as estimated by local stakeholders 3. Factory management does not allow trade unions to approach workers	1. Conduct an external OHS assessment, address identified hazards with clear timelines, and provide mandatory safety training and PPE to all workers. 2. Carry out a living-wage gap analysis, develop a phased wage-improvement plan with clear targets, and review wage structures together with worker representatives. 3. Allow lawful access for trade unions, communicate a non-interference and non-retaliation policy, and train management on FOA rights and grievance procedures.	
India	1. Reasonable hours of work 2. Payment of a living wage 3. Safe & healthy working conditions	Theri Guru Krishna Textile Mills LTD.	Home	GOTS	yes	494 (91% women)	4	1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders	1. Implement a zero-tolerance policy, provide mandatory training for all workers and supervisors, establish a confidential grievance mechanism, and investigate all cases with corrective actions. 2. Introduce transparent, non-discriminatory hiring and promotion criteria, train HR and supervisors on equal treatment, and regularly review pay and opportunity data to identify and correct disparities 3. Conduct a living-wage gap analysis, develop a phased wage-improvement plan with clear targets, and review wage structures together with worker representatives.	
Lithuania	1. No discrimination 2. Safe & healthy working conditions 3. Reasonable hours of work	MARZOTTO LAB S.R.L. // AB Liteksas	Woven		no	99 (57% women)	1	1. Workers are paid below living wage as estimated by local stakeholders 2. Discrimination in hiring practices, compensation and opportunities	No resulting actions but ongoing monitoring	
Lithuania	1. No discrimination 2. Safe & healthy working conditions 3. Reasonable hours of work	LTP	Jersey	Hoenicke Consulting 2021	no	179 (92%)	1	1. Discrimination in hiring practices, compensation and opportunities 2. Workers are paid below living wage as estimated by local stakeholders	No resulting actions but ongoing monitoring	Adkopas, Lithuania - Risk Level 1 LTP Balkan, Romania - Risk Level 1 LTP Tebesa, Romania - Risk Level 1 LTP UAB, Lithuania - Risk Level 1 Valdaura, Lithuania - Risk Level 3 Zlugtas, Lithuania - Risk Level 2
Lithuania	1. No discrimination 2. Safe & healthy working conditions 3. Reasonable hours of work	Dainava AG	Woven, Denim	GOTS	yes	135 (93% women)	1	1. Workers are paid below living wage as estimated by local stakeholders 2. Discrimination in hiring practices, compensation and opportunities	No resulting actions but ongoing monitoring	Samveda, Lithuania - Risk Level 1 Zlugtas, Lithuania - Risk Level 2
Lithuania	1. No discrimination 2. Safe & healthy working conditions 3. Reasonable hours of work	AB Utenos trikotazas	Jersey	GOTS, SAB000	no	262 (83% women)	1	1. Workers are paid below living wage as estimated by local stakeholders 2. Discrimination in hiring practices, compensation and opportunities	No resulting actions but ongoing monitoring	Valdaura, Lithuania - Risk Level 3
Nepal	1. Bribery & corruption 2. Payment of a living wage 3. Safe & healthy working conditions	Arns Craft Niryat Pvt.Ltd // New Sadle Niryat	Wovens	WFTO heissnatur Stiftung	no	71 (62% women)	3	1. Workers are paid below living wage as estimated by local stakeholders 2. Discrimination in hiring practices, compensation and opportunities 3. The factory employs children under the age of 15	No resulting actions but ongoing monitoring. Arns Craft / New Sadle is not a traditional supplier but a project that originated from a former leprosy station and today provides comprehensive medical care, support, employment, and social integration for people affected by leprosy and social exclusion.	Moonsun Trading, Nepal, Risk Level 4
Peru	1. Bribery & corruption 2. Payment of a living wage 3. No child labour	Kero Design S.A.C.	Knit	Fair Trade	yes	42 (50% women)	2	1. Factory working conditions pose threat to the health of workers 2. Workers are paid below living wage as estimated by local stakeholders 3. Worker / union reps are not chosen by workers or not democratically elected	No resulting actions but ongoing monitoring	Saldana Design S.A.C., Peru - Risk Level 2
Peru	1. Bribery & corruption 2. Payment of a living wage 3. No child labour	Incalpaca TPK.S.A.	Knit	SGS del Peru	no	1130 (62% women)	3	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers 3. There are no work contracts or other proof of employment relation	No resulting actions due to an end of the business relationship.	
Poland	1. Legally binding employment relationship 2. Employment is freely chosen 3. Bribery & corruption	Martello	Knit	GOTS	yes		3	1. Factory management does not allow trade unions to approach workers 2. Discrimination in hiring practices, compensation and opportunities 3. Evidence of workplace violence or harassment exists	No resulting actions but ongoing monitoring	
Portugal	1. Payment of a living wage 2. Safe & healthy working conditions 3. Legally binding employment relationship	Gubec / Becri	Jersey	GOTS, BSCL, Sedex	yes	98 (83% women)	2	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers	No resulting actions but ongoing monitoring	
Portugal	1. Payment of a living wage 2. Safe & healthy working conditions 3. Legally binding employment relationship	Vestire / M.D.M. MALHAS, LDA	Knit	GOTS, QIMA	yes	56 (73% women)	2	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers	No resulting actions but ongoing monitoring	
Portugal	1. Payment of a living wage 2. Safe & healthy working conditions 3. Legally binding employment relationship	Alec Garments - Simao & Olgando SA	Jersey	GRS, GOTS, BSCL, SLCP	yes	103 (88% women)	2	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers	No resulting actions but ongoing monitoring	
Portugal	1. Payment of a living wage 2. Safe & healthy working conditions 3. Legally binding employment relationship	J. Caetano & Filhas LDA	Woven	GOTS	yes	117 (91% women)	1	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers	No resulting actions but ongoing monitoring	
Portugal	1. Payment of a living wage 2. Safe & healthy working conditions 3. Legally binding employment relationship	STP - Industria de Vestuario	Jersey	GOTS	yes	72 (71% women)	2	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers	No resulting actions due to an end of the business relationship.	
Portugal	1. Payment of a living wage 2. Safe & healthy working conditions 3. Legally binding employment relationship	Inarbel	Knit	GOTS	yes	224 (81% women)	2	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers	No resulting actions but ongoing monitoring	
Portugal	1. Payment of a living wage 2. Safe & healthy working conditions 3. Legally binding employment relationship	Nestor Amorim LDA	Shoes		no		2	1. Workers are paid below living wage as estimated by local stakeholders 2. Factory working conditions pose threat to the health of workers	No resulting actions due to an end of the business relationship.	

Romania	1. Payment of a living wage 2. Bribery & corruption 3. Freedom of association	KaMC Stollenmeier GmbH & Co.KG	Knit	GOTS	no				S.C. Offensive S.R.L. - Satu Mare, Romania - Risk Level 3 S.C. Offensive S.R.L.- Cehu Silvaniei, Romania - Risk Level 3
Spain	1. Payment of a living wage 2. No discrimination 3. Employment is freely chosen	greenergrass GmbH	Shoes		no				Costa Anatomica, Spain - Risk Level 2 Eco Manufactured, Spain
Spain	1. Payment of a living wage 2. No discrimination 3. Employment is freely chosen	ESCA Shoes GmbH // Best Partner	Shoes		no		2	1. Evidence of workplace violence or harassment exists 2. Discrimination in hiring practices, compensation and opportunities 3. Workers are paid below living wage as estimated by local stakeholders	No resulting actions due to an end of the business relationship.
Tunisia	1. Payment of a living wage 2. Reasonable hours of work 3. Bribery & corruption	Denim Manufacture	Denim	GOTS, BSCI, FWF	yes	364 (86% women)	4	1. Juvenile work is not compliant to local law and/or international standards 2. Discrimination in hiring practices, compensation and opportunities 3. Factory management does not allow trade unions to approach workers	1. Conduct an age-verification audit, reassign all juvenile workers to safe, legally compliant tasks, and introduce a monitoring system ensuring no hazardous or overtime work for juveniles. 2. Integrate age-related data to track risks for young female workers in particular. 3. Introduce transparent, gender-responsive hiring and promotion criteria, conduct anti-discrimination training for HR and supervisors, and analyse pay and opportunity gaps by gender
Tunisia	1. Payment of a living wage 2. Reasonable hours of work 3. Bribery & corruption	Manufacturing International Company	Denim	GOTS, GRS	yes				Nebiha Story, Tunisia - Risk Level 3 Washing International Company, Tunisia - Risk Level 4
Turkey	1. Freedom of association 2. No discrimination 3. Employment is freely chosen	Gisi Giyim Sanayi	Woven	FWF	yes	35 (29% women)	4	1. Workers are paid below living wage as estimated by local stakeholders 2. Allowances, bonuses or social security benefits are not paid as legally required 3. Management fails to comply with reqs when dismissing workers	1. Conduct a living-wage gap analysis, develop a phased wage-improvement plan with annual targets, and review wage structures together with worker representatives. 2. Carry out a full payroll and social-security audit, compensate missing entitlements retroactively, and establish a compliance checklist to ensure all statutory payments are made correctly and on time. 3. Introduce a clear, legally compliant dismissal procedure, train supervisors and HR on due process and documentation, and ensure dismissed workers receive all legally required payments and information.
Turkey	1. Freedom of association 2. No discrimination 3. Employment is freely chosen	ACLAN TEKSTİL VE KONFEKSİYON	Woven		yes				Trend Kuru Temizleme, Turkey - Risk Level 4 Zaferteks, Turkey
Turkey	1. Freedom of association 2. No discrimination 3. Employment is freely chosen	Dozoelik Orme San. Ve Tic. A.S.	Knit		yes	81 (53% women)	5	1. Workers do not receive 1 day off per 7 days of work 2. Overtime premium is not paid as legally required 3. Workers are paid below living wage as estimated by local stakeholders	1. Adjust production planning to ensure every worker receives at least one rest day per 7 days, record working hours transparently, and monitor compliance weekly. 2. Conduct a payroll audit, compensate all missing overtime premiums retroactively, and introduce a payroll control system ensuring overtime is paid at the legally required rate. 3. Carry out a living-wage gap analysis, develop a phased improvement plan with annual targets, and discuss wage structures regularly with worker representatives.
Turkey	1. Freedom of association 2. No discrimination 3. Employment is freely chosen	Mergü Tekstil Konfeksiyon	Woven	FWF, GOTS, BSCI	yes	107 (73% women)	3	1. Workers are paid below living wage as estimated by local stakeholders 2. Evidence of workplace violence or harassment exists 3. Workers are dismissed and rehired to avoid paying wages for permanent workers	1. Conduct a living-wage gap analysis, create a stepwise wage-improvement plan, and review wage structures together with worker representatives. 2. Implement a zero-tolerance policy, provide mandatory training for all staff, set up a confidential grievance channel, and investigate all cases with corrective measures. 3. Stop the practice immediately, reinstate affected workers with correct contracts if applicable, introduce transparent HR procedures, and train management on legal requirements and fair employment practices.

Complaints in the year under review:

Country	Supplier	Date	Complaint Topic	Handling	Status
Turkey	Mergü	Nov 24	A complaint was raised concerning mandatory overtime, wage transparency, and discrimination. Workers reported pressure and negative consequences for refusing overtime, insufficient access to grievance information, and a lack of transparency regarding wage premiums and irregular living wage allowance payments, making financial planning difficult.	Remediation measures focused on improving overtime practices, workplace communication, and wage transparency. Line supervisors received training on respectful communication and advance notice for overtime, with efforts to keep overtime voluntary through better planning and cross-departmental flexibility. The factory committed to improved worker information through refresher trainings on Fair Wear and the posting of relevant materials. To address wage and bonus transparency, the factory is developing clear premium distribution guidelines linked to an efficiency measurement system, alongside ongoing worker trainings and clearer communication on the living wage project.	closed, published
Turkey	Gisi	Nov 24	A complaint was filed regarding a mass dismissal of workers after the abrupt closure of the sewing department. The complainant raised concerns about the necessity of the dismissals and emphasized the need to ensure compliance with legal requirements, including severance pay, notice periods, and the settlement of all outstanding entitlements.	While the dismissals did not qualify as a collective dismissal under local law, shortcomings were identified in communication, legal compliance with written termination notices, and the calculation of severance and notice pay. Following the investigation, the supplier engaged in dialogue with the brand, shared relevant documentation, and received clear recommendations from FWF. The case is being followed up through document review and ongoing engagement to ensure correction of underpayments, improved dismissal practices, and compliance with legal and international labour standards.	closed, published
India	Kanodia	Jan 25	The complaint raises concerns about working hours, overtime, and wages at the supplier. Workers reported that overtime is mandatory, with fear of termination if they refuse. Additionally, unskilled workers are reportedly paid below the legal minimum wage. Overtime premiums are allegedly not paid as required by law, as wages include overtime without separate or additional compensation.	The grievance relates to issues already identified during an audit in July 2024, including overtime and wage-related concerns. While our agency conducted follow-up checks and shared a corrective action plan, the brand no longer has an active business relationship with the factory, which limits direct leverage. From the brand's perspective, the case is not yet fully remediated, as remediation should include not only forward-looking corrective measures but also retroactive compensation where violations occurred. In coordination with Fair Wear, options are currently being explored to ensure further follow-up, including potential involvement of other brands sourcing from the factory.	open, published
Tunisia	Nebiha	Apr 25	Workers reported health impacts from increased production output rates, excessively tight deadlines, and management practices. While some claims, such as the link between output rates and health issues and the lack of grievance channels, were found unsubstantiated, evidence supported issues regarding excessively tight deadlines and lack of respect from supervisors and management, including disciplinary measures for unmet quotas.	The supplier has implemented several measures to address the grievances. Production times are defined using a standardized program, ensuring employee comfort and quality standards. Grievance mechanisms, including procedures, registers, anonymous boxes, and regular training, are in place and communicated to all staff. Health and safety are overseen by a dedicated committee, and workstation adjustments are provided when needed. The supplier has also engaged an independent external expert, in agreement with the trade union, to verify production times. Additional measures include discontinuing the "light-traffic" system, maintaining an open-door policy, and participating in regular social audits, all aimed at ensuring safe, respectful, and fair working conditions.	closed, published

Exits in the year under review:

Country	Supplier	Risk Level	Last delivery	Exit reason
Turkey	Unimoda Dis Ticaret A.S.	5	HW24	After an early exit discussion in the 2023/24 financial year, the business relationship with this supplier was concluded in an orderly manner. The final delivery took place in HW24. The decision was driven by strategic supply chain consolidation and economic factors, in particular pricing developments.
Turkey	Egedeniz Tekstil	4	HW25	After an exit discussion in the 2024/25 financial year, the business relationship was concluded in an orderly manner following the HW25 season. The decision to exit was driven by quality-related reasons.
Germany	Interbelt GmbH	1	HW24	After a strategic decision to discontinue with belts as of HW24, an exit discussion was conducted and the business relationship with the supplier was concluded in an orderly manner.
India	Kanodia Global PVT. LTD.	5	HW24	After a strategic decision to discontinue day blankets, an exit discussion was conducted with our agency and the business relationship was concluded. The final season of cooperation was HW24.
Peru	Incalpaca TPX.S.A.	3	HW24	An exit discussion was conducted in the 2023/24 financial year, followed by a planned conclusion of the business relationship. The final deliveries took place in HW24. The exit formed part of a strategic supply chain concentration.
Portugal	STP - Industria de Vestuario	2	FS26	Following an assessment of business-related factors, the business relationship was concluded in an orderly manner.
Portugal	Nestor Amorim LDA	2	HW25	Following a strategic decision to discontinue sourcing of new shoes after the 2024/25 season, the business relationship with the supplier was exited.
Spain	greenergrass GmbH		HW25	Following a strategic decision to discontinue sourcing of new shoes after the 2024/25 season, the business relationship with the supplier was exited.
Spain	ESCA Shoes GmbH // Best Partner	2	HW25	Following a strategic decision to discontinue sourcing of new shoes after the 2024/25 season, the business relationship with the supplier was exited.
Turkey	Zorlu		HW25	After an early exit discussion in the 2023/24 financial year, the business relationship with this supplier was concluded in an orderly manner. The final delivery took place in HW24. The decision was driven by strategic supply chain consolidation and economic factors, in particular pricing developments.