

# Where We Work

Our retail locations:



North America



Japan



South Korea



Europe



Chile & Argentina



Australia &  
New Zealand

40

23

6

13

14

10

Our roots are in North America, with 40 retail locations and our headquarters in Ventura, California, also the site of our very first store. We opened the Great Pacific Iron Works retail location in 1972 in the old Hobson meatpacking plant, a short bike ride to surf and within shouting distance of Yvon Chouinard's blacksmith shop.

We are also supported by an owned-and-operated distribution center in Reno, Nevada. We work with additional partner-operated distribution centers, including one in Hanover Township, Pennsylvania. The rest are located globally throughout Canada, Europe, Japan, South Korea, Australia, Chile and Argentina.

Our global expansion has been organic, following regions where outdoor sports and environmental activism thrive. We operate 23 stores in Japan, 14 in Chile and Argentina, 13 across Europe, 10 in Australia and New Zealand, and 6 in South Korea.

These areas are home to strong climbing, surfing, skiing, trail-running and fishing communities. But we're not just there for the send. Our offices in Amsterdam, Buenos Aires, Santiago, Seoul, Tokyo and Torquay help us stay connected to local environmental issues, community leaders and grassroots movements, building a global network grounded in local knowledge.

Our global community shows up across:

- 45 countries where we do business (In 25 of those, we have a retail or partner presence)
- 6 continents
- Over 160 global stores (owned and partner)
- 106 owned stores
- More than 5,700 wholesale partner locations

"At Patagonia, making a profit is not *the* goal because the Zen master would say profits happen 'when you do everything else right.'"

—Yvon Chouinard *Let My People Go Surfing*



When growth goes too far. Rex the T. rex and a morning morsel near Palm Springs, California.  
Greg Epperson

# Careful Growth

We've learned that growth, if unchecked, can harm the very things we want to protect. More products mean more emissions, more waste and more strain on people and systems. We've also learned that some paths to growth can compromise our values and jeopardize our credibility with customers.

For example, paid advertising on Meta platforms such as Facebook and Instagram generated significant sales for us in the past. But in the summer of 2020, we joined the Stop Hate for Profit boycott of Facebook for hosting hate speech and undermining civil society. When Facebook failed to effectively address these issues, we stuck to the boycott. We continue to.

Patagonia approaches growth conditionally, and we don't expand unless we've first measured the costs and set clear benchmarks. As a for-profit business, we see three main ways for growing responsibly (see right). And while it's a small part of our business now, we see real potential in the resale of our durable gear (read more on page 99).

Ever seen a bonsai tree? We're actively trying to manage our growth—not to stop it, but to shape it.

01

The relentless refinement and quality of products (building better mousetraps).

02

Opening new locations and entering new regions where we have existing customers (and likely new ones) as well as refining our web experience so our customers can easily find what they're looking for (and return when they need something else).

03

Expanding our wholesale partnerships and committing to dealers who are truly engaged with our customers and serve their communities as well as we try to.

[LEARN MORE](#)

# 01

Careful Growth

## Constantly improving our products.

There is always room for improvement, whether it's driven by the challenges our athletes take on and the problems they count on us to solve, or finding superior materials and tweaking the way our clothes fit. Even when something costs more upfront—like absorbing the added expense of Fair Trade or switching to organic cotton—it tends to pay off in more ways than one. This commitment builds loyalty and supports long-term health.

Our customers now expect us to act based on our values (as they should). This continues well after a purchase to include: the replacement of anything defective, repairing wear and tear from real use, and easy ways to trade in old Patagonia product for credit or buy quality, vetted secondhand products at a discount.

For more about our maddeningly high bar for product quality, head to our Product chapter on page 48.



# 02

Careful Growth

## Doors are always open.

Like any business in today's highly competitive marketplace, we adjust to meet our customers "where they are." Increasingly, of course, that's on their phones. So we are spending more energy than ever making it easy to find and do business with us online, while at the same time doing our best to recreate the experience of, say, being served by the knowledgeable owner of an old-fashioned hardware store. Online, that means ongoing work to refine the user experience, moving our trade-in program to Patagonia.com so it's more central, and building product guides so people know exactly what they need and how to use it.

Some classic e-commerce ploys don't work for us, however. Because our aim is customer satisfaction and loyalty, not growth for growth's sake, you will not find us:

- Encouraging overconsumption. We don't rely on "flash sales." Customers know we will have sales twice a year, and during those sales, we encourage customers to get quality gear that will last for a reduced price.
- Relying on focus groups for direction. We get feedback and insight directly from our repair techs, ambassadors and, most importantly, our customers.
- Appealing to vanity, greed or guilt. Fashion is none of our business.

There will always be challenges beyond our control—tariffs, to name just one—but by enhancing our own e-commerce offering and educating customers on the standards we set and what we're trying to accomplish as a business, we're confident in a natural, manageable level of business growth with fewer returns (a boon for both our business and the environment).

Meanwhile, we continue to make our stores into true gathering places. Globally, we hosted over 2,100 in-store events in FY25: film nights, avalanche awareness sessions, voting drives, repair workshops, yoga classes and fly-tying demos. Every store also has a library section to contribute more space for connection, education and action. And we're really stoked to bring this approach to retail overseas. Last year, we renovated and opened second locations in a few major US cities, but the locations our own staff wanted to visit the most opened in Argentina and New Zealand.



Malinda Chouinard and the Argentina crew sort through details before the opening of Patagonia Bariloche, aka "Casa Frey." Lucia Coronel



**PARTNERSHIP, PARTICIPATION, PROTECTION**  
**Tāhuna, Aotearoa** (Queenstown, New Zealand)

We debuted our first New Zealand store in Tāhuna / Queenstown in 2024 and doors opened physically and symbolically with the local Ngāi Tahu people. Our teams worked in partnership with the local community to honor and acknowledge the First Nations and Indigenous people who have lived on this land for generations, and whose Māori culture has always revered our home planet.

Our teams also made a commitment to uphold the principles of Kaitiakitanga—the guardianship and sustainability deeply ingrained in Māori culture—and work collaboratively with the local fly fishing community.

Every weekend at the Flybar in our Tāhuna / Queenstown store, we have the opportunity to host local anglers, teach the basics of fly-tying, share expertise for a successful backcountry fly fishing outing, and lead the conversation on freshwater health and thriving ecosystems throughout the region.

"Anglers are staunch advocates for conservation and protection of our watersheds," says Cody Randell, our New Zealand operations manager. "With intricate knowledge and expertise of our water systems, they can lead us in our preservation of healthy rivers throughout Aotearoa."



**AN HOMAGE TO EMILIO FREY**  
**Bariloche, Argentina**

When we heard that a 6-acre lakefront property in Patagonia once owned by Emilio Frey—one of Argentina's first skiers and mountaineers with a legacy of conservation—was at risk of being demolished and replaced by condos, we saw opportunity to preserve rather than raze. In alignment with Frey's descendants, we opened our first retail location in Argentine Patagonia as part-museum, part-store, also known as Casa Frey.

With local craftsmen and our Argentina-based team, we spent a year restoring the property. We reimaged the old gardening shed as the repair center and revitalized the garden Frey's wife Rosa Schumacher once tended. We also worked with local Valentina Sordelli to source rugs made by Mapuche weavers. Since opening this April, Casa Frey has hosted workshops on waxing skis and "Leave No Trace" conservation practices.

# 03

Careful Growth

## Investing in wholesale partners.

Perhaps, to gain some short-term sales, we could sell into a greater number of big chain stores. Instead, we do our best to seek partners with expertise in the activities we make gear for and strive for mutually beneficial relationships with them.

Retailers carrying our products now span more than 5,700 locations worldwide. Some of these mostly independent retailers have been with us since the beginning (over 50 years). These dealers host events, support local conservation efforts and foster outdoor communities that reflect their regions. In turn, we empower them to make their own environmental grants. Our Retail and Wholesale Grants Programs are designed to bring funds to local grassroots activists and organizations working to protect their environment through bold, original actions.

Patagonia Fly Fishing Ambassador Hilary Hutcheson (middle)—owner of Lary's Fly & Supply, a beloved wholesale partner in Columbia Falls, Montana—with the crew.

Andrew Burr





Yvon Chouinard and Patagonia  
retail staff at our new store, "Casa  
Frey" in Bariloche, Argentina.  
Bryan Gregson

## Sales, Revenue and Donations

Sales breakdown: US vs. regions

**61% vs. 39%**

Total FY25 revenue

**\$1.47 billion**

Annual donations via 1% for the Planet\*

**\$14.7 million**

\*Not yet certified by  
1% for the Planet at  
time of publication.

# Telling Stories That Drive Change

The way we help people know who we are—how we make our products, live our values and commit to our purpose—is through stories, on-screen and on the page.

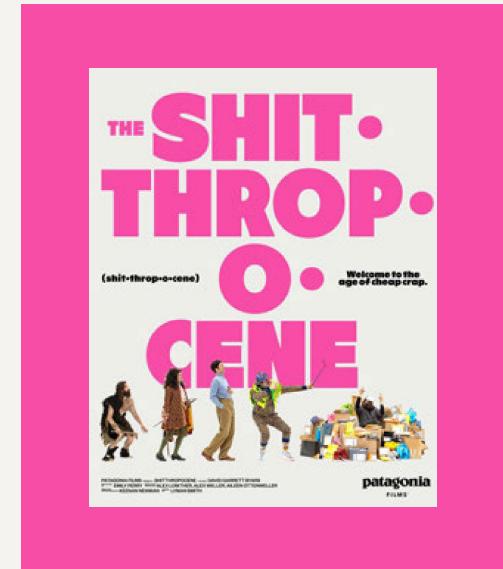
## Patagonia Films®

Patagonia Films® educate and inspire people to get out there, to push themselves physically in the sports we serve, to connect more deeply with nature, and take action on behalf of an issue we've helped you care about—or some combination of those things, depending which film you've watched.

In 2024 and 2025, we released 12 documentaries. Here's a spotlight on two:



*The Last Observers* explores what we've termed "enoughness," told through the life story of a couple who, aside from local errands, hasn't left the environs of the lighthouse where they've lived for nearly 40 years.



*The Shitthropocene*—hit the “throp” syllable hard and you’re close on pronunciation—centers on a caveman called Steve, who represents the modern consumer’s capitalism-adled brain. Made visually almost entirely through stock footage (itself a future relic of late-capitalist slop), the story examines how the apparel industry exploits us on its way to huge profits and even bigger extractive impact on the planet.

## Patagonia Books®

In FY25, we published four new titles from our Patagonia Books® imprint, spotlighting frontline stories from Chile to the Arctic. All of these books were printed on 100% postconsumer recycled paper, with no shrink wrap and minimal packaging. (Dust jackets, be damned.) We've also ended printed advance-review copies, ensure slightly damaged books find new life with employees, nonprofits or in our retail stores, and consulted with publishers and printers to shift paper-sourcing practices globally.

One recent win: Lightning Source, the world's largest print-on-demand provider, will begin offering Forest Stewardship Council®-certified paper—a change we've been pushing for more than a decade.



### **Patagonia National Park: Chile**

By Kristine McDivitt Tompkins and others. The natural and cultural history of Southern Chile's Chacabuco Valley, rewilded from a former sheep ranch into a world-class national park. IBPA Gold Award winner.

### **The Blue Plate**

Ecologist Mark Easter explores how everyday foods impact the planet, offering practical, low-carbon alternatives for climate-conscious eating.

### **Into the Thaw**

Park ranger Jon Waterman's firsthand account of the Arctic's fragile beauty, the impacts of climate change and what people can do to slow the thaw.

### **Tools to Save Our Home Planet**

An updated, global guide for changemakers with practical tips and hard-won lessons from 56 environmental leaders we've supported and collaborated with over the years. Learn more on page 119.

## Stories That Ground Us



Photo: Ryan 'Chachi' Craig

At Patagonia Australia, Roaring Journals is a multimedia collection of stories from people living on the wild edges of the continent and how they're fighting to protect those places. Deep-dives on products made in Fair Trade Certified™ factories, Worn Wear®, new materials and more help employees connect with the "why" behind the work and share the knowledge with customers. Off the page, activities like surf lessons, bike rides and climbing meetups inspired by these stories help strengthen our ties to sport communities around the world.

# Industry Partnerships

Being a responsible company requires finding others who share our values and linking arms so we can scale what we can achieve. Sometimes, that means building the organizations and programs we need when they don't exist.

In 1999, we co-founded the [Fair Labor Association](#) to push for stronger labor protections. In 2002, we co-founded [1% for the Planet](#) to formalize environmental giving. In 2011, we partnered with Walmart to create the Sustainable Apparel Coalition (now [Cascale](#)) to measure and reduce industry-wide impacts.

Government also plays a critical role in pushing the industry forward. Unless public policy outweighs shareholder pressure to maximize profits, we won't win the fight to cut greenhouse gas emissions. That's why we work with industry coalitions and other brands to advocate for regulation and policy that address the climate and biodiversity crisis.



Our partners at the Giotex factory who make recycled cotton yarn out of factory scraps for our products. Mérida, Mexico.  
Keri Oberly

## Brands for Public Lands

In April 2025, we co-founded Brands for Public Lands, a coalition—now 100 brands strong—spearheaded by The Conservation Alliance, which grew out of a real need to amplify the voice of the outdoor industry amid multiple attempts to roll back federal protection.

Our collective goal is to protect public lands from ongoing threats like defunding, development and extraction. The coalition represents over 62,000 employees across 28 states and more than \$19.9 billion in annual revenue. Public lands are the foundation of the outdoor economy and vital to our communities, cultures, ecosystems and climate resiliency. That's why we're standing with tribal groups, local organizations and NGOs to keep these places intact.

Each member company has committed to take action, whether it's supporting legal action, using their voice to influence policymakers, speaking up when public lands are under attack or educating their customers. As we have for decades before, we'll continue to grow and mobilize our community of public lands advocates, using all the tools at our disposal to protect these spaces. That includes litigation.

Employees represented

62,000+

States

28

Annual revenue

\$19.9 billion



Last year, Patagonia South Korea launched the Patagonia Business School—a five-month intensive program for eight managers in business responsibility roles at other companies. The goal: to shape leaders who can challenge extractive business norms. Participants met biweekly to study corporate responsibility, climate economics and circular models, ending with a field visit to our US headquarters in April 2025 and a graduation conference in June 2025 aimed at inspiring the next generation of changemakers.

Patagonia South Korea

## Our Industry Partners

 = CO-FOUNDED  
BY US



ORGANIC COTTON  
ACCELERATOR



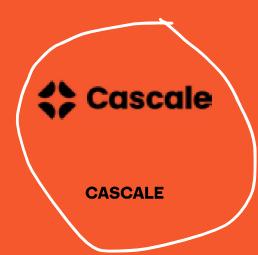
FAIR LABOR  
ASSOCIATION



TEXTILE  
EXCHANGE



AMERICAN APPAREL &  
FOOTWEAR  
ASSOCIATION



FAIR TRADE USA



GRASSROOTS  
OUTDOOR  
ALLIANCE



PROTECT OUR  
WINTERS



OUTDOOR  
ALLIANCE



BETTER WORK



FOREST  
STEWARDSHIP  
COUNCIL



CANOPY



CLEAN ENERGY  
BUYERS  
ASSOCIATION



CARGO OWNERS  
FOR ZERO  
EMISSION  
VESSELS



EUROPEAN  
OUTDOOR GROUP

# Finance as a Lever for Change

A water protector protesting the Dakota Access Pipeline is sprayed by police with high-pressure water hoses near the Oceti Sakowin camp on the Standing Rock Sioux Reservation in November 2016.

Josué Rivas

“By aligning our business with these institutions, we are putting progress over perfection and acknowledging that this is not a one-time project, but just how we do business.”

—Charlie Bischoff Director of Treasury

In 2016, while supporting water protectors at Standing Rock who were resisting the Dakota Access Pipeline, we were hit with a hard truth: The very banks we did business with were financing the pipeline. The project threatened the water supply of the Standing Rock Sioux Tribe, violated their sovereign rights and posed environmental risks to surrounding communities. This was more than a contradiction on our end. It was complicity.

Standing Rock showed us something we hadn't fully faced before. Finance isn't a passive tool. It can be a lever for justice or harm. Every dollar we deposit or invest, and every risk we insure, carries real-world consequences. The wake-up call at Standing Rock prompted us to reconsider the role of our financial relationships (banks, insurers, asset managers) as part of our broader impact. At one point, the emissions tied to our cash on deposit were likely greater than the emissions from all our operations in a given year. That's because our banks were financing fossil-fuel projects like drilling new oil wells and digging mines. What had once been treated as operational infrastructure has turned into a potential catalyst for change. We began the work of aligning our financial partnerships with our climate goals and values.

Our first step was internal: identify which financial institutions we were using and what their fossil fuel portfolios looked like. We started by sending surveys to our existing banks. The survey included questions like, “Do you have lending policies for the fossil fuel sector?” and “Do you have a science-based climate action strategy?” Some institutions didn't respond. Others were surprised to hear from a corporate client asking these kinds of questions.

While the response rate was low, it opened the door to some direct conversations. We followed up with in-person meetings while we gathered outside resources, including information from NGOs that provide reporting, like Banking on Climate Chaos and Insure Our Future. These reports add up how much money banks and insurers put into fossil fuels and score them accordingly.

We let our financial partners know that their stance on fossil fuel finance would influence our decisions. Over time, we prioritized institutions willing to keep the conversation going and take concrete steps toward decarbonization. In the end, we moved our business to a handful of banks that were taking real steps to cut ties with fossil fuels, not just through written policies, but through action. That included banks with strict policies preventing involvement in coal, tar sands and Arctic oil and gas, and those actively reducing fossil fuel exposure across their portfolios.

Since 2018, we've moved most of our financing to a handful of large banks that can handle our global needs and are making steady progress on climate. We chose them because of the steps they are taking to move away from fossil fuels and their willingness to work with us. When we can, we also put some of our money into local banks and investments that reflect our values. It's one way we try to lower the environmental impact of where we keep our cash and show other businesses that there are finance options that are better for the planet and good for business.

On the insurance front, we reevaluate policies every year and prioritize carriers with fossil fuel exclusions and decarbonization commitments. We've replicated our banking criteria with our corporate insurance purchasing process, where we now require our insurance companies to submit sustainability policies and targets with their annual bids for Patagonia's business. We meet annually to review progress and push for more ambitious targets.

In 2019, we added a new 401(k) option called The Cleanest Line Fund, so employees can choose to invest their retirement savings in ways that match their environmental values. In 2024, we started a new finance program to help our finished goods suppliers get paid faster on Patagonia invoices. It offers better terms to factories that do well with environmental practices, worker treatment and product quality, and encourages other supplier partners to improve.

These steps reflect a broader shift in how we think about money—not just as a tool for business, but as a way to support people and the planet at every level of our operations. For anyone asking how to start this process, we can say this: Begin with one account. Ask questions. Prioritize transparency. Look for institutions with climate-forward policies and the willingness to have a discussion.

Despite a lack of adoption by big banks and insurance companies, we will keep advocating for all financial institutions to be transparent about their investments in the fossil fuel industry and call on them to support a more rapid transition to renewable energy sources. We will also continue to encourage other businesses to take a similar approach and support public policy to help scale and accelerate these efforts.



The sign on our CEO's office door.  
Patagonia Archives

## Resources for Rethinking Capital

- [Topo Finance](#): Baseline and strategy resources
- [Ceres](#): Climate and banking research
- [Exponential Roadmap](#): Guidance on greening cash



50 years in, we're stoked and focused for the next 50 to come. Our employees at our Brooks Campus in Ventura, California.

Tim Davis

“We are guided by care for our people, communities and the planet. Every choice we make, every system we build together, reflects our commitment to nurture, connect and empower those around us today and for the future.”

—Theresita Richard Chief People & Culture Officer and Global Head of Justice & Belonging



Employees celebrating community at our Reno Distribution Center's annual Truckee River Float party. Nevada.  
Darren Bakondi

There's no getting around it, the 2025 fiscal year was tough. Changes in the global economy, shifts in how people shop and the rising costs of doing business pushed us to make hard decisions. We restructured parts of the company and ended some programs we cared deeply about. These changes impacted many people, and we didn't take them lightly.

Throughout our history, we've adjusted to meet changing conditions. That's part of what's kept our company and culture resilient over the last 50-plus years. While our values don't change, we do try to evolve with the times, adapting our systems and approaches as the world changes around us. In 2025, some of our choices felt aligned for some employees and at odds for others. We faced real tension between holding true to our purpose and facing economic realities. That tension isn't something we're trying to smooth over—it's something we're working through.

To do that, we're getting better at listening. In the past, we relied on a single annual engagement survey to gauge how employees were doing. This year, we began collecting feedback more frequently to help us track what's working and where support is needed.

Some of what we're hearing reflects a core challenge: how to balance company-wide standards, policies and tools with local needs. That's not something a survey can solve, but it's exactly the kind of tension we need to surface and understand.

The stories and data in this section reflect our ongoing efforts to stay true to who we are—even as we adapt to change. We're focused on protecting what matters: taking care of our people, staying grounded in our values and making decisions that keep us resilient.

We haven't figured it all out. But we're learning faster, responding with care and doing our best to lead with honesty, even when the answers are complex.

## By the Numbers: Global

Across the globe, different cultures, laws and communities shape how our values show up at work, whether we're translating key resources, building local partnerships or adjusting how we communicate with our employees.

This year, we are beginning to share key workforce demographic insights to help build a clearer understanding of our organization. While this is an important step, we know it does not capture the full picture. We are intentionally evolving our approach to include additional dimensions of identity over time, balancing transparency with the need to protect employee trust and privacy.

### EMPLOYEES BY REGION

Includes full-time, part-time and seasonal employees for FY25

# 3,716

Total employees

North America (US & Canada)

2,167

411

Japan

710

72

Australia & New Zealand

143

159

Argentina

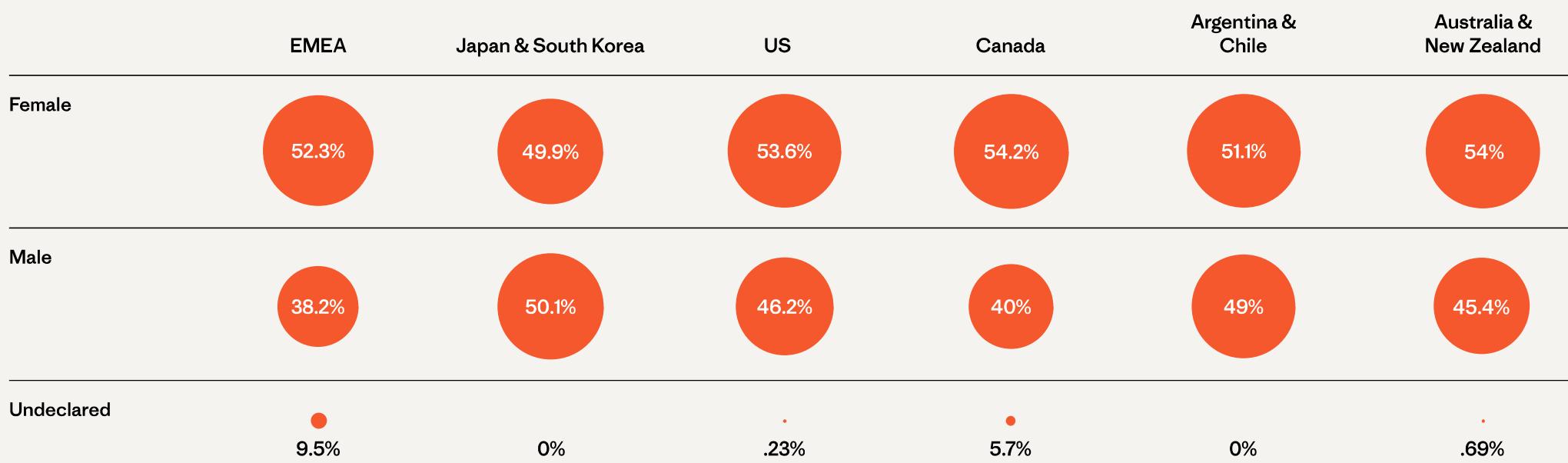
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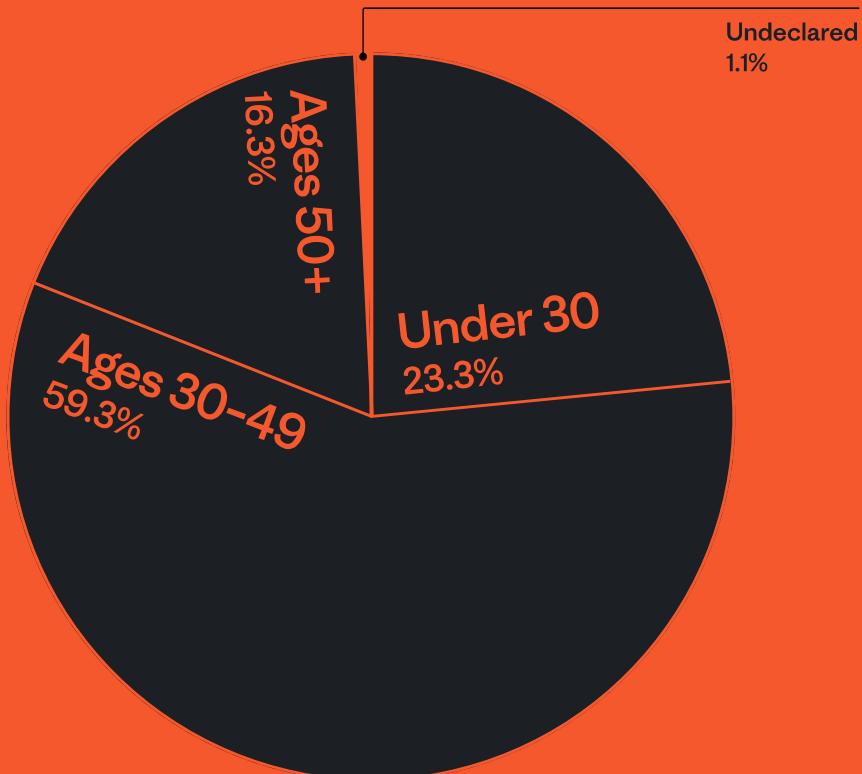
**GENDER REPRESENTATION**

A visual breakdown of total employees by region, with gender splits and country-specific roles across all global operations. Where we reference “gender representation,” we are using male and female categories as required for legal reporting. At the same time, we recognize gender identity exists beyond this binary, and our people, practices and culture work reflects a more expansive understanding of gender identity, expression and representation.

# 52.5%

Total average employees who identify as female

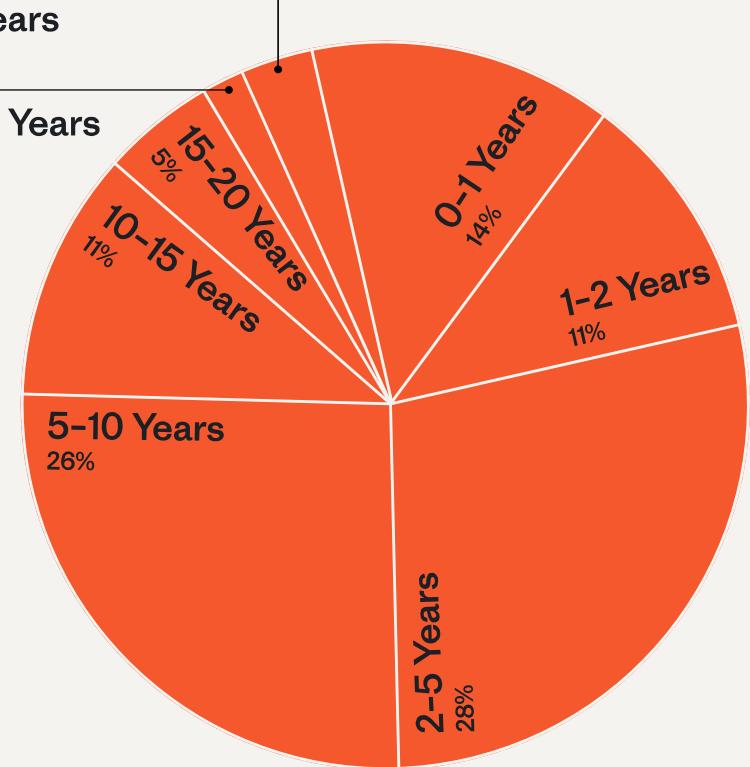




#### AGE REPRESENTATION

An overview of employee age distribution: under 30, 30-50 and 50+ years old, represented across the global workforce (includes full-time, part-time and seasonal employees).

#### Work in Progress Report



#### EXPANDING ACCESS & TRACKING PROGRESS

Understanding who makes up our global community is essential to building a more equitable and inclusive Patagonia. These data points offer a starting place to reflect on how opportunity and experience show up across our teams, and where we still have room to grow.

#### TENURE

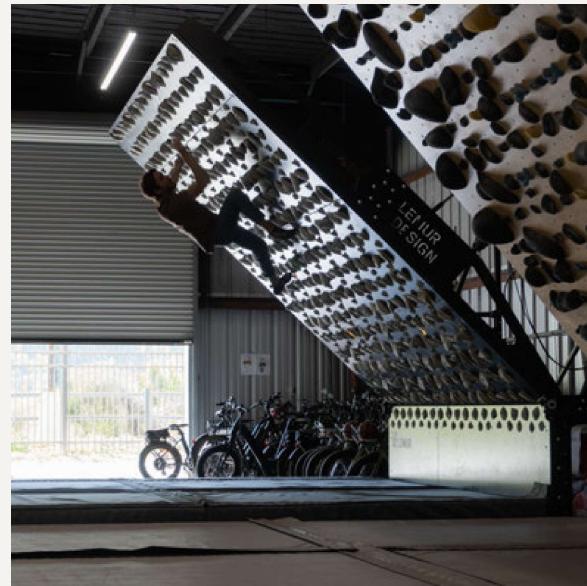
An overview of employee tenure distribution represented across the global workforce (includes full-time, part-time and seasonal employees).

But it's only a partial view. We're evolving how we collect and use data, so we can design more responsive, locally grounded strategies that reflect the full richness of our global team.

## Helping People Live Their Values

From entry-level to executive roles, we work to make sure everyone has access to the same opportunities, support and care, no matter their title or team. Every benefit we offer is designed to help people live their values at work, at home and in the world. That includes:

- Setting hourly wages that are competitive with the broader market (at a minimum)
- Prioritizing equity in access to healthcare and wellness
- Providing paid time to act on what matters outside of work



Each day has problems to solve—even during lunch. The climbing wall at our Brooks Campus in Ventura, California.

Hector Vargas

### COMPENSATION

Beyond telling our people what we stand for, the way we pay and reward brings our values to life. In roles across the business, we work to ensure that how we provide compensation reflects equity, care and long-term sustainability.

In North America, we benchmark compensation using trusted third-party data and regularly review our practices to ensure fairness across roles, regions and identities. Retail team members, for example, currently earn about 50% more than the industry average, and hourly employees are eligible for biannual progression raises after six months.

We also conduct independent pay-equity audits, most recently confirming pay equity across genders, with plans to expand regionally. It's not just about meeting the market—it's about leading with values and care.

### HEALTH CARE & TIME OFF

- Equitable health insurance and PTO benefits, whether you're on the retail floor, in a warehouse or at our Ventura, California, headquarters
- Inclusive family-leave policies across regions
- Paid activism hours to take part in civil democracy and volunteering with nonprofits (more on pages 117 and 127)

These North America programs don't just reflect our values; they're strategic tools that support gender equity, retention and community well-being.

We also believe that when we care for people and their families, they're better able to show up: for their communities, their co-workers and the causes they care about. No matter if someone is raising kids, caring for a parent, managing their health or simply navigating life, we design our benefits to meet them there. Our approach to care is not just about support, it's about respect, equity and creating the conditions for people to thrive.

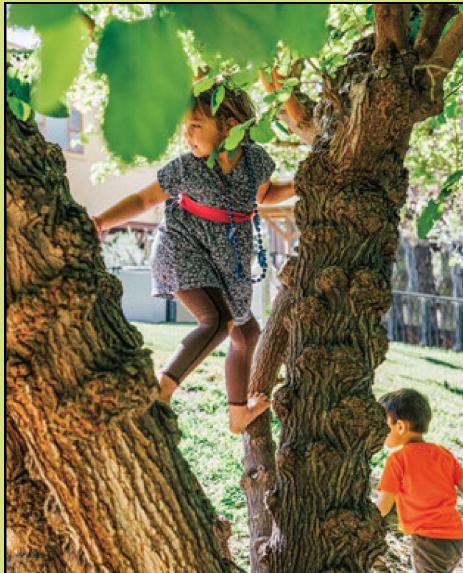
### COLLECTIVE BARGAINING

Caring for our people is part of who we are—we aim to create a respectful, comfortable, consistent working environment where employees are rewarded with strong pay and benefits and everyone has a voice. We believe it's up to individual team members to determine whether union representation is the best way to shape their experience with us. We respect our employees' legal right to vote for or against union representation.

In February 2024, our Reno Outlet Store employees voted to join a union, Local 711 of the United Food & Commercial Workers Union (UFCW). Representatives from Patagonia and UFCW have been meeting regularly since July 15, 2024, to negotiate an employment agreement covering some team members at our Reno Outlet store.

## On-Site Child Care

ALL IN THE FAMILY



Where the wild things grow: outdoor play time at our child development center in Ventura, California.

Kyle Sparks

We are a family business, and we believe working parents should not have to make impossible choices between their jobs and their kids. Since 1983, we've offered on-site child care at our Ventura headquarters—and since 2016 at our Reno Distribution Center—for children ages 8 weeks to 5 years old. In 2016, we shared what we've learned in *Family Business*, published by Patagonia Books. It details what quality on-site child care looks like and the tangible and intangible benefits for businesses that provide it (spoiler: our ROI is at least 115%).

Child Development Center (CDC)

Teachers

Children

### Great Pacific and Ventura River CDC

Ventura, California

37

126

### Truckee River CDC

Reno, Nevada

28

82

We had 16 classrooms in operation in FY25, and we completed the expansion of a new wing in Reno, Nevada, with three more classrooms and a community playground.

This year, we had to make some hard decisions in our child-care offerings and have chosen to prioritize care for children ages 8 weeks to 5 years old. That means we are ending two beloved programs at our Ventura Campus: Kids Club (after-school care for kindergarten through 3rd grade) and Summer Camp (kindergarten through 3rd grade). These programs for older children will be phased out by June 2026 to give families time to transition.

For US employees without access to a child-care center, monthly child-care stipends may be available. These programs aren't just about convenience. They have helped us retain more parents and contributed to gender-pay parity across the company.

## Employee Development

### CULTIVATING LEADERSHIP

At Patagonia, leadership isn't confined to titles or org charts—it's a shared practice rooted in purpose. Whether someone is managing a store, mentoring a peer, leading a movement, or launching a product, we believe leadership is about showing up with courage, clarity and care.

We invest in building communities of leaders. These are people grounded in our values and equipped to take on the complex challenges facing our business, our communities and our planet. Across the globe, teams are reimagining what it means to lead at Patagonia: with humility, with strength and with one another. Here are a few examples of leadership development across our regions:



Vincent Stanley (left), our director of philosophy, with students from the Patagonia Korea Business School, a program designed to educate managers from other companies on how they can create meaningful impact through business.

Patagonia South Korea



Patagonia Argentina employees learn about the new Alta Cordada framework, meant to guide the team through six values they bring to life every day. **German Perla**

### Alta Cordada

The Patagonia Argentina team uses climbing to build teamwork and leadership skills, but not just on the rock. Through the metaphor of an *alta cordada*, or elite rope team, the leadership team identified six values that are just as critical on the mountain as they are in the office, our stores or distribution center: collaboration; autonomy and responsibility; flexibility and dynamism; precise, transparent communication; leadership; and fun.

To land on those six, the team dug back into *Let My People Go Surfing* and *The Future of the Responsible Company*, met with each member of the Patagonia Argentina team, conducted a survey, and traveled to El Chaltén with our ambassadors to reconnect to our purpose. In May 2024, they hosted an all-employee event to officially launch the Alta Cordada framework—and climb of course.

### Search Inside Yourself

This past year, our colleagues at Patagonia Japan created the Search Inside Yourself (SIY) program, an emotional intelligence and mindfulness-based training designed to support leadership, well-being and resilience in uncertain times. Hosted three times throughout the year, the program brought together 120 employees, including managers from across the region. By combining science-backed practices with space for reflection and connection, SIY nurtured both personal wellness and leadership growth—helping teams lead with clarity, compassion and purpose.

### Forging Connections

In 2023, our Europe region (EMEA) launched “The Forge”—a nod to our history and piton-forging founder. Designed to support employee growth through reflection, connection and practical skill-building, the two-day in-person experience in Amsterdam is followed by online sessions to continue the learning. Each gathering blends workshops on storytelling, learning how to give feedback, among other topics, but always sets aside time for nature, movement and conversation.

More than 100 participants from 12 different cities have taken part so far—from Annecy to Amsterdam, Milan to Munich—bringing together diverse teams to learn from one another and share what leadership looks like across roles and regions.

### Intro to (Patagonia) Philosophy

Living our values isn't just something we say. It's how we show up to work every day. To help our employees connect their values to Patagonia's, we offer a philosophy class to all new employees. The two-hour virtual session covers our roots, key moments that helped define who we have become, why environmentalism is so central to our work, and how the company's most closely held values inspire us (or challenge us, or both). The classes, which kick off with a 17-minute film, are intentionally small—max 20 people—to foster conversation.

Philosophy classes started three decades ago when Yvon Chouinard took groups of employees to places like Yosemite, the Marin Headlands and the shadow of Fitz Roy to identify what we value as a community and how we want to do business. In the last 10 years, they have been led by Product & Sport PR Manager Corey Simpson and our Director of Philosophy Vincent Stanley, who has been with the company since the beginning—as an invoice typist, bookkeeper and packer before running wholesale, the editorial department and marketing, then co-writing *The Future of the Responsible Company: What We've Learned from Patagonia's First 50 Years*.

This fall, we're evolving the format to be more book-club style, with a moderator instead of a teacher or expert, and more in-person classes on the calendar.

## A Shared Vision of Justice & Belonging

In 2020, the movement for racial justice in the United States and beyond forced many companies, including Patagonia, to reflect on our complicity in enduring systems of oppression. Our employees challenged us to go beyond statements of solidarity: They asked hard, necessary questions about how our systems and culture worked, and who they served or excluded. It took us longer than it should have to find our footing in this space. But we listened, reflected and took action.

We have since updated our core values, this happened in 2021, to include justice as one of them. We instituted an inclusive Recruiting and Hiring Policy and held multiple leadership and development training sessions on how to create a just and inclusive workplace.

Our Justice & Belonging framework reflects a global commitment to creating equitable, connected and community-rooted workplaces across Patagonia. In FY26, we are launching our Global Justice & Belonging Vision, anchoring our efforts in shared language and values, while activating local strategies that reflect the unique cultures, histories and realities of each region.

This work is unfolding at a time when many companies are pulling back from public commitments to justice and inclusion. We are choosing a different path. Justice & Belonging is not a campaign or a moment. It's a long-term investment in the people and communities who bring our purpose to life.

Together, we are building the cultural and operational infrastructure for a more just workplace, where people are seen, supported and empowered to lead.

It has not always been easy or immediate. But the same values that pushed us to question how we made climbing gear or sourced cotton, and led to developing a child-care program, are showing up here too. We're working to build a more equitable and responsive company from the inside out.



Patagonia Trail Running Ambassadors Peyton Thomas (left) and Felipe Cancino share morning maté at Sespe Hot Springs in California's Los Padres National Forest.

Liam Pickhardt

### NORTH AMERICA COMMUNITY GROUPS & COMMUNITY LEADERSHIP

Founded in early 2020, Patagonia Community Groups (PCGs) continued to be a driving force behind North America's culture of connection, advocacy and belonging. These employee-led groups are aligned with our values and supported by business infrastructure, but their power comes from the people who show up, speak up and help shape our workplace.

In FY25, we evolved a PCG leadership development track to support long-term sustainability and help PCG leaders grow with purpose and support. Each PCG has a team of five leaders, each recognized and compensated for dedicating time above and beyond their primary role at Patagonia.

#### Active Patagonia Community Groups

- BIPOC
- Colleagues for Justice
- Jewish Community Group
- Living with Disabilities
- LGBTQ+
- Women+

### GLOBAL A COALITION TO ACTIVATE JUSTICE EVERYWHERE

To bring our global vision to life, we formed the Global Justice & Belonging Coalition, a working group of regional leaders building global strategies and infrastructure for justice. These partners are not just sharing best practices but helping shape how we embed justice, equity and belonging into our systems, rituals and decisions across the company. The coalition supports:

- Regional activation of the global justice vision
- Shared language around justice, belonging and allyship
- Aligned strategies for culture-building and accountability

The coalition's work reflects the reality that justice doesn't scale through replication, but rather through relationships.

### AUSTRALIA & AOTEAROA INDIGENOUS PARTNERSHIP AND CLIMATE JUSTICE

In Australia and Aotearoa, our Justice & Belonging work is grounded in Indigenous sovereignty, truth-telling and long-term partnership with First Nations communities. This year, we focused on deepening relationships with Traditional Owners and Māori leaders—not just through acknowledgment, but through action.

One example is *Sea Country/Malu Lag*, the final chapter in our *Marine Life* film series, which follows Tishiko King, a Kulkalaig woman and marine biologist, on her journey from the UN Climate Conference in Dubai back to her island home. The film centers Indigenous leadership in ocean conservation and climate justice, and challenges us to move from extractive conservation models to relationship-based stewardship.

In FY25, more than 20% of Patagonia Australia's 1% for the Planet® grants supported First Nations-led initiatives, a reflection of our team's commitment to show up as allies in real and reciprocal ways.

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# Product



Patagonia Alpine Ambassador Matt Helliker in our M10<sup>®</sup> Storm Jacket and Pants in the Scottish Highlands.  
Matt Helliker Collection

“Having high-quality, useful products anchors our business in the real world and allows us to expand our mission.”

—Yvon Chouinard

*Let My People Go Surfing:  
The Education of a Reluctant Businessman*

# Gear for Life

Our business is building quality, functional and durable gear for exploring and enjoying the natural world. But we have different criteria for quality than most. To be considered the best quality, we insist that our products must perform, endure, be multifunctional, minimize harm, discourage overconsumption and last for generations.

We play outside—a lot. A direct connection between human-powered, silent sports and natural places keeps us keenly aware of how well our products work as intended. Our ambassadors and field-testers make sure of that. While every Patagonia product solves a problem in the field, making anything comes with a cost in terms of how and where it was built, and who built it. It's an inherent tension we are up against every day.

We take responsibility for our product footprint but know there's still so much work to be done. Pollution happens in each phase. Waste happens in each phase. People are impacted in each phase. We can't be content with just cleaning up one area and not the others.

*Footprint* brings to mind the idea of soft indentations in the sand, but when thinking about the collective impact of the globalized apparel industry, a crater might be more apt. At Patagonia, our task is not only to find ways to step more lightly and restore the figurative (and sometimes literal) soil beneath our own feet, but also to help our industry do the same by shining a spotlight on what needs to happen and then taking steps toward making it happen.



Since 2012, our Worn Wear program has been a way for people to buy and trade in used Patagonia gear. On page 89, learn how Worn Wear is growing.  
Courtesy of Colossal Media