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**CORPORATE  
SOCIAL RESPONSIBILITY  
REPORT 2019**



**CALIDAGROUP**





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# Acting on conviction

Dear readers,

Sustainability is a topic everywhere and its importance is continually growing. CALIDA GROUP has been gearing all its activities towards sustainability for more than a decade now, and some of its brands have published their own corporate social responsibility reports on this topic. Today another milestone has been reached: CALIDA GROUP has published its first corporate social responsibility report for the entire Group.

CALIDA GROUP is a globally active apparel group with its head office in Sursee, Switzerland. It consists of the brands CALIDA and AUBADE in the lingerie segment, MILLET, OXBOW, EIDER and LAFUMA Outdoor in the alpine sports and outdoor segment as well as the outdoor furniture brand LAFUMA MOBILIER. The environmental and social impact as well as the risks and opportunities vary on account of the different products and supply chains. In order to meet these varied requirements, we give our brands a high degree of flexibility in developing their own sustainability strategies. The strategies, however, are bound by guidelines, as having uniform standards and reporting is important to us. As a Group, we assume responsibility across the entire value chain, address the interests of the various stakeholder groups and align our activities with the principles of sustainable development.

Sustainable thinking and action are an integral part of our corporate culture. Compliance with legal and regulatory requirements is for us a matter of course. The corporate social responsibility report is an expression of how all of us at the CALIDA GROUP carefully and consciously interact with our environment. This includes every single employee in our Group as well as the company in its actions and its goals. We are striving for an alternative to a throw-away society and are doing everything in our power to achieve this.



Daniel Gemperle, COO and Reiner Pichler, CEO

CALIDA GROUP has adopted a consistent approach to sustainability in recent years. We have chosen a risk-and-opportunity-based approach for sustainability management and have built up our programme progressively. Our achievements range from sustainably managing our supply chain and launching sustainable products onto the market through to supporting our own employees in maintaining a healthy work-life-balance.

Our Group has achieved fantastic results thus far. Nevertheless, we still have a long road ahead of us and would like to invite you to join us on this journey.

Handwritten signatures of Reiner Pichler and Daniel Gemperle. Reiner Pichler's signature is on the left, and Daniel Gemperle's signature is on the right.

Reiner Pichler, CEO

Daniel Gemperle, COO

# Our Highlights

We, as the CALIDA GROUP, make every effort to improve our products and achieve healthy levels of corporate growth. Our brands are as unique as their sustainability strategies. We would therefore like to feature the following brand highlights that we have developed and implemented in the past few years:

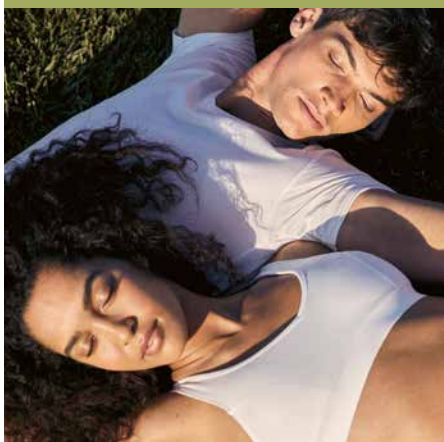


## CALIDA

The 3-layer Swiss Spacer technology combines naturalness and functionality. The inside and outside made with natural fibres are joined by fine polyamide. This creates a thin air cushion – breathable, moisture and temperature regulating.

## CALIDA

What began with the first completely biodegradable T-shirt is now making a tangible difference night and day. As incomparably comfortable, breathable underwear and nightwear. As airy loungewear for a cosy feeling everyday. For a completely wonderful feeling – not just on the skin.



## Lafuma MOBILIER

With its characteristic honeycomb pattern, the BeComfort line combines comfort, durability and style. The bulk-dyed fabric provides the OEKO-TEX® certified textiles with excellent UV resistance and a guarantee against chemical reprocessing. For all its BeComfort line products sold, LAFUMA MOBILIER sponsors the breeding of 120'000 bees.



## MILLET

Together with MILLET, the American fashion designer Spencer Phipps designed a western-inspired capsule collection. This fleece jacket made entirely from fabric offcuts combines neutral colours and a comfortable fit, making it both functional and environmentally friendly.



## Lafuma

The backpack “L’Original” does not compromise between environmental friendliness, design and functionality. The main material is made out of 100% recycled polyester (mainly from recycled plastic bottles) and is 100% PVC-free. The focus in manufacturing this backpack was on the raw material and the extended life of the product.



## CALIDA

Seamless, sustainable and simply stunning: The super soft, perfect fitting seamless panties made of TENCEL™, Modal Micro and ROICA™, elastane are 100% biologically degradable, natural and virtually invisible – like a second skin.



## Lafuma MOBILIER

The SPHINX chair is developed and manufactured in France and has a patented folding system. 78% of the raw material is “Made in France” certified (including the supply chain), which leads to a smaller carbon footprint. The textiles are also dyed in a more environmentally friendly manner – lower water consumption, minimal pollution and without using harmful chemicals.



## OXBOW

OXBOW refrains entirely from using goose down and uses fibres from renewable plant-based raw materials from the “DuPont™-Sorona®” brand. The manufacturing of the fibres uses 40% less energy and reduces greenhouse gas emissions by 56%. These products not only look great but are also highly functional – the fibre filling is particularly light and breathable.

## Lafuma

LAFUMA introduced the first shoes with an environmentally friendly design, called “Leaf”, which does not compromise between environmental friendliness, design and comfort. “Leaf” is the Low Impact™ Champion in all categories: It is made out of almost 70% natural, recycled materials.

# Our Group

CALIDA GROUP is a global provider in the clothing and outdoor segments with its brands CALIDA, AUBADE, MILLET, EIDER, LAFUMA Outdoor, LAFUMA MOBILIER and OXBOW. Every single brand specialises in its core business.

For more than seventy years, the CALIDA brand has stood for top Swiss quality, exceptional craftsmanship and absolute comfort. The long-established brand has made it its mission to produce sustainable products that fit perfectly, are a joy to wear and are tailored to the individual style of the customer. All its products are developed in Sursee, Switzerland.

AUBADE has been a leading brand for luxury lingerie since its launch in 1958. Each creation is a mix of innovative styling and glamorous creativity. Perfect execution and the art of seduction are all part of AUBADE's sense of "savoir-vivre". The campaign "Leçons de séduction", which enjoys cult status in France, has increased the brand's international visibility.

The MILLET MOUNTAIN GROUP combines the three brands MILLET, EIDER and LAFUMA. MILLET is a popular choice amongst mountain sports enthusiasts. As a pioneer for innovative and functional products, MILLET offers a full range of equipment for mountaineering, climbing and walking. EIDER products for ambitious sports and outdoor enthusiasts combine high-quality materials with functionality and modern elegance. LAFUMA specialises in clothing and equipment for active explorers and offers innovative technology, protection and comfort for hiking, travelling and trekking tours.

LAFUMA MOBILIER designs, develops and manufactures outdoor furniture to accompany people in every moment of relaxation – at home and out in the great outdoors. Based on unique expertise, which has been enhanced and refined for 60 years, LAFUMA MOBILIER puts all its skills at the service of well-being, taking into account sustainability and environmental aspects.

OXBOW, the pioneering French surf brand, has an extensive collection of high-quality, comfortable clothing for sports and leisure. The focus on uncompromising comfort and quality is supported by a unique knowledge of fabric types and tailoring techniques.

At the beginning of March 2017, the CALIDA GROUP strengthened its e-commerce business by acquiring 100% of the shares in Reich Online Service GmbH. This acquisition will accelerate the development of e-commerce across all the Group's brands.

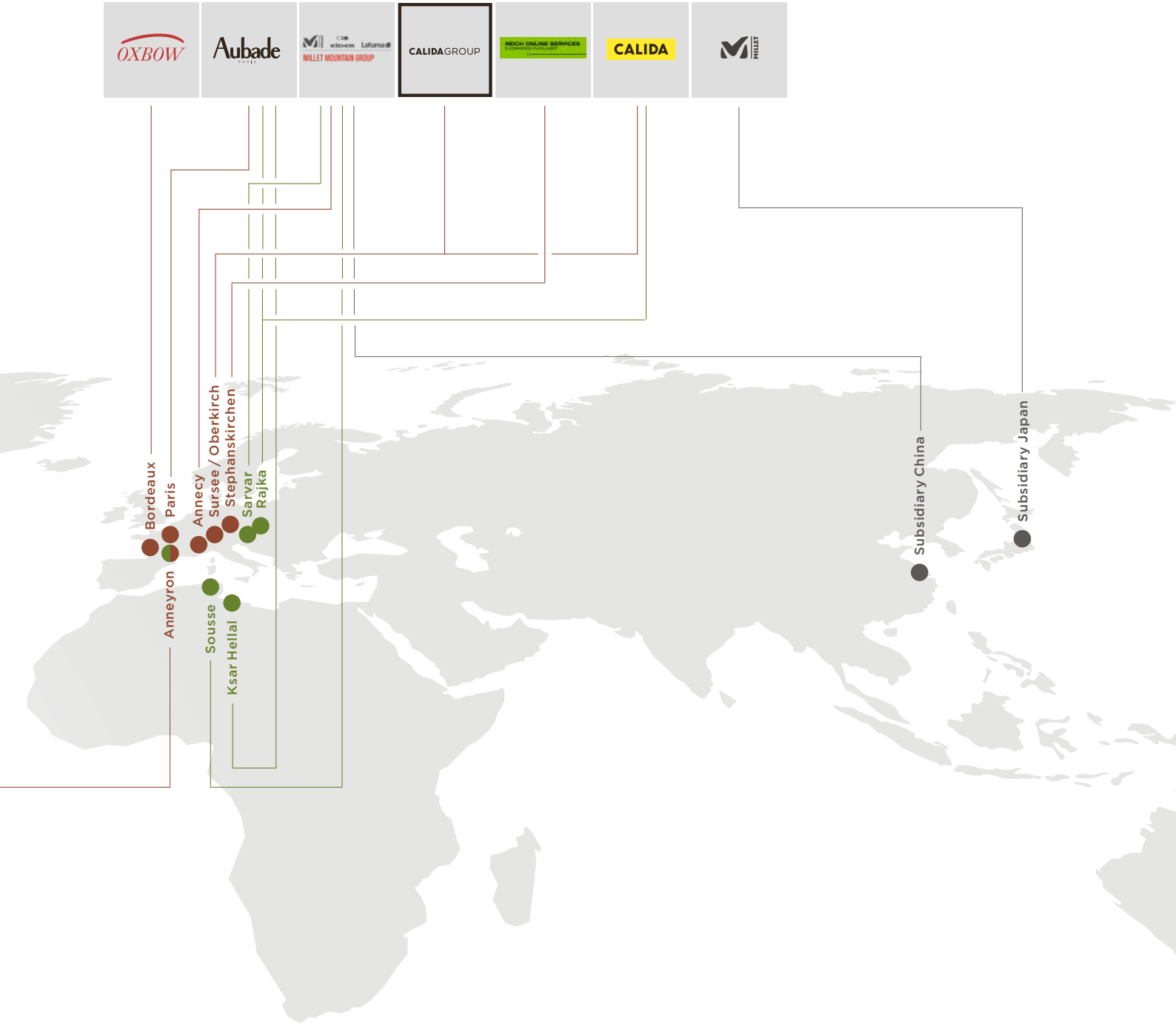
Headquartered in Sursee (Switzerland), the CALIDA GROUP employs around 3'000 people and achieved sales of around CHF 404 Million in 2019. CALIDA Holding AG is listed on the SIX Swiss Exchange in Zürich.



**Head offices**  
**Production locations**  
**Subsidiaries**

Subsidiary USA



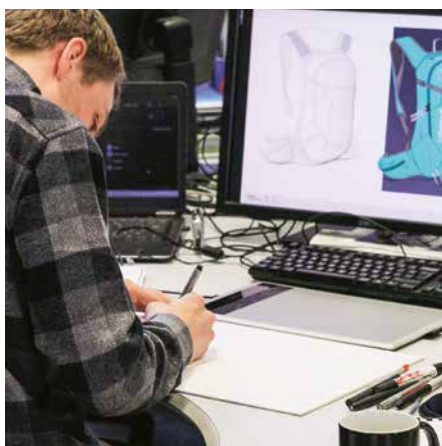


# Our employees

CALIDA GROUP has around 3'000 employees in its operations, including its own factories.



“CALIDA GROUP is a global company in a multicultural environment. More than 30 different languages are represented across the entire company.”



“We are proud of our recycled backpack collection. It is always exciting to develop new products using innovative materials.”



“The percentage of women in the Group as a whole is very high. Many positions held by women, not only in the specialist departments but also in management.”





“ Sustainable fashion does not only make you feel good, it also looks good. We are proud that our range of sustainable products is steadily growing.”

“ It is great to see how our suppliers are all pulling together in the same direction. Regular communication and on-site visits foster close collaboration.”

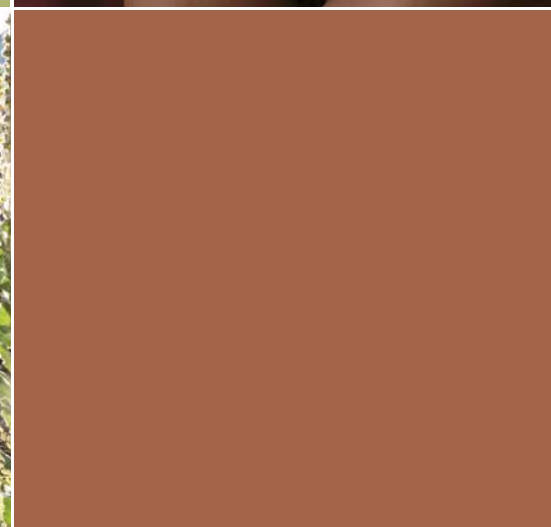
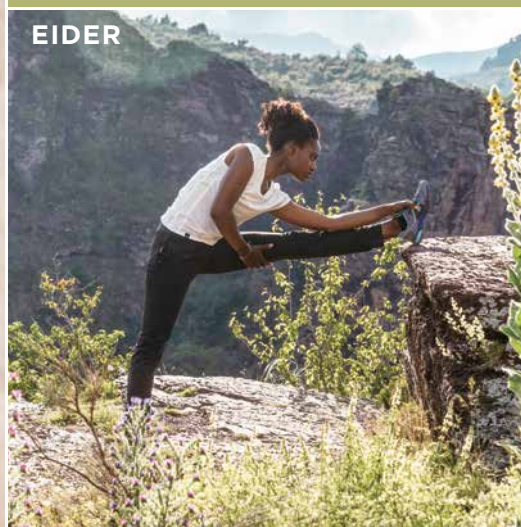


“ As fans of the outdoors, it is important to us that we can rely on eco-friendly natural materials and raw materials that promote the preservation of resources.”

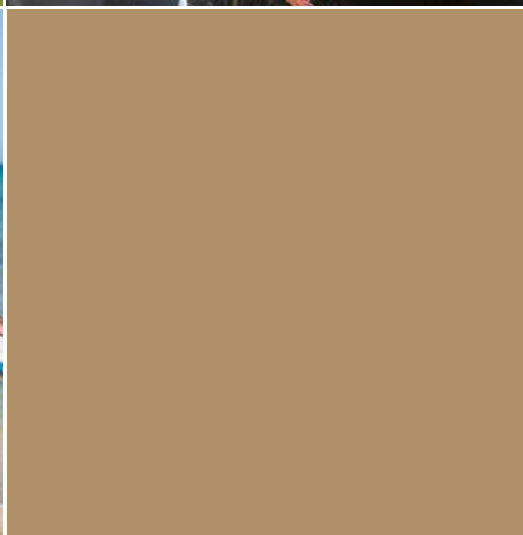


# Our products

Our product range extends from lingerie, underwear and nightwear to outdoor products, such as jackets, trousers, shoes and surf products, through to outdoor furniture. All the products of our brands have one thing in common: The love for design and functional detail.





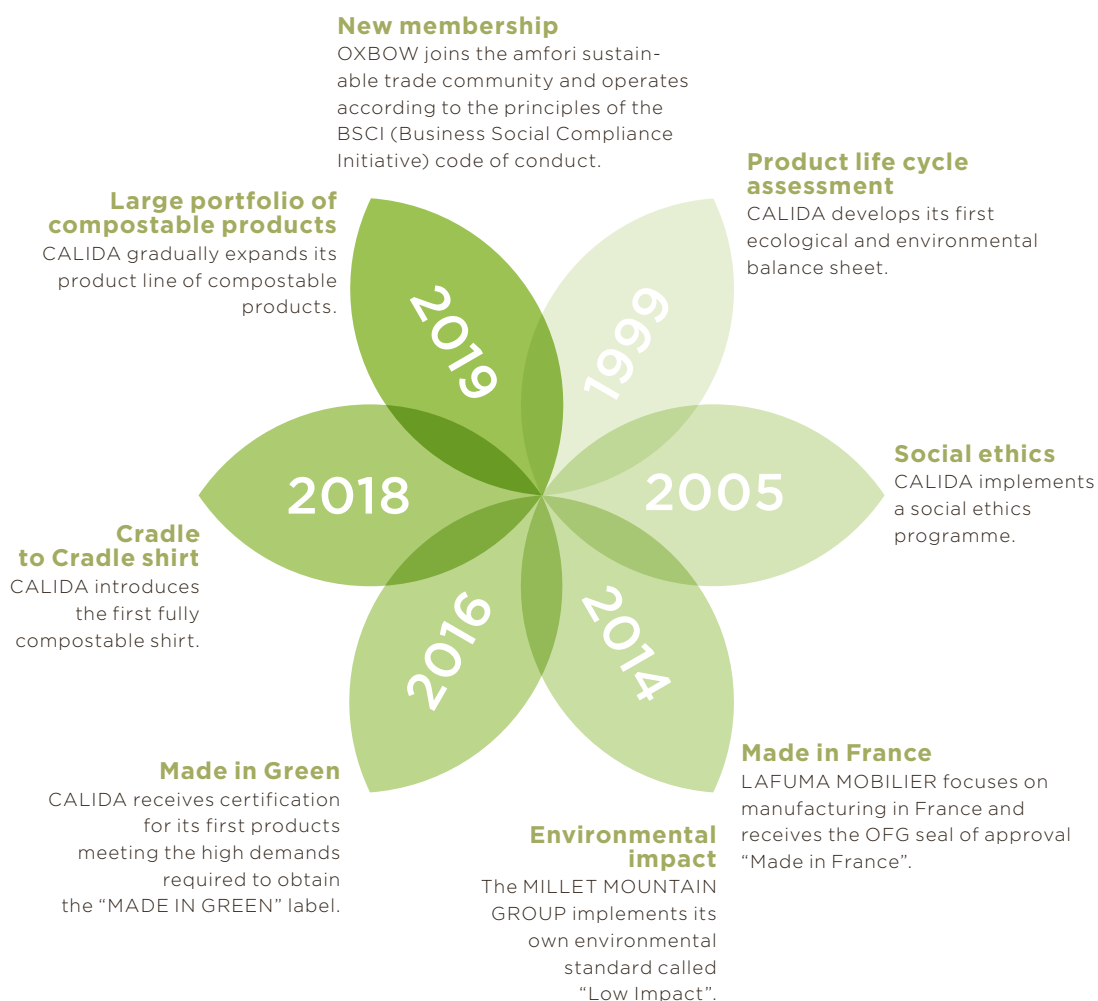




# Our strategy

## What we have achieved so far

Over the past twenty years, the CALIDA GROUP has set a number of milestones on its path towards sustainable management. What began in 1999 with an initial product life cycle assessment has developed to this day into an established management function with sophisticated management tools.



### Materiality assessment

As a first step, a materiality assessment across the entire value chain<sup>1</sup> was carried out at CALIDA and the MILLET MOUNTAIN GROUP, taking into account aspects relating to sustainability<sup>2</sup>. In doing so, important aspects were identified and the findings were discussed in terms of effects, risks and opportunities and from different perspectives.

CALIDA and MILLET MOUNTAIN GROUP have a presence in the supply chain with prestigious programmes such as amfori BSCI, “OEKO-TEX®” (“STANDARD 100 by OEKO-TEX®” for product certification or “STeP by OEKO-TEX®” for product certification) and “bluesign®” (for chemicals management). The other brands also have similar programmes in place. In terms of environmental aspects, there are some risks in the management of resources, for example materials and energy. As is the case across the industry, chemicals management poses a risk if it is not managed properly.

In terms of social issues, there are risks in connection with working conditions within the value chain, with the awarding of sub-contracts and in procurement. We also identify opportunities: in particular in HR and public relations along the entire value chain.

With the increased levels of awareness, we see the risks in all areas as an opportunity to improve and develop the sustainability strategy.

### Sustainability guidelines and tools

Based on the materiality assessment, CALIDA GROUP has developed a strategic approach for the Group. The Group's strategy is to define minimum guidelines for all brands – in all areas across the value chain and for all aspects relating to sustainability. We have defined these in our sustainability guidelines, which contain not only minimum requirements, but also further-reaching and more ambitious specifications for the brands. The brands want to develop further in this regard. The roll-out started at the beginning of 2019. Implementation is progressing step by step – depending on the level of maturity of the existing programmes within the individual brands. Furthermore, all brands are encouraged to develop their own sustainability strategies with targets and action plans. In addition to the sustainability guidelines, we have also developed a sustainability toolbox. This toolbox contains additional resources for all the areas covered by the guidelines document.

### Code of conduct

Whilst developing the sustainability strategy, CALIDA GROUP decided to update the existing code of conduct. This can be viewed and is available on the Group's website ([www.calidagroup.com](http://www.calidagroup.com), in the “Investors” section).

<sup>1</sup> Management, marketing, communication, design, material and technical development, in-house production, payroll, procurement, transport and logistics, facility management, HR, sales (wholesale, retail, e-commerce, outlet), use and end of product life.

<sup>2</sup> General standard disclosures (strategy and analysis, governance, stakeholder engagement, etc.), economics (procurement practices), quality (repairs), environment (compliance, materials, energy consumption, water consumption, emissions – for example CO<sub>2</sub> – waste water, waste, chemicals management, transport, supplier environmental analysis), focus on products and their environmental impact, social issues (working practices and decent work – human rights – HR, public relations, health and safety).



A white t-shirt is hanging in front of a dense green plant. In the background, a neon sign with cursive text is visible. The t-shirt has a pocket on the left side with the text "CELEBRATE CHANGE." printed on it. A small orange tag is attached to the neckline of the shirt.

# 30%

of the entire CALIDA collection has been awarded the "MADE IN GREEN by OEKO-TEX®" label.

# 3 years

takes it to develop the "Cradle to Cradle Certified™" shirt.

# 100%

of the children's collection is made from GOTS certified cotton.





Sustainability is not a trend and something fundamentally new for CALIDA. It is part of its corporate identity. This includes the high-quality and longevity of its products, its innovative spirit and fair, environmentally friendly and social production. Only two years after the implementation of the “MADE IN GREEN by OEKO-TEX®” label in 2016, CALIDA launched the first compostable T-shirt made from 100% cellulose fibre, which bears the independent label “Cradle to Cradle Certified™”.

#### Products, partners and personnel

It has always been CALIDA's goal to raise awareness for high-quality and sustainable products, as the Swiss brand is aware of its responsibility to future generations. In its soon to be eighty years of market experience, the company has developed an in-depth understanding of sustainability: Innovations in product development and a highly-sensitised supply chain through to the company's own staff – the issue of sustainability is put into practice in all of its forms and is part of the company strategy as the brand essence. Our guiding principle is long-term thinking and maximum transparency.

CALIDA sources most of its materials in Switzerland. All CALIDA products are designed and developed entirely in Sursee, Switzerland; about 80% of manufacturing is carried out by the company via its own manufacturing platform in Hungary. In addition, in 2016 CALIDA was one of the first underwear brands to introduce the label “MADE IN GREEN by

OEKO-TEX®”. The product label is not only awarded based on strict social and ecological criteria. It also serves as proof that the textiles certified with this label have been tested for harmful substances.

Another highlight for CALIDA in 2018 was the 100% NATURE shirt: The shirt, made of “TENCEL™” Lyocell Micro, is an innovation in the area of sustainability. It is the first fully compostable shirt with material made from 100% cellulose fibre, produced in a closed, particularly resource-saving cycle from sustainable forestry. The 100% NATURE product range, which has also been certified with the independent label “Cradle to Cradle Certified™”, is being extended continuously. Design collaborations and new capsule collections – one-off and limited mini collections – underpin this innovative product approach in respect of circular products.

#### End-to-end transparency

The external label “MADE IN GREEN by OEKO-TEX®” makes it possible for the end customer to trace the product in detail across the supply chain back to the raw materials. The product label stands for harmless and sustainably produced and tailored clothing. The label combines the certification requirements of “OEKO-TEX® Standard 100” and “STeP by OEKO-TEX®”. Specifically this means: The products are made exclusively from materials that have been tested for hazardous substances in accordance with “OEKO-TEX® Standard 100”. Over 300 test criteria ensure the health safety of all of the materials used. Furthermore, any products with this certification have to be manufactured in environmentally-friendly establishments with secure and socially responsible workstations. “STeP by OEKO-TEX®” covers all of the relevant facets of sustainability in the manufacturing process. The label also covers sustainability and transparency, not only in the manufacturing of the finished product but also in the manufacturing of the material.

With the “MADE IN GREEN” label, the consumer can trace a specific article thanks to its product ID. This provides information regarding the factories along the textile supply chain where the product was manufactured, which manufacturing steps were carried out in the factories involved and in which countries the manufacturing took place. The entire children's collection has been certified since autumn 2016. In the meantime, a growing number of the ranges in the women's and men's collections have also been awarded the seal. The

**“The Swiss brand CALIDA is aware of its responsibility to future generations”.**

**Alexandra Helbling**  
General Manager CALIDA



aim is to continuously increase the proportion of products in the coming years and to thus certify the majority of the CALIDA collection with “MADE IN GREEN by OEKO-TEX®”.

### **Sustainability par excellence**

The 100% NATURE shirt, launched in 2018, was a true highlight for CALIDA. The innovative product bears the independent labels “MADE IN GREEN by OEKO-TEX®” and “Cradle to Cradle Certified™”. The latter defines recyclable products. This means: The raw materials it contains can be reused again and again in the biological cycle. The production methods, the use and the recycling of the products are – in contrast to conventional recycling – designed such that the quality of the raw materials is preserved over several life cycles. When they decompose, the components are broken down into valuable biological nutrients. New products can then be produced from the renewable raw materials. A win-win situation, in particular for nature. Since then, the 100% NATURE series has been continuously extended.

### **Transparency you can read about**

CALIDA published its first environmental report back in 1999. Now expanded into the CALIDA Sustainability Report, it is published annually on the website in March and is made available to end customers. Details on all corporate divisions, such as product development, procurement, logistics and HR are published and at the same time annual divisional targets are defined. This allows CALIDA to offer customers a high level of transparency and fosters dialogue.

### **Together we are stronger**

In today’s challenging market, combined forces are needed. Therefore, sensible collaboration is becoming increasingly important in order to promote or present our own brands in new environments. In May, CALIDA thus participated in the GREEN TECH FESTIVAL in Berlin, which had a particular focus on innovative, sustainable technology. CALIDA provided the official festival shirt with the slogan “CELEBRATE CHANGE”, naturally from its sustainable range 100% NATURE. This was followed by participation at the B2B trade fair Neonyt in Berlin in July together with our long-standing partner OEKO-TEX.

CALIDA also collaborates with artists. The brand thus launched two statement shirts in August 2019 in collaboration with sustainable influencers, which were printed on the compostable 100% NATURE shirt. Another collaboration project under the name “DESTINATION NATURE” followed in September with the New York-based artist Amber Vittoria.

### **Think Green, Yellows!**

In 2019, CALIDA established its own, internal sustainability team at the location in Sursee. The guiding principle is: “Think Green, Yellows!”. The team consists of volunteer employees from all departments who are committed to sustainability. The goal: Raise awareness internally and consistently pursue internal sustainability measures.









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# 70%

of materials originate from Europe.

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# 2020

Development of a future environmentally friendly swimwear collection (available from 2021).

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# 87%

level of conformity achieved according to the audit in the manufacturing plant in Tunisia.

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AUBADE, with its head office in Paris, France, has been designing lingerie collections since 1958. The seductive lingerie brand has always understood how to combine expertise, comfort, fashion, sensuality and sustainability.

#### **Responsibility obligates**

Creating designs that fit any figure like a second skin, around the clock and which will be a reliable companion to any woman in any stage of life and seductively accentuate the feminine curves of any woman – that is the challenge AUBADE is faced with every season and one which it tackles passionately. But it is not just comfort that plays a major role. The sustainability of the selected materials and the entire value chain are just as important for the company.

#### **Environmentally friendly materials**

In the future, AUBADE will produce with some recycled materials and further increase the proportion of environmentally friendly materials it uses over the coming years. The company deems these to be materials that really do have a low environmental impact.

**“Seduction can also be sustainable.”**

**Philippe Bernaud**  
General Manager AUBADE

#### **Designed for longevity**

AUBADE offers perfect tailoring and a comfortable fit, which is based on many years of expertise in manufacturing shapewear. The materials used are luxurious Leavers lace from Calais, Swiss embroidery, guipure, satin and Italian silk. The company focuses on style and innovation, is always on the look out for new colours, original motifs and fabrics. From the first sketch to delivery to the boutiques takes 18 months. Each individual product is tested by independent bodies that run mechanical stress tests to ensure the sustainability of the products. At least 24 components are required to develop an AUBADE bra, which ensures the desired level of comfort and fit with a perfect anti-slip mechanism and discrete clips, no matter what the size.

#### **Focus on employees**

Improved working conditions for a happier, healthier and more productive workforce: That is an important goal and AUBADE is on the right path. According to the Workplace Conditions Assessment (WCA) carried out in September 2019, the production facility in Tunisia achieved a conformity rate of 87%. The company wants to further improve this already high score.

#### **Optimisation of packaging**

AUBADE has reduced the amount of packaging it uses and has switched over to paper and cardboard from sustainably managed and certified fibres. The main supplier UNIBAGS received a silver medal in the 2019 ECOVADIS CSR Rating.

#### **Internal sustainability team**

AUBADE has set up an internal team for environmental and social matters with a defined organisation chart including governance for each project.

#### **Donations**

AUBADE is not unconcerned about what is happening outside the company. Societal phenomena are monitored and support is provided where this is reasonable and possible. Therefore, the company donates products to charitable organisations (such as Sidaction, Arcade, Les Restos du Cœur).





# 73%

of the collections are made from environmentally friendly or recycled materials.

# 12 years

of successfully cleaning the glacier around Chamonix "Responsable Mountain Operation".

# 1993

First environmentally friendly designed backpack from recycled cotton.

**1992**

First partnership with the NGO "France Nature Environnement"

**1993**

First eco-designed backpack in recycled cotton

**2002**

First social audits in the factories

**2003**

First eco-designed clothing products

**2004**

First eco-designed footwear

**2007**

First mountain clean up operation by Lafuma: "Opération Montagne Responsable"





## “The pioneering spirit that drives us forward constantly invites us to open up new routes towards a future that is more respectful of people and the environment”

**Frédéric Ducruet**  
General Manager MILLET MOUNTAIN GROUP

On 1 January 2016, the brands MILLET, EIDER and LAFUMA Outdoor were merged into the MILLET MOUNTAIN GROUP. This shared name marked a new chapter in the history of the three brands. The aim remained the same: To offer the customer the best mountaineering clothing and equipment. The MILLET MOUNTAIN GROUP has geared its sustainability strategy towards the following commitments:

Ecological design: 73% of the collections are made from environmentally friendly or recycled materials.

Supply chain: Independent social audits at suppliers according to the SEDEX SMETA Standard.

Extending product life: Repairs, donations and recycling of returned products.

Commitment to society: Raising awareness for environmental protection through campaigns and partnerships.

In order to reduce its environmental impact, the MILLET MOUNTAIN GROUP decided to concentrate on specific aspects of the business and value chain. The company has been working for many years to improve its social and ecological impact.

### “Low Impact” standard

More than ten years ago, the MILLET MOUNTAIN GROUP introduced an internal eco design standard, which makes it possible to manage and support the progress of the product development teams. Under the name “LOW IMPACT™”, it is now used by all of the brands in the MILLET MOUNTAIN GROUP. In 2019, 73% of the collections had the “LOW IMPACT™” label. This standard is monitored by our independent partner, Agence Innovation Responsable (AIR).

### Materials – the right selection

The MILLET MOUNTAIN GROUP has set itself the target of manufacturing products that are long-lasting and high-performing, but which above all are not harmful to people or the environment. This is ensured by carefully selecting materials that are recognised for their performance and durability. Systematic laboratory testing of all of the materials we select is also important to ascertain whether they meet the requirements in terms of quality and life span. To this end, the company uses certifications such as “STANDARD 100 by OEKO-TEX®”, “blue-sign®” and “Responsible Down Standard”, which help the company to identify appropriate sustainable materials. In addition to certifications, the MILLET MOUNTAIN GROUP selects materials that have been manufactured with the lowest environmental impact. These are primarily recycled, organic and natural materials.

The company has made adhering to and exceeding the requirements of the EU (REACH) chemicals regulation a top priority. The MILLET MOUNTAIN GROUP goes even further and uses its own restricted substances list (RSL), which governs which chemicals may not be used in the products by suppliers.

### Supply chain

The MILLET MOUNTAIN GROUP has an audit programme for all suppliers, which covers transparency along with social, ecological and quality-related

**2007**

Introduction of the “LOW IMPACT” label at MILLET

**2009**

First MILLET MOUNTAIN GROUP carbon foot print

**2014**

Introduction of the “LOW IMPACT” label at LAFUMA and EIDER

**2016**

Integration of down and feather certified by the RESPONSIBLE DOWN STANDARD

**2016**

Integration of PFC-free, water repellency solutions

**2019**

Integration of recycled down



issues. The company initially decided to use the independent service provider ACTE International, which allows the production partners' progress to be evaluated and promoted according to the META protocol of the SEDEX 4 pillars.

For the company, it is important that every effort is made to relocate production as close as possible to the site where the products are used. In line with this, the company owns two factories – in Tunisia and Hungary – where approx. 30% of the collections are manufactured. This allows working conditions and the quality of the products to be monitored to an even greater extent.

The company tries to keep air freight to a minimum. The MILLET MOUNTAIN GROUP has carried out trials of transporting goods from China by rail and would like to further reduce its environmental impact in this way.

#### **Sustainability projects**

MILLET has undertaken several activities which have reached a wide audience thanks to various sponsoring and product presentation campaigns. For example, with the "MILLET expedition project", MILLET supports the explorer and adventurer community through the MXP support package. This makes it possible for many projects to discover the world with sporting, scientific, ecological or social goals.

For twelve years, LAFUMA has been active in cleaning the mountains around Chamonix through the "Responsible Mountain Operation" project. Together with its partners, LAFUMA is exploring the surroundings of Chamonix with the largest glacier in the Mont Blanc Massiv, in search of waste. This is to restore the beauty and cleanliness that this landscape deserves. The unifying and convivial event, in which almost 160 employees, volunteers and media participated, has collected more than thirty tonnes of waste since the campaign started.

#### **Internal programmes**

The MILLET MOUNTAIN GROUP, which has its head office in Annecy – in the heart of the French Alps – is also committed to reducing its environmental impact on site to as low a level as possible. For this reason, the company has established the "Greenside Collective" working group. It consists of volunteers from amongst employees, who suggest creative alternatives for operational environmental and social management.

The working group deals with the following issues, amongst others: mobility (e.g., reduction of fine dust pollution using car sharing platforms or self-service fleets of bikes, etc.), responsible consumption (e.g., supporting local and organic food or receiving reusable bottles and cups) and waste management (e.g., waste sorting or partnerships with the Outdoor Waste Lab, upcycling unusable materials by sewing small bags). In addition, regularly workshops also take place with employees to reuse fabric offcuts and create colourful, unique bags – nothing is thrown away. New ideas are regularly discussed and implemented.







A photograph of an outdoor cafe area. In the foreground, there is a round grey table with a small bottle of orange juice, a straw hat, and an open magazine. Two orange mesh chairs with black frames are positioned around the table. In the background, more tables and chairs are visible through a large glass window. The scene is bright and sunny.

# 100%

of products are designed and made in France.

# 120'000

bees are sponsored through sales of products from the BeComfort line.

# 0%

usage of harmful phosphate in the production process.





LAFUMA MOBILIER designs, develops and manufactures outdoor furniture to accompany people in every moment of relaxation – at home and out in the great outdoors. The company focuses all of its know-how on “well-being”, based on unique expertise, which it has been enhancing and refining for sixty years in Anneyron, France.

#### **Vision and mission**

The company consciously interprets the term “well-being” in a broad manner. Starting with the people who manufacture the products to the customers that use them, through to the environment from which the company sources the materials for the products.

LAFUMA MOBILIER has set itself the goal of becoming even more sustainable, transparent and environmentally friendly in the future. The company is committed to a mission for society, which contributes to the welfare and well-being of everybody. The well-being of the employees and that of the customers, with the promise of long-lasting comfort, is always at the forefront. Respect for the environment coupled with strengthening and modernising the eco design approach in line with the maxim “Doing more with less: more comfort and versatility for customers and less raw materials and energy consumption” is also not overlooked.

#### **Products and materials**

In order to guarantee product quality and user safety, all products are tested for quality and ability. To this end, the company has invested in a testing laboratory (testing mechanical, UV and tear resistance along with product stability). This makes it possible to guarantee the quality of the prototypes and to ensure that standards are adhered to.

Raw materials consumption is reduced to the greatest possible extent through precise metal processing and optimising material width. The principle of having a consistent framework allows LAFUMA MOBILIER to reduce the impact on manufacturing (shapes and tools), whilst simultaneously meeting customer expectations.

Longevity is of the utmost importance at LAFUMA MOBILIER. For this reason, the company offers its customers spare parts and replacement canvas. Moreover, the products can be easily dismantled at the end of their lifecycle to optimise recycling.

#### **Manufacturing and transport**

LAFUMA MOBILIER’s aim is clear: To minimise the environmental impact of production to the greatest possible extent. To this end, in 2019 the company modified the metal surface processing tunnel to remove phosphate, reduce energy consumption and extend the life of the products. Most of the materials used (paper, cardboard, metal, paint, pallets, plastics) are recycled. Energy-saving LED lighting has also been installed in workshops and in the shop.

In 2020, 100% of the production facility area will be fitted with LED lighting. In order to further reduce the ecological footprint, the company uses environmentally friendly transport, for example shipping rather than air freight, and groups orders when delivering to customers. Furthermore, LAFUMA MOBILIER has elected to use reusable boxes for its internal supply chain and has decreased its consumption of materials.

#### **Focus on employees**

LAFUMA MOBILIER makes every effort to support the continuous learning and development of its employees. For example, the company organises training sessions that are tailored to the needs of its staff. Furthermore, it has set up advantageous health and insurance services for its workforce. LAFUMA MOBILIER is also making investments to ensure the safety and well-being of its employees: One example is the installation of a pallet loader for the supply of steel in order to facilitate safe materials transport and metal cutting, another one is the “Siesteria”, a break room equipped with RELAX chairs, available to all staff members during break times.

**“Comfort is our trade,  
good sense is in our nature  
and well-being is our  
mission.”**

**Arnaud du Mesnil**  
General Manager LAFUMA MOBILIER



**90%**

of suppliers are audited.

**2020**

introduction of "amfori BEPI" certification.

**37%**

of polymers are manufactured from annually renewable plant-based components.

OXBOW | Neoprenanzug | WOKY  
Top Neopren | WANDA





The first French surf and lifestyle brand was founded in 1985 in Normandy, France. OXBOW evokes the constant motion of the ocean, which one can enjoy in all kinds of water sports. The head office is located in Bordeaux, France.

### Strategy and aims

To ensure the quality and durability of the products and environmental responsibility, OXBOW introduced the project "OXBOW Quality Level" in the reporting year and has made commitments in the following areas:

High-quality products based on the quality level 1.5 (international standard AQL – Acceptable Quality Limit)

In-house quality team in the countries where production takes place

"OEKO-TEX® Standard 100" certified textiles

"amfori BSCI" (Business Social Compliance Initiative)

Introduction of "amfori BEPI" (Business Environmental Performance Initiative) in 2020

Animal cruelty free (electing not to use goose down)

Clothing donation programmes

### Sustainable production

In order to guarantee that production is as environmentally friendly as possible, OXBOW endeavours to use less materials in manufacturing, reduce water consumption for cotton farming or raw materials processing and generate less waste. Furthermore, OXBOW is committed to complying in full with the REACH regulation for products sold in Europe (REACH stands for registration, evaluation, authorisation and restriction of chemicals).

**"We have our own in-house compliance department, which works closely with manufacturers and evaluates their performance."**

**Bruno Delaporte**  
General Manager OXBOW



In addition, OXBOW adheres to the list of banned or restricted materials, which have been tested and certified by recognised institutions according to an international standard and have been manufactured in compliance with the REACH regulation. 95% of the textile products are "OEKO-TEX® Standard 100" certified. The aim is to increase this figure to 100% by 2022.

### Materials

In order to stop using goose down completely, OXBOW has set up a partnership with the brand "Dupont Sorona": 37% of the polymers are manufactured from annually regenerating plant-based materials. This leads to a reduction in energy consumption of approx. 40% and a reduction of more than 50% in greenhouse gas emissions.

### Supply chain

OXBOW monitors the production cycles and guarantees a seamless process, which respects both people as well as the environment associated with production. The company takes seriously its responsibility toward its manufacturers and employees in terms of welfare, health and safety. Since March 2019, OXBOW has been a member of amfori BSCI and is integrated into a tried-and-tested audit system for welfare, health and safety. OXBOW also has its own in-house compliance department, which works closely with manufacturers and evaluates their performance. This relates to progress in terms of working conditions, occupational health and safety, fair remuneration, working time, health and safety. To date, more than 90% of suppliers have been audited (BSCI, SA 8000, SEDEX, WRAP etc.). The remaining 10% are currently in the process of being audited.

OXBOW wants to go still further. In 2020, the company will adopt a new approach to environmental management in the supply chain in line with the guidelines set down by amfori BEPI.

### Internal programmes

OXBOW offers all employees annual training and development opportunities, which aim to boost motivation and develop skills. In addition, the company offers quiet spaces and sports activities twice a week. The works council collaborates closely with OXBOW and in doing so aims to improve occupational health and safety.



# Our brands are committed to sustainability

This corporate social responsibility report provides an in-depth insight into the fundamental principles of the company, its manufacturing, products and employees. Using selected KPIs, we have been able to draw up detailed reporting on sustainability data across all of the Divisions.

We are making successful progress in all Divisions, even if the development of the Divisions varies greatly. All of the brands are committed to using environmentally friendly and sustainable materials. These are to a large extent certified according to the "OEKO-TEX® Standard 100" and are increasingly from recycled materials.

Virtually all of the brands have also achieved a great deal in supply chain management and are working together with renowned programmes. For example, CALIDA and the MILLET MOUNTAIN GROUP are very advanced in environmental management in the supply chain and have, for instance, already introduced the "STeP by OEKO-TEX®" (a production certification that includes environmental aspects) at several suppliers. OXBOW has also responded and committed to introducing the amfori BEPI (Business Environmental Performance Initiative) certification.

It is also worth noting that all of the brands attach great importance to using a means of transport that is as environmentally friendly as possible. The majority of products are transported by lorry, as many production facilities and suppliers are based in Europe and North Africa (Tunisia). A small proportion is produced in Asia and transport by sea is preferred.

The internal programmes are another important aspect of sustainability in the company. Together with our employees, we are developing environmental targets and establishing working groups. The latter consist of volunteers from amongst employees, who develop and introduce creative alternatives for operational environmental and social management.

We will also continue to tackle these sustainability issues in the coming years. We have set ourselves the goal of refining and quantifying the sustainability strategies across all Divisions in 2020, so that we will be able to present further achievements in the next corporate social responsibility report. The following sections provide an overview and cover the most important aspects of each Division.



## REPORTING

### Design, Products and Materials

Indicator	CALIDA	AUBADE	MMG*	LAFUMA MOBILIER	OXBOW
Design for Environment Approach (DfE)	<ul style="list-style-type: none"> <li>- 100% of fabrics are OEKO-TEX 100 certified</li> <li>- Use only GOTS certified materials for Kids</li> <li>- Focus on new materials, e.g. Tencel</li> <li>- Certify as many products as possible with Made-in-Green</li> <li>- Increase continuously the C2C (cradle to cradle) portion of the collection</li> <li>- Increase continuously the FSC certified portion of packaging</li> <li>- Establish a return-in-store concept for products at end-of-life</li> </ul>	<ul style="list-style-type: none"> <li>- 97% of fabrics are OEKO-TEX 100 certified</li> <li>- Target: 100% of fabrics are OEKO-TEX 100 certified</li> <li>- Starting with a DfE approach, using recycled fabrics and components</li> </ul>	DfE label called «Low Impact». The criteria are, at least: <ul style="list-style-type: none"> <li>- 80% Bluesign</li> <li>- Or 40% ecofriendly fabrics (recycled, organic, etc.)</li> <li>- Or 80% OEKO-TEX + PFC-free</li> <li>- Repair is possible</li> </ul>	<ul style="list-style-type: none"> <li>- 100% of fabrics are OEKO-TEX 100 certified</li> <li>- 5-year guarantee</li> <li>- Focus on low weight, least-space uptake</li> <li>- Design and cutting has been optimized regarding material consumption</li> <li>- Design with the product end of life in mind</li> <li>- Repair and replace spare parts</li> </ul>	<ul style="list-style-type: none"> <li>- 95% of fabrics are OEKO-TEX 100 certified</li> <li>- Target: 100 % of fabrics are OEKO-TEX 100 certified by 2022</li> <li>- Replacement of all plastic polybags with LD-PE 04 polybags</li> <li>- Replaced goose feather with «Dupont Sorona». 37% of the polymer is made using renewable plant-based ingredients</li> </ul>
Percentage of certified materials	OEKO-TEX 100: 100%	OEKO-TEX 100: 97%	OEKO TEX 100: 55% BLUESIGN: 43%	OEKO-TEX 100: 100%	OEKO-TEX 100: 95%

### Finish Goods own Production

Improvement Performance System covering 100% of Own Production

Description	CALIDA	AUBADE	MMG*		LAFUMA MOBILIER	OXBOW
Countries of owned factories	Hungary	Tunisia	Tunisia	Hungary	France	N/A
Number of owned factories per country	1	1	1	1	2	N/A
Supply chain certifications of owned factories	OEKO-TEX STeP, C2C (Cradle to Cradle)	WCA	-	-	-	N/A
Numbers of certified owned factories per country	1	1	-	-	-	N/A

### Subcontracting

Improvement Performance System covering 100% of Subcontractors  
(excl. subcontractors with less than 50 employees)

Description	CALIDA						
Countries of subcontractors	Hungary	Bulgaria	Croatia	Romania	Serbia	Slovakia	Poland
Number of subcontractors per country	9	5	3	1	1	1	1
Number of certified sub-contractors per country	5	4	1	1	-	-	-
Supply chain certifications of subcontractors	OEKO-TEX STeP, BSCI, C2C (Cradle to Cradle), OEKO-TEX_100						

Description	AUBADE	MMG*		LAFUMA MOBILIER		OXBOW
Countries of subcontractors	Tunisia	Tunisia	Hungary	France	Tunisia	N/A
Number of subcontractors per country	4	12	1	2	1	N/A
Number of certified sub-contractors per country	-	-	-	-	-	N/A
Supply chain certifications of subcontractors	-	-	-	ISO 9001		N/A

### Finish Goods

#### T1 - ready to wear sourcing

Improvement Performance System for Manufacturing (excl. suppliers with less than 50 employees)

Description	CALIDA				
Countries of finished goods suppliers	China	Bulgaria	Tunisia	Turkey	Italy
Number of finished goods suppliers per country	4	3	3	1	1
Number of certified finished goods suppliers per country	1	1	1	1	-
Supply chain certifications of finished goods suppliers	BSCI, OEKO-TEX STeP, SA 8000				

Description	AUBADE					
Countries of finished goods suppliers	Portugal	France	Italy	Romania	China	Tunisia
Number of finished goods suppliers per country	1	1	1	1	3	1
Number of certified finished goods suppliers per country	1	-	-	1	-	-
Supply chain certifications of finished goods suppliers	Impetus: OEKO-TEX Made-in Green Eminence	-	-	WCA	-	-

Description	MILLET MOUNTAIN GROUP											
Countries of finished goods suppliers	China	Hungary	Indonesia	Italy	Madagascar	Morocco	Myanmar	Portugal	Romania	Tunisia	Turkey	Vietnam
Number of finished goods suppliers per country	18	1	3	2	1	1	1	1	1	1	1	9
Number of certified finished goods suppliers per country	6	-	2	-	-	-	1	-	-	-	1	6
Supply chain certifications of finished goods suppliers	SEDEX SMETA											

Description	LAFUMA MOBILIER											
Countries of finished goods suppliers	N/A											
Number of finished goods suppliers per country	97% own production 9% ready to wear not allocated											
Number of certified finished goods suppliers per country												
Supply chain certifications of finished goods suppliers												

Description	OXBOW										
Countries of finished goods suppliers	Bangladesh	Bulgaria	Cambodia	China	France	India	Myanmar	Indonesia	Vietnam	Mauritius	Tunisia
Number of finished goods suppliers per country	8	1	2	16	1	8	2	1	1	1	1
Number of certified finished goods suppliers per country	90% of our suppliers have been audited.										
Supply chain certifications of finished goods suppliers	BSCI, SA 8000, SEDEX, WRAP, etc.										



**T1 in case of Own Production / T2 in case of Finish Goods Sourcing**

Improvement Performance System for Manufacturing (established by T1 suppliers)

Description	CALIDA		
Countries of core material suppliers	Switzerland	Austria	Turkey
Number of core material suppliers per country	2	3	1
Number of certified core material suppliers per country	2	3	1
Supply chain certifications of core material suppliers	OEKO-TEX STeP and OEKO-TEX 100	OEKO-TEX STeP and OEKO-TEX 100	OEKO-TEX STeP and OEKO-TEX 100

Description	AUBADE															
Countries of core material suppliers	France	Spain	Germany	Switzerland	Romania	Tunisia	China	Turkey	Italy	Thailand	Japan	Taiwan	Belgium	Madagascar	Sri Lanka	Austria
Number of core material suppliers per country	7	3	2	1	2	1	4	1	1	1	1	1	1	1	1	1
Number of certified core material suppliers per country	7	3	2	1	2	1	4	1	1	1	1	1	1	1	1	1
Supply chain certifications of core material suppliers	OEKO-TEX 100 FSC: IMPRIMERIE SMIC															

Description	MILLET MOUNTAIN GROUP														
Countries of core material suppliers	Belgium	China	France	Germany	Indonesia	Italy	Japan	The Netherlands	Pakistan	Portugal	South Korea	Spain	Switzerland	Taiwan	USA
Number of core material suppliers per country	2	7	3	1	1	7	3	1	1	1	8	2	1	20	1
Number of certified core material suppliers per country	2	6	2	1	1	4	3	1	1	1	4	1	1	19	N/A
Supply chain certifications of core material suppliers	Bluesign/ OEKO-TEX/ RDS (Responsible Down Standard)/ GRS (Global Recycled Standard)														

Description	LAFUMA MOBILIER AND LALLEMAND						
Countries of core material suppliers	France	Italy	Spain	Germany	Tunisia	Belgium	China
Number of core material suppliers per country	58	4	3	2	3	2	2

Description	OXBOW
Countries of core material suppliers	no own manufacturing

## Transport and Logistics

Transport and Logistics Environmental Impacts

Description	CALIDA	AUBADE	MMG*	LAFUMA MOBILIER	OXBOW
Truck	94.6 %	85.9 %	20.6 %	100 %	4 %
Sea (incl. bringing by truck)	3.9 %	-	70 %	-	92 %
Air	1.5 %	14.1 %	9.4 %	-	4 %
Sea – Air	-	-	-	-	-

## Facility Management

Measuring and Recording of Energy/Water Consumption and Waste in All Buildings  
(incl. headquarter and own factories)

Description	Unit	CALIDA		AUBADE	MMG*	LAFUMA MOBILIER		OXBOW
		Sursee	Hungary			Anneyron	Vieu-d'Izenare	
Indirect energy consumption.	Absolute in kWh	1'255'152	743'486	1'012'021	948'978	1'491'304	2'011'435	330'000
	Normalized in kWh/ m <sup>2</sup>	41.48 kWh/ m <sup>2</sup>	72.46 kWh/ m <sup>2</sup>	63.55 kWh/ m <sup>2</sup>	62.934 kWh/ m <sup>2</sup>	124.28 kWh/ m <sup>2</sup>	309.45 kWh/ m <sup>2</sup>	109 kWh/ m <sup>2</sup>
Percentage of electricity from renewable sources.	[ % ]	100	5.5	0.22	-	-	-	-
Direct energy consumption	Absolute in kWh	Oil 1'706'640	Gas 609'023	628'269.23	62.88	4'286'145	228'800	N/A
	Normalized in kWh/ m <sup>2</sup>	56.41	59.36	58.52	0.004	357.18	35.2	N/A
Water consumption	Absolute in m <sup>3</sup>	4'270	2'175	1'976	3'813	2'842	242	N/A
	Normalized in m <sup>3</sup> / employee	16.45	7.37	5.53	0.253 m <sup>3</sup> / m <sup>2</sup>	0.24 m <sup>3</sup> / m <sup>2</sup>	0.04 m <sup>3</sup> / m <sup>2</sup>	N/A
Total waste in office.	Absolute in kg	51'557	80'672	6'420	27'840	N/A	N/A	6'250
	Normalized in kg/ employee	198.7	273.1	221.38	41.2 kg/ m <sup>2</sup>	N/A	N/A	58
Total waste in production.	Absolute in kg	93'373	110'958	4'500	77'070	N/A	N/A	N/A
	Normalized in kg/ produced volume	0.014	0.123	0.02	0.085	N/A	N/A	N/A
Total waste recycled in office.	Absolute in kg	15'817	10'352	18'495	7'680	N/A	N/A	350
	Normalized kg/ employee	60.95	35.05	51.59	11.4	N/A	N/A	3.25
Total waste recycled in production.	Absolute in kg	93'373	108'399	N/A	-	N/A	N/A	N/A
	Normalized in kg/ produced volume	0.014	0.12	N/A	-	N/A	N/A	N/A

\* MILLET MOUNTAIN GROUP

## HR

## Employee Structure and Other HR-Related Projects

Description	CALIDA							
Establish (or support the establishment of) a «green team», a voluntary employee team.	Yes							
Number of people (headcount).	1'013 people							
Number of full-time jobs.	807.61							
Employee structure by country.	Switzerland	Hungary		Germany		France, Austria, The Netherlands		
	485	283		202		43		
Employee structure by age and country <35 years (by headcount)	143	39		24		5		
Employee structure by age and country 35-50 years (by headcount)	179	172		69		17		
Employee structure by age and country >50 years (by headcount)	163	72		109		21		
Employee structure by gender (by headcount)	F	M	F	M	F	M	F	M
	83%	17%	87%	13%	96%	4%	88%	12%

Description	AUBADE															
Establish (or support the establishment of) a «green team», a voluntary employee team.	Yes															
Number of people (headcount).	802 people															
Number of full-time jobs.	590															
Employee structure by country.	France		Netherland		Belgium		Denmark		Germany		Switzerland		UK		Tunisia	
	419		5		12		2		14		12		5		333	
Employee structure by age and country <35 years (by headcount)	173		1		3		2		3		7		3		170	
Employee structure by age and country 35-50 years (by headcount)	139		-		8		-		4		3		2		145	
Employee structure by age and country >50 years (by headcount)	107		4		1		-		7		2		-		18	
Employee structure by gender (by headcount) (%)	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
	92	8	100	0	100	0	100	0	100	0	100	0	100	0	95	5



Description	MILLET MOUNTAIN GROUP																					
Establish (or support the establishment of) a «green team», a voluntary employee team.	For France it's called «Greenside». Japan sets up its own «Greenside». No groups in the other countries.																					
Number of people (headcount).	676																					
Number of full-time jobs.	655.87																					
Employee structure by country.	Germany	Belgium		China		Spain		France		Hungary		Italy		Japan		Switzerland		Tunisia		Austria		
	10	3		17		13		269		83		20		69		10		181		1		
Employee structure by age and country <35 years (by headcount)	3	-		4		7		121		3		7		17		4		23		-		
Employee structure by age and country 35-50 years (by headcount)	4	2		13		5		108		55		10		46		4		124		-		
Employee structure by age and country >50 years (by headcount)	3	1		-		1		40		25		3		6		2		34		1		
Employee structure by gender (by headcount) (%)	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
	20	80	-	100	65	35	54	46	61	39	93	7	55	45	38	62	50	50	78	22	-	100

Description	LAFUMA MOBILIER											
Establish (or support the establishment of) a «green team», a voluntary employee team.	LAFUMA MOBILIER: Yes, COBEE (Comité Bien-Etre et Environnement)											
Number of people (headcount).	167											
Number of full-time jobs.	164.9											
Employee structure by country.	France	UK	Austria	Switzerland	USA	Netherlands						
	161	1	1	1	2	1						
Employee structure by age and country <35 years (by headcount)	25	1	-	-	1	1						
Employee structure by age and country 35-50 years (by headcount)	88	-	-	1	1	-						
Employee structure by age and country >50 years (by headcount)	48	-	1	-	-	1						
Employee structure by gender (by headcount)	F	M	F	M	F	M	F	M	F	M	F	M
	42%	58%	-	100%	-	100%	-	100%	100%	-	-	100%

Description	OXBOW	
Establish (or support the establishment of) a «green team», a voluntary employee team.	Yes	
Number of people (headcount).	108	
Number of full-time jobs.	100.4	
Employee structure by country.	France	
	108	
Employee structure by age and country <35 years (by headcount)	42	
Employee structure by age and country 35-50 years (by headcount)	48	
Employee structure by age and country >50 years (by headcount)	18	
Employee structure by gender (by headcount)	F	M
	65%	35%

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**«We are striving for  
an alternative to  
a throw-away society  
and are doing  
everything in our  
power to achieve this.»**

**Daniel Gemperle  
COO CALIDA GROUP**

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