

# Move to natural™







**Driven by the belief that nature has the answers, we provide natural performance alternatives to synthetic-based apparel, to create a healthier and more sustainable future for people and the planet.**





# Kia ora and welcome

Each year we open the doors to our business so that consumers can find out how our sustainable clothing is made, and the impact it has on the planet.

Well, it's been a year, right? On many fronts, 2020 was like no other. There was the obvious. COVID-19. An unparalleled time for the change and disruption it caused around the world. The safety and wellbeing of our flock was our priority. icebreakers are a resilient bunch and we've been rallying around each other to overcome barriers and just to keep going. Thank you for being with us through thick and thin.

In a quiet way, we also celebrated our 25th birthday. Big plans took a back seat for smaller events that still put our pioneering roots in the spotlight. Wow, a quarter of a century since our founder, Jeremy Moon, had a chat on a merino station and nothing was the same again. Twenty-five years of putting the merino into performance apparel. Of challenging the status quo. Of focusing on ethical and transparent practices.

Throughout 2020 many of you have been taking stock and discovering what's important to you. And we've listened. Some things haven't changed, and still need to. We believe in a kinder, more inclusive and diverse future for everyone. We believe in a more positive future for our planet. We believe in living naturally better.

You probably know we're on a journey to move to natural. We're removing petrochemical synthetics from our range to reduce our reliance on non-renewable resources. How are we tracking? As of 2020, 87% of our total fibre consumption was merino and plant-based fibres. So, we're not there yet. But we're excited about where we're going. We can't wait to share our new innovations and collaborations with you.

Of course, we can always do better. And we're continually striving to understand our impact and set goals to improve. We also welcome your feedback, so let us know what you think. Be honest. It keeps us honest. It helps us, our industry and the system, to do better.

For now, thanks so much for being part of our community.

**The icebreaker team**



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# 2020 report highlights

## PLASTIC-FREE

### Our aim: plastic-free

By 2023, our aim is for all our clothing to be made from merino wool or plant-based fibres. For the very small amount of petrochemical synthetics that cannot be removed, we're working on alternatives, including using bio-based fibres for now.



### Growers Club

Find out how we've been working together with our merino growers for years, through our industry-first 10-year supply contracts. And how this long-term security means they can focus on growing the merino in your icebreaker clothing to the highest of standards.



### We're going regenerative

We believe the key to the future of our planet is to not only maintain nature, but to rebuild it. That's why we're focusing on regenerative agriculture. We're working with our growers to conserve and rehabilitate our ecosystems. Read about how we're making it happen.



### Improving lives within our communities

As part of the VF family of brands, we're championing worker rights and focusing on the wellbeing of the communities they live in, including improving eyesight for our Bangladesh workers and supporting migrant workers in China.



### Supply Chain sustainability

Our sustainability goals focus on improving our environmental impact all the way through our supply chain, from sheep to finished shirt.



### Traceability

It's important to us that you can know where your icebreaker clothing comes from. We have a traceable and transparent supply chain, which helps us focus on fair working conditions across our supply chain.



### Innovations, naturally

From winning a sustainability award for our ZoneKnit hoodie to developing a revolutionary blend of merino and cellulosic fibres with SPINNOVA®, we are constantly striving to lead the industry with naturally better solutions.



An aerial photograph showing a winding asphalt road that curves through a dense, lush green forest. A river or stream flows through the center of the image, forming a sharp U-shape. The road follows the outer curve of the river. The forest is thick and covers the entire landscape, with varying shades of green indicating different types of trees and vegetation. The lighting suggests a bright, sunny day, with some shadows cast by the trees.

# Purposeful growth

Passionate about sustainable progress



# Making natural progress

25 years of  
natural progress.

1995

## Natural pioneers

Jeremy Moon creates a new category of natural performance clothing that is less reliant on petrochemical fibres.



1997

## Partners for life

We are one of the first companies in the world to establish long-term partnerships with key merino wool growers.



2003

## International partnerships

To advance our capacity and access the best technology, we expanded our manufacturing hub to Shanghai.



2007

## Leading the industry

We were one of the first outdoor apparel brands to ban the practice of mulesing.



2010

## Traceability

We introduce a 'baacode™', enabling customers to trace the fibre from their clothing all the way back to the farm.



2012

## No need to duck

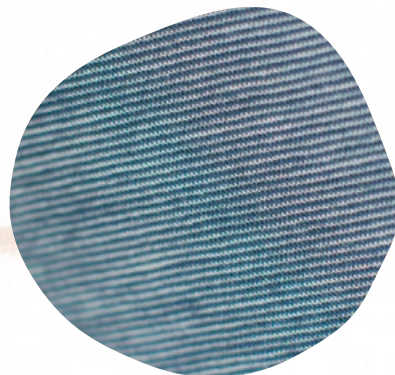
We develop MerinoLoft™, a natural insulation made from merino fibre that offers an alternative to duck down.



2014

## Keeping it cool

We develop Cool-Lite™, a breakthrough blend of merino and plant-based TENCEL™ Lyocell fibres.



2017

## Transparent and proud

We launch our first Transparency Report, leading the industry in complete public disclosure of our supply chain, policies, structure and practices.



2018

## Introducing the Growers Club

An industry-first based on strong relationships, we launch 10-year supply contracts to transform on-farm economics, social and environmental sustainability.



2019

## Move to natural launch

We launch a global movement towards choosing natural solutions with ambassador Ben Lecomte and The Vortex Swim.



2020

## Making natural progress

We continue to innovate with merino, plant-based fibres and bio-based fibres, towards our aim to be plastic-free.





# Our business

Jeremy Moon founded icebreaker in New Zealand in 1995 at the age of 24. From humble beginnings, icebreaker has grown to a global business across 43 countries.

Today, icebreaker is sold through more than 2,100 wholesale customers and in 31 icebreaker-owned retail stores across 42 countries.

In 2018, global apparel company VF Corporation acquired icebreaker. This gave us an incredible opportunity to propel natural performance apparel into the global spotlight. Jeremy remains involved with icebreaker as founder, inspirer and natural fibre expert.

<b><u>Founded</u></b>	1995, New Zealand.
<b><u>Headquarters</u></b>	Auckland, New Zealand.
<b><u>Ownership</u></b>	A VF Corporation company since 2018.
<b><u>Structure</u></b>	VF Corporation is listed on the New York Stock Exchange (NYSE:VFC).
<b><u>Global sales</u></b>	USD \$170m.
<b><u>Global unit sales</u></b>	5m units.
<b><u>Distribution</u></b>	More than 2,100 wholesale accounts. eCommerce in 26 countries. 32 icebreaker-owned stores. All across 42 countries.
<b><u>Global markets</u></b>	Main markets are Europe, North America, New Zealand and Australia.
<b><u>Employees</u></b>	387 people are part of the icebreaker team.
<b><u>Products</u></b>	Naturally performing apparel, comprising of next-to-skin categories – including base layer – and supporting mid-to-outer layer solutions for men, women and children.

## North America

icebreaker stores*	15
Countries	2
icebreaker employees	135

## Europe

icebreaker stores	0
Countries	33
icebreaker employees	42

## Australasia

icebreaker stores*	16
Countries	2
icebreaker employees	210

## Asia

icebreaker stores	0
Countries	5
icebreaker employees	0

\* icebreaker-owned stores (does not include wholesale).  
Note: You can find more detailed information on employees on page 30.



# How we're leading the move to natural



## Purposeful growth

### Our Vision

We believe in a bold new future of looking beyond profit, to focus on sustainable growth that benefits people and nature.

### Strategy

- Continue our commitment to authentic behaviour and strategies that support the icebreaker purpose and values.
- Continue to facilitate radical transparency (industry surveys, certifications, HIGG index engagement).

## People

### Our Vision

We enrich the lives we touch, connecting people with nature and giving everyone a sense of belonging and wellbeing.

### Strategy

- Supply chain relationships; continue to enhance our direct and collaborative approach.
- Continue to strengthen & deepen our direct grower relationships.
- Embed our employee diversity and inclusion program.
- Continue our commitment to create a culture of belonging.
- Engage and inspire consumers to be part of a movement that benefits them, their communities and the planet they live in.

## Planet

### Our Vision

Give back to nature more than we take, so that we have a positive impact on our planet.

### Strategy

- Launch and accelerate ZQ's regenerative farming programme ZQ<sup>RX</sup>.
- Continue to educate consumers on 'more wears, less washes' to enable water and energy savings.
- Continue to support and advance supply chain renewable energy and energy efficiency projects.
- Continue our water scarcity supply chain assessment and targets using Life Cycle Assessment (LCA) and HIGG data.

## Product

### Our Vision

We believe good design is made to last, using natural materials with positive impact.

### Strategy

- Our aim: plastic-free. By 2023, our aim is for all our clothing to be made from merino wool or plant-based fibres. For the very small amount of petrochemical synthetics that cannot be removed, we're working on alternatives, including using bio-based fibres for now.
- Keep garments in use for longer through ongoing quality optimisation.
- Continue and accelerate investment in circular product innovation.

### UN Sustainable Development Goals (SDGs)





Striving for a better future

# VF made for change

As part of the VF family of brands, we're aiming to change the face of fashion by addressing some of our industry's most challenging issues. By peeling back the layers, we can see where we can improve, to build long-term, sustainable business practices. Learn more about our parent company's [Made for Change strategy below.](#)

VF is one of the world's largest apparel companies. This purpose-led corporation has both an opportunity and a responsibility to change the face of fashion and icebreaker is proud to be a part of its family of brands making an impact.

As part of VF, icebreaker can make a positive change within our industry. We're committed to implementing sustainable business practices, so we can make change for the betterment of people and our planet.

**"We strive to be a purpose-led enterprise that leverages the strength of our business to deliver positive impacts for people and the planet we share. We're proud of our progress but know there is so much more we can do. Our Made for Change strategy outlines our forward-looking priorities and provides us with a renewed focus to push ourselves harder and farther as we address some of our industry's most challenging issues."**

Steve Rendle, VF's Chairman, President and CEO.

## Our key focuses



**1. Circular business models**  
Creating circular business models to reduce our environmental impact while creating new growth opportunities.



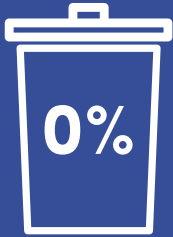
**2. Scale for good**  
Leveraging our global scale and influence to reduce our environmental footprint across the business and broader industry.



**3. Movement makers**  
Powering movements of sustainable and active lifestyles for the betterment of people and our planet.

## Our highlights

We measure and manage our progress through goals associated with each focus area, and in line with UN Sustainable Development Goals.



95 per cent of VF's owned or operated distribution centers around the world are zero waste facilities (April 2021)



14 of VF's owned buildings are LEED and BREEAM certified.

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The launch of a bold sustainable materials vision focusing on these key concepts: regenerative, responsibly sourced renewable and recycled materials.



The improvement of worker livelihoods in Bangladesh, Cambodia, India, the Dominican Republic, Vietnam, China and Kenya through VF's Worker and Community Development (WCD) Program.



## Global scale for good

VF's science-based targets (SBTs) are among the most ambitious in the industry. SBTs are reduction targets for greenhouse gas emissions, in line with meeting the goals of the Paris Agreement. VF's SBTs include a 1.5-degree target for its Scope 1 and Scope 2 emissions, and a well-below 2-degree target for its Scope 3 emissions.

VF underwent an intensive, multi-year collaborative process to develop its SBTs. The company partnered with a global consultancy to model data across owned and operated facilities as well as its entire operations and engaged deeply with its full value chain. Primary data was gathered from VF's 1,400 owned facilities, distribution centres and global logistics as well as more than 100 Tier 1 and Tier 2 suppliers, strengthening its ability to identify and implement reduction strategies.

### Our science-based carbon emissions targets

- An absolute reduction of Scope 1 and 2 greenhouse gas emissions - 55 per cent by 2030, from a 2017 baseline year.
- An absolute reduction of Scope 3 greenhouse gas emissions 30 per cent by 2030, from a 2017 baseline year focusing on farm-to-retail materials, sourcing operations and logistics.



### A bold vision for sustainable materials

Our sustainable materials vision is key to achieving our SBTs. It establishes a clear path for reduction through yet another bold commitment:

By 2030, VF commits that 100 per cent of its top nine materials – which account for approximately 90 per cent of its materials-related carbon emissions – will originate from regenerative, responsibly sourced renewable or recycled sources.

Extraction, production and manufacturing of raw materials account for the largest portion of VF's carbon emissions globally. Therefore, we believe our commitment to reducing our materials-related carbon emissions will greatly improve our footprint.

Find out more about VF and its Made for Change Sustainability & Responsibility report at [www.vfc.com](http://www.vfc.com).

**“In 2020, VF announced the closing of its €500 million green bond offering, the first of its kind in the apparel industry. The green bond was an important step in VF’s journey to achieve it’s ambitious Science-Based Targets and advance programs within the company’s Made for Change strategy.”**

Find out more about VF's Green Bond Issuance and its Green Bond Impact Report at [www.vfc.com/sustainability-and-responsibility/green-bond](http://www.vfc.com/sustainability-and-responsibility/green-bond)



Our progress -

# Purposeful growth

## Move to natural

### Purpose-driven

For 25 years we've looked to nature for the answers.  
We're leading the move to natural.

## Impact

### Materiality Assessment

We've collected data to inform our future business strategies, for a naturally better future for people and the planet.

### Our scale for good

We're leveraging our global scale within VF to influence and reduce our environmental footprint across the business and broader industry.

## Sustainable principles

### United Nations Sustainable Development Goals (SDGs)

We're proud to share our commitment and initiatives to contribute toward the UN SDGs.

## A better future

### Circular business models

We're investing in circularity to reduce our environmental impact while creating new growth opportunities, such as our partnership with Spinnova.

## What guides us

### Guiding Principles

Our values are well defined and publicly available.

### Code of Business Conduct

We publicly set out these expectations for ethical business conduct.

### Ask us anything

Seriously - we love a challenge. Ask us on [icebreaker.com](https://icebreaker.com)





People

Meet our community





Michel Mastio, Brand Director.

Paving the way with

# our partnerships

Suedwolle Group is one of our yarn suppliers, who we have had a partnership with for over 14 years. Hear from Brand Director Michel Mastio about their achievements in innovation, quality, social and environmental responsibility.

## What is it like working with our team?

We work with icebreaker on a global level and are working on various exciting projects together. We see icebreaker not as a customer, more as long-term established friends, and as part of our family.

## What do you enjoy most about the partnership?

All of the people at icebreaker are very authentic, they're really living the icebreaker story. You can feel the passion for the outdoor business. We share a lot of the same core values at Suedwolle Group as well. Over the years we've developed a lot of great things together, which has created a lot of fun and is still doing so.

## Did the challenges surrounding the effects of COVID-19 change the way you work?

COVID-19 surely has influenced everyone around the globe. We were forced to change our ways of working and adapt. Having said that, we think that a lot of positive things resulted and many will be adopted moving forward. What I'm definitely missing are the personal meetings we had on a regular basis, face-to-face with icebreaker, all over the globe.

## How do you ensure the icebreaker clothing you make is of the highest quality?

In our company we have a general rule; quality first, it's one of our core values. At the same time, we share the philosophy of never-ending improvement and we're constantly looking at how to enhance our products.

In this respect, icebreaker is the best partner, as we're constantly challenged on how to improve, how to make things different and better.

All our mills have clearly defined regulations. Raw materials are checked at various times prior to usage and at every production level. Intensive testing ensures that the product that is delivered has the highest possible standard.

Through our partnership with icebreaker, we've invented a lot of new spinning technologies to improve the final products. A number of things which are now normal to the market were invented by icebreaker and Suedwolle Group. Take for example the Corespun technology, which we started years ago, and now a lot of companies have adopted. This really shows our leadership in the market.

## What does transparency and traceability mean to you?

We're honoured to be a part of the icebreaker supply chain, which we think is the most transparent and traceable supply chain in the market. We've learnt so much from icebreaker about transparency and traceability, and have adopted a lot of practices in our day to day. Through our annual Eco Balance Report, we're openly sharing what we are doing. Some key figures such as waste, electricity, CO<sub>2</sub> emissions, and water usage are shown, as well as environmental and Corporate Responsibility (CSR) projects.



**How do you care for your workers and put them first?**

Our workers are our family. When I walk through our mills, I'm so proud of my colleagues who do a great job and with so much passion.

In normal times, when we're able to travel around our mills (which are distributed around the globe), I enjoy seeing our family, having a chat with our colleagues in the office, or having an exchange with the operator at the dye vessel or on the spinning machine. That is something which is really missing today. We're taking care of colleagues, who are our friends and like members of our family. We have a lot of special programmes around our mills to support our families.

**Does Suedwolle have its own sustainability initiatives and goals? If so, what are they?**

We have a lot of projects running. On a global level, we're trying to reduce the usage of chemicals to an absolute minimum to ensure the safety of the environment and our workers. All our mills are Blue Sign, Oeko Tex 100 class 6 and 7, Zero Discharge of Hazardous Chemicals (ZDHC), Global Organic Textile Standard (GOTS) certified.

Alternative treatments are constantly developed to the next level, i.e. our X-care or Plasma Tec, which are both non-chlorine treatments. Or take for example our last spinning mill in Vietnam, which opened a year and a half ago. We chose a special location where we have a constant climate with regard to temperature and good humidity. This allows us to have less heating in the winter and less cooling down in the summer – being far more energy efficient, which is great for the environment.

We are regularly investing in new machinery every year, so older types are exchanged with a new version, which are not only more efficient but also use less energy. These are just some of our sustainability initiatives.

**What are the business values for Suedwolle Group?**

**The core values we are living every day are what we call our 'five magic words': trust; respect; active listening; care and support.**

**How do you ensure that Suedwolle is a custodian of the environment?**

We're trying to make things the right way, and we're trying to improve on a constant basis. Our aim is to make our products as sustainable as possible. The merino fibre plays a major role, with all its great attributes. The fibre is in our DNA.

**What is Suedwolle doing in relation to the mounting climate crisis?**

We all have a very big responsibility. Reducing our carbon footprint is essential for the future. There are various things every one of us can do as a company, and also as a sole individual. Inside Suedwolle Group, we've been measuring our CO<sub>2</sub> emissions for many years and are actively sharing them in our Eco Balance report. We have to ensure that we see a constant reduction here. New machines or more efficient production plants are a small part of this.

Going forward, we want to use more carbon-neutral raw materials such as merino wool from the New Zealand Merino Company's certified label. Another programme we have running is encouraging



Finished yarn spindle.

**What does nature mean to you?**

**We're all responsible for protecting nature. We have to ensure that we conserve and protect nature, not only for us, but also for the next generation. I have three very young nephews and I want them to grow up in a great environment.**

Mrs. Li Ping, spinning operator, seventeen year's employment.  
Previous Page: Manfred Heinrich, CEO Suedwolle.

people to bike to work instead of by driving. In our headquarters in Germany, in 2020, my colleagues cycled more than 20,000km by bike instead of coming by car to work. There is definitely so much more that we can, and must do.

**What do you see for the future of icebreaker and Suedwolle?**

We look forward to continuing the extremely unique and successful partnership we've enjoyed for nearly 20 years with icebreaker. I look forward to all the challenges we have in front of us, and I'm convinced the partnership of icebreaker and Suedwolle Group will continue to lead in the outdoor market and setting benchmarks for the rest of the industry.



# Getting to know our flock

We're a diverse bunch of people in a range of roles across the globe.

## Our People

### Who we are

54% of our people are employed in New Zealand/Australia, 35% in North America and 11% in Europe.

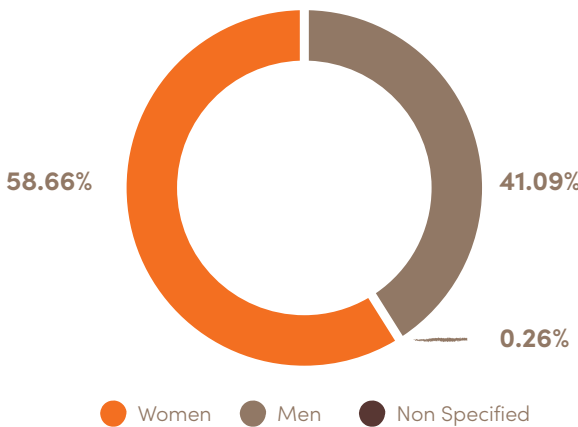
20+ The number of countries where our staff have citizenship (as declared).

100% of our corporate employees work (or have the ability to work) flexibly.

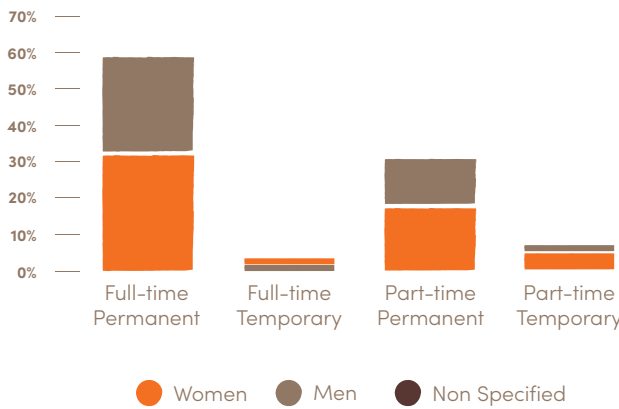
58.66% of our people are women, 41.09% are male and 0.26% do not align to either gender (as declared).

38% of our people are in part-time positions of which 23% are women and 15% are men.

### Our people by gender



### Global employment by gender



## How we work

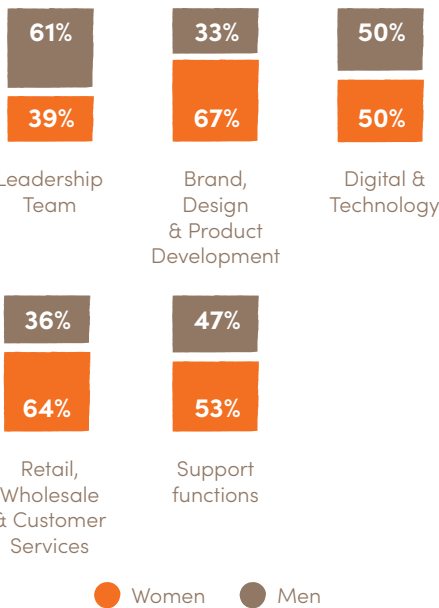
64% of our people are employed in retail, wholesale and customer services roles with women having the highest representation at 64%.

50% of our team are directly involved in selling our product in our retail stores.

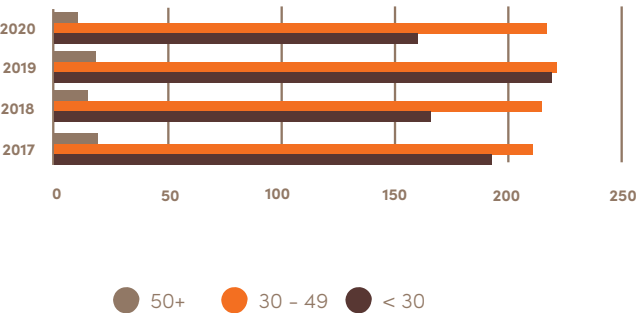
An equal number of women as men are employed in Digital Technologies.

58% of our managers are women and 42% are men. The average age of our managers is 36.

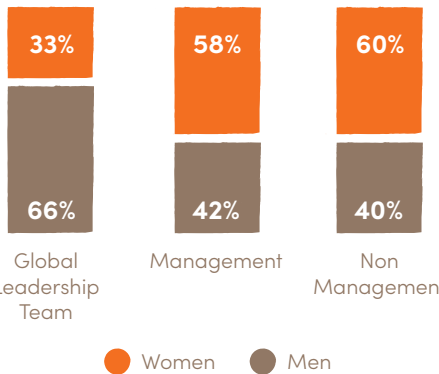
## Gender by business function



## Our people by age group 2017 to 2020

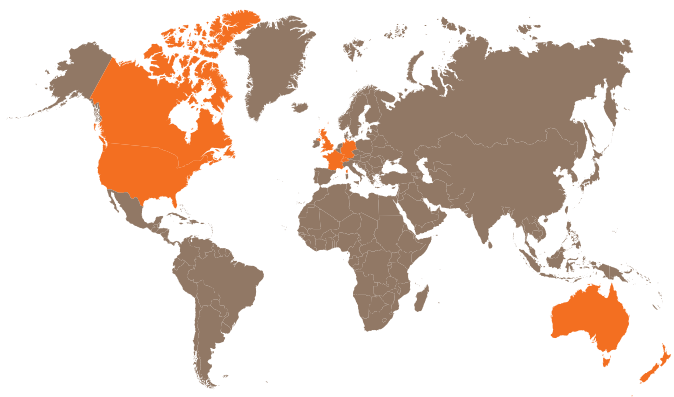


## Management by gender



## Where our staff are located

- 174 New Zealand
- 36 Australia
- 2 United Kingdom
- 4 France
- 9 Germany
- 27 Switzerland
- 82 Canada
- 53 United States



Data set as at the 31st of December 2020



# Working in sync with nature

**Willie and Susan Macdonald grow icebreaker merino at Middlehurst Station in the Southern Alps of New Zealand. We've been working with them for years. Learn about their journey and how they work in sync with nature.**

## **How did you come to work with icebreaker?**

We've been in partnership with icebreaker since forever! Since the beginning of the long-term contracts. We're in it together to ensure the highest quality and welfare of our merino sheep. It's a transparent, open relationship. We're on the same page.

## **Why do you love growing merino for clothing?**

Everything about wearing wool is who we are. It's sustainable to grow, both environmentally and as a business.

The fibre is incredible – it naturally regulates your body temperature. It's wonderfully comfortable. I love growing a fibre knowing where it's going to end up.

## **How do you involve your kids in the farm?**

All our children have grown up and left the nest; as in Middlehurst, however, they haven't left our business. Sophie and Lucy have started up 'Middlehurst Delivered' – selling our lamb online. While Henry is managing our farm at Cheviot and Skye is home often to assist with our lodge, ram sale, and busy times on the yearly calendar.

They've all spent time working beside us at Middlehurst, allowing us to give them insight into how the business works. It's incredibly rewarding as parents to see how passionate and driven they all are towards the success of Middlehurst.

## **How are you protecting the land for the next and future generations?**

We believe in farming that enhances biodiversity. We're very protective of the land. We are only here as custodians of the land and intend to leave its biodiversity better than when we arrived.

## **Tell us about some of the land you have protected on your station.**

As part of protecting our land, we've done a



Biodiversity Survey & Management Plan. It's about caring for the whole of Middlehurst – the bugs, the birds, the plants. It's about the entire ecosystem.

We now have 60 hectares of land protected under covenant. This includes clearing the weeds and actively removing pests, as well as recording the biodiversity of birds, bugs and plants.

## **Why are wetlands important ecological areas on your station?**

We're up in the mountains here, where water starts its journey to the sea. We're lucky enough to have a fresh water spring on our land

that enables life on the property. We want it to reach the ocean as healthy as when it started. Water is life. And it needs to be healthy for living things to thrive.

## **How are you reducing waste?**

We're constantly working on our reduction in waste. From reusing and reducing packaging to using biodegradable corn plastic and wool cool liners in our deliveries.

## **What other on-farm environmental management initiatives do you have?**

We're focusing on more proactive environmental management. This will benefit not only the environment, but also our animal welfare and people. It's all in sync. It includes fencing off wetlands, and trialling long-term pastures instead of sowing crops for winter feed.

## **How are you moving to natural?**

We're here as custodians of the land. It's about protecting and enhancing the natural biodiversity while earning a living from the land. Working side-by-side with nature.





Middlehurst Station,  
Marlborough.



#### Middlehurst Station

**Location:** Marlborough, New Zealand

**Founded/Established:** April 30th 1998

**Land size (hectares):** 16,550

11,000 merino sheep

1,200 Angus X cattle

What does 'regenerative' mean to you. What impact does a focus on continual improvement have on-farm?

“Regenerative agriculture is about a mindshift to more natural. For us, it’s about the health and wellbeing of our animals, ecosystem, people and biodiversity. It’s a journey, and one that we’re proud to be a part of.”

- Willie and Susan Macdonald



# icebreaker Growers Club

In 2018 we introduced an unprecedented commitment: 10-year supply contracts with our growers. These Growers' Club partnerships guarantee not only a high-quality fibre, but also the highest standards of land stewardship and animal welfare.

icebreaker broke new ground in developing deep, long-term relationships with our merino farmers. Our partnerships support not only a high-quality fibre, but also the highest standards of land stewardship and animal welfare. Today, we are still deeply connected to our roots in New Zealand. Our growers are dedicated to looking after the landscapes in which they live. This goes way beyond their own land and livestock. It means taking care of the entire ecosystem.

Our growers have the security to invest in their businesses, their land, their animals and their people.

For many other wool growers, their fibre is sold through auctions. Growers find out how much they will receive for their wool only on the auction day and prices have historically been subject to extreme volatility. Our 10-year contracts provide a world-first platform for progressive farming.



Each family has its own reason for joining the Growers Club. For Richard and Annabel Subtil, it has ensured their children can manage the farm like the generations before them. For Simon, Lynda and Tom Harvey, the club means they can continue to invest in biodiversity projects. From a community perspective, the contracts help support the neighbouring small towns and businesses which rely on the rural sector to thrive.

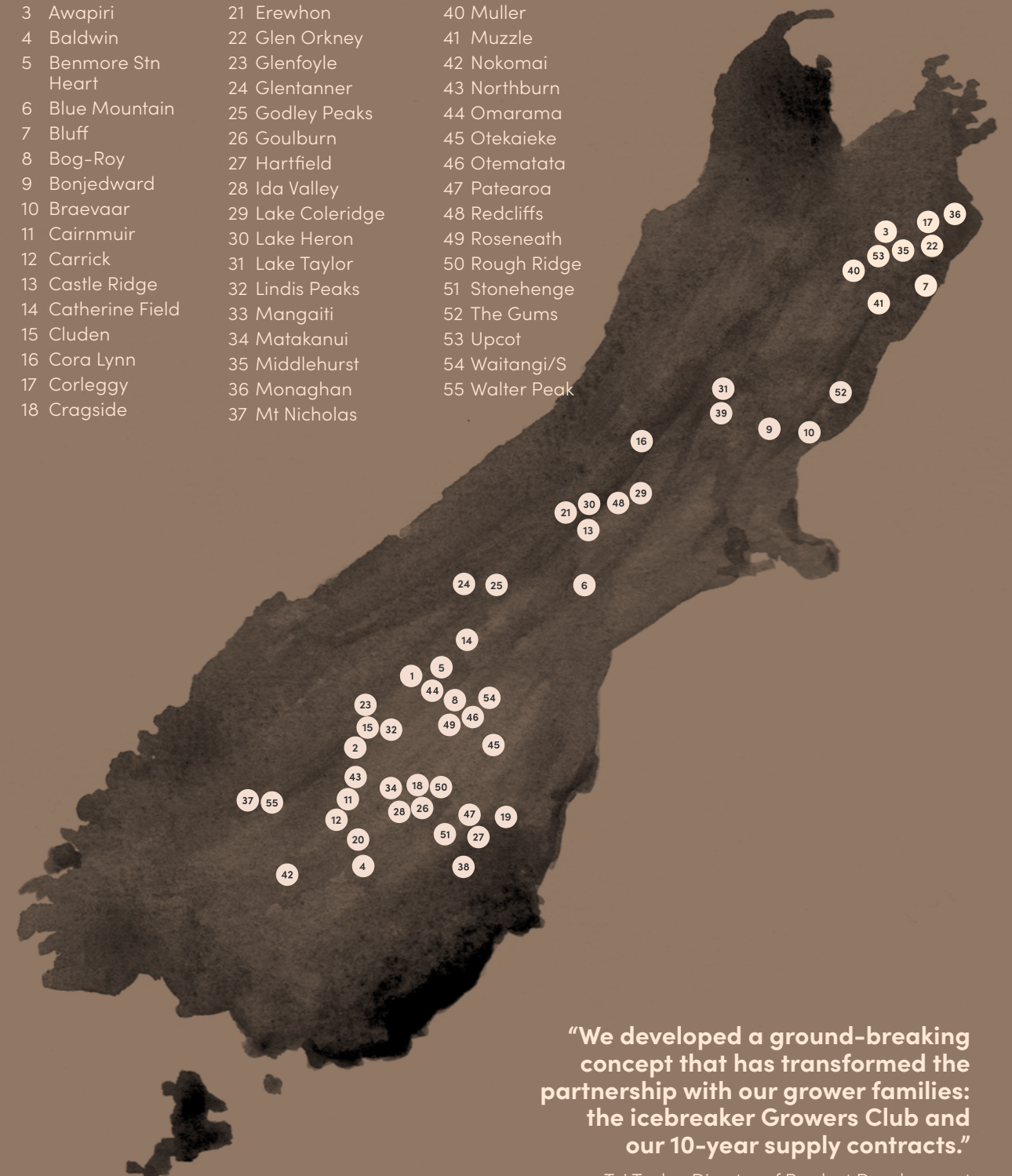
Steve Satterthwaite, from Muller Station, describes the Growers Club: **"It is a group of progressive farmers. I value the environmental and commercial education and insight that being part**

**of the Growers Club gives me."**

These long-term contracts can transform global supply chains. We will work to integrate them into the VF Corporation business to help drive economic and environmental sustainability.

## icebreaker Growers Club members - January 2021

- |                     |                   |                |
|---------------------|-------------------|----------------|
| 1 Ahuriri Downs     | 19 Dolphins       | 38 Mt Ross     |
| 2 Ardour            | 20 Earnsclough    | 39 Mt Whitnow  |
| 3 Awapiri           | 21 Erewhon        | 40 Muller      |
| 4 Baldwin           | 22 Glen Orkney    | 41 Muzzle      |
| 5 Benmore Stn Heart | 23 Glenfoyle      | 42 Nokomai     |
| 6 Blue Mountain     | 24 Glentanner     | 43 Northburn   |
| 7 Bluff             | 25 Godley Peaks   | 44 Omarama     |
| 8 Bog-Roy           | 26 Goulburn       | 45 Otekaieke   |
| 9 Bonjedward        | 27 Hartfield      | 46 Otematata   |
| 10 Braevaar         | 28 Ida Valley     | 47 Patearoa    |
| 11 Cairnmuir        | 29 Lake Coleridge | 48 Redcliffs   |
| 12 Carrick          | 30 Lake Heron     | 49 Roseneath   |
| 13 Castle Ridge     | 31 Lake Taylor    | 50 Rough Ridge |
| 14 Catherine Field  | 32 Lindis Peaks   | 51 Stonehenge  |
| 15 Cluden           | 33 Mangaiti       | 52 The Gums    |
| 16 Cora Lynn        | 34 Matakanui      | 53 Upcot       |
| 17 Corleggy         | 35 Middlehurst    | 54 Waitangi/S  |
| 18 Cragside         | 36 Monaghan       | 55 Walter Peak |
|                     | 37 Mt Nicholas    |                |



**"We developed a ground-breaking concept that has transformed the partnership with our grower families: the icebreaker Growers Club and our 10-year supply contracts."**

Tui Taylor, Director of Product Development and Sustainability, icebreaker



Throughout the challenges of 2020, the safety and wellbeing of our flock and community were our priority. Despite store closures, our staff were paid their full salaries. With COVID-19 things changed day to day, but a shared resilience helped us adapt as a team.

# Our people

The challenges of 2020 impacted everyone. But we focused on getting through it to continue bringing icebreaker to everyone. Hear what it was like, first-hand, from some of our flock.



**Jan Van Mossevelde, Brand President**

"It's crazy to say that work-from-home is our only benchmark – our team in Europe is new, so we've never met in person. But to see how the team is hanging – virtually – together and the results we are achieving against all odds gives me tremendous pride and optimism for the future."

"I consider it a privilege to be co-chair of the European diversity council. Our mission is to create a working environment at icebreaker where everyone feels they belong. Our focus is on promoting an agenda of inclusion and diversity for gender, sexual orientation and culture."



**Roberto Zayas, TouchLab Store Manager, Chicago**

"I have the honour of bringing the icebreaker mission and values to life every day in my store with my team. I like to keep it fun because the team feels it, the customers feel it, and it creates an awesome work environment."

"COVID really made me take a step back and realise what's important in life – it put things into perspective, and I began working on my own personal development. I hear us saying the words, "Are you okay?" so much more often now than before."



**Tia Comfort, Technical Design Manager**

"Our Fall/Winter '21 season was created mostly during lockdown, so we had to scramble at the start of it to make sure we had all the tools for the job. We usually fit the season's pieces on live models and body forms. Without these, our husbands, daughters, boyfriends – anyone within our bubble – had to become willing stand-ins. Zoom calls to review the fit were lengthy but we got there. We thrived as a team because we were in constant communication and learning new solutions as we went. I loved that the team were united, up for the challenge and demonstrated resilience throughout."



# Putting human rights first

We believe in a better future for everyone and that includes continual improvement in people's working and living conditions. As a part of VF, we believe it's our responsibility and privilege to ensure everyone who works on icebreaker products has equal rights and opportunities.

## We care deeply about human rights

With a supply chain that spans the globe, we have a vast community of people, including workers, that we impact. Our priority is to ensure everyone who is involved in making our clothing can do so in a fair, safe and non-discriminatory workplace.

Our pledge to respect these fundamental rights is written in the VF Human Rights Commitment. Consistent with global standards, it aligns with:

- the United Nations Declaration on Human Rights (UDHR)
- the UN Guiding Principles on Business and Human Rights (UNGPR)
- the Organisation for Economic Co-operation and Development (OECD) Guidelines.

VFs work in human rights aligns most closely with the following UN Sustainable Development Goals (SDGs).



## VF Corporation Advances Global Partnership with Better Work

VF is advancing its engagement with Better Work by strengthening its partnership status to Global Partner. VF will increase collaboration with Better Work through enhanced training and assessments on critical supply chain issues such as child labour, discrimination, forced labour, freedom of association, and occupational health and safety. Better Work is a collaboration between the UN's International Labor Organization (ILO) and the International Finance Corporation (IFC), a member of the World Bank Group, which brings together all levels of the garment industry to improve working conditions, respect labour rights for workers, and improve the competitiveness of the industry. VF is one of 40 Global Partners of the Better Work programme.



## Monitoring human rights

How do we uncover issues? VF has a powerful tool that maps out potential risks to human rights in our supply chain. It's called the Human Rights Impact Assessment (HRIA) and with it, we can find and address issues.

### A few of the key things VF monitors for:

- Exploitive recruitment practices in our supply chain
- Gender-based violence and harassment
- Issues of racism and discrimination
- Forced labour

## Defeating modern slavery

The textile and apparel industries have a high risk of forced labour. So it's important to us that we thoroughly check that it doesn't exist in our supply chain. How are we doing this?

•VF has completed a project with the fair-labour organisation, Verité, to both compile and analyse documented forced labour incidents and vulnerabilities in the countries that we source our products from.

•Since 2016 icebreaker has partnered with Walk Free, an initiative of Minderoo Foundation, to help eradicate forced labour from global supply chains.

•Modern Slavery Act: icebreaker has joined businesses across New Zealand in an open letter to ask the government to legislate against the use of slave labour.

•VF has provided human trafficking training to help associates understand the common indicators of human trafficking and the importance of recognizing and reporting these warning signs.

Inequality is often a systemic issue and change won't happen overnight. But through collaboration with policymakers, foundations, investors, academia, civil society, NGOs, business partners and other stakeholders, we will continue to work to advance

people's rights in every part of the world.

For more details, read VF's Human Rights Report (<https://www.vfc.com/sustainability-and-responsibility/human-rights>)

## We work with fewer suppliers, and get to know them better

We nurture our relationships with our partners, who range from growers and the people who clean the merino fibres ('top makers') to yarn spinners, fabric makers and trim suppliers. Unlike many apparel brands, the VF and icebreaker teams have direct relationships with all tiers of the icebreaker supply chain and don't use agents. They can only subcontract work out if we agree. So that we know every step of the way, from sheep to finished shirt, how things are done and that they meet our standards.

Having this transparency and traceability means we can also see when things might not be right for our workers. Through VF's traceability program, we overlay our supply chain data with the information from our Human Rights Impact Assessment (HRIA) to map out potential risks to human rights that we can then address.



# The Impact of COVID-19

The pandemic has exposed extraordinary social issues, including instability in people’s basic need to make a living. And the worst hit are vulnerable and marginalised groups. Now more than ever, we are committed to respecting the rights of all, as we understand and address the long-term effects of COVID-19 in the communities where we operate.

## Supporting the rights of garment workers

VF joined the International Labor Organization, International Organization of Employers, and International Trade Union Conference’s Call to Action to support the rights of garment workers throughout the COVID-19 pandemic and beyond. The Call to Action aims to create sustainable systems of social protection for a more just and resilient garment industry by prioritising financial relief and social programmes to protect jobs.

VF is supporting its supply chain through the pandemic and beyond by:

- Paying for finished and partially completed goods / products.
- Helping and collaborating with supply chain partners to plan ahead for and face financial challenges.
- Extending social protection for workers and employers in the garment industry.

## Who are the most vulnerable?

VF has assessed the negative human rights impacts of COVID-19 on workers throughout icebreaker’s supply chain, using extensive data as well as speaking directly with factory managers to understand COVID-19 impacts on suppliers and potential risks to workers.

## How can we help them?

VF’s COVID-19 Preparedness Survey gave us a complete picture of how our supply chain partners were taking care of their workers, and how we could help with preventive and precautionary measures, and emergency response plans. This included training webinars across the globe, based on best-practice guidance from World Health Organization (WHO) and the US Center for Disease Control and Prevention (CDC). From these training sessions we were able to follow up with additional support to enhance human rights protections for workers.

## Protecting migrant workers

The survey also enabled us to assess, monitor and reduce risks to migrant workers. Risks included them not being able to return to their country of origin, issues with expired work visas, and challenges with quarantining in shared dormitories.

For more details about the impact of the COVID-19 pandemic and VF’s response, visit <https://www.vfc.com/news/feature-story/70383/vf-corporation-donates-more-than-10-3-million-to-covid-19-relief-efforts#:~:text=VF%20Corporation%2C%20The%20VF%20Foundation,face%20of%20the%20Coronavirus%20pandemic.>

# Safeguarding worker rights

## Auditing

Suppliers are audited by the VF Factory Compliance Team at least annually to check for compliance with our Code of Conduct and compliance standards. Our standards are aligned with ILO Core Conventions, local labour laws, international and industry best practices. A few suppliers with consistently high performance levels graduate to an 18 month audit cadence.

The audit covers aspects such as wages, overtime and discrimination and freedom of association, amongst other things.

If a factory isn’t up to code, we track how it’s correcting the issue and increase how often we audit it.

We believe in continuous improvement. So we also have a number of factories at ‘Developmental’

status at any one time, because we are continually increasing our standards through the VF Sustainable Operations team.

## Worker Voice

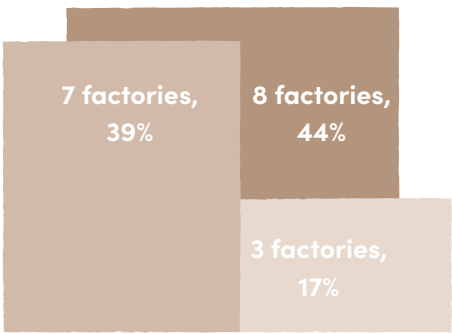
Worker voice is a central part of monitoring our performance on human rights issues. Within the VF Facility Guidelines, grievance mechanisms in facilities are not only required, but “must be accessible, predictable, reasonable, transparent, confidential, and based on engagement and dialogue.”

## VF Ethics Helpline

The VF Helpline is available 24/7 for our people, our consumers and third parties to anonymously report issues. They can do this by phone or internet and in 150 languages.

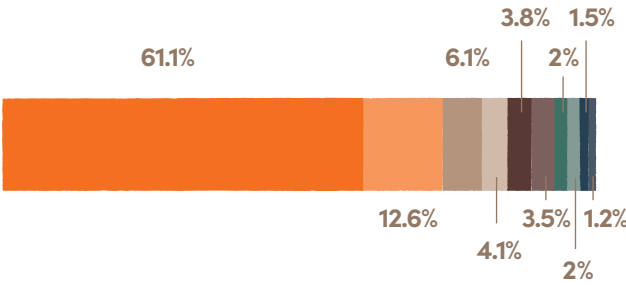
## icebreaker Factory Audit Overview FY2020

### Audits Conducted in FY2020



- Accepted factories have minor issues and have remediated any moderate issues from the previous audit.
- Developmental factories have moderate issues (initial audit) or non-remediated moderate issues from a previous audit.
- The Pending Rejection factories have high issues from their initial audits.

### Top 10 High Severity Issues Found In FY2020 Audits



- Health & Safety
- Wages & Benefits
- Hours Of Work
- Freedom Of Association & Collective Bargaining
- Legal Compliance
- Facility Security
- Environment
- Worker Residence (Dormitory)
- Forced Labour Indicators
- Subcontracting



# Our culture of belonging

**For icebreaker, diversity and inclusion is not a choice. It's who we are. We're not perfect - we will continue to do better and we will never be finished. Hear about the steps we're taking to foster a culture of belonging.**

## icebreaker - a place where I belong

It's one thing to be invited to a party. But what if no-one asks you to dance? This is the nuance between diversity and inclusion. Workplaces can be inclusive without being diverse and diverse without being inclusive. icebreaker is striving to build a "Culture of Belonging" - where everyone is a) invited to the party, b) asked to dance and c) the environment is such that you can dance alone anyway and feel comfortable.

## Who doesn't love getting their groove on?

A culture of belonging is also pertinent to one of our key values of being authentic. We believe that if you are free to be your wholehearted, natural, uninhibited self, you will be able to fully embrace being authentic and true to who you are.

### We're committed

We believe change for the better starts from within. In July 2020 we made a commitment to improve our culture of inclusion and diversity.



**We will engage more meaningfully across our business and communities to understand where we can make a difference.**



**Donate and partner with our local communities.**



**We will continue to improve.**



**Elevate ambassadors and partnerships that reflect the diversity we believe in.**



**Joined 'stop hate for profit' to show silence and inaction are not part of our values.**

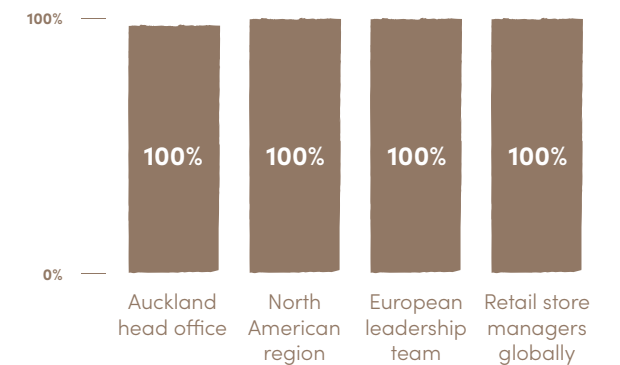
## What have we accomplished so far?

### Our journey

Our leadership team has set a clear intention that a culture of belonging is a priority for us and that we must be more purposeful in the development of our diversity and inclusion culture. Here's what we're doing to build our foundations of diversity and inclusion:

- We have partnered with DiversityWorks and completed a current state audit. We're now developing our roadmap based on the opportunities identified to set icebreaker on the path to becoming a truly diverse and inclusive workplace.
- Our Brand President, Jan Van Mossevelde has been appointed co-chair of VF Europe's diversity and inclusion council.
- This year VF has prioritised focus in FY22 on women empowerment, PRIDE and celebrating cultural diversity in the workplace. We're training our people on Unconscious Bias to build awareness, start conversations, inspire action and build a sense of trust, sensitivity and psychological safety for our flock.
- Training to drive a more inclusive hiring process, reducing potential biases.
- Establishing our first grassroots diversity and inclusion groups across icebreaker regions - focusing on enhancing our culture of belonging.

### How many icebreaker employees have completed Unconscious Bias Training?



### Culture club

Culture Club is an icebreaker employee-led group based in our North American region. Culture Club plans social events - both in person and virtual - including speakers and team training sessions and lunch-n-learns, ensuring everyone is staying connected.

Due to COVID-19 in 2020, the team focused on maintaining the morale of our flock, while successfully implementing monthly town halls, happy hours and outside speaker sessions on subjects such as sustainability. This year will focus more heavily on culture development and community as we return to the office.

### Leading inclusion and diversity in the industry

"VF aspires to be an inclusion and diversity leader within the apparel and footwear industry. We also strive to become one of the best global companies to work for as we lead on issues that align with our purpose."

**Read more about VF's Council to Advance Racial Equity (CARE). Its initial commitments focus on a core set of actions to support VF's employees, communities, consumers and society more broadly.**

Visit [vfc.com/news](https://vfc.com/news)



# Our natural neighbourhood

Say hello to our community of like-minded people – our natural neighbourhood. We’re a diverse lot, interconnected with nature and each other, and we’re all on the journey to move to natural.

People

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"My art encourages people to engage with the inconvenient truths of climate change, global warming and the ecological crisis we currently face."

**Justin Brice Guariglia**  
Artist and photographer, USA  
@justinbriceguariglia



"Nature has always been home to me. That is why I move to natural."

**Mike Horn**  
Explorer, Switzerland  
@mikehornexplorer



"Nature has always been my inspiration. I was a biomimetic scientist. Rather than trying to invent something new, I thought about how things had been done by nature already."

**Dr Michelle Dickinson**  
Storyteller and nanoscientist, New Zealand  
@medickinson



"Sometimes it's nice to just go outdoors with your family and be."

**Jason Nester**  
VP of Planning, Nester Hosier, USA



"Our planet is being threatened. We need to change the way we think about developing and building product."

**Jonathan Jia**  
General Manager, Venitra, China



"Nature has always been home to me. That is why I move to natural."

**Camilla Rutherford**  
Photographer and icebreaker grower, New Zealand  
@camillarutherfordphotography



"My bike is my morning commute - rain, sun, shine."

**Andrew Sutherland**  
Icebreaker grower, New Zealand



"Kaitiakitanga beautifully summarises what we are striving for with ZQ<sup>2X</sup>, and the move to natural. It's about guardianship of the land and its life-giving capacity, leaving the land better than we found it."

**New Zealand Merino,**  
New Zealand



"Sustainability should be important to everyone. It's about future generations."

**Leis de Buds**  
Zero-waste florist, Canada  
@leisdebuds



"It's possible to live a conscious lifestyle without it being bland and boring."

**The Midnight Baker**  
Natural baker, New Zealand  
@themidnightbakernz



"Everybody can make a difference, and I feel like I'm doing my bit."

**Jack Candlish - Verdure**  
Creator of sustainable surfboards, New Zealand



"Van life can get STINKY. This jacket has merino in it, which means less odour and less washes!"

**Priya Mareedu**  
Icebreaker ambassador, Seattle, USA  
@thewildindiangirl



"I want the clothes I am training in to perform, protect nature and give me the freedom to move."

**Anna Frost**  
Ultra-runner and icebreaker ambassador, New Zealand  
@annafrosty



"Live yoga, love life in tune with nature's rhythms."

**Courtenay Mastain**  
Yoga teacher, Switzerland  
IG @myltreeyoga



"I'm working with icebreaker to help educate Australians about the hidden plastics in their wardrobe."

**Jodi Gordon**  
Actress, natural clothing advocate, Australia  
@jodigordon



"I live around a lot of vegetation which serves as a daily reminder and motivation to want to do better and continue to invest in a natural lifestyle that is better for the planet."

**Chrissy Soropa**  
Friend of icebreaker, Auckland, New Zealand  
@iamchrissy\_s



"We try to respect everyone's journey, while hoping to inspire individuals along the way."

**Nada Grocery**  
Package-free grocery store, Canada  
@nadagrocery



"Nature is awesome. It deserves respect. It must be valued to enable its protection."

**Riley Elliott**  
Marine biologist, sharkman, icebreaker ambassador, New Zealand  
@lifeofrileynz



"I support brands who put our planet first. 'No' to fast fashion; 'yes' to sustainable styles that will last my lifetime."

**Amelia Le Brun**  
Photographer and friend of icebreaker, UK  
@amslebrun



"We see people picking up rubbish as they walk the beach, but we need to look at microplastics as well."

**Harrison Reid**  
Bondi lifeguard, Australia  
@harrisonsreid



"I put my dollars towards brands who put environmental, ethical and social issues before their bottom line."

**Diana Simumpande**  
Icebreaker creative, Auckland, New Zealand

People

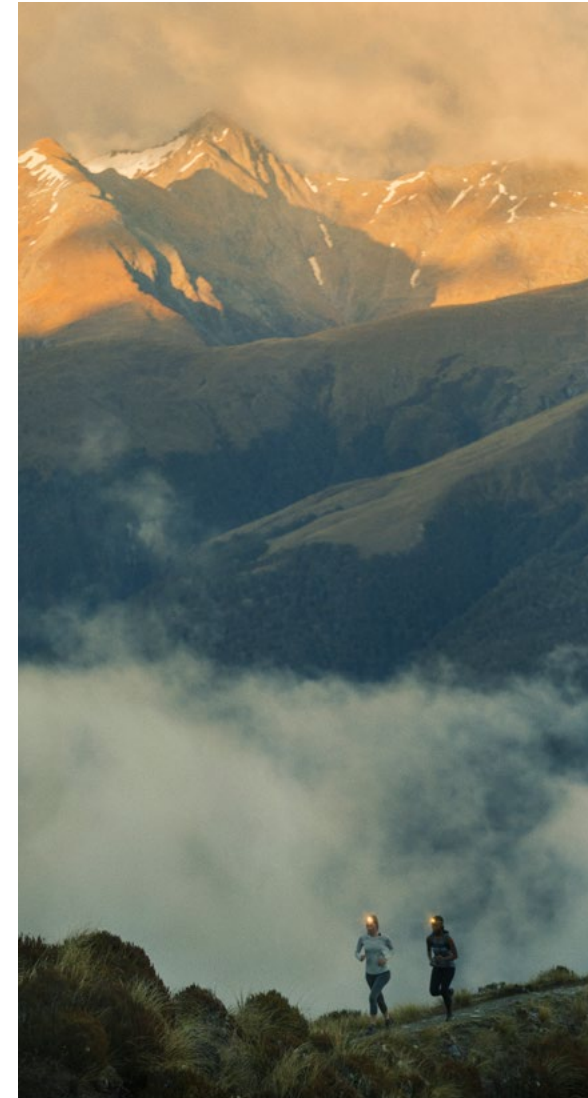
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Your vibe attracts your tribe. At icebreaker we believe our values set the standard. They create our vision and help us build a team of change-makers. Find out more about what drives our flock of passionate humans.

Are you ready to make a difference in the world and get paid while doing so?  
Discover our current job openings and how to join the flock at [www.icebreaker.com/careers](http://www.icebreaker.com/careers)



## What drives icebreakers

Building a diverse team of passionate, adventurous humans who were inspired by the same purpose was no easy feat. Ensuring that we remained on the same page and instilled our values day to day was a journey. In doing so, we built easy-to-understand and universal values that underpin how we live and breathe at icebreaker. It's our rallying cry to connect people to our purpose – move to natural.

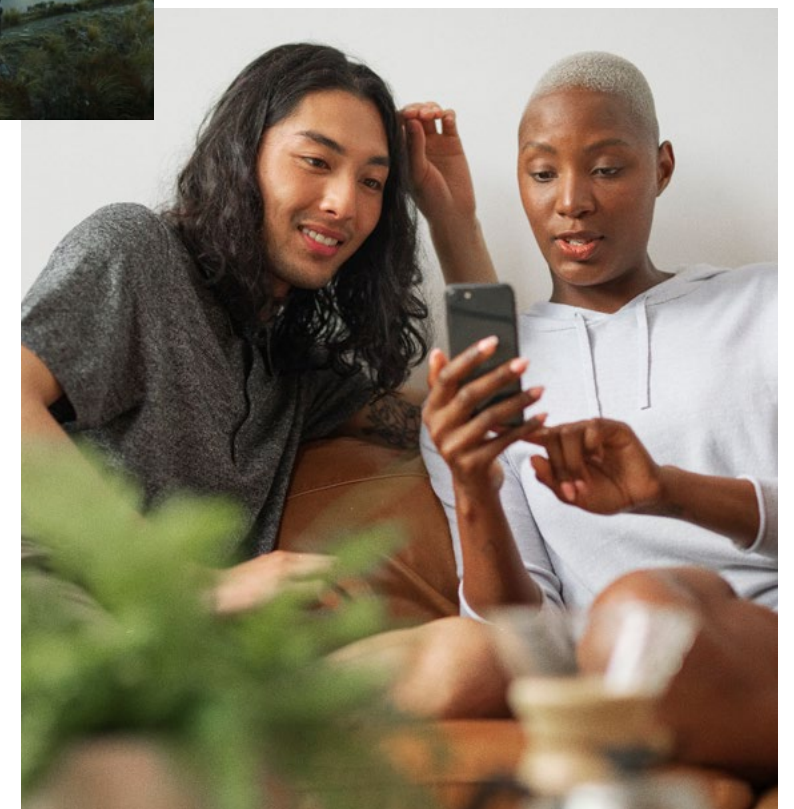
## We are icebreakers

**Authentic  
Passionate  
Adventurous  
Achievers**

icebreaker is more than just a company. To us, it's about the culture we create and the change-makers we work with that bring the essence of our business to life.

We attract awesome humans who want to make a difference. They have the courage to challenge the status quo and push boundaries in the relentless pursuit for change.

Driven by our values, these pillars are our foundation. In turn, the passionate people we work with understand who we are and what drives us.





### Who are we?

The Shepherds' purpose is to improve icebreaker's working environment. By investing in our people, we cultivate a better culture and in turn, bring out the best in our flock. It's about creating a mind shift from traditional thinking to building a new model.

### We believe in:

**Balance**  
**Wellbeing**  
**Connection**  
**Safety**

# The Shepherds

Giving back to our community through

The Shepherds – icebreaker's health and wellbeing team – ensured that support and community were at the forefront of 2020's initiatives. Scott Bishop, head of The Shepherds, shares insights into what went into making this happen.



The Shepherds are a diverse team run by the people, for the people. Our main aim in 2020 was around support and community. In a world where life's pressures are constantly growing and evolving, we can help by creating checks and balances to combat these pressures and protect our flock.

The highlight of 2020, for me, was icebreaker Day. There was huge relief to finally get the day across the line after it had been delayed a couple of times due to COVID-19. This is where we had a chance to really connect and give back to our community in need, after a year of lockdowns, job losses and mental health challenges.

For icebreaker Day our flock volunteered at Wesley Primary School. We got our hands dirty painting, fixing and repairing, helping as teacher aides and connecting with the students. Getting feedback from them after the day was so special and made the hard work feel very rewarding.

### 2020 Initiatives

#### January/February

Early finishes on Fridays for summer hours

#### April

Gumboot Friday for kids' mental health charity

#### May

Pink Shirt Day for anti-bullying day

#### July

Flu vaccinations

#### September

Mental Health Week

#### October

icebreaker Day

Pink Ribbon Day for breast cancer

#### November

Movember (raising awareness for men's mental health)

New Zealand Blood Bank

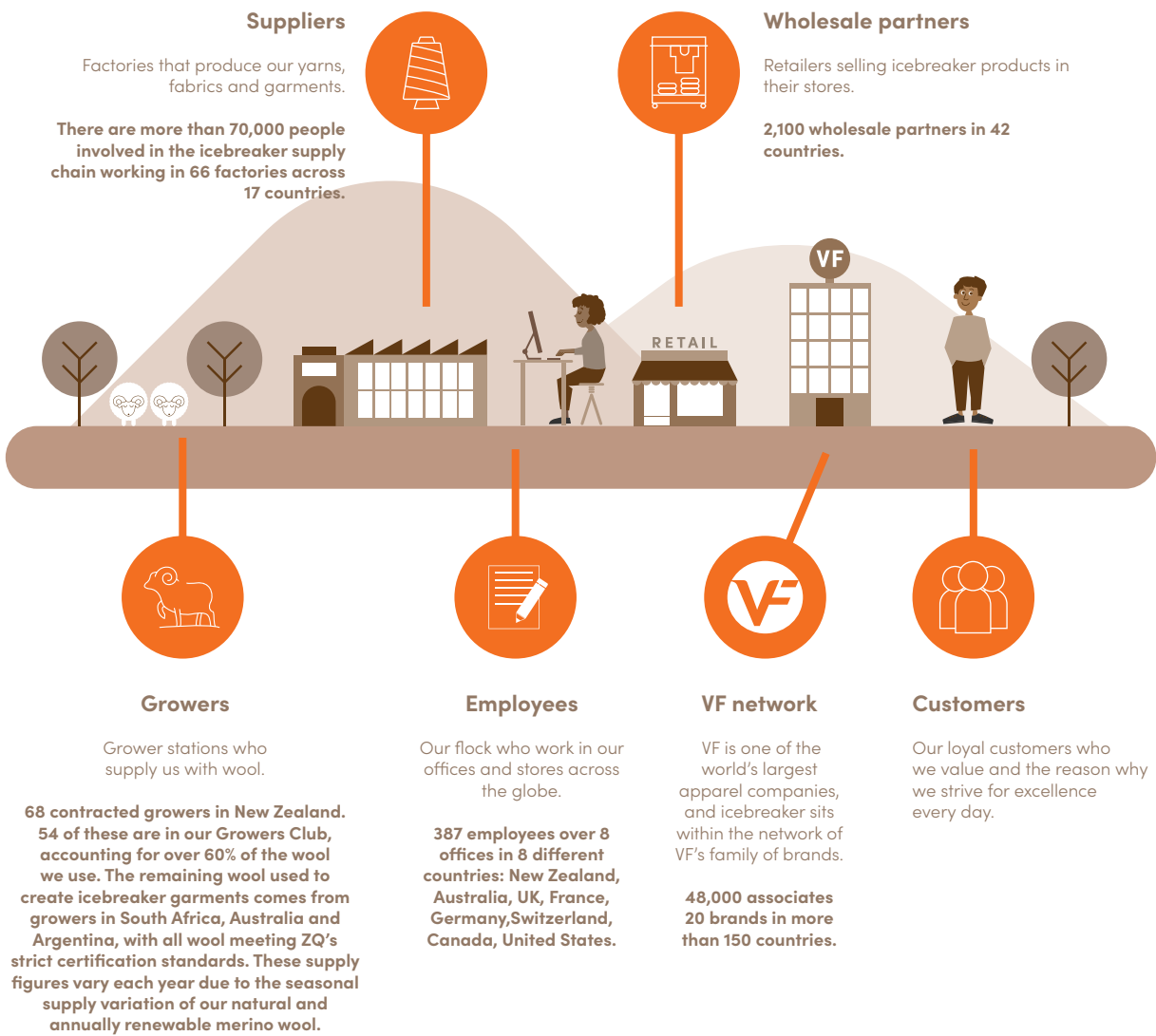
Donation Day



# Our connected ecosystem

Connection is at the heart of what we do. At icebreaker, we touch many lives across the world, and through our community we're able to share our move to natural message. Learn more about our connected ecosystem.

People  
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People  
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Improving lives

# one human being at a time

**Have you ever had to consider how to get clean water and sanitation, adequate health and nutrition, childcare and education? For most of us, we don't have to. But for some, getting access to the basics of life is a real challenge. That includes people in countries where icebreaker and VF source our products and materials. We're here to address these challenges and improve people's lives.**

Each day one million people go to work in jobs that make, move, or sell VF brands in more than 40 countries across the world. Many of these men and women work in countries where the social protection, standards, and infrastructure needed to support them, and their families are not in place.

At icebreaker, establishing safe, stable working environments for those in the factories producing our product, and improving the lives of those in local communities beyond our factory walls is critical. So, we're thrilled to be part of a company that's using its scale, influence and insight to do so.

Through our Worker and Community Development (WCD) initiative, we're focusing on three key aspects:

1. Access to water and sanitation.
2. Adequate health and nutrition.
3. Accessible childcare and education.

The WCD initiative focuses on providing workers with

the resources needed to consistently improve their lives. It doesn't stop when we tick just one of the boxes. WCD's aim is to reach at least one million people by 2026. We work directly with communities to examine local needs and priorities – allowing us to operate respectfully in host communities and understand their culture when doing business.

Not only do we improve the lives of people we work with, but it makes business sense. A core principle at the centre of WCD is the belief that the wellbeing of our workers is critical to our business. Through investing in improving their livelihoods, we will build a stronger, more resilient supply chain.



**Uniting migrant parents with their children in China.**

An estimated 15 million children in China are known as "left behind." They are often poor, live in rural areas and are left in the care of extended family members when their parents move to urban areas for better paying jobs.

Many factory workers, including workers at icebreaker supplier Supercap's factory Zhongshan Weili in Southern China are living far from home and away from their children.

Social enterprise The Centre for Child Rights and Business partnered with VF to launch the Child Friendly Spaces programme. The programme enables children to visit their parents over the summer holidays to give families an opportunity to spend time together.

In June 2018, 54 children aged 4 to 12 years old were able to visit their parents (at Supercap) and spend the summer with them. The management team of Zhongshan Weili were so impressed with the intervention, they extended the programme as a year-round initiative and it is still running today.



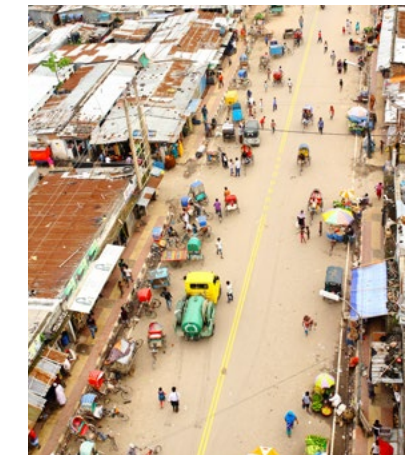
**Restoring eyesight to workers in Bangladesh.**

Globally, more than 2.5 billion people live with blurry vision because they do not own glasses. Many factory workers live in low-income countries where access to eyecare services and eyeglasses is limited or unaffordable, yet their livelihoods depend on having good eyesight.

In 2019, VF partnered with Vision Spring to conduct eye screenings for over 50,000 workers in Bangladesh and India through the Clear Vision Workplace (CVW) programme. icebreaker supplier Youngone's Bangladesh factory Karnaphuli Sportswear participated in the programme, where 6,000 workers were screened. Nearly 2,000 workers demonstrated that they had blurry vision and received the eyeglasses they needed.

The programme not only changed the lives of the workers, but the factories reported an increase in their productivity, building a strong case for the programme to continue to scale.

To sustain the CVW programme long-term, VisionSpring trained factory healthcare staff to conduct vision screening, dispense reading glasses and refer others for higher level eye care.



**Clean water and sanitation for communities in Bangladesh.**

Quality sanitation facilities continue to be a challenge for workers living in slums in Chittagong, Bangladesh. With harrowing statistics of this problem found through our research.

- 61% of workers experienced remote or unreliable access to water.
- 47% reported they had no household toilet\*.

In 2020, VF partnered with expert organisation Water & Sanitation for the Urban Poor (WSUP) to construct and upgrade water and sanitation facilities. The programme, launched in July 2020, aims to reach 30,500 factory workers and community members over the course of 18 months.

\*Needs Assessment, 2018, by VF.



Our progress -

# People

## Wellbeing

### Flexible working

One of a number of initiatives to promote a healthy work-life balance for our flock.

### Social clubs

Grassroots wellbeing groups and social clubs are run across our offices, for our flock and wider community.

## Diversity and inclusion

### Fostering a culture of belonging

We're building awareness through training programmes, amongst other initiatives.

### Unconscious Bias training

Over 95% of our flock have completed training.

### Ethics training

Our training includes techniques for tackling bullying and harassment in the workplace.

### Embracing inclusion and diversity

We are working towards 50% of BIPOC (Black, Indigenous and People of Colour) representation for our global talent and collaborators on icebreaker.com and our main global social media channels.

## Growers

### Long-term contracts

We were one of the first apparel brands in the world to launch long-term contracts with our growers in 2007. In 2018 we introduced unprecedented 10-year Growers Club contracts. These partnerships guarantee not only a high-quality fibre, but also the highest standards of land stewardship and animal welfare.

### Flock to flock

We organise station visits for our icebreaker flock so they can connect with the heart of our business - our growers.

## Supplier relationships

### Completely transparent

We list all suppliers and factories we work with, so you know where your clothes are made.

### Direct relationships with suppliers

So we can trace your icebreaker clothing all the way from sheep to finished shirt.

## Worker wellbeing

### VF Worker and Community Development Programme

Last year our parent company upgraded water and sanitation facilities for 30,500 factory workers and communities in Bangladesh.

### VisionSpring partnership

Our parent company has partnered up to provide glasses to nearly 2,000 workers who needed them in vulnerable communities in Bangladesh where we manufacture.

### Grievance mechanism

Workers in the facilities making our clothing can come forward with grievances, so that we can aim to ensure their wellbeing.

## Workers' rights

### Human Rights Commitment

We're aligned with the principles and goals of the United Nations Declaration on Human Rights.

### COVID-19 impacts

We aim to ensure financial support from governments and financial institutions, including social protection schemes, packages and programmes within the icebreaker business and supply chain.

### Fighting modern slavery

We've embedded initiatives and safeguards against it and have incorporated recommendations from the Bali Process Forum.

### Factory audits

VF's Factory Compliance programme is in line with local laws and the ILO core conventions. Results are made public and we use them to continuously improve.

### Bali Process Forum

We took part in the forum because we're committed to engaging with NGOs on global issues impacting our industry.





**Planet**

Nature is our hero



# The five freedoms of the sheep

We're passionate about looking after the sheep who make our merino wool. So are our growers. Discover how we work together to ensure the 'five freedoms of the sheep'.

## The five freedoms of the sheep

### 01 Never hungry or thirsty.

Growers ensure that their sheep always have access to clean water and adequate nutrition.

### 02 Where sheep can be sheep.

Sheep are free to roam in open pastures, so they can behave naturally with minimal human intervention.

### 03 A place to call home.

Growers ensure that their sheep have adequate shade and shelter at all times.

### 04 Out of harm's way.

Growers are required to regularly monitor stock, make sure their sheep never experience unnecessary stress or pain, prevent disease and illness, and rapidly diagnose health issues.

### 05 Freedom from unnecessary pain or distress.

Growers must handle sheep in a way that avoids unnecessary stress and pain. The practice of mulesing is not permitted.

As the original merino pioneers, we've known for a long time that merino can outperform synthetics, and that wearing responsibly sourced wool can reduce your impact on the planet.

How do we ensure the sheep who grow icebreaker's merino wool are as happy making it as you are wearing it? By being part of the ZQ programme, which allows us to check in with our growers and work with them to keep doing things better. Through the ZQ programme our growers are audited every three years – ensuring that the sheep are cared for, the environment and social responsibility of the land is managed, and as a result, the merino provided is of the highest quality.

## What's so good about the ZQ programme?

Provides a benchmark for the best practice of animal welfare, environmental protection and social responsibility.

Allows traceability back to the grower, so we know where your wool comes from.

Increases the economic, social and environmental sustainability of merino wool production.

Supports growers with access to ongoing development and advice.



## Working with our merino growers – 2020 audit

-Date range for data collected 1/09/2019-31/08/2020

Number of contracted merino growers	69
Number of growers audited in 2020*	32
Number of growers with corrective actions issued	14
Number of growers with corrective actions still outstanding	0

\* Stations are audited on a three year cycle.

Middlehurst Station, Marlborough.



# What's better than sustainable?

We're going regenerative. We still believe in sustainable practices to maintain nature. But now we're reaching beyond this to renew and repair it.  
Find out more about our journey.

## Our growers and ZQ<sup>RX</sup>

Our growers are just starting their journey with the ZQ<sup>RX</sup> platform and are at various stages of being able to call their wool regenerative.

88% of our contracted 2020 wool supply comes from growers who have signed up to the programme. They are in the process of being assessed to determine where they are on their regenerative journey. Intakes to the programme will open up again in late 2021 for our remaining growers to join.

The aim is to have 100% of our contracted growers in the programme.

ZQ<sup>RX</sup>

At icebreaker, we're here to create a better future for people and nature. That means going beyond sustainable. We're at a breaking point – where humans have used up too much of the planet's resources. The solution? Stop taking from the land and start giving back to it. We call this regenerative agriculture.

Switching to regeneratively grown wool is no easy feat. We can't do it alone. That's why we're combining forces with The New Zealand Merino Company (NZM) and global merino wool apparel and footwear brands Allbirds® and Smartwool®. We'll be working collectively with 170 merino growers to create the world's first regenerative wool platform covering 2.4 million acres in New Zealand.

This partnership will help us to ensure the merino in our clothing is grown using regenerative principles.

## What is ZQ<sup>RX</sup>?

Put simply, it's a platform for regeneratively grown wool. Created by The New Zealand Merino Company, this index builds on NZM's ZQ programme, which already ensures that the sheep are as happy making your icebreaker shirt as you are wearing it. ZQ<sup>RX</sup> is the next step: a collaborative programme where we can work with our merino growers to support them to use regenerative practices. ZQ<sup>RX</sup> provides us a platform to measure, track improvements and push beyond.

## What is regenerative agriculture?

It's many things, including focusing on soil health and more natural approaches to growing. It's not something to tick off the to-do list at the end of the day. The work is never 'done'. It's a mindset of continuous improvement. A system that focuses on tools, not rules, and progress over perfection. The intention is to draw down carbon from the atmosphere, boost soil health and ramp up biodiversity.

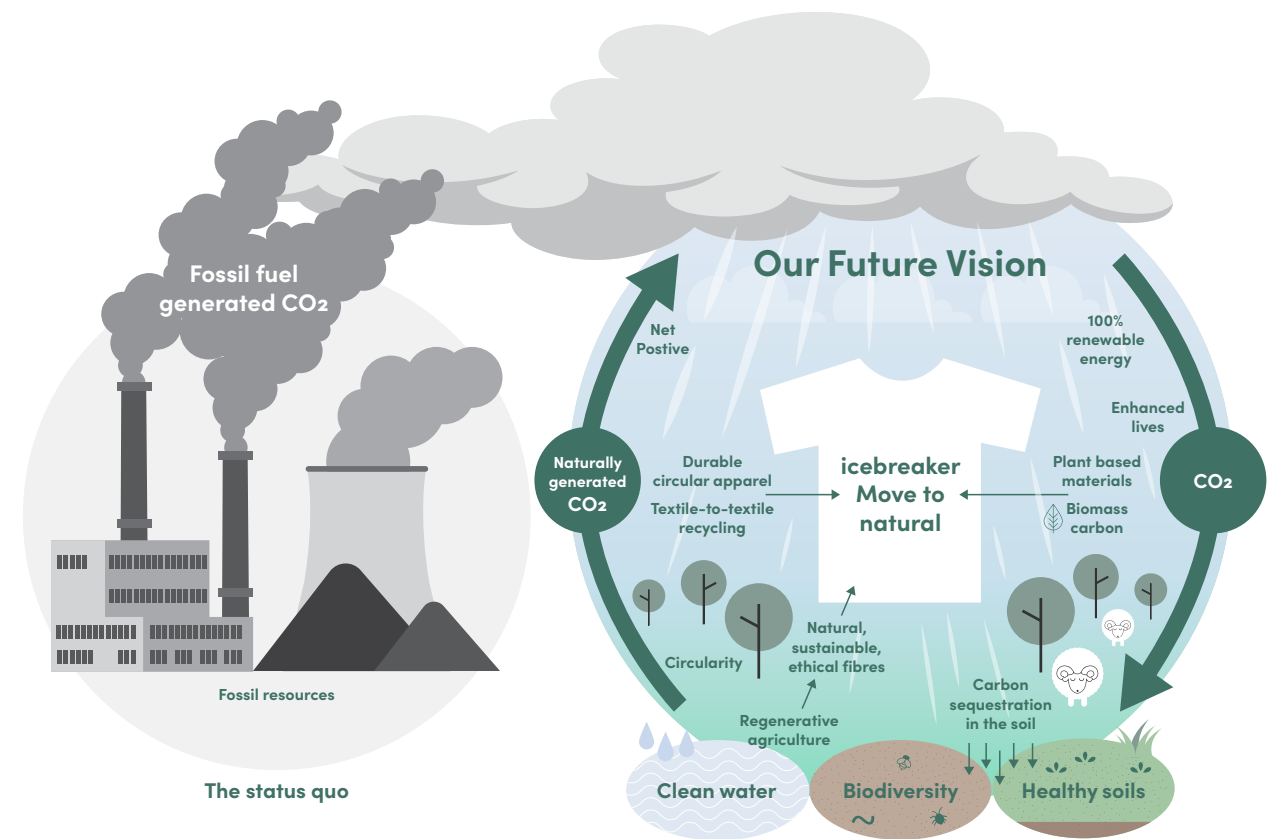
## What is our future?

We're thrilled to be on this journey with the ZQ<sup>RX</sup> programme. It will continue the strong relationships we already have with our growers, and the conversations we need to have around ways to improve and how to do that. We're helping to create a better future for our planet by focusing on small-scale, regenerative-driven actions.



# Our aim: plastic-free

We're removing petrochemical synthetics from our range to reduce our reliance on non-renewable resources. Find out the details, below.



Did you know humans produce 300 million tonnes of plastic waste each year?<sup>1</sup> Clothing based on synthetic fibres is part of the problem. Studies have shown that up to 700,000 synthetic microfibres can be shed into nature with each full load of washing. These fibres are now showing up along our coastlines, in our drinking water and in the fish that we eat<sup>2</sup>.

That's why, by 2023, our aim is for all our clothing to be made from merino wool or plant-based fibres. For the very small amount of petrochemical synthetics that cannot be removed, we're working on alternatives,

including using bio-based fibres for now. Our goal is to lead the natural apparel movement and help reduce our industry's impact on the planet. Natural fibres such as merino are annually renewable and made in nature, not in a petrochemical lab. And we think that's a naturally better solution for people and the planet.

It's a journey, and the dedication of our team to overcome barriers is a true testament to our resilience.

1. Napper, I. E., & Thompson, R. C. (2016). Release of synthetic microplastic fibers from domestic washing machines: Effects of fabric type and washing conditions, 122(1-2), 39-45. Marine Pollution Bulletin.

2. Anthropogenic debris in seafood: Plastic debris and fibres from textiles in fish and bivalves sold for human consumption. Chelsea M. Rochman et al; <https://www.nature.com/articles/srep14340>

Our vision for the future is a global 100% fossil-free textile industry that protects and restores the environment while enhancing lives.

We're removing petrochemical synthetics from our range.

**We believe in making clothing from renewable fibres sourced from nature.**

**We want to help build a future for our planet where it is free of pollution from petrochemical-synthetic microfibres.**

**We believe nature has the answers, so we're working with it to build a better future.**





# Our journey towards zero waste

## Waste

Waste is a serious issue facing the world today. The apparel industry is a big contributor to waste. “Each year millions of tonnes of clothes are produced, worn, and thrown away,” according to the Ellen MacArthur Foundation. “Every second, the equivalent of a rubbish truck load of clothes is burnt or buried in landfill. The fashion industry is one of the major contributors of plastic microfibres entering our oceans.”<sup>1</sup>

At icebreaker, we believe in the wellbeing of the planet, so we’re striving to improve in every way we can. As a clothing company, we believe it is extremely important to manage our waste and reduce it wherever possible. We acknowledge the linear system of production isn’t sustainable for a planet with a growing population and limited resources – the “take, make, waste” approach results in our industry losing valuable financial and environmental assets.

Zero waste is a set of principles focused on waste prevention across all categories of waste that encourages the redesign of resource life cycles so that all products are reused. The goal is for no trash to be sent to landfills, incinerators or the ocean.

We have initiated a project to identify and assess all areas of waste within our supply chain, including water, chemical and solid material. The idea is to better understand where the hot spots are and aim to set targets for reduction. As part of this, we are deep-diving into fibre and fabric waste in the production

process and how these are used or disposed of currently, with the aim of better understanding circularity opportunities within our production.

We are under no illusion that we have a lot of work to do. But we believe every step forward is a step in the right direction.

We have a bunch of initiatives we are exploring to reduce waste and look forward to sharing updates of our progress in this space in our next Transparency Report.



1. World Economic Forum, Ellen MacArthur Foundation and McKinsey & Company (2016). The New Plastics Economy – Rethinking the future of plastics (<http://www.ellenmacarthurfoundation.org/publications>).



# Sustainability throughout our supply chain

Why are icebreaker clothes a sustainable choice for your wardrobe? It's because we're committed. We don't just look at the end product, we find ways to be sustainable all the way through our supply chain. Read more about what we're doing through our Supply Chain Sustainability team.

We're purpose-led and performance-driven with a desire to make a positive impact on people and the planet. We want to inspire people to live naturally better. Profit enables us to do so, but we don't want it to come at the expense of our people and planet's wellbeing. That's why we've created a Supply Chain Sustainability Team.

Our Supply Chain Sustainability team works to constantly reduce the environmental impacts of our supplier factories. We aim to determine the most efficient and sustainable way for our factories so that our operations don't produce harm to the local environment. How can we do this? By considering energy, chemicals, waste and water use.

## What we're doing for sustainability in our supply chain

**1. Higg FEM (Facility Environmental Module) programme – measuring the environmental footprint of our supply chain.**

**2. Wastewater compliance programme – ensuring no raw wastewater is released into the environment or local community where our factories are located.**

**3. Resource efficiency programme – 99% of our climate impacts come from Scope 3 emissions sources, including raw material extraction, processing and production, transport and distribution. We work with industry partners to continually enhance factories' knowledge and management of environmental impacts.**

## What is the Higg Index?

- A suite of tools to standardise the measurement of environmental and social impacts across the value chain.
- Helps factories to understand where they are in their sustainability journey.
- Identifies opportunities to enhance factories' sustainability performance.

## Resource efficiency programme

- Focuses on water, energy, waste.
- We see huge opportunity to improve our energy management systems to conserve energy and find cleaner or renewable sources of energy.
- To scale our impact, we work with a number of initiatives across the world for support.

## Case study: Vietnam

- We've joined hands with other big names to promote sustainable manufacturing in Vietnam.
- Working in partnership with International Finance Corporation (IFC), as collaboration is key in tackling these issues.
- Experts work with the factories to identify key opportunities to optimise energy and water efficiency.
- They also look at the opportunity to install renewable energy on-site through rooftop solar technology.



Our progress –

# Planet

## Ethical practices

### Five freedoms of the sheep

The ZQ programme sets our high standards of animal welfare, environmental protection and social responsibility.

### No mulesing

In 2007 we were one of the first outdoor apparel brands to ban the mulesing of sheep.

## Regenerative future

### We're going regenerative

In 2020 we announced the launch of ZQ<sup>®</sup> – the first regenerative wool index – in partnership with The New Zealand Merino Company (NZM) and other leading merino brands.

### Our partnership with NZM

This partnership enables significant sustainability research and allows us to drive change.

## Pollution and climate impacts

### Life Cycle Assessment

We've measured the impact of our merino base layer so we can explore ways to leave a lighter footprint.

### Only ethically grown, sustainable cotton

We work with industry-wide certifications such as the Organic Cotton Standard (OCS) and Better Cotton Initiative (BCI).

### Supply Chain Sustainability Team

The team is working on projects to lower our impact, including improving resource efficiency in our supply chain, across water, energy, wastewater disposal and waste reduction.

### Restricted substance list

A publicly disclosed list, which shows what suppliers must abide by when producing icebreaker products.

### Aligning with VF's Science-based Targets (SBTs)

Our strategy aligns with our parent company's SBTs to address some of the industry's most challenging issues.





**Product**

The comfort of natural fibres

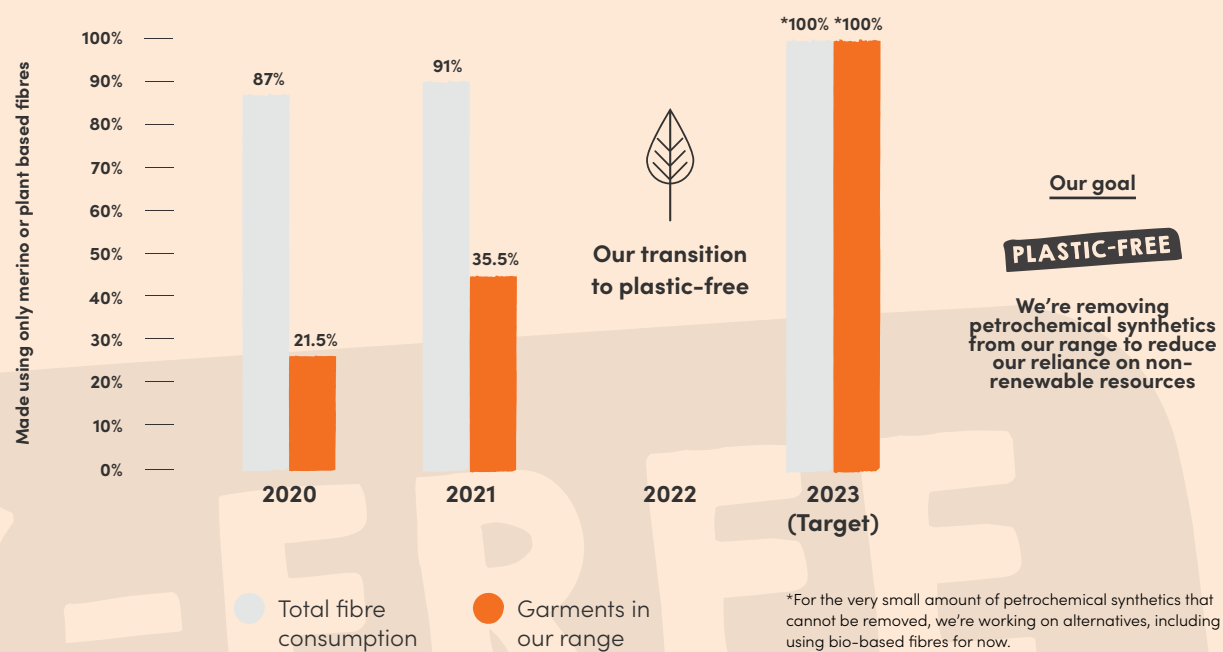


# Passionate about plastic-free

We're getting closer to our plastic-free goals. In 2021 we will use 91% merino and plant-based fibres across our range. And we won't stop there on our journey to move to natural.

**Our roadmap to plastic-free**

We're passionate about moving to natural by removing petrochemical synthetics from our clothing. Here are the stats on how we are increasing the use of merino and plant-based fibres in our range.



## Our aim: plastic-free

1. In 2020 we had 87% merino and plant-based fibres across our range, with the remaining 13% being petrochemical-based synthetic materials that we're phasing out.
2. We're keen to use only fibres sourced from nature. We're even going as far as removing products that we are yet to find a natural alternative for.
3. When we need to keep synthetics (for performance purposes), we're searching for bio-based alternatives. Basically, when we hit a roadblock, we keep looking.

## Merino vs petrochemical synthetics: what's the difference?

Clothing made with natural merino fibres is naturally odour-resistant and breathable. You can wear it for longer between washes, which is not only good for you, but also uses less of the planet's resources.

Petrochemical synthetics feel clingy, smell after wear and contribute to microfibre pollution.

As well as that they require the addition of chemical finishes to achieve certain performance characteristics, while natural fibres such as wool are able to deliver these benefits naturally.

## Bio-based yarns: what are they and why are they better?

Created from either partial or 100% natural and renewable resources, bio-based yarns can be a better alternative to petrochemical synthetics. Through appropriate agricultural initiatives such as organic or regenerative practices, bio-based fibres have the potential to reduce CO2 emissions. We see these as a potential solution to stop dependency on fossil-fuel-based synthetic materials, without reducing product performance. Stay tuned as we introduce them to our range from Spring/Summer '23.

**"Plastic against your skin? Really? We believe there is a better way."**

Jeremy Moon, icebreaker founder

## Perfluorinated Compounds (PFCs)

Perfluorinated Compounds (PFCs) are a group of chemicals commonly used in outdoor clothing for durable water-repellent (DWR) finishes. However, PFCs are known to be bioaccumulative and environmentally persistent.

icebreaker has never used C8 DWR coatings. Some of our outerwear fabrics used to contain 'short chain' version C6 treatments and in our previous reports we shared our ambition and progress in transitioning these fabrics to be PFC-free. We're thrilled to report that as of 2020 we no longer have any DWR fabric finishes containing PFCs.



# Fibres from nature

We've always focused on natural and renewable fibres, but have blended with some synthetic content to increase performance. Find out how we're removing petrochemical synthetics from our range to reduce our reliance on non-renewable resources.

We believe nature has a better way. As part of our plastic-free journey, we're relentlessly seeking natural or bio-based synthetic alternatives to the petrochemical synthetic fibres still in our range today.

Merino wool sets the basis for our clothing. To name a few benefits, it feels amazing against your skin, is highly breathable, regulates your body temperature and doesn't hold odour like petrochemical synthetics.

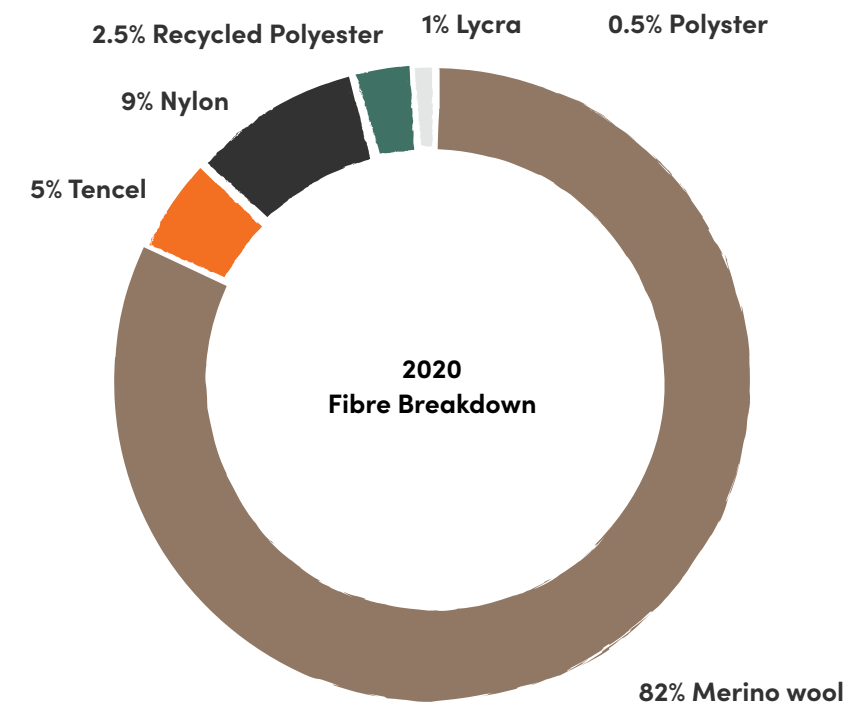
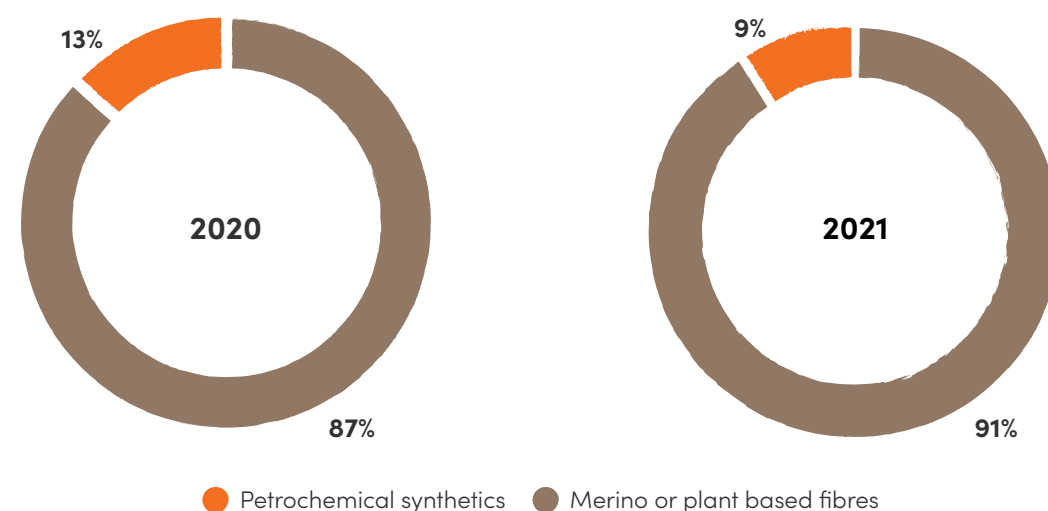
**Today, our business reflects our dedication to natural fibre solutions. Some 87% of our global fabric consumption is natural fibre and only 13% of all fibre used is synthetic.**

We use plant fibres, too – such as organic cotton and linen. And plant-based TENCEL™ Lyocell. Blended with our hero fibre, merino, they make beautiful, versatile and high-performing fabrics.

But we do use some petrochemical synthetic fibres. Why? Because they can enhance the performance properties of clothes. So we're working to remove them, or redevelop them as bio-based alternatives.

**We're on track to have all of our main fabrics plastic-free by '23. For now, the synthetic fibres we include in our range serve specific performance requirements, such as adding stretch. We never blend to make our fabrics cheaper.**

Our fibre use- merino and plant based v petrochemical synthetics



## TENCEL™ Lyocell

TENCEL™ Lyocell (sourced from Lenzing) is made from a natural raw material – wood. The wood pulp is turned into cellulosic fibres using an environmentally responsible, closed-loop production process.<sup>1</sup> TENCEL™ Lyocell has a natural cooling effect when worn and we're thrilled to use it in our innovation, Cool-Lite™.

## Nylon

Nylon, although manmade, is strong and durable. We mainly use it in our Corespun technology, in which nylon is wrapped with merino, so that the soft, natural fibre is next to your skin. Because we want to reduce our dependancy on petrochemicals, we have adopted a bio-based nylon, which from 2023 will replace the conventional nylon we use in our range today.

## Polyester

In 2020, polyester represented only 3% of our total fibre consumption. Most of this was recycled polyester. But we don't want to stop there, we want to remove all polyester altogether from our clothing. In the past, we used it for our waterproof range, so we're currently innovating to find natural replacements.

## Elastane

We use elastane to provide stretch, comfort and freedom of movement. We've partnered with a leading elastane supplier to develop a partially bio-based version. Keep your eyes peeled as this launches in our 2023 ranges.

## Linen

Combining the qualities of two amazing natural fibres, last year we blended merino and linen to enhance our knitwear range. Linen is a natural fibre derived from flax plants. Our high-quality linen is grown in its natural habitat – France and Belgium. When blended with merino, the flax fibres complement wool's natural absorption of moisture before feeling wet.

## Ethically grown cotton

Currently, cotton makes up less than 1% of our total fibre consumption. However, as we move away from synthetic fibres, we'll be increasing our use of cotton. It's important that we source ethically grown and sustainable cotton. That's why the cotton we use is either Organic Cotton Standard (OCS) certified or BCI (Better Cotton Initiative).

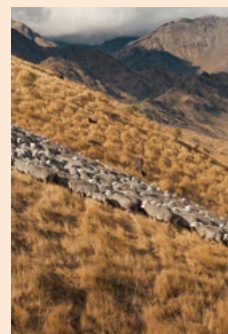
<sup>1</sup>Source: [www.lenzing-fibers.com](http://www.lenzing-fibers.com)





# Designed with nature

We're in awe of nature and its genius solutions, so we aim to build on these. Discover how we lead and innovate with what nature provides through our design principles.



## Natural

We're the natural performance apparel pioneers. Our roots are earthed in the land of merino sheep. We're inspired to continue leading, innovating and creating from what nature provides.



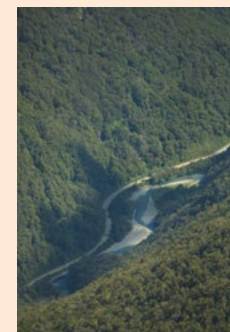
## Performance-led

Our clothes are made with naturally active fibres that adapt to your body's needs for optimum performance.



## Long-lasting

We believe in quality. Clothes that last in your wardrobe are better for the planet. So that you can do more with less.



## Responsibly made

We believe in leaving the planet better than we found it, including focusing on regenerative practices, sustainable sourcing, more natural approaches and less waste. By considering every step in the process, we aim to use only what we need and nothing else.



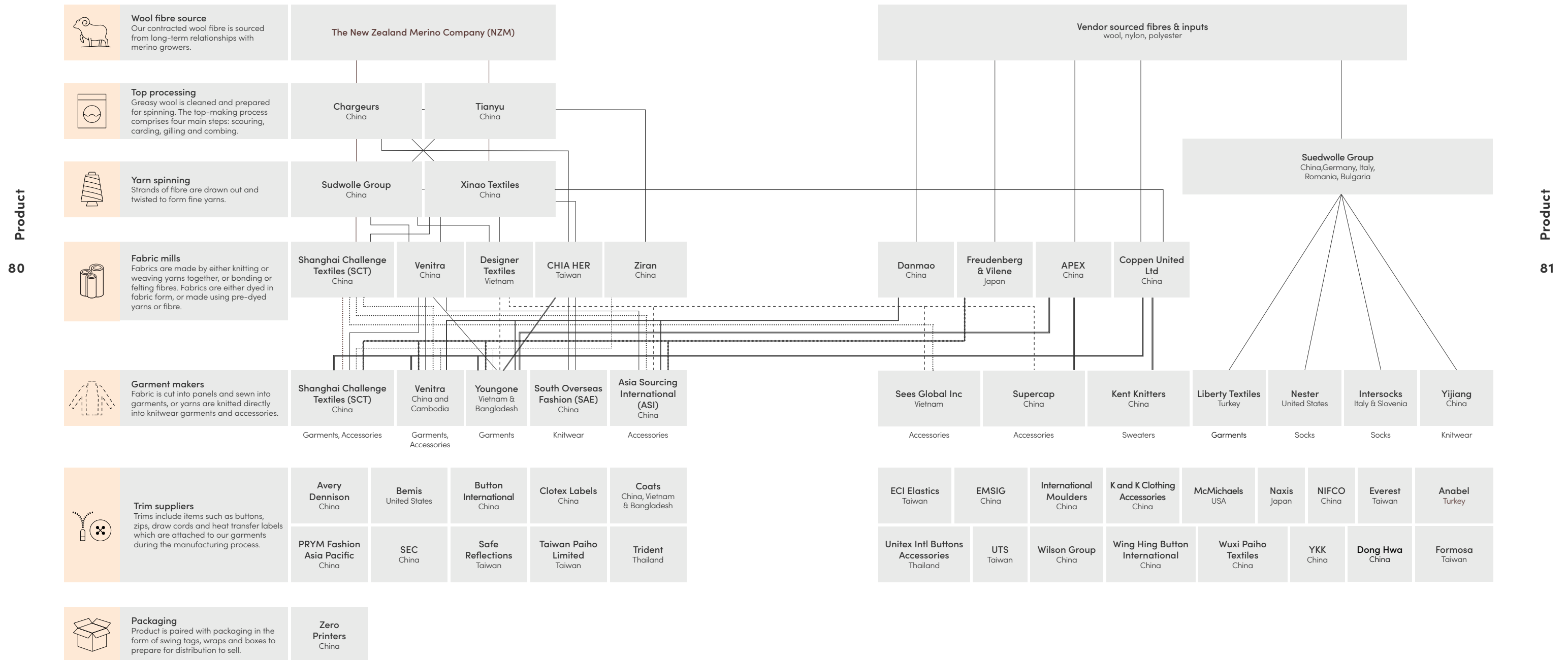
## Versatile

Our clothes are made to be worn for all of life's adventures. They're designed to pack light - and help you live naturally better.



# Supplier matrix

## 2020 production



In addition to the direct supplier relationships represented in the matrix, there are additional suppliers utilised by our suppliers to source yarn, trims and packaging on our behalf. These are defined as 'vendor-sourced' components and we have traced the associated suppliers in the Supplier Appendix. In total there were 50 vendor-sourced suppliers used in the 2020 production year.





Who makes my

# icebreaker clothing?

It's important to us that we can answer that for you. So that you can make more conscious choices in your wardrobe. So, step inside our supply chain and discover more about the people and places behind your icebreaker.

We have direct relationships with nearly all of our suppliers. Direct relationships mean we know who is involved in making your clothes, from sheep to finished shirt. Why is this important? Because it enables us to ensure everyone in our supply chain has fair working conditions, and that icebreaker clothes are made using ethical practices.

### Who made your icebreaker clothing?

Our direct relationships are something we're truly proud of. They build deep trust between us and our suppliers, allowing us full visibility of our supply chain. We have direct relationships with all of our garment vendors as well as our fabric and yarn suppliers.

### Where do your clothes come from?

It's part of our purpose to show you where your icebreaker clothes come from. That's why we ensure our products are traceable. We are able to map a product's journey from sheep to finished shirt. And we've started to share these journeys with you via the VF online mapping tool. The end result? Showing you full transparency for every mapped product.

In addition to the direct supplier relationships represented in the matrix, there are additional suppliers utilised by our suppliers to source yarn, trims and packaging on our behalf. These are defined as 'vendor-sourced' components and we have traced the associated suppliers in the Supplier Appendix. In total there were 50 vendor-sourced suppliers used in the 2020 production year.

### Asia

Factories	57
Employees	68,728

### Australasia

Factories	0
Employees	54

### Europe

Factories	5
Employees	425

### North America

Factories	4
Employees	1007



Innovation is our game.

# How our innovations are paving the way

We're constantly striving to help shape the industry for the better, developing natural fabrics and innovative technology for the future of people and the planet.

## RealFleece™

Merino fibres are brushed to create a luxuriously soft fleece that warms your body naturally.

## Cool-Lite™

Our summer fabric, icebreaker Cool-Lite™, is a blend of merino and TENCEL™ Lyocell. TENCEL™ Lyocell is made from a natural raw material – wood. The wood pulp is turned into cellulosic fibres using a more environmentally responsible, closed-loop production process. Cool-Lite™ is a lightweight and breathable fabric with natural moisture management properties.

## MerinoLoft™

MerinoLoft™ is a wool insulation we use in jackets to enable incredible and lightweight warmth. It's a natural alternative to synthetic insulation or duck down. It's breathable and machine washable.

## BodyfitZone™

Strategically placed zone mesh panels actively regulate your body temperature and let your skin breathe during high-intensity activity.

## ZoneKnit™

ZoneKnit™ - Engineered body mapped technology to regulate your body temperature and let your skin breathe during high-intensity activity.



## How we won an ISPO award

We were thrilled to win a Sustainability Achievement Award at the premiere outdoor industry awards. The judges decided our ZoneKnit™ Hoodie, with its innovative design and annually renewable, sustainably sourced merino wool fibres, deserved their seal of quality.

### ZoneKnit Hoodie:

- ZQ-certified 100% natural merino wool
- Traceable wool fibres
- Breathable zones mapped to the body for comfort and performance



# Packaging – a problem and a solution in one

It's something we need, yet finding the most sustainable packaging solution can be a challenge. But we believe that every challenge is an opportunity. Discover how our packaging principles guide us to find better solutions.

Packaging exists throughout our business in many different forms. From the protective bags around our garments leaving the factories, to boxes and tags, and the mailer bags we send our online orders in. We let our packaging principles guide us on the journey to more sustainable options:

## Plastic-free

While our focus is on removing petrochemical synthetics from our clothing, we're also removing plastics from our packaging.

## Recycled, recyclable or regenerative.

Ensuring our natural materials have both a sustainable sourcing and end-of-life plan.

## Optimised

Stripping what is unnecessary, or over-engineered. All our packaging must be purposeful and useful.

## How we're improving our packaging

**Swing Tags made with organic cotton cord and natural sugarcane-based card.**

**Natural cardboard boxed packaging with stock certified by the Forest Stewardship Council (FSC).**

**Accessories packaging primarily made up of FSC cardboard, and free from plastic fixings from 2022.**

**Trialling FSC-certified, curbside recyclable paper for our factory bags.**

**Aiming to remove plastic courier bags entirely and reduce box usage for our mailer packages.**

# Naturally better stores

Our purpose is to connect you with nature, not only through our clothes, but also through our in-store experience. Learn about what we're doing to enhance the natural elements in our stores.

Our stores are built to enhance the connection with nature. When you're in one of our new icebreaker Touch Labs you can take a moment to pause and refresh – with water on tap, comfy seating and calm lighting. Framed by trees and natural elements, our stores give you a more restful experience.



Our stores that opened in 2019 and beyond are bespoke, with locally made fixtures and natural materials. Through our material choices we support recycling and reuse at the end of their life.



We're also looking at ways to reduce plastic and waste in-store and how we can support local producers and natural change-makers.



We also look for solutions to larger industry-wide problems. Such as mannequins, which are one of those unlikely suspects in the plastic waste crisis. Working in partnership with Penther Haus, we developed a global first – a full-body paper-paste freestanding mannequin. Cool, huh? It gets better. This paper-paste material is made entirely of recycled paper pulp (without adhesives or toxins) and is 100% recyclable.



How merino sheep survive in

# scorching summers and freezing winters

A natural fibre capable of outperforming synthetic material – our merino wool proves time and time again how amazing nature is. Learn about our journey with superfine merino wool.

How do we make naturally derived fibre that outperforms synthetic material?

The answer is we don't. Merino sheep do. At icebreaker, we have 25 years of experience in specifying the highest quality, ethically sourced merino.

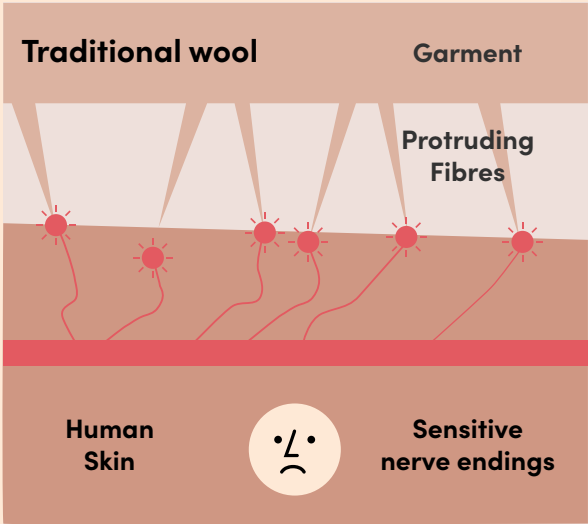
Eons ago, animal hair – designed to keep a mammal warm – evolved to become wool. It then evolved to become superfine merino wool. This adaptation developed as the merino sheep broke away from other breeds; heading to the mountains in search of new food and seeking safety from predators.

Merino are not your regular sheep, chewing grass in the lowlands. They have evolved to survive the scorching summers and freezing winters of New Zealand's rugged Southern Alps.

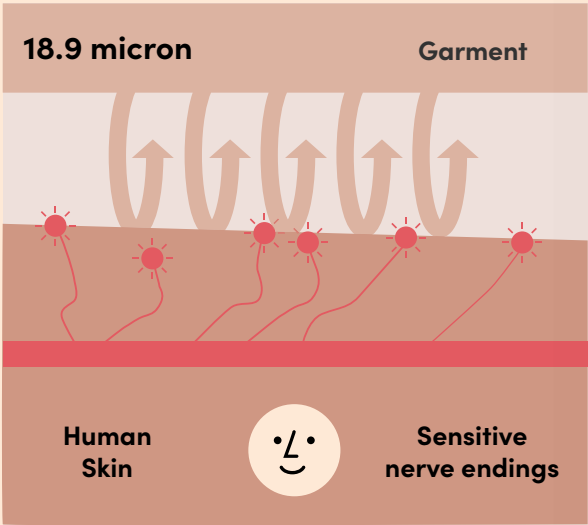
Merino survive these extremes through the incredible natural engineering of their fleece. It is five times finer than a human hair. That's about twice as fine as regular wool. This makes it lighter, more breathable and with better insulating properties.

The merino's summer coat is able to keep cool in temperatures over 30°C (86°F). In winter, merino grow an extra layer of wool. This keeps them warm as temperatures plummet to -10°C (14°F). A regular sheep would not survive.

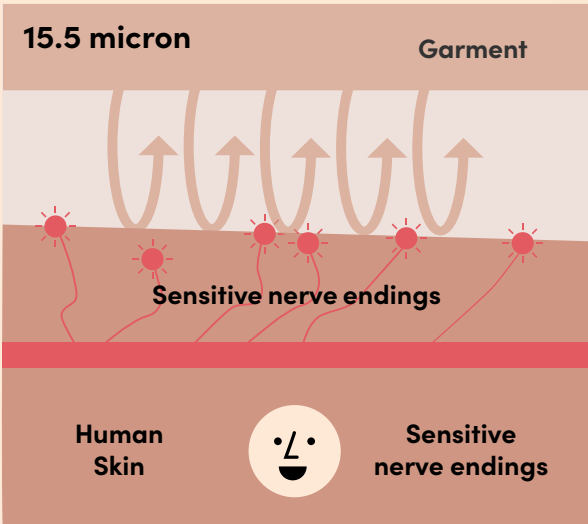
**Simple, efficient, ingenious.**  
**Nature's solutions aren't tested in laboratories; they face the ultimate continuous field test.**



Coarse and stiff fibres do not bend when in contact with the skin, causing discomfort.



18.9 micron merino fibres simply bend, meaning there is no sensation of prickle, only softness and comfort.



15.5 micron merino fibres provide extra softness and comfort due to the smaller fibre diameter.

How microns determine the fibre's fineness

Our standard micron is 'superfine' at 18.9 microns.

For FW21, we'll be adding a new 'extra ultrafine' fibre to the range, at 15.5 microns.

The 15.5 microns fibre has the luxury and softness of cashmere, but is easier to care for because it is machine-washable.

It feels luxurious and silky-soft.

As with all our merino wool, it's naturally breathable, warm and regulates body temperature.



**“We were the first company in the world to develop deep, long-term relationships with merino farmers. This has allowed us to develop unrivalled expertise in specifying and selecting the finest quality merino.”**

**Jeremy Moon, icebreaker founder**

# How is our merino wool different?

Being the pioneers in developing deep, long-term relationships with our merino wool growers allows us to create unrivalled quality in merino wool.

Find out how.

Our quality merino wool is a testament to our deep, long-term relationships with our merino wool farmers. Our connection with our growers provides them with the security to invest in their businesses, land, animals and people. In turn, it results in us having a consistent supply of high-quality merino wool.

Ethical sourcing is critical to us. We want to protect our growers and we want to protect the animals we source the wool from. Our animal welfare policy ensures a healthy, low-stress quality of life for the sheep, enabling the merino sheep to produce healthy, high-quality merino wool.

In order to maintain quality merino fibres, we specify fibre length, strength, diameter, consistency, colour and cleanliness. We even specify our own icebreaker ‘style’ of raw fibre that ensures we get the right crimp and structure. Grown and sewn with trusted partners and factories around the world, our transparent supply chain is pivotal to our high standards.

## **Why icebreaker merino?**

**The special qualities of our merino make it an incredible natural performance fibre and a beautiful fabric to wear.**

### **Resilient**

icebreaker merino fibres are resilient, with the ability to extend to more than 30% of their length without breaking.

### **Regulates body temperature**

Merino wool thermo-regulation properties allow the wearer to gain or release heat depending on their needs.

### **Soft**

The fibre is so soft that we want you to feel it to believe it.

### **Naturally odour-resistant**

Our merino outperforms other fibres with its ability to resist the build-up of unpleasant odours.

### **Moisture management**

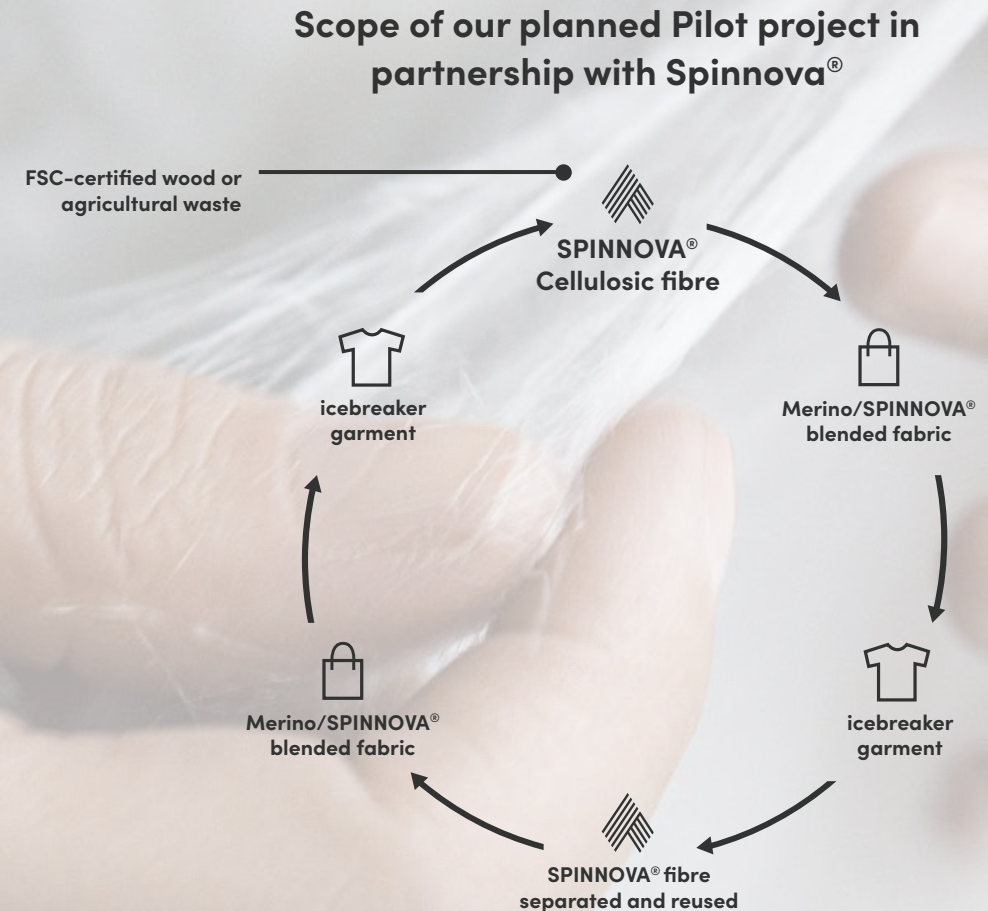
Merino is great at absorbing moisture from your skin and releasing it into the air. Leaving you drier and more comfortable.



Innovation that starts

# with the fibre, not the fabric

Want to hear a bold idea? Develop a revolutionary blend of merino and wood-based fibre. Here's how we are making it happen, in our exciting collab with SPINNOVA®.



## Our collaboration

Now, with a merino/SPINNOVA blend we are piloting a yarn aimed to be separated and reused, with the ambition to get one step closer to circularity.

The clothing we are developing, using yarn blended from SPINNOVA® fibre and merino, is aimed at lowering our impact on the environment, while offering unparalleled quality. (Stay tuned for the range to hit stores in the near future).

## Why collab with SPINNOVA®?

New Zealand and Finland – two extremes geographically – yet drawn together with a combined goal of cleaning up the textile industry.

Passionate people behind both brands that could make a seemingly impossible idea come to life.

With a shared ambition of reducing the impact on the environment, working together was basically a no-brainer.

<sup>1</sup>Processing of wood-based microfibrillated cellulose and nanofibrillated cellulose, and applications relating to papermaking: a review Sinke H. Osong, Sven Norgren, Per Engstrand

So, what's so exciting about SPINNOVA® fibre? It's created with a mechanical cellulosic process, which turns FSC-certified wood pulp into a fibre. Initial pilot trials indicate that SPINNOVA® fibers have the potential to be recycled into a new fibre again and again which would make this process disruptively circular.

## This is how it's made

### 1. Grind

First wood pulp is ground to microfibrillated cellulose (MFC)<sup>1</sup>.

### 2. Mix

Next MCF is made into a spinnable gel.

### 3. Spin into fibre

The gel is pushed through tiny nozzles, dried and collected. In effect, the technology is 3D printing.

Connecting people with nature is in our DNA. Not just in terms of getting out in nature, but also how your clothing is born from nature, and how it can have less impact on the planet.

Unlike some other apparel companies, we start with the fibre, not the fabric. And we're passionate about innovative fibre solutions. Enter Finnish innovator, SPINNOVA® – the sustainable material company. Born from a bold idea, we're working with SPINNOVA® to develop a fibre blend that could make the (seemingly) impossible, possible.

We've always looked to nature for solutions. Which is why we base our clothing on annually renewable merino fibres. But it doesn't stop there. Together with SPINNOVA® we have seen a chance to further lead the industry with more sustainable options.

After years of research development and scientists paving new paths, SPINNOVA® had created a new way to make textile fibre out of wood pulp or agricultural waste. The result? A plant-based and strong fibre.



Our progress -

# Product

## Fabrics

### Natural merino and plant-based fibres

In 2020 we used 87% merino and plant-based fibres in our main fabrics.

### PFC-free

All our water-repellent fabrics are now PFC-free.

### Acrylic-free

We've completely removed acrylic from our range.

## Packaging

### FSC-certified

Last year we changed to Forest Stewardship Council-certified packaging, and we're encouraging our customers to recycle it.

## Design

### Design principles

Our designs look to nature for the solutions, so that we can help people to live naturally better.

## Traceable product

### Sheep to finished shirt

Direct relationships with our suppliers allow us to fully trace your icebreaker clothing. You can trace some our products here:

<https://www.vfc.com/sustainability-and-responsibility/traceability-maps>

## Circular principles

### SPINNOVA® partnership

We've been developing our most sustainable blend of merino and wood-based fibre.



This report is based on calendar year 2020.  
In instances where facts and figures reflect a  
different time period, the relevant time period  
has been specified.

# Appendix



# Grower Listing

icebreaker contracted growers for season 2020

Property Name	Grower Club	Location	Last Audit Date
Ahuriri Downs	Yes	Omarama	5/30/2018
Ardgour	Yes	Wanaka	8/28/2020
Aviemore	No	Otematata	3/19/2018
Awapiri	Yes	Blenheim	8/26/2020
Baldwin	Yes	Roxburgh	9/3/2020
Benmore Station	Yes	Omarama	6/3/2020
Blackstone Hill	No	Omakau	3/20/2018
Blue Mountain	Yes	Fairlie	2/2/2018
Bluff	Yes	Kekrengu	7/29/2020
Bog-Roy	Yes	Kurow	5/22/2020
Bonjedward	Yes	North Canterbury	7/6/2020
Braevaar	Yes	Amberley	6/18/2020
Branch Creek	No	Wanaka	6/19/2018
Branches	No	Queenstown	11/27/2020
Cairnmuir	Yes	Cromwell	8/11/2020
Carrick	Yes	Cromwell	7/6/2020
Carrickmore	No	Ranfurly	6/20/2018
Castle Ridge	Yes	Hakatere	11/24/2020
Catherine Field	Yes	Pukaki	3/19/2018
Cecil Peak	No	Queenstown	8/10/2020
Cluden	Yes	Cromwell	10/22/2020
Cora Lynn	Yes	Arthurs Pass	6/29/2020
Corleggy	Yes	Blenheim	7/27/2020
Cragside	Yes	Oturehua	5/14/2018
Craiglea	No	Roxburgh	10/16/2020
Dolphins	Yes	Palmerston	8/22/2020
Earnsclough	Yes	Alexandra	8/26/2020
Erewhon	Yes	Ashburton	8/25/2020
Glen Orkney	Yes	Blenheim	3/13/2018
Glenfoyle	Yes	Cromwell	6/18/2020
Glentanner	Yes	Mt Cook	2/2/2018
Godley Peaks	Yes	Lake Tekapo	1/13/2021
Goulburn	Yes	Oturehua	10/15/2020
Guide Hill	No	Lake Pukaki	2/12/2018
Hartfield	Yes	Ranfurly	3/22/2018

Property Name	Grower Club	Location	Last Audit Date
Hilltop Downs	No	Roxburgh	9/3/2020
Ida Valley	Yes	Oturehua	8/10/2020
Lake Coleridge Station	Yes	Lake Coleridge	8/3/2020
Lake Heron	Yes	Hakatere	8/14/2020
Lake Ohau	No	Omarama	2/23/2018
Lake Taylor	Yes	Hawarden	8/7/2020
Lindis Peaks	Yes	Tarras	11/12/2020
Maherua	No	Little River	2/7/2019
Mangaiti	Yes	Wanganui	6/16/2020
Matakanui	Yes	Omakau	6/18/2020
Middlehurst	Yes	Blenheim	6/20/2018
Monaghan	Yes	Blenheim	7/27/2020
Mt Nicholas	Yes	Queenstown	8/26/2020
Mt Ross	Yes	Middlemarch	8/17/2020
Mt Whitnow	Yes	Hawarden	6/18/2018
Muller	Yes	Blenheim	6/27/2018
Muzzle	Yes	Clarence Valley	3/6/2018
Nokomai	Yes	Lumsden	6/22/2020
Northburn	Yes	Cromwell	8/6/2020
Omarama Station	Yes	Omarama	6/25/2020
Ormond	No	Blenheim	7/24/2020
Otekaieke	Yes	Dunroon	4/19/2018
Otematata	Yes	Otematata	3/19/2018
Patearoa Station	Yes	Ranfurly	3/21/2018
Redcliffs Station	Yes	Methven	7/30/2020
Roseneath	Yes	Kurow	3/16/2018
Rough Ridge	Yes	Oturehua	6/2/2020
Stonehenge	Yes	Ranfurly	9/18/2020
Temple Peak	No	Glenorchy	6/20/2018
The Gums	Yes	Cheviot	9/19/2020
The Rocks	No	Middlemarch	4/23/2018
Upcot	Yes	Blenheim	3/27/2018
Waitangi/S	Yes	Kurow	3/20/2018
Walter Peak	Yes	Queenstown	8/26/2020



# Supplier Listing

icebreaker 2020 supplier listing  
Data acquired through an icebreaker supplier survey

Supplier	Factory Name	Category	Date Of Last Audit	Location	Address	Total No Employees	% Local	% Non Local (From Other Region)	% Migrant (From Other Country)	% Female	% Male	Partnership Commenced (Year)	Length Of Service (Years)
A&E	A&E Dongmei Thread Manufacturing Co., Ltd	Trims Vendor Sourced		China	Nange Industrial Village Of Daojiao Town, Dongguan City Guangdong Province, China	369	25%	75%	0%	50%	50%	2013	7 YEARS
A&E	American & Efird Vietnam Thread LLC	Trims		Vietnam	Lot No 32-33, Nhon Trach 6 Ip, Long Tho Commune, Nhon Trach District, Dong Nai Province, Vietnam	188	99%	1%	0%	34%	66%	2009	11 YEARS
Anabel Tekstil	Anabel Tekstil	Trims		Turkey	Mahmutşevketpaşa Mah. Mahmutşevketpaşa Cad. No:52 Beykoz/Ist	20	100%	0%	0%	40%	60%	2008	12 YEARS
Apex	Apex(Zhejiang) Textile Co.,Ltd	Fabric Mill	11/1/2018	China	No.175,Ling Hao Road,Hangzhou Economic &Technological Development Area 30019 China.	321	96%	4%	0%	52%	48%	2018	2 YEARS
ASI Global Limited	Huaian Yuantong Headwear Mfg Co., Ltd.	Accessories	2/9/2020	China	No. 30, 32, And 99 Yan Huang Avenue, Lian Shui Economic Developmental District Huaian, Jiangsu, China	3694	99%	2%	0%	84%	16%	2012	8 YEARS
ASI Global Limited	Branch 1 – Greentech Headgear Company Limited in Dong Nai	Accessories	9/10/2019	Vietnam	Building# 3, 4, 5, 6, 22, 23, Road No. 3, Industrial Zone Nhon Trach 2 - Nhon Phu, Phu Hoi Commune Nhon Trach District Dong Nai, Vietnam	1692	36%	64%	0%	80%	20%		
ASI Global Limited	Jiangsu Asian Sourcing Headwear MFG. Co., Ltd	Accessories	23/10/2020	China	No. 2 South Guangzhou Road Economic And Technology Development Zone Huai An City, Jiangsu China	1206	99%	1%	0%	87%	13%		
Avery Dennison	Paxar Packaging Guang Zhou Limited	Trims	7/1/2018	China	Tanshan Village, Hualong Town, Panyu District, Guangzhou, Guangdong Province, China, 511434	4069	17%	83%	0%	56%	44%	2007	13 YEARS
Bemis	Bemis	Trims		USA	2849 Greenwich St. Suite 1, San Francisco Ca 94123	450	99%	1%	0%	30%	70%	2016	4 YEARS
Button International	Changshu Button International Co., Ltd	Trims		Taiwan, R.O.C	2nd Floor, #8 Aleey 30, Lane 358, Ruiguang Road, Taipei, Taiwan, R.O.C, 114	175	17%	83%	0%	70%	30%	2009	11 YEARS
Chemosvit	Chemosvit	Yarn	3/20/2020	Slovakia	Štúrova 1010, 059 21, Svit, Slovakia	229	99%	1%	1%	52%	48%	2011	9 YEARS
Chia Her	Chia Her International	Fabric	20/11/2020	Taiwan, R.O.C	Gongye Road, Guantian District, Taiwan, R.O.C	822	79%	21%	1%	51%	49%	2014	6 YEARS



Coasts Phong Phu	Coasts Phong Phu	Trims		Vietnam	Pho Noi B Textile & Garment Industrial Zone, Yen My District, Hung Yen Province, Vietnam	465	100%	0%	0%	48%	52%	2009	11 YEARS
Coats	Coats Bangladesh Limited	Trims		Bangladesh	Chittagong : Fouzderhat Industrial Estate , Sagorika Road,Po Custom Academy, Chittagong4219, Bangladesh.  Dhaka Gazipur Factory Address: Rajendrapur Plant, 468, Bangla Bazar Road, Gazipur-1703, Bangladesh	1588	97%	0%	3%	1%	99%	2014	6 YEARS
Coats	Shanghai Coats Thread Co., Ltd.	Trims		China	No.9 Baosheng Road, Songjiang District, Shanghai, China	179	28%	72%	0%	38%	62%	2010	10 YEARS
Coats	Coats Phong Phu Company	Trims		Vietnam	Phố Nội B Industrial Park Nghĩa Hiệp, Yên Mỹ, Hưng Yên Province, Vietnam Province	399	100%	0%	0%	51%	49%	2005	15 YEARS
Copen United Ltd.	Copen United Ltd.			Hong Kong	Copen United Limited Unit 1611-1613 16/F, One Midtown, No. 11 Hoi Shing Road Tsuen Wan, N.t. Hong Kong	700	93%	7%	0%	24%	76%	2019	1 YEAR
Danmao (Jiangsu Danmao Textile Co Ltd)	Jiangsu Danmao Textile Co Ltd	Fabric	1/7/2020	China	No.2 Lumeng North Road, Lucheng, Danyang, Jiangsu, China	1060	95%	5%	0%	60%	40%	2011	9 YEARS
Daoyue	Wuxi Daoyue Trading Co., Ltd	Trims		China	86-1111 Hubing Road Binghu District, Wuxi, Jiangsu Prov China	30	100%	0%	0%	60%	40%	2008	12 YEARS
Dau Tu Nam A	Dau Tu Nam A	Trims	12/31/2019	Vietnam	No 149/52 Gia Quat Street, Long Bien Dist, Hanoi City Veitnam	50	40%	60%		42%	58%	2013	7 YEARS
Dong Hwa	Donghwa Textile Co.,Ltd	Trims Vendor Sourced		Korea	Hanhwabizmetro 2-Cha, #511 449-21 Gayang-Dong, Gangseo-Gu, Seoul, Korea	31	81%	19%	0%	30%	70%	2013	7 YEARS
DTI	Designer Textiles Vietnam	Fabric	1/18/2021	Vietnam	Lot P, Hoa Xa Industrial Park, Nam Dinh, Vietnam	178	100%	0%	0%	30%	70%	2000	20 YEARS
E.C.I. Elastic Co., Ltd	E.C.I. Elastic Co., Ltd	Trims		China	Qian - Wu Doumen, China	535	67%	33%	0%	58%	42%	2006	14 YEARS
Emsig	Sunco Button Factory	Trims		China	263 West 38th Street, Flr 5th, New York 10018 USA.  Factory: Ker Yuan 7th Road, Tang Xia, Dongguang, China	60	0%	100%	0%	23%	77%	2007	13 YEARS
Everest Textile	Everest, Tainan	Fabric	5/1/2018	Taiwan, R.O.C	256 Ming Ho Tsun, Shansan Hsiang District, Tainan Hsien, Taiwan, R.O.C	1906	68%	0%	32%	50%	50%	2013	7 YEARS
Formosa Taffeta Co.	Formosa Taffeta CO.LTD	Fabric	18/09/2020	Taiwan R.O.C	317, Shu Liu Rd., Touliau 640, Taiwan, R.O.C	3723	84%	0%	16%	34%	66%	2016	4 YEARS
Freudenberg & Vilene International Ltd.	Freudenberg & Vilene Interlining (Natong) Co., Ltd.	Trims		China	408 Chang Jiang Middle Road, Nantong/China	261	100%	0%	0%	39%	62%	2015	5 YEARS
Gia Hung	Giahung., Ltd	Packaging Vendor Sourced		Vietnam	Nghia An-Nam Truc-Nam Dinh Vietnam	15	100%	0%	0%	30%	70%	2014	6 YEARS



<b>Graphic Visual Solutions</b>	Graphic Visual Solutions	Packaging Vendor Sourced		USA	4301 Waterleaf Court, Greensboro, NC 27104 USA	100	100%	0%	0%	30%	70%	2008	12 YEARS
<b>Ha Phan</b>	Ha Phan Trading Joint Stock Company	Packaging Vendor Sourced		Vietnam	758/25/2b Xo Viet Nghe Tinh, Ward 25, Binh Thanh Dist, Ho Chi Minh City Vietnam	115	90%	10%	0%	30%	70%	2008	12 YEARS
<b>Hong cai</b>	Hongcai Textile Co. Ltd.	Fabric	N/A	China	The Shenwan Port Industrial Area, Shenwan Town, Zhongshan City, Guangdong Province, China.	150	80%	20%	0%	25%	75%	2009	11 YEARS
<b>Huaian Zhanyuan Headwear Co.,Ltd</b>	Huaian Zhanyuan Headwear Co., Ltd	Trims	12/5/2019	China	Building 43 Nvzhen Road, Liancheng Town, Lianshui Huaian, China.	48	94%	6%	0%	45%	55%	2008	12 YEARS
<b>Hujiang</b>	Zhejiang Hujiang Thread Co.,Ltd	Trims		China	675 Airport Road, Yiwu, Zhejiang Prov. China	1260	30%	70%	0%	60%	40%	2000	20 YEARS
<b>International Moulders Limited</b>	Dongguang Honghua Bra Subsidiary Material Products Co Limited	Trims		China	A10, Jinfu Rd, Tangchun Industrial, Liaobun Town, Dongguan, Guangdong Province, China	313	4%	96%	0%	44%	56%	2017	3 YEARS
<b>Intersocks d.o.o</b>	Recinko d.o.o (confection)	Sock Vendor	1/7/2020	Slovenia	Roška Cesta 29, Si-1330 Kočevje, Slovenia	57	100%	0%	0%	88%	12%	2014	6 YEARS
<b>Intersocks d.o.o</b>	Insocks Srl (knitting)	Sock Vendor	6/7/2019	Italy	Via Dell'industria 28 Alpago 32016 Belluno Italy	21	57%	43%	0%	48%	52%	2014	6 YEARS
<b>Intersocks d.o.o</b>	Calz. Telemaco Srl (knitting)	Sock Vendor	1/7/2020	Italy	Via Brentella, 9, It-31040 Trevignano, Italy	17	53%	47%	0%	58%	42%	2014	6 YEARS
<b>K and K Clothing Accessories Co. Ltd</b>	K and K Clothing Accessories Co. Ltd	Trim		China	Workshop T1/F, Hop King Industrial Building, NO.704 Castle Peak Road, Lai Chi Kok, Kowloon Hong, Hong Kong	307	100%	0%	0%	49%	51%		
<b>Ken Smith Yarns</b>	Ken Smith Yarn Company	Yarn		USA	1530 Kirkpatrick Rd, Burlington, NC 27215, USA	15	100%	0%	0%	46%	54%	2016	4 YEARS
<b>Kent</b>	Dongguan Bacui Knitwear Co. Ltd.	Garment Vendor	26/2/2021	China	No. 5, Pingding Road Changping Town Dongguan City, Guangdong Province China	800	20%	80%	0%	65%	35%	2019	1 YEAR
<b>Krajevski</b>	Pphu Krajewski Marek Krajewski	Yarn - Vendor Sourced		Poland	Ul. Nadbzurzańska 19 99-400 Łowicz	65	90%	10%	10%	60%	40%	2014	6 YEARS
<b>KRM</b>	KRM	Dyehouse	9/1/2020	Turkey	Organize Sanayi.böl. Atatürk Caddesi Turkey	76	100%	0%	0%	29%	71%	2011	9 YEARS
<b>KSI</b>	Youngone Corporation Bangladesh/ Karnaphuli Shoes Ind Ltd ( Garment unit)	Garment Vendor	30/6/2020	Bangladesh	Korean Export Processing Zone, Anwara, Chittagong, Bangladesh	16799	95%	5%	0%	68%	32%	2015	5 YEARS
<b>Kunshan Wenjia Thread&amp;Tape Co.,Ltd</b>	Kunshan Wenjia Weaving Co.,LTD	Trims		China	No.1195 Yuanqu Road Zhouzhuang Town, Kunshan, Jiangsu Province, China.	40	99%	1%	0%	60%	40%	2017	3 YEARS



Li-Hua Trade Company	Li-Hua Trade Company	Trims	N/A	China	The Mingmen Garden Residential Area, Sanxiang Town, Zhongshan City, Guangdong Province, China.	50	100%	0%	0%	50%	50%	2012	8 YEARS
Liberty Textiles	Liberty Textiles & Seamless Wear	Garment Vendor	28/10/2020	Turkey	Universite Mah. Sarigul Sok. No 8. Avcilar Istanbul	330	100%	0%	0%	55%	45%	2011	9 YEARS
Liuqing	Zhejiang Hujiang Thread Co.,Ltd	Trims Vendor Sourced		China	675 Airport Road, Yiwu, Zhejiang Prov, China	465	38%	62%	0%	32%	68%	2017	3 YEARS
Liuqing Sewing Thread Company	Liuqing Sewing Thread Company	Trims Vendor Sourced		China	No 2048,Airport Road Liuqing Industrial Park, Yiwu City, Zhejiang Province, China	595	40%	60%	0%	80%	20%	2016	4 YEARS
M/S S.S. International	S.S. International	Garment Accessories		Bangladesh	37, N.A. Chowdhury Road, 308-309, Paper Plaza (2nd Floor), Anderkilla, Chittagong. Bangladesh	7	30%	70%	0%	0%	100%	2018	2 YEARS
McMichael	McMichael,Mills, Inc.	Yarn - Vendor Sourced		USA	130 Shakey Rd. Mayodan, Nc 27027 USA	295	100%	0%	9%	57%	43%	2005	15 YEARS
Naxis	Naxis Co., Ltd	Trims		Japan	64-6 Oguro, Maruoka-Cho, Sakai-Shi, Fukui, Japan	500	95%	5%	1%	10%	90%	2016	4 YEARS
Nester Hosiery	Nester Hosiery Inc	Sock Vendor	12/6/2020	USA	1546 Carter Street, Mt. Airy, Nc 27030 USA	176	99%	1%	0%	60%	40%	2005	15 YEARS
New Fujix(Shanghai)	NEW FUJIX(SHANGHAI)	Thread		China	No. 10157 Beiqing Road, Qingpu District, Shanghai, China	180	70%	30%	11%	39%	61%	2017	3 YEARS
New Yarn	New Yarn SRL	Yarn - Vendor Sourced		Italy	Via Svizzera, 38, 46042 Castel Goffredo, Mn Italy	5	80%	0%	20%	20%	80%	2014	6 YEARS
Nhan My	Junmay Label Co., Ltd	Trims	12/3/2020	Vietnam	Lot Cn-01-03 Ninh Hiep Industrial Zone, Ninh Hiep Commune, Gia Lam District. Hanoi City, Vietnam	88	69%	25%	6%	72%	28%	2013	7 YEARS
Nifco Taiwan Corporation	Nifco Taiwan Corporation	Trims		Taiwan, ROC	No.198,Sec.2,Zhong Ai Rd.,Guan-Yin District.taoyuan City 407. Taiwan, ROC	250	99%	1%	0%	48%	52%	2015	5 YEARS
Nyfil	Nyfil srl	Yarn		Italy	Via Dell'artigiato, 69 25018 Montichiari	4	100%	0%	0%	20%	80%	2016	4 YEARS
Ohya Corporation	Takenaka Seni Co.,Ltd	Trims		Japan	O-90-3, Takamatsu, Kahoku, Ishikawa, 929-1215, Japan	20	80%	20%	20%	75%	25%	2014	6 YEARS
Paiho Group	Paiho Group WUXI	Trims	7/1/2018	China	No.18 Hexin Rd Dongting Town Xishan District Wuxi City Jiangsu, China	1134	49%	51%	0%	63%	38%	2008	12 YEARS
Paiho Group	Paiho, Taiwan	Trims		Taiwan, R.O.C	No. 575 Hakang Road Homei Township Changhua County Taiwan, R.O.C 508	1060	77%	0%	24%	58%	42%	2008	12 YEARS
Paiho VN	Vietnam Paiho Limited	Accessories		Vietnam	Lot 30-32-34-36, Road No.3 & Lot 21 And 23, Road No.2 Tan Tao Iz, Tan Tao A Ward, Binh Tan Dist, HCM City	3124	100%	0%	0%	56%	44%	2005	15 YEARS



<b>Prym Fashion Asia Pacific</b>	Hotat(Dongguan) Metal Products Co. Ltd.	Trims	30/08/2019	China	No.13, Chang Ping Section, Dong Seng Road, Chang Ping Town, Dongguan City, Guangdong Province, China	175	20%	80%	N/A	40%	60%	2017	3 YEARS
<b>R.M. Enterprise</b>	R.M. Enterprise	Trims Vendor Sourced		Bangladesh	40/41 Kodom Mobarak Momin Road Chittagong Bangladesh	7	100%	0%	0%	0%	100%	2016	4 YEARS
<b>S.E.C. Accessories Ltd.</b>	S.E.C. Accessories Ltd. (Dongguan)	Trims		China	4th Floor, Dai Long Xin Wei Zai Village, Xiegang Town, Dongguan City, Guangdong Province, China	53	11%	82%	0%	51%	49%	2016	4 YEARS
<b>SAE</b>	Nanjing Fashions (China) Ltd.,	Garment Vendor	15/9/2020	China	Nanging Fashions (China) Ltd. No. 1Jing Hua Road Honglai Town Nanan City Fujian Province China	100	5%	95%	0%	20%	80%	2015	5 YEARS
<b>Safe Reflections</b>	Safe Reflections Inc	Trims		USA	3220 Granada Ave N St Paul Minnesota USA 55128	86	91%	9%	0%	35%	65%	2018	2 YEARS
<b>Safil Spa</b>	Safil Spinning Plant	Yarn	3/1/2017	Bulgaria	Industrial Zone, 4134 Scutare, Plovdiv, Bulgaria	585	100%	0%	0%	65%	35%	2015	5 YEARS
<b>Safil Spa</b>	Safil Dyeing Plant	Yarn	1/12/2020	Italy	Via Del Mosso, 10, Gaglianico, Biella, Italy	150	92%	8%	0%	67%	33%	2015	5 YEARS
<b>Sees</b>	Sees Global Inc.	Accessories		Korea	#612 Suntec City–li 307–2 Sangdaewon–Dong, Jungwon–Gu ,Seongnam–Si, Gyeonggi–Do, Korea	50	60%	40%	0%	60%	40%	2019	1 YEAR
<b>Sees</b>	Sees Vina Co Ltd	Accessories	28/8/2020	Vietnam	Minh Duc Commune Tu Ky District Hai Duong 170000 Hai Duongw	1691	100%	0%	0%	88%	12%	2019	1 YEAR
<b>Shanghai Challenge</b>	Shanghai Challenge Textile Co.,Ltd.	Fabric	5/1/2018	China	No.1918 Tingfeng Road, Jinshan District, 201504, Shanghai, China	665	76%	24%	0%	48%	52%	2004	16 YEARS
<b>Shanghai Challenge</b>	Shanghai Challenge Garment Co. Ltd	Garment Vendor	2/2/2021	China	No.1918 Tingfeng Road,Tinglin, Jin Shan District, Shanghai 201514, China	654	76%	24%	0%	86%	16%	2009	11 YEARS
<b>Shanghai Challenge</b>	LianYun Gang Guanlin Garment Co., Ltd	Garment Vendor	11/1/2017	China	No.68 Xingyang Road, Guanyun, Lianyungang City, Jiangsu Province, China	156	98%	2%	0%	85%	15%	2015	5 YEARS
<b>Shanghai Challenge</b>	Hubei Challenge Garment Co.,Ltd	Garment Vendor	12/1/2018	China	Tongjigou Industry Plant, Zhushan, Shiyan, Hubei, China	770	89%	11%	0%	74%	26%	2018	2 YEARS
<b>Shanghai Challenge</b>	ShangHai JiaLinJie Garment Co., Ltd.	Garment Vendor	24/12/2020	China	2–4/F Of Building B2, Building C3, One-Third Of Building B1,No.5568, Songjing Road, Tinglin Town, Jinshan District, Shanghai Shi China	654	76%	24%	0%	86%	16%	2019	1 YEAR
<b>Shanghai Coats Co.,Ltd</b>	Shanghai Coats Co.,Ltd	Trims		China	No.9 Baosheng Road, Songjiang Industrial Zone, Shanghai, China	354	19%	81%	0%	53%	47%	2009	11 YEARS



<b>Shanghai Hairui Co.,Ltd</b>	Shanghai Hairui Co.,Ltd	Packaging Vendor Sourced		China	No.350. Building 68, Dongheyao, Chengqiao Town, Shanghai Chengqiao Economic Development Zone, Congming District, Shanghai, China	80	40%	60%	0%	30%	70%	2018	2 YEARS
<b>Suedwolle</b>	Zhangjiagang Yangtse Spinning Co.,Ltd	Yarn	10/16/2020	China	No.5 Yangzi Road, Tangshi District, Yangshe Town, Zhangjiagang City, Jiangsu Province, China 215618	982	40%	60%	1%	70%	30%	2006	14 YEARS
<b>Sun Hing Elastic Covering Fty Ltd.</b>	Sun Hing Elastic Covering Fty Ltd.	Trims		China	Shu Tian Pu Village, Gong Ming Road, Guang Ming Xin Qu, Shen Zhen City, Guang Dong Province, China	67	0%	100%	0%	36%	64%		
<b>Supercap Tiger Growth Assets Limited.</b>	Zhongshan Weili Textile Co., Ltd.	Accessories Vendor	6/27/2019	China	Building 1-5, No.1 Yeqiang Street, Pingnan Village, Sanxiang Town, Zhongshan City, Guangdong Province, China.	1806	7%	93%	0%	69%	31%	2013	7 YEARS
<b>Supercap Tiger Growth Assets Limited.</b>	Weitai Ha Long Garment Textile Company Limited	Accessories Vendor	3/1/2021	Vietnam	Lot M1-1 & G1, Viet Hung Industrial Park Viet Hung Ward Vietnam								
<b>Taiwan Paiho Limited</b>	Paiho, Taiwan	Trims		Taiwan, R.O.C	No. 575 Hokang Road Homei Township Changhua County Taiwan, R.O.C 508	1050	79%	0%	21%	58%	42%		
<b>Tan Thai Trinh</b>	TAN THAI TRINH CO., LTD	Packaging Vendor Sourced		Vietnam	So 18, Ngách 147/48, Tân Mai, Quan Hoàng Mai, Hà Nội Vietnam	10	100%	0%	0%	40%	60%	2015	5 YEARS
<b>Technical &amp; Textile</b>	Technical & Textile srl	Yarn		Italy	Via VIII Marzo, 25 25022 Borgo S. Giacomo Italy	20	100%	0%	0%	40%	60%	2012	8 YEARS
<b>Tecnoyarn</b>	Tecnoyarn SPA	Yarn - Vendor Sourced		Italy	Via Alessandrini, 4 25086 Rezzato (Bs), Italy	13	100%	0%	0%	45%	55%	2014	6 YEARS
<b>Toan Phat</b>	Toan Phat Co.,Ltd	Packaging Vendor Sourcedww		Vietnam	Bach Sam, My Hao, Hung Yen	228	75%	25%	0%	44%	56%	2017	3 YEARS
<b>Trafil</b>	Trafil di Buratti Pietro Antonio	Yarn		Italy	Via Dell'industria, 89 25039 Travagliato Italy	2	100%	0%	0%	0%	100%	2017	3 YEARS
<b>Trident</b>	Trident Textiles (Asia Fiber Public Co. Ltd.)	Yarn		Thailand	406-7 Sukumvit Road Bang-Poo Mai Sumuthprakarn Thailand 10280								
<b>Trimco</b>	Trimco Group (Zhejiang) Co. Ltd.	Trims	N/A	China	No.236, Xin Lang Road, Yu Yao City, Zhejiang, China	367	100%	0%	0%	48%	52%	N/A	
<b>Trimco, Clotex Labels Co., Ltd.</b>	Trimco Group (Zhejiang) Co. Ltd. Clotex Labels	Trims	9/17/2020	China	Flat G, 8/F, City Ind. Complex, 116-122 Kwok Shui Road, Kwai Chung Hong Kong	367	100%	0%	0%	48%	52%	N/A	
<b>Unitex International Button Accessories Ltd.</b>	Unitex International Button Accessories Ltd.	Trims	7/12/2019	China	Factory Address: Fu-Yong 1st Industrial Park, Bao-An District, Shenzhen City, Guangdong Province, China	497	7%	93%	0%	41%	59%	2000	20 YEARS
<b>UTS</b>	Universal Trim Supply Co Ltd	Trims		Taiwan, R.O.C	No. 63 Wugong 5th Rd, Wugu Dist., New Taipei City 24890, Taiwan, R.O.C	300	100%	0%	0%	51%	49%		



<b>Venitra Enterprises International</b>	Anhui Verino Manufacturing Co Ltd	Garment & Fabric Vendor	12/28/2021	China	52 Donghe Road, Economic Development Zone, Qingyang, Chizhou, Anhui, China 242800	300	100%	0%	0%	70%	30%	2017	3 YEARS
<b>Venitra Enterprises International</b>	Jacqsintex Industries Cambodia Co., Ltd.	Garment Vendor	5/3/2020	Cambodia	Chamka Doung Road,Morl Village,Dongkor Quarter, Dongkor District, Phnom Penh, Cambodia	800	100%	0%	0%	90%	10%	2019	1 YEAR
<b>Wilson</b>	Wilson Group	Trims		China	Room 501-509, 5/F Elite Industrial Centre 883 Cheung Sha Wan Road Kowloon Hong Kong	1119	72%	28%	0%	42%	58%	2004	16 YEARS
<b>Wing Hing Button International</b>	Wing Hing Button International Ltd	Trims		China	1/F, Cheung Kong Factory Building, 6 Cheung Yee Street, Cheung Sha Wan, Kowloon Hong Kong	461	20%	80%	0%	70%	30%	2019	1 YEAR
<b>Wuxi Paiho Textiles Co. Ltd</b>	Wuxi Paiho Textiles Co., Ltd	Trims	1/1/2020	China	No. 18, Hexin Road, Dongting Town, Xishan District, Wuxi, Jiangsu, China	1098	33%	67%	0%	62%	38%	2015	5 YEARS
<b>Xinao</b>	Zhejiang Xinao Textiles Inc.	Yarn	9/1/2020	China	No.48 Zhenzhi Street, Chongfu Town, Tongxiang, Zhejiang China	1661	60%	40%	0%	65%	35%	2017	3 YEARS
<b>Xinlan</b>	Wuxi Xinlan Paper&Plastic Packaging Co.Ltd	Trims Vendor Sourced		China	Yanshuizhuang Village Ganlu Town, Xishan District Wuxi, Jiangsu Prov, China	4	100%	0%	0%	50%	50%	2017	3 YEARS
<b>Xinmao Printing Co.Ltd</b>	Xinmao Printing Co.,Ltd	Packaging Vendor Sourced		China	No.18-88 Qianzhu Road, Wuzhong Economic Development Zone, Suzhou, China	120	80%	20%	0%	50%	50%	2017	3 YEARS
<b>YFY Jupiter Limited</b>	Dongguan Xinhai Environment-friendly material Co., Ltd	Packaging	12/1/2017	China	No.17 Shenxi Road, Houjie, Dongguan, Guang Dong, China	48	100%	0%	0%	38%	62%	2017	3 YEARS
<b>Yijiang Knitting</b>	Yijiang Knitting Co., Ltd	Garment Vendor	7/15/2019	China	4th Floor, No# 1 Building 258 Xingtang Road Xishan Edz Wuxi, Jiangsu Province China	58	75%	25%	0%	62%	38%	2017	3 YEARS
<b>YKK</b>	Shanghai YKK Zipper Co Ltd	Trims		China	468 Lu-Chun Road, Minhang Econonic & Technological Development Zone, Shanghai China	2300	98%	2%	2%	67%	33%	2008	12 YEARS
<b>YKK SH</b>	Shanghai YKK Zipper Co Ltd	Trims		China	No.1258 Feidu Road, Pudong New Area, Shanghai, China	669	98%	2%	2%	60%	40%	2008	12 YEARS
<b>Youngone Corporation</b>	Youngone Corporation Bangladesh/ Karnaphuli Shoes Ind Ltd ( Garment unit)	Garment Vendor	1/6/2020	Bangladesh	Korean Export Processing Zone, Anwara, Chittagong, Bangladesh	16799	95%	5%	0%	68%	32%	2015	5 YEARS



Youngone Corporation	Youngone Corporation Bangladesh/ Karnaphuli Shoes Ind Ltd ( Garment unit) batting factory	Trims Vendor Sourced		Bangladesh	Korean Export Processing Zone Anowara Chittagong Bangladesh	82	100%	0%	0%	73%	27%	2015	5 YEARS
Youngone Corporation	Youngone Nam Dinh Co Ltd	Garment Vendor	3/20/2020	Vietnam	Lot O,P,Q,R, N6 Road, Hoa Xa Ip, My Xa Commune, Nam Dinh City, Nam Dinh Province, Vietnam	7452	88%	12%	0%	75%	25%	2012	8 YEARS
Yunshine Hardware Co.,Ltd	Foshan Sanshui Runcheng Hardware Co.,Ltd.	Trims		China	No.8, Mumianyi Lane, Jinbenzhoubian Village, Southwest Street, Sanshui District, Foshan City China	180	30%	70%	0%	40%	60%	2008	12 YEARS
Zero Printers (Shanghai Lingdian Garment Accessories Co Ltd)	Shanghai Donghong Printing Co Ltd	Packaging	3/1/2018	China	No.2001 Jinteng Rd. Jin Shan District, Shanghai, China	220	39%	61%	0%	69%	31%	2016	4 YEARS
Zhejiang DongYi Thread Co.,Ltd	Zhejiang DongYi Thread Co.,Ltd	Trims		China	No.139, Huixin Road, Huiming Town, Jiashan, Jiaxing, Zhejiang Province, China	157	77%	23%	0%	43%	57%	2016	4 YEARS
Zhejiang Huamei Thread Co.,Ltd	Zhejiang Huamei Thread Co.,Ltd	Trims		China	No.195 Zhaolong Road, Zhuangshi Town, Zhenhai, Ningbo, China	672	36%	64%	0%	39%	61%	2019	1 YEAR
Ziran Non-Woven Co	Ziran Non-Woven Co	Trims	9/14/2020	China	Shixia Industrial Aera, Longhu, Jinjiang, Fujian, China	106	40%	60%	0%	41%	59%	2017	3 YEARS







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