



people & planet
POSITIVE

SUSTAINABILITY REPORT 2022



A YEAR SPENT LAYING THE FOUNDATIONS OF THE FUTURE OF FASHION

In 2022, Global Fashion Group (GFG) laid the foundations for our People & Planet Positive agenda, based on the strategy we released in our 2021 report. We generated awareness internally of our ambitions, agreed on the definitions and frameworks which ensure consistent, credible progress across the Group and built the systems and processes required to support their implementation.

OUR REPORTING APPROACH

GFG’s People & Planet Positive Report summarises our approach, activities and progress in line with our six strategic priorities - Climate Action, Circularity & Conscious Consumption, Fair & Ethical Sourcing, Diversity Inclusion & Belonging, Responsible Workplace and Responsible Business. In the fourth year of reporting our non-financial performance, we share progress in implementing our 2030 People & Planet Positive strategy, including an update on the targets set one year ago.

For each target, we defined a status: target met or exceeded, on track and target not met.

We recommend reading this report in combination with our 2022 Annual Report. It relates to all subsidiaries of GFG’s operations which were wholly owned or

controlled by GFG during the financial year period from 1 January 2022 to 31 December 2022, except for our subsidiaries in Russia, Kazakhstan and Belarus (operating as Lamoda and referred to as CIS).

These subsidiaries have been deconsolidated from the Group financial statements for the financial year 2022 due to being classified as an asset held for sale (“AHFS”) pursuant to IFRS 5. Consistent with our Annual Report, this report excludes Lamoda’s non-financial data and KPIs. Doing otherwise would be providing asymmetric information to stakeholders and distorts the ability to evaluate the sustainability performance of the business now and in the future. Therefore, no data or program details on the CIS region are included in this report. However, the report will state where Lamoda’s exclusion from the data must be noted to contextualise certain performance outcomes year-on-year.

We have aligned this report with the national, European and international frameworks applicable to our business: the Luxembourg Law of 23 July 2016 on the Publication of Non-financial Information, Information on Diversity A1561, Article 8 of the EU Taxonomy Regulation and United Nations Sustainable Development Goals (SDGs). We continuously ensure alignment with international standards to allow us to better communicate our performance, internally and externally, including Sustainability Accounting Standards Board (SASB) metrics, from the Ecommerce and Apparel, Accessories & Footwear Industry Standards.

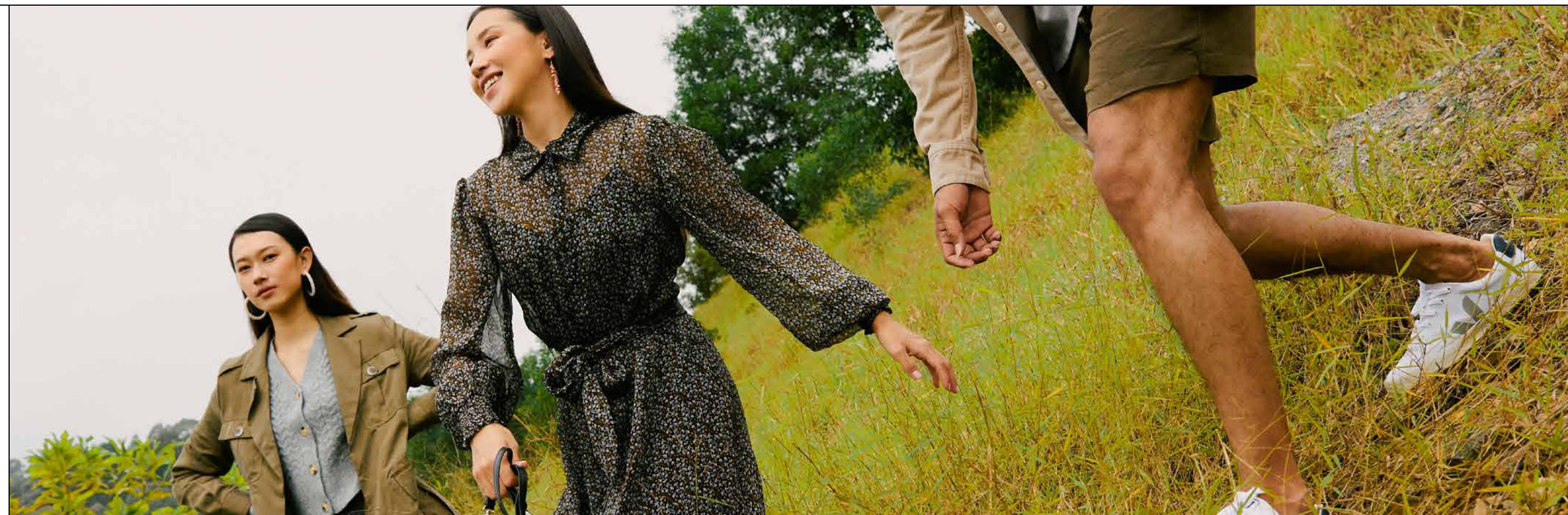
This report is published on our [website](#). We welcome our stakeholders to provide us feedback on the report via [email](#).

CONTENTS

ABOUT THE REPORT	02
LETTER FROM MANAGEMENT AND SUPERVISORY BOARDS	03
ABOUT GFG	04
PEOPLE & PLANET POSITIVE HIGHLIGHTS	05
STRATEGY & GOVERNANCE	07
CLIMATE ACTION	11
CIRCULARITY & CONSCIOUS CONSUMPTION	18
FAIR & ETHICAL SOURCING	24
RESPONSIBLE WORKPLACE	31
DIVERSITY, INCLUSION & BELONGING	35
RESPONSIBLE BUSINESS	39
APPENDIX	43

ACKNOWLEDGEMENT

The efforts of thousands of team members worldwide power our agenda. To all who contributed to where we are today, in particular to the Sustainability teams globally, a huge thank you for your endless hard work and commitment to being People & Planet Positive worldwide.





LETTER FROM CHIEF EXECUTIVE OFFICER

In 2022, we introduced GFG’s latest People & Planet Positive strategy and a suite of new targets. This required the teams to build the foundations of and operationalise a new strategy; at a time when the business was experiencing significant change, both inside and out.

Continuing to progress on our ambitions demonstrates how our values remain core to our operating rhythm. I am proud of what we have achieved and the incredible team who has helped us do this. Our absolute carbon emissions have reduced by 29% since 2019, despite significant business growth and change in the same period. We have maintained 100% green energy sourcing for our fulfilment centres for the third year running; we have already exceeded our 2030 target to divert 90% of waste from landfill. On our people side, 74% of employees agree they would recommend GFG as a great place to work.

However, there are just as many areas where we are not satisfied by the pace of change – circular assortment remains nascent at 3%, and to date, we have only completed the work to confirm that 6% of our brands are meeting our human rights standards. There is no shortage of work to do but as you will see in this report, our hard work to define the future of fashion and influence the ecosystem in our markets remains very much in motion.



CHRISTOPH BARCHEWITZ
Chief Executive Officer

WE CONTINUE TO EXECUTE AGAINST OUR PEOPLE & PLANET POSITIVE AGENDA. AS A LEADING FASHION ECOMMERCE RETAILER AND GLOBAL EMPLOYER, WE TAKE OUR RESPONSIBILITY TO HELP EDUCATE A LARGE PART OF THE WORLD ABOUT BUILDING A BETTER AND MORE SUSTAINABLE FUTURE, VERY SERIOUSLY.

LETTER FROM CHAIRMAN OF THE SUPERVISORY BOARD & CHAIRMAN OF GFG SUSTAINABILITY COMMITTEE

Each year new and unexpected challenges are impacting the global community, which demonstrates that businesses have a critical role to play in positive social and economic development. The historical view that shareholder value is exclusive to profit is no longer valid and GFG is working to embody a new version of business that meets the expectations of our stakeholders and has an overall positive impact on society and the environment.

While we have more progress to make, we believe we have the key ingredients – values, people, policies and systems – to enable consistent progress over time. Similar to other years, 2022 saw some aspects of our journey move ahead at rapid

speed, while others faced unexpected hurdles and proved more challenging than what we expected. Regardless of where the final numbers have landed, we remain confident in the authenticity of GFG’s commitment to its People & Planet Positive strategy and in its progressive integration to the business fundamentals.

The Supervisory Board would like to express our gratitude to the Sustainability teams at GFG who bring purpose to work each day, leading us in this change agenda. We also want to thank our broader stakeholders – the rest of the team, customers, investors and partners, for their ongoing advocacy of our sustainability efforts.



CYNTHIA GORDON
Chairman of the GFG Supervisory Board and Sustainability Committee Member



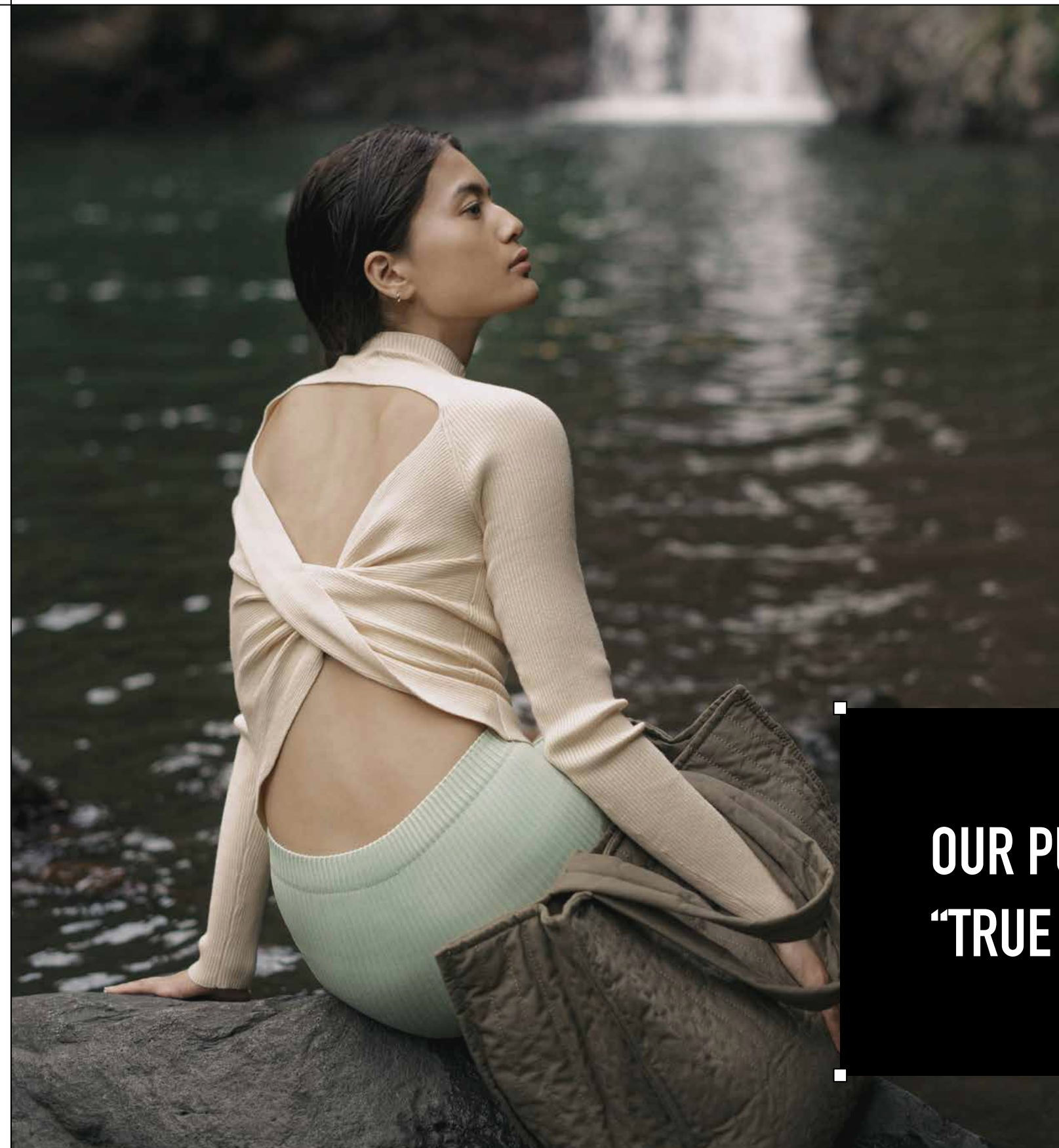
CAROL SHEN
Supervisory Board Member and Chairman of the Sustainability Committee

ABOUT GFG

GFG IS THE LEADING ONLINE FASHION AND LIFESTYLE DESTINATION IN LATAM, SEA & ANZ.

GFG is a leading fashion and lifestyle destination across 13 countries of operation and three main geographic regions: Latin America (LATAM), South East Asia (SEA) and Australia and New Zealand (ANZ). We offer customers a one-stop shopping experience via our inspiring, seamless platforms with a broad and relevant fashion assortment.

Each platform operates under an individual brand name: Dafiti (in Brazil, Chile, Colombia and Argentina), ZALORA (in Indonesia, the Philippines, Singapore, Malaysia, Taiwan, Hong Kong and Brunei) and THE ICONIC (in Australia and New Zealand). GFG connects a population of more than 800 million with thousands of brands on these three well-established ecommerce platforms. As a global business with deep local roots, diversity is at the heart of everything we do and gives real meaning to our purpose of “True Self-Expression”.



**OUR PURPOSE IS TO ENABLE
“TRUE SELF-EXPRESSION”**

2022

FINANCIAL PERFORMANCE

REVENUE (€M)	1,102.1
GROWTH AT CONSTANT CURRENCY (%)	0.1
GROSS PROFIT (€M)	468.9
ADJUSTED EBITDA (€M)	(40.8)

GROUP KPIS

NMV (€M)	1,614.8
GROWTH AT CONSTANT CURRENCY (%)	(0.7)
ACTIVE CUSTOMERS (M)	11.2
NUMBER OF ORDERS (M)	27.9
ORDER FREQUENCY (X)	2.5
AVERAGE ORDER VALUE (€)	57.8

people & planet
POSITIVE HIGHLIGHTS



Walking deliveries in Hong Kong

STARTING TO SCALE LOW EMISSIONS DELIVERIES

In 2022, 1.2 million orders were delivered by low-emission methods in SEA and LATAM. Delivery modes include walking, bicycles, LNG vehicles and electric vehicles.

→ MORE

LAUNCHING PRE-LOVED IN ANZ

A pre-loved assortment was launched via our Marketplace in ANZ. Pre-loved assortment is now available in eight countries and across all GFG regions.

→ MORE

ZERO WASTE IN OUR BRAZIL FC

Brazil's fulfilment centre exemplifies its commitment to zero waste through a holistic and systematic waste management program, including composting on site which is then transferred to the organic garden and used by the employee canteen.

→ MORE

DIVERSITY, INCLUSION & BELONGING EMBEDDED IN OUR COMPANY VALUES

Company values have been updated to ensure diversity and inclusion are core, demonstrating what we believe and our long-term commitment across all regions.

→ MORE



HIGH VISIBILITY & COMMITMENT TO HEALTH & SAFETY

Implemented the 'Guide to Conducting a Health & Safety Walk & Talks' with our senior leaders globally. Regular H&S walk & talks promote visible and felt leadership, role modelling and what we expect from our people to create a workplace free from harm.

→ MORE



Fashion festival in SEA

STRENGTHENED PLEDGE AGAINST CORRUPTION & BRIBERY

Dafiti achieved its ISO 37001 Anti-bribery Management Systems certificate in Brazil and ZALORA achieved it in Singapore and Malaysia.

→ MORE



2022 IMPACT IN NUMBERS

SEE [APPENDIX](#) FOR
A FULL SUMMARY OF
OUR 2022 PROGRESS
ON OUR TARGETS



RESPONSIBLE WORKPLACE

0

FATALITIES OR PERMANENT
INJURIES OR DISABILITIES

72%

OF OUR EMPLOYEES
"AGREE THAT WELLBEING
IS A PRIORITY AT GFG"



CLIMATE ACTION

14%

NMV FROM PRODUCT
MADE FROM SUSTAINABLE
MATERIALS OR ECO-
PRODUCTION METHODS



1.2M

ORDERS DELIVERED
BY LOW EMISSIONS
METHODS



CIRCULARITY & CONSCIOUS CONSUMPTION

82%

DIRECTLY PURCHASED AND
OWN BRAND PACKAGING IS
MADE FROM RECYCLED OR
COMPOSTABLE MATERIALS

91%

WASTE DIVERTED
FROM LANDFILL



DIVERSITY, INCLUSION & BELONGING

72%

OF EMPLOYEES AGREE
THEY "FEEL A SENSE OF
BELONGING"

81%

OF EMPLOYEES AGREE
"THEY CAN BE THEIR TRUE
AUTHENTIC SELF AT WORK"



FAIR & ETHICAL SOURCING

1,880

WORKERS IN OUR TIER 1
OWN BRAND FACTORIES HAVE
PARTICIPATED IN TRAINING
RELATED TO ETHICAL TRADE

6TH

POSITION FOR DAFITI OUT OF
50 BRANDS IN THE BRAZILIAN
FASHION REVOLUTION
TRANSPARENCY INDEX



RESPONSIBLE BUSINESS

ABAC

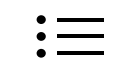
ISO 37001 CERTIFICATION
OBTAINED BY SUBSIDIARIES
IN LATAM AND SEA

50/50

GENDER BALANCE OF THE
GFG EXECUTIVE TEAM

50/50

GENDER BALANCE OF THE
THE SUPERVISORY BOARD



STRATEGY & GOVERNANCE



GFG's sustainability agenda has always been driven by the moral imperative to play a role in transforming the fashion industry in our markets by driving the supply of and demand for more sustainable fashion.

In our 2021 report, GFG presented its 2030 People & Planet Positive Strategy including our strategic priorities, key focus areas and an extensive portfolio of targets to measure our progress. In addition, we detailed the comprehensive stakeholder engagement and undertook a materiality analysis to identify our material issues and develop the strategy.

Each year, all regions of GFG operationalises the strategy by developing annual action plans which set out specific priorities for the coming year. Our progress and performance are tracked and reported quarterly to the Sustainability Committee of the Supervisory Board.

2022 involved taking this new strategy and operating it within our business. We have:

- ◆ Built team awareness of the new strategy, its strategic priorities and the targets
- ◆ Developed policies and frameworks to support consistent reporting on targets
- ◆ Built reporting systems that support the new targets and drive automation of data collection to ensure consistency, accuracy and efficiency and improve real-time information available
- ◆ Developed guidelines and tools for implementation across the Group and conducted pilot programs to test their suitability and effectiveness
- ◆ 20% of executive short-term incentive has tied to progress against specific sustainability goals

Find all details of GFG's latest materiality assessment, including key stakeholders and our engagement methods at our [website](#).

RESPONSIBLE BUSINESS

- Responsible Use & Safeguarding of Customer Data
- Effective and Transparent Corporate Governance
- Social Governance in the Manner We Bring Products to Market
- Business Ethics Training and Awareness

[CLICK TO VIEW DETAIL](#)

RESPONSIBLE WORKPLACE

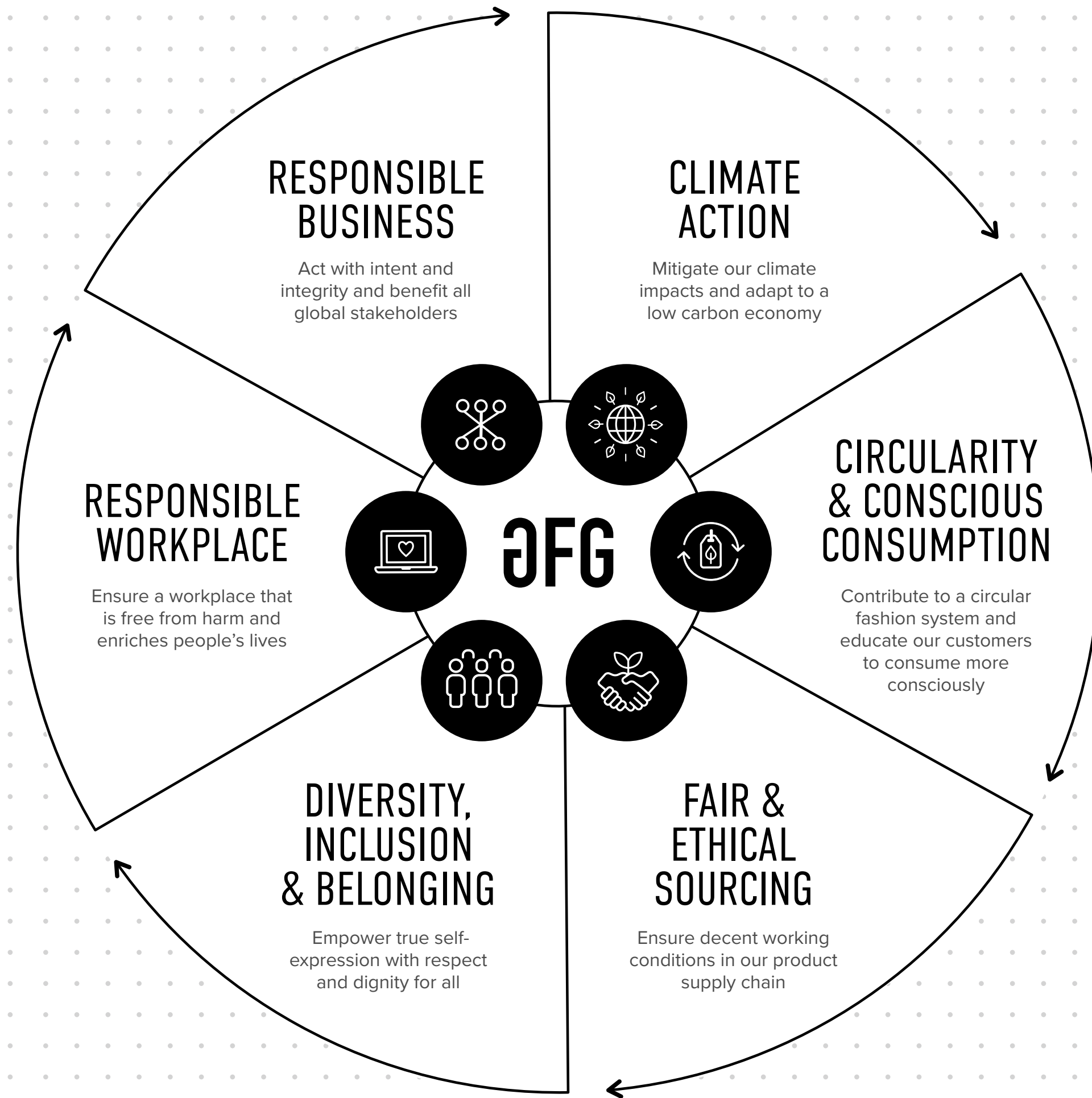
- Accountable and Visible Leadership
- Health and Safety Management System and Reporting
- Health and Safety Training & Education
- Responsible Engagement of Labour Agencies
- Positive Mental Health and Wellbeing

[CLICK TO VIEW DETAIL](#)

DIVERSITY, INCLUSION & BELONGING

- Discover, Attract & Retain Diverse Talent
- Nurture a Culture of Inclusivity
- Acknowledge, Respect & Celebrate Cultural Diversity
- Strive for Greater Equality & Equity
- Embrace Diversity of Thought

[CLICK TO VIEW DETAIL](#)



CLIMATE ACTION

- Sustainable Assortment
- Preservation of Natural Resources
- Lower Carbon Logistics
- Community Engagement
- Renewable Energy & Energy Efficiency

[CLICK TO VIEW DETAIL](#)

CIRCULARITY & CONSCIOUS CONSUMPTION

- Responsible Waste Management
- Customer Engagement and Circularity Solutions
- Sustainable Packaging
- Circular Design
- Responsible Design and Production Systems

[CLICK TO VIEW DETAIL](#)

FAIR & ETHICAL SOURCING

- Fundamental Human Rights and Decent Work
- Responsible Purchasing Practices
- Living Wages
- Traceability
- Worker Dialogue and Collective Bargaining
- Community Engagement in Our Supply Chain

[CLICK TO VIEW DETAIL](#)

GOVERNANCE & ACCOUNTABILITY	TRANSPARENCY	PARTNERSHIPS	STAKEHOLDER ENGAGEMENT
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GOVERNANCE OF GFG'S PEOPLE & PLANET POSITIVE AGENDA

The GFG Management Board continues to be held accountable for implementing GFG's People & Planet Positive commitments and setting the overall strategic direction. Implementation continues to be led by the responsible GFG Officers - (1) Chief Sustainability Officer for Climate Action, Circularity & Conscious Consumption, and Fair & Ethical Sourcing, (2) Chief People Officer for Diversity, Inclusion & Belonging and Responsible Workplace and (3) General Counsel for Responsible Business. We continue to have active support from other leaders across the Group, particularly our Regional CEOs.

The Sustainability Committee of the Supervisory Board, chaired in 2022 by independent Supervisory Board member Victor Herrero, supervises the work of the Management Board and leaders. Effective 1 January 2023, Carol Shen replaced Victor Herrero as Chair of the Sustainability Committee after Victor stepped down from GFG Supervisory Board. Carol is an independent member of the Supervisory Board and has been a member of the Sustainability Committee for the last three years. The Sustainability Committee meets quarterly to review the Group's strategy, performance, policies, risks and

opportunities. Components of Responsible Business, such as data privacy, data security and select business ethics topics, are overseen by the Audit Committee that meets quarterly and was chaired in 2022 by independent Supervisory Board member Laura Weil.

Throughout 2022, the delivery milestones of key sustainability targets tied to the short-term incentive (STI) scheme structure for the Management Board, Group Leadership Team and several other employees. Find more information about the STI scheme in GFG's Remuneration Report in Section 1.3.5 of the 2022 Annual Report.

ALIGNING WITH BEST PRACTICE



We seek to contribute to industry-based solutions for sustainability challenges to align with our vision to be People & Planet Positive worldwide. We deliver on this vision by ensuring our activities complement the actions of the fashion and ecommerce industry more broadly. GFG has aligned with the following initiatives:

TEXTILE EXCHANGE

In December 2022, GFG joined Textile Exchange, the industry initiative which leads and drives changes in materials across the fashion industry. Given the critical role in transforming our materials to deliver on GFG's strategic goals, we consider collaboration with Textile Exchange essential to supporting our teams

in this transformation while continuing to account for the diligence and integrity of product claims.

GLOBAL FASHION AGENDA

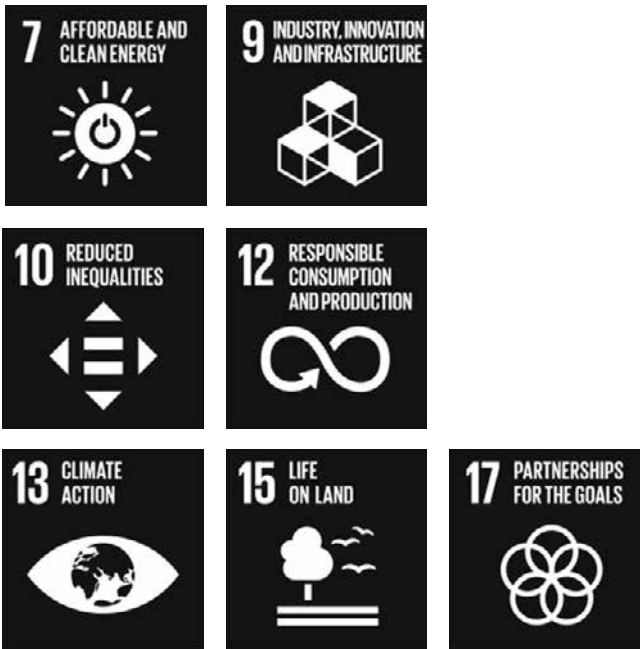
During 2022, GFG continued its strategic partnership with Global Fashion Agenda (GFA), the leading international forum on fashion sustainability. To ensure better representation of stakeholders in the region, GFA held the first Global Fashion Summit in Singapore, a GFG market, in November. In line with our intent to drive sustainable transformation in the emerging market fashion ecosystem, GFG played an active role in the Summit. Gunjan Soni, GFG COO and ZALORA CEO represented us on stage and spoke about the shift to sustainable consumption and how data solutions can help balance retail goals with consumer side choices.



SUSTAINABLE DEVELOPMENT GOALS

Our People & Planet Positive Strategy aligns with the following United Nations Sustainable Development Goals (SDGs):

CLIMATE ACTION



AREAS OF FOCUS & CONTRIBUTION TO SDG'S

- ◆ Sustainable Assortment
- ◆ Renewable Energy & Energy Efficiency
- ◆ Lower Carbon Logistic
- ◆ Preservation of Natural Resources
- ◆ Community Engagement


FAIR & ETHICAL SOURCING



AREAS OF FOCUS & CONTRIBUTION TO SDG'S

- ◆ Fundamental Human Rights and Decent Work
- ◆ Living Wages
- ◆ Worker Dialogue & Collective Bargaining
- ◆ Traceability
- ◆ Responsible Purchasing Practices
- ◆ Community Engagement in the Supply Chain

CIRCULARITY & CONSCIOUS CONSUMPTION



AREAS OF FOCUS & CONTRIBUTION TO SDG'S

- ◆ Sustainable Packaging
- ◆ Responsible Waste Management
- ◆ Responsible Design & Production Systems
- ◆ Circular Design)
- ◆ Customer Engagement and Circularity Solutions

RESPONSIBLE WORKPLACE



AREAS OF FOCUS & CONTRIBUTION TO SDG'S

- ◆ Workplace Health & Safety Management System
- ◆ Welfare of Our Employees, and Agency Staff and Drivers
- ◆ Mental Health & Wellbeing
- ◆ Hazard & Incident Reporting and Management
- ◆ High Risk Activity Training & Controls

DIVERSITY, INCLUSION & BELONGING



AREAS OF FOCUS & CONTRIBUTION TO SDG'S

- ◆ D&I Policy Communications
- ◆ D&I Global Leader Pledge
- ◆ Regional Allyships Establishment
- ◆ D&I Training & Awareness

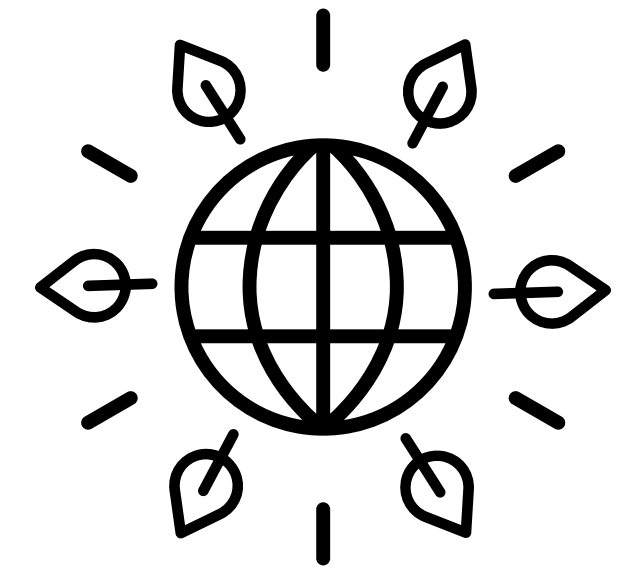
RESPONSIBLE BUSINESS



AREAS OF FOCUS & CONTRIBUTION TO SDG'S

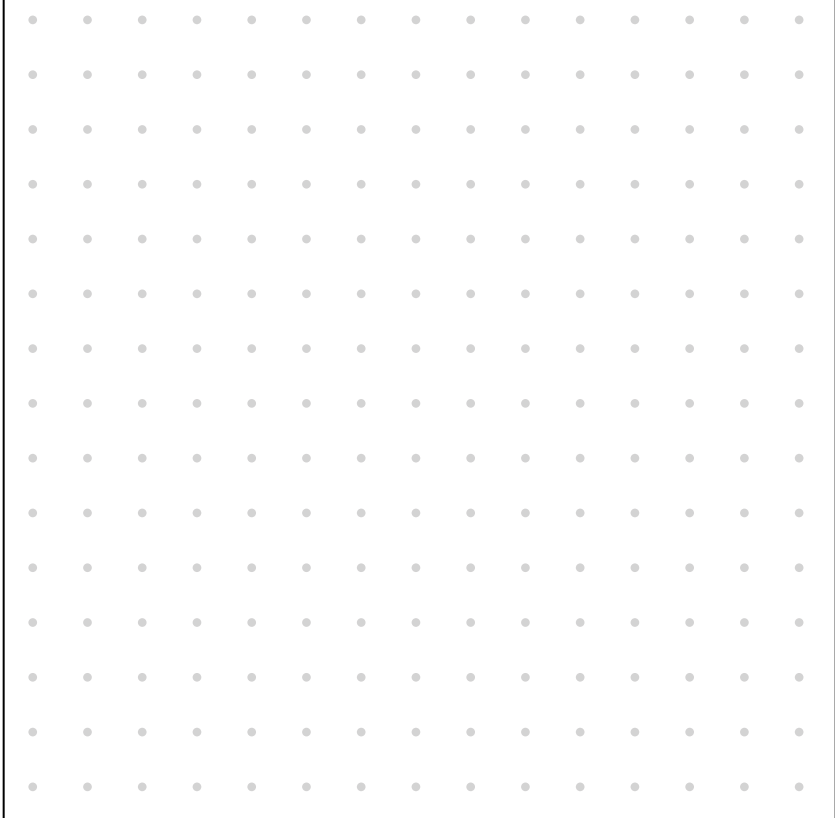
- ◆ Anti-Bribery and Anti-Corruption Training & Awareness
- ◆ Good Governance Optimisation through Global Collaboration
- ◆ Enterprise Risk Management Review and Refresh

CLIMATE ACTION



OUR FOCUS AREAS

- Sustainable Assortment**
- Preservation of Natural Resources**
- Lower Carbon Logistics**
- Community Engagement**
- Renewable Energy & Energy Efficiency**



2022 RESULTS ON 2030 TARGETS



14%
 NMV from products made using majority sustainable materials and / or & eco-production methods

ON TRACK 60%



21%
 of own brand products made from preferred materials

ON TRACK 85%



35%
 of man-made cellulosics are sustainably sourced

ON TRACK 50%



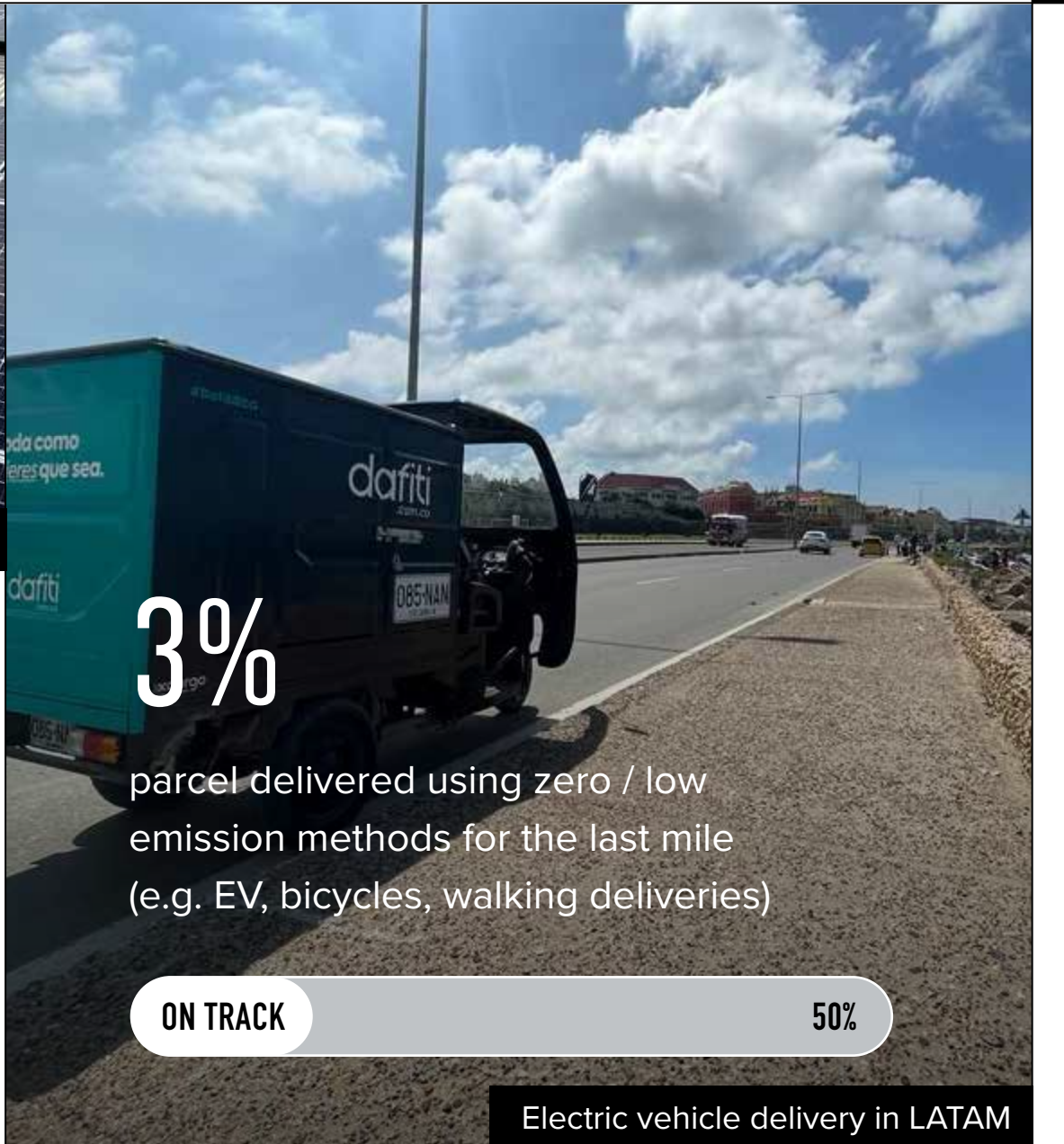
55%
 of electricity sourced for our fulfilment centres and offices that is renewable

ON TRACK 100%



16%
 of cotton used in own brands is sustainably sourced

ON TRACK 100%



3%
 parcel delivered using zero / low emission methods for the last mile (e.g. EV, bicycles, walking deliveries)

ON TRACK 50%

2,747
 of employee hours spent on community engagement

ON TRACK 20,000



OUR CLIMATE IS CHANGING

GFG is ever cognisant of the need to be a low-carbon organisation. Climate change poses a risk to our long-term success. In 2022, we completed our climate risk assessment in line with the Task Force on Climate-related Financial Disclosure (TCFD) recommendations to identify the physical and transition risks and opportunities. As a result, we are integrating climate risk into our core Enterprise Risk Management system. We are also developing a short to medium-term mitigation plan to address our riverine flood risk identified in ANZ. A summary of the risks and opportunities identified and all the work completed is in Section 2.13 of our Annual Report – Risks and Opportunities.

The Group’s entire global operation is committed to our climate mitigation and adaptation strategies to ensure our business model is viable and safe to continue. Our carbon reduction blueprint focuses on combating climate change within our operations and supply chain. It takes into account the emissions associated with raw materials and manufacturing processes of our products ([More Sustainable Assortment](#)), emissions with inbound and outbound logistics including returns ([Lower Carbon Logistics](#)) and our operations which we own or control ([Renewable Energy & Energy Efficiency](#)).

The Group’s carbon accounting process and system has undergone significant improvements in 2022 with the adoption of an AI-powered tool that provides increased granularity and accuracy of our carbon accounting, especially for our Scope 3 measurements and updated emission factors. In this report, we have restated our 2019, 2020 and 2021 carbon emissions to take account of the updated calculation system, updated emissions factors used to calculate our footprint and the divestment of the CIS region. This restatement aligns with the Group’s intention to recalculate its base year and subsequent years by GHG Protocol’s recommendation for recalculation due to structural changes. The Group’s carbon emission reduction targets submitted before the divestment of the CIS region were validated and approved by Science Based Targets initiative (SBTi). Following the divestment of the CIS region, GFG will review its targets in 2023 and submit a request to update targets to SBTi based on our recalculated 2019 base year.

Despite these changes, as with previous years, our 2022 carbon accounting has been completed in line with the Greenhouse Gas Protocol Accounting and Reporting Standards (“GHG Protocol”). All greenhouse gases regulated by the UN Kyoto Protocol are accounted for, inclusive of the following scopes:

SCOPE 01

Direct emissions from activities owned or controlled by GFG (e.g. fuel combustion from company vehicles, refrigerants).

SCOPE 02

Indirect emissions associated with GFG’s consumption of purchased energy.

SCOPE 03

All indirect emissions (not included in Scope 2) caused by GFG’s activities but not owned or controlled by us in our value chain, including our purchased goods and services (including merchandise), use and product end-of-life.

In 2022, the total greenhouse gas emissions emitted by GFG was 416,826 tonnes of carbon dioxide equivalent (CO₂e). Based on our recalculated figures, total emissions for 2022 show a significant 29% reduction compared to the recalculated 2019 base year. LATAM accounted for the largest emissions in GFG (45%), followed by SEA (33%), ANZ (22%) and lastly, Group Corporate Functions (0.2%).

Overall, emissions in 2022 decreased YoY by 20%, with carbon intensity decreasing by 24% to 258 tonnes of CO₂e per million of our Net Merchandise Value (NMV) compared to last year. Similarly, we observed a downward trend in our carbon intensity, exclusive of product-related emissions (i.e. product manufacturing, usage and end-of-life), which reduced 30% year on year to 47 tonnes of CO₂e per million NMV in 2022, relative to 67 tonnes in 2021.

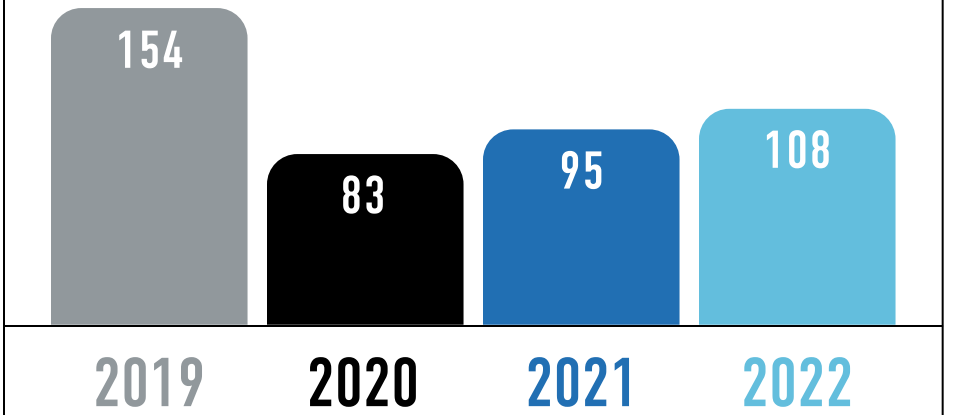
**29% ABSOLUTE REDUCTION
IN CARBON EMISSIONS
SINCE 2019**

Our growth and progressive approach towards a more sustainable assortment, lowering electricity-related emissions, improving last-mile deliveries and optimisation of our inbound logistics are the main contributors to the observed trend.

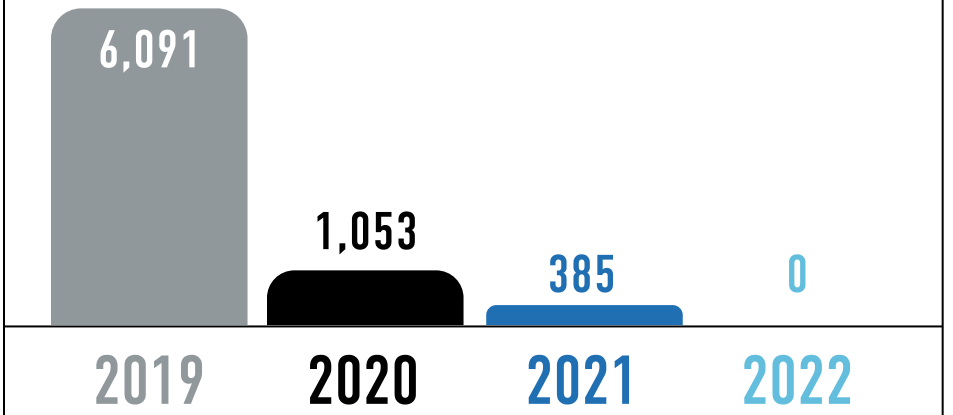
Scope 1 and 2 account for 0.03% and 0% of our emissions respectively. Scope 3 accounted for 99.97% of our total emissions in 2022. Of that, product manufacturing continues to account for the bulk of emissions, 56% of Scope 3, 26% of which are from apparel, 11% from accessories, 18% from footwear and 1% from other products. This is followed by product usage (16%), logistics (12%), and product end-of-life (10%). The remaining 6% of emissions include various sources such as purchased services, capital goods, upstream emissions of purchased fuel & electricity, waste, packaging, employee commuting and business travel. Fuel-related emissions for the Group are limited to 39 tonnes of CO₂e (0.01%). For the year 2022, Scope 2 emissions for GFG’s entire operations, from fulfilment centres to offices, is zero owing to the purchase of equivalent Renewable Energy Certificates, amounting to 4,993 MWh.

EMISSIONS BY SCOPE (TONNES CO₂e)

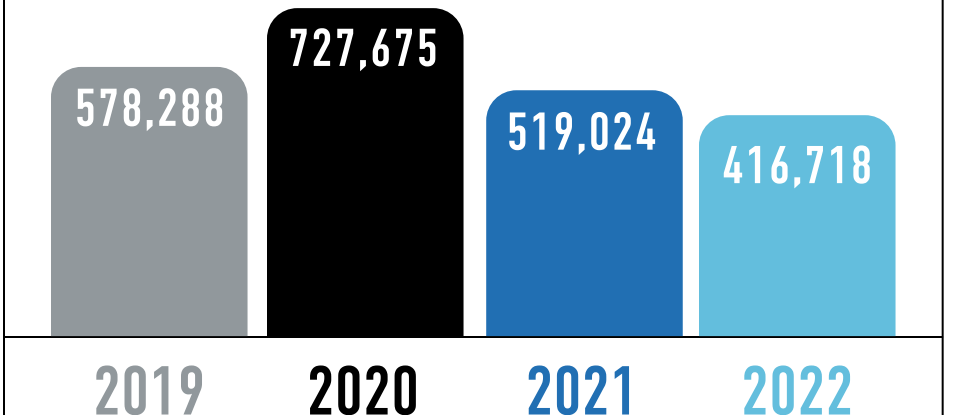
SCOPE 1



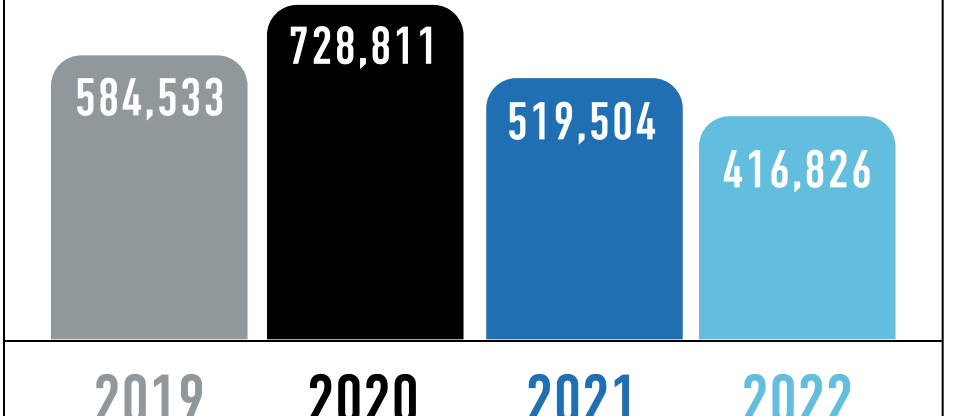
SCOPE 2



SCOPE 3

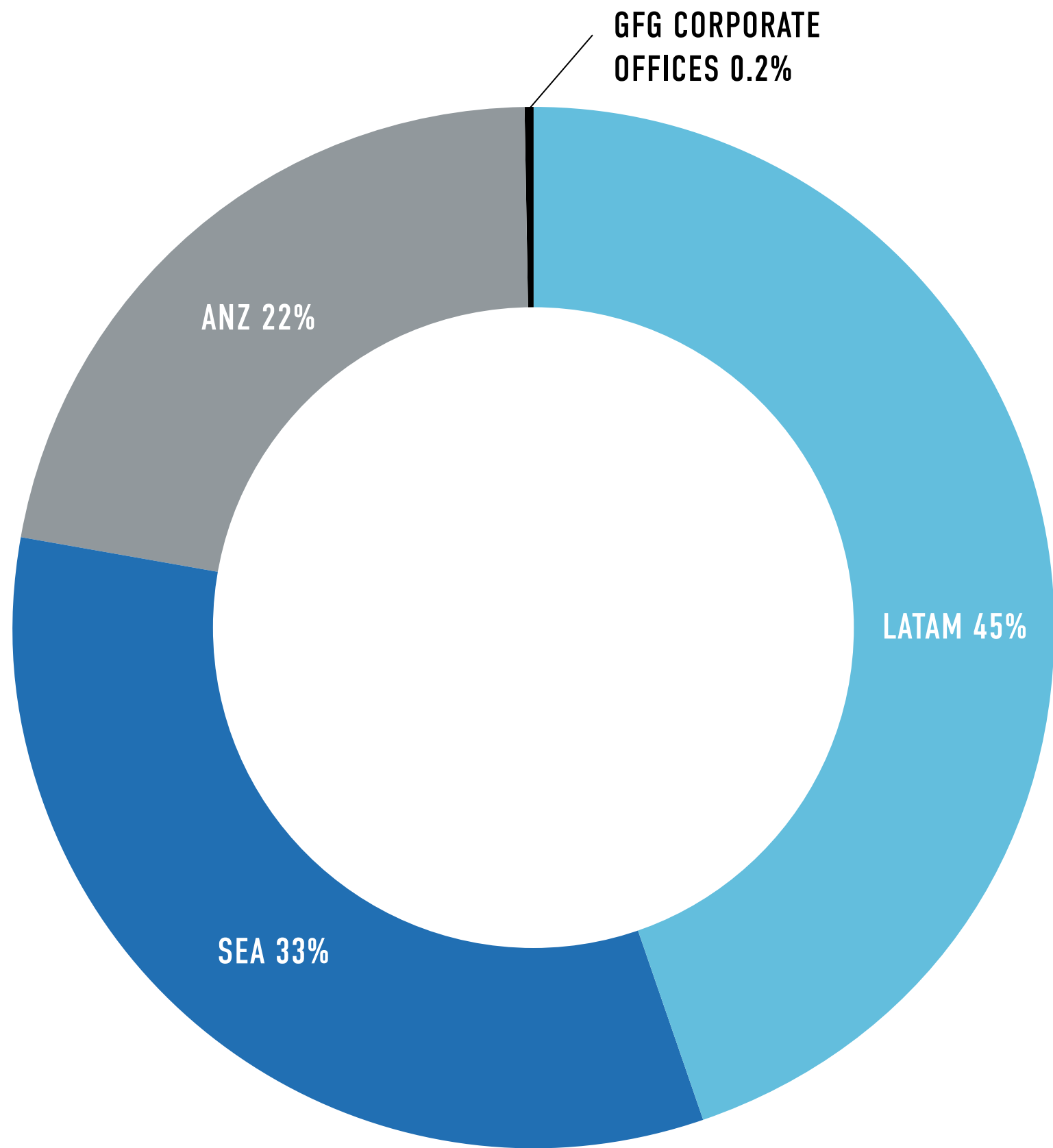


TOTAL

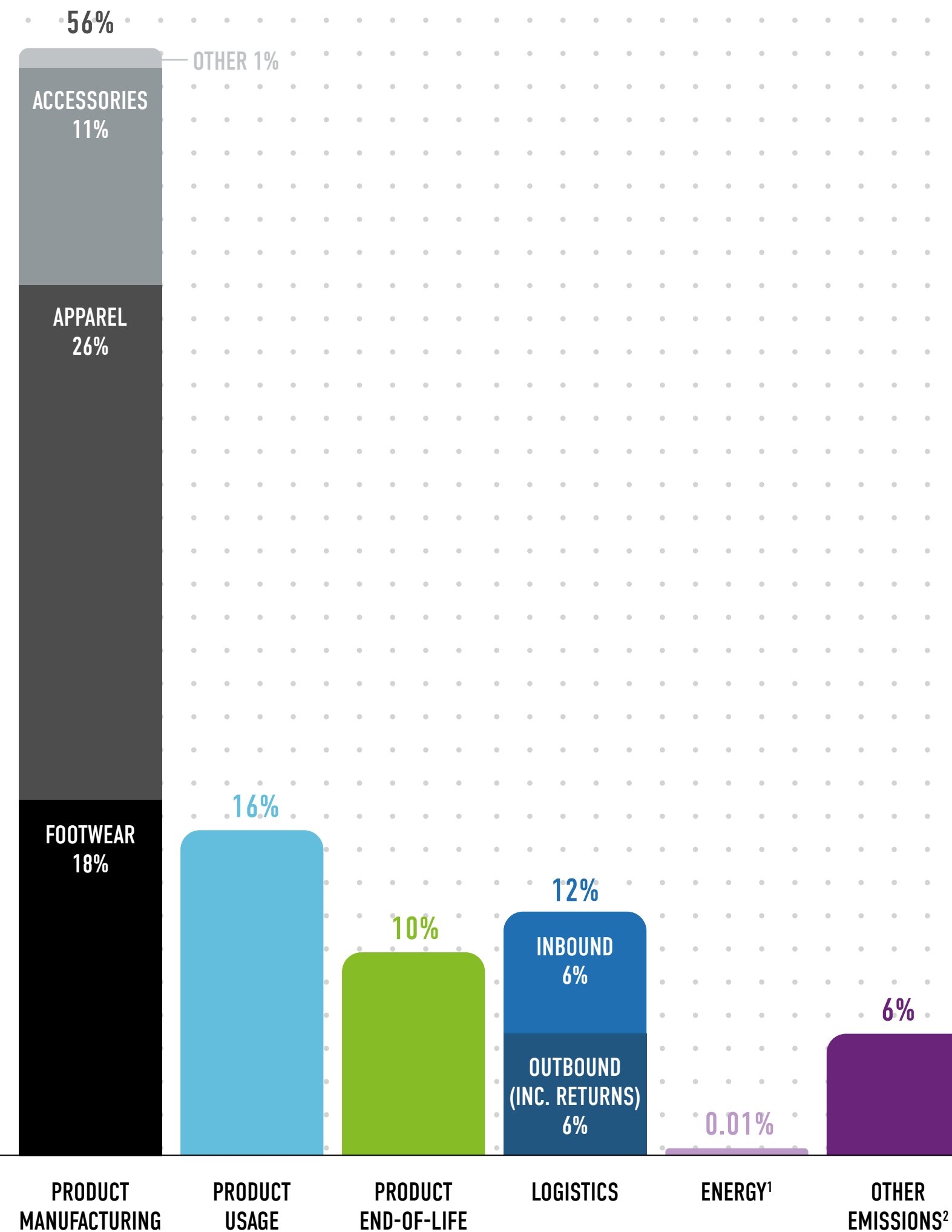


OUR CLIMATE IS CHANGING

EMISSIONS BY REGION (%)

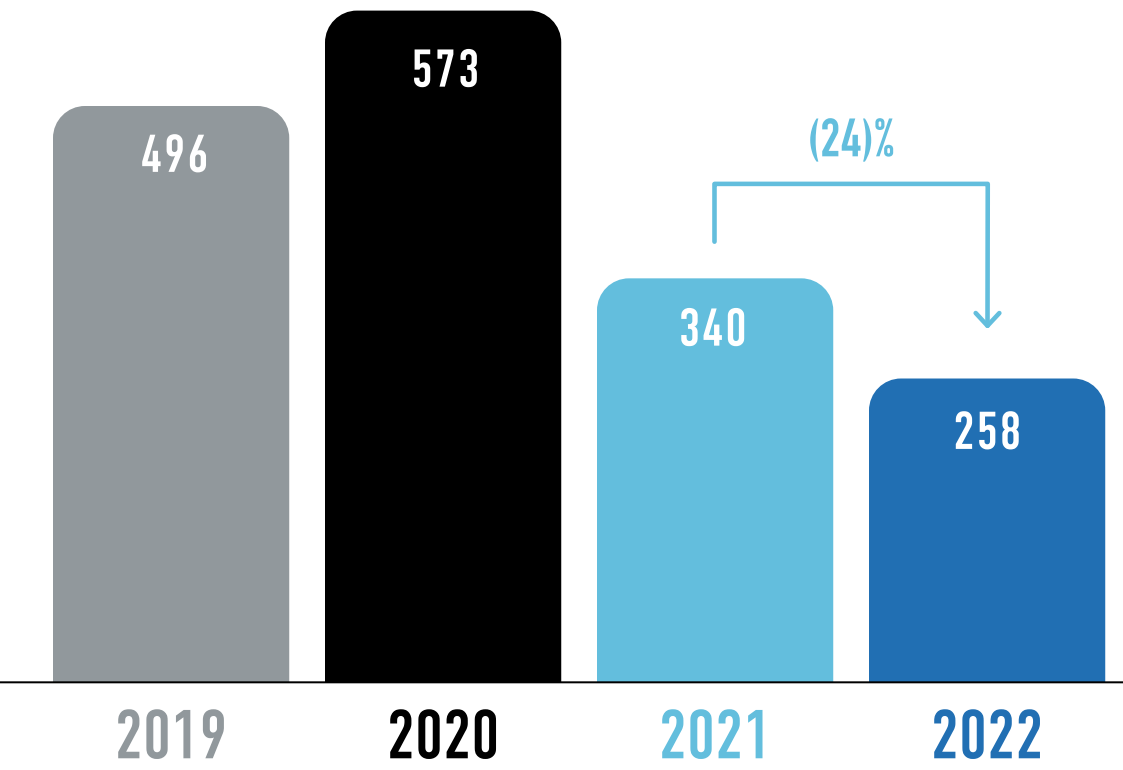


EMISSIONS BY SOURCE

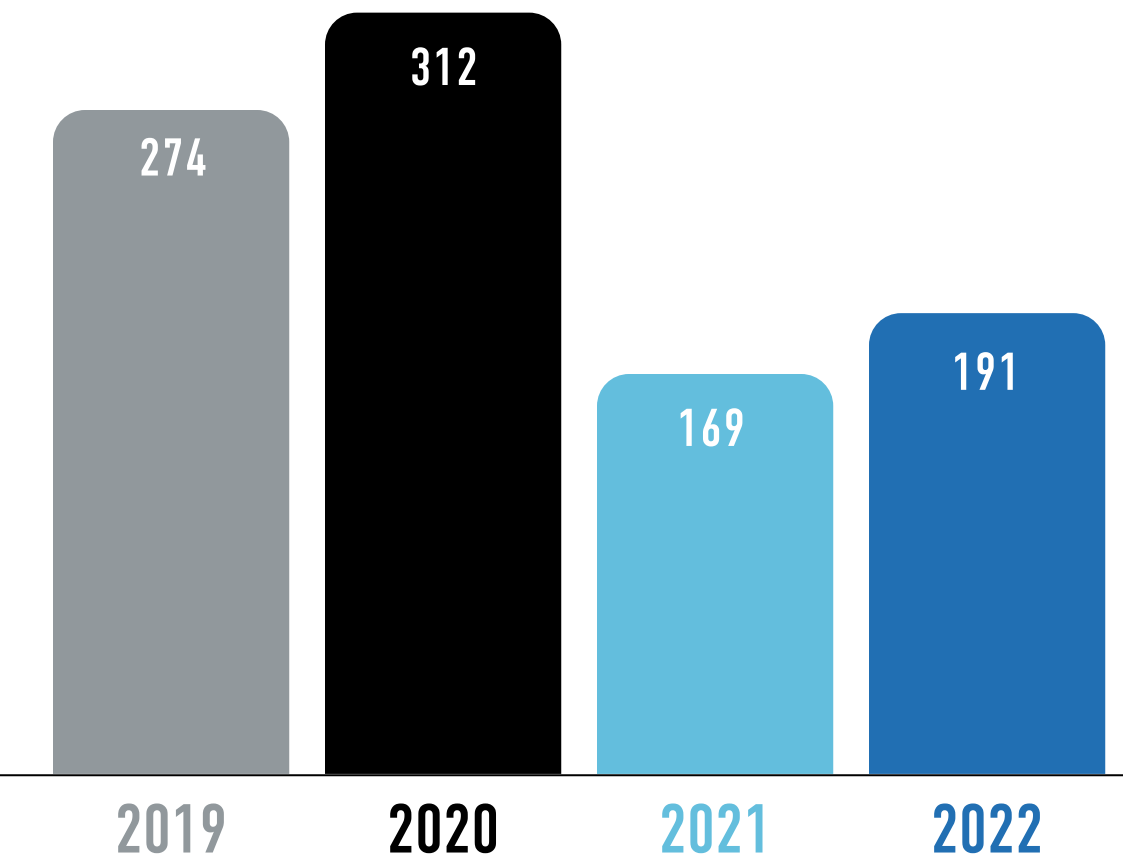


CARBON INTENSITY (TONNES CO₂e/MILLION NMV)

ALL SCOPE



SCOPE 3 EMISSIONS³



¹Fuel consumption by GFG's own fleet is included in Scope 1 emissions.

²This includes various emission sources such as purchased services, capital goods, waste, packaging, employee commuting and business travel.

³Scope 3 emissions from purchased goods and services as well as upstream and downstream transportation.

MORE SUSTAINABLE ASSORTMENT

Our sustainable assortment share continues to grow, up 2% in NMV for the Group. In LATAM and ANZ, ‘Sustainable Materials’ remains the most popular category of our responsible shopping edits. In SEA, they introduced ‘Locally Made’ as a criterion resulting in share increases across ‘Eco-Production’ and ‘Sustainable Materials’ categories.

Our commercial and sustainability teams are constantly collaborating with our brand partners and working with our marketing teams to drive awareness and drive demand for our sustainable shopping edits. LATAM engaged with brands via roundtables held in Colombia and Chile to build a mutual understanding of each other’s sustainability agendas and to explore collaboration opportunities. SEA held a webinar for their brand partners focused on sustainable

assortment and hosted a sustainability booth at the ZALORA Fashion Festival in Malaysia. This initiative connected customers in person with the sustainable assortment with ‘Earth Edit’ and introduced innovative design principles through an upcycling workshop hosted by the Biji-Biji Initiative. ANZ hosted a webinar with 120 brands attending to cover our sustainability strategy and increase the range of sustainable assortment available to customers.

ANZ increased the number of customers who base their shopping on sustainable assortment by 3% compared to 2021. LATAM relaunched the sustainable assortment edit ‘Dafiti Eco’ to drive customer awareness to 37% of customers shopping for Dafiti Eco. SEA reached 32% of customers shopping its sustainable edit in 2022, a slight decrease compared to last year.

In our own brands, where we design, develop and make material selections ourselves, we made further progress toward using lower-impact materials across all regions. 21% of own brand products come from preferred materials, an increase of 9% since 2021. 35% of own brand products made using man-made cellulosic fibres are sustainability sourced, while 16% of cotton is either organic or recycled.

LATAM continued to grow preferred materials available in its own brands by using lower impact materials such as organic fibres, Lenzing Ecovero Viscose or Amni Soul Eco Polyamide. In 2022, LATAM launched Inspira, our own brand dedicated to the use of lower-impact materials. SEA increased their preferred material share from 4% to 6% compared to last year.

ANZ also increased its share of preferred materials in its own brands by increasing the internal capacity and expertise of internal teams via materials and sourcing workshops. ANZ reached 26% of its own brand using preferred materials in 2022. To better address the root causes of the challenges we face in accessing preferred materials in a scalable way, ANZ and SEA are working towards an aligned sourcing strategy of directly sourcing materials and fabric consolidation.

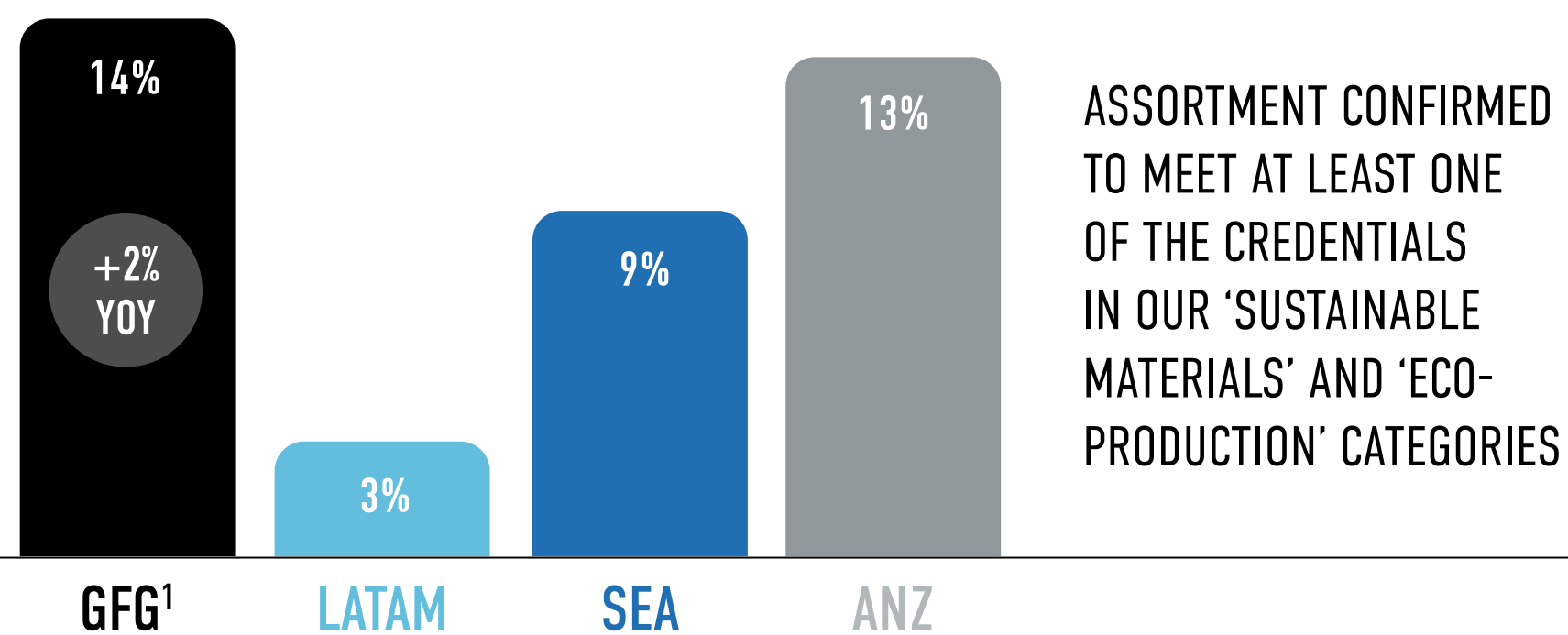


VERIFICATION OF ON-PRODUCT CLAIMS

GFG recognises the significance of integrity throughout the value chain and the need for credible use of standards and certifications to support our on-product claims. Our methodology needs to remain fit for purpose in light of the evolving market dynamics and expectations related to preferred materials and the data behind them. In support of this, we reviewed our existing preferred material benchmark to better align with industry standards. As a result, we will use an independent third-party benchmark tool to categorise the Group’s preferred materials. A transition between our old and new approach will take place in 2023. To further improve our processes and ensure alignment with industry best practices, we joined the Textile Exchange in December 2022, intending to drive change with brand partners and other members across the industry.

To remain current on the criteria and verifications behind our sustainable shopping edits, we also conducted a comprehensive review of our sustainability credential library in 2022. We leveraged third-party independent research to add additional materials and processes with lower environmental impacts to the ‘Sustainable Materials’ category, including Roundtable on Sustainable Palm Oil (RSPO) certified, Australian Cotton (myBMP) and Bio-based materials. For the ‘Eco-Production’ category, we added renewable energy used in production, carbon neutral certified, zero waste to landfill and certified organic food to our list of credentials. In addition, we have earmarked several credentials for further review in recognition of the limitations / challenges we have in managing the associated third-party certifications. We predict this could result in removing some credentials from the library in 2023.

GROWING SUSTAINABLE ASSORTMENT SHARE (2022 SHARE OF NMV)



¹Excluding the CIS region.

LOWER CARBON LOGISTICS

Following product manufacturing and sold products, GFG’s third largest category of carbon emissions is logistics contributing to 12% of emissions in 2022. Both inbound and outbound logistics accounted for 6% each. This was a (1)% and (2)% year-on-year change, respectively. The emissions reduction observed resulted from improving our shipments’ transportation infrastructure, optimising product deliveries and innovatively reducing emissions with our suppliers and delivery partners.

Land freight is the lead contributor to our inbound logistics footprint at 79%, followed by air freight at 17% and sea freight at 4%. The Group has limited control over some inbound shipments as brand partners determine routing. We drive change where possible and collaborate with brands to optimise deliveries where we cannot. We prioritise deliveries via sea route to reduce

air freight emissions by continuously reviewing lead times, costs, sailing schedules and risks involved. ANZ’s air freight to sea freight ratio (air:sea) for inbound cargo was down to 13:87 in 2022, compared to 37:63 in 2021. SEA also made progress with a majority of its suppliers delivering products via sea route 27:73 in 2022, compared to 26:74 in 2021.

For our outbound logistics, GFG works closely with our delivery partners to push lower emission last-mile delivery methods and gain greater clarity in reporting actual and definitive carbon footprints. ANZ continues to work with its delivery partners to improve data capture relating to deliveries using e-bikes and low-emission transports. SEA expanded its low-emission methods by partnering with Westbike, a delivery partner using bikes to provide ‘Same Day Green Delivery’, for Indonesian customers in

Jakarta. Low-emission deliveries accounted for 2% of SEA’s deliveries in 2022. LATAM achieved 6% of its deliveries through low-emission methods and has started to map deliveries made using liquified natural gas (“LNG”) in Argentina, Brazil and Colombia. Argentina delivered a third of its deliveries using LNG; in Colombia, the Group increased the share of electric vehicle deliveries to 3% following an expansion of this delivery mode to the coastal region of Cartagena; in Brazil, workshops were held with delivery partners to build awareness and drive commitment towards qualitative and quantitative reduction of CO₂. Delivery partners’ commitments included the purchase of low-emissions vehicles, the creation of collection hubs / pickup points for customers, conversion to lower-emission fuels such as ethanol and delivery route optimisation.

RENEWABLES AND ENERGY EFFICIENCY

Improving energy use efficiency and increasing reliance on renewable sources is a core part of our climate action plan. GFG has implemented initiatives to minimise its energy footprint and advance towards its commitment to 100% use of renewable energy in all facilities by 2030. This ambition is not without its challenges – the Group continued to explore opportunities to increase our energy efficiency and renewable energy adoption this year.

In 2022, our direct operations across the globe consumed 39,657,862 MJ of energy in the form of electricity and fuel. This accounted for 0.03% of our overall carbon footprint. Our 7% decrease in energy intensity YoY was mainly driven by our initiatives towards more renewable energy and being more energy efficient in 2022. One of GFG’s global initiatives to improve energy efficiency this year was the greater adoption of LED lights across all regions and the implementation of motion sensors in common areas at our fulfilment centres in Colombia, the Philippines and Brazil. In Colombia, the installation of motion sensors alone had a significant impact: a 36% decrease in energy consumption compared to 2021.

55% of our electricity usage came from on-site solar generation or direct

sourcing of renewable electricity. In ANZ, 350 kWp of solar was operationalised in the year, generating 21% of the fulfilment centres annual-electricity-usage, which is broadly in line with our expectations pre-install. The balance of ANZ’s needs and those in Brazil, were purchased on the green electricity market in their respective countries.

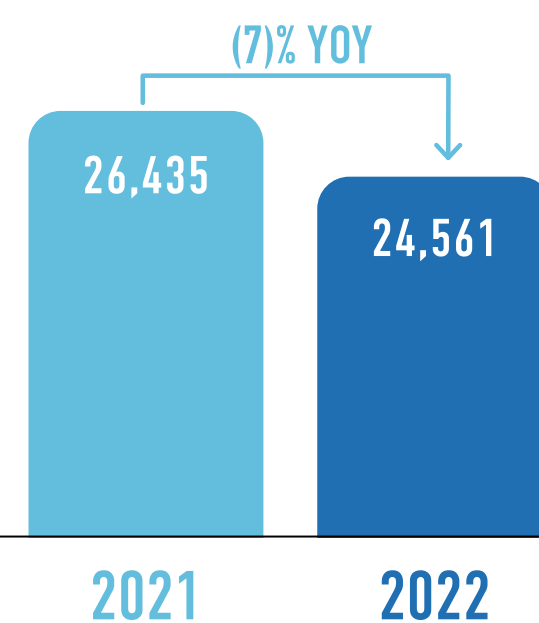
In SEA and our other LATAM locations, where we have smaller shared offices, on-site solar generation and direct sourcing of renewable electricity remain out of reach due to differing maturities of renewable infrastructure and restrictions resulting from renting rather than owning buildings.

Given these limitations, as an interim approach to supplement our green electricity sourcing commitment, the Group has again purchased Renewable Energy Certificates (RECs) to compensate for all non-renewable electricity used in 2022, amounting to 4,993 MWh.

In 2022, although we are not able to report any progress on our commitment to have 70% of the electricity used in our Tier 1 and 2 own brand factories renewable by 2030, we have begun mapping our renewable energy usage by factory. Our next step is to assess options and processes to collect suppliers’ total energy profiles for all regions.

1.2 MILLION ORDERS DELIVERED BY LOW EMISSION METHODS IN 2022

GFG ENERGY INTENSITY (MJ PER MILLION NMV)



Bicycle delivery in Indonesia

RENEWABLES AND ENERGY EFFICIENCY

CASE STUDY

SOLAR PANELS INSTALLATION IN ANZ FULFILMENT CENTRE



Solar panels at ANZ fulfilment centre

Burning fossil fuels for electricity and heat generation in the energy sector was responsible for 75% of total greenhouse gas emissions in 2019. To reduce these emissions, a transition to solar power generation has the potential to reduce emissions by 1.5 billion metric tons per year.⁴

⁴ [International Energy Agency \(IEA\)- Global Energy and CO₂ emissions in 2020](#)

GFG’s objective is to reduce our energy consumption across all of our businesses and then transition to renewable energy sources for the remainder. The installation of a 350kW rooftop solar power system exemplifies this dedication. Covering an area of over 4,700 m² at the ANZ fulfilment centre the solar panels produce 21% of the facility’s electricity needs.

As a result of this installation, ANZ has achieved an average 20% reduction in grid energy intake, resulting in a saving of 409,927 kWh in 2022. It makes our operations more self-sufficient and offers protection against power outages and system failures, mitigating the effects of fluctuating energy prices. This system is projected to save us approximately €150,000 in energy bills over a five year period.

COMMUNITY

GFG is a truly global business. We believe in our ability to enable change, create opportunities and demonstrate our shared values with the communities in which we operate. Our People & Planet Positive approach to the community involves empowering our people to have a positive impact on the environmental issues that concern them. It is, for this reason, our community program is a focus area within our Climate Action strategic priority.

141 hours of beach cleaning. The ANZ team completed 390 hours of volunteering with Thread Together, their long-term charity partner that retrieves brand new but end-of-line stock from fashion brands that would otherwise go to waste and distributes it to people in need. GFG is committed to achieving 20,000 employee volunteering hours by 2030 and enabling our employees to contribute to social and environmental issues that are important to them.

contributed a total of €25,570 and €8,632 respectively in cash and in-kind donations to charities, and local NGOs connected to the employee volunteering projects they work with across all countries in both regions.

“My experience as a volunteer in Dafiti has brought a lot of learning into my life. I have been able to help a family to have a nice home to live in; I understand that dreams do come true with effort and consistency and giving a little of us as a team can do big things. Planting trees is a little action to return to our planet what we receive. It’s an act of responsibility to our environment”

**FERNANDO SALAMANCA -
CALL CENTER HEAD, COLOMBIA**

EMPLOYEE VOLUNTEERING

Our people participated in 2,747 hours of paid volunteering in 2022, a YoY decrease of 4%. In LATAM, 260 Colombian employees reforested 50 trees with the Tree Network Foundation, while our Chilean team spent 204 hours upgrading the facilities of a kindergarten’s facilities and conditions. SEA delivered its very first volunteering opportunity for the team in Singapore with

COMMUNITY CONTRIBUTIONS

As part of our contribution to supporting the people of Ukraine, GFG made a €250,000 donation to Save the Children in Germany. In ANZ, €52,100 was raised for charity during the year, most donated to Thread Together and generated through regular employee sample sales. ANZ also donated the funds raised through its inaugural NFT Auction at its annual runway show. SEA and LATAM

CASE STUDY

VOLUNTEERING PROGRAMMES IN LATAM – COLOMBIA



Employee volunteering in Colombia

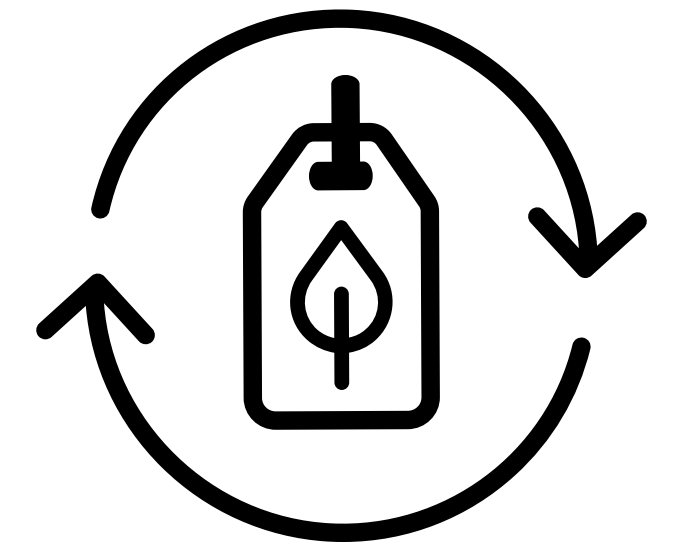
A survey by Cone Communications found that 72% of employees believe that their company’s support of social and environmental issues is crucial to job satisfaction.⁵ Providing meaningful opportunities for our employees to have purpose through their work is a priority for GFG. In Colombia, we matured our employee volunteering program to provide volunteering opportunities for social and environmental causes. In 2022, 260 employees contributed 647 volunteering hours.

20 volunteers partook in the ‘Techo Colombia’ program, constructing a new home for a low-income family. Volunteers also participated in the ‘Fundación Red de

Árboles’ and ‘Fundación Cerros de Bogotá’ programs, bringing 57 employees across the year to plant trees in the Bogota region. Through these events, we planted 65 native trees, making a meaningful impact on the local environment and demonstrating our commitment to sustainability. These volunteer programs make a positive impact on the community. They also foster a sense of connection and belonging among our LATAM employees. By participating in these initiatives, our volunteers feel a deep commitment to the business and its values, and they can connect with their colleagues and the community in meaningful ways.

⁵ [CONE Communications- 2017 Cone Communications CSR Study](#)

CIRCULARITY & CONSCIOUS CONSUMPTION



OUR FOCUS AREAS

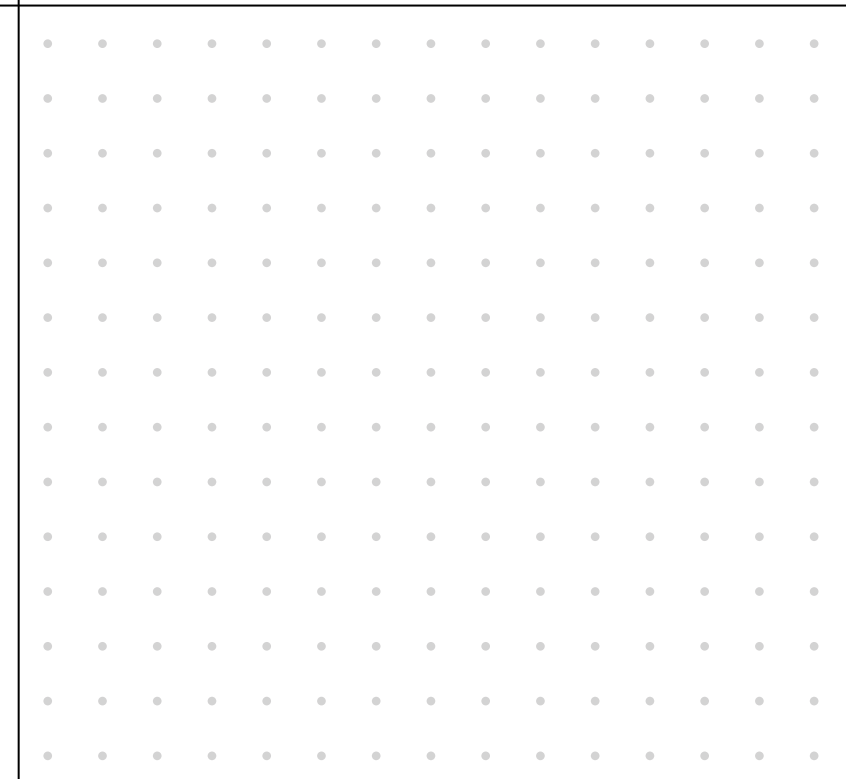
Responsible Waste Management

Customer Engagement & Circularity Solutions

Sustainable Packaging

Circular Design

Responsible Design & Production Systems



2022 RESULTS ON 2030 TARGETS

To enhance reductions of our climate impact, GFG wants to allow our customers to work with us to enable their own carbon reduction journeys. To achieve this, we are aware that we need to extend product and resource lifecycles through circular economy principles and business models. Given a circular economy can be a valuable contributor to tackling issues such as climate change, biodiversity loss, waste and pollution, we seek to create a holistic approach incorporating circular design principles in a closed loop between our operations and post-consumer stages.



82%
of directly purchased and own brand packaging made from more sustainable materials

ON TRACK 100%



91%
of waste in our operations is diverted from landfill

TARGET EXCEEDED 90%



3%
of sold units from fashion assortment made in line with circular criteria (recycled, repaired, pre-loved, circular design)

ON TRACK 40%



39%
sold units covered by closed loop take back solution

ON TRACK 50%



145
tonnes of packaging retrieved from customers and responsibly disposed

ON TRACK 4,000

RESPONSIBLE WASTE MANAGEMENT

APPROXIMATELY 75% OF TOTAL WASTE GENERATED GLOBALLY IS EITHER LANDFILLED OR INCINERATED, WHILE ONLY A FRACTION IS RECYCLED OR REUSED.⁶

There is a need to shift towards a more circular economy, where waste is reduced, reused and recycled. Increasing recycling rates and reducing landfill waste can have significant economic benefits and help create a more sustainable future.

GFG recognises its responsibility to ensure that all waste in our operations is minimised and handled in a responsible manner. A majority of the Group’s waste comes from packaging materials received from suppliers and returned by customers, such as cardboard boxes, postage satchels, polybags and stretch film, and food and general waste.

In 2022 the scope of our focus on waste reduction expanded beyond just our fulfilment centres to all our operations: including transit warehouses, offices and pick-up points. This broadened scope provided a more comprehensive view of the Group’s waste footprint.

Despite this, in 2022, we exceeded our 2030 target of 90% and diverted 91% of waste generated by our fulfilment centres and offices across the globe from going to landfill. Of this, 75% was recycled, 15% was sent to energy recovery and 1.5% was composted. We remain committed to tackling our remaining waste footprint and intend to divert at least 95% of waste from landfill by 2030.

In LATAM, the fulfilment centres in Argentina, Colombia and Brazil saw significant improvements in waste recycling and diversion. The Brazil LEAP fulfilment centre successfully achieved zero waste certification

by implementing a comprehensive waste management system with team engagement and training on improving recycling processes and the installation with an internal composting system. In Chile, we encountered challenges with recycling providers resulting in a low landfill diversion rate of 44%. A new provider for Chile has been identified and will commence collections in January 2023. Overall, LATAM achieved 92% diversion from landfill.

In ANZ, the fulfilment centres implemented a soft plastics recycling program which includes separate collection bins, staff education and a partnership with Plasmar, who transforms the materials into items such as fence posts, furniture and garden beds. This program has resulted in a 67% annual recycling rate and 93% diversion from landfill.

In SEA, despite limited options in the market, the team achieved 87% waste diversion from landfill. This was through the recycling of paper, wooden pallets and some plastics in all of its offices and fulfilment centres. The remaining waste, including small amounts of plastic, food and general waste, was sent to landfill. In 2023, we plan to explore food composting systems and engage with additional waste collection providers to increase waste diversion from landfill.

2022 WASTE AND SOLUTIONS (TONNES)

	FULFILMENT CENTRES	TRANSIT WAREHOUSES	OFFICES	TOTAL
RECYCLED WASTE	1,963	21	33	2,017
ENERGY RECOVERED WASTE	363	14	14	391
COMPOSTED WASTE	39	0	1	40
LANDFILL WASTE	193	1	49	243
TOTAL	2,558	36	97	2,691
WASTE RECYCLED	77%	58%	34%	75%
WASTE DIVERTED FROM LANDFILL	92%	97%	49%	91%

⁶ Mckinsey & Company - Report on Circular Economy



Waste training in Brazil’s fulfilment centre

SUSTAINABLE PACKAGING

Packaging is crucial to protect, transport and market products for almost all industries. Companies use packaging for shipping protection, to promote their brand and to create a positive customer experience. However, packaging increases the volume of manageable waste with potential to end up in a landfill. If not properly managed, by 2050, there will be more plastic in the ocean than fish by weight. To address this issue, the European Union’s Packaging and Packaging Waste Directive requires EU member states to take action to reduce the amount of packaging waste generated and increase the recycling and recovery of packaging materials. As an online fashion retailer, we understand the importance of addressing this issue and are committed to improving the sustainability of our packaging. Ideally, this would eliminate packaging materials wherever possible and transition to lower-impact materials where not possible.

Our delivery satchels already use recycled or compostable materials in 100% of our countries. By the end of 2021, we broadened our focus on packaging and committed to 100% of directly purchased and own brand packaging being sourced and made from lower impact materials by 2030. We directly purchase our packaging for our warehouses including: postage satchels and boxes for customer deliveries, replacement shoe boxes and polybags (clear sleeves used to protect products in warehouses and transit).

We also have direct control over the packaging used by our own brand suppliers. This includes shipping boxes, shoe boxes, swing tags and polybags. Our third-party brands also package with boxes, and are responsible for most polybags that come through our warehouses. Although we do not have direct control, we are working to influence third-party brands to make less impactful choices over time.

IN 2022, WE CONTINUED TO SEND DELIVERY SATCHELS MADE USING LOWER IMPACT MATERIALS IN 100% OF OUR COUNTRIES. 82% OF OUR DIRECTLY PURCHASED AND OWN BRAND PACKAGING ARE MADE FROM LOW-IMPACT MATERIALS IN 2022.

To deliver this performance in LATAM, a cross-functional task force was established of members from operations, branding, purchasing and sustainability teams to enhance customer experience, evaluate alternative sustainable packaging options and drive usage of lower-impact materials in current packaging. In SEA, Malaysia and the Philippines have made progress in transitioning to sustainable packaging and will soon be using 100% certified recycled content polybags and 100% FSC recycled honeycomb paper. Cardboard boxes in SEA fulfilment centres are FSC / PEFC certified, except those used for luxury products.

In ANZ, a member of the Australian Packaging Covenant Organization, the business achieved a lead score of 73% in its annual report against 2025 National Packaging Targets. ANZ achieved this by increasing the use of recycled materials and recyclable packaging design. An innovation working group was also established in 2022 to review our packaging to improve its sustainability performance.



In addition the sustainability performance of our own brand packaging improved. After training and Packaging Preferred Vendors (PPVs) to our own brand suppliers last year, more suppliers have adopted sustainable packaging from the PPVs who provided certified packaging made of lower-impact materials at accessible prices. ANZ’s Chinese suppliers began adopting PPVs who provided 100% recycled content paper-based packaging (e.g. swing tags, shoe boxes and shipping boxes). In LATAM, 100% of suppliers in Brazil uses FSC mix-certified cardboard boxes, while Chile uses 100% recycled cardboard boxes. Polybags for apparel products used by our Brazilian suppliers have transitioned to pre-consumer recycled plastics with RCS certification.

GFG is committed to supporting customers to dispose of packaging through an environmentally responsible approach. In 2022, the Group prevented 145 tonnes of packaging from going to landfill in the ANZ and SEA regions by recycling packaging returned from customers.



Recycled satchels in SEA

⁷ World Bank Research- What A Waste 2.0: A Global Snapshot of Solid Waste Management to 2050
⁸ Ellen MacArthur Foundation - Plastics and the Circular Economy
⁹ European Shaping a Sustainable Future for Packaging- Packaging and Packaging Waste Directive

CUSTOMER ENGAGEMENT & CIRCULARITY SOLUTIONS

According to Euromonitor, clothing production doubled between 2000 and 2015, while utilisation decreased by 36%. The fashion industry continues to be a big contributor to global CO₂ emissions. The textile industry relies, at present, on non-renewable resources, with global textile discarding expected to be 134 million tonnes per year by 2030.¹⁰ To achieve a 1.5-degree pathway goal the fashion industry needs to reduce its emissions by around 50% by 2023.

GFG aims to keep products circulating at their highest value for as long as possible, which makes the reuse of previously owned items crucial for the Group's circular ecosystem. This cannot be achieved without educating and engaging consumers and elevating their experience when introducing new circular business models.

Circularity is a nascent topic worldwide, especially in emerging markets. However, we have started progressing toward our commitment to 40% of sold units from fashion assortment being made in line with circular criteria (including recycled, repaired, pre-loved or in line with circular design principles) by 2030. In 2022, 3% of our fashion units sold met circular criteria.

Pre-loved is a focus of our commitment, and we now have it accessible to customers in 8 countries. ANZ launched 'pre-loved' for the first time in 2022 with sellers operational via our Marketplace and the products included in the 'Circular by Design' category of 'Considered', the ANZ sustainable shopping

edit. The category reached 4% of ANZ's NMV, including single-use alternatives and products designed for circularity.

LATAM and SEA have yet to operationalise circularity as a category at the point of sale. Both continued to offer pre-loved with the assortment available in Chile, Colombia and most of our SEA countries.

GFG developed Circular Design Principles from a review of circular economy literature, industry best practice application of circular principles and existing certification programs. These principles provide a framework for our teams to design products with circularity in mind. In 2023, we will drive awareness of the principles and equipping the team to implement them in the design process.

On take-back, the Group has several initiatives in place to ensure at least 50% of sold units are covered by take-back solutions in 2030, and 39% were covered in 2022. SEA launched a program called Clothes Re:newed in collaboration with The Salvation Army in Malaysia, with a dedicated drop-off point for customer donations. It is positive that more than 250kg was diverted from landfill in three months. A key learning from the program is that convenience is crucial for customers. We need to enable a wide range of drop-off points to increase customer engagement in 2023, either via our operations or in collaboration with external providers.

In ANZ, we continued our collaboration with AirRobe, a second-hand fashion marketplace. We also continued our 'Giving Made Easy' partnership with Salvos Stores. This allows customers to download a free shipping label and send donations to charity. After being well supported during the pandemic owing to its non-contact method, donation volumes dropped for the first time in two years from 15,160kg in 2021 to 6000kg YoY. The number of free shipping labels requested by customers to donate unwanted garments also declined; highlighting the need for continuous engagement and marketing initiatives to ensure take-back schemes are successful.

In LATAM, we have yet to launch any form of take-back scheme. Due to the local differences in our operating markets, we will need to consider take-back solutions on a country-by-country basis and, therefore, in 2023, a key priority is to conduct a global landscape review of potential partners to enable circularity schemes.

¹⁰ [Ellen MacArthur Foundation - Circular Business Models - Redefining growth for a thriving fashion industry](#)



CASE STUDIES

CASE STUDY: RESPONSIBLE WASTE MANAGEMENT ZERO WASTE AT OUR BRAZIL FULFILMENT CENTRE

The global recycling rate for municipal solid waste in 2018 was estimated to be around 17.5%, while 63% went to landfill and 19.5% incinerated.¹¹

To ensure we are not responsible for the waste to landfill, the Group is committed to systematic waste management programs in all our facilities. In 2022, our sustainability leaders in Brazil worked hard to improve the recycling rate by engaging and training the teams. There is also now a person responsible for the correct segregation of waste. As a

result, the recycling rate has improved from 75% year-on-year to 83% in 2022.

In Brazil, the installation of a composting system at our LEAP facility processes about 400kg of organic waste per day from the canteen and is used in the nearby kitchen garden. The reduction of general waste at the LEAP facility came to 90% in volume per day and 1,089 tonnes of waste. In 2022, LEAP diverted 100% from landfill. As a result of these efforts, the Zero Waste Brazil Institute awarded LEAP a zero-waste certification.



Clothes donation in Malaysia

CASE STUDY: CUSTOMER ENGAGEMENT & CIRCULARITY SOLUTIONS

CLOTHES DONATION INITIATIVE IN MALAYSIA: A PARTNERSHIP WITH THE SALVATION ARMY

Approximately 5% of waste in municipal landfills is discarded clothing.¹² Recognising this issue, GFG has committed to leading circularity efforts and taking responsibility for the full-lifecycle of products it sells.

Recognising that customers in our markets lack support from a circular service perspective, GFG is introducing new programs to promote sustainable clothing consumption and disposal. One such program is the clothes donation initiative in Malaysia and Singapore, launched in partnership with The Salvation Army

(TSA), the international NGO renowned for handling up to 10 tonnes of donated items per day.

The program provides a responsible way for customers to manage unwanted clothes, bags and shoes and reduce textile waste in landfill by incentivising them to donate items. Customers are offered monetary cashback for every 0.5kg of items donated to designated drop-off points in Peninsular Malaysia. Leveraging Zalora's platform to market the program resulted in donations of more than 250kg of items over three months.

Through these efforts, the Group aimed to minimise its environmental impact and encouraged awareness to customers in enabling circularity themselves. With the successful launch of this program in Malaysia, the ZALORA sustainability leaders are now exploring the potential to expand with other partners and into other countries.

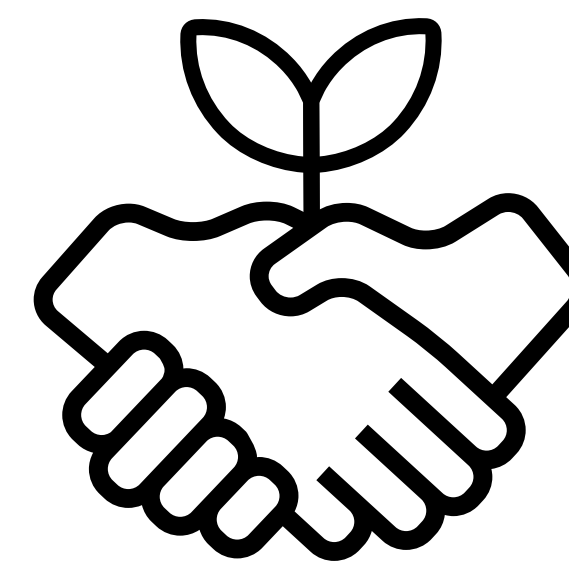
¹¹ World Bank Research - What A Waste 2.0: A Global Snapshot of Solid Waste Management to 2050

¹² US Environmental Protection Agency (EPA) Report - Textiles: Material-Specific Data 2022



Composted food from Brazil's fulfilment centre

FAIR & ETHICAL SOURCING



OUR FOCUS AREAS

Fundamental Human Rights & Decent Work

Responsible Purchasing Practices

Living Wages

Traceability

Worker Dialogue & Collective Bargaining

Community Engagement in Our Supply Chain

2022 RESULTS ON 2030 TARGETS



6%
brands meeting GFG's human rights standards for brands

ON TRACK 100%



1%
Tier 1 factories assessed against living wages benchmarks where they exist

ON TRACK 100%



14%
of Tier 1 workers in supplier factories can access an independent grievance mechanism

ON TRACK 100%



1,880
workers in Tier 1 factories have participated in training (related to ethical trade)

ON TRACK 8,000



2%
of workers in Tier 1 factories can access an effective in-factory worker dialogue mechanism

ON TRACK 90%

FUNDAMENTAL HUMAN RIGHTS AND DECENT WORK IN GFG'S OWN BRANDS

Applying the highest duty of care to people within our supply chain has always been the core of how we do business, demonstrated by our long-term investment in our ethical sourcing framework for our own brand supply chain. Human rights concerns such as excessive working hours and forced labour are intractable material issues across the fashion industry. Unfortunately, there were few signs of these concerns abating throughout 2022. At GFG, we continue to invest in due diligence systems that facilitate protection, respect and remedy of human rights to scale up our activities beyond compliance that support workers' access to rights.

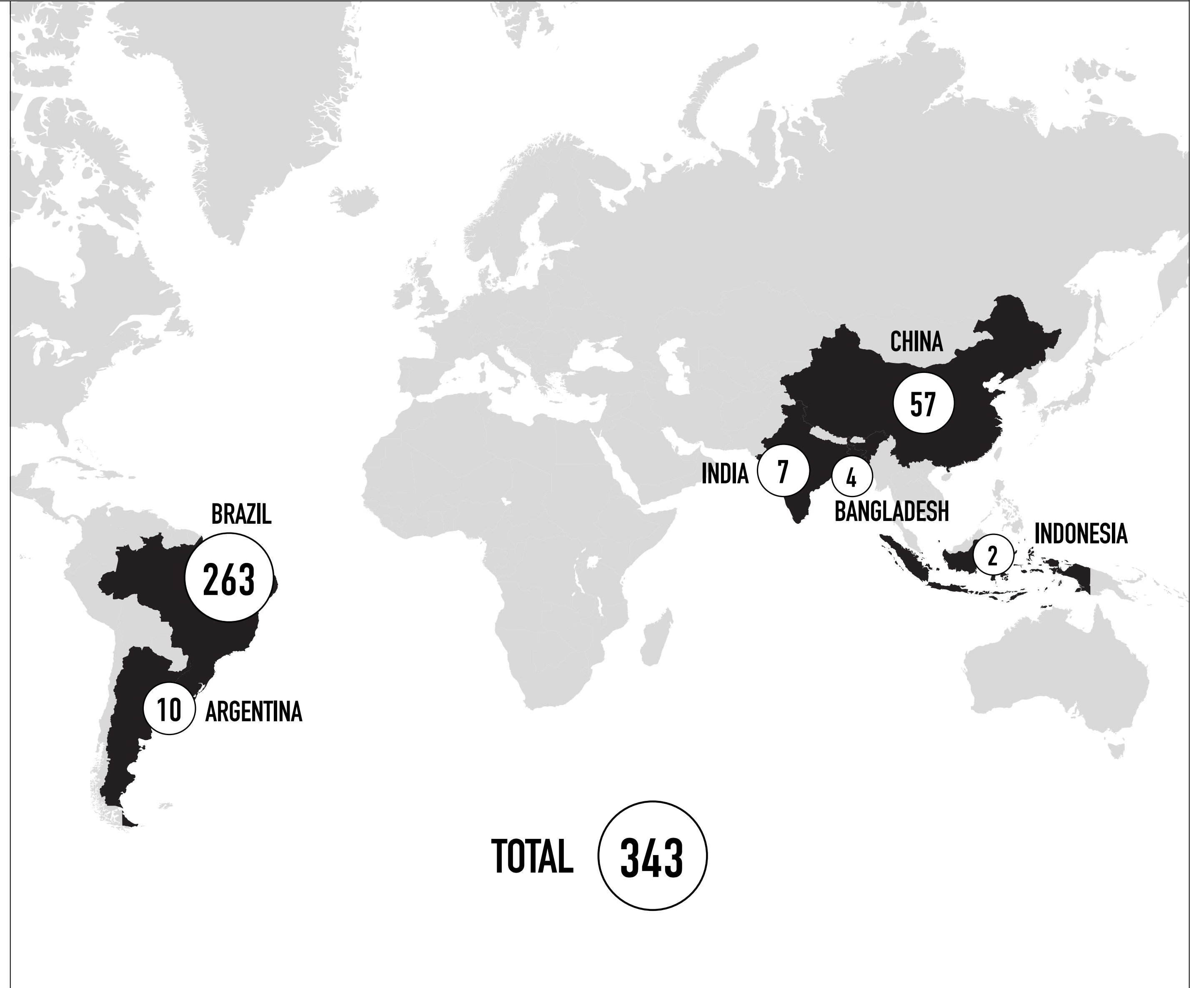
Beyond our own brand supply chain, we are investing in programs that ensure we work with third-party brands who share our commitment to human rights. For example, we commit to ensure our practices and responsibilities align with the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights and international law. We continued to contribute to Abvtex, the Brazilian responsible supply chain initiative, with our LATAM CEO Andre Farber on the Abvtex Board of Directors. Our LATAM business placed 6th in the Brazilian Fashion Revolution Transparency Index, securing a top ten position for the third consecutive year.

We must hold ourselves and our commercial partners accountable to our stakeholders'

ethical standards, ensuring human rights and working conditions related risks are well managed, as described in Section 2.4 Report on Risks and Opportunities of our Annual Report. To add value to Company level risk management and compliance while improving living standards for the people in our supply chain.

All suppliers, including for own brands and third-party providers of goods and services to the Group, are required to conform to our Supplier Code of Conduct ("Supplier Code") which sets out our expectations of suppliers in respect of working conditions and treatment of employees. GFG's Supplier Code provides the fundamentals of our commitment to decent human rights in our supply chain; to establish our expectations of suppliers concerning employment practices, working conditions, environmental protection and governance.

Our Supplier Code applies to any suppliers of merchandise goods to the Group and its subsidiaries. Included are: vendors, agents, factories, subcontractors, mills and farms involved in the production of materials, inputs and raw materials further down the supply chain, even where the Group or its subsidiaries do not trade with them directly and where they are working on behalf of the Group's own brands, Marketplace vendors or its third-party brand partners. Our Supplier Code also applies to non-merchandise goods and services used in or by the operations of the Group or its subsidiaries.



GFG's Tier 1 & 2 factories

During 2022 our Supplier Code was updated, which engaged internal ethical sourcing specialists and factory-facing sourcing staff. We also conducted an internal stakeholder and external peer review. Key changes included:

- ◆ Addition of more granular detail of the types of suppliers the SCoC applies to and the distinction between “merchandise” and “non-merchandise” suppliers.
- ◆ Outlines details of the interface of the SCoC with local and international law and other international normative standards.
- ◆ Improving the specificity of the types of prohibited modern slavery.
- ◆ Updated wages and grievance sections to specifically reference our strategy commitments.
- ◆ Adjustments to the health and safety clause to specify that a trained person shall be made responsible for Health & Safety (H&S) and to specify requirements about building safety.
- ◆ A significant update to the ‘Right to Inspect and Transparency’ sections with more detailed expectations of remediation, the consequences of non-engagement and the Group’s requirement for information about the place of manufacture.
- ◆ We added a section specific to subcontracting, which previously we only referenced in our ethical trading manual.

Our Supplier Code of Conduct is available to the public on our website and incorporated into our contractual agreements with suppliers.

The Group has 59 own brands in LATAM, SEA and ANZ, producing apparel, footwear and accessories. As we do not own any manufacturing facilities, these products are designed in-house and subsequently made

by contract manufacturers, of which we have established visibility. As of December 31, 2022, we had 172 Tier 1 factories in our supply chain, including subcontractors who manufacture whole or parts of our orders. Most of our Tier 1 factories are in Brazil, followed by China, India, Argentina, Bangladesh and Indonesia, which employ at least 28,719 people, 54% of which are female and 46% male. Our Tier 1 factory lists for our own brands are accessible via our websites and Open Supply Hub, an open-source map and database of global apparel facilities.

Human rights standards in our own brand supply chain are assessed via factory audits, required of all Tier 1 factories before they produce with the Group and at periodic intervals thereafter. Audits assessing adherence to our Supplier Code and local law are completed in-house by audit teams in Brazil or third-party providers. To reduce audit duplicity and financial burden on our suppliers, we accept audits conducted in line with a recognisable social and environmental standard or policy similar to the GFG Code of Conduct within the past 12 months by third-party auditors certified by the Association for Professional Social Compliance Auditors (APSCA).

Audit results are classed within our in-house audit classification system that grades each non-compliance on a scale of minor to highly critical, depending on severity. This process provides each factory with a rating between A-D. We only commence production with new factories

graded A or B. Should a new factory be graded below B, or any existing factory be found to have dropped below B after re-auditing, no production is approved until remediation on the non-compliances is completed within the limited remediation timeframe as determined by the nature of the issue. If a factory demonstrates no intention to remediate after our engagement, we terminate our relationship and cease future orders.

The most common labour-related non-compliances identified by the auditing program are related to safety, business licences, excessive working hours and insufficient and / or delayed social insurance payments. As highlighted above, the majority of our Tier 1 factories are graded A (13%) or B (85%). 1% of factories are graded C; production with these facilities is on hold while in remediation.

In 2022, we identified 20 cases of unauthorised subcontracting where a supplier or factory manufactured our own brands in a facility that was not approved in advance of the manufacturing commencing. As this is a contractual breach, these suppliers are given a formal warning and, in some cases, terminated.



Workers training in our Tier 1 factory in China

GRADE	ISSUE STATUS	ORDERING STATUS	NUMBER OF FACTORIES AT DECEMBER 31 2022
A	No or minor outstanding non-compliances	Approved for production	52
B	Outstanding major non-compliances	Approved for production	283
C	Outstanding critical non-compliances	New factories not approved for production; Existing factories have to complete remediation, following which they are not approved for production pending remediation	8
D	Outstanding highly critical non-compliances	Not approved for production pending remediation.	0

LIVING WAGES

The fashion industry’s wage concerns are well documented, with many workers in sourcing countries report earning poverty wages. GFG commits to ensure we pay people working in our supply chain enough to cover their basic needs with some discretionary income. To understand the scope of work required to deliver on that commitment, we first need to assess 100% of our Tier 1 factories against living wage benchmarks where they exist.

“A living wage is the remuneration received for a standard work week by a worker in a particular place sufficient to afford a decent standard of living for the worker and her / his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events.”

GLOBAL LIVING WAGE COALITION

In 2022, the Group built a living wage assessment tool to use in its own brand factories. Annual wage data from each factory generated by the highly respected Wage Indicator Foundation (Wage Indicator) is fed into the tool and compared to actual wages paid. The Group selected Wage Indicator for living wages data due to its highly credible primary research approach in the form of both on and offline Cost of Living surveys on the ground in sourcing countries. It also has full coverage of the areas from which the Group sources. We supplement this through other secondary data sources, such as food price data from the World Food Programme and health, phone and education costs from the National Bureaus of Statistics.

Late in 2022, we piloted the tool on two factories in the Guangzhou area of China by independently collecting wage data and conducting the benchmark assessment. In both cases, the tool found workers are paid at least the Wage Indicator living wage for a typical family. Whilst, to date, only 1% of our factories have been assessed, in 2023, we will complete the assessment on more factories in China and other countries.



Fashion festival in SEA

WORKER DIALOGUE & COLLECTIVE BARGAINING

GFG considers it our role to go beyond auditing and compliance to actively build the capability of people in our supply chain to understand and access their rights. The presence of effective in-factory and independent grievance mechanisms is fundamental to this. Therefore, the Group has committed that at least 90% of workers in our own brand Tier 1 factories can access an effective in-factory worker dialogue mechanism by 2030 and that 100% can access an independent grievance mechanism.

An effective in-factory grievance mechanism requires a consistent process that allows workers in GFG’s own brand supply chains to raise grievances concerning labour rights and independently seek resolution within their factory, directly with their employer.

Such a grievance mechanism enables factory management to engage proactive communication, avoid misunderstandings and help workers better understand their rights and responsibilities. This leads to higher productivity, better quality performance and a lower staff turnover rate, enabling employers to have a strong and more stable workforce.

During 2022, GFG developed an assessment framework that articulates core principles of an effective grievance mechanism, including:

- ◆ Independent (confidential, non-retaliatory and impartial)
- ◆ Accessible (multi-channel, known, responsive and resolute)
- ◆ Formalised (policy, process, recorded and analysed)

This framework sets out the process and tools our regional teams can use to conduct an effectiveness test on each of their factories, e.g. the documents to be reviewed, the number of workers to survey and the content of those surveys. With this information, teams can produce assessment scores for each factory and determine if they meet the effectiveness threshold.

This framework has since piloted in three factories in China. All of which were deemed effective on first assessment. Meaning 1% of our factories have confirmed to have effective in-factory mechanisms. For our own brand supply chain, we introduced SpeakUp!, an independent grievance system for workers to raise concerns. Now 14% of workers can access an independent channel. More detail on SpeakUp! is in the following case study.



Brand engagements in LATAM

WORKER DIALOGUE & COLLECTIVE BARGAINING



Workers training in one of our Tier 1 factories in China

CASE STUDY: GRIEVANCE MECHANISMS

WORKER TRAINING ON INDEPENDENT GRIEVANCE MECHANISMS FOR OUR OWN BRAND SUPPLIERS

Garment factories located in developing countries have the lowest rate of union representation. This makes it difficult for workers to voice concerns about human rights violations which may occur at work.

The Group believes the presence of active and effective worker voices in factories is necessary for preventing and / or minimising the severity of human rights violations. By ensuring that supply chain workers can provide their feedback and have action taken, their concerns can be understood and addressed by management earlier and before they escalate further.

Given the limited number of independent channels generally remains low in garment supply chains, the Group has introduced SpeakUp!, an independent method for workers to report their grievances, which is available in their local language. To inform workers about the channel and support their

access, we started rolling out training on SpeakUp! in our own brand factories in both China and Brazil.

The training, which we have held in three factories, covers step-by-step guidance for workers to use the channel and is delivered by our in-house ethical sourcing specialists. Workers bring their phones to the session and utilise the app to see how to report their grievances using the QR code live. Posters about SpeakUp! are in the factory and business cards containing all the relevant reporting details are given to each worker to keep for later use. Copies of the SpeakUp! cards are provided to the factory to give to any new joiners.

“SpeakUp! is one more channel provided for workers to solve their issues happening in the factory. It is helpful for workers.”

MANAGER OF AN APPAREL FACTORY, CHINA

TRACEABILITY

Establishing traceability continues to be a priority as customers' and other stakeholders' scrutiny increases. Establishing traceability beyond our Tier 1 factories is essential to safeguarding human rights and decent working conditions associated with our own brand products. Though we continue to have full visibility of Tier 1 and 2 factories and partial visibility of Tier 3 and 4 factories, we recognised that our typical methods for sourcing materials were supplier-reliant and often through the fabric markets, so is creating a barrier to advancing our traceability ambitions. In 2022, we developed a strategic sourcing function to support our own brands. With this function, we will take greater ownership of our materials supply chain and consolidate the raw materials required to improve our traceability. At this point, we have not yet made reportable progress on our target to have at least 50% of our own brand products traceable to their raw materials by 2030. However, our sourcing model transformation has laid the foundation for improved traceability. We are confident of progressing this in the coming years.



Apparel assortment in our Tier 1 factory in China

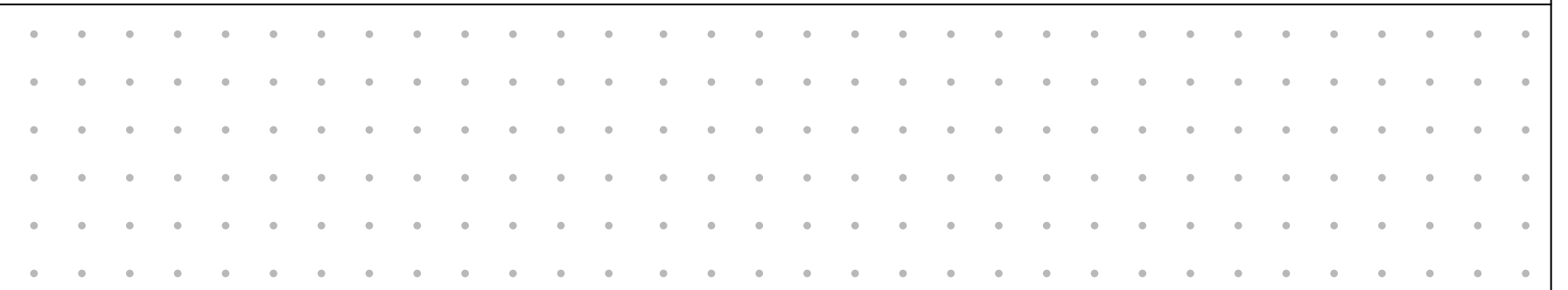
PURCHASING PRACTICES

The Group has a responsibility to ensure our sourcing processes and behaviours do not create an environment where minimum expectations for fundamental human rights and decent work cannot be met by suppliers. We recognise that our purchasing practices could have unintended impacts that contribute to non-compliance. We have committed that 100% of own brand purchase orders are placed in line with responsible purchasing practices by 2030.

In 2022, the Group began its journey to understand the industry landscape of purchasing practices standards, how our current practices align with those standards and how we will move forward in improving purchasing practices and data tracking for our own brands. To evaluate the level of awareness amongst our internal teams of their potential purchasing practices topics, we conducted a survey of the Group's own brand buying and sourcing teams in four languages, covering the following topics:

- 1. CONTRACTS & TERMS** — to what extent do regions have in place contracts with their own brand suppliers, the terms specified and the extent to which the region respects them
- 2. COST & NEGOTIATION** — negotiation tactics, costing procedures and ring-fencing of labour components
- 3. FORECASTING** — to what extent forecast volumes are provided to suppliers and how frequently they are updated
- 4. PRODUCTION TIMELINES & ORDER MANAGEMENT** — the norms associated with sampling, critical path management and order rephasing or cancellation

The results of the survey demonstrated that there is an opportunity to improve in all areas, particularly in respect of better planning / forecasting, critical path management and communications with suppliers. We established a dedicated sourcing function during the year for ANZ and SEA businesses to work more strategically with their own brand supply chains. KPIs were agreed upon for purchasing practices, and we will monitor this data moving forward and use this to drive advancement toward our targets.



FUNDAMENTAL HUMAN RIGHTS AND DECENT WORK IN GFG'S THIRD-PARTY BRANDS

The Group recognises that whilst we have more limited influence and control, there is a responsibility concerning the human rights standards within supply chains of the third-party brands on our platforms. Our Supplier Code of Conduct is explicit to our human rights expectations for third-party brands and is a prerequisite for all partners.

Given third-party brands retain ultimate accountability for conditions down the supply chain and have significant direct influence, we believe GFG's role is to ensure that our partners have their systems and processes in place to ensure decent human rights. This approach reflects the difficulty retailers, including ourselves, have in getting visibility on supply locations used by third-party brands. We reference the human rights management systems in place as a proxy for the human rights outcomes achieved. In line with that proxy, we have committed to 100% of brands on our platforms meeting our 'Human Rights Standards for Brands' by 2030. The first draft of these standards was developed in 2022 and will apply to all brands.

The requirements differ based on the materiality of the brand's trade with the Group. The table to the right provides an overview of the proxy information used in each category for assessing the extent to which a brand has in place human rights standards:

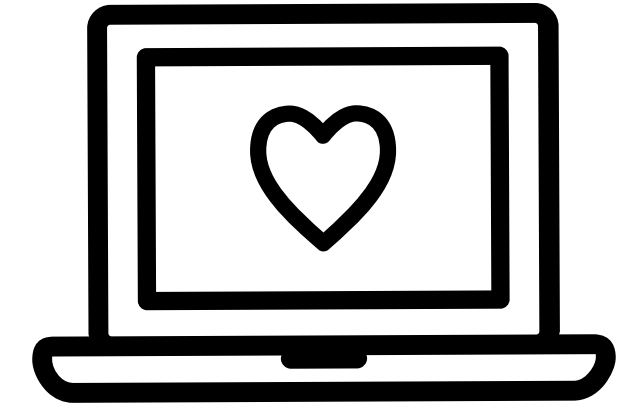
In the latter part of 2022, the Group began an extensive task of assessing our third-party brands against these standards. Overall, 6% of them are confirmed to be meeting these standards. 52% of the Category A brands and 58% of GFG's NMV in 2022 was from brands confirmed to be meeting our human rights standards.

In parallel, we continue to operate our system for assessing and monitoring ESG risks associated with all third-party brands through an external risk rating platform. The risk assessment is part of our due diligence process as a part of onboarding. We also continue to actively engage in the Brazilian responsible supply chain initiative Abvtex, advocating for all our direct third-party brand partners in Brazil to be certified under the Abvtex programme.

CATEGORY	PROXY INFORMATION USED TO ASSESS PERFORMANCE
A - High Value	Public disclosures related to human rights or external rating system performance (e.g. Corporate Human Rights Benchmark) or multi-stakeholder organisation membership (e.g. Abvtex or Fair Labor Association member)
B - Medium Value	Any of the above or modern slavery legislation compliance or signatory to the Transparency Pledge or sharing factories via the Open Supply Hub
C - Low Value	Any of the above or provision of brand commitment to human rights and action plan or participation in learning modules on brand human rights



RESPONSIBLE WORKPLACE



OUR FOCUS AREAS

Accountable & Visible Leadership

Health and Safety Management System & Reporting

Health and Safety Training & Education

Responsible Engagement of Labour Agencies

Positive Mental Health and Wellbeing



2022 RESULTS ON TARGETS

We continue our commitment to uphold or exceed a basic right to decent working conditions and ensure fortified health and safety management systems, governance and reporting mechanisms are in place regardless of the nature of employment. Our vision is to create:

A WORKPLACE WHERE PEOPLE ARE FREE FROM HARM, WHERE THE ENVIRONMENT ENRICHES THEIR WORK AND ALLOWS THEM TO BE THEIR BEST SELVES.

In 2022, we remained a workplace free of work-related fatality and continued our commitment to providing the highest level of safe work practices in all our operations. We continued to develop our Health, Safety & Wellbeing (HS&W) management systems. Our “safety is everyone’s business” culture is demonstrated in our daily operations and supported by transparent management systems, training, reporting and guidelines.

In 2022, we progressed many of our goals, including SEA operations in Malaysia and Indonesia voluntarily certified under ISO45001. We also further bolstered our teams with dedicated senior leaders responsible for H&S in each of our regions to drive our agenda forward.

TARGET YEAR: 2025

65%

of Senior Leaders complete quarterly safety “walks & talks” in all key operations



TARGET YEAR: ONGOING

ZERO

permanent disability or fatality of our employees performing their duties in the workplace



Brand engagements in LATAM

TARGET YEAR: 2030

100%

of employees have access to extended company healthcare and wellbeing services



TARGET YEAR: 2025

72%

of our employees “agree that wellbeing is a priority at GFG”



OUR COMMITMENT

Our Group-wide Responsible Workplace Commitment statement remains unchanged and is the foundation of our approach to continuously deliver by ensuring:

- ◆ Leaders and employees know and understand their responsibilities for HS&W.
- ◆ Measurable objectives and key results are established to support the HS&W programmes.
- ◆ An HS&W management system and risk management programme is implemented, evaluated and maintained.
- ◆ Injured or ill people are supported and provided an equitable return to work.
- ◆ H&S education is available to our people, contractors and visitors, and, by extension, achieve better HS&W outcomes.
- ◆ Our people, leaders and stakeholders are consulted and engaged on H&S issues that affect them, to facilitate shared responsibility for meeting our HS&W goals.
- ◆ Adequate people and financial resources to manage HS&W are provided and are therefore not compromised by commercial priorities.

Supporting our commitment is the ‘Group Responsible Workplace Framework’. This allows each local operation the autonomy to define its roadmap based on its local priorities and risk areas within a global framework. 2022’s progress on the Framework, launched in 2021, includes the following:

LEADERSHIP & ACCOUNTABILITY

H&S reporting matters are regularly presented on local and global levels to increase awareness, transparency and accountability. All regions and key operations commenced Senior Leadership walks, a total of 38 walks across nine operational sites using the Global Guidelines to help drive visible leadership, and encourage dialogue about Health, Safety & Wellbeing topics.

ENGAGEMENT & EDUCATION

Training and awareness are fundamental in all regions. This includes direct front-line training, refresher training (particularly for our delivery fleet drivers) and awareness training for Senior Leaders across the business. Our LATAM and SEA businesses operate a small direct-employed fleet of delivery riders / drivers where ongoing road safety training is regularly conducted with continuous improvement to ensure high levels of safety on the road.

MEASURE & REPORT

Increase focus on measuring the leading indicators and providing further insights on improvement opportunities across the operations; this helps drive visibility and action across the regions. In 2022, we recorded a total of 227 incidents across all our operational sites ranging from first aid administered (75%) to major incidents (< 2%). The team also identified over 140 near misses and resolved these proactively.

GOOD GOVERNANCE

In line with proactive compliance with authorities and legislation, SEA voluntarily drove certification to ISO45001 for our Malaysian and Indonesian operations. All our regions have an established H&S committee of employees and leaders who convene on a regular cadence. In 2022, all reportable incidents followed an effective and timely investigation and remediation.

The Responsible Workplace Management System acts as a minimum standard that uses the externally recognized ISO45001 standard to guide and operationalise our intent. The regions have the freedom to aim for and obtain certification in the ISO45001 standard as they fit.

MATURITY ASSESSMENT

Our culture maturity assessment is based on the ISO45001 standards. Our internal assessment indicates that GFG’s overall cultural maturity toward HS&W is at a “Dependent” stage. This assessment provides a useful framework for knowledge building and informing action plans and future priorities.

In 2022, we put our efforts into moving toward the “Independent” stage of maturity with a sustained proactive culture toward HS&W.

THE CULTURE OF THE COMPANY AND ATTITUDES TO HEALTH, SAFETY AND WELLBEING ARE ESSENTIAL TO THE ONGOING SUCCESS OF THE BUSINESS AND THE ACHIEVEMENT OF OUR GOALS



TARGETS AND REPORTING

In 2022, we improved the maturity of our reporting systems and cadence by introducing consistent reporting requirements on leadership and culture, the number of near misses and incidents categorised by severity and H&S satisfaction of employees. We also focused on the shift from “lagging” to “leading” indicator reporting to increase levels of transparency, knowledge and ownership within HS&W teams and Group-wide. For example, the establishment of the safety leadership walks, the H&S Satisfaction survey and more tailored training on a more frequent basis. This has allowed employees in particular in the fulfilment centres to share HS&W insights and data with the Management Board in the following forums:

- ◆ Daily stand-ups and toolbox meetings
- ◆ Daily or weekly operations leaders’ meetings
- ◆ Monthly regional leadership meetings with the local Executive
- ◆ Monthly Business Review with each region by the Management Board
- ◆ Quarterly Sustainability Committee of the Supervisory Board

In 2023, we will work with all regional H&S senior leaders to refresh the Safety Maturity Capability Assessment to develop and progress against our maturity goals. We continue to evaluate how to improve reporting further through automation and relevant metrics on local and global levels.

LABOUR SERVICE PROVIDERS

GFG is committed to ensuring that people employed via our labour service providers and working in or for our operations have decent working conditions like our direct employees and those in our supply chain.

Our ‘GFG Framework Management of Labour Service Providers’ commitment ensures appropriate due diligence is in place to complete annual risk assessments on existing providers and onboard new providers globally. This applies to last-mile delivery providers, security, maintenance and cleaning agencies, contact centre and marketing

distribution agents and warehouse labour agencies. Our risk assessments consider several risk factors, including the national legislative environment on employment and company labour practices. This commitment positions us to manage the risks and responsibilities associated with indirect employment on our sites.

We maintain a comprehensively mapped out list of our providers aligned to the Group-wide framework. Our risk assessment addressed over 175 providers, of which 23 labour service providers, mostly last-mile delivery partners, were identified with high-risk indicators such as

recruit migrant workers who require visas and local accommodation. All identified, underwent further on-site audits in 2022. 87% of these labour service providers have acknowledged the findings of these audits and have since remediated the high-risk elements identified. The remaining labour service providers are in the progress of remediation. They are expected to complete the remediations in Q1 2023.

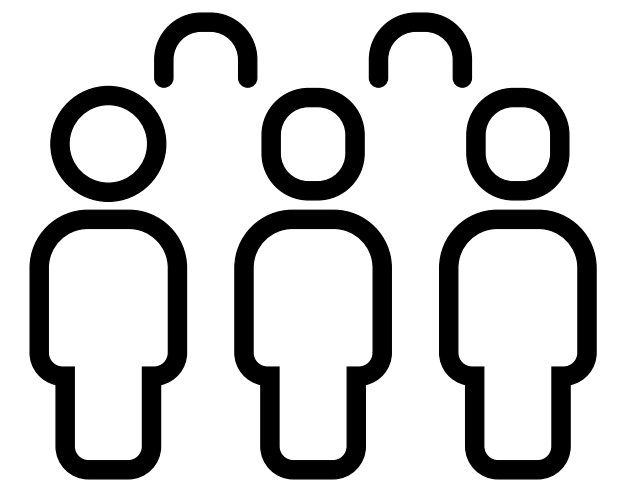
UKRAINE RESPONSE

With over 1,000 of our people working in Ukraine, GFG took swift action at the start of the war by immediately suspending its operations which consisted largely of customer service call centres supporting the CIS business. Our priority was the safety and wellbeing of all our people and their families. We provided extensive

financial support as part of our €5m pledge and developed safety and relocation information for those who decided to leave Ukraine. In further support to the people of Ukraine, GFG donated €250,000 to the “Save the Children” foundation to provide additional assistance to children in need.



DIVERSITY, INCLUSION & BELONGING



OUR FOCUS AREAS

- Discover, Attract & Retain Diverse Talent
- Nurture a Culture of Inclusivity
- Acknowledge, Respect & Celebrate Cultural Diversity
- Strive for Greater Equality and Equity
- Embrace Diversity of Thought



2022 RESULTS ON TARGETS



50/50

Gender balance in the GFG Executive team & at least one female member on Management Board

ACHIEVED



50/50

The Supervisory Board maintains 50/50 Gender Balance

ACHIEVED



72%

of employees agree they “feel a sense of belonging”

ON TRACK 100%



81%

of employees agree “they can be their true authentic selves at work” (true self-expression)

ON TRACK 100%

PROGRESS IN 2022

We strive for GFG to be a great place to work. Our 2022 employee engagement surveys found that 74% agreed or strongly agreed that they would recommend GFG as a great place to work. As a result of our commitment to an inclusive workplace which has full support and engagement from the GFG Executive team, Management Board and Senior Leaders. Our Senior Leaders, in partnership with individuals and groups leading DIB, across the business continue to prioritise and drive forward efforts.

In 2021, we harmonised our strategy for Diversity, Inclusion and Belonging (DIB) across the Group. In 2022, we activated our journey maps to meet our targets. This involved local awareness campaigns, training and renewed focus on local social issues such as the launch of ANZ's 'Indigenous Engagement Strategy' that supports the First Nations people of Australia.

Our Management team and employee workforce is diverse in terms of cultural background, age and gender representatives within markets we operate. In 2022, 61% of our workforce is represented by women in all functions and roles with our GFG Executive team a balance of 50% women and 50% men. Our published [Diversity Policy](#) of the Supervisory Board and Management Board emphasises our commitment to building diversity from the very top, evident by our 50/50 gender balance of the Supervisory Board.

In 2022, each of our regions took action on their DIB journey maps which were locally tailored to address diversity areas relevant to those employees and their communities. Highlights of these actions include:

DISCOVER, ATTRACT AND RETAIN DIVERSE TALENT

GFG implemented promotion guidelines to ensure employee promotions are equitable, bias-free and assessed consistently. The guidelines include a calibration process to review and endorse promotions and a toolkit for presentations supporting a promotion.

For the SEA hiring process, we fully revised the Talent Acquisition policies to reduce gender sensitive / restrictive wording and required qualifications. Hiring 'leaders' also participated in job description workshops to educate and help leaders understand how to remove gender bias.

NURTURE A CULTURE OF INCLUSIVITY

Awareness campaigns and celebration events were established globally and locally across all our markets including Pride Month, Black History Month, People with Disabilities, Mental Health, International Women's Day and many more. These campaigns were designed to break down stereotypes, educate and open up an internal dialogue by nurturing a culture where everyone is treated with dignity and respect.

ACKNOWLEDGE, RESPECT AND CELEBRATE CULTURAL DIVERSITY

In ANZ, the team implemented THE ICONIC's Indigenous Engagement Strategy, underpinned by the REFLECT Reconciliation Action Plan. This has been achieved with a learning plan focussed on increasing awareness of First Nations cultures, strengthening reconciliation, First Nations partnerships, and supporting the next generation of First Nations fashion designers through the development of an industry first Incubator Program.

STRIVE FOR GREATER EQUALITY AND EQUITY, WITH A FOCUS ON UNDERREPRESENTED GROUPS

Our LATAM team focused on a series of activities to attract and retain employees with disabilities. This involved training and awareness for 'people leaders' on how to support employees with disabilities, internal communication campaigns raising awareness and a retention policy specific to People with Disabilities (PWD) talent.

Our ANZ team developed a strategic partnership with Mentor Walks in Australia, which invites women in leadership to a mentee and mentor program. The program connects an external community of women with our ANZ women leaders to share knowledge and support each others' careers and provide a valuable network.

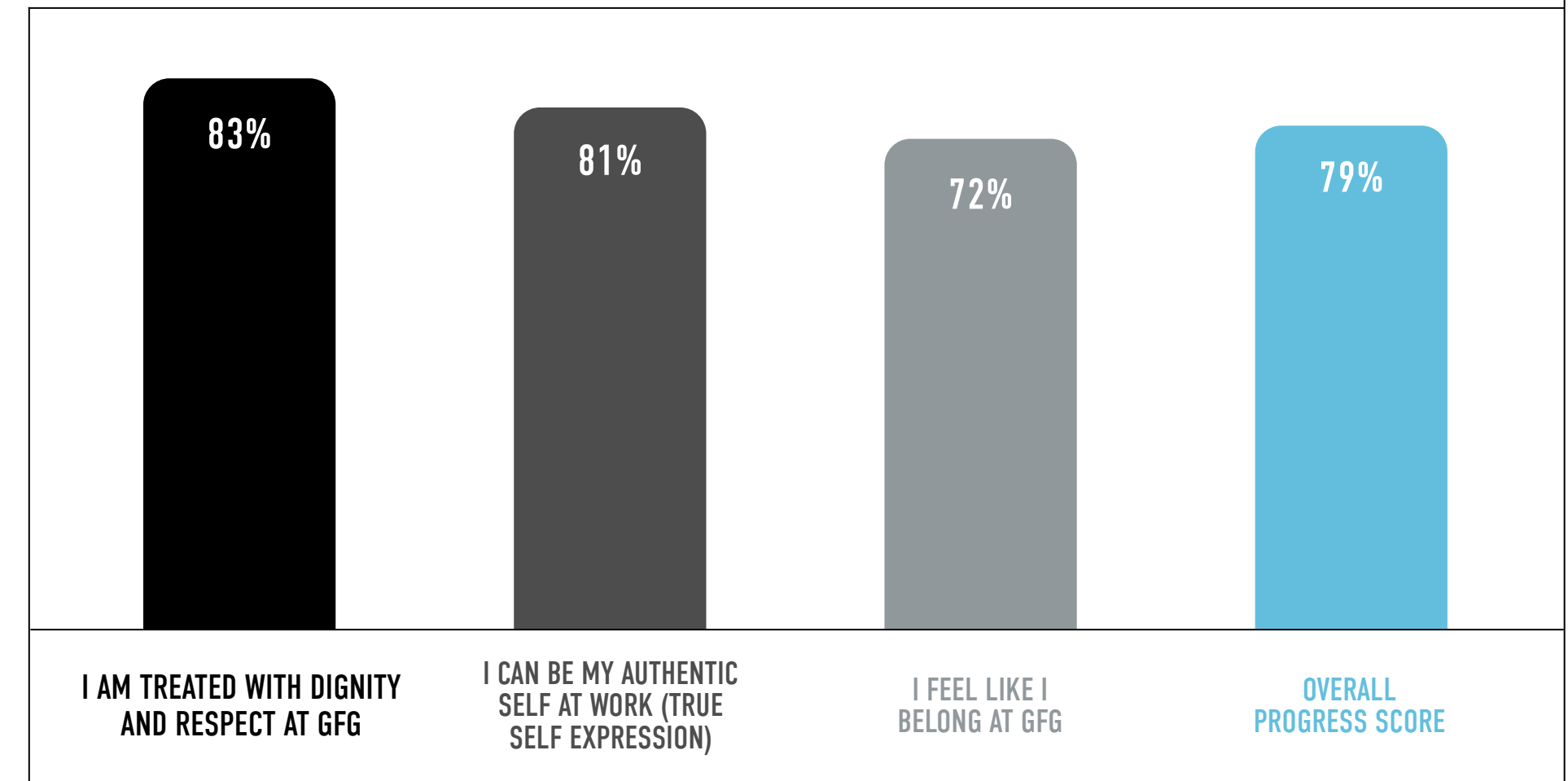
EMBRACE DIVERSITY OF THOUGHT TO DRIVE CREATIVITY AND INNOVATION

Our GFG Executive team completed their own thinking preferences assessments and participated in workshops to better understand self and team members' preferred approaches to emotional, analytical, structural and strategic thinking. This program taught our most senior leaders different ways to solve problems, find creative solutions and leverage diversity of thought to increase their effectiveness.

Our 2022 results indicate that the work we are doing to achieve our targets is positive. Whilst the overall progress score is slightly lower than reported last year of 85%, it remains on track for our goal of 100%.

We recognise the ambition to have 100% of employees feel they belong and can be their true selves is a significant goal. However we see no alternative when it comes to inclusion and we are committed to every one of our employees feeling they are treated with dignity and respect at GFG.

As we look ahead, our DIB framework and vision continues to be at the heart of our approach across the Group. This is something we will continue to build on and adapt. Striving not only for gender equality, but also for broader equality and equity at GFG with a focus on underrepresented groups reflecting local demographic data.



CASE STUDY

DISCOVER AND ATTRACT PEOPLE WITH DISABILITIES (PWD) IN LATAM

Approximately 8.4% of Brazil's population has a disability (17.8 million people). Whilst companies in Brazil are already required to reserve a percentage of positions for those with disabilities, our LATAM team wanted to aim higher.

The LATAM team created a specific hiring program for PwD, improving the representation of positions filled by PwD from 1.7% to 3.9%, equivalent to 80 people gainfully employed in 2022. They achieved this through a series of targeted activities including:

- ◆ Active engagement with current employees with disabilities
- ◆ Identified work activities and spaces for adaptation
- ◆ Hiring program within key areas including customer service and fulfilment

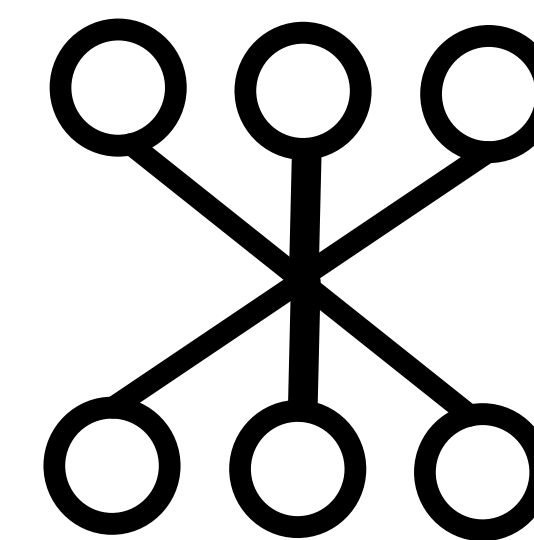
- ◆ Awareness and education program for relevant leaders and employees
- ◆ Internal retention and role replacement policy to ensure inclusive hiring
- ◆ Allyship for PwD to support the program
- ◆ Partnership with non-profit institution Phala Institute to train our people in basic sign language
- ◆ Hired professional Brazilian sign language interpreters (LIBRAS) to onboard Dafiti's new hires into the business

This commitment to Diversity & Inclusion is core to the LATAM's value of "We are many, we embrace all". Their diversity strategy for 2023 will continue with special care to ensure inclusion of PwD.



Dafiti team members learning sign language

RESPONSIBLE BUSINESS



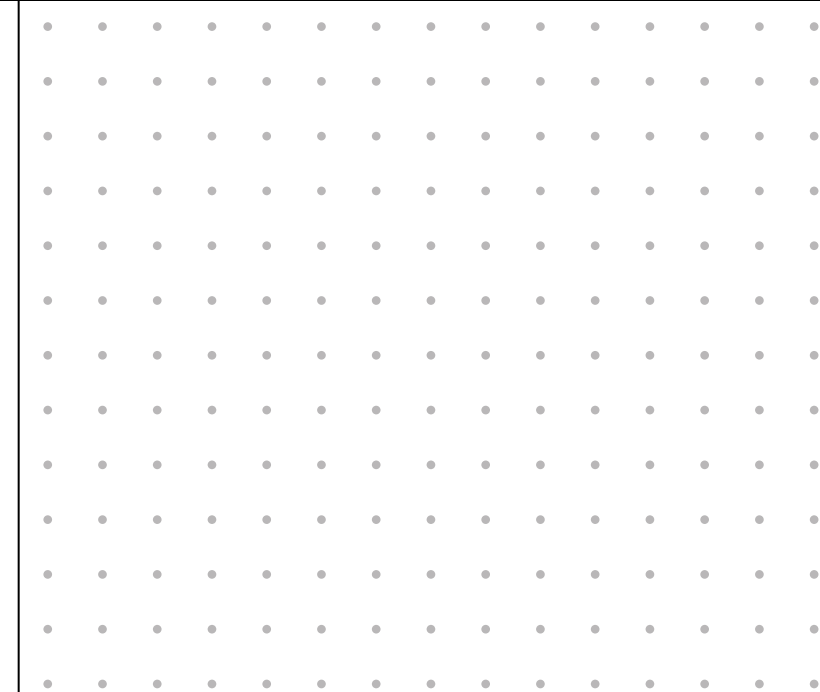
OUR FOCUS AREAS

Responsible Use & Safeguarding of Customer Data

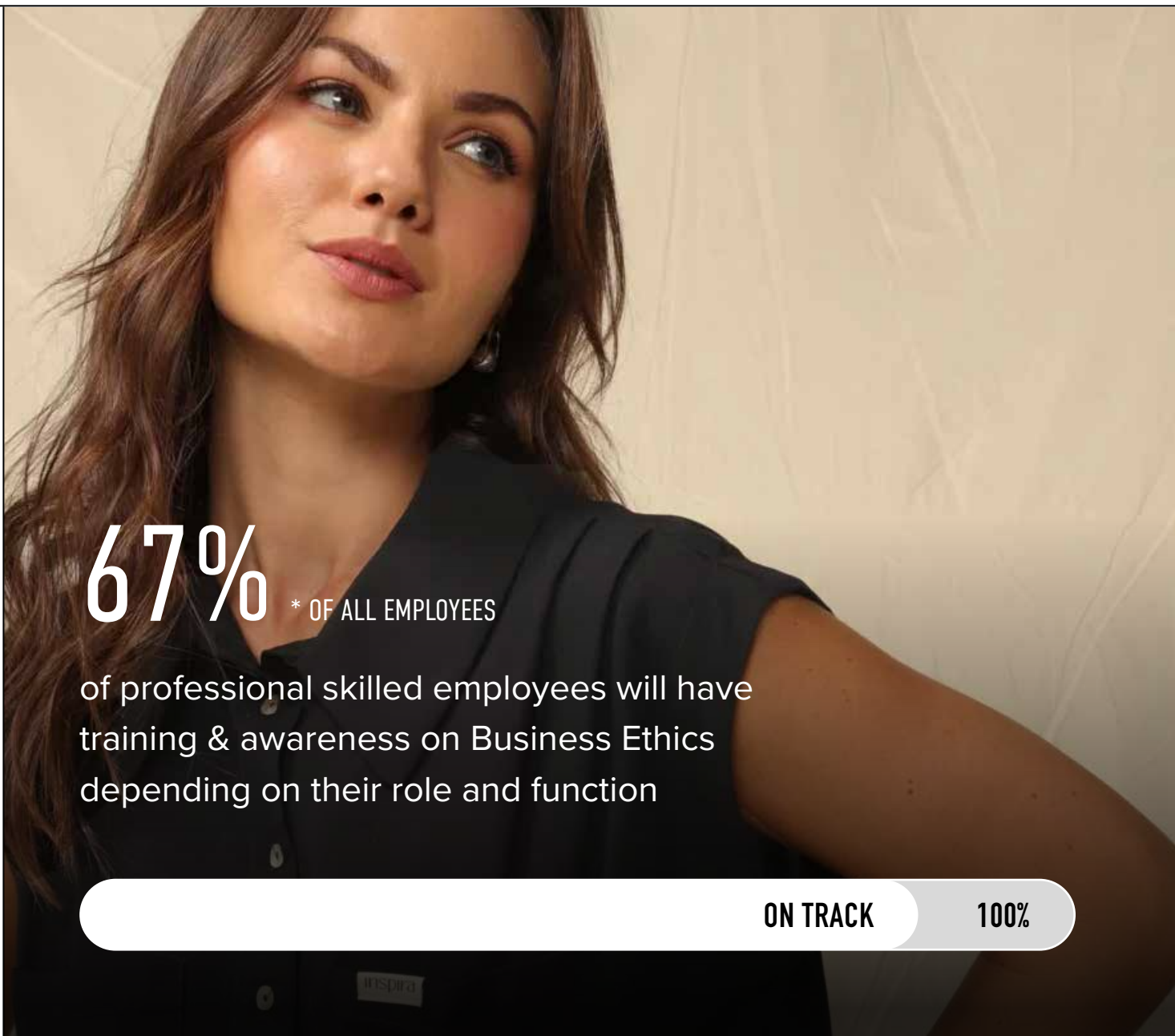
Effective and Transparent Corporate Governance

Social Governance in the Manner We Bring Products to Market

Business Ethics Training & Awareness

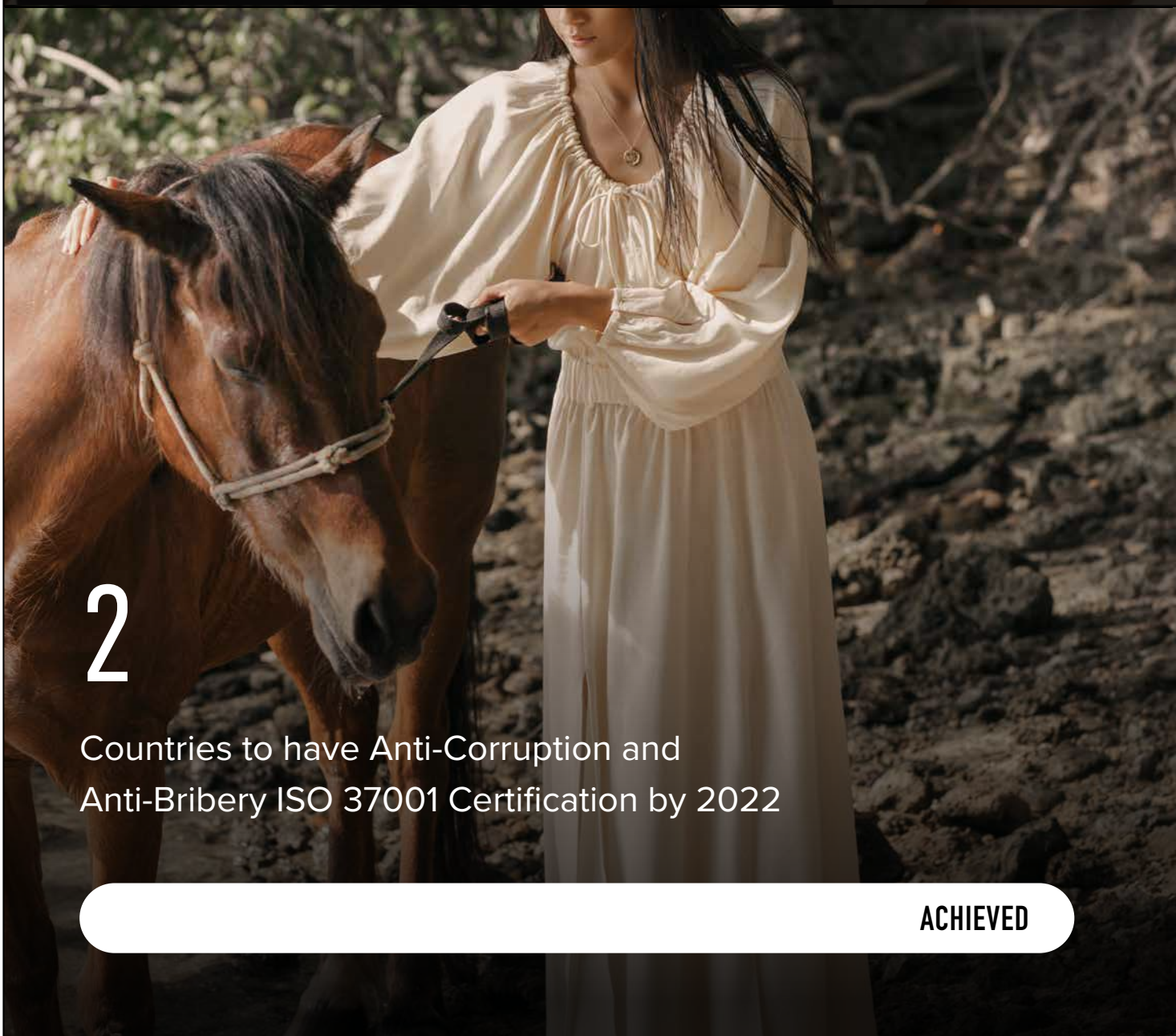


2022 RESULTS ON 2030 TARGETS



67% * OF ALL EMPLOYEES

of professional skilled employees will have training & awareness on Business Ethics depending on their role and function



2

Countries to have Anti-Corruption and Anti-Bribery ISO 37001 Certification by 2022



CORPORATE TRANSPARENCY AND BUSINESS ETHICS

EFFECTIVE & TRANSPARENT CORPORATE GOVERNANCE

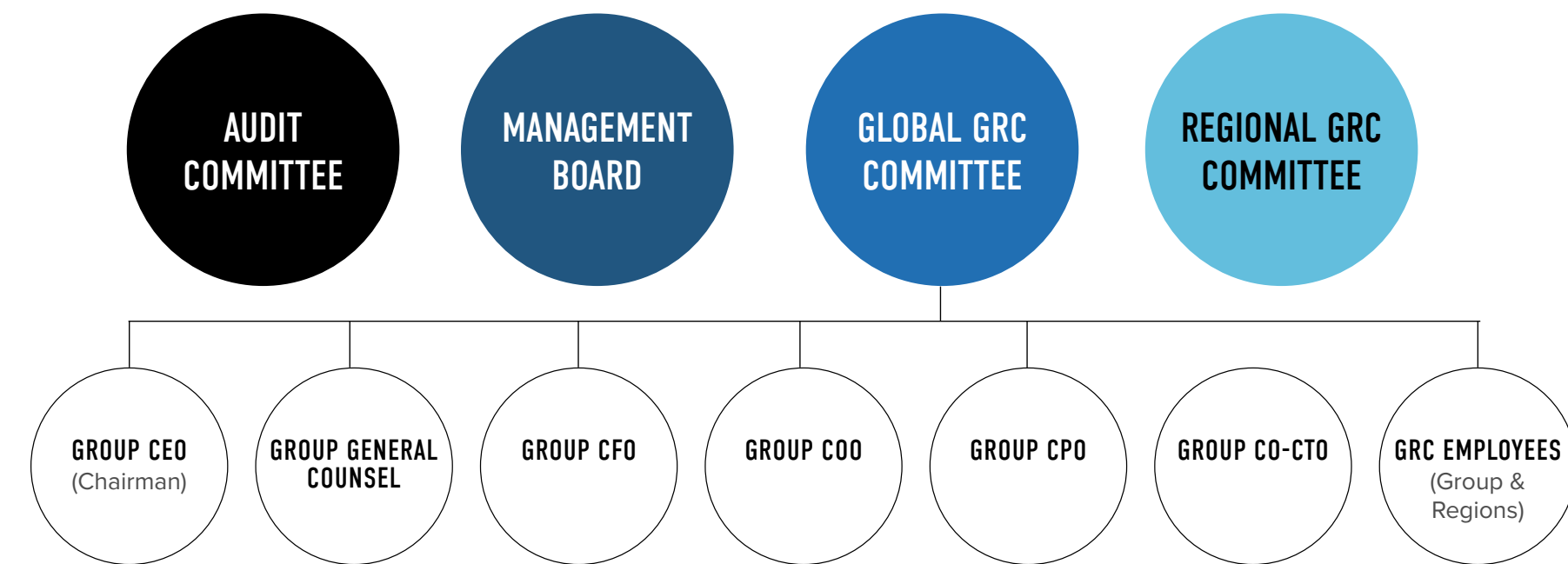
Effective and transparent corporate governance is essential to our commitment to the highest standards of ethical corporate behaviour, good governance and doing business responsibly and with integrity for the benefit of all our stakeholders. In line with our effective corporate governance, we oversee our Governance, Risk and Compliance (GRC) matter through a comprehensive GRC governance structure introduced in 2019, as indicated in the graph below:

Our Global and Regional GRC Committees oversee the coordination, development and implementation of the GRC programme for the Group to serve as an effective system of checks and balances. The Committees take into account the strategy and business needs of the Group, applicable laws and regulations, key stakeholders and social, political, environmental and public policy conditions.

RISK MANAGEMENT

ISO 31000 is part of our Enterprise Risk Management Framework to govern risk management across the Group. Risk registers and quarterly reviews are in place to ensure the effective management and mitigation of salient risks. These, alongside the lines of the defence model, ensure efficient consultation on and management of risk across the Group, underpinned by the Regional and Global GRC Committees.

We have a robust Internal Audit function acting as a third line of defence that ultimately protects the interests of all stakeholders. To provide objective assurance and consulting to examine and evaluate the Company's activities across the Group to add value and improve operations. This function is in service to Management, the Management Board and the whole organisation, with the Audit team reporting directly to the Group Audit Committee.



CORPORATE TRANSPARENCY AND BUSINESS ETHICS

BUSINESS ETHICS, TRAINING & AWARENESS

At GFG, we conduct our business with intention and integrity. Complying with the highest ethical and behavioural standards supports our success and benefits our stakeholders globally. The Supervisory Board, Management Board and the Group’s Executives act as role models by consistently demonstrating their commitment to integrity and high ethical standards through their attitudes and actions, in line with the Code of Conduct.

GFG’s commitment to the highest standards of ethical corporate behaviour is enshrined within our ‘Business Conduct & Ethics Code’ (Code of Conduct), which sets the benchmark and is available to all employees, directors and officers worldwide. The standards established by the Code of Conduct translate legal and regulatory requirements and our core ethical values into clear, precise and understandable guidelines.

The Code of Conduct reflects enhanced maturity across several areas, including

our vision of being People & Planet Positive worldwide. It establishes our commitments to ‘Diversity, Inclusion & Belonging’, ‘Responsible Workplace’, ‘No Bullying, Discrimination & Harassment’ and a hybrid working environment. The Code of Conduct also sets forth a series of protocols to prevent conflicts of interest.

Our comprehensive suite of policies, most of which are available in local languages where necessary, and our Code of Conduct, demonstrate the expectation we have to operate in a way that protects and benefits all our stakeholders. In 2022, we rolled out our global Speak Up! & Non-Retaliation Policy which complements our external anonymous Speak Up! line operated by Navex.

We conduct regular training and refreshers on our policies in various formats across the Group, including face-to-face or “live stream”, e-learning videos, virtual engagement, quizzes and awareness campaigns, with all reference materials available on our intranets.

Tailored training sessions are delivered to specific functions or stakeholder groups in line with their duties and risk profiles. In 2022, we rolled out a compliance refresher event involving compliance training on business ethics topics such as anti-bribery and anti-corruption, conflict of interest and insider trading, among others.

A total of 4,047 employees were trained in Business Ethics (Code of Conduct, Anti-Corruption and Anti-Bribery Policies) across our three regions in 2022.

Though we already have a collective policy covering Conflicts of Interest, Responsible Marketing Promises & Principles, Fair Treatment of Suppliers and Political Involvement, we have taken initiatives to develop standalone policies for each of these areas, with the development of the GFG Product Governance Policy due to commence. Therefore, advancing toward our commitment to have standalone policies for each area operationalised by 2025.

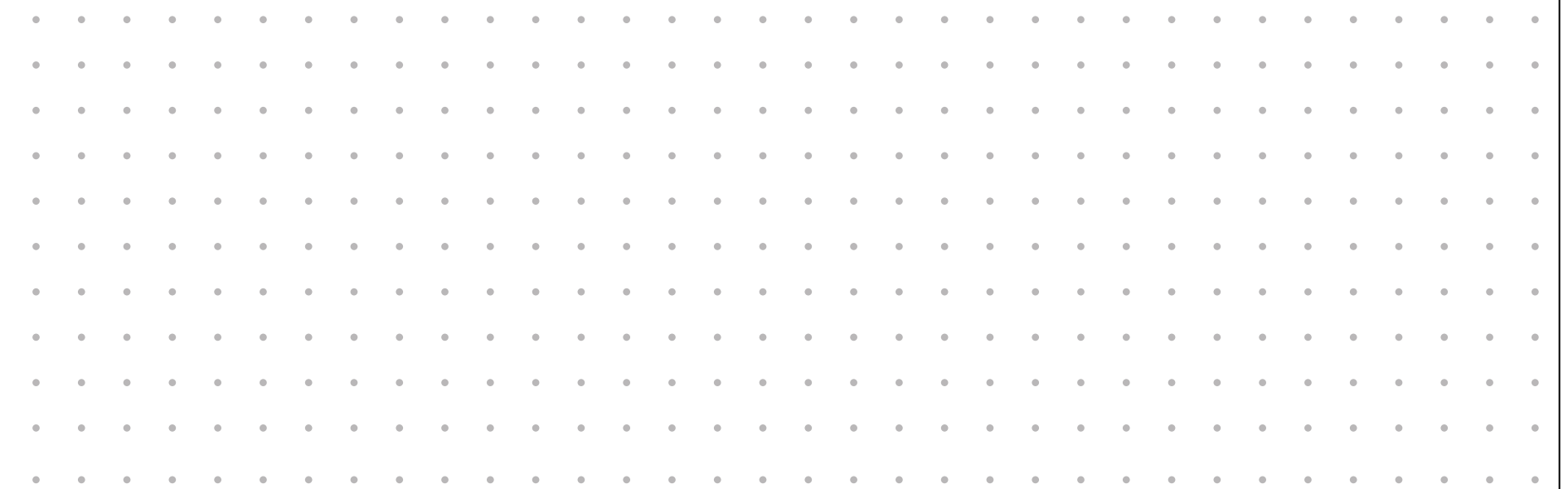
ANTI-BRIBERY & ANTI-CORRUPTION

The Group operates a zero-tolerance approach to all bribery, corruption and fraud. We serve customers in 13 countries and work with brands and suppliers across several more. Global operations expose us to the risk of violation of anti-corruption and anti-bribery laws and regulations worldwide. Such matters could have further detrimental effects on our business, resulting in significant harm to our Group’s reputation and / or the loss of brand partners, suppliers and valued customers.

We actively manage these risks by operating a global Anti-Bribery and Anti-Corruption programme based on international standards to prohibit the offer, acceptance, payment or authorisation of any bribe or other form of corruption, be it within the private sector or public governments. The programme applies to all employees, directors and officers of the Group and any third parties acting on

behalf of the Group. It includes various policies and procedures – a global Anti-Bribery and Anti-Corruption Policy, a Third-Party Due Diligence Procedure, a Gifts and Hospitality Policy, a Sanctions Policy and Code of Conduct, Governance Manuals, global training for all employees, and other internal controls and prevention measures that are routinely monitored and refreshed.

The strength of our pledge and policy against corruption and bribery gained recognition in 2022, with Dafiti achieving its ISO 37001 Anti-bribery Management Systems certificate in Brazil and ZALORA achieving its ISO 37001 Anti-bribery Management Systems certificate in Singapore and Malaysia.



A TRUSTED PLATFORM

SOCIAL GOVERNANCE IN THE MANNER WE BRING PRODUCTS TO THE MARKET

GFG recognises its responsibility in bringing products to the market in a safe manner and its market position, which enables us to be leaders in making a positive, sustainable, economic and social impact and affect industry-wide change.

GFG's Responsible Marketing Promises & Principles enable us to tell the stories that we believe are necessary within the fashion industry in a socially responsible way. The Group is committed to building trust with all of our stakeholders. Part of this commitment involves responsible marketing practices and communications globally. In 2022, we designed local guidelines and procedures to operationalise our Responsible Promises & Principles for our Retail and Marketplace models. We intend to complete these in 2023.

RESPONSIBLE USE & SAFEGUARDING OF CUSTOMER DATA

Science powers our business. Our teams depend on the effective use of technology to continue to innovate and develop clever solutions for our customers, brand partners and internal stakeholders.

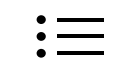
The Group is committed to applying high standards to data protection and security. An integral part of our risk management framework, we endeavour to meet international best practices and national data security standards in all regions we operate. The Group Chief Information Security Officer leads the Information Security team and reports to the Co-Chief Technology Officers. The Audit Committee is briefed on information security regularly.

The applicable Data Privacy Policy in each of the territories in our regions explain our privacy practices and the purpose of the collection. User information is processed to

provide and improve our services, enhance user experience on our platform, provide customer service and provide users with personalised advertising and marketing communications limited to our platforms. In limited circumstances, and subject to applicable laws, user information may also be processed to detect, prevent, mitigate and investigate fraudulent or illegal activity or comply with regulatory requirements.

Respective national data protection regulations regulate all territories in our regions. There is a 'privacy policy' tailored for each of these areas to ensure compliance with relevant national data protection regulations and requirements. These 'privacy policies' cover user information collected; the use of user information; how user information is disclosed and stored; the purpose of the collection, including advertising purposes; our use of cookies or other tracking technologies to enhance the online user experience and the rights of our users to data privacy.





APPENDIX

OVERVIEW OF 2022 PROGRESS ON TARGETS

GROUP TARGETS	2022 STATUS	2022 PROGRESS	2030 TARGET
CLIMATE ACTION			
% of parcels delivered using zero / low emission methods for the last mile (e.g. EV, bicycles, walking deliveries)	On track	3%	50%
% of electricity sourced for our fulfilment centres and offices that is renewable	On track	55%	100%
% NMV from products made using majority sustainable materials and / or & eco-production methods	On track	14%	60%
{Own Brand} % of own brand products made from preferred materials	On track	21%	85%
{Own Brand} % of cotton used in own brand is sustainably sourced	On track	16%	100%
{Own Brand} % of man-made cellulose are sustainably sourced	On track	35%	50%
% renewable electricity used in Tier 1 and 2 factories	On track	0%	70%
# of employee hours spent on community engagement	On track	2,747	20,000
CIRCULARITY & CONSCIOUS CONSUMPTION			
% of waste in our operations is diverted from landfill	Target exceeded	91%	90%
% of directly purchased and own brand packaging made from more sustainable materials	On track	82%	100%
% of sold units from fashion assortment made in line with circular criteria (recycled, repaired, pre-loved, circular design)	On track	3%	40%
% of sold units covered by take-back solution	On track	39%	50%
# tonnes of packaging retrieved from customers and responsibly disposed	On track	145	4,000

GROUP TARGETS	2022 STATUS	2022 PROGRESS	2030 TARGET
FAIR & ETHICAL SOURCING			
{Third-Party Brands} % of brands meeting GFG's human rights standards for brands	On track	6%	100%
{Own Brand} % of Tier 1 factories assessed against living wages benchmarks where they exist	On track	1%	100%
{Own Brand} # of workers in Tier 1 factories have participated in training (related to ethical trade)	On track	1,880	8,000
{Own Brand} % materials traceable to the raw material	On track	0%	50%
{Own Brand} % of workers in Tier 1 factories can access an effective in-factory worker dialogue mechanism	On track	2%	90%
{Own Brand} % of Tier 1 workers in supplier factories can access an independent grievance mechanism	On track	14%	100%

OVERVIEW OF 2022 PROGRESS ON TARGETS

GROUP TARGETS	2022 STATUS	2022 PROGRESS	TARGET
RESPONSIBLE WORKPLACE			
% of Senior Leaders complete quarterly safety “walks & talks” in all key operations	On track	0%	100% 2025
% of our employees “agree that wellbeing is a priority at GFG”	On track	72%	80% 2025
Extended company healthcare and wellbeing services to 100% of employees	Target met		100%
Number of permanent disability or fatality of our employees performing their duties in the workplace	Target met		ZERO 2030

GROUP TARGETS	2022 STATUS	2022 PROGRESS	2030 TARGET
DIVERSITY, INCLUSION & BELONGING			
Gender balance in the GFG Executive team & at least one female member on Management Board	Target met		50/50
The Supervisory Board maintains 50/50 Gender Balance	Target met		50/50 2025
% employees agree they “feel a sense of belonging”	On track	72%	100% 2025
% of employees agree “they can be their true authentic selves at work” (true self-expression)	On track	81%	100%
% of senior leaders will participate in diversity & inclusion awareness training	Due to commence in '23		100%

GROUP TARGETS	2022 STATUS	2022 PROGRESS	2025 TARGET
RESPONSIBLE BUSINESS			
% of countries where we operate the GFG Conflicts of Interest Policy	On track		100%
% of countries where we operate the GFG Responsible Marketing Promises & Principles	On track		100%
Countries to have Anti-Corruption and Anti-Bribery ISO 37001 Certification by 2022	Target exceeded	3	2
% of countries where we operate GFG’s Fair Treatment of Suppliers Policy	On track		100%
% of professional skilled employees will have training & awareness on Business Ethics depending on their role and function	On track	67% (of all employees)	100%
% of countries where we operate the GFG Political Involvement Policy	On track		100%
% of countries where we operate the GFG Product Governance Policy	Due to commence		100%

CARBON DATA

CATEGORY	EMISSIONS (TONNES CO ₂ e)			
	2022	2021	2020	2019
SCOPE 1 EMISSIONS				
Fuel combustion – stationary	39	63	51	75
Fugitive emissions (refrigerants)	69	32	32	79
SCOPE 2 EMISSIONS				
Market-based approach	0	385	1,053	6,091
Location-based approach	6,023	4,471	5,098	10,179
SCOPE 3 EMISSIONS				
Cat 1: Purchased goods and services ¹³	258,419	328,174	449,861	358,802
Cat 3: Fuel- and energy-related emissions	623	465	556	568
Cat 4: Upstream transportation and distribution	24,422	36,260	76,473	74,545
Cat 5: Waste generated in operations	9	15	26	20
Cat 6: Business travel	791	63	36	44
Cat 7: Employee commuting	22	15	12	17

¹³ Capital goods are also included in Category 1.

CATEGORY	EMISSIONS (TONNES CO ₂ e)			
	2022	2021	2020	2019
Cat 8: Upstream leased assets	N/A	N/A	N/A	N/A
Cat 9: Downstream transportation and distribution	25,384	40,457	84,286	53,778
Cat 10: Processing of sold products	N/A	N/A	N/A	N/A
Cat 11: Use of sold products	65,645	71,827	73,963	61,580
Cat 12: End-of-life treatment of sold products	41,403	41,748	42,462	28,934
Cat 13: Downstream leased assets	N/A	N/A	N/A	N/A
Cat 14: Franchises	N/A	N/A	N/A	N/A
Cat 15: Investments	N/A	N/A	N/A	N/A

TOTAL EMISSIONS (TONNES CO ₂ e)	2022	2021	2020	2019
Market-based emissions	416,826	519,504	728,811	584,533
Location-based emissions	422,848	523,590	732,855	584,533

EMPLOYEE DATA

GFG GLOBAL

ENGAGEMENT	APAC	LATAM	SHARED FUNCTIONS	GROUP
Great Place to Work Score ¹⁴	78%	89%	76%	81%

TOTAL WORKFORCE

EMPLOYEES	APAC	LATAM	SHARED FUNCTIONS	GROUP	GROUP GENDER SPLIT
Total	3,008	2,845	178	6,031	N/A
Female	1,861	1,730	68	3,659	61%
Male	1,145	1,115	109	2,369	39%
Self-Describe ¹⁵	2	0	1	3	0%

LEADERSHIP

Total	18	8	9	35	N/A
Female	6	2	4	12	34%
Male	12	6	5	23	66%
Self-Describe	0	0	0	0	0%

¹⁴ The % of participants that agree or strongly agree they would recommend 'GFG is a great place to work'.

¹⁵ Employees that identify themselves beyond the gender binary of male or female.

EU TAXONOMY

EU ARTICLE 8 TAXONOMY REGULATION

The Taxonomy Regulation is key to the European Commission’s action plan to redirect capital toward a more sustainable economy. As a classification system for environmentally sustainable economic activities, the Taxonomy is an important step toward achieving carbon neutrality by 2050 in line with EU goals. The Taxonomy outlines six environmental objectives, of which only the first two, climate change mitigation and climate change adaptation, have been published. In the following section, as a non-financial parent undertaking, we present the share of our Group turnover, capital expenditure (capex) and operating expenditure (opex) for the financial year ended 31 December 2022, that falls within the definition of eligible and aligned economic activities set out in the Taxonomy as related to the first two environmental objectives. This is shared in accordance with Art. 8 Taxonomy Regulation and Art. 10 (2) of the Art. 8 Delegated Act.

OUR ACTIVITIES

CORE BUSINESS ACTIVITIES - TAXONOMY-NON-ELIGIBLE

After reviewing all relevant divisions and functions, we concluded that our core economic activities are not currently covered by the Climate Delegated Act and consequently are Taxonomy-non-eligible. This assessment may change as the remaining environmental objectives are

published. Our review identified a limited number of non-core Taxonomy eligible turnover economic activities and individually sustainable capex, which are outlined in more detail in the narrative below. We will conduct ongoing reviews of eligible activities, but in the current year there have been no significant changes since prior year.

OUR KPIS

A detailed review of eligible activities was performed. This involved conducting an initial top down assessment of potentially eligible activities across the Group and then carrying out a detailed review of activities identified against the EU Taxonomy criteria. The Group identified these activities:

- ◆ Operation of personal mobility devices, cycle logistics (6.4)
- ◆ Installation, maintenance and repair of energy efficiency equipment (7.3)

However, the review found that the Turnover, Capex and Opex for each activity was insignificant. Therefore, the substantial contribution criteria and DNSH criteria for each activity was not assessed and the KPIs are reported as nil in the disclosure tables shown below. The activities of the Group have not significantly changed since the analysis of eligible activities was carried out for FY 2021 reporting and therefore our assessment of eligible activities is broadly consistent. Eligible activities will be monitored going forward to determine if they reach a level of significance worthy of disclosure.

Furthermore, the Group expects some of the activities that are currently included in the KPI denominators, but not classified

as eligible, may possibly be captured upon the release of the remaining four environmental objectives. In light of this, the Group conducted a gap-analysis of the Do No Significant Harm and Minimum Safeguards criteria for FY 2022 reporting, as detailed below.

CLIMATE RISK ASSESSMENT AND MINIMUM SAFEGUARDS

DO NO SIGNIFICANT HARM (“DNSH”)

For 2022 reporting, the Group conducted a review against the specific DNSH criteria, that also has wider relevance. This review focused on GFG’s climate risk and vulnerability assessment as outlined in Appendix A to Annex I of the Delegated Act. This was chosen due to the potential future alignment with the activities outlined in the Circular Economy objective, under which GFG could have material eligible activities.

GFG’s Group-wide climate risk-assessment was assessed against the general set of DNSH criteria under environmental objective 2. The criteria can be split out into four key sections;

1. Screening;
2. Climate risk and vulnerability assessment;
3. Assessment of adaptation solutions; and
4. Implementation of adaptation solutions.

The Group will continue to work towards full alignment against these criteria.

MINIMUM SAFEGUARDS

In addition to the DNSH review, the Group also reviewed its compliance with minimum safeguards and carried out a gap analysis

of GFG’s self-assessment of internal and external policies against the minimum safeguards criteria. The Taxonomy states that for an activity to be considered as being environmentally sustainable, it must be carried out in alignment with the following standards for responsible business conduct:

- ◆ OECD Guidelines for Multinational Enterprises;
- ◆ UN Guiding Principles (UNGP) on Business and Human Rights, including the declaration on Fundamental Principles and Rights at Work of the International Labour Organisation (ILO) and the eight fundamental conventions of the ILO; and
- ◆ The International Bill of Human Rights.

The mapping was therefore assessed against the general set of minimum safeguards criteria covered in the Platform for Sustainable Finance report on Minimum Safeguards. While this is not legally binding, it has been used as guidance in the absence of a report issued by the European Commission and which covers four key topics:

- ◆ Human Rights (including Labour and Consumer Rights)
- ◆ Corruption / Bribery
- ◆ Taxation
- ◆ Fair Competition

Following the Group-wide approach to determine compliance, the gap analysis did not identify any significant gaps.

ACCOUNTING POLICY

In order to identify eligible economic activities as per those listed in Annex I and II of Commission Delegated Regulation (EU) 2021/2139 of 4 June 2021 (the “Climate

Delegated Act”), the Company performed a top-down assessment of potentially eligible activities and then a detailed verification of these activities against the Taxonomy. This required detailed analysis of activities across GFG’s three regions.

In order to calculate the numerator, Turnover, Capex and Opex values for eligible activities are collated via the local financial reporting systems and translated at the average FX rate for the year, into Euros. Costs are reviewed on an individual basis for eligibility. Due to the limited number of eligible activities, there is minimal risk of double counting in the allocation of turnover, Capex and Opex KPIs across economic activities.

The Turnover denominator is calculated in line with IFRS 15 and reconciles to the Revenue presented on the Group Consolidated Statement of Profit or Loss on page 104 of the Annual Report, released on 15 March 2023. The Capex denominator includes acquisition costs of property, plant and equipment and intangible assets in line with IAS 16, IAS 38 and IFRS 16, as presented in our “Group Consolidated Statement of Financial Position” on page 106 of our Annual Report. The Opex denominator is calculated as the following direct non-capitalised costs: R&D costs, building renovation costs, short term leases, maintenance and repair costs and all other direct costs necessary to operate the asset. The Turnover, Capex and Opex denominator figures are all collected from the local financial reporting systems and consolidated to Group figures.

EU TAXONOMY DISCLOSURE TABLES

TURNOVER DISCLOSURE TABLE

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2022

ECONOMIC ACTIVITIES	CODE(S)	ABSOLUTE TURNOVER	PROPORTION OF TURNOVER	SUBSTANTIAL CONTRIBUTION CRITERIA						DNSH CRITERIA						MINIMUM SAFEGUARDS	TAXONOMY ALIGNED PROPORTION OF TURNOVER YEAR 2022	TAXONOMY ALIGNED PROPORTION OF TURNOVER YEAR 2021	CATEGORY (ENABLING ACTIVITY OR TRANSITIONAL ACTIVITY)	
				CLIMATE CHANGE MITIGATION	CLIMATE CHANGE ADAPTATION	WATER AND MARINE RESOURCES	CIRCULAR ECONOMY	POLLUTION	BIODIVERSITY AND ECOSYSTEMS	CLIMATE CHANGE MITIGATION	CLIMATE CHANGE ADAPTATION	WATER AND MARINE RESOURCES	CIRCULAR ECONOMY	POLLUTION	BIODIVERSITY AND ECOSYSTEMS					Y/N
		€M	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	E/T
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0	0	0	0	0	0	0									0		
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Turnover of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0	0	0	0	0	0	0									0		
Total Turnover of Taxonomy eligible activities (A.1 + A.2) (A)		0	0	0	0	0	0	0	0									0		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
Turnover of Taxonomy-non-eligible activities (B)		1,102.1	100																	
Total (A + B)		1,102.1	100																	

EU TAXONOMY DISCLOSURE TABLES

OPEX DISCLOSURE TABLE

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2022

ECONOMIC ACTIVITIES	CODE(S)	ABSOLUTE OPEX	PROPORTION OF OPEX	SUBSTANTIAL CONTRIBUTION CRITERIA						DNSH CRITERIA						MINIMUM SAFEGUARDS	TAXONOMY ALIGNED PROPORTION OF OPEX YEAR 2022	TAXONOMY ALIGNED PROPORTION OF OPEX YEAR 2021	CATEGORY (ENABLING ACTIVITY OR TRANSITIONAL ACTIVITY)		
				CLIMATE CHANGE MITIGATION	CLIMATE CHANGE ADAPTATION	WATER AND MARINE RESOURCES	CIRCULAR ECONOMY	POLLUTION	BIODIVERSITY AND ECOSYSTEMS	CLIMATE CHANGE MITIGATION	CLIMATE CHANGE ADAPTATION	WATER AND MARINE RESOURCES	CIRCULAR ECONOMY	POLLUTION	BIODIVERSITY AND ECOSYSTEMS					Y/N	Y/N
		€M	%	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	E/T	
A. TAXONOMY-ELIGIBLE ACTIVITIES																					
A.1 Environmentally sustainable activities (Taxonomy-aligned)																					
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0	0	0	0	0	0	0	0								0			
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																					
OpEx of Taxonomy-eligible not but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0	0	0	0	0	0	0	0								0			
Total OpEx of Taxonomy eligible activities (A.1 + A.2) (A)		0	0	0	0	0	0	0	0	0								0			
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																					
Opex of Taxonomy-non-eligible activities (B)		5.7	100																		
Total (A + B)		5.7	100																		

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