Social Responsibility Report 2024



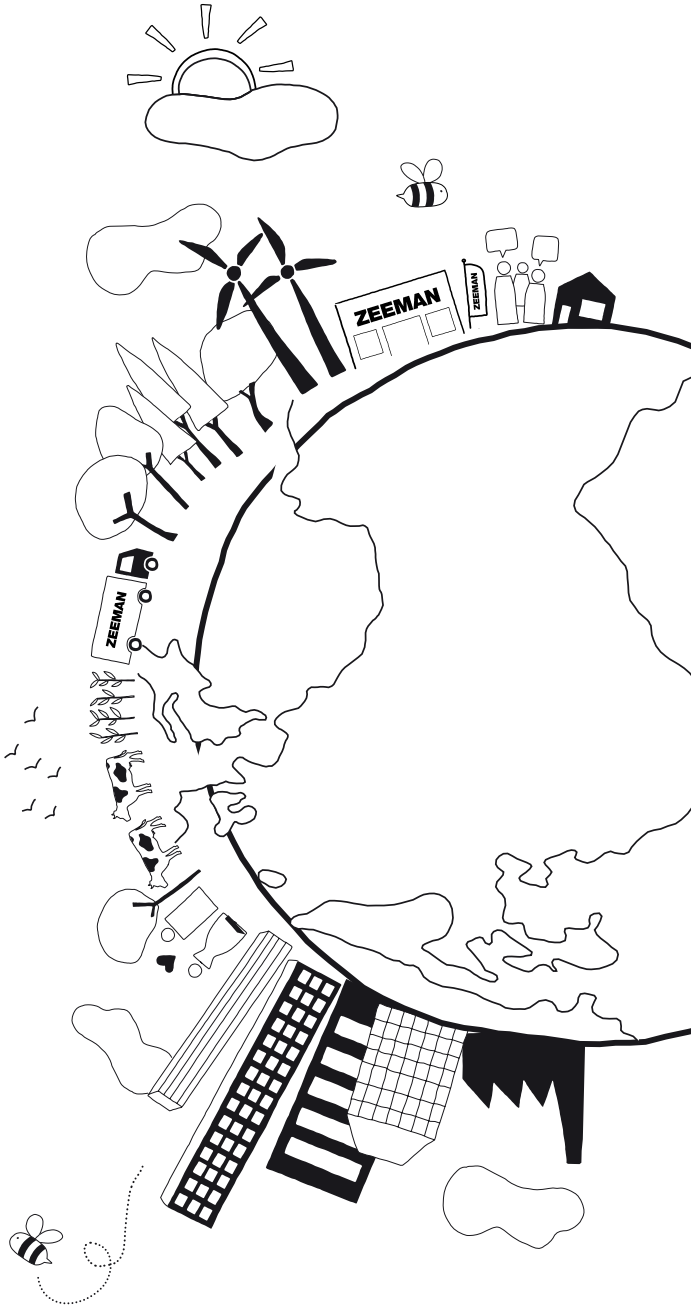
ZEEMAN

Zuinig at heart.

Zuinig.

[zaʊ.nɪk] ▪ **adjective**

Zuinig is a word from the Netherlands. It's about being both economical and caring. Not so easy to explain, but simple to live by. If we are all *zuinig*, together we can make the world a little bit better. **ZEEMAN**



A word from our CEO.

Being *zuinig* is part of our DNA. We care for people, planet and society. A mindset that's deeply embedded across our organisation. In recent years, we've made great strides in terms of sustainability. And this hasn't gone unnoticed – in March 2025 Dutch consumers voted Zeeman the most sustainable retailer in Clothes & Fashion.



This is an accolade we are extremely proud of, and one that motivates us to continue down this road. Because we are not there yet.

2024 was a special year.

To begin with, we learned more about our environmental impact. And we are now working on our climate transition plan. Our ambition remains unchanged. It has also become clear that we won't meet our CO_2 reduction targets 'simply' by improving our existing supply chain. We will, of course, continue to work hard on using more sustainable materials (such as organic cotton) and on installing solar panels at most of our factories. But small changes aren't enough. We will need to fundamentally redesign our business model in the long term to get closer to achieving our targets. That realisation is the starting point for our climate transition plan.

At the same time, we have come to see that our organisation has entered a new phase. The foundations of our sustainability policy are in place – now it's time to professionalise further. We remain committed to our goals, that goes without saying. But we'll also be spending more time and attention on legislation and how to embed it in our way of working.

Crucial steps in 2024.

Besides these strategic developments, we're proud that we made some crucial strides in sustainability in 2024, and launched a number of promising initiatives:

- We expanded our circular range, giving more and more of our products a second lease on life.
- Our living wage programme continues to grow. More and more people in our production chain are earning a fair wage, enabling them to better meet their basic needs, invest in education and build a more stable future.
- We have expanded our impact measurements and have made great strides towards CSRD compliance. This helps us to be even more transparent and to stay alert



- We were again placed in the ‘good’ category in Fair Wear’s Brand Performance Check, with a higher score.
- Under our Community Focus programme, we give our store teams the freedom to do something extra for their local communities. Inspiring local initiatives are emerging around our stores across Europe. One moving example was in Valencia, where one of our stores was destroyed by severe flooding. Nearby Zeeman stores immediately stepped in to help. That kind of solidarity shows just how strong our community is.

Women Empowerment

An initiative that touches me personally is our Women xEmpowerment project in Pakistan. In several factories, we’ve created facilities that offer women a job in a sewing workshop. This is far from the norm there, but with this project we hope to take a first step towards increasing women’s participation





in the labour market in Pakistan. It gives them not only an income, but also greater independence and self-confidence. Projects like this show that even small steps can make a huge difference.

Moving forward together

We’ve seen that sustainability works at Zeeman. Our figures, results and personal experiences all show it. But we can — and want to — do more. That’s why we keep working to improve. And not just that: we also share what we know. This report shows what we are doing and what we are proud of, while at the same time being honest about the challenges we face and where we can grow.

We hope this CSR report will inspire other companies to take even bigger steps together. Of course, we’re still learning every day ourselves. So if you have a good idea that could help us move forward in sustainability and corporate social responsibility, do let us know. And as always — if you have any questions, I’m here. You know where to find me.

Best wishes,

Erik-Jan Mares
CEO



If you have any questions, feel free to get in touch with me at zeeman.com/nl-nl/mvo/mvo-vragen.

Our manifesto.

From remarkably simple to *zuinig* at heart.
It can be that simple.

At Zeeman, we like to keep things simple. But today's world isn't that simple at all. We live in a fast-moving, throw-away society. We get rid of things – and sometimes even people – too quickly nowadays. Yet we believe that everyone, everywhere should be able to build a decent life.

We want to make a big shift at Zeeman and contribute to this even more. But making the whole world a much better place is a tall order for a simple textile retailer like Zeeman.

That's why we prefer to look at the world closer to home, where we can make a difference – for our customers, for the people who work for us, and for the local communities where our Zeeman stores are located.

We are champions in textile basics, and with almost 1,400 stores in Europe, we're never too far away. We're there for people on tight budgets, but more and more, also for people who simply don't want to pay too much. They've all come to the right place, because we are *zuinig**. Because we keep everything simple and don't make things unnecessarily expensive. And because we stick to the timeless basics (as reflected in our consistently low prices).

But being *zuinig* is so much more than simply wanting to save money. It all starts with the question: 'What do you really need?' For yourself. For the people around you. For the world.That means using high-quality materials, and as few materials as possible. It means making things last longer before throwing them away. And also being *zuinig* in our relationships with factories we've worked with for years (and their people).

So are we there yet? Not by a long shot. But doing nothing isn't an option. We need to shift gears now. That's why, in the coming years, we will leave no stone unturned at Zeeman to become even more *zuinig* – to care about everything and everyone. To give people a solid foundation, and keep everyone on board.

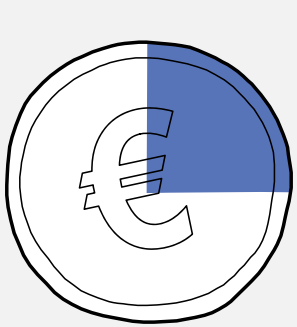
There's a case for making do with less. For being a little more *zuinig* – with resources, with products, with each other. Because being *zuinig* at heart pays off. It's as simple as that.

* *Zuinig* is a Dutch word with the double meaning of being cost-conscious and caring.

Watch our manifesto video on Zeeman.com



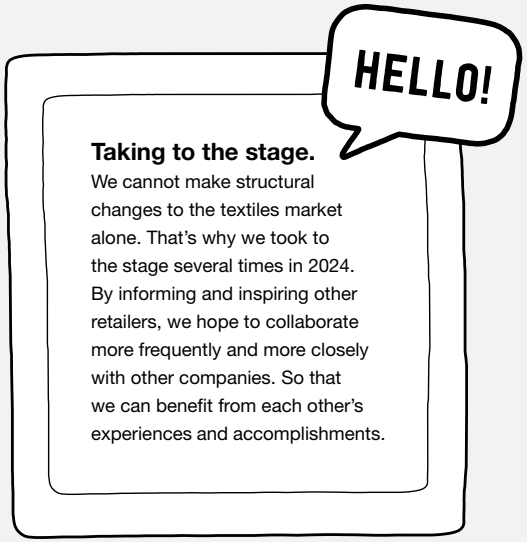
2024 in focus.



26%

Living wage

We started five new living wage programmes in 2024, enabling the people who produce 26% of our textiles to earn a living wage.



Taking to the stage.

We cannot make structural changes to the textiles market alone. That's why we took to the stage several times in 2024. By informing and inspiring other retailers, we hope to collaborate more frequently and more closely with other companies. So that we can benefit from each other's experiences and accomplishments.



Project in Pakistan.

Together with Schijvens Corporate Fashion, we started women's empowerment projects at three factories in Pakistan in 2024. Two of those factories are suppliers of Zeeman. It was clear during our first visit that the women are immensely proud of the path they have taken.

Community Focus in our stores.

In 2024, our stores were actively involved in their local communities with a view to strengthening our Community Focus activities. A toolkit we introduced helped our store teams to select local initiatives. This was supported by a national media campaign in the Netherlands themed around 'looking out for each other'.



68 out of 100 points

Brand Performance Fair Wear.

As in previous years, Zeeman was placed in the 'good' category in 2024. With 68 points, we scored better than last year's 59.

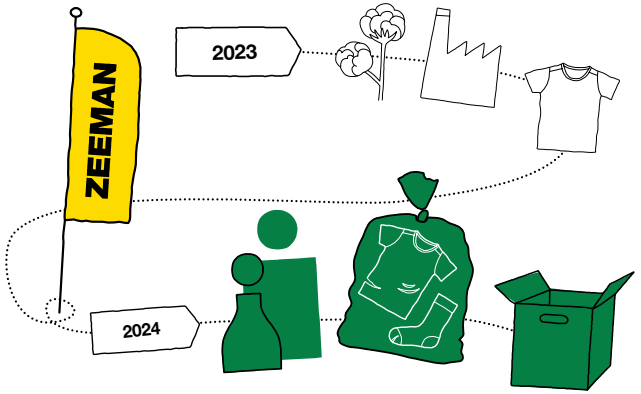


Circular collection expanded.

In 2024 our stores offered new products made from recycled textiles. We added products such as socks, sweaters and trousers to our circular collection. And we made festival bags from refundable deposit-return bags.

Impact measurements expanded.

In 2024, we again teamed up with Impact Institute and bAwear to develop new calculations in order to better understand the total environmental impact of the Zeeman organisation. At the same time, we improved our data quality. While we already understood the impact of the production of our items and of our own operations, in 2024 we learned more about the impact of our products after they had left our stores, such as through consumer usage and waste processing. We have also started developing a climate transition plan in an effort to reduce our environmental footprint.



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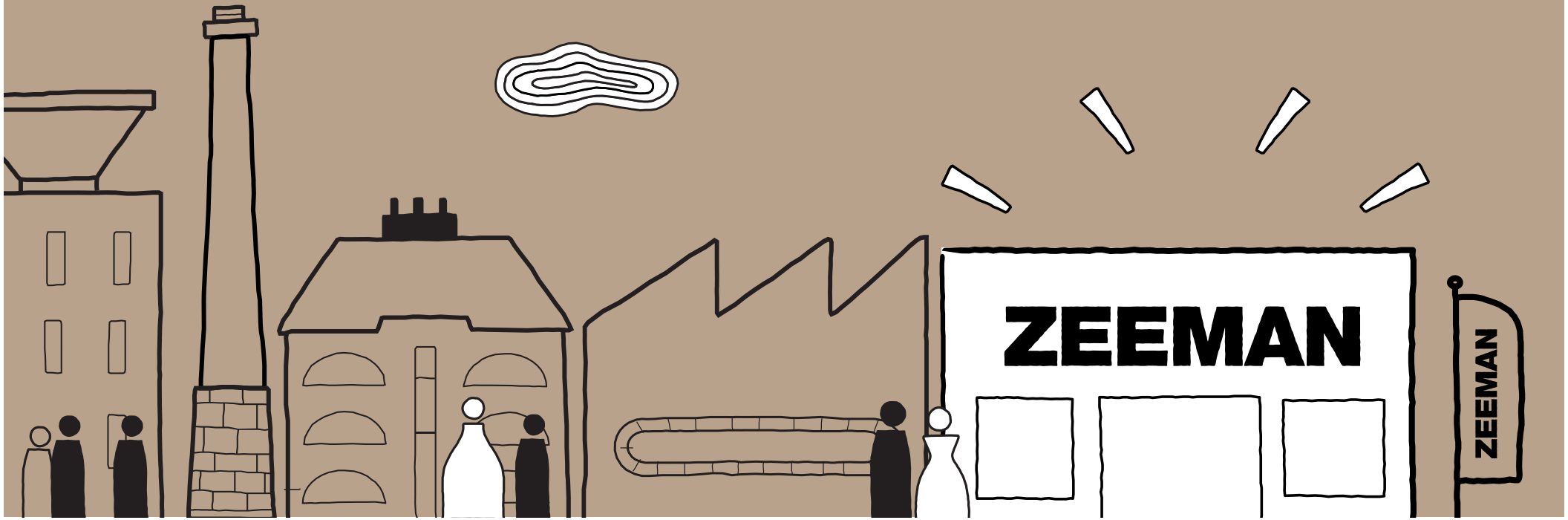
Management & operations.

We want to be the champion in textile basics and, with almost 1,400 stores in Europe, we're never too far away. We believe in being *zuinig*. And that begins with smart business operations.



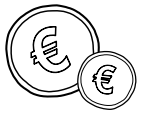
About Zeeman.

Zeeman is a chain of almost 1,400 textile stores across eight European countries, with an online shop serving each market. Operating in the retail sector for clothing, textiles and household goods, Zeeman stands for quality textile basics that are produced responsibly.

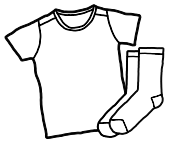
Our designs are simple. This enables us to have them manufactured at low cost and in large quantities. And by organising everything efficiently, we can offer the lowest possible prices. In our stores, we offer a wide range of products in four main categories: baby & children's clothes, legwear, household textiles, and underwear & sleepwear. We also have women's and men's fashion, as well as non-textiles such as personal care & hygiene products, home accessories and cleaning products. Zeeman is a family business: 100% of the shares are held by the Zeeman family.

A single central service office and distribution centre.

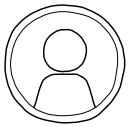
Zeeman's roots lie in the town of Alphen aan den Rijn, the Netherlands, where Jan Zeeman opened the first shop for household textiles and basic clothing in 1967. Today, our company consists of the Zeeman Groep B.V. holding company and our subsidiary companies in the Netherlands and various other European countries, as well as in Hong Kong. Our service office is still located in Alphen aan den Rijn. Outside the Netherlands, we only have sales operations. Buying, distribution and all other supporting services are managed centrally by Zeeman textielSupers B.V. All stores are stocked from the central distribution centre in Alphen aan den Rijn.



	2020	2021	2022	2023	2024
Consumer turnover in € millions	741	816	932	974	969*
Net turnover in € millions	617	679	774	809	806



	2020	2021	2022	2023	2024
Number of products sold in millions.	262	278	291	281	270



	2020	2021	2022	2023	2024
Average number of employees in FTEs.	6,246	6,479	6,575	6,718	6,800

* notes revenue development on page 88.

Profile

1,393 **Textile stores**

8 **European countries**
Austria, Belgium, France, Germany, Luxembourg, the Netherlands, Portugal and Spain

9 **Online shops**
For Austria, Belgium (French-speaking), Belgium (Dutch-speaking), France, Germany, Luxembourg, the Netherlands, Portugal and Spain.

4 **Main categories**
Baby & children's clothing, legwear, household textiles, underwear & sleepwear.

1 **Central service office and distribution centre**
Alphen aan den Rijn, the Netherlands.

since 1967 **Family business**
100% of the shares are held by the Zeeman family.

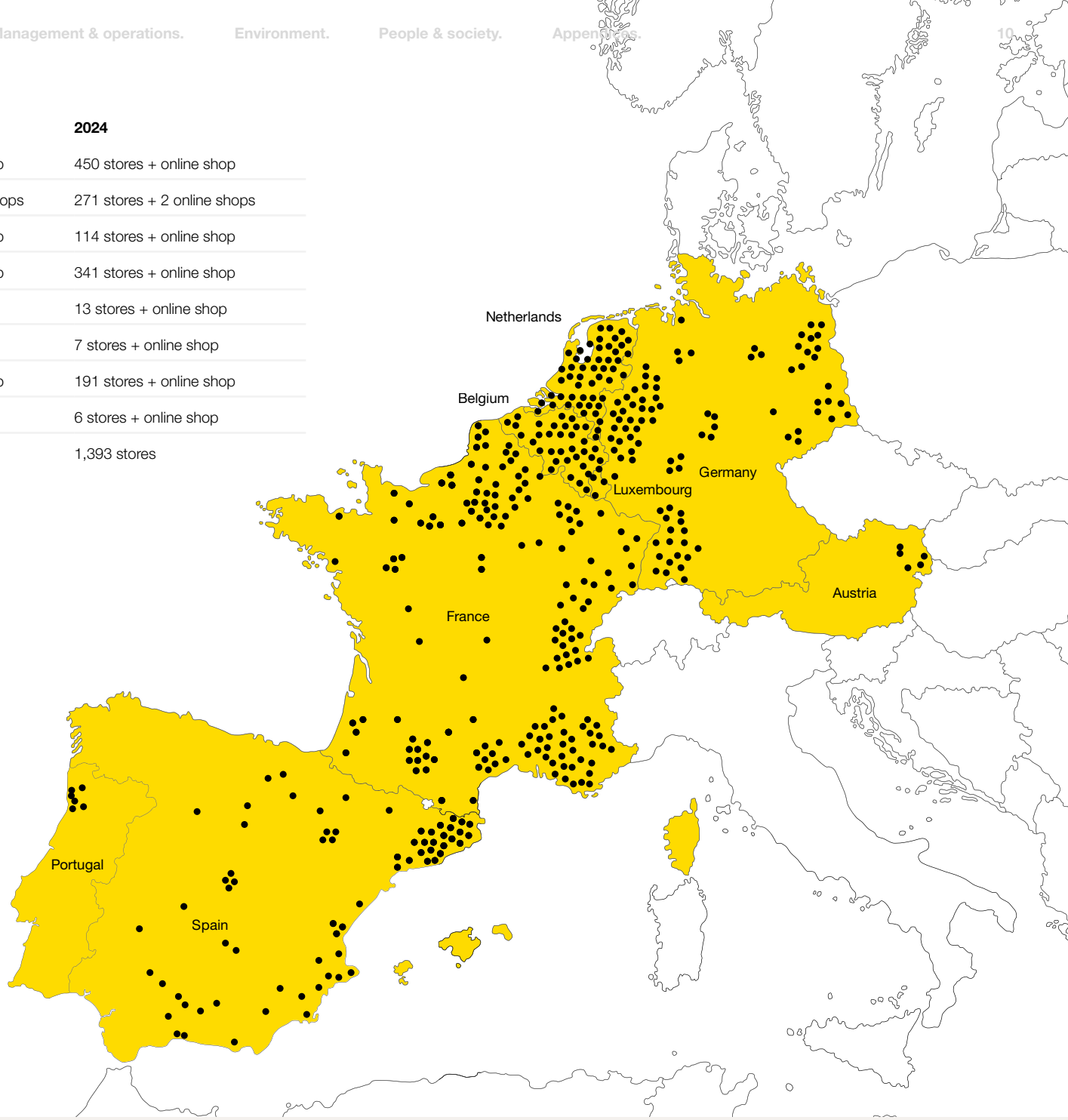
	2022	2023	2024
Netherlands	454 stores + online shop	449 stores + online shop	450 stores + online shop
Belgium	267 stores + 2 online shops	270 stores + 2 online shops	271 stores + 2 online shops
Germany	121 stores + online shop	113 stores + online shop	114 stores + online shop
France	305 stores + online shop	324 stores + online shop	341 stores + online shop
Luxembourg	12 stores + online shop	12 stores + online shop	13 stores + online shop
Portugal	0 stores	3 stores + online shop	7 stores + online shop
Spain	153 stores + online shop	178 stores + online shop	191 stores + online shop
Austria	1 store + online shop	3 stores + online shop	6 stores + online shop
Total	1,313 stores	1,352 stores	1,393 stores

Distribution centre.

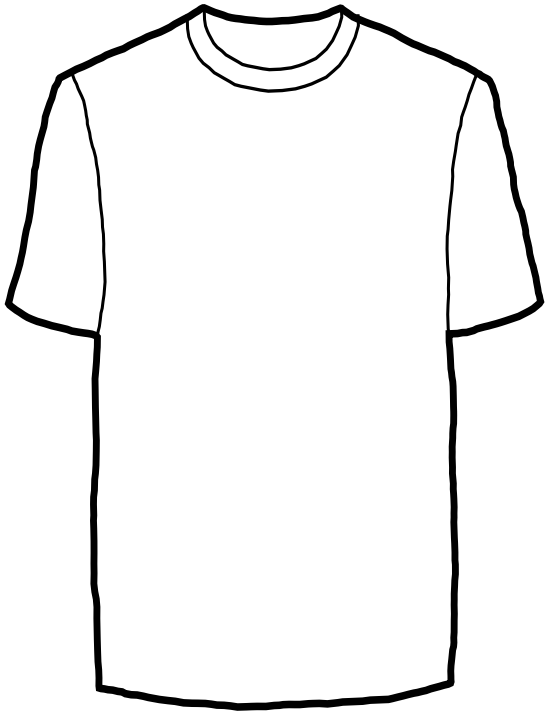
We began modernising our distribution centre in late 2021 to support our growth strategy in the long term. A large part of this project was completed in 2024. In 2025, we will continue working on the fill rate of roll cages and on improving the efficiency of processing non-standard packaging, which the automated system cannot handle.

The quality of our stores.

In 2024, we continued to roll out our new store concept in all our countries. A total of 152 Zeeman stores have implemented the new concept. Where possible, these stores work with recyclable promotional materials, such as paper and cardboard. We use as little plastic as possible. The display units can be easily rearranged and the products are better presented. This improves both our results and the customer experience. Another aspect of the new concept is that, since 2023, we have where possible installed electric sliding doors in all new stores and during renovations to save energy.



The way others do it.



Brand T-shirt

24^95

The way we do it.

Low prices thanks to our smart operations.



Zeeman T-shirt

3^49

Building our strategy house together.

In 2023, we began a joint project of building our strategy house, to fulfil our ambitions step by step. The house is figurative, but also literal: we turn each project into a building block, and whenever a ‘block’ has been completed, we celebrate this success together and stick the block onto the house.

Strong foundations.
The house’s foundations need to be strong, of course, because they will always have to support our strategy. So in 2024 we again invested a lot of time in our organisation, our systems and processes, and our way of working. Examples are switching to a new coding system for our items, developing a new marketing and e-commerce platform, and mechanising our warehouse.

Good quality at the lowest possible prices. Better and more sustainable.
We are working to achieve our ambition by developing good-quality basics as part of a relevant range while maintaining our price leadership: customers can count on low prices every day. We are also becoming more transparent and more sustainable in everything we do. Much of what we describe in our Social Responsibility Report constitutes building blocks that are part of this first pillar of our strategy.

Becoming a structural part of more households.
Our second pillar is designed to encourage existing customers to shop at Zeeman more often. And we want to grow our customer base. That is why we are making Zeeman more accessible by opening new stores and offering new channels, including in new countries.

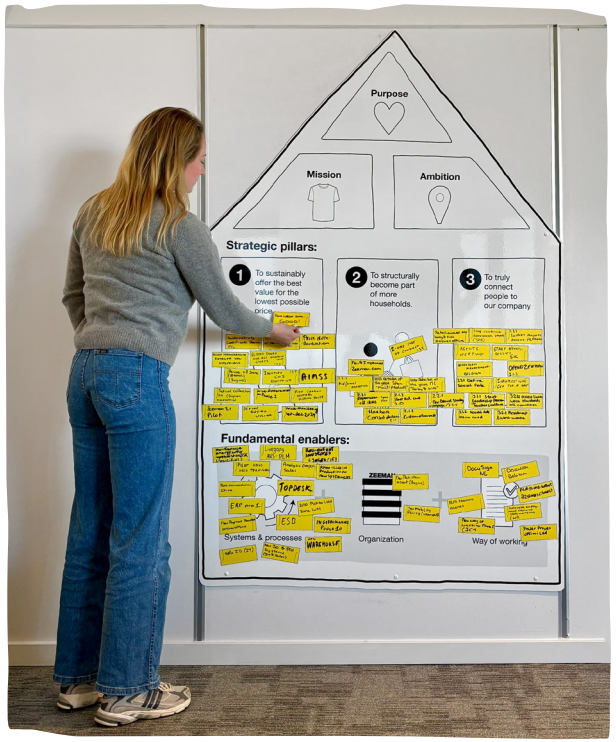
Truly connecting people to our company.
Our third pillar is all about cherishing our own Zeeman culture. We look after each other and we are committed to ensuring that anyone working for Zeeman earns a decent wage. We actively pursue our role in society, supported by a national media campaign built around ‘looking out for each other’. Our key message is expressed in the question: What do you really need?

What we contribute to the world.

Our contribution
is to stand up against inequality by offering everyone a fair chance at a decent standard of living.

Our mission
is to make fair basic textiles accessible to all, while reducing our footprint.

Our ambition
is to become the local hero for customers on a tight budget as well as for environmentally and cost-conscious customers.



***Zuinig* at heart.**
In the years ahead, we will continue to build our strategy house together. By being *zuinig* at heart. The milestones in our Social Responsibility Report show that we are delivering on our promises.

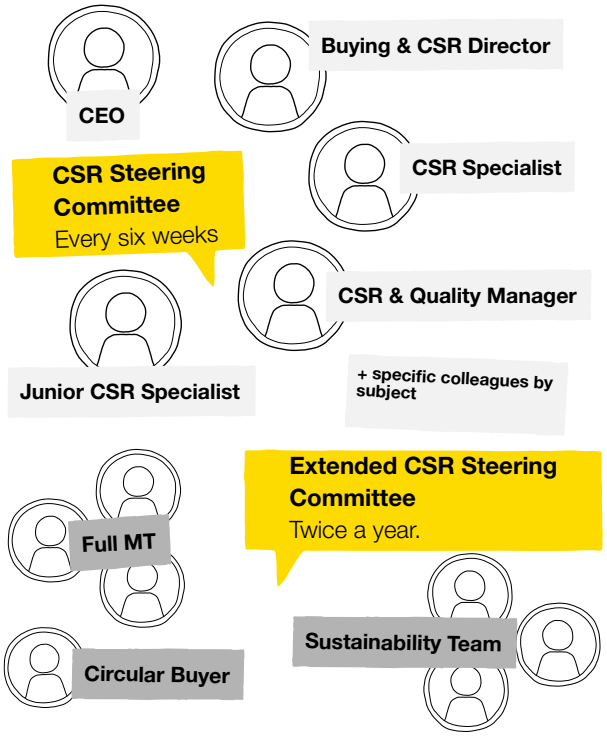
Integrating CSR.

At Zeeman, sustainability is an integral part of our strategy and multi-year plan. Sustainability has an important place in all departments and on the agendas of the Management Team (MT) and Supervisory Board (SB). We have already spent a lot of time preparing for the CSRD. Several departments are involved in the dual materiality analysis and in preparations for this sustainability reporting. No decision has yet been made on the European Omnibus Simplification Package, but there will likely be a 2-year delay and the rules are expected to be relaxed. Zeeman will continue on the path it has chosen to provide ever greater transparency. We will definitely report under CSRD for 2027 and will likely include elements in our reports for earlier years. As a family business, we're taking a step towards more formally documenting policies and principles, and we're taking the necessary steps to make the collection of all relevant data related to our product range in the supply chain more robust. Also, large groups of employees from across the organisation are involved in the environmental baseline measurement. In 2025, we will continue working to develop the climate transition plan across Zeeman. The CSR Steering Committee meets every six weeks. It consists of the CEO, Director of Buying & CSR and the entire CSR and Quality team. When specific topics are discussed – such as quality or circularity – the relevant colleague joins. Twice a year, there is an 'extended CSR steering committee' meeting, attended by the full MT and the entire Sustainability team, including the Circular Buyer.

The Supervisory Board oversees the Management's policies and strategy implementation. It also monitors whether sufficient consideration has been given to the interests of various stakeholders. See page 91 for Supervisory Board composition table.

Audit Committee and Remuneration Committee.
The Supervisory Board has two active committees: the Audit Committee and the Remuneration Committee.

- The Remuneration Committee discusses the remuneration policy. For MT members, at least 25% of the achievable bonus is linked to people & planet business targets. The Zeeman family owns 100 percent of the company and is therefore always involved in important strategic decisions.
- The Audit Committee discusses both the annual Financial Report and the Social Responsibility Report.



International frameworks and commitment.
Zeeman aims to be a responsible employer, respecting human rights and the right to decent work. This commitment is embedded in a series of policy documents and guidelines. Our approach comprises CSR risk identification and risk management, incorporating Due Diligence for Responsible Business and, specifically for decent work and human rights, Human Rights Due Diligence (HRDD). Our Human Rights Due Diligence is based on a range of recognised international frameworks:

- UN Guiding Principles on Business and Human Rights (UNGPs)
- OECD Due Diligence Guidance for Responsible Business Conduct and OECD Due Diligence Guidance for Responsible Supply Chains in the Garment & Footwear Sector
- Universal Declaration of Human Rights
- International Labour Organization (ILO) international labour standards

The Two-Way Code of Conduct is one of the key policy documents that guide our work. It forms the basis for how we combine CSR with responsible and ethical business conduct, for ourselves and our suppliers. Read more about this on page 62. A list of all publicly available policy documents can be found on Zeeman's corporate website. The Zeeman Two-Way Code of Conduct has been signed by Zeeman's Management Team. This sends an important message to our suppliers. In addition, we are preparing for a statutory due diligence obligation as set out in the CSDDD.

If you measure regularly, you'll also see small steps forward.

Interview with Corrie Scholman, Zeeman Supervisory Board.



What is your role as a member of Zeeman's Supervisory Board?
'As a supervisory director my role is to oversee Zeeman. I advise the directors and act as a sounding board on matters of strategy, important decisions and the execution of Zeeman's policy. Monitoring the company's financial position is a case in point. The Supervisory Board is also the employer of the Board of Directors, and in that capacity we have regular meetings, we visit the service office or Zeeman's stores from time to time and we talk with the directors about a multitude of topics, such as employee representation.'

What's your view on Zeeman's CSR policy?
'When we talk about CSR at Zeeman, we're really talking about a whole range of things. Can we source sustainably? Are we doing our best to minimise pollution? Do we have sustainability agreements with our suppliers? Do we pay our workers in the production countries a fair wage? Are we making a meaningful contribution in the Netherlands? Are we having a meaningful impact in the local communities around our stores? Do we offer our people continuity as an employer? At Zeeman, sustainability is a very broad concept. What's special is that we put everything on the agenda – and really try to stick to it. That's impressive. We've had a pretty challenging year with everything that's going on in the world. And yet Zeeman is still on course. When the wind picks up, it's not always easy. Having a sustainability policy is going to become more relevant in the time ahead. We'll need to lean even more on our creativity and business acumen to make progress.'

Which CSR theme is closest to your heart?
'That's the whole spectrum of projects and initiatives around our Community Focus initiatives, which are embraced by all of Zeeman's employees. The local activities around the stores are quite special. They're small and community-based, which makes them very meaningful. They're all projects close to home, where people can really make a difference for someone else. I admire that drive because I believe this is something we all have to do together.'

What is your main focus as a Supervisory Director?
'The human side of things. I'm the one asking questions. What do we think of this? What does the Works Council think? What do our people think? When there's a tough discussion about a difficult topic, it's essential for us to consider it from every angle. Someone else's perspective can sometimes help you see things in a different light.'

What's your view on our environmental impact measurements?
'It's great that Zeeman is so transparent. We're regularly faced with really tough dilemmas. Of course, it can be quite painful to see what a huge impact textile production has on people, planet and society as a whole. But measuring that impact regularly also shows us that we're making progress – in small steps and big ones. That's essential to understanding where we stand in relation to our goals. It also helps us find inspiration and spot things we might otherwise have overlooked. It's really all about those big verbs: inspire, inform, calibrate, stimulate…'

But Zeeman cannot do it alone
'No, we can't. We're continuously looking for ways to join forces with others. That said, we must never lose sight of what we actually want to achieve by mutual cooperation. It's good to have critical mass, but in any partnership you need to understand each other and agree on what you mean by sustainability. That's not always easy, as Zeeman has sometimes found too. We must create more collective power while at the same time continuing to do what we're good at without anyone else's help.'

What is Zeeman good at?
'What I love is that you see this same level of spirit across the Zeeman organisation. People continue to challenge themselves and are not afraid to take a step forwards. We want to do good, while at the same time doing the things we're good at – under our own steam and without blinkers. Sustainable teamwork is what Zeeman is all about. I've rarely seen such commitment in a company. The 'Zeeman family' feeling is still evident here.'

We’re not *zuinig* because we have to, but because we want to.

Interview with Erica Roolvink, Director of Buying and CSR

How do you view Zeeman’s brand strategy and the role that sustainability plays in it?
‘Being zuinig is an integral part of Zeeman’s DNA. That’s why I really believe in our brand strategy. We’re not *zuinig* because we have to be – it’s simply who we are. We want to make a difference for people, the environment, and society. That’s what makes working at Zeeman so enjoyable and meaningful.’

What sets Zeeman’s approach apart?
‘Another retailer recently asked me: Why are things working so well for Zeeman? I think it’s because our CSR team isn’t a separate department. Everyone is involved and motivated to genuinely make progress in terms of sustainability. We collaborate closely across purchasing, design and quality. That creates a great dynamic. Everything we do around CSR is interconnected and mutually reinforcing.’

Can you give an example?
‘We’re trying to reduce our footprint by looking at where things can be done better, more smartly, or more efficiently at all levels. We aim to extend a product’s lifespan through conscious design. But we’re also working on re-use and recycling – for example, by placing collection bins in our stores. And we offer a circular collection and involve our quality specialists in everything we do, starting with the product’s design phase. That way, we can avoid unnecessary risks.’

Which steps in the past year are you particularly pleased with?
‘A great many, actually! For example, we continued to measure our environmental impact. Fair Wear is still helping us stay focused, we expanded our circular production range, and we're actively working on concrete improvements for our climate transition plan. And we now pay a living wage to the employees who produce 26% of our textiles. In short, we’ve certainly not been standing still this year.’

What are you most proud of?
‘We operate in a highly competitive market. Other textile retailers run weekly promotions and discounts. What I’m proud of is that we’ve shown it’s possible to be a successful retailer while integrating CSR into our business. We offer good quality in a sustainable way, at the lowest possible price. When I started here, the CSR department consisted of just two people. Now, CSR is fully integrated into our sourcing chain. The next step is to embed CSR across the entire organisation and make the shift from a company that does sustainable things to a truly sustainable company.’



How do you see the future?
‘Over the past year, I’ve shared Zeeman’s story and ambition at several conferences and events. We’re deliberately stepping into the spotlight. Of course, we’re a relatively small player in the bigger picture. But that’s precisely why it’s so important for us to share our knowledge, our experiences, and our successes with others. In the years ahead, we want to help drive real change – together with others.’

The one reinforces the other.

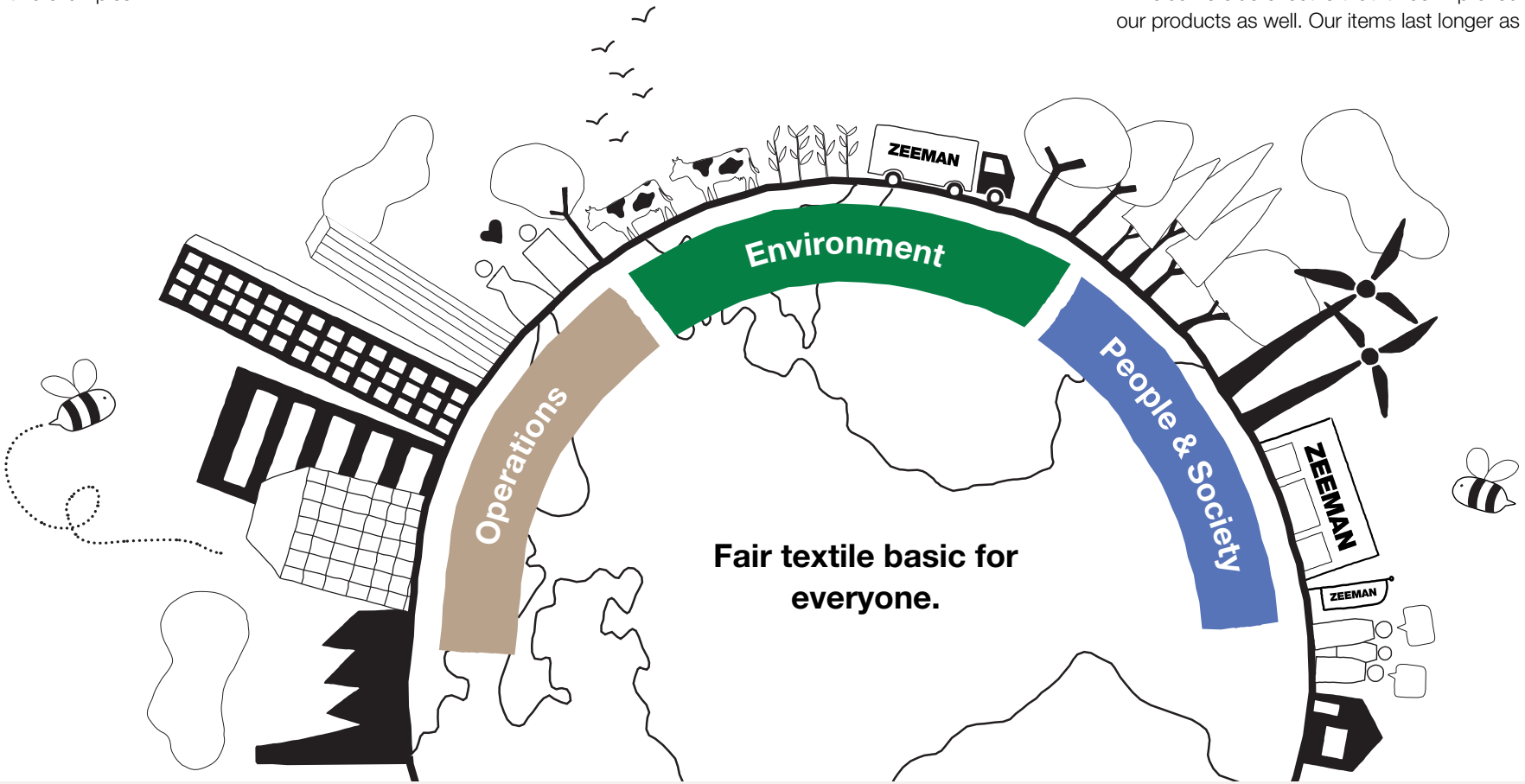
Fair textile basics for everyone – that's what drives us at Zeeman. We achieve this by being *zuinig* – we're cost-conscious and we care for people and planet.

The beauty is that the one reinforces the other. Being considerate of people and the environment often saves businesses money. And by being *zuinig* in our operations, we also contribute to the wellbeing of people and the planet. Here are two examples.

Why being *zuinig* in our operations is also good for people and planet.
At Zeeman, we keep a close eye on costs – we only spend money on what's really necessary. Such as saving energy. We keep our designs as simple as possible. This results in lower energy and material costs, but it's also better for the environment. And it means our products remain affordable for everyone.

How caring for people can benefit both the environment and our business.
We care for people – not only in Europe, but also in the countries where our textiles are produced. At more and more of our suppliers, we top up workers' wages to meet a living wage. This has been successful: employees enjoy working for Zeeman, and this is reflected in lower sick leave rates.

A welcome side effect is that it has improved the quality of our products as well. Our items last longer as a result.



Sustainable Development Goals.

The 17 Sustainable Development Goals (SDGs) were developed by the United Nations and are part of the Sustainable Development Agenda. These goals focus on combating hunger and poverty, as well as promoting health and wellbeing, developing clean energy, and addressing climate and economic issues. The United Nations wants all of the goals to be met by 2030. We contribute towards this ambition through our commitment to the following SDGs:



Poverty must end: no one should live in extreme poverty by 2030. We believe that everyone whose work goes into Zeeman products should earn a living wage.
Read more on page 72.



Goal Three is about health and wellbeing for everyone, young and old. At Zeeman, we actively promote our employees' health and wellbeing through a variety of initiatives. For example, by offering training on health topics, which we hope will minimise sick leave absence and increase job satisfaction.
Read more on page 81.



Since 2018, we have been actively working to reduce the negative environmental impact still often caused by the manufacturing of our products. An important example: the factories we work with must use a water treatment system to prevent water contamination. We also assess the quality of the treated water by requesting test reports.
Read more on page 29.



We are committed to improving working conditions at our suppliers' facilities. We do this by working with our stakeholders, by engaging in dialogue about social conditions and by building long-term partnerships with our suppliers. This has resulted in systematic improvements in working conditions. We continue to seek collaboration. And we want to do it one step better each time.
Read more from page 61 onwards.



We believe it's important to be *zuinig* by caring for our planet. That is why we are increasingly using more sustainable materials, such as organic cotton and recycled materials. We also set requirements for our dyers and laundries around water use, and we refer to our Restricted Substances List (RSL) to ensure we use fewer environmentally harmful chemicals in our products. Circularity is also becoming more important in our policies.
Read more from page 35 onwards.



To do our part in the fight against climate change, we are also looking at how we can become more sustainable closer to home. For example, we've developed an environmental impact roadmap and initiated an environmental baseline measurement of the entire Zeeman organisation.
Read more from page 26 onwards.



In tackling major social issues, collaboration is essential. We do this within the International Accord for Health and Safety in the Garment and Textile Industry in Bangladesh and Pakistan, with Fair Wear, and with industry associations and NGOs. Together, we are working to ensure safe and fair working conditions and to reduce our impact on the environment, among other things.
Read more on page 61.

Our stakeholders.

Stakeholder group.	Principle.	Topics.	Channels.	Frequency.
Customers.	Our current and potential customers are important stakeholders. We want to make high-quality, responsibly produced clothing and textiles accessible to as many people as possible.	Transparency, material use, quality & product safety, circular economy.	Stores, website, newsletters, advertisements and leaflets, social media, annual Social Responsibility Report, customer service.	Daily.
Suppliers and agents in countries where production takes place.	We work together with our suppliers and agents and aim for long-term partnerships. In order to achieve our goals, joint commitment is important.	Transparency and traceability, buying practices, safe and healthy working conditions, living wage, child and forced labour, freedom of association, environmental impact in the supply chain, raw materials and other inputs, circular economy.	Digital correspondence, office and factory visits, supplier meetings, tender procedures, Two-Way Code of Conduct, agent meetings, buying practices survey.	Daily.
Workers in the supply chain & communities.	A huge number of people are involved in making our products. We are committed to good working conditions, which cannot be achieved without engaging with workers in the supply chain.	Living wage, safe and healthy working conditions, freedom of association, social dialogue, environmental impact in the supply chain, child and forced labour.	Interviews, Living Wage evaluation, Fair Wear audit results, complaints procedure, supplier visits, industry projects.	Regularly.
Representatives of workers in the supply chain.	Worker representatives such as (local) trade unions and NGOs are important experts we can collaborate with and who can help validate the way we do things.	Transparency and traceability, buying practices, safe and healthy working conditions, living wage, child and forced labour, freedom of association, environmental impact in the supply chain.	Industry projects, workshops, workers' committees, visits, and dialogue in production countries.	Monthly.
Our own staff.	Our own employees are at the heart of our organisation. Only with engaged employees can we achieve growth.	Transparency, buying practices, sustainable employability and training, personal growth and development, diversity and inclusion, wellbeing at work.	Works Council, CSR Steering Committee meetings, MT & SB meetings, Sales & Service days, store internships, internal Facebook page, CSR e-learning, workshops, project updates.	Daily.
Government agencies.	An engaged government will help make the entire industry more sustainable. We believe it is important to have transparent discussions with governments and to involve them in our targets and challenges.	Transparency, legislation (for example: producer responsibility, reporting, due diligence, circularity, child labour, packaging materials and waste, quality and safety), multi-stakeholder initiatives.	Digital correspondence, meetings, inspection visits, multi-stakeholder initiatives, roundtable discussions.	Monthly.

Our stakeholders, continued.

Stakeholder group.	Principle.	Topics.	Channels.	Frequency.
NGOs and industry associations.	We believe transparency pays off. That's why we engage in open dialogue with NGOs and industry associations.	Transparency and traceability, buying practices, safe and healthy working conditions, living wage, child and forced labour, freedom of association, environmental impact in the supply chain, raw materials and other inputs, circular economy, animal welfare.	Working groups, meetings through multi-stakeholder initiatives, annual Social Responsibility Report, stakeholder dialogue, workshops, seminars.	Weekly.
The Zeeman family.	We have been a family business since we were founded in 1967. More than 50 years later, the Zeeman family remains involved in charting our course together.	Strategic decisions and objectives.	Meetings and consultations.	Quarterly.
Supervisory Board (SB).	The SB consists of four people who carry out oversight of the organisation. They meet at our service office at least once every calendar quarter.	Strategic decisions and objectives, environmental baseline measurement.	Meetings.	Periodically.
Peers.	We seek to collaborate with peers and like to learn from best practices. Industry-wide collaboration is an important part of our strategy.	Buying practices, transparency and traceability, safe and healthy working conditions, living wage, child and forced labour, freedom of association, environmental impact in the supply chain, raw materials and other inputs, circular economy.	Stakeholder dialogue and meetings of the OECD, International Accord, Fair Wear and other (multi-stakeholder) initiatives.	Regularly.
Media.	We are eager to explain how low costs and social responsibility go hand-in-hand at Zeeman. We want to be transparent about what we're getting right and where there is still room for improvement.	Transparency (e.g. with regard to products, environmental impact, working conditions), quality & product safety.	Telephone or in-person interviews, annual CSR report, stakeholder dialogue.	Regularly.
Education.	Today's students are tomorrow's directors, entrepreneurs and designers. They give us feedback, and we share insights from our sustainability journey.	Strategy, transparency and traceability, buying practices, safe and healthy working conditions, living wage, child and forced labour, freedom of association, environmental impact in the supply chain, raw materials and other inputs, circular economy.	Guest lectures, presentations, workshops, podcasts.	Regularly.

In dialogue about a living wage.

During stakeholder dialogues held in 2024 we raised the topic of living wages on several occasions. Our ten living wage programmes in India, Bangladesh, Pakistan, China and Turkey were reviewed in detail in the past year (see page 74). We presented the findings to an expert group that included representatives from Fair Wear, IDH Trade, Clean Clothes Campaign, SER, WageIndicator and trade unions FNV and CNV. We also shared our approach with fellow retailers at the Sustainable Retail Summit in October 2024.

The external stakeholders asked us about the lessons learned and the dos and don'ts. One key insight is that ensuring a living wage requires a long-term vision. It is not something that can be abandoned after just one year. At Zeeman, we are committed to long-term engagement, and we're able to do so because we have established long-standing and stable relationships with our suppliers.

We set out our commitment to maintaining a living wage, and under what terms, in a separate Memorandum of Understanding with each supplier. Collaboration is essential for implementing a living wage. In our production countries, we have joined forces with employers' organisations, factory owners, management and our agents, and internally we work closely with our Buying department. Paying a living wage also involves a lot of administrative work – given the complexities, it can be quite a challenge to pay the wage top-up on time.

We also want to actively share our vision and approach at external events, That's why we took part in a panel discussion during the 'Living Wage & Income Summit' session at a conference hosted by the UN Global Compact and IDH in June 2024. The goal was to inspire further action on living wage and income across global supply chains.

A key group of stakeholders are, of course, the employees who receive the wage top-up. The review that we conducted among these workers – through interviews and a survey – showed that a living wage is more than just a financial incentive. The ten programmes have had a positive impact on approximately 9,000 workers and their families. Workers report using the wage supplement to meet basic needs such as improved nutrition, education for their children, medical expenses or loan repayments. They also feel more motivated in their work and happier overall after receiving the additional income. The impact on workers is clearly visible through these programmes.

Suppliers also report that employees feel more engaged working for Zeeman, knowing that the wage top-up comes from us. It is encouraging to see that a living wage leads to reduced absenteeism, higher quality and increased efficiency.

We expect that the quality of our products will also improve. Staff turnover has decreased as workers are more motivated to remain with the supplier. The relationship between employees and suppliers has improved as a result. While the findings from the review are positive, it is essential that we continue to underline the importance of a living wage. Zeeman supplements wages for the portion of production under our direct responsibility. However, we must continue to encourage suppliers and other retailers to take action too. That's why we got in touch with other customers of the textile factories we work with both in the Netherlands and in the countries where our programmes are being implemented. By sharing our approach, we hope to encourage even more retailers to join in.



Fleur van den Heuvel
Senior policy adviser, SER, and a member of the living wage advisory group.

"At the Social and Economic Council of the Netherlands (SER) we believe that it's important to look through a wide lens to make an impact. Zeeman's approach in implementing a living wage aligns with our efforts to ensure a sufficient level of wellbeing. We firmly believe that living wages can be a win-win for everyone, provided you listen to the workers in the factories and the trade unions representing them. Zeeman is doing that successfully, and has shown that you can drive positive change by simply making a start, by working together constructively and by learning and improving as you go.

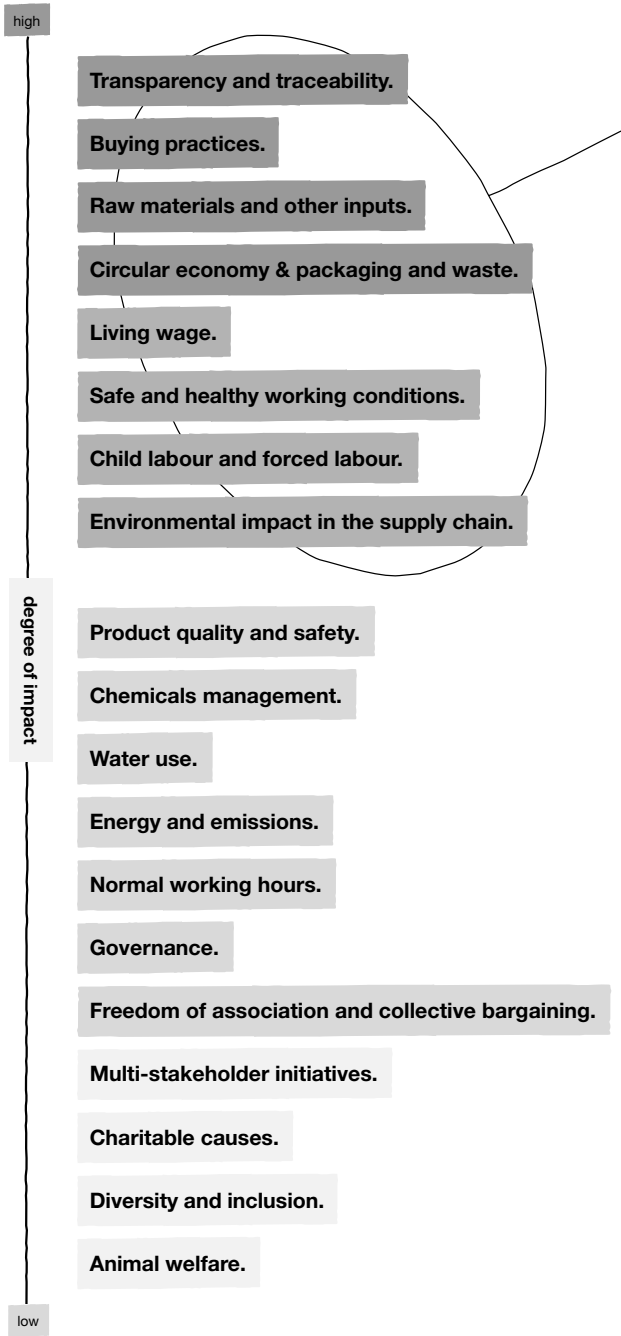
"But Zeeman cannot do this alone. And… the truth is in the numbers. The 2024 review showed that in factories where people are paid a living wage, staff turnover is lower, workers are more motivated and the quality delivered is higher. This is proof that living wages truly benefit employees, management and the Zeeman company."

Material topics.

You can see at a glance what the most important CSR issues are for Zeeman. The greater the impact, the higher the topic ranks in the list. By impact, we mean: the effect Zeeman has or could have on the economy, the environment and on people, including their rights. These material topics show in which areas Zeeman is committed to pursuing sustainable development. Important sources for understanding what this entails include a Stakeholder Dialogue on Living Wage, the improved environmental baseline measurement with Impact Institute and bAwear, Fair Wear audits of our suppliers, supplier days in China and India, and our agents' visit to our office in Alphen aan den Rijn.

A risk analysis has been conducted for the most material topics. The shading for each topic indicates how likely it is to have an impact, and how severe that impact would be What could the possible consequences be? And are these consequences reversible? If the impact is negative, we also look at the extent to which Zeeman is involved. In this report, we explain what we are doing to promote sustainable development in these areas. The eight most important topics are described in brief.

From 2027, we will be reporting according to the CSRD. The current materiality analysis is becoming a double materiality analysis, comprising impact materiality and financial materiality. This double materiality analysis also identifies external factors that affect Zeeman, such as the current global geopolitical situation.



The eight material topics:

Transparency and traceability.
A supply chain in which all links in the production process are transparent, making it possible to trace the origin of a product.

Buying practices.
When buying goods, not just considering price and quality, but also their impact on people and planet. This is set out in our Two-Way Code of Conduct.

Raw materials and other inputs.
Responsible use of raw materials, sourcing them sustainably and opting for more sustainable materials whose environmental impact is low.

Circular economy & packaging and waste.
Ensuring that at the end of their life cycle, materials and products are not destroyed but recycled and reused, and limiting the amount of material in which products are packaged.

Living wage.
Everyone who works is entitled to a wage that ensures a dignified existence for themselves and their family. This is a human right. It means the wage must be sufficient to meet their basic needs.

Safe and healthy working conditions.
Employees must be able to do their jobs without risking physical or mental health problems.

Child labour and forced labour.
Work must always be voluntary, and the applicable minimum age must be respected.

Environmental impact in the supply chain.
The impact of production on the climate and local environment: responsible use of chemicals and (reduced) consumption of water and energy.

Value creation in the supply chain.

Our strategy and sustainability topics together determine where we add value for our stakeholders. We are working on making our entire company and product range more sustainable on various fronts. And we want to combat inequality by giving everyone a fair chance at a good standard of living. The value creation model shows where and how we add value. The model is based on the materiality matrix, our strategy, sustainability topics, Human Rights Due Diligence and Sustainable Development Goals. By investing, we make it possible to do our work. We invest in our stores, products, transport and employees. Also, importantly, we offer employment opportunities. Through its *zuinig* approach to business, Zeeman has been a stable employer for more than 9,000 employees for many years. Needless to say, the continuity of our organisation is also an important principle.

Local population in production countries.

Input.

€110,000

donated to projects in India, Pakistan and Bangladesh.

Outcome.

Shelter and training for girls after rescue from prostitution in India and Bangladesh. Support for labour force participation in Pakistan.



Impact.

A safe return to the local community.

Cotton farmers.*

Input.

11,683,286 kg

of more sustainable cotton sourced.



Outcome.

92%

of all cotton clothing and textiles consists of more sustainable cotton (KPI).

Impact.

Reduction of environmental impact through increasingly sustainable cotton cultivation.

Local agents. Suppliers & factory workers.

Input.

We want to enable living wages for our share of production at 25% of textile suppliers in Turkey, South Asia and East Asia.

Outcome.

For 26% of our purchase value, we enable living wages in 10 factories (KPI). We have also developed programmes for 5 new suppliers.

Impact.

A living wage contributes to higher living standards and less overtime.

Input.

Investing in long-term partnerships with our agents and suppliers.

Outcome.

We teamed up with our agents to organise supplier days in India and China.



Impact.

Mutual understanding of sustainability ambitions and equality in the partnership.

Employees.

Input.

Vitality and Sustainable Employability policy.

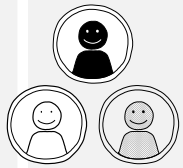
Outcome.

7.8%

sickness absence.

Impact.

Employee vitality.

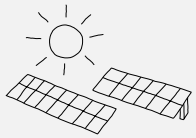


Service office.

Input.

8,654

solar panels provide sustainable energy.



Outcome.

2.0

megawatt output.

Impact.

Reduction in CO_2 emissions.

Customer.

Input.

437

random product quality tests performed on our products.

Outcome.

92.7%

of random tests passed.



Impact.

Safe, high-quality products in our stores.

Entire operation.

Input.

€38.8 million in investments.

Outcome.

€969 million in turnover.

Impact.

Employment for 9,011 people in 8 countries.

* For limitations relating to data quality, see page 96.

Connectivity matrix.

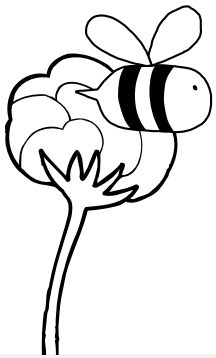
The matrix below shows how our targets, material topics and KPIs are interconnected. The matrix makes it easy to navigate to the corresponding information. We are aware that the impact of our work on stakeholders goes beyond the numbers. We will explain this in more detail for each material topic. This page features material topics on environmental issues. The next page presents the material topics linked to social issues. Targets for these topics and an explanation of all developments can be found in the sections on the material topics.

Environmental impact in the supply chain.

KPI
% of purchase value produced at wet processing units using a effluent treatment plant (ETP) in South Asia, East Asia and Turkey.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
94%	100%	**96%**	**100%**

SDG: 6 8 13 17



Raw materials and other inputs.*

KPI
% of more sustainable cotton relative to total cotton consumption.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
93%	95%	**92%**	**95%**

KPI
% of total sustainable materials in clothing and textiles relative to total consumption.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
71%	75%	**75%**	**80%**

KPI
% recycled materials relative to total consumption.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
13%	20%	**21%**	**25%**

SDG: 12 13 17

Buying practices.

KPI
% of purchase value from the 50 largest suppliers in South Asia, East Asia and Turkey.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
75%	75%	**76%**	**75%**

KPI
% of the 50 largest suppliers in South Asia, East Asia and Turkey with a working relationship going back 5 years or more.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
92%	93%	**98%**	**95%**

SDG: 8 17

Circular economy & packaging and waste.

KPI
% of waste recycled.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
91%	92%	**92%**	**92%**

KPI
Industrial waste (kg).

Achieved 2023	**Achieved 2024**	**Target 2025**
565,835 kg	**597,100 kg**	**597,100 kg**

SDG: 12 13 17

* For limitations relating to data quality, see page 96.

Connectivity matrix, continued.

Healthy and safe working conditions.

KPI
Score in the Fair Wear Foundation Brand Performance Check.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
59%	65%	**68%**	**70%**

KPI
% of complaints resolved and closed after being reported through the Fair Wear complaints procedure.*

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
43%	100%	**21%**	**100%**

SDG: 3 8 17

Child labour and forced labour.***

KPI
% of our total cotton consumption from known sub-suppliers and traceable origins.**

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
96%	95%	**95%**	**95%**

SDG: 8 17

Living Wage.

KPI
% of total purchase value from textile suppliers in South Asia, East Asia and Turkey where we fund a living wage for our share of production.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
12%	25%	**26%**	**34%**

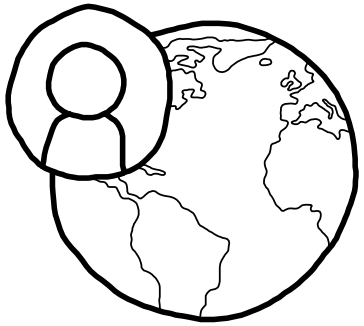
SDG: 1 17

Transparency & traceability in the supply chain.

KPI
% of suppliers in South Asia, East Asia and Turkey where independent supplier audits have been carried out.

Achieved 2023	Target 2024	**Achieved 2024**	**Target 2025**
95%	100%	**80%**	**100%**

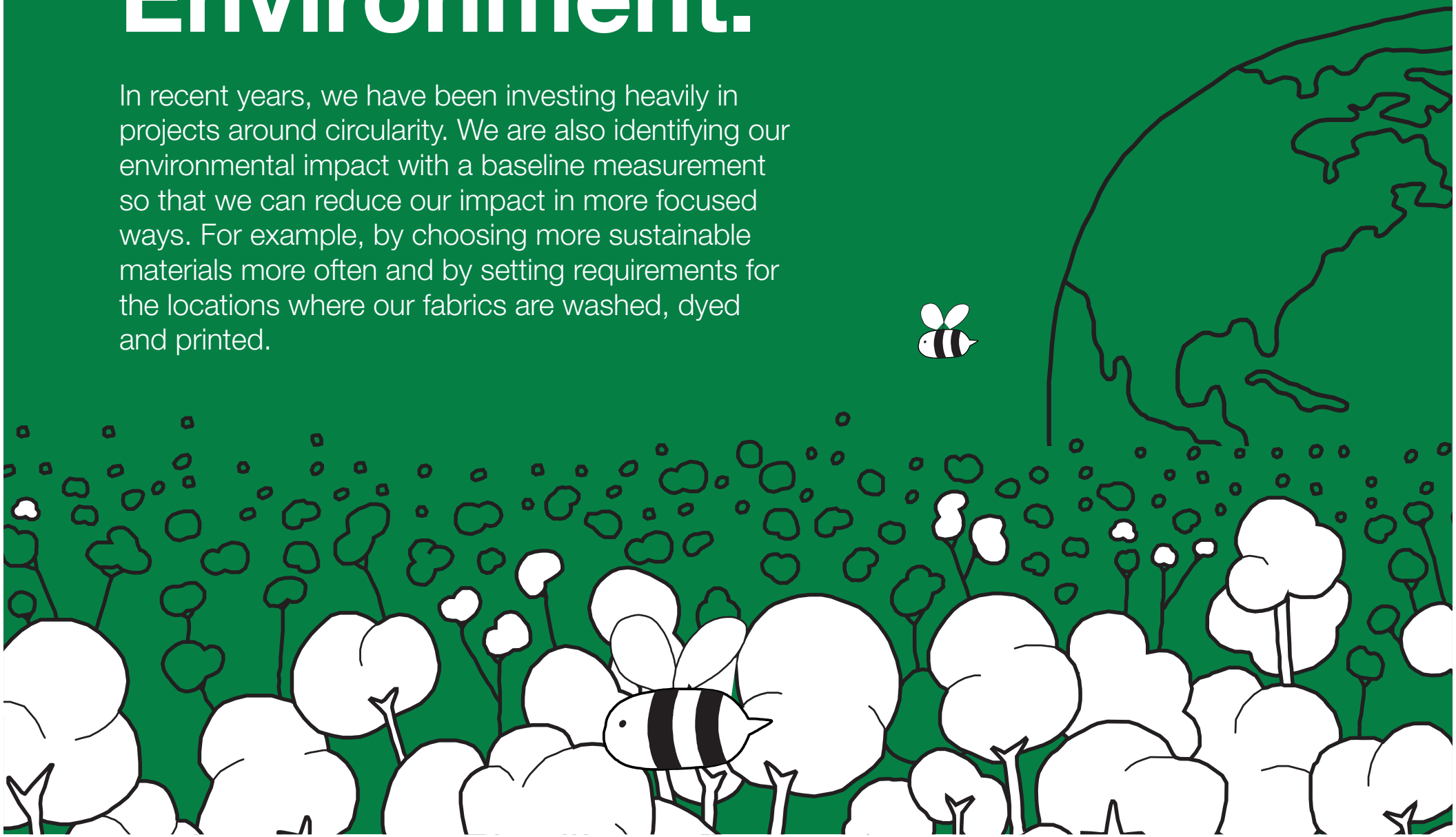
SDG: 8 17



* The Zeeman indicators will be further refined in 2025.
** Based on the proportion of BCI and GOTS sustainable cotton.
*** For limitations relating to data quality, see page 96.

Environment.

In recent years, we have been investing heavily in projects around circularity. We are also identifying our environmental impact with a baseline measurement so that we can reduce our impact in more focused ways. For example, by choosing more sustainable materials more often and by setting requirements for the locations where our fabrics are washed, dyed and printed.



When are we truly *zuinig*?

On the Road to *zuinig*: a baseline measurement.

'*Zuinig* at heart' is at the core of our updated brand strategy because we want to be economical and caring in every respect: for people, planet, resources and society. We set out on this path some time ago and continue to build on it. Our aim is to make our product range and our organisation ever more sustainable. Our focus is on making products responsibly and reducing our impact on the environment.

Our journey 'on the Road to *zuinig*' is made up of several stages and in 2024 we completed another important stage. We continued working on our baseline measurement of Zeeman's environmental footprint. Our goal was to find out how we can effectively reduce our impact on the environment – in the short and the long term. The first part involved understanding our impact from the extraction of raw materials to the store. In 2024, we extended this understanding to include the consumer phase and 'end of life'. We also studied what scope there is for Zeeman within the planet's boundaries. Once we have all this information, we can make our ambitions more concrete. What is *zuinig*? When are we truly *zuinig* in terms of caring for the environment? And how do we get there?

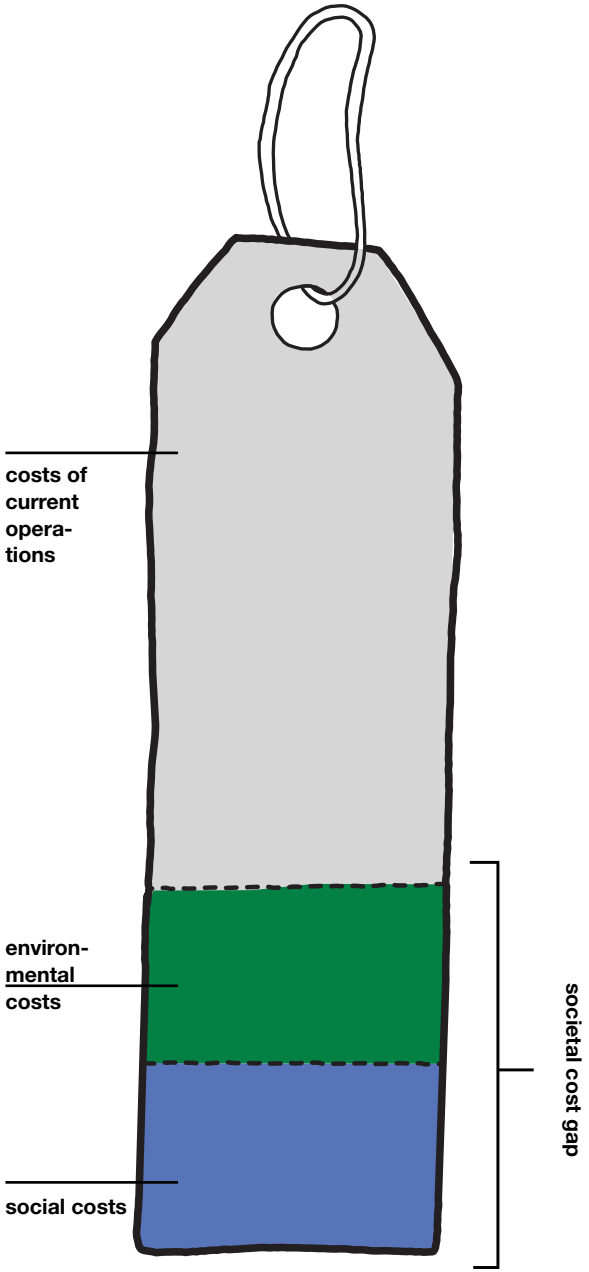
What did we do in 2024?

In 2024, we worked on a climate transition plan that we expect to publish in 2025. With help from Impact Institute, we gained a better understanding of the use phase (for example: the environmental impact of washing our clothes) and the end-of-life phase (the environmental impact of recycling, incineration and landfill of our products after use). We had already collected data in our supply chain for 196 articles of clothing in 2023. The textile experts at bAwear then conducted life-cycle analyses on these items. Impact Institute use this and a great deal of other data from our non-textile range, packaging, goods transport, buildings, business transport, use, and end of life to calculate their environmental impact. To learn from the data collected, the societal costs of all forms of environmental impact were monetised and expressed in euros. This is known as 'true pricing' and helps us to compare the different environmental impacts and to determine where we expect to achieve the most significant improvements.

What are the costs for society?

Societal costs, or true pricing, make hidden environmental and social costs of products visible by expressing the costs in euros. Examples include hidden costs due to climate change, air pollution and underpayment. These costs may not be reflected in the price tag, but they are often borne by society. For example, air pollution leads to health costs for society. In the baseline measurement, we focused on understanding the environmental costs for society.

The Impact-Weighted Accounts Framework (IWAF) was used to measure environmental impacts. The framework is based on international standards, such as the Natural Capital Protocol. To convert societal costs into euro amounts, the True Price Monetisation Factors from the True Price Foundation were used.



What did we learn in 2024?

Our supply chain starts with the extraction of raw materials, such as the cultivation of cotton, and ends with items that have reached the end of their life cycle, such as discarded clothes that are incinerated. Various studies have shown that a large part of the environmental cost (particularly climate cost) relate to product manufacturing and use, such as washing clothes. For the baseline measurement, we collected data on various components in our supply chain – see the table to the right. In the second stage, we expanded our measurements to include consumer wardrobes, and then even end of life. In the baseline measurement, we look at five environmental impacts: greenhouse gas emissions, pollution, biodiversity loss due to land use, use of scarce water and use of fossil fuels. These environmental impacts cover the greater part of our total environmental impact. We have limited data available on the environmental impact of chemicals used in product manufacturing. We have already gathered and reported more data on Zeeman's CO_2 emissions with which we will be able to further expand our CO_2 reporting in the future.

Initial measures taken.

The baseline measurement involved all layers of the organisation, from Zeeman's Management Team and Supervisory Board to in-store employees. Based on these insights, we have since adopted several measures to reduce our environmental impact:

- When energy contracts expire, we switch to green power, such as wind or solar power, as standard practice.
- We are making maritime transport more sustainable by partially offsetting CO_2 emissions through GoodShipping.
- We are further expanding the sale of second-hand clothes (Re-use).
- We are installing electric sliding doors in new stores.

About bAwear.

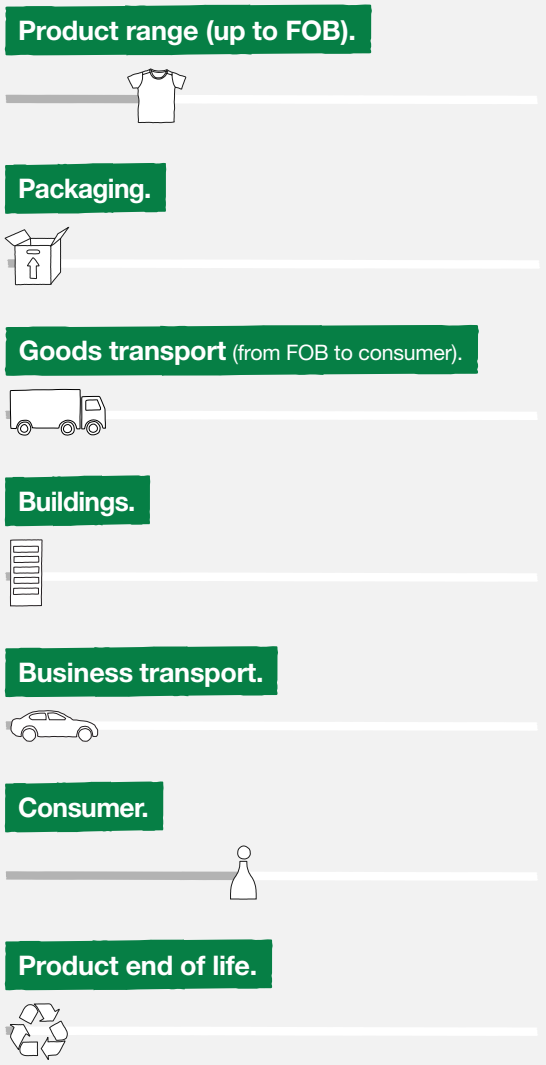
bAwear is an organisation with over 35 years of experience in textile research using LCA technology. LCA stands for Life-Cycle Assessment. The company performs sustainability calculations and creates reports for clothing and textile products. To gain insight into the entire supply chain (from raw material to packaging and transport), bAwear includes all figures: on fibres, water consumption, energy consumption, climate impact, chemical consumption and land use. bAwear and Zeeman are working together to further develop calculation tools and make impact calculations for more and more products in Zeeman's range.

Next steps.

We began developing our climate transition plan in 2024 and will continue working on it in 2025. The plan will set out our environmental ambitions for 2030 and 2050. We will translate that ambition into specific reduction targets for climate change, in line with SBTi (Science Based Targets initiative). The plan will also show how we intend to achieve these targets. It is important that we take a close look at the expected decrease in our environmental impact, the financial investment or costs, and the feasibility of initiatives in our operations and supply chain.

In the meantime, we will continue to move forward of course. We are already applying the insights we have gained so far and will discuss these with our agents, our suppliers, and with the relevant departments within Zeeman. Such as about green power in the production chain, reducing packaging, and expanding Re-use to more stores.

Distribution of greenhouse gas emissions in the supply chain.



Zeeman's actions are straight from the heart.

At Zeeman, we want to truly stay within the means of the planet. Impact Institute helps us calculate what we need to do to achieve this.

Florian Reuter, Advisory Director Industries at Impact Institute

"In recent years, Impact Institute and Zeeman have made significant progress – and collected a wealth of data – to provide a clear view of the company's impact in various areas. Zeeman is developing a climate transition plan, which provides information about the initiatives that can make a real difference of tens of percentage points, and about initiatives that are receiving attention but have only a minimal impact. For example, reducing energy use and making the production chain more energy-efficient, as well as switching to more sustainable fibres, are making a real difference.

It's inspiring to see how Zeeman is addressing these issues from the point of view of its customers as well as from the perspective of people and planet. As a retailer, they are not afraid to ask themselves the difficult questions that logically arise when you want to fulfil your sustainability ambitions. What is necessary? How far can you go while still offering the quality and value for money that customers expect? What steps can you take to help lead the way in transforming the industry?

Our joint measurements highlight a range of concrete opportunities for improvement. At the same time, it requires a great deal of time and hard work to meet all the CSRD requirements. For many businesses, this is simply a matter of complying, but at Zeeman it is mission-driven and comes straight from the heart: they feel just how important this work is."



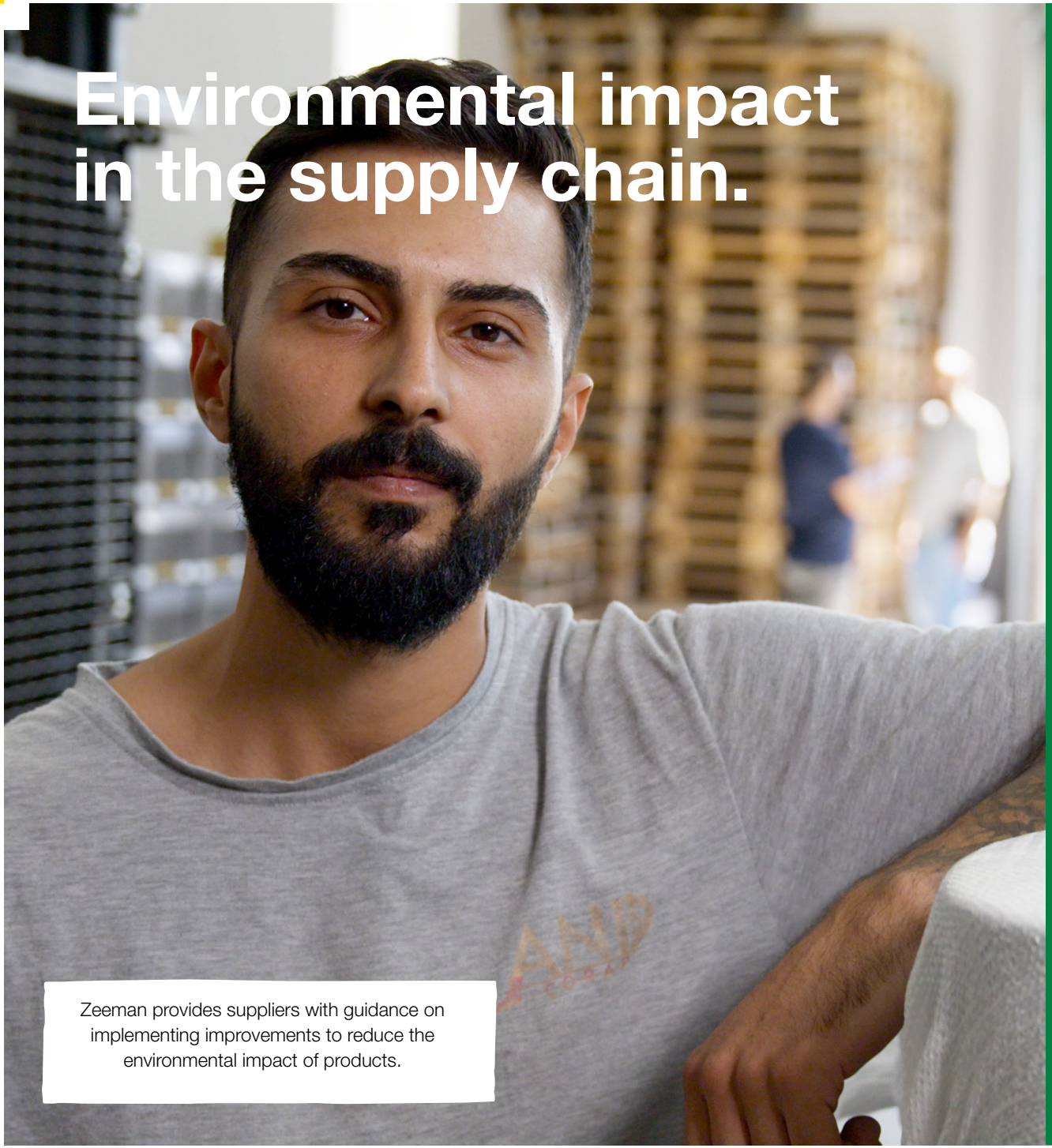


Florian Reuter
Advisory Director Industries,
Impact Institute.

About Impact Institute.

Impact Institute maps companies' environmental and social impact to help them make conscious choices around people and planet. Impact Institute likes to work with businesses that plot their own course, make their own choices and are not afraid to blaze the trail. Like Zeeman, Impact Institute believes that companies, especially family-owned businesses, have a defining role to play in driving social change.

Environmental impact in the supply chain.



Zeeman provides suppliers with guidance on implementing improvements to reduce the environmental impact of products.

Sustainability dilemmas.

Chinese suppliers note that they find European CSR regulations difficult to understand.

The greatest environmental impacts occur in the finishing processes, during textile fibre production and in the use phase. We do not buy directly at this level and need our direct suppliers to work with us to engage the wider supply chain. If direct suppliers are unwilling to cooperate, it could have consequences for our long-term partnership.

Developments & results.

Based on the insights from the environmental baseline measurement, we are focusing more on energy consumption in the supply chain in order to make the transition to green energy together with our suppliers and the upstream supply chain.

At Zeeman, we take a considered approach to design, guided by our Design Practices Guide. That document gives our stylists tools to make more conscious decisions during the design process, always bearing in mind that we want to further streamline the quality of our products and use more subdued colours.

3 GOOD HEALTH AND WELL-BEING

6 CLEAN WATER AND SANITATION

17 PARTNERSHIPS FOR THE GOALS

The insights from the environmental baseline measurement guide us in reducing our environmental impact. There is a world to gain, especially when it comes to fibre production, washing, dyeing and printing, and during the use phase.

Corporate responsibility is often about using more sustainable materials or reducing plastic packaging. An equally important issue is the environmental impact of the manufacturing process. Although hidden from our customers, these consequences contribute significantly to environmental harms, such as climate change and loss of biodiversity. We want to ensure that the manufacturing of our products does not harm people or the environment.



Fibre production and finishing processes.

We now know that a very large part of our environmental impact is caused further upstream in our supply chain, where the greatest impact comes from fibre production. In the textile industry, this comes from fossil energy consumption throughout the chain, land use for growing natural raw materials like cotton, and the use of oil for synthetic fabrics. Finishing processes, such as washing, dyeing and printing, also have a significant environmental impact. Here, energy consumption in particular is the polluting factor, through CO_2 emissions and the use of fossil fuels, such as coal burning and the use of natural gas. These finishing processes sometimes take place in the factory where our items are sewn together, but often they are outsourced to factories with which we have no direct relationship. In that case, our ability to influence and monitor conditions is more limited. So we need to work with our direct suppliers to reduce our upstream impact.

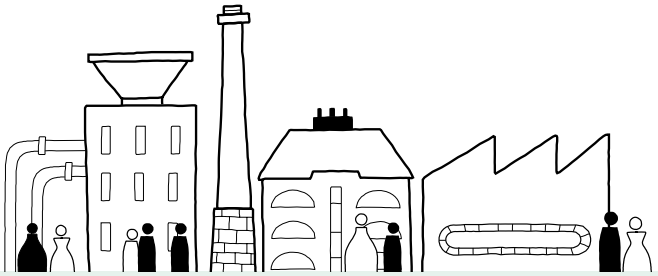
Use phase.

A large part of our environmental impact also occurs during the use phase, for example when our clothing is washed. Many people still use grey electricity at home, which indirectly impacts the environment. The energy transition will help us reduce this impact in the coming years. We are also looking at what we ourselves can do, for example by encouraging customers to wash at lower temperatures.

Working responsibly with chemicals.

We are aware that many chemicals are used during the production of our fabrics, such as chemical pesticides used in conventional cotton cultivation, or the chemicals used in dyeing clothing fabrics. We want all the substances that are used to make our products to be safe for people and planet.

That is why we have been using a Restricted Substances List (RSL) since 2011. The list specifies the restrictions for chemicals in finished products and applies mainly to our direct suppliers. We continue to constantly update this list based on new developments and legislation. We also have a Manufacturing Restricted Substances List (MRSL) for upstream suppliers. MRSL version 3.0 May 2023 has been updated to version 3.1 June 2024. This latest version is in line with the Zero Discharge of Hazardous Chemicals (ZDHC) MRSL version 3.1 (June 2024). The ZDHC MRSL is the leading standard for the entire textile, leather and footwear industry. Our direct suppliers provide all their suppliers of raw or other materials with these two separate documents. Those suppliers must then implement the guidelines. We also request a signed version from suppliers who are involved in dyeing, washing and/or printing.



Monitoring dyehouses and laundries.

To reduce our upstream environmental impact, we need to gain a better understanding of the current situation at our sub-suppliers. It is also important that we have reduction targets, so suppliers know what we are working towards. We can then take steps together to make improvements. We have been requesting information from sub-suppliers since 2021 and setting clear requirements for our dyehouses and laundries. In 2023, these requirements were again tightened. In the past, we required each supplier to use at least one 'wet processing site' with a water treatment system. Now, we are aiming to ensure that suppliers only work with locations where a water treatment system is present. As of 2024, 97% of the 165 units have a water treatment system, a 9% improvement compared with 2023. These requirements are set out in our supplier manual and materials policy.

Water treatment systems are important as they prevent water pollution in the immediate surroundings. We are also requesting further documentation and setting further requirements for our dyehouses and laundries. These include signing the MRSL (Manufacturing Restricted Substances List), supplying various test reports to assess the quality of the treated water, and certificates proving that waste has been processed in a responsible manner.

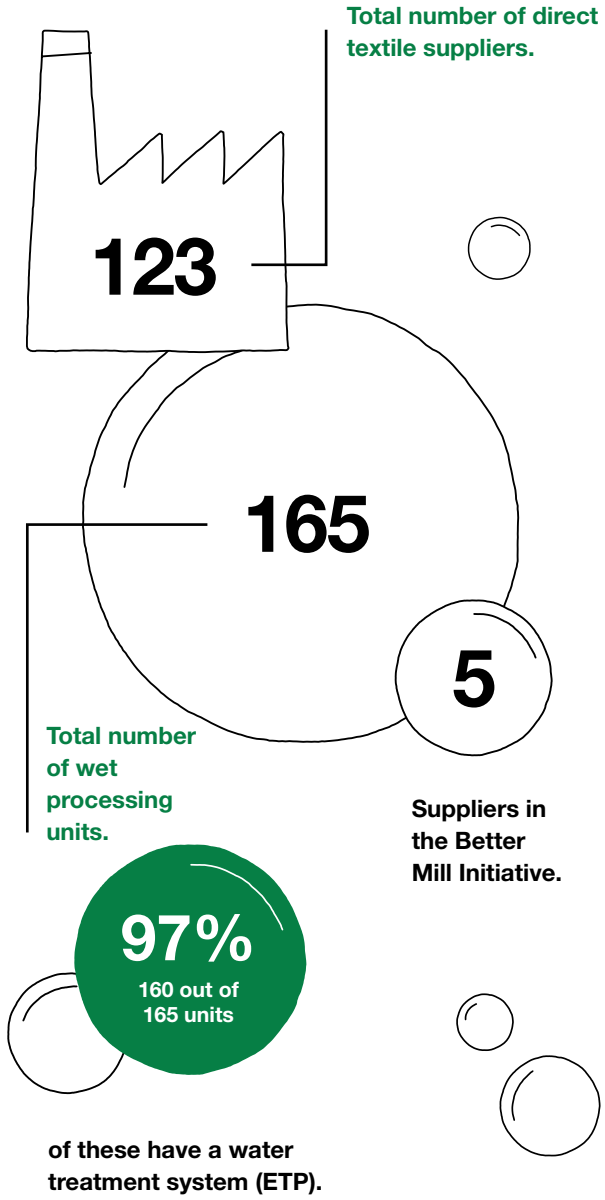
Many new insights.

The environmental baseline measurement has provided many new insights. What stands out is that energy consumption is responsible for a large part of our environmental impact, in both the textile and non-textile ranges. In 2024, we therefore requested information on energy consumption from our suppliers as well as from further upstream in the supply chain. For example, we wanted to know whether they use green or grey power. Green power is generated using natural resources such as sun, wind and water. Grey power is generated using fossil fuels such as natural gas and coal. To reduce the environmental impact of our product range, as many suppliers and sub-suppliers as possible - such as dyers and laundries - should start using green power. Further analysis will take place this year. We will use this information to develop our approach.

97% of the facilities our suppliers use for washing and dyeing have a wastewater treatment system. We consider it important that wastewater is always treated so that it does not harm the environment. We are therefore recording how many laundries and dyers have a water treatment system. At the same time, we have learned from the Better Mill Initiative (see page 32) that having a wastewater treatment system is important, but there is more to it than that. Other important factors are the quality, knowledge and skills of the staff, but also whether the system is actually used and whether the water is monitored.

As some suppliers use multiple facilities, a total of 165 facilities were registered, 97% of which had a water treatment system. Various parameters were established to determine the quality of these facilities:

- A test report to assess water quality after treatment
- Participating in health & safety training
- Signing of RSL & MRSL
- A certificate confirming that waste is treated responsibly



Better Mill Initiative.

Another way we monitor upstream locations is through the Better Mill Initiative, in which Zeeman has participated since 2022. Better Mill is a partnership between textile companies, suppliers that perform finishing processes (e.g. dyeing, washing and/or printing) and Solidaridad in Bangladesh. The focus is on exploring opportunities for each individual supplier to reduce their environmental impact. For example, by reducing energy or water consumption, or by using chemicals more safely. Five sites (direct factories or one of their sub-suppliers) used by Zeeman participate in this project. Other participating companies are America Today, Hunkemöller and G-Star. The project reviews the selected suppliers, as well as looking at Zeeman's policies regarding finishing processes. In 2023, five risk assessments took place at the five participating suppliers in our supply chain. Environmental experts from Solidaridad visited the suppliers and assessed various topics, including:

- Factory safety and health
- Environmental management system
- Energy and greenhouse gases
- Water use
- Wastewater treatment
- Air pollution
- Waste
- Management of chemicals

The findings and improvement recommendations were discussed in detail with each supplier, with our agent in Bangladesh, with the Solidaridad team and with Zeeman's CSR team. What stood out was that there is still a lot of room for improvement among all participating suppliers. While all suppliers performed best on 'factory safety and health', they all scored lowest on 'air pollution'.



Photo of a water treatment system at one of our suppliers participating in the Better Mill Initiative.

During the risk assessment discussion, we saw that the suppliers had immediately started following up on the recommendations.

Our suppliers are receiving support in implementing improvements. For example, training sessions are being held on chemical and wastewater management, and on energy, water and CO_2. They are also expected to start setting reduction targets. The project has so far taught us that we need to push for greater sustainability on these specific issues, both with our suppliers and with their own suppliers.

Survey of the impact of climate change on suppliers.

We previously conducted a survey on our buying practices among our direct suppliers (read more about this on page 41). One of the questions we asked was how climate change is affecting them. Many of the suppliers said that the direct impact on their business operations so far has been limited. Although they can tell weather conditions are becoming more extreme, they are not yet experiencing negative effects on their business. Those suppliers who are feeling the effects of climate change say phenomena such as extreme heat are slowing down production. One supplier, for example, transports goods overnight during periods of extreme heat to avoid the high temperatures. Suppliers are also reporting that the warmer weather means longer cycles when sourcing materials, and that the costs of raw materials are rising.

One supplier mentioned that policy measures are increasingly aimed at energy saving and emission reduction, forcing some poorly performing factories to shut down. This has also resulted in a shift of costs from downstream suppliers to our suppliers. One of the suppliers notes that according to the United Nations, Pakistan is among the top 3 countries impacted by climate change. The country has experienced massive flooding and an extreme heatwave. All in all, these experiences illustrate how climate change is gradually starting to impact various aspects of business operations. Climate adaptation is still a new topic for Zeeman, but one that is becoming increasingly important.

Conscious design.

The majority of Zeeman's environmental impact comes from our product range. As research conducted by the European Commission has shown, 80% of the environmental footprint of a piece of clothing is determined during the design phase. This is why we introduced conscious design a few years ago, and why Zeeman's Styling team created a Design Practices Guide. The document gives our stylists tools to make more conscious decisions during the design process, always bearing in mind that we want to further streamline quality of our products and use more subdued colours.

In 2024, the Styling team gave presentations at several universities of applied sciences to encourage young people to address the issue of sustainability in the clothing industry. Each time, this proved to be an educational and inspiring experience for us too. We consider it important to give students a better understanding of our market and to exchange ideas about sustainable clothing design.

bAwear has meticulously calculated the environmental impact of 196 of Zeeman's products. Our stylists and buyers use this data for their design and buying choices. One of the insights gained, for example, concerned the dyeing process: designers now tend to opt for light or medium colours, as dark colours require much more dye and water.

In 2024, the Styling, Buying and CSR teams continued to investigate these issues. We held several brainstorming sessions about sustainable design. Collaboration is crucial. We are constantly looking at how we can share the different capabilities and our design practices. An intern from Delft University of Technology worked with us to explore possibilities for the Styling team to create new items from used items such as workwear. This is known as remanufacturing. This exercise provided interesting new perspectives.

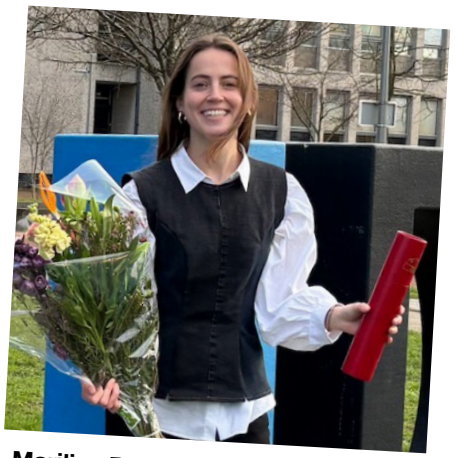
Undyed and naturally dyed collections.

We will continue to develop our undyed collection. Selected items from our first collection, released in 2022, have been included in our standard store offering. Undyed garments retain their natural colour. This saves a lot of water and energy needed to dye them.

Our first collection of 100% naturally dyed clothing.

This clothing is dyed using olive leaves and pomegranate waste. The dyeing process is 100% natural, meaning synthetic binding agents are not used. Additionally, in 2024 we added even more new, more sustainable items to our collection.





Marilise Berrens
MSc Student
Integrated Product Design, Delft University of Technology.

Building a new future with help from students.

To help young people understand the complexities of sustainability in the world of retail, Zeeman gives students of Delft University of Technology opportunities for graduation projects. One of those projects to inspire the profession and the students in 2024 was about reusing old clothes. It was conducted by Marilise Berrens, who's working on her MSc in Integrated Product Design. She created a digital tool that could help Zeeman turn old clothes into new ones. Marilise explains, "It was enlightening to discover how many aspects are involved in making the design process more sustainable. It was also great to see how incredibly motivated Zeeman is to invest in circular design and a new future for the clothing industry."

Environmental impact roadmap.

2023

- We mapped the environmental impact of **196 clothing and textile products**.
- We challenged ourselves to understand and reduce the environmental impact of **20% of our clothing and textiles**.
- **We started measuring our environmental impact as a company.**
- We set reduction targets.
- We evaluated facilities based on the parameters we set and lessons learned from the Better Mill Initiative in Bangladesh and translated them into an approach for all facilities.

2024

- **We used insights from the environmental baseline measurement.**
- We defined our approach for the short term (to 2027), medium term (to 2030) and long term (2050) to significantly reduce our environmental impact and achieve our environmental reduction targets.
- We extended the environmental baseline measurement to include post-retail.
- We continued the Better Mill Initiative, supporting five suppliers to reduce their environmental impact.

2025

Implement approach to reduction targets and measure progress on environmental impact against the base year 2022.

2026

Implement approach to reduction targets.

2027

Implement approach to reduction targets and measure progress on environmental impact against the base year 2022.

Raw materials and other inputs.



People who buy clothes at Zeeman may not think about it, but behind every box of Zeeman clothes is a whole team of makers, packers and transporters.

Sustainability dilemmas.

Fair textile basics for everyone: that's what it's all about at Zeeman. We're able to make that happen because we are *zuinig*. When choosing our materials, we're constantly seeking to balance being *zuinig* in our spending, while also caring for people and planet. This keeps us on our toes and helps us steer towards a financially healthy and sustainable business model.

Developments & results.

In 2024, 75% of our total textile consumption consisted of more sustainable materials, a 4% increase compared with 2023.

We are GOTS and GRS-certified, giving our products made from organic and recycled materials a seal of approval that meets these internationally recognised standards.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

We want to make our products responsibly. That is why we are increasingly working with more sustainable raw materials and recycled materials.

More sustainable use of materials.

Using more sustainable materials is an important component of making our collection more sustainable. We have our own tool that allows us to report monthly on material usage: by country, by supplier, by buyer and by agent. In this way we can properly monitor progress and make adjustments as needed. In 2023, our target was for 70% of our total textile collection to be made from more sustainable materials. We surpassed this target, reaching a 71% share of more sustainable materials in our total textile collection. In 2024, this growth continued and we reached a 75% share of more sustainable materials in the total collection. The target was 75%. For 2025, we are raising our target to 80% more sustainable materials. We aim to reach 90% more sustainable materials by 2027 through annual increases of 5%. This topic is top of mind at Zeeman. Still, there are also challenges in achieving our targets. For example, raw materials are becoming scarcer and therefore more expensive.

For limitations in data quality related to materials, see page 96. These limitations apply to all figures in this section concerning the quantities or weights of materials used. This includes all indicators and KPIs based on these figures.

More sustainable cotton.

Cotton is our main raw material. 63% of our textile collection is made of cotton. We use cotton to make underwear, socks and baby bodysuits, but also for tea towels and bath towels. Cotton production is environmentally harmful because it requires a lot of water and uses pesticides and artificial fertiliser. Therefore, we are increasingly opting for materials that are more sustainable than conventional cotton, such as organic cotton. This type of cotton is grown without harmful chemicals or artificial fertiliser. We also use recycled cotton. Residual materials from previous production runs are reused, thereby saving on new, costly raw materials. But most of our cotton consumption is now sourced through Better Cotton. In 2024, 92% of our cotton consumption came from more sustainable options (than conventional cotton). Our target was 95%. For 2025, we are looking to source at least 95% of our cotton from more sustainable sources.

Share of recycled materials in our total textile consumption.



Share of more sustainable cotton in our total cotton consumption.



Share of more sustainable materials in our total textile consumption.



Target % **Result %**

Better Cotton.

We have been working with Better Cotton since 2015 to broaden the scope of our sustainable collection and improve the cotton cultivation process worldwide. The Better Cotton organisation is working to improve conditions in the cotton industry around the world. The focus is on social conditions and environmental impact. In recent years, we have been sourcing more and more from Better Cotton. In 2024, Better Cotton accounted for 81% of our total cotton consumption – down from 88% in 2023. In the coming years, Better Cotton will account for a large portion of our cotton buying, alongside GOTS, recycled and organic cotton.

Farmers who work with Better Cotton earn an average of $666 more per harvest compared with conventional cotton farmers. This income increase is due, among other things, to higher yields and more efficient use of resources such as irrigation, pesticides and artificial fertiliser. Compared with conventional cotton cultivation, this has additionally led to estimated savings of 370,670 litres of water per harvest, avoided the use of 6.15 kg of chemicals, and reduced synthetic nitrogen use by 242 kg.

Recycled materials.

To further increase our use of more sustainable materials, we want to focus more on recycled materials. In 2023, 13% of our textile collection consisted of recycled materials. In 2024, this grew sharply to 21%. Our target was more ambitious though. What we've noticed in particular is that a higher percentage of recycled materials in an item still tends to result in lower quality. Since we consider it important that our items are of good quality, this is another challenge we have to address.

Much of our recycled material is recycled polyester. After cotton, polyester is the most commonly used material in our collections. In 2023, 40% of the polyester we used was recycled polyester. In 2024, this increased to 59%. To meet our target, our share of recycled materials will need to increase in the coming years. Our Circular Buyer again launched new initiatives in 2024 to achieve this target. Read more about this on page 45.

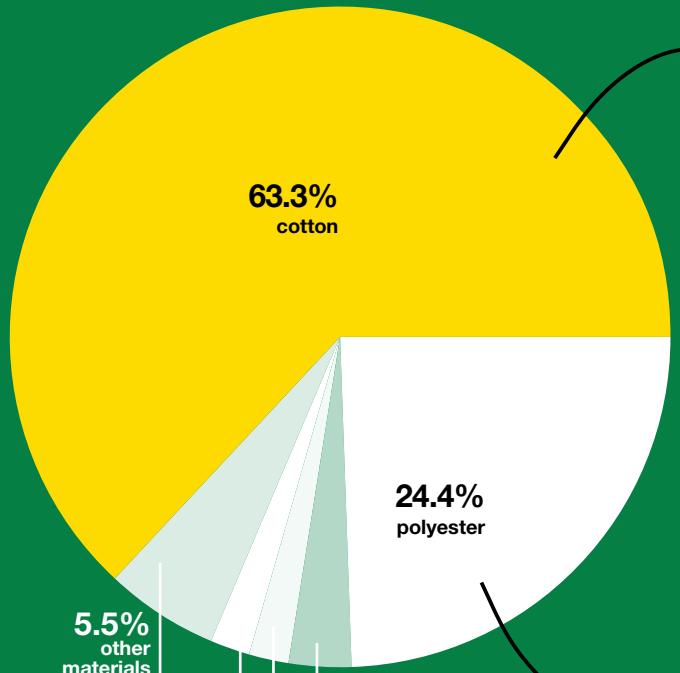




Patrick Welp
Founder of Vodde.

"In 2024, we worked with Zeeman to develop socks – including sport socks – from 100% recycled yarn. Like Zeeman, it's our mission to make circular and recycled items that everyone can buy and afford. There are countless sustainability initiatives out there. Even so, what's the point if you can't deliver good quality on a large scale? Thanks to the partnership with Zeeman, Vodde has been able to scale up substantially. Producing circular clothes is a constant backwards process. You have to start with the waste, and only then can you decide what to make. It's also complicated, a process of trial and error. So we're incredibly happy that we've got the support of such a large retail chain. More importantly, Zeeman is sending a powerful message to other companies. Together, we're proving that everyone can engage in circularity. Zeeman is an example for other large clothing companies."

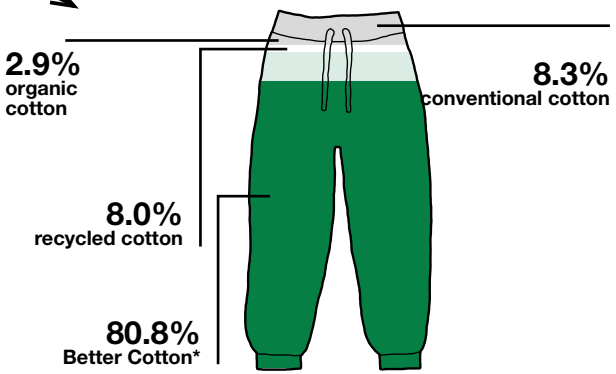
Total breakdown of material use in 2024 for clothing and textiles.



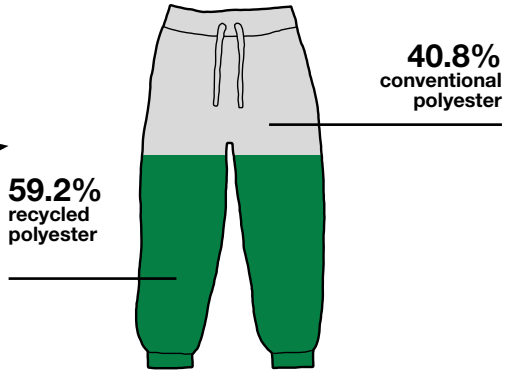
The pie chart above shows the total breakdown of our material use in 2024. No distinction is made between conventional and more sustainable materials.

Share of more sustainable materials.

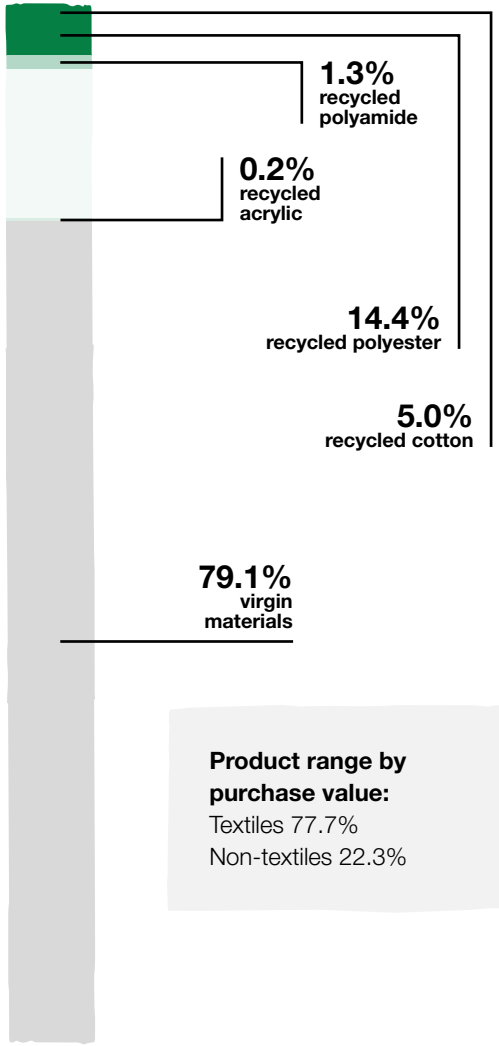
Cotton consumption.



Polyester consumption.



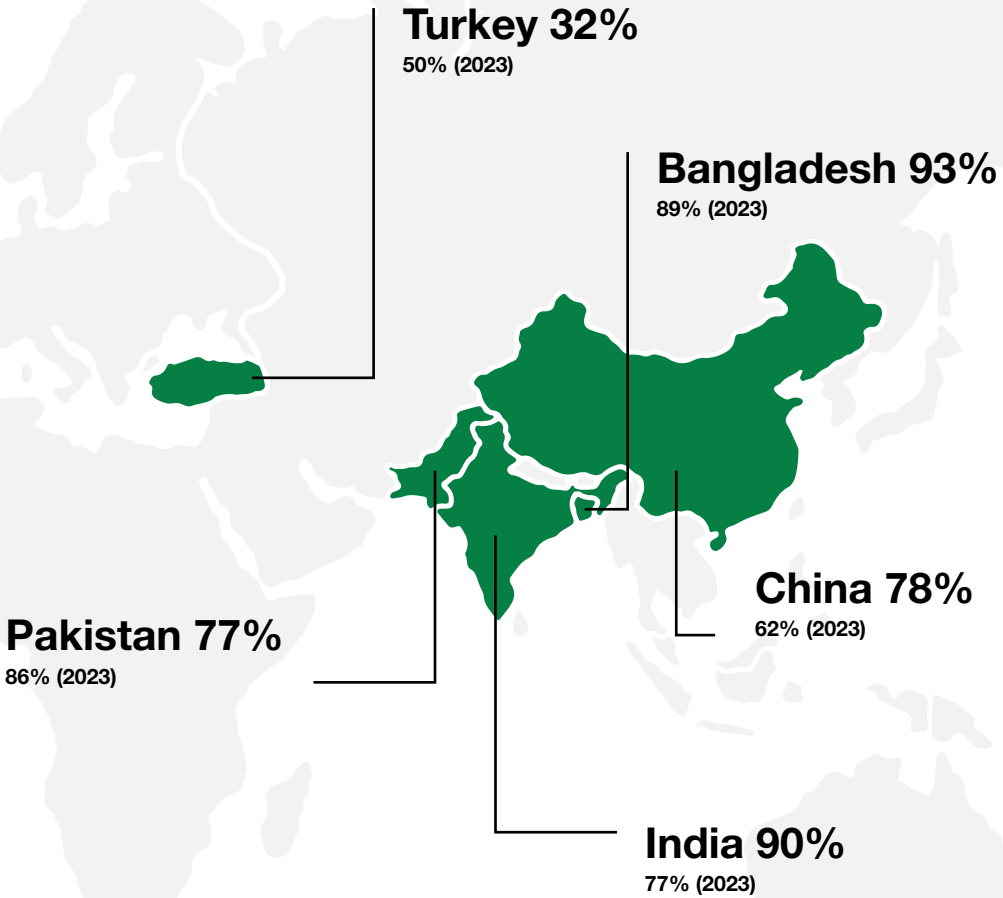
Overall share of recycled materials.



Product range by purchase value:
Textiles 77.7%
Non-textiles 22.3%

*Better Cotton uses a Mass Balance system, meaning it cannot be traced to the final product. Read more about Better Cotton and how the Mass Balance system works here.

More sustainable materials in clothing and textiles by country.



The data we collect gives us a good country-by-country overview of the share of more sustainable materials in our total clothing and textile production. The share of more sustainable materials did not increase in every country. For instance, there has been a shift in buying towards Turkey, where it is more difficult to source more sustainable materials for knitting yarns and tights. Additionally, we have parted ways with a number of suppliers in Pakistan. This resulted in a decrease in the percentage of more sustainable materials there. There is still much to be gained by sourcing more recycled materials. A higher percentage of recycled materials in a product sometimes comes at the expense of quality. In 2024, we also managed to source more sustainable options (Better Cotton, organic cotton or recycled cotton) for 100% of cotton use in India and Pakistan.

	Share of more sustainable cotton relative to total cotton consumption	**Share of recycled materials** relative to total textile consumption
Turkey	44%	12%
Bangladesh	98%	6%
China	99%	29%
Pakistan	100%	15%
India	100%	42%

Certification.

At Zeeman, we like to keep things simple. No less so when it comes to the principles that underpin our CSR policy. We therefore prefer to work to internationally recognised standards so that it is clear to everyone which standards our products meet. Since 2023, Zeeman has been a certified supplier for GOTS, OCS, GRS and RCS. The main certification logos are appearing on more and more of our products and are explained below.

The Global Organic Textile Standard (GOTS) is an international label for organic cotton that sets requirements for the entire supply chain, from the cultivation of natural fibres to processing (dyeing and spinning) and sewing workshops. As each step requires separate certification, the whole supply chain is closed. That makes this label extra valuable and reliable. Social and working conditions are also taken into account. The GOTS label 'made with organic' applies to textiles with more than 70% organic fibres, and 'organic' to textiles with more than 95% organic fibres.

The Global Recycled Standard (GRS) is an international label for recycled materials, covering both textile items like clothing and non-textile products. The label indicates what percentage of the fabric consists of recycled materials and materials are tracked from source to finished product. As the label is internationally recognised, the guidelines are the same for countries around the world. The GRS logo may be displayed on products made from 50% or more recycled materials.

More sustainable materials by product group.

In addition to a good overview by country, we also have information abuot the use of more sustainable materials by product group. This is an important factor that guides the Buying team. Each buyer also has a KPI for the use of more sustainable materials for their product group. And it influences our design practices: we have set specific targets for each product group.

Recycled deposit-return bag.

Back in 2014, we introduced our deposit-return bag made entirely from recycled polyester. When customers need a bag to take their purchases home, they have the option to buy a deposit-return bag. Customers who later return this bag always get their deposit back. In 2024, we succeeded in upcycling the used bags into new products.





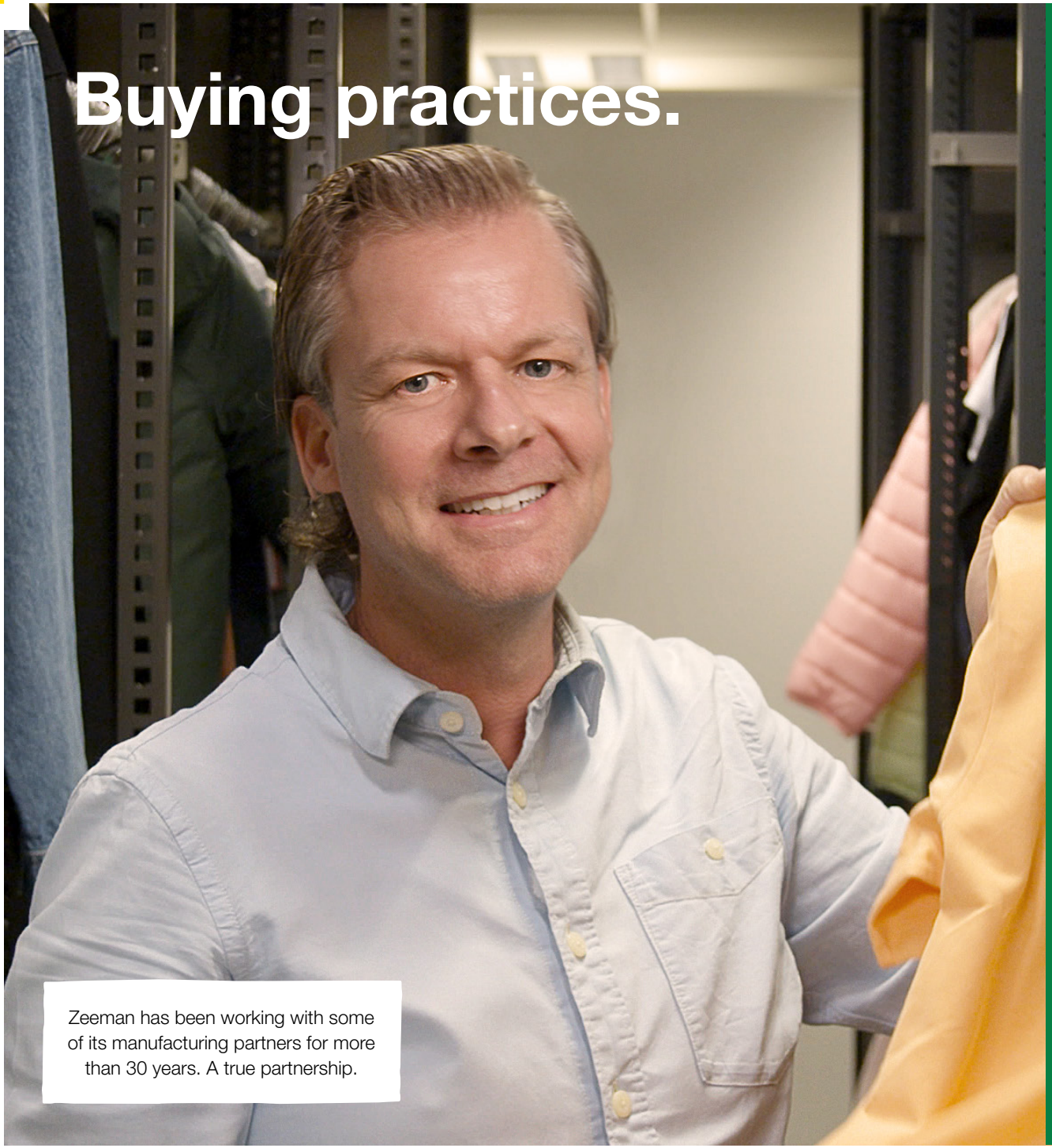
Making non-tex items more sustainable.

Besides textiles, Zeeman also has a range of products such as personal care and cleaning products. Within these groups, we are also pushing for more sustainable options.

Maria Eijgenraam – non-tex buyer:

'We are working hard to make the packaging for our personal care products more sustainable. Over the past year, we have eliminated plastic from packaging for more and more products. After all, plastic is not always needed to present our products in an appealing way. For example, cotton swabs are often in a plastic box, but we now pack them in a cardboard box. And toothbrushes that previously came in plastic and cardboard packaging now also come in cardboard boxes. We will be taking more such steps in the year ahead, making conscious choices about the design of our products and packaging so we can be more *zuinig* in this respect too.'

Buying practices.



Zeeman has been working with some of its manufacturing partners for more than 30 years. A true partnership.

Sustainability dilemmas.

Suppliers regularly take on more orders than they can handle. They do this to avoid any gaps in their production schedule and to generate as much turnover as possible, But it increases the risk of employees working overtime.

We want to work on the basis of equality, although we are aware that we don't always understand the impact of our buyers' (commercial and other) considerations.

Developments & results.

Our 50 largest suppliers from South Asia, East Asia and Turkey accounted for 76% of our purchase value in the past year. We have been working with 98% of them for five years or more.

To invest in our relationships with suppliers, supplier days were held in India and China in close collaboration with our agents. Zeeman gave an explanation of the strategy of being *zuinig* and of our sustainability ambitions. Both meetings were greatly appreciated, fostering mutual understanding and equality in our partnership.

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

Making buying practices more sustainable is at the heart of our business. And we're making progress by truly working together. In order to become more sustainable, we must consider the impacts on people and planet in every facet of the buying process.

Taking into account the impacts on people and planet.

The CSR & Quality and Buying teams meet regularly to embed corporate social responsibility in our buying practices. We have also worked with our buyers to develop various agreements and guidelines. These documents guide them in implementing our CSR policy.

Buying procedures.

Two-Way Code of Conduct.

The Two-Way Code of Conduct is a code of conduct between supplier and buyer, and vice versa. It is based on the OECD guidelines. We have drawn up buying guidelines that are reflected in the Two-Way Code of Conduct. Key priorities are that our buyers always know the exact production location and that they make sustainable choices regarding materials wherever possible. Also, the price of an item needs to ensure that the supplier can earn enough to cover their costs such as being able to pay their workers. To reduce the risk of overtime, we want to place our orders well on time, enabling suppliers to schedule production appropriately. In practice, however, it is still common for people to work a lot of overtime, for example because there is insufficient capacity for the orders suppliers have accepted. Another key priority is monitoring our share of total production capacity. We want to represent no more than 50% of a supplier's output. This way, we ensure that suppliers are not too dependent on Zeeman, and vice versa. At the same time, it is important that we have a sufficient share of factory production to implement programmes like Living Wage.



Supplier day in China

Supplier onboarding procedure.

We want to focus on a smaller supplier base. To keep our supplier base healthy, we add suppliers only when it is in line with our sourcing and supplier policies. The supplier onboarding procedure helps us make conscious choices before starting to work with a new supplier. When a buyer wants to start working with a new supplier, it is important that this is a conscious decision. This means that the decision includes a detailed look at documents, such as an audit report and other certificates related to social and environmental topics. In addition, we ask the new supplier to communicate to the factory workers Fair Wear's complaints procedure and all their rights. Our buyers play an important role in the onboarding process. When selecting new suppliers, they place great value on a supplier's motivation.

Agreements about a responsible exit strategy.

By the end of 2024, we had 5% fewer direct suppliers than in 2023. We don't enter into partnerships lightly and strive for long-term relationships. At the same time, new suppliers also join us as part of the Circularity Roadmap. Still, ending a partnership with a supplier is sometimes unavoidable.

This may, for example, be due to persistent quality or supply problems, a supplier's unwillingness to cooperate in improving working conditions, or other commercial, strategic or geopolitical reasons. We've drawn up an exit strategy to facilitate this. An important principle here is that we end a partnership responsibly, in stages, and in mutual consultation. In doing so, we take into account the impact of the decision on the supplier. Violation of labour rights is not a reason to leave a factory immediately. We prefer to use our influence to improve the situation. In those cases, we first engage in dialogue with the supplier. Only when it appears that a supplier is not willing to cooperate to reach a solution do we end the partnership.

Actively involving the Buying department.

Learning and Implementation Community.
As part of our Fair Wear membership, we participated in a Learning and Implementation Community on responsible buying practices. During the initiative (2022-2024, we worked to improve our buying practices alongside a very diverse group of other companies. Our Buying department was closely involved in the initiative. The CSR team and one of the buyers attended the Community's meetings together. By engaging in an open dialogue with these companies, we learned from each other's insights and share best practices. They focused on a new topic every two months. By briefly discussing any quality risks with the CSR team before each buying trip, buyers are better prepared.

Industry collaboration.
Past surveys have shown that our agents and suppliers are satisfied with their relationship with Zeeman. They appreciate our positive attitude, honesty and loyalty. At the same time, they sometimes experience a mismatch between what is stated in the Two-Way Code of Conduct and what happens in practice.

Agents are responsible for a number of suppliers. They monitor the entire process and serve as the point of contact between suppliers and Zeeman. To further improve contact with suppliers and agents, our agents visited Zeeman in the Netherlands in June 2024. This was a good opportunity to exchange knowledge and further strengthen mutual ties.

Supplier days.
In 2024 we held supplier days in India and China in close cooperation with our agents. The fact that Zeeman invests in supplier relationships in this way – with a locally organised event – was highly appreciated. At these events, Zeeman explained our strategy of being *zuinig* and our sustainability ambitions.

The responses showed that the supplier days in China and India contributed to mutual understanding and equality in the partnership. Practical problems faced by suppliers were also discussed, such as issues relating to buying more sustainable materials. There was broad appreciation for Zeeman's approach to living wages as well as its long-standing partnerships with agents and suppliers. Our long-term goals depend entirely on good collaboration in the supply chain. That's why we will continue to invest significant time and energy in our contacts with suppliers in the future.



A supplier day was held in New Delhi, India on 24 October 2024. Indian suppliers travelled to the event from across the country – even though, for some, it meant quite a journey. items' cost prices, for example how these are structured. This will help us prevent suppliers accepting orders below cost in the hope of securing more orders.



Neelu Mann

Agent for Zeeman Vogueserve, India.

Neelu Mann has been an agent for Zeeman for 14 years. She was closely involved in organising the event. "It was a huge success. Firstly, the suppliers were very pleased that Zeeman's management had travelled to India in person to explain the strategy moving forward. The presentations were also easy-to-understand and exciting, and they provided the suppliers with loads of valuable new information. The event covered a variety of topics, including the new logistics system, the Living Wage programme – which was very well received – and the importance of using more sustainable materials. The suppliers were also given a clear explanation of how Zeeman's production impacts the environment, and what can be changed and improved. Being ready for the future was the main thrust. I noticed that the suppliers were actually engaged in Zeeman's strategy, and this is a great way for everyone to start working on the sustainability ambitions."



Jaewon Lee
Zeeman agent for East Sea Wide, China.

"My father first started working with Zeeman back in 1977, in Korea. Now we work with multiple factories in China. In April 2024, I helped with the preparations for a suppliers' event in China, where a total of 200 representatives attended, from all the agents and suppliers in China. We were given a presentation about Zeeman's strategy for 2024-2027. The CSR strategy was also explained, which many of the people there found incredibly useful. A lot of the suppliers struggle with understanding the CSR rules. The presentations made everything much clearer for them.
There was a noticeable difference after the event. Suppliers are quicker to follow instructions and take responsibility. We understand each other a lot better now. Zeeman is working very hard on these matters, which is good. Now everyone knows the course that's laid out ahead, and we can work on it one step at a time."

Concrete support.
In 2024, we communicated transparently with suppliers to help them better adapt to our approach for Never Out of Stock (NOOS) orders. We also gained more insight into our items' cost prices, for example how these are structured. This will help us prevent suppliers accepting orders below cost in the hope of securing more orders.

In dialogue with the spinning mills.
In the past, we used to record which spinning mills our suppliers worked with. Since 2023, we've been asking a lot more questions about the spinning mills through our Indian agent: how many people work there, when did you first partner with this spinning mill, what are the buying metrics, are there certifications and audits on environmental or social conditions? Based on the responses, we categorised the spinning mills: Some mills provided little information (putting them in the higher-risk group). We then visited a number of spinning mills and started engaging with our direct suppliers. We have asked our direct suppliers not to change spinning mills going forward, and to work with a limited number of mills.

After gathering as much information as possible, we asked Paradigm Shift to review our data: which spinning mills do you already know, and how would you rate them? Paradigm Shift came back with a proposal to perform a 'participatory audit' - a unique way of working that really appealed to us. The idea is for Paradigm Shift to visit some of the higher-risk spinning mills, not to 'tell them how to do their job', but to have a participatory conversation and dialogue. This will enable us to identify areas for improvement for each spinning mill or – based on the information gathered – to indicate that it might be better to discontinue the partnership. The two-year programme started in March 2024. It's a long-term project, the initial steps of which have now been taken. We expect that we will gradually start to see concrete improvements at more and more spinning mills in 2025.

Training the CSR team.

We also find capacity building important at Zeeman, for example when it comes to fair and safe working conditions, human rights and environmental impact. The CSR team has attended various training courses on topics such as children's rights, responsible buying practices and emerging legislation, including Human Rights Due Diligence, digital product passports and mandatory sustainability reporting.



Buying, Quality and Finance departments discussing our 'responsible buying commitments'.

Circular economy & packaging and waste.



Zeeman was one of the first retailers with Re-use, a good and sustainable initiative that adds real value for the stores.

Sustainability dilemmas.

The prices of our circular collection are higher because the items are often made in the Netherlands or elsewhere in Europe. We face much higher labour costs here than in South Asia and East Asia, and circular yarns made in Europe are a more expensive resource. Making sure the circular collection is nonetheless attractive to our regular Zeeman customers is a challenge.

All stores have collection bins for used textiles. Those bins are for collecting second-hand clothing as well as household textiles and damaged textiles. Many people don't realise they can drop off their clothes and textiles. In 2025, we want to raise more awareness about this.

Developments & results.

We've created a festival collection using collected deposit-return bags together with used company uniforms. The collection includes bags, shirts and shorts.

We now collect second-hand clothes in all the countries where we have stores, and every store has a textile collection bin.

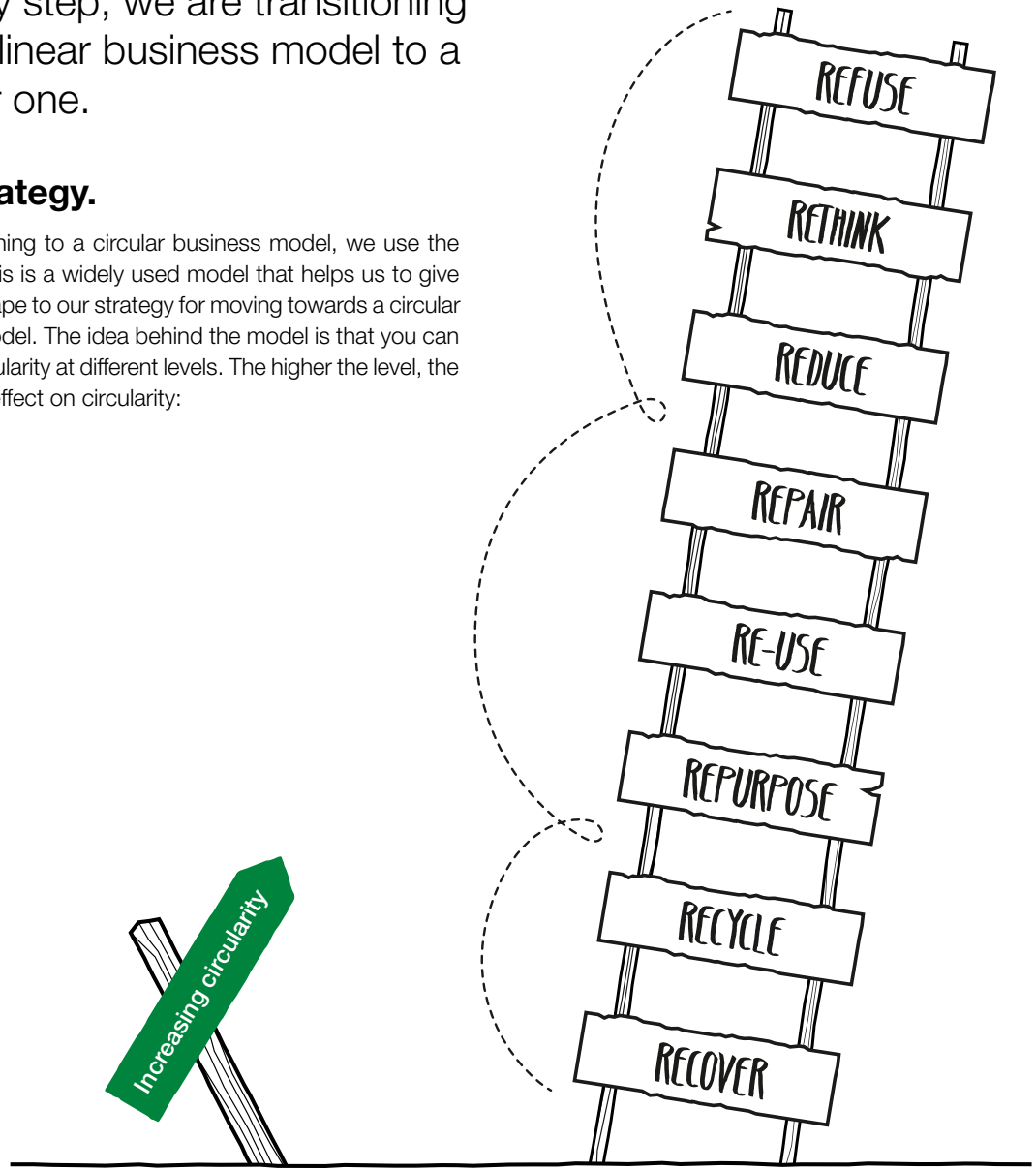
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

Step by step, we are transitioning from a linear business model to a circular one.

Our strategy.

For transitioning to a circular business model, we use the R-ladder. This is a widely used model that helps us to give concrete shape to our strategy for moving towards a circular business model. The idea behind the model is that you can work on circularity at different levels. The higher the level, the greater the effect on circularity:



The R-ladder at Zeeman.

- **Refuse:** It all starts with buying the products: what do we really need? To avoid overproduction, we only buy what we think we can sell.
- **Rethink:** We consciously make sustainable choices when designing our products; to this end, we have established design practices together with our stylists and buyers (see page 33).
- **Reduce:** We reduce the use of new materials by choosing recycled materials. We also try to further reduce our environmental impact by using more sustainable materials, such as organic cotton. At the same time, we make sure the quality is improved, resulting in a longer lifespan. (See page 36.)
- **Repair:** In the spring of 2024, we began posting instructional videos on how to repair clothes at https://www.zeeman.com/repair/.
- **Re-use:** We collect used clothes and offer second-hand clothes in our stores with our Re-use programme.
- **Repurpose:** We make something new out of collected deposit-return bags and used company uniforms.
- **Recycle:** We've created a circular collection using fibres from recycled, discarded or used textiles.
- **Recover:** Materials that are genuinely no longer usable are incinerated to recover energy.

A different way of thinking and acting.

Circular ways of working require a completely different way of thinking and acting. And we are only at the beginning. For Zeeman, it's challenging that there are still so few suppliers who can manage the entire process from start to finish. For each step, we need a different partner. We also have to connect all the dots ourselves. This is a lot less efficient than what we are accustomed to. Moreover, circular products are more expensive, as we only work with partners in Europe. Nevertheless, we believe that it's important to invest in the circular economy: circularity goes hand in hand with reducing our environmental impact. At each step on the R-ladder, we also look at how we can minimise our CO_2 emissions and the amounts of water and chemicals that are used.



Collecting textiles and Re-use.

For several years now, we've partnered with Het Goed to sell second-hand textiles under the name Re-use. In addition, we offer our customers the opportunity to hand in used textiles to us, giving these textiles a second life. By actively raising awareness of our efforts to collect used clothes, we hope to inform customers that textiles should be collected separately and not thrown out with their general household waste. Het Goed has its own sorting centres that specialise in sorting collected textiles. This also gives many people an opportunity to gain daily work experience in an accessible way. So this partnership also has a strong social component. All collected items are donated to Het Goed.

In 2024, collection of used textiles was extended to all stores across our operating countries. Collection bins in stores allow customers to give textiles they no longer use a second life. In 2024, we collected a total of 51,947 kilos of textiles (2023: 23,796 kilos). To further encourage these donations, we want to draw more attention to this in 2025 with our marketing.

In 2024, we took a major step in automating our logistics process. We intend to implement further improvements in this area in 2025. After research, we also decided to change the name of our Resale collection to Re-use.

At the end of 2024, our Re-use collection was on sale in 17 stores: 10 in the Netherlands and 7 in Belgium. This is 9 more than before. In 2024, we sold 97,000 second-hand clothing items. That's 39% more than in 2023. Our partnership with Het Goed continues. Our target for 2025 is to offer the Re-use collection for sale in 60 stores, including some in France.



Minoes Nellen
Back-office Account Manager, Wolkat.

"Wolkat was founded in 1948, and we started out collecting rags, metal and paper. In the meantime, our entire focus is textiles collection and recycling. We're the only textiles processor anywhere in the world with a completely circular process. What I love about recycling is that someone else's waste becomes a raw material for our final product.

It's exciting to work with Zeeman to develop new materials and new products. They understand our process, and the materials are different each time, so you face new challenges along the way. What we like to do best is sit down with Zeeman as early as possible in the process. That way we bear their preferences in mind while we're sorting the clothes.

Every collection teaches us something new. In 2024 we produced a women's collection for Zeeman, and in 2025 we'll create a collection for men. It's inspiring to share ideas about what to do. It really feels like we're breaking new ground together."

Project: ‘From Waste to Zeeman’.

Zeeman is working with various other companies towards becoming fully circular by 2050. We want to contribute to this with the From Waste to Zeeman project. For several years, we have been working with a group of local partners to produce circular items. The idea is to produce new items in the Netherlands with the highest possible proportion of recycled textiles (post-consumer waste), and we have formed a recycling chain to develop these products. We share the knowledge we gain and the challenges we encounter on our dutch web page. As a result of these collaborative efforts, products meeting these requirements will be available in stores in the Netherlands and our online shop in early-2025. This will show that it is possible to produce an item made from recycled cotton entirely in the Netherlands with Dutch partners.



The 2024 circular collection.

Re-use **Second-hand ugly Christmas jumpers.**

Christmas jumpers are worn briefly and then unfortunately often discarded. With our partners Erdotex and Nou Jij, we give them a new lease of life by reselling them in our Dutch stores.

Repair **Repair website.**

We have launched our own repair website: www.zeeman.com/nl/repair. It provides instructions on how consumers can repair, restore or adapt clothing and other items for themselves.

Repurpose **Festival collection.**

With our partners Fraenck and Remake Society, we have created festival items – right here in the Netherlands – from collected deposit-return bags and workwear.

Recycle **Socks.**

With our partner Vodde, we make sports socks and casual socks from recycled materials.

Women's knitwear.
With our partners Boer Group (materials collection), Frankenhuis (fibre extraction), Spinaker (spinning) and Stella Sky (knitting), we produce pullovers and knitted cardigans from recycled materials. Made in Italy.

Woven womenswear with recycled materials as well.
Also for women: waistcoats, trousers and bags produced in partnership with Wolkat.





EPR: Extended Producer Responsibility.

The Dutch EPR for Textiles Decree came into force on 1 July 2023. This legislation makes importers and producers of clothing and household textiles responsible for collecting, processing, recycling and reusing the products they bring to market in the Netherlands. Texitiles EPR foundation Stichting UPV Textiel brings together multiple organisations to collect, reuse and recycle discarded textiles collectively in an efficient, effective and affordable manner.

In 2024, more than 900 companies joined this collective movement to make the sector more sustainable. This currently represent almost the entire market, and the number of participants is still growing every day.

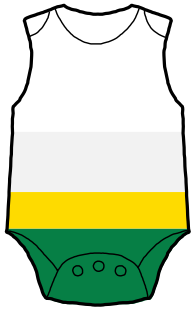
This strategic partnership focuses on encouraging innovation and sustainability in the supply chain. It also pays attention to the consumer's role in the circular textiles supply chain. All the parties involved feel a shared sense of responsibility for engaging consumers with a broad communication campaign to make them aware of their role and help them make more sustainable choices.

In early-2025, a framework agreement was concluded with the umbrella organisations VHT, BKN and NVRD. Within the current system for collecting, sorting and processing discarded textiles, standards have been agreed for a compensation system, a certification scheme and monitoring methods. This provides a solid foundation for the transition to a valuable, circular textiles supply chain. The EPR for Textiles Decree sets ambitious goals for the coming years. In 2025, 50% of the weight of clothing and textiles placed on the market in the Netherlands must be ready for reuse or recycling. This percentage will gradually increase to 75% by 2030.

The EPR targets we are working towards.

2025
50% reuse and recycling.

Of which at least:



20%
reuse.

10%
reuse in the Netherlands.

25%
of recycling is fibre-to-fibre recycling.

2030
75% reuse and recycling.

Of which at least:



25%
reuse.

15%
reuse in the Netherlands.

33%
of recycling is fibre-to-fibre recycling.

Separate waste streams.

In 2024, we managed to recycle 92% of all our waste streams. This includes the sorted plastic and paper returned from our stores, as well as materials from other waste streams. For these, we determine the most appropriate processing method together with our waste processing partner RCN. Our aim is to use as little packaging as possible for our products. In addition, we have been reporting the total weight of our waste for years, and four years ago we also began reporting separately on hazardous substances.

In 2024, we mapped out the waste streams at our service office, including residual waste. This helps us make informed decisions about potential recycling solutions, to recycle even more materials and reduce our total waste streams.

Our stores have never used printers. But they are not paperless, as they do receive paper documents from the service office. In addition, in 2024 we started collecting used clothes in all our stores. In 2025, we plan to take new steps towards sustainability in our stores.



Circularity roadmap.

2023

- Collection initiative launched in Belgium and France.
- **Circular collection:** Significantly expanded.
- **In partnership with Wolkat:** Four styles of recycled used textiles: two felt and two twill.

Re-use: Add 20 stores in the Netherlands. We didn't manage this (we are still at 8) because of the project to modernise our distribution centre, the review of our product range and changes at Het Goed.

2024

- Collection initiative launched in all countries.

Re-use: Expand to 42 stores in the Netherlands and France. We didn't achieve this: we added 10 stores and closed 1. In total, we ended up with 17 stores: 10 in the Netherlands and 7 in Belgium.

- **Repurpose:** Reuse deposit-return bags and company uniforms. Mapping our waste streams.
- **Recycle:** Women's and home capsule collection made from recycled used textiles (produced in Europe). From Waste to Zeeman: Hammam towel produced with Dutch partners (production began in 2024; in stores in spring 2025). Not achieved: Adding two non-tex products.

2025

Re-use: Expand Re-use to 60 stores, including several in France.

Repurpose: Reuse Zeeman's waste streams.

Recycle: Collection made from recycled used textiles: (produced in Europe) four collections each year (going to all stores); add non-tex items.

2026

Re-use: Expand Re-use to more stores.

Repurpose: Reuse Zeeman's waste streams.

Recycle: Collection made from recycled used textiles (produced in Europe), non-tex items made from recycled materials.

2027

Re-use: Expand Re-use to more stores.

Repurpose: Reuse Zeeman's waste streams.

Recycle: Collection made from recycled used textiles (produced in Europe), non-tex items made from recycled materials.

A good product.

Quality is a top priority for our products. To assure that quality, we conduct rigorous inspections and random quality tests. But we also build sustainable and enduring partnerships with our suppliers.

Sustainability also means that we want to offer products with a long lifespan, made without harmful chemicals. For example, our Product Quality Specialists already assess the quality of an item during the product development stage.

By doing this, we try to avoid problems at a later stage. Additionally, it's important for us to maintain enduring relationships with our suppliers. Our suppliers know our standards, so our customers can rely on the quality of our products.

Staying vigilant.

Responsibility for implementing and enforcing our quality policy lies in part with our Quality department. We increasingly adopt a risk-based perspective. Using a list of high-risk items, we conduct rigorous inspections and random sampling before the products go to the stores. We also work with our suppliers, agents and third parties such as TÜV Rheinland. We have partnered with TÜVR's knowledge and innovation centre to provide a series of training courses to share knowledge and experience. And we remain vigilant: for example, we regularly engage in dialogue with Dutch product safety regulator NVWA. Establishing a compliance house, improving internal processes and checking high-risk items for conformity with laws and regulations form a solid foundation for further professionalisation.

Product testing.

To ensure that items meet our quality requirements, they are tested by TÜV Rheinland or another laboratory before being shipped. For physical inspection of certain items (in particular high-risk items), we engage another independent party. We will continue to monitor the product tests in 2025.

What we test for:

- Chemicals and other harmful substances listed on the Restricted Substances List (RSL) (see page 30). This ensures that our products do not contain any substances harmful to people's health or the environment (e.g., azo dyes and plasticisers in plastics).
- Fire safety of children's nightwear: We are fully compliant with the European standard.

  Additionally, our nightwear complies with the Dutch Agreement on the Fire Safety of Nightclothes.
- General product safety: This includes checking for small parts in toys or drawstrings on children's clothing.

Inspections.

Production sites.
At production sites, all our orders are inspected by agents who have often been working with Zeeman for many years. They know Zeeman's quality requirements inside and out and check that all items meet the standards Zeeman has set.

Service office.
Additional inspections are performed at the service office when orders arrive. Items (in particular high-risk items) are checked against strict safety requirements such as for cord length in infants' and children's clothing, small parts in toys and seam strength for stuffed toys.

Random quality tests in partnership with TÜV Rheinland.
Additional random testing is performed every year in partnership with TÜV Rheinland. Items (in particular high-risk items) are taken directly from the shelves and tested by TÜVR. In 2024, 437 samples were taken, 93% of which (405 items) met Zeeman's safety standards as described in our Supplier Manual and Quality Risk Policy. For a number of items, we took corrective action, from replacing specific parts to completely withdrawing the items from sale.



Linda over ons heren T-shirt.
Klanten komen het hele jaar door voor deze heren T-shirts en kopen er vaak meerdere tegelijk. Het is een fijn product van een mooie kwaliteit. En wat ook handig is, het T-shirt is lekker lang en blijft daardoor goed in je broek zitten.

ZEEMAN

Product recalls.

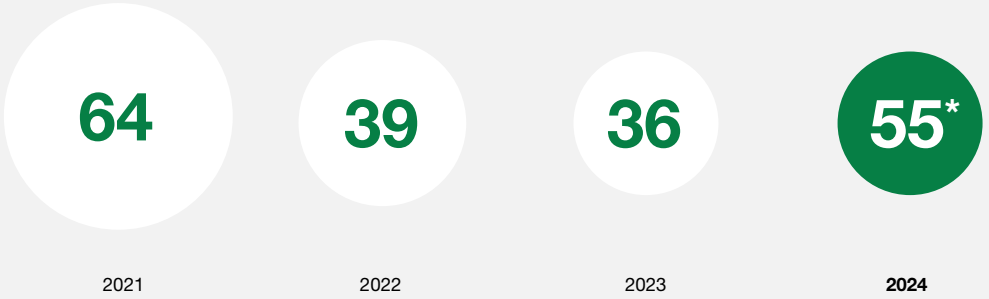
With more than 5,000 different products in our range and over 270 million items per year, things can still go wrong in spite of all our quality measures and inspections. If something does end up in stores that does not meet our safety requirements, the product is withdrawn from sale. Unfortunately, it is impossible to rule out the possibility of customers already purchasing and using the products. With this in mind, we inform our customers about safety issues on our website and in our stores.

In 2024, 55 products were withdrawn from sale because they did not meet Zeeman's internal quality requirements. For safety reasons, we recalled 9 products from the toy and baby textile categories. This year, we again reported on the KPI 'publicly withdrawn from sale' and tightened our enforcement policy. This KPI formally reflects the number of safety-related complaints.

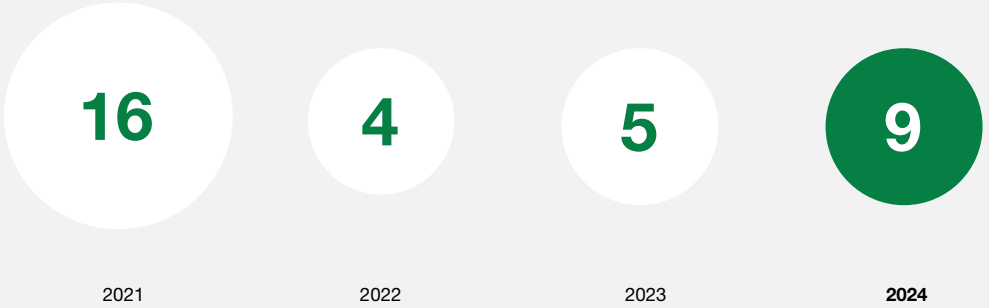
More documentation and registration.

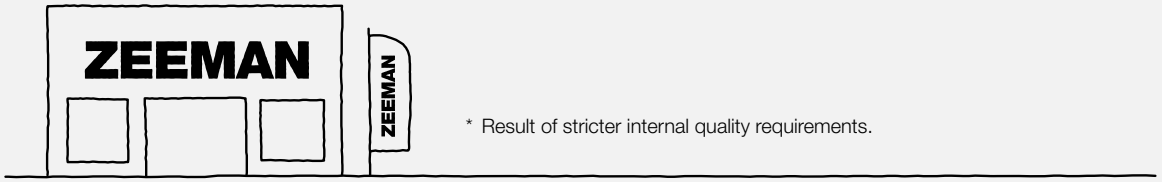
To further improve the quality of our products, in 2024 we focused on documenting and registering processes and procedures. This gives us more control over quality and our standards. In 2024, we added more staff to our Quality department, bringing in specialist expertise to meet specific legal requirements. The Quality department has also matured into Zeeman's go-to source of information about standards and requirements. In 2025, we plan to look at how we can further standardise and automate our processes. Besides working on and achieving our goals, it is also important to pay closer attention to regulations and ensuring compliance.

Total number of products withdrawn from sale.



Number of products publicly recalled from stores.





* Result of stricter internal quality requirements.

A *zuinig* operation.

Zuinig at Zeeman also means that we're careful about our energy consumption, for our transport and for distributing our products. And in the online shop, we look for ways to make deliveries more sustainable delivery with less packaging.

Supply chain.

Distribution centre construction completed. Now aiming to work progressively *leaner*.

In 2021, we started redesigning our distribution centre and building a new mechanised storage and sorting system. The bulk of this project was achieved in 2022. The result: a new distribution centre layout and a new warehouse management system combined with an automated logistics process. The new logistics process went live in 2023, with both software and hardware operational. The process features a high degree of mechanisation, minimising the physical strain on our employees and significantly reducing it compared with the old system. The workstations were designed with input from our staff and a company physiotherapist, offering a strong foundation for fine-tuning in practice. Ultimately, we want to introduce task rotation, spreading the physical workload across more employees. The design of the logistics system is aimed at increasing roll-cage fill rates. The final setup with all the necessary software was completed in 2024. We are now focusing on stabilising the logistics process with the aim of becoming progressively leaner.

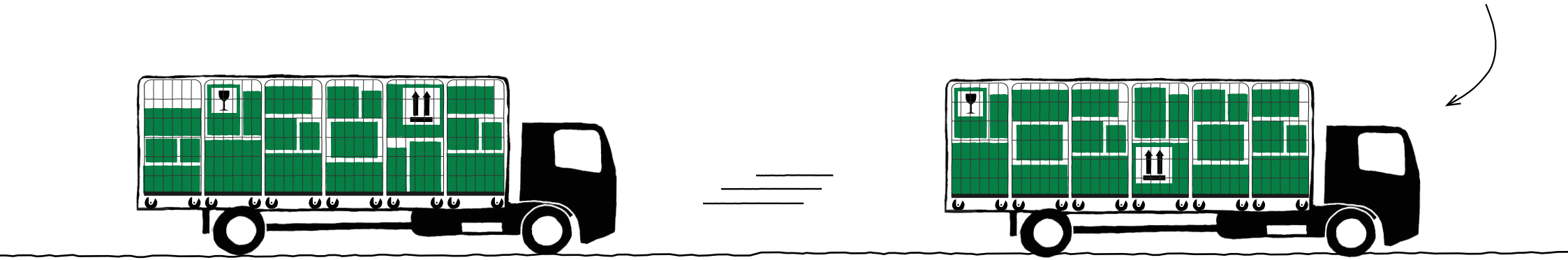
Project: 'You are the central focus in everything we do'.

We are *zuinig* with the people who make our products, but also with the people in Europe who work in our stores, at the service office, at the distribution centre and in transport. This project at our distribution centre is all about caring more about employees. Part of the project involved constructing a new changing room and setting up new teams for the logistics system.

Emissions per roll cage.

The Shuttle system once again proved its value in 2024. For example, it takes into account the maximum weights of the roll cages. As a result, drivers are less likely to encounter peak loads. We are continuously working to make better use of the smart control systems to increase the load factor of the roll cages. So fewer transport trips are needed for the same volume of goods, resulting in lower emissions.

Emissions per roll cage (rc) were slightly higher in 2024, at 12.19 kg CO_2/rc.



2023 12.05 kg CO_2/rc

2024 12.19 kg CO_2/rc

Transport.

Lorries.

In 2024, we continued our efforts to reduce the CO_2 emissions from our lorries. 13 lorries were replaced by new ones with the latest diesel engine models, all of which meet the Euro 6 emission standard. 8 lorries were bought for long-haul trips and 4 for relay service. The last 3 are lorries with a smaller cabin, a lighter, optimised drivetrain and a new engine, all of which contribute to better fuel economy and lower CO_2 emissions.



We also bought a second-hand box lorry. This is a short, manoeuvrable lorry that's suitable for navigating urban centres. Additionally, we made a special purchase of 4 City double-deckers: trailers with an additional floor, creating a double layer. This means more goods can fit inside a single trailer. Thanks to their manoeuvrability, the City double-deckers are being used on two new routes in the area from Alsace to Nord-Pas de Calais (Northeast and Northwest France).

By increasing our use of double-deckers, we can transport more goods in one trip – meaning fewer kilometres travelled for the same amount of goods. A City double-decker has space for 65 roll cages, while a regular double-decker can accommodate 88 roll cages. At the same time, we optimise our routes on an ongoing basis, further reducing consumption and emissions. To drive more *zuinig* (that is, efficiently), the cruise control in our new lorries has been limited to a top speed of 85 km/h.

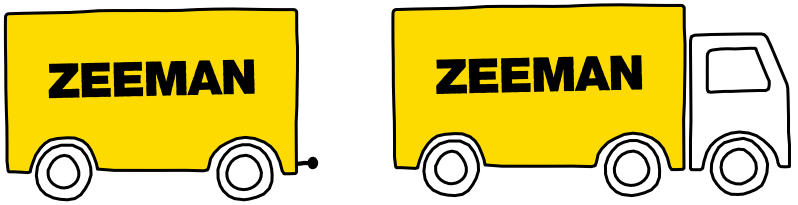
Transport to Spain.

Since 2021, we have been transporting some of our goods to Barcelona by train. Due to delays, we temporarily stopped in 2022, but in 2023 we resumed this transport with a new partner. Unfortunately, in 2024, the delivery reliability still fell short of our standards, which could jeopardise the timing of supplying our stores. Nevertheless, we're sticking to our ambition: we believe in sustainable transport and want to give the project a serious chance – albeit in a modified form. Sending empty containers back by rail works very well. We will continue to develop this in 2025 and then conduct a thorough review.

Passenger cars.

Zeeman has 141 company cars in Europe. Last year, several cars were replaced with hybrid or electric vehicles. We still have nine diesel cars on the road, most of which will be replaced by electric ones in 2025. We issued a call for tenders in 2024 for a new leasing company. We chose Arval, an organisation that also provides support abroad. Which is necessary, since 70 of our company cars are based in the Netherlands and the rest outside the country. We started working with Arval in the Netherlands in September. So far, 26 cars have been ordered: 24 electric vehicles and 2 hybrids. This aligns with our guideline of electric, unless an alternative is necessary. Some of the vehicles in the Netherlands were not yet due for replacement. In the coming years, vehicles that are 5 years old will be replaced. In March 2025, we will roll out this partnership to other countries. We expect the setup in the Netherlands will be complete by then and we can apply any lessons learned. To encourage employees to choose electric vehicles, we provide home charging facilities.

Zeeman has 66 lorries and 105 trailers. When additional vehicles are needed, they are rented.



Getting ready for new regulations.

In the coming years, the Dutch transport sector will face new rules and regulations. Zeeman has been preparing for the new regulations for several years now.

Smart tachographs.

Every Zeeman lorry that operates outside the Netherlands either has had a new smart tachograph installed since 2023 or will be fitted with one in 2025, depending on the type of lorry. This aligns with the rules in the European Mobility Package. The new tachographs have additional features that make it harder to manipulate data. Additionally, they allow for roadside inspections to access driving and rest records going back 56 days instead of the current 28 days.

Zero-emission zones.

As of 1 January 2025, 14 zero-emission zones have been established in the Netherlands. These are areas where polluting vans and lorries are not permitted to drive. Zeeman was prepared for this: our fleet is relatively young and, for the time being, meets the stricter standards. The goal of the regulation is to reduce particulate matter and CO_2 emissions in towns and cities. Similar zones were actually due to be introduced in another 16 municipalities from 2025, but they are still pending (opwegnaarzes.nl). More larger municipalities will follow suit in the coming years. Until 2030, there is a transitional arrangement for lorries in the Euro 6 category.

In light of the zero-emission goals, we continue to monitor developments in the transport sector regarding hydrogen-powered and electric lorries. Everything indicates that the current Dutch electrical grid is not ready to supply power for lorries, so we are now exploring whether shifting our focus to hydrogen would be more feasible. To keep up with all the developments in this area, we visited a hydrogen filling station in 2024. In the future, a hydrogen-powered lorry could be an appealing alternative to electric lorries. But at the moment, the price of hydrogen is still too high, there are no models on the market that meet our needs and wishes, and the infrastructure is not yet in place. We are keeping a close eye on the market. And we continue to study developments in this area in depth.

Zero-emission zones in the Netherlands.





Transport by water.

Load factor.

If the load factor of a shipping container is high, we don't need to ship as many containers. This also reduces emissions. We work closely with our agents and suppliers to keep increasing load factors.

In 2023, we prepared for port consolidation in South Asia and East Asia: this involves smart bundling and grouping of cargoes so that more can fit inside a container. We started in Bangladesh, which taught us a lot. In January 2024, we started port consolidation in Pakistan. In the coming years, we will implement this at other ports as well.

We can see the load factor improving: in 2024 it rose from 80% to 82%. Zeeman was also able to ship 87% of the total volume of goods using the largest type of container.

Inland shipping.

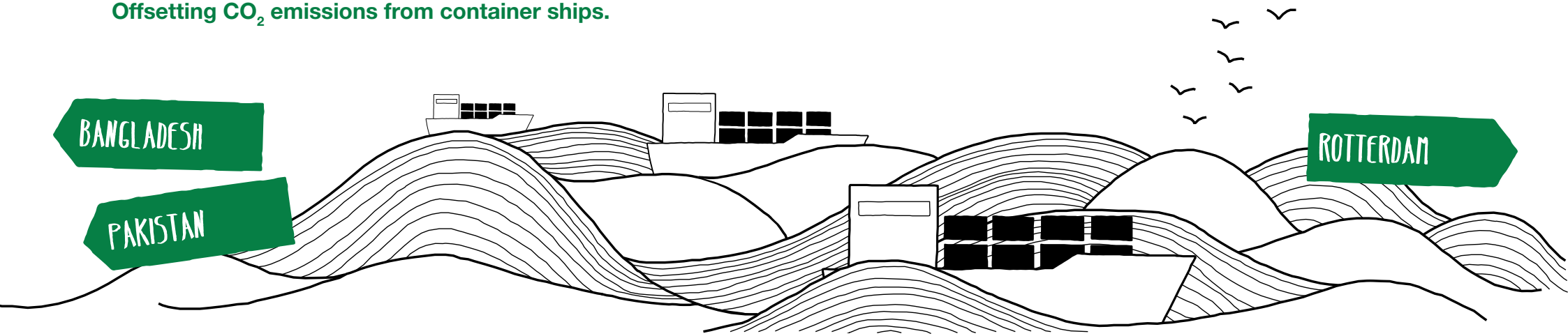
For transport from the port to our distribution centre in Alphen aan den Rijn, we use inland waterways as much as possible. This reduces the number of transport journeys on the road, as well as our emissions. We use the 'green corridor', where different companies combine transport flows via inland waterways. 6% of our volume is transported by electrically powered inland vessels. This percentage does not include the CTU terminal.

In 2024, on average, 90% of sea containers were delivered via inland waterways, while our target was 95%. In recent years we've been working more closely with a barge operator. Automated information exchange has been improved, making planning more efficient. However, barge performances depend heavily on conditions in the Port of Rotterdam. This makes it difficult to manage the peaks and troughs in our container deliveries. To ensure product availability in our stores, we sometimes had to use alternative transport options. In 2025, we hope to achieve this high percentage again.

Offsetting CO_2 emissions.

To offset a portion of our emissions, we have been working with GoodShipping since 2023. GoodShipping is an initiative that helps companies around the world make their transport CO_2-neutral. In the past year, 1,875 tonnes of CO_2eq were offset. This is double the amount compared to 2023. For comparison: we offset the CO_2 emissions from the journeys of all our container ships between Chittagong (Bangladesh) and Rotterdam, and between Karachi (Pakistan) and Rotterdam. This equates to 30% of the total emissions from our seagoing container ships. The aim is to increase emission offsetting to 3,750 tonnes of CO_2eq in 2025. This will make the fleet a little more sustainable every year.

Offsetting CO_2 emissions from container ships.



Service office and stores.

Green power.

In 2024, Zeeman used 100% green power for its stores in the Netherlands, and for the service office and distribution centre. As of 1 January 2025, more than 1,350 stores use green power.

Making store premises more sustainable.

Agreements have been reached in the Netherlands and at the European level to combat climate change. Various laws, regulations and instruments have been created to make buildings and homes more sustainable. This includes energy labels and energy performance standards. For example, under the Paris Climate Accord, by 2050 energy consumption in our stores may not exceed 80 kWh per m^2 annually. Most of our stores already meet that standard.

In the meantime, we continue to take steps to make our store premises more sustainable. We are in discussion with our properties' owners about this. And we are finding that more and more landlords are already actively working on sustainability themselves, for example by installing roof and wall insulation, solar panels and electric sliding doors. We also exchange experiences with other retail companies. New stores by default do not use natural gas. When renovating stores, our goal is to make as many premises as possible free from natural gas.

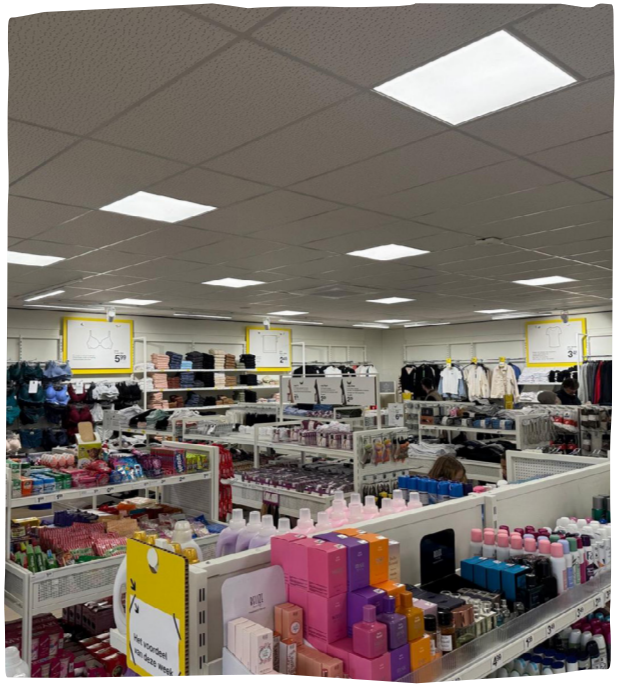


Electric sliding doors.

A store that has its doors open all day loses a lot of energy on cold days. This is a waste of energy and usually easy to avoid. We therefore updated our door policy in 2023. Where allowed by property owners and local authorities, we will opt for electric sliding doors instead of swing doors as the default in new stores and renovations going forward. As of late 2024, 406 stores had electric sliding doors.

Lighting.

By the end of 2024, 1,141 stores (out of 1,392) were fitted with LEDs. This comes to 82%. LED lighting uses less than a third of the energy needed for traditional fluorescent tubes. The 1,141 stores with LED lighting therefore also result in lower energy bills.



Facilities sustainability initiatives.

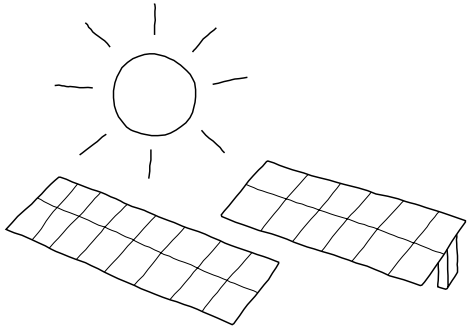
In 2024, the Facilities department continued to build on our existing policies for sustainability and recycling, as well as those focused on our people's health.

- We use cardboard cups and – besides our existing crockery – washable cups.
- In the canteen, there are various options for those who want sugar-free soft drinks.
- We have completely switched to using 100% biodegradable cleaning products, which means we no longer use any cleaning agents that impact the environment.
- At our service office, there's a clothes swap for all office staff: they can hang up their used clothes and exchange them with colleagues. For each item of clothing they give away, they get to choose something new.
- In 2025, we will be getting new company uniforms. In the call for tenders, we paid special attention to sustainability and recyclability. That's why we chose clothing made from 100% cotton. We are also investigating the possibilities for recycling and reusing our existing uniforms.
- When buying new desks and chairs, we always consider their sustainability and longevity, along with ergonomic design. We meticulously assess various factors, including sitting comfort (both short-term and long-term), circularity (whether the materials used to make them can be reused), the supplier and manufacturer (preferably local), and repairability in the event of a fault.

As part of the distribution centre's mechanisation and automation project in 2021 and 2022, we acquired a 1.3 MWh battery system. Installing smart systems at the distribution centre has increased energy consumption. The battery system has enabled us to store the energy generated by the 8,600 solar panels on the roof. As a result, we don't need to feed as much energy back into the grid. Instead, we can use the stored energy ourselves later on, allowing us to make the best possible use of our solar energy. It also helps compensate for the additional energy needed for our new mechanised storage and sorting system. In 2024, we carefully examined how we could further optimise this. We hope to take concrete steps in 2025: this would mean having a highly advanced solution in this area that is not only very efficient and cost-effective, but also highly sustainable.







Online.

Thuiswinkel Sustainability Certification.

In 2023, Thuiswinkel.org launched a new initiative to make the e-commerce sector more sustainable: Thuiswinkel Sustainability Certification. The Thuiswinkel Sustainability Certification is a strict and independent assessment programme that rates online shops for their efforts in 6 essential sustainability areas: Strategy, Circular Economy, Product Range, Packaging, Delivery and Returns. This is about more than empty promises: it's about tangible measures and measurable KPIs across various critical areas. For Zeeman, this certification means that we don't just say we're sustainable – we can actually prove it.

Zeeman managed to obtain this certificate just weeks after its launch in 2024. Moreover, Zeeman complies with sustainability legislation in all aspects, and in all countries.

More sustainable delivery of online orders.

In another development, we are testing how we can improve the sustainability of delivering online orders (2024: 1.4% of total turnover). One of the possibilities we are trying out is to encourage customers to use collection points, to cut back on the number of parcels we need to deliver to people's homes and reduce the number of transport journeys. This is not only more environmentally friendly, but also more cost-effective as carriers offer discounted delivery to collection points. The sustainability benefit is greatest, of course, if people collect their parcels from the collection point by bicycle or on foot. In 2023, across all our countries 14.1% of all online orders were collected from a collection point. In 2024, this rose to 16.9%: an increase of almost 20%. In the Netherlands, the increase was even greater: in 2023, 11.8% of orders from the online shop were collected from a collection point, and by 2024 this had already reached 16.4%. This represents an astonishing increase of 39%. In 2025, we hope to maintain this growth, partly by making it even clearer to customers what the most sustainable method of delivery and return is.

We are also shipping our orders in recycled polybags wherever possible, to reduce the amount of 'air' we transport. And we encourage customers to return the packaging of their online orders to our stores, where it can usually be recycled. We draw their attention to this on the packaging. We also actively encourage in-store returns: there is usually a store nearby, so customers don't have to travel far. 'Standard returns' can then simply go on the store's shelves to be sold again. If customers still prefer to ship a purchase back, they have to pay for the costs themselves. If the return is necessary for product reasons, however, we will cover return shipping costs. It's worth noting that in other countries returned items go straight back to the store where they can be put back on sale. We don't do this in the Netherlands yet, but we would like to implement it there as well.

Limiting transport journeys.

As an active member of Thuiswinkel.org, in 2024 we helped to develop a certification that focuses specifically on sustainability for online shops. We will continue our commitment to this initiative in 2025. The distribution centre for our online shop is located in Antwerp in Belgium. Our long-term goal is to limit transport journeys to and from our distribution centre as much as possible. We are doing this by making greater use of collection points, as described above. But another initiative we are working on is preparing a click-and-collect service, where customers can opt to collect their orders from one of our stores. The products simply come from store inventory and there is no package to be shipped. In 2025, we will launch a new digital platform that will make this possible. But for this to succeed, we need to coordinate closely with our delivery services. We have stipulated that they must maintain the same high CSR standards as Zeeman.



Banner translation:

We have obtained the Thuiswinkel Sustainability Certification.

With this we have been certified independently in the following 6 themes:
Strategy
Circular Economy
Product Range
Packaging
Delivery
Returns

People & society.

We are a stable employer for more than 9,000 people and a reliable customer for a large number of manufacturing and service companies in and outside Europe. In our work we show due respect to each other, our customers, our colleagues and our partners.



Healthy and safe working conditions.



In part thanks to Zeeman, working conditions in our factories are becoming better and healthier.

Sustainability dilemmas.

We are increasingly successful in identifying risks in the countries where we produce, but monitoring and addressing each risk is a long and complicated process.

We have to deal with differences in culture and legislation in every country where production takes place. We are aware that issues such as overtime, freedom of association and forced labour are difficult to influence there. But we do have agreements in place with suppliers on these topics.

Developments & results.

Achieved a higher percentage ‘Good’ score in Fair Wear’s annual Brand Performance Check.

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In all the countries where we produce, we work to ensure healthy and safe working conditions. To do so, we visit our suppliers ourselves.

We believe everyone in our supply chain should be able to work in good and safe conditions. Our principles are described in our Two-Way Code of Conduct. This document states not only what we expect from our suppliers, but also what the supplier can expect from Zeeman. Working as equals – that's what it's all about.

Risks in the supply chain.

To keep an eye on working conditions, we visit our suppliers ourselves. We also pay attention to healthy and safe working conditions in the countries where our production takes place, through our partnership with Fair Wear and our participation in the International Accord. We identify issues based on the risks we see in our supply chain.

For each production country, a specific form has been developed that defines the three greatest risks. These were identified by looking at negative impacts on people and the environment: how serious and how likely are they? Our stakeholder meeting provided important input for this, as did Fair Wear's supplier audits, NGO inspection reports, and our own observations in the supply chain. However, it is complicated to address all the risks at once. The form helps suppliers become aware of the existing risks. We use risk prioritisation to link country risks to factory-level risks. For each prioritised risk, the supplier is given a set of questions.

It is important to find out if our suppliers are aware of the risk and how they deal with it. Meanwhile, Fair Wear's Risk Assessment Tool has been significantly expanded, and more data is being collected. We can use the data to select projects and set targets. The risk analysis process will be implemented in 2025. This tool will enable us to monitor risks at the factory level even better.





Risks by country.



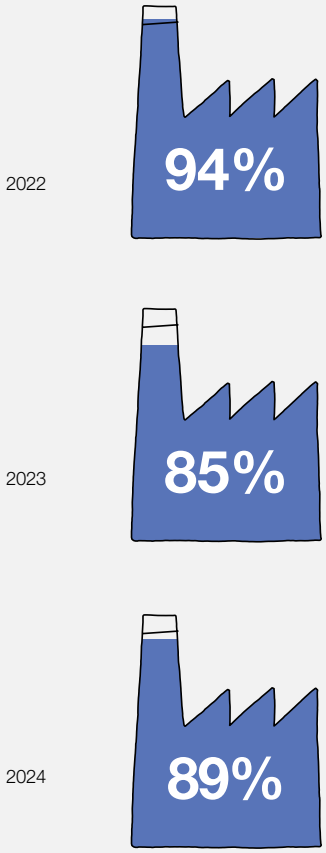
Subcontracting in Turkey.
In Turkey, there is a risk of suppliers outsourcing the work to other suppliers. Transparency around this practice is important. Our agents regularly bring this to the attention of existing and new suppliers through our subcontracting policy.

Discrimination and gender inequality in Pakistan.
In 2024, together with Schijvens Corporate Fashion, we participated in a Women's Empowerment project at three factories (two of which are Zeeman suppliers) (read more on page 85).

Freedom of association and social dialogue in Bangladesh.
Social dialogue between management and employees is still often lacking. We believe it is important for employees to be able to exercise their rights. For example, in the area of freedom of association. Among other things, this means that they should be able to join a union, associate freely and engage in discussions with management (social dialogue). Unfortunately, these rights are under pressure in many places. Through the Amplify project – supported by the trade union Mondiaal FNV – we provided training and assistance to a selected supplier on this topic. This was positively received. We plan to roll this out to other suppliers in 2025.

Read about our approach to living wages on page 72 and about forced labour in India on page 71.

Original Bangladesh Accord improvement points implemented at production sites/ factories.



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

In 2023, Zeeman signed the new International Accord for Health and Safety in the Textile and Garment Industry for a period of 26 months. The agreement applies to our suppliers in Bangladesh and, since last year, in Pakistan as well.

In recent years, we have worked in Bangladesh to improve fire safety, building structures and electrical systems. When we speak of improvement points, we mean the points that emerged from the initial supplier safety inspections under the Accord. The proportion of improvement points implemented is 89%, showing we are now on an upward trend. In the coming year, we will work with our suppliers to implement even more improvements.

After signing the Pakistan Accord in late 2022, we started preparing for inspections in Pakistan in 2023. The first inspection took place in December 2023. In 2024, steps were taken to make improvements to fire safety, building structures and electrical systems. Based on action plans drawn up under the Accord, the necessary improvement points will be monitored and reported on.

Fair Wear keeps us on our toes.

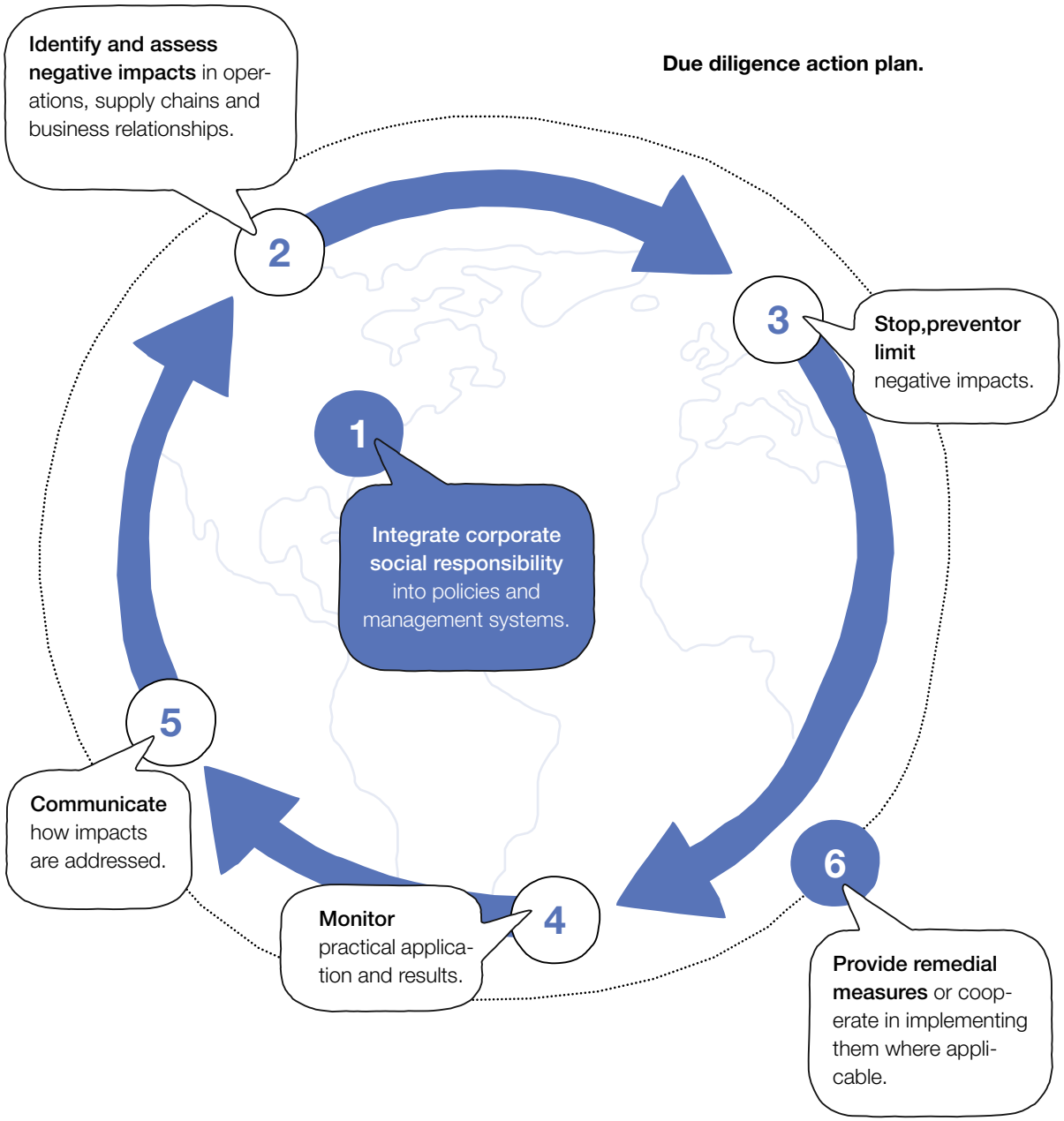
Fair Wear is a multi-stakeholder initiative with over 130 members and a broad support base which includes parties such as INretail, Modint, trade unions CNV Internationaal and Mondiaal FNV and Clean Clothes Campaign. As an NGO, Fair Wear has been working for many years to promote good working conditions in the clothing industry in the countries where production takes place. The most important points are: no child labour or forced labour, normal working hours, and a safe and hygienic workplace.



Brand Performance Check.

Fair Wear members undergo an annual 'Brand Performance Check'. In August last year, Zeeman earned a 'good' score of 68%. The score was the same as in 2023, but the percentage is a bit higher, up from 59% in 2023. In 2023, Fair Wear adjusted the assessment methodology to align with the OECD guidelines. The indicators make use of the due diligence action plan, so the methodology focuses more on our risk approach. This raises the bar for all the members.

In 2024, Fair Wear's assessment indicated that we had made progress on the themes of discrimination and gender inequality. For instance, steps have been taken to better identify discrimination against women. It's a long road, but more and more data is being collected. Data analysis could help identify issues more clearly. In 2025, we will continue along this path. We are also actively committed to launching new Living Wage programmes every year to reduce risks around wages. Read more about this from page 72 onwards.



Structural improvement in partnership with Fair Wear.

We know that our own buying practices impact factory conditions. That's why we make conscious choices during the buying process. In addition, we monitor the factories' compliance with the Code of Conduct. Audits are useful tools for this, but we recognise that they only provide a snapshot in time. That is why we ask Fair Wear to provide training for our suppliers, and why we consider it very important to have an effective complaints procedure in place.

In 2024, 16 factories were audited by Fair Wear. During an audit, the factory is checked against various aspects. Those aspects are listed in the Fair Wear Code of Labour Practices. Issues covered include child labour, living wage and discrimination. Through Fair Wear's audit methodology, we have found more pressing improvement points than we did during the years before our partnership with Fair Wear. Every audit conducted identified some points for improvement.



Fair Wear's audit methodology is very comprehensive when it comes to working conditions. The topic of human rights – including, for example, wages and working hours – is covered in great detail, such as through interviews with factory employees. The interviews take place outside the walls of the factory, providing a safe environment for answering questions. In addition, Fair Wear's audit methodology goes a layer deeper in examining root causes of non-compliance. For instance, the organisation also investigates whether our buying practices could have a negative impact on working conditions in the factory.

Moreover, Fair Wear has local offices in production countries. This means they can oversee our suppliers in implementing improvements. Audits have helped us to achieve noticeable improvements in recent years. To achieve genuine change, every audit conducted by Fair Wear is followed by a Workplace Education Programme (WEP). This WEP training is designed for both factory management and workers. They are given the necessary tools to improve conditions in the workplace through open dialogue. Another important goal of the training is to make factory workers more aware of their rights and how to use the complaints procedure. In 2024, 7 suppliers were trained by Fair Wear and several more training programmes are planned. However, Fair Wear only focuses on textile suppliers, and so not all our suppliers are covered by the organisation's research.

In 2024, we began onboarding meetings with 4 suppliers in Turkey. We will start conducting audits there in 2025. This is a standard process for all new suppliers, with consistent onboarding taking place before Zeeman places any orders.



By FWF	2022	2023	2024
Number of audits.	19	14	16
Number of training courses.	22	8	7
Number of complaints.	7	7	14

Complaints procedure.

If a complaint arises, we hope to resolve it through constructive dialogue if at all possible. If the problem cannot be resolved between the employees and management themselves, factory workers have the option of anonymously calling the Fair Wear helpline. If a complaint is filed, Fair Wear first investigates whether it is valid. Next, the complaint is forwarded to the CSR team. We engage in a dialogue with the supplier to reach an appropriate solution. We see it as a positive sign that the procedure is being used, because we believe it is important for factory workers to be heard and to know their rights. Of course, employees need to know about the procedure in the first place. That's why the factories where our clothes and textiles are made display an information poster with Fair Wear's Code of Labour Practices in the local language, together with a phone number. The information has been printed on cards and handed out to all factory workers. We encourage factories to give them to new employees as well.

Complaints from 2023.

The final complaints from 2023 have been resolved. One complaint came from an employee who was fired without a stated reason. In early 2024, we engaged with the supplier, along with a mediator. An appropriate solution was found. Another complaint came from Pakistan. With no Fair Wear team operating there, it was not possible to fully resolve this complaint at that time. In 2024, we sat down with the supplier and were able to resolve this complaint ourselves.

Complaints from 2024.

14 new complaints were reported through Fair Wear's complaints procedure in 2024. 12 of the 14 complaints came from Bangladesh. We attribute this to the unrest in Bangladesh surrounding the revised minimum wage and the 2024 parliamentary elections. Once every five years, the minimum wage in Bangladesh is reviewed. Textile workers took to the streets en masse to demand a higher minimum wage. Tensions ran high when the employers' wage offer was a lot lower than what the workers and their representatives demanded. In the end, a new minimum wage was set that is still far below a living wage. We also issued a statement in support of a higher minimum wage that amounts to a living wage. 11 complaints remain open. 3 complaints were received in the last 10 days of 2024, which is why not all complaints were resolved before 1 January 2025.



In Bangladesh, workers had no idea their factory was closing down. They arrived at the gates to find a handwritten note announcing that the factory was closed due to an electrical fault. The note did not indicate how long the factory would remain closed. The workers had also not been paid their wages for three months. Zeeman contacted Fair Wear and another brand that buys from that factory. All the workers did eventually receive their outstanding wages. Unfortunately, the factory will not reopen.

Link to the complaint.

There was also a complaint about a factory in Bangladesh where people were allegedly fired just before the Living Wage payment. The person who made the complaint suspected that the supplier wanted to pocket the money for themselves. Zeeman, our local agent and Fair Wear have discussed this and Fair Wear is conducting an investigation. In the future, we will pay more attention to this issue when onboarding a Living Wage pilot.

Link to the complaint.

In Bangladesh, workers at another factory were physically abused. After protests by 200-250 workers, management filed a lawsuit against them and the company stopped paying their wages. Through mediation between all the parties involved, the workers eventually received their wages.

Link to the complaint.

Another complaint in Bangladesh involved a serious case of sexual harassment in the workplace. This made other workers afraid to return to work as well. Zeeman sat down with the supplier to discuss the complaint and arranged anti-harassment training. This was provided by Fair Wear. The victim received a year's salary, giving her the time and space to recover without financial worries.

Link to the complaint.

Lastly, there were 5 complaints from workers who were not paid their wages. In most cases, payment was made after mediation.

Link to the complaint.

Complaints.

2022

7 complaints received, 6 of which have been resolved.

2023

7 complaints received, 7 of which have been resolved.

2024

14 complaints received, 3 of which have been resolved.

6 of the 7 complaints from 2022 have now been resolved.

Many complaints cannot be resolved quickly. They are often complictaed, and sometimes we have to rely on external parties to handle them. In some cases, we are still waiting for Fair Wear's verification with the worker who brought the complaint. Of course, the quicker the resolution, the better. In 2024, all the complaints from 2023 were resolved in full. 14 complaints were received in 2024, 3 of which came in during the last few weeks of the year. Partly because of this, we were unable to resolve all the open complaints. 'Resolved complaints' include both cases that have been fully resolved and concluded and those that have been closed where no follow-up was possible.

Even so, we can see that the complaints procedure is working.

In the event of a complaint, we work together with the local Fair Wear team, other Fair Wear members, local NGOs, our agent and the supplier concerned. We believe that it is positive that another fourteen complaints have been reported through the procedure. This shows that the workers are aware of the procedure and that they feel confident enough to use it. In the coming year, we want to continue to raise awareness of the complaints procedure by providing training at suppliers where we haven't done so yet.

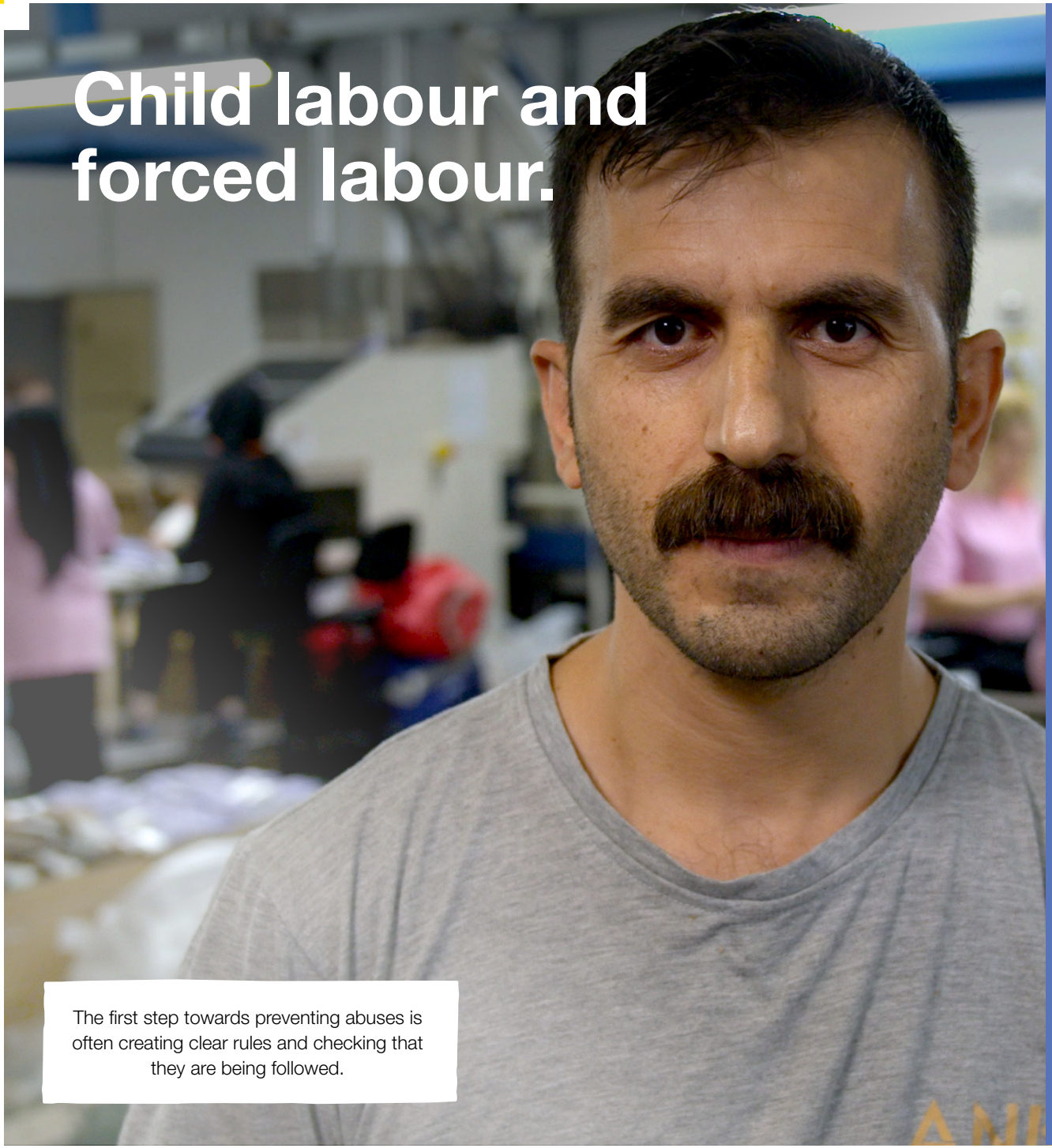




Ruben Korevaar
Policy Advisor, FNV Mondiaal.

"At Zeeman's initiative, in 2023 and 2024 we joined five other Dutch companies in AMPLIFY. The purpose of this project, which we ran at a number of suppliers in Bangladesh, is to further protect the freedom of association at their businesses. We completed AMPLIFY in June of 2024. Although projects of this kind are all about the long term, it's safe to say that it was a huge success. We saw that workers were slowly but surely becoming less afraid to speak their minds, and that management was doing its best to enable a dialogue and listen to the workers. For example, we managed to initiate negotiations about working hours during Ramadan and arrangements for leave for Eid al-Fitr. This usually causes difficulties, but now the employers also realised the value of having a good relationship with their workers."

Child labour and forced labour.



The first step towards preventing abuses is often creating clear rules and checking that they are being followed.

Sustainability dilemmas.

We want to make sure that no child labour or forced labour takes place in our supply chain, but the risks are especially apparent further up the supply chain, with our suppliers' own suppliers. It would be useful to check suppliers at that level as well. However, this is complicated due to our indirect relationship with those parties, which limits our ability to directly exert influence.

In every country where production takes place, we have to deal with cultural differences and different legislation. We are aware that issues such as overtime, freedom of association and forced labour are difficult to influence there. But we do have agreements in place with suppliers on these topics.

Developments & results.

Zeeman wants to find out more and more about the origins of our cotton. This includes information about where it is spun and ginned. In 2024, we achieved this for 95% of the cotton we used.*

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* For limitations relating to data quality, see page 96.

Child labour and forced labour must not occur in our production chain. We verify this through audits, among other ways, but we also critically examine our own buying policies.

High-risk areas in countries where production takes place.

To further reduce the risks of child labour and forced labour, we focus on the following high-risk areas:

In the Xinjiang region in China, ethnic minorities such as the Uyghurs are forced to work in appalling conditions. They are routinely discriminated against and oppressed. Ethnic minorities from the Xinjiang region are also being put to work in other parts of China. Particularly in cotton production. With this in mind, we are committed to finding out more details about our supply chain, especially upstream along our cotton consumption chain. If we know the origins of our cotton, we can rule out that it comes from this region. However, there is still a risk of ethnic minorities being dispersed across China.

Research also shows that the risk of forced labour is high in spinning mills in **Tamil Nadu, South India**. Abuses are particularly prevalent further up the supply chain, for example at companies where trade unions are not welcome. Zeeman also doesn't know exactly which of the spinning mills are involved in production, or the standards they work to. We have long wanted to develop an approach that ensures greater transparency in the supply chain. We therefore held talks with an NGO and several companies to identify how others deal with risks of poor working conditions at spinning mills. The discussions led to us partnering with Paradigm Shift to research spinning mills in India. Initial onboarding was completed at 10 spinning mills in 2024, with 6 undergoing a baseline assessment and 4 receiving a review visit. In 2025, baseline assessments will take place at the remaining Indian spinning mills, and we will develop an action plan to tackle the risks that we identify. Paradigm Shift is an Indian organisation that also works with Fair Wear, local NGOs and other textile companies. Its focus is on human-rights projects in the supply chain, and it knows the textile market inside and out. Read more on the next page.

Understanding the supply chain.

As the risk of violations is higher further upstream in the supply chain, it is important to keep growing our awareness of the various links: from raw material to finished product. That's a challenge. The industry is complex, and it takes many steps to arrive at a final product.

Zeeman wants to learn more and more about the origisn of our cotton (see page 77). This includes information about where it is spun and ginned. We publish these locations on Open Supply Hub and on our own website so that NGOs and trade unions can alert us to possible abuses in our supply chain. The idea is to exclude cotton from areas where there are higher risks of abuse. In 2024, we achieved this for 95% of the cotton we used.* This means we have reached our target of 95%.



This poster is displayed in factories in the local language.

* For limitations relating to data quality, see page 96.



Monitoring the risks of child labour and forced labour.

Our buying practices – see also the relevant section from page 41 onwards – are set out in the Two-Way Code of Conduct. We also strive for good, achievable schedules to reduce the likelihood of orders being outsourced. This is important to us, because the risks of child labour and forced labour occur mainly further up the supply chain, among our suppliers' own suppliers.

Fair Wear also conducts independent audits of our textile suppliers. For example, the audits verify compliance with the comprehensive Fair Wear age verification procedure and check that no forced labour is used. Fair Wear's complaints procedure also makes it easier for factory workers anonymously report abuses like child labour or forced labour. At this time, we have not come across any instances of child labour or forced labour. Nonetheless, we continue to monitor for this closely.

We also believe that factory visits have an important part to play here. These are carried out by our buyers, the CSR team and our agents. But our agents' quality inspectors are there on a weekly basis. This also means they can get a proper impression of the mood among the workers.

Approach to spinning mills.

In the past, we used to ask our suppliers to provide us with the addresses of the spinning mills they worked with. In 2023, we started asking a lot more questions about the spinning mills through our Indian agent: how many people work there, when did you first partner with this spinning mill, what are the buying metrics, are there certifications and audits on environmental or social conditions? Based on the responses, we categorised the spinning mills: Some mills provided little information (putting them in the higher-risk group). We then visited a number of spinning mills and started engaging with our direct suppliers. We have asked our direct suppliers not to change spinning mills going forward, and to work with a limited number of mills. After gathering as much information as possible, we asked Paradigm Shift to review our data: which spinning mills do you already know, and how would you rate them?

Paradigm Shift visited a selection of the higher-risk spinning mills, not to 'tell them how to do their job', but for a participatory conversation and dialogue. This will enable us to identify areas for improvement for each spinning mill or – based on the information gathered – to indicate that it might be better to discontinue the partnership.

The first baseline assessments have taken place, and several mills have already had a review visit. In 2025, baseline assessments will take place at the other spinning mills in India, and we will develop an action plan to tackle the risks that we identify.

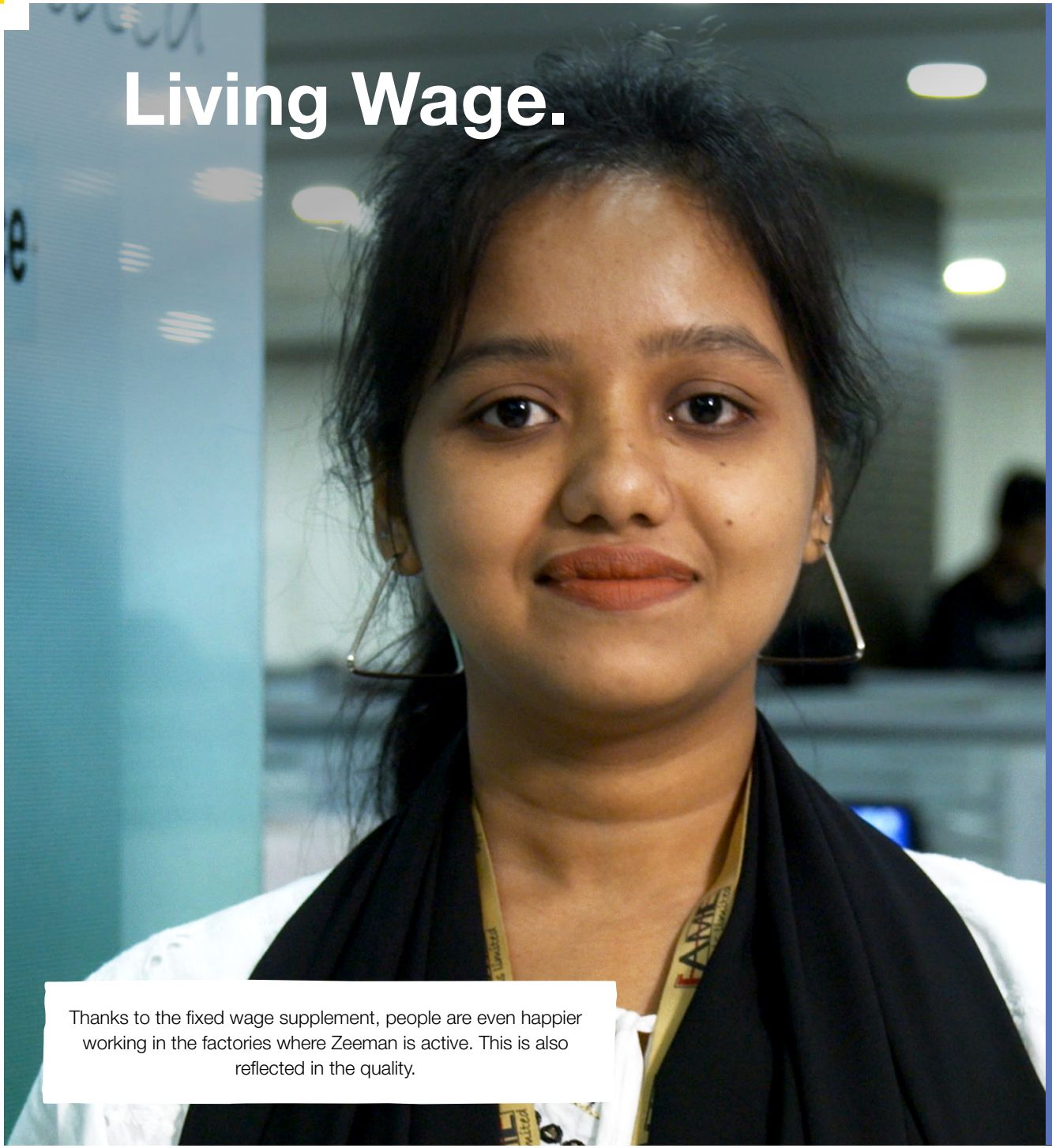
Children's Rights project in Turkey.

Under UNICEF's supervision, in 2022 we worked on a project to improve children's rights in and around textile factories in Turkey. A local partner joined in for the implementation work: Fair Labour Association (FLA). In consultation with UNICEF and FLA, we mapped out the entire supply chain of the two suppliers directly affiliated with this project. We also prepared a plan of action.

The intention was to begin implementation in 2023. Unfortunately, the project was halted because we were unable to obtain the necessary grant for phase B (implementation). We are still looking for a suitable follow-up using the information and action plan developed in phase A.



Living Wage.



Thanks to the fixed wage supplement, people are even happier working in the factories where Zeeman is active. This is also reflected in the quality.

Sustainability dilemmas.

Each programme requires a specific and slightly different approach. This makes it more complicated to scale them up.

Living wages are not included in the cost price at this time. In Turkey, the living-wage calculation had to be adjusted several times in 2024 as inflation forced the statutory minimum wage up again and again. Living wages should be a stable component of the price to avoid major fluctuations. At the same time, Living Wage programmes are in place at just ten out of our many suppliers. This is a small proportion, and the living wages should not harm their competitiveness.

Developments & results.

5 new programmes have been developed based on the data obtained in 2023. They were launched on 1 January 2024. In total, we now have 10 Living Wage programmes where we finance a living wage at specific suppliers, representing 26% of the purchase value of clothing and textiles (Fair Wear's scope) in Turkey, South Asia and East Asia.

Reviews of the programmes show that the wage supplement has a positive impact on the workers.



Both workers and factory managers are positive about our approach to living wages. That's why we are expanding our Living Wage programmes further.

Just like in the Netherlands, in our manufacturing countries the statutory minimum wage is set by the government. In countries such as India, Pakistan and Bangladesh, this minimum wage is not enough to cover a person's basic living costs. We believe all of our suppliers' employees deserve a living wage. Therefore, we help suppliers to finance a living wage for our share of the production.

Living Wage programme methods.

We define a living wage as a wage that covers the costs of housing, transport, food and healthcare. Our suppliers meet the requirements of the local statutory minimum wage, but it is often difficult for them to pay a living wage. To help with this, we worked with NGOs such as Fair Wear, WageIndicator and IDH Trade to determine what constitutes a living wage in the various countries and regions. We then calculated the difference between the lowest paid wage and the living wage. Based on the number of employees and our production share, we drew up an action plan for each selected supplier. The goal: we want workers to be paid an actual living wage.

We selected suppliers based on our turnover with them, our share of their production, their location and our relationship (which should be long-term in nature). We also paid particular attention to areas with higher risks of underpayment. Workers who cannot make ends meet on the lowest-paid wages are more likely to drop out and fall into poverty. Based on the selected suppliers, we went over the calculations and approach with the respective suppliers and made adjustments as necessary. For our share of the production, we now provide a supplement to cover the gap between the minimum wage and a living wage. We do this for all the employees in the factory: we do not distinguish between employees working for Zeeman and those working for other retailers. The calculation method is the same for every programme. But we do take a slightly different approach for each country.



Living Wage programme implementation.

Back in 2019, we started a programme with workwear manufacturer Schijvens at a joint factory in Pakistan. For our share of the production there, we now pay the difference between the minimum wage and the living wage. This project was still ongoing in 2024.

Since 2022, programmes have been in place at a total of five suppliers. One is with an Indian supplier where we work closely with Prénatal: together, we account for more than 90% of the factory's orders. Other programmes are running at suppliers in Bangladesh (two), Pakistan (one) and Turkey (one).

Since 1 January 2024, we have been providing the Living Wage programme at five new suppliers: one in China, one in Pakistan, one in Bangladesh, one in Turkey and one in India. In the process, our approach to existing programmes has also been slightly modified. Initially, the amount paid out was adjusted for each payment based on goods recently shipped. But as a result, the monthly supplement fluctuated. We have since decided to fix the amount paid out for the whole year based on the previous year's shipments. This allows us to give suppliers and workers the security of a stable living wage over a longer period of time, even if there are temporarily fewer orders. The programmes that started on 1 January 2024 are therefore based on 2023 data. We will start some new programmes in 2025.

In China, the gap between the wages paid and a living wage is relatively small compared with the other countries with a Living Wage programme. However, it is common for people to work overtime. Our hope is that higher wages will mean workers feel less need to work overtime. We will continue to carefully evaluate this programme and the others.

Review and impact.

We work closely with Fair Wear and our agents to monitor the programmes. With each payment, we receive a summary of the disbursements via our agent in the form of photos and payslips. In 2024, with 10 programmes – five of which were launched in 2024 – we funded a living wage for 26% of the purchase value of clothing and textiles (Fair Wear's scope) in Turkey, South Asia and East Asia. By 2027, we plan to fund a living wage for 50% of our purchase value of clothing and textiles in Turkey, South Asia and East Asia.

In 2024, we reviewed the programmes in India, Bangladesh, Pakistan and Turkey. This included setting up online surveys where workers could indicate anonymously what the extra pay means for them. We also asked local NGOs such as Fair Wear to interview workers, managers and the directors at the factory in India. The review showed that a living wage has a positive impact on both the lives and performances of the workers.
Workers say they use the income supplement for basic needs such as more and better food, their children's education, medicine or loan repayments. Workers also report feeling more motivated in their work and happier after receiving the extra pay. It was particularly touching when a worker in India mentioned during her interview that she was able to buy a piece of jewellery for the first time. The impact of these programmes on the workers' lives is evident.

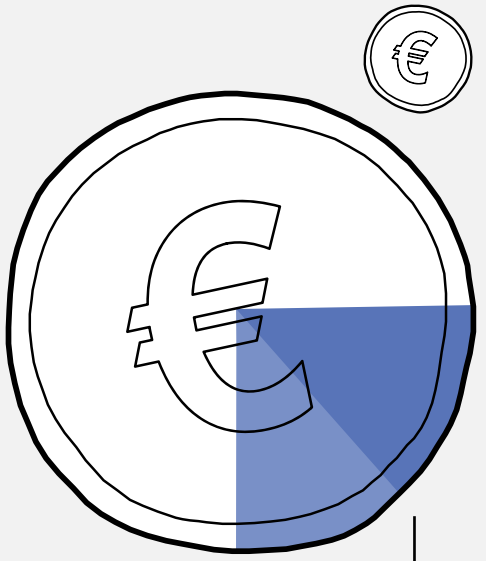
Suppliers also say that workers' commitment to their work for Zeeman is greater because they know that the supplement to their wages comes from Zeeman. It is encouraging to see that a living wage leads to lower absenteeism, higher quality and greater efficiency. Employee turnover is also down: employees are more motivated to stay with the supplier. The relationship between the employee and the supplier has also improved.

The findings from our review are positive, but it is important to raise awareness of living wages. Zeeman supplements wages for the portion of production under our direct responsibility. We need to keep motivating suppliers and other retailers to take their own initiatives on living wage. We are already starting to see signs of success here. For example, 97% of the employees at a factory in India now receive a living wage because we are partners with Prénatal there. For the years ahead, the principle is: the more companies participate, the greater the impact will be.



'I've been working as a garment manufacturer since 2011. And I'm very happy with the supplement I receive: I'll use the money to pay for a proper education for my children in the 0.000'

Purchase value of clothing and textiles for which Zeeman makes it possible for workers to earn a living wage for our share of the production.



Achieved 2024
26%

Result 2023
12%



Victoria Lauer
Fair Wear Brand Liaison.

"We've been working with Zeeman since 2019, and in that time we've made great strides forward. Zeeman is leading the way in paying workers a living wage. What's so inspiring to me is that Zeeman isn't afraid to go off the beaten track. They're always willing to learn and gain more experience. Fair Wear has the exact same attitude. For paying a living wage, we've set up a series of pilots with Zeeman, and now the challenge is to develop a sustainable long-term approach. Zeeman actively sought to establish contacts with other clothing brands last year. Ultimately, it's all about sharing what we've learned with others, and inspiring them to make the switch to paying a living wage. That way, the programme will impact not only the people in the factories, but people in Europe too."

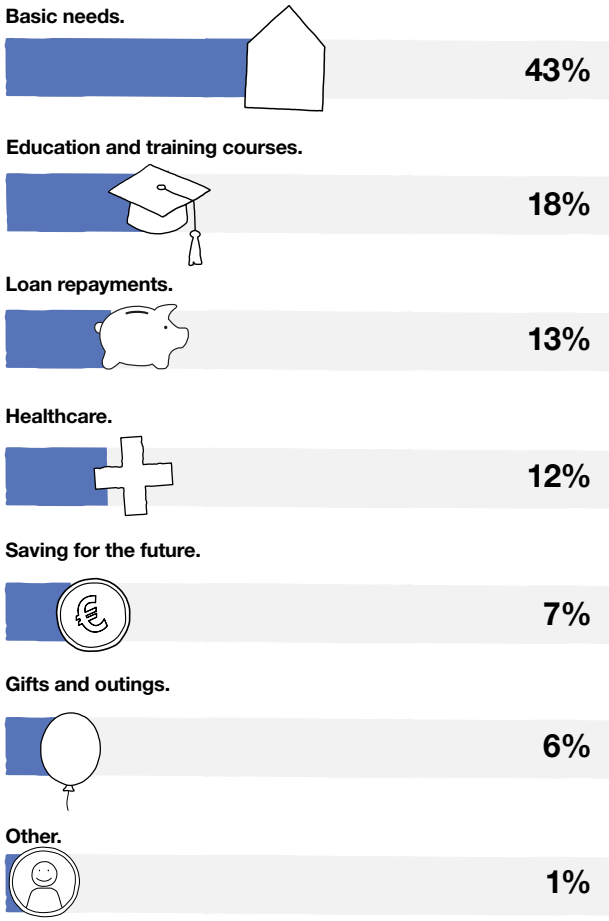
Working together.

Providing a living wage is a long-term endeavour, and one that requires a custom-designed approach. The approach differs from country to country, and we need to continuously respond to changing factors such as inflation or political instability. For an individual company, providing a living wage requires a substantial investment of time, energy and money. But on the other hand, the review shows that a living wage is much more than just a financial incentive. It delivers substantial social and societal benefits too. This is precisely why it is important to continue working together with experts and other retailers to benefit from each other's experiences and efforts. Last year, we once again met with experts, including from Fair Wear, IDH Trade, Clean Clothes Campaign and WageIndicator. Read more about this on page 20. We also shared details of our approach and review with other retailers such as HEMA, Wibra and Prénatal. This is very instructive, and by explaining our approach, we hope to convince even more retailers to join our efforts.



Buyer Marloes Durieux presenting Zeeman's Living Wage bonus at one of our factories in Bangladesh.

Workers' spending through the Living Wage programmes (based on a survey among 1,797 workers in Pakistan, Bangladesh, Turkey, India and China in 2024).



What is particularly notable is that workers in China spend 64% of their living wage on basic necessities, that in Turkey they use 20% of the money to repay loans, and that in India they spend 19% of their living wage on healthcare costs.

Living Wage roadmap.

2023

We want to make it possible for workers to earn a living wage for our share of the production at one supplier in each of the following production countries: China, Bangladesh, India and Turkey.

We want to set up a Living Wage expert group, with external stakeholders to share their input about how we can make a living wage possible.

- Local and other employer associations
- Solidaridad
- Clean Clothes Campaign
- Local and other trade unions
- Fair Wear
- Peers
- Suppliers

2024

We make it possible for workers to earn a living wage – for our share of the production – for **26% of the purchase value** of clothing and textiles from South Asia, East Asia and Turkey. The target was 25%.

We intend to actively review the existing programmes and improve them wherever possible, for example by conducting surveys and interviews.

2025

We make it possible for workers to earn a living wage for our share of the production for **34% of the purchase value** of clothing and textiles from South Asia, East Asia and Turkey.

We intend to actively review the existing programmes and improve them wherever possible, for example by conducting surveys and interviews.

2026

We make it possible for workers to earn a living wage for our share of the production for **42% of the purchase value** of clothing and textiles from South Asia, East Asia and Turkey.

We intend to actively review the existing programmes and improve them wherever possible, for example by conducting surveys and interviews.

2027

We make it possible for workers to earn a living wage for our share of the production for **50% of the purchase value** of clothing and textiles from South Asia, East Asia and Turkey.

We intend to actively review the existing programmes and improve them wherever possible, for example by conducting surveys and interviews.

Transparency & traceability in the supply chain.



Working together to change the industry requires exchanging knowledge with other companies. And an open attitude towards critical voices from stakeholders.

Sustainability dilemmas.

It is difficult to understand all the links further up the supply chain: they are constantly changing and there is no direct link to the dyehouses, laundries and spinning mills.

It's difficult to implement technological tools further up the supply chain due where older computers and software are used.

Developments & results.

We are expanding Open Supply Hub to our own Zeeman website and adding new tiers for further transparency.

In 2024, the proportion of suppliers with independent supplier audits during the past 3 years was 80% (2023: 95%). During the past year, we did not achieve our target, due to a lack of resources (time and people) and monitoring tools. In the coming year, we will take the necessary steps to realise the desired outcome. Our target is 100%. One of our actions is to record the audits using a uniform system and a clear term of validity. A monitoring system has been developed for this purpose.

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

Transparency and traceability are essential to our strategy. We want to be transparent about where our products are made, and under what conditions.

The biennial Transparency Benchmark took place in 2023. Thanks to our transparent approach, we achieved a high ranking in 2023: we were the most transparent retailer. This result placed us 9th on the overall list. There will be a new benchmark in 2025.

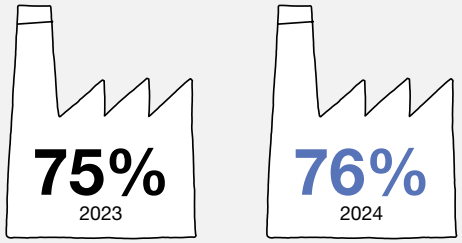
Our supply chain.

Within our supply chain, we deal with 167 direct suppliers in 7 different countries for all product groups combined. Although these are large numbers, our share of the global industry is small.

Our products are typically manufactured in South Asia, East Asia and Turkey. We do not have our own factories there, but work with specialist suppliers with which we have long-standing partnerships. We've been working with some of those suppliers for 20-30 years. There are risks involved in outsourcing production abroad, however. It means we have less influence over working conditions, because the factories are not our own. In our production countries, we work with local agents, who play an important role. They are our eyes and ears on the factory floor. They visit suppliers regularly and check the quality of the goods before shipping. In 2024, we worked with one temporary agent after terminating the relationship with our local agent in 2023. By the end of 2024, we'd found a structural solution for this and appointed a new agent. This year, we will take the necessary steps to achieve a good result for the proportion of suppliers with an independent supplier audit in the past 3 years. This year, we achieved 80% (down from 95% in 2023). During the past year, we did not achieve our target due to a lack of resources (time and people) and monitoring tools. One of the steps is to set up a uniform system for recording these audits, including terms of validity and monitoring. We also work with European importers. Those importers often pass on our orders to suppliers in South Asia and East Asia with which we have no direct relationship. For better control, we request all available information, including production sites, audit reports, material use and locations further up the supply chain.

There are many more links in the chain behind our direct suppliers. Products have come a long way by the time they reach our stores. For example, our suppliers also work with locations for dyeing, washing and printing, called 'tier 2'. The factories sometimes carry out these finishing processes themselves, but mostly they are outsourced to other production sites. In recent years, we have collected more and more data, which we will continue to disclose via Open Supply Hub (formerly Open Apparel Registry, or OAR). For cotton production, we have also mapped out the preceding steps: starting with the raw material, which is then spun into thread and woven into fabric. For 95% of all cotton orders,* the production locations have been shared with us, so that we can trace the origins of the cotton. This information can also be found at opensupplyhub.org.

Our 50 largest suppliers from South Asia, East Asia and Turkey accounted for …



… of our purchase value last year.
We have been working with 98% of them for five years or more. In 2023, that was 92%.

We believe in the importance of making our supply chain transparent. For example, an NGO can approach us if they have heard something about one of our factories through the local news. This is the only way for us to take an active role in working with the factory to improve the situation.

As described in the section on Healthy and safe working conditions., there is a risk of subcontracting in the garment industry. This is when suppliers outsource orders to other production sites, another step further up our supply chain. We have made agreements with our suppliers about this, which are recorded in our subcontracting policy. Although we're not against subcontracting, it is important for the supplier to get our approval first so that we know the factory complies with our Code of Conduct.

* For limitations relating to data quality, see page 96.

Introduction of the Digital Product Passport.

Under the European Union's Green Deal, by 2026 each product within specific high-risk categories that enters the European market will be required to have a Digital Product Passport (DPP). The first product categories will be batteries, textiles and electronics. Other product categories will follow in 2027 and beyond. The idea is to make products more sustainable, easier to recycle and easier to reuse.

The DPP is an important step towards making the European economy more sustainable. In order to achieve this, we will launch a platform in 2025 for gathering and displaying information about all our products. This will provide our customers with transparent information, such as how a product is made. Our Buying department is in the process of collecting and recording all the necessary data. Given how much data this involves, we have used the last few years to explore various tools that can help us. For instance, we conducted a second test in collaboration with tex.tracer, a platform working on supply-chain transparency powered by blockchain technology. In the first test, we used a QR code to make the supply chain transparent to customers. However, we did this for a single product only, so it is not easy to draw any conclusions. During the second test, we added more suppliers and orders to gather further feedback.

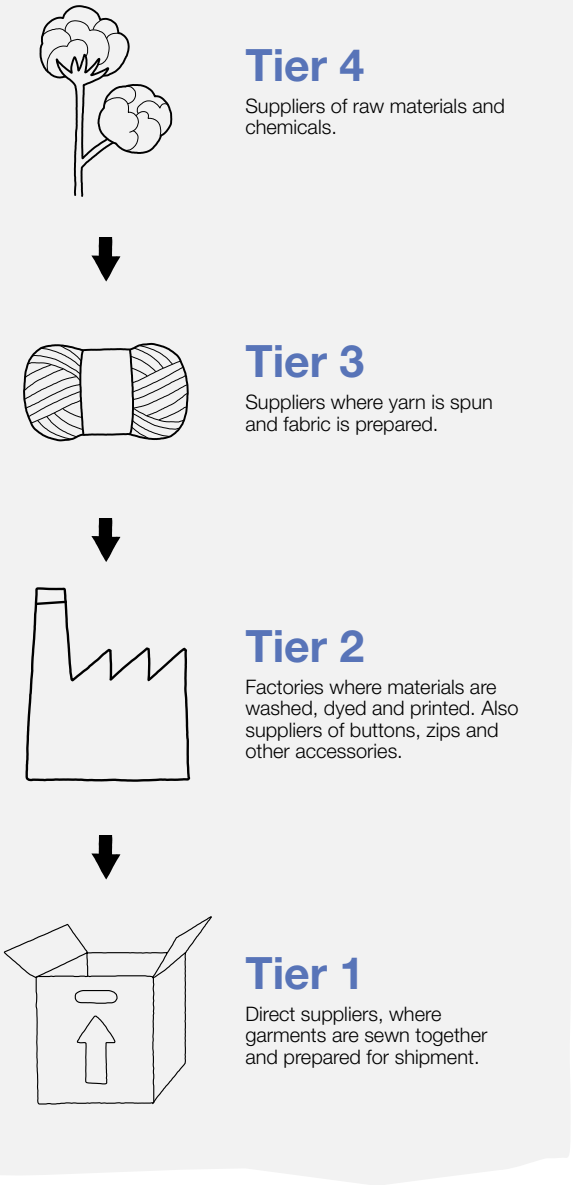
Suppliers were positive about the support from tex.tracer and how user friendly the tool was. However, getting suppliers further up the supply chain on board to create an account and share their data is seen as a challenge. Our direct suppliers are accustomed to this request, but for sub-suppliers, it is still new. We realise that things are increasingly complicated the more distance there is between the supplier and Zeeman. This is why we began with some initial questions to establish trust.

There are also other IT tools besides tex.tracer that can help us process all the data. This tool will further map out our supply chain and will also help us record all the documentation for the dealings between Zeeman and its suppliers. The tool will also help with professionalising the Supplier Score Cards. It will be used to record data points for each product as well, which will be another important part of the Digital Product Passport besidesthe production sites. In 2025, we will choose the best platform and begin with its implementation.

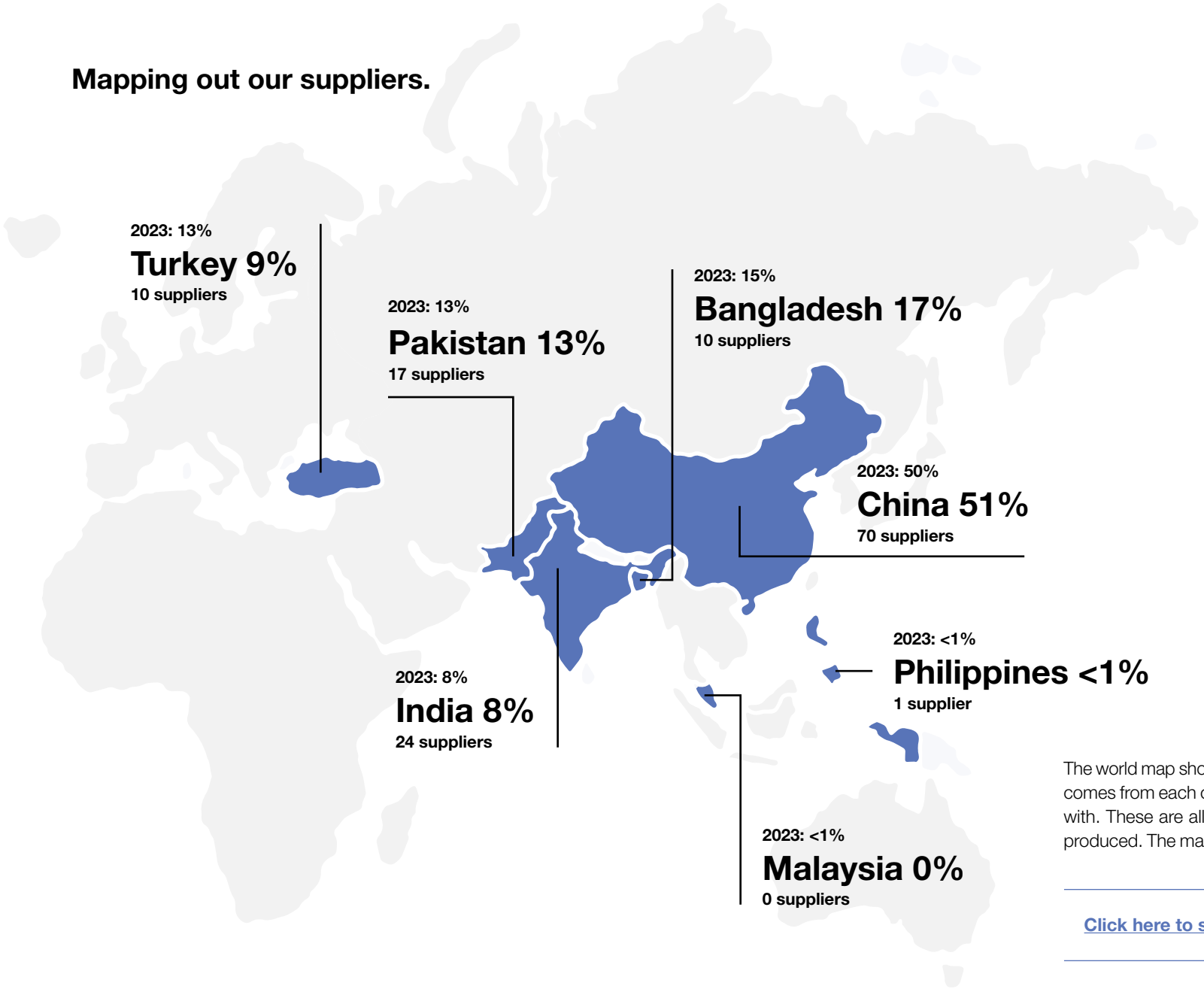
Open Supply Hub.

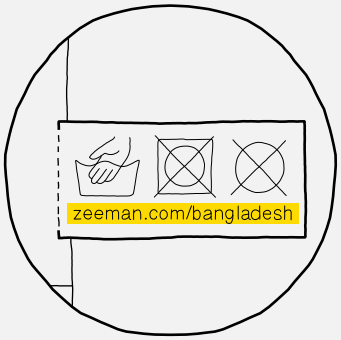
Publishing details of our suppliers is an important part of transparency in the supply chain. An overview can be found on the opensupplyhub.org website. Over this past year, we have published another update as we continue to make our supply chain more transparent. Open Supply Hub's world map is also shown on our own website so that consumers can also see at a glance where we make our products.

Sometimes there is overlap with other brands and retailers, which is also visible on the map. When changes are needed, it's best to work together. We firmly believe this. For example, we're working with Prénatal at a shared supplier in India to make a living wage possible.



Mapping out our suppliers.





Our care label.
The production country is disclosed using a link to a web page. That web page provides background information about the country.

The world map shows what percentage of the purchase value comes from each country, and how many suppliers we work with. These are all the sites where clothing and textiles are produced. The map does not show our European importers.

Click here to see our production sites. >

Growing side by side.

At Zeeman, people come first. This is reflected in our leadership, our company culture and our HR policy.

Leadership.

In 2023, we launched a new leadership programme called ‘Together to get there’. All managers from the service office and all sales leaders and regional managers in all the countries where we have stores have to complete the same programme. It focuses on connection, promoting openness and trust, developing a feedback culture and leading change. The leadership programme takes about 18 months, and consists of a number of deep dives based on Lencioni’s pyramid. It starts with the aim of learning to build trust and create psychological safety. The focus then moves on to learning how to ‘read’ people and practising conversation techniques to create a feedback culture. The next deep dive deals with developing coaching skills and creating ownership. The ultimate goal is for managers to understand how to initiate a shift and embed change within their team and the world around them. Besides these deep dives, the programme also includes peer coaching sessions where managers give each other feedback.

Zeeman’s Management Team has also started a leadership programme that will enable the team to supervise the important changes that lie ahead in the coming years.

Zeeman's culture.

Working together on Zeeman’s culture.

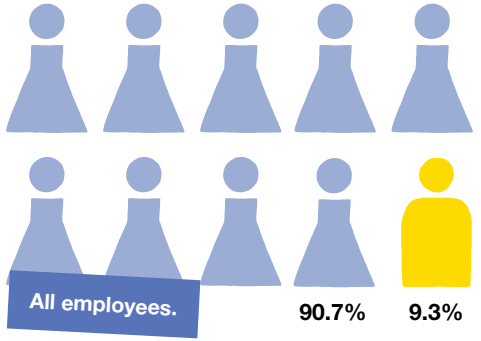
Every new employee starting at one of our stores, at the service office, in the distribution centre or in transport is offered a modern onboarding programme through Learn@Zeeman. This programme, which combines several different learning activities, gives our new employees a flying start and a soft landing.

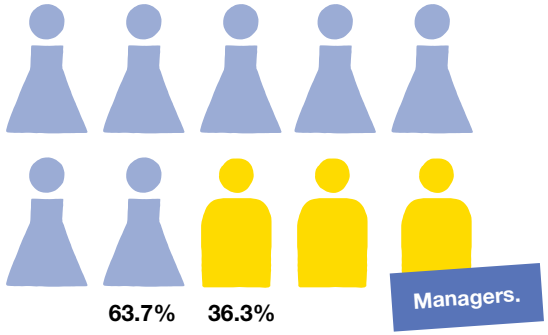
Code of Conduct.

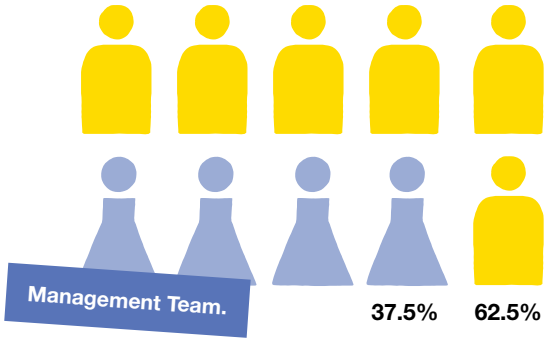
Zeeman has a Code of Conduct that describes how we deal with each other, with our customers and with our partners. All our employees can find the Code of Conduct on the company intranet (WeAreZeeman).

A diverse & inclusive working environment.

90.7% of our employees are women. Among our managers, that figure is 63.7%. Three of the eight members of Zeeman’s Management Team are women. To meet individual needs, we offer many part-time positions. 71% of our employees work part-time.







Dealing with inappropriate conduct.

Every employee at Zeeman must be able to work in a safe and healthy environment. That is why it is so important that inappropriate conduct can be openly discussed within the Zeeman organisation. It is a topic our managers are alert and attentive to at all times: whether during the onboarding, performance reviews or team meetings and huddles. We also work to raise awareness of the risks of inappropriate conduct, how we deal with these matters at Zeeman, and what impact this conduct has on employees.

New complaints procedure.

In 2023, we updated our policy on inappropriate conduct in the Netherlands, to make reporting it easier and less intimidating. The complaints procedure explains what employees need to do to file a complaint. We have also made new arrangements in the other countries where we operate, in line with local regulations. Together with employee representatives (such as trade unions), we have established where employees can report inappropriate conduct.

Confidential advisor.

In 2024, the role of confidential advisor was placed outside the Zeeman organisation. There were eight reports in 2024. Most of those related to a person's communication style. Employees often feel that they are not heard and that their manager does not listen properly. These reports were resolved by discussing the situation and working on mutual understanding. Additionally, in 2024 some employees reached out to the confidential advisor simply to share their story. They found this helpful and did not wish to take any further action. The confidential advisor maintains contact with some employees to provide aftercare.

Our employees have been informed via our intranet (WeAre-Zeeman) about the new arrangement and how to contact the confidential advisor.





HR activities.

Attractive employer.

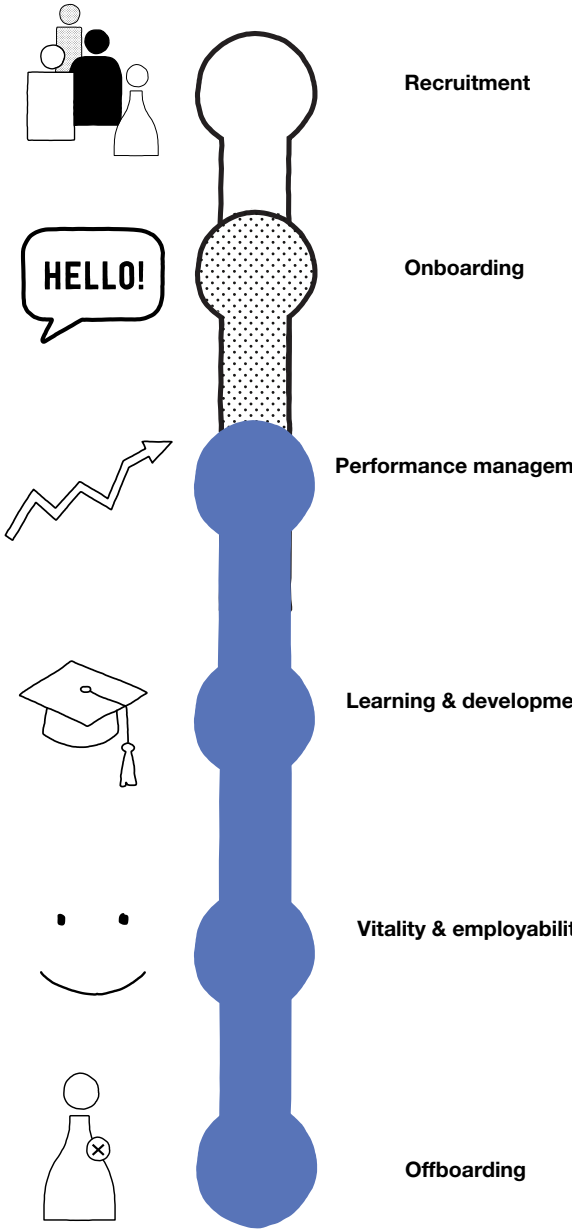
Looking at HR-related risks to our stores in the coming years, the tight labour market in the Netherlands, Belgium and Germany is the key concern. Anyone working in a rapidly changing and permanently evolving environment has to be physically and mentally resilient, or risk burnout and dropout. This means paying attention not only to technical and systems-related changes within the company, but also and just as importantly to the human side of change. The leadership programme should certainly help here, by helping managers to monitor not only their own work-life balance, but also their people's.

Development & training.

To give employees opportunities to grow and develop, we added to our educational offering in 2024:

- For Sales employees, we introduced new live online training courses.
- Our Learning & Development department developed several learning methods to properly prepare employees for the transition to the new distribution centre.

In the Netherlands, Zeeman has been an accredited training company for more than 6 years, guiding students of educational programmes in the trade sector, from entry level through to level 4. Vocational training gives our employees the opportunity to learn on the job. In 2022, we signed a collaborative agreement with the Dutch Foundation for Cooperation on Vocational Education, Training and the Labour Market (Samenwerkingsorganisatie Beroepsonderwijs Bedrijfsleven, SBB), which means that all stores in the Netherlands are accredited.



Improving systems and processes.

Being an attractive employer also means having reliable accounts and records. During the coming years we will make a major effort to further improving and digitalising our processes and systems. We want to offer our employees the best possible service.

Employability.

In 2024, the absenteeism rate rose slightly, going to 7.82% from 7.25% in 2023. However, the Netherlands and Germany showed decreases of 0.3 and 0.8 points respectively in 2024. In response to the increase, we want to develop concrete plans in 2025 for sustainable employability improvements.

People who face barriers to employment.

As an employer, we believe it's important that everyone at Zeeman can be themselves, including people who face barriers to employment. Of course hiring someone with diminished employment prospects carries a degree of responsibility, and we're committed to mentoring and coaching. We keep working on this.

Our social projects in production countries.

Zeeman is a long-time supporter of several projects in South Asia, on the principle of giving back to our production countries. The goal of those projects is to prevent sexual exploitation of girls and aid girls and young women who have become victims of human trafficking. In 2024 we launched a new project in Pakistan with an entirely different focus: women's participation in the workforce.

India.

We've had a presence in Mumbai in India since 2005. Our partner the Vipla Foundation runs a project for us there, called Save Our Sisters. The project helps girls who have been rescued from forced prostitution. The rescued girls are taken in by the local authorities, and we provide support to help them build a new life.

In 2024, our various programmed helped 698 girls. 208 of them received an education, from primary schooling to vocational training. 25 girls chose entrepreneurship training, while 93 opted for beauty & wellness and garment making. In total, we helped 6 girls find employment and guided 42 girls in establishing their own small businesses. The girls we help in this programme receive three years of follow-up support.



We also helped to organise numerous group sessions to provide psychological support for girls admitted to shelters after their rescue. Some 300 girls took part in those sessions. We also help to provide legal support to girls who manage to initiate criminal proceedings against the people responsible for their human trafficking.

Zeeman's focus for this project is determined every year. In 2025, we will continue with the 2024 programme. We will also set up a digital documentation system for compiling and accessing all the legal documents and other information.



Bangladesh.

In Bangladesh we have a project similar to the one in Mumbai, on the Indian border. Between 2016 and 2022, we supported other shelters in Bangladesh that housed girls rescued from prostitution. Because those organisations could not meet our standards, however, we had to find another organisation. We now have an effective partnership with a new shelter. Many of the young girls working in prostitution in India are from Bangladesh. The project's goal is to take in these girls as soon as they arrive at the Bangladeshi border after being rescued in India, and give them shelter and guidance. The new shelter was up and running by the second half of 2023, with capacity to take in 20 girls. Between March and December 2024, the project provided shelter for a total of 43 trafficking victims. Another 8 girls were saved from sexual exploitation before it could occur. As part of the project, we see whether its possible to return the girls to their families. We help them process the trauma, provide them with education and follow up with them after they leave the shelter. We also do a lot of prevention work in the area around the shelter. In nearby villages, we provide counselling sessions for parents and young girls in the 10-16 age bracket. We warn them about the tactics that pimps use, to prevent girls from being drawn into prostitution. We also encourage them to go to school. We believe it's important to support these preventive sessions such as these: the results can't be quantified, but the impact is often great.



Pakistan.

Where our focus India and Bangladesh is on helping young women recover from prostitution and human traficking, in Pakistan we focus on women's participation in the labour market. The project draws funding from a subsidy from the Netherlands Enterprise Agency (RVO). In Pakistan, it is still common for women to be banned from working in factories. The project provides groups of women with training and equipment so that they can work independently in Zeeman's partner factories. Previously, those factories almost exclusively employed men. In 2024, we joined with Schijvens Corporate Fashion to launch a project at 3 factories, 2 of which are suppliers of Zeeman. At each factory, a group of 30 women have been selected to receive training so that they can work in a sewing workshop. The factories had to update their facilities, creating separate spaces for women. The male workers have also been prepared for the new situation. A visit to Pakistan in 2024 showed how well the project is going, and that the women are very proud of the path they have taken. Earning their own money suddenly gives them new opportunities and possibilities, allowing them to help pay for their children's education or save money for a wedding.

The project will be reviewed at the end of 2025. Although initiatives like this require a significant cultural shift, we hope to expand the project to other factories as well.



Local support near our stores.

Many of our store colleagues have big hearts for their community. At Zeeman, store teams are given the freedom to support a charity that suits their neighbourhood and to sponsor a local team with competition shirts.

Engaged store teams.

With almost 1,400 stores across Europe, we're never far away. We're not based in busy shopping locations, but places where you do your daily groceries. Our store teams often have big hearts for their community, and a special bond with it. They know what's going on and they gladly do their bit to make a difference for those around them. Many stores have their own Instagram, Facebook or TikTok profiles that are followed by the local customer base to find out about new products and community activities.

In addition, store teams share information about their activities using the hashtag #ZeemanLocal to inspire the neighbourhood and each other. Visit zeeman.com/dit-zijn-wij for a collection of the activities posted under this hashtag.

To strengthen our Community Focus, in 2024 we introduced a menu of options: stores are given a variety of ideas to choose from when they want to do something extra for their neighbourhood. The menu directly led to all kinds of new initiatives at stores in the Netherlands and abroad. From exchanging knitting patterns in the neighbourhood to initiatives for local charities. In Spain, a store organised a charity drive for a home for children who'd been removed from the care of their parents. One father who visited the store with his kids to teach them the value of a worry-free childhood was deeply moved by the initiative.

In November, floods and mudslides in Valencia destroyed one of our stores. Zeeman organised fundraisers there to support the local community.





Shaping perceptions of society.

As a company, your communications convey how you view society.

In Zeeman’s campaigns, we show everyday situations in a realistic setting, rather than idealised advertising images. Instead of models, we include our own customers of all shapes and sizes. We've been doing this consistently for many years as part of our efforts to contribute to inclusion.









[See all our campaigns on Zeeman.com]

Being *zuinig* is appreciated.

Consumers are becoming more and more aware.

The Brand & Society Monitor (Monitor Merk & Maatschappij) is a joint effort of B-open and Market Response. Every year, these organisations conduct consumer market research into the importance of sustainability. The 2024 figures show that consumers are somewhat less concerned about sustainability. For clothing, for example, attention to sustainability has decreased from 66% in 2023 to 51% in 2024. Nevertheless, concerns about the climate remain high among 52% of consumers. And 55% believe that climate change needs to be stopped as soon as possible.



In general, sustainability is just as important to consumers as it was in 2023: 75% agree that companies play an important societal role and 51% consider sustainable aspects when purchasing an item. It is important to them for products to be made fairly (51%) and have minimal environmental impact (47%). 49% of consumers also expressed more trust in brands that make a positive contribution.

The lowest possible price.

Zeeman has the lowest possible prices every day. We continue to focus on the Every Day Low Prices (EDLP) proposition, which means minimal markdowns. At Zeeman, a clearance sale is not a ploy to bring in customers; it is a genuine necessity to deal with overstock. We've made this clear to our customers using special communications.

Movements in turnover and result.

In 2024, Zeeman recorded a slight decrease in turnover overall. This was primarily due to the mechanisation of our distribution centre. The implementation proved challenging and had a negative impact on our ability to supply the stores properly. After store stock levels recovered in April and May, we struggled with wet and cold weather in June. We eventually ended the first half of the year with lower turnover than the previous year. The second half of the year showed a strong recovery, particularly in July and September, thanks in part to seasonal factors. With the stores being supplied properly again, we achieved strong growth in the autumn compared with 2023. The Netherlands was the major driver, showing a visible increase over 2024 as a whole. These movements in turnover helped us to grow our market share in the Netherlands and Belgium.

However, the disappointments with implementing the mechanisation meant we made no profit in 2024. On the one hand this was because of the missed turnover, on the other it was due to the high one-off logistics costs associated with the challenges described. Without these two issues, we would have achieved approximately the same result as in 2023. At the time this report was published, the global situation was filled with uncertainties. In general, consumers had less inclination to buy during the first calendar quarter of 2025. We assume that this will continue for the rest of the year and perhaps beyond. Zeeman's own turnover continued the recovery that started in Q3 and Q4 of 2024 into in Q1 of 2025 as operations at the distribution centre returned to normal.

Sustainable Brand Index.

The Sustainable Brand Index measures consumer perceptions of brands and retailers in terms of their sustainability. The most sustainable Dutch brand of 2024 was Ekoplaza. This year, Zeeman is ranked 51st (up from 66th). In the Clothes & Fashion category, however, Dutch consumers named Zeeman the most sustainable retailer in 2024. A total of 223 companies were reviewed, which is 14 more than the year before. 12,000 consumers participated in the panel. The purpose of the Sustainable Brand Index is to visualise the value of sustainable branding and increase knowledge about sustainability in branding and communications.

Measuring customer satisfaction and in-store experience.

The multidisciplinary customer insights team – which includes representatives from Business Intelligence, Marketing, Buying and P&M – has been actively gathering customer insights for Zeeman for several years. In 2024, we also began measuring the Customer Connection Score (CCS): how connected customers feel to Zeeman. For some time now, we have also been measuring the Net Promoter Score, which shows how likely customers are to recommend Zeeman's stores and/or online shop to others. We also look at customer satisfaction for factors such as price level, the product range and how welcome people feel in our stores or online shop.

Results for 2024

We conducted two measurements in 2024, and received feedback from 35,440 respondents across all countries where we have stores:

- In 2024, the CCS score was 8.2 (on a scale of 10).
- The NPS score was 71.8 (on a scale from -100 to 100)
- We also asked customers to give their thoughts on a number of statements:
- The store experience received the most positive rating: 93% said they feel welcome at Zeeman. Our scores for this were particularly high in Belgium, the Netherlands, France and Portugal.
- 89% feel they never pay too much, which is wonderful for us as price leaders.
- 83% said that Zeeman makes fashionable items accessible to them.

Areas where we can still improve are how we communicate about our responsible production methods (67%) and our commitment to the local community (57%). These two topics resonate less with our customers, so we could improve our communications about them. All in all, these figures give us a good idea of how customers perceive us and what they think of their store visits. This information will help us to further improve the in-store experience.

Appendices.

- Economic aspects.
- Governance in the Netherlands.
- Supervisory Board composition table.
- Corporate structure.
- Approach to strategy and sustainability policy.
- Overview of memberships.
- About this report.
- Assurance report of the independent auditor
- GRI Content Index.
- Overview of indicators.
- Footnotes.
- Glossary.
- Colophon.

Economic aspects.

This CSR report is an annual publication and describes the strategy, policies, goals, activities and results of Zeeman Groep B.V. and its subsidiaries in the field of corporate social responsibility. Zeeman comprises the following companies: ZEEMAN textielSupers B.V., Alphen aan den Rijn, The Netherlands (100%); ZEEMAN textielSupers N.V., Merksem, Belgium (100%); ZEEMAN textielSupers GmbH, Cleves, Germany (100%); G+W Wahler der Modemarkt GmbH, Cleves, Germany (100%); ZEEMAN textielSupers SARL, Paris, France (100%); ZEEMAN textielSupers SARL, Luxembourg City, Luxembourg (100%); ZEEMAN textielSupers, SLU, Barcelona, Spain (100%); ZEEMAN textielSupers, UNIPESSOAL LDA, Lisbon, Portugal (100%); ZEEMAN textielSupers GmbH, Vienna, Austria (100%); Profitex Import Export Company Ltd, Hong Kong (100%); Romanee Ltd, Hong Kong (100%).

Zeeman Groep B.V. and its subsidiaries have a financial year that matches the calendar year. This CSR report covers the 2024 calendar year. Zeeman Groep B.V.'s consolidated annual financial statements have been filed with the Chamber of Commerce through to financial year 2023. The scope of the CSR report is the same as that of the consolidation in the annual financial statements.

Governance in the Netherlands.

Zeeman is governed by a Management Team (MT) consisting of eight people: Erik-Jan Mares – CEO (1968), John Morssink – CFO (1966), René de Lege – Director of Sales, Construction & Real Estate (1966), Erica Roolvink – Director of Buying & CSR (1968), Suzanne Terpstra – Director of HRM (1972), Caroline van Turennout – Director of Marketing & E-commerce (1969), Bas Hoekstra – Director of Supply Chain & Logistics (1978) and Barry van der Groep – Director of IT (1973). At year-end of 2024, the Supervisory Board consisted of Mr B. Roetert, Mr P. Saman, Mr I.J.S. Vliegen and Ms C. Scholman. Two committees exist within the Supervisory Board: the Audit Committee and the Remuneration Committee. With this composition, 37.5% of Zeeman's Management Team are women. The statutory target is 30% women in senior and executive positions. At 25%, the Supervisory Board has not achieved this target. When a new member is selected for a seat on the Supervisory Board, we will give due consideration to the statutory target.

Transparency.
Zeeman Management Team wants to be transparent about the company's CSR policy. We believe it is important for customers, the shareholder, consumers, government, employees and other stakeholders have a clear understanding of the CSR policy we pursue. This openness enables stakeholders to track our organisation's CSR performances and to express an informed opinion. This is also why our auditors, PwC, perform an assurance engagement with a limited level of assurance (see the independent auditor's assurance report on page 99).

Supervisory Board composition table.

	Mr Bert Roetert (1956) Chair	**Mr Pieter Saman** (1977) Member	**Mr Ivo J.S. Vliegen** (1963) Member	**Ms Corrie Scholman** (1968) Member
Current positions	Member of Audit Committee, member of Zeeman Group SBR Committee, Chair of Zeeman SB, director at VoZee, Chair of Central Food Agency (Centraal Bureau Levensmiddelen), owner of Bert Roetert Advice, Management and Supervision (Advies, Bestuur en Toezicht Bert Roetert)	CEO of Etos at Ahold Delhaize (since 1 April 2023).	Group CFO, QSRP.	Director of People, Heineken Group.
1st appointment – expiry	31 May 2018 – 21 May 2022 2nd appointment: 21 May 2022 – 21 May 2026	1 Sep 2019 – 31 Aug 2023 2nd appointment: 31 Aug 2023 – 31 Aug 2027	27 May 2021 – 26 May 2025	16 Dec 2021 – 16 Dec 2025
Other positions	Waste Fund (Afvalfonds) SB member, Royal Smilde SB member, Jan Linders Supermarkets SB Chair.	N/A	N/A	Member of the Supervisory Council of Hotel De L'Europe Amsterdam.
Relevant work experience	Various Supervisory Board positions in FMCG, CEO of Schuitema/C1000 and Executive Chair of Friesland Foods Western Europe.	Strategic consultant, Marketing & Omnichannel Director and later CEO at Bever, BoD member at AS Adventure Group, CEO of Gall & Gall.	CFO of HEMA BV, CFO of Fast Retailing Europe, CFO of Mexx	HR Director of UMC, chair of HR directors at 8 teaching hospitals, SB member at Zozijn, Academic Transfer and Partou.

Corporate structure.

The Annual General Meeting (AGM) provides strategic direction for the company by making various decisions, including:

- Appointing members of the Supervisory Board and Directors under the Articles of Association
- Discharging the Supervisory Board and Directors under the Articles of Association
- Appointing the company's auditor
- Adopting the financial statements
- Declaring dividends
- Approving the strategy, budget and annual plans

The role of the Supervisory Board (SB) is to oversee the policies of the Management Team and the general affairs of the company. The SB also advises the Management Team. In 2024, the SB consisted of one woman (Corrie Scholman) and three men (Bert Roetert (Chair), Ivo Vliegen and Pieter Saman). All four are independent of Zeeman and independent of the MT. Each member is appointed for a four-year term with an option to extend for another four years. SB members are nominated and appointed by the shareholder at an AGM. The SB holds five meetings per year.

Under the provisions of Article 14(7) of Zeeman Groep B.V.'s Articles of Association, the remuneration and additional terms of appointment for each of the Directors under the Articles of Association (the CEO and the CFO) are determined by the AGM in consultation with the SB. For this purpose, the SB has established a **Remuneration Committee**. The Remuneration Committee has four members:

- Corrie Scholman, chair of the Remuneration Committee and SB member
- Bert Roetert, SB Chair
- Erik-Jan Mares, CEO and Directors under the Articles of Association of Zeeman Groep B.V.
- John Morssink, CFO and Directors under the Articles of Association of Zeeman Groep B.>V>

Zeeman's MT (i.e. the Directors under the Articles of Association and other directors receive a benefits package designed specifically established for their roles.

Fixed annual salary.
The salaries of the MT members were established in 2019, based on a benchmark conducted by Korn Ferry for the SB. Those salaries have since been indexed annually, at the discretion of the Remuneration Committee. The indexed salaries take effect on 1 January. There are no arrangements with SB members or MT members about compensation when they leave their roles.

Bonus.
For MT members, at least 25% of the potential bonus is linked to People & Planet business targets. Every year, the Remuneration Committee determines whether those targets have been realised, and establishes the bonuses accordingly.

Pension.
MT members participate in the same pension plans as all employees working for Zeeman in the Netherlands:

- The Retail Industry Pension Fund pension plan (average-salary scheme; Bedrijfstakpensioenfonds voor de detailhandel) for employees earning no more than the maximum UWV wage.
- The supplementary pension plan for employees earning more than the maximum UWV wage up to the maximum tax-facilitated wage for pension accrual. This plan is insured with Aegon Cappital (defined-contribution plan).

To compensate MT members for the lack of pension accrual on their salary above the tax-facilitated maximum, they are entitled to a gross reimbursement of the employer's portion of the available contributions (in accordance with the graduated scale under the supplementary pension plan).

The main duties of the **Audit Committee** are to monitor the disclosure of the company's financial and sustainability information and its quality, and to monitor how internal controls are designed, including in relation to internal checks and external audits. This makes the Audit Committee an important part of the company's reporting process. On behalf of the SB, the Audit Committee oversees the financial side of the business. The Audit Committee also advises the SB on financial and economic issues and liaises with the auditor on behalf of the SB. The auditor reports annually to the SB and AGM on the financial statements and internal controls, under the supervision of the Audit Committee. In 2024, the Audit Committee was made up of Bert Roetert and Ivo Vliegen. Audit Committee meetings take place twice a year. These include discussion of the audit report, financial report and risk analysis. The CEO and CFO attend these meetings on behalf of the MT. The Digicom is the body that discusses commercial issues, market dynamics and innovation directions. Its role within the company is not formalised, however. In 2024, the SB delegation consisted of two people: Pieter Saman and Bert Roetert. The MT was represented by the CEO, the CFO, the Director of Marketing & E-commerce and the Director of Sales.

The **Directors under the Articles of Association of Zeeman Groep B.V.** are nominated and appointed by the SB and the shareholder in mutual consultation. The other directors on the MT are nominated and appointed by the Directors under the Articles of Association, following consultation with the SB.

All appointments of SB members, Directors under the Articles of Association and other members of the MT must fulfil the following criteria:

- Relevant experience
- Job-related competencies
- Independence
- Diversity
- The right fit for Zeeman's culture

Processes for reporting information.

Results are reported to the Management Team, the Supervisory Board, the shareholder and the banks on a monthly basis. Reporting consists of the P&L statement, balance sheet, cash flow statement and several essential KPIs. Sustainability is not yet included in this reporting. There is a structure of stakeholder consultations where performances are discussed based on a short-form presentation. Turnover is tracked daily, and there are weekly operational meetings where the previous week is discussed based on an overview of KPIs. Reports are prepared by Administration, Group Control, business controllers and the data competence centre working together. Group Control and Administration perform internal checks to verify accuracy. The data competence centre manages most of the master data. The business controllers discuss the performances with departments, perform analyses and provide statements.

Remuneration ratio.

Zeeman is a retailer in the discount segment, with almost 1,400 stores in 8 countries. The group is managed centrally from the service office in the Netherlands. All functions are carried out there: central management responsible for determining group policy and strategy, Buying, Supply Chain, e-Commerce, Marketing & Communications, Real Estate and Maintenance, Human Resources, ICT, Finance and Administration. Outside the Netherlands, Zeeman only employs store personnel, Sales Leaders and a limited number of support staff.

Overall, Zeeman employed an average of 6,800 FTEs during 2024. This includes both permanent staff and interns. Temporary and seconded staff are not included in this number.

The average number of FTEs consists of the following employee categories (service office figures include employees on long-term sick leave and sickness benefits for all of Zeeman):

• Sales	5,968
• Service office	520
• Distribution centre	213
• Transport	93
• Management	7

Given the company's size and its international orientation, it is very important for central management to possess a diverse arsenal of competencies. In addition, the Directors under the Articles of Association are jointly and severally liable in all countries where Zeeman operates. The ratio between the gross salary of the highest-paid employee (CEO) and the average gross salary within the company was 1:25 in 2024 (unchanged from 2023).

Approach to strategy and sustainability policy.

The MT takes the initiative in designing and recalibrating (1) the company's strategy, (2) its object, mission and ambition, and (3) its sustainability policy and associated plans. These elements are then given further shape with input from department managers and specialists from within the organisation. Items (1) and (2) are reviewed at five-year intervals; item (3) is reviewed every year. The SB is asked to share its input at appropriate moments in the process, and formal approval takes place at that year's AGM. Progress is discussed annually, with the need for adjustments, based on a strategic agenda. This takes place during regular SB meetings and at the AGM.

Due diligence investigations and the other processes to identify and manage the organisation's environmental impact follow the same process.

The delegation of responsibilities for managing these processes is as follows. Monitoring takes place during the fortnightly MT meetings, during CSR Steering Committee meetings (twice yearly) and during the performance reviews (for each discipline at the director level). The CSR department is engaged in this on a daily basis. There are also regular one-on-one meetings with both the Director of Buying & CSR and the CEO (at least once monthly).

Deepening understanding within our organisation.
The Two-Way Code of Conduct applies to both Zeeman's suppliers and its own staff. An important step forward for our internal organisation is that we have started a campaign on this topic. The goal is to make our employees aware of Zeeman's desire for responsible business. It also sets out in plain terms how we define bribery and corruption, in order to prevent any and all conflicts of interest, for example between suppliers and buyers. This year we will also try to roll out this Code of Conduct more widely to everyone who does business with Zeeman. Adding a CSR Specialist and a Quality Specialist to our CSR team has made it possible for us to better support the awareness campaign. We will achieve this by offering advice and encouragement, both on request and proactively.

Encouraging sustainable development.
The reporting requirements for the CSR & Quality department are still developing. Zeeman is discussing them with the company's auditing accountant, PwC. Other experts are also being consulted to learn what additional steps might be needed for the current financial year and looking ahead to 2025, when major changes are due. In preparation for these future developments, Group Control employees will receive continuous training to stay informed about the latest regulations.

Preventing conflicts of interest.
The MT and the HRM, Group Control, Administration and CSR & Quality departments all help to create a working environment and standards of conduct to prevent conflicts of interest. The HRM department manages policies and communicates with employees about how Zeeman wants to work as a company. Group Control has a Legal Counsel & Compliance Officer who is responsible for reviewing legal contracts and compliance matters.

Administration manages the Bill of Authority, which described only who is authorised to approve what and in what context. The four-eyes principle applies here, and changes may only be made with the approval of the CFO. The CSR & Quality department oversees product procurement, and monitors whether the supply chain follows responsible practices, as stipulated in the Two-Way Code of Conduct that Zeeman and its suppliers have signed. In 2022, a financial review was carried out of Zeeman's agents, who have an essential coordinating role. There are no conflicts of interest between the shareholder, SB or MT members and suppliers or other business partners.

Overview of memberships.

Better Cotton.

To improve cotton farming worldwide, Zeeman has been a proud member of Better Cotton (BC) since 2015. Better Cotton is a partnership that includes development organisations, environmental organisations and businesses. Its mission is to support the cotton sector and help it survive, while protecting and restoring the environment. For example, Better Cotton instructs cotton farmers in ways to use water efficiently, care for the soil and reduce the use of the most harmful pesticides. Owing to the Mass Balance system, Better Cotton is not directly traceable to the final product.

Fair Wear Foundation.

Fair Wear is a multi-stakeholder NGO initiative with around 130 members and a broad support base consisting of parties such as INretail, Modint, trade unions CNV Internationaal and Mondiaal FNV, and Clean Clothes Campaign. Fair Wear has been working for many years to promote good working conditions in the clothing industry, in the countries where production takes place. Zeeman has been a member of Fair Wear since 1 October 2019.

INretail.

Zeeman is a member of INretail, an association with a board and council of members that represents the interests of non-food retail sector businesses. Albert van Bolderen (former CFO of Zeeman) currently occupies the position of Treasurer.

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

Zeeman has signed this legally binding agreement between 190 clothing brands and worldwide trade unions whose mission it is to ensure safer workplaces in the textile and garment industry.

Modint.

Modint is the Dutch clothing and textile sector trade association of which Zeeman is a member.

Next Generation Agreement.

The Next Generation Agreement is a negotiation between Dutch businesses, trade associations, trade unions and NGOs for a follow-up to the Dutch Agreement on Sustainable Garments and Textiles (Convenant Duurzame Kleding en Textiel, CKT), which expired at the end of 2021. The parties are discussing whether the agreement should continue as the Next Generation Agreement (NGA) or adopt another name.

Pakistan Accord.

The Pakistan Accord is a legally binding agreement between global trade unions IndustriALL and UNI Global Union and clothing brands and retailers. Its initial three-year term started in 2023. Zeeman signed the Accord on 24 January 2023.

Stichting Anton Dreesmann.

Stichting Anton Dreesmann Leerstoel Retail Marketing is a university knowledge platform for the Dutch retail sector.

Transparency Pledge.

The Transparency Pledge is an initiative by various parties including Clean Clothes Campaign and workers' and human rights organisations. When a company commits to the Transparency Pledge, it promises to be transparent about its production by disclosing the locations of its production sites and sharing relevant additional information. Zeeman signed the Transparency Pledge in 2019.

About this report.

About this report.
This report was prepared in accordance with the Global Reporting Initiative's Global Sustainability Reporting Standards (GRI Standards). Our 2024 CSR report covers the calendar year 2024, running from 1 January 2024 to 31 December 2024. This is the same as the company's financial year. The previous CSR report was published in May 2024. This 2024 CSR report was published in May 2025. If you have any questions about this report or its contents, please contact us at csr@zeeman.com.

Information gathering.
The information in the 2024 CSR report has been gathered by a team of Zeeman's people. Employees from Buying, Sales, Supply Chain & Logistics, HR, and Marketing & E-commerce may be involved in the data collection, depending on the type of information. Data collection is mostly manual, based on existing operational and financial systems. The CSR Steering Committee gathers the information, in particular the CSR & Quality Manager working with Controlling. Estimates are made where necessary. Information supplied by third parties is also used. Where relevant to the reader, we have explained this in the report.

Data quality and limitations regarding KPIs and information about 'Raw materials and other inputs' and 'Child labour and forced labour'.
We use information from external agents and/or suppliers to obtain data for the KPIs related to the material themes 'Raw materials and other inputs' and 'Child labour and forced labour'. For this, we use a data process where we manually request large quantities of data from our agents. This makes the process error-prone and the data less reliable. We have identified inaccuracies in the data and hope to improve the process during the coming year to assure data quality, including implementing more internal controls. The data encompasses quantities, weights and the proportions of more sustainable cotton and recycled materials used.

While we run partial checks on the data, the accuracy could still contain be imperfect despite our reliability efforts. We have in fact observed these limitations in practice. Even though we conduct our own reviews, data quality assessments and plausibility checks, our processes cannot completely eliminate the risk of that some of the data used might be inaccurate and/or incorrect.

Scope.
This CSR report covers the period from 1 January 2024 to 31 December 2024. The KPIs and data points cover the same period, except where stated otherwise. The scope of the report is Zeeman Groep B.V., with its registered office in Alphen aan den Rijn in the Netherlands. Based on the principle of financial control, all Zeeman stores in Europe and our offices and distribution centre are within scope except where this report states otherwise. For some indicators and data points, a distinction is made for South Asia, East Asia and Turkey. This includes the countries of Turkey, Pakistan, Bangladesh, China and India. The reason for this distinction is that we work with directly those countries. About 20% of our products are bought through European suppliers. KPIs that specifically concern South Asia, East Asia and Turkey are identified as such in the report. European suppliers, in turn, often place orders with suppliers in South Asia or East Asia with which we do not have a direct relationship and which therefore are not included in most indicators. However, we are improving our control by requesting information about audit reports from manufacturers and sites further upstream in the supply chain.

Definitions of KPIs.
We have performed a materiality analysis to identify the most relevant targets and themes to report on. In accordance with the GRI standards, we have linked one or more key performance indicators (KPIs) to each material theme. We have summarised the definitions of the KPIs below. Further data points can be found in the appendix 'Overview of indicators' for reference. Where relevant and/or material, changes to the definitions are explained in footnotes on page 109 and in the long-term overview on page 105. The reference date for the KPIs below is 31 December of the financial year.

% of suppliers in South Asia, East Asia and Turkey where independent supplier audits have been carried out.
This represents the proportion of suppliers in South Asia, East Asia and Turkey (from which Zeeman bought products during the relevant year) where an independent supplier audit has been carried out in the past 3 years. An independent supplier audit is an audit conducted by a body independent from both the supplier and Zeeman. Acceptable auditors from Zeeman's perspective include: BSCI, Sedex, SA8000, Fair Wear, Innovatus and TÜV SÜD. In some cases, we also accept audits from other organisations; here it is important that the details align with the audit reports from the parties listed above. The audit must have been completed no later than 31 December of the relevant year or else during in the two years prior to the relevant year. This KPI does not cover European importers.

Score in the Fair Wear Foundation Brand Performance Check.
We work with Fair Wear to carry out audits in our production countries. Fair Wear also visits Zeeman every year for a detailed inspection. During the Brand Performance Check (BPC), there is a thorough review of our approach to areas including buying practices, supplier management and topics such as gender equality and freedom of association. The BPC analyses the previous year's activities and assigns scores to various elements of performance. The benchmark score ranges from 0% to 100%.

% of complaints resolved after being reported through the Fair Wear complaints procedure in South Asia, East Asia and Turkey.
This percentage is based on complaints received and resolved in the same year through Fair Wear's complaints procedure. Every factory that manufactures textile products for Zeeman has a poster displaying Fair Wear's complaints procedure. Additionally, all employees are given a smaller version of the poster to take home. It prominently displays the telephone number for employees to call to submit anonymous reports. Whenever a complaint is received, a dialogue is established with Fair Wear, the employee and relevant local stakeholders. 'Resolved complaints' include not only complaints that have been resolved and completed, but also complaints that have been closed because no follow-up was possible. This KPI covers only textile suppliers in South Asia, East Asia and Turkey and does not apply to European importers.

% of our total cotton consumption from known sub-suppliers and traceable origins.
This figure represents the proportion of cotton (in kg) (both sustainable and conventional), whose origin is 100% traceable. Traceable means that the cotton ginner, cotton spinner and cotton plantation are all known. The origins are established with a Better Cotton Claim Unit (BCCU) on the Better Cotton platform, GOTS certification or another certification. Every cotton order delivered during the relevant financial year is included in the total consumption volume. This KPI applies to all importers from which cotton is sourced.

% of purchase value from the 50 largest suppliers in South Asia, East Asia and Turkey.
This KPI shows the proportion of Zeeman's purchase value from the 50 largest suppliers in South Asia, East Asia and Turkey, relative to Zeeman's total purchase value during the calendar year. The purchase value is measured when the order is placed. This KPI does not apply to European importers.

% of the 50 largest suppliers in South Asia, East Asia and Turkey with relationships going back 5 years or more.
This figure shows what proportion in the current top 50 of largest suppliers have had orders going back 5 years or more. A relationship with a supplier means receiving products during a calendar year at least 5 ago and during each successive calendar year. This KPI does not apply to European importers.

% of total purchase value from textile suppliers in South Asia, East Asia and Turkey where we fund a living wage for our share of production.
This is the percentage of the purchase value at suppliers where we fund a living wage, relative to total purchase value during the relevant financial year. The purchase value is measured when the order is placed. Funding a living wage means that we reduce or close the gap between the minimum wage and a living wage for our share of the production. A living wage enables workers to pay for basic needs such as food and transport. We determine what a living wage is in each specific region based on a number of sources, including through Fair Wear. This KPI concerns only textile suppliers in South Asia, East Asia and Turkey, and does not apply to European importers.

% of the wet processing facilities used by our suppliers in South Asia, East Asia and Turkey with an effluent treatment plant.
This figure shows what percentage of all Zeeman's wet processing facilities at textile suppliers in South Asia, East Asia and Turkey outsource their wet processes such as dyeing, washing and printing for Zeeman products to a subcontractor with a water treatment system (effluent treatment plant, or ETP). To qualify for this KPI, the water treatment system must meet Zeeman's quality standards. This KPI does not apply to European importers.

% of more sustainable cotton relative to total cotton consumption.
This figure shows the percentage of Zeeman consumption of more sustainable cotton (in kg) relative to Zeeman's total cotton consumption from South Asia, East Asia, Turkey and from European importers. More sustainable cotton means cotton recycled from production scraps (pre-consumer waste), cotton sourced through Better Cotton and GOTS-certified cotton. A certificate or proof of transaction is required for these material flows. This KPI applies to all suppliers, including European importers.

% of total more sustainable materials in clothing and textiles relative to total consumption.
This KPI shows the proportion of more sustainable materials used by Zeeman (in kg) relative to total materials used in clothing and textiles for Zeeman products by suppliers in South Asia, East Asia, Turkey and Europe. This applies to clothing and textile orders shipped by Zeeman during the year in question. More sustainable materials are recycled natural and synthetic materials, cotton sourced through Better Cotton or GOTS-certified cotton, more sustainable viscose, second-hand clothing sourced by Zeeman from Het Goed, and other more sustainable materials. A certificate or proof of transaction is required for these material flows. This KPI applies to all suppliers, including European importers.

% recycled materials relative to total consumption.
This figure reflects the percentage of recycled materials (in kg) used for Zeeman clothing and textile products produced by suppliers in South Asia, East Asia, Turkey and Europe. Recycled materials are recycled natural and synthetic materials such as recycled cotton and recycled polyester, and clothing reused by Zeeman (second-hand clothing sourced by Zeeman from Het Goed). A certificate or proof of transaction is required for these material flows. This KPI applies to all suppliers, including European importers.

% of waste recycled.
This is the proportion of waste recycled (in kg) relative to the total weight of waste sent to waste processors and recyclers by Zeeman during the reporting period. Waste consists of products, packaging, secondary packaging and residual waste. Waste is recycled if it is processed by a waste processor or recycler and can be prepared for reuse.

Waste to be processed (kg).
This figure is the total weight of waste, not including primary or secondary packaging, sent to waste processors and recyclers during the reporting period. It consists of the total residual waste, metal, chemical waste, archives, electrical appliances and textiles.

% occupational accident rate.
The occupational accident rate is calculated by comparing the number of recorded occupational accidents to the average number of FTEs during the reporting period. The definition of an occupational accident varies according to the various countries where Zeeman operates, and is determined by each country's laws and regulations. The reference date is 31 December of the financial year.

Assurance report of the independent auditor

Please note: This review report is an unofficial translation to English of the official review report, signed by M.G. Bergers RA on 14th May 2025.

To: the Board of Directors and the supervisory board of Zeeman Groep B.V.

Assurance report with limited assurance on the social responsibility report 2024

Our conclusion

Based on our procedures performed and the assurance information obtained, except for the matter described in the section 'The basis for our qualified conclusion', nothing has come to our attention that causes us to believe that the social responsibility report 2024 of Zeeman Groep B.V. does not present fairly, in all material respects:

- the policy with regard to corporate social responsibility; and
- the business operations, events and achievements in that area for the year ended 31 December 2024, in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) and the applied supplemental reporting criteria as included in the section 'Reporting criteria' of our report.

What we have reviewed

We have reviewed the social responsibility report for 2024 (hereafter: the social responsibility report). This review is aimed at obtaining a limited level of assurance.

The basis for our qualified conclusion

Findings that have led to our qualified conclusion

The material themes 'Raw materials and other inputs' and 'Child and forced labour' are detailed through the following KPIs:

- % more sustainable cotton bought by Zeeman suppliers relative to total cotton consumption;
- % of total more sustainable materials in clothing and textiles relative to total consumption;
- % recycled materials relative to total consumption;
- % of our total cotton consumption from known sub-suppliers and traceable origins.

Additionally, the following relevant other indicators are included in the appendix 'Indicator overview':

- Materials used by weight;
- % of materials used from renewable sources.

During our assurance procedures, we have identified limitations in establishing the weight data from textile orders. Due to these limitations, we are not able to verify the accuracy of the weight data of textile orders. We have therefore not been able to gather sufficient and appropriate assurance evidence, to verify whether the reported purchased materials contain a material misstatement. This weight data is the basis of the mentioned KPI's and other indicators and related disclosures in the social responsibility report.

Basis for our review

We conducted our review in accordance with Dutch law, including Dutch Standard 3810N 'Assuranceopdrachten inzake duurzaamheidsverslaggeving' (assurance engagements relating to sustainability reporting), which is a specific Dutch Standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 'Assurance engagements other than audits or reviews of historical financial information'. Our responsibilities under this standard are further described in the section 'Our responsibilities for the review of the social responsibility report' of our report.

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Independence and quality control

We are independent of Zeeman Groep B.V. in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO - Code of ethics for professional accountants, a regulation with respect to independence). Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA - Dutch Code of ethics for professional accountants, a regulation with respect to rules of professional conduct).

PwC applies the applicable quality management requirements pursuant to the 'Nadere voorschriften kwaliteitsmanagement' (NVKM, regulations for quality management) and the International Standard on Quality Management (ISQM) 1, and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Reporting criteria

The reporting criteria applied for the preparation of the social responsibility report are the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) and the applied supplemental reporting criteria, as disclosed in appendix 'About this report.' of the social responsibility report.

The social responsibility report is prepared in accordance with the GRI Standards. The GRI Standards applied are listed in the GRI Content Index as disclosed in appendix 'GRI Content Index.' of the social responsibility report.

The absence of an established practice on which to draw, to evaluate and measure the social responsibility report allows for different, but acceptable, measurement techniques and can affect comparability between entities, and over time.

Consequently, the social responsibility report needs to be read and understood together with the reporting criteria applied.

Limitations to the scope of our review

The social responsibility report includes prospective information such as expectations on ambitions, strategy, plans, expectations, and estimates. Inherent to this prospective information, the actual future results are uncertain and are likely to differ from these expectations. These differences may be material. We do not provide any assurance on the assumptions and achievability of prospective information.

Please note: This review report is an unofficial translation to English of the official review report, signed by M.G. Bergers RA on 14th May 2025.

In the social responsibility report references are made to external sources or websites. The information on these external sources or websites is not part of the social responsibility report reviewed by us. We therefore do not provide assurance on this information.

Responsibilities for the social responsibility report and the review thereon

Responsibilities of the Board of Directors and the supervisory board for the social responsibility report

The Board of Directors of Zeeman Groep B.V. is responsible for the preparation and fair presentation of the social responsibility report in accordance with the reporting criteria as included in section 'Reporting criteria', including applying the reporting criteria, the identification of stakeholders and the definition of material matters. The Board of Directors is also responsible for selecting and applying the reporting criteria and for determining that these reporting criteria are suitable for the legitimate information needs of the intended stakeholders, considering applicable law and regulations related to reporting. The choices made by the Board of Directors regarding the scope of the social responsibility report and the reporting policy are summarised in chapter 'About this report.' of the social responsibility report.

Furthermore, the Board of Directors is responsible for such internal control as the Board of Directors determines is necessary to enable the preparation of the social responsibility report that is free from material misstatement, whether due to fraud or error.

The supervisory board is responsible for overseeing the company's reporting process on the social responsibility report.

Our responsibilities for the review of the social responsibility report

Our responsibility is to plan and perform the review engagement in a manner that allows us to obtain sufficient and appropriate assurance evidence to provide a basis for our conclusion.

Our objectives are to obtain a limited level of assurance, as appropriate, about whether the social responsibility report is free from material misstatements and to issue a limited assurance conclusion in our report. The procedures vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The level of assurance obtained in a review (limited assurance) is therefore substantially less than the assurance obtained in an audit (reasonable assurance) in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Procedures performed

We have exercised professional judgement and have maintained professional scepticism throughout the review, in accordance with the Dutch Standard 3810N, ethical requirements and independence requirements. Our procedures included, amongst other things of the following:

- Performing an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues and the characteristics of the company.
- Evaluating the appropriateness of the reporting criteria applied, their consistent application and related disclosures in the social responsibility report. This includes the evaluation of the company's materiality assessment and the reasonableness of estimates made by the Board of Directors.
- Through inquiries, obtaining a general understanding of the control environment, the reporting processes, and the information systems and the entity's risk assessment process relevant to the preparation of the social responsibility report, without obtaining assurance evidence about the implementation or testing the operating effectiveness of controls.
- Identifying areas of the social responsibility report where misleading or unbalanced information or a material misstatement, whether due to fraud or error, is likely to arise. Designing and performing further assurance procedures aimed at determining the plausibility of the social responsibility report responsive to this risk analysis. These procedures consisted among others of:
  - Inquiring of management (and/or relevant staff) at corporate level responsible for the sustainability strategy, policy and results.
  - Inquiring of relevant staff responsible for providing the information for, carrying out internal control procedures on, and consolidating the data in the social responsibility report.
  - Obtaining assurance evidence that the social responsibility report reconciles to underlying records of the company.
  - Reviewing, on a sample basis, relevant internal and external documentation.
  - Taking into account the data and trends on corporate level
- Considering the overall presentation, structure and balanced content of the social responsibility report.
- Considering whether the social responsibility report as a whole, including the sustainability matters and disclosures, is clearly and adequately disclosed in accordance with the applicable reporting criteria.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the review and significant findings that we identify during our review.

Rotterdam, 14 May 2025
PricewaterhouseCoopers Accountants N.V.

M.G. Bergers RA

GRI Content Index.

Statement of use	Zeeman textielSupers B.V. has reported in accordance with the GRI Standards for the period 1 January 2024 – 31 December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	Not currently available

Disclosure		Page in CSR Report 2024	Notes and Omissions
GRI 2: General Disclosures 2021			
2-1	Organisational details	9-10	
2-2	Entities included in the organisation's sustainability reporting	91	
2-3	Reporting period, frequency and contact point	96	
2-4	Restatements of information	109	As of this year, a more accurate method for determining the emission factor of sea freight is used. Therefore, the figures for previous years have been revised, available from 2020 onwards.
2-5	External assurance	99	
2-6	Activities, value chain and other business relationships	9-10	
2-7	Employees	9-10, 105-107	
2-8	Workers who are not employees		Omission: Not available. In 2024, we have not yet managed to establish a system for non-employee workers. We plan to have a system ready by the end of 2025, to be able to report from 1 January 2026.
2-9	Governance structure and composition	92-93	
2-10	Nomination and selection of the highest governance body	92-93	
2-11	Chair of the highest governance body	91	
2-12	Role of the highest governance body in overseeing the management of impacts	94	
2-13	Delegation of responsibility for managing impacts	94	
2-14	Role of the highest governance body in sustainability reporting	94	
2-15	Conflicts of interest	94	
2-16	Communication of critical concerns	82	
2-17	Collective knowledge of the highest governance body	94	
2-18	Evaluation of the performance of the highest governance body	94	
2-19	Remuneration policies	92-93	
2-20	Process to determine remuneration	92-93	

Disclosure		Page in CSR Report 2024	Notes and Omissions
2-21	Annual total compensation ratio	93	2-21a: Partial omission. We used a simplified method as an approximation. We used the arithmetic mean instead of the median because the median and the calculation technique are not yet available. In 2025 we will develop a methodology to report this data. 2-21b: Omission: not available. Since this data is not available, in 2025 we will develop a methodology to report it.
2-22	Statement on sustainable development strategy	3, 5, 14-16	
2-23	Policy commitments	13	
2-24	Embedding policy commitments	13, 41-44, 64, 67, 94	
2-25	Processes to remediate negative impacts	41-44, 64, 67	
2-26	Mechanisms for seeking advice and raising concerns	64, 67, 82	
2-27	Compliance with laws and regulations	83	
2-28	Membership of associations	95	
2-29	Approach to stakeholder engagement	18-19, 61-68, 74-75	
2-30	Collective bargaining agreements	18, 106	2-30b: Employees not within the collective bargaining agreement have their working conditions and terms of employment based on the collective bargaining agreements of other employees.

GRI 3: Material Topics 2021

3-1	Process to determine material topics	21	
3-2	List of material topics	21	

Topic standards

GRI 3: Materials 2016			
3-3	Management of material topics	36	
301-1	Materials used by weight or volume	108	Volume for garments and textiles. Non-textile products are not included. We collected non-textile data in 2024 and will continue this in 2025. Volume for primary and secondary packaging is reported separately.
301-2	Recycled input materials used	38-39, 108	
301-3	Reclaimed products and their packaging materials	38-39, 108	These numbers do not include packaging materials. See reason for omission at 301-1.
Zeeman Indicator		36	% total sustainable materials in relation to total consumption.
		39, 108	% sustainable cotton sourced by Zeeman suppliers in relation to total cotton consumption.
		39, 108	% recycled materials in relation to total consumption.

Disclosure		Page in CSR Report 2024	Notes and Omissions
GRI 303: Water and Effluents 2018			
3-3	Management of material topics	29-32, 37	Partial omission for this GRI topic standard. Data unavailable for disclosures 303-1, 303-3, 303-4 and 303-5.
303-2	Management of water discharge-related impacts	29-32, 31, 37, 108	Omission: not available. We will report in greater detail on water pollution and water scarcity in our report on 2025. We currently report on the use of an ETP by our textile suppliers. Five suppliers are supported in implementing improvements related to water and other topics as part of the Better Mill programme.
GRI 305: Emissions 2016			
3-3	Management of material topics	25-28	Partial omission for this GRI topic standard. Data unavailable for disclosures 305-1, 305-2, 305-3, 305-5, 305-6 and 305-7.
305-4	GHG emissions intensity	107, 108	
GRI 306: Waste 2020			
3-3	Management of material topics	49	Partial omission for this GRI topic standard. Data unavailable for disclosures 306-4 and 306-5.
306-1	Waste generation and significant waste-related impacts	30, 37, 40, 45-49	
306-2	Management of significant waste-related impacts	30, 37, 40, 45-49	
306-3	Waste generated	49, 107	
GRI 308: Supplier Environmental Assessment 2016			
3-3	Management of material topics	29-34	Partial omission for this GRI topic standard. Data unavailable for disclosure 308-2.
308-1	New suppliers that were screened using environmental criteria	29-34, 108	
Zeeman Indicator		108	% of purchase value from the 50 largest suppliers in South Asia, East Asia and Turkey.
		108	% of the 50 largest suppliers in South Asia, East Asia and Turkey with a working relationship going back 5 years or more.
GRI 403: Occupational Health and Safety 2018			
3-3	Management of material topics	61-68	Partial omission for this GRI topic standard. Data unavailable for disclosures 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-8, 403-9 and 403-10.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	61-68	
Zeeman Indicator		65, 108	Score in the Fair Wear Foundation Brand Performance Check.
		66-67	% of complaints resolved after being reported through the Fair Wear complaints procedure.
		74, 108	% of total buying volume with textile suppliers in South Asia, East Asia and Turkey where we provide a living wage for our share of production.
GRI 408: Child Labour 2016			
3-3	Management of material topics	69-71	
408-1	Operations and suppliers at significant risk of incidents of child labour	69-71	
Zeeman Indicator		108	% of our total cotton consumption with known suppliers and traceable origins.
GRI 409: Forced or Compulsory Labour 2016			

Disclosure		Page in CSR Report 2024	Notes and Omissions
3-3	Management of material topics	69-71	
409-1	Operations and suppliers at significant risk of incidents of forced or compulsory labour	69-71	
GRI 414: Supplier Social Assessment 2016			
3-3	Management of material topics	62	
414-1	New suppliers that were screened using social criteria	108	
414-2	Negative social impacts in the supply chain and actions taken	62-68, 108	414-2d. Points for improvement are found in every audit, training course or received complaint (100%). We value the honesty of our suppliers and workers and their willingness to work together on improvements. 414-2e: Not applicable: no relationships were terminated as a result of the assessment.
GRI 416: Customer Health and Safety 2016			
3-3	Management of material topics	51-52	
416-1	Assessment of the health and safety impacts of product and service categories	51-52	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	51-52	
Zeeman Indicator		51-52, 108	% of random product quality tests passed in the reporting period.
		51-52, 108	Number of products recalled from our stores.

Overview of indicators.

In 2024, we continued to follow up on the material themes identified during the stakeholder dialogue at the end of 2018 and in 2022. Relevant KPIs have been determined for the eight most material themes on which we report. The following pages include other indicators and/or breakdowns as relevant and/or as required by the GRI standards.

	2020	2021	2022	2023	2024
Our employees					
Total number of employees [1]	**8,317**	**8,473**	**8,679**	**9,035**	**9,011**
Netherlands – female	3,340	3,026	3,051	3,167	3,080
Netherlands – male	292	473	473	458	442
Belgium – female	1,270	1,638	1,706	1,756	1,711
Belgium – male	412	73	81	74	73
Germany – female	694	669	599	552	529
Germany – male	14	17	20	18	22
France – female	1,582	1,552	1,540	1,585	1,685
France – male	89	164	163	178	159
Luxembourg – female	61	73	65	70	69
Luxembourg – male	6	2	3	-	1
Spain – female	520	650	830	990	1,029
Spain – male	30	130	142	146	134
Austria – female	5	6	6	18	29
Austria – male	2	0	0	2	2
Portugal – female				18	41
Portugal – male				3	5
Average number of FTEs	**6,247**	**6,479**	**6,575**	**6,718**	**6,800**
Netherlands	2,453	2,434	2,376	2,330	2,328
Belgium	1,234	1,270	1,308	1,350	1,333
Germany	617	592	546	503	471
France	1,459	1,531	1,545	1,573	1,628
Luxembourg	64	65	63	64	66
Spain	412	582	731	878	928
Austria	8	6	5	7	24
Portugal				13	22

	2020	2021	2022	2023	2024
Total number of interns	**2,468**	**2,312**	**2,575**	**2,271**	**2,334**
Netherlands	850	765	813	635	497
Belgium	668	853	800	778	851
Germany	724	509	600	422	429
France	162	84	302	313	344
Luxembourg	8	5	8	4	3
Spain	46	86	48	117	202
Austria	10	10	4	2	8
Portugal				-	-
Total number of employees working full-time at year-end					
Total number of employees	**2,552**	**2,601**	**2,690**	**2,708**	**2,642**
Netherlands – female	387	397	410	419	358
Netherlands – male	348	338	337	332	332
Belgium – female	228	168	227	233	226
Belgium – male	12	14	13	12	12
Germany – female	351	335	295	243	233
Germany – male	17	13	15	9	15
France – female	850	907	883	906	928
France – male	117	114	113	121	107
Luxembourg – female	48	50	51	45	45
Luxembourg – male	-	-	3	-	1
Spain – female	161	228	296	333	322
Spain – male	28	35	46	45	43
Austria – female	5	2	1	4	8
Austria – male	-	-	-	1	1
Portugal – female				4	9
Portugal – male				1	2

	2020	2021	2022	2023	2024
Total number of employees working part-time at year-end					
Total number of employees	**5,765**	**5,872**	**5,989**	**6,327**	**6,369**
Netherlands – female	2,767	2,629	2,641	2,748	2,722
Netherlands – male	130	135	136	126	110
Belgium – female	1,380	1,470	1,479	1,523	1,485
Belgium – male	62	59	68	62	61
Germany – female	336	334	304	309	296
Germany – male	4	4	5	9	7
France – female	642	645	657	679	757
France – male	62	50	50	57	52
Luxembourg – female	19	23	14	25	24
Luxembourg – male	-	2	-	-	-
Spain – female	285	422	534	657	707
Spain – male	76	95	96	101	91
Austria – female	2	4	5	14	21
Austria – male	-	-	-	1	1
Portugal – female				14	32
Portugal – male				2	3
Total number of employees with fixed-term contracts at year-end					
Total number of employees	**3,200**	**3,171**	**3,208**	**3,383**	**3,226**
Netherlands – female	1,653	1,557	1,657	1,787	1,686
Netherlands – male	209	194	206	179	151
Belgium – female	624	649	711	750	679
Belgium – male	56	53	59	55	54
Germany – female	188	169	165	178	174
Germany – male	10	5	10	8	10
France – female	310	319	304	278	300
France – male	53	50	39	45	35
Luxembourg – female	26	30	19	21	21
Luxembourg – male	-	2	3	-	1
Spain – female	53	115	29	50	62
Spain – male	18	28	6	11	7
Austria – female	-	-	-	-	-
Austria – male	-	-	-	-	-
Portugal – female				18	41
Portugal – male				3	5

	2020	2021	2022	2023	2024
Total number of employees with open-ended contracts at year-end					
Total number of employees	**5,117**	**5,302**	**5,471**	**5,652**	**5,785**
Netherlands – female	1,501	1,469	1,394	1,380	1,394
Netherlands – male	269	279	267	279	291
Belgium – female	984	989	995	1,006	1,032
Belgium – male	18	20	22	19	19
Germany – female	499	500	434	374	355
Germany – male	11	12	10	10	12
France – female	1,182	1,233	1,236	1,307	1,385
France – male	126	114	124	133	124
Luxembourg – female	41	43	46	49	48
Luxembourg – male	-	-	-	-	-
Spain – female	393	535	801	940	967
Spain – male	86	102	136	135	127
Austria – female	7	6	6	18	29
Austria – male	-	-	-	2	2
Portugal – female				-	-
Portugal – male				-	-
% of employees covered by a collective agreement	91.4	91.8	92.8	93.6	93.8
% of employees who face barriers to employment [2]	2.4	2.7	2.8	1.0	2.7
% men in managerial positions (not Store Managers) [3]	32.7	36.4	33.9	38.2	36.3
% women in managerial positions (not Store Managers) [3]	67.3	63.6	66.1	61.8	63.7
Age structure					
% 24 or younger	31.4	30.0	28.9	26.9	24.8
% 25-34	29.0	27.8	26.9	26.6	26.3
% 35-44	22.8	24.3	24.6	25.5	25.6
% 45-54	11.6	12.2	13.6	14.3	15.7
% 55 or older	5.3	5.7	6.1	6.8	7.6

	2020	2021	2022	2023	2024
% sick leave absence	**7.0**	**6.7**	**7.5**	**7.3**	**7.8**
Netherlands	7.3	5.7	6.6	5.9	5.6
Belgium	6.0	7.0	7.3	8.1	9.8
Germany	7.4	7.2	9.4	7.9	7.1
France	7.5	8.0	8.6	8.6	9.5
Luxembourg	7.5	7.6	9.1	5.9	10.8
Spain	5.2	7.6	7.8	8.0	9.1
Austria	1.7	2.7	3.5	4.3	5.5
Portugal				3.5	5.4
Occupational accident rate	2.3	2.5	2.6	3.0	3.0
Number of fatal accidents	0	0	0	0	0
Training days / FTE	0.66	0.60	1.10	1.49	1.75
Transport [4]					
Fuel consumption (litres / 100 km)					
Lorries	21.90	22.64	22.85	25.42	24.56
Passenger cars [6]	5.56	5.64	4.73	4.56	5.80
Shipping-container volume utilisation (m^3)	75	79	81	80	82
Avg. CO_2 emissions per roll cage, own and external transport (outbound)	12.43	12.29	12.06	12.05	12.19
Packaging & Waste					
Industrial waste (kg)	592,532	628,422	749,306	565,835	597,100
% of which hazardous substances	0.2%	0.5%	2.3%	0.1%	1.1%
Secondary packaging (kg)	4,364,320	4,614,900	4,599,860	4,525,155	5,348,600
Total weight of waste (kg)	4,956,852	5,243,322	5,349,166	5,090,990	5,945,700
% recycled	90	89	90	91	92
% waste incinerated with energy recovery	10	10	10	9	8
% waste incinerated	0	-	-	-	-
Primary packaging (kg)	2,086,606	2,105,352	2,484,150	2,330,311	2,202,219

	2020	2021	2022	2023	2024
Energy consumption [5]					
Gas consumption (m^3/m^2)					
Netherlands	11	11	10	10	9
Belgium	10	13	10	8	9
Germany	17	17	15	19	14
France [7]	N/A	9	11	13	13
Luxembourg	12	10	11	8	10
Spain	N/A	N/A	0	0	0
DC + service office	3	2	2	2	1
Electricity consumption (kWh/m^2) [5]					
Netherlands	59	55	58	57	58
Belgium	45	54	54	53	57
Germany	62	54	59	55	53
France	68	73	77	81	75
Luxembourg	34	47	40	39	44
Spain	N/A	N/A	80	79	76
DC + service office	36	39	50	52	52
CO_2 footprint (tonnes) [5]					
Scope 1 (per m^2)	**20**	**21**	**18**	**17**	**17**
Gas – stores in the Netherlands	21	20	18	17	16
Gas – stores in Belgium	19	23	17	15	16
Gas – stores in Germany	32	31	27	33	25
Gas – stores in France [7]	N/A	17	20	23	24
Gas – stores in Luxembourg	23	17	19	14	19
Gas – DC + service office	5	4	3	3	2
Scope 1 / net turnover [4] **(in millions)**	**6**	**5**	**6**	**6**	**5**
Transport – lorries	5	5	6	6	5
Transport – passenger cars	1	0	-	-	-

	2020	2021	2022	2023	2024
Scope 2 (per m²)	**15**	**16**	**18**	**17**	**13**
Electricity – stores in the Netherlands	33	25	26	17	18
Electricity – stores in Belgium	9	11	11	6	7
Electricity – stores in Germany	38	32	35	21	20
Electricity – stores in France	3	4	5	4	5
Electricity – stores in Luxembourg	15	21	18	3	4
Electricity – stores in Spain	N/A	N/A	23	23	14
Electricity – DC + service office	20	18	23	15	16
Scope 3 / net turnover (in millions)	**25.46**	**20.54**	**21.65**	**21.81**	**22.69**
Maritime shipping [8]	10.27	9.15	8.04	7.71	7.68
Air freight	0.93	0.61	0.13	-	-
Third-party road transport	0.38	0.27	0.10	0.61	0.93
Inland shipping	0.46	0.43	0.05	0.19	0.16
Air travel	0.11	0.02	0.25	0.57	0.55
Packaging materials	11.83	9.64	12.81	12.41	12.88
Paper	1.48	0.42	0.27	0.32	0.49
Buying					
% of suppliers in South Asia, East Asia and Turkey audited by an independent party	100	98	99	95	80
% of new suppliers in the chain reviewed for criteria relating to human rights and community.	N/A	N/A	100	100	100
Score in the Fair Wear Foundation	N/A	65	72	59	68
Brand Performance Check					
Complaints resolved and closed after being reported through the Fair Wear complaints procedure	N/A	N/A	71.4% (5 out of 7)	42.9% (3 out of 7)	21.4% (3 out of 14)
% of total purchase value at textile suppliers in South Asia, East Asia and Turkey where we fund a living wage for our share of production	N/A	N/A	12	12	26

	2020	2021	2022	2023	2024
% more sustainable cotton bought by Zeeman suppliers relative to total cotton consumption. [6, 10, 13]	42	59	75	93	92
% of total more sustainable materials in clothing and textiles relative to total consumption. [6, 13]	29	39	53	71	75
% recycled materials relative to total consumption. [9]	N/A	3.5	4.6	13.0	20.9
Materials used by weight.	N/A	N/A	21,294,550	20,780,626	20,138,492
% of materials used from renewable sources.	N/A	N/A	68	65	66
% of our total cotton consumption from known sub-suppliers and traceable origins. [11, 12]	42	70	85	96	95
% of purchase value produced at wet processing units using an ETP in South Asia, East Asia and Turkey. [14]	80	95	97	94	96
% of purchase value from the 50 largest suppliers in South Asia, East Asia and Turkey.	70	72	74	75	76
% of our 50 largest suppliers in South Asia, East Asia and Turkey with a working relationship going back 5 years or more.	86	84	88	92	98
% of random product quality tests passed during the reporting period.	97	98	98	98	93
Number of products publicly withdrawn from sale.	N/A	16	4	5	9

Footnotes.

1. The total number of employees has remained the same (99.7%). This increase was primarily due to the opening of new stores, particularly in Spain.
2. As a result of changes in the administrative organisation, we have had to conclude that we cannot publish a reliable figure at this time. This does not mean that Zeeman does not employ any people who face barriers to employment in the Netherlands.
3. A new method is used for determining what constitutes a managerial position has changed compared with previous years. Effective 2020, someone who supervises a team of one or more people is considered a manager.
4. These figures do not include the off-road vehicles.
5. As in previous years, Austria is not included due to insufficient consumption data. At this time, it is impossible to predict when this data will become available.
6. In 2024, we adjusted our calculation method. It became apparent that past results were not entirely reliable.
7. The new gas supplier in France was unable to provide consumption data for 2020, meaning that this information could not be reported.
8. Since 2020, we've used a more accurate method for determining the emission factor for maritime shipping. Previous years' figures have been revised, with data available from 2020 onwards.
9. Since 2021, we have reported this new KPI, enabling us to separately track total amounts of recycled cotton, polyester and reused textiles.
10. Since 2020, this calculation includes organic and recycled cotton in addition to the Better Cotton share.
11. The result of this KPI was corrected for 2020 by applying the correct calculation.
12. Since 2021, the methodology has changed so that the ginner, spinner and raw-material supplier are also made transparent for a portion of the conventional cotton. This explains part of the increase in the KPI compared with the previous year.
13. The 2021 CSR report still referred to 'sustainable materials' and 'sustainable cotton'. In 2022, we adopted the more accurate terms 'more sustainable materials' and 'more sustainable cotton', for our KPIs and elsewhere.
14. These results were calculated using the previous method, i.e. % of the purchase value produced with at least one wet processing unit using an ETP in South Asia, East Asia and Turkey. The methodology has since been updated, and the outcomes from 2022 onwards are based on the new method.

Glossary.

Audit Committee.
The Audit Committee supports the Supervisory Board in assessing the reliability of financial reporting.

Average number of employees in FTEs.
This is the sum of contractual hours / hours according to collective agreement or law by country (for all employees added together). This is added up by month, then divided by the number of months. Every calendar month, an FTE report is generated at the month-end reference date, showing the total contractual hours per country.

Bangladesh Accord.
The Bangladesh Accord was a unique partnership between various stakeholders from 2013 to 2018. The Accord was established in the aftermath of the Rana Plaza collapse, which killed more than 1000 workers and injured thousands, many of them seriously. The Accord's purpose was to improve working conditions in the textile industry in Bangladesh. Factories of associated companies were independently inspected and improved in the areas of fire safety, building structure and electricity. See also Overview of memberships.

Better Cotton (BC).
See Overview of memberships.

Code of Labour Practices.
This is a code of conduct that forms the basis of relationship between Fair Wear and its members. At its core, this code is built around eight labour standards based on internationally recognised principles.

Consumer turnover.
Consumer turnover represents sales (revenue) including VAT, i.e. the money we receive directly from customers when they check out. The VAT has to be remitted to the tax authorities and therefore does not represent income for Zeeman. Hence, net turnover is gross turnover minus VAT.

Fair Wear (FW).
See Overview of memberships.

Fair Wear Brand Performance Check.
FW's Brand Performance Check is a tool to evaluate and report on the activities of FW's member companies.

Test passed.
By 'passed', we mean that the random test revealed no defects that could create a potential or present health or safety risk.

GOTS.
The Global Organic Textile Standard (GOTS) is a standard for organic textiles that the entire industry uses for processing organic fibres.

Importers.
These are companies based in Europe that source products for Zeeman from manufacturers, and/or develop products with manufacturers. This includes licensed or branded products. These companies are intermediaries that do not manufacture products themselves.

International Accord.
See Overview of memberships.

Investments.
Investments are expenditures that are used in a specific business process for longer than a year. They include store renovations, store and office interiors, software, hardware including cash registers, vehicles (lorries and passenger cars), and mechanisation of the central warehouse.

LED.
An LED is a light-emitting diode: a form of energy-efficient lighting.

Random product quality tests performed on our inventory.
Random samples of high-risk products in our inventory are taken for testing after delivery.

Open Supply Hub.
This is an online platform where retailers can upload details of their suppliers. This information is visible to every consumer.

Pakistan Accord.
See Overview of memberships.

Remuneration Committee.
The Remuneration Committee advises the Supervisory Board on the terms of employment and remuneration of the directors, senior executives and other managers, among other topics.

Primary packaging.
Primary packaging refers to the packaging that directly contains our products. We pay legally required annual waste management contributions in our various countries for this packaging. Packaging of products sourced from the European market is not included here.

(Manufacturing) Restricted Substances List ((M)RSL).
An (M)RSL is a list of chemicals that are restricted in consumer products, usually by government regulation or law. The aim of an RSL is to reduce the use of hazardous substances in consumer goods and supply chains. An (M)RSL also contains a list of chemicals that may not be used inside a production facility.

Number of products sold.
This is the number of consumer units sold.

Scope 1 emissions.
This includes all direct emissions generated by the company's own transport activities, from sources under the company's control or in its possession, such as transport to the stores. Since 2017, CO_2 calculations have used conversion factors obtained from suppliers and from www.co2emissiefactoren.nl for transport (2017). The conversion factor applied for gas is the same for all countries. Measurements within this scope are based on m^2 floorspace; this includes the stores, the distribution centre and the service office. Estimates and assumptions have been made regarding the fuel consumption of lorries and CO_2 emissions per litre of diesel (source: TTM.nl).

Scope 2 emissions.
This includes indirect emissions from the use of energy procured to facilitate business activities, e.g. electricity. The CO_2 calculations use conversion factors provided by suppliers; each country has its own conversion factor. We are not yet compliant with all the relevant disclosure requirements, such as market-based versus location-based.

Scope 3 emissions.
These are all other indirect emissions that occur outside of the company's own business processes throughout the entire supply chain. This includes the manufacture of products that are used or sold, as well as their consumption and processing. The Scope 3 figures in the overview of indicators include the following components: maritime shipping, air freight, road transport, inland shipping, paper consumption, packaging materials, and air and rail travel. Emission streams that are not included in this calculation are: business travel and commuting, materials/textiles, capital goods, waste during operations, and leased assets. The CO_2 calculation was performed in accordance with the principles of the Greenhouse Gas Protocol (2016).

Social audits.
A social audit is a process designed to review business operations at a production site against predetermined criteria. If the manufacturer falls short of any of the criteria, it must draw up an improvement plan describing what the corrective and preventive measures are needed for compliance with each criterion. This is also known as a 'corrective action plan' (CAP).

Sustainable Development Goals (SDGs).
The seventeen Sustainable Development Goals are described by the United Nations in their proposal for a new global agenda, to 'make the world a better place by 2030'. The first and most important goal is to eradicate extreme poverty, which, according to the UN, is 'the greatest challenge of our time'. There are also goals related to health, education and clean drinking water, as well as goals concerning sustainable energy, reducing inequality and tackling climate change.

Total number of employees.
This refers to the total number of employees with an employment contract at year-end, broken down by country.

Transparency Pledge.
See Overview of memberships.

Two-Way Code of Conduct.
The Two-Way Code of Conduct lays out the standards and values for how Zeeman itself should act, as well as its supply-chain partners.

Wet processing unit.
This is a production site for wet processes (dyeing, washing and/or printing).

Sick leave absence.
For all countries except Belgium, this is the number of sick days divided by the total number of workable calendar days. For Belgium, the number of sick hours is divided by the scheduled working hours.

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