

SUSTAINABILITY REPORT 2023

BIRGER CHRISTENSEN
SUSTAINABILITY REPORT

INTRODUCTION

At Birger Christensen Collective, we empower women to change fashion for the better by being Bold, Committed, and Collaborative.

In 2023, we accelerated our journey by implementing our 2025 sustainability strategy. We shifted our focus from individual initiatives to a comprehensive plan, leading to significant changes in our mindset and processes. Our Preferred material usage improved by 20 points, now accounting for over 80% of our garments. We also introduced Circulose, a regenerated pulp from discarded garments, and developed 18 new styles in less than nine months. We joined Textile Exchange and the Leather Working Group, and utilized CLO3d technology to enhance product quality. Our agile approach enables us to thrive amid the dynamic fashion landscape.

Our commitment to quality, durability, and unique design drives our identity. In 2023, we focused on becoming a better employer and business partner, restructuring processes and welcoming new talents. Our efforts led to increased employee satisfaction and decreased stress levels by 16%. Our suppliers praised our Responsible purchasing practices, facilitated by our partnership with Better Buying. We also mentored emerging talents through our collaboration with Copenhagen Fashion Week, supporting the next generation of sustainable fashion. Additionally, we began the process of achieving B-Corp certification.

Collaboration is essential for deep change. In 2023, we participated in key initiatives and research projects for shared knowledge and transparency, such as DM&T, Lifestyle Design Cluster, and TRACE. We nurtured a collaborative spirit internally, providing over 20 training sessions on topics ranging from diversity to sustainability.

Together, we continue our journey towards a more sustainable fashion future.

Sincerely,

Denise



INNOVATION

Accelerate the spread of fashion innovations

Better fit with CLO 3d

Partnership with universities

Made with Circulose®

PEOPLE

Lift people up everywhere we operate

100% trained employees

Collections up to size 46

+18pts at Better Buying™

PLANET

Integrate environmental sustainability from design

80% preferred materials

1st carbon report of our story

Tested 100 products

5. GOVERNANCE

18. INNOVATION

25. PEOPLE

37. PLANET

46. WHAT’S NEXT

5. GOVERNANCE

BE A BETTER VERSION OF OURSELVES EVERYDAY.

We want to secure long-term focus on our public benefit mission and high standards against our stakeholders. We commit to sustainable growth that empowers women and tackles the negative impacts of fashion

GOVERNANCE	TARGET FOR 2025	PROGRESS				
COMMITMENT	Incorporate our mission in our status	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Be B-corp certified	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	100% managers and executive have KPI’s on sustainability	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	100% buying team & board trained on our Code of ethics	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
TRANSPARENCY	100% disclosed Board members	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	100% policies are public and accessible	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	100% disclosed direct suppliers	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Open grievance & whistleblowing mechanism	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
MATERIALITY & ENGAGEMENT	100% of our stakeholders´ groups have direct engagement	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
BIRGER CHRISTENSEN COLLECTIVE	2023					

GOVERNANCE

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

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

Now engraved in our status, this mission statement is the commitment for a new era.

**BOLD
COMMITTED
COLLABORATIVE**

**WE ARE THE FASHION COLLECTIVE EMPOWERING
WOMEN TO CHANGE FASHION FOR GOOD**

GOVERNANCE

ON OUR WAY TO B-CORP

Since 2023, we have started our journey towards being B-corp certified.

Like everything we do at BCC, we aim high, and we don’t postpone.

All teams have started working on new policies, processes, initiatives that will help us get the precious 80 points to officially join the movement of Business as a force for good.

Why B-corp?

Because B-corp is one of the only certifications that measures our entire social and environmental impact, through an audited impact assessment, mandatory commitment in our status and request of transparency.

Stay tuned!



GOVERNANCE

KPI'S FOR MANAGERS

It takes a village

In 2023, we completely redefined our company’s levels and job descriptions to bring clarity for all and support our managers and employees, in their daily conversations and yearly assessments.

Each employee’s job description includes tasks expectations but also behaviors, fully aligned with our mission statement, culture and values. They aim at showing gratitude towards our employees’ commitment, and at celebrating good attitude as much as great skills.

We are enforcing in 2024 an extension of those targets for all managers, to include KPIs on our sustainability journey. From shared targets on training for all employees, to specific targets per team, they ensure we are in this together, and we take responsibility for changing our company for good.



GOVERNANCE

OUR BOARD OF DIRECTORS

Birger Christensen collective is the association of 2 joint-companies, both privately owned, and registered in Denmark, with 2 separate boards.

JENS BIRGER CHRISTENSEN	Birger Christensen A/S Rotate Birger Christensen A/S	Chairman of the board since 2017, majority owner	Jens Birger Christensen is the 4th generation of majority owner of Birger Christensen collective. After different leadership functions in the company and its parent entities, he took over as CEO until 2017. He is now the chairman of the board at BCC, and an active board member in Airport Shopping center and Birger Christensen general trading company.
THØGER THØGERSEN	Birger Christensen A/S Rotate Birger Christensen A/S	Non independent member, since 2017	Thøger Thøgersen has extensive executive management and board experience in the Fashion Industry, focused on daily operations and strategic development. Active board member of Fashion Society – including the fashion brands: Mark Tan, Rue de Tokyo, Nue Notes, Love Child, and Naja Lauf.
SIMON PESCHCKE-KØEDT	Rotate Birger Christensen A/S	Independent member, since 2019	Simon Peschcke-Køedt has a long standing commercial track record, especially within the digital space. Simon has a deepfelt passion for the opportunities within new technologies and the succesfull implementation in organisations.
NILS SMITH	Birger Christensen A/S Rotate Birger Christensen A/S	Non independent member, since 2020	Nils Smith is a business and management expert, and a business owner, holding several board positions in consumer goods and service industries in Denmark: Cryptera A/S, Njords Ark A/S, Hoppe Kids A/S, CoreCapital Management ApS
MADS PAULI	Birger Christensen A/S Rotate Birger Christensen A/S	Non independent member, since 2020	Mads Pauli is an investiment and finance expert, with long standing experience as investor and board member in very diverse industries in Denmark: Chrispa ApS, Ilchester Capital LLP, Controlled Polymers A/S, OK Electronics A/S, Exact Brazil, Bellinger A/S, Danmagi, Business Angels Syddanmark
TOMMY HOLTE	Birger Christensen A/S	Independent member, since 2017	Tommy Holte is a brand expert and the co-founder of NN07, where he acts as Board member.
HENRIK FJORDBAK	Rotate Birger Christensen A/S	Independent member, since 2019	Henrik Fjordbak is a business owner and active board member, holding several board positions in danish and swedish companies in : Joe & the Juice, VIP-CPH, Protein, 7 days active, Neat burger, Toni Copenhagen.

GOVERNANCE

OUR EXECUTIVE TEAM



Denise Christensen
CEO

With BCC since 2017

Denise Nørgaard has extensive Executive management experience within the Fashion and Luxury industry. She possesses in-depth knowledge of Buying, Wholesale, Retail and General Management. She took over as CEO of Birger Christensen in 2017, being the first one outside of the family.



Nikolaj Kragh
COO

With BCC since 2020

Nikolaj Kragh has a Bachelor Degree in Marketing and Communication, and has 13 years experience in Commercial leadership function, as a founder and within fashion companies. He oversees our Commercial strategy and manages all our Wholesale, Marketing and Ecom teams.



Alexandra Morge Rochette
CSO

With BCC since 2022

Alexandra Morge Rochette has a Master degree in Political Science, and 16 years experience as a consultant, an entrepreneur and a C-suite in Strategy & Sustainability. She secures that our Sustainability strategy anchors in our core operations by leading HR, Sourcing/Production, Fitting and Sustainability teams.

Board member, Prins Henrik Skole



Ulrik Sommerset
CFO

With BCC since 2023

Ulrik Sommerset has a Master degree in Business Administration Economics and Auditing and 16 years experience in Finance and Accounting functions in Fashion and F&F industry. He leads our Financial strategy and manages the Finance and Logistics team.



Calvin Baillie
CPO

With BCC since 2024

Calvin Baille has a Bachelor in Fashion Marketing and 17 years experience in Design, Buying & Merchandising in leading luxury Fashion companies. He runs the Product Strategy of our brands and collections, to secure the best products are developed and reach commercial success, and manages the Design teams.

GOVERNANCE

OUR POLICIES

Since 2022, we have been busy scaling the company within our new business model as a fashion collective. Building new processes, testing and continuously improving them has been a big part of the growth consolidation.

We want to keep the agility of the “old” start-up we were, whilst providing transparent and clear rules and expectations for our partners and employees.

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

Find our policy overview below with a link to download them:

- [Due diligence policy](#)
- [Ethical marketing policy](#)
- [Animal welfare & Preferred material policy](#)
- [Environmental policy](#)
- [Internal Code of conduct & Business ethics](#)
- [Suppliers code of conduct](#)
- [Whistleblowing policy](#)

The policies listed below include sensitive information that we reserve to the concerned stakeholders, and are not downloadable:

- Employee handbook
- Managers’ handbook
- Supplier manual



GOVERNANCE
OUR SUPPLIERS

We are proud to have built an amazing network of suppliers, who’s unique skills have helped us increase the quality of our garments throughout the years.

They share our commitment to refined contemporary fashion and building durable collections.

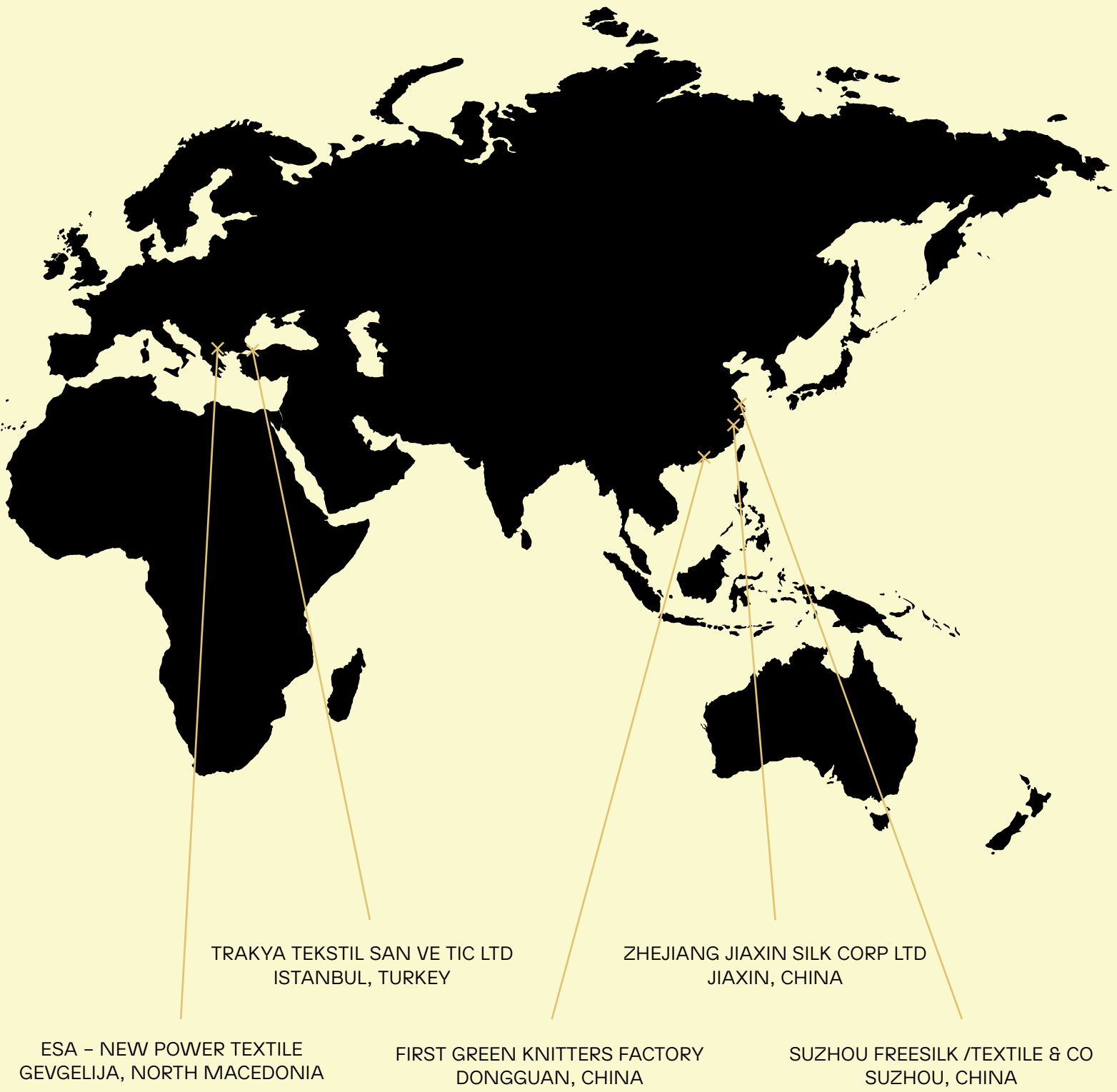
In 2023, we worked with 26 suppliers in total including collaborations and accessories.

71% China
15% Turkey
10% North Macedonia
3% India
1% Other countries in Europe

FREESILK / TEXTILE & CO	CHINA
ZHEJIANG JIAXIN SILK CORP LTD	CHINA
TRAKYA TESKIL SAN VE TIC LTD	TURKEY
ESA – NEW POWER TEXTILE	NORTH MACEDONIA
FIRST GREEN KNITTERS FACTORY	CHINA
VS INTERNATIONAL	INDIA
HANGZHOU ZK APPAREL CO LTD	CHINA
SUTEKS TEXSTIL SANAYI	TURKEY
SARP	TURKEY
JIAXING WINNING IMP & EXP	CHINA
FASHION SOAR IMPORT AND EXPORT CO.	CHINA
ZHEJIANG GALAXY IMPORT & EXPORT CO LTD	CHINA
EPS TRADING LIMITED	CHINA
SORSTE SA	ROMANIA
EXPRESSIONS INDIA	INDIA
NINGBO F T Z DESIGN TEXTILE CO LTD	CHINA
REVIVE INDIA EXPORTS	INDIA
SIMRAN INTERNATIONAL EXPORT	INDIA
CARETTA DERI KONF. SAN VE.TIC	TURKEY
WOW INNOVATION – MOMS	CHINA
INCOM	ITALY
SHENG SHENG FASHION – BRUG 1038 WINSUM	CHINA
FIORIMA	PORTUGAL
WOW INNOVATION	CHINA
PANEL MUH .VE TEKSTIL SAN TIC	TURKEY

80% of our collections were developed with 5 core suppliers we have been partners with for many years.

This commitment and close collaboration helps us build strong alliances, that is showing today in our Better Buying index results for 2023



GOVERNANCE

GRIEVANCE &
WHISTLEBLOWING

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

Birger Christensen collective wishes to have an open culture where everyone can come forward freely, express their challenges, and eventually report unacceptable behaviors and/or their reasonable suspicion of irregularities or illegalities in relation to our activities, employees, management, suppliers and the like.

We empower all our employees and partners to speak up and to report any infringement on this code or on the law.

Many concerns, problems or complaints can be solved informally, by engaging with the stakeholders of the issue.

All complaints are considered and tracked within the HR department.

If a serious offence occurs and the impacted individual feels that it can't be solved through the grievance mechanism, our external whistleblowing scheme might be relevant, and is established with DAHL Law Firm: indberet.nu



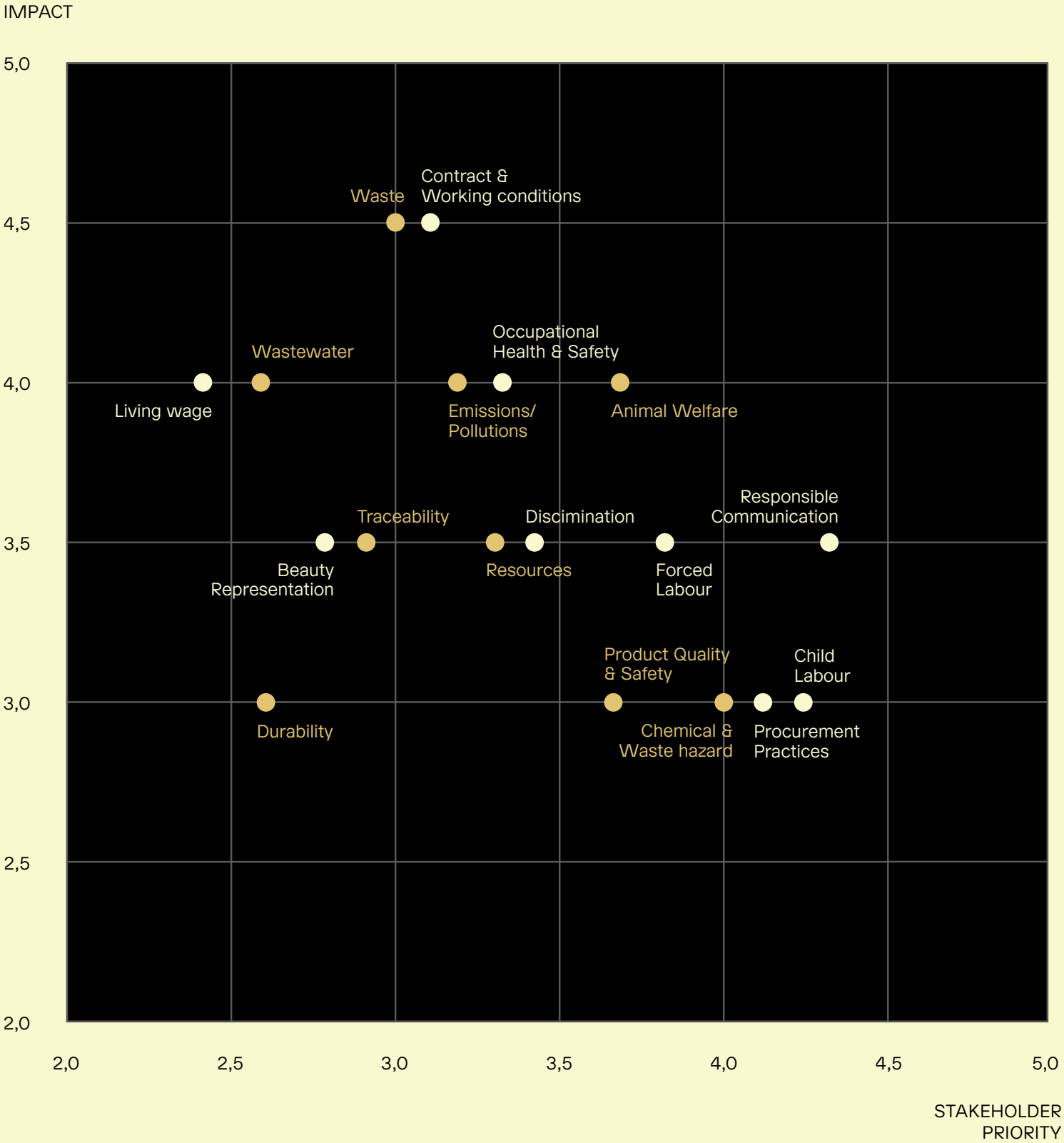
GOVERNANCE

As an SME, our capacity to tackle all aspects of sustainability in fashion is limited, but our ambition is strong.

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

Our materiality matrix is a guiding framework for building our initiatives and for prioritizing our efforts.

We report on the vertical y-axis, impact on our business (severity/likelihood), and on the horizontal x-axis, their importance to stakeholders. Issues positioned in the top right corner of the materiality map signify those of utmost significance to both BCC and its stakeholders.



GOVERNANCE

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

1. Listen, identify & map: We conduct an annual review of a comprehensive list of topics, and engage with stakeholders and stakeholders’ representatives to identify new topics, change in priority for recurring ones, and their relevance to our activities.

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

3. Review: As a minimum, we review our materiality matrix on a yearly base in collaboration with key stakeholders. This ensures that we remain responsive to emerging challenges while staying aligned with our sustainability strategy’s objectives.

OUR STAKEHOLDERS	WHAT MATTERS TO THEM	HOW DO WE ENGAGE
CUSTOMERS	Unique, creative garments that make them stand out Affordable and durable products Cuts and colors that make them feel confident, and highlight their bodies and faces Simple and clear sustainable commitments Consideration	Retailers Social media Phone and email customer service
EMPLOYEES	People: taking care of people, their well-being, and their development at HQ but also throughout our chain of value Pride & Excitement: pleasure to work in a growing company, with exciting challenges and a dynamic setting, that is international and diverse	Annual surveys Health & safety organization HSO Weekly meetings, Yearly PDP Grievance mechanisms
RETAILERS / BUYERS	Price, Creativity, unicity, exclusives Stock rotation Safe & quality products - no claim Reliable and fast delivery Visible & clear sustainability commitments focusing on Traceability, Resource use & biodiversity protection, Fair conditions for our employees & our chain of value	Regular conversations with sales team Survey
SUPPLIERS	Clear communication Anticipation on volume & production flow On-time delivery of input Reasonable price and demands Opportunity to grow with us	Due diligence Daily conversations Survey with Better buying
MANUFACTURING WORKERS & LOCAL COMMUNITIES	Safe and clean facilities Decent work and living wages that help their community thrive Projects to develop and build resilience	Market research Country risk assessments
REGULATORS, CERTIFICATION BODIES & AUDITORS	Respect of regulations and standards Protection of local health, security and development Structured data and processes Transparent, detailed and traceable products Available & competent contact persons	Testing partnership Policies & processes Audits & controls
INNOVATORS & RESEARCH PROGRAMMES	Partners to test and develop their solutions & ideas Fundings Time to study and improve Visibility to reach bigger target groups	Partnerships Research projects Interviews
FINANCIAL INSTITUTION & SHAREHOLDERS	A healthy company with reliable & precise forecast Ambition, innovation & growth Correct risk assessment and management, and transparent information Focus on People, ethical business practices, traceability & resource use	Board meetings Survey
FASHION SHOWS & INDUSTRY ASSOCIATIONS	Clear and demonstrated commitments Proof, data and consistency Active participation in group efforts	Direct conversation Commitments & Working groups
NGOS & FASHION ACTIVISTS	Transparent and honest practices Real commitments to improve and take responsibility Structured and traceable actions Sincere care for the people and the planet Real conversations with humans and not a corporate approach	Memberships Signatory

GOVERNANCE

ENGAGEMENT FOCUS

In 2023 we extended our engagement through 2 new means:

- Survey to our shareholders
- Survey to our B2B retailers

And the renewal of our surveys to:

- Suppliers through Better buying initiative
- Employees through updated APV (Occupational health & safety survey)

It helped us identify moving priority areas and assess the success of our different initiatives. On a yearly basis, we use these inputs to optimize our sustainability initiatives.

In 2024, we will extend it our customers and other stakeholders’ groups.

5 → How would you rate our performance on the following Sustainability criteria?

From 1 - Low performance to 4 - High performance.

	1	2	3	4
Climate change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pollution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water & marine resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Biodiversity & ecosystems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resource use & circularity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Own workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workers in the value chain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affected communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consumer engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ethical business practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation & technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traceability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OK ✓

18. INNOVATION

ACCELERATE THE SPREAD OF FASHION INNOVATIONS.

We want to help innovations reach their potential faster.
We dare trying new ways, materials and technologies to
foster change, starting with us.

We nurture transformational ideas and technologies within
our teams and partners, and we accept failure as being part
of the process.

INNOVTATION	TARGET FOR 2025	PROGRESS
PARTNER TO BE BETTER	Build an active network of schools & organizations to learn, test & develop Identify digital opportunities in Web 3.0 fashion.	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>
DECREASE WASTE	50% styles developed with CLO3d No 2nd proto needed Develop a zero-waste garment initiative	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div> <div>Not started yet</div>
ACCELERATE THE SPREAD OF INNOVATIVE LOW IMPACT FABRICS	15% innovative fabric in our development	<div><div></div><div></div><div></div><div></div><div></div></div>
IMPROVE TRANSPARENCY, CARE AND END-OF-LIFE OF OUR GARMENTS	100% of our collections offer digital contents (transparency, care and end-of-life)	Not started yet
CIRCULAR BUSINESS MODELS	Build a circular business model initiative	Not started yet
BIRGER CHRISTENSEN COLLECTIVE	2023	

INNOVATION

2023 was an intense year for collaboration, where we started new research partnerships and intensified recurring work with key partners. Always exploring options to be smarter together, we have used 2023 as a base year to implement new collaborative work.



Working groups on Compliance, Sustainability & Due diligence



Design for Longevity LCA research project – EU funding application TRACE
The LDC project “Understand your user” – Research project



Nordic blockchain network & conferences
Podcast “Can we grow – without making new products?”



Long term partnership and participation in working groups & conferences on Compliance & Sustainability



Alternatives to plastic – Research project



Sustainability in fashion, Master thesis report

INNOVATION

COPENHAGEN FASHION WEEK

Since 2023, Copenhagen Fashion Week has taken a stand to make its fashion week the thought leader on sustainability in fashion. All brands that wish to be on the official agenda are audited against 58 criteria. The initiative was a success and enforces a unique and advanced sense of responsibility.

BCC is a proud partner of [CPH FW talent programme](#) and of its unique initiatives to make runway more sustainable.

COPENHAGEN FASHION WEEK

powered by **zalando**



INNOVATION

BY RENEWCELL

CIRCULOSE® is a branded dis-solving pulp that Renewcell makes from 100% textile waste with high cellulose content, such as worn-out cotton jeans and cotton production scraps.
<https://circulo.se/en/>

We write this page in the very special context of our partner Renewcell filling for bankruptcy.

Our story with Circulose® started in 2022, when we contacted one of our key supplier, to talk them into incorporating Circulose in our collections.

We did not limit ourselves to a PR event with a capsule or a design that does not reach market: in less than 9 months, Circulose® joined our collections and has now become a recurring fiber in our ROTATE collections.

We developed 5 fabric bases with Circulose®, and 18 styles in 2023, and sold almost 5500 garments made with Circulose® viscose blend.

We hope Circulose® will survive this crisis. Times are challenging for fashion material innovations, but we are firm believers in regenerated and circular fashion. We will keep on onboarding partners to try and integrate innovations directly in our collections.

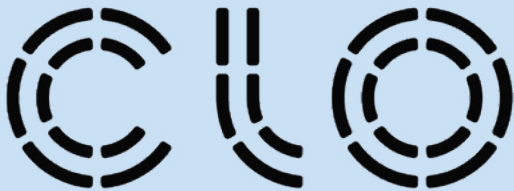


INNOVATION

BETTER FIT FROM THE START

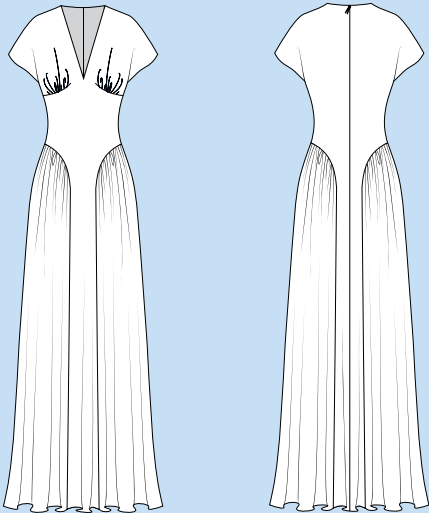
Since 2022, we started working with CLO, a 3D software that allows us to test the fit of a garment in 3D before placing prototype request. From 1st proto, the garment looks great, and we often can use directly!

Less samples, less waste!



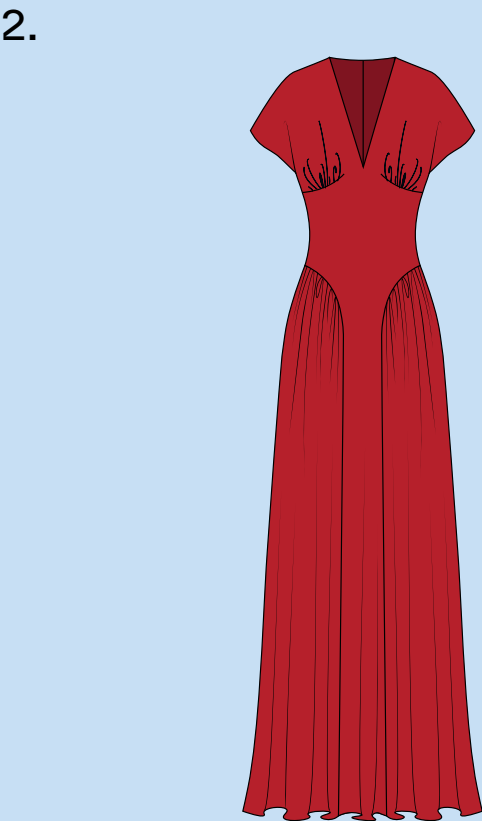
1.

STYLE NAME: KALLY DRESS	BCR: 1348
COLLECTION: 24.4	
DESIGNER: LMO	SUPPLIER: FREE SILK



FABRIC SETTLED	COLOR SETTLED	PROTO ORDRE	RECIEVE PROTO	COMMENT PROTO	SMS ORDER	SMS RECIEVE
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DESIGN	DESIGN	BUYING	BUYING	FITTING	BUYING	BUYING

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INNOVATION
DEATH TO DEADSTOCK

For years now, our philosophy has been to only produce what we sell. All our orders are based on pre-orders from our customers, and we limit our stock to our internal needs for e-commerce and marketing activities.

Still, we collect samples, and some garments don't find a new home immediately.

For all those, we organize sample sales throughout the year with a priority to our colleagues so they can have access to our collections at a preferred price.

When we still have a few garments left, we open to friends and family.

In 2023, around 3300 units of garments or samples found a new home thanks to our sample sales.



25. PEOPLE

LIFT PEOPLE UP EVERYWHERE WE OPERATE

We want to be a respectful and trustworthy partner and employer. Each of our stakeholders have a unique voice that we recognize, empower and celebrate, with a special focus on women rights and fights. We want to help people blossom and bring their unique self to our collective.

PEOPLE	TARGET FOR 2025	PROGRESS				
BE AN EMPLOYER OF CHOICE	Over 80% satisfaction rate in APV	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	100% teams trained	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Over 50% women in management & in internal promotions	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
STAND PROUD	Commit to Ethical marketing	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	80% of our collection accessible above size 42	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Launch an Inclusion & Diversity committee	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
BUILD OPPORTUNITIES THROUGH EDUCATION	10% of our interns are recruited over the year	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Spread the word – Speaker, University partnerships	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Sponsor young talents	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
SOURCE RESPONSIBLY	Map, disclose & operate a full due diligence up to Tier 2	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	80% of our Tier 1 with audit grade A or B	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Commit to Responsible purchasing with Better Buying	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Work with minimum 10% of women-owned businesses	Not started yet				
SHARE THE SUCCESS	Support women-driven NGOs in our countries of operations – Red cross	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	Engage in a success-based incentive for our key suppliers	Not started yet				
BIRGER CHRISTENSEN COLLECTIVE	2023	SUSTAINABILITY REPORT				

PEOPLE

EMPOWERING WOMEN
STARTS WITH US

We are a diverse company and cherish that.

We genuinely believe we benefit from the variety of nationality, gender and age to be more creative and agile in a moving and complex industry.

If we have decided to not set targets in our recruitment, we actively track some key data to self assess our trajectory and how our culture naturally favor the empowerment of women:

International employees account for 35% of the team

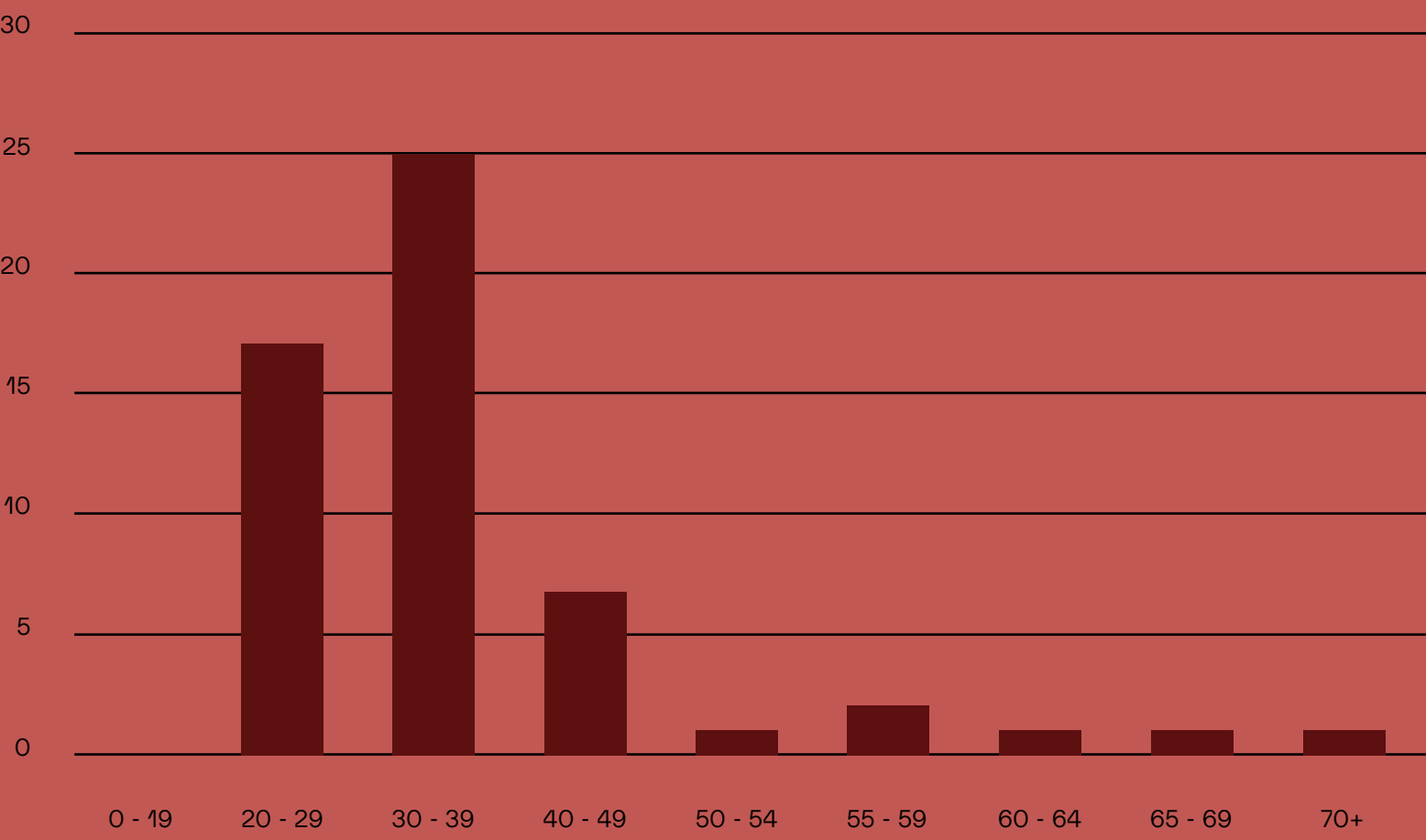
Age diversity accounts for 10% of the team (under 24 and over 50)
We recruited 3 interns into paid position (13%)

Internal promotions were given to 8 employees (14%)
100% women – 50% internationals

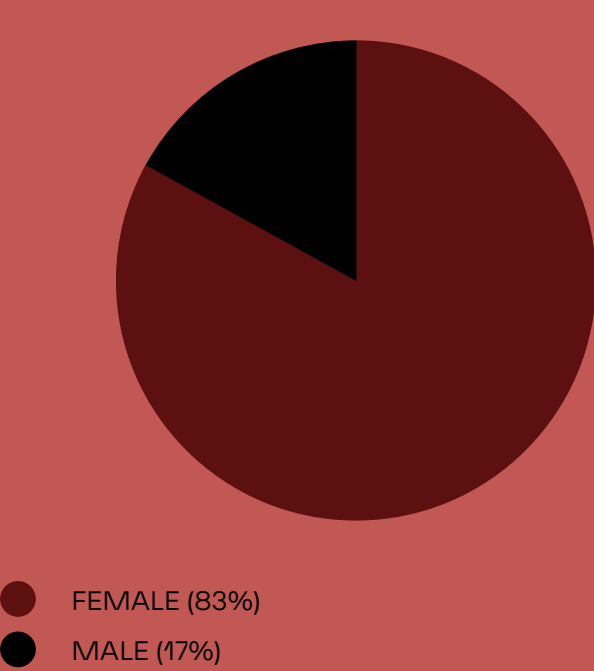
Women account for 67% of managers vs. 83% for total employees

Gender pay gap is positive in favor of women:
Women executive +28.71%
Women managers +1.45%
Employees +9.09%

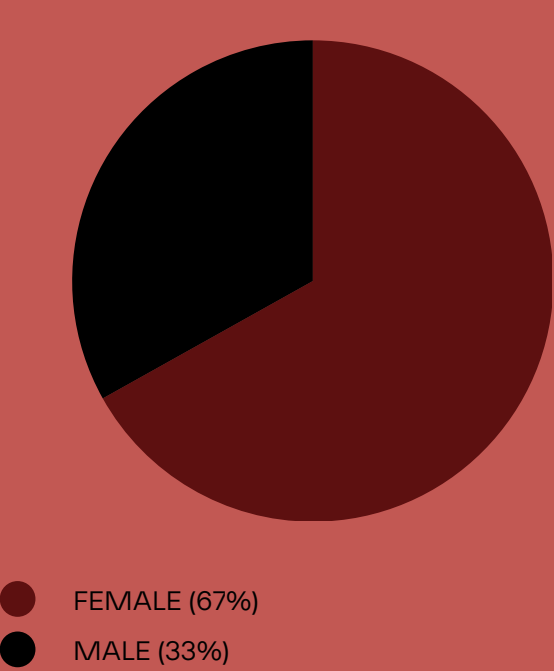
AGE REPARTITION



EMPLOYEES



MANAGEMENT



PEOPLE

TRANSPARENT PROCESSES
FOR ALL

- In 2023 our priority has been on developing clear and transparent activities to develop our teams.

HR PROCESSES

 - Manager´s handbook
 - Implementation of harmonized levels for all functions
 - New job descriptions & new annual performance review
 - New employee representative election
 - New HR software tool for all - Visma

ENGAGEMENT & CULTURE

 - APV – yearly non mandatory survey to check our employees’ well-being & safety and build our plan
 - Christmas party, after show parties & Friday bars, always with non-alcoholic options
- TRAININGS**

100% trained employees

 - More than 20 different training sessions
 - First aid training
 - Well-being ambassador
 - Communication
 - Feedback
 - Diversity
 - Stress
 - Sustainability agenda
 - Office 365 training
 - Delogue
 - Asana
 - Business central



PEOPLE

SATISFACTION & RETENTION

97.8% of our employees wish to stay in the company
... and we are so proud of that!

Every year, we offer a detailed and anonymous survey to all our employees, to assess both physical safety and well-being in the company. Led by our Health & Safety committee, this surveys helps us identify challenges and plan action to get better, but also helps us assess where we performed well, and celebrate that.



PEOPLE

SIZE UP!

Since 2023, our collections are available from size 32 up to size 46.

After years of marketing focus to make bigger sizes visible in fashion, we are so happy to be able to offer our collections in larger sizes too.

We have also integrated an amazing fitting tool in our ecommerce websites to support our customers find the best size for their figure.



PEOPLE

LOVE IS NOT A CRIME

ROTATE, with the support of A-Management and ELLE Denmark, partnered in 2023 with Amnesty International Denmark for their annual ‘Love is Not a Crime’ initiative – a charitable foundation dedicated to addressing the discrimination against the LGBTQIA+ community.

ROTATE unveiled a Limited-Edition collection, featuring a T-Shirt and Tank top. Inkeeping with the brand’s signature glamorous aesthetic, the tees are embellished with the ‘Love is Not a Crime’ text in dazzling pink print. The proceeds from the sale of each item, were donated to Amnesty International Denmark, to enable the further advocacy of the ‘Love is Not a Crime’ campaign and year-round dedication to supporting the LGBTQIA+ community.



PEOPLE

BUILD OPPORTUNITIES
THROUGH EDUCATION

SPREAD THE WORD

Our Chief Sustainability officer joined the conversation in a new podcast launched in 2023.

In the episode 3 - “Can we grow without making new products?”, we discuss this burning topic with 2 brilliant innovators and talk about consumer behavior, internal change and market challenges.

<https://www.askthenordicway.com/episodes/03>



Design for Longevity LCA research project
– EU funding application TRACE
The LDC project “Understand your user”
– Research project



Sustainability in fashion,
Master thesis report



Sustainability in fashion,
Master thesis report

PEOPLE

BUILD OPPORTUNITIES
THROUGH EDUCATION

MENTOR YOUNG TALENTS

In 2023, BCC joined the CPHFW NEWTALENT as a mentor for designers in business for less than 5 years. The program offers a structured support that focuses on business growth, mentorship, and financial support.

Being a collective that treasures young talent, we feel a big responsibility to support the next generation of Nordic designers. We believe knowledge sharing and collaboration across the industry is vital and we are very honored to help the new creatives push fashion forward.

CPH NEWTALENT BRANDS →

Alectra Rothschild



Nicklas Skovgaard



STAMM



Rolf Ekroth



PEOPLE

SAFETY & RIGHTS FOR WOMEN IN OUR SUPPLY CHAIN

Most workers at our direct suppliers are women.

To ensure minimum standards of safety and labor rights, in respect with our Code of conduct, we request all our suppliers to provide valid social audits on a yearly basis. Those third-party audits are not perfect, but they allow us to assess risks in our supply chain, and to engage with our suppliers on best practices and challenges to be solved.

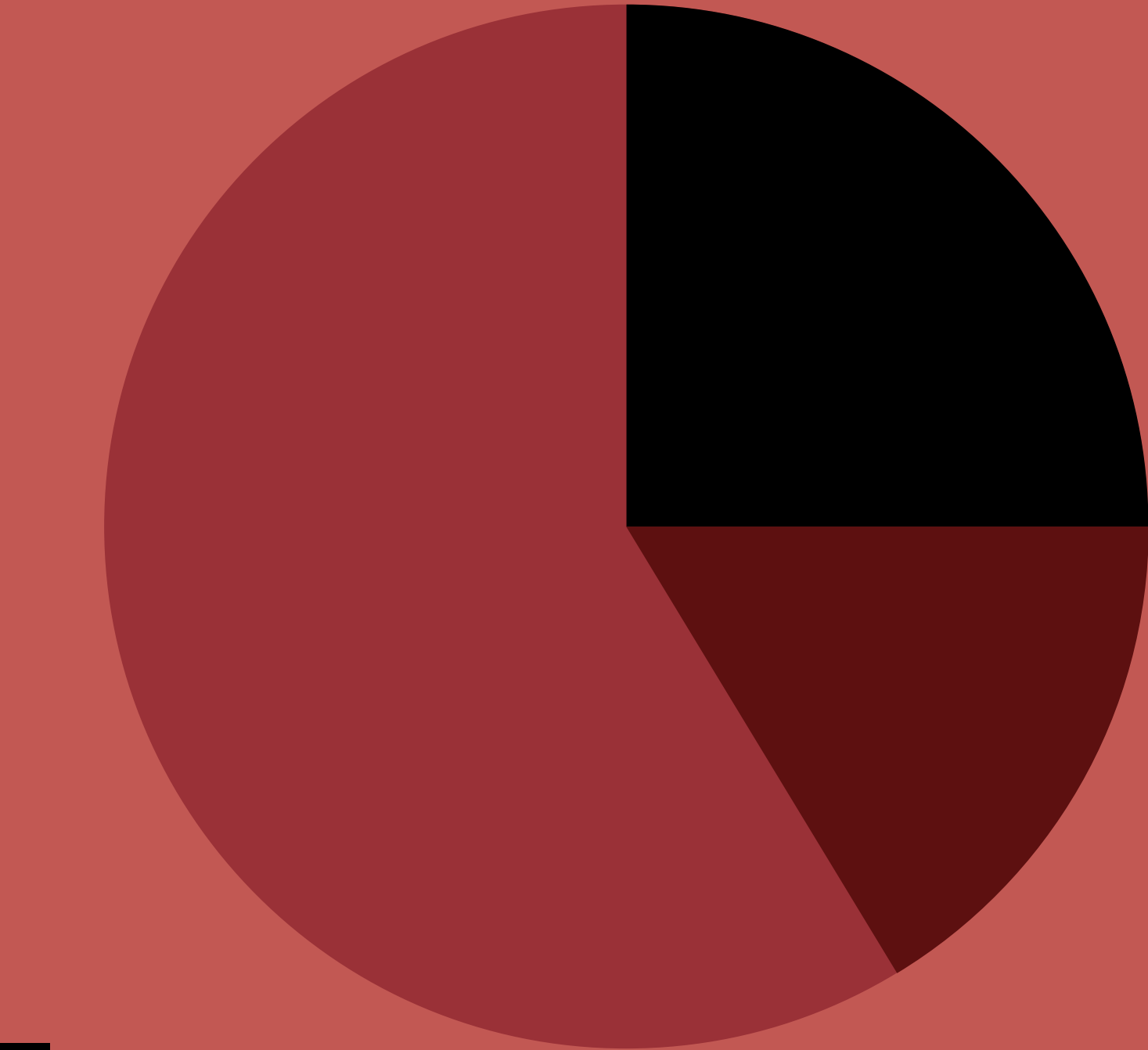
Moreover, we encourage our suppliers to pass certification with high social commitments, such as GOTS or SA8000.

We refuse audits below a C grade average and a B grade for sections on safety and human rights. We wish all our suppliers to reach a B grade in a close future, but we also need to consider local context and demand of the employees, especially when it comes to overtime.

As a SME, we can not expect our suppliers to change everything just for us, but we can collaborate and be supportive in our practices.

This is why we joined Amfori early 2024 and are progressively onboarding new initiatives.

SOCIAL AUDIT GRADES



A (6)

B (4)

C (14)

PEOPLE

BE A BETTER PARTNER TO OUR SUPPLIERS...

We believe that our suppliers deserve to be treated with respect and we believe in the need for a more balanced relationship in fashion.

In 2022, we joined the Better buying™ initiative, to allow our suppliers to anonymously rate our purchasing practices. This first survey helped us identify the topics where we needed to become better partner and update our internal policies and procedures.

We started by implementing the **Five Principles of Responsible Purchasing™** in our contractual agreements and reshaped our processes around them.

Thanks to an intense commitment of our teams, our 2nd survey round, sent to more than 20 active suppliers in 2023, has shown a massive increase of 18pts in our performance.

Trust comes from respect and our capacity to listen and accept criticism. We will keep on engaging with our suppliers and challenging ourselves to become Preferred partners for all of them.



+18 PTS
IN ONLY 1 YEAR

BBPI SCORE:



DEC. 22



DEC. 23

“The team is more divided in the different processes, that make the leadtime for answers and planning more efficient”

Anonymous feedback from one of our supplier

PEOPLE

RIGHT TO DRESS UP

We are proudly supporting the Red Cross in Denmark and their shelters which give women in homelessness a temporary home and tools for recovery.

Thanks to our wide category range, we have been able to donate both clothes to feel comfortable at home, and work-related clothes to help women get back on their feet.

This first donation is the beginning of a deeper commitment, that we will develop in 2024.



37. PLANET

INTEGRATE ENVIRONMENTAL SUSTAINABILITY FROM DESIGN

We want to design & produce unique,
durable & quality garments.

We train and challenge ourselves and partners to become more
circular. We believe prosperity can only be reached
by sharing success and responsibilities, and by respecting
people and the planet.

PLANET	TARGET FOR 2025	PROGRESS
DESIGN FOR SUSTAINABILITY	<div>Train all product teams on sustainability & circularity</div> <div>100% of our collections made with Preferred material</div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>
STOP RESOURCE DEPLETION & POLLUTION	<div>No harmful chemicals in our chain of value</div> <div>Reach 100% non virgin material by 2030</div> <div>Life cycle assessment of our key products</div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div> <div>Not started yet</div>
FIGHT CLIMATE CHANGE	<div>Report our emissions from Scope 1 – 3</div> <div>Commit to SBTi: Neutrality on Scope 1 and 2, 50% decrease on Scope 3 by 2030</div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>Not started yet</div>
BUILD RESILIENT SUPPLY CHAIN & SUPPORT INITIATIVES	<div>Local partnerships to support our key partners</div>	<div>Not started yet</div>
BIRGER CHRISTENSEN COLLECTIVE	2023	SUSTAINABILITY REPORT

PLANET

PREFERRED MATERIALS

Each garment we develop is a complex combination of materials and manufacturing processes that are often invisible to our customers.

Designing for sustainability requires us to be attentive to each of those components, and build specific strategies for each of them, from sourcing to treatments, but also to consider the full garment impact in the use phase: how easy can it be cared for, repaired, if necessary, resold, and at the end of its life cycle, recycled.

In 2022, we developed our Preferred material guidelines aligned with Textile exchange recommendations and trained all our teams on our new product strategy. We also updated our Supplier manual and onboarded our suppliers on our new material expectations from garment development to delivery material.

FABRIC

The main quality, feel and look that, combined with the style design, makes each garment unique. We aim to reach 100% certified and Preferred material in 2025.

LINING

A soft fabric inside the garment that provides comfort.

TRIMS

The embroidery, sequins, but also the buttons, zippers and all the small details that makes our garment stand out. Their very diverse compositions makes it complex to define Preferred guidelines, but we plan to develop our own in 2024.

HANGTAG

A small cardboard element that provides you with essential information on price, name, quality to make an informed choice. All our hangtags are FSC certified.

PLASTIC BAG

A transparent packaging requested by all our retailers to protect the garment until it reaches the shelves. We enforce a strict policy with our suppliers and request all our polybags to be from recycled content.

LABELS

Size, brand, care information, origin... the different labels sewed in your garment provide you permanent information to take care of your garment and resell it.



PLANET

PREFERRED MATERIALS

2023 was the first full year of enforcement of our Preferred Material strategy, based on Textile exchange recommendations.

Our goal for 2025 is that 100% of our collections are made from minimum 50% Preferred Material.

We have worked with our partners to identify the options that match our quality but also our Preferred Material expectations through training and good practices.

+16% in just one year

BCC GROUP

80%** of our sold collections were produced with Preferred material in 2023

• Rotate – 78%**

• Remain – 82%**

• Cannari – 98%**

+23%

+1%

new brand

• 100% of our leather is from LVWG certified tanneries

• 76% of our cotton* is from organic or recycled cotton

• 65% of our polyester* is from recycled polyester

*Ratio based on the combined weight of a full year production at BCC, where the % of Preferred content is compared to total weight per material.

**Ratio based on the main composition of the total units sold.

BIRGER CHRISTENSEN COLLECTIVE

2023

SUSTAINABILITY REPORT

STOP RESOURCE DEPLETION & POLLUTION 41/48

PLANET

PREFERRED MATERIALS

To celebrate ROTATE’s 5 year anniversary, we designed a collection exclusively for H&M in November 2023.

This capsule revisited classic ROTATE styles with new colours, slight changes in design and a focus on our Preferred material.

Aligned with our Preferred material strategy, we developed and produced this capsule with 7 out of 10 styles made with Preferred material, with 55 to 80% of their composition being made from recycled content.



STOP RESOURCE DEPLETION & POLLUTION 42/48

PLANET

NO HARMFUL CHEMICALS
IN OUR CHAIN OF VALUE

In 2023, we engaged in an intense testing campaign as part of our Supply chain assurance & quality management procedure, to assess the product risk on our categories, and secure 100% safe and compliant products.

With the help of SGS, an independent and international laboratory group, we tested more than 100 styles following the AFIRM RSL protocol in 2023.

It allowed us to update our risk matrix for product development and production quality management, that describes the steps we take to ensure high quality, safety and durability of each of our garments.

It was also a great opportunity to engage with our suppliers on manufacturing techniques and sourcing strategies, make them aware of risks and preferred options, and also initiate new sourcing partnerships towards an ever more certified and safe supply chain.



PLANET

ACHIEVING OUR FIRST
CARBON FOOTPRINT

The fashion industry accounts for roughly 10% of global carbon emissions (1).

To mitigate our impact on climate change, we first need to measure it before setting targets to reduce it.

Carbon footprint is the evaluation of the quantity of greenhouse gases emitted (expressed in CO2 equivalent) over the year by a company’s activities. The emissions are split into 3 categories, commonly called Scopes, as recommended by the GreenHouse Gas Protocol (GHG protocol).

In 2023, we partnered with the University of Copenhagen and the Leadership on Climate transition to build a solid framework and get our data verified, as we aimed to use 2022 as our base year.

We engaged in a stakeholder-wide conversation to collect quality data and identify challenges for the years to come. We could not report on 2 categories due to unavailable data: waste in operations, and end-of-life treatment of sold products.

(1) : <https://www.europarl.europa.eu/topics/en/article/20201208STO93327/the-impact-of-textile-production-and-waste-on-the-environment-infographics#:~:text=The%20fashion%20industry%20is%20estimated,of%20CO2%20emissions%20per%20person.>



PLANET

2022 CARBON EMISSION DATA

Scope 1 – Direct emissions

As we don’t own a vehicle or a facility, we have no emissions to report in Scope 1

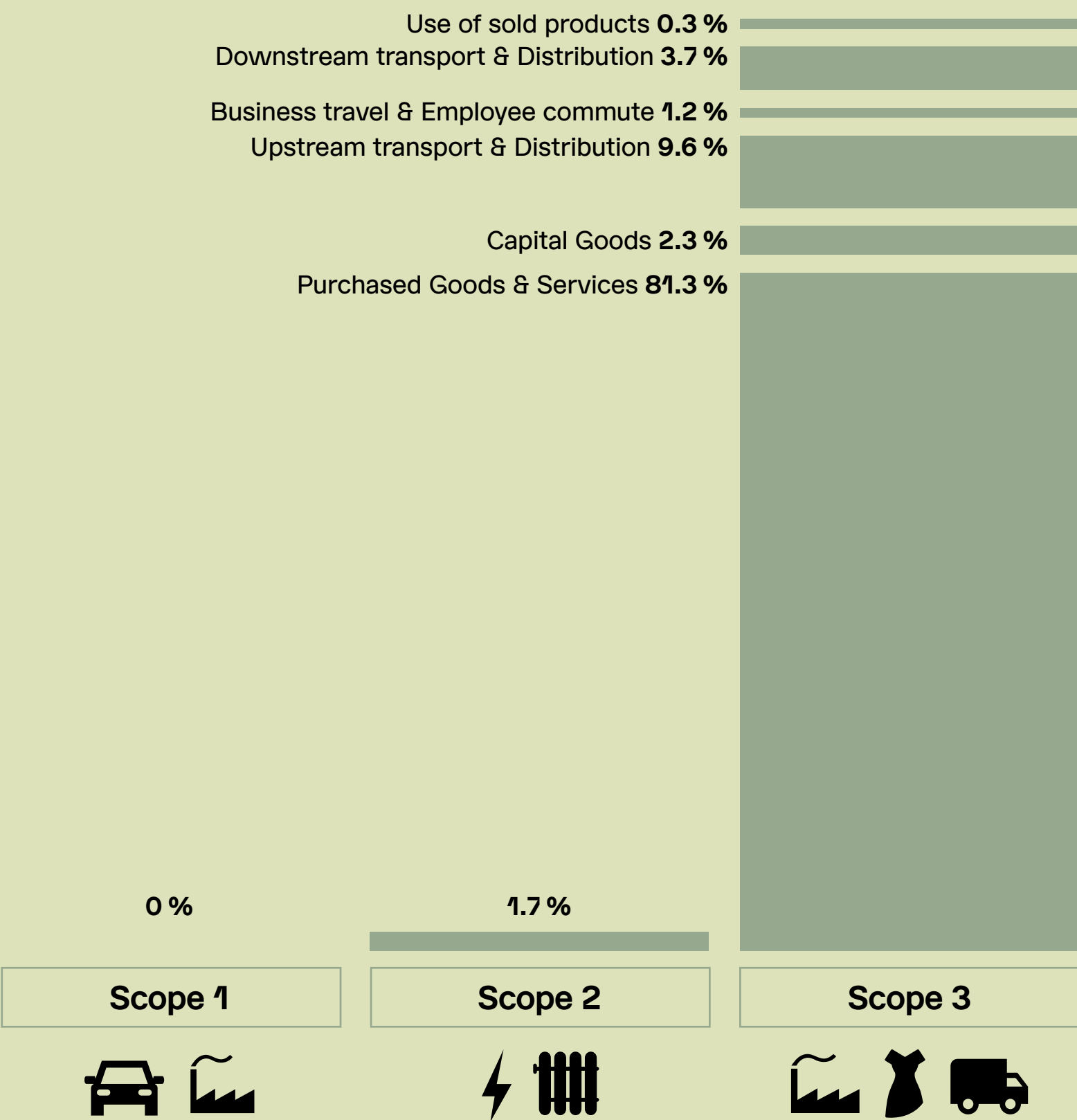
Scope 2 - Indirect GHG emissions from consumption of purchased electricity, heat or steam.

We buy and consume energy in our headquarters in Copenhagen, DK. Those electricity and heating emissions are reported in Scope 2.

Scope 3 – Emissions from our value chain

The Scope 3 accounts for all indirect emissions we are responsible for along our chain of value. This is always the biggest share in the fashion industry.

2022
1.799 tCO2e



PLANET

PLAN FOR THE FUTURE

2022 was a necessary first step to engage with our chain of value and identify key areas of focus.
We are currently working on a more thorough carbon reporting for 2023 and 2024, as we are onboarding our key suppliers on third party audits to increase our data quality.
We aim to set science-based targets by joining the Science Based Targets initiative (SBTi), ensuring BCC’s climate action is in line with the latest science. We hope to publish this commitment in our next report.

Our areas of focus will be the following:

Data accuracy

- Increase the ratio of activity-based data from our partners across all Scope 3 data
- Enforce environmental audits for our Tier 1 supplier to progressively cover 50 to 80% of our Purchased goods & services emissions

Energy Efficiency

- Change our electricity contracts to reach carbon neutrality in Scope 2
- Implement energy efficiency initiatives to reduce energy consumption in our headquarters

Preferred Material

- Keep on enforcing our Preferred material guidelines to reach 100% of our collections by 2025
- Extend our guidelines to trims, and finishing techniques

Transportation & Distribution

- Rework on development & production calendar to favor slow transportation modes
- Engage with logistics partners to explore new avenues for reducing GHG emissions



46. WHAT'S NEXT

[illegible]

THANK YOU