



OUR HISTORY IS STILL IN THE MAKING



↑
upfront about our clothes



←
upfront about our environmental impact



UP.FRONT

FASHION.READY FOR THE FUTURE

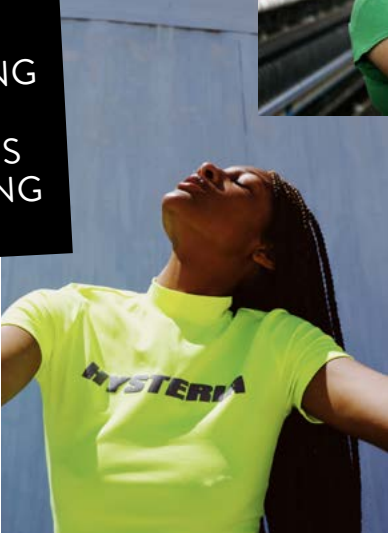
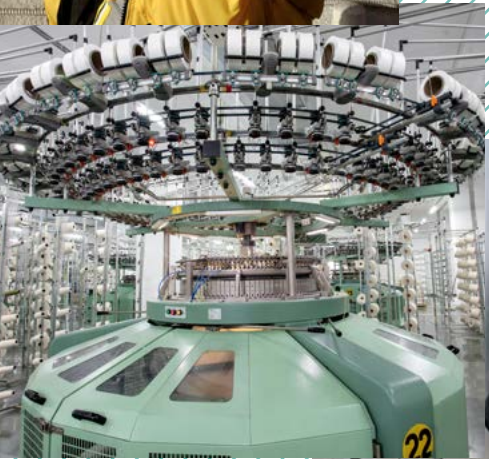


↓
upfront about our supply chain

→
upfront about how we run our business



WEAR SOMETHING THAT CHANGES SOMETHING



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Our boohoo group brands

boohoo
group plc

boohoo boohooMAN PRETTYLITTLETHING *NASTY GAL* **MISSPAP**

KAREN MILLEN coast WAREHOUSE OASIS

Wallis Debenhams DOROTHY PERKINS BURTON

INTRODUCTION

“2020 was a year that no one predicted. The Covid-19 pandemic swept the globe, changing the way we live and interact.”

Although separated in person, we've been brought together by the individual hardships and losses that so many of us have sadly faced.

At the boohoo group, we've also faced into major challenges in our UK supply chain. Allegations of poor labour standards and wages were raised in major newspapers and by NGOs.

We are proud to be a business that, instead of choosing to walk away from the allegations, we took the immediate decision to do everything within our power to address them. We are committed to playing our part in rebuilding a thriving garment sector in the heart of the UK - a sector that provides good employment and which makes a significant contribution to the local and UK economy.

We have been transparent and open by sharing independent accounts of our situation and the actions we are taking.

Our Agenda for Change, announced in September 2020, sets out the clear steps we are taking to manage our supply chains more effectively, govern our business more responsibly and provide our teams with the right training to drive the change.

With the oversight of Sir Brian Leveson and KPMG, we have met our commitments to date and will continue to provide updates on our progress over the coming year.

Building on this work, we have developed our sustainability plan, which we are calling UP.FRONT. It's a no-nonsense, straight-talking set of priorities and goals across our environmental, social and governance responsibilities. In developing this plan, we carried out a materiality assessment, customer research, stakeholder analysis and internal engagement. We also drew on the learnings that we have taken from industry groups like The Sustainable Apparel Coalition and WRAP's sustainable clothing action plan.

At the same time, we have strengthened our team by recruiting specialists in sustainability, ethical trade, packaging, sustainable materials and climate change.

Our priorities include reducing the impact of the materials that we use to make our products, working with our suppliers to improve standards and transparency in our supply chain, and running our business in a more responsible way.

Our colleagues across boohoo group are excited and inspired by these plans, many of whom dialled into the internal strategy launch in March 2021.

We are now working hard to make sure our people understand these important goals and the part they need to play in achieving them.

There is a lot to do, but we are passionate people who get stuff done and we know that sustainability is central to our future.”

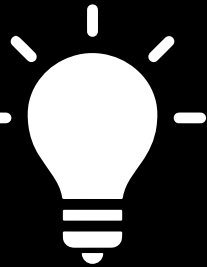


John Lyttle
CEO | boohoo group

2020 AT-A-GLANCE

1

Developed **UP.FRONT** sustainability plan. Our commitment to using our size and scale for good



2

80%

Calculated material mix: **polyester and cotton** account for over **80%** of the materials used to make our garments

3

Responded to community needs through our charity work: donating £900,000 to charities to buy IT equipment to help children learn from home during lockdown and donating cash to the brave firefighters tackling the Australian wildfires



4 Sourced over **300,000*** garments made from recycled polyester through one supplier alone in Leicester

300,000

* Over 300,000 garments purchased from April 2019 to March 2021

CO₂

5

Calculated our carbon emissions and set **ambitious targets for improvement**

6

Published our consolidated list of UK manufacturing suppliers following a rigorous mapping and assessment programme in partnership with third party auditors. We're working to increase our order book with these suppliers



7

Provided **Covid-19 safety training for suppliers** and invested over **£350,000 in Covid-19 protection** measures for our people



8

Appointed 18 professionals to the **Responsible Sourcing and Product Operations team**



9

Committed to donating **£1 million** to the Garment and Textile Workers Trust

£1 MILLION

Memberships & Associations



Our Strengthened Team

We have appointed 18 professionals to the Responsible Sourcing and Product Operations Team who will be responsible for setting standards, engaging the business, monitoring progress and delivering our strategy.



OUR PLAN

UP.FRONT is our sustainability plan: our commitment to creating a better, more sustainable fashion future.

This strategy is the culmination of a great deal of work. We've collaborated across our industry through groups like the Sustainable Apparel Coalition. We've been building our team by bringing in specialists on sustainability, ethical trade, climate change, supplier management, product compliance and packaging with a wealth of knowledge and experience. We've been speaking to our customers and teams across the business to understand what's important to them and where we can have the biggest impact. We've also worked with expert third parties on climate change, ethical trade and sustainability more broadly.

In doing so we have developed a strategy that tackles the most important issues for us and our stakeholders and is uniquely boohoo group. It's clear, concise, open and honest. We're steering clear of technical lingo. We've set goals and targets based on best practice and we'll communicate progress so that you can see what we've achieved and where there's work still to do.

Our business is fast-paced and we make things happen. Our test and repeat business model means we can trial things quicker than most, see what works and then scale up or move on. We're now a business of 13 brands providing products for customers of all ages and UP.FRONT is our commitment to using this size, scale and reach for good.

We're facing up to the future, doing more for our clothes, our suppliers, their communities and our impact on the environment.

We've looked hard both inside and outside our business, and come up with a plan that will help us be ready for the future.

There is work to be done, and we're going to be open, upfront, and frank on the progress we are making. Our next chapter is still in the making.

Our boohoo group brands

boohoo
group plc

boohoo boohooMAN PRETTYLITTLETHING *NASTY GAL* **MISSPAP**

KAREN MILLEN coast WAREHOUSE OASIS

Wallis Debenhams DOROTHY PERKINS BURTON

How we've developed our plan

STEP 1

We first carried out a materiality assessment to identify issues and priorities: we assessed the range of sustainability topics relevant to us as a business and prioritised them based on their importance to our stakeholders and the environmental and social impact we can have in addressing them.

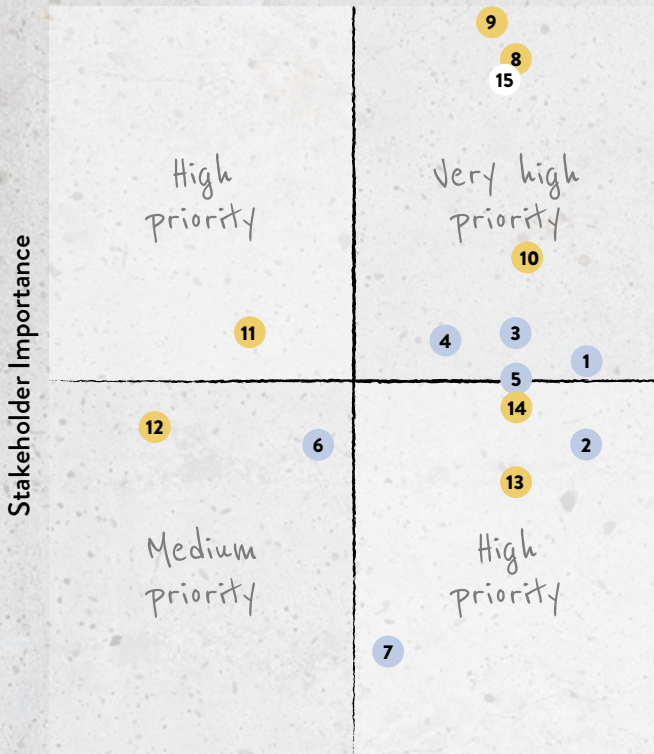
We worked with an expert third party to provide independent rigour to the process. We followed the guidance of the Global Reporting Initiative and AA1000 standard on stakeholder engagement as far as possible and adopted a five-step process.



The Process

The high and very high priority issues identified through the materiality assessment are shown below.

ESG Materiality Matrix Stakeholder importance vs impact



Social, environmental and economic impact

● Environmental ● Social ● Governance

Topic	Definition
1 Carbon emissions & climate change	The carbon emissions the business produces as a result of its business activities. This includes both direct emissions and indirect emissions from its value chain.
2 Water consumption & treatment	The water usage and treatment (following use) in both the supply chain and operations as well as management to ensure natural water resources are not depleted and water is safe to reuse and does not pollute natural water bodies
3 Responsible chemistry	The safety of chemicals used in the production of textiles and garments. By safety we mean chemicals that do not negatively impact customers' health, local communities and the environment.
4 Waste	The management and disposal of materials and products when they are no longer required. Focusing on primarily textile waste across the full life cycle but also waste from packaging (operations & customers).
5 Responsible sourcing of materials	The materials which have had their impact actively managed. This can include materials which are organic, recycled or ethical.
6 Plastics	All products and packaging which are made from plastics. Poor management of plastics can result in waste entering the natural environment.
7 Biodiversity & land-use change	Negative changes in the natural environment caused by unsustainable land management. Relevant to all natural fibres and animal derived products.
8 Human rights	Basic rights and freedoms of all people outlined in the Universal Declaration of Human Rights.
9 Health & safety at work	Protecting people's health, safety and wellbeing to reduce the risk of accidents and injuries at work. Including preventive measures to potential hazards.
10 Wages	Wages required to meet a person's basic needs which include food, housing, and other essential needs such as clothing.
11 Diversity & Inclusion	The organisations effort to ensuring freedom of any form of discrimination including age, gender, ethnicity, religion, disability, sexual orientation, education and national origin.
12 Talent attraction	The organisation's ability to attract and maintain talent within the business.
13 Product quality & safety	To provide products which are safe for customers and their families to use whilst meeting their expectations.
14 Supporting local communities	Impact on local communities including social and environmental impacts which may impact people's health, wellbeing and prosperity.
15 Corporate governance	How the organisation manages its impacts on the environment and society. This includes both positive and negative impacts.

STEP 2

We spoke to groups of our customers and colleagues to check our thinking on our priority areas and understand what is most important to them. This also helped us to make sure we communicate our plans clearly.

STEP 3

Throughout the year we have carried out extensive external stakeholder engagement with government and policy makers, community groups, NGOs and investors. This has been essential in helping to shape our plans and activities and we will continue this as we deliver our plan.

STEP 4

We developed time bound goals for our priorities.

STEP 5

We created a framework to communicate our priorities, goals and progress clearly and without jargon. It is about being open, honest and frank about our actions.

UP.FRONT

FASHION.READY FOR THE FUTURE



FOCUS AREA 1: **CLOTHES.MADE SMARTER**

Making our clothes in a smarter way - with better materials, more sustainable design and less waste and packaging.



FOCUS AREA 2: **SUPPLIERS.ON BETTER TERMS**

Doing more for our suppliers - transparent supply chains, improved standards and management and a long-term commitment to those that work in fashion.



FOCUS AREA 3: **OUR BUSINESS. TAKING ACTION**

Running our business responsibly - strong governance, a great place to work, tackling climate change, responsible marketing and a role in communities we can all be proud of.



CLOTHES.MADE SMARTER

We know there's an environmental and social cost to producing clothes, but there are ways we can be smarter and leave a lighter footprint.

In the first phase of our sustainability plan we'll focus our efforts in the areas that will have the biggest impact on the future of the clothes that we produce - materials, design, waste, packaging and finding ways to keep our clothes worn for longer.

And this is just the start. There are other areas we know are important and so we'll be developing our plans over the next 2 years on water, chemicals, biodiversity and microfibres.

Our Goals

2021

2023

2025

2030



Launch READY FOR THE FUTURE product lines and collections across our brands to make it easier for our customers to make more sustainable choices.



All customer garment packaging will be reusable, recyclable or compostable; any plastic used will contain over 50% recycled content.



All our polyester and cotton will be recycled or more sustainable.

Over half our synthetic cellulose will come from more sustainable sources.

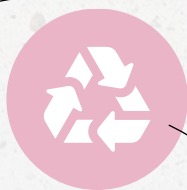
All our leather, wool, feather and down will be sourced in line with industry best practice.



All the materials we use in our garments will be more sustainable.



Appoint Sustainable Product Design Director.







Launch resale and recycling offers across our brands.



Design innovation to reduce waste, increase durability and improve recyclability.



Roll innovations out across our ranges.





-  Sustainable design
-  Packaging
-  Textile waste
-  Better materials



No textile waste direct to landfill in our UK supply chain.

Better Materials

Our goals

-  2030: All the materials we use for our garments will be more sustainable.
-  2025: All the polyester and cotton we use will be recycled or more sustainable.
-  2025: All our leather, wool, feather and down will be sourced in line with industry best practice.
-  2025: 50% of our man-made cellulosics, like viscose, will be more sustainably sourced.

The challenge

The fabrics used for clothes are made of important raw materials. Fabrics can be made of naturally-derived fibres like cotton, or man-made ones, like polyester.

Each fibre is processed in a different way to produce the fabric.

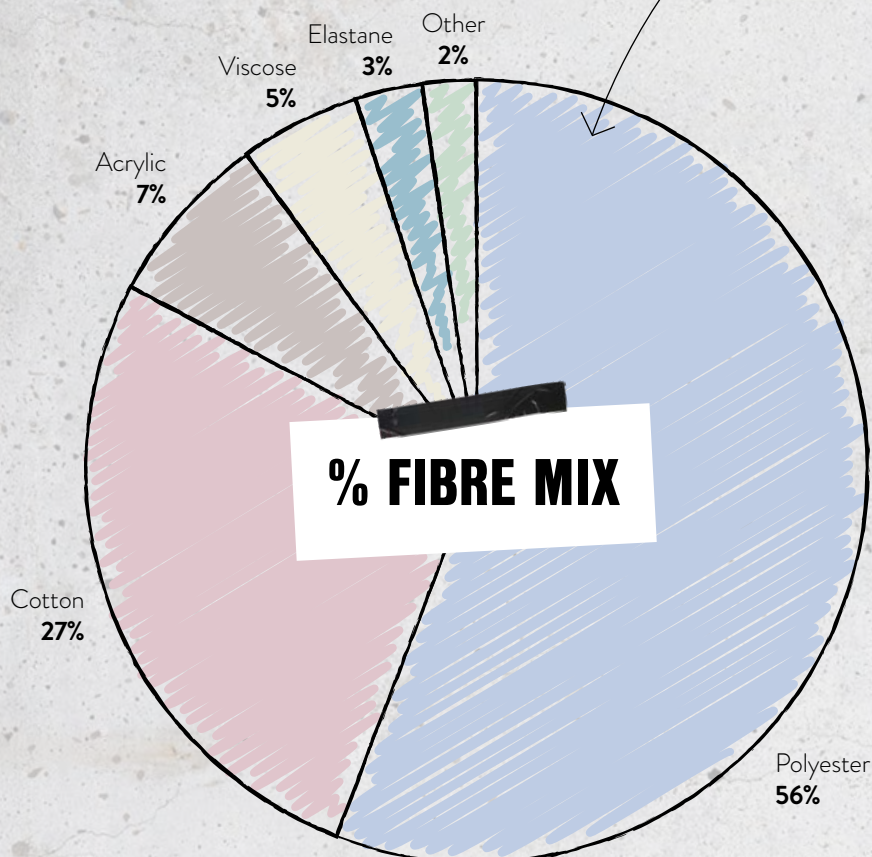
This can involve chemicals and dyes that must be carefully managed to protect workers and the environment.

Every material has its own environmental and social footprint. We can reduce that footprint through careful sourcing and use.

What we've done

Calculated our materials mix and usage

An important part of our sustainable clothing action plan is to calculate and monitor the mix of materials that we use for our clothes.



Our five most used materials in 2020 were:

It's clear, therefore, that we can make the biggest impact by looking for more sustainable alternatives to polyester and cotton.

Even though we used relatively less of other materials like viscose, and animal derived products, their impacts are important so we will also explore how we can be more sustainable in how we source and use them.

Launching more sustainable ranges

We're proud of the work our teams have already done, together with our suppliers, to launch collections that use recycled polyester and organic cotton.

For example, we collaborated with one of our Leicester-based suppliers to source high-percentage recycled polyester for our fashion lines. In fact, between April 2019 and March 2021 we purchased 319,000 garments with this supplier alone.

What next

Brand actions

All our brands are now working towards our commitment to more sustainable materials and we are introducing consistent standards across the group.

Likewise, we are working with our existing and new suppliers to introduce these changes.

We are also delighted to have introduced our new **READY FOR THE FUTURE** strapline. It makes it easy for our customers to spot the garments that are contributing to a more sustainable fashion industry. This will help our customers to make more sustainable choices.

In 2021, the **READY FOR THE FUTURE** strapline will be used on any garment that is made of more than 20% of our stated 'better materials'. This is the absolute minimum, and most garments will be 50% or more.

We will track the number of garments and product lines that meet these criteria and we will be transparent about our performance.

We will update our guidelines each year towards our 2025 and 2030 goals: increasing the threshold for more sustainable content and introducing other alternatives following industry guidance and best practice.

Cotton

We are also excited to have signed an agreement with CottonConnect and one of our strategic suppliers based in Pakistan. We will train 2,500 farmers in more sustainable cotton farming methods, and then track the cotton they produce right through our supply chain, from farm to garment. This will give our customers peace of mind that the cotton is responsibly sourced and traceable*.

**COTTON
CONNECT**

Cotton from Xinjiang

In 2020, we were concerned about reports of human rights abuses against the Uyghur Muslim population in the Xinjiang region of China, including allegations of forced labour in the region's cotton production.

Cotton is of particular concern because traceability is difficult for a globally traded commodity and a large proportion of China's cotton is sourced in this region.

Boohoo group gave evidence to parliament on cotton sourcing in Xinjiang. We have communicated to all our suppliers that we will not accept cotton sourced from the region and our CottonConnect programme will increase traceability of our cotton.

In 2021 we plan to introduce an added layer of scrutiny to our Chinese cotton sourcing programme, working with our key suppliers to improve traceability of this cotton.

*April 2021



Sustainable Design

Our goals



2025: We will have introduced design innovations to reduce waste, increase durability and improve recyclability.

The challenge

Carefully considered design practices and processes can have a huge impact on reducing waste, improving recyclability and making garments, trims and accessories last longer.

What we've done

We have appointed a Sustainable Product Design Director. As a highly experienced designer, she will work with teams across our brands to understand our product mix and identify where we can make improvements.

We have joined Textiles 2030: a ground-breaking initiative that harnesses the expertise of UK leaders in sustainability to work towards circularity and change in the fashion and textiles industry. It will see us work with our industry partners to share best practice and trial alternatives and improvements.



Key commercial colleagues successfully completed the Sustainability Fundamentals Course which was created by the Sustainable Fashion Academy and Common Objectives. The course was designed for textile and apparel professionals, retailers and brands working within fashion. The course topics consisted of Choosing Better Materials, Textile Dyeing & Finishing, Garment Manufacturing, Product Use & Reuse and Sustainable Design.

What next

We will apply the learnings and best practice from our partnerships and industry collaborations to map our different products, engage with key suppliers and identify actions we can pilot.

We will carefully monitor and track our actions so that our impact can be assessed objectively.

Textile Waste

Our goals



2023: We will offer recycling and resale solutions across our brands.



2025: We will divert all waste in our UK supply chain away from landfill.

The challenge

Textile waste can occur at all points on the supply chain: from material and garment production to retail operations and with our customers.

It makes sense financially and environmentally to cut textile waste and it's a priority for our customers, our suppliers, and for us too.

What we've done

We've been acting on our commitment to reduce waste and divert it from landfill for several years. Here's how:

Garment samples – whereas many retailers have three or four samples for each product sold, we generally have just one: reducing the number of samples per product line to a minimum. We also try and put samples that we do have to good use, such as by donating them to charity partners.

Returns – we work with charities and recycling partners to ensure that customer returns are either resold (if in perfect condition), donated to a good cause or recycled.

We've used our website and social media channels to help our customers discover the reGain app. It offers creative ideas to help people make the most of their clothes, and provides advice on responsible disposal.

What next

We are auditing our waste management processes to improve data collection and transparency.

We are now working with some of our key Leicester suppliers on a pilot scheme to collect offcut waste and repurpose it – saving it from landfill. If successful, we will roll this out across our UK suppliers.

We are also talking to our customers about how we can better support them when their clothing comes to the end of its life, helping to make sustainable disposal choices. On World Earth Day 2021 we launched a survey across our brands to inform this work. We received over 11,000 responses in the first 2 days.





Packaging and labelling

Our goals



2025: All customer garment packaging will be reusable, recyclable or compostable. Any plastic used will contain more than 50% recycled content.

The challenge

Packaging is essential in making sure our garments reach our customers in the very best condition.

However, we can reduce the packaging and labelling we use and opt for more sustainable materials.

What we've done

We've worked with our suppliers to ensure our dispatch bags use more than 80% recycled content.

We're also working with a Manchester manufacturer to use 70% recycled plastic in our clear garment polybags and will

work with our suppliers to increase the recycled content of all our polybags and trial alternative materials to plastic.

We've been working with suppliers to introduce swing tags from recycled board, lock ties made from recycled polyester, and recycled care labels, too.

We've recruited two packaging specialists to the team who bring a wealth of experience in embedding transformational change and are going to drive our programme of work.

What next

We are setting consistent standards across our brands and are sharing these with our suppliers, too. Central to these standards is the use of recycled content and certified more sustainable alternatives.

Future Focus

Whilst developing our strategy we identified that water use, chemical use, biodiversity and microfibers are key areas to address.

We are already taking action, through our industry groups, materials strategy and supplier standards.

But we want to go further and work with experts to understand how we can best tackle these complex and interlinked issues.

We'll be honest and open about our views and approaches and share them transparently in coming years.



SUPPLIERS.ON BETTER TERMS

Our business is growing. We rely on strong relationships with our suppliers to provide our customers with on-trend products at great prices. So it's vital we can trust that suppliers are respecting our ethical, environmental and product quality standards.

In particular, we want them to treat workers well and pay them fairly. And to build stakeholder confidence and brand loyalty, we need to communicate our progress clearly and openly.

We're committed to strong supplier standards and management programmes, we're committed to transparency and we're committed to delivering programme work where we can have the biggest impact.

Our Goals



 Transparency

 Programmes

 Standards

The challenge

Retail supply chains are often complex and move quickly. We source our garments from suppliers all over the world. However, in 2020 a spotlight was shone on our UK supply chain and, in particular, the cut, make and trim (CMT) suppliers in Leicester.

Concerns were raised about labour standards in this industry, and specific issues, like wages and health and safety, were highlighted.

As a business, we were honest about how, while we had already made improvements to our Leicester supply chain, we had not gone far enough, or moved fast enough.

Although there has been a recent focus on our UK manufacturing supply chain, our plans are global and build on our social programme to cover environmental management as well.

Our Supply Chains

Unlike many other retailers we source a large proportion of our products from suppliers based in the UK. However, manufacturers in Europe and Asia are also important to us.

The factories that we work with range from small family run facilities to larger higher volume units. The challenges faced in UK manufacturing are well documented and we are committed to driving improvements for workers in this important UK industry.

A major focus of our work has been to improve the visibility of our UK supply base. We now have an accurate picture of our Leicester manufacturing supply chain in particular.

We have embarked on a programme of work to get the same level of detail on our international supply base. We have published our UK manufacturing supply chain in March 2021 and are committed to publishing our international manufacturing supply chain by end September 2021.

We also work with suppliers for 'goods and services not for resale' (GNFR). This includes agency workers in our own operations as well as goods that we use in our internal business operations. We have started an audit programme with the higher risk GNFR suppliers such as those providing agency workers for our operations.

What we've done

Improving the visibility that we and others have of our supply chain is a priority.

In late 2019 we started working with Slave Free Alliance to carry out a review of our processes and procedures related to modern slavery. In February 2020 we commissioned a third party expert to carry out an assessment and mapping programme of our UK supply base.

When the allegations were published in summer 2020 we stepped up this programme of work further, carrying out spot-check audits.

We also commissioned Alison Levitt QC to carry out an independent review into our supply chain management practices and published [this report](#), in full, in September 2020.

In response to this review, we accepted all the recommendations and published our [Agenda for Change](#) which set out how we were going to deliver these recommendations including improved governance, supply chain management and transparency.

Sir Brian Leveson and KPMG were appointed to provide independent oversight of our Agenda for Change programme. We have published two reports to the Board. [Sir Brian Leveson Report – January 2021](#) and [Sir Brian Leveson Report – March 2021](#).

We have built a strong sourcing team of supply chain, ethical trade and product compliance specialists, so that we can develop and deliver our supply chain standards and management systems across the group. These specialists come from other retailers, supplier companies, consultancies as well as people who have worked in the boohoo group for years. All are experienced in driving change in their respective organisations and are excited about the impact the boohoo group can have.

Our responsible sourcing and compliance team is based in Manchester, London, Leicester and Italy, with plans to build these teams in key sourcing hubs around the world.

In line with our commitment to increased transparency we have had an open dialogue with government, community groups and enforcement agencies. We've published all relevant reports and updates.

We have published our [UK manufacturing supplier list](#) and held a conference for those suppliers.

Supply chain management has been a standing agenda item on Board Meetings since October 2020, the Supply

Chain Compliance Committee has been in operation since November 2020, and in December 2020 we incorporated the Group Risk Committee Chaired by Shaun McCabe.

We also published our [modern slavery statement](#).

What next

Our Agenda for Change program will remain a priority for the business, and as we embed new systems and behaviours it will become business as usual.

We know that holding our suppliers to account is only one half of the equation in building a more sustainable and compliant supply chain. Our senior team are developing a set of new Responsible Purchasing Practices in collaboration with our product teams. These will be supported by a revised training and development programme.

We will also extend the mapping programme that we carried out in the UK across our entire global manufacturing supply chain and intend to publish our global list in September 2021.

We will formally launch the Garment and Textile Workers Trust and have made a commitment to donating £1 million to the organisation. The Trust will be independent of the boohoo group and will be open to all workers in the industry.

We will launch our Manufacturing Centre of Excellence in Leicester which will demonstrate that garments can be produced ethically, safely and responsibly in the UK. It will be a testbed for learning and a way of championing the industry in the UK.

We will ask all our manufacturing suppliers to complete the Sustainable Apparel Coalition's Facilities Environment Module to understand the environmental impact of our supply chain and develop a programme to reduce these impacts.

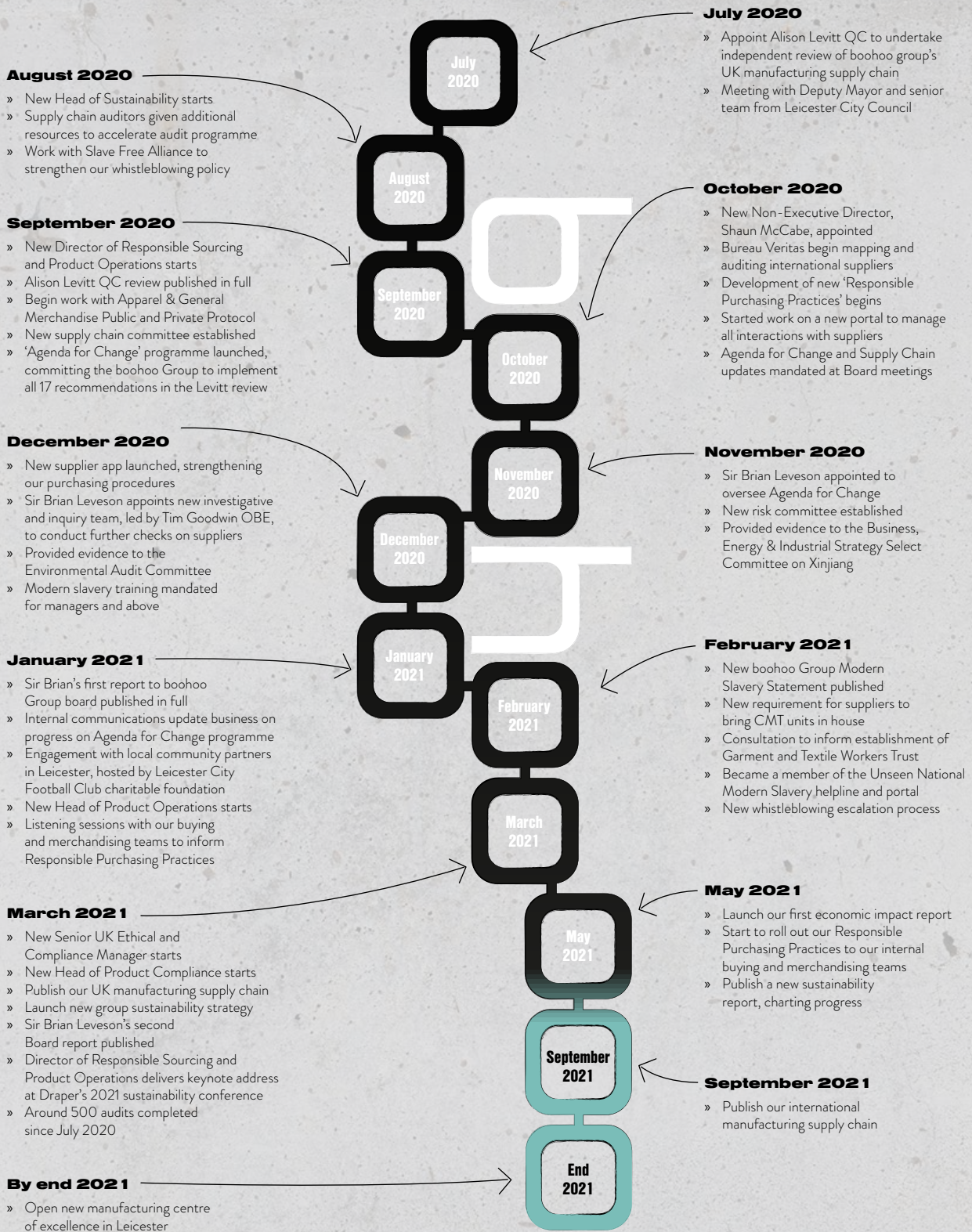
For more information on our supplier management progress view our annual report and account or visit our website.

QUICK LINKS

[Alison Levitt QC Report - September 2020](#)
[Agenda for Change](#)
[Sir Brian Leveson Report - January 2021](#)
[Sir Brian Leveson Report - March 2021](#)
[UK manufacturing supplier list](#)
[Modern slavery statement](#)

Agenda for Change Roadmap

In September 2020 we published our Agenda for Change which outlined how we were going to deliver the recommendations from the Alison Levitt QC Report and embed them into business as usual for the boohoo group. We have delivered a great deal to date and more planned for the coming 6 months.



Garment & Textile Workers trust: Introducing our trustees

We are delighted to announce our 5 trustees for the Garment & Textile Workers trust. They will bring a wealth of experience and knowledge of Leicester and the textile industry and will guide the Trust to make positive change for those working in the industry. They have had their first meeting and will be announcing more information on the Trust in the coming months.

Cllr Luis Fonseca

Luis Fonseca has been a Leicester City Councillor since 2011. He establishes and maintains excellent communication and work relationships with constituents, officers and community leaders. His role for the Council involves Economic Development and Health and Wellbeing of the community.



Many textile and garment factories are located in the ward that he represents. He strongly believes in the importance of supporting and giving a voice to the vulnerable members of the community, who form a large portion of the workforce.

His volunteering in interfaith and community work for many years has allowed him to build relationships and friendships across different communities. He loves Leicester with its community spirit, respect and diversity.

David Lindley

David Lindley QPM D.L was awarded the Queens Police Medal for Distinguished Service in 2002 and retired from policing after a career spanning thirty four years. A former governor of Welbeck The Defence Sixth Form College David was a trustee for 9 years for LOROS and its governance advisor and until recently was the LOROS Freedom To Speak Up Champion. He is a trustee of the Bradgate Park and Swithland Wood Trust and active volunteer with a passion for drystone walling. He is also a member of and volunteers with the Leicestershire and Rutland Wildlife Trust, life member of The Friends of the University of Leicester Botanic Garden as well as the Independent Person for Leicester City dealing with complaints alleging breach of the Council's Code of Conduct for Members. In 2015 he was honoured to be commissioned as a Deputy Lieutenant for Leicestershire.



Tim Nelson

Tim Nelson is International Development Director at anti-trafficking organisation, Hope for Justice, which has its global headquarters in Manchester, UK. Tim was on the charity's founding board and he has a background in finance and technology. He is married to Sacha and dad to Zac, Luca, Kalia and Alyssa.



Allison Tripney

Alli's career started in secondary teaching where she progressed to Head of English before securing an Education role at West Bromwich Albion Football Club. After several years in strategic roles within Local Authorities, Alli returned to a football environment progressing to Deputy Director at WBA's Albion Foundation.



Alli has now been Head of Community at Leicester City Football Club for the last three seasons where she has implemented a new strategy and business plan underpinned by agreed values and delivered by an increasingly diverse team.

Cheryl Chung

Group Head of Corporate Affairs, boohoo group

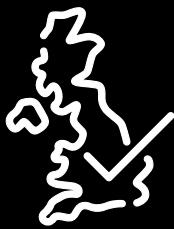
Cheryl joined boohoo in 2020 after a 25 year career in managing the reputations of many other global brands. Cheryl is a recognised expert in change management and is a specialist in handling multi-faceted stakeholder relations both within and outside organisations. Within boohoo, she leads the work the group is undertaking to increase understanding of the business to external audiences, which sees her working closely with many external stakeholder and community groups. Her team are developing the group's Social Impact Strategy just one element of the work they are doing to build a stronger and more sustainable business.



Manufacturing Centre of Excellence

Our Manufacturing Centre of Excellence which will be based on Thurmaston Lane in Leicester and is due to open in 2021. The site will be a fully operational facility that will showcase UK manufacturing. It will demonstrate that great products can be produced responsibly and ethically in the UK, and share best practice with the industry.

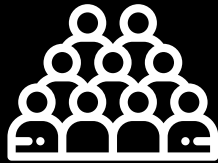
The building is still in development but will include office and research, manufacture and quality control, and warehouse storage.



Centre of
excellence
for UK
manufacturing

25,000
sq feet

1,000,000
Capacity to produce
over 1 million
garments each year



80
full time garment
production workers
on site



Green
energy
site



OUR BUSINESS. TAKING ACTION

We're passionate about fashion, our business and the role we can play in the wider industry. To do justice to this passion, we take responsibility for the way in which we run our business and manage our impacts.

Looking forward, we'll be upfront about how we work, our environmental footprint and our role in the global fashion community - starting with tackling climate change, being a great place to work, responsible marketing, great governance, and acting as a force for good in local UK communities.

Our Goals



Governance

Our goals



2021: We will embed sustainability risks and opportunities in business decisions and KPIs.

The challenge

As a group of 13 brands, effective governance is essential for us to monitor and manage sustainability risks and opportunities across the business. Decision-makers need a clear plan and transparent information so that they can monitor progress and make the right decisions.

Through our Agenda for Change programme, we have taken important steps to strengthen our governance processes and, with the publication of our sustainability strategy and commitment to report progress against our goals, this depth of oversight will increase.

Our strengthened governance process



What we've done

We have strengthened our group sourcing and product operations teams with key personnel responsible for developing our plans and monitoring progress against our targets.

Our Supply Chain Compliance Committee, Chaired by CEO John Lyttle comprises representatives from sourcing, sustainability, ethical compliance, product compliance, buying, merchandising and internal audit along with our Group General Counsel and Company Secretary. The committee meets fortnightly.

From January 2021 the Supply Chain Committee reports to the Risk Committee, which meets quarterly. The Supply Chain Committee will provide progress reports and actions which will be discussed and clearly minuted.

Boohoo group board has supply chain compliance as a standing item on every meeting agenda: the Director of Responsible Sourcing and Product Operations gives a progress report and recommended actions are clearly minuted.

In addition to supply chain compliance, we have a sustainability leadership group which meets quarterly and which includes four members of the Board, the Group General Counsel and Company Secretary and Director of Responsible Sourcing and Product Operations. This group steered the development of our UP.FRONT strategy which was taken to the Board for final sign-off.

What next

Sustainability targets will be embedded in teams across the business starting with our buying teams and operations colleagues.

Sustainability risks will be formally mapped into the new risk management programme.




Progress updates will be shared with the sustainability leadership team quarterly.



Climate Change

Our goals

Many of the goals included in our strategy like 'better materials' and 'sustainable design' will play an important part in reducing our carbon emissions, our climate specific goals are:

- 
 2021: Based on our operational and supply chain carbon footprint, develop a roadmap for change.
- 
 2025: Achieve a 4.2% absolute reduction in operational emissions each year and 7% reduction in value chain emissions each year relative to our growth.
- 
 2030: Achieve carbon reductions across our value chain aligned with science-based targets equivalent to 52% reduction in emissions relative to our growth.

The challenge

The climate crisis is one of the most important issues facing the planet. We know that carbon emissions can't continue to increase without serious repercussions – we are already seeing the impacts today across the world.

We want to play our part in changing that.

Our impact on the climate is influenced by every aspect of our operations and throughout our value chain.

We've a responsibility to manage and reduce our footprint at every step: from the products we sell, to the way we transport and market them, and what happens to them at the end of their life.

It won't be an easy task but we are determined to make a difference.

What we've done

We're taking swift and decisive action to understand and reduce our emissions.

We've mapped our carbon footprint, in partnership with an independent expert consultancy, so that we have a baseline to improve upon.

We've also set robust and stretching targets that will hold us to account and that are firmly based on climate change science.

Our goal is a 4.2% absolute reduction in our own operations and 7% reduction relative to our growth in our value chain each year. By 2030, we will have achieved a 52% reduction in our carbon emissions relative to growth.

Achieving this target will reduce our emissions to keep within the 1.5 degrees trajectory as set out by the Science Based Targets initiative (SBTi) and inline with the Paris Agreement.

To further demonstrate our commitment to reducing our carbon emissions, we have signed up to both WRAP's Textiles 2030 initiative and the British Retail Consortium's Climate Action Roadmap. Through these groups we will collaborate with other businesses across the industry to share best practice and innovations. Each group has important milestones and goals to reach, too, which will provide additional focus for our carbon emissions reduction plans.

We've already taken big steps to reduce our carbon footprint in our own operations (Scope 1 & 2) which now accounts for only 0.2% of our total emissions.

- » We have renewable electricity contracts across all of our offices and distribution centres (with the exception of Pretty Little Thing's distribution centre in Sheffield which is run by a third party). - putting us well ahead of many other businesses.
- » We've commissioned the installation of solar panels, and received planning permission for our Burnley Distribution Centre and Manchester Headquarters to reduce our requirement for electricity from the grid.
- » We're also investigating innovative energy-saving technologies such as Voltage Optimisation and are continuing our rollout of LED lighting where possible.
- » At our centre of excellence in Thurmaston Lane we are planning a suite of different energy efficiency and renewable energy programmes including solar panels, wind turbines and electric vehicle charging points.

In our value chain we have:

- » Begun the roll out of the Sustainable Apparel Coalition's (SAC) Facilities Environment Module (FEM) to better understand the climate related impacts of our value chain.
- » Used electric vehicles for deliveries in some areas of the country through our logistics partner DPD.
- » Started to switch to more sustainable materials for our garments (see page 11)

FEM (Facilities Environment Module)

As part of our collaboration with the Sustainable Apparel Coalition (SAC), we have continued our use of the Higg Facilities Environment Module (Higg FEM) to understand and manage the environmental impacts of our supply chain.

The Higg FEM is a tool developed by the SAC that enables suppliers to understand and improve their environmental sustainability performance. As a retailer, we then have visibility of the environmental performance in our supply chain and can use the data to encourage and track positive environmental changes.

Given the significant changes within our supply chain, this year we are focusing on building awareness and take-up of the Higg FEM across our suppliers. Many of our new suppliers are already using the Higg FEM and for our existing suppliers we are helping them understand what is required and how to complete the module.



What next

Whilst we have made a positive start, we have just scratched the surface of what we want to achieve. Our next steps are to:

- » Create a roadmap of how we are going to achieve our targets
- » Work with our teams to embed climate change thinking into decision-making
- » Continue to improve the way we gather our climate-related data
- » Continue our close working with The British Retail Consortium and Textiles 2030
- » Build on our collaborations with third parties to further reduce our footprint

Marketing

Our goals

-  2021: Publish our marketing principles.
-  2025: Report on how we've made it easier for customers to make more sustainable choices.

The challenge

Marketing and social media are how we get inspiration, talk to customers, sell our products and get feedback on what we do. Our marketing approach and discounting strategies enable customers with all levels of disposable income to access great fashion.

Speaking to our customers, we know that when it comes to sustainability it is really difficult to navigate the different terminology and many feel that sustainable products seem out of reach.

What we've done

We've published our [marketing principles](#) showing our commitment to body positivity, diversity and democratising fashion.

We've also developed our READY FOR THE FUTURE strapline and guidelines which all our buying and marketing teams will follow to make sure that we communicate clearly and consistently why a product is more sustainable.

What next

READY FOR THE FUTURE strapline (see page 12) will be rolled out across our brands and we will track its use by our marketing teams and the sales of products that bear this strapline.



Community

Our Goals

As a global business, our community programme already reaches people in all corners of the world but we want to do more. That's why we are working behind the scenes to develop an even bigger social impact programme. We're aiming to launch this in the second half of 2021 so keep an eye out for more details.

The challenge

At the boohoo group we believe in giving back to the communities and countries where we do business. Our people tell us that they want to work for a brand that reflects their values and our customers want to know that we are a responsible business.

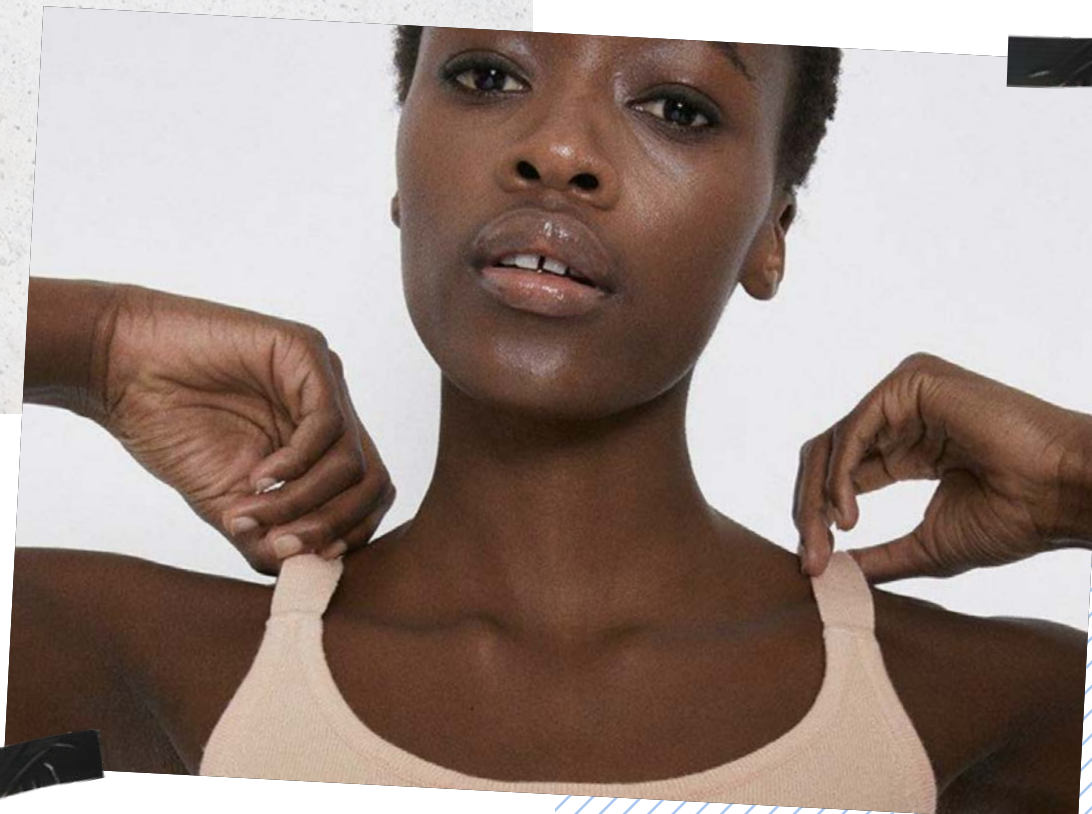
What we've done

Our charity work comprises three parts;

- » Fundraising: supporting our people to raise money for issues they care about
- » Awareness-raising: using our reach to support events like Manchester Pride
- » Ad-hoc giving: Responding to the needs of communities, whether donating 250 laptops and 40 iMacs to help children learn from home during lockdown, or donating cash to the brave firefighters tackling the Australian wildfires. Donated thousands of items of PPE free of charge to front line medical staff across the UK and donated thousands of items of comfy clothing for off duty medical staff

We are in the process of establishing our garment textile workers' trust in Leicester with independent trustees and a £1 million grant from the boohoo group. (see page 21)

Later this year we launch our new social impact strategy. This will take our community programme to the next level, reflecting the ambition of our people and the values of our customers.



CARBON DATA & UPDATE ON COMMITMENTS

Carbon Data

Our Goals



In 2021 we will formulate roadmaps for each area of the business to reduce their carbon footprint. However, we will be led by the overarching aim introduced in the climate change section (see page 26).

The challenge

Carbon Dioxide (CO₂) is the driving force behind climate change. So, to reduce our impact on the climate, understanding our carbon emissions across our own operations and value chain is key. It is important that every business establishes its baseline carbon data, to identify hotspots and understand where to focus time and energy. Understanding carbon emissions, carbon footprints and their impacts can be complicated and full of technical jargon. That's why we've worked with an expert independent consultancy to make sure we're capturing everything correctly.

This section demonstrates our 2020 carbon footprint in as straightforward-a-way as possible. All measurements are in tCO₂e which stands for - tonnes of carbon dioxide equivalent - and is the standard unit for counting greenhouse gas emissions.

What we've done

We've calculated our carbon footprint where the overall data can be seen below. This is the most extensive data mapping exercise we have done to date and includes all of our own operations, product emissions, transport and logistics, marketing, waste, travel and end-of-life treatment.

What are Scope 1, 2 and 3 emissions? Scope 1 emissions are the emissions directly under our control such as gas heating in our offices and warehouses and fleet vehicles. Scope 2 emissions consist of indirect emissions that are purchased for our operations such as electricity for our offices and warehouses. All other indirect emissions in our value chain are classed as scope 3 emissions. This includes our product production, logistics, marketing, services by third parties and product end of life disposal by customers.

Scope 1	498
Scope 2	0
Scope 3	781,766
Total	782,264

Market-based emissions

This is the first year we have calculated our emissions across all three categories for both this and the previous reporting year and have made the results publicly available.

The group's 2020 carbon footprint is 782,264 tCO₂e, which is mainly due to purchased goods and services (including sold goods) and their transport and distribution. Over 95% of our emissions are due to these three categories. As a result, these will be the key areas our reduction strategies will target.

Since the previous reporting year, our market-based emissions have increased by 33% from 587,983 to 782,264 tCO₂e. This is mainly due to the the growth of our business and an increase in the volume of goods sold since the previous reporting period. However, in this period we reduced the carbon intensity with which our products are made by 7%.

In contrast, our operational market-based emissions (scope 1 & 2) have decreased by 84% from 3,120 to 498 tCO₂e which was largely driven by our move to 100% renewable electricity supply in our operations. There was also a drop in business activities, such as building use and business travel, due to Covid-19 restrictions.

What next

We will

- » Work with our teams to help them understand how their operations will affect our carbon footprint
- » Improve the way we collect our data so that we can track our progress accurately and quickly
- » Begin the process of officially signing up with the Science Based Targets initiative (SBTi) and having our targets independently certified by them

This page provides an overview of Environmental Social Governance commitments we made in our 2019/20 Annual Report and Accounts and an update on which we have delivered, steps taken and where we have deviated from these commitments.

What we said in 2020	Achieved/Steps taken	Topic
Source 100% of own operations electricity needs from renewable sources .	The Company now sources electricity in its own operations from 100% renewable sources.	
% reduction in CO ₂ emissions from own operations (Scope 1+2) compared with previous year.	We achieved a reduction of over 80% in own operations emissions.	
Planned energy reduction measures in our own operations for 2020 include: - Replacement of all windows at our head office in Manchester, for better insulation - Installation of the solar panels currently at planning application stage	Due to Covid-19 restrictions work on head office window replacement and solar panel installation was delayed. However, work has now commenced and both are scheduled to be complete before the end of 2021.	
Signatory to WRAP's Sustainable Clothing Action Plan ("SCAP").	Now a Partner Signatory to Textiles 2030 & The British Retail Consortium's Climate Action Roadmap.	
We continue to develop our packaging goals and hope to announce concrete targets in the coming months. These will include commitments around increased recycled and sustainably-sourced packaging substitutes, moving to reusable packaging where possible and phasing out unnecessary packaging and difficult to recycle plastics.	We have recruited two packaging and labelling specialists into the team. They are developing our strategy on packaging which will include recycled content, recyclability as well as alternative materials to plastic. We have also set clear time bound targets as part of our sustainability strategy.	
Our garment bags are currently made from LDPE (Low Density Polyethylene), with no recycled content, but by the end of 2020, we will have moved to a minimum of 60% recycled content.	We have achieved over 80% recycled content in our dispatch bags.	
All of our bags are, and will remain, fully recyclable, but because not every local authority recycles them we are establishing a closed loop recycling scheme where customers can send back to us empty polybags and dispatch bags (together with any garment returns) and we will recycle them into new bags.	We have recruited two packaging and labelling specialists into the team. They are developing our strategy on packaging which will include recycled content, recyclability as well as alternative materials to plastic.	
Substantially increase the % of recycled material and sustainably sourced fabric.	We have increased our sourcing of more sustainable fabric and you can find out more about our product sustainability strategy on page 11.	
Launched recycled collections including boohoo's 'For the Future' range.	Our teams have launched recycled collections which have been incredibly well received by customers. To meet our stretching targets we will be scaling this up over the coming year, implementing consistent standards and reporting on progress.	
We have also started to introduce recycled fibres into our 'bestselling' main line ranges. This helps us quickly increase the number of products available to our customers that are made from recycled materials. As a group, we have committed to giving these collections prominence on our website and have set ourselves a group target of significantly increasing our use of recycled fibres.	Given the focus on our Agenda for Change this programme was slightly delayed. The buying teams from across the business are scaling this up now. BoohooMAN for example have launched more sustainable hoodies and sweats which are some of their biggest sellers.	
Collaborating with third party experts in compliance, ethical trade, material use and carbon management.	We are part of the Sustainable Apparel Coalition, Textile 2030, Microfibre Consortium and Slave Free Alliance. We have also worked with Expert Auditing companies and environmental consultancies.	
Engaged experts to build comprehensive compliance programme for our UK suppliers .	We have communicated this extensively through our Agenda for Change Updates and Modern Slavery Statement.	
Ongoing membership of Hope 4 Justice / Slave Free Alliance to combat modern day slavery.	Support of these expert third parties has been invaluable in creating our policies and procedures on modern day slavery and training our teams.	
All UK manufacturers to participate in compliance programme.	As communicated with our UK suppliers list we extensively assessed our UK supply base. As part of this work we asked suppliers to bring manufacturing facilities into the same legal entity and stop sub contracting to give us greater visibility.	
At least 75% of global supply chain to receive third-party audit in FY21.	Following the intense scrutiny of our UK supply chain in 2020 the publication of our audited global supplier list is now scheduled for 2021.	
Up to 10% (by volume) of Tier 1 suppliers to undergo SAC Higg Facility Environment Module in 2020.	In 2020 suppliers providing 4% of our goods had completed the FEM.	
Disclosure of core manufacturers from across our global supply chain.	UK manufacturing published in March 2021 and Global list will be published in September 2021.	
To significantly increase collection of unwanted garments for reuse or recycling.	Reuse and recycling is a key priority for the business. We have had a number of exploratory conversations with different partners and plan to make significant progress in the coming year.	
In 2020 we will explore new ways to incentivise responsible disposal, working with suppliers, our customers and experts to find workable solutions.	We have taken a number of steps in achieving this goal including a full internal waste management audit across all our sites and contractors, begun a trial to collect supplier textile waste and ultimately recycle it and continued our partnership with reGain for end of life customer products.	

United Nation's Sustainable Development Goals (SDGs), is a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. In the table below we have called out the key areas that our strategy will contribute to.

Key Focus	SDG Goal	SDG Target	Description
CLOTHES.MADE SMARTER	12: RESPONSIBLE CONSUMPTION AND PRODUCTION	12.2	Achieve the sustainable management and efficient use of natural resources.
		12.5	Substantially reduce waste generation through prevention, reduction, recycling and reuse.
	17: PARTNERSHIPS FOR THE GOALS	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
SUPPLIERS.ON BETTER TERMS	6: CLEAN WATER AND SANITATION	6.3	Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
		6.4	Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
	8: DECENT WORK AND ECONOMIC GROWTH	8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.
		8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.
	9: INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.4	Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
	10: REDUCED INEQUALITIES	10.2	Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
	17: PARTNERSHIPS FOR THE GOALS	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
OUR BUSINESS. TAKING ACTION	7: AFFORDABLE AND CLEAN ENERGY	7.2	Increase substantially the share of renewable energy in the global energy mix.
		7.3	Double the global rate of improvement in energy efficiency.
		7.a	Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.
	13: CLIMATE ACTION	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
	15: LIFE ON LAND	15.a	Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.
	17: PARTNERSHIPS FOR THE GOALS	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.