



Material Impacts

Global Sustainability Report 2015
Summary



About C&A

Founded in 1841, C&A is a leading retail fashion business, providing quality, affordable clothing to 2.5 million customers each day. With more than 60,000 employees worldwide, we have stores in 20 countries across Europe as well as in Brazil, Mexico and China. As a family-owned business with deeply-rooted values, we put our customers, employees, and communities first and measure sustainability in generations.



About this report

This is a summary version of our 2015 global sustainability report. This year marks the start of a new, aligned global sustainability commitment and strategy, uniting our four regions.

The full version of our sustainability reporting is available at c-a.com/sustainabilityreport2015 in English and Portuguese. This summary is available to download in English, German, Portuguese, Spanish and Mandarin.

Contents

- 2 — Our Sustainability Strategy
- 4 — Sustainable Products
- 6 — More Sustainable Cotton
- 8 — Sustainable Supply
- 10 — Measuring our Global Carbon and Water Footprints
- 12 — Sustainable Lives
- 14 — Data and Performance
- 16 — Highlights from Across our Regions



Welcome to our Global Sustainability Report

Since our beginnings, we've put serving customers and local communities first. We care deeply about the way we do business and our impacts on employees, communities, and the planet. We aim to make HER, our customer, look and feel good, and we respect the trust she puts in us to do the right thing. This has been our history for 175 years – and will be our legacy to future generations.

Our Vision – Fashion with a positive impact

But the world is changing. More demand for clothing means more demands on people and the planet, and the garment industry – including C&A – isn't in a position to deal with these demands in a sustainable way. That's why we're committed to fashion with a positive impact. Fashion made with more sustainable materials. With fewer natural resources and with respect for animal welfare. By empowered women and men who are paid a fair wage. In work environments that are safe and transparent. And closing the loop on garment production to create a circular economy in the apparel industry.

This is the future of fashion as we see it. To achieve this vision, we have to evolve the way we create clothing and do it in collaboration and partnership. We must make production more efficient, reduce our environmental footprint, and empower people throughout the supply chain. We know this is not easy. It will take time, hard work, and innovative thinking. But we're determined to use our size, scale, and partnerships to move from doing less bad to doing more good. And because we're all in this together, we hope to inspire our customers to act more sustainably as well.

A global approach to our sustainability efforts

For years, we've operated successfully as a collection of regional businesses. Our customers appreciate a local shopping experience, and many have their favourite C&A store. But creating fashion with a positive impact – truly embedding sustainability in our business and supply chain – calls for a global approach and aligned commitment. So, in 2015, we built on our global sustainability strategy and developed goals for 2020. We also created a global sustainability

team to drive progress across all four regions – Europe, Brazil, Mexico and China. Each region contributes to our global goals in ways that are contextual with their local employees, customers and markets.

Our new global sustainability strategy addresses the key issues facing the global apparel industry today: resource scarcity, environmental impacts, and fair labour conditions. Two important external frameworks also influenced our strategy. In 2015, we became a signatory to the United Nations Global Compact – universal principles addressing human rights, labour, environment, and anti-corruption for business. Also during the year, we welcomed the United Nations Sustainable Development Goals (SDGs) for 2030 and we are working to address them.

We also recognise that the future of fashion will require systemic change to avoid the current social and environmental challenges in the apparel industry. In partnership with the C&A Foundation, we will create a hub solely dedicated to incubating and accelerating circular technologies in the apparel industry – with the aim to create endless flows of fibres and clothing. We will launch this partnership in 2016.

Join us on our journey

Fashion with a positive impact. It's an ambitious vision, and one that inspires us. It will enable a sustainable value chain from farm to customer. It will focus on making a positive impact for our employees, customers, communities, and the planet. And it will help us translate our social and environmental performance into sustainable growth for our business. We are honoured and humbled to be part of this journey – for our stakeholders, our business, our industry, and our shared planet. We invite you to join us.

Edward Brenninkmeijer
Chairman, Global Sustainability Board.
Chairman C&A Foundation

Jeffrey Hogue
Chief Sustainability Officer –
C&A Global and C&A Foundation

Fashion with a positive impact

In 2015, we introduced our first global sustainability strategy, with the four C&A retail markets coming together and using new ways of working to meet our shared 2020 goals for fashion with a positive impact.

The three pillars of our strategy – Sustainable Products, Sustainable Supply and Sustainable Lives – are supported by goals we aim to achieve by 2020.

- Sustainable Products – Making products in a way that respects the environment and conserves natural resources by sourcing more sustainable raw materials, improving the design of products, and increasing our focus on closing the loop on fibres and clothing.
- Sustainable Supply – Working to raise environmental and social standards in the facilities that make our products, as well as improving our own operations. This includes building supplier capacity, transparency and supporting safe and fair working conditions for those in our supply chain.
- Sustainable Lives – Enabling our customers to make more sustainable choices, which means that we need to focus on engaging our employees to be C&A ambassadors.

2020 Global Sustainability Framework

Sustainable Products Read more on p4

Sustainable Materials
Use more sustainable raw materials



2020 goals
67% of our raw materials are more sustainable
100% of our cotton is more sustainable
Develop goal for other raw materials

Circular Economy
Contribute to optimal recycling



2020 goal
Develop approach to circular economy

Sustainable Supply Read more on p8

Clean Environment
Reduce the environmental impact of C&A



2020 goals
Zero Discharge of Hazardous Chemicals
20% reduction of carbon footprint in C&A stores, distribution centres and offices

Safe and Fair Labour
Ensure safe and fair working conditions



2020 goals
100% of our products sourced from A/B rated suppliers
Build capacity within our supply chain

Sustainable Lives Read more on p12

Engaging Employees
Create a culture of sustainability among employees



2020 goal
Continuously increase employee sustainability engagement scores

Enabling HER
Help customers to act more sustainably



2020 goal
C&A is recognised as the most sustainable retail fashion brand



DISCOVER MORE AT
www.c-a.com/sustainabilitystrategy

Sustainable Products



Sustainable Materials

Use more sustainable materials

Sourcing responsibly and procuring more sustainable materials is part of our commitment to helping HER, our customer, look and feel good. In fact, sustainable materials not only help us reduce our impacts, but also meet increasing customer demand for more sustainable clothing at affordable prices.




OUR 2020 GOALS

 **100%**
of our cotton is more sustainable.

PROGRESS

We launched our first organic cotton products over 10 years ago. In 2015, for the third time, C&A was the world's largest user of organic cotton. Today, more than 40% of our cotton globally comes from more sustainable cotton sources, such as organic, Responsible Environment Enhanced Livelihoods (REEL) Cotton, and the

Better Cotton Initiative (BCI). Together with C&A Foundation we are a founding member of the Organic Cotton Accelerator (OCA), which aims to create a prosperous and stable organic cotton market that benefits everyone, from the farmer to the consumer.

 **67%**
of materials are more sustainable.

In 2015, 25% of raw materials used were more sustainable. In 2016, we will include other sustainable and recycled materials. In 2015, C&A joined the Canopy Style initiative and published a policy on protecting forest through fabric choices. By 2017, C&A China aims to eliminate fabrics made of pulp from ancient and endangered forests, illegal

logging, or logging that harms indigenous people's rights, and will preference Forest Stewardship Council (FSC)-certified fibres. In 2016, all down purchased by C&A will be certified to RDS. Beginning with our 2016 autumn/winter collections in Europe and our 2017 collections in China, all down items will be certified.



Circular Economy

Developing a circular economy approach

We want to help lead the fashion industry away from the make, use, dispose economy to one that allows us to keep resources in use for as long as possible. This means extracting the maximum value from each of them while in use, then recovering and regenerating products and materials at the end of their service life.

OUR 2020 GOALS

Develop approach to circular economy.



PROGRESS

In 2016, C&A will build on our leadership in more sustainable materials to focus on circular models that go beyond recycling alone. To support the transition to a circular model, C&A customers in our Dutch stores get a 5% discount voucher for donating old clothing of any brand for recycling. We also took steps to reuse

and recycle unsellable merchandise. In 2015, 564 tonnes of clothing were also recycled by Vökotex. In Brazil, we donated old store employees' uniforms to NGOs, who used them to create gifts, including bags.

A growing global population. Rapidly expanding middle class in the developing world. Fast fashion trends. These and other factors are increasing the demand for clothing across the world. At the same time, clothing production is resource intensive. Throughout the value chain, from growing and transporting raw

materials like cotton – which we use more than any other raw material – to the inputs needed to finish a garment, clothing production requires a lot of water and energy and contributes to climate change. And at end of life, only one-third of used clothes are recycled. Of course, at the heart of our sustainable products

ambition is HER, our customer. We want to help HER look and feel good because she expects that HER clothes have been sourced and made in a way that respects our environment, employees, and future generations.



DISCOVER MORE AT
www.c-a.com/sustainableproducts

More Sustainable Cotton – the future of the world’s most used fabric



What we mean by More Sustainable Cotton

C&A supports several approaches to growing cotton in sustainable ways:

Organic

Grown without chemicals or genetically modified organisms. In Europe, we have referred to our organic cotton clothing as having been made with ‘Bio Cotton’.

Better Cotton Initiative (BCI)

Supported by hundreds of companies across the supply chain to grow cotton in a way that respects the environment, boosts farmer incomes, and strengthens the industry. Cotton grown in this programme is called ‘Better Cotton’.

Responsible Environment Enhanced Livelihoods (REEL)

Another programme to improve conventional cotton growing through sustainable approaches led by Cotton Connect. We call cotton grown in this programme ‘REEL cotton’.


 WATCH A FIFTEEN MINUTE SUMMARY OF THE NATIONAL GEOGRAPHIC CHANNEL DOCUMENTARY ON COTTON AND ITS IMPACTS IN PARTNERSHIP WITH C&A
www.c-a.com/for-the-love-of-fashion

ORGANIC COTTON

91% 

less blue water usage than conventional cotton

(source: Textile Exchange: The Life Cycle Assessment of Organic Cotton Fiber – A Global Average Summary Of Findings, 2014)

46% 

lower global warming potential than conventional cotton



In 2015, for the third time, C&A was named the world’s largest user of organic cotton

It can take more than 10,000 litres of water to produce a kilogram of cotton and about 8,000 litres for a pair of jeans (source: Water Footprint Network). In addition, conventional cotton growing uses about 7% of the pesticides and 16% of the insecticides applied globally to agricultural production, posing risks to the environment and worker health (source: ICAC Expert Panel on Social, Environmental and Economic Performance (SEEP) 2010. Pesticides used in cotton production in Australia, Brazil, India, Turkey and the US.) However, more sustainable cotton, including organic, has significantly lower impacts. For C&A, improving our cotton sourcing practices allows us to make a positive impact. That’s why cotton has been a key focus of our sustainability strategy for the last 10 years.

Today, more than 40% of our cotton globally comes from more sustainable cotton sources, such as organic, REEL Cotton, and the BCI. Going forward, we want all the cotton used in our products to be grown in a way that respects the environment, protects natural resources, and supports workers’ health and livelihoods.

Reaffirming our commitment to organic cotton

Less than 1% of cotton produced globally is organic, and the sector faces a number of challenges: lack of seed availability, few incentives for farmers, limited access to the market, and lack of supply chain transparency. Unless these issues are addressed, the whole sector is at risk. We are working to strengthen the organic cotton sector in several ways.

Organic cotton has been at the heart of our sustainable materials strategy for the last 10 years. Now, as we move towards our 2020 goals, we remain committed to purchasing more organic cotton and taking a stronger role in supporting the organic cotton sector. Grown without synthetic chemicals or genetically modified organisms (GMOs), organic cotton protects soil quality, biodiversity and water supply, while preventing water pollution. And it’s safer for farmers and their communities’ health.

Joining the BCI

C&A became a member of the BCI in 2015. BCI is supported by 500 companies, united across the supply chain to grow cotton in a way that respects the environment, boosts farmer incomes, and strengthens the industry. The initiative already reaches one million farmers in 20 countries, with a goal to have about five million farmers producing Better Cotton by 2020.

Through BCI, C&A will be able to source a greater variety of more sustainable cotton fibre from more origins, helping us to meet our goal of 100% more sustainable cotton by 2020.

Accelerating the supply and demand of Organic Cotton

We are a founding member of the Organic Cotton Accelerator (OCA), which aims to create an organic cotton market that benefits everyone, from farmer to consumer. C&A Foundation has provided core financial support for the first four years.

The programme works to strengthen the organic cotton sector by:

- Helping farmers through training
- Making better seeds available
- Improving the business case
- Promoting best practices throughout the organic cotton supply chain
- Improving integrity and market transparency

Sustainable Supply

The apparel supply chain faces complex challenges. Environmental issues include the impacts of chemicals used in fabric dyeing and finishing, large volumes of water used in agriculture and garment production, and high energy demands and carbon dioxide emissions. For the people who work in the apparel supply chain, wages, conditions, hours, and safety are all important.



DISCOVER MORE AT
c-a.com/sustainablesupply



Clean Environment

Reduce our environmental impact

We're working to reduce environmental impacts across our entire value chain, with our suppliers and in our own operations, with four focus areas: chemicals, water, climate change, and waste.

OUR 2020 GOALS

Zero 

discharge of hazardous chemicals (ZDHC).

20% 

carbon footprint reduction across stores, distribution centres, and offices.

PROGRESS

We launched a Global Chemicals Management Strategy that strengthens our approach to restricting and eliminating harmful chemicals. Independent ZDHC audits were completed at 52 key fabric mills.

We collaborate with others in the industry to develop safer chemical formulations that help us meet our zero discharge of hazardous chemicals goal.

In 2016, we completed our first-ever carbon footprint of the C&A value chain (see pages 10-11). We increased carbon efficiency by 9% and reduced total carbon emissions by 1.4% compared to the baseline 2012.

This was thanks to reducing energy consumption in daily store operations, using energy-efficient technology, and renovating and refurbishing facilities to enhance efficiency.



Safe and Fair Labour

Improving working conditions and supporting human rights

Our actions centre on increasing transparency and raising standards in our supply network, which covers 900,000 people, mostly women. We are committed to improving their lives, which in turn helps their communities thrive. One way we're doing this is through our leading role in Action, Collaboration, Transformation (ACT), a global initiative to unite stakeholders in improving wages.



OUR 2020 GOALS

100% 

of our products sourced from A and B rated suppliers.

Build capacity within our supply chain.



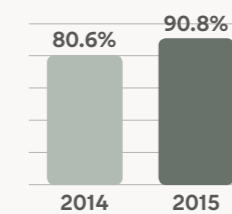
PROGRESS

To help us meet our target of sourcing only from top-rated suppliers, sustainability criteria make up 20% of the overall supplier scorecard rating. Our suppliers are rated from A-E on this scorecard. To move us towards our goal of only sourcing from top-

rated suppliers, we rolled out a new global Code of Conduct for our suppliers in 2015, and trained sourcing teams and suppliers worldwide. In Brazil we developed an app to give our suppliers access to the Code everywhere and at any time.

In 2015, our Sustainable Supply Chain team grew from 35 to 90 people to include even more sustainable supply chain specialists and development officers who work with suppliers to improve standards and build capabilities.

90.8% of volume from suppliers with A and B ratings in 2015, up from 80.6% in 2014

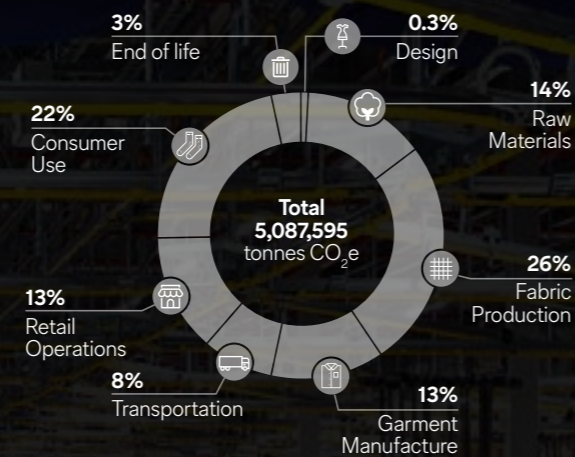


Measuring our Global Carbon and Water Footprint

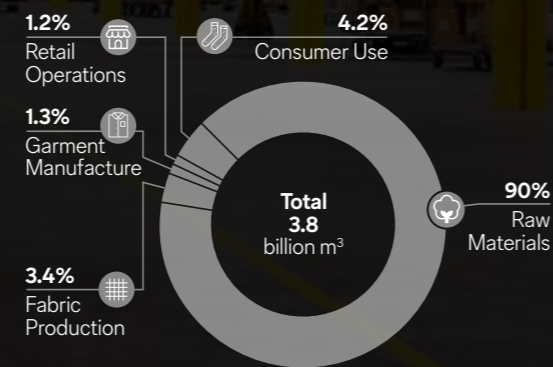
Developing carbon and water footprints

Our industry must combat climate change by adopting more sustainable materials, cleaner production methods, and a circular model, as well as reduce water usage. In 2016, we completed our first-ever carbon and water footprints of the C&A value chain – from cradle to grave.

2015 GHG emissions in our value chain



2015 water consumption in our value chain



Combatting climate change through understanding our impacts

For measuring our footprint, we used life-cycle assessment to evaluate our scope 1, 2 and 3 greenhouse gas (GHG) emissions. This hybrid life-cycle assessment model enables us to focus on the key hotspot areas within our value chain at a material, regional, and value chain level. The breakdown of emissions tells us that we need to focus in the following areas:

- Agriculture** – Just over 14% of our GHG emissions lie in agriculture given the high share of natural fibres like cotton within C&A's product range. We plan to continue our focus on sourcing more sustainable cotton to reduce the impacts of agricultural inputs. Last year we saved 115,000 metric tons CO₂e through the sourcing of organic cotton alone.
- Production** – In the production of garments the impact of fabric production is more than double the impact of the garment manufacture. We aim to lower GHG emissions by reducing chemicals used in fabric production, laundries and finishing, and increasing energy efficiency as well.
- Retail operations** – Our retail operations, excluding garments and transportation, count for around 13% of our total GHG emissions, of which 5% is energy consumption. All of our retail markets are developing carbon footprint roadmaps for energy efficiency and renewable energy purchase in our new and existing stores, offices and distribution centres.

- Consumer use** – Heating water for washing clothes is the main impact area for GHG emissions in consumer use. We are looking at ways to encourage customers to lower washing temperatures and wash some garments, like jeans, less frequently.

Using life-cycle assessment to measure water impacts

Building on our previous water studies, in 2016, we developed our first global cradle-to-grave water footprint for all C&A operations, as well as the clothing and apparel we sell in our stores. We worked with scientists to create a hybrid Life Cycle Assessment (LCA) model that combines input-output and process LCA methods to estimate our global water consumption. The consumption breakdown shows we need to focus in the following areas:

- Agriculture** – 84% of water consumed is in cotton growing, measuring both direct and indirect water consumption. We will create a strategy that complements C&A Foundation's strategy to support water efficiency and conservation in the important basins that support cotton production for C&A collections, such as India and China.
- Production** – Over 3% of water is consumed when fibre is processed into fabric. The major impacts in this stage of production are in the dyeing, laundering, and finishing of fabric. As China and Bangladesh are the major production regions for C&A, we will continue to focus on the Bangladesh Partnership for Cleaner Textiles (PaCT) and the China Better Mills Initiative (BMI). By combining our own sustainable chemicals management with these industry initiatives, we aim to reduce water consumption and chemical impacts to surface waters.

- Consumer use** – Over 4% of water used is in the consumer laundering of garments. In 2016, we plan to investigate how C&A can support less water use in the consumer use of clothing.



DISCOVER MORE ON WHAT WE WILL DO NEXT TO FURTHER ADDRESS OUR WATER IMPACTS
www.c-a.com/water-footprint



DISCOVER MORE ON OUR NEXT STEPS AT
www.c-a.com/carbon-footprint

Sustainable Lives



Engaging Employees

Create a culture of sustainability among employees

Our more than 60,000 employees play a critical role in bringing our sustainable fashion commitment to life because they interact with our customers every day in C&A stores around the world. In the coming years, we plan to involve employees across our regions to support our global sustainability strategy even more.

OUR 2020 GOALS

Continuously increase employee sustainability engagement scores.

Support equality and diversity.

PROGRESS

In 2016, we will conduct our first global employee survey, and these results will be used as a baseline. In our previous regional employee surveys, sustainability emerged as the top driver for engagement at C&A. Five main factors contribute to our employees' ratings on sustainability: company values, C&A Foundation, volunteering opportunities, giving programmes, and customer activation campaigns. For example, in Brazil around 3,500

C&A employees take part regularly in volunteering, dedicating on average more than three hours per month in activities designed to support and educate underprivileged children.

And in 2015, we held our first global employee engagement campaign, together with C&A Foundation. Inspiring Women raised more than €1 million for 53 charities that will reach 7,000 women worldwide. Over 23,000 employees participated.



Enabling our Customers

Help customers to act more sustainably

Through campaigns and partnerships, we've brought sustainability into our stores for 15 years. But bringing customers along with us requires understanding their expectations and what inspires them. So we've conducted extensive research in our key markets to learn how consumers view our performance and how they want to be part of our progress.

OUR 2020 GOALS

C&A is recognised as the most sustainable retail fashion brand.

PROGRESS

We conducted our first-ever annual consumer survey on sustainability across our key markets to understand customer motivations, perceptions, and preferences about sustainability. This comprehensive study of 7,600 customers in six markets yielded rich data. In some markets, like Europe, we're strong in bio cotton and more

sustainable children's clothing. But other sustainable business attributes – even those where we have strong programmes in place – were generally less well recognised. We will use this to identify areas where we can defend, accelerate and develop our programmes and communication to customers.



DISCOVER MORE AT
c-a.com/sustainablelives

Women are the heart of our industry – and our brand. They make up about 80% of workers in the apparel supply chain. Over 70% of our more than 60,000 employees, and our target customers, are women.

At C&A, we commit to making every woman look and feel good every day, a commitment that includes delivering fashion with a positive impact. That's why we're engaging and empowering our employees to drive sustainability and enable our customers to act more sustainably.

2015 Performance Highlights

In 2015, we made progress in each of our sustainability pillars.



DISCOVER MORE AT c-a.com/2015-performance

How our actions measure up

Sustainable Products



Were once again named the world's No. 1 user of organic cotton.



Became a founding member of the Organic Cotton Accelerator (OCA), together with C&A Foundation and others.



Committed to using 100% down certified to the Responsible Down Standard (RDS) from Autumn 2016 onwards.



Increased the volume of cotton that was more sustainable to 40%.



Expanded our range of products made from more sustainable materials.



Sustainable Supply



Played a leading role in establishing Action, Collaboration, Transformation (ACT), a global initiative to unite stakeholders in improving wages through industry collective bargaining in key production countries, world-class manufacturing standards, and responsible purchasing to increase the wage floor.



Launched a Global Chemicals Management Strategy that strengthens our approach to restricting and eliminating harmful chemicals.

Disclosed the names and addresses of our suppliers' production units.


www.c-a.com/supplier-list

Audited 100% of the factories that produce our clothing.



Completed 100% of on-boarding audits before orders were placed.



Cut the carbon footprint of our own operations by 1.4%



Developed a new global Code of Conduct for our suppliers, and trained sourcing teams and suppliers worldwide.

Sustainable Lives



Inspiring Women: Held our first global employee engagement campaign, along with C&A Foundation. 'Inspiring Women' raised more than €1 million for 53 charities that will reach 7,000 women worldwide. Over 23,000 employees participated.

€1m



Understanding our customers: Conducted our first-ever global sustainability consumer insights study to better understand customer motivations, perceptions, and preferences about sustainability.

Code of Ethics: Rolled out our global Code of Ethics for employees in Brazil, Mexico and China, with plans to continue our roll out in Europe during 2016.

Mothers Make the Difference: As part of our global partnership with Save the Children, we brought together employees, C&A Foundation, and our customers in Europe and Mexico to support Mothers Make the Difference, which raises funds for mothers and children in disaster situations.



2015 Highlights from the Regions

Each of our four regions is responsible for implementing regional and local programmes to support our global sustainability goals.



DISCOVER MORE AT
c-a.com/regions



C&A Mexico

Est. 1999

75 stores in 40 cities

150,000 customers per day

- In 2015, we introduced a new water saving denim range that requires nearly 33% less water on average to produce than conventional jeans.
- Approximately 60% of suppliers are based in Mexico. Our efforts to improve supplier performance were recognised with a Responsible Business Award from the Mexican Centre for Philanthropy.
- Through our 'Denim Made in Mexico' campaign, we highlighted that 90% of our denim products are made in Mexico.
- We ran an in-store campaign to raise awareness amongst customers about the benefits of organic cotton.
- For the eighth year running, Fundación C&A hosted a volunteering day for C&A Mexico employees to involve them in supporting their communities.

C&A Brazil

Est. 1976

297 stores in 120 cities, with more than 17,000 employees

One million customers per day

- 60% of our baby collection was made from more sustainable cotton.
- We are working to stimulate demand by helping spinning companies understand the benefits of more sustainable cotton.
- We run an annual campaign to incentivise our customers to bring their electronic devices and batteries for correct disposal. Our in-store recycling programme for electronic waste collected 64,451 items in 2015.
- We recycled approximately 5.6 million hangers.
- We used our previous sustainability report to engage our customers. In 2015, a co-creation survey with our customers told us they value the sustainability initiatives that are most relevant to them, such as packaging and bags, but also labour conditions and origin of materials.
- In order to support society efforts to fight against slave labour, we participate in the National Agreement to Eradicate Slave Labour.
- We developed our waste management plan to identify the most appropriate solutions to address each type of waste we have in our operations.

C&A Europe

Est. 1841

1,575 stores in 20 countries, with more than 35,000 employees

Two million customers per day

- World's largest user of organic cotton.
- Students at the Jean School International in Amsterdam helped us to reimagine the future of denim.
- Our 2015 Spring Kids brochure featured more sustainable clothing for children, including a new baby collection, certified to the Global Organic Textile Standard (GOTS).
- We launched a line of jeans that use 65% less water in finishing, which is the final denim washing during production.
- In 2015, we transformed our store in the Dutch city of Zaandam, creating a sustainable blueprint for our other European stores to follow, with energy-efficient lighting, energy-saving escalators, and water-saving technology. We also improved the store's insulation, including the addition of a green roof.
- In Germany, we joined the Partnership for Sustainable Textiles to help raise standards across the textile supply chain.

C&A China

Est. 2007

84 stores in 21 cities

200,000 customers per day

- We're supporting projects to encourage Chinese cotton growers to convert to organic methods.
- We joined forces with Canopy to source Forest Stewardship Council (FSC)-certified viscose fibres.
- We began developing a 'fabric library' that shows how the fabrics we use affect the environment.
- 60 employees took part in a workshop with cradle-to-cradle pioneer Bill McDonough to consider how they can apply circular thinking in their roles.
- We support the Better Mill Initiative in China, helping six key suppliers on the Yangtze and Pearl River Deltas conserve water and energy, improve their chemicals management expertise, reduce waste and cut pollution.



**Please contact us with any feedback or questions about our report:
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**For press enquiries please contact:
press@canda.com**

**The full version of our sustainability reporting is available at:
c-a.com/sustainabilityreport2015**