

# MR MARVIS

ACTION REPORT 23/24



A photograph of three men in a coastal setting. Two men stand on a rocky shore, looking out at the ocean. The man on the left is Black, wearing a white short-sleeved shirt and dark shorts. The man on the right is white, wearing a white short-sleeved shirt and light shorts. In the foreground, a third man is lying on a rock, wearing sunglasses and a gold necklace, looking up at the sky. The background shows a blue sea and a city skyline under a clear blue sky.

## OUR MISSION

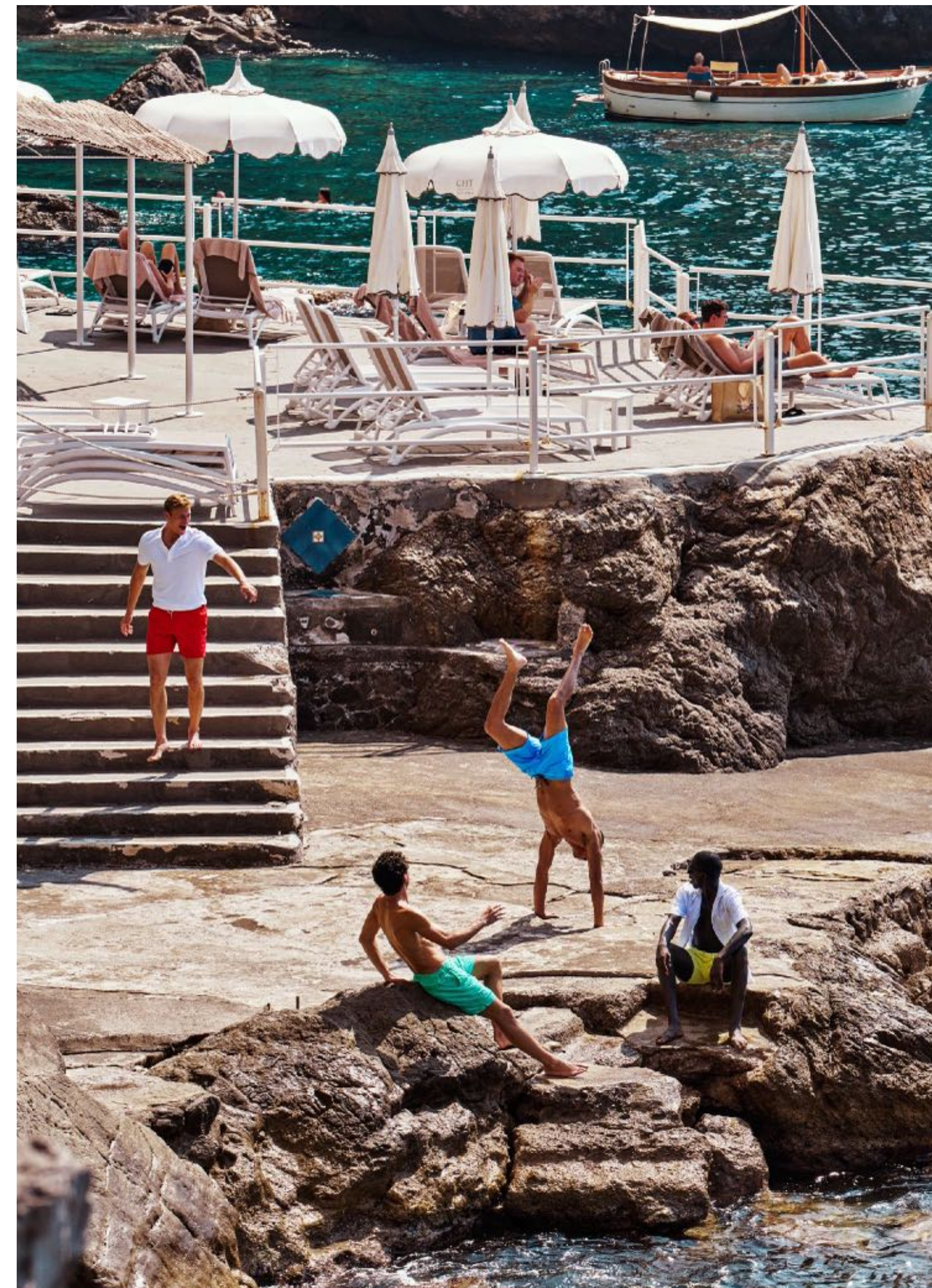
# We want to make people feel marvellous

It's our mission to share positive energy around the world. We do so by creating iconic designs, offering best-in-class service and driving conscious decisions for people and planet.

As a clothing brand, we hold ourselves accountable for the impact we have. We are dedicated to doing better every day; creating value for everyone interacting with our company and reducing our environmental footprint to a minimum.

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# The road to perfection

In 2016, we embarked on a journey to create the perfect shorts for men, because such a pair simply didn't exist. What do we mean when we say perfect? To us, this translates into garments that are timeless, durable, and supremely comfortable. But perfection, to us, extends beyond the aesthetics of clothing; it encompasses our commitment to the planet and its people too.

Our garments are distinguished by the responsible choices we make in every facet of our business. From being an inclusive and compassionate employer to crafting our garments in Portugal using more sustainable materials. Extending our impact beyond the boundaries of our business, we are passionately engaged in supporting a variety of charitable causes. By doing so, we aspire to leave a lasting imprint that reaches far beyond the stitches of our creations.

Recognising that perfection is a perpetual journey, we invite you to follow our progress and reach out with any suggestions for improvement. Your input is invaluable as we continually strive to enhance our sustainability efforts.

Get in touch with us via [sustainability@mrmarvis.com](mailto:sustainability@mrmarvis.com).



A photograph of three men sitting on a boat, smiling and looking towards the camera. They are wearing casual summer clothing: a light green polo shirt, a salmon-colored short-sleeved button-down shirt, and a light blue short-sleeved button-down shirt. The background shows a scenic view of a coastal town built on a hillside, with buildings in various colors and a large white building on the left. The water is a deep blue, and the sky is clear. The text "2023 Highlights" is overlaid in white, bold, sans-serif font in the center of the image.

# 2023 Highlights

# 2023 Highlights



## BECAME A CERTIFIED B CORP

We are the largest Dutch clothing brand with the B Corp certification, joining the movement for a more inclusive and sustainable economy. We achieved our B Corp certification with 101.7 points.



## WE COMPENSATE FOR OUR EMISSIONS

Since 2021, we capture our emissions by supporting greening projects from Justdiggitt. On page 51, you can read more about our compensation efforts.



## PLANTED 1,460 TREES ON PLANT-A-TREE FRIDAY

Instead of joining in on the Black Friday sales, we planted a tree for each pair of trousers sold on that day. We call it: Plant-A-Tree Friday.

# 2023 Highlights



## IMPROVED OUR NPS FROM 66 TO 70

We improved our NPS (Net Promoter Score) from 66 to 70, exceeding our target for 2023 to achieve an NPS of 68. As this score is far above the industry standard of 45, we are really proud of this accomplishment!



## ENJOYED 166 HOURS OF VOLUNTARY WORK

Last year our team spent almost 21 (20.75) paid working days on voluntary work. 42 hours were dedicated to volunteering at Het Danspaleis, an organisation that keeps all seniors in the Netherlands vital and included through dancing and music. Next to that, 124 voluntary hours were spent on helping KiKa with the 'KiKa Korte Broek' campaign.



## DONATED €116,901 TO CHARITIES

Our financial and in-kind contributions for 2023 amounted to €116,901 supporting various causes such as Dress for Success, Klabu and KiKa.

# 2023 Highlights



## SWITCHED THE LONGS TO ORGANIC COTTON

We switched The Longs from conventional cotton to organic cotton saving 46 tons of CO2.



## EXTENDED THE LIFESPAN OF OVER 23,000 GARMENTS

Through reconditioning and repairing we revived over 23,000 garments, saving them from ending up in a landfill.



## COLLABORATED WITH BRUIN PARRY

We launched a beautiful collaboration with Bruin Parry, an Amsterdam-based artist who used to be our neighbour in our old office. This campaign was nominated for two awards: the ADCN Award for creativity and the INC Award for inclusivity.



A high-angle photograph of three people sitting on a concrete ledge overlooking the ocean. The ledge is made of light-colored concrete and has a metal railing. The person on the left is a woman with dark hair tied back, wearing a light blue button-down shirt and bright pink shorts. The person in the middle is a man with curly hair and sunglasses, wearing a white button-down shirt and light-colored shorts. The person on the right is a man with short hair and sunglasses, wearing a grey t-shirt and green shorts. They are all looking down or towards each other. The ocean is a deep, vibrant blue with visible ripples. The scene is brightly lit, suggesting a sunny day.

# 2023 Challenges

# 2023 Challenges

SOMETIMES WE RUN A BIT SHORT



## IMPROVE EXISTING STYLES

We aimed to switch the last product that is still made from conventional cotton (The Originals) to organic cotton in 2023. And although we are very, very close to achieving this goal, we're not there yet. We did start with a small test batch made from organic cotton. After we've assessed the quality of this batch, we can roll out the full switch.



## LOWER EMPLOYEE HAPPINESS SCORE

Our employee happiness score dropped from +79 to +64. We understand this shift considering the significant growth we experienced last year. A score of +64 is still a respectable score - given the average of 51 - but we're not content with this development. To restore the score to our old level (and beyond) we are now monitoring our employee happiness monthly to proactively address our team's needs.



## MORE FOCUS ON CIRCULARITY

We're integrating recycling more into our organisation, but when it comes to recycling textile, we - and our industry in general - face challenges. We encourage customers to resell MR MARVIS garments via Sellpy and are exploring recycling methods like second-life programmes and material repurposing.

# 2023 Challenges

SOMETIMES WE RUN A BIT SHORT



## INVESTING MORE IN DATA

Effective data management is a cornerstone for informed decision-making and impactful action. As we are growing, it is necessary to put a future-proof system in place that can process all our data and calculate our emissions across scopes 1,2 and 3. To calculate our environmental impact more accurately we decided to invest in a more sophisticated platform. We are confident that this tool will improve the quality of our assessment and enhance our decision-making processes.



## SETTING TARGETS PER STYLE

As we grow and sell more garments every year, our total environmental footprint grows too. It's our mission to make sure that while we expand our collection, we make sure that every garment we create is the best of its kind. That means improving our existing styles and making conscious decisions when creating new designs. By investing more in appropriate impact-measuring tools, we will very soon be able to set more concrete targets for each specific style in our collection. We will begin with setting these targets this year.



## CUSTOMER LOYALTY PROGRAMME

One of our goals last year was to launch a Customer Loyalty Programme. Unfortunately, we were unable to implement this in 2023 because we are in the middle of a switch to a new CRM system which took a lot of preparation last year. Once the new system is fully operational, our attention will be directed towards realising this initiative.

# Pillars of purpose

## BE, STAY AND FEEL MARVELLOUS

At MR MARVIS, our efforts are guided by three impact pillars: Be Marvellous, Stay Marvellous, and Feel Marvellous, each representing a distinct facet of our brand. For the attentive viewers, these pillars align with the Environmental, Social, and Governance (ESG) framework. 'Stay Marvellous' addresses the 'E' for environmental within ESG. The environmental factor touches upon a company's impact on the natural world and its efforts to mitigate any negative effects. 'Feel Marvellous' corresponds to the 'S' for social. This refers to how MR MARVIS interacts with and impacts society, both internally and externally. 'Be Marvellous' embodies the 'G' for governance within ESG, specifically focusing on how our company is managed and governed. This includes the composition of the management team, the decision-making processes that are in place and the establishment of comprehensive policies.



# BE MARVELLOUS

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## GOVERNANCE

For us, being marvellous means having established good governance. To make sure our heart is in the right place we use B Corp as our moral compass. Kicking off with Be Marvellous as the first pillar is important to us because B Corp is where our sustainability journey went next level. Being marvellous also means creating the best customer experience. Every year we measure our NPS to make sure we are on the right track.

# STAY MARVELLOUS

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## ENVIRONMENT

Staying marvellous is all about the environmental impact we have as a company. For us, this means understanding the different drivers behind our carbon footprint by looking at factors such as our production processes, material usage and packaging. We measure our environmental footprint and develop strategies to reduce, mitigate and compensate for carbon emissions (e.g. consider alternative fabrics, set reduction targets and compensate emissions through greening projects).

# FEEL MARVELLOUS

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## SOCIAL

We want people to feel marvellous! On the one hand by being a great employer for our colleagues, creating a fun, healthy and safe working environment where everybody feels included. But also by doing good for people outside our organisation. In this pillar, you'll learn more about the philanthropic efforts that we undertake as a team.

# BE MARVELLOUS

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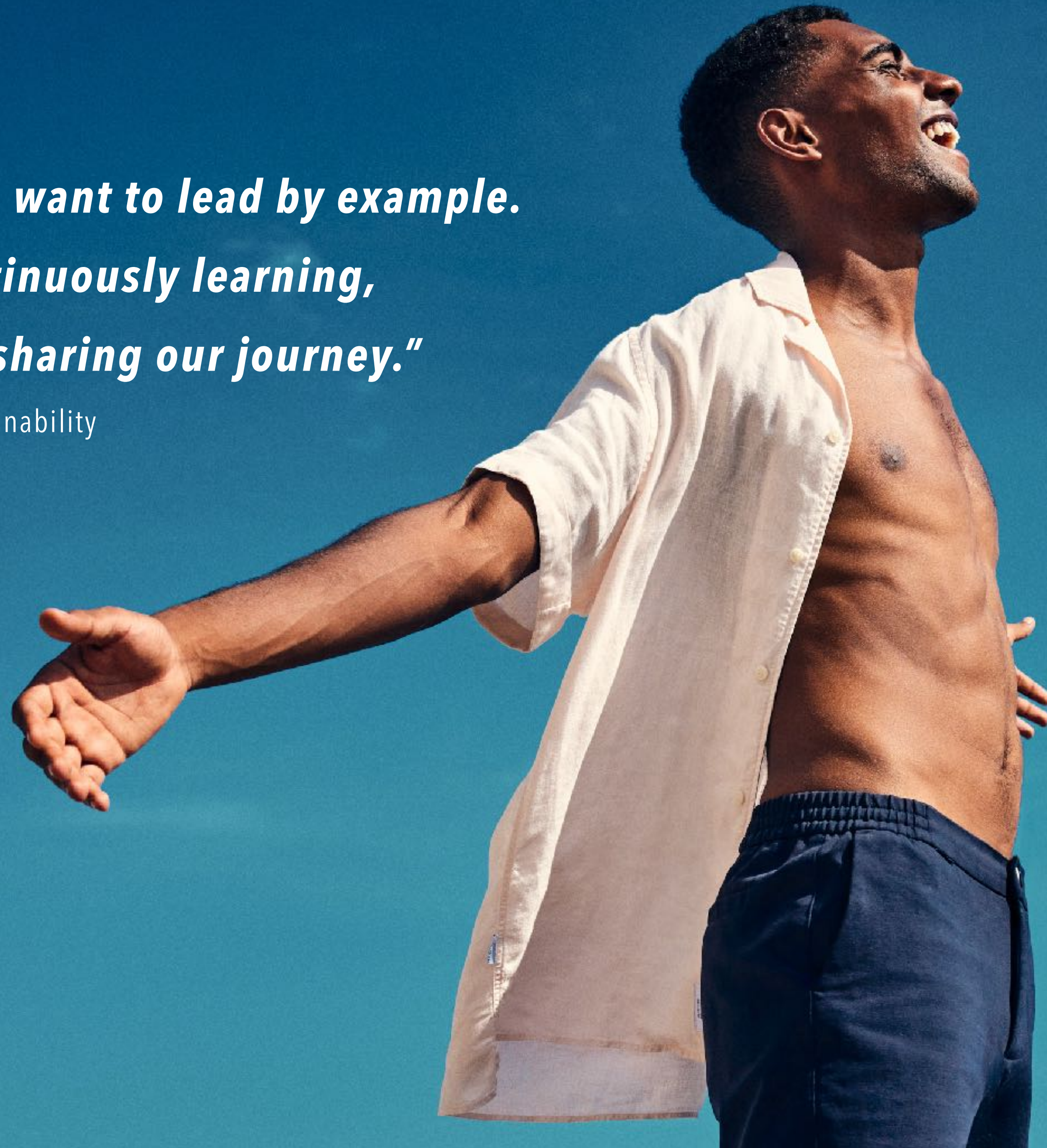
## GOVERNANCE

*Everything about our B Corp certification and plans, topics like our Code of Ethics and Supplier Code of Conduct and last but definitely not least: our customers!*



***“As a B Corp, we want to lead by example.  
This means continuously learning,  
improving and sharing our journey.”***

Jules Ruig, Head of Sustainability

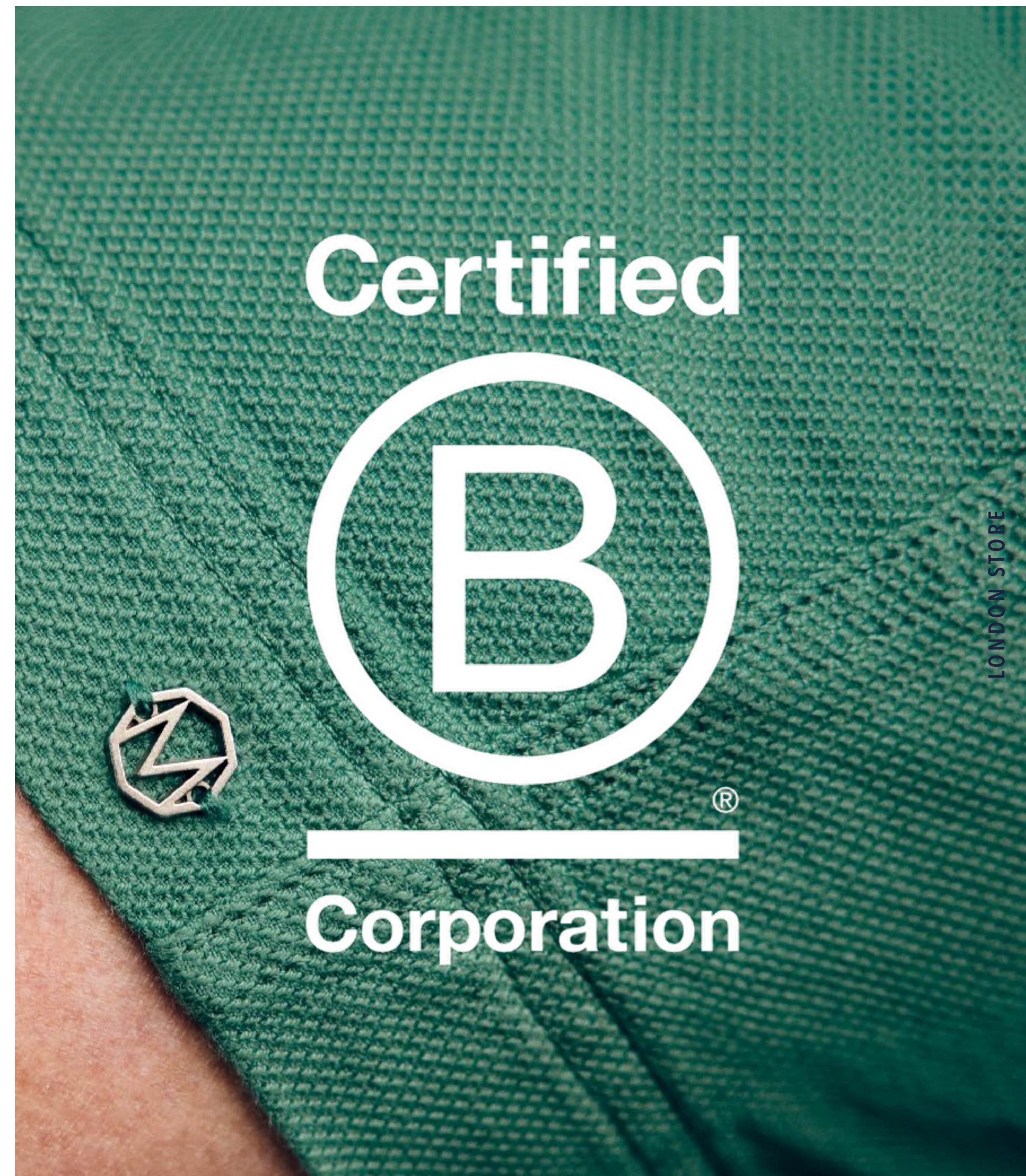


# Be Marvellous

## B CORP

B Corporations (B Corps for short) are companies that meet high standards of socially and environmentally conscious decision-making. They commit to public transparency, as well as legal accountability to balance profit with purpose for people and the planet.

We are very proud that in 2023, MR MARVIS became the largest Dutch clothing brand to receive the B Corp certification. As a B Corp, MR MARVIS is counted among businesses spearheading a global movement for an inclusive, equitable and regenerative economy. In other words, this means that sustainable decision-making is no longer just a belief of ours; it's now a binding aspect of our DNA and mission too. We mean this literally – having signed B Lab's Declaration of Interdependence and integrated sustainable decision-making into our brand's legal framework.





# Be Marvellous

## B CORP

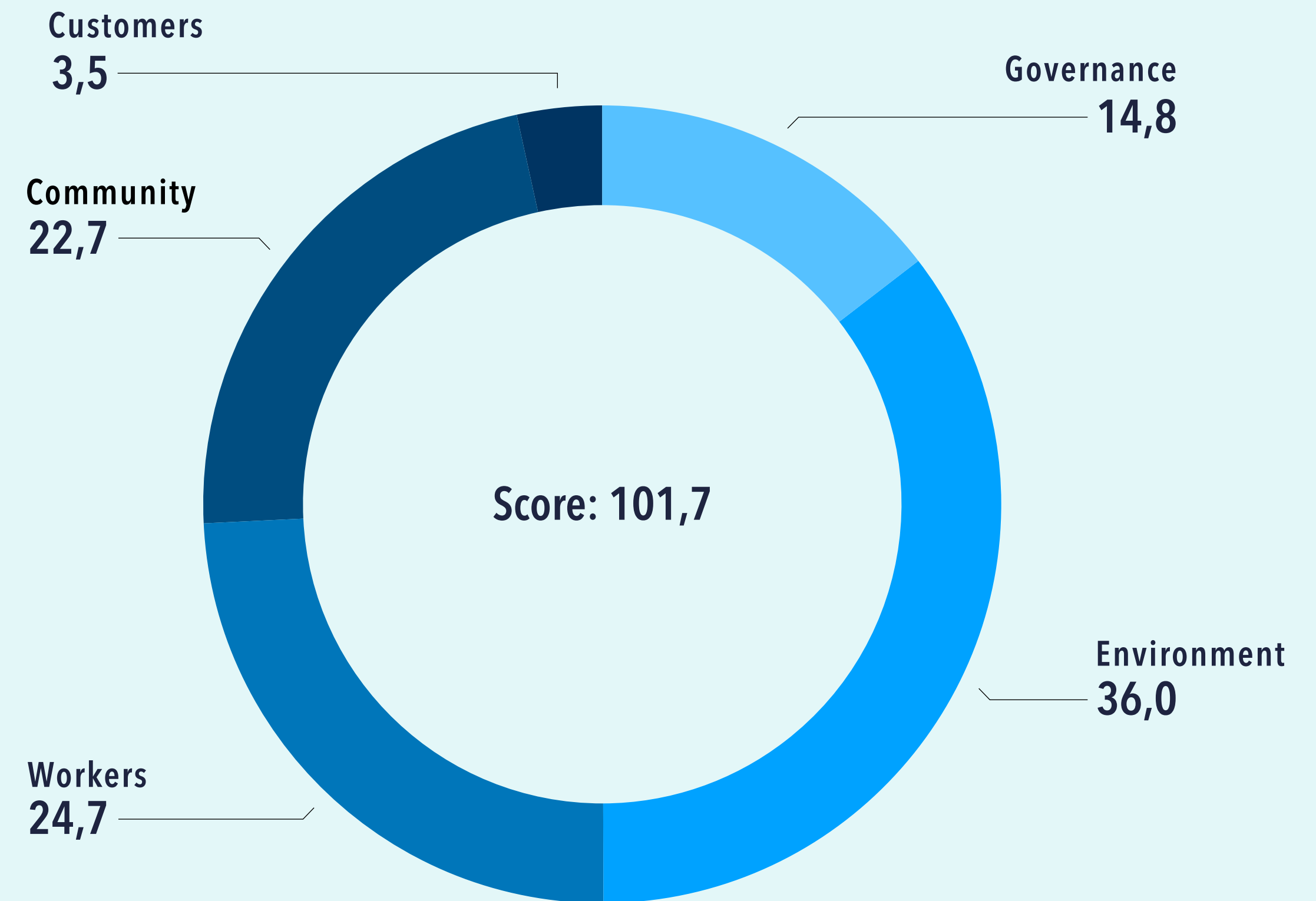
### HOW WE GOT HERE?

To become a Certified B Corporation, a company has to do the so-called B Impact Assessment (BIA). This is an elaborate questionnaire that assesses a company on five impact areas: Governance, Customers, Workers, Community and Environment. Companies need to score at least 80 points (out of the total 200) to become a Certified B Corp. In the Netherlands, the average score is 83.7 points. MR MARVIS scored 101.7 on the B Impact Assessment. A score to be proud of. It sounds simpler than it actually is: it requires a certain type of company DNA and – in our case – more than two years of preparation to take the right steps. To give some examples: we formalised our Code of Conduct and made sure it was signed by all our production partners to ensure high standards for working conditions, we use environmentally preferred and certified materials (organic, recycled, and recyclable) and we donated our time and expertise to various charities.

### WHAT'S NEXT?

Becoming a B Corp was only the beginning. From here onward we want to use every chance we get to further increase our positive impact on the world around us. To keep the B Corp status, all B Corps must re-certify every three years. As we received our status in 2023, 2026 will be our moment of truth again. 2026 seems far away but we are ambitious and given the changes we want to implement, it is almost around the corner.

## B IMPACT ASSESSMENT



# Be Marvellous

## B CORP

To continually enhance our impact, we've assembled a dynamic team of B Champs within our organisation. Drawing expertise and experiences from various departments, these colleagues devote a part of their time to spearhead diverse projects geared towards amplifying our impact and, subsequently, improving our B Corp score. Since the onset of 2024, this dedicated team has already embarked on an array of projects. On the right, we outline some of the most pivotal challenges we've committed to addressing throughout the year:



**Taking collective action** with other B Corps to tackle industry challenges together and share best practices on sustainability-related topics.



**Improve data quality.** From this year onwards, we're investing even more in the quality of our environmental data. Not only by upgrading the tools we're using but also by gaining more primary data from our suppliers and becoming less dependent on industry averages. The goal is to use this data to gain more insights and enhance our reduction strategy but also to communicate our results clearly towards our customer base so they can make an informed decision.



Establish a **Justice, Equality, Diversity and Inclusion committee (JEDI)**. By establishing a designated committee we want to further professionalise our efforts and create a JEDI company vision. This new policy will focus on topics such as inclusive hiring, improving workplace diversity and inclusivity and fostering an equitable and inclusive environment.



**Reduce, reuse, recycle.** Throughout all our departments, colleagues are challenged to look for ways to use valuable materials efficiently – from product design to our rapidly expanding retail team to our office management. To give an example: we are exploring options to add recycled material to The Piqués.



*“With accountability as our guiding principle, our code of ethics and conduct shape a culture of integrity and responsibility throughout our organisation.”*

David Sipkens, CEO & Co-Founder

# Be Marvellous

## ACCOUNTABILITY

### MAKING CONSCIOUS DECISIONS

Accountability is woven into our operations, guided by two instrumental codes – the **Code of Ethics** and the **Supplier Code of Conduct**. These codes serve as cornerstones, shaping our commitment to responsible and ethical practices. The Code of Ethics is an internal compass, establishing standards for our team members and ensuring a safe and supportive work environment aligned with our mission to make people feel marvellous. Simultaneously, the Code of Conduct extends our commitment to external partnerships, holding our suppliers accountable for ethical and environmental considerations. Before engaging in collaborations, every partner in our supply chain must agree to and sign the Code of Conduct, setting clear expectations for fair wages, safe working conditions, and environmental stewardship. These codes collectively uphold our values, fostering a culture of accountability throughout our entire ecosystem.

Our codes ensure accountability for both ourselves and our partners, and they can benefit your organisation as well. We invite you to examine our codes closely and utilise them to your advantage, no strings attached. Links to both documents can be found on the following pages.



# Be Marvellous

## CODE OF ETHICS

### HOLDING OURSELVES ACCOUNTABLE

The purpose of MR MARVIS is to make people feel marvellous. This applies to our team members, partners, customers and everybody in between. Ensuring that people feel marvellous means acting marvellous. To establish our values we put pen to paper and created our **Code of Ethics**. This code is a set of standards that all team members of MR MARVIS are expected to follow and uphold. This way, we both maintain our safe and supportive work environment, and ensure that we keep our mission to make people feel marvellous.

Next to these principles the Code of Conduct also established **our whistleblower system**, explaining how issues can be reported. In addition to an internal point of reference, there is an external trust person employees can turn to.

**You can view our Code of Ethics [here](#).**



# Be Marvellous

## CODE OF ETHICS

### 1. WE ALWAYS SHOW RESPECT

Aligned with this principle, we dedicate ourselves to fostering a diverse and inclusive workplace where every employee is valued and respected. We avoid preferential treatment and help our employees reach their fullest potential. Lastly, this principle emphasises that our business choices remain impartial and unaffected by personal agendas.

### 2. WE ACT LIKE OWNERS

This principle ensures that our company resources are used with the right intentions and encourages our employees to be proactive and to safeguard both confidential company data and nonpublic information entrusted to us by stakeholders.

### 3. WE FOCUS ON WHAT MATTERS

This principle encompasses our commitment to minimise the environmental footprint of our activities and products as much as possible and to ensure a humane treatment of animals. Next to that, this standard focuses on protecting and promoting the health and safety of our employees, visitors and the communities we operate in, promoting good labour standards and protecting human rights in all parts of our business.

### 4. WE UPHOLD THE LAW

Upholding the law embodies not tolerating any form of bribery or corruption and engaging in fair competition based on the merits of our products and brand. We comply with customs regulations, export controls, and trade sanction laws. We use personal information that we are entrusted with in a responsible way.

# Be Marvellous

## CODE OF CONDUCT

### HOLDING OUR PARTNERS ACCOUNTABLE

Crafting durable, slow fashion involves a careful selection of partners. All our garment makers are situated in Portugal, where we know we can find quality craftsmanship. We source our yarns and fabrics from trusted suppliers in Portugal, Italy, and Spain, known for their high-quality materials.

Our network of suppliers focuses on small, family-owned businesses, fostering relationships built since our inception in 2016. Many partners hold certifications like for example GOTS (Global Organic Textile Standard), ensuring adherence to the highest environmental and social standards.

To make sure everyone we work with follows our values, we established a Supplier Code of Conduct. Every partner in our supply chain has to agree to (and sign) this code before we work together. It sets out what we expect, like fair wages and safe working conditions, and takes environmental standards into account. We believe workers should earn enough to live well, not just the minimum wage. Our team in Porto does random checks on the adherence to this code. For the upcoming year, we will be setting up a more formal audit process too.

**You can view our Code of Conduct [here](#).**



***“At the heart of our brand, delivering a flawless customer experience isn't just a priority – it's our passion and promise.”***

Vera Zonneveld, Head of Customer Experience





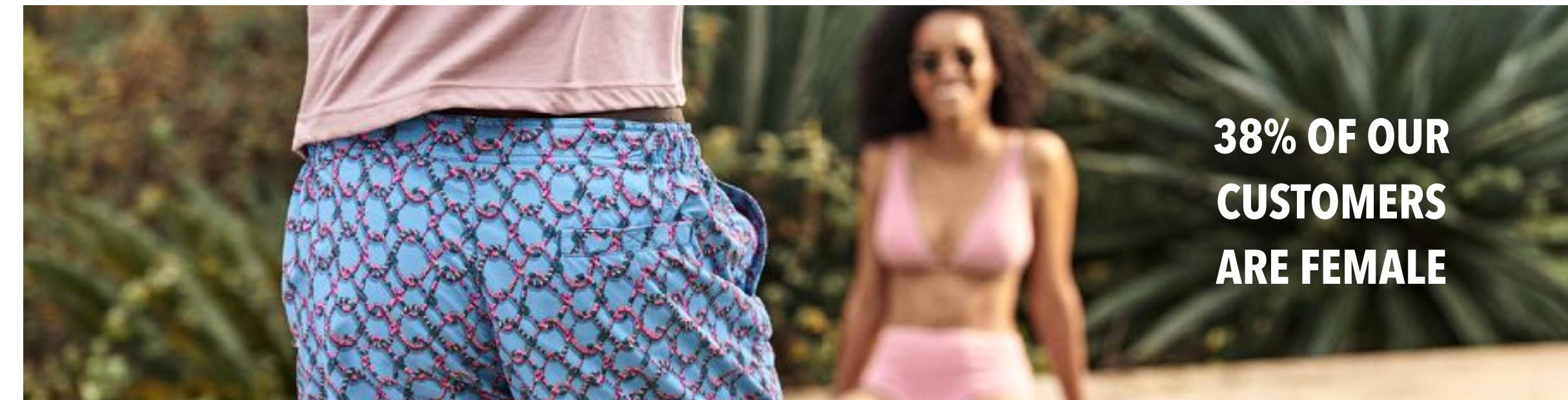
# Be Marvellous

OUR CUSTOMERS

## BEST-IN-CLASS SERVICE

At MR MARVIS, making sure our customers have an amazing shopping experience is our top goal. Therefore, we are always looking for ways to further improve the experience, whether it's online, in-store, or even afterwards. We want to stay connected and helpful even after a customer has made a purchase. For example by giving tips on how to care for their clothes to make them last longer and by offering repair service whenever necessary.

MR MARVIS



# Be Marvellous

## CUSTOMER HAPPINESS

### NET PROMOTER SCORE

To measure satisfaction among our customers, one of the main indicators we use is called the Net Promoter Score – NPS. Put simply, it's a number between -100 and +100. The higher the number, the better the performance. The NPS is calculated using a post-purchase survey in which our customers are asked, on a scale of 0 – 10, how likely they are to recommend MR MARVIS to a friend. The answers are then divided into three groups:

Detractor: rated 0-6 (negative about the brand)

Neutral: rated 7-8 (neutral about the brand)

Promoter: rated 9-10 (positive about the brand)

If a customer rates us with a 7 or 8, they count as passives. They're seen as neutral and therefore their answers don't affect our NPS score. If a customer gives us a 6 or lower, they're considered detractors. Detractor scores represent customers who weren't happy with our service or product. These scores pull the total NPS downwards. True promoters, who scored us with a 9 or 10, pull the NPS score upward. The percentage of promoters minus the percentage of detractors will give the final NPS score.



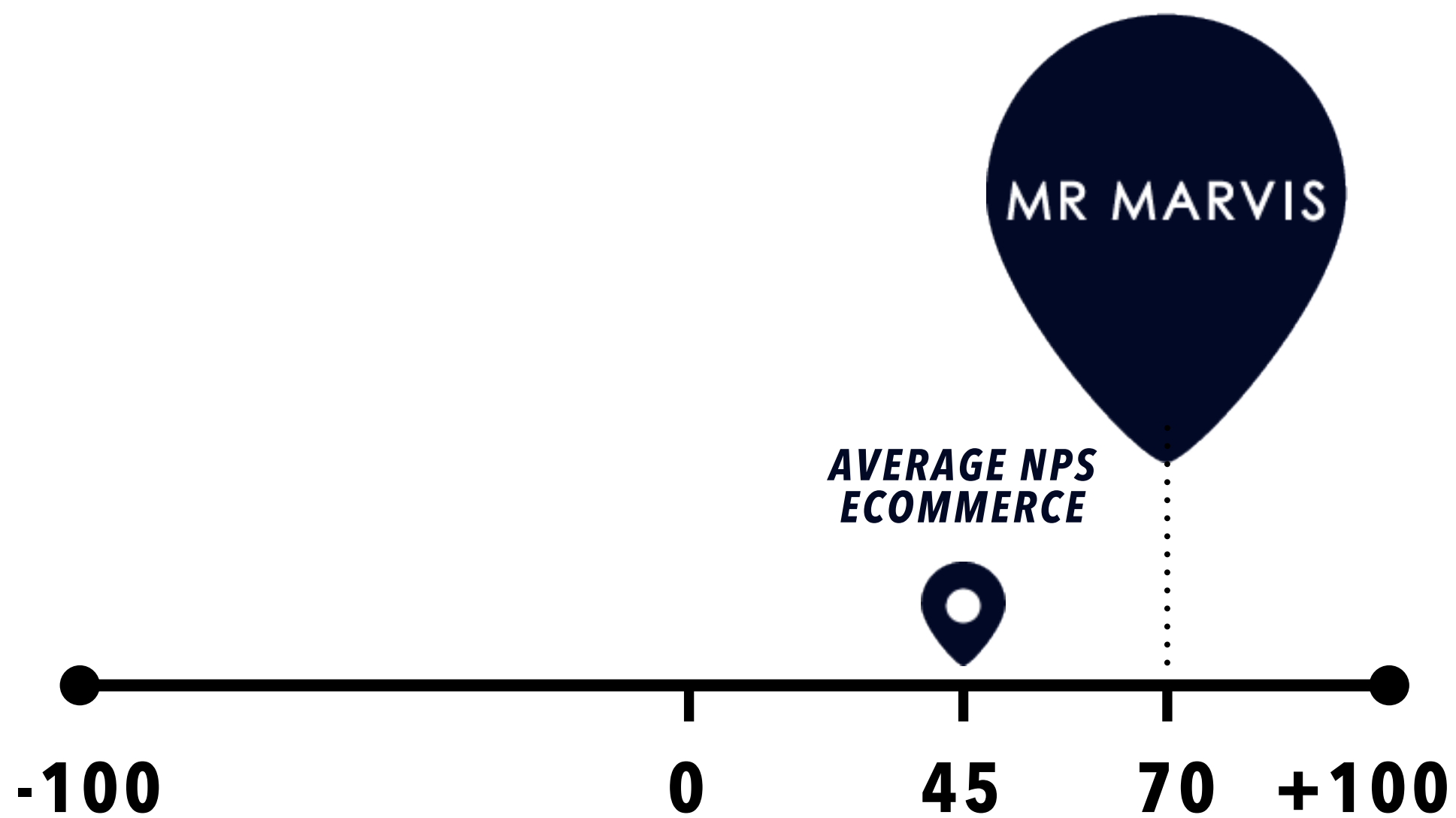
# Be Marvellous

## OUR NET PROMOTER SCORE

### OUR NPS SCORE

We're thrilled to share that in 2023, we saw our NPS rise from 66 to 70. This means a lot to us, especially when the average NPS in E-Commerce is only 45. As MR MARVIS expands into new markets, hitting an NPS of 70 is a big achievement.

Next year, we aim to further improve to an NPS score of 72.



# Be Marvellous

## OUR CUSTOMERS



### HOW WE DID IT?

So, what's our secret to this success in 2023? We asked our Head of Customer Experience, Vera Zonneveld, and she shared the inside scoop:

#### 1. Professionalism of CX team and store staff

Our Customer Experience team provides answers in multiple languages and works hard to process our customer's questions as efficiently as possible. Our teams in the stores are trained to provide the best shopping experience for our customers. Both teams added a lot to the improvement of our NPS.

#### 2. Upgraded our website speed

We've upgraded our website with a headless architecture, separating the front-end from the back-end. This boosted website speed, ensuring customers enjoy lightning-fast browsing.

#### 3. Revamped standard replies for common questions

Leading to clearer communication and fewer back-and-forth messages.

#### 4. More than half of our customers are returning

Making them a vital part of our community. For returning customers it is easier to find the perfect fit with our permanent collection compared to new customers.

#### 5. We introduced paperless return options in the Netherlands, Belgium and Germany

Paperless returns enable customers to initiate returns online without physical paperwork, streamlining the process and reducing waste for both customers and retailers, making returns a breeze.

# Be Marvellous

## CUSTOMER INNOVATIONS

Our customer service team also dedicates their time to enhancing sustainability at MR MARVIS. Their initiatives last year (a.o.) focused on drawing more attention to our repair service, evaluating Klarna as a payment method and keeping track of all damages/repairs feedback to optimise the design of our garments.

### Repair service

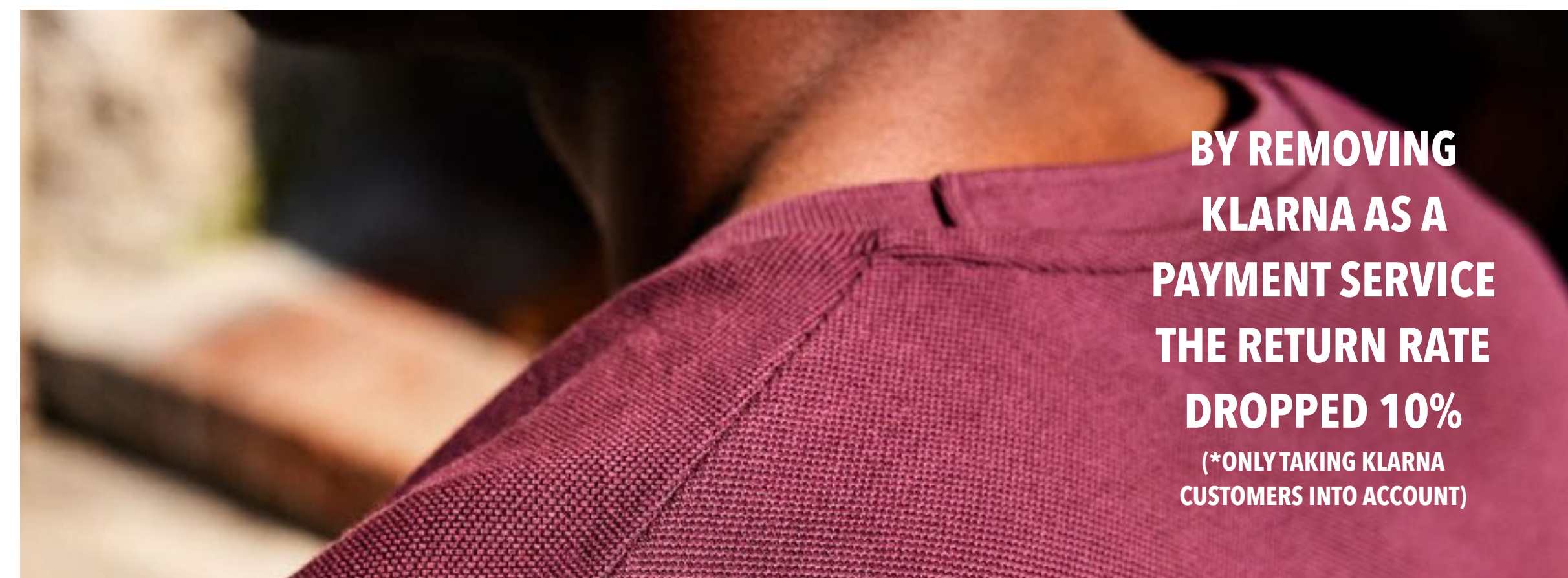
Our customer service team works on increasing the awareness among our customers of the (free) repair service that we offer. We stimulate local tailor services to prevent garments that are easily fixed from going to waste and to reduce sending packages back and forth. To learn more about our repair service see page 47.

### Klarna

We decided to discontinue Klarna (buy now, pay later) as a payment option because we saw it stimulates customers to place larger orders with the intention of returning most of the items resulting in unnecessary transport. After removing Klarna, we observed a decrease in returns without significant impact on our customer base.

### Customer feedback

We introduced a damages/repair sheet managed by customer service to document all production issues and repairs provided. This sheet is now integrated with a dashboard, allowing our production team to access insights too. Monthly meetings are held to review customer feedback and consider product improvements.





*"As our retail presence expands we keep sustainability in mind, ensuring that every new location is a positive addition."*

Veronique Rommers, Head of Retail



# Be Marvellous

## RETAIL

### Expanding retail presence

In recent years, our expansion efforts have focused on growing our retail presence in key markets. Our strategy for opening stores goes beyond improving customer experiences and strengthening connections. We also acknowledge the sustainability advantages of physical retail locations. Not only do they help reduce return rates compared to online purchases, but they also function as service hubs, providing tailoring and repair services that prolong the lifespan of our products.

### 25 stores by the end of '25

We aim to sign our 25th store by the end of 2025. With two new stores opened in Knokke and Ghent this year already and stores opening soon in Arnhem, Haarlem and Rotterdam too, we're making significant strides towards this target. However, as we expand, we must take into account the environmental impact of each new location, because each new store involves construction, energy consumption, and water usage. While our retail presence previously accounted for only a small fraction of our brand's footprint, the increased focus on physical stores underscores the importance of keeping sustainability as a guiding principle along the way.



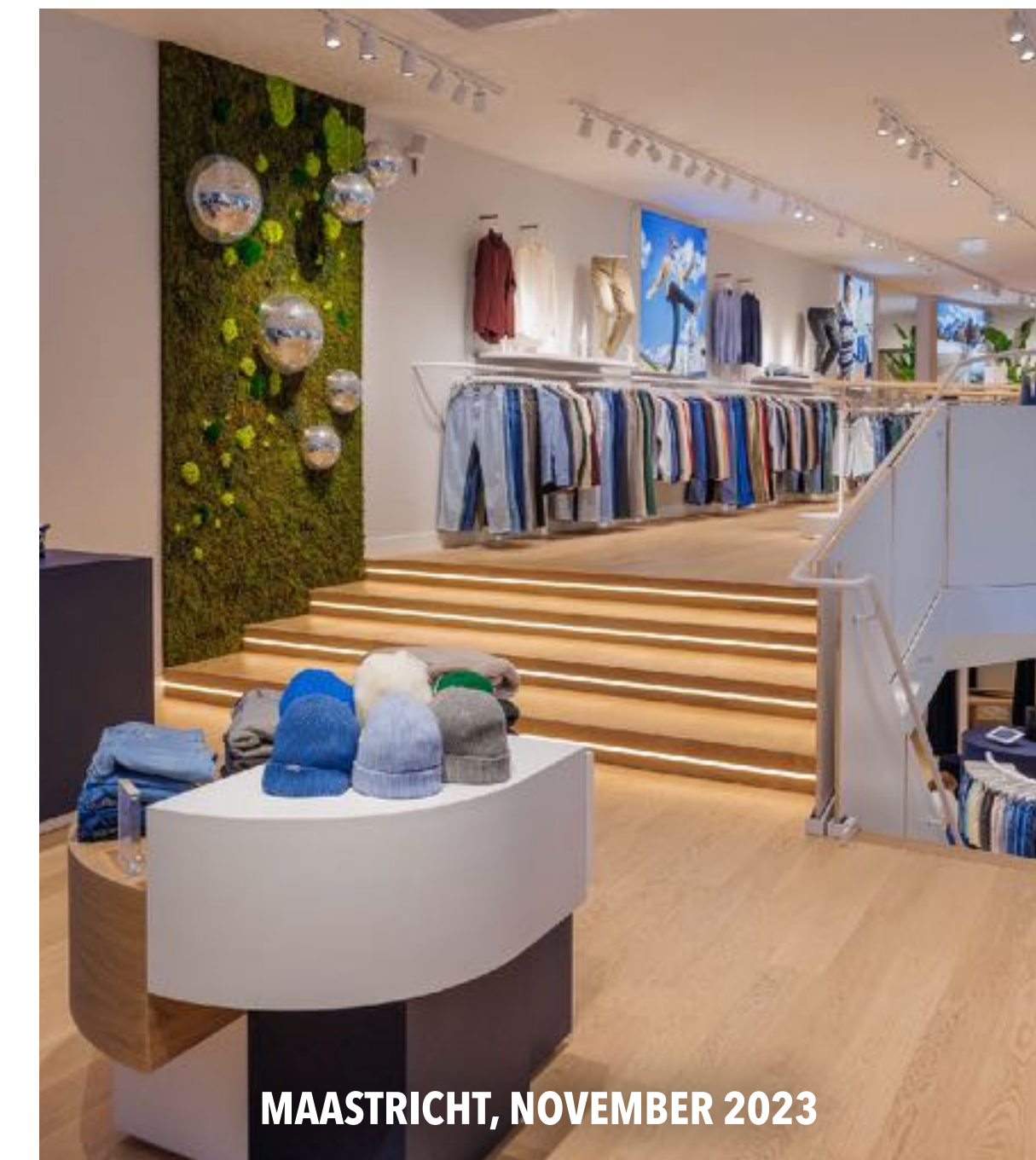
THE HAGUE, APRIL 2023



LAREN, JUNE 2023



MUNICH, JULY 2023



MAASTRICHT, NOVEMBER 2023

# Be Marvellous

## RETAIL

### Responsible retail

Presently, we aim to make conscious decisions when opening new stores, for example by selecting long-lasting FSC-certified flooring and other more sustainable materials, building furniture that can be re-used, partnering with green energy suppliers (with 83% of our stores currently utilising green energy), and implementing various waste streams.

This year, our stores will take centre stage in driving forward some of our most significant initiatives aimed at reducing, reusing, and recycling valuable materials. We're testing a reclaiming programme to accept old garments that customers no longer need and exploring innovative ways to give these items new life. Additionally, we're committed to incorporating more recycled materials into our store interiors and ensuring that all our existing and new stores exclusively utilise green energy suppliers. These initiatives underscore our dedication to sustainability and our commitment to making a positive impact on the environment. From this year onwards, we will also take the emissions of our stores into account when we set our new compensation target with Justdiggit.





A man with short brown hair, wearing sunglasses and a white t-shirt, stands on a balcony overlooking the ocean. He is looking towards the left. The background is a vast expanse of blue water under a clear sky. The balcony has a metal railing and concrete pillars.

# STAY MARVELLOUS

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## ENVIRONMENT

*Find out how our garments are made and which processes are involved. We share our goal to become Net Zero by 2030 and discuss how we measure our impact. Recycling and repairing are also included here as part of our efforts. Finally, we shed more light on our compensation strategy.*

***“Our commitment to slow fashion is unwavering, ensuring every piece embodies quality, sustainability, and timeless style.”***

Aafke Tuin, CPO & Co-Founder



# Stay Marvellous

## SLOW FASHION

### How we create slow fashion

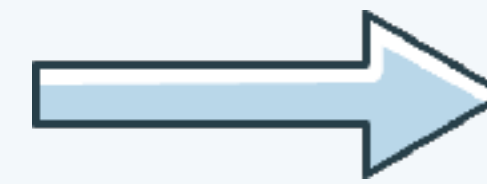
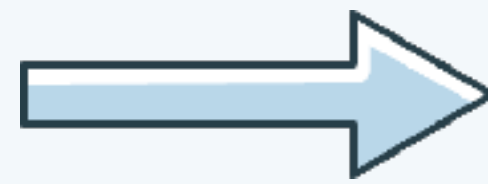
At MR MARVIS, we're all about creating clothes that last. Each new style gets ample love and care, as we invest a lot of time and effort into creating perfect garments. All our garments are crafted to perfection from day one, with the best materials and top-notch craftsmanship. We have a designated fit technician in our design team to make sure the fit is just right, and our team in Porto keeps an eye on things to make sure it's all done fairly and safely.

On the next pages, we invite you to take a peek behind the scenes as we bring each garment to life, from the cotton field to the hands of our skilled partners and into the wardrobe of our customer – this is the art of making.



# Stay Marvellous

## THE ART OF MAKING



### CERTIFIED MATERIALS

**1** First, we source the right materials for the garment we want to make. All the materials we use are certified environmentally friendly. Think of certifications such as the Global Organic Textile Standard, Oeko-Tex, European Flax Certified, LWG Certified, Woolmark Certified, etc. For each new material, we research possible environmental or animal rights risks. If available, we look for certifications that guarantee no malpractices and we specify the use of these certificates in our Code of Conduct (see page 23).

### NO AIR SHIPPING

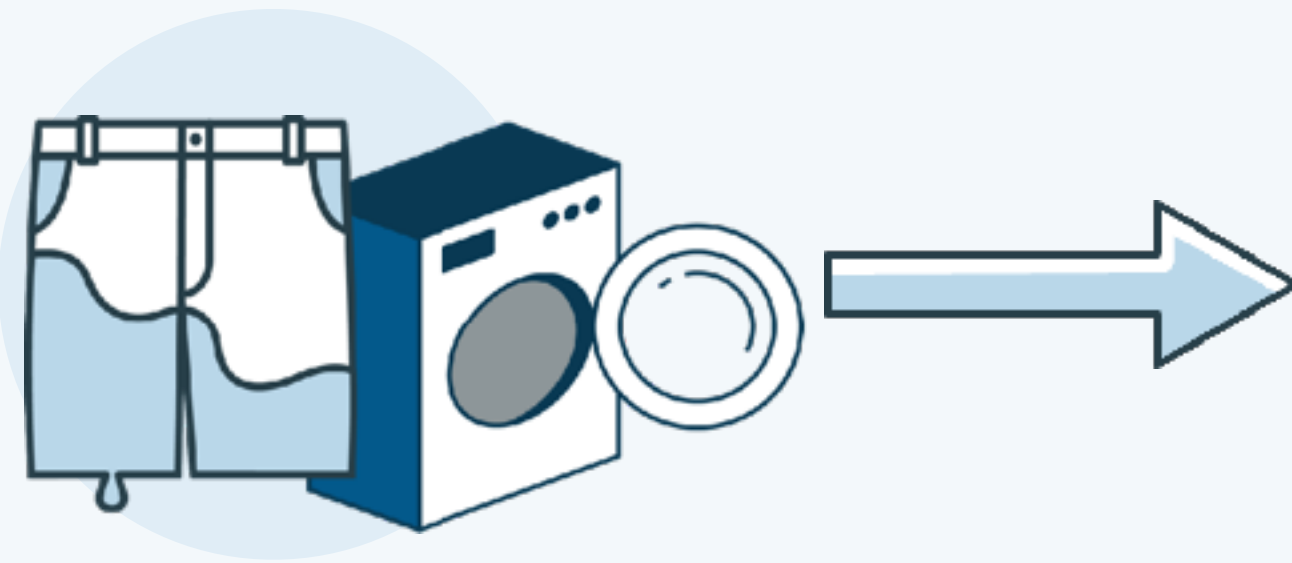
**2** We try to source as close to home as possible, but let's face it, cotton isn't exactly a backyard crop. Since these materials don't originate closer to home, we need to source them further away, in Australia, India, Pakistan, Turkey or the US. We keep it as eco-friendly as possible by sticking to boat or truck transport – we never ship per plane. And, as you've read in the previous step, all materials we use are certified.

### QUALITY CONTROL

**3** Before we make garments from the materials we source, these materials are extensively tested in our lab. Take our fabrics for example: we test their durability (e.g. rubbing them against different surfaces with a special machine). But also shrinkage and colour fastness are tested in this phase. Only if a fabric succeeds in all tests, we use it in production.

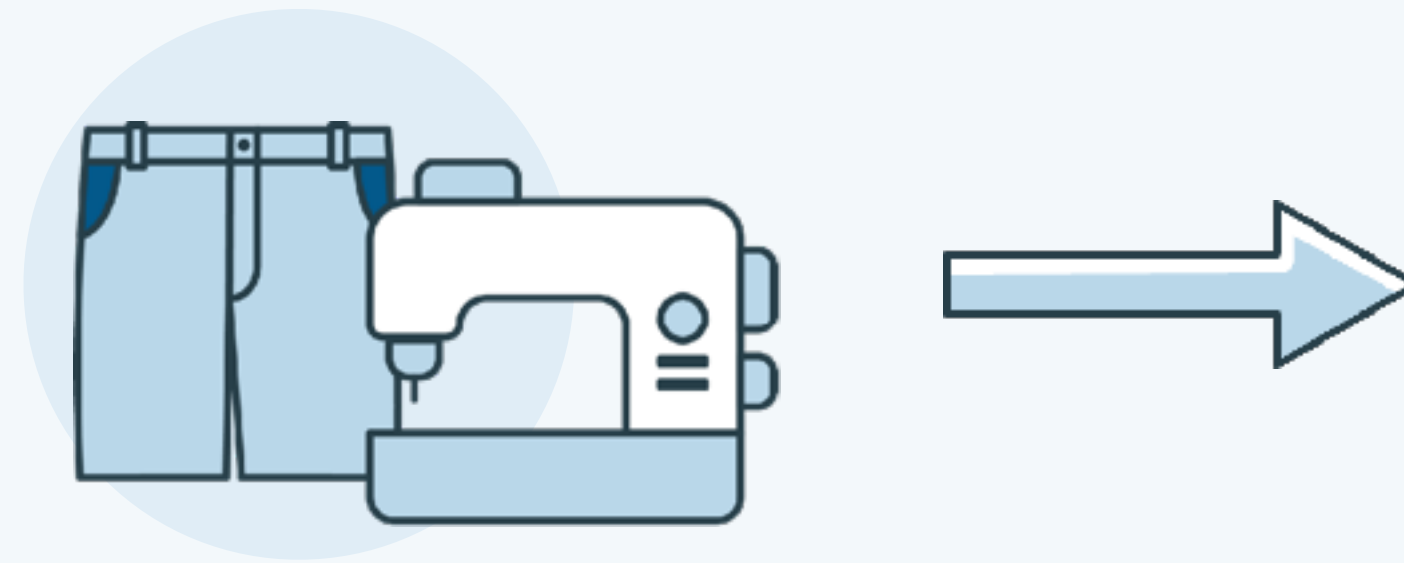
# Stay Marvellous

## THE ART OF MAKING



### RESPONSIBLE DYE

**4.** Depending on the product, it differs at what stage the garment is dyed. We utilise garment dyeing, yarn dyeing, and fabric dyeing methods. All the dye houses we work with comply with high EU standards of environmental safety (REACH; Registration, Evaluation, Authorisation and Restriction of Chemicals). Our main dye house constantly works on further reducing its footprint and innovating the industry. An example is that they filter out all the toxins from their waste water, this way it can flow back into the nearby river. The filtered waste is then used to make asphalt and does not end up in nature.



### MANUFACTURING

**5.** Our manufacturing partner cuts and sews the fabric into the final garment. We collaborate with nearly 20 manufacturing partners, many of whom we've worked with from the start of MR MARVIS. These close relationships help us to ensure high-quality garments and fair working conditions. Before the finished garments are transported, they are wrapped in a recycled plastic polybag to protect them during transport and other handling.

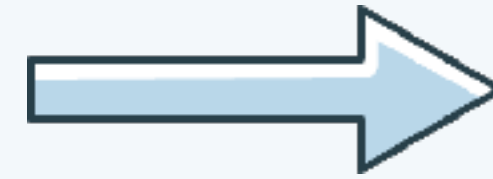
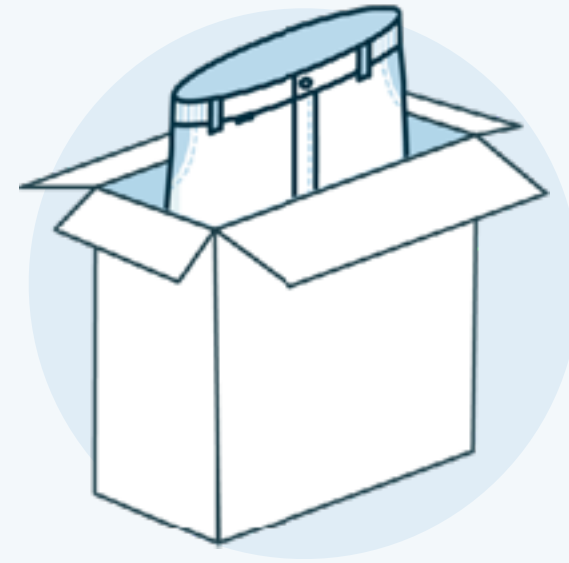
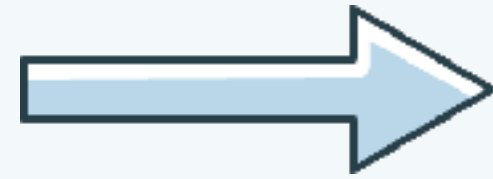


### LOGISTICS

**6.** Once the batch is all packed up and ready to go, we ship it out by truck to one of our distribution centres, either in the Netherlands or the UK. Last year, our distribution partner Active Ants set up a brand-new warehouse in the UK to make sure our UK customers get the best-in-class shopping experience by cutting down on shipping time. We're also reducing the distance a parcel needs to travel, cutting down on transport emissions.

# Stay Marvellous

## THE ART OF MAKING



### DISTRIBUTION CENTRE

At Active Ants' distribution centres, we take off the recycled plastic polybags from each item and recycle them again. These centres run very smoothly because they use a fully automated order picking unit with innovative order picking robots. The robots are energy efficient too: 10 warehouse robots consume as much energy as 1 vacuum cleaner. Besides, our newest warehouse in the UK is BREEAM (Building Research Establishment Environmental Assessment Method) certified, which is the leading and most widely used environmental assessment method for buildings and communities. It sets the benchmark for best practices in sustainable design and has become the standard to describe a building's environmental performance.

### SHIPPING BOX

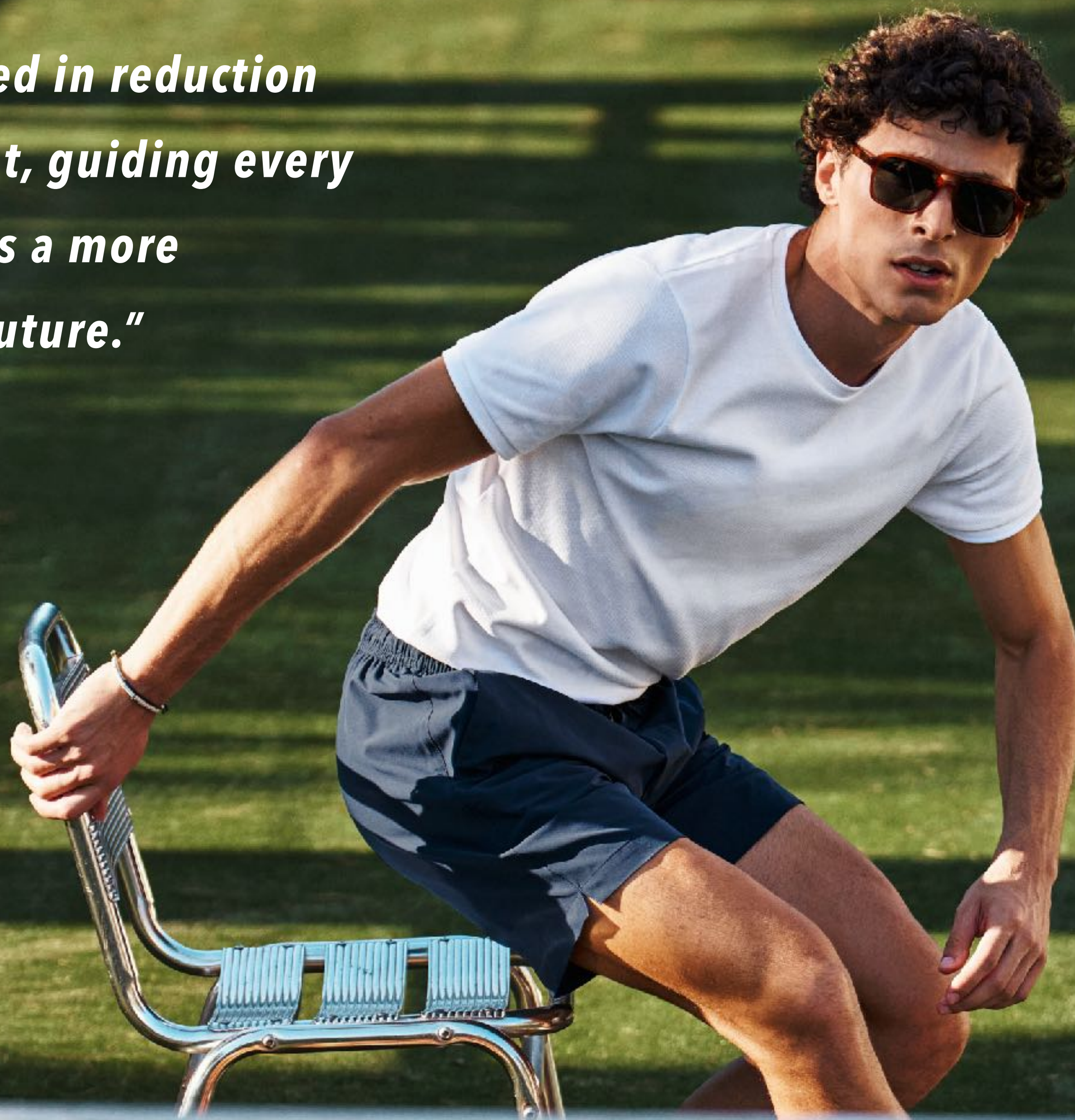
When a customer places an order, it takes our order picking robot about 30 minutes to find the right item and pack it into a shipping box made of recycled cardboard. Our new shipping box is actually 22.7% lighter than the previous one, which is pretty impressive if you ask us because it means we're saving around 34,500 kilogrammes of paper or 26,560 kilogrammes of CO2 every year. We're also looking into parcel box delivery, pick up points and mailbox delivery options for the upcoming year, to guarantee the delivery of all orders.

### CUSTOMER

After packing, the order is shipped out to the customer – and just to reiterate, no air shipments here. As mentioned before, we decided to stop using Klarna (after pay) as a payment option last year because we noticed it was encouraging customers to order multiple sizes of the same item and then return what they didn't need. We get where the customers are coming from, but we also think this adds unnecessary emissions. Instead, we're focusing on providing a solid size guide on our website and expanding our physical stores so customers can find their fit in person.

***"To us, sustainability is rooted in reduction and meticulous measurement, guiding every choice as we advance towards a more environmentally-conscious future."***

Jules Ruig, Head of Sustainability



**OUR GOAL:  
NET ZERO BY 2030**





# Stay Marvellous

NET ZERO BY 2030

## The road to net zero

Perhaps you've heard us say this before, but we've set the ambitious target to reach net zero emissions in all three scopes by 2030. On the next page, we'll tell a bit more about what these scopes entail, but basically what we're saying is that we'll reduce all our emissions to a minimum until no further reductions can be made. The last bit of inevitable emissions will be compensated through re-greening projects.

In order to reach this ambitious goal, first of all, we're investing more in our impact measurements. Only when we know exactly where our impact is made, we can set targets to reduce it to a minimum. Secondly, we want to focus more on extending the lifespan of our garments as well as adding recycled materials to our product line. Finally, we're working closely with our regreening partner Justdiggit to compensate for the impact we have on the planet



# Stay Marvellous

## NET ZERO AMBITION

Emission scopes give organisations a way to understand and categorise greenhouse gas emissions. They help us to identify where our impact is coming from and how we can reduce it. As said on the previous page, we're focusing on all three scopes. But in general, the largest chunk of emissions – also ours – are made in scope 3. Below you can read more about each specific scope.

MR MARVIS



### Scope 1

Direct emissions from owned sources. In our case, that's emissions from our HQ in Amsterdam, our local office in the Porto area and our shared company car. We do not own any factories or retail real estate, therefore these emissions fall within the other scopes.



### Scope 2

Indirect emissions from the generation of purchased energy for owned facilities. Only indirect emissions from owned premises are accounted for here.



### Scope 3

All indirect emissions that don't fall within scope 2, both upstream and downstream. This is where the biggest part of our emissions are, for example, the production process of our garments, business travel, and waste fall within this scope.

# Stay Marvellous

## ENVIRONMENTAL IMPACT ASSESSMENT

### Measuring to manage

To gauge the environmental impact of our products for 2022 and 2023, we utilised the BCOME calculating tool for a cradle-to-gate life cycle evaluation. This means we measured the impact of all processes, from raw fibre extraction to the arrival at our distribution centres – excluding the user phase of the garment. This analysis guides our reduction targets and efforts to compensate for emissions. Understanding this footprint helps us make informed decisions and continually improve our processes to minimise our environmental impact. By quantifying and assessing our practices, we aim to use fewer resources, promote sustainability, and contribute to a more eco-friendly relationship between our creations and the planet.

Looking ahead to 2024, we're committed to enhancing our footprint measurement by partnering with a new platform. This tool is a retailer specific environmental impact calculation and reduction platform. Beyond more accurate calculations, we can explore the best emission reduction scenarios, track our performance towards reduction targets, and use this data to communicate our results in a compliant manner.



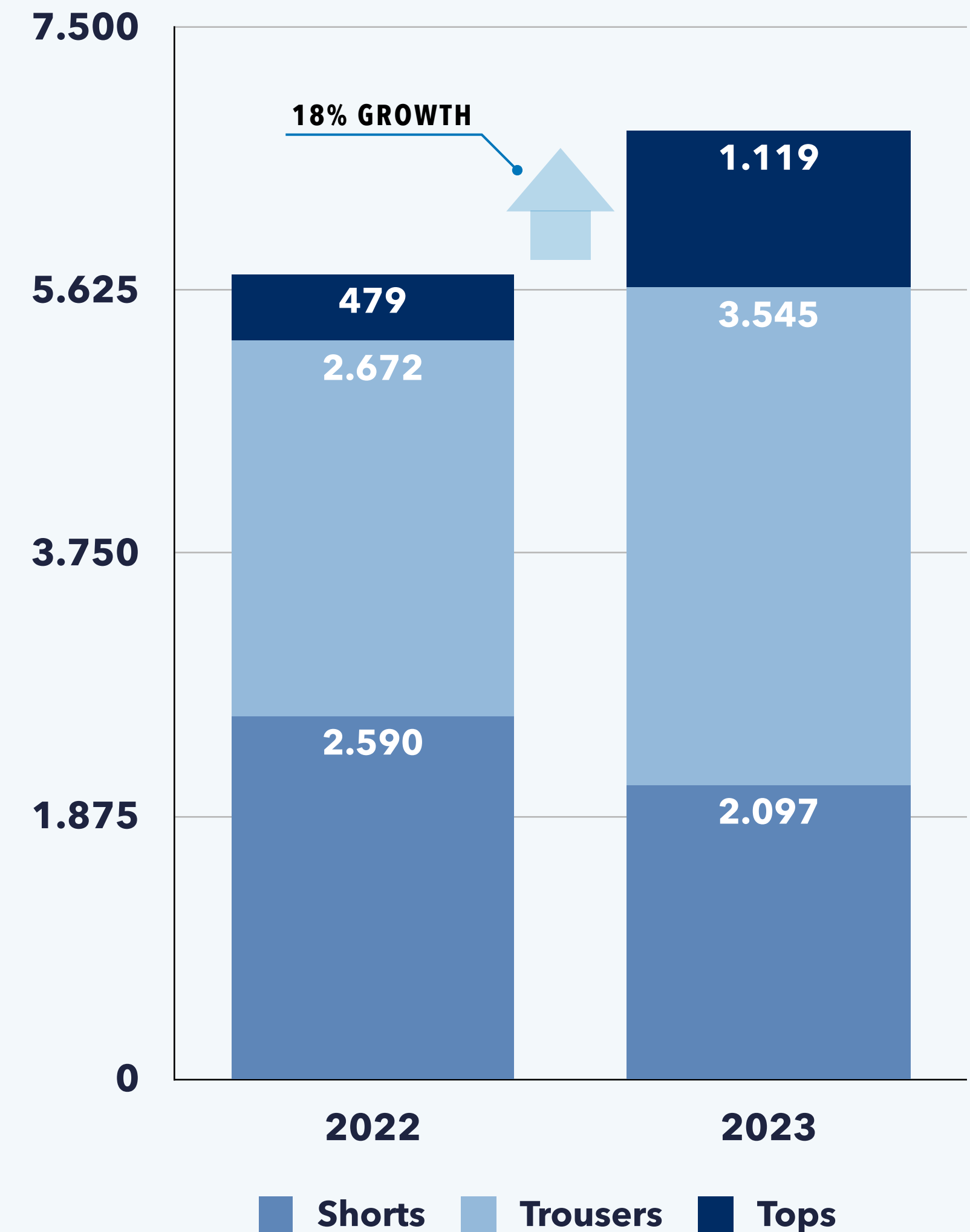
# Stay Marvellous

## ENVIRONMENTAL IMPACT ASSESSMENT

### Measuring our impact

In 2023, our total emissions increased from 5,741 tons to 6,761 tons of CO2 by year-end, marking an 18% rise compared to the previous year. However, we must take into account the significant growth of our brand too. In the same period, we saw our net revenue grow 27%. In other words; we sold many more items which explains the corresponding growth of emissions. The graph on the right gives a global understanding of the impact of our brand. But to truly comprehend our efforts, we should take a deeper dive into our analysis; to get a better understanding of how we manage our emissions per product, we therefore also look at carbon intensity. In essence, this means the amount of emissions per unit of production. On the next page, we will therefore first discuss the carbon intensity of our total collection including any new styles. On the page thereafter, we also compare the baseline collection year-on-year.

### TOTAL CO2-EMISSIONS (TONS)



# Stay Marvellous

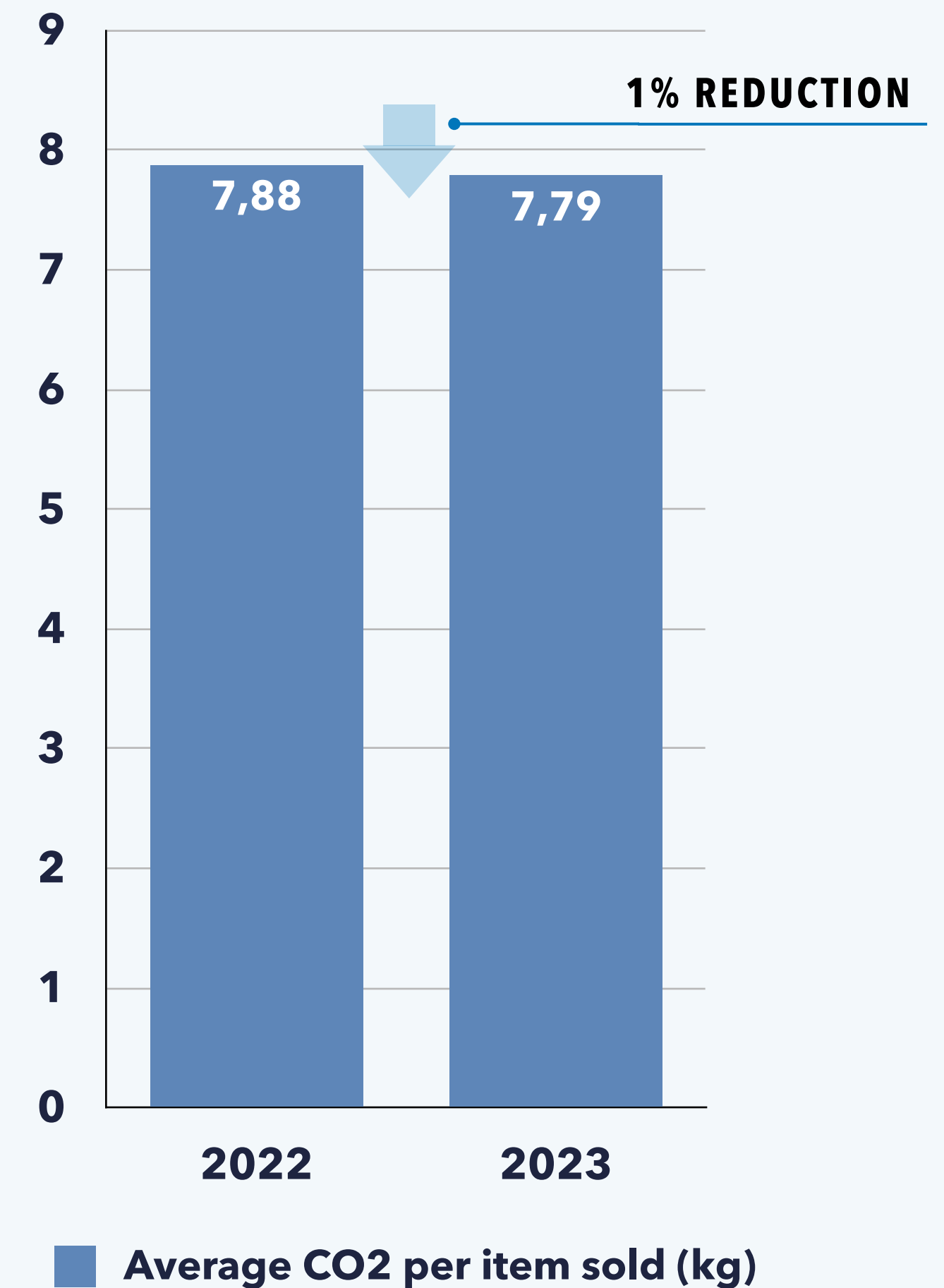
## ENVIRONMENTAL IMPACT ASSESSMENT

### Average impact per product

Total emissions can tell us something about the impact of an organisation, but they may not give an accurate picture of how efficiently a company manages emissions compared to its activities. That's why many organisations prefer to focus on carbon intensity instead. This metric considers a company's productivity, providing a normalised measure by calculating emissions per unit of production or revenue, giving insights into how effectively a company is reducing emissions relative to its output. On the right, you see the average carbon footprint per item sold. This means the weighted average of all items sold per given year. Our commitment to a permanent collection and no discarding of unsold stock ensures that our carbon intensity calculation, based on items sold, accurately captures all emissions without oversight. On the right, you'll see that the average carbon footprint per item sold has decreased by 1%.

Although these numbers are already more accurate than the ones on the previous page, there's still a factor distorting the outcomes here. Namely, the fact that we introduced 14 more styles in 2023. In order to compare apples with apples, we therefore also compared the baseline collections of 2022 with the same collections a year later. On the next page, you'll find the outcomes of this analysis.

### COLLECTION CARBON INTENSITY (KG/SOLD ITEM)



# Stay Marvellous

## ENVIRONMENTAL IMPACT ASSESSMENT

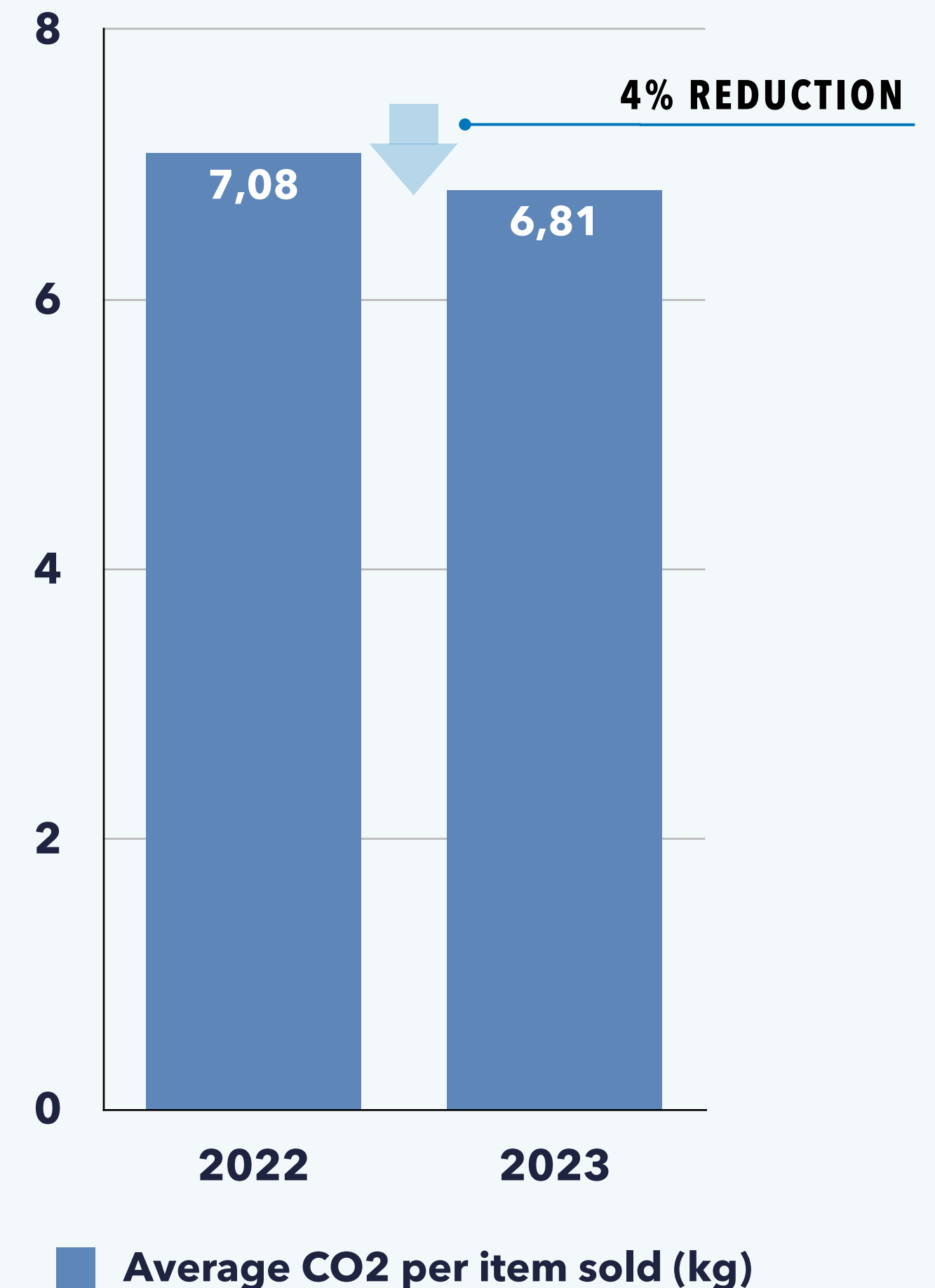
### Apples with apples

On the previous page, we have made the comparison between the carbon intensity of our full collection in 2022 and that of the full collection in 2023. This metric gives a better understanding of the actual impact per sold garment. However, it also gives a distorted picture when used to visualise reduction progress from last year to date. This is due to the fact that we introduced fourteen new styles to our collection. Five of these items have carbon footprints significantly higher than the average for our collection. Take, for instance, The Jeans, crafted from denim, a fabric notorious for its high emissions. Despite our version outperforming the industry standard (16 kg/CO<sub>2</sub> versus 33 kg/CO<sub>2</sub>\*), this new item elevates the overall average.

For this reason, we now also look at the carbon intensity of the collection of 2022 and that same collection a year later. Only this way we can truly compare apples with apples and see the progress we've made, reducing the footprint of our collection from baseline year onwards.

\*<https://www.worldbank.org/en/news/feature/2019/09/23/costo-moda-medio-ambiente>

### BASELINE COLLECTION CARBON INTENSITY



# Stay Marvellous

## REPAIR SERVICE

### **The most sustainable garment is already in your wardrobe**

Our garments are made to last a long time. We put a lot of effort into creating the ultimate fit, using the best materials and partnering with the best craftsmen and women we can find. It would be a waste of all this effort if an item would be discarded after only a short time of wearing. Especially if it's an easy fix.

For most quick fixes, we offer a free repair service\*. Here's how it works: simply reach out to our customer service and let us know what needs to be repaired. If it's something simple that you can do yourself, like reattaching a button, we'll send you a spare button for free. Not feeling too handy? No worries! You can take your MR MARVIS garment to a local tailor and save the receipt so we can reimburse you. Can't find a tailor nearby? Ship the item to us, and we'll have our trusted tailor (Tailors of Amsterdam) fix it up for you. By the way, did you know that last year alone, we repaired 1,117 garments, saving them from ending up in a landfill? It's all part of our commitment to sustainability.

*\*Always consult our customer service first.*

MR MARVIS



# Stay Marvellous

## RECYCLE

### Recycled fibres

In our efforts to make our garments less impactful on the planet, we're always on the lookout for more sustainable materials. Lately, we've been focusing on switching The Longs and The Originals to organic cotton and using only organic cotton in our new collections.

But we're not stopping there. We're also exploring ways to use more recycled materials, especially in collections with a big environmental impact. While making garments entirely from recycled materials isn't possible yet because recycled fibres alone aren't strong enough, we've found a solution. We're blending virgin cotton with recycled cotton, like we did with The Jeans where we added 20% recycled cotton. That composition cut down carbon emissions by 35% and water consumption by 40% compared to standard jeans. This success has given us even more motivation to focus on recycled fibres for future styles too. Currently, The Swims, The Sports, The Jeans and The Beanies are made with recycled fibres.





# Stay Marvellous

RECYCLE

## Extended producer responsibility

To improve textile recycling in the Netherlands, the Dutch government introduced the Extended Producer Responsibility for Textiles (known as EPR or 'UPV Textiel' in Dutch). This legislation holds textile importers and producers responsible for collecting, processing, recycling, and reusing the products they put on the market. The EPR for Textiles aims to improve the sustainability of our sector collectively, urging companies to take action together.

In 2023, MR MARVIS joined "Stichting UPV Textiel", a collective action initiative to make the Dutch textile sector more circular. Together with 650 other companies, representing 70% of the Dutch textile industry, we will take responsibility for the products we bring to market and invest in a system for adequate textile collection and recycling. Our team also joins the innovation expert group within the collective, advising the board on how the funds of this collective can be used to stimulate innovation in textile recycling.

MR MARVIS



# Stay Marvellous

## COMPENSATION

### Overcompensating our emissions

We're confident that we'll reach net zero emissions by 2030, however, most reductions don't happen overnight. Since 2021, we aim to compensate 110% of all our emissions. We do this by supporting greening projects from Justdigg that capture CO2 emissions. We choose to overcompensate with 10% extra for two reasons. First, there's always a margin of error when measuring emissions. To make sure that we don't miss any emissions, we compensate 10% extra. Next to this safety margin, we like the idea of giving back more than we take. We don't believe compensation is the final solution. But at the same time, we believe it's better than doing nothing. As long as we keep our primary focus on reducing, we see compensation with the right partners as a temporary solution.



# Stay Marvellous

## COMPENSATION

### Our impact from 2021 to 2023

Together with Justdiggit, we're capturing our emissions since 2021. Below you'll find an overview of our efforts so far.

MR MARVIS



**13,907**

Trees  
recovered

Target: 54,271



**681**

Hectares under  
regreening

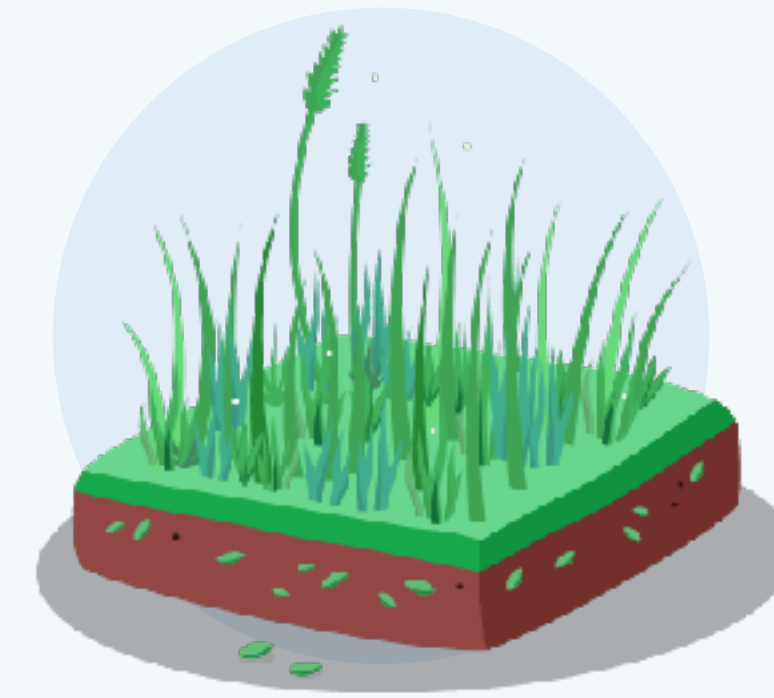
Target: 1,460



**2,271**

People positively  
impacted

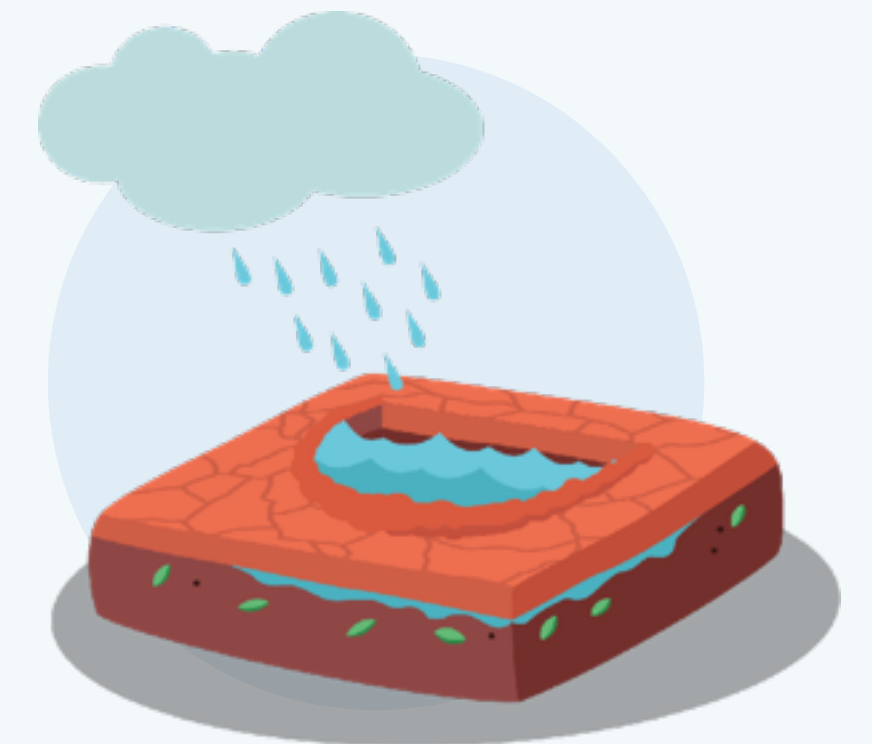
Target: 5,013



**2,670**

Carbon sequestration  
(tonnes CO<sub>2</sub>/t=20)

Target: 10,372



**266,923**

Water retained  
(m<sup>3</sup>, t=20)

Target: 736,710



# FEEL MARVELLOUS

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**SOCIAL** *Learn more about our social efforts in terms of corporate philanthropy, diversity & inclusion and employee happiness.*



Our marvellous people

# Feel Marvellous

## OUR TEAM

MR MARVIS



**78 employees**  
at our HQ in  
Amsterdam



**4 subcontractors**  
in our Porto office



**63 employees**  
in our  
retail stores



**3 office dogs**  
1 full-time, 2 part-time

**TOTAL:**  
**145**  
**EMPLOYEES**



**21 employees**  
made use of the  
development budget



**20 nationalities**  
Australian, Austrian, Belgian, Brazilian,  
British, Bulgarian, Chilean, Croatian,  
Dutch, Finnish, French, German,  
Hungarian, Indian, Italian,  
Luxembourgish, Russian, South African,  
Spanish, Vietnamese



# Feel Marvellous

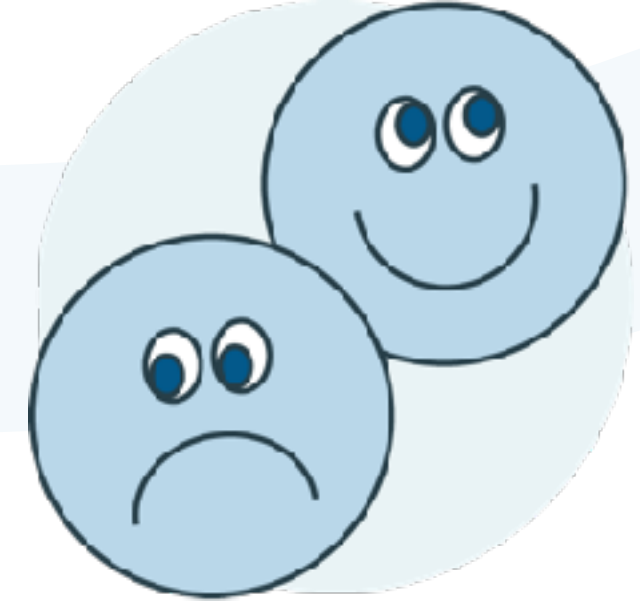
## OUR TEAM



MR MARVIS



**42% identifies as female  
58% identifies as male**



**Our employee happiness  
score (rated -100 to 100)  
was 64**



**20% of the employees  
had a permanent  
contract, 80% had a  
temporary contract**



**6 employees  
became a parent**

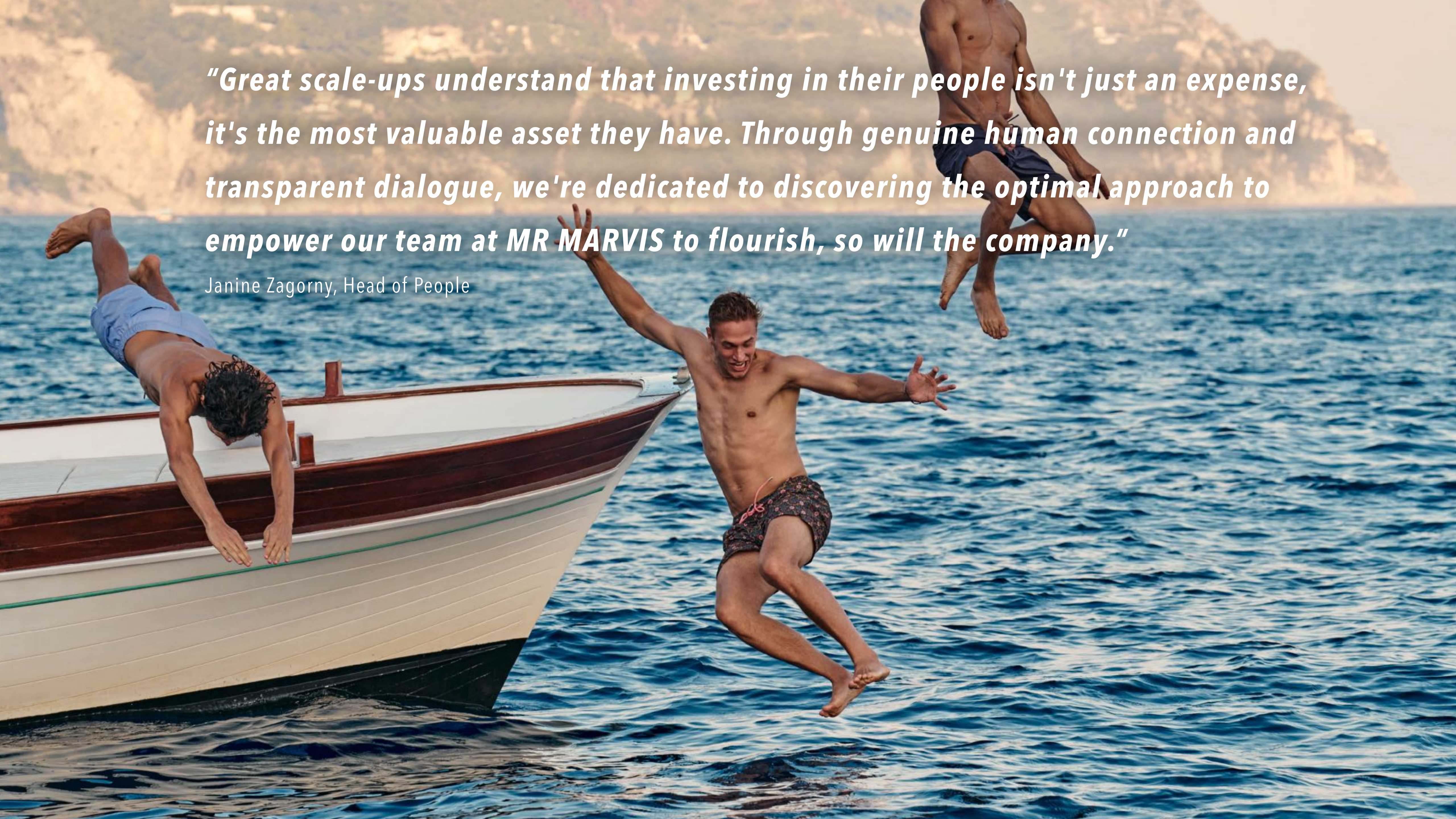


**11 colleagues that  
identify as female in  
leadership positions  
15 colleagues that  
identify as male**



**Average age was 29**



A photograph of three men jumping from a boat into the ocean. The boat is white with a dark hull and a wooden trim. The water is a deep blue. The background shows a hazy, rocky coastline under a soft, golden light, suggesting a sunset or sunrise. The men are in various stages of their jump, with one already in the water, one in mid-air with arms outstretched, and one still on the boat's edge.

*"Great scale-ups understand that investing in their people isn't just an expense, it's the most valuable asset they have. Through genuine human connection and transparent dialogue, we're dedicated to discovering the optimal approach to empower our team at MR MARVIS to flourish, so will the company."*

Janine Zagorny, Head of People



# Feel Marvellous

## EMPLOYEE HAPPINESS

### Prioritising employee happiness & well-being

Maintaining the well-being and happiness of our team is a high priority for us. We strive to cultivate an environment where productivity is balanced with enjoyment and fun. In other words, we want our colleagues to feel marvellous.

Such is achieved not only by unforgettable events, healthy lunch and a contribution to a ClassPass subscription. To us, it's also about offering personal development opportunities in the form of various courses, free access to psychological support when needed and much more.

To make sure we remain on the same page, we regularly do quick all-company assessments of overall employee happiness. This way, we get a better idea of happiness throughout the whole year, rather than having just one survey a year. Nevertheless, we also do a more elaborate survey among all colleagues to assess the employee happiness score (eNPS) in greater detail. This is an important moment to gather feedback from the team. On the last company-wide employee happiness survey, we achieved a score of 64. In the Netherlands, the average lies at 51, so we're happy with the result. But at the same time, we feel that we can improve.



# Feel Marvellous

## DIVERSITY AND INCLUSION

### Commitment to Justice, Equity, Diversity & Inclusion

We highly appreciate the diverse and international character of our team and value the different perspectives our colleagues bring to the table. Therefore, creating and nurturing a diverse, equal and inclusive working environment is super important to us. This means that we treat each individual with respect. We do not discriminate; not on age, religion, country of birth, gender orientation or other personal preferences. But that's not enough. We keep educating our people on the topics of Justice, Equity, Diversity and Inclusion (JEDI) to actively create a workplace that allows everyone to feel safe being their authentic selves.

The main ways in which we bring this into practice are by:

- ▶ Acknowledging and raising awareness of our own biases through annual company-wide trainings and events.
- ▶ Regularly reviewing our recruitment and hiring practices (for example, implementing the use of more inclusive language).
- ▶ Adhering to and acting on our **Code of Ethics** (page 21) which we continuously train both new and existing employees on.



# Feel Marvellous

## DIVERSITY AND INCLUSION

### Practice what we preach

When it comes to our efforts in terms of JEDI, we are very proud of the steps we've undertaken in the past year. This way, we are able to show that we mean what we say and we practice what we preach. Below are some examples of the main projects we executed last year:

### MR MARVIS Pride Week

In 2023, a group of MR MARVIS employees hosted our first MR MARVIS PRIDE week. The programme included a mix of educational as well as entertaining activities. We provided a training by an expert and there was even a Drag Queen Bingo event. Because it was a huge success, there will be a second edition this year.

### Bruin Parry x MR MARVIS

We launched a beautiful collaboration with Bruin Parry, an Amsterdam-based artist who used to be our neighbour in our old office. Next to an amazing artist, Bruin is a photographer, supermodel, musician, dancer and above all a self-proclaimed Wonderman. His creativity and positivity inspired us to join forces. This campaign was nominated for two awards: the ADCN Award for creativity and the INC Award for inclusivity.

### JEDI Committee

After the successful first edition of the MR MARVIS Pride Week, we're setting up an in-house JEDI Committee, comprised of colleagues from all departments. JEDI stands for Justice, Equity, Diversity and Inclusion. The Committee will focus on training and activities but also create a JEDI company vision and policy for MR MARVIS. The first steps have been made and we're currently recruiting members for the committee.





***"Sometimes it requires more than perfect shorts or trousers to feel marvellous. Through our philanthropic efforts, we try to bring positivity into the lives of those who need it most."***

Jules Ruig, Head of Sustainability

# Feel Marvellous

## PHILANTHROPY

### Our philanthropic efforts

We're passionate about spreading joy and positivity. While our shorts and trousers are designed to make people feel marvellous, we understand that sometimes, a perfect garment isn't enough. That's why we support various charitable organisations. We also encourage our team to donate through initiatives like The Social Handshake, which facilitates payroll giving: donating directly from their salaries. To double the impact, MR MARVIS matches all employee donations.

**Last year, we donated a total of €116,901 to various charities. This sum includes both monetary donations and the value of in-kind donations.**

In addition to financial contributions, we dedicate our time and expertise to communities. Each year, we set a target for voluntary work hours based on (but not limited to) 4 hours per full-time employee. For 2023 our target of voluntary hours was 179 hours, so unfortunately we ran 13 hours short. The target for 2024 is 255 hours and this year we will make sure to reach our goal. On the next page, we'll zoom in on some of our efforts.

MR MARVIS



# Feel Marvellous

## PHILANTHROPY

### KiKa Korte Broek

Since 2021, we're proud partners of KiKa Korte Broek (translated: KiKa Shorts). KiKa is a Dutch charity that raises funds for research in the field of childhood cancer. By wearing our shorts in December, dedicating our time and expertise to help out with the campaign and donating the proceeds of all the shorts sold in the Netherlands during the campaign, we make our contribution to a world free of child cancer. In 2023, we donated €36,521 to the KiKa Korte Broek campaign. The KiKa Korte Broek campaign raised a stunning €741,414 for research into child cancer.

### In-kind donations

Sometimes a piece of clothing can already make a difference. That is why we donated 906 garments to various charities. We donated sports shorts to KLABU. KLABU is an organisation that builds sports clubs in refugee camps. Additionally, we donated trousers to Dress for Success, an organisation empowering individuals with limited income by outfitting them for interviews or presentations. Lastly, we donated many shorts to KiKa for the KiKa Korte Broek campaign.

### Voluntary work

Since 2022, we support Het Danspaleis. The mission of Het Danspaleis is to keep all seniors in the Netherlands vital and included and to fight loneliness through dancing and music. They do so by organising dance parties for seniors in elderly homes around the country. MR MARVIS helps fund the organisation and volunteers yearly at Het Danspaleis. It makes their day, and ours too!





**Thank you!**

SCROLL DOWN TO FIND OUT  
WHAT'S NEXT IN 2024

# What's next in 2024?

## BE MARVELLOUS

- ▶ Joining forces with other like-minded (B Corp) brands to learn from each other about sustainability related topics and share best practices
- ▶ Adding an Animal Welfare Policy to our Code of Conduct and make sure all our partners sign it
- ▶ Reaching an NPS score of 72

## STAY MARVELLOUS

- ▶ Switch our last product made of regular cotton, The Originals, to organic cotton
- ▶ Improve MR MARVIS' recycling/second life programme
- ▶ Opening 7 more stores and look at possibilities to make our stores more sustainable

## FEEL MARVELLOUS

- ▶ Our newly founded JEDI-team will focus on establishing a company vision on Diversity and Inclusion
- ▶ Having a more holistic approach to Employee Wellbeing
- ▶ Dedicate 255 hours to voluntary work with our team

MR MARVIS

