

ESG REPORT 2025

BIRGER CHRISTENSEN
COLLECTIVE

A WORD FROM OUR CEO

2025 has been a year defined by change - both within our organisation and across the global landscape. Increasing regulatory requirements, evolving stakeholder expectations and continued uncertainty in the fashion industry have challenged how we operate and grow.

In response, we have strengthened the foundation of our business by aligning our operations with the updated B Corp standards. This has improved internal consistency, clarified responsibilities and established a stronger framework for managing our environmental and social impact.


Building on this, we have advanced key initiatives across circular design, due diligence and supply chain transparency. This has resulted in more structured processes and greater visibility across our value chain.

We have also taken important steps to formalise our climate approach by defining reduction targets and identifying key emission drivers. This provides clear direction for our future work and strengthens accountability across the organisation.

Internally, employee engagement has developed positively and reflects our continued focus on culture, communication and well-being. In 2025, 90% of employees expressed a desire to continue their tenure with the company, up from 78.8% in 2024. This reflects a strong level of trust that we value and are committed to building further. Supporting our people remains a priority as we continue to evolve.

2025 marks my first year as CEO. I am proud to build on the strong foundation we have and look forward to continuing this journey together with our teams and partners

While we have made solid progress, important areas remain under development. In 2026, we will focus on strengthening data quality, scaling implementation across the organisation and translating our commitments into measurable impact.

Nikolaj Kragh von Kauffmann, CEO 



GOVERNANCE

BE A BETTER VERSION OF OURSELVES, EVERYDAY

Ready for B Corp v.2.2

Implemented B Corp in bylaws

INNOVATION

ACCELERATE THE SPREAD OF FASHION INNOVATIONS

Flower Lace Project

Circular Acceleration Project

PEOPLE

LIFT PEOPLE UP EVERYWHERE WE OPERATE

Employee satisfaction score: 90%

DBU Partnership

PLANET

INTEGRATE ENVIRONMENTAL FOCUS FROM DESIGN

CO2 reduction targets established

Chemical compliance in our new shoeline

BIRGER CHRISTENSEN
COLLECTIVE

ESG REPORT

WE HAVE ESTABLISHED A
SET OF AMBITIOUS
CORPORATE TARGETS TO
GUIDE OUR WORK FROM
2022 TO 2025, FOCUSED ON
FOUR KEY AREAS.

GOVERNANCE

INNOVATION

PEOPLE

PLANET

GOVERNANCE

BE A BETTER VERSION OF OURSELVES, EVERYDAY

We are committed to securing a long-term focus on our public benefit mission and high standards with our stakeholders. Our commitment includes supporting positive growth that empowers women and addressing the negative impacts of fashion.

GOVERNANCE – INDEX

	UNIT	TARGET 2025	RESULT 2025
COMMITMENT			
Mission Statement in Our By-Laws	Achieved/not achieved	Achieved	Achieved
B Corp v.2.2	Achieved/not achieved	In progress	Achieved
GOTS Certification	Achieved/not achieved	Achieved	N/A* *SEE PAGE 9
GRS Certification	Achieved/not achieved	Achieved	N/A* *SEE PAGE 9
All Teams Have KPIs on ESG	%	100%	100%
Buying Team & Board Trained on Code of Ethics	%	100%	100%
TRANSPARENCY			
Disclosed Board Members	%	100%	100%
Annual Review of Internal & External Policies	Achieved/not achieved	Achieved	Achieved
Policies Are Made Public and Accessible	Achieved/not achieved	Achieved	Achieved
Open Grievance & Whistleblowing Mechanism	Achieved/not achieved	Achieved	Achieved
Disclosed Direct Suppliers	%	100%	100%
Map Our Tier 1 and 2 Supply Chain	%	100% / 100%	100% / 93%
MATERIALITY & ENGAGEMENT			
Stakeholders Have Direct Engagement	%	100%	100%

GOVERNANCE

We identify and nurture transformational ideas and technologies to help them reach their potential faster.

The Birger Christensen Collective roadmap is a tried-and-tested structure for creating impactful brands empowering the women in our value chain. We believe women are a force for change, and we want to give them a voice, a role, and a place to express themselves and change our industry from within.

**BOLD
COMMITTED
COLLABORATIVE**

**A FASHION COLLECTIVE EMPOWERING WOMEN
TO CHANGE FASHION FOR GOOD**

GOVERNANCE

READY FOR B-CORP V.2.2

In 2025, B Lab introduced updated B Corp certification standards that raise the bar for responsible business practices and measurable impact across environmental, social and governance areas. The new framework replaces the previous points-based model with mandatory requirements across seven key impact topics: Government Affairs & Collective Action, Purpose & Stakeholder Governance, Environmental Stewardship & Circularity, Climate Action, Fair Work, Justice, Equity, Diversity & Inclusion, and Human Rights.

Throughout 2025, we have worked actively to prepare for these updated requirements to ensure that we are ready to recertify under the new B Corp standard.

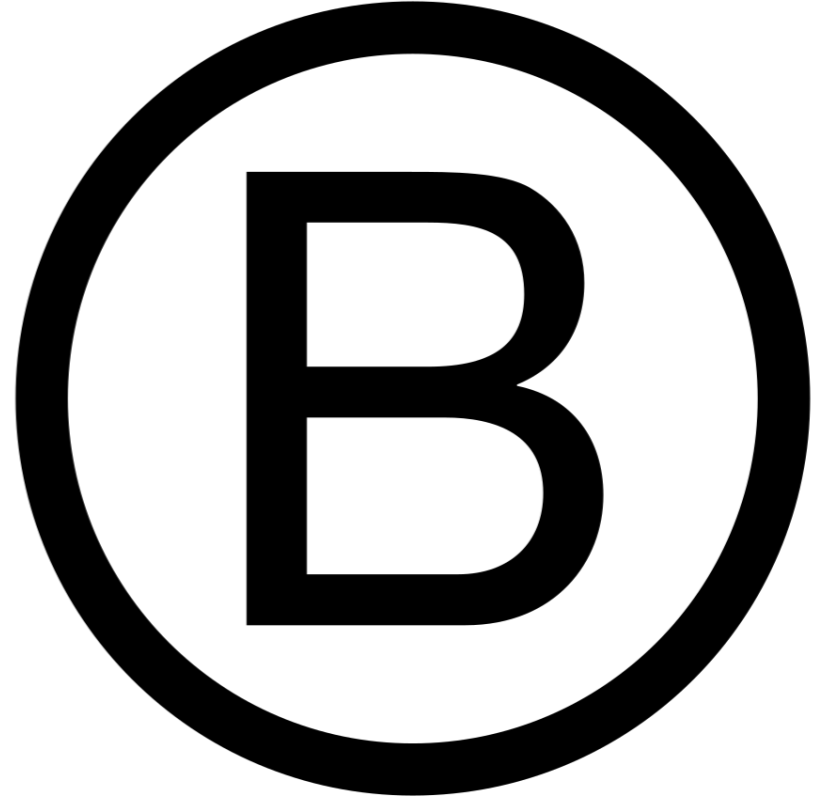
The strengthened framework also aligns with upcoming EU legislation, including the Empowering Consumers for the Green Transition Directive (ECGT), which aims to protect consumers and ensure greater transparency and credibility in sustainability claims and labels.

We welcome this development as it supports our ambition to strengthen responsible business practices and ensure credible communication about our environmental and social impact.

Why B Corp?

B Corp is one of the only certifications that evaluates a company’s entire social and environmental impact through an audited impact assessment, requests a commitment in our status, and mandates transparency.

Certified



®



Corporation

GOVERNANCE

GOTS & GRS*

In 2025, we introduced our first collections featuring GOTS and GRS hangtags, marking an important step towards increased use of certified materials.

During implementation, we identified a key operational challenge: our production volumes frequently fell below supplier minimum thresholds required for certified hangtags. This resulted in increased administrative complexity and inefficiencies in our production processes.

As a result, we have temporarily paused the use of GOTS and GRS hangtags until production volumes reach a scalable level. This decision enables a more efficient and consistent implementation in the future.

Importantly, this adjustment does not affect our underlying standards. Our requirements for suppliers and materials remain unchanged, and we continue to prioritise responsible sourcing and compliance with our sustainability criteria.

We will reassess and potentially reintroduce certified hangtags once production volumes allow for a more streamlined and scalable implementation.



GOVERNANCE
KPIs FOR ALL TEAMS

In 2025, we initiated a pilot project to integrate ESG-related KPIs across all departments, introducing both shared and team-specific targets.

The objective was to embed ESG priorities into daily operations and strengthen accountability across the organisation. As part of the pilot, all departments were assigned relevant KPIs linked to environmental and social impact.

The pilot demonstrated that ESG KPIs can be effectively integrated across functions, increasing awareness and ownership of our ESG agenda.

Following organisational changes, the framework will be refined in 2026 to improve clarity, ensure continued relevance, and align more closely with updated B Corp requirements.



GOVERNANCE		BOARD TENURE	SHARES	NATIONALITY	GENDER	SHORT PRESENTATION
<p>OUR BOARD OF DIRECTORS</p> <p>Birger Christensen Collective is the association of two joint companies, both privately owned, and registered in Denmark, with two separate boards.</p>	<p>JENS BIRGER CHRISTENSEN</p>	<p>Birger Christensen A/S Rotate Birger Christensen A/S</p> <p>Chairman of the Board since 2017 and majority owner</p>	<p>Yes</p>	<p>Danish</p>	<p>Male</p>	<p>Jens Birger Christensen is the fourth-generation majority owner of the Birger Christensen Collective. After holding various leadership roles in the company and its parent entities, he served as CEO until 2017. He now acts as chairman of the board at BCC and serves as an active board member of the Birger Christensen general trading company.</p>
	<p>MADS PAULI RINGKJØBING-CHRISTIANSEN</p>	<p>Birger Christensen A/S Rotate Birger Christensen A/S</p> <p>Non-independent member since 2020</p>	<p>Yes</p>	<p>Danish</p>	<p>Male</p>	<p>Mads Pauli is an investment and finance expert, with long-standing experience as an investor and board member across a wide range of industries in Denmark.</p>
	<p>NILS SMITH</p>	<p>Birger Christensen A/S Rotate Birger Christensen A/S</p> <p>Non-independent member since 2020</p>	<p>Yes</p>	<p>Danish</p>	<p>Male</p>	<p>Nils Smith is a business and management expert and a business owner, holding several board positions in the consumer goods and services industries in Denmark.</p>
	<p>THØGER THØGERSEN</p>	<p>Birger Christensen A/S</p> <p>Non-independent member since 2017</p>	<p>Yes</p>	<p>Danish</p>	<p>Male</p>	<p>Thøger Thøgersen has extensive executive management and board experience in the fashion industry, with a focus on daily operations and strategic development. He is an active board member of Fashion Society.</p>
	<p>TOMMY HOLTE</p>	<p>Birger Christensen A/S</p> <p>Independent member since 2017</p>	<p>No</p>	<p>Danish</p>	<p>Male</p>	<p>Tommy Holte is a brand expert and the Co-founder of NN07, where he acts as a board member.</p>
	<p>HENRIK FJORDBAK</p>	<p>Rotate Birger Christensen A/S</p> <p>Independent member since 2019</p>	<p>No</p>	<p>Danish</p>	<p>Male</p>	<p>Henrik Fjordbak is a business owner and active board member, holding positions on the boards of several companies such as Joe & The Juice, Toni Copenhagen and others.</p>
	<p>SIMON PESCHCKE-KØEDT</p>	<p>Rotate Birger Christensen A/S</p> <p>Independent member since 2019</p>	<p>No</p>	<p>Danish</p>	<p>Male</p>	<p>Simon Peschcke-Køedt has a long-standing commercial track record, particularly within the digital space. He has a strong passion for the opportunities presented by new technologies and their successful implementation within organisations.</p>

GOVERNANCE

OUR POLICIES

In 2025, we have been focusing on scaling the company within a new business model and transitioning to a fashion collective. Our policies are reviewed annually to ensure alignment with both industry and internal requirements. We added two new policies in 2025: Climate Action Plan and Responsible Lobbying Policy.

We want to keep the agility of our early start-up phase while providing transparent, clearly defined rules and expectations for our partners and employees.

Our policies, procedures and guidelines support the onboarding and training of our stakeholders to ensure adherence of our commitments.

To make sure our Code of Ethics is at the core of everything we do, our Buying Team and Board receive annual training in its principles.

Policy Overview:

- [Climate Action Plan](#)
- [Responsible Lobbying Policy](#)
- [Ethical Marketing Policy](#)
- [Animal Welfare & Preferred Material Policy](#)
- [Due Diligence Policy](#)
- [Environmental Policy](#)
- [Internal Code of Conduct & Business Ethics](#)
- [Suppliers Code of Conduct](#)
- [Whistleblowing Policy](#)

The policies listed below contain sensitive information and are available only to relevant stakeholders. They are not available for public download:

- Employee Handbook
- Manager Handbook
- Supplier Manual



GOVERNANCE

GRIEVANCE & WHISTLEBLOWING

Since 2022, we established both internal grievance and external whistleblowing mechanisms operated by an independent third party.

Birger Christensen Collective is committed to fostering a culture of integrity, transparency, and accountability. We encourage employees and stakeholders to raise concerns through our grievance procedure or whistleblower scheme, ensuring that all matters are handled fairly, confidentially, and without fear of retaliation.

The grievance procedure applies to concerns related to an individual's work situation or employment conditions. Employees are encouraged to first raise issues informally with their manager or relevant stakeholders. If the matter cannot be resolved, a formal complaint can be submitted to management or HR, followed by an impartial investigation, resolution, and, if necessary, an appeal process.

The whistleblower scheme is intended for reporting serious misconduct, including legal violations, unethical behaviour, or significant breaches of company policies. Reports can be submitted confidentially or anonymously via Birger Christensen Collective's secure whistleblower platform (<https://bcc.indberet.nu>). All reports are assessed and handled by authorized personnel to ensure confidentiality and appropriate follow-up.

Both mechanisms are communicated to employees and relevant stakeholders and are regularly reviewed to ensure effectiveness. They support early risk identification, responsible handling of concerns, and continuous improvement of our business practices.

No grievance or whistleblowing cases have been reported since 2022.



GOVERNANCE
OUR SUPPLIERS

We take pride in the network of suppliers we have cultivated, whose expertise has continuously enhanced the quality of our garments over the years.

68% China
18% Turkey
6% North Macedonia
5% India
3% Other countries in Europe

In 2025, we worked with 28 suppliers in total, including accessories:

FRESILK / TEXTILE & CO	CHINA
ZHEJIANG JIAXIN SILK CORP LTD	CHINA
HANGZHOU ZK APPAREL CO LTD	CHINA
ESA –NEW POWER	NORTH MACEDONIA
JIAXING Z&C GARMENT CO LTD	CHINA
DENIM GIYIM SAN VE TIC LTD STI	TURKEY
ANT IHRACAT ITHALAT TEKSTIL	TURKEY
TRAKYA TESKTIL SAN VE TIC LTD	CHINA
SHIVEN IMPEEX	INDIA
CMS ASSOCIATES	INDIA
SARP/ACLAN	TURKEY
KNITTEX 96	BULGARIA
HANLINK APPAREL COMPANY LIMITED	CHINA
SINA TEXTILE VE KONF SAN TIC AS	CHINA
AY TIM TEKSTIL SAN VE DIS TIC AS	TURKEY
REVIVE INDIA EXPORTS	INDIA
EPS TRADING LIMITED	CHINA
FIRST GREEN KNITTERS FACTORY	CHINA
CREACIONES MATRI	SPAIN
SOAR INTRACO LIMITED	CHINA
PANEL MUH .VE TEKSTIL SAN TIC	TURKEY
LINEA GIYIM SAN TIC LTD STI	TURKEY
ZHEJIANG NEW JOYS TRADING	CHINA
WOW INNOVATION	CHINA
CHANTUK TEKSTIL	TURKEY
MELSA DIS TICARET	TURKEY
NINGBO FTZ DESIGN TEXTILE	CHINA
ONTEKS SELIN SENEL	TURKEY

Most of our collections were developed in close partnership with five core suppliers*



*Based on units purchased throughout 2025.

GOVERNANCE

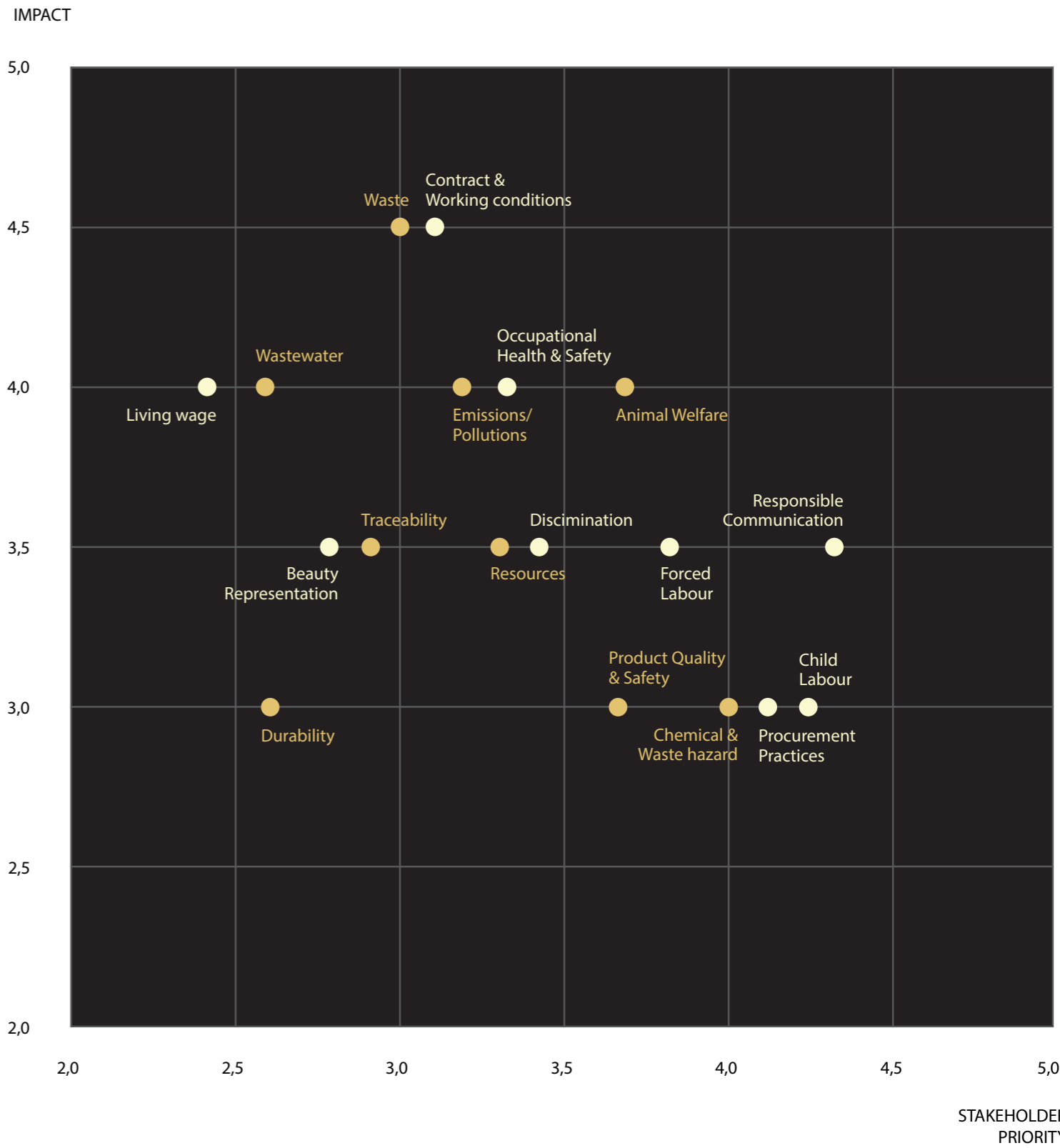
As a Small and Medium-sized Enterprise (SME), our capacity to tackle all aspects of ESG in fashion is limited, but our ambition is strong.

On a yearly basis, we update our materiality assessment to discern and prioritise the issues and expectations most pertinent to both our stakeholders and to our business - alongside the social, environmental and economic impacts across our value chain.

Our materiality matrix on this page is a guiding framework for building our initiatives and prioritising our efforts.

On the vertical y-axis, we report the impact on our business (severity/likelihood), while the horizontal x-axis represents their priority to stakeholders.

Issues positioned in the top-right corner of the materiality map signify those of utmost significance to both ROTATE and its stakeholders.



GOVERNANCE

Our approach to identifying material sustainability issues follows a three-stage process, enabling us to report on topics of utmost relevance to stakeholders and those where our impact is most pronounced.

1. Listen, identify, and map

We conduct an annual review of a comprehensive set of topics, engaging with stakeholders to identify new areas, shifts in priority, and relevance to our activities.

2. Prioritize

Topics are assessed and ranked based on likelihood and impact on our stakeholders.

3. Review

At a minimum, we review our materiality matrix yearly in collaboration with key stakeholders. This ensures we remain responsive to emerging challenges while staying aligned with the objectives of our ESG strategy.

OUR STAKEHOLDERS	WHAT MATTERS TO THEM	HOW DO WE ENGAGE
CUSTOMERS	Unique and creative garments that make them stand out. Affordable and durable styles designed for longevity. Cuts and colors that make them feel confident and enhance their features. Simple and clear ESG commitments. Consideration in every design.	Retailers Social Media Phone and Email Customer Service
EMPLOYEES	People: Prioritizing the well-being and development of individuals at HQ and throughout our value chain. Pride & Excitement: Taking pride in working for a growing company with exciting challenges in a dynamic, international and diverse environment.	Annual surveys Health & Safety Organization (HSO) Weekly Meetings, Yearly Personal Development Plan (PDP) Internal Grievance Mechanisms
RETAILERS / BUYERS	Price, creativity, and uniqueness, offering products that stand out in design. Stock rotation to ensure fresh and relevant inventory. Safe and high-quality products. Reliable and fast delivery. Visible and clear CSR commitments focusing on traceability, resource use, biodiversity protection, and fair conditions to employees and value chain.	Regular Communication with The Sales Team Surveys
SUPPLIERS	Clear communication that ensures transparency and effective information flow. Anticipation on volume and production flow. On-time delivery of inputs, guaranteeing timely arrival of all required materials. Reasonable pricing and demands. Opportunity to grow with the company.	Due Diligence Daily Communication Surveys Through Better Buying (NOT IN 2025) Visits
MANUFACTURING WORKERS & LOCAL COMMUNITIES	Safe and clean facilities ensuring a healthy and secure work environment. Adequate work and living wages. Resilience-building projects to foster development and long-term stability.	Market Research Country Risk Assessments Visits
REGULATORS, CERTIFICATION BODIES & AUDITORS	Respect for regulations and standards. Protection of local health, security, and development. Structured data and processes. Transparent, detailed and traceable products. Available and competent contacts for accessible support when needed.	Testing Partnerships Policies & Processes Audits & Controls
INNOVATORS & RESEARCH PROGRAMMES	Partners to test and develop their solutions and ideas. Funding. Time to research and improve. Visibility to reach larger target groups.	Partnerships Research Projects Interviews
FINANCIAL INSTITUTION & SHAREHOLDERS	A healthy company with reliable and precise forecasts. Ambition, innovation and growth opportunities. Accurate risk assessment and management, with transparent information. Focus on people, ethical business practices, traceability and resource use.	Board Meetings Surveys
FASHION SHOWS & INDUSTRY ASSOCIATIONS	Clear and demonstrated commitments. Proof, data, and consistency. Active participation in group efforts.	Direct Communication Commitment Working Groups
NGOs & FASHION ACTIVISTS	Transparent and honest practices. Genuine commitment to improve and take responsibility. Structured and traceable actions. Sincere care for the people and the planet. Direct communication with people, avoiding a corporate approach.	Memberships Signatories

INNOVATION

ACCELERATE THE SPREAD OF FASHION INNOVATIONS

We want to help innovations reach their full potential faster. We dare to explore new methods, materials and technologies to drive change, starting with ourselves.

We nurture transformational ideas and technologies within our teams and partners, and we embrace challenges as an integral part of the process.

INNOVATION – INDEX

	UNIT	TARGET 2025	RESULT 2025
PARTNER TO DO BETTER			
Build an Active Network of Schools and Organizations to Learn, Test and Develop	Achieved/not achieved	Achieved	Achieved
DECREASE WASTE			
Reduce the Amount of Second prototypes	%	50%	76%
Better Fit research Project	Number	1	1
Project on Product Durability	Number	1	1
Zero-Waste Projects	Number	1	1
ACCELERATE INNOVATIVE FABRICS			
1-2 Innovative Fabrics per Year	Number	1-2	1
CIRCULAR BUSINESS MODELS			
Circular Business Model Initiative	Achieved/not achieved	Achieved	Achieved

INNOVATION
NETWORK

Building and engaging in a strong network is both highly valuable and essential in an industry that has traditionally been closed and fragmented. As the fashion industry faces increasing regulatory requirements and shared challenges - particularly within sustainability, transparency, and responsible sourcing - a collaborative network becomes a key driver of progress.

Throughout the year, we have strengthened our network by engaging closely with a wide range of stakeholders across the sector, supporting knowledge sharing and collective progress. Through these connections, we are able to exchange insights, align on best practices, and navigate complex and evolving legislation more effectively.

DANSK ERHVERV



Delogue.



INNOVATION
 NETWORK
 ZERO-WASTE
 PRODUCT DURABILITY
 CIRCULAR BUSINESS MODELS

In 2025, we participated in the Circular Acceleration Programme in collaboration with Designskolen Kolding, Lifestyle & Design Cluster, and Business Academy Copenhagen.

At the same time, it highlighted key challenges related to scalability, cost, and production setup when working with existing materials.

The project served as a test platform for circular innovation, where we explored rework, upcycling, and alternative product development using existing materials and deadstock.

These learnings will be used to refine our approach and support the gradual implementation of circular initiatives across future collections.

As part of the collaboration, our partners **Sarth** and **Goli** were each provided with 10 boxes of textiles and samples, which they used to develop and test new circular approaches.

Together, we explored how surplus styles and materials can be transformed into new products through minimal intervention, reducing the need for new resource input.

The project provided concrete insights into how circular design principles can be applied in practice and integrated into both product development and commercial processes.

Golí

SARTH

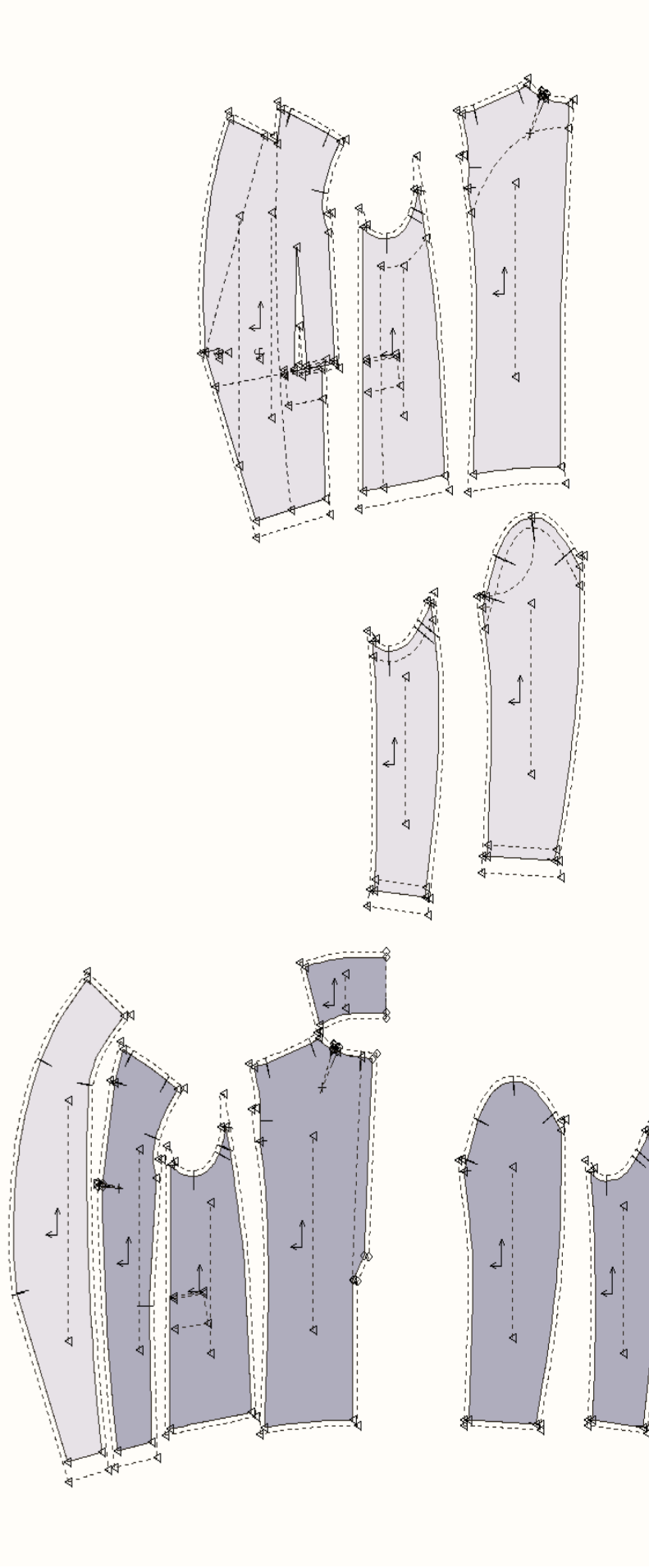
INNOVATION
REDUCE THE AMOUNT OF SECOND PROTO
BETTER FIT RESEARCH PROJECT

Since 2022, we have been working across all product teams to reduce waste throughout the development process. With the implementation of CLO 3D, we focused on minimizing the need for second prototypes, as the software enables improved fit and accuracy already at the first prototype stage. This resulted in a significant reduction of 80% from 2023 to 2024.

Building on this progress, we have further strengthened our approach by addressing overdevelopment at the source. Through increased use of carryover styles in our range planning, we are able to eliminate the need for prototypes in certain cases. This has contributed to an additional reduction in overall prototypes of 18% from 2024 to 2025.

As a result of these combined efforts, our reduction of second prototypes reached 74% in 2025 compared to our 2022 baseline, significantly exceeding our initial target of 50%.

- Here's how:
1. We select a design that would benefit from a CLO 3D version.
 2. We build a pattern for it.
 3. We transfer the pattern to CLO, add stitches and fabric, and optimize the pattern as needed.
 4. We send the pattern and CLO file to our supplier.
- If approved, the prototype directly becomes part of our collections.



ZERO-WASTE
SAMPLE SALE & DONATION

All our orders are based on pre-orders from our BTB customers, limiting our stock to our internal needs for e-commerce and marketing activities.

However, we still collect samples, and some garments may not find a new home immediately. For all these, we organise sample sales throughout the year, prioritizing our employees so they can access our collections at a discounted price.

When stock is still available, we extend the sale to friends and family.

In 2025, around 7.000 garments or samples found a new home through our sample sales activations.

In addition, we expanded our zero waste efforts by providing samples, claims, and fabric leftovers to fashion schools, theatres, and other cultural institutions. This enables materials to be reused in creative and educational contexts, supporting both talent development and more responsible use of resources. We donated more than 140 boxes in 2025.



INNOVATION
INNOVATIVE FABRICS
FLORAL TAPE

A key focus area in 2025 has been the development of our signature floral tape, which reflects ROTATE’s roots in bold femininity and distinctive design expression. The floral tape has become a recognizable design element across several product categories, including denim and cotton shirts, strengthening both brand identity and design consistency.

In 2025, we transitioned the floral tape from polyester to organic cotton. This change was driven by our ambition to align the tape material with the base fabric, enabling improved material consistency and supporting circularity principles.

While organic cotton itself is not an innovative material, transitioning our floral tape from polyester to cotton presented a technical challenge. Maintaining the desired aesthetic, structure, and durability required significant development and close collaboration with our suppliers.

By replacing synthetic fibers with organic cotton, we enhance the product’s end-of-life potential and improve material compatibility. Moving forward, we will continue to refine this signature technique while exploring opportunities to integrate more innovative materials and technologies into our designs.



PEOPLE

LIFT PEOPLE UP EVERYWHERE WE OPERATE

We strive to be a respectful, trustworthy partner and employer. We recognize, empower, and celebrate the unique voices of all our stakeholders, with a particular focus on women's rights and fights. Our goal is to support individuals in reaching their full potential.

PEOPLE – INDEX

	UNIT	TARGET 2025	RESULT 2025
BE AN EMPLOYER OF CHOICE			
Satisfaction Rate in APV (Arbejds Plads Vurdering)	%	80%	90%
Whistleblowing Cases	Number	0	0
Women in Leadership Positions	%	50%	80%
Women Internally Promoted	%	50%	80%
Teams Trained	%	100%	100%
STAND PROUD			
80% of our Collections Available in Sizes Above 42 for BTB	%	80%	80%
Spread The Word - Talks, Campaigns and Partnerships	Number	1	2
JEDI - Justice Equity Diversity Inclusion Commitee	Number	1	2
BUILD OPPORTUNITIES THROUGH EDUCATION			
Interns Recruited Over The Year	%	10%	28%
Spread The Word – Guest Speaking & Academic Partnerships	Number	3	4
Young Talents Mentorship	Number	1	1
RESPONSIBLE SOURCING			
Map and Perform Full Due Diligence for Tier 1 and 2	%	100% / 100%	100% / 93%
Tier 1 Suppliers in High-risk Countries Hold Social Audits	%	100%	100%
Aligned With Better Buying Market Average 52 points by 2024	Index score	52	Not achieved
SHARE THE SUCCESS			
Red Cross Donation	Number	2	2

PEOPLE
SATISFACTION & RETENTION
GRIEVANCE &
WHISTLEBLOWING CASES

In 2025, employee satisfaction increased significantly, with 90% of employees expressing a desire to continue their tenure with the company, up from 78.8% in 2024. This improvement reflects the impact of targeted initiatives to strengthen well-being, internal communication, and organisational clarity, as well as continued support for our employee-driven groups, JEDI (Justice, Equity, Diversity & Inclusion) and Social Committee.

We conduct an annual, confidential survey to assess physical safety and overall well-being, using the insights to define targeted actions and key focus areas.

As a fast-moving company, we prioritise continuous development through ongoing dialogue and structured processes. All employees participate in annual Personal Development Plan (PDP) meetings to align ambitions, development needs, and expectations.

Training is an integral part of our approach, including self-driven learning, peer knowledge sharing, industry engagement, and HR-led programs. All approved training is funded by the company and supported by managers to ensure continuous development.

No grievance or whistleblowing cases have been reported since 2022.



PEOPLE
EMPOWERING WOMEN
STARTS WITH US

In 2025, we continued to strengthen our data-driven approach to diversity, equity, and inclusion by collecting and analyzing gender-disaggregated data across key employee metrics, including turnover, representation, promotions, and recruitment.

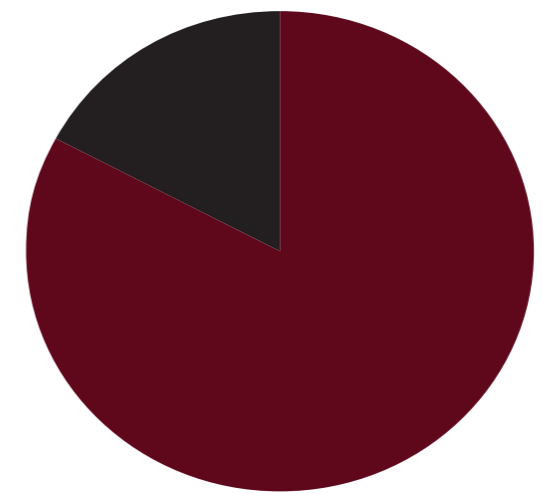
Our data shows a strong representation of women across the organization, accounting for 83% of the total workforce and holding 80% of all leadership roles (including C-level and managers) In 2025, 80% of all promotions were awarded to women, and women represented 78% of new hires.

Employee turnover during the year was primarily driven by organisational changes, including the phase-out of a brand, as well as individual career decisions, affecting both women and men similarly.

We also support internships in collaboration with various educational institutions and take pride in creating opportunities for emerging talent. When possible, we aim to offer permanent positions following internships, and in 2025, 28% of our interns were offered a role within the company. All of them women.

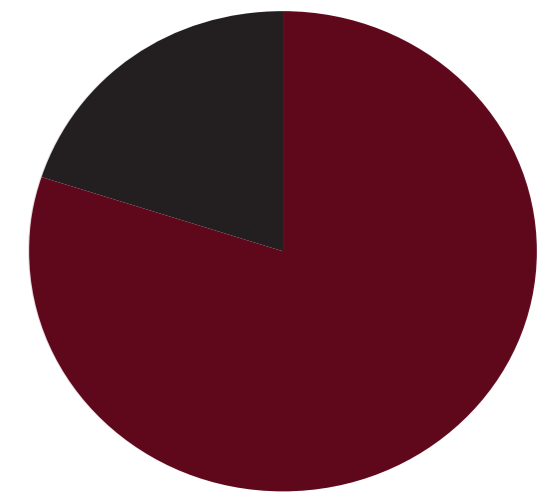
This data enables us to monitor progress, identify structural patterns, and support informed decision-making to ensure a fair and inclusive workplace.

EMPLOYEES



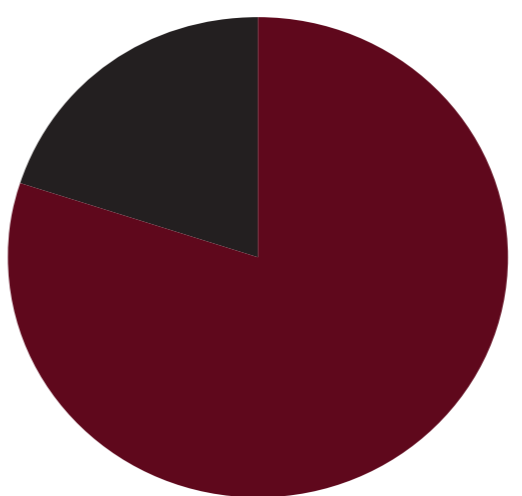
● WOMEN (83%)
● MEN (17%)

LEADERSHIP



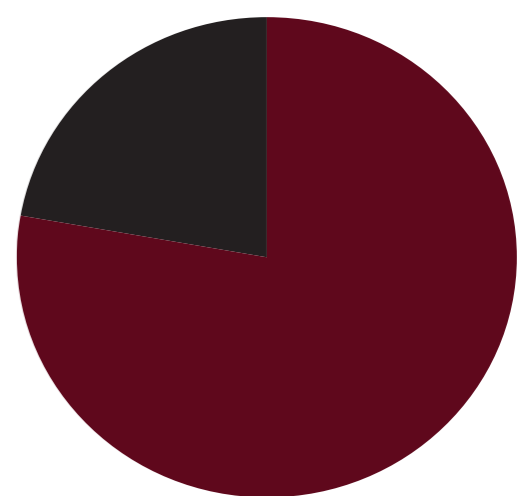
● WOMEN (80%)
● MEN (20%)

PROMOTIONS



● WOMEN (80%)
● MEN (20%)

NEW HIRES



● WOMEN (78%)
● MEN (22%)

PEOPLE
TEAMS TRAINED

In 2025, our focus was to align our HR processes with the updated B Corp standard 2.2, building on the progress made in 2024.

We strengthened clear and transparent HR practices, with a particular focus on supporting and empowering our female employees, while streamlining policies to ensure consistency, clarity, and alignment across the organisation.

HR PROCESSES:

- Updated Manager Handbook
- Updated Staff Handbook
- New ESG-related KPIs for all teams

ENGAGEMENT & CULTURE

- APV – annual voluntary survey to assess employees well-being and safety, used for improvement plans
- Employee led Social Committee
- Four annual company-wide town hall meetings
- Employee led JEDI Committee (Justice, Equity Inclusion & Diversity)

TRAINING & DEVELOPMENT

100% employee participation in different training initiatives across all departments.

- Fire Drill
- Well-being
- Communication and Feedback
- ESG Agenda Awareness
- Circular Principles
- Delogue
- Asana
- Business Central
- Excel
- APV Plan Workshops
- AI
- JOOR
- B Corp v.2.2



PEOPLE
INCLUSIVITY

Building on our progress since 2023, we continued in 2025 to offer our full collections to wholesale partners in sizes 32 to 46. Across our own channels, we maintain a curated selection of key styles in both smaller and extended sizes. This ongoing commitment reflects our ambition to support a wider range of body types while preserving our design identity, quality, and fit.

Inclusivity remains a core focus for us. We continuously work to refine our approach by incorporating thoughtful design elements, carefully selected materials, and functional details that enhance both comfort and wearability. In 2025, we also explored new stretch fabrics and construction techniques for more fitted styles, aiming to improve flexibility, fit, and overall comfort, while supporting greater inclusivity across silhouettes.

Our work goes beyond size availability. We remain focused on delivering consistency in fit, quality, and craftsmanship across all sizes, ensuring that each garment meets the same standards.

To further enhance the customer experience, our digital sizing tool remains an important feature on our e-commerce platforms, helping customers make more informed choices and find their best fit online.



PEOPLE
SPREAD THE WORD
LOVE IS NOT A CRIME

In 2025, ROTATE, with the support of A-Management, continued its meaningful collaboration with the annual Love Is Not A Crime initiative – a charitable organisation dedicated to combating discrimination against the LGBTQIA+ community.

To support the initiative, ROTATE once again launched a limited-edition collection featuring signature T-shirt designs, incorporating the organisation’s tagline in line with the brand’s aesthetic. Proceeds from each item sold were donated to Love is not a Crime who directly donated to organisations including Kenya Pride, Mermaids UK, and FSTB (Foreningen for Støtte til Transkønnede Børn), supporting their work to advance equality, safety, and rights for LGBTQIA+ individuals.

Supporting initiatives like these is essential in a global context where LGBTQIA+ communities continue to face discrimination, violence, and limited access to basic rights. By contributing to organisations working on the ground, we aim to help drive meaningful change and promote inclusion, visibility, and protection across different regions and communities.

2025 marked the final year of this collaboration, as Love Is Not A Crime has been put on pause. We remain committed to supporting similar impactful initiatives and are actively exploring new partnerships with organisations that share our values and dedication to equality and inclusion.



PEOPLE

SPREAD THE WORD

DBU & HUMMEL

In 2025, ROTATE partnered with Hummel and the Danish Football Association (DBU) to design the official Women's National Team kit alongside a lifestyle collection, celebrating and supporting women in sports.

The collaboration was built around a shared ambition to stand proud, support girls and women, and spread the word about the importance of visibility and representation in women's football.

Through the design and storytelling of the collection, the partnership highlighted female athletes as role models and aimed to inspire the next generation, while bringing greater attention to women's football both nationally and internationally.

Supporting initiatives like this helps create more visibility, inspire participation, and contribute to a more inclusive and equal sports culture.



PEOPLE
YOUNG TALENTS
MENTORSHIP
SPREAD THE WORD

In 2025, ROTATE completed its final season as patron of Copenhagen Fashion Week’s New Talent Program, following three seasons of support from the collective. As part of this partnership, ROTATE provided financial support and shared the brand’s industry expertise with the next generation of emerging designers.

The mentorship has been both a valuable and inspiring experience, offering meaningful insights and fostering strong connections with emerging talent.

From summer 2025 onwards, we will explore new opportunities to collaborate with educational institutions and similar partners, with the aim of developing impactful and forward-looking projects that support the next generation of talent in the industry.

Beyond offering mentorship and guidance, we participated in a several talks, panels, lectures, and industry events that create valuable opportunities to inspire, support, and advocate for rising fashion talent.



PEOPLE
DUE DILIGENCE
AUDITS & CERTIFICATIONS

Due diligence is a key tool to ensure responsible business conduct across our global supply chain, enabling us to identify, assess, and mitigate risks related to human rights, labour conditions, and environmental impact.

We have established a structured due diligence process aligned with the UN Guiding Principles on Business and Human Rights, OECD guidelines, and the B Corp 2.2 human rights requirements. This includes mapping our supply chain, where we have achieved 100% Tier 1 supplier mapping and continue to expand visibility into Tier 2. Suppliers are required to disclose production sites to increase transparency and traceability.

As part of our human rights risk management, all Tier 1 suppliers must submit valid annual third-party social audits. In 2025, we collaborated with 28 suppliers, 25 located in high-risk countries, with 100% holding valid audits. We require recognised certifications such as Amfori BSCI, Sedex SMETA, or GOTS, and do not accept audit results below grade C.

Through ongoing risk assessments and supplier engagement, we prioritise actions to prevent and mitigate adverse impacts. As an SME, we focus on building long-term, collaborative partnerships with suppliers to support continuous improvement and responsible sourcing practices



○ HIGH RISK - 25/28
● LOW RISK - 3/28

PEOPLE

BETTER BUYING
PARTNERSHIP

We believe that suppliers deserve to be treated with fairness and respect, and we are committed to fostering a more balanced relationship within the fashion industry.

In 2022, we joined the Better Buying Initiative to give our suppliers the opportunity to anonymously evaluate our purchasing practices.

Due to internal challenges, we were unfortunately not able to conduct our BB survey in 2025 and therefore did not obtain any results. Instead, we initiated a more thorough due diligence process, including several on-site visits to selected suppliers. The survey will be reintroduced in 2026.

We recognize that trust is built on respect, active listening, and a willingness to embrace constructive feedback.

As we move forward, we will continue to engage openly with our suppliers, challenge ourselves to do better, and strive to be their Preferred Partners.



PEOPLE
DONATION

We believe fashion can be a powerful tool for empowerment, helping women feel confident, strong, and supported.

In 2025, we continued our support of the Danish Red Cross through ongoing donations, providing clothing to women in vulnerable life situations. These initiatives support access to both everyday essentials and workwear, helping women rebuild stability and confidence as they re-enter the workforce.

In 2025 we carried out two shipments to the Danish Red Cross, an initiative that we are committed to continuing as part of our broader mission to uplift and empower women.



PLANANET

INTEGRATE CIRCULARITY FROM DESIGN

We aim to design and produce unique and high-quality garments that are made to last.

We believe prosperity comes from shared success and responsibility, with deep respect for both people and the planet.

PLANET – INDEX

	UNIT	TARGET 2025	RESULT 2025
DESIGN FOR CIRCULARITY			
ESG Training	Achieved/not achieved	Achieved	Achieved
Train All Design & Product Teams on Circular Principles	Achieved/not achieved	Achieved	Achieved
90% of Styles Contain 50%+ Preferred Materials	%	90%	90%
Preferred Trims Guidelines	Achieved/not achieved	Achieved	Achieved
STOP RESOURCE DEPLETION & POLLUTION			
Dyes and Treatment Testing Programme	Achieved/not achieved	Achieved	Achieved
Life Cycle Analysis of Two Key Products	Number	2	1
FIGHT CLIMATE CHANGE			
Annual Carbon Footprint Report	Number	1	1
Setting CO2 Reduction Targets	Achieved/not achieved	In progress	Achieved
Amfori BEPI or LWG for Our Key Suppliers	Number	2	4
BUILD RESILIENT SUPPLY CHAIN & SUPPORT			
Initiate Local Partnerships	Number	2	1

PLANET
PREFERRED MATERIALS

Our goal for 2025 was to ensure that 90% of all units produced within each collection contain at least 50% preferred materials. While progress was made, we did not fully reach this target.

Since implementing our Preferred Materials Strategy in 2023, we have increased the share of garments developed with preferred materials and strengthened their integration across our collections.

The overall share of preferred materials increased in 2025. However, a more diversified material mix reduced the relative share of recycled polyester, as we expanded the use of natural and cellulosic fibres.

In some cases, recycled polyester was not the optimal material due to performance requirements. We therefore prioritised material functionality while continuing to increase the use of preferred alternatives where feasible.

We also continue to explore recycled polyester from textile waste rather than PET bottles to further support circularity.

Going forward, our focus will be on increasing the share of preferred materials through improved sourcing strategies, supplier engagement, and integration into the design process.

WHAT WE ACHIEVED:

PREFERRED MATERIALS

- 100% of our leather comes from LWG-certified tanneries
- 89%* of our cotton is from organic or recycled sources (slight increase from 2024)
- 79%* of our polyester is made from recycled polyester (decrease from 2024)
- 85%** of materials used are considered as Preferred materials

PREFERRED GARMENTS

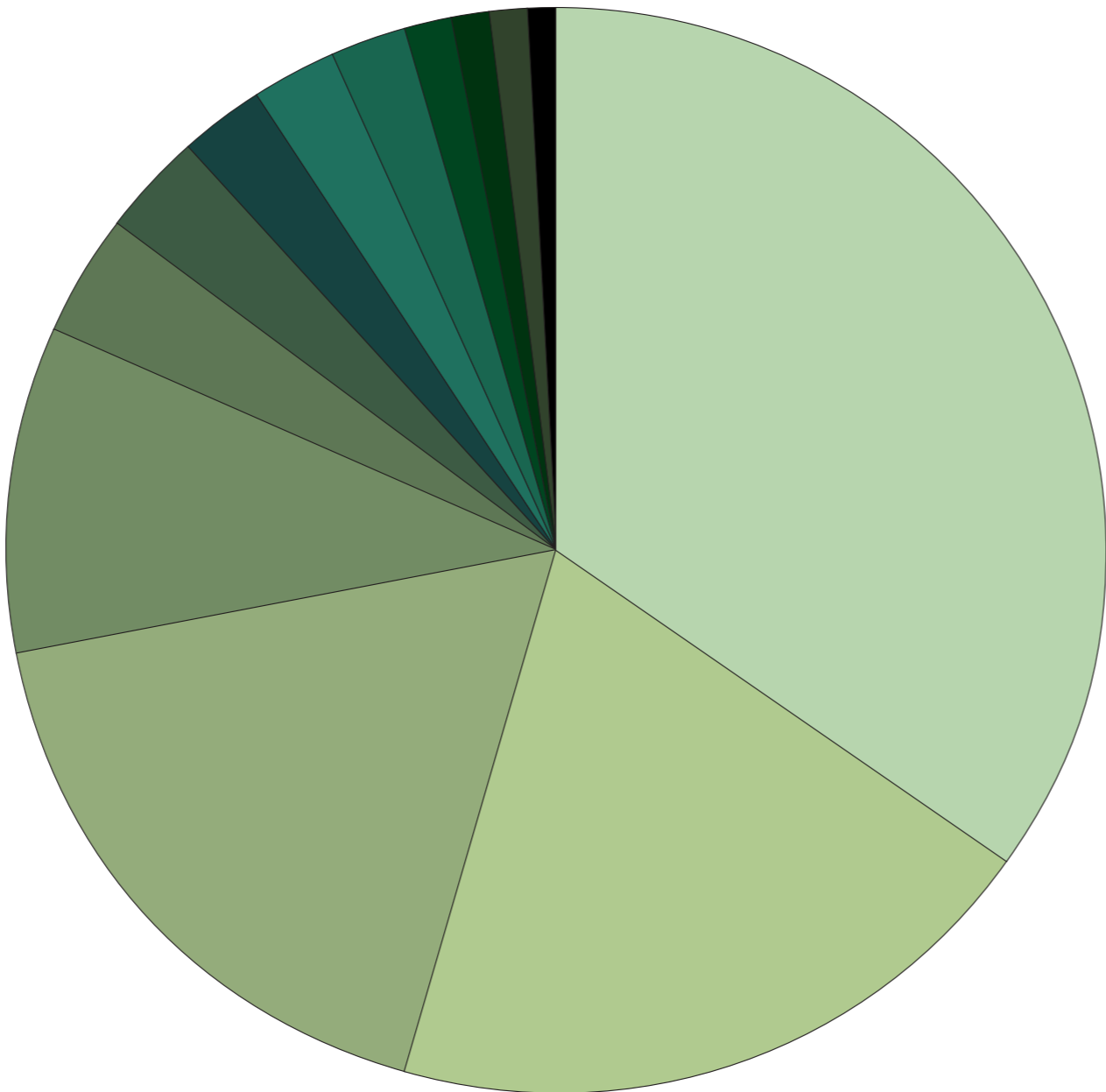
- 82% *** of the BCC 2025 collections were developed using Preferred Materials (2% increase since 2024 and a total 18% since 2022)

*Ratio based on the combined weight of a full year production at BCC, where the % of Preferred content is compared to total weight per material.
 **Ratio based on the combined weight of a full year's production, where materials containing more than 50% preferred inputs are classified as preferred and compared to total material weight.
 *** Ratio based on the main composition of the total units produced.

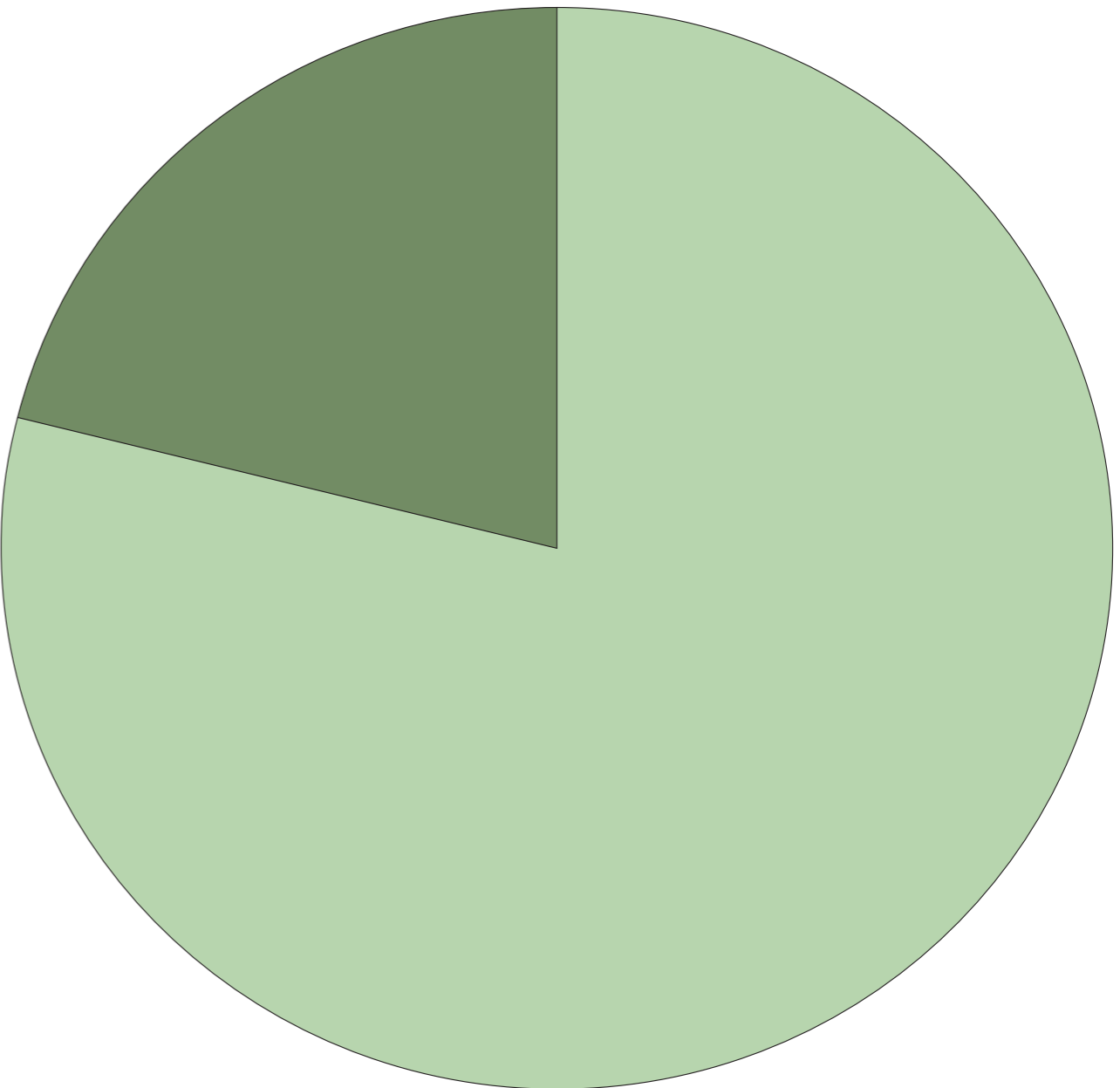


PLANET
PREFERRED MATERIALS
FIBER SPLIT

- ### TOTAL FIBER AND MATERIAL USE 2025
- POLYESTER - RECYCLED (34.98%)
 - LEATHER - PREFERRED (19.54%)
 - COTTON - PREFERRED (17.69%)
 - POLYESTER - CONVENTIONAL (9.47%)
 - WOOL - PREFERRED (3.83%)
 - VISCOSE (2.84%)
 - COTTON (2.63%)
 - VISCOSE - PREFERRED (2.37%)
 - OTHER FIBERS BELOW 0.5(2.32%)
 - WOOL (1.40%)
 - ELASTANE (1.18%)
 - POLYAMIDE (1.08%)
 - POLYAMIDE - PREFERRED (0.67%)



- ### TOTAL PREFERRED MATERIALS 2025
- PREFERRED MATERIALS (79.08%)
 - CONVENTIONAL MATERIALS (20.92)



STOP RESOURCE DEPLETION & POLLUTION 40/45

PLANET
RISK ASSESMENT &
TESTING

As part of our Supply Chain Assurance and Quality Management procedures, we conduct regular product risk assessments across all categories to ensure that all products meet safety and compliance standards each season. We use the AFIRM risk matrix as a key tool in our daily operations and risk assessments to identify and prioritize potential risks.

In 2025, we launched our first shoe line, which required additional testing and strengthened control procedures to ensure product safety and performance within this new category.

In collaboration with our nominated test lab SGS, we test selected styles based on our internal risk assessment. All tested products must, as a minimum, comply with REACH but are tested against AFIRM requirements, which in some cases are stricter than REACH.

We actively collaborate with our suppliers to improve manufacturing processes and sourcing practices. By increasing awareness of product safety risks and promoting the use of preferred materials, we aim to build a supply chain that is increasingly compliant, transparent, and safe.



STOP RESOURCE DEPLETION & POLLUTION 41/45

PLANET
LIFE CYCLE ANALYSIS
PILOT PROJECT

In 2025, we conducted a pilot project on a selected collection, where products were deconstructed to component level, including trims such as logos and care labels, and assessed against circular design principles.

These principles focus on designing out waste and harmful chemicals, to keep products and materials in use, and enable recyclability through design for disassembly.

Based on this pilot, we assessed our approach to impact measurement and concluded that applying circular design principles across collections is more scalable and relevant than conducting full LCAs on a limited number of products. While LCAs provide valuable insights, they are resource-intensive and require broad product coverage to be representative.

The project now serves as a foundation for integrating circular targets into product development and guiding future environmental impact reduction efforts.



PLANET
ANNUAL CARBON FOOTPRINT

In 2025, our total emissions amounted to 3,242 tCO₂-eq., representing a decrease compared to 4,964 tCO₂-eq. in 2024. While overall emissions declined, the distribution across categories reflects changes in our business activities and adding new product categories.

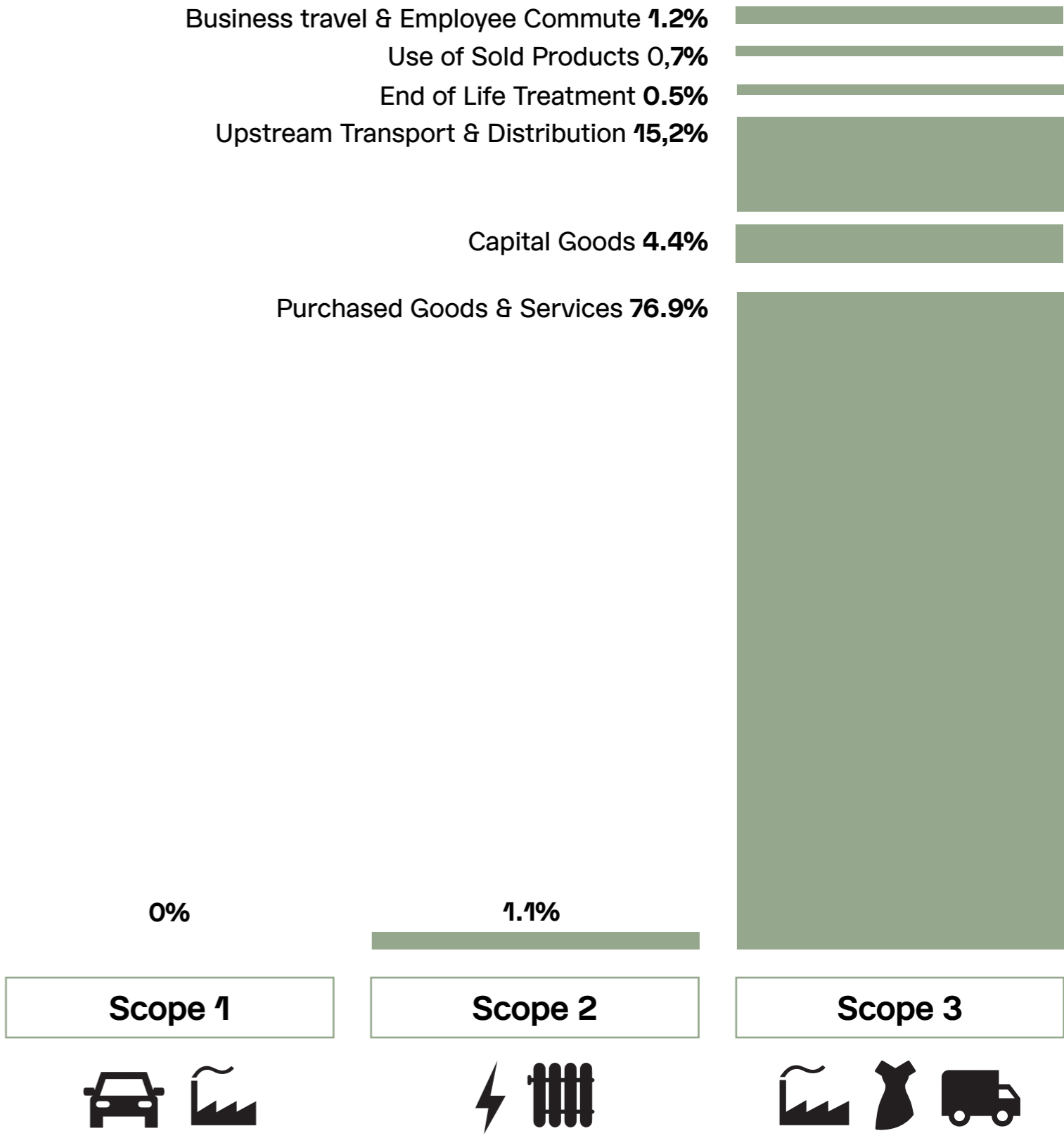
Emissions continue to be primarily driven by Scope 3, with purchased goods and services remaining the largest contributor, although slightly reduced compared to 2024.

We observed an increase in business travel, driven by expanded activities including new partnerships, pop-ups, shop-in-shops, and increased marketing initiatives. In addition, upstream transport and distribution increased due to the introduction of shoes and bags, which have a higher material weight and increased use of leather in these categories and also in main collections.

Other categories decreased in relative share compared to 2024, reflecting changes in overall activity levels and product composition

This development highlights how changes in operations and product design directly influence our emissions profile and reinforces the importance of continued focus on materials, design, and supply chain optimisation.

2025
3242 tCO₂-eq.



PLANET
CLIMATE ACTION PLAN
REDUCTION TARGETS

In 2025, we formalised and implemented our Climate Action Plan, establishing clear reduction targets aligned with the Paris Agreement and our commitment to limit global warming to 1.5°C. Using 2024 as our baseline year, where total emissions amounted to 4,964 tCO₂e, we aim to reduce our absolute greenhouse gas emissions across Scope 1, 2, and 3 by 30% by 2030, corresponding to an average annual reduction of approximately 5.8%.

While the initial plan was to postpone formal target setting, we chose to implement these targets in 2025 to align with updated B Corp requirements and to strengthen our governance, accountability, and transparency.

Our climate strategy focuses on key emission drivers across our value chain. As the majority of our emissions are located in Scope 3, particularly from purchased goods and services, we prioritise material choices, circular design principles, and supplier engagement as core reduction levers.

We have already transitioned a significant share of our materials to preferred alternatives, and future reductions will increasingly depend on supplier collaboration, energy transitions in manufacturing, and continued design and sourcing optimisation.

In parallel, we are committed to reducing emissions within our own operations through energy efficiency measures and transitioning to 100% renewable electricity. Our Climate Action Plan serves as a structured framework to guide implementation, monitor progress, and continuously improve data quality and impact measurement across our business.



PLANET
LOCAL PARTNERSHIP TO SUPPORT KEY PARTNERS
AMFORI BEPI OR LWG GOLD FOR OUR KEY SUPPLIERS

As part of our commitment to improving environmental responsibility across our supply chain, we continue to require our suppliers to share reliable and verified data on the environmental performance of their facilities and production activities. This includes, among other indicators, data on CO2-eq. emissions. To ensure credibility and consistency, all information must be supported by independent third-party verification.

We encourage our suppliers to undergo the amfori Business Environmental Performance Initiative (BEPI) audit, which provides a comprehensive framework for assessing environmental performance across key areas such as greenhouse gas emissions, energy use, water consumption, chemical management, waste handling, and biodiversity impact.

In 2025, we expanded our approach by also recognising Leather Working Group (LWG) Gold certification for leather suppliers. As a globally recognised, industry-specific standard, LWG provides robust assessment of environmental performance within tanneries, covering many of the same core impact areas as BEPI.

This allows us to take a more tailored and relevant approach for leather sourcing, while maintaining a high level of environmental due diligence and avoiding duplication of audits.

In 2025, one of our key suppliers successfully completed a BEPI audit, strengthening our insight into environmental performance at facility level. In addition, all three of our leather suppliers tanneries achieved LWG Gold certification, ensuring a high standard of environmental performance within our leather supply chain.

This progress supports our ambition to increase transparency and strengthen environmental data across key sourcing areas, while applying the most relevant and industry-aligned standards for each material category.



THANK YOU