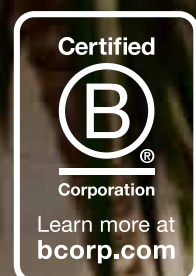




MR MARVIS

Action Report 2025



Our mission

*We want to
make people
feel marvellous*

It’s our mission to share positive energy around the world. We do so by creating iconic designs, offering best-in-class service and driving conscious decisions for people and the planet. As a clothing brand, we hold ourselves accountable for the impact we have.

We are dedicated to doing better every day by creating value for everyone interacting with our company and reducing our environmental footprint to a minimum.

*A message from
our founders*

Here we are, presenting the fourth edition of our Action Report. 2026 will mark our 10-year anniversary, and we couldn’t be prouder of the journey so far.

Before diving in, let’s take a short trip down memory lane. We started MR MARVIS with a shared vision: creating the perfect shorts. We were convinced that such a pair simply didn’t exist. From the very beginning, we knew we were responsible for what we put out into the world – and that the apparel industry comes with an impact we cannot ignore.

That’s why we chose to keep production close, pay careful attention to the materials we source, and be intentional about what we develop.

We offer a permanent collection and a focused range of products: carefully developing each style into a timeless garment that can be worn and enjoyed for many years.

Naturally, behind every garment, there is a team of people making all of this possible. This is what makes our company truly marvellous. We are proud to continue building an inclusive workplace where everyone feels respected and welcome.

In this report, we look back on 2025: our achievements, our learnings and the challenges that remain. Thank you for being part of our journey.

Aafke, David & Steven

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Our Pillars of Purpose

Our sustainability approach is built around three impact pillars: Stay Marvellous, Feel Marvellous and Be Marvellous. Together, they reflect the Environmental, Social and Governance (ESG) framework.



Stay Marvellous

Focuses on our environmental impact and the steps we take to reduce our footprint on the planet.



Feel Marvellous

Represents our ambition to create positive social impact, both within our organisation and beyond.



Be Marvellous

Centres on responsible management and strong governance at MR MARVIS.

Certified B Corp

Since 2023, we have been a Certified B Corporation: this is an achievement we are incredibly proud of. Our commitment to the B Corp framework has given us a clear, practical way to guide our decisions and embed sustainability into our everyday operations

Its holistic approach, spanning Governance, Workers, Community, Environment and Customers, helped us assess our impact in a structured way and continuously improve across the entire organisation.

We are currently preparing for a new challenge. As B Corp introduces more stringent standards aligned with upcoming EU regulations, we see this next phase as an opportunity to further strengthen our strategy and set more ambitious goals.



Our Company at a Glance



Our Successes

In 2025



Our Successes



A proud moment for us! In 2025, we obtained the GOTS (Global Organic Textile Standard) certification: the world’s leading standard for organic fibres. Being recognised by GOTS means we can guarantee full accountability for the organic content of our garments, as well as for the high environmental and social standards across our supply chain. We can’t wait to tell you more further in the report!



In 2025, we supported employee wellbeing by creating space for both mental and physical health. During Mental Health Week, we organised a range of activities, from walls of appreciation and chair massages to insightful themed webinars. We also brought our team together through movement: 15 colleagues (and 13 plus ones) participated in the Amsterdam Half Marathon!



This year, we donated a total of €106,240 to various charity partners. In addition to our long-standing partnership with KiKa Korte Broek, we donated to Dress for Success, The Social Handshake and many more!



Switching The Piqués to Recycled Cotton

Every year, we make it our goal to change the design of a high-selling garment using less impactful materials. This year, we updated our Piqués, introducing an improved, partially recycled version. Full production will start transitioning in 2026.



Exceeding Volunteering Target

In 2025, our employees rolled their sleeves up to give back to the community. Together, we went above and beyond, exceeding the target of 266 hours of volunteered time off (VTO) that we set at the beginning of 2025.



Organising Plant-A-Tree Friday 3.0

For the third year in a row, we skipped Black Friday! Instead, a tree was planted for every pair of trousers sold on this date. Our team embraced the challenge, heading to the Veluwe to get their hands dirty - and, with some extra help from our partner Sumthing, planting 2,291 trees.



Ongoing JEDI Events

In 2025, our JEDI (Justice, Equity, Diversity & Inclusion) team continued to bring people together through meaningful events that raise awareness and strengthen an inclusive workplace. One highlight was a creative workshop on self-expression led by artist Yamuna Forzani, followed by an auction where colleagues’ creations were sold. All proceeds were donated to TransUnited, an organisation dedicated to empowering trans communities across Europe.



Our Challenges

In 2025

Our Challenges

Preparing for New B Corp Standards

If you’ve been following us, you might have heard that 2025 was our B Corp recertification year. However, with B Corp introducing new and revised standards to align with upcoming EU regulations, our recertification timeline has shifted to June 2026. This transition also brought internal challenges, as it required us to reallocate time and resources to meet the new requirements.

Keeping Up Our Employee Happiness Score

A key challenge this year was the decline in our eNPS, which we track throughout the year. eNPS measures employee satisfaction. For 2025, we aimed to maintain a score of 50.5, but reached 33. As our company continues to grow, this can come with challenges that impact employee experience. In response, we are taking active steps to better understand the drivers behind this shift and to strengthen engagement across our teams. Improving our eNPS remains a clear priority for 2026.

Realigning on our carbon footprint goals

In 2025, we continued to work on reducing our carbon footprint, while also navigating a key change in how we measure it. Our calculation partner introduced an updated methodology, offering a more precise view of our emissions. As a result, we needed to reassess our baseline and realign our carbon reduction goals accordingly.



Unfortunately, we did not meet our NPS target of 73 in 2025, closing the year at 71. NPS measures customer satisfaction. This shortfall was mainly due to the relocation of our warehouse, which temporarily resulted in longer delivery times and some errors during the transition period.



2025 marked a significant moment for our operations, as our main fulfilment partner relocated its warehouse. The new location in Rosendaal was designed with room for growth in mind and now includes additional AutoStore robots, which are operational. While the relocation was more challenging than anticipated and led to temporary delivery delays, the move has ultimately strengthened our fulfilment capacity. Now, we are better equipped to respond efficiently to changing customer demand.

***Stay* Marvellous**
Environment



Introduction

Staying marvellous means taking responsibility for our environmental impact. In this chapter, we outline our strategy and initiatives in this area, as well as the challenges we face and the roadmap guiding our journey towards a lower-impact future.

The fashion industry is a significant contributor to climate change. With textile consumption across the EU alone generating approximately 121 million tonnes of greenhouse gas emissions every year*, we cannot turn a blind eye to our responsibility.

Let’s begin by guiding you through what we believe is one of our most meaningful contributions: our commitment to slow fashion. We’ll explain why we embraced this philosophy from day one and what it looks like in practice – from the design process to the product’s end of life. We will also dive into the initiatives through which we encourage customers to embrace a more circular mindset.

Finally, we’ll walk you through our four-step framework to minimise our environmental impact, which includes measuring our carbon footprint, improving data accuracy, committing to actions, and transparently disclosing our progress.

* World Meteorological Organization (WMO), State of the Climate 2024: Update for COP29 (Geneva: WMO, 2024).



Slow Fashion: Garments That Last

Slow fashion is an approach to clothing design and production that embraces thoughtful choices throughout the value chain. This means saying no to fleeting trends, wasteful overproduction and unethical working conditions and yes to more durable, timeless pieces made under fair labour practices.

At MR MARVIS, we embrace the principles of slow fashion by carefully crafting each item in Portugal using certified materials

whenever possible, with expert attention to detail and timeless designs. Our team in Porto ensures ethical and safe production processes, reflecting our commitment to responsible manufacturing. Our customers can also embrace slow fashion by shopping consciously and only buying what they truly need. After a purchase, we encourage our customers to take good care of their garment by washing only when necessary, repairing rather than replacing and reselling rather than discarding.

Our Promise:

Something that's perfect should never change. That's why every garment is designed to be worn and loved for years to come. We offer a permanent collection, so once we launch a piece, its look, fit and feel remain the same. When you find your perfect item, you won't have to look again. We believe in mindful production, not overstocking, and we never hold end-of-season sales.



Our Production Process



→ **Timeless Design**

Our designs are created with longevity in mind – hence the classic silhouettes and durable materials. We create timeless styles that are not driven by short-lived trends, allowing them to remain relevant for years to come. Take The Originals – our first and still best-selling shorts – which are available in the exact same shape and form as in 2016, when MR MARVIS was founded. When changes are made, they’re always for the better, improving the garment in terms of sustainability or quality. In 2025, for instance, we switched The Originals from conventional to organic cotton. We also increased the fabric weight of our Terry Shorts and Terry Sweater so they could hold their shape better, and doubled the collar trim of The Cotton Crew to enhance its durability. Our permanent collections allow us to carry over unsold items to the following years, helping us avoid deadstock and removing the need for ‘end-of-season’ sales.



→ **Materials & Sourcing** →

We source durable, premium materials and prioritise those that hold industry-specific certifications. Examples include the Global Organic Textile Standard (GOTS), Oeko-Tex, European Flax Certified, Leather Working Group (LWG), and Textile Exchange certifications. We also strive to incorporate organic and recycled fibres into our designs wherever we can. Whenever possible, fabrics and trims are sourced close to Portugal, for example from Spain, Portugal, Italy or Turkey. At the same time, we recognise that we do not yet have full visibility into the origin of all raw materials – a common challenge within the fashion industry. For more information, please refer to our [Governance chapter](#). In 2026, we will roll out a Materials Manual to guide conscious design choices across our teams



The dyeing process involves the use of garment, yarn, and fabric dyeing techniques. Our principal dye house complies with EU chemical safety standards (REACH*). This guarantees that the processes and materials are safe for people and the environment. Furthermore, this facility – which handles over 80% of our garment-dyed volume – uses an advanced filtration system to clean and recycle the majority of its processed water. By returning clean water to local rivers and operating on 100% renewable energy (generated through on-site solar panels), this partner significantly reduces the environmental footprint of our dyeing practices.



In 2025, we worked with 27 trusted garment manufacturing partners, all based in Portugal, ensuring high-quality garments and fair labour practices. These partnerships are built to last, and many of our partners are small-scale producers, family-owned businesses, and female-led enterprises. Our dedicated team near Porto closely monitors the manufacturing processes to help maintain these high standards. Once produced, garments are carefully packaged in recycled plastic polybags to ensure their protection during transport.

* REACH stands for: Registration, Evaluation, Authorisation and Restriction of Chemicals. It is a comprehensive European Union regulation (EC 1907/2006) that limits the use of hazardous substances to protect human health and the environment from chemical risks.



Quality Assurance

Before garment production, all fabrics undergo rigorous testing. An independent laboratory evaluates them based on their intended use and internationally recognised industry standards. For instance, we ensure that The Swims retain their vibrant colours even when exposed to sea water and chlorine. We also apply strict acceptance thresholds, in line with or exceeding GOTS standards for technical quality and chemical residue levels.

Consistency is crucial when it comes to maintaining product quality. Our permanent collections allow us to refine our products over time. For instance, we have worked with the same trims – such as zippers, buttons and rivets – for many years. This allows us to track their performance over time and rely on their proven quality. We provide our manufacturing partners with thorough guidelines, right down to a garment’s stitching, so our quality control team knows exactly what to look for in the finished product. And we don’t stop there: our Customer Experience (CX) and production teams work together on a monthly basis to review post-sales customer complaints and returns. This allows us to identify potential issues, such as outliers, batch-related problems, or style-specific concerns, and address them promptly.



Distribution & Logistics

We avoid air freight between suppliers and from manufacturers to our distribution centre, as it produces approximately 10 times more emissions than land transportation. This helps reduce the carbon footprint associated with garment logistics. Finished garments are shipped to our distribution centres in the Netherlands and the United Kingdom, operated by the third-party logistics company Active Ants. By using automated order-picking robots (so-called ‘ants’), Active Ants ensures a highly efficient process.

In March 2025, we moved our operations from Nieuwegein to Roosendaal. The new location operates on 100% renewable energy.

→ Packaging & Delivery



We have high packaging standards, always striving to balance excellent quality and sustainability. That’s why we only use recycled cardboard shipping boxes. In 2025, we explored custom-cut packaging solutions, but it did not yet meet our aesthetic benchmarks. We also looked into reusable shipping packaging options, but couldn’t find a financially feasible solution. That doesn’t mean we’ve given up: in 2026, we will continue exploring new packaging solutions that meet both our environmental ambitions and customer expectations.

We will continue opting for recycled cardboard, while also looking for ways to further improve efficiency, such as selecting box sizes that better fit our clothing. This will help reduce excess material usage and minimise empty space during transport, ultimately lowering our environmental impact.

In 2024, we introduced letterbox-compatible packaging for single-item orders to reduce material waste and

improve transport efficiency. This initiative continued to have a consistent impact throughout 2025, with approximately 4,600* shipments successfully delivered through letterbox each year. We aim to use this format wherever possible; it is currently available in the Netherlands and Belgium.

To reduce redeliveries and unnecessary trips for carriers, and ensure 100% first-time delivery success, we use PUDO (Pick Up Drop Off) points. We currently offer PUDO points in Belgium, the Netherlands and Germany. In 2025, we expanded this service to the UK, France and Denmark. To reduce delivery distances, we are also exploring the implementation of a Click & Collect system in our stores. This is currently not yet supported by our Enterprise Resource Planning (ERP) system and IT integration.

Last but not least, we are planning to explore last-mile zero-emissions delivery via different partners, considering options like bike deliveries or electric vehicles, for the final stage of customer delivery.

* Last year, due to internal errors, for which we apologise, we incorrectly communicated that 8,618 orders were processed through letterbox packaging.

Extending the Life of Garments

Returns and Reconditioning

While we ensure that all returned items in good condition are reconditioned and restocked – never discarded – returns still result in extra shipping. This carries both financial and environmental costs. Online shopping often leads to higher return rates, contributing to increased transportation emissions and waste. The current average return rate for our online sales is 22%, while the return rate for offline sales is considerably lower at 4% (the same as 2024). These numbers the role our physical stores can play in helping reduce returns.

Reducing the return rate is a cross-functional effort. This starts with keeping our permanent collection as consistent as possible. If you’re a size L this year, you can trust that it will remain the same the following year. With an expanding portfolio of products, maintaining consistent sizing across all styles becomes more complex, but we strive to improve and refine it every year.

In 2025, 90% of our returns were immediately resellable, while 10% were classified as damaged and sent to ModeXpress for reconditioning. These items were then returned to the warehouse and categorised as A-Choice (61.9%), B-Choice



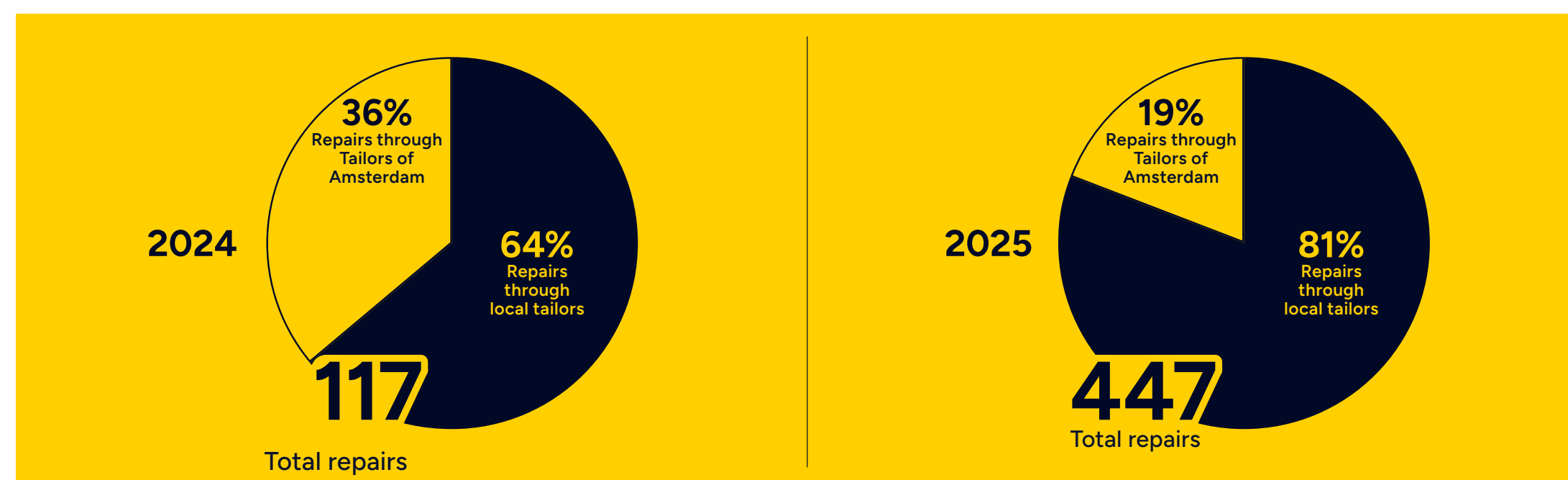
(1.6%) and C-Choice (36.5%). The A-choice garments are suitable for resale and returned to our website. B-Choice garments follow a different route, as they are stored for internal sample sales or charity donations. Unfortunately, C-Choice garments can’t be resold, as they are damaged beyond repair. This stock is processed by Frankenhuis, a facility we partner with for textile recycling*.

96.4% of our returns are prepared for **resale** (either through main channels or sample sales) or **donated**, while only **3.7%** of all returns are **recycled**.

* C-Choice garments were recycled through Frankenhuis at the beginning of 2026.

Repair

In addition to reducing returns, we continue improving our repair services to help customers extend the lifespan of their garments. Customers can take their MR MARVIS items to a local tailor and receive reimbursement for repairs up to €15. If local tailoring isn't available, they can send their garment to our trusted partner Tailors of Amsterdam, who will repair the item and return it to them. By making repairs more accessible and convenient, we aim to reduce unnecessary waste and keep garments in use for as long as possible.



We are happy to see that most of our customers opt for a local tailor. Local repairs are both more sustainable and cost-effective, as they avoid shipping-related emissions compared to repairs processed in Amsterdam. It's encouraging to see that repairs through local tailors increased from 2024 to 2025. This could be the result of the fact that our Customer Experience team started to encourage customers to opt for this solution at the beginning of 2025.

Our Customer Experience team has been working on a new improved system for tracking our repair services in 2025. In 2026, we expect to gain more detailed insights into the exact number of repairs, along with a more precise breakdown of repairs carried out locally and through Tailors of Amsterdam. We specifically aim to gather data on repair requests received in-store, as we currently do not have full visibility into how many customers use this channel. Looking ahead, we aim to further strengthen this premium service by exploring new partnerships, increasing awareness among our customers, and continuing to build customer loyalty.



Keeping Track of Our waste



In the EU, many countries have already implemented Extended Producer Responsibility (EPR) schemes. EPR is typically regulated by sector, covering areas such as packaging, batteries, electronics and textiles. For MR MARVIS, textiles and packaging are the most relevant categories.

EPR shifts the responsibility for waste management from governments and consumers to producers. This means fashion brands are held accountable for their products throughout their entire lifecycle (including end-of-life) – even after garments have left our shop floor. Companies must declare the quantities of all textiles and packaging placed on the European market (through both online and offline channels) and pay proportional fees: these will be used to fund the collection, sorting, and recycling of these goods by the relevant parties. This is also referred to as the ‘polluter pays principle’.

Fees are set annually per kilogram and vary slightly each year. Currently, MR MARVIS reports on textiles in the Netherlands (via UPV Textiel) and France (via Refashion), and packaging in France and Germany. In the UK and the Netherlands, packaging volumes have not yet met the reporting threshold while in other markets, such as Italy and Spain, EPR systems are still being developed. It can be challenging to stay on top of the different systems across markets, as the regulatory landscape rapidly evolves while MR MARVIS continues to grow and expand into new markets.

Beyond financing waste management, EPR also encourages more circular product design. Brands are incentivised to improve durability and recyclability, for example through the use of mono-materials. In some cases, eco-modulation mechanisms reward companies that adopt more sustainable practices, such as incorporating recycled content.

Conscious Expansion

Retail Stores

Retail plays a significant role in our business model. As we continue to expand our store network, we are committed to making sustainability a key component of our retail strategy. This includes partnering with green energy suppliers to power our stores, using more sustainable and recycled materials in our interiors, incorporating reusable furniture, and implementing circular practices.

We opened **6 new stores in 2025!** We also launched our first shop-in-shop at Van Dijk, in Waalwijk, where there is now a dedicated MR MARVIS space in the store. Of our 21 operational locations, (excluding the shop-in-shop), 19 run on renewable energy. This includes our 2 stores in Amsterdam, Arnhem, Breda, Haarlem, The Hague, Eindhoven, Laren, Leiden, Maastricht, Antwerp, Brussel, Ghent, Hasselt, Knokke, Düsseldorf, Frankfurt, Hamburg and London.

While we set ourselves the target of switching all our stores to renewable

energy in 2025, this is still a work in progress. For some stores, it isn't possible yet due to factors such as landlord restrictions. Nevertheless, we remain committed to pursuing this goal in 2026.

In 2025, we piloted a reclamation bin initiative in our retail store at the P.C. Hoofstraat in Amsterdam. This gave customers the convenient option to responsibly dispose of clothing they no longer use, both from MR MARVIS as well as other brands. Once discarded, they were passed on to our partner, Sympany.

This is a Dutch organisation dedicated to creating a circular textile economy by collecting, reusing, and recycling textiles. Through their nationwide network of textile collection points, they give clothing and fabrics a second life, reducing waste and environmental impact. In 2026, we will consider expanding this initiative to all stores, provided we demonstrate it makes an actual positive impact and is compatible with the store layouts.



Online Marketplaces Presence

In 2025, MR MARVIS reached a significant milestone in its digital expansion with its launch on Zalando, Europe’s leading fashion marketplace. This partnership allows us to introduce our timeless collections and slow fashion philosophy to a wider audience. As we scale on this platform, our core sustainability commitments remain unchanged: garment production continues to take place in Portugal, our supply chain remains relatively short – with Europe also being Zalando’s main market – and our design principles stay the same. We support this expansion through our existing, optimised logistics network. This ensures that all orders strictly follow our internal standards and Zalando’s guidelines regarding responsible packaging, while maintaining full transparency in communicating our sustainability certifications.

Marevista

We launched Club Marevista in 2025. This new line includes sunscreen and an Eau de Parfum. The new products came with completely new challenges regarding expiry dates, hygiene rules, packaging rules and chemical processes. Every challenge was approached with sustainability best practices in mind. As a result, the products are vegan, reef-friendly and free from harmful chemicals. The packaging is made from recycled or recyclable materials wherever possible, and we aim to use as little as necessary, while meeting certain requirements, such as secondary packaging, when needed. In 2026, we will calculate the carbon footprint of these products and focus on developing lighter packaging without compromising the premium look and feel of the product.



A Shared Commitment Towards the Planet

As we grow, so does our responsibility towards the planet. Last year, we set a goal to implement our company's comprehensive carbon reduction plan, which we are now ready to share with you. This section outlines our four-pillar approach to climate impact management: how we calculate our footprint, how we refine and improve our data, the specific actions we are taking to reduce our impact and our commitment to transparent reporting.

1. MEASURE

Tracking Our Impact

To effectively reduce our footprint, we first need a clear understanding of where emissions occur across our value chain. That's why calculating emissions is central to our sustainability efforts.

2. PERFECT

Refining Our Baseline

Part of our focus is to transition from industry estimates to primary data to ensure our carbon footprint is as accurate as possible, and closing data 'blind spots' across all scopes.

3. COMMIT TO ACTION

Our Climate Action Plan

Here we outline our roadmap to reduce emissions, in alignment with B Corp standards. We focus on addressing our most significant hotspots through SMART* targets.

4. REPORT

Disclosing Our Progress

We emphasize our commitment to transparency by sharing our sustainability performance and progress towards our targets.

* Specific, measurable, achievable, relevant and time-bound target

MEASURE: Tracking Our Impact

In 2024, we began our partnership with Vaayu, which continued throughout 2025, to scale our sustainability efforts. As an AI-powered carbon and impact management platform, Vaayu enables us to conduct Corporate Carbon Footprint (CCF) calculations and Life Cycle Assessments (LCA). While CCF covers the emissions of MR MARVIS as a company, LCAs are focused on the impact of individual garment styles.

Vaayu’s methodology is aligned with the GHG Protocol Corporate Standard* and has been third-party certified by TÜV Rheinland**. The platform guides us to make data-driven decisions, ensuring compliance with the fashion industry’s rapidly evolving legal landscape.

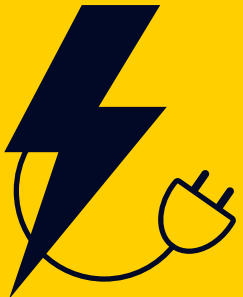
Corporate Carbon Footprint

To gain a clear understanding of our emissions, we conducted a Corporate Carbon Footprint (CCF) assessment for the second year in a row. This assessment provides a comprehensive overview of the greenhouse gas emissions generated by our operations, covering Scope 1, Scope 2, and relevant Scope 3 emissions.



Scope 1:

As a so-called asset-light business, we don’t own factories or warehouses. This means our operational footprint is relatively small. Our Scope 1 emissions are caused by ‘Mobile Combustion’, which represents the fuel used for leased vehicles that our employees use. We exclude categories like ‘Fugitive Emissions’, as these are usually caused by leaks of large refrigerant systems that we do not own or operate.



Scope 2:

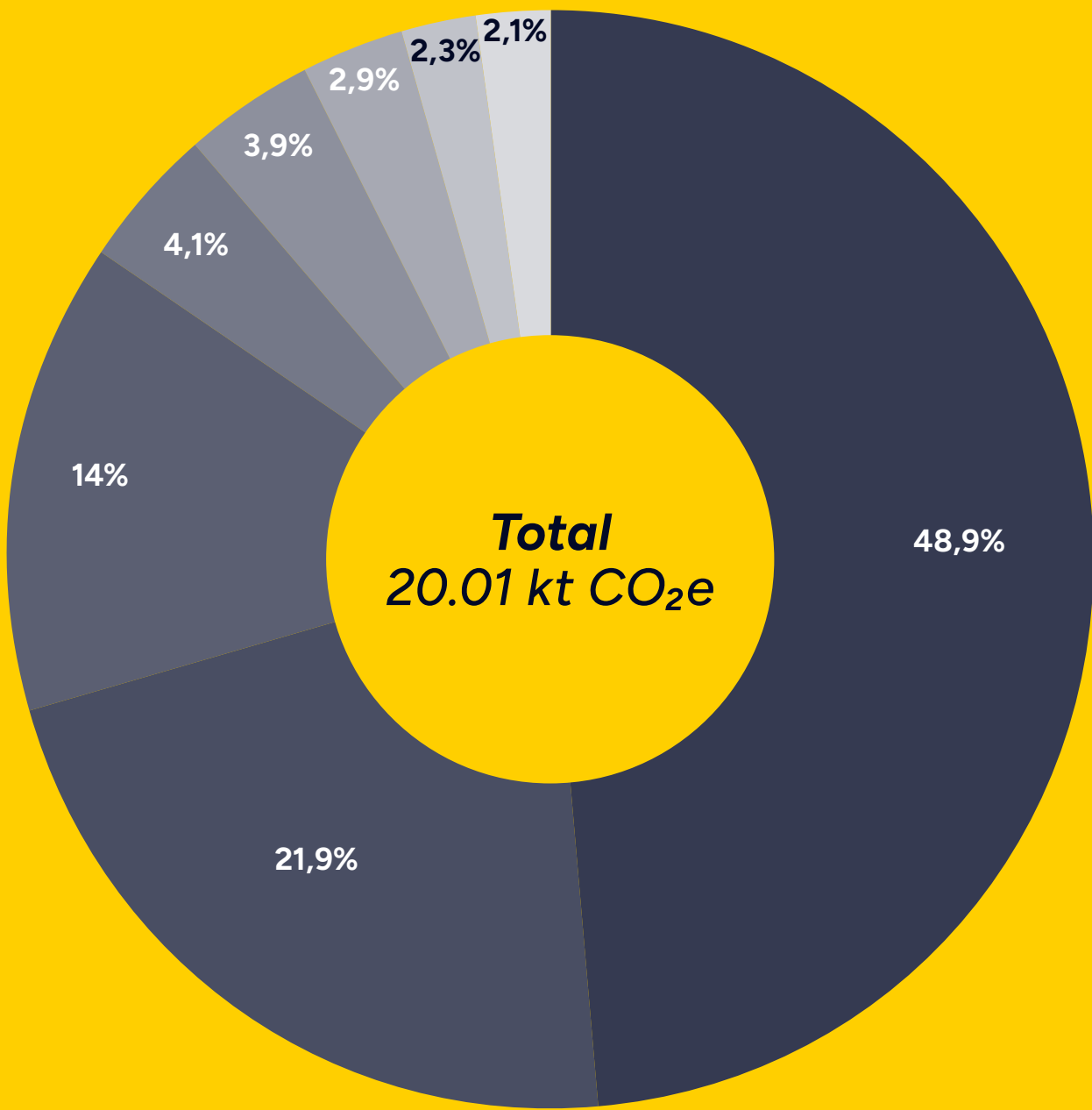
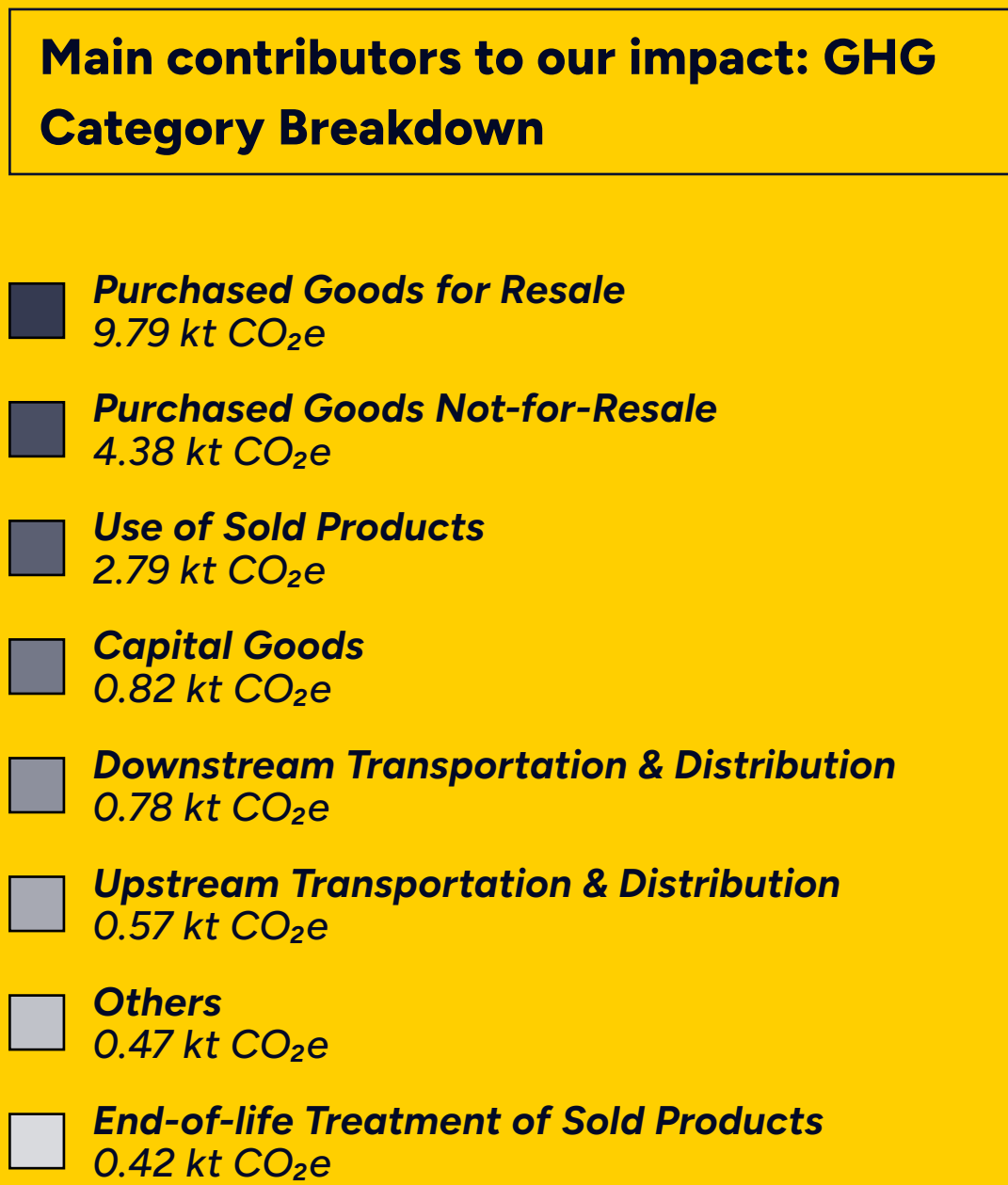
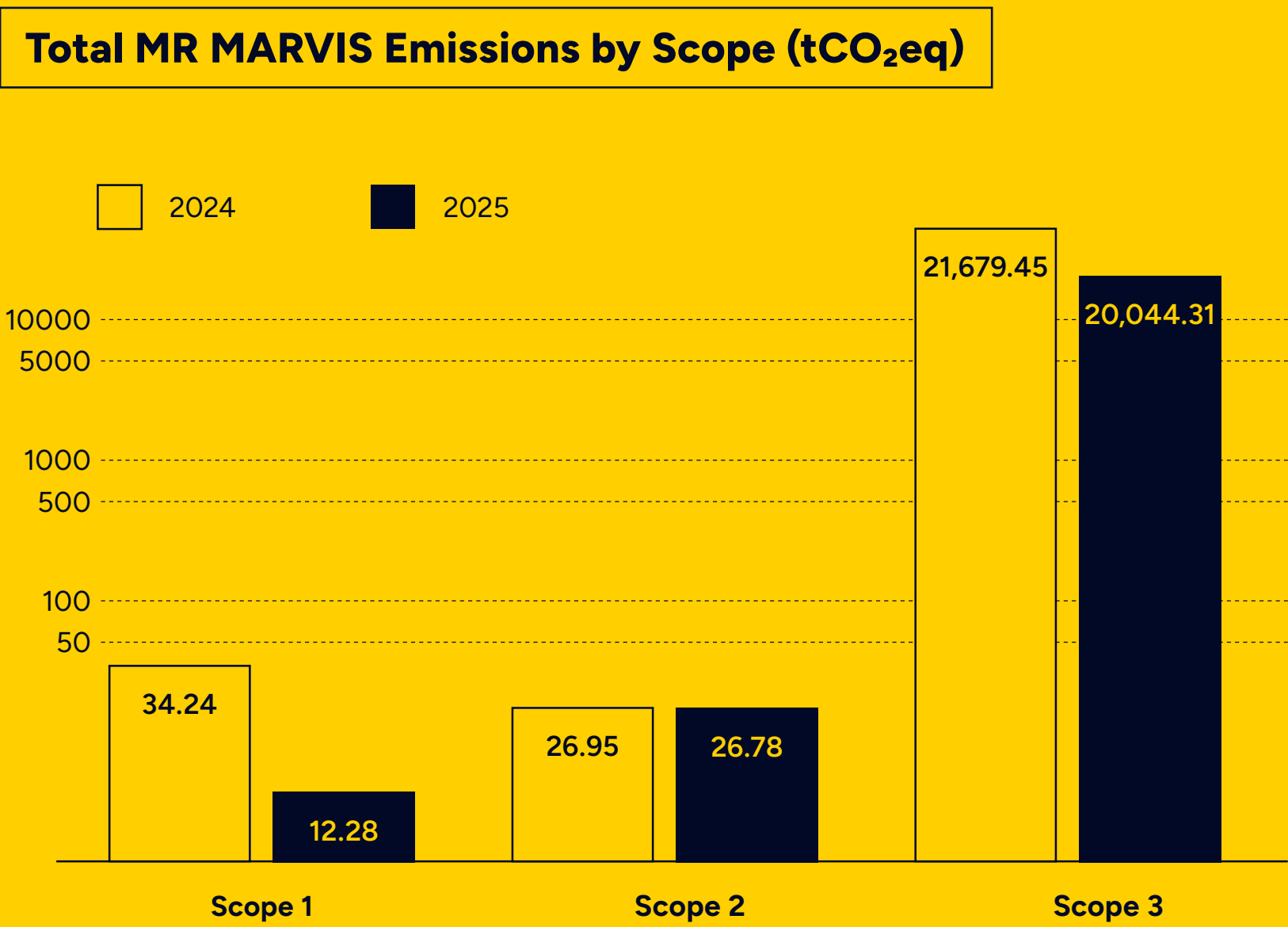
This scope covers indirect emissions from purchased energy to power our locations or facilities are accounted for. In simple terms, this is about the energy used by our stores and office in one year. We look at so-called market-based and location-based emissions. The first is based on the energy mix supply of the external energy providers, while for the second, emissions are calculated based on the specific facility area.



Scope 3:

All other emissions, indirectly caused by production, transportation, product use, and disposal, fall within this scope, both upstream and downstream of our direct operations.

* The world’s most widely used accounting standard for companies to measure and manage greenhouse gas emissions.
**An independent provider of testing, inspection, and certification services.



In 2025, our total market-based emissions amounted to 20,044 tCO₂eq*. This is a decrease of 7.5% compared to our emissions calculated in 2024. However, we want to remain transparent: this decrease is largely driven by improved data granularity and methodological refinements via the Vaayu platform, rather than a significant reduction in overall impact.

* tCO₂eq (tonnes of carbon dioxide equivalent) is a standardised unit used to express the total climate impact of different greenhouse gases by converting them into the equivalent amount of CO₂ based on their global warming potential (GWP)

The vast majority of our environmental footprint – a significant 99.1% – falls within Scope 3. This is consistent with asset-light brands, where the majority of emissions occur within the supply chain rather than direct operations. Let’s break it down:

The most significant category is ‘Purchased Goods for Resale’, which accounts for 48.9% of our Scope 3 emissions. This includes

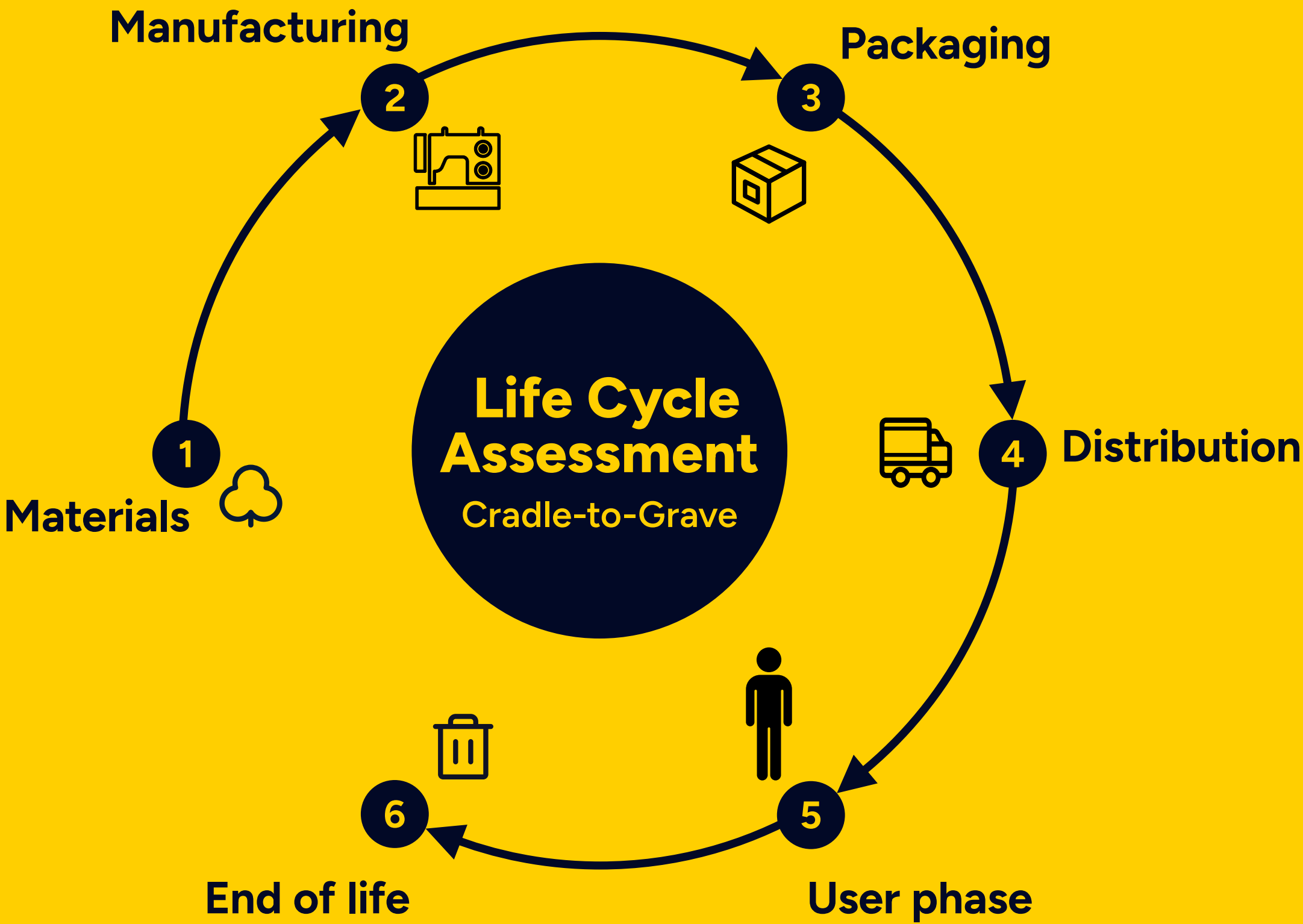
the manufacturing process of the garments we produce through our partners and sell to our customers. To ensure these impacts are captured with high precision, Vaayu incorporates detailed data derived from our Life Cycle Assessments (LCAs) directly into our Corporate Carbon Footprint. Other key impact areas include: ‘Purchased Goods Not-for-Resale’ (21.9%), which is about products and services the company

buys to run its daily operations; the ‘Use of Sold Products’ (14%), which is about the emissions generated during the user phase; and ‘Capital Goods’ (4.1%), which is about long term physical assets purchased by the company. By identifying these hotspots, we can set targets and pinpoint our efforts where it matters most. You can find these targets in our Climate Action Plan on pages [36/37](#).

Life Cycle Assessment

To understand the environmental impact of our collection, we conduct Life Cycle Assessments (LCAs) for all our styles. A LCA is a method used to evaluate the environmental impact of a garment across its entire lifespan. It analyses every stage of a product’s journey, from the extraction of raw materials to its eventual disposal or recycling. By providing a detailed understanding of these stages, LCA helps pinpoint where the greatest environmental impact occurs, guiding us to make smarter, more sustainable choices.

Since 2024, we have been focusing on the Cradle-to-Grave calculation*, a holistic approach that goes beyond the manufacturing stage, to include packaging, distribution, consumer use, washing, and end-of-life disposal, giving us a more complete picture of our environmental footprint.



* This is an improved methodology compared to the Cradle-to-Gate assessment, which stops at the point where the product leaves the factory. We recognise that a product’s emissions don’t end there: its impact extends far beyond.

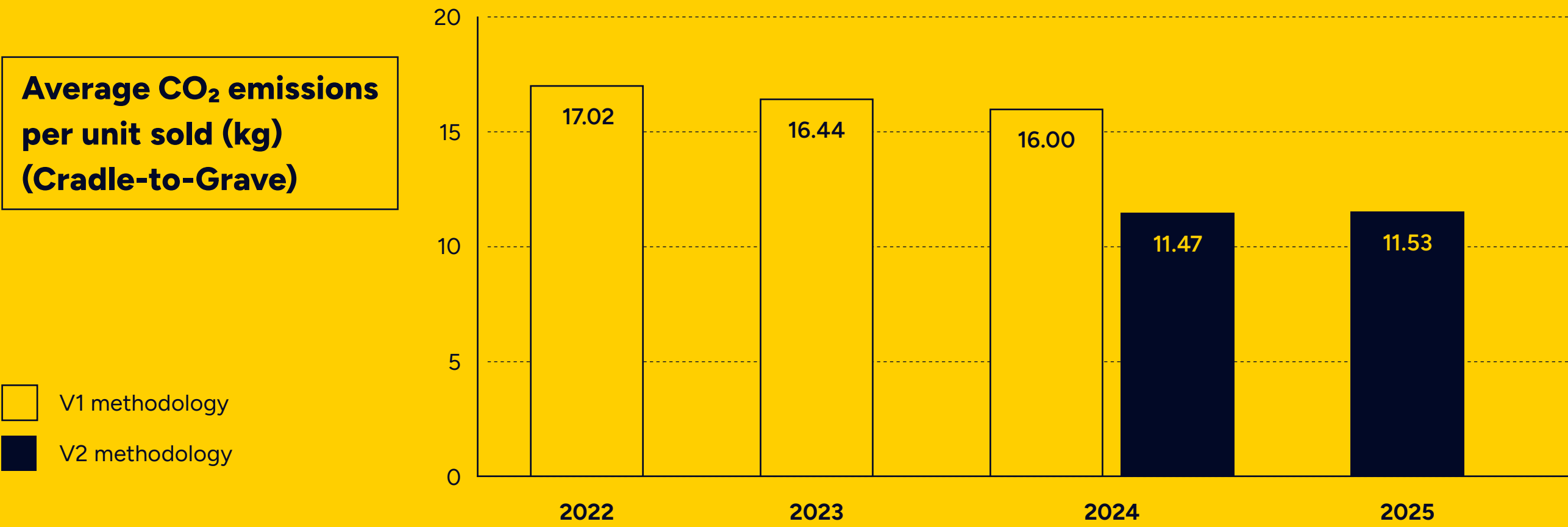
Progress Over the Years

Rapid innovations in sustainability technology have led to an important shift in how we measure our impact this year. Vaayu has introduced an updated methodology (moving from V1 to V2), which provides a more precise and detailed view of our emissions across the value chain. The new V2 methodology includes updated emission factors*, standardised lifecycle modelling, and assumptions aligned with the EU Product Environmental Footprint (PEF) framework. As a result, previously reported results calculated under the earlier V1 methodology are no longer directly comparable. To ensure consistency and transparency, all previous data has been recalculated using the updated methodology. From now on, these V2 calculations will become the new baseline for reporting.

In the past years, we reported on carbon intensity: this is the average carbon footprint per item sold (calculated using net sales to account for returns). This metric is determined by dividing the total emissions of all products (adjusted based on the sales volume of each style), by the total number of net sales. We chose this metric because it reflects the actual emissions generated by our production. To drive progress, we established a target to reduce our carbon intensity by 5% annually.

In the graph below, you can see a positive trend when comparing the year-to-year carbon intensity until 2024. This is the result of switching one of our all-time best-sellers, The Longs, to organic cotton in 2022. It is also linked to higher sales of garments with lower emissions.

Here’s where things begin to change: under the previous V1 methodology, the 2024 average carbon intensity per product was reported as 16 kg CO₂e. After recalculating using the updated V2 methodology, the revised 2024 baseline is 11.47 kg CO₂e per product, which is now the reference value for future comparisons. Using this consistent methodology, the average carbon intensity per product in 2025 is 11.53 kg CO₂e, representing a 0.5% increase compared to the recalculated 2024 baseline. This means that the original 5% reduction goal was not met, but as it was set before the methodology change, it’s no longer an appropriate benchmark.



* An emission factor is a representative value that relates the quantity of a specific activity (e.g. producing a kilogram of polyester) to the amount of greenhouse gas released into the atmosphere. Updated factors reflect the most recent scientific data, accounting for changes in power grid mixes, improved manufacturing efficiencies, or more accurate primary data sources.

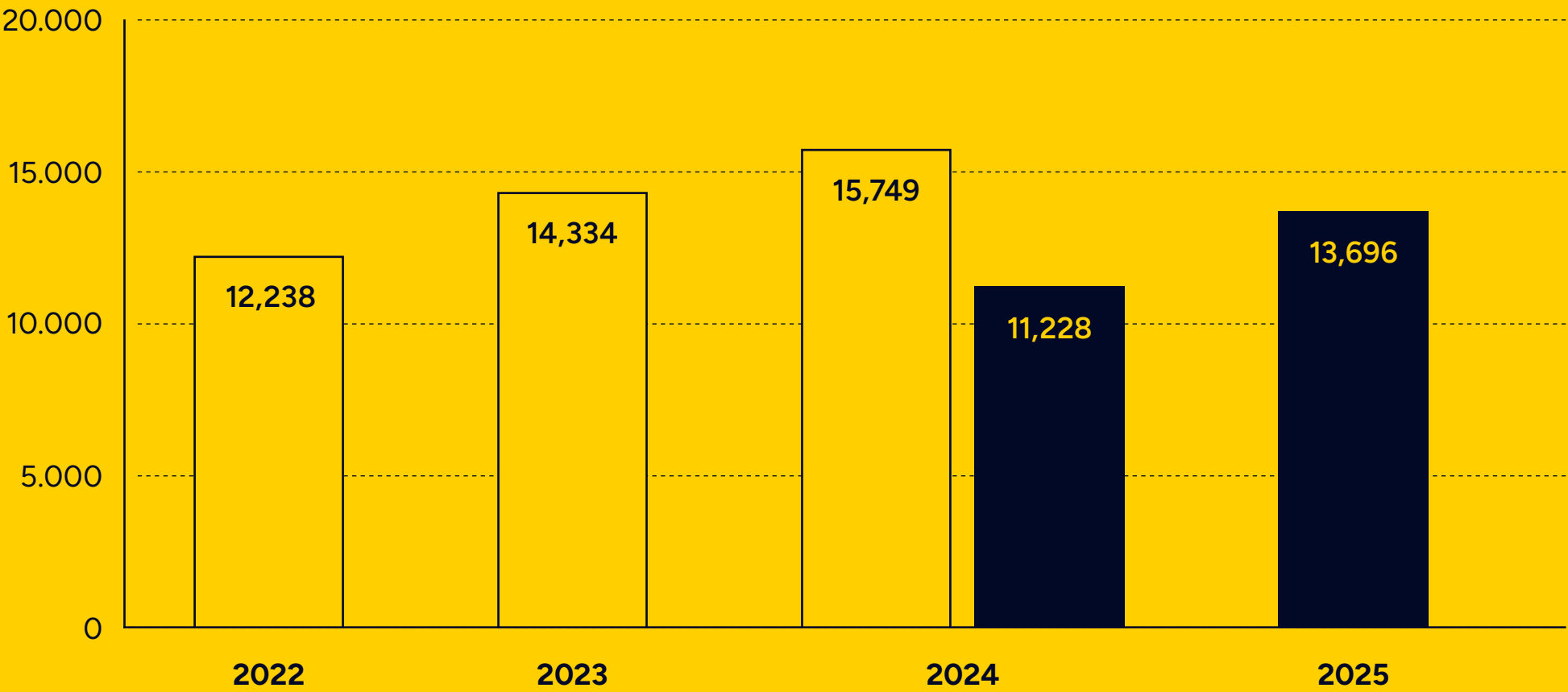
Total Emissions of Our Collection

As our business continues to grow, so do our emissions. While we track the carbon footprint of every individual item, we also disclose the total emissions generated across our entire collection. This year’s data reflects our transition to the V2 methodology, and the updated 2024 baseline. Total emissions also reflect the Cradle-to-Grave lifecycle, from raw material extraction and production to packaging, distribution and end-of-life disposal. This emphasises the need to focus not only on reducing emissions during production but also on strategies that minimise environmental impact throughout the entire life cycle of our garments.



Our Carbon Footprint (metric tonnes of CO₂) through the years, generated by the sales of our collection

- V1 methodology
- V2 methodology



Rethinking Our Goals

While the improved accuracy of the V2 methodology is a positive step forward, it requires us to reassess our product carbon reduction goals. We realised that setting goals on carbon intensity reduction can be a double-edged sword. On the one hand, carbon intensity provides a realistic picture of our average product emissions, considering our actual sales. On the other hand, it’s quite tricky to set goals based on these insights, as they do not account for unexpected increases in sales of high-emitting products in the following year. This means we are quite dependent on customer purchasing behaviour to meet our reduction target.

An example: in 2024, we set the goal to switch the production of The Originals, one of our all-time best sellers, from conventional to organic cotton. If the sales mix of our collection had remained consistent from 2024 to 2025, we would have achieved a net reduction, bringing us closer to our 5% target. However, a substantial increase in the sales of higher-emitting products, such as The Merino Zip Pullover, has offset this progress.

In 2026, we will adopt a different approach. Instead of measuring improvements in carbon intensity, we will track reductions in average emissions per category. We will focus on our highest-selling categories - shorts and trousers – and set a 2% reduction target for each. This approach ensures that sales are still taken into account, making our goals as impactful as possible, while preventing sales spikes from masking underlying technical improvements, as was the case in 2025. Further details on the breakdown of our garment categories can be found on the following page.



Carbon Footprint and Improvements by Garment Category

Shorts



Average emissions per category: 8.2 kg CO₂

Shorts are the heart of MR MARVIS, which is why we can't help starting with this category. At the end of 2025, our collection of 11 shorts averaged 8.2 kg CO₂ per style. In April 2025, we started producing The Originals with organic instead of conventional cotton. This marked a major milestone and fulfilled an objective outlined in the 2024 action report. Because some leftover conventional fabric remains, all new batches will be produced using organic materials in 2026. The conventional cotton version consumed 1.7 kg CO₂ more than the organic version, which is a significant difference considering that The Originals were still our best-selling shorts in 2025.

Another goal we set in last year's report was the redevelopment of The Piqués, which are our second best-selling shorts. The aim was to test a switch from organic cotton to a fabric containing recycled content (55% organic, 45% recycled). Following successful sampling, we will roll out production in 2026. However, under the new V2 methodology, recycled cotton has a higher emission factor than virgin cotton. We nonetheless remain committed to this transition as we believe that reducing our reliance on virgin materials is an important step towards a more circular future. We aim to reduce the average emissions for this category by 2% in 2026.

Trousers



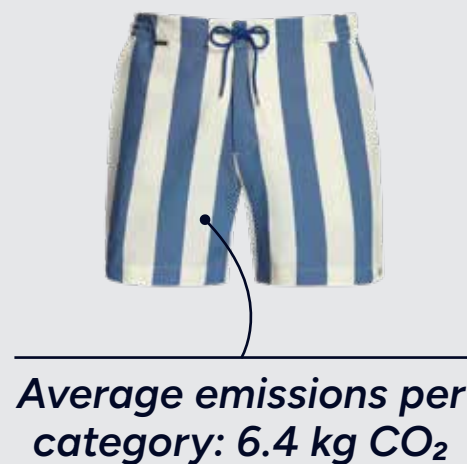
Average emissions per category: 13.2 kg CO₂

We currently have 20 unique trousers styles in our collection, each with their own distinct features and environmental impact. The Heavy Classics have the highest carbon footprint, at 16.8 kg CO₂. This is mostly due to the fact that this style, which is made for the colder months, is made with a thicker fabric. The extra use of material usually leads to higher emissions.

However, if we consider the total emissions generated in 2025 due to sales, The Easies (14.5 kg CO₂) would take first place. This is a style that we will redevelop during 2026. Currently made with 73% organic cotton, 17% Polyamide and 10% elastane, we are looking to redevelop this fabric to include recycled polyamide instead. We aim to reduce the average emissions for this category by 2% in 2026.

Carbon Footprint and Improvements by Garment Category

Swimwear and Activewear



Let’s move on to our swimwear and activewear collection. At the end of 2025, it consisted of 5 different styles: The Swims, The Print Swims, The Seersucker Swims, The Big Stripes Swims, and The Sports. This category is analysed separately from shorts because, due to their functional requirements, these products are made from synthetic rather than natural fibres such as cotton and linen. In 2026, we will focus on redeveloping and testing the fabric we use for The Sports. Currently, it consists of 88% rPET (polyester made from recycled

PET bottles) and 12% elastane for comfort.

When we originally introduced rPET, using recycled PET bottles in garments was widely considered an innovative and more sustainable alternative to virgin polyester. However, as knowledge and recycling technologies continue to evolve, new insights have emerged. PET bottles can often be recycled back into new bottles multiple times, whereas once the material is turned into textiles, it is much harder to recycle again at the same quality level. In this sense, the material is effectively downcycled.

As a result, we now see textile-to-textile recycling as a more circular and future-proof approach than the current model, and we will explore alternatives accordingly.

Sweaters



Our sweater collection is growing: by the end of 2025, we offered 14 styles, of which 5 were new introductions. Our three bestsellers – The Merino Zip Pullover, The Merino Pullover and The Knit Pullover – are significant contributors to our carbon footprint, as their high sales volumes and reliance on wool significantly increase their impact. Wool has a relatively high environmental footprint because of its resource-intensive production. Raising sheep for wool generates methane, a potent greenhouse gas, and requires large amounts of land, water, and energy. In addition, the processing of wool – including cleaning, spinning, dyeing, and knitting – adds further emissions through energy use and chemical treatments. That is why we are constantly exploring ways to reduce the ecological impact of knitwear.

To achieve this, introducing more recycled content is key. For example, consider the

difference between two similar sweaters in our collection: The Knit Pullover and The Wool Pullover. While one is made from 100% virgin wool, the other consists of 50% virgin wool and 50% recycled wool. This results in a substantial difference in impact: the former has a footprint of 38.4 kg CO₂, while the latter is significantly lower at 22.1 kg CO₂.

However, it’s important to recognise that recycled wool fibres can result in a potentially lower knitwear quality, due to the shorter fibre length. While we will continue to explore opportunities to incorporate recycled content when it comes to redeveloping existing styles and introducing new ones, our current focus is on maintaining high durability standards for our sweater range. This makes it challenging to increase the share of recycled content.

Carbon Footprint and Improvements by Garment Category

Outerwear



Average emissions per category: 31.6 CO₂

When looking at average emissions, our outerwear category has the highest impact. This is not surprising, as products in this category are designed to be functional and include heavier fabrics or blends to make them more fit for use. The Wool Zip Jacket and The First-Class Jacket are the highest-emitting styles in our collection, with carbon footprints of 68.7 kg CO₂ and 62.7 kg CO₂, respectively. The Wool Zip Jacket remains the highest contributor in this category when factoring in 2025 sales, followed by The Iconic Jacket. For the latter, its material blend – polyester and polyurethane – combined with high sales volumes drives total emissions up.

T-shirts, Polos, Shirts



Average emissions per category: 9.0 Kg CO₂

This category includes all of our tops, excluding sweaters and outerwear. Within this large group, comprising 21 styles, the garment with the highest footprint is The Buttonless Polo (12.3 kg CO₂). This makes sense, considering it’s a lightweight merino wool polo. If we also consider sales volume, The Classic Polo, a GOTS-certified organic cotton garment, emerges as the highest emitting item. Apart from product conversions that allow GOTS labelling, we do not have specific goals for carbon footprint reduction in this category.

Accessories



Average emissions per category: 4.3 CO₂

This is our smallest category, but that doesn’t make it any less significant. With new introductions in the pipeline, it currently includes our Beanies and The Stretch Belt, which was added in 2025. While we’re not setting goals on carbon reduction for this category just yet, design choices are always carefully considered when introducing new styles, including product-level certifications.

Water Footprint Across Garment Categories

In addition to carbon, our Life Cycle Assessment (LCA) calculations track water usage throughout the entire life cycle of our garments. These insights help us refine our practices, reduce water consumption, and improve efficiency across our supply chain – just as we do in our approach to CO₂ reduction.

In 2025, the average water scarcity impact (L) per garment category was:

	Shorts	Trousers	Swimwear and activewear	Sweaters	Outerwear	T shirts, Polos, Shirts	Accessories
	16,740	7,693	3,743	12,926	17,498	14,536	1,918

Water scarcity impact refers to the total amount of water used throughout the life cycle of a garment, from raw material production to manufacturing and beyond. This includes water used for growing and cleaning the materials, dyeing the fabrics, and processing materials, as well as water used during the garment’s use phase by customers, such as for washing. We focus on water scarcity impact rather than water consumption alone, as it provides a more comprehensive view than simply measuring how much water is used. It captures the true environmental significance by accounting for where the water is being used. For example, using 1,000 litres in a water-stressed region has a far greater impact than the same amount in a water-abundant area. Reducing our water impact is crucial when it comes to minimising our environmental footprint and promoting more responsible resource use.



PERFECT: Refining Our Baseline

Data is only as good as its source, and goals are only as credible as the foundation they are built on. For our Corporate Carbon Footprint calculations, our focus is on adjusting and perfecting our inventory by moving from industry-average estimates to primary data collected directly, either from our own operation or our suppliers. When it comes to completeness, we try our best to include as many GHG (greenhouse gas) categories as possible within each scope, based on the data that we currently track. Where data is not available, Vaayu makes solid assumptions. Especially within Scope 3 emissions, where we rely heavily on external suppliers and third parties for data input, a significant portion of the data is still derived from assumptions and industry averages (Accuracy Score of 36%).

We are actively working to close data blind spots in our Scope 1, 2 and 3 categories to ensure our footprint is as accurate as possible. For example, it's

best to move away from spend-based data, where environmental impacts are estimated based on how much money is spent, to actual quantities for a specific category. A practical example: in Scope 1, we disclose the total mileage of vehicles leased to its employees. We report fuel usage and total distance travelled in a year, which is better than simply relying on the amount of money spent on fuel during the same year.

Similarly, for our Scope 2 emissions, it is far more precise to report actual annual energy usage (kWh) across our retail locations and offices than to estimate impact based on yearly costs. While we are already collecting energy usage data, our objective for 2026 is to obtain the total energy consumption data from 100% of our stores and facilities.

Because Scope 3 represents 99.1% of our impact, adjusting our data here is key. As garments drive the majority of our emissions, we will work on

increasing visibility into the origin of raw materials in 2026. Furthermore, we aim to obtain energy consumption data from 50% of our Tier 1 facilities, such as garment manufacturers and many fabric suppliers. They all have a direct commercial relationship with MR MARVIS. This data directly improves the accuracy and completeness of our LCAs, which in turn ensures a more precise Corporate Carbon Footprint. Finally, we also aim to improve our data regarding so-called 'Upstream and Downstream Transportation'. This covers all the movements throughout our supply chain (e.g. from factory to warehouse, and from warehouse to customers or stores).

Once our data is fully refined by the end of 2026, we will be able to sign a formal commitment letter with the Science Based Targets initiative (SBTi). This will initiate a 24-month window for us to set and validate science-based reduction goals aligned with the 1.5°C trajectory of the Paris Agreement.



COMMIT: Our Climate Action Plan

Data sets the direction, but action moves us forward. In alignment with the new B Corp Standards (Version 2), and as part of our commitment to responsible business practices, we have developed a publicly available Climate Action Plan*.

This plan outlines the actions we will take to contribute to the global ambition of limiting global warming to 1.5°C, in alignment with the Paris Agreement. We take an honest look at where our emissions occur, and then target our most significant emission hotspots.

The plan defines a set of SMART (specific, measurable, achievable, relevant, and time-bound) targets that guide how we reduce the environmental impact of our operations, products, and value chain. The plan also describes how we will allocate the necessary human, technical, and material resources to implement these actions, and how we will collaborate with key stakeholders including employees, suppliers, customers, and industry partners to drive progress.

Below is an overview of our key focus areas and where we believe we can create the greatest impact.

Scope	Topic	Target (End of 2028)	Immediate Action (End of 2026)	Stakeholder Engagement	Resources	Responsible
	Where MR MARVIS will create the most impact	The SMART targets that we set to reduce our climate impact	The concrete actions MR MARVIS will take to achieve this goal	Who needs to be involved and how we will work together	The tools and support needed to implement these actions	Who will make sure that this goal is met
3	Working on garment collection CO ₂ emissions reduction	Reducing our best-selling categories’ average emissions by 6% in 2028	We aim to decrease the average CO ₂ emissions of our trousers collection by 2%. We will do so by transitioning The Easies fabric from virgin to recycled polyamide	Product Development Team, Fabric Suppliers	Time investment, LCA Software, budget for sourcing alternative fabric and testing	Product Development Team
			We aim to decrease the average CO ₂ emissions of our shorts collection by 2%. We will phase The Originals out completely in conventional cotton and introduce lower-emitting styles	Product Development Team, Fabric Suppliers	LCA software	Product Development Team
3	Transitioning towards a fully GOTS-certified collection	Taking GOTS requirements into account in the design phase of new developments	We will ensure that 75% of newly introduced styles (where main body fabric is at least 70% cotton) is GOTS-certified	Product Development Team, Fabric Suppliers Certification Body	Budget for GOTS audit	Product Development Team and Sustainability Team
		Implementing all feasible changes on existing styles when relevant so that they can be GOTS-certified	We will redevelop The Smart Shirt in GOTS-certified cotton, switching to magnets without PVC encasing and redeveloping The Easies fabric	Product Development Team, Trim Suppliers, Fabric Suppliers, Certification Body	Budget for GOTS audit and alternative trims	Product Development Team
3	Committing to lower-impact materials for our garments	Strengthening our commitment to recycled content in our collection	Mapping all textile leftovers at factories and exploring partnerships that will allow us to recycle our own textile waste in future collections	Portugal Office, Supply Chain, Suppliers, External providers/organisations	Budget for quality testing trials	Sustainability Team
			Converting fabric of The Sports - recycling moving away from PET recycling from bottles and moving to post-consumer recycled textile	Product Development Team, Fabric Suppliers	Budget for sourcing alternative fabric	Product Development Team

* This plan was last updated in April 2026.



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3	Circularity & Product Longevity	Extending the lifespan of the garments we sell, focusing on initiatives to keep our clothes in play	Streamline our repair service processes by improving data accuracy and ensuring input from 100% of stores on requested repair services. Working on improvement of repair services. Exploring options for second-hand resale	Store managers, Customer Experience Agents External Platforms/ Organisations	Internal developments or reliance on third-party service providers. The implementation of a tracking system for repairs	Internal teams - Sustainability & Customer Experience, Retail, Supply Chain, PEDX
3	Supply chain logistics	Reducing carbon emissions in our supply chain	Piloting zero-emissions last-mile delivery using cargo bikes. The pilot will inform further rollout, with a maximum scalability potential of up to 25% of all Dutch orders.	Supply Chain team	IT Budget (APIs, tracking) Internal and external (WH) operational setup	Supply Chain
3	Employee Commute	Incentivising and boosting more environmentally responsible behaviours for employees to commute	Research options to incentivise green travel to work (e.g Lease a Bike, Charging station, etc)	Employees	Operational Budget	HR Team, Sustainability
2	Powering our stores with renewable Energy	Transitioning 100% of leased spaces from conventional to renewable energy contracts by the end of 2027	Collect utility data from current landlords where missing prioritize “Renewable First” criteria for all new store openings	Retail Team & landlords	Operational Budget	Sustainability Team

Finally, accountability requires consistency. We commit to publicly disclosing our carbon footprint, water scarcity impact and progress against our Climate Action Plan annually, as well as on each product page on our website. We will share both our successes and our challenges, ensuring our stakeholders, customers, and partners can hold us to the high standards we have set for ourselves. Our Climate Action Plan is updated every three years and reviewed by our highest governing body to ensure it remains relevant in a rapidly changing environmental landscape.

Remediation

As a remediation strategy, we captured 110% of our emissions with the organisation Justdiggit, a non-profit organisation focused on regreening degraded land in Africa. After partnering with Justdiggit for three years (2021–2024), we reassessed our mitigation strategy in 2025. Together with Justdiggit, we helped recover 99,600 trees and restore 1,670 hectares of land in Tanzania - achievements we are truly proud of. We very much appreciate the important work they do. Having said that, we felt that after three years, it was the right moment to reconsider our approach.

In 2024, we significantly improved how we measure our environmental footprint. This gave us more accurate and comprehensive data than ever before, but it also led to a substantial increase in reported emissions, which meant we needed to start capturing impacts that were previously unaccounted for. As a result, maintaining our commitment to compensate for 110% of our emissions via Justdiggit became increasingly complex and expensive. This also raised a broader question: how can we ensure that our efforts create the greatest possible impact? With new insights at our disposal, we became less comfortable less comfortable with the offsetting claim we

were making. As the conversation around offsetting becomes more complicated and occasionally controversial, with the validity of some carbon credits being questioned as ineffective or lacking transparency, and with EU legislation aiming for greater transparency and clarity for consumers, we have chosen to move away from this approach.

As a result, we developed a new approach: First of all, we aim to invest more in reduction within our own supply chain to minimise our negative impact. Prevention is always better than addressing problems afterwards. Secondly, we sought a new partner that enables us to make a positive impact on nature in our own signature way, through a project more closely aligned with our industry. As a clothing brand that relies heavily on natural resources, we feel a strong responsibility to give back.

While we won't reveal too much just yet, we have found a new partner that we will start working with in 2026: an NGO focused on nature projects that will also help us make our supply chain more sustainable. We look forward to sharing more in next year's report.



Feel Marvellous

Social



Introduction

Our goal is simple: we want to make people feel marvellous – and when we say this, we truly mean everyone!

It starts with our own team. We work hard to create a workplace where everyone feels supported, safe and included. With Justice, Equity, Diversity and Inclusion (JEDI) as a steady focus, we make room to grow and connect with each other in meaningful ways.

We also prioritise our customers, who wear MR MARVIS with pride and make everything we do possible. Every day, whether online or in-store, we strive to make their experience the best it can be.

Of course, we wouldn't be here without the strong partnerships that define our business. And although our reach beyond our own operations may be limited, our ambition isn't. Each year, we step outside our bubble, supporting communities through philanthropic initiatives that aim to make a meaningful difference.

In this chapter, we'll take you behind the scenes and shed some light on our efforts regarding employee wellbeing, customer experience and labour standards for our manufacturers. We'll also explain how we strive to give back to our community.



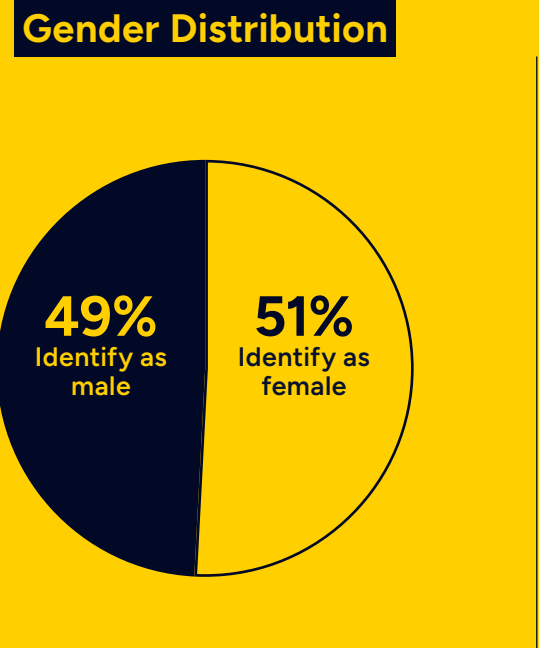
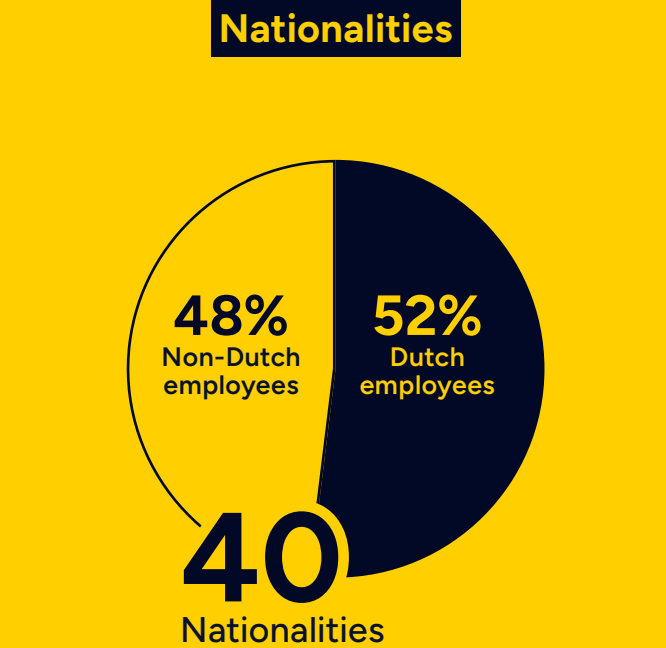
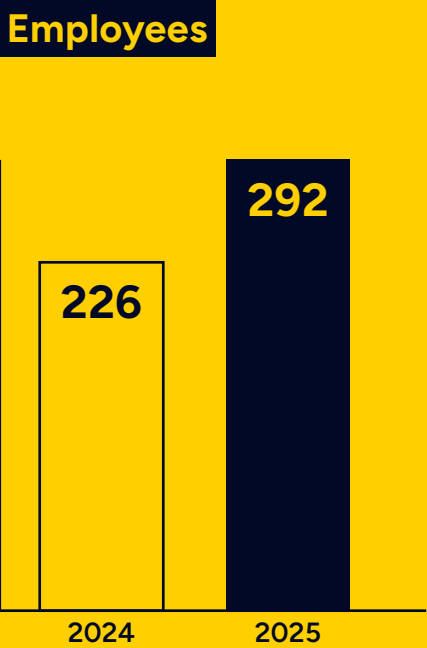
Our Team

At MR MARVIS, our people are what truly make us marvellous. For us, being a B Corp is not just a certification. Being part of this community reinforces what we have always believed: that sustainable growth goes hand in hand with taking care of our people, our partners, and the environment.

We believe that building diverse teams where different perspectives are welcomed and valued is essential to creating an environment where everyone can thrive.

With 40 nationalities across our teams and balanced representation in gender and leadership positions, we are committed to fostering a workplace that offers equal opportunities for everyone.

Pablo Caballero, Talent Acquisition Manager



Measuring Employee Happiness

The Employee Net Promoter Score (eNPS) measures how likely employees are to recommend MR MARVIS as a place to work, on a scale from 0 to 10. The score helps us understand overall employee sentiment and identify opportunities to improve the employee experience.

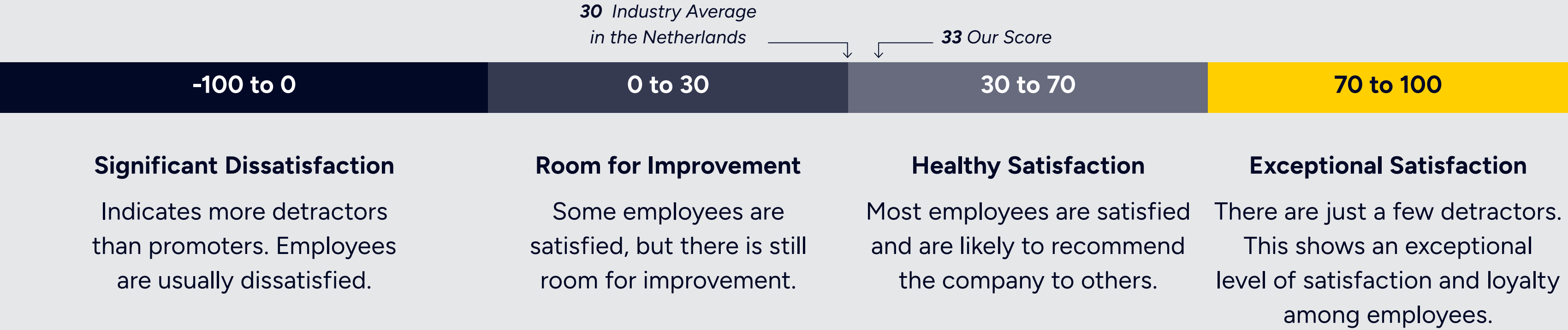
The wellbeing and happiness of our team remain a priority at MR MARVIS. To get a better idea of how we’re doing, we refined the way we measure employee satisfaction. In 2024, we assessed the eNPS on a monthly basis. In 2025, we transitioned to measuring eNPS once per year, simultaneously with our annual engagement survey. This way, employees could rate their experience at the workplace by considering all aspects of working at MR MARVIS. We also noticed that monthly surveys led to lower response rates. By simplifying the process, we encouraged more considered and meaningful

feedback. In 2026, we will meet in the middle, measuring eNPS twice a year to get a more complete picture, while keeping participation strong. Our **eNPS score** for 2025, was **33**, which falls under the ‘Healthy Satisfaction’ category. Overall, our annual survey shows what we value most: a strong team spirit and positive atmosphere across MR MARVIS. Many of our colleagues feel proud of our diverse, respectful culture and the quality of the products we create together. Leadership is generally experienced as approachable and supportive, and our wellbeing initiatives are highly valued!

The survey also highlighted where there is room for improvement. Employees expressed wanting clearer communication and decision-making across teams, as well as more defined growth paths, recognition and guidance in personal development. In addition, workload and pressure have increased as the company continues to grow, with some colleagues experiencing work-related stress. In response, we are taking targeted steps to improve communication, provide greater clarity on roles and development opportunities, and better support teams in managing workload and wellbeing as we scale.

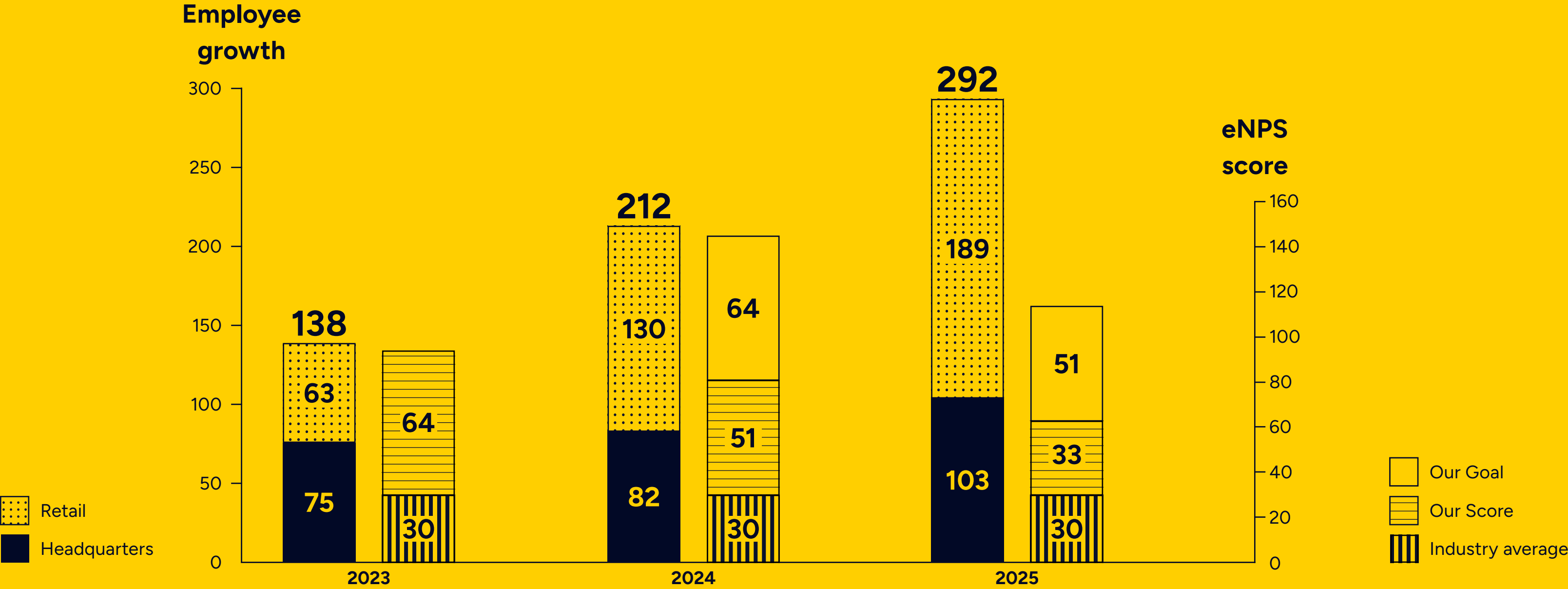


What is a good eNPS?



Our eNPS throughout the years

Looking back, you can see how our eNPS score has evolved over the past few years. Despite significant growth – with headcount increasing by **38%** compared to 2024 – we’ve continued to foster a strong level of employee satisfaction. We remain above both industry and national benchmarks. As we move through 2026, our goal is to maintain a baseline eNPS of 33, while actively pursuing opportunities for further improvement.



Supporting Employee Wellbeing

Personal development

Every year, we offer personal development opportunities aim to continuously strengthen the skills of our team through Lepaya training programs. These are focused both on personal and professional growth. As our team is highly international, there is strong interest in Dutch language courses, which we offer at different levels. In addition, everyone has access to a personal development budget, which can be used for a wide range of opportunities, such as attending conferences or courses of their choice.

Topics we covered this year

Based on the feedback we received from the employee survey mentioned above, these were the topics that our People team decided to focus on via Lepaya:

Working with Stress

We hosted a session on how to build a healthy relationship with stress, to identify the main triggers and discover practical ways to recover and recharge.

Empathy & Trust

Building on the success of the first training, this session focused on strengthening relationships – gaining a deeper understanding of one another and fostering trust in everyday interactions.

Managing Upwards

Our final Lepaya session revolved around developing confidence in conversations with senior stakeholders: expressing oneself effectively, balancing perspectives, and keeping discussions constructive and equal.

22

colleagues participated in Lepaya training

21

colleagues took Dutch courses

9

colleagues took part in a personal development training





Wellbeing Benefits

At MR MARVIS, wellbeing is woven into everything we do. Through the Alleo platform, every team member – including interns and part-timers – receives a monthly budget to invest in what keeps them feeling their best. With fitness memberships, bike subscriptions, meditation classes or discounts on museums and shows, there's plenty to keep things interesting. In addition, ergonomic checks happen regularly during the year, and access to OpenUp is provided, giving employees access to unlimited professional coaching sessions online.

Week of Workplace Happiness

In September, we turned our HQ into a happiness hub for an entire week with a programme focused on wellbeing, connection and appreciation of others. The week started with chair massages hosted by Chairman at Work, a Dutch social enterprise employing blind and visually impaired professionals, and continued with healthy smoothies, an appreciation wall, workshops and webinars via OpenUp, and a Silent Disco Happy Hour to close the week with a quiet bang. The activities encouraged both mental and physical wellbeing, while creating space for the team to recharge and connect.

JEDI at MR MARVIS

We really appreciate the diverse and international character of our team and value the different perspectives our colleagues bring to the table. That’s why creating and nurturing a diverse, equal and inclusive working environment is super important to us. In 2024, we founded our Justice, Equity, Diversity and Inclusion (JEDI) Committee and we’re excited to share what our marvellous JEDI’s have

been up to. When the JEDI Committee was founded, one of its first actions was to develop a vision statement designed to guide its work. Building on our broader company vision, it extends our commitment beyond our own walls – to our customers, partners and the communities we’re part of. By putting this vision into words, we’ve created a shared understanding of what we stand for and the impact we aim to make.

JEDI Vision Statement

At MR MARVIS, we empower everyone – our workforce, customers, partners, and communities – to foster an inclusive, diverse, just and equitable environment. As a clothing brand, we hold ourselves accountable for the impact we have and are committed to setting a new standard in the industry by delivering products, experiences, and services that contribute to a fair society. Through our actions, we aim to lead by example, fostering a culture of integrity, transparency, and excellence in all that we do.



A photograph of three men of different ethnicities standing in a desert landscape with large saguaro cacti. They are looking at a white car. The man on the left is wearing a grey polo shirt and sunglasses. The man in the middle is wearing a pink short-sleeved button-down shirt and sunglasses. The man on the right is wearing a white short-sleeved polo shirt and sunglasses. The title 'Reflecting on Our JEDI Progress' is overlaid in white text at the top left.

Reflecting on Our JEDI Progress

Every year, we send out a JEDI Survey to all of our employees. Based on the 2024 survey’s insights, we established several JEDI targets for 2025, which are outlined below. We also reflect on our progress since setting these goals.

Creating a safe and respectful work environment

We set this target because the survey revealed that employees in our Customer Experience (CX) and Retail Team face inappropriate behavior from customers. In addition, discriminatory comments have appeared on our online advertisements. To address these challenges, the retail team now discusses these issues monthly during their daily standups, ensuring this is addressed at least 12 times a year. This provides an opportunity for team members to share experiences, offer support, and exchange strategies for handling difficult situations. The goal is to eventually formalise the training on our learning platform Tinqwise and also make this available to our CX team. To combat online hate speech and make our stance clear on this subject, we have added a **policy statement** connecting our JEDI vision to the FAQs on our website and to the ‘about us’ sections on the platforms we are active on, which our team references when monitoring inappropriate content.

Making our hiring practices more inclusive

Our team focused on making our hiring process more inclusive. We outlined three ways to achieve this. Firstly, we rolled out an unconscious bias training for everybody involved in the hiring process. The questions in the interviews were standardised to foster a fair process for the candidates. We also aimed to introduce blind applications (e.g. removing names, photos and other personal information). This is not possible with our current hiring platform. However, we are switching systems in 2026, and will implement this as soon as the new system is up and running. Lastly, we aimed to expand to job boards that target minority groups. While our People team researched several specialised job boards, they did not identify platforms with both meaningful reach and a consistently active job-seeking audience.

Boosting equal opportunities and representation in management positions

The third goal focused on improving equal opportunities and representation in management, as survey responses highlighted positive progress but also showed less opportunity for some groups. To tackle this, we focused on three main actions for 2025: launching the MR MARVIS employee Growth Framework, setting up a mentorship program and involving our management in JEDI activities.

The Growth Framework is our structured approach to support and guide the professional development of individuals at MR MARVIS. It outlines the skills and level of impact needed to advance. The idea behind the mentorship program is to support employees' growth by connecting colleagues from different levels.

Our HR team worked hard to launch these projects. However, due to a transition within our People's team management and temporary understaffing, we could not fully roll out the Growth Framework, and the mentorship program has been postponed to 2026. We prioritise quality over speed, and would rather launch something we can be truly proud of. Lastly, as set out in our targets, at least one member of our management team has participated in the JEDI activities to demonstrate support.



Improving accessibility online and offline

We also address JEDI topics beyond the workplace, including improving the accessibility of our store and online environment to accommodate customers with diverse needs.

In 2025, we have taken several steps (see below) to improve the accessibility of our website and comply with the Web Content Accessibility Guidelines (WCAG 2.1).

Next to our efforts in the digital realm, we are also focused on improving the accessibility of our physical spaces. As we continue to expand the number of our retail locations, we aim to make our stores as accessible as possible to all our customers. In 2024, 8 out of 15 stores offered step-free access. At the end of 2025, this amount jumped to 17 out of 21 stores. Information on store accessibility is available on our website.



Steps to improve website accessibility

- 1.** We conducted an internal accessibility audit of our core customer journey, including the homepage, product listing pages, and product detail pages. Using both automated accessibility checking tools and manual testing, we identified improvement areas such as keyboard navigation, visual contrast, consistent focus states, and structural semantics. Based on these findings, we have prioritised and implemented certain actions, while keeping others in our backlog for future development.
- 2.** To ensure an independent and comprehensive evaluation, we are currently working with an external accessibility agency to conduct a full website audit that will be completed in 2026. This assessment will provide a structured action plan to further strengthen compliance.
- 3.** Our team has been strengthening MR MARVIS' design system to ensure accessibility is included at the start. We are updating design components to ensure that they meet colour contrast standards, have consistent focus states, and follow standard accessible interaction patterns. We are also introducing typography guidelines (e.g. line height, spacing, font sizing, and hierarchy) to improve readability across devices.
- 4.** Finally, we have added Axe-core, an open-source accessibility tool, to help spot accessibility issues during development. This tool flags potential problems, which allows the team to notice common errors early on. When issues are identified, we review them and fix them where possible. This has already led to improvements, such as enhanced colour contrast, semantic HTML refinements, and component adjustments to improve screen reader compatibility.

JEDI Survey: Key Findings and New Goals

In 2025, we shared the second edition of the JEDI survey with the team. Building on learnings from the first edition, we introduced a distinction between our retail and our HQ teams, recognising the differences in their work environments and needs.

The response rate of 34% was lower than expected, highlighting the need to shorten the survey next year. As participation is not mandatory, we observed that some colleagues started the survey but did not complete it. In addition, the survey closely resembled last year’s version, which may have impacted engagement.

Manager Trainings

A clear need for manager training emerged for both our retail and HQ teams. As a relatively young company with many growth opportunities, some managers are still developing in their roles. We previously offered management training and will reintroduce these programmes for both HQ and store managers.

Clearer Policies and Better Support

Last year, we added several new policies to our employee handbook, such as our whistleblowing policy.

However, feedback from respondents indicated that the information is currently scattered and not always easy to find.

Our confidential officer will review the current structure and provide recommendations for improvement. In addition, our HR team will receive training next year to handle sensitive situations. To increase visibility on this matter, we will also add a dedicated section to our employee handbook on the JEDI Committee and its ongoing projects.

Promotions, Benefits and Development Opportunities

The final trend identified in the survey is a desire for greater clarity around promotions, benefits, and development opportunities (a theme that also emerged in the 2024 survey results). To address this, our HR team launched the Growth Framework, which will be fully rolled out in 2026. In parallel, our retail team is developing a Retail Growth Framework based on a similar structure. As mentioned earlier, we will also introduce a mentorship programme to further support employee development. In addition, we aim to improve transparency around compensation and benefits by making this information clearer and more accessible.



Pride Month Activities 2025

Every year, we organise engaging and educational activities to involve our team in JEDI topics. After 2024’s success, one week was simply not enough to celebrate. This time, we went all out: spreading our activities from June (official Pride month) until the end of July (start of Amsterdam Pride), so that as many colleagues as possible could join.

A Special Collaboration: Yamuna Forzani x MR MARVIS

To celebrate Pride month, the MR MARVIS team had the pleasure of welcoming the inspiring Yamuna Forzani to lead a creative workshop for our team. During the workshop, the team expressed themselves by re-imagining MR MARVIS classics of B-grade quality. These upcycled pieces were later auctioned to raise funds for Trans United Europe, a community-led charity advocating for the rights and wellbeing of trans people across Europe.



About Yamuna Forzani ↗
Yamuna Forzani is a multidisciplinary artist and queer activist whose practice is rooted in the desire to celebrate and centre the LGBTQI+ community, placing them at the heart of her work as both inspiration and co-creators. This alumna of the Textile & Fashion department at the Royal Academy of Art (The Hague) brings her ideas to life through textile, merging the medium with installations, performances and social events. Through bold tactile formats and immersive experiences, Forzani weaves together fashion, community, and activism into spaces that honour and empower queerness.



Love Every Day

Trans United Europe auction

To bring some Pride magic beyond our HQ, we hosted the auction at our store in the P.C. Hooftstraat in Amsterdam. At the heart of it was a one-of-a-kind Linen Shacket, hand-customised by Yamuna with a stunning, vibrant jacquard back panel, embroidered with beads and stones. We also auctioned off the 21 unique pieces made during the creative expression-themed workshop by our team.



Limited edition Pride Heavy Tee

Our design team created a Pride limited-edition of our Heavy Tee featuring the slogan: ‘love every day’ – a nod to our ‘play every day’ motto.’ For each Pride Tee sold, €19,78 was donated to Trans United. The tees were sold at the auction and also made available for our team to purchase ahead of Amsterdam Pride.



Lunch, learn and Vogue!

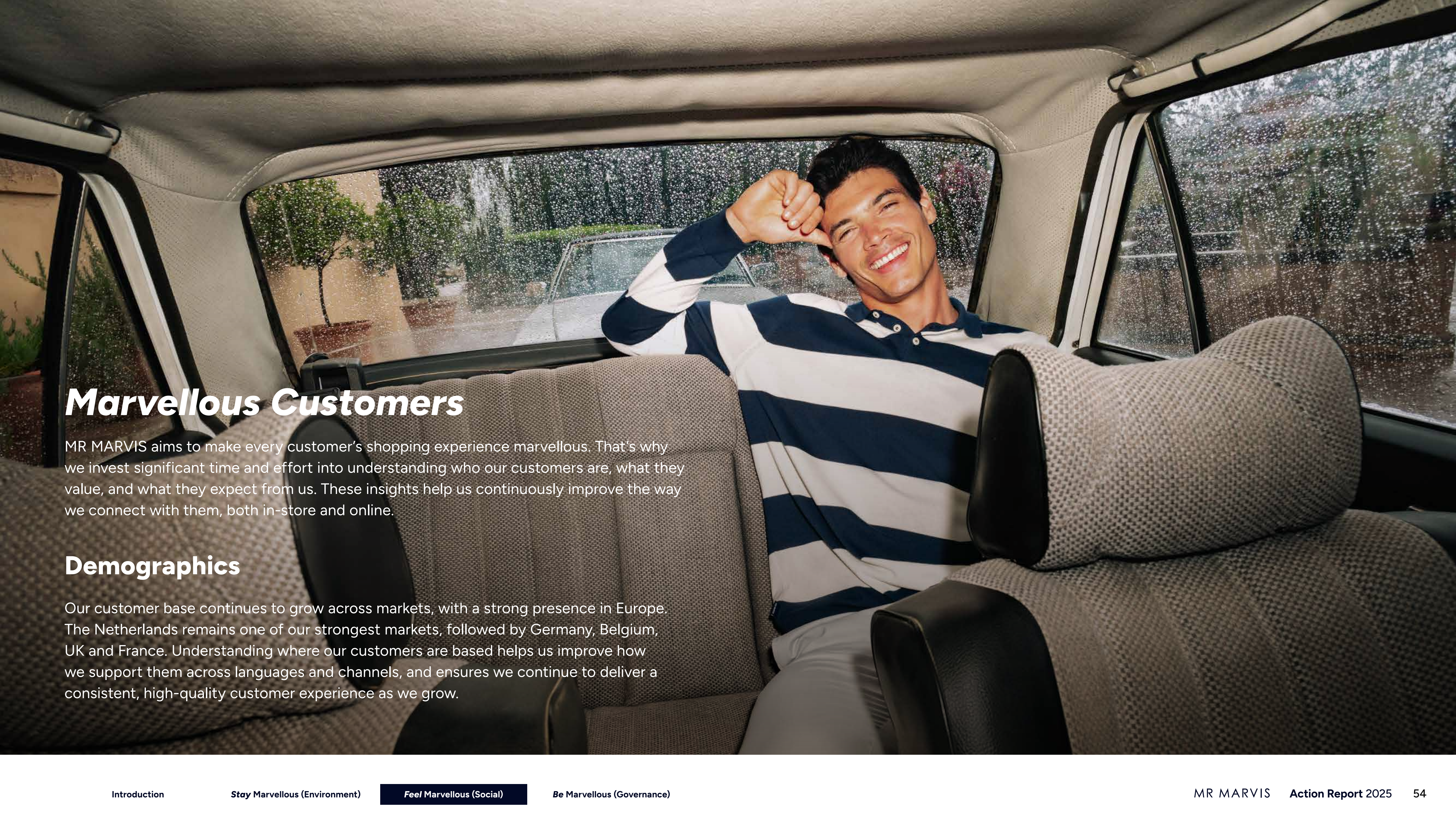
The final Pride activity was a Lunch, Learn & Dance session with Michael Lubbers. Michael is a choreographer, dancer, model, and European Godfather of the Kiki House of Bodega – an Amsterdam-based ballroom foundation dedicated to empowering queer youth of colour, particularly in the Zuidooost district. He introduced our team to the vibrant world of ballroom culture, sharing its rich history, significance within queer communities, and lasting influence on today’s pop culture. The session ended with Michael showing the team the basics of voguing and posing.



About Trans United Europe ↗

Trans United is a non profit, community-led charity advocating for the rights and wellbeing of trans people across Europe. They empower transgender and gender-expansive communities through political advocacy, leadership development, and community support. They focus especially on BIPOC trans people, working to increase political representation, support grassroots initiatives, and advance laws that protect trans rights. Trans United also established a clinic specifically serving the most marginalised trans individuals. Their mission is to build a society where trans people, especially those from marginalised groups, can live authentically and safely.





Marvellous Customers

MR MARVIS aims to make every customer’s shopping experience marvellous. That’s why we invest significant time and effort into understanding who our customers are, what they value, and what they expect from us. These insights help us continuously improve the way we connect with them, both in-store and online.

Demographics

Our customer base continues to grow across markets, with a strong presence in Europe. The Netherlands remains one of our strongest markets, followed by Germany, Belgium, UK and France. Understanding where our customers are based helps us improve how we support them across languages and channels, and ensures we continue to deliver a consistent, high-quality customer experience as we grow.



Improving Our Customer Experience

Customer happiness

To ensure we continue moving in the right direction, we monitor customer satisfaction through the Net Promoter Score (NPS). This metric ranges from -100 to +100, with higher scores indicating stronger customer satisfaction and loyalty. The score is based on a post-purchase survey in which customers rate how likely they are to recommend MR MARVIS to a friend on a scale from 0 to 10.

Based on their responses, customers are grouped into three categories.

Detractors (0–6)

Dissatisfied customers who are unlikely to recommend the brand and may even share negative feedback.

Passives (7–8)

Generally satisfied but not enthusiastic enough to actively promote MR MARVIS.

Promoters (9–10)

Loyal and highly satisfied customers who are likely to recommend us and contribute positively to brand advocacy.

Unfortunately, we did not meet our target of 73 in 2025, closing the year at 71. This was mainly due to the warehouse relocation, which temporarily led to unexpected longer delivery times and errors during the transition. Now that our operations are running smoothly again, we are working our way back to an NPS of **73 in 2026!**

Improving Our Customer Experience

In-store Customer Experience

We value our customers' feedback, both online and in-store. While we track the NPS to understand the online experience, we also gather, we also ask for feedback from customers who make a purchase in one of our physical stores. Customers receive a survey two weeks after their purchase, where they rate how likely they are to recommend MR MARVIS and can share open feedback.

The comments received are reviewed by our store and area managers and help guide improvements for the stores. By analysing these insights, we can continuously refine the look, feel, and overall experience of our spaces to better reflect what matters most to our customers.

In 2026, we intend to send the survey one day after an in-store purchase. We will also refine the questions to better identify where additional training may be needed within our retail team.

Easy Returns

In 2025, we explored ways to make our returns process more convenient for our customers, including introducing the option to return garments in-store. Not offering this

option impacts the customer experience and creates additional workload for our customer experience team, who have to manually process store returns. To achieve this, we initially investigated developing an in-house solution. However, because the returns process involves multiple parts of the business (including retail, logistics, and our online platforms) implementing and maintaining such a system was too time-consuming and complex. That's why we decided to partner with Loop Returns, enabling us to offer omnichannel returns and exchanges across both our online and retail stores through a single system. Transitioning from our in-house solution reduces the operational burden of maintaining a returns platform. This allows us to focus on further improving the customer experience together with Loop Returns and to benefit from their expertise and insights gained from working with leading omnichannel retailers. Our goal is to have Loop Returns fully implemented in 2026.

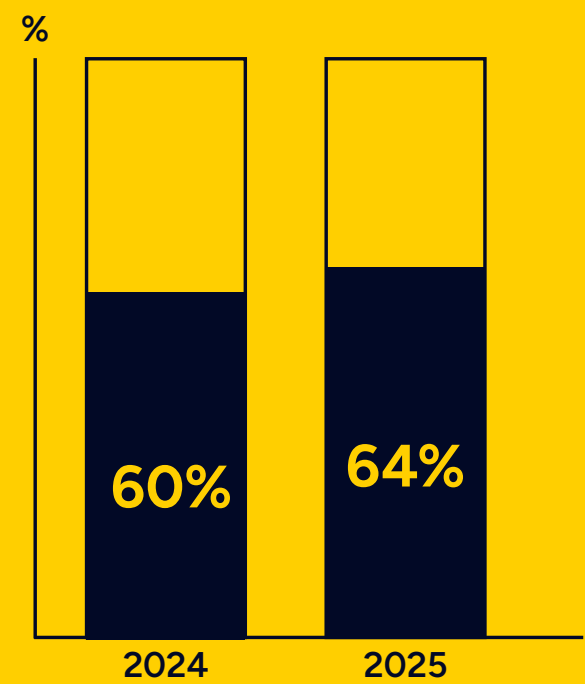


Improving Our Customer Experience

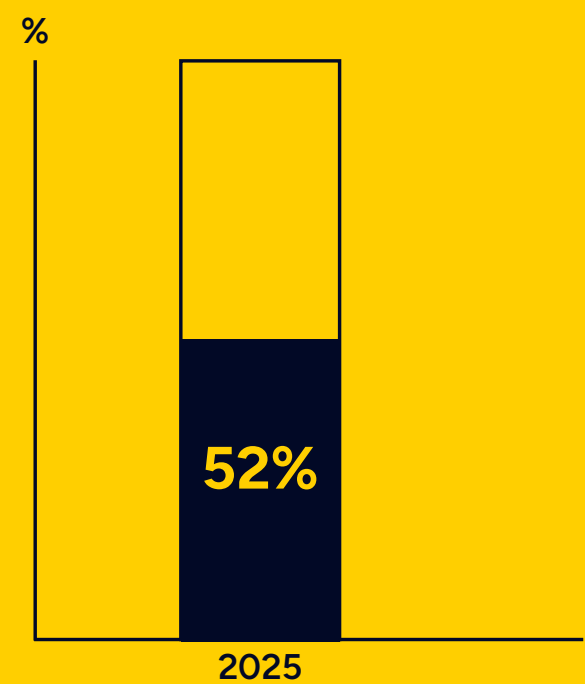
AI chatbot

Following the launch of our AI chatbot last year, our focus in 2025 was on improving its accuracy and overall performance. During the course of the year, we expanded its availability across additional customer contact channels. We are pleased with the progress made: the chat resolution rate – the percentage of customer queries successfully resolved during a chat conversation – increased from 60% in 2024 to 64% in 2025. Automated assistance is now also available via email, and we launched automated WhatsApp support for Dutch customers. The current resolution rate for emails is 52%. These developments help our Customer Experience team work more efficiently, while continuing to deliver fast, high-quality and personal customer interactions.

Looking ahead, we aim to further expand the role of AI across the customer journey. A key focus area is strengthening AI’s capabilities when it comes to product and size advice, enabling it to provide more personalised and accurate recommendations. In addition, we are working towards enabling AI to handle more complex support requests outside of opening hours. Our goal is for AI to allow us to offer more complete resolutions independently and ensure customers receive high-quality support at any time.



Chat resolution went from 60% in 2024 to 64% in 2025



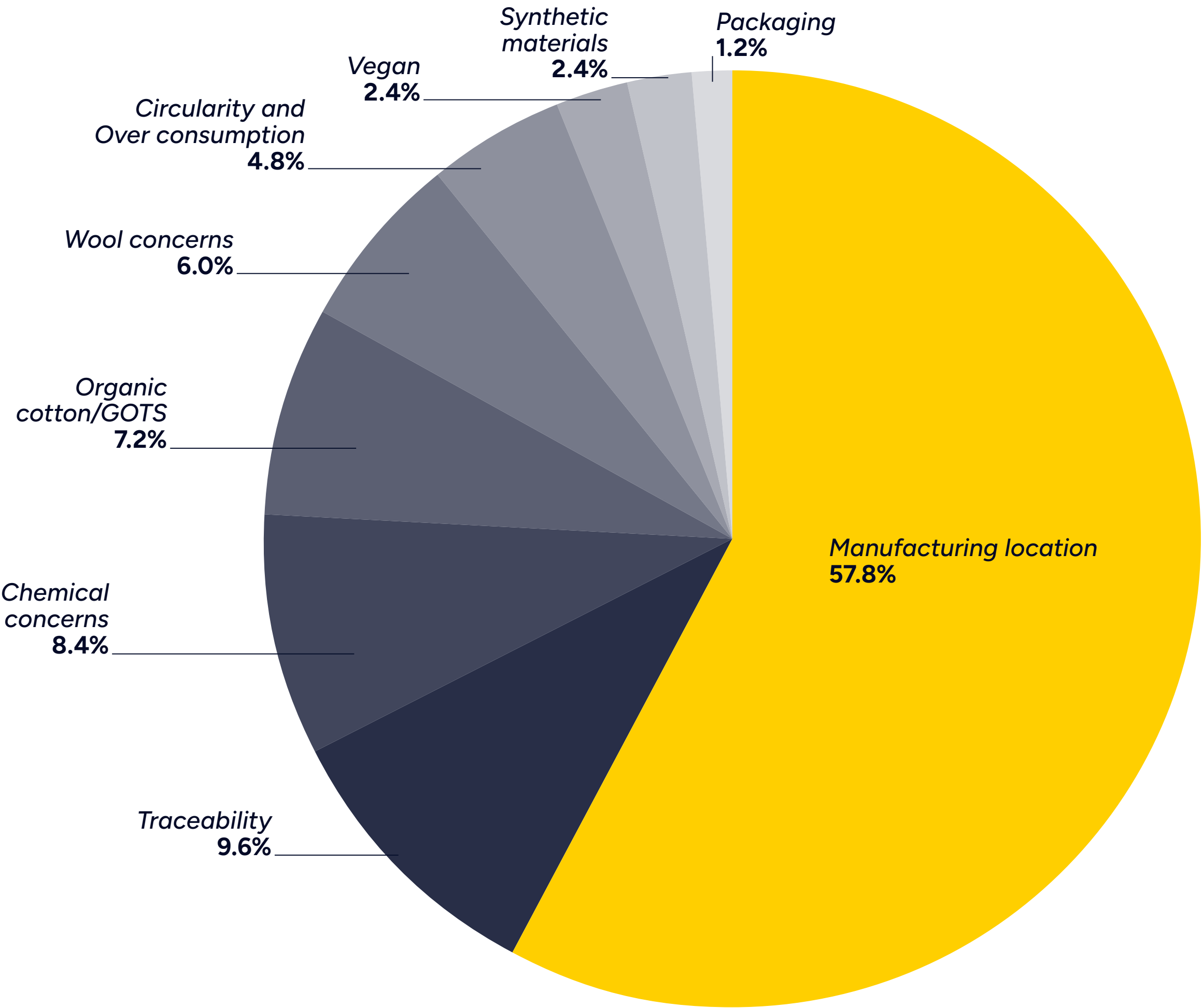
Automated email assistance is new in 2025. The resolution rate is 52%



What Do Our Customers Expect From Us?

Over the past year, we kept track of the sustainability-related questions that customers asked our Customer Experience team or posted on our social media channels. We consolidated and analysed this input to identify recurring themes and gain a clearer understanding of the topics our customers care most about. These insights help us prioritise our sustainability and transparency efforts, while ensuring our communication remains relevant for our customers.

The analysis shows that ‘garment manufacturing location’ is by far the most frequently raised topic, followed by ‘traceability’ and ‘chemical concerns’. This highlights a strong interest in where and how our garments are made. As all our garments* are produced in Portugal, this presents a clear opportunity to communicate more proactively and transparently about our manufacturing partners and supply chain.



*Except for one accessory – The Stretch Belt – which is manufactured in Turkey.



Marvellous Manufacturing Partners

The textile industry supports millions of livelihoods worldwide, yet challenges around fair wages, safety, and welfare remain. At MR MARVIS, we see the people who make our garments as the foundation of our brand, which is why their wellbeing is so important to us.

We work closely with our manufacturing partners in Portugal, building long-term relationships based on trust and transparency. Through ongoing dialogue and an annual supplier survey, we strive to uphold high standards and continuously improve our practices. As we do not own any of the factories we work with, we value this open and transparent communication, and mutual collaboration to build trust over the years.

Boots on the Ground

To support this collaboration, we have a dedicated team based in Portugal, close to where our manufacturing takes place. Our five colleagues support our production partners through regular communication and on-the-ground engagement. Their proximity helps us to help maintain high product standards and ensure that our materials and garments are crafted with care.

In addition to supporting our team in The Netherlands and helping production run smoothly, they remain engaged in dialogue around workplace practices, including topics such as health and safety. Their role is not to intervene in factory operations, but to maintain transparency and open communication. Only in the event that something out of the ordinary is flagged, would further action be considered.

Supplier Survey

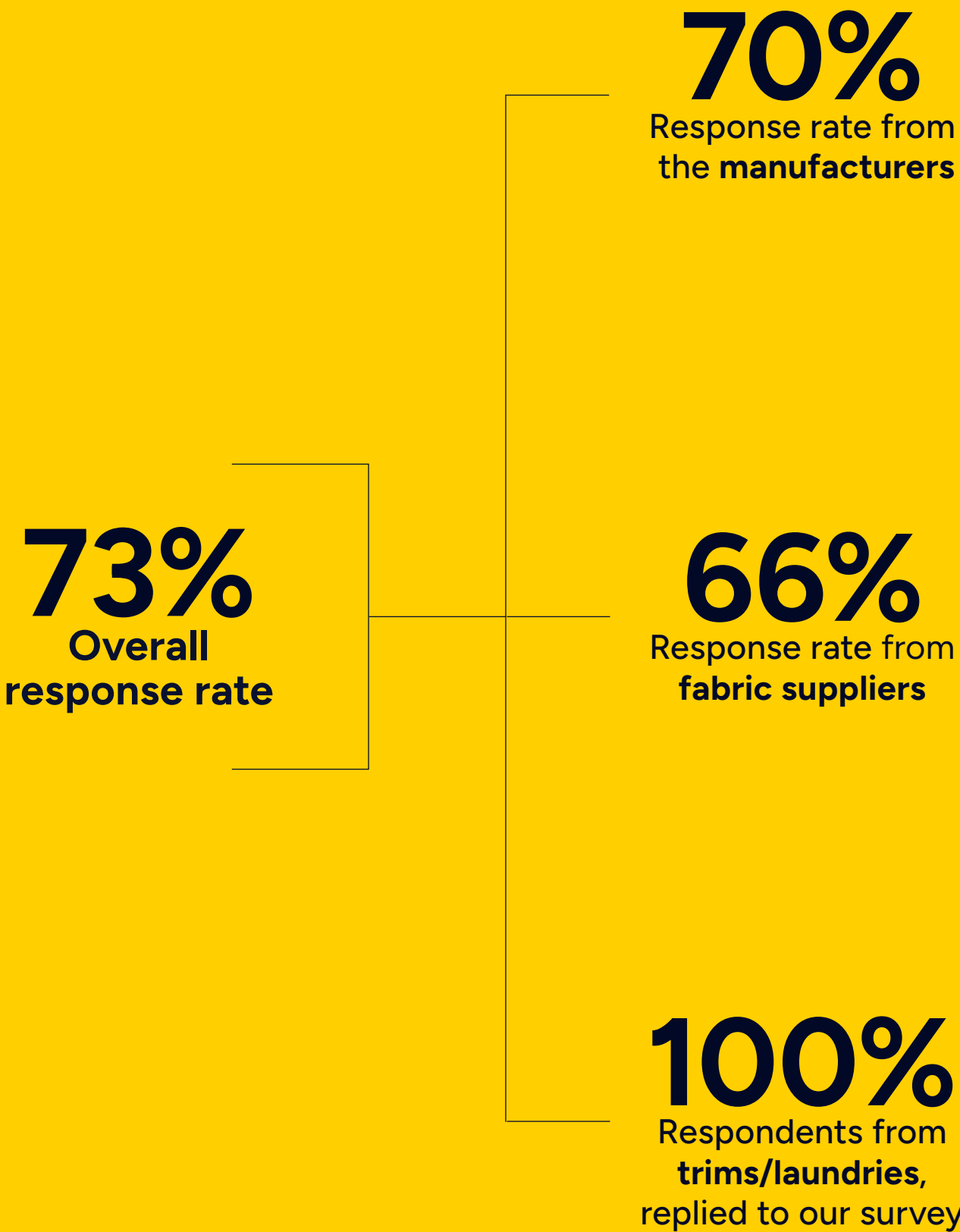
Each year, we send out a survey to all of our manufacturing partners and direct suppliers, including fabric and trim suppliers. Through this survey, we collect primary data on production processes, working conditions, wages, ESG targets, and workplace diversity. It also provides an opportunity for suppliers to share feedback and reflect on our working relationship.

This year, the survey was sent out to 41 partners with whom we have a direct relationship: We collaborate with them to produce our garments or source fabrics and trims directly from them.

The overall response rate was **73%**.

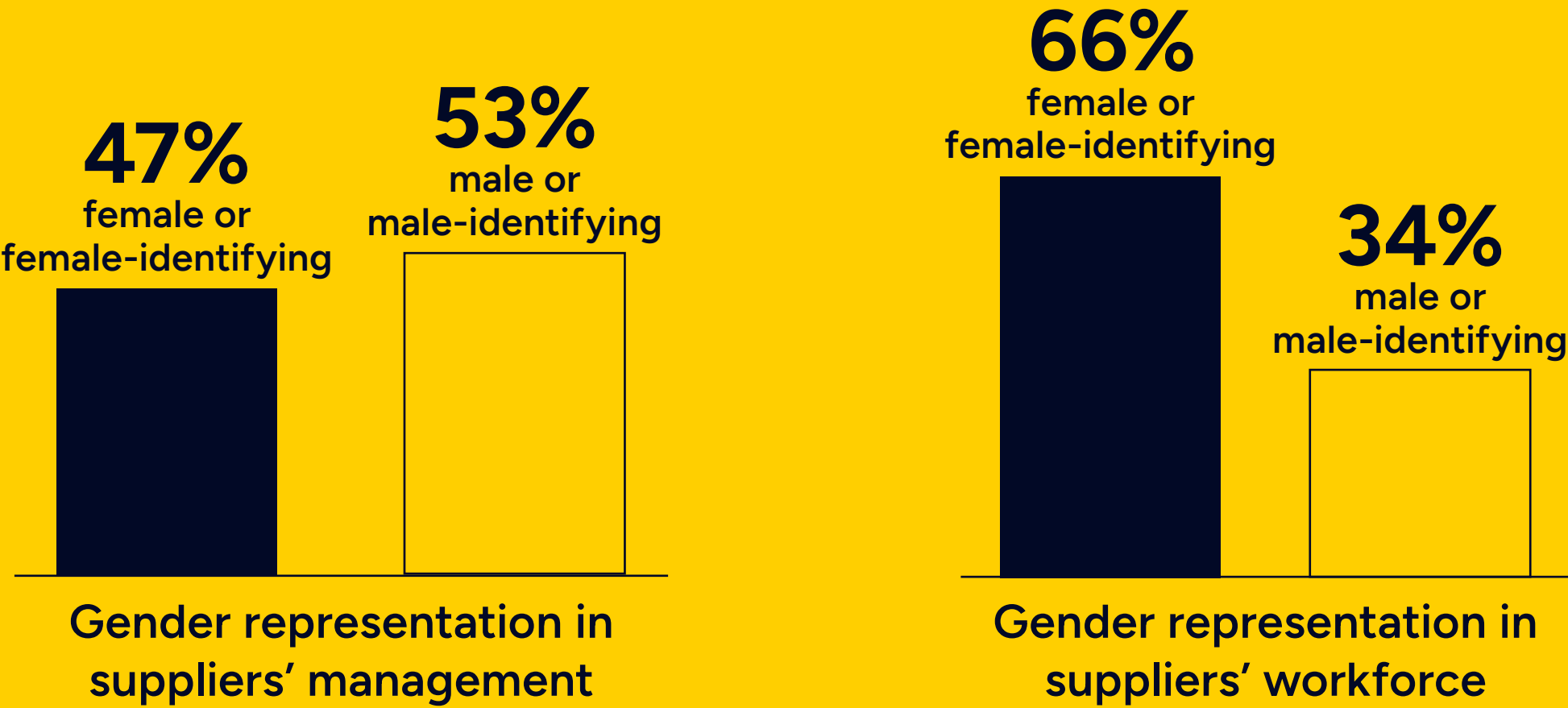
Overall, this marks a significant improvement compared to last year’s 55%. While we did not meet our original target of 80%, the increase reflects stronger engagement from our direct supplier base. The adjusted scope, which focuses exclusively on suppliers with whom we have a direct purchasing relationship, likely contributed to this improvement and ensures that the data collected is more relevant and actionable.

Next year, other than increasing the response rate, we will aim to also expand the scope to indirect suppliers, while setting up a more targeted questionnaire. In addition, we would like to assist suppliers in learning more about sustainability-related topics. Check the end of this chapter for more details on our goals.



A Closer Look at the Results

The majority of our suppliers are small-sized, often family-owned medium-sized companies (with less than 250 employees). Every year, we inquire about the gender distribution of our suppliers. The majority of the workforce of our suppliers is female. However, we notice a difference compared to last year’s balance: this is most likely due to a limited amount and high variability of responses.



This proportion is not reflected in management positions, as this year the survey highlighted that 47% of leaders among our suppliers are female or female-identifying, while 53% are male or male-identifying.

Wage Transparency in the Supply Chain

In 2025, we aimed to increase the wage transparency from our suppliers. As we do not own any of the facilities, we noticed that obtaining this data was challenging. That's why we asked our suppliers whether they were willing to disclose the average, lowest and highest hourly and monthly wages of their employees in 2025. Many were open about it and disclosed these figures, which shows trust and open communication.

All of the respondents declare that the salaries of their employees meet the

minimum wage, and 48% declare that they exceed it. In the Portuguese fashion and apparel sector, the minimum wage is €870 per month*, and none of our suppliers pay below this threshold. In addition to the survey respondents, all suppliers we collaborate with adhere to our Code of Conduct, which requires them to pay at least the minimum wage to all employees. When asked about living wages and the benchmarks used, responses were often inconsistent. While 96% of suppliers stated that living wages are met – or even exceeded around half of respondents did not specify

*Benchmark of minimum wage for 2025 can be found [here](#).

the benchmark used or indicated that they are still in the process of calculating it. This underlines the need for greater clarity and alignment, which we will address by engaging more closely with suppliers and supporting them in defining and reporting against recognised benchmarks.

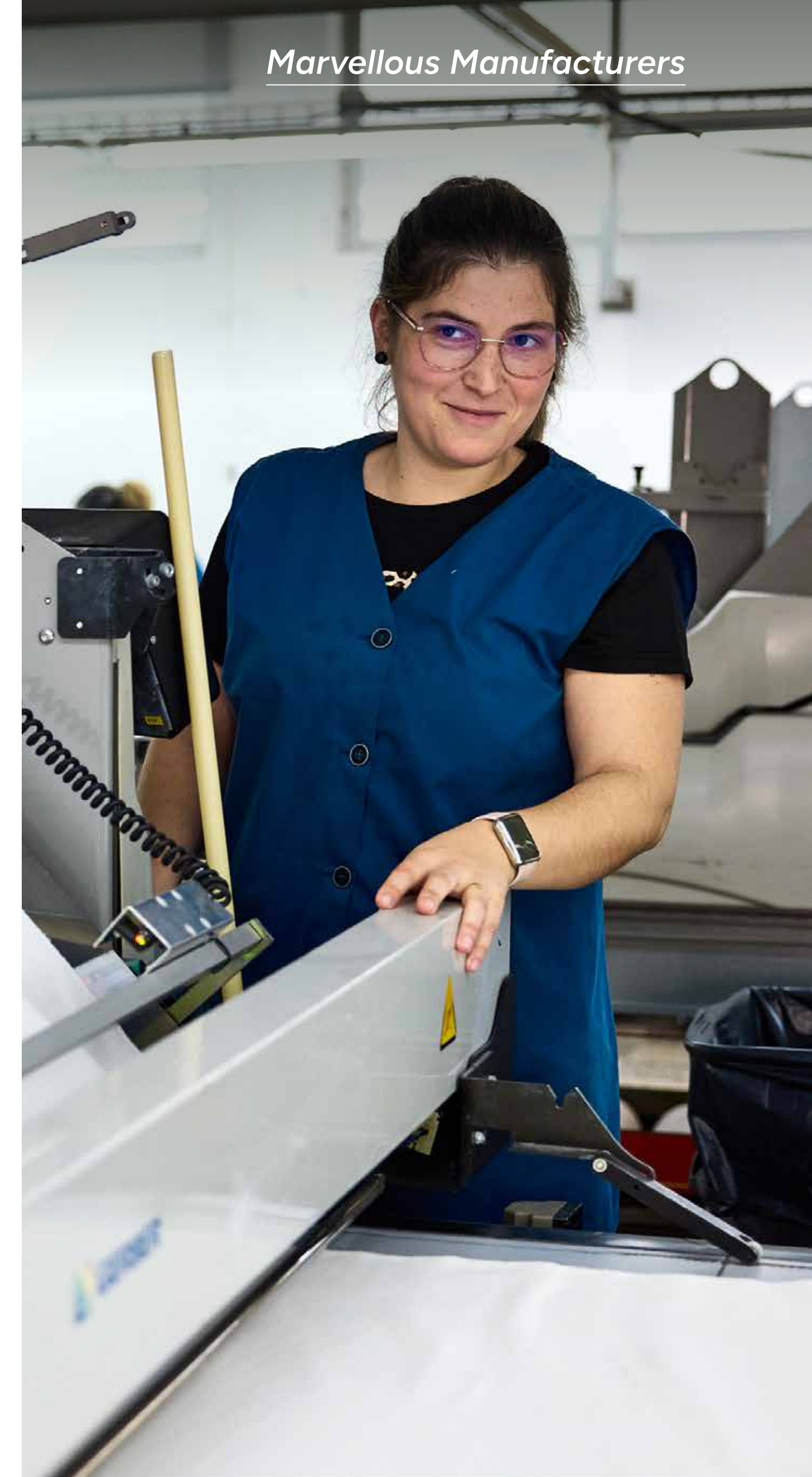
Social Practices in the Supply Chain

When asked about social practices among our suppliers, 33% indicated that they offer opportunities for professional development. These include courses to learn a new skill or language, as well as the chance to grow into a higher position within the company. 26% of the respondents reported initiatives aimed at improving employees' safety, health, and well-being. Two suppliers shared that they have inclusive hiring practices in place, such as writing inclusive

job descriptions. Additionally, 26% of respondents reported initiatives aimed at improving employee safety, health and overall wellbeing. Two suppliers shared that they have inclusive hiring practices in place, such as writing inclusive job descriptions, applying consistent interview processes, and supporting equal employment opportunities. At the same time, two suppliers indicated that they currently do not yet have such initiatives in place,

highlighting a clear opportunity for further development.

To support responsible and safe workplace practices, 40% of suppliers noted that they have a designated trust or compliance person within their organisation. In addition, 36% reported having a whistleblower or grievance mechanism available for employees to raise concerns.



Marvellous Philanthropy

Our Promise

At MR MARVIS, our mission to make people feel marvellous goes beyond creating beautiful garments. We believe success should be shared. That's why we commit to giving back every year, with a charitable giving target that grows alongside our business performance.

We also encourage our team to give back through Social Handshake, which enables payroll donations directly from salaries. To amplify this impact, MR MARVIS doubles every employee donation. We not only dedicate our resources, but also our time. Twice a year, our team volunteers during paid working hours, with the option to focus on supporting social initiatives or giving back to nature.

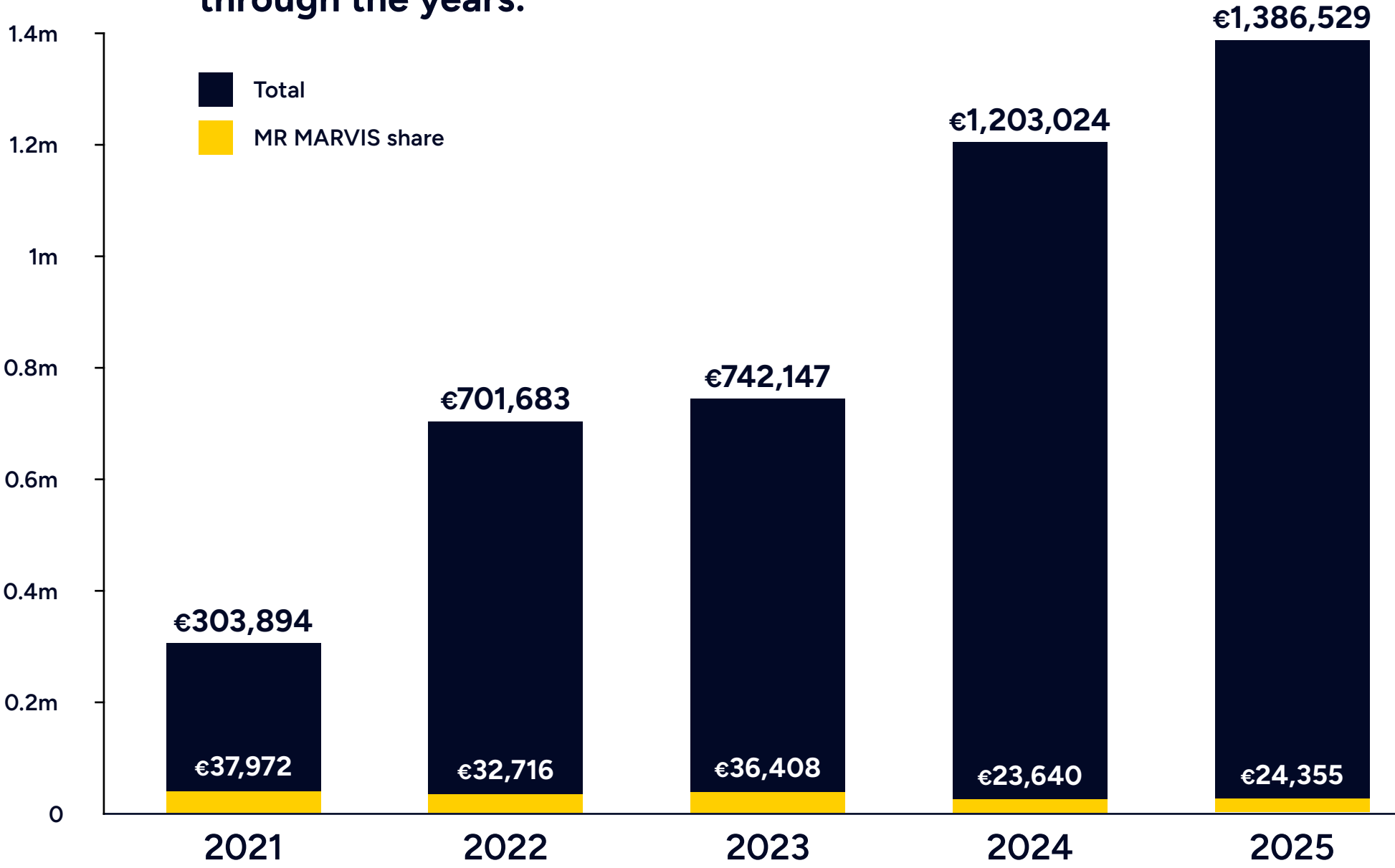


We proudly support KiKa Korte Broek (translated: KiKa Shorts) since 2021. KiKa (Stichting Kinderen Kankervrij) is a Dutch charity that raises funds for research into childhood cancer. Each December, we wear our shorts to raise awareness, dedicate our time and expertise to support the campaign, and donate the proceeds of all shorts

sold during the campaign week (15–19 December). In addition, we support Kika’s marketing efforts by creating video content for the campaign. 2025 marked the fifth year of our partnership, and it’s inspiring to see how much the campaign has grown over time, with an increasing

number of companies and schools participating and growing recognition of KiKa Korte Broek. Our role now moves more to facilitating the campaign, boosting awareness for the platform for others to raise an increasing amount of money.

The KiKa Korte Broek Campaign through the years:



In-kind Donations

In 2025 we donated a total of 635 garments to charitable organisations.

385 garments

were donated to Dress for Success, an organisation whose philosophy is that confidence starts with the right fit – not just when it comes to clothes, but also in terms of opportunities. By providing smart, professional attire for moments that matter, like job interviews, they help individuals create the future they deserve.

250 beanies

were donated to Amsterdam Verbindt. In December, this organisation served free extra meals at five locations across the city for around 250 vulnerable Amsterdam residents – including people experiencing homelessness, struggling with mental health challenges or addiction, or living without legal residency status. But it wasn’t just about the food. Each person also received a thoughtful gift: a backpack filled with useful items, including one of our cosy beanies.



Volunteering

Last year, our team set a target for at least 266 hours of volunteered time off (VTO). We're happy to share that we met and exceeded this target. Our target for 2026 is to spend 392 hours of VTO.



De Spelen

On a rainy day in May, ten of our marvellous colleagues started their morning a little differently. Instead of heading to the office, they put on their sneakers, ready for an active day at the iconic Olympic Stadium in Amsterdam. Perfectly aligned with our 'Play Every Day' motto, they took part in De Spelen, a sports day dedicated to sharing the power of movement and play with children who don't often have access to these experiences. The result was a memorable day filled with games, shared lessons and plenty of laughter, which brought our team and hundreds of young participants together. This initiative was organised and supported by NL Cares and Combiwel Sport.

Plant-A-Tree Friday 3.0

For the third year in a row, MR MARVIS skipped Black Friday. Instead of offering discounts, we brought back Plant-A-Tree Friday, planting one tree for every pair of trousers sold on November 28th. Like last year, we partnered with Sumthing, a social enterprise that supports nature restoration projects around the globe. We kept it close to home through the Restore Dutch Forests project in collaboration with non-profit organisation Stukje Natuur. The best part? The customers that bought trousers on Plant-A-Tree Friday can see the tree planted in their name grow on Sumthing's platform. As one of our volunteering activities, a group of MR MARVIS employees headed to the Veluwe in December and got their hands dirty to help plant a share of the trees.

2,291 Trees planted in total

Our forest grows: Plant-A-Tree through the years

1,460 Trees planted	2,161 Trees planted	2,291 Trees planted
2023	2024	2025

Our Goals for 2026

Employees & JEDI:	Customers	Manufacturers/Suppliers	Philanthropy and Volunteering:
• Transitioning to measuring the Employee Net Promoter Score (eNPS) twice per year and aiming at keeping it stable at 33, while actively pursuing opportunities for further improvement • Increase the response rate of the JEDI survey to 50%. • Implementing blind applications (removing names and photos) once the new hiring platform, TeamTailor, is launched in 2026. • Rolling out the Growth Framework and launching the Retail Growth Framework. • Setting up a training for our Retail and CX Team on Tinqwise on how to deal with unpleasant behavior from customers. • Launching a mentorship program within MR MARVIS. • Providing our HQ and Retail managers with training. • Improving the policies in our Employee handbook, training our People Team and sharing more about our JEDI plans with our team.	• Achieving an NPS target of 73 (up from 71) • Increasing transparency and communication of our garments and production processes. • Expanding and optimising our AI support in more steps of the customer journey and be able to offer full resolutions. • Following through on the external accessibility audit and structured action plan to ensure the website meets WCAG 2.1 standards.	• Improving the response rate of our direct suppliers to gather primary data, trying to reach a response rate of 90% or more. For our indirect suppliers, we aim at a 50% response rate. We also aim to keep improving the questionnaire to make it more targeted to the specific focus groups. • Introducing some learning moments with the manufacturers on ESG-related topics, due to interest expressed in the supplier survey.	• Our target for 2026 is to spend 392 hours of VTO (Volunteered Time Off). • Maintaining annual commitments to KiKa Korte Broek and nature restoration through Plant-A-Tree Friday.

A full-page photograph of two men on a beach. The man on the left, seen from the back, wears a dark blue polo shirt and sunglasses. He is pointing his right index finger towards the mobile phone of the man on the right. The man on the right has curly hair, a beard, and is wearing a white button-down shirt and aviator sunglasses. He is smiling and holding a large, grey, brick-style mobile phone to his ear with both hands. The background shows a blue sea, a sandy beach, and a hillside with buildings under a clear sky.

Be Marvellous
Governance

Introduction

Within the ESG framework, the Governance pillar refers to how a company is directed, makes decisions and is held accountable. It covers the systems, policies, and processes that guide our decision-making and define what it means to truly be marvellous.

Since the beginning, MR MARVIS has made conscious decisions across every area of the organisation since the beginning. The values established in 2016 continue to guide us today, as we remain committed to investing in sustainability and responsible business practices. At the same time, we recognise that this is an ongoing journey, and we continue to learn and improve our ESG efforts to create meaningful, positive impact.

In 2025, we focused on **strengthening our certification framework, preparing for our upcoming B Corp recertification, and obtaining GOTS certification.** We also strengthened our due diligence processes by introducing new policies and started working on a materiality assessment to better identify and prioritise our most significant impacts. In addition, we continued collaborating with industry partners, sharing knowledge and best practices across the sector. Read more about our progress on the following pages.



Building Trust: Our Brand Certifications

B Corp

Benefit Corporations (also known as ‘B Corps’) are companies verified as meeting high standards of social and environmental responsibility, accountability, and transparency. This means that B Corps not only focus on making a profit, but also aim to create a positive impact on people and the planet. We are proud to be part of this forward-thinking business community.

MR MARVIS became a certified B Corp in 2023, with a score of 101.7 points. Since then, we have used the B Corp framework to guide and strengthen our sustainability efforts. To achieve certification, companies must complete the B Impact Assessment and undergo a verification process, reaching a minimum score of **80 points** across five impact areas: Environment, Governance, Customers, Community, and Workers. This holistic approach evaluates all aspects of the business and requires collaboration across teams. B Corps must recertify every three years to maintain their certification.

In 2025 we set a goal to increase our score to **105 points** for our recertification in 2026. However, in April 2025, B Corp introduced

new and more ambitious standards. The points-based system has been replaced to prevent ‘cherry picking’, where companies could previously score highly in some areas while underperforming in others. Instead, companies must now meet baseline requirements across all impact areas.

The new framework requires businesses to take meaningful action across seven impact topics:

- 1 Purpose and Stakeholder Governance
- 2 Climate Action
- 3 Human Rights
- 4 Fair Work
- 5 Environmental Stewardship and Circularity
- 6 Justice, Equity, Diversity and Inclusion
- 7 Government Affairs and Collective Action

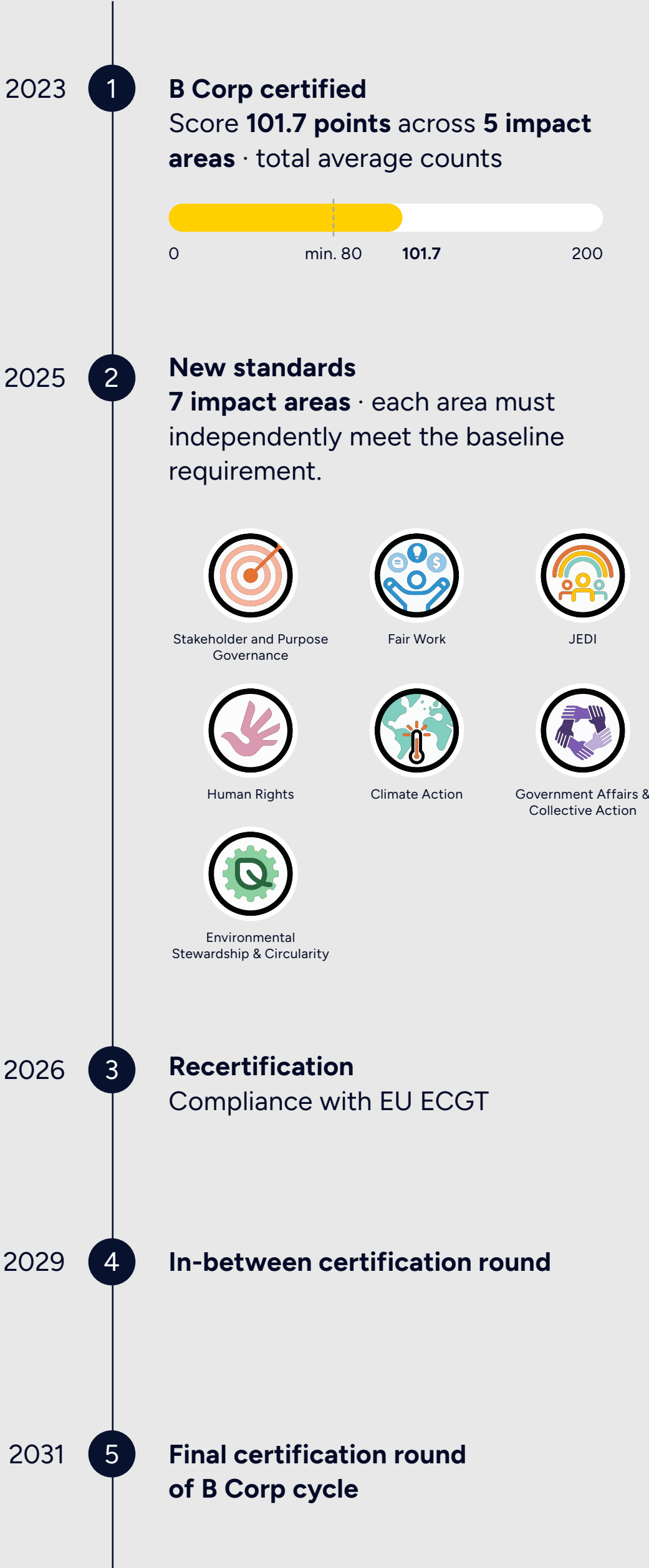
The new standards are aligned with major certification schemes and sustainability-related frameworks such as SBTi (Science Based Targets initiative), GRI, (Global Reporting Initiative), and certification schemes, such as Fairtrade. By aligning

with existing frameworks, B Corp aims to simplify reporting and address the increasing complexity of the sustainability landscape.

Another key change is the introduction of continuous improvement requirements. Companies must meet all foundational and impact requirements at the time of certification (year 0), demonstrate progress after three years, and show further improvement again after another five years.

In addition, the verification process has evolved. B Lab, the organisation behind the B Corp movement, now works with independent third-party verification bodies to review B Impact Assessments. This change aligns with the EU Empowering Consumers for the Green Transition Directive (ECGT), which requires sustainability labels used in the EU market to be independently verified.

The change in standards kept us on our toes, as we had already prepared for recertification under the previous framework. Nevertheless, we fully embrace this new challenge and aim to be recertified under the updated B Corp framework by September 2026.



GOTS

2025 marked an important milestone in our certification journey at MR MARVIS, as we are now recognised as a GOTS-certified (Global Organic Textile Standard) brand. GOTS is the worldwide leading textile processing standard for organic fibres. It ensures that fabrics are made with certified organic fibres, while also adhering to strict environmental and social standards throughout the entire production process. To carry the GOTS label, a product must contain at least **70% organic fibres** and be produced under fair and safe working conditions, following strict chemical guidelines.

We have been sourcing GOTS-certified cotton fabrics and working with GOTS certified factories for many years, well before obtaining the brand certification. However, to give the end consumer full traceability and assurance, this is not enough: all players in the supply chain must be certified, including us. That’s why we’ve been working hard behind the scenes – continuing to source GOTS-certified fabrics whenever possible, redeveloping trims to make the garments compliant, and encouraging partner factories that are not yet certified to work towards certification.

Currently, two-thirds of the MR MARVIS collection currently includes a high percentage of organic cotton. More than **20%** of our styles will be labeled as GOTS between 2025 and 2026. This

includes both newer releases such as The Midweight Tee and trusted favorites like The Classic Chinos. As a slow-fashion brand, we do not work with seasonal garments, but maintain a permanent collection. This means we hold and sell existing stock, including garments produced before we obtained the certification. As a result, there will be a transition period during which both certified and non-certified pieces of the same style may be available. Newly produced garments will all carry the GOTS label, while items produced prior to certification will not. During this transition phase, we will include a disclaimer and advise customers to check for the GOTS label inside the garment to confirm it was made according to the GOTS standards.

It is also important to consider GOTS requirements in the design phase of new products. In 2026, **75%** of newly introduced styles (where the main body fabric is at least **70%** cotton), will be GOTS-certified. We will also implement all feasible changes to existing styles to make them eligible for certification. For example, in 2026, we will reduce our impact by redeveloping The Smart Shirt in GOTS organic cotton, switching to magnets without PVC encasing (used in some pocket styles), and redeveloping The Easies fabric with recycled polyamide instead of virgin polyamide. Our end goal is GOTS certification across all organic cotton styles within the next two years.

Our Goal:

GOTS certification across all organic cotton styles within the next two years





We Strive to Improve

Aside from upholding our current certifications, such as B Corp and GOTS, 2026 will also be a year of expanding our voluntary standards portfolio. This refers to the set of sustainability or quality standards a company voluntarily commits to, even when not legally required. For instance, we have been sourcing yarns certified by the the Responsible Wool Standard (RWS) for quite some time and are now ready to formalise and communicate this commitment more transparently. RWS is an international, voluntary standard that focuses on animal welfare and responsible land management at sheep farms. For MR MARVIS, obtaining RWS certification, while continuing to source from and producing with certified suppliers, will ensure full chain of custody verification: a record of a product’s journey through the supply chain. This means that the wool in our products can be traced back to responsibly managed farms, allowing us to track the entire product journey.

The RWS standard is particularly important in merino wool farming. Merino sheep can be subject to mulesing, a controversial practice in which strips of skin are removed from around the sheep’s breech area to prevent flystrike, which has been proven to be painful for the animal. RWS strictly prohibits mulesing and ensures that sheep are treated with care and respect throughout their lives.

In 2026, we will prepare to obtain RWS certification, alongside GRS (Global Recycled Standard), and complete the chain of custody for these materials. By doing so, we continue to strengthen transparency, traceability, and animal welfare standards across our supply chain, reinforcing our commitment to responsible sourcing beyond cotton.

Responsible Sourcing

Responsible sourcing is an important part of how we manage our value chain. We take sustainability considerations into account when selecting our materials and suppliers. This includes **prioritising certified materials wherever possible**, as well as working with trusted partners that either already hold product and company-level certifications, or demonstrate progress over time.

We collect and track these certifications annually, either at dedicated moments, like during our supplier survey, or when we notice that some certifications have expired. Our goal is to **strengthen our traceability and general oversight**. In light of this, part of our efforts in 2026 will be directed towards **building a more solid and less error-prone system** to collect the relevant information. For instance, we will work on building a supplier platform within our PLM (Product Lifecycle Management) system, which is currently under development.

On the following page, you will find an overview of the certifications held by many of our fabrics and trims. With the exception of **GOTS**, we are not yet able to claim these certifications at product level. For some of the standards mentioned, such as **GRS and RWS**, we aim to obtain the certification ourselves by completing the required audit process. As for the remaining certifications, we will continue to prioritise materials that meet these standards.

Responsible sourcing also extends to the factories we work with. Many of our partners hold **company-wide certifications related to social and environmental standards**, which help ensure responsible practices throughout our supply chain. An overview of these certifications is also included below.





Material-level Certifications

	Global Organic Textile Standard (GOTS)	Not only certifies the presence of organic fibres, but also verifies environmental and social criteria across the entire textile supply chain.
	Organic Content Standard (OCS)	Verifies the presence and percentage of organically produced fibres in a textile product through chain of custody certification.
	Recycled Claim Standard (RCS)	Verifies the presence of a minimum of 5% recycled material through chain of custody certification
	Global Recycled Standard (GRS)	Requires a minimum of 20% recycled material content and includes environmental, social and chemical requirements throughout the supply chain.
	RecyClass	Evaluates the recyclability of plastic packaging and verifies recycled plastic content. Our polybags, used in supply chain logistics, are made with RecyClass-certified material..
	Responsible Wool Standard (RWS)	Ensures that wool comes from farms that meet animal welfare (e.g. no mulesing), land management, and traceability requirements.
	Woolmark	A quality mark that certifies the fibre quality and performance of wool fibres.
	OekoTex Standard 100	Certifies that textile products and components, from fabrics to trims, buttons, zippers and labels have been tested for harmful substances and are safe for human health.
	Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC)	Applicable to our paper labels, packaging and magazines. These standards ensure that wood-based materials originate from responsibly managed forests and controlled sources.

Factory Certifications

<i>SMETA Sedex Members Ethical Trade Audit Report</i>	A widely used social compliance audit assessing labour standards, health and safety, environmental practices, and business ethics at factory level.
<i>SA8000 Standard</i>	A certification focused on protecting workers’ rights and ensuring fair and safe working conditions through a formal management system.
<i>ISO 9001:2015</i>	A quality management standard that ensures structured and effective processes, trained staff, consistency, and continuous improvement, enabling the consistent delivery of high-quality products and services.
<i>ISO 14001:2015</i>	An internationally recognised standard for environmental management systems (EMS): guiding companies in implementing and continuously improving their environmental performance.
<i>ISO 45001:2018</i>	An occupational health and safety standard aimed at reducing workplace risks and preventing injuries.
<i>Higg Facility Environmental Module (FEM)</i>	An industry tool measuring environmental performance across energy, water, waste, emissions, and chemical management.
<i>OekoTex sTEP</i>	Assesses environmental performance, chemical management, social responsibility, quality management, and health and safety at site level.
<i>Bluesign</i>	Focuses on chemical management and responsible manufacturing to reduce environmental impact and ensure worker safety.
<i>Leather Working Group (LWG)</i>	Our leather products, currently shoes produced by Filling Pieces, and The Stretch Belt, are manufactured at LWG-certified facilities

Responsible Sourcing



Due Diligence

We don't own any of the mills or factories that we work with. However, we recognise our responsibility for the garments we put out into the world under our name and the way they are made. That's why we have taken steps to better understand and manage the environmental and social risks within our value chain.

First of all, we focus on building long-lasting relationships with our suppliers, and have been working closely with several key partners for many years. This allows us to build trust and open communication. When we start working with new suppliers, we share a sustainability checklist to ensure alignment on key ESG topics. To date, our approach has also included conducting an annual supplier survey for our direct suppliers (check the [Feel Marvellous chapter](#) for more details). Through this initiative, we ask our suppliers product labelling processes. In 2025, **93%** of the respondents confirmed they have a Code of Conduct in place, while **43%** indicate that they have formal anti-corruption or anti-bribery policies. In addition, our local team in Portugal is in regular contact with the suppliers and can jump on potential issues if they arise.

In 2025, we started building the foundation for a more formal and structured approach to due diligence across our value chain. As part of this process, we started working on a Materiality Assessment. This is a method used to identify and prioritise the ESG topics that are most relevant to a company and its stakeholders. It helps determine which impacts, risks, and opportunities should be the focus of our company's strategy and reporting. We started working on this by drafting a methodology framework in collaboration with an external consultant. We also conducted an internal and preliminary review of the GRI Standards* to identify material topics relevant to us, as a company operating in apparel. We then mapped our key stakeholders and supply chain structure to better understand where our most significant environmental and human rights impacts may occur.

In 2026, the next phase will focus on conducting a more in-depth environmental and human rights risk assessment. This will include engaging relevant internal and external stakeholders through a structured rating

process to prioritise the topics that are the most important to our business. Obtaining the GOTS certification also required us to strengthen our internal controls and traceability systems. Achieving certification at brand level means implementing a verified chain of custody system, ensuring that certified organic materials are properly tracked from supplier to finished product. This involved improving our transaction certificates collection and product labelling processes.

While these actions represent important progress, we recognise that we are still at an early stage of implementing a fully structured and formal due diligence framework. Strengthening this process will remain a key focus area in the coming years.

*The GRI Standards, or Global Reporting Initiative, are internationally recognised guidelines for sustainability reporting that help organisations identify and disclose their most significant environmental, social, and governance impacts.

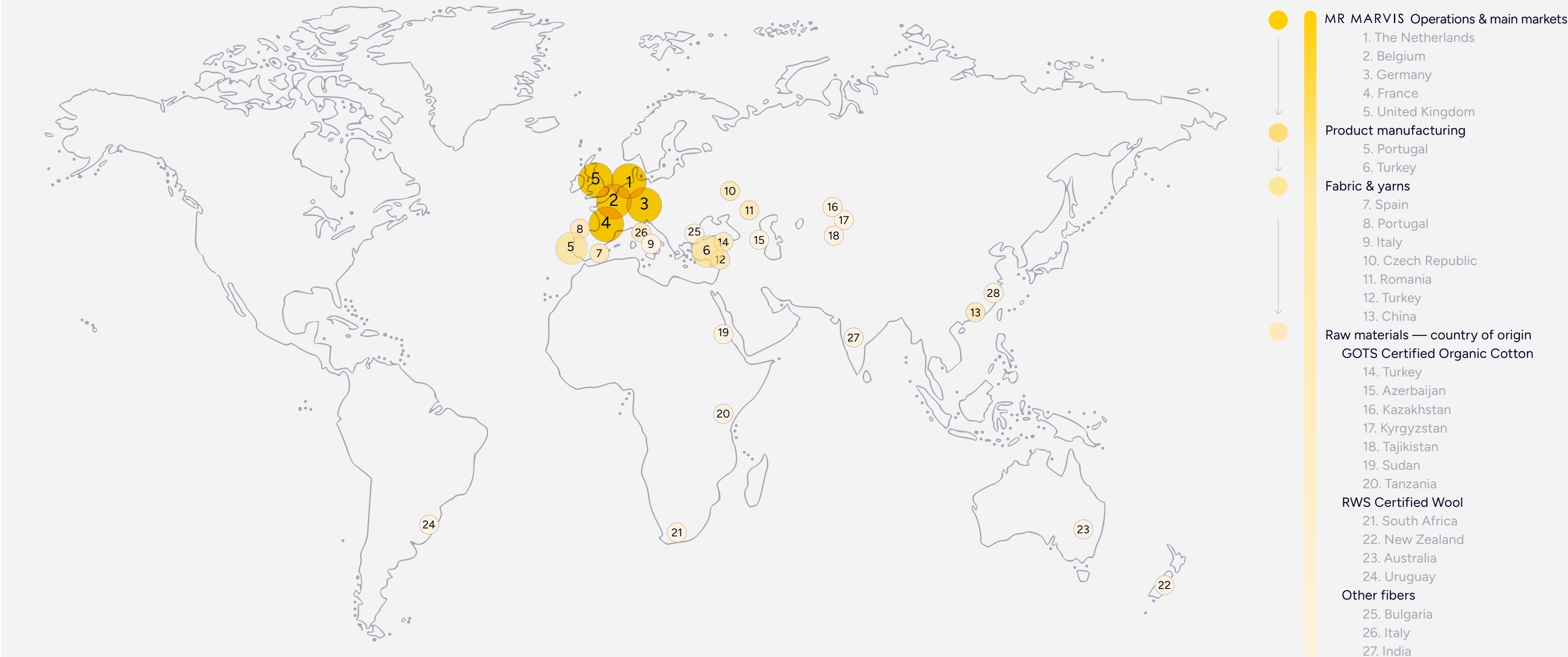


Supply chain traceability

To us, traceability means understanding where and how a garment is made, and where the materials used to make it come from. **Where was the cotton grown? Who produced the fabric? And who assembled the final product?** We also know that this knowledge should be shared: that’s what transparency is all about.

When we started our business in 2016, choosing Portugal as a manufacturing location was a strategic move: we knew we wanted to produce as locally as possible, and in Portugal we found partners aligned with our values. The textile savoir-faire is still thriving there, and companies must adhere to EU legislation on environmental and social standards.

In 2025, although we have not changed our core manufacturing country, our supply chain has become more complex. Our fabrics are sourced mainly from Spain, Portugal, Italy and Turkey, while woollen yarns come from China and Italy. While preparing for our Materiality Assessment, we made a map of our supply chain partners and aimed to obtain information of the country of origin of raw materials. Certified materials are easier to trace, as



the chain of custody goes from farm to finished product. We identified that, for the origin of non-certified materials, we largely rely on supplier declarations to determine origin. This information may sometimes not be available or be accompanied by solid proof, which means it lacks depth and precision.

That’s why **strengthening our traceability efforts beyond certified materials remains a key focus area** for our due diligence plan. Alongside this, we are preparing for the upcoming Digital Product Passport regulation, which will require greater transparency around the origin of garments and materials.

**We have complete visibility on the manufacturing countries and the location of our suppliers. The countries of origins of raw fibers are trickier to have full visibility on; the locations shared here are certain as they are obtained from documents that accompany certified goods. Therefore, this list of raw materials origin is not exhaustive or representative of our entire product range.*

Marvistar

MarviStar is our Vendor Rating System. It’s an initiative designed to foster continuous dialogue with our suppliers, identify what already works well in our collaboration, and highlight areas for improvement, especially from a production perspective. The system consists of a comprehensive framework to evaluate supplier performance and track progress across production, supply chain operations and sustainability. MarviStar operates on a monthly basis and makes assessments based on yes or no questions, with each positive answer earning the supplier points.

In **2025**, we successfully onboarded all **12 of our manufacturing partners** to MarviStar, **achieving the goal** we had set for the year.

While the programme was paused in the last quarter of 2025 due to limited internal capacity, it will be relaunched in 2026 with stronger integration into our planning processes, rather than operating as a stand-alone initiative. This will ensure MarviStar becomes a core element of how we collaborate with and strengthen partnerships across our supply network. As part of this relaunch, we are refining the system to make it more insightful and action-oriented. For example, while we previously tracked supplier delays, we did not systematically assess their root causes. Moving forward, the approach will be more layered and balanced, with a clearer understanding of underlying issues.





From Policy to Practice

Public Policies

Code of Ethics

Let’s start with our Code of Ethics: our main guide for how we act. it outlines a set of values that all MR MARVIS team members are expected to follow. The four main pillars, outlined in this document, are the following:

- We always show respect***
- We act like owners***
- We focus on what matters***
- We uphold the law***

Read the latest version of our Code of Ethics here, which now includes a statement confirming that we do not engage in lobbying.

[Take me here](#)

Code of Conduct

To ensure all our partners align with our values, we’ve created our Code of Conduct. This document sets clear expectations around fair wages, safe working conditions, and environmental practices. Before we collaborate with any supplier, they are required to agree to and sign this code.

We review the Code of Conduct annually to assess its relevance and make any necessary adjustments, ensuring it continues to reflect our evolving standards and commitment to sustainability and ethical practices.

[Take me here](#)



Public Policies

Responsible Business Conduct

This policy outlines our commitment to doing business responsibly across our apparel supply chain. It outlines our approach to ethical labour practices and human rights, environmental responsibility, and transparent and responsible sourcing, in line with international standards and the requirements of the certifications we hold, such as the Global Organic Textile Standard (GOTS) and B Corp. The policy also explains how we work with employees and suppliers to identify and address risks, support responsible practices, and continuously improve our social and environmental performance.

[Take me here](#)

Animal Welfare

As part of the Fur Free Alliance, we are a fur-free brand that takes responsibility for sourcing materials ethically. As we began incorporating more animal-based materials, particularly wool, we recognised the need for a clear understanding to ensure animal welfare is implemented across our whole supply chain. In addition to the added clause in the Code of Conduct, we developed an internal guideline document for our designers to follow when working with animal-based materials that clearly states which materials are permitted and which are restricted in our production process.

[Take me here](#)

Internal Policies

Sustainable Purchasing Policy

Driving conscious decisions for people and the planet, starts with making them ourselves. Each purchase we make is an opportunity to support a way of working or producing that align with our purpose, ambitions and values. To facilitate conscious decision-making within our organisation, we created the Sustainable Purchasing Policy. This policy guides our HQ and Retail teams in purchasing non-resale goods, for our own operations: from food and drinks to office supplies, electronics and store furniture. The guidance is category-specific and practical, and includes a curated list of preferred suppliers that align with our standards.

Rooted in our commitment to care for people and the planet, the policy prioritises fair working conditions, responsible resource

use through the 5Rs (Refuse, Reduce, Reuse, Repurpose, Recycle), local sourcing within 128 km where possible, and support for minority-owned and social enterprises.

It encourages employees to critically assess necessity before purchasing, favour durable, repairable and certified products (such as B Corp, GOTS, Fair Trade or FSC), minimise packaging, and consider end-of-life impact. These principles are fostered through a general checklist, supported by category-specific checklists that colleagues can run through to make sure the purchase meets our standards.

As a living document, the policy evolves over time and supports MR MARVIS in making purchasing decisions that consistently reflect our purpose, ambitions and values.



Internal Policies

Whistleblowing and grievance procedure

In any organisation, blind spots, misconduct or (unintended) negative impacts can occur, both within our own operations and value chain. As part of our commitment to responsible business conduct, we aim to identify such issues, take responsibility and intervene or help mitigate when needed.

To start, we enable employees to raise concerns related to inappropriate behaviour or violations of integrity. Reports can be made directly to management or the People Team, where they are assessed and, where necessary, investigated with appropriate follow-up and documentation.

We also have an independent external confidential advisor who offers confidential support and is available for anonymous reporting. Employees can find his contact

information and work method in our employee handbook, while employees working in retail stores can access this via an in-store poster. Individuals reporting violations of integrity are protected under the Dutch Whistleblower Protection Act. Every year, our confidential advisor makes a comprehensive grievance report.

Next to our internal policies and procedures for reporting misconduct, we are developing a safe reporting channel that is available publicly from 2026 onwards. This system to raise grievances will also be available publicly on our website. Extending this mechanism beyond our own workforce and workplace enables suppliers, partners and other stakeholders to raise concerns where impacts may occur outside our direct control. The policy will outline the grounds for submitting a grievance and the steps our team will take to address and resolve it.



Internal Policies

IT security policy

There is an IT security policy in place to protect data belonging to the company, customers and stakeholders. Our guidelines cover device protection measures (such as firewalls, disk encryption, secure authentication), password and access management standards, and awareness of risks such as phishing and social engineering.

AI usage policy

While we recognise the value of artificial intelligence to improve our operations and customer experience, we encourage our team to use it in a responsible and ethical manner. Our internal guidelines prohibit the use of non-anonymised customer data and confidential business information.

Customer privacy policy

Employees are required to treat all customer data as sensitive by default, ensure anonymisation where possible, use secure networks and encrypted devices, and verify customer identity before sharing personal information. We have clear procedures in place to handle and report potential data breaches, in line with GDPR* requirements.



**The General Data Protection Regulation, abbreviated GDPR, is a European Union regulation on information privacy.*

Collective action



Sustainable Fashion Circle

In 2024, we co-founded the **Sustainable Fashion Circle** together with fellow B Corp Oh My Bag and B Lab. The Sustainable Fashion Circle is a group of like-minded Dutch B Corp apparel brands working together to create meaningful impact in the fashion industry. The group meets every 2-4 months and alternates hosts and topics. The aim is to freely exchange knowledge, share best practices and support each other in creating a more sustainable and ethical industry.

In 2025 the circle came together 4 times. One session, hosted by Ace & Tate, focused on **supply chain traceability** and **transparency**, another was dedicated to **B Corp's new standards** and **the ECGT Directive**. By-bar hosted a discussion on **certifications in the fashion industry** and Tiny Miracles presented the topic of **social sourcing**.

Amsterdam Sustainability Network

In addition to the Sustainable Fashion Circle, MR MARVIS also regularly attends sessions from the **Amsterdam Sustainability Network**. This community brings together sustainability professionals from commercial organisations in and around Amsterdam, including industries beyond fashion.

The network aims to connect professionals who drive meaningful change to learn and grow together. It provides a space for peer-to-peer knowledge sharing, open conversations, and collaborative learning, helping participants navigate a rapidly evolving landscape.

In 2025, we hosted one of these sessions at our office, where our impact partner **Vaayu** presented the key challenges related to the Corporate Sustainability Reporting Directive (CSRD)* and the Omnibus package**.

Building knowledge

When we gain insights through experience, we believe in sharing them. That's why, we always dedicate some time to respond to questions from students and researchers centred around our sustainability practices.

This year, **we dedicated 6 working hours sharing our knowledge**. Topics included key challenges in the garment industry, certification processes such as GOTS and B Corp (including the transition to new standards), human rights due diligence in the textile value chain, sustainable supply chain and procurement practices, and product durability.

* The Corporate Sustainability Reporting Directive (CSRD) is an EU regulation requiring large companies to disclose their environmental and social impacts.

** The Omnibus package is a legislative simplification initiative that aims to reduce administrative burdens by narrowing the CSRD scope to companies with over 1000 employees.



Our Goals for 2026

Voluntary Standards

- Successfully obtain B Corp recertification under the new B Lab Standards V2, ensuring full alignment with ECGT (Empowering Consumers for the Green Transition Directive), particularly in relation to transparency and third-party verification requirements, by September 2026.
- Complete our second annual GOTS audit.
- We aim to broaden our scope to include RWS (Responsible Wool Standard) and GRS (Global Recycled Standard), enabling us to provide verified product-level assurance for these materials.

Traceability and Due Diligence

- Launch a dedicated Supplier Platform in our ERP (Product Lifecycle Management) to streamline the collection of certifications, material declarations, and origin data. This system will complement our established annual Supplier Survey (as detailed in our Feel Marvellous chapter).
- Start with preparations for the upcoming Digital Product Passport EU requirements.
- Conduct comprehensive human rights and environmental risk assessments, building on the groundwork laid in to identify and mitigate risks in the supply chain.

Reporting and External Communication

- Expand our grievance procedure to external stakeholders, providing a safe and accessible channel to raise concerns related to MR MARVIS.
- Uphold our commitment to annual sustainability reporting through the publication of our Action Report.

Collective Action

- Continue active participation in initiatives such as the Sustainable Fashion Circle and the Amsterdam Sustainability Network.
- Participate in at least four external panels, podcasts or events on sustainability-related topics in 2026.
- Dedicate 10 hours of ESG-related knowledge sharing to the wider community, students and researchers, in the field of sustainable fashion.



Marvellous progress

Our commitment to responsible business practices is an ongoing journey that we continue to pursue with enthusiasm.

This report highlights the progress we’ve made in fostering a more responsible future, both in and outside our company. And this is just the beginning.

Our ambition is to leave a marvellous imprint that reaches far beyond the stitches of our creations. We’re excited to continue evolving our strategies and actions to drive meaningful change. Thank you for being part of our journey.

Appendix

Product Title	Material Composition	Total (kg CO ₂ e)	Raw materials (kg CO ₂ e)	Manufacturing (kg CO ₂ e)	Transportation (kg CO ₂ e)	Use phase (kg CO ₂ e)	End of life (kg CO ₂ e)
The Actives	Organic cotton (66%), Polyamide (30%), Elastane (4%)	9.64	9%	54%	11%	23%	4%
The Airy Knit Shirt	Organic Cotton (100%)	9.37	4%	55%	9%	30%	3%
The Beanies	Wool (50%), Recycled Cashmere (50%)	5.23	70%	22%	5%	2%	1%
The Big Stripes Swims	Recycled Polyester (100%)	5.65	22%	48%	10%	18%	3%
The Boat Sneakers	Suede, Rubber (outsoles)	21.10	44%	38%	13%	1%	5%
The Buttonless Polo	Merino Wool (100%)	12.30	52%	25%	5%	16%	1%
The Cable Knit Pullover	Merino Wool (100%)	61.39	77%	15%	3%	5%	1%
The Chalet Pullover	Acrylic (25%), Alpaca wool (25%), Wool (25%), Recycled Acrylic (22%)	44.52	67%	22%	4%	6%	1%
The Classic Chinos	Organic Cotton (100%)	11.00	7%	55%	11%	23%	4%
The Classic Polo	Organic Cotton (100%)	9.05	6%	55%	10%	26%	3%
The Classic Sneakers	Nappa Leather, Nubuck, Faux Leather (insoles), Thermoplastic Rubber (outsoles)	26.41	53%	33%	10%	1%	3%
The Coolerdays	Organic Cotton (98%), Elastane (2%)	13.45	7%	55%	10%	24%	4%
The Coolerdays Alpinist	Organic Cotton (98%), Elastane (2%)	14.39	10%	53%	9%	23%	4%
The Cord Shirt	Organic Cotton (100%)	8.47	4%	50%	11%	31%	4%
The Cords	Organic Cotton (99%), Elastane (1%)	14.94	7%	56%	10%	23%	4%
The Cotton Crew	Organic Cotton (100%)	9.70	5%	63%	11%	17%	4%
The Cotton Shirt	Organic Cotton (75%), Recycled Cotton (25%)	7.06	5%	49%	12%	31%	4%
The Denim Shirt	Organic Cotton (100%)	11.29	4%	53%	10%	29%	3%
The Downtown Jacket	Polyester (78%), Polyurethane (22%)	17.64	29%	47%	12%	7%	5%
The Easies	Organic Cotton (73%), Polyamide (17%), Elastane (10%)	14.48	10%	55%	10%	22%	3%
The Easy Chinos	Organic Cotton (100%)	9.62	7%	58%	10%	22%	3%
The Easy Shirt	Organic Cotton (100%)	10.86	4%	57%	9%	26%	3%
The Easy Sweater	Organic Cotton (82%), Recycled Polyester (18%)	10.84	8%	59%	12%	18%	4%
The Fine Cords	Organic Cotton (97%), Elastane (3%)	13.36	7%	57%	10%	23%	4%

Appendix

Product Title	Material Composition	Total (kg CO ₂ e)	Raw materials (kg CO ₂ e)	Manufacturing (kg CO ₂ e)	Transportation (kg CO ₂ e)	Use phase (kg CO ₂ e)	End of life (kg CO ₂ e)
The First Class Jacket	Cotton (37%), Wool (34%), Polyester (19%), Polyamide (5%), Other Fibres (5%)	62.67	46%	45%	5%	3%	2%
The Five-pockets	Organic Cotton (99%), Elastane (1%)	16.42	5%	58%	10%	23%	4%
The Flannel Bomber	Organic Cotton (97%), Elastane (3%)	17.87	7%	72%	11%	6%	4%
The Flannel Shirt	Organic Cotton (100%)	7.44	4%	51%	11%	30%	4%
The Flannels	Organic Cotton (97%), Elastane (3%)	11.10	7%	54%	11%	25%	4%
The Flannels Alpinist	Organic Cotton (97%), Elastane (3%)	12.74	12%	54%	9%	22%	3%
The Heavy Classics	Organic Cotton (100%)	16.81	6%	61%	9%	21%	3%
The Heavy Tee	Organic Cotton (100%)	8.91	4%	51%	10%	32%	3%
The Iconic Jacket	Polyester (78%), Polyurethane (22%)	14.05	28%	53%	10%	5%	4%
The Jeans	Organic Cotton (79%), Recycled Cotton (20%), Elastane (1%)	16.52	6%	57%	10%	23%	4%
The Juniors	Organic Cotton (98%), Elastane (2%)	5.12	10%	54%	12%	21%	3%
The Knit Pullover	Merino Wool (100%)	38.36	60%	26%	5%	7%	2%
The Knitted Blazer	Organic Cotton (100%)	9.90	5%	71%	13%	7%	5%
The Knitted Polo	Organic Cotton (100%)	6.75	4%	55%	11%	26%	3%
The Knitted Tee	Organic Cotton (100%)	8.80	4%	51%	10%	33%	3%
The Lazies	Organic Cotton (100%)	10.00	6%	58%	10%	22%	3%
The Linen Shacket	Linen (70%), Organic Cotton (30%)	10.94	12%	66%	12%	6%	4%
The Linen Shirt	Linen (100%)	7.62	8%	49%	11%	28%	3%
The Linens	Linen (70%), Organic Cotton (30%)	10.92	9%	54%	10%	23%	4%
The Longs	Organic Cotton (98%), Elastane (2%)	11.28	7%	56%	10%	23%	3%
The Merino Pullover	Merino Wool (100%)	22.93	59%	27%	5%	7%	2%
The Merino V Neck	Merino Wool (100%)	33.11	77%	14%	3%	4%	1%
The Merino Zip Pullover	Merino Wool (100%)	23.88	59%	27%	5%	7%	2%
The Midweight Crew	Organic Cotton (100%)	9.77	6%	62%	11%	17%	4%
The Midweight Tee	Organic Cotton (100%)	6.24	3%	47%	10%	36%	3%
The Originals (Organic)	Organic Cotton (99%), Elastane (1%)	8.38	12%	55%	9%	21%	3%

Appendix

Product Title	Material Composition	Total (kg CO ₂ e)	Raw materials (kg CO ₂ e)	Manufacturing (kg CO ₂ e)	Transportation (kg CO ₂ e)	Use phase (kg CO ₂ e)	End of life (kg CO ₂ e)
The Originals	Cotton (99%), Elastane (1%)	10.11	19.5%	48.6%	9.3%	19.6%	3%
The Oxford Shirt	Organic Cotton (100%)	9.09	4%	53%	11%	29%	3%
The Piqué Shirt	Organic Cotton (100%)	13.36	5%	56%	9%	26%	3%
The Piqué Tee	Organic Cotton (100%)	9.35	5%	52%	9%	31%	3%
The Piqués	Organic Cotton (100%)	8.44	7%	56%	11%	23%	4%
The Piqués (Recycled)	Organic Cotton (55%), Recycled Cotton (45%)	8.84	12%	54%	10%	22%	3%
The Polo Pullover	Organic Cotton (100%)	8.65	4%	54%	10%	28%	3%
The Print Originals	Organic Cotton (98%), Elastane (2%)	11.27	22%	50%	8%	18%	3%
The Print Swims	Recycled Polyester (55%), Polyester (45%)	7.87	33%	41%	9%	15%	3%
The Retro Zip Pullover	Wool (50%), Recycled Wool (50%)	39.19	71%	19%	3%	5%	1%
The Rugby Pullover	Organic Cotton (100%)	11.38	5%	67%	9%	15%	3%
The Seersucker Swims	Polyamide (40%), Organic Cotton (27%), Polyester (27%), Elastane (6%)	7.20	25%	45%	10%	17%	3%
The Seersucker Swims Uni	Organic Cotton (40%), Polyamide (38%), Recycled Polyamide (22%)	6.16	13%	52%	12%	20%	3%
The Seersuckers	Organic Cotton (100%)	11.19	6%	57%	10%	23%	4%
The Shacket	Cotton (97%), Elastane (3%)	16.58	6%	74%	11%	6%	4%
The Short Classics	Organic Cotton (100%)	8.90	8%	56%	11%	22%	3%
The Short Cords	Organic cotton (98%), Elastane (2%)	8.15	9%	55%	11%	22%	3%
The Short Easies	Organic cotton (73%), Polyamide (17%), Elastane (10%)	10.45	10%	56%	10%	20%	3%
The Short Linens	Organic Cotton (70%), Linen (28%), Elastane (2%)	7.55	9%	53%	11%	23%	4%
The Short Seersuckers	Organic Cotton (100%)	6.34	8%	54%	12%	23%	4%
The Short Terries	Organic Cotton (100%)	8.23	7%	51%	12%	26%	4%
The Short Vacays	Organic Cotton (99%), Elastane (1%)	5.68	9%	57%	11%	20%	3%
The Smart Easies	Polyester (40%), Organic Cotton (39%), Viscose (19%), Elastane (2%)	13.62	18%	50%	9%	20%	3%
The Smart Shirt	Cotton (100%)	8.53	21%	45%	8%	24%	3%

Appendix

Product Title	Material Composition	Total (kg CO ₂ e)	Raw materials (kg CO ₂ e)	Manufacturing (kg CO ₂ e)	Transportation (kg CO ₂ e)	Use phase (kg CO ₂ e)	End of life (kg CO ₂ e)
The Sports	Recycled Polyester (88%), Elastane (12%)	5.06	16%	47%	12%	22%	3%
The Straight Fit Jeans	Organic Cotton (79%), Recycled Cotton (20%), Elastane (1%)	16.79	5%	58%	10%	24%	4%
The Stretch Belt	Polyester (70%), Elastane (20%), Cowhide leather (10%)	3.45	49%	27%	13%	6%	4%
The Suede Sneakers	Cowhide suede, Faux leather (insoles), Thermoplastic Rubber (outsoles)	27.19	54%	33%	10%	1%	3%
The Summer Shirt	Organic Cotton (99%), Elastane (1%)	8.84	18%	45%	9%	24%	3%
The Swims	Recycled Polyamide (100%)	6.39	14%	54%	11%	18%	3%
The Terry Polo	Organic Cotton (100%)	8.87	7%	53%	10%	27%	3%
The Terry Shirt	Organic Cotton (100%)	7.27	5%	51%	11%	30%	4%
The Terry Tee	Organic Cotton (100%)	9.34	5%	56%	8%	27%	3%
The Wool Pullover	Wool (50%), Recycled Wool (50%)	22.07	63%	24%	5%	7%	1%
The Wool Zip Shacket	Wool (100%)	61.10	75%	20%	3%	2%	1%