

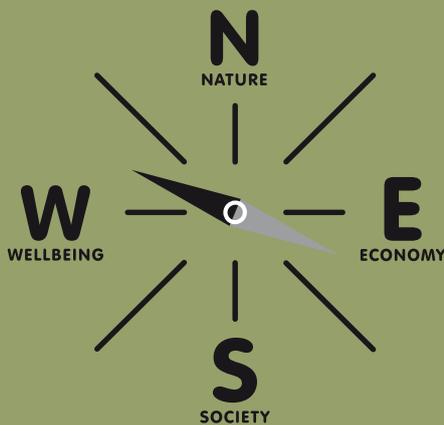
# FENIX OUTDOOR

## CSR Report 2021



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With the help of our management compass, this report takes us on a journey through the sustainable business update of FENIX Outdoor and gives insights into our visions, aims and further steps.

## **N = Nature:**

As an outdoor company, we believe that business activities should contribute to resilient and well-functioning natural systems.

## **E = Economy:**

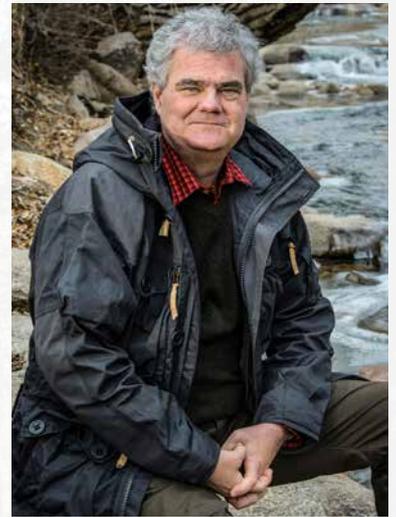
Ethical and sustainable activities can only be undertaken if a business is healthy and its finances are sound. Thus, we rely on long-term partnerships and strive to create sustainable working conditions.

## **S = Society:**

We are a responsible actor in society, enriching and inspiring each other and those beyond our company to move towards a sustainable future.

## **W = Well-being:**

We look for excellence in staff members; in return, they expect a fair and responsible employer.



## **Dear sustainability friend,**

Slowly, we are now crawling out of the Covid restrictions jungle. But will we return to business as usual? No, not at Fenix Outdoor. We continue to take bold steps to further develop the resilience and robustness of our enterprise while at the same time taking precautions to protect our employees, customers and business partners.

2021 was yet another challenging year. It came to a good note in the end, but it took a lot of effort, time and forward thinking. Home office and travel restrictions were applied throughout the year, with fluctuations in the rules as they loosened and tightened. I would like to thank all my colleagues and our business partners for their fantastic efforts in very difficult circumstances to cope with the challenges we had.

In 2020 I predicted that Covid-19



would influence the sustainability work of companies and accelerate its move onto the agendas of executive teams and boards. I have not been wrong, in fact, regulators have picked up on the topics and are now arguing about who has the most thorough and detailed rules. I personally feel that this is the wrong tool, but in a crisis mode, creativity and inspiration do not seem to be the core strengths of bureaucracies. Germany, France, Switzerland and the EU are now competing about a supply chain act and challenging one another over who has the tightest regulations.

We at Fenix Outdoor watch this with mixed feelings. On the one hand, we believe we have already achieved a lot and have done our homework over time. On the other hand, we are concerned about the bureaucratic and non-business-related burden that will neither help to improve the livelihoods of people nor save the planet. But whatever the outcome of this race, we stick to our ethical compass, embedded in our Fenix Way. We continue our sustainability path in line with our strategic sustainability agenda 2025.

To better service our internal teams and integrate sustainability even more in our day-to-day operations, we have undertaken some minor but significant adjustments in the setup of our CSR Team. As of December 2021, the colleagues responsible for social compliance, suppliers, chemicals, climate and energy in the supply chain have now been moved into the Sourcing and Production unit, and they will be responsible for carrying our sustainability agenda forward. Our retail

operations stay distinctively the same when it comes to the sustainability setup, with our focus on A Greener Choice and end-user communication. Of course, building increasingly sustainable retail businesses includes much more, and you will read about it on the following pages.

We remain committed to the principles of the UN Global Compact and have systematically addressed the Sustainable Development Goals (SDGs) in various workshops and online training sessions. Ultimately, we have identified the six core SDGs our internal stakeholders believe we should address, and these goals are well aligned with our overarching strategic sustainability pillars. Being aware of possible business risks from climate change and disrespect for the 10 UN Global Compact Principles, we regularly reassess human rights, environmental and social risks in our supply chain.

In 2021 we were able to conduct an extraordinary Stakeholder Roundtable event. We held it entirely virtually and spread it over three days, and we also slightly changed the way of interaction. With more than 400 participants from virtually all stakeholder groups and a select group of high-quality speakers, I want to express my sincere gratitude to my team organizing this event and also to all of you who actively contributed to its success. I am truly proud that so many notable individuals took the time and effort to discuss, challenge and guide us in our sustainability work. This is more than just appreciated, and hopefully you will be able to see some of the fruits of the seeds laid during these days.

As most of you know already, sustainability, the protection of our planet and nature and in particular the rising severity of climate change rank high on my personal sustainability agenda. I cannot say it often enough: since 2015, we as a group are CO<sub>2</sub> neutral in our own operations. And with the new setup initiated in 2021, we trust we have reached a position from which we are able to address so-called Scope 3 emissions far beyond what has been possible in the past. I also want to emphasize this: we need much stricter CO<sub>2</sub>e emissions-related tariff and tax regimes for those whose risk management practices and ethical compasses seem to have severe deficits.

I would like to quote Ban Ki-moon, the former Secretary-General of the United Nations, who said:

*Saving our planet, lifting people out of poverty, advancing economic growth... these are one and the same fight. We must connect the dots between climate change, water scarcity, energy shortages, global health, food security and women's empowerment. Solutions to one problem must be solutions for all.*

Despite the complexities I see in this approach, it may well be the one that aligns most with our Fenix Management Compass. We do not move in all directions at the same time but have all of them in mind when trekking our path.

I look forward to your continued support in our sustainability efforts and welcome any proposals and ideas you may have.

*Yours,  
Martin Nordin, Chairman and CEO*

# 1. OVERVIEW - Our sustainability management approach

## Summary of governance and structure of CSR activities

**F**enix Outdoor International AG is a group of companies that develop and market high-quality outdoor gear through a selected retail network, with a high level of service and professionalism to discerning and fastidious end users. While the different brands have different roots, the group itself originated in Örnsköldsvik, Sweden, where Fjällräven was founded and originally had its headquarters.

In 2021, some structural changes took place. In November, Brunton, the compass company, was sold and a new retailer in the UK, Trekitt, was acquired. The group now consists of five brands and five retail organizations. The expansion of Naturkompaniet into Norway continued so that the brick-and-mortar retail operations but also our e-com business grew in these extremely difficult times.

The organizational structure of Retail, Brands, Global Sales and strategic central services did not change. Still, we reorganized the textile sourcing and production teams which led to a reorganization of the CSR department, a process that will continue to develop through 2022.

2021 was another special year, and for us this again meant “no business as usual.” One may wonder if there is such a thing as “business as usual” after all. The shared group functions such as Digitalization and IT, Logistics, CSR, Compliance and Data Protection are organized as central services units and report directly to the CEO and Chairman of the Group. HR, Legal

and Finance report to the President of Fenix Outdoor.

All activities under the sustainability framework are centrally organized and implemented under a common structure by individual brands and entities. Through the centralization in certain areas (e.g., Brands Unit or Retail Unit) certain functions were created to serve all parts of these new units. While setting up a central sourcing and production team mainly for the textile business, a new Global Sustainability Director for Sourcing and Production has been appointed. Under her leadership a dedicated team deals with sourcing and production matters. The transition from the central CSR Team to the new structure will continue through 2022. The CSR department started preparing for this as early as 2018 and continues to serve internal stakeholders accordingly. This allows the responsible managers to identify the appropriate specific approach and goal setting. The speed of development and the focus of the entities within Fenix Outdoor Group vary, but all follow the same framework.

The CSR/Sustainability organization in 2021 up until the reorganization comprised three CSR managers in the central office, one CSR manager at Fjällräven and one CSR manager at Royal Robbins, also serving North America. All of them report directly to the group’s Chief Sustainability Officer (CSO).

To reflect these changes, from now on we will more distinctively report on Brands Topics and Retail Topics and

separate common and overarching issues from those.

As in previous years, we still consider climate change and the associated extreme and unpredictable weather as a strategic risk and a priority. We believe that climate change, if not halted, will contribute to the disruption of societies and economic systems as we know them. In 2021, however, we mainly suffered from the Covid-19 side effects such as interrupted supply chains, lack of production capacity and several lockdowns around the globe, as well as restricted access to stores.

As climate action moves higher on the agendas of the public and political leaders, demands increase for more climate commitments including subscription to the science-based targets. We are fairly skeptical whether such subscriptions and declarations of intent by sometimes questionable advocates will do any good for the planet, but we are further committed to do our share to keep it inhabitable, rich in biodiversity and adventurous.

We want to move on and achieve true results. Consequently we continue our path on our Fenix Way. With the new organizational setup, we will dive deeper into our supply chain to get a fuller picture and understanding of our climate impacts. We want and need to reduce our resource use and develop new materials and functional products for our users. In our own operations and particularly in our retail and logistics centers, we are implementing energy efficiency measures.



*"Trekking on  
our Fenix way"*



Communication of the sustainability strategy, goals and current developments is an ongoing process at Fenix Outdoor. Twice a year, during our kick-off meetings for each season, the CSO and his team update all participating employees on the progress made toward our sustainability goals. In 2021 this was again done mainly digitally. On emerging issues, we deliver information on an ad hoc basis directly to the affected departments and employees.

Our other means of corporate communication are general mailings, an internal sustainability site as information resource, podcasts and a series of internal online training. In 2021 we held our regular CSR Stakeholder Roundtable with more internal participants than ever before. We also had regular CSR meetings and will continue doing so. The global SDGs are more and more becoming elements in the performance reviews of the operational teams and will eventually lead to links to bonus payments in the future. They are also increasingly becoming impor-

tant for general investment decisions. The CSR reporting software we introduced in 2018 has been further developed in 2021, and we are on track to optimize the system of data collection and analysis.

### **Sustainability program and partnership**

Over the past few years, we have built partnerships and reinforced existing relationships, and we did not change our network in 2021. Fenix Outdoor has been a reliable and constant signatory to and supporter of the UN Global Compact since 2012 and is continuing its engagement on a participant level. We actively take part in the working groups within the UN Fashion Industry Charter for Climate Action (FICCA) and the Swedish Textile Initiative for Climate Action (STICA), and we are cooperating in the North American market with the Outdoor Industry Association in Climate Action Corps. We continued our involvement in the Sustainable Apparel Coalition (SAC) and furthered the rollout

of the Higg modules such as verifying the updated Brands and Retail Module (BRM) for two of our businesses for the first time.

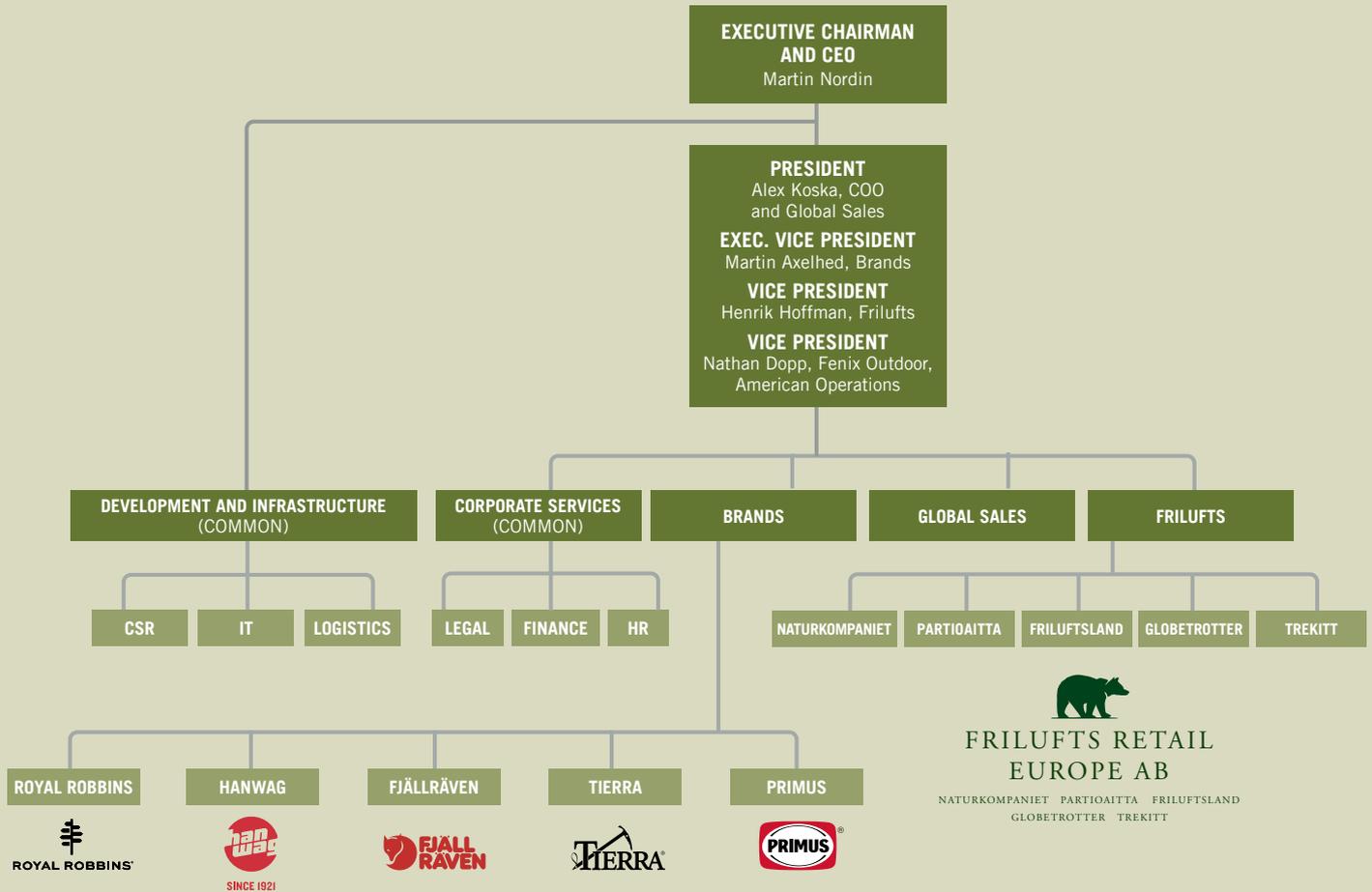
As a member of the Fair Labor Association (FLA) we continuously develop our social compliance governance. We are committed to fair labor conditions, and we support the concept of a living wage.

Since 2015, Fenix Outdoor has also been a member of the Textile Exchange. Through this network, several Fenix Outdoor brands work together with peers and scientists to support activities and research into the recycling of organic material, improved supply chain management and better choices of materials. As a signatory of the Microfiber Consortium, we support and contribute to research on microfiber impacts on the environment.

As in previous years, various entities of Fenix Outdoor were members of the European Outdoor Group (EOG), a trade association.

As a decentralized company, various parts of our organization have their

## ORGANIZATIONAL STRUCTURE



own specific association memberships, including of the Scandinavian Outdoor Group and the Swedish Standards Institute (SIS).

We were also a member of Svensk Handel, various Swedish chambers of commerce and the British Standards Institution.

One of our entities is a member of the Swedish Tourist Association (STF).

When it comes to certification schemes, we do not aim for formalized certifications of any type of management systems. However, ISO 9000 and ISO 14000 principles are applied in most operations, and suppliers or certain materials often carry significant and reputable signs of conformity to industry standards, such as the Global Organic Textile Standard, bluesign or others.

### Stakeholder involvement

Fenix Outdoor engages in open dialogue with civil society groups and other actors on various subjects, particularly those relating to environmental, social and human rights topics. We col-

laborate in projects or explore best practices and benchmarks for the outdoor industry.

In 2021, we held a Stakeholder Roundtable as an online event. Initially, we had some concerns about doing it virtually since we normally try to engage intensively with our partners on various subject matter, and online events tend either to become an exchange of positions or to lose relevance by the end of the day. We decided to go for it anyway, and we spread the event over three days with six sessions, each running for at most 90 minutes.

The event was a full success and exceeded our expectations. Not only did we have several high-profile presenters and experts for each topic area, but we were able to interact with more stakeholder groups and individuals than ever. About 400 participants invested more than 600 hours of their time to support us in reshaping our sustainability agenda. Other than one internal voice, we received only positive feedback and were commended

for the format, the content and the targets set.

Participants ranged from environmental and social activist groups, governmental institutions, industry associations, international entities such as the United Nations, universities, competitors and peers to suppliers and workers in our factories. Fenix Outdoor's Executive Management as well as own employees were also present. During the various sessions we addressed the Fenix Outdoor strategic sustainability agenda. Topics we discussed were:

- Climate action and how to become more resilient
- Customer/user (we avoid the term "consumer") engagement and transparency
- Social compliance and supply chain responsibility
- Circularity

Based on the feedback and input as well as inspirations for innovation, we drew some preliminary conclusions, and we are currently working on how



to use them in our future work. As one immediate effect, we revised our Materiality Matrix of Fenix Outdoor International AG. The matrix received some adaptation in 2021 and reflects the impact of Covid-19 as well as internal climate discussions.

#### Fenix Outdoor Brands Unit

By the end of 2021, about 97 percent of our business partners representing suppliers had signed our Code of Conduct (CoC). There are no significant changes over 2020. As we have five brands and five retail chains, the subscription rate to our CoC has considerable bandwidth. This will improve over time, but every new acquisition may blur the picture.

Each Fenix Outdoor brand has developed its own individual sustainabili-

#### SUBSCRIPTION TO OUR CoC BY SUPPLIER TYPE

Business Partner Level	Bandwidth	Average	Representing production & values
Intermediary	100 %	100 %	85 %
Tier 1	57–100 %	95 %	95 %
Tier 2	0–75 %	65 %	N.d.
Tier 3	0–1 %	< 0.5 %	N.d.

ty agenda with distinct sustainability goals and implementation plans. The sustainability plans for 2025 approved by the board are well underway. On that basis, responsibilities have been assigned and implementation deadlines have been set. We have developed and internally published our Climate Strategy to coordinate the efforts effectively. Brands will be

increasingly pushed toward publicly committing to project plans after approval from the central sustainability office. The respective updates will be presented frequently to the group's CSO.

To improve our supplier management, all brands worked much closer together and under the roof of the central CSR Department offered training

Social Compliance/Human Rights

Employees

Customers and Community

Relationships

Climate Change/Action

Environment

Animal welfare

Circularity

Transparency/Traceability

Products

Basic Corporate Development



and educational events that helped to build awareness and understanding for sustainability challenges. Our transparency tool helps to achieve a thorough and watertight tracing and tracking of materials, emissions and supply chain partners as well as certificates on material levels.

### Frilufts Retail Unit

Our retail suppliers are asked to sign our Retail CoC. On a net sales basis, about 74 percent of our suppliers signed the document, a drop of about 1 percent due to a new acquisition.

In 2021, after the successful reduction of single-use plastic bags, we phased those products out completely in Globetrotter, Naturkompaniet, Partioaitta and Trekitt. We notice that more and more customers are now

bringing their own bags or buying a reusable shopping bag.

Frilufts Retail sent a strong signal during Black Friday and offered repair and care services as a Green Friday option. Due to the lockdown in Europe and the United States, the majority of our retail business shifted toward online sales. However, we strongly believe in the brick-and-mortar business as we are convinced that our customers and users want a decent consultation on the quality and functionality and not least the sustainability of our products.

One of our strategic targets is to progress toward circular business models and services. In 2021 we were able to make progress in care and repair, secondhand and product rental.

A Greener Choice – Product Evaluation, our standard to assess the sustainability of products in our Frilufts Retail assortment, matured further. For the fourth year in a row we sold more A Greener Choice products, and the share of total net sales also increased. Read more about A Greener Choice on page 19.

The nature bonus is a program currently offered at Naturkompaniet and Partioaitta. One percent of the total turnover by club members is donated to local nature organizations in Sweden and Finland. Donations totaled more than 400 000 EUR, up 70 000 EUR from the previous year.

### Core management issues for our various entities

As in all previous years, our companies see sustainable growth as a centerpiece of their economic strategy and strive to achieve this every year. However, sustainable growth does not mean “growth at all costs.” It is seen much more as growth in line with the cardinal directions of the Fenix Way Management Compass®. Of course, we also need to maintain our profit margin. Because of this approach, we do not focus just on growth or revenue. Covid-19 challenged our economic goals in 2021, but early and consequent cost-reduction and “safety first” measures helped us to sustain our business and be profitable. We also took several steps to protect all our employees. We increased our digitalization efforts for our business and are now in part ahead of our competition.

### Higg BRM verification of Fjällräven

As a member of the SAC, Fjällräven

has used its self-assessment tool, the Brand and Retail Module (BRM), for the past five years to assess the systematic approach of sustainability. The tool has supported Fjällräven in understanding how the brand is performing across several different areas, such as product and design, management systems, transportation and operations in general. It has also enabled the company to compare with the industry average, since a large majority of our colleagues in the outdoor industry are uniting around using the same tool.

As of 2021, the SAC offers a way for brands and retailers to verify their Higg BRM assessment. Fjällräven and Frilufts Retail underwent this exercise. Frilufts Retail and Fjällräven were among 52 other companies taking this extra mile to invest in the first verification opportunity (see page 22f for the results for Frilufts Retail). The process is such that an external expert reviews the self-assessment and seeks evidence and proof to verify the accuracy.

Answering the Higg BRM questionnaire is a challenging task. It is comprehensive and requires a team effort from all departments to collect and report the right information. The verification took this effort to another level, where Fjällräven was also forced to look at whether and how it could document its own assumptions. The verification process made it clear that the brand has still some opportunities and potential to raise in the future, but also showed where the processes already in place were outstanding.

The brand gained a lot of new knowledge out of the verification and would recommend that other brands use the same system to test the accuracy of their own assumptions, the validity of the documentation and the processes in place, as well as to get a deeper understanding of how to interpret the questions in the module. The most valuable result of all is that Fjällräven now has a clear overview of possible areas in which to develop further.

### Recognitions

Also in 2021, our sustainability efforts received international attention and recognition. Fjällräven and Naturkompaniet were voted the most sustainable brands in Sweden. Partioaitta was voted industry leader and ranked among the top sustainable brands in Finland.

## COMPLIANCE CASES 2021

Case Description (no. of cases)	Handling Procedure
Product Safety (2)	Gas cartridge explosion: identified as improper handling by user Pre-market: tested products were not fit for market due to increased concentrations of formaldehyde (rectification where possible; proper disposal in all other cases)
Labelling (0)	No case reported
Trade Laws (0)	No case reported
Infringements of Trademarks (0)	Various counterfeits of our products in the market – stopped and destroyed by customs in several cases; no own infringements reported.
Data Safety (5)	Complaints about unwanted newsletter; hacker attack on press room; false shipment of parcels or products; wrong invoices; disclosure of addresses due to reuse of packaging
Labor Laws (1)	One complaint about payments in Finland (case was analyzed and closed)
Communication/ Marketing (0)	No case reported
Harassment (2)	Due to lockdown: no case; claim of discrimination in the US (investigation is ongoing); one case of workplace violence (dismissal and police investigation initiated)
Corruption (0)	No case reported
Health & Safety (1)	Complaints regarding health and safety maintenance in the UK. Set up social compliance audit through third party partner ELEVATE. No proof of accusation could be observed.
Other (3)	Antitrust allegations in the US (improper use of Amazon IP program) and Germany (termination of business relationships); insolvency of a customer may lead to a payback for purchased goods – cases still pending in court.

### Focus areas

The Fenix Way Management Compass® has continuously guided all Fenix sustainability activities. It remains our universal management tool, mandatory for the whole group and all employees.

We continue to work on reducing negative environmental and social impacts and focus on our positive contributions at each stage of our products' life cycles. We address all four cardinal directions of our compass, where N stands for Nature, E for Economy, S for Society and W for Well-being. Having a 360° perspective ensures we can deal with potential risks and their repercussions. Various significant impacts and negative side effects occur in different stages of our services and products' lives. From raw material sourcing, via spinning, dyeing or other processing steps, to the transport, sale and use of our products until they reach the end of their life, all four car-

dinal directions of our compass are affected.

We want to contribute to healthier, more resilient natural systems, top financial performance and more knowledgeable, happier and environmentally conscious people, so we have a wide array of projects, which are managed and organized by each entity individually. However, all activities address the compass directions and focus on moving us steadily along the path to sustainability. At the group level, our brands and retail companies developed a common and streamlined program of focus areas. We have addressed social compliance matters throughout the supply chain and within our own organization, in particular by carrying through the recommendations we have received from our partners at the FLA.

As climate change is a global challenge, we have now the right resources, allowing us to address the importance of climate mitigation and positive cli-

mate action. In 2021, we have begun to dive deeper into our Scope 3 emissions, which we are now calculating and capturing more and more. The transport-related activities are under constant scrutiny, including looking at the optimization of planning and shipping. We require our suppliers to adhere to our Restricted Substances List (RSL). We update our chemical guidelines once a year, reflecting the latest scientific research and our own precautionary approach. Through this, we provide guidance and frameworks for our operational units, which can then address their material matters.

We also held several online workshops on the integration of the Sustainable Development Goals of the UN into our business. Through this exercise we were able to identify the core SDGs 3 (Good Health and Well-Being), 4 (Quality Education), 8 (Decent Work and Economic Growth), 10 (Reduced Inequalities), 12 (Responsible Consumption and Production), and 13 (Climate Action) as material for our employees. Considering this, we added Well-Being to our core CSR Strategy Pillars.

### Compliance

Adhering to laws and regulations is central to how we conduct our business. We require compliance with our CoC and we try to ensure that our employees and business partners share the same understanding of compliant behavior and business dealings. We introduced a compliance management system in 2012, and we are continuously improving and developing this system. The Fenix Outdoor CMS concept complies with the main prevailing standards, namely IDW PS 980 and ISO 19 600.

In 2021, we introduced an anonymous whistleblowing hotline in accordance with EU legal provisions. Through the Ethicspoint Hotline anyone can raise concerns to Fenix Outdoor without disclosing their own name or contact points. However, a dialogue function allows for interaction between the investigation team and the whistleblower. The hotline can be used in different languages such as Vietnamese, English and German and was communicated to internal staff and external stakeholders.

However, we have so far not received any complaints or hints through this

tool from our supply chain and business partners.

As with our sustainability report, the CSO submits an annual compliance report to the CEO and the board. Following the Compliance Guidelines, the Chief Compliance Officer (CCO) submitted his annual report to the board in April 2021. In June 2021 he was also appointed Group Data Protection Officer. Through this move, various compliance and legal matters are dealt with in one place, streamlining the efforts under compliance even further. As part of the compliance system, all managers are obliged to sign and declare on an annual basis that they are following the compliance rules and that their staff members are aware of the system. For 2021 a total of 32 declarations were received.

Compliance in Fenix Outdoor is not only a result of the ethical principles mapped out in the Fenix Way and other internal documents. It also reflects the owners' will to systematize the handling of ethical and legal matters. In 2021, the number of cases directly reported to the CSO increased slightly over 2020. The topics raised are given in the above overview table.

### **Opportunity and risk assessment**

In 2021, Fenix Outdoor accelerated its path toward digitalization and continued the consolidation as well as addressing certain weaknesses in some of our business units. We profited from various opportunities. Unlike many other actors in the market, Fenix Outdoor brands were able to reconfirm their reputation as reliable brands that deliver goods on time. This reputation led to an increased demand in several product categories. In addition, the gradual reopening of stores and services enabled us to restart our business in the traditional brick-and-mortar stores while the online business continued to grow throughout the pandemic. Due to the unbroken trend for "staycations" and outdoor experiences close to home, the demand for outdoor products was extremely high. Certain weather conditions, particularly in Scandinavia, led to good seasonal sales starts.

Climate-related changes affect our operations directly, such as extremely mild but wet winter weather that reduces demand for warm clothing, or the possible interruption of transportation and communication infrastruc-

ture. Although no legal requirements are currently in place for our industry when it comes to industry-specific climate protection efforts, we foresee more regulations with respect to companies' greenhouse gas emissions and carbon pricing. We are affected by increasing carbon pricing for fossil fuels due to our self-operated locations (mainly production and retail) and rising operational costs. Carbon pricing mechanisms and national emission trading systems are increasingly being implemented in our main markets (EU and US).

The concrete financial impact of climate change effects on Fenix Outdoor Group cannot be quantified at the moment. However, more than 60 percent of our supply chain partners are in the global south. This region is in general more vulnerable to climate change than the global north. Changing weather conditions and increasing frequency and severity of extreme weather events (floods, storms, water scarcity, droughts) can lead to loss of harvest, threatening our raw material sourcing, destroying homes and creating unsafe circumstances for our supply chain partners. Reduced production capacity, government-imposed shutdowns for energy-saving purposes and closures due to the pandemic can also lead to disruptions in our product supply, increased costs and delayed deliveries.

Separate from production capacity but depending on changes in weather patterns, our warehouses, especially in Asia, might not be accessible due to floods or heavy storms. These conditions would affect the whole industry, so the risk is not company-specific, but it is still significant. A recent study by the International Labour Organization found that large swaths of apparel-producing areas in Asia could be underwater by 2030. This might affect our suppliers in the Ho Chi Minh City area of Vietnam. Our own operations are not located in short-term critical or vulnerable areas. Costs for adaptation strategies, such as more air conditioning or rainwater retention systems, as well as higher insurance costs are expected but cannot be quantified yet. Reduced performance of employees due to periods of extreme heat may also be an effect of climate change.

The EiQ Assessment tool from ELE-VATE helps us to assess social and en-

vironmental risks in our production countries.

We expect, that increased awareness of the environmental impact of products will change user behavior. This development is being anticipated by Fenix Outdoor's work on sustainability, especially with the A Greener Choice attributes of items in the Frilufts Retail assortment. Therefore, changing user behavior is considered an opportunity.

Another aspect of the changed user behavior is a sharp increase in sales of used products between consumers and commercial actors. This can be seen in a doubling of secondhand stores in two years and increased activity of secondhand platforms on social media. Overall, products are likely to have a longer life before being discarded, so sales of new products may decrease. An offsetting factor is that sales of quality products with high repairability increases. How the two factors will play out against each other is not yet possible to assess in the medium to long term. Frilufts Retail has begun to sell secondhand products, and we also offer product care and repairs in our stores. Secondhand products are checked by our staff and repaired if need be before sold.

As people strive to be outdoors and spend time in nature, we anticipate higher demand for outdoor and trekking clothing. Changes in climatic conditions in today's more temperate regions may lead to higher demand for protective clothing against vector-borne diseases, sunlight, rainfall and the like. Opportunities may also stem from changed outdoor behavior, requiring protection against new weather patterns. The result may be increased production of slightly different and specialized products.

Overall, the political situation of global instability and tension, as well as the ability of some countries to dominate or interrupt economies and production, makes the outlook for 2022 gloomy, despite all the hopeful signs for a post-Covid economic landscape. The recent outbreak of war in Europe will have a serious impact on travel to Asia, shipments of goods, the availability of IT infrastructure threatened by cyberattacks, and threats to other critical infrastructure including energy supplies and therefore living costs around the globe.●



## 2. NATURE: – The urgency for action is obvious

The Fenix Way is taking a new turn to more resilient environmental action.

2021 was an insightful year for one of the most pressing topics of our time: climate change. The published sixth assessment report from the Intergovernmental Panel on Climate Change showed unequivocally that human activities are causing climate change and doing so at a rate that is unprecedented in at least the last 2 000 years. During COP26, key challenges for the garment industry became obvious: increased direct impact from climate change across supply chains, logistics and infrastructure, and increased pressure from governments on the industry to align with the 1.5°C target and to communicate transparently on their targets, road maps and action plans.

We also see that endeavors in climate action became increasingly important for the outdoor industry and its user base, and that climate action transitions from a bonus to a license to operate for businesses of any kind. After fruitful discussion about Fenix Outdoor's climate resilience during our stakeholder roundtable in November 2021, we will follow up in 2022 with our management teams.

Since nature is one of our biggest allies in fighting climate change, we acknowledge that the unprecedented rate of biodiversity decline is another challenge nowadays. We reflect on this by incorporating biodiversity in our materiality matrix and consider it more and more in our risk analysis and decision-making processes.

Fenix Outdoor and its entities jointly base their actions on the following key targets:

- CO<sub>2</sub> emissions reduction along with our Fenix Climate Strategy (see Infobox p.20) taking all our major

departments into account in six focus areas and thus making the responsibility for action an integral part of our day-to-day business

- Increasing our share of sustainable materials by using the SAC's Higg Index suite of tools (Material Sustainability Index, Product Module, etc.)
- Deepening our knowledge of the supply chain through a number of measures and partnerships
- Strengthening the adoption of the Higg Index Facility Environmental Module (FEM) by our suppliers and support them with trainings and a Corrective Action Plan (CAP) process
- Continuing to eliminate hazardous chemicals and to update the group-wide chemicals guideline
- Partnering with ELEVATE to extend our reach and deepen our knowledge of the full array of supply chain matters with regard to the environment
- Furthering the use of user-facing information/scoring systems (e.g., expanding "A Greener Choice") in our supply chain management (track and trace) and retail business

In 2021, we opened six new stores in Norway, Finland and Germany. We acquired Trekitt in the UK with one store and warehouse and took over three stores in Denmark from a competitor. We opened one Royal Robbins brand store in Seattle. Our logistics center in Ludwigslust, Germany, had three distribution centers up and running by the end of the year. In the US market we closed one store and sold Brunton at the end of the year. They all formed part of the data gathering exercise.

### ENVIRONMENTAL PERFORMANCE Resources and emissions

In 2021 we established internal greenhouse gas reports on the brand, retail and common services levels as standard procedure, helping us to identify areas of improvement, create action plans and integrate climate action further in our day-to-day business.

Our overall carbon dioxide equivalents (t CO<sub>2</sub>e) amounted to 113 115 t CO<sub>2</sub>e (2020: 64 635 t). These data include Scope 1 and 2 emissions as well as a range of our indirect emissions from shipments (upstream and downstream), waste generation, business travel, commuting (including working-from-home emissions) and purchased products and services (consumables, packaging, shopping bags, raw materials, external events, energy consumption from Tier 1 suppliers). Since we developed a couple of monitoring tools to analyze and work with the data and underwent a spot analysis from STICA, we are confident enough to report on emissions from raw material consumption this year for the first time. The commuting and working-from-home data have been obtained anonymously through a group-wide commuting survey.

Our group-wide emission reduction efforts in 2021 include but are not limited to:

- Extended use of green energy in our eastern European and North American locations by investing in energy attribute certificates
- Energy efficiency measures in our Frilufts retail stores and our production sites (see respective chapters for details)
- Partaking in the Green Business

Bureau Campaign in the US to benchmark our locations' performance and identify improvement potential

- Pilot testing an internal carbon fee for extraordinary air freight deliveries with a price of 100 EUR per t CO<sub>2</sub>e
- Increasing our brand targets for more sustainable material sourcing and executing on those
- Digitalization and optimization of accounting processes
- Continued change to LED when lighting needs to be repaired in existing locations.

As we strive to optimize our products, we can report that in 2021 around 17 000 fuel-efficient PRIMUS stoves and pots were sold, thus saving around 50 percent of energy with each use compared with standard stoves and 30 percent for pots, depending on the type of burner being used.

To achieve our climate targets, we need to intensify our efforts and we need our partners, peers and suppliers alike to move together with us to the next level. We use the Higg Index, a traceability system, and other assessment methods such as life cycle assessments and product carbon footprints to assess, monitor and steer our efforts.

We have used the most up-to-date conversion factors available. For our European gas consumption, we applied emission factors according to the study "Klimaschäden durch Erdgas" by Green Planet Energy eG (2021). We have used an IT-based reporting tool to give us more accurate data for each reporting cycle. However, still there is some ambiguity, and some developments can only be explained by possible misstatements in the past. Whenever we have new information, such as through ancillary cost invoices, when emission factors are updated or when misstatements are obvious, we correct our figures in the upcoming report for the past years. In any event, we took a conservative approach and believe that, based on the data we have, we slightly overstate our emissions presented in this report.

## Energy use

Our overall consumption of energy in 2021 increased compared with 2020, due to fewer Covid-19 related constraints for our operations. Our only primary energy source was gas. A total

of 4 586 MWh (2020: 3 931 MWh) was used, plus another 3 615 MWh (2020: 2 336 MWh) from district heating systems. A total of 16 481 MWh electricity was consumed (2020: 15 632 MWh). The primary energy emissions amount to 874 t CO<sub>2</sub>e (1 009 t CO<sub>2</sub>e in 2020). District-heating-related emissions increased to 570 t CO<sub>2</sub>e (411 t CO<sub>2</sub>e in 2020). The data for district heating consumption is constant subject to fluctuations because ancillary costs are reported with a delay from landlords for the past two years.

Additional Scope 2 emissions from electricity consumption amount to 1 436 t CO<sub>2</sub>e (previous year: 1 146 t CO<sub>2</sub>e). Location-based emissions would have been 3 564 t CO<sub>2</sub>e (2020: 3 647 t CO<sub>2</sub>e). The systematic purchase of green electricity products and Energy Attribute Certificates in Europe, the US and Canada is having a significant impact and can compensate partly for the increase in electricity consumption. Our "Guiding document for renewable energy purchase" manifests our strategy and targets and is a helpful tool to streamline renewable energy purchases within the group.

## Shipments of goods

Various modes of transportation contribute to our journey as our goods travel around the globe. Using vessels, trucks and aircraft, we calculated our shipments' emissions at 8 598 t CO<sub>2</sub>e (2020: 5 239 t CO<sub>2</sub>e). Our supply chain operations, disrupted by the effects of the Covid-19 pandemic, still do not run as usual, resulting in even more air freight than last year. This is still above average from the years before and will be carefully monitored. To be able to raise awareness for air freight's climate impact and associated true costs, we started with an internal carbon fee on extraordinary air freight in 2021 of 100 EUR/t CO<sub>2</sub>e. The surcharge will be reinvested in carbon reduction projects mainly in our supply chain in 2022 and the years ahead. As our e-com business grew in 2021, so did the return rate based on shipments: 15 percent (12 percent in 2020) of all e-com shipments were returned for reasons of fit, double order and the like (this refers to all brands and products sold in our online stores). The goods were checked and restocked; the rest of the products (damaged or unusable), together with respective returns

from the B2B business, were destroyed and properly disposed of.

## Business travel

According to our car policy, last updated in 2020, emission levels were capped at 130 g CO<sub>2</sub>/km for all vehicles. Further, we encourage electric or hybrid cars as company cars where possible. The average CO<sub>2</sub>e emissions from our car fleet have dropped to below 120 g/km (WLTP). Business-travel-related CO<sub>2</sub>e emissions accounted for 1 260 t CO<sub>2</sub>e. (2020: 1 553 t CO<sub>2</sub>e). The business travel data includes all forms of business travel such as flights, public transportation (including trains, buses and boats), corporate cars and personal cars for all staff members at all locations. Emissions from flights consider RFI 2.7. The reduction mainly comes from strict travel restrictions for the whole year, which had the biggest impact on long-distance and overseas travel.

## Commute to work and working from home

All our staff leave their own carbon footprints and contribute to our corporate impact. To better understand how our staff is commuting, and the reasons behind their choice of transport mode, we conducted our yearly global staff survey of all those working for the Fenix Outdoor Group to calculate annual CO<sub>2</sub>e emissions. Apart from this, we were aware that we again shifted a good portion of our usual energy consumption from our offices to our employees' homes, so we also included questions about working-from-home periods. In general terms we think that an overall 541 t CO<sub>2</sub>e is a just and realistic extrapolation for our 2021 emissions from commuting activities (n commuting = 246; 2020: 422 t CO<sub>2</sub>) for all employees. Working-from-home emissions based on the results from reported activity data accounted for 139 t CO<sub>2</sub> (n = 178; 2021: 64, n=64).

## Offsetting practices

The triad of our climate strategy is to avoid, reduce and compensate for unavoidable emissions. Because we are not yet able to eliminate our energy, transport and product-related emissions, we compensated through investments into Gold Standard and CDM projects (exceptionally) with various entities. The Gold Standard projects we have

invested in can be identified below<sup>1</sup>. The total amount we compensated for was 19 478 t CO<sub>2</sub>e (2020: 16 796 t), which equals our own directly controlled emissions (Scope 1 and 2) and selected Scope 3 emissions: consumables, transport of shipments (upstream and downstream), business travel, commutes and working-from-home emissions, waste and water, some product-related emissions and internal events (Globetrotter Winterwandertage and Wintercamp, Fjällräven Classics Sweden based on 2019 data). Again, we considered a couple of main suppliers. In addition, marketing materials such as catalogues and flyers were partially offset as part of the purchase agreement, which amounted to an offset of about 627 t CO<sub>2</sub>e (2020: 178 t). Leather for Hanwag was compensated too: 73 t CO<sub>2</sub>e were compensated in African reforestation projects.

## Water and waste management

We are aware that the garment industry has a major impact on the planet's water basins, water quality and availability. So far, we are not able to assess our total water footprint. However, we estimated the amount of water withdrawn was 70 898 m<sup>3</sup> (2020: 120 020 m<sup>3</sup>, corr.), knowing our own operations only account for a very small share of our overall water footprint. The main purpose is for drinking, cooking and household use, although some operations have a vast green space to maintain and some of our mega stores carry pools and diving tubes for equipment testing.

The water we withdraw comes mainly from the community supply, as well as groundwater and surface water in northern Finland, South Korea, China and the Czech Republic. The availability of water withdrawal data depends mainly on ancillary costs. Consequently, we update the numbers in each CSR report. Since the data sets for our operations were still fragmented in 2021, we added a 10 percent security surcharge. Although we are not able to quantify our water footprint in the supply chain, we strive for water-reducing technologies and use technologies such as solution dye and CO<sub>2</sub> dyeing.

<sup>1</sup> <https://registry.goldstandard.org/credit-blocks/details/257084>  
<https://registry.goldstandard.org/credit-blocks/details/257078>  
<https://registry.goldstandard.org/credit-blocks/details/258135>

## MATERIAL USAGE 2021

MARKETING	Amount conventional (kg)	Amount certified sustainably sourced (kg)	Amount certified recycled (kg)	Amount compensated (kg)
Paper	42 554	162 209	840 981	836 246
Ink	778	1 597	6	
Plastic	769	45	20	0
Cardboards	55	70	160	
Wood	6	50	5	0
Glue	3 840	120		
PVC	124			0
Other Materials	377	627	0	369

Office Materials	Amount conventional (kg)	Amount More Sustainable (kg)	Amount recycled (kg)
Paper	4 722	16 528	51 448
Cardboard	3 538	5 761	679
Toner/Ink	282	95	16
Plastic	162	134	246
Glue (glue stick, sticky tape)	652	1368	41
Metals	190	10	25
Other materials	2 931	2 107	621

Packaging Materials	Amount conventional (kg)	Amount More Sustainable (kg)	Amount recycled (kg)
Paper	47 217	25 599	20 745
Cardboard	342 820	181 245	514 518
Polycarbonate	0	0	0
Polyethylene	17 614	1	18 162
PVC (e.g. Tapes)	36	0	5 766
Polypropylene (e.g. Straps, Tapes)	5 418	0	0
Plastics (Non spec.)	80 503	5 947	15 765
Other	65 806	0	0

Except for two Asian locations (Korea and Hong Kong), effluents were collected in community sewers and treated at a public treatment plant. No toxic chemicals were released by our own operations into sewers or surface water bodies. The amount of water discharges was not precisely determined. We estimate that about 70 892 m<sup>3</sup> (2020: 110 073 m<sup>3</sup>) were released by our operations (toilets, washing, kitchens). In our own operations, we do not discharge any wastewater that requires chemical oxygen demand

(COD) monitoring, nor do we handle or use halogenated absorbing organic compounds, requiring AOX demand monitoring. Our wastewater is like that of normal households.

Waste is increasingly seen as a resource, and we also want to contribute to a closed, more circular economy. However, this is easier said than done, as waste management is local and often cannot be approached with a one-size-fits-all solution. In 2021 we were able to divert about 74 percent of our collected waste data from

## WASTE 2021

Waste by composition	Waste generated (t)	Waste diverted from disposal (t)	Waste directed to disposal (t)
Biodegradable waste	5	3	2
Chemicals (hazardous)	1	0	1
Chemicals (non-hazardous)	0	0	0
Glass	0	0	0
Metal	17	16	1
Mixed commercial waste	118	1	117
Other	32	1	31
Other Hazardous (Batteries, ...)	0	0	0
Paper and Cardboard	659	655	4
Plastic	44	40	4
Residual waste	53	15	38
Wood	65	11	54
<b>Total waste</b>	<b>995</b>	<b>742</b>	<b>252</b>

disposal. Most of our waste is generated from inbound shipments in our warehouses and stores. In those locations, we work with local disposal companies to recover and dispose of the waste. In smaller rented locations and shopping centers, we are usually not able to determine the amount of waste generated, and most of the data sets are based on estimates. Local standards are used for metric conversion. Although data quality is improving, the data set does not show the full picture. On-site we reuse cardboard and shoeboxes as well as paper filling in our warehouses in Germany and the US, our stores in the US, Denmark, Sweden and Finland and in some of our showrooms. The main repurposing is for shipments and store fitting (e.g., backpack filling). About two-thirds of our diverted waste consists of paper and cardboard, of which 90 percent is prepared for recycling off-site. Most of the waste disposed of off-site is mixed commercial waste, and more than 80 percent is incinerated.

### Materials

At Fenix Outdoor, we continue to improve the ecological profile of the materials we use. As in the past, we deliberately use recycled, organic, ecological, biodegradable or recyclable materials. For the group as a whole, our data analysis for textiles and hardware (not including metals and hard plastics) showed again that about half of our materials were sustainably sourced in 2021. The tables show an overview of raw materials and consumables used

as far as we were able to measure them, along with the recycling content and other environmentally preferred attributes. Emissions coming from raw material consumption accounted for 48 110 t of CO<sub>2</sub>e in 2021, based on MSI and DEFRA data sets as well as own LCA data. For some materials, internal average emission factors have been used.

### BRANDS UNIT

We at Fenix Outdoor make our products consciously to last for a long time. We call it longevity, durability and sustainability. If one can wear a garment for generations, then we believe that is what was meant to be – a life-long story, not a short-lived product that appears briefly in one's life. But sometimes trade-offs force tough choices. Some materials might be better for the climate but are not recyclable and can harm animals and plants when they end up in nature. It is not only us at Fenix Outdoor who are constantly on the move – our environment also changes as we move forward, and so does the human understanding of certain activities or inventions of the past or present. Science and industry are always evolving, and when new research becomes public, we may need to make adjustments and changes in direction. We do not want to stand still and ignore facts. We strive to avoid or solve problems. That is why we are eager to apply solutions to better assess our products' environmental impact along the whole value chain, piloting different solutions.

In 2021 we had several production

and product-related projects to reduce our environmental impact and identify improvement potential:

- Primus conducted a carbon footprint analysis of three products. The reduction potential led to an adapted sourcing strategy for the main materials aluminum and steel (implementation phase); we also conducted LCAs and carbon footprint calculations for a couple of textile and hardware products.
  - Primus also constantly works on improving the sustainability performance of its camping gas and had a promising breakthrough in 2021 with its "Sustainability in Progress" gas, which has a reduced footprint due to closer-to-market production and biogas proportion (mass balance).
  - As part of its zero-waste strategy, Fjällräven started to assess the amount of cutting spill with the help of its Tier 1 supplier and launched the Samlaren Collection, made of fabric waste from production.
  - Since we are not yet able to ship our products without polybags, we expanded our packaging memorandum with a section on a more sustainable polybag design. All brands began working on sourcing recycled polybags, and Fjällräven conducted a pilot on polybag-free shipping of the Kånken Art. The pilot allowed for great insights into the challenges we face in our warehouses and in the market to upscale this practice. In 2022, we will continue to find solutions and expand pilot testing of polybag-free product shipments.
  - In our own production site in Hungary, we invested in a more efficient compressor, and in Estonia we finalized the switch to LED lighting.
  - Fjällräven, Royal Robbins and Fritelufts (private label) again took part in the Textile Exchange's Corporate Fiber and Materials Benchmark.
  - The textile brands continued and intensified the use of the Materials Sustainability Index (MSI) and the Product Module (PM) from Higg.
  - Hanweg filled out the Higg Facility Environmental Module (FEM) for internal purposes.
- Since we produce our products with care, we also want to prolong a product's lifetime whenever possible. To do so and because we see an increase in demand for these kinds of services,

we offer repair and care services in our own repair centers in Sweden, Germany and more and more in our North American brand stores. Around 15 674 pairs of Hanwag shoes were resoled in 2021 (2020: 15 635) in our factory in Vierkirchen.

To ensure responsible and more sustainable production, we continued to deepen our understanding of the environmental impact of our supply chain. Since our suppliers have been part of the GRI data collecting process and internal auditing since the beginning, the adoption of the Higg FEM enables us additionally to benchmark our supply chain performance. During 2021, we developed an internal FEM dashboard that enables us to benchmark each supplier based on score and FEM section in different ways. With the help of our internal auditors from Leadertek, we included a risk assessment in our FEM analysis and started a CAP process for factories where we see a high risk, to help them better understand the FEM requirements and to improve in certain sections. We had an increase of 18 percent of shared modules compared with 2020, and 68 percent of them have been verified. In total, our suppliers are in line with or slightly above the industry benchmark. The biggest improvement potentials have been coming in the air emissions, waste and chemical sections. The FEM is a helpful resource in our supplier evaluation process and part of our supplier rating.

As in previous years, we strive to improve the animal welfare in our down, wool and leather supply chains. Our Animal Welfare Policy is publicly available on our website. Our strict standards lead to a very selective network of partners and to trusting partnerships. In 2021, Fjällräven successfully transitioned all wool materials (excluding blends with less than 50 percent wool content) to traceable wool with ZQ merino. Tierra and Friluft's private label sourced almost all wool and down from RDS and RWS-certified partners. Hanwag expanded its supply chain with LWG gold and silver certified partners.

To be able to tackle the environmental challenges in our supply chain and to meet our climate targets, we engage in collaborative improvement projects. In 2021, we joined the EOG Supply Chain Decarbonization Project (SCDP) and actively took part in the

## MATERIAL USE (ALL PRODUCTS) 2021

Materials	Amount conventional (kg)	Amount more sustainable (kg)	Amount recycled (kg)	Total CO <sub>2</sub> e (t)
<b>PLANT-BASED FIBERS AND MATERIALS</b>				
Cork	2 632			2
Cotton	129 178	385 429		4 301
Hemp	16 034			155
Nuts	41			< 1
Wood	993	10 002		13
Other plant-based fibers and materials	160	47		N/A
<b>ANIMAL MATERIALS</b>				
Beeswax	1 370			4
Down		15 473		25
Leather	161 248	54 601.64		5 919
Silk	134			12
Wool	36 956	88 518	33 744	7 159
<b>MAN-MADE CELLULOSIC FIBERS</b>				
Lyocell (e.g. Tencel)	1 370	23 487		265
Modal	5 783	8 644		188
Rayon	94			1
Viscose	520			8
Other man-made cellulosic fibers	2 634			N/A
<b>SYNTHETIC FIBERS</b>				
Biobased synthetics (e.g. from crop, sugar)	334	308		7
Elastane (e.g. Lycra, Spandex)	27 500			248
Polyacrylic	14 481			216
Polyamide (Nylon, etc.)	449 023	127	159 442	9 218
Polyester	641 358		671 144	11 454
Polyethylene	7 513	2 898		40
Polypropylene	119 418			472
Polyurethane	30 043			333
Polyvinyl chloride	530			2
Thermoplastic Polyurethane	130		591	5
Other synthetic fibers	11 006			107
<b>METALS AND INORGANIC COMPOUNDS</b>				
Aluminum	151 881			1 391
Brass	54 989			52
Copper	190			<1
Copper, Beryl.	40			<1
Glass	488			<1

## MATERIAL USE – TABLE CONT. (ALL PRODUCTS) 2021

Materials	Amount conventional (kg)	Amount more sustainable (kg)	Amount recycled (kg)	Total CO <sub>2</sub> e (t)
Sintered Iron	17			<1
Stainless Steel	179 100			647
Steel	217 867			529
Other Metals and inorganic compounds	88 427			432
<b>FOAMS</b>				
Ethylen-vinyl acetate foam	4			
Polyurethane foam	40 742			209
<b>RUBBER</b>				
Elastomeric polyurethane rubber	429			3
Other rubber	3 974			17
<b>OTHER MATERIALS AND SUBSTANCES</b>				
Batteries	10			
ePTFE	2 019			35
Glue	80 546			
LPG Gas	227 733			726
Mineral Spirits (Various)	1 084			
Paints	73			
Paraffin	253 282			811
Pentane/Heptane	13 548			43
Silica Gel	35 132			
Silicone	1 661			14
Vinylon F	146 683			2 995
Polycarbonate	0.3			

STICA working groups for Vietnam, Portugal and Italy. We will intensify our collaborative supply chain work in 2022.

### RETAIL UNIT Energy and environmental management

In the light of rising prices for energy and to reduce stores' electricity consumption as outlined in our Frilufts Retail CSR strategy 2025, the cold chamber in the bigger Globetrotter store in Hamburg was dismantled in 2021, a move that will save approximately 170 000 kWh annually (extrapolation based on temporary sub-measurements). It was formerly in place as part of the experience concept, for customers to test the thermal properties of jackets and sleeping bags.



Energiescouts from Globetrotter at work.

The decision to dismantle the cold chamber was supported by the results of the "Energy-Scouts," a pilot program from the Hamburg Chamber of Commerce, held at Globetrotter in Germany. Two apprentices took part in an energy-efficiency training and had to come up with ideas to improve the

energy consumption of the store. They developed a concept to replace the cold chamber with an e-bike rental station for bike product testing, powered by solar panels.

At the end of 2021 the Globetrotter store in Düsseldorf was relocated. The old interior was no longer needed, so everything was dismantled and then reintegrated into the Hamburg branch. This way we were able to reuse interiors from three floors and reduce waste.

At Friluftsland we invested in modern air conditioning for several stores with more environmentally friendly cooling. To increase the staff's awareness of electricity consumption, all internal light switches were signposted with their respective consumption rates. As soon as efficient lighting is in place, we plan to install motion detectors where appropriate.

Led by the ambition to use less paper and digitalize, a change in handling of web orders resulted in savings of up to 95 000 A4 sheets of paper. The documentation of shipped orders is now fully digital.

In the energy audit conducted in 2020 for Naturkompaniet, we identified some energy-saving potential in one of our Stockholm stores (Kungsgatan). In 2021 an automated sliding door was installed and should result in notable energy savings.

### "Circularity" – An Integral Part of the Frilufts Retail Sustainability Agenda

Prolonging the lifespan of products by offering product end-of-life service and testing new circular business models are important cornerstones to prepare our retail business for future requirements and to support the transition to a circular economy.

**Care & Repair** Four of five Frilufts retailers now offer a paid care and repair service, and customer demand for this service increased during the pandemic. In 2021 the number of products cared or repaired reached 17 586, a 76 percent increase from 2020. The "Werkstatt concept," which was initially launched at Globetrotter, has now found its way to Sweden. In December 2021 the Naturkompaniet store in Sveavägen, Stockholm, received a Care&Repair workshop station.



Care & Repair workshop station at Naturkompaniet.

At all Partioaitta stores it is now possible to wax shoes and trousers, and the new Partioaitta store in Espoo is the first to have a washing machine for improved product care and maintenance.

At Globetrotter a total of 13 000 products were serviced, maintained or repaired to prolong the lifetime of the product. That is an increase of 3 000 products over the previous year.



Second-hand outdoor products at Partioaitta.

**Secondhand** Since November 2021 all Globetrotter stores offer a second-hand sales floor to sell and buy used outdoor gear and clothes. This means that customers can now find and buy used but first-class products with a one-year warranty on a regular basis. In 2021 it was possible to sell a total of 4 211 secondhand products. The other Friluftss Retailers are moving in this direction too. The latest established Partioaitta store (Espoo) is the first to offer secondhand products in Finland.

**Rental** In 2021 the established Friluftss Retailers offered a product rental

service. Partioaitta expanded its rental offer from six to 13 stores, and the local rental assortment became visible online. However, Globetrotter is the only one so far to allow customers to rent products directly online. Together Friluftss Retailers offered more than 1 000 products for rental, and 1 986 sales orders were placed.

**Product take back I:Collect** is our final product end-of-life solution. In 2021 a total of 2.4 t (same as in 2020) were collected and entered the I:Collect recycling stream. To maintain proper management, I:Collect follows the waste hierarchy approach. The aim is to uphold a high level of reuse and increase textile-to-textile recycling.

**Sustainable store** In 2021 work on Cradle2Cradle took off. Our aim is that existing stores become more sustainable by reducing waste, improving recycling possibilities and consuming less energy, and that new stores in the future will be set up to be more sustainable right from the start. A workshop on C2C principles was held, the requirements of the Interior Design Guideline were reviewed, and an initial batch of materials were evaluated for use in the Friluftss Retail store concept. This resulted in an update of the Interior Design Guideline which now includes C2C principles, a list of restricted substances and more explicit material requirements. Work on this strategic topic will continue in 2022.

**A Greener choice – product evaluation** With *A Greener Choice – Product Evaluation*, we assess the sustainability of products in our Friluftss Retail assortment.

The standard consists of ten material criteria for the outdoor industry. Additionally, the so called “No-Gos” complement the minimum requirements, aligning the standard with our Code of Conduct. Provided that a product fulfills all entry level requirements, it then needs to fulfill at least 4 out of the 10 criteria. A Greener Choice is a holistic standard including several sustainability attributes. We have deliberately developed this approach until it is possible for our industry to provide specific verified and comparable product LCAs at scale.

With A Greener Choice we want to

provide our customers with the information they need to consider sustainability in their purchasing decision so we support them in their sustainable lifestyle. And: the demand for more sustainable products leads again to increased investments in a product’s sustainability attributes.

In 2021 we were able to improve A Greener Choice in multiple ways: Brands have become more familiar with the standard, the timing and the process. Each season brands receive a template to provide information so we can evaluate the sustainability of their products and to mark them in our systems. Certificates can help but in the end of the day it is about proof and not certification.

That is why we spend



At a glance: A Greener Choice at Friluftssland.

a lot of time to validate sustainability claims. Only if we can be confident about a product’s preferred sustainability attributes, a product will be marked as such. To better communicate our tool, Globetrotter created and launched a video to explain the A Greener Choice standard in more detail. Friluftssland established A Greener Choice-hangtags in the stores.

In 2021 we sold 1 474 234 A Greener Choice-products in total. This is the fourth subsequent year the amount of A Greener Choice products sold has grown. Therefore, A Greener Choice makes a substantial share of total net sales, with 29% as the highest share at Partioaitta.

100% of all products evaluated is a target we set in our Friluftss Retail shared sustainability strategy 2025.

## At a glance: A Greener Choice at Globetrotter

### TOP 10 SELLING A GREENER CHOICE BRANDS:

1. Fjällräven
2. Frilufts
3. Vaude
4. Icebreaker
5. Ortlieb
6. Hanwag
7. Patagonia
8. Meindl
9. Ortovox
10. Tierra



#### Examples

##### No. 1 in apparel: Fjällräven Vidda Pro Ventilated Trousers

- >50% of the materials used are more sustainable
- 35% organic cotton
- 65% recycled polyester
- Gots and GRS-certified
- Fjällräven offers a repair service



##### No. 1 in footwear: Scarpa Mojito

- Responsible chemical management
- Leather production at top tanneries (gold or silver certified by the Leather Working Group)
- Resolable
- Scarpa has an own repair center
- Made in Europe and >50% of materials produced in Europe



##### No. 1 in hardware: Ortlieb BACK-ROLLER PLUS

- Transparency about Tier 1 production
- Product is repairable in own service center
- Made in Germany
- >50% of materials produced in Europe
- Fair production

## The Fenix Climate Way

We at Fenix Outdoor are eager to protect the climate and invest in climate change mitigation to keep the global temperature rise to a maximum of 1.5°C. The reason for this is simple: we love to spend time in nature and enable other people to experience the great outdoors – next door or off the beaten track. Of course, we also want to preserve this for generations to come. Our Fenix Outdoor Management compass helps us see why climate action is important.

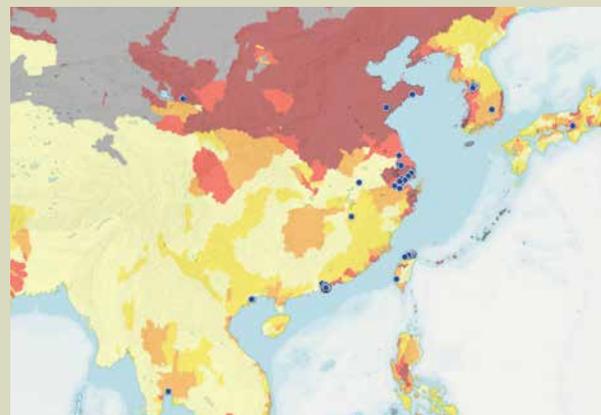
**Nature:** Global warming threatens the world's ecosystems. Climate action means protecting nature.

**Economy:** Global warming impacts our economic performance. Climate action keeps us competitive.

**Society:** Most of our direct suppliers are in the global south (Southeast Asia). Climate action protects them from global warming effects.

**Well-Being:** Global warming impacts people's lives. Climate action is also a fight for satisfied employees.

### WATER STRESS



- Low (<10%)
- Low to Medium (10–20%)
- Medium to high (20–40%)
- High (40–80%)
- Extremely high (>80%)

Why climate action matters to us – some of our Tier 2 suppliers are most likely affected by climate change effects. Water stress scenario for 2030; Source: WRI Aqueduct, accessed on [3/21/22]

### OUR CLIMATE VISION – REDUCING OUR BACKPACK ALONG THE WAY.

We have a clear vision in mind where we want to go. We figured out six key action areas with different focal points that target our most important climate hot spots within Scopes 1, 2 and 3 and that will enable us to achieve our overarching climate goals.

#### By 2025 (baseline year 2019)

##### we aim at a:

- Reduction of 40 percent in our emissions in owned and operated locations
- Reduction of 50 percent in our emissions per product produced (considering categories purchased products & services and transport & distribution)

#### The six key action areas are:

-  - Energy consumption and renewable energy
-  - Climate-neutral products
-  - Transportation and distribution
-  - Product manufacturing and supply chain
-  - Packaging waste
-  - Outdoor events



FACTSHEET  
ENVIRONMENT 2021

**ENERGY CONSUMPTION**

INDICATOR	CO <sub>2</sub> e (t)	2021	2020 (corr)	Supplier data 2021	Supplier CO <sub>2</sub> e (t)	Supplier data 2020
Primary Energy (kWh)	874	4 585 678	3 931 464	372 532 (n=10)	75	2 328 577 (n=30)
Primary Energy (MJ)		16 508 441	14 153 270	1 341 115		8 382 877
Electricity (kWh)	1 436	16 481 704	15 631 707	2 120 406 (n=32)	1 609	2 244 445 (n=41)
Electricity (MJ)		59 334 134	56 274 145	7 633 462		8 080 002
District Heating (kWh)	571	3 614 526	2 336 042	23 709 (n=3)	4	131 945 (n=9)
District Heating (MJ)		13 012 294	8 409 751	85 352		475 002

**CO<sub>2</sub>e FROM BUSINESS TRAVEL BY MODE OF TRANSPORT (t)**

MODE	2021	2020
Car	800	556
Train	0.2	0,6
Boat	0.17	0,1
Air	191	434
Other (Bus, etc., ...)	0.12	N/A

**CO<sub>2</sub>e FROM SHIPMENTS BY MODE OF TRANSPORT (t)**

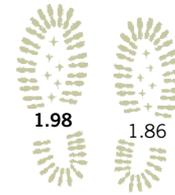
MODE	2021	2020
Trucks	2 486	2 028
Sea	203	470
Air	5 909	2 530
Other (train)	n/a	211

**OTHER EMISSIONS (INCLUDED IN CO<sub>2</sub>e CALCULATIONS) IN KG**

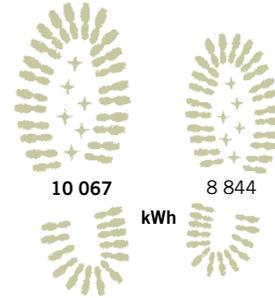
EMISSION	2021	2020
NO <sub>x</sub>	5 077	14 286
SO <sub>x</sub>	4	12
CO	n/a	4 077
HFC	348	n/a
PM	68	253

**OUR FOOTPRINTS PER CAPITA**

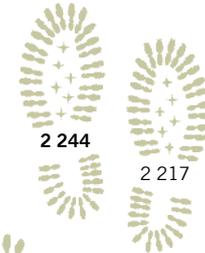
2021 2020



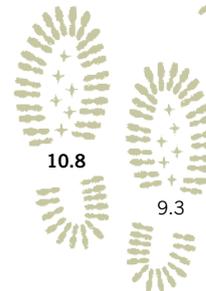
**CO<sub>2</sub>e (t)\***  
\*includes emissions from Scope 1 and 2, commuting and business travel



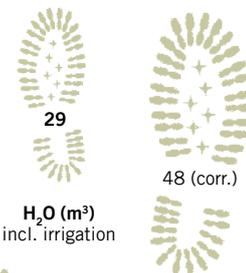
kWh



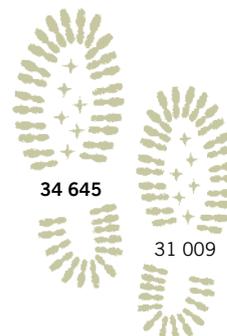
**Travel**  
(km, excl. commutes)



**Paper Consumption (kg)\*\***  
\*\* paper as reported "consumed" for office purposes



**H<sub>2</sub>O (m<sup>3</sup>)**  
incl. irrigation



**H<sub>2</sub>O (m<sup>3</sup>) supply chain**  
(n=32)\*\*\*  
\*\*\*since 2020 data is reported in relation to production volume, since 2021 only Tier 1 considered



### 3. ECONOMY – The path of reliability and trust pays-off

#### COMPANY PROFILE

Our group consists of three segments: Brands, Global Sales and Retail (Friluft Retail Europe). Fenix Outdoor's Brands segment consists of five outdoor brands. One brand, Brunton, was sold during the business year. Fenix Outdoor's Retail segment consists of five retail brands. One retailer, Trekitt in the UK, was acquired in 2021, while one competitor of Friluftsland was also purchased and integrated into Friluftsland.

The business concept of Fenix Outdoor is to develop and market high-quality, outdoor products through a selected retail network with a high level of service and professionalism, to end consumers with high expectations. The CEO and Executive Chairman is Martin Nordin, eldest son of the founder Åke Nordin. Our goal for the group is to achieve a minimum growth rate of 10 percent per year, keeping a consistent profit before tax of at least 10 percent. To do so, Fenix Outdoor has adopted a two-fold approach: organic growth based on a strong retail net-

work and brands known for high-quality products, as well as expansion through the acquisition of additional outdoor brands.

Fenix Outdoor is a Swiss corporation, officially named Fenix Outdoor International AG and listed on the Stockholm Exchange OMX Nasdaq Large Cap. Four of the six board members are independent of the company and its management group. Fenix Outdoor International AG is based in Zug, Switzerland, with its major operations located in Sweden, Germany, the United States, Norway, Finland, Denmark, Austria, Switzerland, the United Kingdom, and the Netherlands. Our major markets correspond to the locations of the operations, showing the deep-rooted tradition of the brands and retailers. In 2021, subsidies in the amount of 10 148 050 EUR were received and taxes in the amount of 25 078 770 EUR were paid.

#### Fjällräven:

Fjällräven is a leading European brand in outdoor clothing and equipment.

## Hanwag:

Hanwag is a traditional Bavarian brand for technically advanced trekking, outdoor and alpine shoes.

## Primus:

Primus develops and sells camping equipment used for boiling, heating and lighting, powered by gas and liquid fuels.

## Royal Robbins:

Royal Robbins is a US brand, known for its versatile everyday and active outdoor apparel.

## Tierra:

Tierra is renowned for its high-tech clothing for demanding outdoor activities.

### REGIONAL SPLIT OF TAXES PAID (EUR)

Taxes	Europe	-23 526 524
	North America	-792 313
	Rest of the World	-759 933

### KEY FINANCIAL INDICATORS (EUR)

Net sales	649 948 000
Debt	36 122 000
Equity	381 450 000

## Frilufts Retail:

Our Frilufts Europe Retail AB segment consists of five retail chains: Naturkompaniet AB, with 36 outdoor stores in attractive locations in Sweden and 4 locations in Norway; Partioaitta Oy, with 21 stores located in Finland; Globetrotter Ausrüstung GmbH in Germany, with 20 high street stores and two outlet stores; Friluftsland in Denmark, with 12 locations; and Trekitt in the United Kingdom with two locations.

## HIGHLIGHTS

2021 ended very positive and in total we ended up with 649.9 MEUR in Net sales, to compare with MEUR 563.0 in 2020 and 607.1 in 2019.

All segments showed strong increase in external Net sales, where Brands was up +13%, Global Sales +15% and Frilufts +17%. The growth for Brands and Global Sales where mainly concentrated to Q2 and Q4, where Q4 got an extra push from the late deliveries from the quarter before. Despite

the long period of close downs in Germany (January until May), Frilufts showed growth compared to last year, in all quarters excluding the first one.

For Brands and Global Sales, the growth was 100% organic. In Frilufts 3% of the annual growth was related to Trekitt, an UK outdoor multi-brand retailer with its major focus in Digital sales, acquired in the early fall.

In 2021 the impressive recovery in North America continued, which means that we for the first time reached over 100 MUSD sales for the year.

Even though higher costs for logistics, with extra costs of 4.0 MEUR only in Q4, as well as for the digital infrastructure, the Operating profit increased to MEUR 83.9 vs 61.1 the year before and was at the same level as in 2019. The operating margin recovered to 12.6%.

The digital business continued to grow. Our annual digital sales amounted to 149.9 MEUR, representing 23% of total Net sales and 37% of our Net sales direct to users. The increase in digital sales was at 38% compared to last year. At the end of the year, we noted a move back of business from digital to brick-and-mortar retail, based on a need for people to get back to in-person shopping. We however, still believe that we will see a monetary growth in the digital sales going forward as we believe that digital sales will continue to outpace brick-and-mortar sales in growth over time.

## Verified brand & retail module – top scoring for Frilufts Retail

We joined the SAC in April 2013. This multi-stakeholder initiative includes leading apparel and footwear organizations, trade associations, non-governmental organizations, academic institutions and governmental organizations. The focus of the SAC is the development and application of the Higg Index, online assessment tools designed to measure the sustainability impacts of apparel and footwear along the value chain.

Fenix Outdoor has promoted the development of the Higg Index ever since in various ways. From the Retail side, the main engagements have been to support development of a customer-facing scoring system (2016), to encourage the outdoor industry and brands to get involved in the SAC (2016), to conduct field testing of a digital product sustainability passport (2017), to do beta-testing of the BRM (2018), to actively contribute to the re-

working of the BRM (2019) and to participate in integration of BRM adoption by brands in our supplier agreement (2020).

When the BRM was launched in 2019, Frilufts Retail always went through the process of filling the BRM questionnaire since its launch and shared the results with a small group of outdoor brands, which are also members of the SAC and share its mission “to transform business for exponential impact through groundbreaking tools, collaborative partnerships and trusted leadership for industry sustainability.”

For 2020 Frilufts Retail conducted the BRM for the second time and decided to verify the results through a recognized external auditor. To validate the results, the so-called limited level verification was chosen. The assessment took place from October 28 to December 15, 2021, and was conducted by Leadership and Sustainability.

The total verified environmental score is 78.6 percent and the total verified social score is 77.8 percent. The assessment concluded no critical issues, 11 opportunities for Level 1 and 34 opportunities for Levels 2 and 3. Major improvement potential was identified in the section “Logistics and Operations” and from a life-cycle perspective in the stages of distribution centers, offices and transportation. Examples for improvement are the implementation of a social/human rights responsibility program in transportation operations and the communication of key social/human rights impacts, policies and programs associated with offices. The results can be requested by brands, other retailers and suppliers at the Higg Index platform.

In comparison with all (verified and non-verified) BRMs at Higg (a total of 245 BRM were shared), Frilufts Retail only scores below average in two stages – offices and transportation. In all other stages – distribution centers, management systems, product, stores and supply chain: product and textiles – Frilufts Retail scores above average with a minimum of +9.9 percent and maximum deviation from the average of +39.4 percent.

We will continue to ask outdoor brands that are members of the SAC to share their modules with us.

FACT SHEET  
ECONOMY 2021

**COMPENSATION DEVELOPMENT 2017–2021 TEUR**

Base salary, bonus and remunerations	2017	2018	2019	2020	2021
President	458	479	509	377	648
Change	0	4%	6%	-26%	72%
Other employees (based on FTE statistics)	77 689	84 346	89 346	83 380	89 278
Change	0	-1%	7%	-6%	6%
FTE	2 270	2 492	2 476	2 439	2 446

**NET SALES PER GEOGRAPHIC MARKET GROUP (Acc)**

MEUR	2021	2020
Switzerland	10.6	12.7
Sweden	97.9	78.1
Other Nordic countries	103.0	86.2
Germany	212.6	203.9
Benelux	25.5	20.7
Other Europe	59.0	53.1
Americas	102.7	78.2
Other markets	38.7	30.1
Total	649.9	563.0

**CONSOLIDATION (IN TEUR)**

Account	2021	2020
Total Net sales	649 947	562 973
Total other operating income	8 273	8 539
Suppliers and Services		353 112
Result of associated companies	813	211
Interest income	-386	-68
Interest costs	-797	-416
Total tax	-25 078	-19 638
Net P&L for the year	56 662	33 865
Salaries	89 278	83 380
Pension plan	5 417	5 008
Donations		746.7

Friluftts MEUR	Jan–Dec 2021	Jan–Dec 2020
External net sales	309.0	264.0
EBITDA	41.0	22.7
EBIT	12.9	-1.6
Stores	95	81

Brands MEUR	Jan–Dec 2021	Jan–Dec 2020
External net sales	168.5	149.4
EBITDA	63.3	61.3
EBIT	52.0	50.5
Stores	38	41



Fjällräven is a leading European brand in outdoor clothing and equipment.



SINCE 1921

Hanwag is a traditional European brand for technically advanced trekking, outdoor and alpine shoes.



Tierra is renowned for its high-tech clothing for demanding outdoor activities.



**ROYAL ROBBINS®**

Royal Robbins is a US brand known for its everyday and active outdoor apparel.



Primus develops and sells camping equipment used for boiling, heating and lighting, powered by gas and liquid fuels.



**FRILUFTTS RETAIL  
EUROPE AB**

NATURKOMANIET PARTIOAITTA FRILUFTSLAND  
GLOBETROTTER TREKITT

**Friluftts**

Our Friluftts Europe Retail AB segment consists of five retail chains: Frilufttsland in Denmark, Globetrotter Ausrüstung in Germany, Naturkompaniet in Sweden, Partioaitta in Finland, and Trekitt in the United Kingdom.

Global sales MEUR	Jan–Dec 2021	Jan–Dec 2020
External net sales	172.4	149.6
EBITDA	29.2	26.6
EBIT	26.7	24.4
Stores	32	28

## FIVE YEAR SUMMARY, GROUP

MEUR	2021	2020	2019	2018	2017
<b>INCOME STATEMENT</b>					
Net sales	649.9	563.0	607.1	572.4	539.9
Depreciation/amortization	-51.5	-48.9	-43.1	-14.2	-12.7
EBITDA	135.4	110.0	128.0	102.6	97.6
Operating profit	83.9	61.1	84.9	88.4	84.9
Net financial income	-2.1	-7.6	-0.6	0.1	-2.7
Profit/loss after financial items	81.8	53.5	84.4	88.5	82.2
Tax	-25.1	-19.6	-23.1	-21.1	-21.5
<b>Net profit for the year</b>	<b>56.7</b>	<b>33.9</b>	<b>61.3</b>	<b>67.4</b>	<b>60.7</b>
<b>BALANCE SHEET</b>					
Fixed assets *)	265.3	255.0	250.4	119.2	100.6
Inventories	152.6	153.8	159.7	133.3	132.7
Accounts receivable - trade	60.9	38.2	45.1	42.9	39.8
Other current assets	8.2	13.7	10.3	5.4	4.9
Cash and cash equivalents, current investments	181.9	191.1	88.9	101.9	93.7
<b>Total assets</b>	<b>668.9</b>	<b>651.7</b>	<b>554.4</b>	<b>402.7</b>	<b>371.7</b>
*) From 2019 Fixed assets includes Right-of-use assets from adopting IFRS 16					
Equity attributable to the Parent Company's shareholders	381.4	353.7	319.1	285.6	230.8
Minority shareholdings	-	0.1	0.1	0.1	0.0
Provisions etc	15.4	16.1	15.9	13.0	13.8
Non-current liabilities, interest-bearing*)	126.3	138.8	100.4	12.0	1.9
Other non-current liabilities	0.2	0.7	1.4	1.0	1.0
Current liabilities					
Interest-bearing*)	37.7	56.5	47.8	12.9	50.7
Non-interest-bearing	107.9	85.8	69.7	78.1	73.5
<b>Total equity and liabilities</b>	<b>668.9</b>	<b>651.7</b>	<b>554.4</b>	<b>402.7</b>	<b>371.7</b>
*) From 2019 Interest-bearing includes Lease liabilities from adopting IFRS 16					
<b>CASH FLOW</b>					
Cash flow from operating activities	118.7	110.0	61.4	79.1	68.6
Cash flow from Investments activities	-34.4	-21.6	-23.1	-31.6	-36.6
<b>Cash flow after investments</b>	<b>84.3</b>	<b>88.4</b>	<b>38.3</b>	<b>47.5</b>	<b>32.0</b>
<b>KEY RATIOS</b>					
Change in sales, %	15.4	-7.3	6.1	6.0	11.0
Profit margin, % (From 2019 including IFRS 16 effects)	12.6	9.5	13.9	15.5	15.2
Return on total assets, % (From 2019 including IFRS 16 effects)	12.8	9.3	18.3	23.3	24.6
Return on equity, %	15.4	10.1	20.3	26.1	29.1
Equity/assets ratio, %	57.0	54.3	57.6	70.9	62.1
AVERAGE NUMBER OF FTE EMPLOYEES	2 446	2 439	2 476	2 492	2 270
<b>DATA PER SHARE</b>					
Number of shares, thousands, as of December 31	35 060	35 060	35 060	35 060	35 060
Gross cash flow per B-share, EUR	8.11	6.21	7.76	6.06	5.45
Earnings per B-share, EUR	4.25	2.54	4.55	5.01	4.51
Equity per B-share, EUR	28.59	26.51	23.71	21.43	17.15
Market value as of December 31, EUR	120	102	112	84	99
P/E ratio	28	40	25	17	22
Dividend per B-share <sup>1)</sup>	1.95	2.38	-	1.17	1.02

**DEFINITIONS:** EBITDA: operating profit, excluding depreciation and write-downs of tangible and intangible assets. PROFIT MARGIN: Profit/loss after financial items as a percentage of net sales. RETURN ON TOTAL ASSETS: Profit/loss after financial items plus interest expenses as a percent of average total assets. RETURN ON EQUITY: Net income as a percent of average equity. EQUITY/ASSETS RATIO: Equity as a percent of total assets. GROSS CASH FLOW PER SHARE: Profit after tax plus depreciation/amortization divided by average number of shares. EARNINGS PER SHARE: Net profit divided by average number of shares. EQUITY PER SHARE: Equity divided by average number of shares. P/E ratio: Market value at year-end divided by profit per average number of shares.

<sup>1)</sup> To be approved by the AGM



## 4. SOCIETY – Listen and Learn

How to overcome pandemic times without being able to meet in person and still continue the journey

**“H**uman rights come at a cost.” This is the opening of an article from Tim Zahn and Anneke Bremer in the Business and Human Rights Resource Centre, and we fully agree. To overcome difficult times of another year in a pandemic, Fenix Outdoor invested in different approaches to understand more precisely how human rights are being followed by our valuable supply chain partners, in our retail businesses and in our own companies.

Next to our internal management instruments such as the well-known Fenix Way Management Compass®, we realign with the international principles as the UN Global Compact, the United Nations Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business as well as the UN SDG. Our motivation in the Fenix Way Compass® cardinal direction Society focuses especially on fostering “decent

work” (SDG No. 8), which should lead to fair compensation, diversity at the job environment (SDG No. 5 “gender equality” and No. 10 “reduced inequalities”) and “quality education” (SDG No. 4).

### **Fenix Outdoor Brands & private label (Fjällräven, Friluftts, Hanwag, Primus, Royal Robbins, Tierra)**

Fenix Outdoor brands are obliged to use the same processes when it comes to protecting human rights in the supply chain: First, all our suppliers sign our Code of Conduct, which leans closely on the FLA Workplace Code of Conduct, of which we are an accredited member. Second, Fenix Outdoor has a strict policy when it comes to production countries. Here we set up our own country risk evaluation. This contains different parameters around corruption, human rights and environmental risks as business opportunities. We be-

lieve that we can only control so much, but we need to have confidence in the country we are doing business in. In addition, we have a social compliance policy in place which all brands need to follow.

With new legislation regarding mandatory due diligence on human rights, as in Norway and Germany, we believe that our internal processes a) identify human rights risks on different severity levels. By that we can b) undertake measures to mitigate potential problems such as being cautious moving into a new production country or when it comes to supplier risks, working on remediation plans and actively promoting grievance mechanisms such as the Fenix Outdoor Whistleblowing channel. We also continuously c) assess the effectiveness of our prevention efforts by analyzing our processes frequently, and lastly, we d) publicly report on our actions in our annual CSR report and

by public available information on the FLA website.

Beyond the criteria described above, there are additional goals that certain governments want to achieve through their ratified supply chain acts: more transparency and justice throughout global supply chains to support the right to a living wage and to increase environmental protection. We believe that our social compliance system, the way we track risks in our production countries and our long-term relationships with suppliers protect us from major human rights and environmental violations. However, if we do face any violations, we will not stop discussing the topics until we find acceptable solutions with the supplier or, in the worst case, we will have to end our relationship. When this step needs to be taken, we follow a fair retrenchment process by giving notice nine months before the next shipment (exceptions are possible).

Since Fenix Outdoor is an accredited affiliate of the FLA, we audit our supply chain partners according to the Fenix Outdoor/FLA workplace standards. Our team of three social auditors is complemented outside of China and Vietnam by our third-party service partner, ELEVATE.

In 2021 we were able to visit 55 production sites (2020: 75) and covered around 30 percent of our Tier 1 supplier base. This number decreased from the previous years due to several Covid-19 lockdowns and travel restrictions, mainly in Vietnam but also in China and European countries. To make sure that fair labor conditions are being valued in these special times, Fenix Outdoor sent out additional questionnaires to Vietnamese production sites and kept in steady communication with the factory management.

Besides regular social compliance audits, we support the approach to share social audits by using a common social framework. Therefore, we are an official signatory to the Social Labor Convergence Project (SLCP). Within our SAC membership, we use the Higg Facility Social Labor Module (FSLM) to request the SLCP assessments from our supplier to complement our own audit process, and in best cases the assessments get a verification. The Higg FSLM helps us to also collect data from upstream suppliers, which are currently not cov-

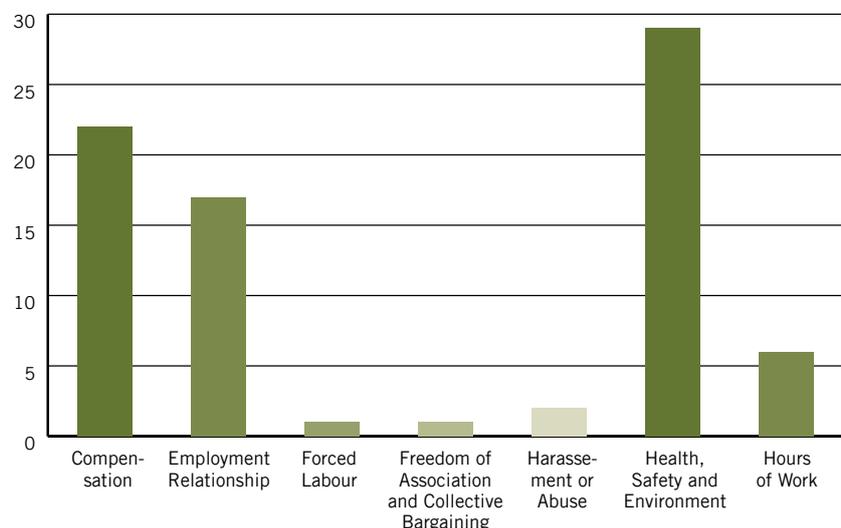
## SCOPE OF SOCIAL COMPLIANCE AUDITS IN 2021



## COMMON FINDINGS

Finding Name	Pillar	Prevalence in %	Ranking
Overtime Week	Labour	27.2%	1
Benefits	Labour	25.6%	2
Machine Safety	Health and Safety	20.8%	3
Electrical	Health and Safety	17.6%	4
Aisles	Health and Safety	17.6%	4
Freedom of Association and Collective Bargaining	Labour	16%	6
Personal Protective Equipment	Health and Safety	15.2%	7

## FLA AUDIT FINDINGS FROM ONE FACTORY IN 2021 IN INDIA



ered by our social compliance program. In 2021, 15 Higg FSLM (since start in 2018: 49) have been shared with all our brands, and from that six (2019: 18) were verified. We will keep promoting this approach to reduce audit fatigue and work more in collaboration with other brands.

The main production countries in 2021 remained Vietnam and China. The main audit findings were:

#### Fenix Outdoor audit results in Vietnam:

- 36 Social compliance audits
- 68% are female; 32% are male workers
- Youngest worker: 16 years (legal age: 16 years)
- 0% migrant workers
- No forced nor child labor
- Higher monthly turnover (No. of workers leaving) than Industry average
- 98,3% correct wage payments (higher than industry with 80,66%)
- Working hours are lower than industry
- Main labor standards violations: wages & benefits; hours of work; violations in freedom of association
- Health & Safety main findings: Electrical; Aisles & exits
- Environment: Waste management; lack of policies and practice
- Lack of CoC awareness

#### In China:

- 9 Social compliance audits
- 85% are female; 15% are male workers
- Youngest worker: 17 years (legal age: 15 years)
- 0% migrant workers
- No forced nor child labor
- Higher monthly turnover (No. of workers leaving) than Industry average
- 100% correct wage payments
- Working hours are lower than industry
- Main labor standards violations: freedom of association
- Health & Safety main findings: Fire extinguishers, machine safety & dormitory, kitchen, and sanitation
- Environment: Waste management
- Lack of CoC awareness

Overall, it can be stated that women are the main workers in the factories. Migrant workers were not registered

in any of our facilities. The youngest worker was 16 years old. The audit scores improved and there were fewer findings than in 2020, but the audit coverage was also lower. The main topics of findings remain within the sector topics Health and Safety, Wages and Benefits and Hours of Work. Our own auditing team keeps working on closing the findings through setting up remediation plans together with the supply chain partner. As in previous years, we have reached out to our Tier 1 supplier base to conduct further knowledge around GRI criteria for this report. Here 39 vendors came back to us with valuable feedback such as describing their Health and Safety setup, whether trainings had been organized for workers about different topics such as the grievance mechanism, what percentage of total staff are covered by collective bargaining agreements, whether injuries or work-related diseases appeared, and so on.

Our own processes get monitored by the FLA by conducting one surveillance audit on a randomly selected factory as in the previous year and an annual assessment by sharing all our human rights supply chain activities. Beyond that, we also need to share our Tier 1 factory list with a wider spectrum of information as in previous years and commit to a fair compensation strategy publicly. This information can be found at <https://www.fenixoutdoor.se/hallbarhet/>. The FLA publishes audit findings of their affiliates at their [website](#). To mitigate the findings and risks from the audit, our internal auditor team establishes improvement plans for the factory to work on, as with our own social compliance audits.

Another monitoring of our overall social management system, including country risk assessments and our social compliance policy, has been done through the first verification of Fjällräven's Higg Brand and Retail Module (BRM) within our SAC membership. In this chapter the brand achieved a high score of 96.2 percent (average industry benchmark: 88.4 percent). Fjällräven also scored higher in the life-cycle stages "average supply chain score," "average responsible purchasing practices" and "average use end use score" than the other verified Higg BRM industry users. However, the brand can still improve in different areas. Verifying the

assessment brought us, as with Friluftets Retail, valuable feedback. These particular learnings for Fjällräven will be included in the job tasks of the Sustainability Director of Fjällräven. Details can be found on the [Higg platform](#).

Beyond the ongoing human rights monitoring, we wanted to take a deep dive into our responsible purchasing and production practices and understand how they are perceived by our value chain partner, especially in times where travel and personal meetings are not possible. One way to engage with your partner around this topic is to subscribe to [Better Buying™](#).

Fenix Outdoor's brands used this anonymous survey the second time but with a larger scale in 2021 and invited all Tier 1 suppliers to provide feedback on our purchasing practices, and to raise any potential issues that may arise in the course of our business. The total response rate was 42 percent. With this feedback we were able to split the results on brand/product category level. We converged the results from our hardgoods Primus and Hanwag and from our two smaller textile brands Royal Robbins and Tierra due to a lower number of responses and to respect anonymity.

The overall results from all suppliers show that Fenix Outdoor's purchasing practice score is meeting the industry benchmark and ranks even higher in three categories: 1. Cost and cost negotiation; 2. Payment in terms; 3. Management of the purchasing process. Still, there are some topics where our brands need to increase their focus, especially in the area of planning and forecasting. The main tasks lie within communication: engaging more closely with suppliers about forecasting so that both sides can plan according to their needs. The CSR team conducted sessions with their internal teams, shared all needed information and supported supplier summits to share the insights of the survey. Now the teams are obliged to use the feedback from their partners to improve.

Furthermore, we expanded our engagement around fair compensation. Since the start of collecting wage data in 2020, we have now gathered 53 wage data sheets from selected Tier 1 suppliers which were uploaded to the FLA fair compensation dashboard (latest update 2022-03-02). The wages are being analyzed using available wage

benchmarks such as the Global Living Wage Coalition (GLWC). First, conversations with partners took place to understand the data in a more thorough way. Then we stated our approach to meet living wages in global supply chains in our published [fair compensation policy](#). We aim to widen our work in this area further in 2022. One step will be to integrate the wage collection to the normal procedure within the human rights monitoring.

Fenix Outdoor has continued to work on traceability of products along the supply chain, from the crop to production. These learnings are used primarily for internal purposes.

When it comes to communication

chain development and two experts working in multistakeholder organizations, one focusing on the outdoor Industry and one on fair labor conditions, as well as a sustainability professional from an important supplier of Fenix brands.

The main learnings from this session can be summed up as follows: Be aware of and prepare for the upcoming human rights due diligence acts, mainly in Europe; audit schemes will not solve labor violations, but empathy with suppliers can be effective; focusing on strong and long-term partnerships as a responsible sourcing and production setup will increase the ability to stay ahead of topics.

important standards of the international fair labor statements. On a net sales basis, about 74 percent of our suppliers signed the document (a drop of about 1 percent due to a new acquisition).

The Act on Corporate Due Diligence in Supply Chains in Germany applies for Globetrotter as of 2024. In anticipation, we developed an ESG assessment and launched it through our technology partner Trustrace in 2021 to 15 of our most strategic brands. This assessment will serve as a substitute if brands are not members of the SAC and do not share the Higg BRM result with us. The BRM and our own assessment serve well to make a general statement about a brand's corporate social responsibility. Now, one may wonder what are the actual requirements for a retailer (without their own production or a direct business relation to production) to identify risks of human rights violations and to gain "substantiated knowledge" of a potential abuse? We expect that the implementation guidance for retailers during 2022 will provide more clarity about this.

The verification process by an external auditor for Frilufts Retail's Higg BRM revealed a top score of 95.7 percent in the social management section compared with the average industry benchmark of 80.6 percent. Although there is still some room for improvement, it shows that our social compliance and ethical sourcing program ranks high among the leaders in the industry. For more details check out the chapter Economy or visit the Higg website.

Donations are important to support charitable organizations. Our engagement usually focuses on initiatives of the local community. The main contribution was created through our Nature Bonus program. One percent of members' total purchases is donated by Naturkompaniet and Partioaitta to various [Swedish](#) and [Finnish](#) nature and environmental conservation projects. ●

#### WAGE DATA COLLECTION PER PRODUCTION COUNTRY PER YEAR

Country/Year	2018	2019	2020	2021
China	1	11	9	2
Vietnam		10	6	4
Lithuania		1		
India			2	
Estonia				1
Portugal				1
Philippines				1
Indonesia			1	2
Germany				1
<b>In total</b>	<b>1</b>	<b>22</b>	<b>18</b>	<b>12</b>

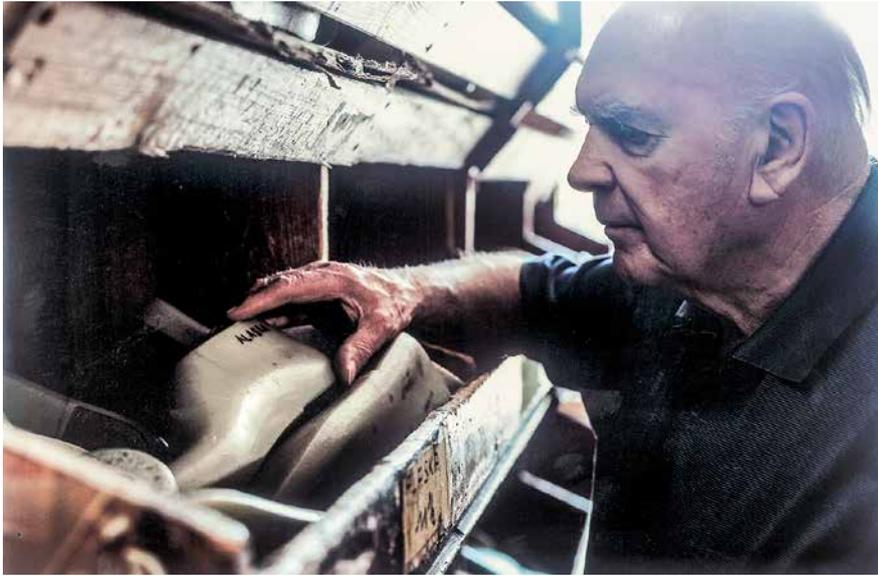
about all the above-described activities, we share internally monthly reporting of current social compliance audit results, CAP status and upcoming audit dates. Regarding external communication with our partner, we have organized three digital sustainability brand summits and shared our first value chain newsletter to all known Fenix Outdoor Tier 1 and Tier 2 suppliers to stay even more connected and empower everyone to work not only on social but also on environmental responsibility.

Another communication highlight in 2021 was the online stakeholder summit we arranged. The Fenix CSR team invited well-known speakers from different fields of expertise. In the session "supply chain responsibility" we had a speaker who consults with the EU on the upcoming human rights due diligence legislation, someone who represents a global union, two professors who are actively engaged in supply

We believe that our current setup will help us mitigate the risks in our supply chain early on and to keep continuing long-term and sustainable partnerships. We also see that we need to take a deep dive into the upstream chain and implement tools to measure the current sustainability state and potential risks. But we have already started this trek.

#### Frilufts Retail

Frilufts Retail buys and sells products from the world's leading brands within the outdoor industry. We expect our business partners to respect the fundamental labor rights established by international conventions such as the United Nations Universal Declaration of Human Rights and the International Labour Organization (ILO) and to take necessary steps to safeguard compliance with those. Our business partners need to sign the Brand Supplier Code of Conduct (CoC), which embraces all



## 100 years of HANWAG – long-lasting quality across the generations

**F**or 100 years, Hanwag has been manufacturing high-quality mountaineering and trekking footwear with precision craftsmanship at its headquarters in Vierkirchen near Munich and other locations. When Hans Wagner started making boots and shoes with the Hanwag brand name in his modest workshop in this small Bavarian village in 1921, little did he know that 100 years later his company would be more successful than ever.

Hanwag has grown over the years. However, unlike many new companies that expand rapidly and exponentially, Hanwag has grown steadily and continuously. Moving fast has never really been what Hanwag stands for, neither with its footwear nor with its staff turnover or company philosophy. In fact, it's quite the opposite – over its first 83 years, it had just two managing directors: company founder Hans Wagner, the third generation of shoemakers in the family, and then his nephew, Josef Wagner. This consistent and long-lasting approach applies to all areas of company life and is still given the same high priority as back in 1921. This is because Hans Wagner saw clearly that taking a long-lasting approach was the best way to ensure sustainability. And in modern times, this is more important than ever.

But how do you make a long-lasting

and sustainable mountain boot or hiking shoe? Then as now, it has a lot to do with quality. Hanwag pays great attention to detail to ensure that each and every part of its footwear is high quality – from the soles and Bergrind leather right down to the eyelets and laces. This is how Hanwag boots justify their price, and yet they achieve margins significantly lower than those of sneakers sold for a far lower amount. Nevertheless, high-quality products have a longer lifespan and reduce their carbon footprint over the years the more you wear them.

### **Resoling – giving old boots a new lease on life**

Everyone is talking about circularity and reparability, and Hanwag's resoling service serves as a prime example of sustainability. In Hans Wagner's day, making long-lasting boots was a matter of economic necessity. His customers wanted durable footwear so that their expensive new boots would last them as long as possible. And so, 100 years ago, you could have your Hanwag boots resoled.

Then as now, despite their high-quality materials and outstanding workmanship, intensive use can take its toll on high-quality footwear over time and lead to signs of wear. With functional footwear, if a sole tread wears out and

becomes unsafe, then it no longer fulfills its intended purpose; the footwear is disposed of and is replaced by a new product. This is bad for the carbon footprint of the old footwear. With its resoling service, Hanwag restores the full functionality of old footwear. By having their favourite mountain boots fitted with new soles, Hanwag users see a new lease on life for their footwear. Instead of lasting just six years, the boots might be worn for 16 or even 26 years. You don't really get more sustainable than that. In addition, the topic of shoe care is an important part of Hanwag's brand communication. By carefully cleaning and looking after their boots, users can also extend their service life.

### **Manufacturing – Made in Europe**

To cut transport and CO<sub>2</sub> emissions, Hanwag makes its footwear at its own production sites in Vierkirchen and Hungary. Furthermore, it works with selected manufacturers who work exclusively for Hanwag, such as a family-owned shoemaking business in Croatia that has been making Hanwag boots and nothing else for more than 30 years. Manufacturing only in Europe is not to be taken for granted in these times when many companies move their production to far-flung corners of the world. Hanwag sees this as its responsibility and commitment to sustainability. It also has many advantages, as being near production partners means that employees can manage processes more effectively, and skills and long-term expertise are easier to pass on – not to mention the fact that it is more environmentally friendly. Hanwag has always aimed to keep all its important steps within Europe, from research and development, through sourcing and supplying raw materials, to manufacturing itself. No matter which criteria you apply, the Bavarian bootmaker can say that all its models are Made in Europe.

### **Sustainable materials and long-term partners**

Besides manufacturing, raw material production and material selection also have a large impact on the environment. Hanwag chooses to use materials that are as eco-friendly as possible, provided that they ensure the required functionality and quality. Hanwag uses naturally long-lasting, high-quality leather, but also has as many parts

as possible made from recycled materials. Many of them are certified by the Global Recycling Standard, which means the Bavarian brand can guarantee that the recycling process is verified according to strict standards and requirements. Moreover, Hanwag ensures that it selects its materials according to the key factors for making high-quality footwear: durability, consistency and traceability. To have materials with traceable origins, you need to have long-term relationships with reliable suppliers. All of Hanwag's raw materials come from companies in Europe except for yak leather, which is sourced in Mongolia. Thanks to its long-standing and sustainable partnerships with its partners, Hanwag is able to consistently maintain the high quality of its footwear.

#### From leather to Eco-Shell

Leather is one of the most important materials that Hanwag uses, and Hanwag is committed to having the most sustainable manufacturing process possible. This is why the entire supply chain for Hanwag leather is based in Europe – from the raw materials, through the tanning process in gold-rated Leather Working Group tanneries, to production. Moreover, leather is a by-product of the meat industry, so shoemaking is based on using a waste material.

Hanwag Eco-Shell footwear is a further example of its commitment to sustainability. In 2018, Hanwag launched this proprietary PFC-free polyurethane membrane that is ideal for outdoor footwear and requires no fluorinated chemicals.

#### Innovation and tradition

With its new Blueridge line, which goes to market in spring 2022, Hanwag is combining 100 percent European production with a 100 percent PFC-free membrane and sustainable materials. This represents an important step for the brand with regard to manufacturing the most environmentally friendly products possible. By introducing a new manufacturing technique, direct soling, Hanwag is also blazing new and innovative trails, without ever losing sight of its origins or its goals. Maintaining a consistent and long-lasting approach is always a challenge. It's a matter of moving with the times, without neglecting the lessons of the past. ●



### CleanSea (cleansea.co) – one out of seven initiatives which received the Nature Bonus in 2021

**CleanSea's mission** is to make a difference for Swedish marine wildlife and create a clean future for the sea and the beautiful coastline. Thanks to the Nature Bonus, the group can continue its work of removing litter from the Swedish coastline, mainly in Bohuslän. Under the Nature Bonus, they hope to clean 100 bays along the Swedish coast, dive for bottom debris in several selected harbors and organize up to 50 clean-up operations. The aim is to remove more than 10 000 kilograms of rubbish.

Another major grant resulted from the partnership between the German alpine association (Deutscher Alpenverein – DAV) and Globetrotter, whereby 1.5 percent of total turnover from the joint customer card is directed toward the climate protection program of the DAV.

Through various initiatives and means, the Fenix Outdoor family of brands also donated about 105 000

euros to different organizations. Due to the local giving approach, we supported organizations such as Barncancerfonden, which aims to eradicate childhood cancer, or wohIBEDACHT e.V, which supports people suffering from dementia. Our highest donation in 2021 went to St. Anthony's, a San Francisco-based foundation that provides essential services such as health care, free clothing and medical support for families and individuals in need. Through Fjällräven's Arctic Fox Initiative and other brand- or product-related campaigns, we gave funding to organizations such as Leave No Trace, the Two Minutes Foundation and the US-based Partnership for Parks. We always strive to support initiatives that are aligned with our values according to our Fenix Management Compass and support environmental and social as well as societal causes. More thorough information can be found on each brand's website. ●

## Fenix Outdoor brands most sustainable products in 2021

Every year our brands try to renew existing products with more sustainable fibers or engineer new products with sustainable features. Here are the highlights from the past year:



### Hanwag Blueridge ES Model

From the sole up, the lightweight Blueridge ES combines Hanwag's core values: high quality, durability and reliability with innovative developments. The stand-out sustainability feature is the 100 percent recycled EcoShell membrane, which offers waterproofing and breathability without using PFCs. This hydrophilic membrane absorbs body moisture and moves it to the outside via evaporation. Aiming to "leave nothing but footprints," Blueridge uses many Global Recycling Standard certified materials. The outsole features 15 percent recycled rubber, and the direct injection

process reduces solvents and glue compared with conventional processes. Additionally, the insole is made with 100 percent recycled fleece, 100 percent recycled fabric and 10 percent Visko Latex. The heel counter has 40 percent recycled materials, while the upper is a combination of natural Perwanger leather and 100 percent recycled fabric, and the laces are 100 percent recycled polyester. Finally, all materials are sourced from European suppliers and the shoe is produced in Europe. Localized material sourcing and production help reduce transportation impacts.

### Royal Robbins ReadyDry Essentials

Royal Robbins' ReadyDry Essentials collection was launched in 2021. This collection of quick-drying underwear, bras, tanks and T-shirts features an innovative bluesign®-approved knit mesh blend of polyester and elastane. The 91 percent recycled polyester is made from S.Café® yarns, infused with used coffee grounds to permanently embed odor control, moisture wicking and quick drying functionality into the fabric. Embedding coffee grounds changes the structure of the



recycled polyester fiber, creating micro-pores that absorb odors and continuously move moisture away from the skin. The used grounds are sourced from coffee shops near the production site, which diverts about 1 000–1 500 kg of coffee grounds annually through their production of S.Café® materials. Additionally, the yarn production process is more energy-efficient as it requires a lower production temperature of 160° C compared with 600° C for the mill's normal polyester yarns.



### Tierra Midlana Mid-Layer Series

Tierra is continuing its tradition of developing sustainable technical clothing with the Midlana mid-layer. The fabric, knitted in Sweden, has a unique double layer knit technique that creates micro air pockets on the fabric surface, giving it better insulation and loft. The outer fabric is made of 100 percent Responsible Wool Standard (RWS) certified wool, ensuring animal welfare and responsible land management practices. The inner fabric is a blend of RWS wool, polyester and elastane, which enhances moisture transportation and body-climate comfort. A natural, remarkably sophisticated fiber, wool keeps you warm even while damp by absorbing moisture from the skin, which is then transported away from the body. Wool is also naturally resistant to dirt and bad odors, which means that woolen garments do not need to be washed as often as similar synthetic garments, giving the user the potential to reduce water and energy use.



### Primus SIP Power Gas

The SIP Power Gas is an improved version of Primus's Primus Power Gas product. Production of the gas and cartridge has been moved to Europe, where its main markets are located. This reduces shipping and the associated impacts. It also increases opportunities for Primus to improve the production process. Production of bio-based gas made from food waste in Sweden takes a step away from fossil-based fuels. After conducting a third-party LCA screening, the company has indications that the carbon footprint of the SIP gas could be about half that of regular Power Gas. This is only the beginning for Primus's SIP Power Gas, as the company continues to develop and improve the product to make sure it is the most sustainable camping gas available in every market.



### Fjällräven Tree Kånken

In fall 2021 the Tree-Kånken backpack was launched as a part of Fjällräven’s ongoing exploration into more sustainable ways of creating durable, functional and timeless equipment. Tree-Kånken is made from Pine Weave, a wood-based fabric developed as a potential alternative to fossil-based materials. Cultivated in certified forests in northern Sweden, the wood-derived raw material is never sourced from virgin or old-growth forests. To create the cellulosic Pine Weave fabric, the raw material is boiled into a pulp, then chemically dissolved in a closed loop system, which ensures the chemicals are captured for reuse. One of the challenges in developing alternatives to fossil-based materials is achieving the same level of durability and functionality needed for gear. To address this, Fjällräven modified the processes involved to create a more durable fabric so that Tree-Kånken performs as well as its fossil-based counterparts and is fit for many years of use.

### Frilufts Haifoss Padded Trousers

In fall 2021 Frilufts introduced Haifoss Padded Trousers for both men and women. This style is A Greener Choice, scoring at least four out of ten points in Frilufts Retail’s product sustainability assessment.



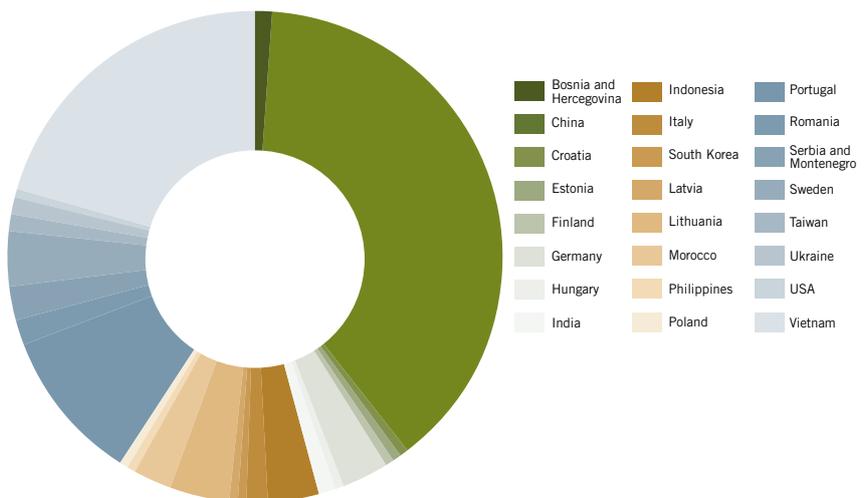
The trousers feature 100 percent recycled polyester inner material, reducing the environmental impact compared with virgin polyester. Made without fluorinated carbons (PFCs), the wind-proof and waterproof exterior fabric is PU-coated. This impregnation method provides functionality while avoiding the negative health and environmental impacts of PFCs, which can bioaccumulate in animals and humans.

### FACT SHEET SOCIETY 2021

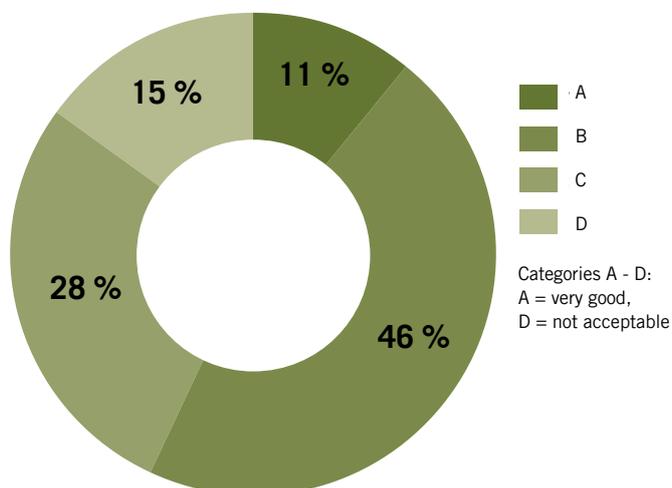
Indicator	2021	2020
Stakeholder Engagement	Stakeholder Roundtable held	Individual interaction, issue based
Human Rights (HR) assessments	30%	39%
Product Labels/ Violation of Safety Regulations	0	0
Training re: Cases of Corruption	Not specific	Not specified in 2020
Cases of Corruption	0	0

Society Contribution	2021 (€ or hours)	2020 (€ or hours)
Charity and Community (incl. Foundations)		746 700
In-kind Contributions (gifts etc.)		48 000
Training for Suppliers		15 hrs
CSR investment		1 146 000
Other		Global virtual nature experience events

### OVERVIEW OF SUPPLIERS BY SOURCING COUNTRY



### OWN AND EXTERNAL AUDIT RESULTS IN GRADES 2021





## 5. WELL-BEING: Anchoring togetherness in trying times

Our outdoor community in detail

In 2021, Fenix Outdoor employed 2 446 full-time-equivalent workers (FTEs) in our various entities. This is an increase of about 0.3 percent over 2020 (2 439 FTEs<sup>rep</sup>). Most of our employees are permanently employed, but we employ seasonal workers in retail and warehouse operations during peak seasons and in our manufacturing operation in the United States during student holidays. As stated in previous reports, the use of non-regular staff is

not a group-wide policy but is a flexible response to seasonal demands and local specifics.

Collective bargaining agreements throughout the Fenix Group do not exist. In Sweden, Norway, Austria and Finland, we follow a scheme that is built on national agreements. In Germany, most staff are represented by workers' councils and by those collective agreements. In other locations local and national schemes ex-

ist, which follow the respective trade union-negotiated agreements for the industry.

Our policy is to promote equal opportunities for men and women, and our board expressly demands equal opportunity recruitment into managerial positions. The proportion of female middle managers that Fenix Outdoor currently employs is 44.4 percent (2020: 41.6 percent), while the proportion of women in top man-

agement positions is 30 percent (2020: 24 percent). Our board is 17 percent female.

The staff turnover rate in 2021 over all operations including the retail business is difficult to assess for the year, due to shop closures, short-time work or furloughs during the long lockdown periods and other factors. However, based on the data received, the turnover rate was about 44 percent (2020: 38 percent) reflecting the purchase of a new entity, the integration of a competitor in Denmark as well as the sell-off of Brunton. In Europe we can establish a turnover rate of about 1.7 percent.

The ratio between females and males leaving Fenix Outdoor dropped to 1.4: 1 F/M (2020: ratio F/M 1.7:1), meaning that roughly 58 percent of staff members leaving were females. All eligible staff members are entitled to parental leave (i.e., parents with children under a certain age). The definition differs from country to country, so an overall percentage value cannot be established. For our biggest operations, we have established that out of 126 eligible and affected employees (2020: 65), 77 returned after 12 months (2020: 32) while an additional nine stayed away beyond a 12-month period, but this data is not very reliable as there were parents who became parents another time and hence left again or stayed away longer than 12 months. Therefore, we are unable to assess how many of those who did not return after 12 months prolonged their leave to have another child.

At Fenix Outdoor, it is important for us not only that employees keep abreast with the latest developments and knowledge, but also that they have an opportunity to develop themselves. Fenix Outdoor significantly increased the online training opportunities for our colleagues. In 2021 we provided each employee with an average of 30-plus hours in personal and technical training (2020: 10.7 hours per staff member), including training on CSR and compliance (n = 2 446). The trainings were given to female and male employees in equal numbers.

This training enables us to remain flexible, well educated and skilled. We also intend for the training to inspire people and build up their qualifications for their current or new tasks. Fenix Outdoor continued its trainee program for young professionals, now called

Global Graduates. We hired three new global graduates in 2021. The original program started in 2011 with three management trainees. We also support our employees who want to develop their education, such as achieving MBAs.

### **Working hours and wages**

We do not exceed locally agreed limits on working hours. Fenix does not require employees to exceed the legal limits on hours of work, and we think that at a minimum we should adhere to the International Labour Organization conventions regarding rights at work and apply them to both internal and external service providers. Our wage levels are competitive, and we offer several benefits to our staff. These differ from entity to entity and depend on legal or negotiated frameworks.

The figures on the accompanying fact sheet need to be interpreted with some caution. First, wage entry levels vary around the globe. In Europe, the minimum wage level often equals the entry level. However, this cannot be compared to the wage levels in Asia, where in general we pay about twice the minimum wage as an entry-level wage. Therefore, it requires a thorough analysis to properly compare the data which we started in 2021 by using FLA's living wage tool.

A good work-life balance is important to Fenix Outdoor, and on a case-by-case basis we encourage our employees to participate in outdoor activities. In most locations, business operations permitting, we offer flexible working hours and in special cases we let people work from home or from a remote location, as we were basically forced to do on a global scale in 2021 due to Covid-19. This forms part of our precautionary approach. Fenix Outdoor strives to take a non-discriminatory approach by paying equal wages to men and women, and by exceeding the minimum wage levels where possible. We hire local managers for operations.

### **Health and safety in the workplace**

Our employees' safety is paramount for Fenix Outdoor. We do not accept hazardous equipment, unbearable surroundings or unsafe premises. Most of our staff members operate under German, Swedish, Dutch, US and Finnish

legislation, and the companies in our group comply with national laws.

The workplace should be safe and hygienic, and we take effective steps to prevent potential accidents and to minimize health risks as much as possible, particularly in our factories and logistical operations. Safety awareness is always a priority for us, and safe working procedures should be understood and implemented daily by everyone working in the factory. We ensure there are safety and handling instructions for operational equipment.

A figure for days lost due to absenteeism (12 days in 2020) could not be established. There were 49 work-related injuries recorded, including bicycle accidents on the way to or from the workplace (2020: 1). The majority of injuries involved falling in the office or cuts when opening boxes and cutters with knives or scissors. No fatalities or work-related diseases were reported. Reported cases of work-related illness were about 26, mainly back pain and impaired vision due to long work in front of a computer screen.

### **Workplace, work-life balance and employee support**

Every year Fenix Outdoor offers its employees a chance to experience the outdoors and learn something about nature survival skills and the handling and functioning of our equipment by giving our staff the chance to have a great time outdoors together. The Fjällräven Classic, offered in Sweden, the United States, Denmark, Germany and Hong Kong, and Fjällräven Polar, as well as the Hanwag Alpine Experience, are the events that our employees, customers and business partners most commonly participate in. However, most events were again only virtual, except the Fjällräven Classic in Sweden. Nonetheless, we strived to inspire our employees to go outdoors and share their experiences through our intranet Basecamp. When addressing the SDGs in our internal webinar series, we also addressed several goals that have a strong but not exclusive relationship to the cardinal direction of our compass "Well-being." In particular the SDGs 3 (good health and well-being), 4 (quality education), 6 (clean water and sanitation), 8 (decent work and economic growth) and 10 (reducing inequalities) were mentioned by our colleagues, and we continue to work on projects and programs in those areas. ●

# Summary from the Group Compensation Report

The Compensation Report of the Annual Report 2021 contains details of the total compensation paid to members of the Board of Directors and the Senior Executives. In accordance with the Ordinance against Excessive Compensation in Stock Exchange Listed Companies, which came into force on January 1, 2014, the Annual General Meeting of Shareholders votes to approve the compensation of the members of the Board of Directors and the Senior Executives. The following is an excerpt from the Annual Report 2021.

## Principles

The Board of Directors of Fenix Outdoor International AG determine guidelines for remuneration to Senior Executives at market terms, enabling the company to recruit, develop and retain Senior Executives. The remuneration consists of a fixed salary, pension and other benefits. Total remuneration is to be at market rate and reflects the areas of responsibility of the Senior Executive and the complexity of their role. In addition to the fixed salary component, Senior Executives are also eligible to receive variable compensation, which is related to the achievement of sales and profitability targets. For Senior Executives, variable remuneration is a maximum of 50 percent of their basic annual salary. Compensation is not to be paid in the form of stock options or other share-related incentive programs. The details of the report can be found in the Annual Report's Audit Report.

## BOARD OF DIRECTORS COMPENSATION OVERVIEW: Fixed compensation

At the AGM held in May 2020 the AGM approved a maximum total compensation for 2021 to the Board of Directors of TEUR 1 400. The compensation paid in 2021 totaled TEUR 1 233 (previous year: TEUR 921). Two Directors of the Board, Rolf Schmid and Ulf Gustafsson, invoiced consultant fees for support given to the Fenix Outdoor Group, Mr. Schmid through a company controlled by himself, RS Mandate AG, and Mr. Gustafsson through a company controlled by himself, Consilo AB.

## Variable compensation

There is no variable compensation paid to the Board of Directors, except for Martin Nordin as Executive Chairman and Susanne Nordin. In 2021, Martin Nordin received a bonus of TEUR 232. In 2020 no bonus was given. In 2021 Susanne Nordin received a gratification of TEUR 100. In 2020 no variable compensation was given to Susanne Nordin.

The Executive Chairman is entitled to a bonus, based on return on total assets for the Fenix Outdoor Group (income after financial items plus interest expenses, as a percentage of average total assets). The base is the average repo rate, set by the European Central Bank, for the relevant calendar year plus 10 percent. The base +1 percent gives an extra monthly salary; the base +2 percent gives a further monthly salary, up to six monthly salaries. In 2021 the average repo rate was -0.5 percent. The return on total assets in 2021 was 15.9%. For 2021 Martin Nordin is entitled to a bonus of six months' salary. Total assets are defined as total assets excluding effects from IFRS 16 adjustments.

## SENIOR EXECUTIVES Fixed compensation

At the AGM held in May 2020 the AGM approved a maximum total fixed compensation for 2021 to the Senior Executives of TEUR 2 500. A total of TEUR 1 800 was paid out in fixed compensation in 2021 (previous year: TEUR 1 780).

## Variable compensation

In 2021 a total variable compensation to the senior executives of TEUR 1 231 was given. The variable compensation paid for 2021 is to be confirmed by the annual general meeting in April 2022. In 2020 no variable compensation was given.

The highest total individual compensation was given to Martin Axelhed.

## Compensation to former members

No compensation was paid to the former Directors of the Board or Senior Executives.

## Loans, credits and guarantees in 2021

No loans or credits were granted by Fenix Outdoor International AG or any other Group company to Senior Executives or the Directors of the Board, and no such loans were outstanding as of December 31, 2021. In the reporting year also no collateral or guarantees were granted to Senior Executives or the Directors of the Board.

## SHAREHOLDING IN FENIX OUTDOOR INTERNATIONAL AG

### Board of Directors 2021 12 31

Martin Nordin 18 300 000 A-shares and 242 568 B-shares  
Mats Olsson No shares  
Ulf Gustafsson No shares  
Susanne Nordin 20 000 B-Shares (through company)  
Sebastian von Wallwitz 100 B-shares  
Rolf Schmid No shares  
(Sven Stork, No shares Permanent Honorary member of the Board)

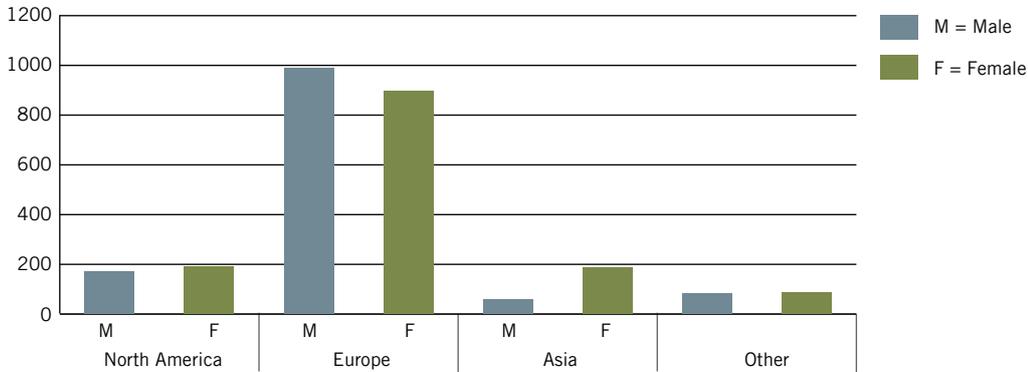
### Senior Executives 2021 12 31

Alex Koska, President 1 000 B-shares  
Martin Axelhed, Executive Vice President 6 000 B-shares  
Henrik Hoffman, Vice President 10 250 B-shares  
Nathan Dopp, Vice President 1 200 B-shares  
Thomas Lindberg, CFO 1 100 B-shares

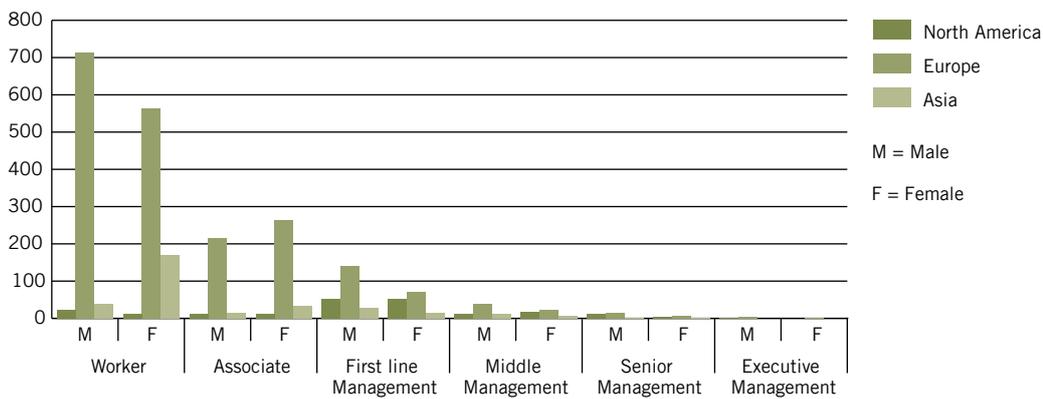
The salary ratio between the highest-paid individual in the company and the average payment in the lowest-paid staff category is 35:1 (excluding interns and apprentices); the ratio to the average salary level remains 13:1; a ratio between the highest-paid individual(s)' pay rise and the average staff pay rise would be 0.6:6 (see Economy chapter for changes including bonuses). However, such a figure is highly dependent on external factors, including exchange rates and cost of living, so the ratio is not definitive. In general, bonus payments are excluded from the assessment. The ratio between the highest-paid individual in the company and the annual median compensation of all employees is 16:1.

FACT SHEET  
WELL-BEING 2021

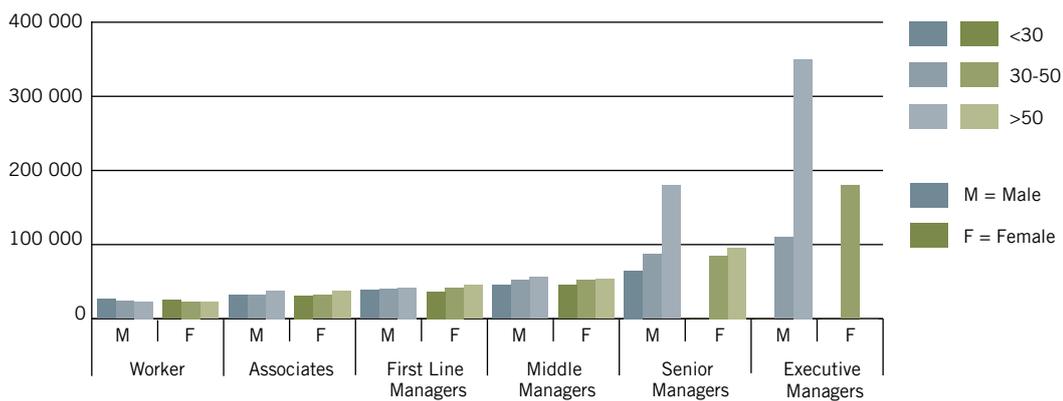
**STAFF DISTRIBUTION BY GENDER**



**DISTRIBUTION OF STAFF BY GENDER AND CATEGORY PER REGION**



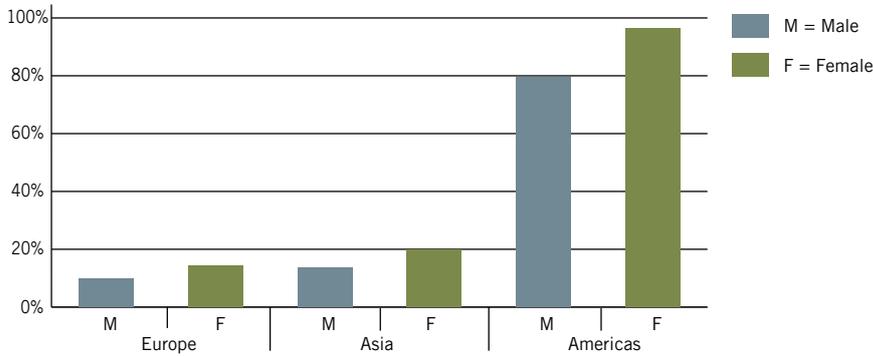
**AVERAGE INCOME LEVELS PER AGE GROUP, GENDER AND STAFF CATEGORY**



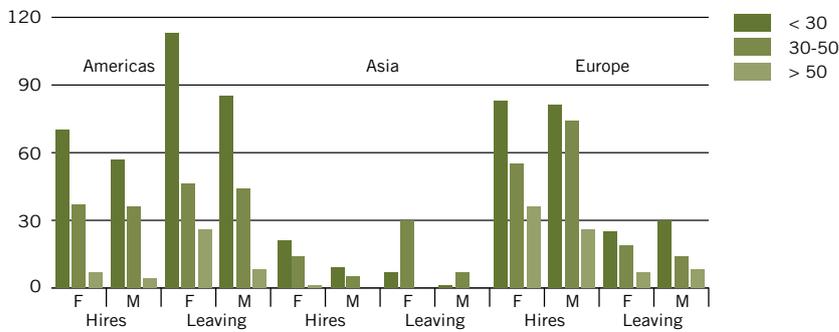
Indicator	2020	2019	2021 Goal
Child Labor	0	0	0
Health and Safety	1 entity	2 entities	3 entities
Health and Safety audits in suppliers	all audited suppliers	> 90 %	all audited suppliers
Training and education	50	30	N/A
Staff Member Survey	var (5 surveys by HR & CSR)	N/A	3 internal surveys

FACT SHEET WELL-BEING 2021 (CONT.)

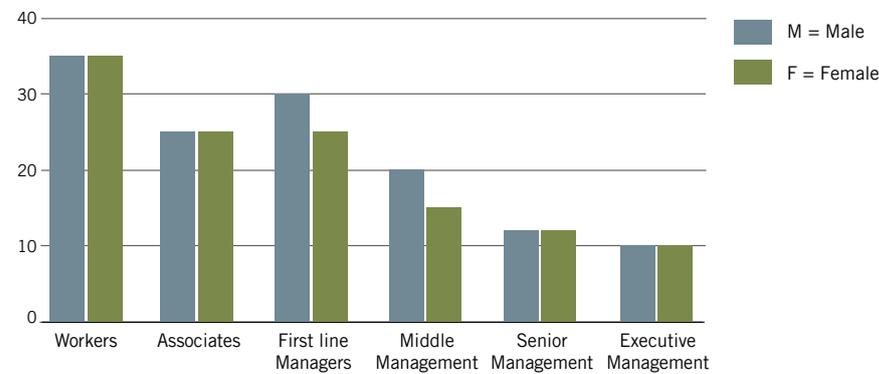
**STAFF TURNOVER PER REGION AND GENDER**



**STAFF FLUCTUATION PER REGION, GENDER AND AGE GROUP**

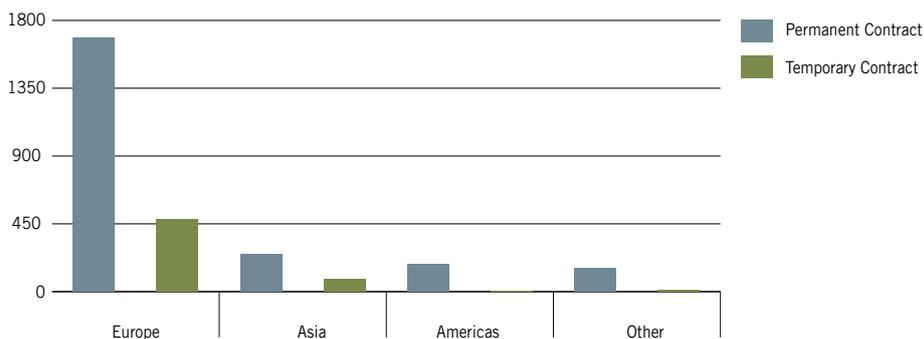


**TRAINING HOURS/YEAR/PERSON FEMALE/MALE PER JOB CATEGORY**



**TOTAL TRAINING HOURS INVESTED:  
CA. 79 003 HOURS (ALL ENTITIES, ALL EMPLOYEES)**

**DISTRIBUTION OF STAFF BY CONTRACT**



# 6. REPORTING: We continue to uphold our commitment to transparency and corporate responsibility.

## Reporting initiative

Fenix Outdoor is pleased to present its 2021 Sustainability Report. We always strive to engage our stakeholders, and we want to uphold our commitment to transparency and corporate responsibility. Our sustainability reporting takes place on an annual basis.

This report is based on the internationally recognized Global Reporting Initiative (GRI) standards and the principles of the UN Global Compact. It covers the group companies that are included in the consolidated financial statements. We report in accordance with the comprehensive reporting level, but we have not sought external verification yet.

The GRI Content Index lists the indicators as defined by the GRI Standard as far as it has been applied. Material topics addressed were raised in Fenix Outdoor's Materiality Matrix. The previous Sustainability Report was published in April 2021, and we will continue to publish on an annual basis for the foreseeable future.

## Report methodology

The reporting period is the business year 2021. The report also discloses information on key events and data from previous years for comparison. If at the time of publication the final figures of 2021 were not yet available, calculations have been based on comparable annual figures for 2020 or a comparable time range of 12 months (e.g., October 2020 to October 2021). Due to the sale of Brunton, environmental data were in most cases an extrapolation of 2020 figures based on the duration until the sell-off date (equal to 87.16 %). Certain data sets are constantly used with a year's delay (e.g., water and heating for stores in Germany). These are marked accordingly in the report wherever possible.

As some data are location- and market-specific but have been summed up, the indication of data not corresponding with the actual business year is not possible. Some data only refer to a portion of the business year, since the location

was not in operation for a full 12-month period or was closed due to the Covid-19 pandemic. Where no specification for electricity consumption data was available, the country average mix or the data from the year before was used. Since not all emission factors were available for all locations for the recent year, older data sets were used, preferably from publicly available scientific or governmental sources. However, the most recent conversion factors are used.

Water data has been refined. Some data has never been metered and hence represents a conservative consumption assumption. Some information on water consumption is only available for the previous year (e.g., the report is for 2021, while data sets are for 2020 or 2019). This is mainly the case for Globetrotter Ausrüstung GmbH. In contrast to the annual report, the CSR Report also includes data from all Chinese locations (JV) and integrated data (as far as is available) where suppliers exclusively work for Fenix Outdoor. Subsequently, personnel data sets are also on a different basis than in the annual report.

Some data have been extrapolated and estimates are based on a conservative behavioral assumption, such as per-capita data from statistical handbooks for the respective region or country. Hence, some data are likely to be overstatements. The reporting entities cover more than 99 percent of the corporate value generation and 99 percent of the group's employees. However, where needed, calculation and extrapolation of data was done in order to give a fair and realistic picture and to represent the aforementioned coverage.

In most instances we used the overall full-time equivalent (FTE) average given in the annual report. For some data, such as water consumption and emissions from travel or staff training hours, FTE figures are not suitable, so we used headcounts or internal survey results. Where other bases for calculations are

used, this is stated separately (e.g.,  $n = x$ , where  $x$  is the reference group size).

Around 75 percent of the nonfinancial data is checked internally, and all financial data is checked externally, giving a reasonable yet still not fully satisfactory level of confidence for all information provided in this report.

Transportation figures and CO<sub>2</sub>e emission data were supplied by travel agencies, shipping companies and external service providers, as well as suppliers. They therefore constitute a reasonable overview of Scope 1, 2, and 3 emission data. In this report we have fully relied on the accuracy of these sources' data collection and checked only for the data's plausibility. In the United States, Sweden, the Netherlands, and Germany, we relied increasingly on our own data sets, which are available through our IT system.

The calculation of emissions data was based on the Greenhouse Gas Protocol wherever possible. German and Swedish locations showed the actual energy mix on the invoices or the information was directly communicated by the supplier (reference year: 2020). The fleet information was provided by shipping companies and internal sources. In some cases, assumptions were made based on the fuel consumption of certain locations. Data on business travel and commutes were calculated based on available information within the group and provided by individual staff members and carriers.

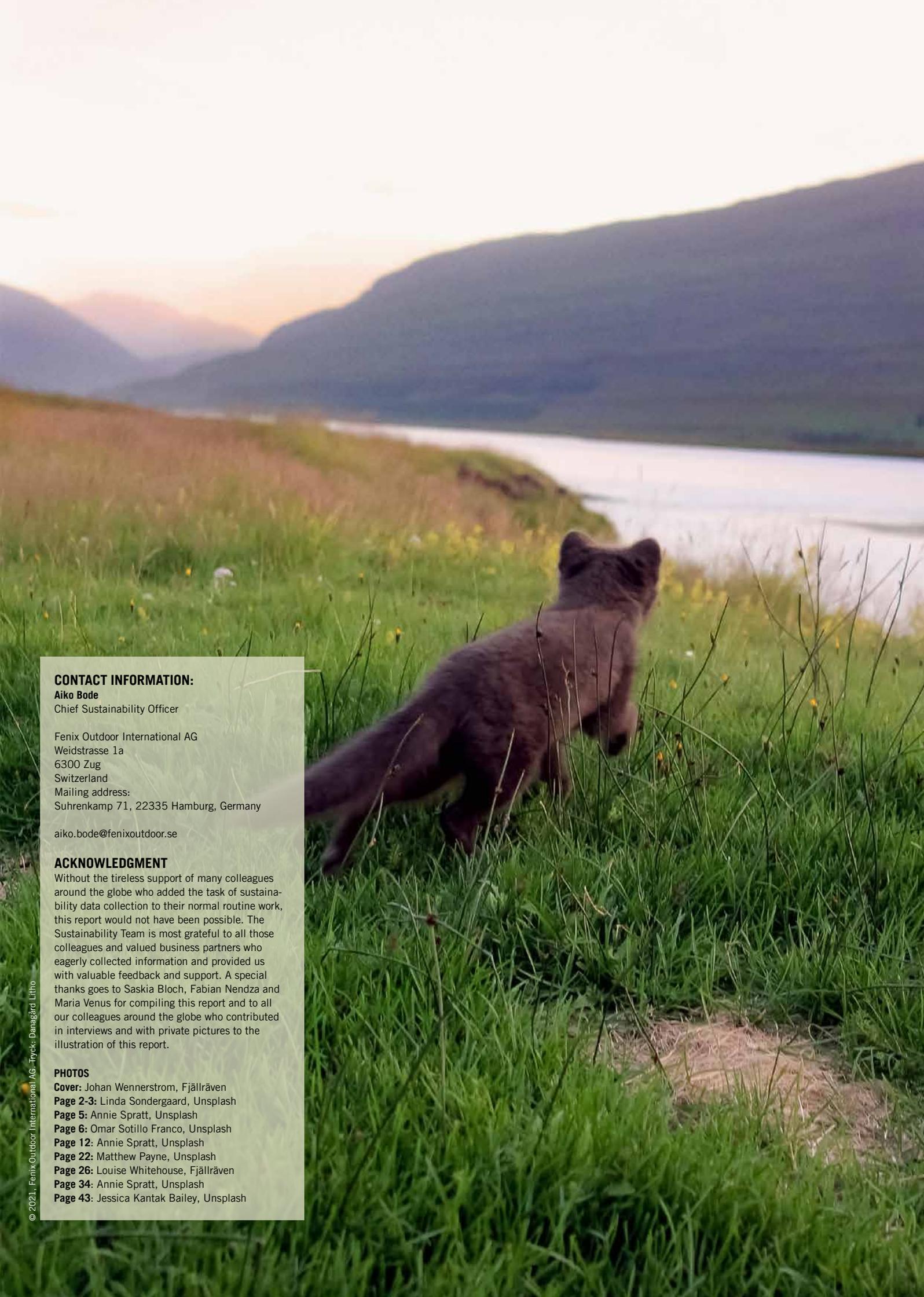
Other bases of calculation are stated separately. Data for economic factors and personnel information cover all of the group's consolidated companies. If not listed in FTE numbers, details concerning employee structure are based on numbers of employees. Both refer to the cut-off of data (December 31, 2021) unless otherwise indicated. Capture efficiency is more than 90 percent. However, data on seasonal staff and interns are only available in an overview list, so no analysis of this staff group was possible. ●

# GRI STANDARD CONTENT INDEX 2021

Indicators		Reference page or comment	Status
	<b>Organizational Profile</b>		
GRI 102-1	Name of the organization	pages 4, 23	■
GRI 102-2	Activities, brands, products, and services	pages 23	■
GRI 102-3	Location of headquarters	pages 4, 23	■
GRI 102-4	Location of operations	pages 23	■
GRI 102-5	Ownership and legal form	pages 23, 36	■
GRI 102-6	Markets served	page 23, 24	■
GRI 102-7	Scale of the reporting organization	pages 23, 39	■
GRI 102-8	Information on employees and other workers	pages 34, 35, 37, 38	■
GRI 102-9	Supply Chain description	pages 6, 27, 28	■
GRI 102-10	Significant changes to the organization and its supply chain	pages 4, 6, 23, 27, 28	■
GRI 102-11	Precautionary principle or approach	pages 7, 8, 13	■
GRI 102-12	External charters, principles or initiatives	pages 6, 7	■
GRI 102-13	Membership associations	pages 6, 7	■
	<b>Strategy</b>		
GRI 102-14	Statement from senior decision maker	page 3	■
GRI 102-15	Key impacts, risks, and opportunities	pages 7 - 10	■
	<b>Ethics and Integrity</b>		
GRI 102-16	Values, principles, standards, and, behavioral norms	pages 4, 6, 10	■
GRI 102-17	Mechanism for advice and concerns about ethics	pages 10	■
	<b>Governance</b>		
GRI 102-18	Governance structure	pages 4, 6, 23, 36	■
GRI 102-19	Process for delegating authority for sustainability topics from the board to senior executives and other employees	pages 4-7	■
GRI 102-20	Executive-level responsibility for economic, environmental and social topics	pages 4-7	■
GRI 102-21	Stakeholder consultation process on economic, environmental and social topics	pages 7, 8	■
GRI 102-22	Composition of the board and its committees	page 36; see also Annual Report 2021	■
GRI 102-23	The chair of the board is also an executive officer	page 36	■
GRI 102-24	Nominating and selecting the highest governance body	page 36, according to law	■
GRI 102-25	Board conflict of interest	page 36, according to law	■
GRI 102-26	Role of the board in setting purpose, values and strategy relating to sustainability impacts	pages 4, 6	■
GRI 102-27	Board knowledge of sustainability issues	pages 4, 6	■
GRI 102-28	Board performance with respect to governance of sustainability issues	n/a	■
GRI 102-29	Board role in the identification and managing economic, environmental and social impacts	pages 6-10	■
GRI 102-30	Board role in reviewing effectiveness of risk management processes for sustainability areas	pages 4, 6	■
GRI 102-31	Frequency of boards review of sustainability impacts, risks and opportunities	pages 4, 6	■
GRI 102-32	Highest committee or position that formally reviews and approves the organizations sustainability report	pages 3, 4, 6	■
GRI 102-33	Process for communicating critical concerns to the board	pages 3, 4	■
GRI 102-34	Nature and total number of critical concerns that were communicated to the board	page 4	■
GRI 102-35	Remuneration policies for the board and senior executives	pages 4, 6	■
GRI 102-36	Process for determining remuneration	page 36	■
GRI 102-37	Stakeholders involvement in remuneration	page 36	■
GRI 102-38	Ratio of the annual total compensation for the organizations highest paid individual to the median annual total compensation of all employees	page 36; limited confidence	■
GRI 102-39	Ratio of percentage increase in annual compensation for the organizations highest-paid individual to the median percentage increase in annual total compensation for all employees	page 36	■
	<b>Stakeholder Engagement</b>		
GRI 102-40	List of stakeholder groups	page 7	■
GRI 102-41	Collective bargaining agreements	page 34	■
GRI 102-42	Identifying and selecting stakeholders	pages 8, 9	■
GRI 102-43	Approach to stakeholder engagement	page 8	■
GRI 102-44	Key subjects and concerns raised during stakeholder engagement	pages 8, 9	■
	<b>Reporting practice</b>		
GRI 102-45	Entities included in the consolidated financial statements	pages 22, 24; see also Annual Report 2021	■
GRI 102-46	Defining report content and topic boundaries	page 39	■
GRI 102-47	List of material topics	pages 8, 9	■
GRI 102-48	Restatements of information	see Chapter 2, Factsheet page 21	■
GRI 102-49	Changes from previous reports	page 39	■
GRI 102-50	Reporting period	page 39	■
GRI 102-51	Date of most recent report	page 39	■
GRI 102-52	Reporting cycle	page 39	■

Indicators		Reference page or comment	Status
GRI 102-53	Contact point for questions regarding the report	page 43	
GRI 102-54	Claims of reporting in accordance with the GRI standards	no such claims	
GRI 102-55	GRI content index	pages 40 - 42	
GRI 102-56	External assurance	no such assurance	
<b>Management Approach</b>			
GRI 103-1	Explanation of the material topic and its boundary	pages 4 - 10	
GRI 103-2	The management approach and its components	pages 4 - 10	
GRI 103-3	Evaluation of the management approach	pages 4 - 10	
<b>Economic Performance</b>			
GRI 201-1	Direct economic value generated and distributed	pages 24, 25	
GRI 201-2	Financial implications and other risks and opportunities due to climate change	pages 10, 13 - 15	
GRI 201-3	Defined benefit plan obligations and other retirement plans	pages 24, 36, about 66 %; see Annual Report 2021	
GRI 201-4	Financial assistance received from government	page 22	
<b>Market Presence</b>			
GRI 202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	page 35; M/F 1:1, ratio EL/Min 1:1 to 2,2:1	
GRI 202-2	Proportion of senior management hired from the local community	page 36; 95 %	
<b>Indirect Economic Impacts</b>			
GRI 203-1	Infrastructure investment and services supported	n/a	
GRI 203-2	Significant indirect economic impacts	page 10	
<b>Procurement Practices</b>			
GRI 204-1	Proportion of spending on local suppliers	100 %, not formalized	
<b>Anti-Corruption</b>			
GRI 205-1	Operation assessed for risks related for corruption	100 % of new operations	
GRI 205-2	Communication and training about anti-corruption policies and procedures	routine training	
GRI 205-3	Confirmed incidents of corruption and actions taken	0 (page 10)	
<b>Anti-competitive behavior</b>			
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	0 (page 10)	
<b>Materials</b>			
GRI 301-1	Material used by weight or volume	pages 15 - 17	
GRI 301-2	Recycled materials used	pages 15 - 17	
GRI 301-3	Reclaimed products and their packaging materials	pages 15 - 17	
<b>Energy</b>			
GRI 302-1	Energy consumption within the organization	pages 14, 21	
GRI 302-2	Energy consumption outside the organization	pages 14, 21, 29	
GRI 302-3	Energy intensity	page 21	
GRI 302-4	Reduction of energy consumption	page 14	
GRI 302-5	Reductions in energy requirements of products and services	pages 13, 14	
<b>Water</b>			
GRI 303-1	Water withdrawal by source	page 15	
GRI 303-2	Water sources significantly affected by withdrawal of water	page 15	
GRI 303-3	Water recycled and reused	page 15, 16	
<b>Biodiversity</b>			
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	n/a	
GRI 304-2	Significant impacts of activities, products, and services on biodiversity	n/a	
GRI 304-3	Habitats protected or restored	n/a	
GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	n/a	
<b>Emissions</b>			
GRI 305-1	Direct (Scope 1) GHG emissions	pages 14, 21	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	pages 14, 21	
GRI 305-3	Other indirect (Scope 3) GHG emissions	pages 14, 21	
GRI 305-4	GHG emissions intensity	pages 14, 21	
GRI 305-5	Reduction of GHG emissions	page 14	
GRI 305-6	Emissions of ozone-depleting substances (ODS)	no such substances	
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	page 21	
<b>Effluents and waste</b>			
GRI 306-1	Water discharge by quality and destination	page 15, 16	
GRI 306-2	Waste by type and disposal methods	page 15 - 17	
GRI 306-3	Significant spills	none	
GRI 306-4	Transport of hazardous waste	none	
GRI 306-5	Water bodies affected by water discharges and/or runoff	page 15, 16	

Indicators		Reference page or comment	Status
	Environmental compliance		
GRI 307-1	Non-compliance with environmental laws	none	■
	Supplier Environmental Assessment		
GRI 308-1	New suppliers that were screened using environmental criteria	100 %	■
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	pages 10, 27 - 29	■
	Employment		
GRI 401-1	New employee hires and employee turnover	pages 34, 35, 37	■
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	pages 34 - 37, diverse systems; staff clothing in retail	■
GRI 401-3	Parental leave	page 35	■
	Labor/Management Relations		
GRI 402-1	Minimum notice periods regarding operational changes	according to law or workers agreements	■
	Occupational Health and Safety		
GRI 403-1	Workers representation in formal joint management-worker health and safety committees	according to law	■
GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	page 35	■
GRI 403-3	Workers with high incidence or high risk of diseases relating to their occupation	page 35	■
GRI 403-4	Health and safety issues covered in formal agreements with trade unions	according to laws and risk assessments	■
	Training and education		
GRI 404-1	Average hours of training per year per employee	pages 35, 38	■
GRI 404-2	Programs of upgrading employee skills and transition assistance programs	page 35	■
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	var.: between 0 and 100 % in various entities	■
	Diversity and Equal Opportunity		
GRI 405-1	Diversity of governance bodies and employees	pages 34, 35	■
GRI 405-2	Ratio of basic salary and remuneration of women to men	1:1 nominal; between 1,2 to 0,71: 1 absolute	■
	Non-discrimination		
GRI 406-1	Incidents of discrimination and corrective actions taken association and collective bargaining may be at risk	0	■
	Freedom of association and collective bargaining		
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	specific countries (repr. 70 % of suppliers)	■
	Child Labor		
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	0	■
	Forced or compulsory labor		
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	0	■
	Security Practices		
GRI 410-1	Security personnel trained in human rights policies or procedures	n/a	■
	Rights of indigenous peoples		
GRI 411-1	Incidents of violations involving rights of indigenous peoples	n/a	■
	Human Rights Assessment		
GRI 412-1	Operations that have been subject to human rights reviews or impact assessment	Asian operations	■
GRI 412-2	Employee training on human rights policies and procedures	routinely all every year	■
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	n/a	■
	Local Communities		
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	all operations at their own discretion (page 32)	■
GRI 413-2	Operations with significant actual and potential negative impacts on local communities	n/a	■
	Supplier Social Assessment		
GRI 414-1	New suppliers that were screened using social criteria	100 %	■
GRI 414-2	Negative social impacts in the supply chain and actions taken	pages 28, 32, 33	■
	Public Policy		
GRI 415-1	Political contributions	0	■
	Customer Health and Safety		
GRI 416-1	Assessment of the health and safety impacts of product and service categories	done routinely	■
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	0	■
	Marketing and Labeling		
GRI 417-1	Requirements for products and services information and labeling	risks mainly with Primus and in retail business; regular checks	■
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling	page 10	■
GRI 417-3	Incidents of non-compliance concerning marketing communications	page 10	■
	Customer privacy		
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	■
	Socioeconomic Compliance		
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	0	■

A photograph of a dark-colored dog, possibly a Labrador, standing in a lush green field. The dog is facing away from the camera, looking towards a large body of water in the distance. In the background, there are rolling hills and mountains under a soft, hazy sky, suggesting a sunset or sunrise. The overall scene is peaceful and natural.

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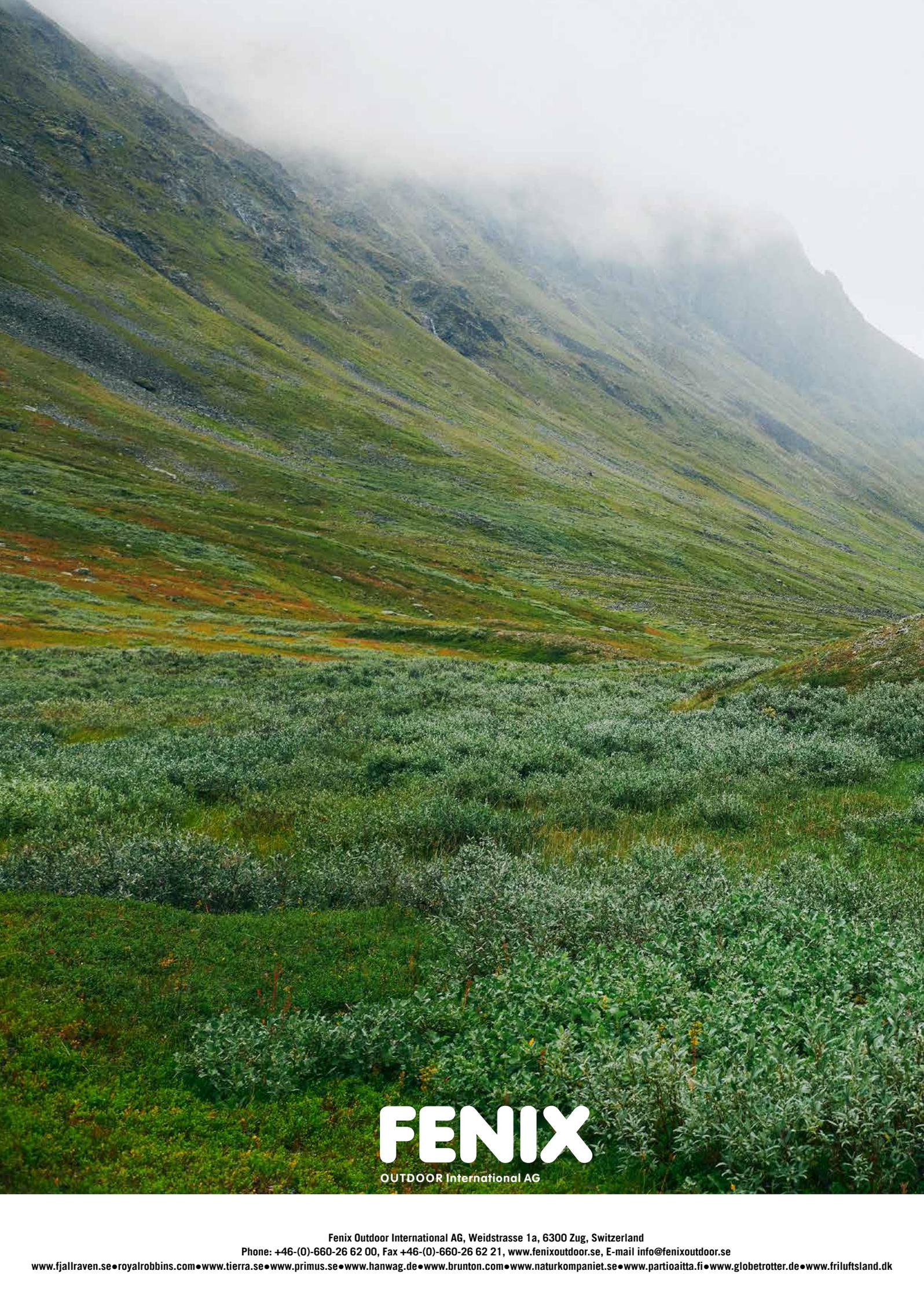
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## ACKNOWLEDGMENT

Without the tireless support of many colleagues around the globe who added the task of sustainability data collection to their normal routine work, this report would not have been possible. The Sustainability Team is most grateful to all those colleagues and valued business partners who eagerly collected information and provided us with valuable feedback and support. A special thanks goes to Saskia Bloch, Fabian Nendza and Maria Venus for compiling this report and to all our colleagues around the globe who contributed in interviews and with private pictures to the illustration of this report.

## PHOTOS

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