

# ESG REPORT 2024

BIRGER CHRISTENSEN  
COLLECTIVE

ESG REPORT

INTRODUCTION

At Birger Christensen Collective, we are committed to driving positive change in fashion. With purpose, collaboration and a strong sense of responsibility.

In 2024, we proudly achieved B Corp, GOTS, and GRS certifications; milestones that reflect our efforts to meet recognized standards in social and environmental impact. More than a badge, they represent our ongoing ambition to evolve as a responsible and forward-thinking company.

This journey hasn’t been without challenges. Throughout this report, you’ll see where we’ve adjusted timelines and reshaped targets, because meaningful change takes time and resilience.

We’ve focused on learning and improving, especially in our supply chain practices. Through initiatives like Better Buying, we continue to invite feedback and identify where we can be a stronger partner.

While our collections speak loudly, it’s the work behind the scenes that defines us. Today the majority of our designs are crafted with Preferred Materials, and digital tools like CLO are helping us reduce waste and rethink traditional processes.

Empowerment remains a key pillar of our approach, both externally and within our own team. In 2024, we joined the CPHFW Talent Program and continued investing in internal development, including company-wide training on inclusion and wellbeing.

Looking ahead, we remain grounded in our values, focused on progress and committed to building a future that balances creativity, accountability and care.

Sincerely,  
Jens Birger Christensen, CEO



BIRGER CHRISTENSEN  
COLLECTIVE

ESG REPORT

INTRODUCTION

This year’s report represents the third year of performance toward our 2025 targets.

In 2024, our focus was on achieving B Corp, GOTS, and GRS certifications. With the significant emphasis on completing these certifications ahead of schedule, we had to make some strategic decisions, which included postponing certain 2024 targets to 2025 or later. In the process, we updated and adjusted other targets to better align with the work ahead. These targets are no less important, but it was a conscious decision to prioritize aligning all policies and processes for the certifications, allowing us to focus on additional goals in 2025 and beyond.

We have marked these changes for easy identification, and a summary of all them can be found at the end of this report.

We recognize that success is not always linear, but accountability in this journey means sharing both our achievements and the lessons we’ve learned from setbacks; and we are proud to do so in our ESG 2024 report.





## GOVERNANCE

BE A BETTER VERSION OF OURSELVES, EVERYDAY

B Corp Certified

GOTS & GRS Certified

## INNOVATION

ACCELERATE THE SPREAD OF FASHION INNOVATIONS

Better Fit with CLO 3D

Sector Collaboration on Textiles

## PEOPLE

LIFT PEOPLE UP EVERYWHERE WE OPERATE

100% Trained Employees

ESG KPIs for Managers

+21pts at Better Buying

## PLANET

INTEGRATE ENVIRONMENTAL FOCUS FROM DESIGN

84% Of All Units Produced Contained At Least 50% Preferred Materials

Carbon Report for 2023 and 2024

ESG Training Rolled out Cross All Departments

BIRGER CHRISTENSEN  
COLLECTIVE

ESG REPORT

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

GOVERNANCE

INNOVATION

PEOPLE

PLANET

CHANGES

# GOVERNANCE

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BE A BETTER VERSION OF OURSELVES, EVERYDAY

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

		TARGET/AMBITION	RESULT 2024	TARGET/AMBITION 2025
COMMITMENT				
Mission Statement in Our By-Laws	Achieved/not achieved	In progress	In progress	Achieved
B Corp Certification	Achieved/not achieved	In progress	Achieved	Achieved
GOTS Certification	Achieved/not achieved	In progress	Achieved	Achieved
GRS Certification	Achieved/not achieved	In progress	Achieved	Achieved
Managers & Executives Have KPIs on ESG	Percentage	80%	80%	100%
Buying Team & Board Trained on Code of Ethics	Percentage	100%	100%	100%
TRANSPARENCY				
Disclosed Board Members	Percentage	100%	100%	100%
Annual Review of Internal Policies	Achieved/not achieved	Achieved	Achieved	Achieved
Policies Are Made Public and Accessible	Achieved/not achieved	Achieved	Achieved	Achieved
Open Grievance & Whistleblowing Mechanism	Achieved/not achieved	Achieved	Achieved	Achieved
Disclosed Direct Suppliers	Percentage	100%	100%	100%
Map and Disclose Our Tier 1 to 2 Supply Chain	Percentage	80%	100%	100%
MATERIALITY & ENGAGEMENT				
Stakeholders Have Direct Engagement	Percentage	100%	100%	100%

GOVERNANCE

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

**BOLD  
COMMITTED  
COLLABORATIVE**

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



GOVERNANCE

B-CORP CERTIFIED

Like everything we do at BCC, we aim high.

In 2023, we began our journey toward becoming B Corp certified and we are proud to have achieved this milestone ahead of schedule. Our original goal was 2025, but thanks to the incredible teamwork across the entire team, we earned our certification a year earlier.

Every department contributed to new policies, processes, and initiatives, allowing us to achieve a score of 88.9 points and officially join the movement of “Businesses As a Force for Good”.

Our overall B Impact Score is measured across five areas:

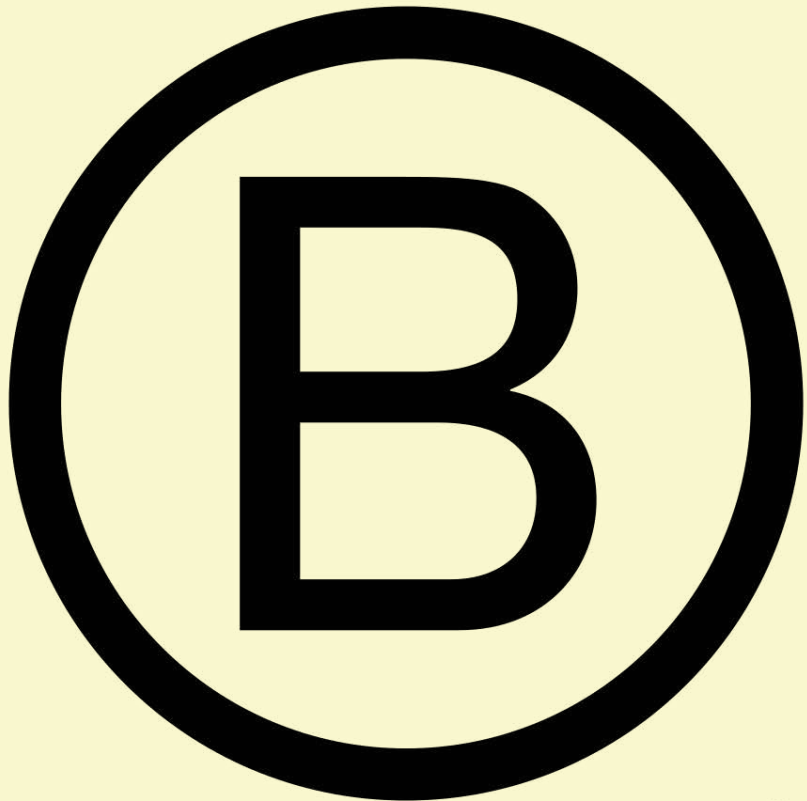
- Governance: 18.6
- Workers: 25.6
- Environment: 24.7
- Community: 17.6
- Customers: 2.2

Total score: 88.9

Why B Corp?

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

Certified



Corporation

GOVERNANCE

GOTS & GRS CERTIFIED

In an often complex and distant supply chain, we recognize the importance of supporting and documenting the processes and materials we work with through third-party validation.

Our primary materials, organic cotton and recycled polyester, led us to pursue GOTS (Global Organic Textile Standard) and GRS (Global Recycled Standard) certifications, allowing us to label products that meet their respective standards.

The GOTS is the leading worldwide certification for organic textiles, encompassing both environmental and social criteria. Meanwhile, the GRS sets the requirements for third-party certification of recycled materials.

Our first styles certified under GOTS and GRS will be featured in our 25.3 collections, launching in stores in August 2025.



GOVERNANCE

KPIs FOR MANAGERS

In 2024, we expanded our performance metrics for managers to include KPIs focused on our ESG journey. From shared goals for employee training to team-specific targets, we ensured that all managers are aligned and accountable for driving meaningful change within our company.

For our ESG strategy to be truly embedded at the core of our business, it’s essential that everyone is fully aligned with our mission, culture, and values.

In 2025, we will extend these targets to all employees. Each team and individual will have KPIs and task expectations related to social and environmental issues, ensuring that our entire workforce is committed to advancing our ESG goals.



<div>GOVERNANCE</div> <div>OUR BOARD OF DIRECTORS</div> <div>Birger Christensen Collective is the association of two joint companies, both privately owned, and registered in Denmark, with two separate boards.</div>		BOARD TENURE	SHARES	NATIONALITY	GENDER	SHORT PRESENTATION
	JENS BIRGER CHRISTENSEN	Birger Christensen A/S Rotate Birger Christensen A/S  Chairman of the Board since 2017 and majority owner	Yes	Danish	Male	Jens Birger Christensen is the fourth-generation majority owner of the Birger Christensen Collective. After holding various leadership roles in the company and its parent entities, he served as CEO until 2017. He now acts as chairman of the board at BCC and serves as an active board member of both the Airport Shopping Center and the Birger Christensen general
	MADS PAULI RINGKJØBING-CHRISTIANSEN	Birger Christensen A/S Rotate Birger Christensen A/S  Non-independent member since 2020	Yes	Danish	Male	Mads Pauli is an investment and finance expert, with long-standing experience as an investor and board member across a wide range of industries in Denmark: Chrispa ApS, Ilchester Capital LLP, Controlled Polymers A/S, OK Electronics A/S, Exact Brazil, Bellinger A/S, Danmagi, and Business Angels Syddanmark.
	NILS SMITH	Birger Christensen A/S Rotate Birger Christensen A/S  Non-independent member since 2020	Yes	Danish	Male	Nils Smith is a business and management expert and a business owner, holding several board positions in the consumer goods and services industries in Denmark, including: Cryptera A/S, Njords Ark A/S, Hoppe Kids A/S, and CoreCapital Management ApS.
	THØGER THØGERSEN	Birger Christensen A/S Rotate Birger Christensen A/S  Non-independent member since 2017	Yes	Danish	Male	Thøger Thøgersen has extensive executive management and board experience in the fashion industry, with a focus on daily operations and strategic development. He is an active board member of Fashion Society, which includes fashion brands such as Mark Tan, Rue de Tokyo, Nue Notes, Love Child, and Naja Lauf.
	TOMMY HOLTE	Birger Christensen A/S  Independent member since 2017	No	Danish	Male	Tommy Holte is a brand expert and the Co-founder of NN07, where he acts as a board member.
	HENRIK FJORDBAK	Rotate Birger Christensen A/S  Independent member since 2019	No	Danish	Male	Henrik Fjordbak is a business owner and active board member, holding positions on the boards of several Danish and Swedish companies, including: Joe & the Juice, VIP-CPH, Protein, 7 days active, Neat burger, and Toni Copenhagen.
	SIMON PESCHCKE-KØEDT	Rotate Birger Christensen A/S  Independent member since 2019	No	Danish	Male	Simon Peschcke-Køedt has a long-standing commercial track record, particularly within the digital space. He has a strong passion for the opportunities presented by new technologies and their succesfull implementation within organisations.



GOVERNANCE

OUR POLICIES

Since 2022, we have been focusing on scaling the company within a new business model and transitioning to a fashion collective. Our policies are reviewed annually to ensure alignment with both industry and internal requirements.

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

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

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

**Policy Overview:**

- [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 contain sensitive information and are available only to relevant stakeholders. They are not available for public download:**

- Employee Handbook
- Manager Handbook
- Supplier Manual



GOVERNANCE

GRIEVANCE &  
WHISTLEBLOWING

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

Birger Christensen Collective is committed to fostering an open culture where everyone can come forward freely to express concerns, challenges, and report unacceptable behavior and reasonable suspicions of irregularities or unlawful activity related to our activities, employees, management, suppliers or other parties involved.

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

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

All complaints are carefully considered and tracked by the HR department.

Since 2022 we haven't had any reported whistleblowing cases.

If a serious offense occurs and the affected individual feels it cannot be resolved through the internal grievance mechanism, our external whistleblowing scheme may be relevant. This scheme is established with DAHL Law Firm and can be accessed at: [indberet.nu](https://indberet.nu).



GOVERNANCE

OUR SUPPLIERS

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

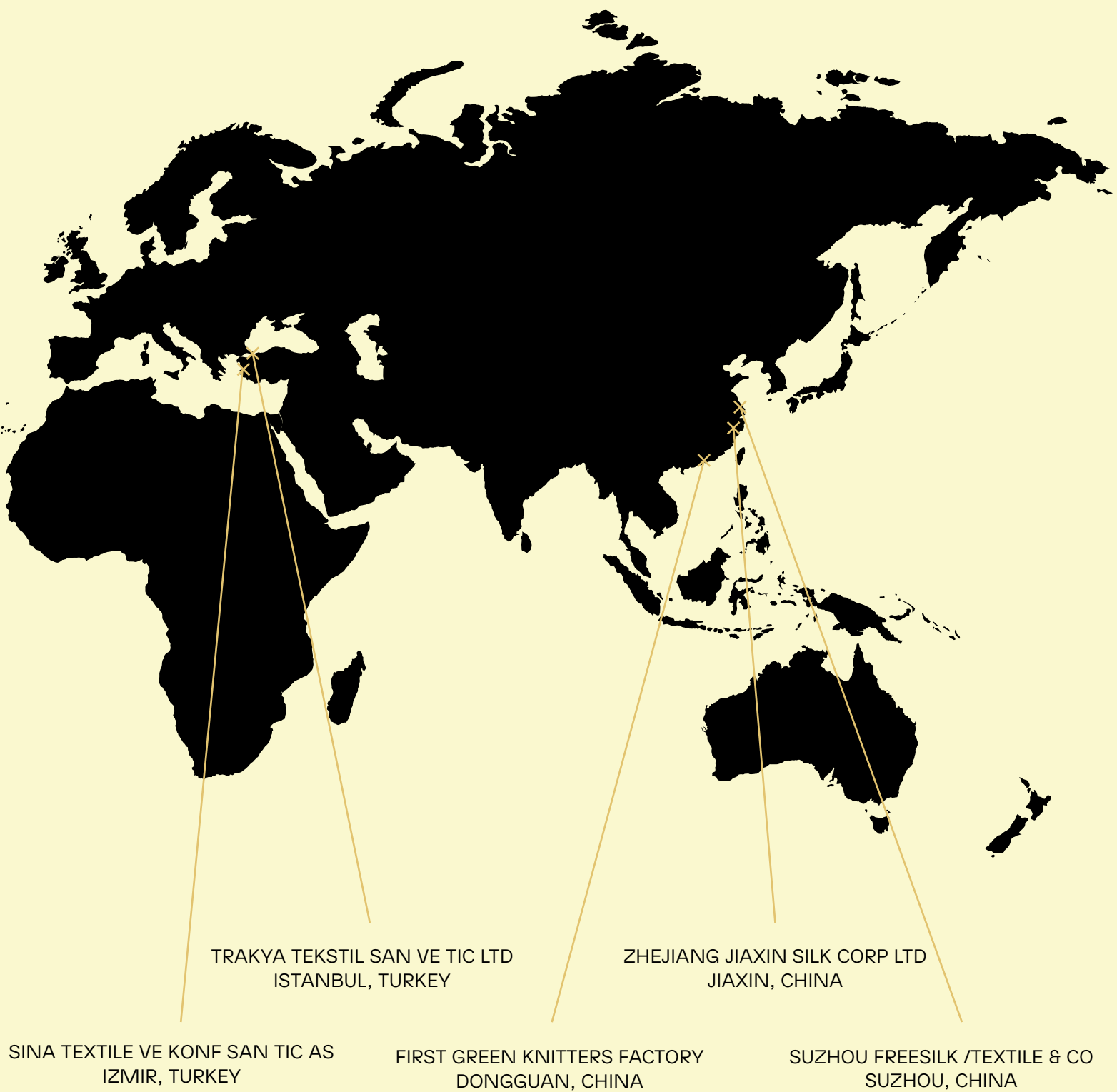
Our suppliers share our vision to creating refined, contemporary fashion that values attention to detail and strives to produce collections designed to become timeless staples in our wardrobes.

In 2024, we worked with 27 suppliers in total, including collaborations and accessories:

- 68% China
- 24% Turkey
- 5% North Macedonia
- 2% India

FREESILK / TEXTILE & CO	CHINA
ZHEJIANG JIAXIN SILK CORP LTD	CHINA
FIRST GREEN KNITTERS FACTORY	CHINA
TRAKYA TEKSTIL SAN VE TIC LTD	TURKEY
SINA TEXTILE VE KONF SAN TIC AS	TURKEY
ESA – NEW POWER TEXTILE	NORTH MACEDONIA
SOAR INTRACO LIMITED	CHINA
AY TIM TEKSTIL SAN VE DIS TIC AS	TURKEY
HANLINK APPAREL COMPANY LIMITED	TURKEY
REVIVE INDIA EXPORTS	INDIA
SARP/ACLAN	TURKEY
LINEA GIYIM SAN TIC LTD STI	TURKEY
HANGZHOU ZK APPAREL CO LTD	CHINA
JIAXING Z&C GARMENT CO LTD	CHINA
REINA OLGA/LINEA ROBY DI ROBERTA MERLO	ITALY
EPS TRADING LMITED	CHINA
WOW INNOVATION - MOMS	CHINA
DENIM GIYIM SAN VE TIC LTD STI	TURKEY
KNITTEX 96	BULGARY
VS INTERNATIONAL	INDIA
EXEN LEATHER AND TEXTILE KONF SAN TRADE INC	TURKEY
TWINTEX INDUSTRIA DE CONFECCOES LDA	PORTUGAL
CARETTA DERI KONF. SAN VE TIC	TURKEY
SWEDISH STOCKINGS	SWEDEN
BOSSWIK A/S	DENMARK
ANNY NORD AB	SWEDEN
PANEL MUH .VE TEKSTIL SAN TIC	TURKEY

Most of our collections were developed in close partnership with five core suppliers\*; long-standing relationships that continue to strengthen. In 2024, this commitment was reflected in our Better Buying Index results. We also began mapping our Tier 2 suppliers and successfully covered 83%.



\*Based on units purchased throughout 2024.

GOVERNANCE

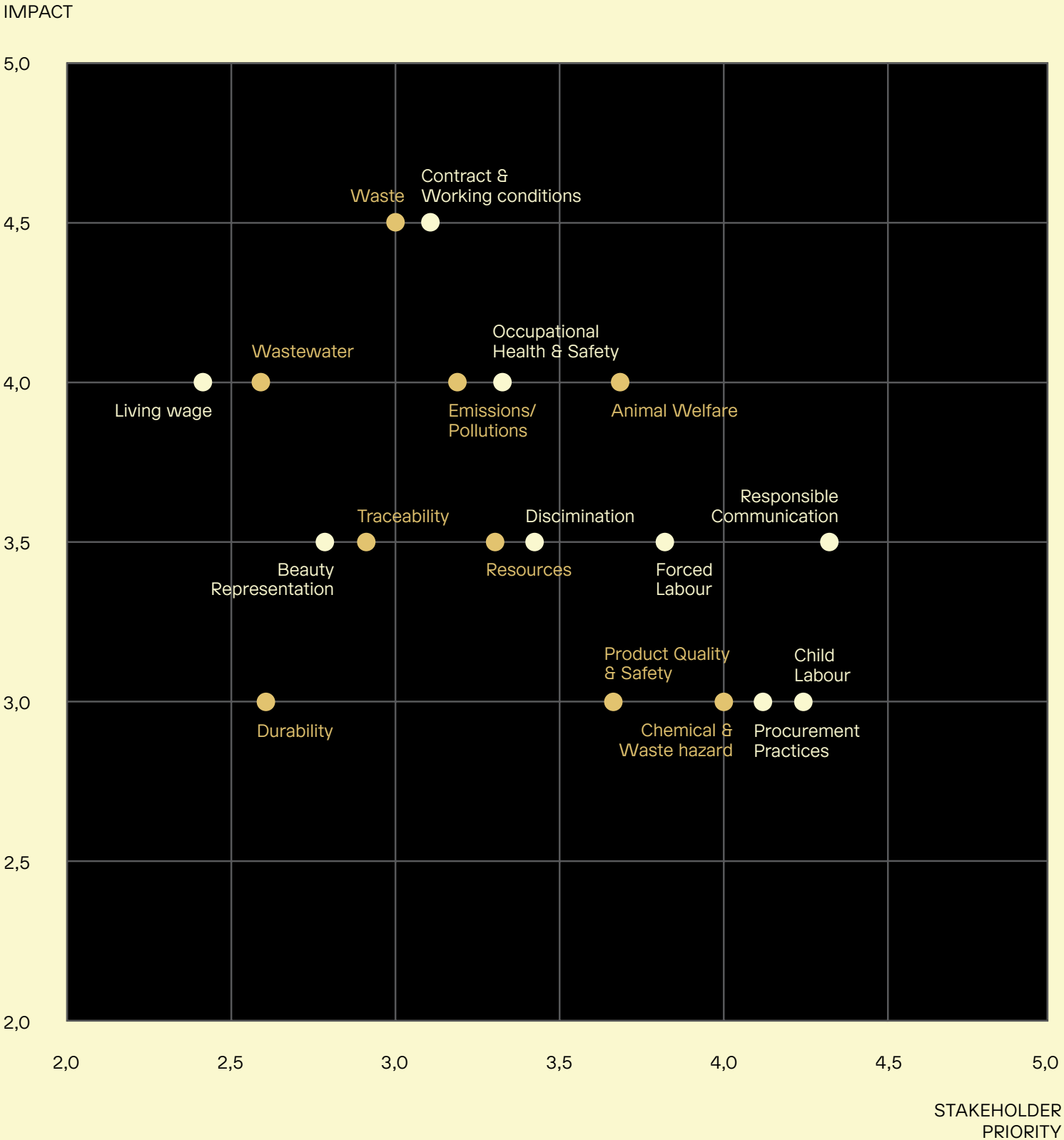
As a Small and Medium-sized Enterprise (SME), our capacity to tackle all aspects of ESG in fashion is limited, but our ambition is strong.

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

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

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

Issues positioned in the top-right corner of the materiality map signify those of utmost significance to both 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, and map

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

2. Prioritize

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

3. Review

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

OUR STAKEHOLDERS	WHAT MATTERS TO THEM	HOW DO WE ENGAGE
CUSTOMERS	Unique and creative garments that make them stand out. Affordable and durable styles designed for longevity. Cuts and colors that make them feel confident and enhance their features. Simple and clear ESG commitments. Consideration in every design.	Retailers Social Media Phone and Email Customer Service
EMPLOYEES	People: Prioritizing the well-being and development of individuals at HQ and throughout our value chain. Pride & Excitement: Taking pride in working for a growing company with exciting challenges in a dynamic, international and diverse environment.	Annual surveys Health & Safety Organization (HSO) Weekly Meetings, Yearly Personal Development Plan (PDP) Internal Grievance Mechanisms
RETAILERS / BUYERS	Price, creativity, and uniqueness, offering products that stand out in design. Stock rotation to ensure fresh and relevant inventory. Safe and high-quality products. Reliable and fast delivery. Visible and clear CSR commitments focusing on traceability, resource use, biodiversity protection, and fair conditions to employees and value chain.	Regular Communication with The Sales Team Surveys
SUPPLIERS	Clear communication that ensures transparency and effective information flow. Anticipation on volume and production flow. On-time delivery of inputs, guaranteeing timely arrival of all required materials. Reasonable pricing and demands.	Due Diligence Daily Communication Surveys Through Better Buying
MANUFACTURING WORKERS & LOCAL COMMUNITIES	Safe and clean facilities ensuring a healthy and secure work environment. Adequate work and living wages. Resilience-building projects to foster development and long-term stability.	Market Research Country Risk Assessments
REGULATORS, CERTIFICATION BODIES & AUDITORS	Respect for regulations and standards. Protection of local health, security, and development. Structured data and processes. Transparent, detailed and traceable products. Available and competent contacts for accessible support when needed.	Testing Partnerships Policies & Processes Audits & Controls
INNOVATORS & RESEARCH PROGRAMMES	Partners to test and develop their solutions and ideas. Funding. Time to research and improve. Visibility to reach larger target groups.	Partnerships Research Projects Interviews
FINANCIAL INSTITUTION & SHAREHOLDERS	A healthy company with reliable and precise forecasts. Ambition, innovation and growth opportunities. Accurate risk assessment and management, with transparent information. Focus on people, ethical business practices, traceability and resource use.	Board Meetings Surveys
FASHION SHOWS & INDUSTRY ASSOCIATIONS	Clear and demonstrated commitments. Proof, data, and consistency. Active participation in group efforts.	Direct Communication Commitment Working Groups
NGOs & FASHION ACTIVISTS	Transparent and honest practices. Genuine commitment to improve and take responsibility. Structured and traceable actions. Sincere care for the people and the planet. Direct communication with people, avoiding a corporate approach.	Memberships Signatories

GOVERNANCE

ENGAGEMENT FOCUS

In 2024, we maintained our engagement to:

- Shareholders: Surveys
- B2B Retailers: Surveys
- Suppliers: Better Buying Initiative
- Employees: Updated APVs (Occupational Health & Safety Survey)

These surveys help us identify key priority areas and assess the success of our initiatives. On a yearly basis, we use this input to optimize our ESG initiatives and launch new projects.

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 ✓

# INNOVATION

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## ACCELERATE THE SPREAD OF FASHION INNOVATIONS

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

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

INNOVATION – INDEX

20/53

	UNIT	TARGET/AMBITION	RESULTS 2024	TARGET/AMBITION 2025
PARTNER TO DO BETTER				
Build an Active Network of Schools and Organizations to Learn, Test and Develop	Achieved/not achieved	Achieved	Achieved	Achieved
DECREASE WASTE				
Reduce the Amount of Second prototypes [1]	Percentage	50%	82%	50%
Better Fit research Project	Number	1	1	1
Project on Product Durability	Number	1	0	1
Zero-Waste Projects	Number	1	1	1
ACCELERATE THE SPREAD OF INNOVATIVE LOW IMPACT FABRICS				
1-2 Innovative Fabrics per Year [2]	Number	1-2	1	1-2
CIRCULAR BUSINESS MODELS				
Circular Business Model Initiative	Achieved/not achieved	In progress	In progress	Achieved
[1] & [2]: find summary of changes at page 53.				

BIRGER CHRISTENSEN COLLECTIVE

2024

ESG REPORT

INNOVATION – INDEX

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BIRGER CHRISTENSEN COLLECTIVE

2024

ESG REPORT



INNOVATION  
NETWORK

2023 and 2024 were intense years of collaboration, marked by the initiation of new research partnerships and the strengthening of existing relationships with key partners.

On the other hand, 2024 also saw us achieve our B-Corp certification, which became our primary focus as we dedicated significant effort to reaching this milestone.



Working Groups on Compliance, Sustainability & Due Diligence



Responsible Purchasing Practices



Voluntary Sector Collaboration on Textiles



Long-Term Partnership and Participation in Working Groups & Conferences on Compliance & Sustainability



Call to Action



Supplier Leadership on Climate Transition

INNOVATION

COPENHAGEN FASHION WEEK

Since 2023, Copenhagen Fashion Week has positioned itself as a thought leader in the fashion industry, driving progress in environmental and social impact. All brands wishing to be part of the official agenda are audited against 58 criteria.

We believe the initiative has been a success, fostering a strong sense of responsibility and leadership within the industry.

BCC is proud to partner with the CPHFW Talent Program and support its efforts to make the runway more conscious.

COPENHAGEN FASHION WEEK

powered by zalando



INNOVATION

REDUCE THE AMOUNT OF SECOND PROTO [1]

BETTER FIT PROJECT

Less samples, less waste.

Since 2022, we started working with CLO, a software that allows us to test the fit of a garment in 3D before placing a prototype request. From first prototype, the garment often meets our expectations, and we are able to use it. This has led to a 80% reduction in the need for second prototypes.

Here’s how:

1. We select a design that would benefit from a CLO 3D version.

2. We build a pattern for it.

3. We transfer the pattern to CLO, add stitches and fabric, and optimize the pattern as needed.

4. We send the pattern and CLO file to our supplier.

If approved, the prototype directly becomes part of our collections.

[1]: This target was revised from “No 2nd prototype needed” to “Reduce the amount of second prototypes”.

However, many of our styles are carefully tailored with fabrics that drape in unique ways. As a result, we recognized the need to experience and work with some designs in real life before finalising them. Despite this, our goal remains to minimise the number of second prototypes produced.

1.

STYLE NAME: VINETTA DENIM JACKETBCR: 1845COLLECTION: 25.2DESIGNER: MYOSUPPLIER: SARP



FABRIC SETTLED

COLOR SETTLED

PROTO ORDRE

RECIEVE PROTO

COMMENT PROTO

SMS ORDER

SMS RECIEVE

DESIGN

DESIGN

BUYING

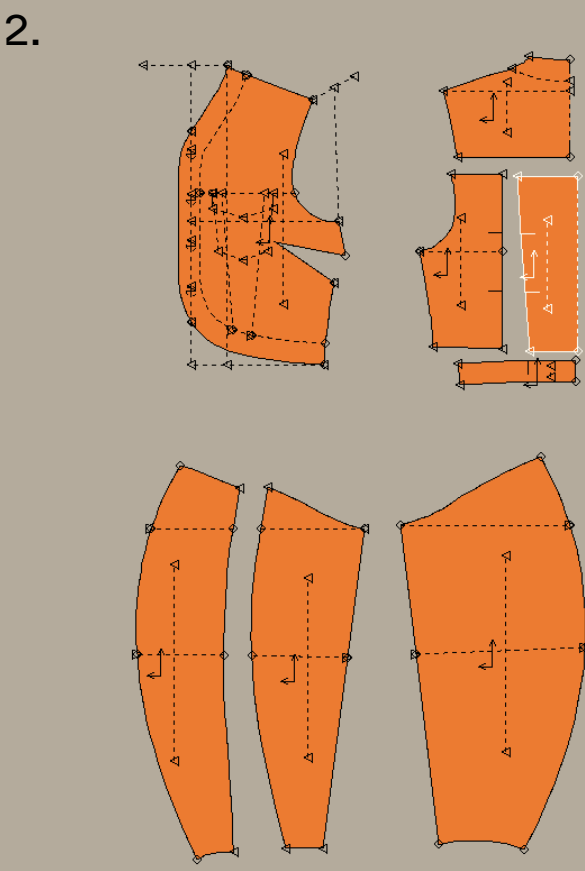
BUYING

FITTING

BUYING

BUYING

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INNOVATION

PROJECT ON PRODUCT DURABILITY

This project has been postponed to 2026. Due to our focus on achieving B Corp, GOTS, and GRS certifications, we unfortunately didn't have the time or resources to implement and complete this project as planned.





ZERO-WASTE PROJECTS

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

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

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

**In 2024, around 1.750 garments or samples found a new home through our sample sales activations.**





INNOVATION

INNOVATIVE FABRICS [2]

RECYCLED LEATHER

Although virgin leather accounted only for 4.5% of our materials used in 2024, it has one of the highest environmental footprints. As a result, we are constantly seeking alternative that can replace virgin leather.

In 2024, we found a partner working with Certified Recycled Leather. This leather is sourced from pre-consumer and/or post-consumer leather waste, which is collected, cleaned, and reprocessed into new material.

We developed several products using this recycled leather, but unfortunately, the results didn't meet our expectations. Therefore, we will continue to refine the development of recycled leather before bringing it to the market and will keep on onboarding partners to integrate innovations directly into in our collections.

[2]: This target was revised from: “15% of innovative fabric in our development” to a more flexible approach. From an internal communication and



INNOVATION

CIRCULAR BUSINESS MODELS

We have conducted extensive research in different models for rental, repair, take-back, and resale programs. These models are designed to promote circularity and extend product lifecycles, offering customers alternatives to traditional purchasing.

While we are eager to implement these services in our own store, we recognize that it is still in its early stages, having only opened in August 2024. As a result, we have decided to postpone full implementation until the store has established a more stable foundation.

In the meantime, research and planning are ongoing. We are carefully evaluating the most effective approaches to ensure these services align with our long-term goals and deliver a seamless customer experience.



# PEOPLE

## LIFT PEOPLE UP EVERYWHERE WE OPERATE

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





PEOPLE

SATISFACTION & RETENTION

In 2024, 78.8% of our employees expressed a desire to continue their tenure with the company.

This reflects a slight decrease compared to the previous year, attributable to organizational challenges posed by workforce reductions and restructuring efforts. We remain dedicated to achieving our target of an 80% employee satisfaction rate in the annual APV (Occupational Health and Safety) survey.

Annually, we administer a comprehensive and confidential survey to all employees to evaluate both physical safety and overall well-being. This process, overseen by our Health & Safety Committee, enables us to identify areas requiring improvement, implement appropriate measures, and acknowledge areas of success.

Complementing the internal PDPs, we maintain a whistleblowing system accessible both internally and externally.

Since 2022, there have been no reported whistleblowing incidents. [3]



PEOPLE

EMPOWERING WOMEN  
STARTS WITH US

We are a diverse company and value it deeply. We firmly believe that our variety of nationality, genders, and ages enhances our creativity and agility in a dynamic and complex industry.

While we have chosen not to set formal recruitment targets, we actively monitor key data to assess our progress and understand how our culture naturally supports the empowerment of women.

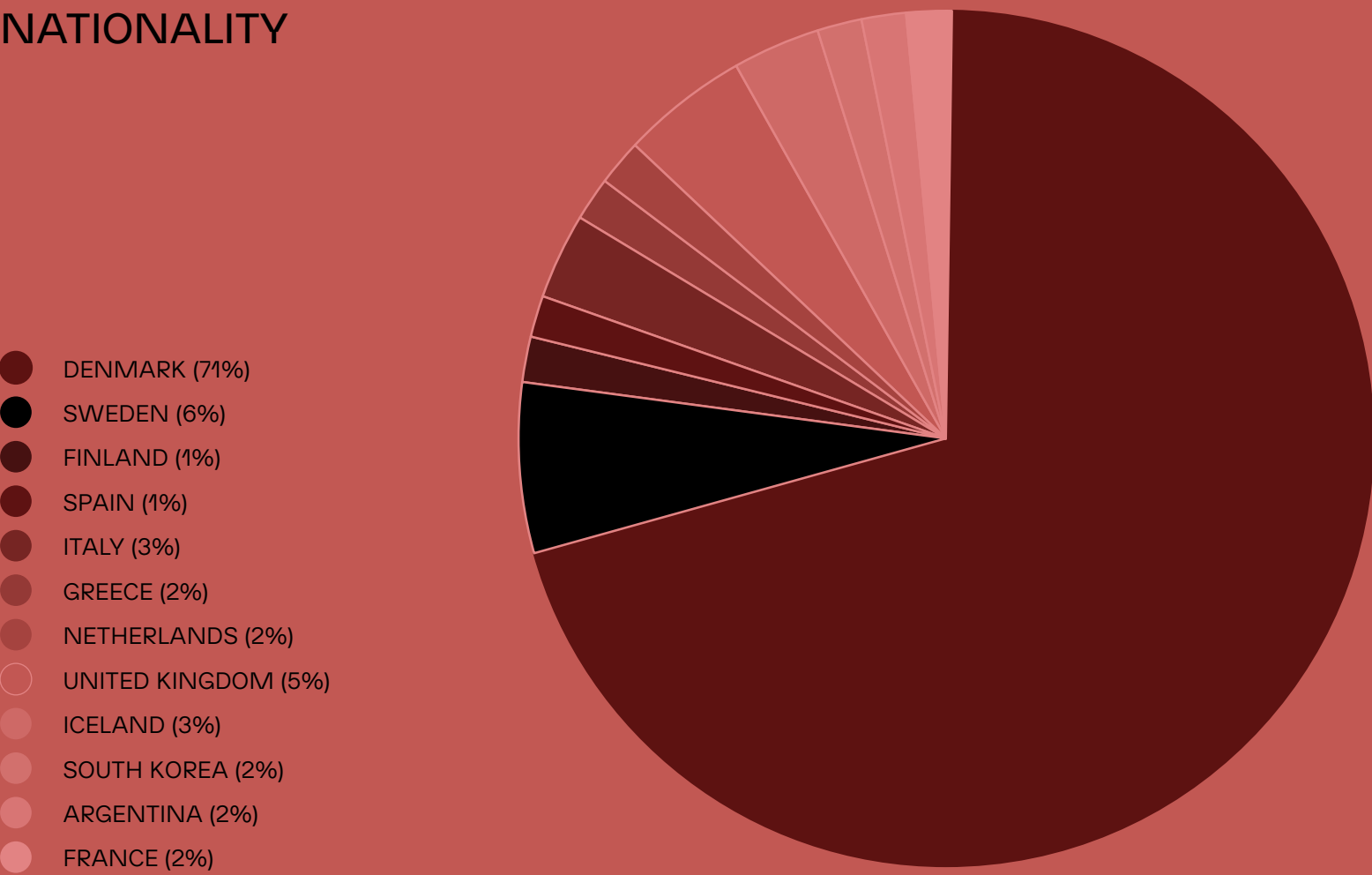
**International employees** account for 29% of the team.

**Age diversity** accounts for 10% of the team (under 24 and over 50). Moreover, we recruited 5 interns into paid positions, representing 29% of new hires.

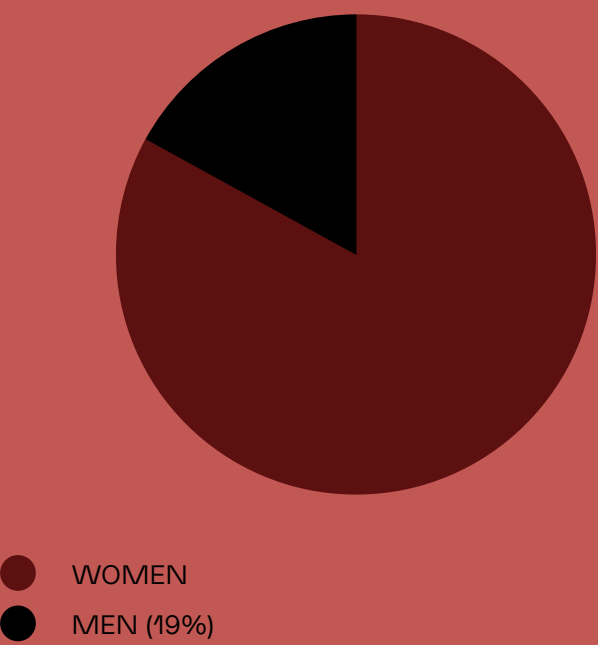
**Internal promotions** were awarded to 6 employees, accounting for 11.5% of the employees - 83.3% of them women and 50% intenationals.

**Women hold** 66.7% of management positions, compared to 82.7% across the entire employee base.

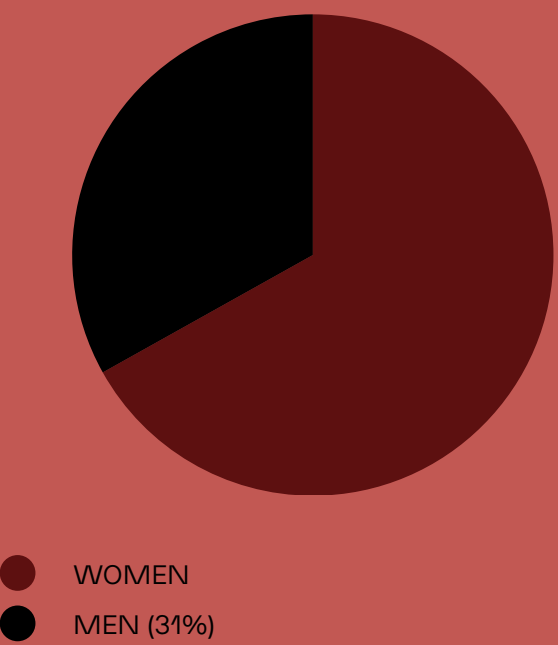
NATIONALITY



EMPLOYEES



MANAGEMENT



PEOPLE

TRANSPARENT PROCESSES  
FOR ALL

Team Development & Culture Highlights.

In 2024, we focused on building clear and transparent HR practices, with a specific focus on supporting and empowering our women employees.

**HR PROCESSES:**

- Updated Manager Handbook
- Revised job descriptions and implemented a new annual performance review process
- Election of a new employee representative
- New ESG-related KPIs for managers
- Improved maternity leave conditions
- Launch of a structured new annual HR calendar

**ENGAGEMENT & CULTURE**

- APV – annual voluntary survey to assess employees well-being and safety, used for improvement plans
- Social initiatives such as the Christmas party, after-show events, and Friday bars - always inclusive of non-alcoholic options
- Four annual company-wide town hall meetings
- Establishment of a new Inclusion & Diversity Committee

**TRAINING & DEVELOPMENT**

100% employee participation in training initiatives.

More than 20 tailored different training sessions delivered across various topics, including:

- First Aid
- Well-being
- Communication and Feedback
- Diversity and Inclusion
- Stress Management
- ESG Agenda Awareness
- Circular Principles
- Office 365 Tools
- Delogue
- Asana
- Business Central
- Excel
- Payslip Literacy
- APV Plan Workshops





PEOPLE

SPREAD THE WORD

LOVE IS NOT A CRIME

In 2024, ROTATE, with the support of A-Management, partnered on the annual Love Is Not A a Crime initiative – a charitable organisation committed to addressing discrimination against the LGBTQIA+ community.

To mark the occasion, ROTATE unveiled a limited-edition collection featuring two T-shirt designs. Staying true to the brand’s signature aesthetic, the tees were also adorned with the organisation’s tagline.

Proceeds from each item sold were donated directly to the cause, supporting its ongoing efforts to promote equality and inclusion for the LGBTQIA+ community throughout the year.





PEOPLE

SIZE UP

Since 2023, we have proudly expanded our size range, making all collections available to our wholesale partners in sizes 32 to 46. On our own channels, we offer a curated selection of core styles in both smaller and larger sizes. This milestone reflects our ongoing commitment to body inclusivity, ensuring our designs serve a diverse range of body types without compromising on style or quality.

At the heart of this initiative is our belief that fashion should be inclusive and accessible to all. We thoughtfully integrate inclusive design features, high-quality fabrics, and functional elements in our styles, resulting in garments that are both flattering and comfortable.

Our approach to inclusivity goes beyond expanding the size range. It is about delivering consistent fit, quality and attention to detail across all sizes. We are proud to contribute to a more inclusive fashion narrative. One where all individuals feel confident, seen, and celebrated.

To further support our customers and their shopping experience, we have implemented an innovative sizing tool on our e-commerce platforms, making it easier to find their optimal fit online.





PEOPLE

YOUNG TALENTS  
MENTORSHIP

SPREAD THE WORD

In 2024, ROTATE was announced patron of Copenhagen Fashion Week’s New Talent Program, following three seasons of support from the collective.

As part of this partnership, ROTATE provided financial support and shared the brand’s industry expertise with the next generation of emerging designers selected for the AW25 edition: Bonnetje, Berner Kühl, Stamm, and Alectra Rothschild/Masculina.

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



PEOPLE

SOCIAL RESPONSIBILITY IN OUR SUPPLY CHAIN [4]

To uphold minimum workplace safety and labor rights alignment with our Code of Conduct, we require all suppliers to submit valid third-party social audits on an annual basis. While these audits may not be without limitations, they provide critical insights that help us assess risks within our supply chain and engage with suppliers on best practices and challenges that need to be addressed.

Additionally, we mandate that suppliers operating in high-risk areas hold recognised certifications with strong social compliance frameworks, such as Amfori BSCI, Sedex SMETA, and GOTS. As of 2025, we collaborated with 27 suppliers, 23 of whom were located in high-risk areas, and we are proud to report that 100% of these suppliers have current and valid social audits in place.

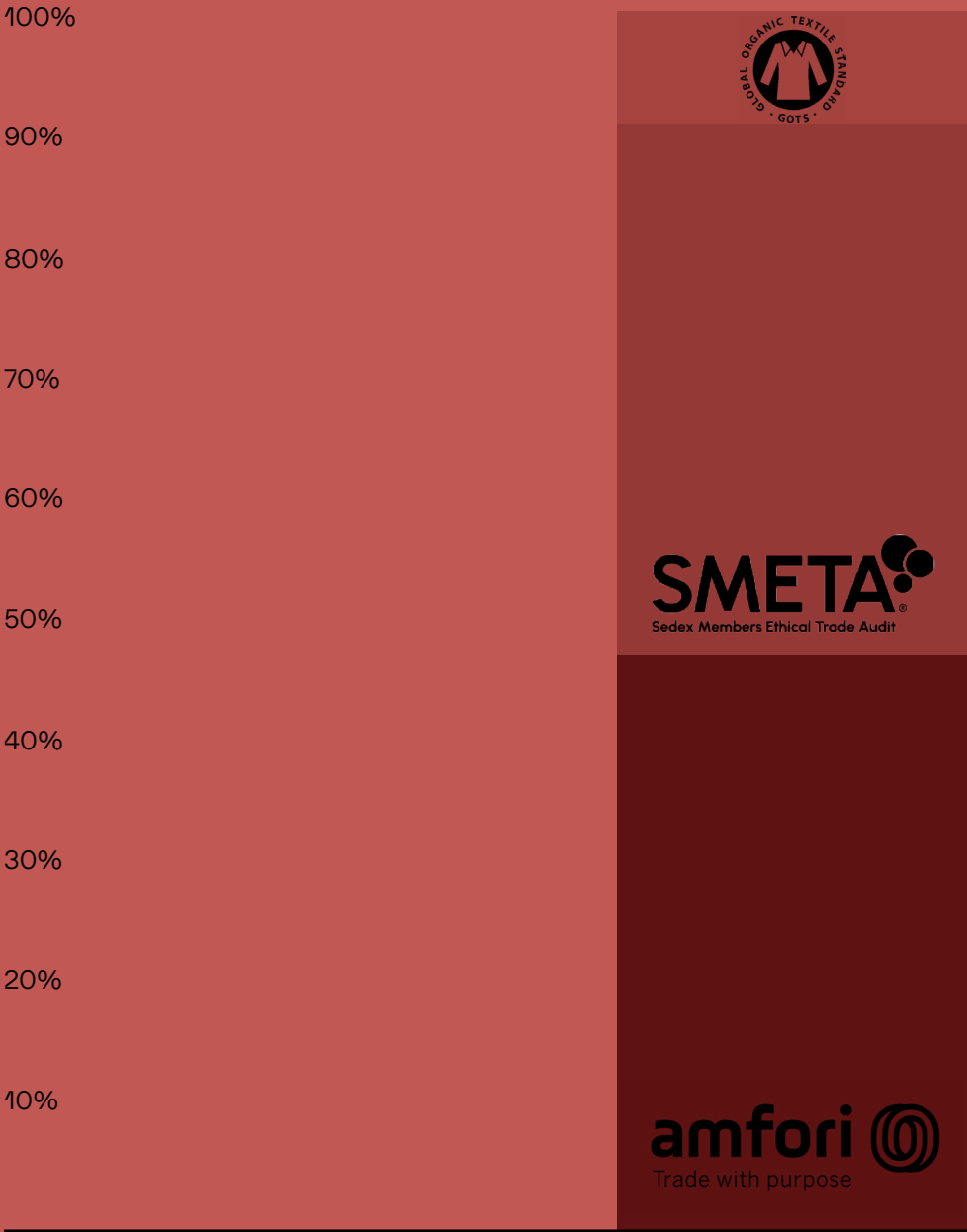
To maintain consistent standards, we do not accept audits with an average grade below C, nor grades below B in critical areas such as safety and human rights. While we aspire for all our suppliers to reach an overall B grade in the near future, we also acknowledge the importance of considering the local context and employee perspectives, particularly regarding working hours.

As a SME, we understand that we cannot expect suppliers to overhaul their practices solely on our behalf. Instead, we aim to foster collaborative, long-term partnerships that are supportive and mutually beneficial.

To strengthen this commitment, we joined Amfori in early 2024 and have begun onboarding new initiatives to further reinforce our supply chain.

[4]: This target was changed from: Tier 1 Improvement Project: Grade B, Living Wage, Women Ownership. The original was too broad and ambitious in

Social Audits in High-Risk



SOCIAL AUDITS FROM SUPPLIERS IN HIGH RISK AREAS

● GOTS ● SMETA ● BSCI



PEOPLE

BE A BETTER PARTNER TO OUR SUPPLIERS

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

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

In 2022, we joined the Better Buying Initiative to give our suppliers the opportunity to anonymously evaluate our purchasing practices. This first survey allowed us to identify areas for improvement and update our internal policies and procedures to become better partners.

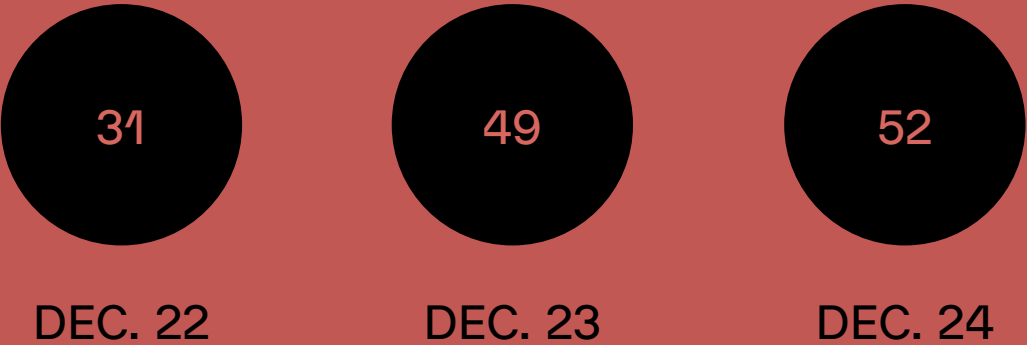
As part of this commitment, we started by implementing the **Five Principles of Responsible Purchasing** in our contractual agreements and have integrated processes to support these principles into our operations.

The third survey round, sent to 27 active suppliers in 2024, revealed a 3-point increase in our performance, bringing the total improvement to 21 points since our first survey. With this score, we reached the industry standards and we strive to push beyond them.

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



BBPI SCORE:



“A team that is excited to develop better products. This enthusiasm and sincerity is very meaningful for a creative apparel manufacturer. ”

Anonymous feedback from one of our suppliers

PEOPLE

We believe fashion is a powerful tool for empowerment, especially for women. One outfit can instill confidence, strenght, and a sense of safety. Our mission is to help women feel that anything is possible.

We are proud to support the vital job of the Red Cross in Denmark, particularly their effort to assist women experiencing homelessness. These shelters provide not only temporary housing but also resources and support systems that help women regain stability.

Due to our extensive range of categories, we have been able to donate both comfortable clothes for everyday life, and work attire to support women as they re-enter the workforce and rebuilt their lives with confidence.

In 2024 we carried out two shipments to the Danish Red Cross, an initiative that we are committed to continuing as part of our broader mission to uplift and empower women.



# PLANET

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## INTEGRATE CIRCULARITY FROM DESIGN

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

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





PLANET

PREFERRED MATERIALS [5]

Our goal for 2025 is to ensure that, 90% of all the units produced within each collection contain at least 50% Preferred Materials. [5]

Building on the foundation set in 2023, our first full year of implementing the Preferred Material Strategy, we continued in 2024 to actively implement these guidelines across our collections, increasing the share of garments made with Preferred Materials.

Throughout the year, we worked closely with our partners to find solutions that meet our standards for quality, uniqueness, and material expectations. These included conducting training sessions, sharing sourcing references, and exchanging best practices with new suppliers to ensure alignment with our objectives.

[5]: Our original target of 100% was revised to 90%, recognizing the current limitations of certain essential materials. For example, elastane is often necessary for performance and fit, but viable sustainable alternatives are not yet widely available. Similarly, achieving a soft hand feel in recycled wool may require blending with

\*Ratio based on the combined weight of a full year production at BCC, where the % of Preferred content is compared to total weight per material..  
\*\*Ratio based on the combined weight of a full year production, where the % of Preferred content is compared to total weight of all materials.  
\*\*\* Ratio based on the main composition of the total units produced.

WHAT WE ACHIEVED:

PREFERRED MATERIALS

- 100% of our leather comes from LWG-certified tanneries
- 88%\* of our cotton is from organic or recycled sources (a 12% increase from 2023)
- 86%\* of our polyester is made from recycled polyester (a 21% increase from 2023)
- 78%\*\* of all the materials used are considered as Preferred Garments

PREFERRED GARMENTS

- 84% \*\*\* of the BCC 2024 collections were developed using Preferred Materials (4% increase since 2023 and a total 20% since 2022)



PLANET

TRIM GUIDELINE

Each garment we develop is a complex combination of materials, trim and manufacturing processes that are often invisible to the general audience.

In 2024, we developed our Trim Guideline and delivered comprehensive training across all teams to ensure a clear understanding and consistent implementation of these standards.

FABRIC  
The primary material that defines the quality, feel, and appearance of a garment. Combined with the design, it plays a key role in making each piece unique. Our goal is to reach 100% certified and Preferred Materials by 2025.

LINING  
A soft inner fabric that enhances comfort and wearability.

TRIMS  
From embroidery and sequins to buttons, zippers, and other detailed elements, trims give each garment its distinctive character. Due to their diverse composition, establishing Preferred Guidelines is complex.

HANGTAG  
A small cardboard tag that provides essential product information such as price, name, and fabric quality to support informed purchasing decisions. All our hang-tags are Forest Stewardship Council certified.

PLASTIC BAG  
A transparent protective bag required by retailers to maintain garment quality during transit. We enforce a strict supplier policy, requiring that all polybags are made from recycled sources.

LABELS  
Size, brand, care instructions, and country of origin - these labels are sewn into each garment to provide lasting, essential information that helps customers care for and potentially resell their items.



PLANET  
PREFERRED MATERIALS

- TOTAL FIBER AND MATERIAL
- ACRYLLIC (1.0%)

APLACA (0.6%)

CASHMERE (0.1%)

COTTON (28.2%)

ELASTANE (1.6%)

LINEN (0.4%)

LEATHER (4.5%)

MANMADE CELLULOCIS (9.1%)

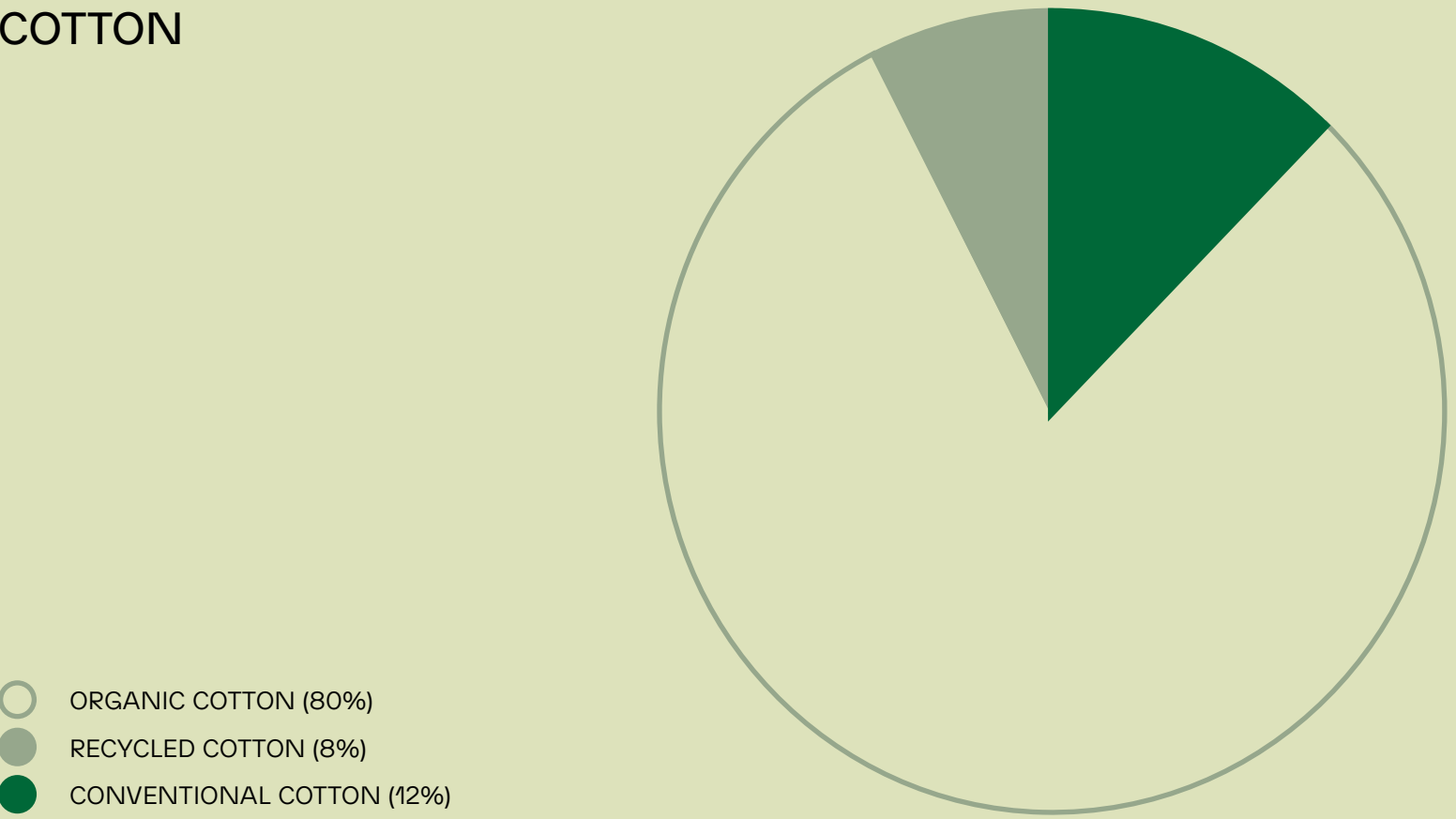
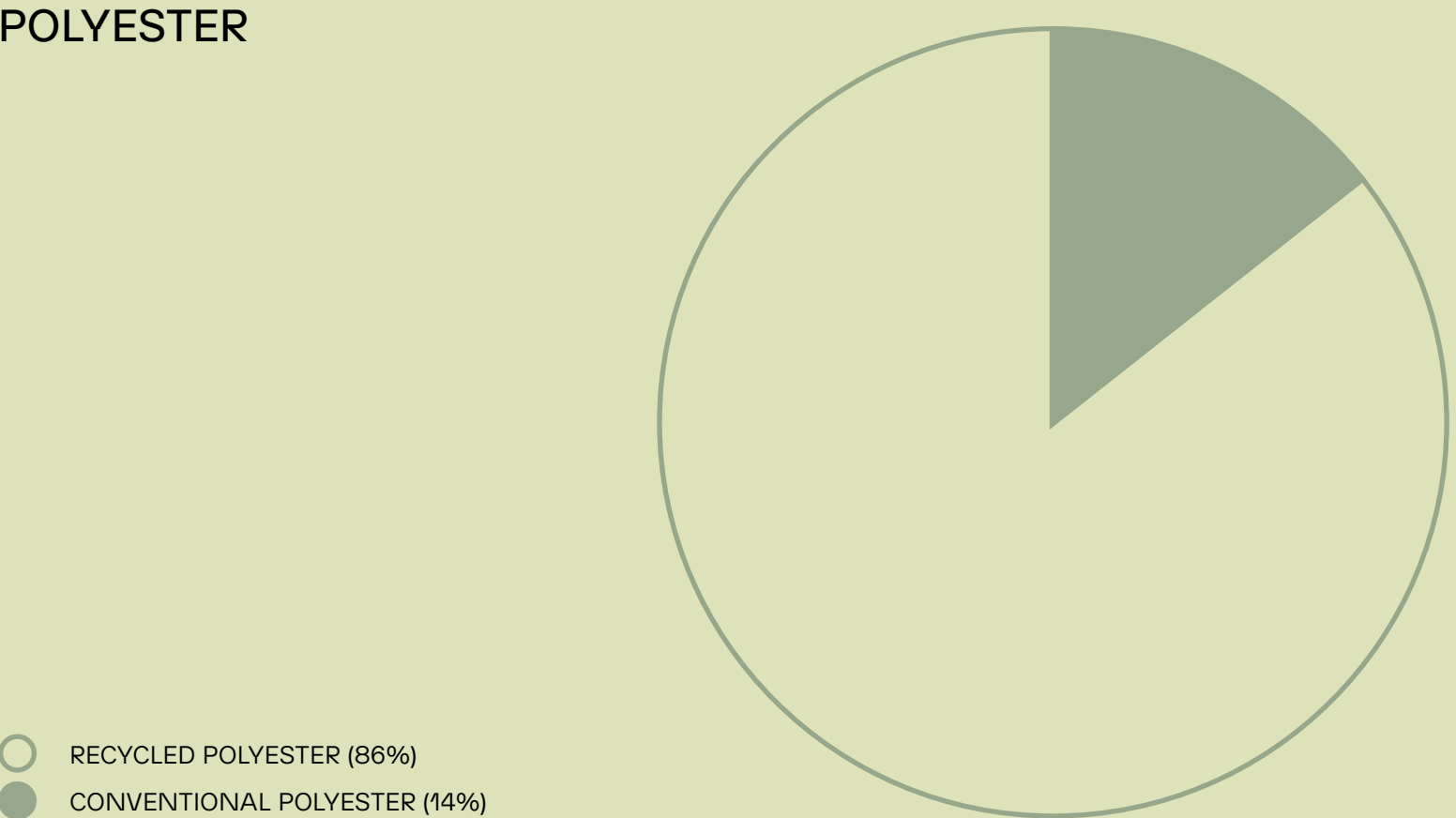
MOHAIR (0.4%)

POLYAMIDE (5.6%)

POLYESTER (42.9%)

WOOL (4.9%)

OTHER SYNTHETIC FIBER





PLANET

PREFERRED MATERIALS

Building on the success of the first drop, the second ROTATE x H&M collaboration leaned fully into Scandinavian glamour.

The drop was a rejection of traditions and encouraged confidence and boldness from the wearer. In a range of dresses, matching sets and tailoring, ROTATE brought together its signature styles and 1980s details: bold shoulders, puff sleeves, plunging necklines, vibrant prints, metallic accents and glitzy embellishments. The colour palette combined classic black and oxblood red with vibrant bursts of pink, bright white and shiny silver.

**Aligned with our Preferred Material Strategy, 11 out of 13 styles in the capsule were made using at least 50% Preferred Materials, from recycled polyester to organic cotton.**





# STOP RESOURCE DEPLETION & POLLUTION 45/53

PLANET

DYES & TREATMENT  
GUIDELINES

As part of our Supply Chain Assurance and Quality Management procedures, we conduct regular product risk assessments across all categories to ensure every item meets safety and compliance standards each season.

In collaboration with the “Société Générale de Surveillance” (SGS), a leading international testing and certification laboratory group, we test selected styles identified through our internal risk matrix. All tested products must, at a minimum, comply with the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH) regulation.

Depending on the product type, styles are tested against relevant standards, including AFIRM RSL, REACH, or GOTS.

We actively collaborate with our suppliers to improve manufacturing techniques and sourcing strategies. By raising awareness of product safety risks and promoting Preferred Material choices, we aim to foster a supply chain that is increasingly certified, transparent, and safe.





# STOP RESOURCE DEPLETION & POLLUTION 46/53

PLANET

KEY PRODUCTS

LIFE CYCLE ASSESSMENT

In 2024, BCC made a strategic decision to reallocate resources toward high-priority initiatives, including preparations for B Corp certification. As a result, the planned Life Cycle Assessment (LCA) for key products was postponed.

This adjustment was made to ensure that future LCAs are carried out with the necessary effort and contribute meaningfully to the company’s overarching ESG strategy. The initiative has not been abandoned and is to be scheduled for research in 2025.



PLANET

CONTINUE OUR CARBON  
FOOTPRINT MEASUREMENT

In the 2023 CSR report, we reported our Greenhouse Gases (GHG) emissions using 2022 data, establishing 2022 as an initial benchmark. However, upon review, we identified limitations in data quality, which prompted a reassessment of our baseline approach.

To ensure greater accuracy and reliability, we have designated 2023 as the new baseline year and have recalculated GHG emissions for both 2023 and 2024 based on improved data availability and methodologies.

During 2024, we also partnered with the Leadership on Climate Transition to be trained on Target Setting. However, we decided that our priority is to improve data accuracy and granularity before committing to external frameworks that require long-term, binding targets.

Due to challenges related to data availability and supply chain complexities, we believe that prioritizing the strengthening of emissions tracking will provide a more reliable foundation for setting actionable targets in the future.





PLANET

SCOPE AND CATEGORIES EXPLAINED\*

**Scope 1:** Direct Emissions  
As we don't own vehicles or a facility, we have no emissions to report in this scope.

**Scope 2:** Indirect GHG\*\* Emissions from consumption of purchased electricity, heat or steam. We buy and consume energy in our headquarters in Copenhagen, Denmark.

**Scope 3:** Emissions from our value chain. This scope accounts for all indirect emissions we are responsible for along our value chain, typically representing the largest share within the fashion industry.

**Capital Goods:** emissions from the production of capital goods purchased or acquired. Includes: equipment, software, machinery, buildings, and infrastructure.

**Upstream Transport & Distribution:** emissions from the transportation and distribution of goods for both inbound and outbound logistics.

**Business Travel & Employee Commute:** emissions from business travel involving employees using non-company-owned vehicles and from employees commutites to the workplace.

**End-of-Life Treatment of Sold Products:** waste disposal and treatment of products sold by BCC at the end of their life (recycling, landfill, and incineration).

**Use of Sold Products**  
Emissions generated during the use phase of products sold by the company, including energy consumption throughout their lifetime (e.g., electricity used for washing machines).

\*The categories Waste in Operations and Downstream Transport & Distribution are not considered due to data unavailability.

\*\*The GHG Protocol includes (but not relevant for BCC and this report) additional categories such as Fuel & Energy-Related Activities, Upstream Leased Assets, Processing of Sold Products, Downstream Leased Assets, Franchises, and Investments.



PLANET

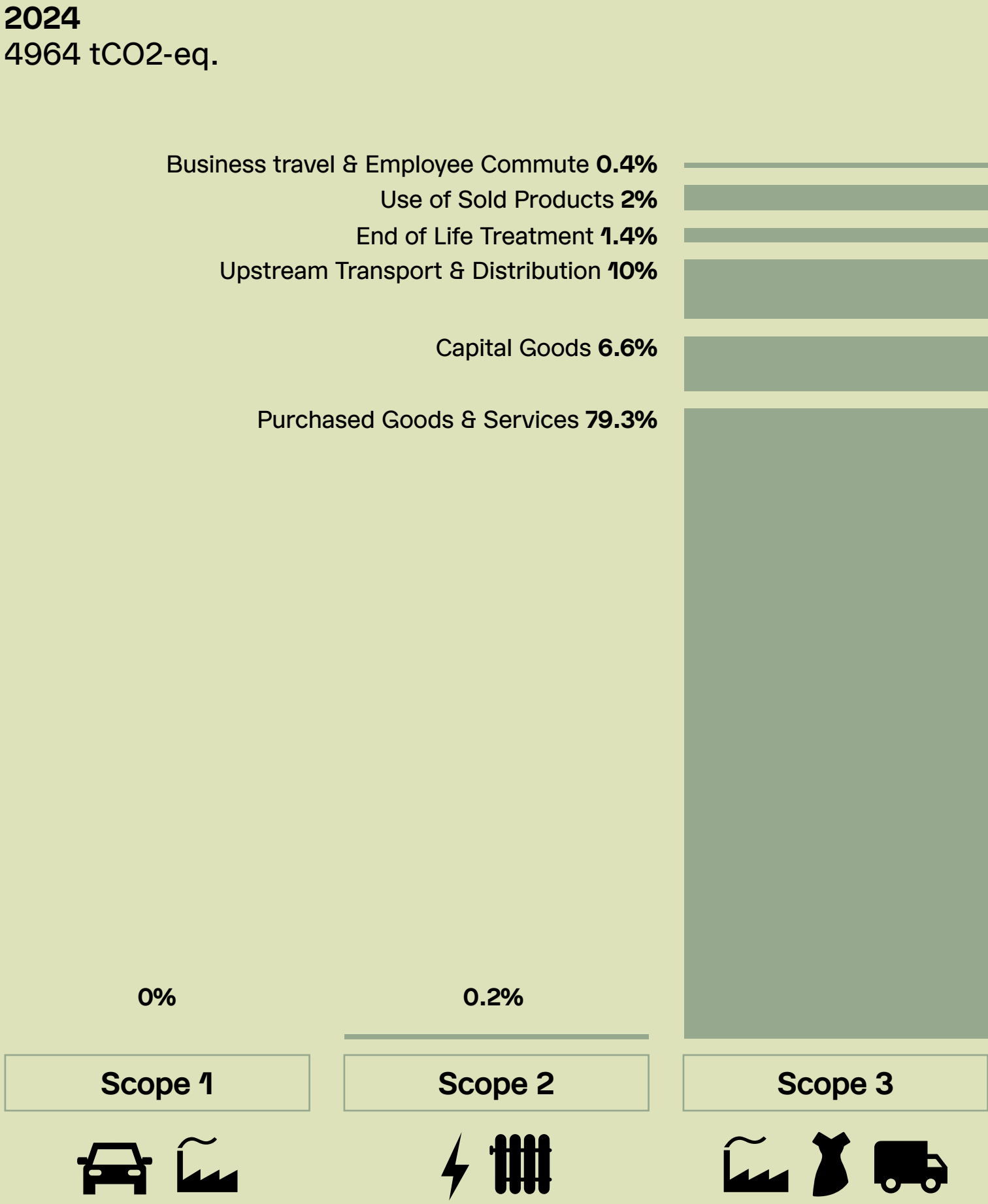
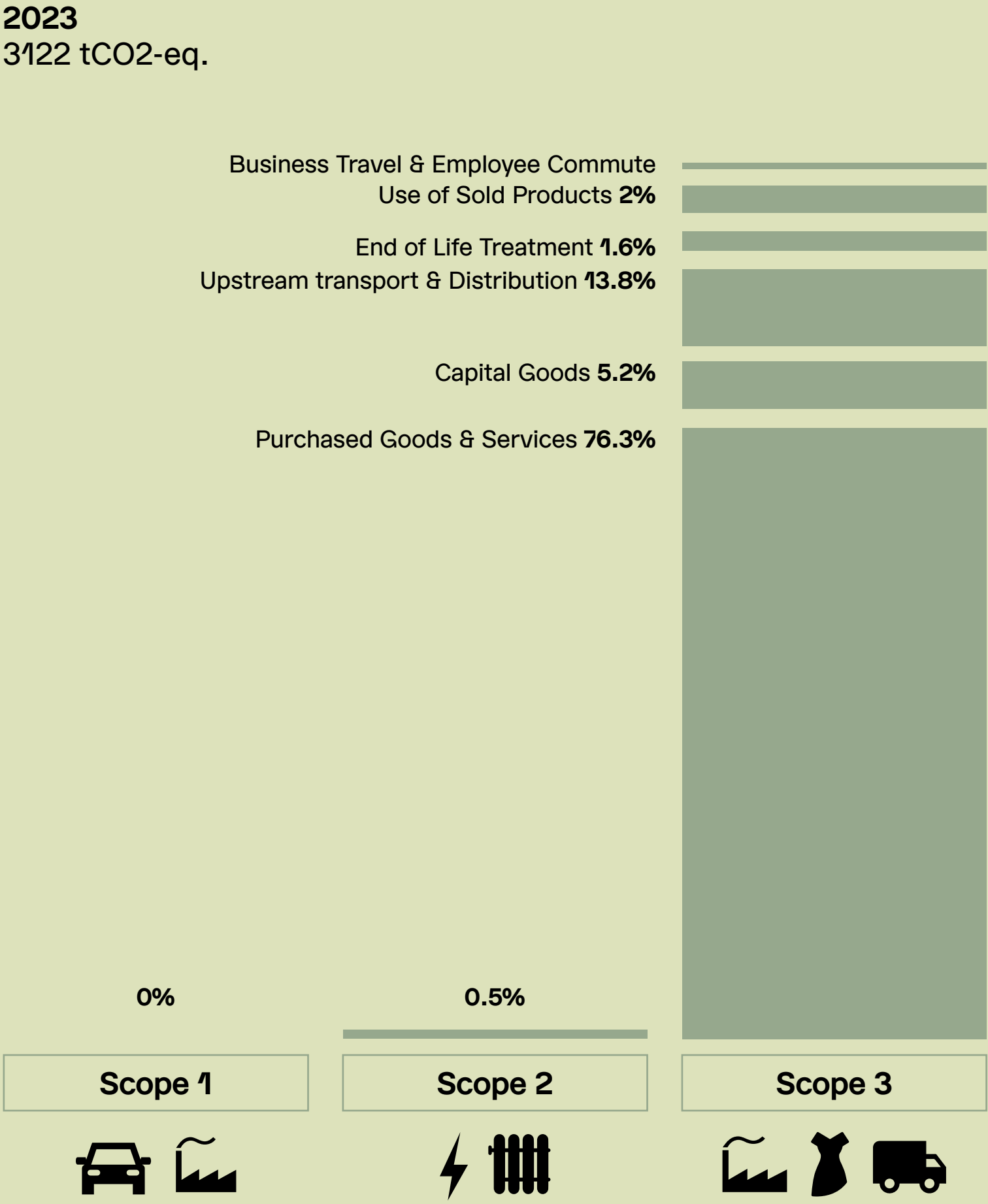
2023/2024 CARBON EMISSIONS

Between 2023 and 2024, our total emissions increased from 3.122 tCO<sub>2</sub>-eq. to 4,964 tCO<sub>2</sub>-eq., reflecting the growth and expansion of our operations. This increase is largely attributed to higher production volumes, which naturally led to an increase in emissions from raw material procurement and supply chain activities.

Since materials account for the majority of our total carbon footprint in 2023, targeted reductions in this area have the potential to significantly decrease our overall impact. By adhering to our Preferred Materials Guidelines and prioritizing recycled and organic materials, we avoided approximately 275 tCO<sub>2</sub>-eq. in 2023.

Building on these efforts, we achieved a greater reduction in 2024, avoiding around 450 tCO<sub>2</sub>-eq. through continued responsible material sourcing.

Emissions are reported in relative terms instead of absolute numbers due to current data limitations and because the GHG emissions monitoring has not been third-party verified at this stage.





PLANET

SBTi [6]

Science-Based Targets initiatives (SBTi) [6]

Our priority is to improve data accuracy and granularity before committing to external frameworks that require long-term, binding targets. Due to data availability challenges and supply chain complexities, we believe that focusing on strengthening emissions tracking first will enable more reliable and actionable targets in the future.

We remain committed to enhancing our carbon accounting and supplier engagement while continuously evaluating the feasibility of future SBTi alignment.

[6] Changed from: “SBTi reduction targets” to not committing to SBTIs reduction targets. As a SME, we recognize the importance of setting





PLANET

LOCAL PARTNERSHIP TO  
SUPPORT KEY PARTNERS

AMFORI BEPI FOR OUR KEY  
SUPPLIERS

As part of our commitment to environmental responsibility across our supply chain, we ask our suppliers to share reliable, verified data about the environmental performance of their facilities and production activities. This includes, among other things, data on CO<sub>2</sub>-eq. emissions. To ensure credibility and consistency, all information must be supported by an independent third-party audit.

We encourage suppliers to undergo the AMFORI Business Environmental Performance Initiative (BEPI) audit. Amfori BEPI is widely regarded as the environmental equivalent of the BSCI audit for social compliance. It covers a comprehensive set of environmental topics, ranging from greenhouse gas emissions and energy consumption to water usage, chemical management, waste handling, and biodiversity impact.

Our goal for 2024 was to initiate partnerships focused on mapping environmental performance with two of our key suppliers. However, due to supply chain challenges resulting in time constraints, we successfully implemented this initiative with one key supplier. Looking ahead to 2025, we aim to build on this progress by establishing environmental performance mapping partnerships

with two key suppliers.



# CHANGES

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## CHANGES & UPDATES

This past year brought both progress and challenges as we continued to evolve our ESG efforts.

The next section highlights key updates and changes that shaped our journey.

	[1] Reduce the Amount of Second Prototypes	Changed from: “no second prototype needed”. This target was revised to focus on minimizing the number of second prototypes produced. Given that many of our styles are made with fabrics that drape and create bold silhouettes, we recognized the necessity of working with some designs in physical form to ensure quality and fit.
	[2] 1-2 Innovative Fabrics Per Year	Changed from: 15% innovative fabric in our development. The initial target was adjusted to better align with internal communication and motivation. This revision facilitated clearer goal alignment and accelerated progress.
	[3] 0 Whistleblowing Cases	The target was added.
	[4] 100% of Tier 1 suppliers have a social audit like Amfori, Sedex, GOTS or alike	Changed from: Tier 1 Improvement Project. The initial target was postponed. The company prioritized achieving the B Corp certification and the associated workload before revisiting this comprehensive goal.
	[5] 90% of styles in each collection contain 50%+ of Preferred Materials.	Changed from: 100% of styles in each collection contain +50% of Preferred Materials. This adjustment acknowledges the essential use of certain materials—such as elastane, for which no suitable alternatives currently exist, and wool, which often requires blending recycled and conventional fibers to maintain quality and softness.
	[6] Not Committing to SBTIs Reduction Targets	Changed from: Setting SBTIs reduction targets.  While recognizing the importance of these targets, we chose not to commit to them at this stage. As an SME, the current focus is enhancing data accuracy and granularity before engaging with external frameworks that require binding long-term targets.
BIRGER CHRISTENSEN COLLECTIVE	2024	



THANK YOU