

mbyM Q&A

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DO YOU USE TERMS LIKE SUSTAINABILITY, RESPONSIBILITY OR SIMILAR?

We are aware that there are many opinions about words such as sustainability, responsibility, and similar terms. As we are far from being a fully sustainable business – and never will be – it’s understandable that the use of these words might raise questions for some.

Sustainability and responsibility are words that consumers and our customers are familiar with and have specific associations with. Therefore, we are very alert to the usage of these terms. When referring to a specific product or action that can be associated with sustainability, we avoid using such general terms for the simple reason that we don’t want to mislead our customers – or consumers in general. Instead, we strive to be more specific in our descriptions.

However, in rare cases you may discover general terms that predate our adoption of the above. We do our best to identify words and text that may seem misleading and update them with more accurate wording.

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DO YOU HAVE ANY SUSTAINABLE PRODUCTS?

Clothing production will always cause pollution, regardless of the methods and materials used. Therefore, neither we nor our products can be considered sustainable. However, we continuously strive to improve our processes throughout the entire production cycle and work on initiatives that push us towards becoming a more responsible company in an industry that we acknowledge to be extremely polluting. Concerning our products, we focus on working towards using more recycled fibers, innovative materials, and placing a greater emphasis on mono-materials to make our clothing easier to recycle.

We explore production methods that have a lower environmental impact, such as using mechanical processes instead of chemical ones for extracting recycled fibers.

We put significant effort into collecting documentation for our styles that contain our 'preferred fibers.' This documentation, typically in the form of a transaction certificate, is essential for our ongoing efforts to become more transparent to our customers and consumers in general.

Designing for circularity is one of the methods we apply to create impactful development of our products.

Read more about our work with circularity [here](#).

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WHICH FIBERS DO YOU USE FOR YOUR CLOTHES?

The fibers used in our clothing span across various categories, including natural fibers, cellulosic fibers, synthetic fibers, and animal fibers. To present them in the best possible way, we have created a fiber overview on our [material page](#). This overview provides a concrete representation of the distribution of fibers used in the past year, based on our annual fiber mapping.

On our material page, you will also find our [fiber guide](#), which presents a wide range of fibers divided into two main categories (preferred and distance), each further classified into four colored subcategories. Our fiber guide serves as a tool developed for our CSR, design and purchasing departments, providing guidance on which fibers we as a brand aim to prioritize and use in future collections, and which fibers we intend to distance from in the near future. Transitioning from familiar fibers to new or more innovative ones is a process, and that's why you'll also find the fibers we currently use represented in all of the overview's four subcategories.

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WHICH MATERIALS ARE USED FOR YOUR GG BASIC STYLES?

mbyM GG Basics are timeless and incredibly soft styles in various qualities, consisting of TENCEL™ fibers combined with up to 8% elastane. All fabrics used for the mbyM GG basic styles are produced in Turkey coming from a long-term relation fabric-supplier. Likewise, all GG basic styles are manufactured in Turkey.

TENCEL™ is a trademark from the Austrian fiber producer, LENZING AG, known for manufacturing cellulosic fibers in a less environmentally impactful manner compared to conventional viscose, lyocell and modal.

The fiber compositions of our basic styles vary depending on the quality. They include combinations of TENCEL™ Modal and elastane, TENCEL™ Lyocell and elastane, and 100% TENCEL™ Lyocell. The TENCEL™ fibers are certified with the EU Ecolabel for textile products (license no. AT/016/001). Visit our [website](#) to find more information about the TENCEL™ fibers, the fiber production process, and to explore our range of GG basic styles.

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DO YOU SOURCE BETTER COTTON FOR YOUR PRODUCTS CONTAINING COTTON?

Since 2021, mbyM has been an active member of Better Cotton and taken part in a global movement with a shared goal of improving cotton production by sourcing Better Cotton.

Through our membership in Better Cotton, we proudly invest in and support the implementation of Better Cotton programs, which offer field-advice and training in more sustainable practices for cotton farmers around the world.

Better Cotton is sourced via a [Mass Balance Chain of Custody model](#), which is a volume tracking system allowing Better Cotton to be substituted or mixed with conventional cotton, provided that equivalent volumes are sourced as Better Cotton.

As Better Cotton is not physically traceable to end-products due to the Mass Balance Chain of Custody, we don't claim this as one of our 'preferred fibers'. Instead, organic and recycled cotton are our preferred cotton fibers. However, we always prefer Better Cotton over conventional cotton.

Visit our [Initiative page](#) to read more about our Better Cotton membership and targets.

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WHY DO YOU USE SYNTHETIC FIBERS IN YOUR CLOTHES?

Synthetic fibers are incredibly durable and do not shrink or fade in color the same way as natural materials like linen and cotton might.

However, we are fully aware of the environmental challenges associated with synthetic fibers, both in their production process and the release of microplastics when clothing made from synthetic fibers is washed. We continuously strive to increase the use of recycled synthetic fibers while reducing the use of traditional synthetic fibers to minimize our contribution to the pollution associated with the production of virgin polyester, nylon, etc. We acknowledge that some recycled (synthetic) fibers are better to use than others, which is reflected in the prioritization in our fiber guide.

We are passionate about exploring fibers and are always curious to learn new things. As we gain knowledge of new fibers, and if we see potential in them, we continuously update our [fiber guide](#).

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HOW CAN I BE SURE THAT A PRODUCT OF YOURS ARE MADE OF WHAT YOU CALL 'PREFERRED FIBER(S)'?

For all products containing fibers categorized as 'preferred' in our [fiber guide](#), such as organic cotton or recycled wool, we collect various certificates for documentation. We aim to be as transparent as possible about our products and to achieve that, we need to substantiate that the information we provide about our products is true.

Since we do not hold any certificates ourselves, we are limited to collecting certificates. This requires a significant effort and is a lengthy and complex process. However, we constantly improve, and the same does our suppliers as they become more aware of the importance of documentation and transparency.

We continuously request and receive scope certificates, which demonstrate that our suppliers meet the requirements to handle e.g., organic or recycled products. Additionally, we collect transaction certificates as proof that specific products meet the criteria for the respective certification standards. Whether a product is made of one or more preferred fibers or not, you are always able to check the fiber composition in the product's care label.

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DO YOU HAVE ANY CERTIFICATIONS?

As a brand, mbyM does not hold any certifications. This is also why we do not claim any trademarks of certification standards on either our social media, our website, on printing materials or on our on-product labelling. However, we work with certified materials and have been looking into various certifications but have not yet taken the needed step to obtain attractive certifications. We consider which certifications will make the most sense not just for us and our consumers, but also in regard to impact. Once ready, we will prioritize certifications that include the fibers we use the most and the ones with the biggest potential for impact and development.

As we are targeting our sourcing of fibers according to our newly developed [fiber guide](#), we will wait until we have seen the first results of our effort to begin a certification process. We believe that this prioritization and patience is the proper procedure to ensure effective and impactful choice of certifications. To be extra clear: We do want certifications on brand level, and we are in the process of ensuring that we initiate our journey with the greatest possible effect.

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DO YOU SELL PRODUCTS IN VEGAN LEATHER?

We do sell products made from PU leather (polyurethane), which was previously referred to as Vegan leather. However, in January 2023, we made the decision to phase out the term 'Vegan' covering both vegan leather and vegan filling (for previous collections, vegan filling has referred to filling made of synthetic fibers). The reason for this change is that we respect that the term 'Vegan' is not solely about preventing animal cruelty and ensuring animal welfare, but also about adopting a sustainable and eco-friendly lifestyle. We do not want to mislead anyone.

Moreover, PU leather is one of the most challenging materials to recycle. Therefore, we are actively exploring alternatives and have already implemented some interesting options in our [fiber guide](#).

If you own a PU style, we urge you to be extra aware of prolonging its life and keep it in loop through reuse, resell and repair if necessary.

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HOW WELL DO YOU KNOW YOUR SUPPLY CHAIN?

The supply chain is the sequence of steps (tiers) in the process from raw materials to the finished product. For garments, the supply chain typically consists of the following tiers:

Tier 0

Brand/retailer

Tier 1

Garment production

Tier 2

Fabric production and wet processes

Tier 3

Raw material processing

Tier 4

Raw materials

With an aim to strengthen our relations with our suppliers and a commitment to becoming more transparent, we continuously work to increase our knowledge of our supply chain. By now, we have mapped all our tier 1 suppliers and know them very well. We are currently in the process of mapping out our tier 2 and tier 3 suppliers.

When speaking of our supply chain, an important part to mention, although it is not defined as a tier, is our logistic partner DSV, who serves us with lots of great insights about transport forms, capacity, lead times, spend etc. Read more about our logistics [here](#).

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IN WHICH COUNTRIES ARE YOUR PRODUCTS MANUFACTURED?

Our products are manufactured in China, India, Turkey, Bangladesh, Vietnam and Bulgaria, with the majority produced in China, followed by India and Turkey. For our [compliance page](#), we have developed a digital supplier map that provides a visual overview of our direct suppliers' locations and the distribution.

We have close collaborations with our tier 1 suppliers (direct suppliers) and communicate with them weekly to ensure that they meet our established requirements. Every year, we conduct a comprehensive risk analysis of our direct suppliers to identify any existing risks that require improvement. This risk analysis is part of an established due diligence process that we consistently work with, and for which we prioritize to address risks among our A-level suppliers first, then B-level suppliers, and finally our C-level suppliers.

All our direct suppliers are carefully selected based on a mix of quality, skills, price level, lead-time and capability of adapting and developing more sustainable methods.

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HOW DO YOU WORK WITH DUE DILIGENCE?

Through MESSAGE's Code of Conduct and policies, we commit to respect human rights, the environment, and climate while working to embed these principles throughout our supply chain. Therefore, a crucial requirement for initiating a collaboration with a supplier is that they thoroughly read and sign MESSAGE's Code of Conduct and policies, both when new policies are implemented and when existing ones are updated. These documents are to be found on our [compliance page](#).

Once a year, a risk assessment is conducted to identify potential risks that may have a negative impact on human rights, the environment, and/or climate. The risk assessment is based on the following factors:

Supplier segmentation (A, B, and C-level suppliers)
Country and district
Product category and processes
Social audits
Transparency

When all the risks are identified, a prioritization is made based on their scope and complexity. Subsequently, action plans are developed, outlining the necessary steps to minimize or mitigate the identified risks.

Throughout this process, we engage in close dialogue with the respective supplier(s), following up on preventive measures or actions and making necessary adjustments to ensure that the identified risks are minimized or completely addressed. Following this, the progress and solutions to the identified risks are reported and communicated.

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WHY ARE YOU REFERRING TO MESSAGE' CODE OF CONDUCT AND POLICIES?

The brand mbyM is owned by MESSAGE A/S.
MESSAGE A/S establishes supplier agreements with the manufacturers who produce products for all three brands. As a result, mbyM is subject to the standards and requirements set by MESSAGE A/S for the suppliers in our products' supply chains, as presented in MESSAGE's Code of Conduct and policies.

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DOES CHILD LABOR TAKE PLACE IN YOUR SUPPLY CHAIN?

Child labor is, of course, not permitted in our supply chain. We require all our suppliers to sign MESSAGE's Code of Conduct, including the MESSAGE Child Labour Policy. By signing these documents, the suppliers commit to meeting our requirements regarding both child labor* and young workers**.

Our Code of Conduct and policies are regularly updated. Recently in January 2023. You can find our Child Labor Policy [here](#).

Once a year, we engage in a dialogue with our suppliers specifically about this topic. This is to ensure that our suppliers always are fully aware of the importance of the requirements set in our Code of Conduct and policies.

We continuously get third-party audits (SEDEX, BSCI, or SA8000) from our direct suppliers (tier 1), which provide us with documentation on how each factory handles various aspects of social sustainability, including child labor.

*Child labor: Children aged up to 14 years old.

**Young workers: Aged 15 to 17 years old.

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HOW DO YOU APPROACH ANIMAL WELFARE?

It is of utmost importance that our suppliers adhere to animal welfare. Therefore, we require them to sign MESSAGE's Code of Conduct, including MESSAGE's Animal Welfare policy. By signing these documents, the suppliers commit to meeting our requirements regarding animal welfare, including the prevention of animal cruelty.

Our Code of Conduct and policies are regularly updated. Recently in January 2023. You can find our Animal Welfare Policy [here](#).

Once a year, we engage in a dialogue with our suppliers specifically about this topic. This is to ensure that our suppliers always are fully aware of the importance of the requirements set in our Code of Conduct and policies. Depending on risk analysis, audit results and socio-economic development in society, we urge to target this with increased action.

In our fiber guide, we have made it clear that we always prefer recycled animal fibers or, as the second-best option, animal fibers certified according to Textile Exchange's standards (RWS, RMS, RAS, RDS, etc.), which have a strong focus on animal welfare. It is also stated that we have banned certain animal fibers that we choose not to use due to concerns about animal welfare.

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HOW DO YOU ENSURE PROPER WORKING CONDITIONS ON THE FACTORIES MANUFACTURING YOUR PRODUCTS?

We are highly attentive to ensuring that working conditions at our suppliers' factories are proper. Therefore, we obtain third-party audits (SEDEX, BSCI, or SA8000)* throughout the year, depending on when each factory's current audit expires.

An audit involves a thorough assessment of parameters such as child labor, employee discrimination, overtime hours, facilities, wages, etc. When we receive the audit reports from our suppliers, we evaluate, based on the assessment of different aspects in the report, whether there are critical findings that need to be addressed or if the working conditions meet our requirements. If they don't, we forward a remediation plan, which includes the findings that need to be addressed, the actions required to remediate them, and a timeframe for when the improvements must be completed.

If an audit report reveals that a supplier fails to meet the requirements of MESSAGE's Code of Conduct and policies and shows no immediate willingness to improve, MESSAGE will discontinue the collaboration.

Furthermore, the results from the audits play a vital role in our risk assessment and mitigation efforts.

*We require all our A-level suppliers and the majority of our B-level suppliers to provide third-party audits from one of the mentioned auditing firms. For C-level suppliers, we mandate, at minimum, an H&S audit or a completed SAQ issued by MESSAGE. For new suppliers, we require as a minimum a completed SAQ issued by MESSAGE if a valid third-party audit is not available.

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DOES YOUR CLOTHING CONTAIN PFAS OR OTHER HAZARDOUS CHEMICALS?

Before production of a new collection, we test a selection of our products for harmful chemicals. For all our tests, we use the same designated testing company – TÜV Rheinland – which has local branches in each of our production countries. Prior to testing, we identify which chemical groups need to be tested for. This is based on AFIRM’s Restricted Substances List (RSL) and the specific quality’s fiber composition.

Just like any other company in the EU, we must comply with the applicable EU legislation (REACH). Additionally, we have made a decision to test our products based on AFIRM’s RSL because it is more comprehensive and forward-looking for companies in the fashion industry.

If a chemical test unexpectedly fails, we have developed a procedure for how to handle the specific case. This involves close dialogue with the relevant supplier, who, in collaboration with its subcontractors throughout the supply chain, identifies the root cause, after which it is assessed whether production can be resumed. This depends on two different scenarios 1) Whether the issue can be rectified, thus the tested component can be retained, or 2) Whether a new component needs to be purchased or manufactured.

Common to both scenarios are that production can only resume once we have received a passed test result.

Especially for PFAS (as surface impregnation):

We have been testing the use of substances in the subgroups PFOA and PFOS for a long time, but not the entire group of PFAS substances. Now, as the latest revised AFIRM RSL (2023) requires, we test all products for PFAS regardless of the fiber and component.

We strive to distance ourselves from the use of PFAS substances. Therefore, we have expanded our chemical program with a specific requirement for our outerwear suppliers. Starting from our Autumn 2023 collection, all outerwear requiring impregnation must use biobased impregnation (e.g., BIONIC FINISH ECO). We demand relevant documentation from our outerwear suppliers when they use any kind of biobased water repellent finish.

In January 2023, we updated our chemical policy, which all our suppliers have signed. By signing, they commit to meeting the requirements we have set for the use of chemicals in our products. You can find our Chemical Requirements [here](#).

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HOW DO I TAKE GOOD CARE OF MY CLOTHES?

On our [care page](#), you will find both a series of general tips on how to take care of your clothes and more detailed descriptions of how to treat your clothes based on the material(s) they are made of. For example, there may often be no need to wash your clothes if they are not dirty. Instead, simply hanging them out to air can be sufficient. Fresh air usually removes odors from your clothes and, at the same time, prolongs the life of the clothing when you avoid washing it. Washing your clothes can significantly wear down the fibers the clothes are made of, and thereby reduce the quality. As part of our care page, we have developed a symbol guide that educates about the symbols you might discover in the care label on your clothes.

There will for sure be times when you want to get rid of some of the items in your wardrobe. In such cases, we always encourage you to give it to a friend, an acquaintance, or a family member who can use it, donate it to charity, or sell it at a flea market or through a secondhand concept. There are many possibilities if your clothing is still usable and functional. If you, on the other hand, believe that it is no longer wearable or functional as clothing, you can responsibly take it to the nearest recycling site, which handles the disposal.

Bonus information: Starting from July 1st 2023, all Danish households are required to sort their textile waste.

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WHY DO YOU SEND YOUR CLOTHES IN PLASTIC BAGS?

All products are sent to our customers in shipping bags made of recycled plastic. A material that we, for now, believe aligns with our sustainability strategy, which has a particular focus on circularity. By using shipping bags made of recycled plastic, we avoid contributing to the highly polluting and chemical-intensive process required when extracting new plastic. Although the amount of chemicals, water, and energy is reduced in the manufacturing process of recycled plastic shipping bags, we are still very aware that it exists.

We see packaging as an incredibly important area of development, which is why we continuously explore how we can move towards even better solutions that significantly minimize the use of plastic.

In 2022, we tightened the requirements for our suppliers regarding the production of polybags. This means, among other things, that we now expect our suppliers to pack our products in polybags made of clear, recycled PE-LD 04 polyethylene with a thickness of 20 μ , and that the overlap of the bag's closure is reduced. Furthermore, we are phasing out the printing of logos and warning signs on our polybags, and work on how to fold the garments better to minimize the size of polybags. These actions, in accordance with the reduce-reuse-recycle-replace approach, will ensure that the amount of plastic used in our packaging is significantly reduced during the coming years.

Further, we will contribute to make the produced packaging easier to recycle afterwards.

We have informed our suppliers that we expect as much as possible of the paper and cardboard packaging we receive to come from certified responsible forest management, and that we likewise expect to receive documentation to support this. The paper and cardboard packaging we receive at our warehouse is handled as optimally as possible, first through reuse and then sorting for recycling. We are continuously in dialogue with our suppliers to collect all necessary documentation for our packaging materials in the same way as we do for our products' fiber materials.

You can read more about our approach to packaging [here](#).

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WHICH TRANSPORTATION DO YOU USE FOR YOUR PRODUCTS MANUFACTURED IN CONTRIES FAR AWAY?

We always examine logistic options and prefer using sea freight and truck (EU). Amongst other factors, time has a role to play when choosing shipping method. Together with our logistic partner, we evaluate transportation opportunities within train, road, sea and air. Thereto, we continuously optimize how our styles are loaded for shipping in order to ensure effective use of capacity.

We are conscious about our choices in the logistics field and acknowledge that some options have higher environmental impact than others. Air freight is amongst the most polluting transportation options, and while we must admit that we occasionally use air freight, we are very concerned with minimizing this transportation option in favor of sea freight or truck.

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HOW DO YOU APPROACH BIODIVERSITY?

We are aware that there are big conflicts between the fashion industry and biodiversity. Biodiversity loss is being driven primarily by land use change, overexploitation of resources and climate change & pollution. Especially related to our business is the cultivation and consumption of cotton and (de)forestation of trees for extraction of cellulose for viscose, modal and lyocell fibers of urgent need to target. Our already implemented policies and actions on chemical use in the supply chain is of utmost importance as chemicals, pesticides and alike challenges biodiversity all together.

We have in previous collections worked with natural coloring of styles and we are looking into opportunities for implementing natural coloring with some of our suppliers. The natural colors come from leftovers from the food industry and are often bound to the garment with clay mineral and is in strong contrast to the pollution and extensive water and energy use that is linked to most of the textile dyeing processes. During the last year we have looked into strategies for tackling the biodiversity crisis where 1) greening of our HQ spaces, 2) sourcing of fibers, office supplies and canteen menu, 3) innovating business models and processes and 4) transforming together with the whole industry has been in focus.

The strategies will ensure that we take the first steps in transforming our approach and target biodiversity challenges through development and implementation of No Deforestation, No Peat, No Exploitation policy and specific biodiversity and social action plans. A further step in the right direction will be implementation of further circular principles such as repair-kit / repair-service and encourage consumers to use, reuse and recycle styles. Read more about this [here](#).

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DO YOU WORK WITH THE UN 17 SUSTAINABLE DEVELOPMENT GOALS?

The 17 UN Sustainable Development Goals are implicit in our business agenda and contribute as a tool for the development of dedicated and targeted initiatives. Being part of an all-spectrum industry that starts from agriculture and ends up in communication, our value chain is connected to all of the 17 development goals. Here is a couple of examples of how we target the 17 SDGs.

Goal 1 – No Poverty

We recognize that some of the people that work within the global fashion supply chains live in poverty, and we have therefore, as a bare minimum, demanded our suppliers to pay a [minimum wage](#). The next step for us is to partner up with other brands and organizations in the industry to implement a living wage for garment workers.

Goal 5 – Gender Equality

Approx. 80% of garment workers globally are women, and unfortunately gender discrimination runs deep throughout the countries in which some of our garments are currently produced. This is among the reasons why we conduct our [annual risks assessment](#), which also constitutes a basis for our increasing dialogue with suppliers.

We also prioritize stable and yearlong collaborations with suppliers so that we know them well, develop mutual trust and make long term investments in the collaboration. Worth mentioning is our constantly increased communication with suppliers ensured through our processes around supplier due diligence and audit programs. Our Supplier mapping procedures include risk assessment by country/region, product risks hereunder chemical use and data collection for increased transparency. The work with the above has also affected our work with [goal 10](#).

Goal 8 – Decent Work and Economic Growth

We are aware that the global fashion industry faces problems with labor conditions. Through our earlier mentioned supplier due diligence process, we get insights and influence the conditions in our supply chain. We are working to ensure the health of the people in our supply chain, of course use no child labor and require a safe working environment. We hold suppliers accountable if they don't live up to our requirements, and we are also aware that our procurement methods including our requirements for speed of delivery and pricing influence the possibilities for decent work. We are currently preparing to measure the sustainability performance across our value chain, set goals for improvements and help suppliers to reduce their impact – this specific work is recently initiated, and we are slowly but surely improving thread by thread.

See more examples on the next page.

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Goal 10 – Reduced inequalities

With value chains spread all over the world we need to fully acknowledge that we as a brand engage in the higher valued parts of the value chain including branding, design and marketing while leaving the more labor intensive, lowest return and lowest skilled activities such as garment manufacturing to firms in the developing countries with access to low wage labor. This is something that we work intensively with, and which we are also reevaluating our business model in accordance with. We have taken the first steps and understand our role. Before us is the road of finding out how to efficiently and successfully contribute to solving the issues is inequality in our value chain.

Goal 12 – Responsible construction and production

The industry faces challenges in production and as our business model has originated in a linear economy where we make new fashion styles in 4 main collections, we too face a major need to change. We have throughout the years worked from a principle that our styles produced must go to market and live their long durable life. We do not burn any styles, and we have full functional forms of cooperation and multiple of our own sales channels that ultimately ensure that every style produced enters the market.

For several years, we have had a very comprehensive technician/pattern design process where we fit and feel the product prototype samples several times before placing the order in order to ensure that the quality meets our expectations. In very rare occasions we might unfortunately receive a sales sample that doesn't meet the quality that we have ordered, or we find out that there is an error on the product. In that unfortunate case we increase the dialogue with our supplier further, identify the error and cooperate to find a solution. Next step for us in this regard is to develop and implement data collection systems that ensures that we can track and trace our styles throughout the upstream supply chain, so that we are sure that the styles are produced with the right materials, in the right place, in the optimal quality and through the right process. This data is also crucial in the way we work with circularity and transparency.

Goal 17 – Partnerships for the goals

We want to make the right choices and to contribute change in the fashion industry. Therefore, we partner up with different actors in and outside the industry. Since 2021, we have been very active in knowledge sharing, debating and examining potential for change within the industry. We are involved in debates, initiatives and cross-sector projects whenever possible. Read more about this on our [Initiatives page](#).

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HOW DO YOU WORK WITH CIRCULARITY?

We work with circularity in different areas of our operation - especially in connection with material choice and design. It is a necessity and an opportunity for us to increase the use of recycled fibers in our new products. We work with circular design principles as a supplement to our focus on prolonging the life of our styles through high quality, quality tests, pattern design and techniques. We have only just initiated our targeted work with designing styles to 'have more lives' and be part of optimal circular loops. We work to implement circular design principles to extend the usable life of textile products, allow products to be recycled at the end of life and design out waste from the system. This will amongst other effects help to divert textile waste and increase resource efficiency.

In 2022 we initiated an effort internally to explore new circular business models where the opportunities for resale and styles kept in use for as long as possible are in focus. An essential step for us is to get insights into the use of sold products and their end of life. Accessing this data and understanding the impact of our styles not just from raw material to store shelf but also throughout its cycle of use, prolong, reuse, remanufacture and recycle is of great value to ensure change-making progress in the way we do business. We have not yet cracked the code in terms of how to implement circular business models, but we have in 2023 signed up to the Danish sector collaboration on textiles to partner up with industry colleagues to pilot re-use business models and share learnings.

Read about the initiative [here](#).