

# Impact report 2020



NINE & Co.





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# Letter from our CEO &



“In all we do, we  
will always keep  
listening to what our  
customers and the  
world need”

The last year was unlike any other year, in which sustainability and corporate social responsibility took a new charge. The global pandemic was part of this. Despite 2020 was a year of many challenges, there were also many positive developments for Nine & Co. and beyond. We were proud to pass the third year of the Dutch Agreement on sustainable Clothing and Textiles in a very positive way. The activities under our sustainability programmes also further evolved, while taking important developments into account, such as the legislation on supply chain responsibility (due diligence) and the action plan for a circular economy in 2050.

Since our establishment, we are a company where positivity, connection and curiosity are guiding the way we do business. Our sustainability programs align these core values and who we are as a company. We are proud of the progress we made since we launched our programmes in 2017, and that sustainability is becoming integral part of the way we do business today.

Over the last year, we were able to take a next step with mapping our supply chain: from raw material to product. We paid attention to our sourcing process and living wages. Themes that are so important, and so much related. We started making social impact by

supporting women with becoming a resilient parent, to foster a safe & healthy development of children. And, we outlined our route towards a more circular business – contributing to a circular fashion industry.

We aim to be the safest, most sustainable and transparent option for mothers and their babies. Even though 2020 was different from any other year, we are well on our way to realize our ambition with the steps we took (and are taking). In the coming year we will focus on the progress of our sustainability programmes. Inspiring both the industry and consumers with sustainable and circular fashion. Throughout this report, we present all the developments under our sustainability pillars in 2020. We look forward to further out-roll the activities and initiatives that have our attention in 2021 and beyond.

In this way forward, we will always keep listening to what our customers and the world need. In response to this, we will optimize our business, activities and collections. For a happier and healthier world, for all mothers, fathers, their children – and the generations that come after.

Anne-Gien Haan  
CEO Nine & Co.

# About NINE&Co &

Nine & Co. is a leading, international company for fashion, home and sleep textiles with 4 brands leading in the domain of maternity, baby & kids: Noppies, Supermom, Esprit for mums and Alvi. Nine & Co. has 269 employees in total, with Noppies shops in 18 cities in 3 countries and online sales in 44 countries. Our headquarters is located in Lelystad, the Netherlands.

Our business started as a family company and is today a celebrated family of brands. Building a sustainable and social responsible company makes for no other company so much sense as it does for us. New life is something to celebrate and cherish. As expert in the domain of maternity, baby & kids fashion in Europe, it is our passion to give confidence to mums and their newborns to make this path to new life the most joyful period of their lives. We are here to give confidence and joy through care, comfort and design, and do so in a caring and sustainable way.

Our brands are part of their first and most important years. We are there when pregnant women first dream about becoming a mother and when young boys & girls first start exploring the world on their own. It's what makes us much more than a company in maternity essentials & baby soft goods. With our philosophy on life, the stories we tell, the choices we make, we can directly impact the world these children live in and will grow up in. Since 2017, we started defining and sharpening our sustainability strategy and programs. In 2020, we were able to give more depth to the programs that we run to make more concrete and tangible impact.

All Nine & Co. brands are addressed in this impact report. The sustainability activities described in the five chapters include Noppies, Supermom and Esprit. The sustainability activities of Alvi are evolving, and not yet included in the impact report 2020 results.

## OUR COMPANY VALUES – ROLL-OVER TO READ MORE!

Confidence  
&  
Joy

## FACTS & FIGURES (COMPANY GENERAL)

**06**  
brands:

noppies  
*Queen Mum*

SUPERMOM  
ESPRIT

IMPS&ELFS  
*Alvi*

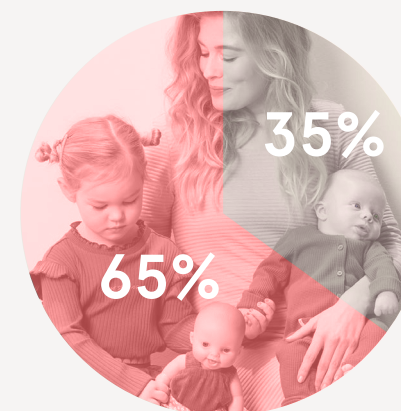
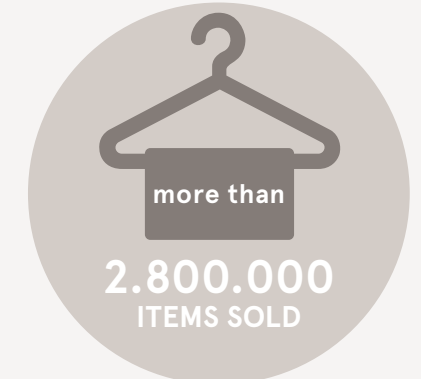
**294**  
EMPLOYEES:



**79% (232) WOMEN**  
**21% (62) MEN**

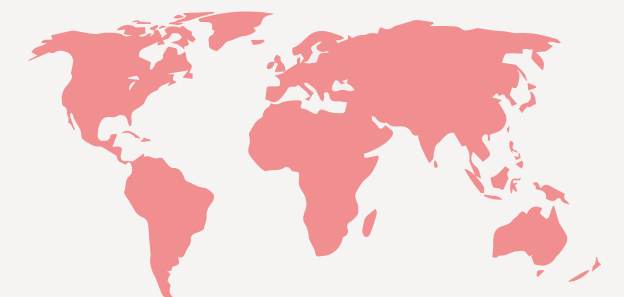


**OWN SHOPS IN 15 CITIES**  
in the Netherlands, Belgium and Germany



35% maternity items  
65% baby soft goods

**ONLINE SALES IN**  
**44 COUNTRIES**



95% of products are made in  
Turkey, China, India and Poland

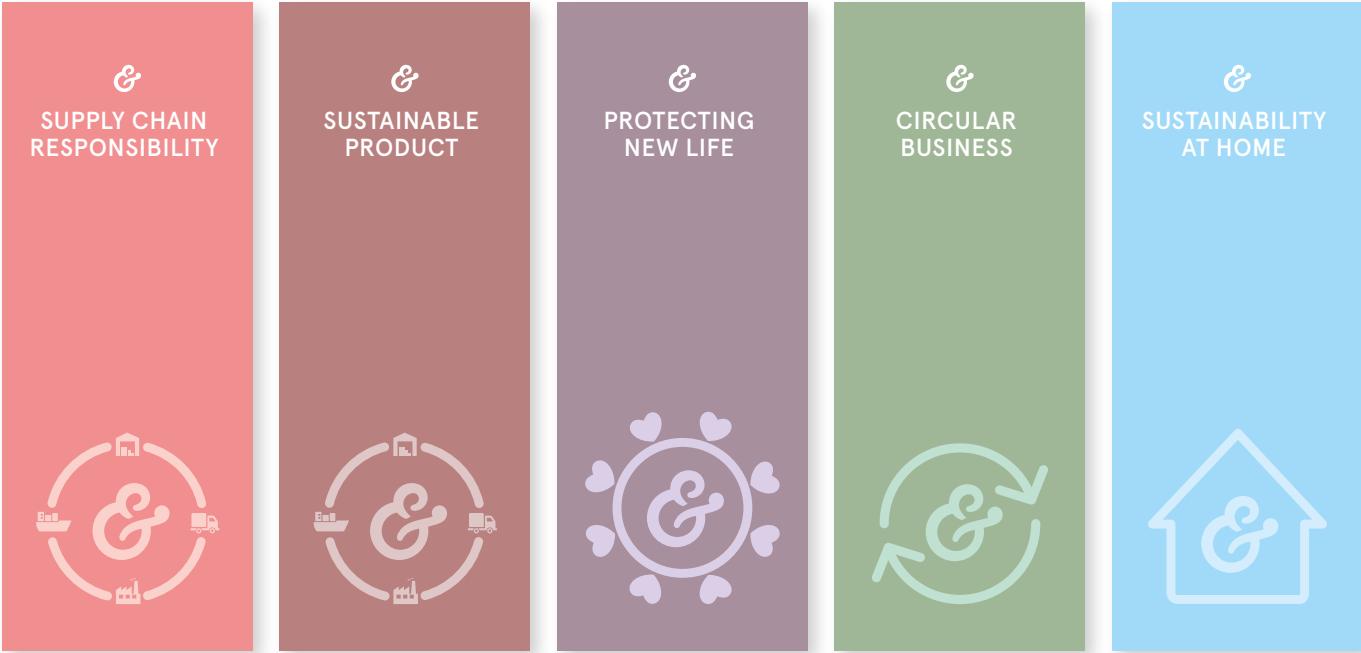
# How we create a happy world &

It is Nine & Co.'s ambition to build a happy world for our children, and empower (pregnant) women and mothers to do this with us. We want to create sustainable and responsible products, from start to end. This includes the way our products are made, our business practices as a company and the way our items are worn and used. We believe it is our task to contribute to a better, safer and more sustainable industry.

To do so, we must rethink how our items are made and what they are made of. There are many challenges in our sector that we can and want to address. It's an opportunity to show how brands can create a positive impact from raw material to product. We believe this is what we should do, because the fashion & textiles industry has still a significant impact on the planet today. As labour intensive industry, there are many social aspects we should take care of. The lack of

insight in value chains still has social consequences today. Knowing your partners and doing business in a responsible way should always come first. At the same time, due to the impact of fibers on the planet, we should take environmental aspects into account too. Water and chemical intensive production processes contribute to our industry's share in carbon emissions and water consumption. Our goal is to create sustainable products, both socially and environmentally.

Today, we already see many positive developments in our industry and brands willing to contribute to a better and more sustainable world. In our efforts to contribute to a more sustainable fashion industry, we will engage others to do this together with us. We are on our way to (re)design all our processes, systems and products in such a way that we create a Happy World and focus on the five sustainability pillars that we defined.



**OUR VALUE CHAIN**  
We want to know how and where our items are made and invest in good and long term relationships with our supply chain partners. Good relationships carry mutual responsibilities. That's why we review and want to improve our business and the way we purchase.



**SUSTAINABLE PRODUCT**  
We want to reduce the negative impact on our world through sourcing and manufacturing in a responsible and sustainable way. Focusing on sustainable, circular and low-impact materials and processes helps us do this.



**PROTECTING NEW LIFE**  
We believe a good and safe start creates the foundation to grow up safe & healthy. That's why we invest in resilient parenthood and use our brand as a platform to support parents (to be) with the challenges and sometimes high expectations of parenting.



**CIRCULAR BUSINESS**  
Investing in a circular economy enables us to take care of the planet our kids grow up in. It means that we use and reuse natural resources in a smart way. From the extraction of raw materials to extending the lifetime of every single product.



**SUSTAINABILITY AT HOME**  
When it comes to sustainability, all efforts start at home. We want to practice what we preach at our headquarters, warehouses and retail stores. Also, we want to invest in happy & accountable employees. As one large family, our team(s) are all making an effort to increase sustainability standards in the office.

# The sustainable development goals



- #1 Our value chain
- #2 Sustainable product
- #3 Circular business
- #4 Protecting new life
- #5 Sustainability at home



## SDG 1: NO POVERTY

End poverty in all its forms everywhere

At Nine & Co. we aim to contribute to the reduction of poverty. We aim to invest in good & fair business with our producing partners. Taking steps with living wages for all workers is part of this.



## SDG 3: GOOD HEALTH & WELLBEING

Ensure healthy lives and promote wellbeing for all at all ages

We invest in good, safe & healthy working environments within our supply chain. In our home countries, we are serious about taking care of our employees and consumers and contribute to resilient parenting.



## SDG 8: DECENT WORK & ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

We promote sustained and inclusive economic growth by contributing to productive employment and decent work for all. Both in our country of operation as throughout our supply chain. A responsible sourcing strategy helps us in realizing this.



## SDG 10: REDUCED INEQUALITIES

Reduce inequality within and amongst countries

All workers that produce our items should enjoy a working environment free from discrimination and unfair practices. We strive for all our partners to meet our principles of a safe and equal working place.



## SDG 11: SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable

We invest in reducing our negative footprint and optimizing our positive impact where-ever we can. More sustainable business operations, with reduced energy and water use and waste streams, enable us to contribute to more sustainable cities and communities.



## SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

We grow the share of sustainable materials in our products and reduce waste streams. We engage our consumers in our message and stimulate them to make the most sustainable decisions.



## SDG 17: PARTNERSHIPS FOR THE GOALS

Strengthen the means of implementation and revitalize the global partnership for sustainable development

With our impact network we collaborate and create strong partnerships, that are needed to collectively work on the global sustainability agenda. This enables us to be part of a collective movement towards a more sustainable industry.



# Our highlights in 2020

## &

### A FAIR & TRANSPARENT SUPPLY CHAIN

We are in a leading position when it comes to disclosing our suppliers and supply chain partners. In 2020, we worked on supply chain transparency by identifying our partners on tier 2 level. Transparency is the foundation for good relationships, ethical business and fair supply chain practices. We are fully transparent about our suppliers and take responsibility for our complete supply chain: from raw material to end product. In 2020, we identified 100% of supply chain partners on tier 2 level.



### "VEERKRACHT": A CAMPAIGN FOR SOCIAL IMPACT

We engaged and educated 100,000+ young mothers in 2020, with the launch of our "Veerkracht" campaign. "Veerkracht" focuses on resilient parenting: falling down and getting back on your feet. It's important in building a healthy and good connection and ensuring safe attachment between parent and child. With the campaign, we support young parents to offer resistance to the sometimes high expectations of parenting. By creating awareness and offering valuable tools and a community of young mothers and (health care) professionals.



### MAKING OUR PRODUCTS MORE SUSTAINABLE

The share of sustainable fibers in our products grew from almost 40% to 50% over the last year. The majority of our products is made of cotton. We focus on sourcing GOTS certified organic cotton and sustainably sourced cotton via the Better Cotton Initiative (BCI). In 2019, 56% of all cotton was organic or sustainably sourced. By growing this share, our entire cotton footprint consists of 77% sustainable cotton today.



### OUR JOURNEY TOWARDS LIVING WAGES

We started our journey towards living wages in close collaboration with our 2 biggest suppliers in India and Turkey. Payment of a fair remuneration (a living wage) is an important aspect of a fair & good working environment. We conducted living wage research to identify possible wage gaps. In co-creation with our suppliers, we developed long-term action plans. The longer term process of optimizing our purchasing practices is always part of our living wage efforts.



# Facts & figures sustainability

#1

## OUR VALUE CHAIN

- 100% of direct suppliers agreed to our mutual code of conduct
- 90% of our suppliers is audited by a preferred social auditing standard
- 95% of audited suppliers is assigned low or medium risk
- Our 3 main producing countries are Turkey, India and China, and Poland 95% of products is made here
- Nine & Co. positively passed the 3rd audit of the Dutch Agreement on sustainable Clothing and Textiles
- We enrolled a living wage pilot program at 2 main suppliers

#2

## SUSTAINABLE PRODUCT

- 50% of the materials used in our products is sustainable
- Cotton is our #1 material: 77% of all cotton is organic or sustainably sourced

#3

## PROTECTING NEW LIFE

- We launched our "Veerkracht" campaign for resilient parenthood
- We created awareness among 100,000+ mothers in the Netherlands
- We launched our baby collection to inspire and foster the protection of new life
- We started cooperating with non-profit organization Stichting Babywerk
- We created a social community to raise awareness on resilient parenthood
- We embedded the pillars from 1001 critical days manifesto into our 'Veerkracht' campaign

#4

## CIRCULAR BUSINESS

- Almost 30% of the cardboard we used in our packaging is recycled, the remaining 70% is FSC certified
- We introduced smaller and recycled polybags for our packaging. With more than 2 million polybags used in 2020, the shift to recycled and less material has enormous potential to cut emission and reduce energy
- Today, more than 40% of all our packaging used is sustainable
- The amount of return orders decreased with 3%. Noppies webshop return orders decreased with 8%
- We are happy that the Noppies Buy & Sell social platform grew with 17%. From 23,000 to 26,800 active members, that extend the lifetime of Noppies products

#5

## SUSTAINABILITY AT HOME

- We work on sustainable waste management by recycling and reusing our (residual) waste streams
- We saved 35 tonnes of carbon by cutting our energy use with 8% and our gas use with 7%
- With 79% female employees, women rule the Nine & Co. office.
- We highly value diversity and ensure a gender diversity ratio of 56%/44% of female and male in our management
- 95% of Nine & Co. employees is an active user of our online e-learning & self-development tool





# 1. Our value chain &

“We invest in good relationships with our suppliers and partners to realize good, safe & healthy working conditions throughout our supply chain”





# 1. Our value chain &

## A TRANSPARENT SUPPLY CHAIN

We believe transparency is the starting point and the foundation for good relationships. We invest in good relationships with our suppliers and partners to realize good, safe & healthy working conditions throughout our supply chain. As leading brand in maternity and kids fashion, we care a lot for the health, safety and wellbeing of our main target groups. What's worth the promise of creating a happier and healthier world when it only addresses one side of the value chain? We want to live up to our core values and promise throughout the entire value chain. We want to know our supply chain partners in order to know and understand possible risks, threats and opportunities arising. The insights we need to improve our business and create

a more sustainable supply chain starts with ensuring transparency. Especially because the products bought by our customers, make quite a journey. Manufacturing is done by our (direct) suppliers, but other production processes such as cultivating raw materials needed to create the yarn, or turning it into fabric is done by other partners in the supply chain.

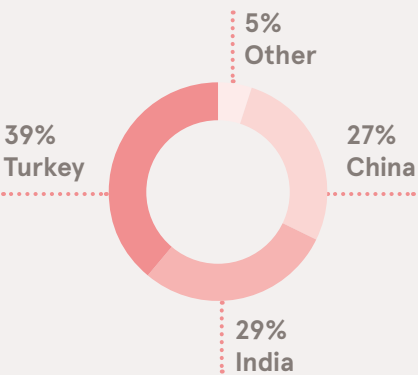
We strive for transparency from raw material to end product. We have taken important steps in the last year, by disclosing close to 100% of our supply chain partners on tier 2 level. This is one level beyond our direct suppliers and producers.



## OUR PRODUCTION LOCATIONS

Our production takes place in four main countries:

- 1.Turkey
- 2.India
- 3.China
- 4.Other (Europe)



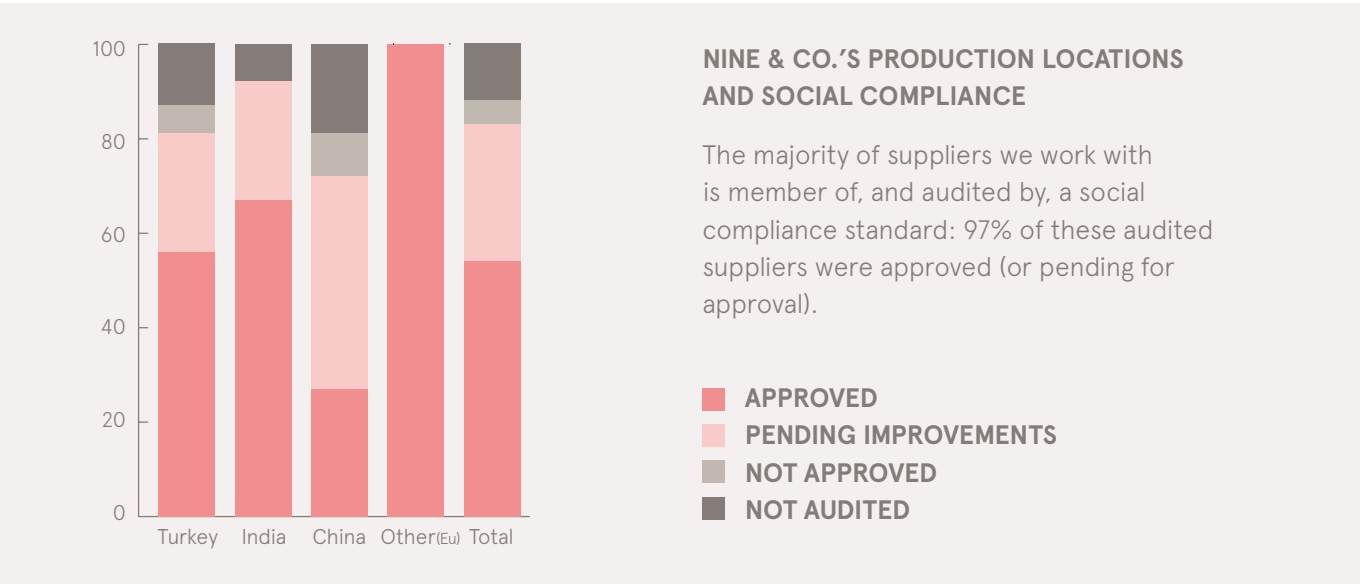
↑ Click on country for more info

## FAIR & SAFE PRODUCTION

We value the health and wellbeing of mothers and their children at both sides of the value chain. In the countries in Europe where we sell our products, and in the countries around the globe where our items are being manufactured. Nine & Co.'s production takes place in three main countries: Turkey, China and India. In the last years, we reviewed and consolidated our supplier base. As a result we work more closely together with a smaller amount of suppliers. It enables us to increase transparency, build stronger and long term relationships and increase insight in what's

happening in our supply chain. This is how we build stronger relationships over the year. In 2017 we started with over 100 suppliers, in 2019 we had 48 suppliers. The result today is: strong and long term relationships with 41 suppliers.

We believe our way of working with our partners can facilitate good quality of work in the factories. It also enables to set-up specific supply chain programs with our partners, based on mutual trust and confidence, to help realize our sustainability ambitions.

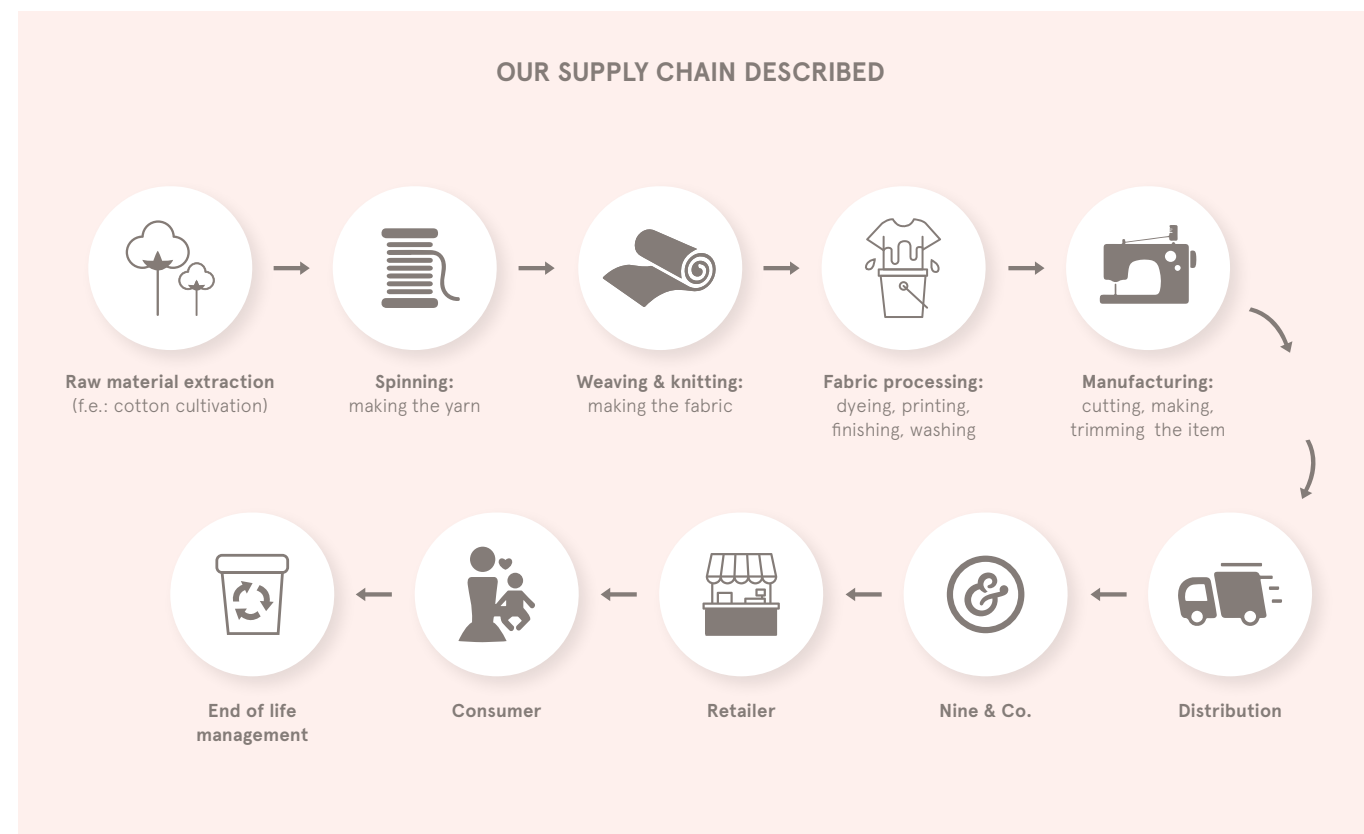




# 1. Our value chain &

Stable relationships help us in our dialogue with producers and enable our sourcing team to visit the factories every year. During these visits, developments and progress around quality, sustainability, working conditions and living wages are discussed. Besides the mutual Code of Conduct we agree with our suppliers, we strive all our suppliers to be accredited by a social compliance standard. Currently, the majority (88%) of our suppliers is audited, according to BSCI, SA8000 or SEDEX. As BSCI member, Nine & Co. works with audits and action plans for improvement throughout the supply chain.

Addressing these challenges helps us to support our suppliers with the biggest issues they face. Even though many of our suppliers might work on sustainability in their own business, to safeguard a sustainable supply chain we must look at all partners in the value chain. Including for example their sub-suppliers, that deliver materials and other inputs. Doing so is an opportunity to secure sustainability at a deeper level (deeper down the chain). It's our way of looking at the value chain and making sure that risks and challenges aren't cascaded down.



“Stable relationships help us in our dialogue with producers and enable our sourcing team to visit the factories every year.”



# 1. Our value chain &

## LIVING WAGE

As baby & maternity business we have the ambition to protect new life, here and in our supply chain. Working towards living wages for the people who make our products is the perfect instrument to do so. After all, if parents receive a living wage, this will positively affect the living standards of their families and the future of their children. Our ambition is to realize a living wage for every worker in our supply chain.

Working towards living wages starts with identifying possible living wage gaps in the regions where our products are made. We research the wage levels at 100% of our tier 1 suppliers as input for our living wage pilot. In 2020 we worked out a living wage action plan together with 2 main partners in Turkey and India. In developing the long-term action plans, we always address the process of optimizing our purchasing practices. We believe that good sourcing and purchasing practices are directly related to the ability to realize living wages in the supply chain.

Paying fair prices for products is step one, to enable the payment of a fair remuneration for workers. Realizing living wages is about more than that. We are aware that we can make a significant difference by reviewing our order planning, forecasting and buying process. Working towards open costing and fair price negotiations, are important steps towards realization of living wages.

**“The most important learning from our Living Wage project however is that it all starts with raising awareness and exploring the concept of Living wages together with your supplier. A common understanding is half the work.”**

A LIVING WAGE is an income that covers the real cost of living, including all monthly expenses and some savings for workers and their families. Paying a living wage to employees is an investment in a strong business, a strong local economy and a healthy community to do business with. It contributes to the development of a dedicated, skilled and healthy workforce.

## OUR LIVING WAGE PROJECT IN INDIA

“POPPYS KNITWEAR is one of Nine & Co.’s biggest suppliers, that has all aspects of production in-house. Poppys is one of the leading knitwear exporters of India today. Their 2500+ workers are divided over different production units.

At Poppys Knitwear, wages meet living wage levels. An important factor to enable this is efficiency. Operational (and individual) efficiency levels relate to consistency of revenue streams and the possibility to pay fair wages. Poppys is able to achieve 95% factory utilization, due to for example smart planning. It’s how the factory makes optimal use of its capacity. In the longer run, this facilitates payment of a fair remuneration to all workers: a living wage.

In southern India, worker rotation numbers are on average very high and wage levels are often left behind. Poppys created the right conditions in the factory on operational and employee level. Good planning and motivated and engaged workers.

We believe that brands like Nine & Co. have the responsibility to meet the needs of suppliers to realize this. That’s why we highly value our



purchasing processes. These must facilitate good planning. Through these conditions, Poppys is able to work efficiently, generate constant cashflow and take good care of their most valuable resource: it’s workers.”

In 2021, Nine & Co. will share the story of Poppys Knitwear with more partners & brands as part of our living wage project.



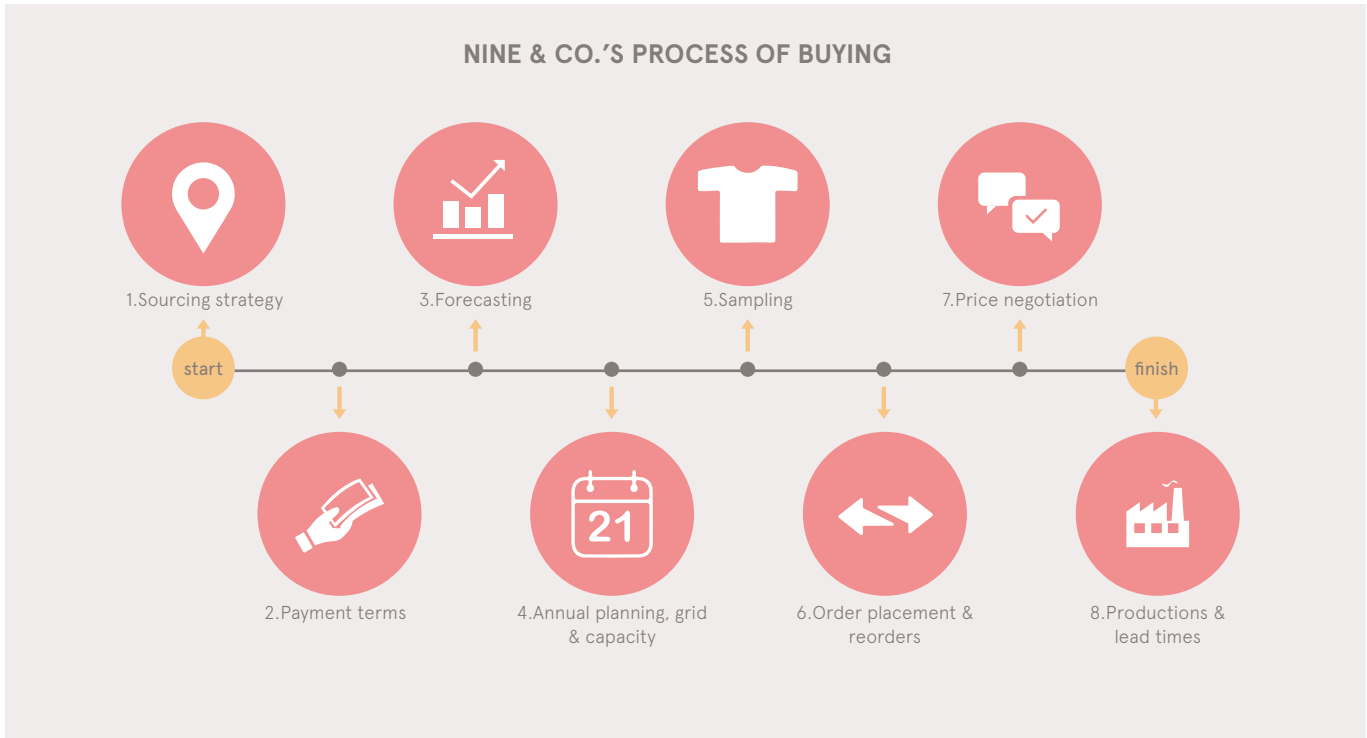


# 1. Our value chain &

## THE IMPORTANCE OF PURCHASING PRACTICES

The way we buy our products can have a significant impact on the working conditions at a supplier, or fair wages for workers. We analyzed our process of sourcing and researched the opportunities to improve this process. In 2019 we analyzed our sourcing process from the perspective of our design, sourcing & buying teams. In 2020, we engaged our suppliers in this same analysis. We believe it is important to specifically listen to the feedback of our suppliers as valuable partners, when it comes to our sourcing process. We want the improvements that we make specifically benefit them.

Improving our sourcing process is a central first step in improved supply chain management, and it is part of our roadmap towards living wages. The sourcing process is something we have direct influence on. By making improvements, we can facilitate better working conditions or better wages in the end. In the coming year, we will launch a sampling pilot with the goal of reducing the amount of samples needed, redesign sample pricing and come to an overall reduction of materials, transport, time and costs.



## HOW WE OPTIMIZE OUR PURCHASING PRACTICES



### OPEN COSTING WORKSHOP

In 2020 we increased knowledge on open costing by engaging our entire buying & sourcing team in an open costing workshop. With our expertise partner Modint, we created awareness on the importance of good purchasing practices and educated the right people on one of the central aspects of fair buying. We want both our teams and our suppliers to be informed on the possibilities within our prices ranges, to realize feasible prices together.



### PURCHASING PRACTICES ASSESSMENT

We engaged our direct suppliers in assessing our purchasing practices and share feedback on the purchasing process. We aim to optimize our purchasing practices and believe this enables us to ensure fair & safe working conditions. Also, purchasing practices closely relate to living wages. The process of optimizing our purchasing practices should therefore always be part of living wage efforts.



### COMING YEAR: DIGITAL SAMPLING PILOT

In the coming year, we will launch a sampling pilot with the goal of reducing the amount of samples needed, redesign sample pricing and come to an overall reduction of materials, transport, time and costs. By introducing digital designs, we can come to the right product in a more efficient way. While boosting sustainability at the same time.



## 2. Sustainable product &

“we continuously review the relevant production processes and look for possible improvements or alternatives to further reduce our footprint.”





## 2. Sustainable product &

### SUSTAINABLE MATERIALS

We want to see our consumers wearing comfortable, caring items, made of sustainable fabrics. Taking care of our material footprint is one important and highly relevant way for us to make our supply chain more sustainable. That's why growing our share of sustainable materials is among our highest priorities. This way we can make the best possible products, while minimizing our environmental footprint and eliminating hazardous substances. Within our products, we focus on growing the share of organic fibers, or fibers sourced via acknowledge sustainability initiatives like BCI (Better Cotton Initiative), recycled materials and innovative, low-impact materials.

“Taking care of our material footprint is one important and highly relevant way for us to make our supply chain more sustainable”





# 2. Sustainable product &

## ORGANIC COTTON

The majority of our products (64%) is made of cotton. That’s why cotton is our main focus. Conventional cotton is a high-impact fiber, looking at the amounts of water, land and chemicals needed for cultivation. In the years to come, we will focus on sustainable cotton by increasing our share of cotton purchased via GOTS (Global Organic Textiles Standard) and BCI (Better Cotton Initiative). GOTS, enables us to purchase more traceable organic cotton, produced under good (environmental and social) conditions. The GOTS standard applies throughout the entire supply chain. It starts at the first step of processing the fibers and applies to farmers, manufacturers, retailers and brands. By being a member of GOTS and buying GOTS certified cotton, we contribute to valuable improvements in the complete production process of cotton. As investment in the growth of sustainable, organic cotton in fashion. BCI aims at making conventional cotton more sustainable by training and educating farmers towards

improvements. We will generate a big reduction in our water footprint and use of chemicals and pesticides in the coming years, while growing the share of environmental friendly materials in our products. In 2019, the amount of GOTS organic certified cotton we used rapidly grew from 6% to 28%. In 2020, the share of GOTS cotton further grew to 31% of total materials used. In the last year, it means that 77% of all cotton used in our products is organic or sustainably sourced.

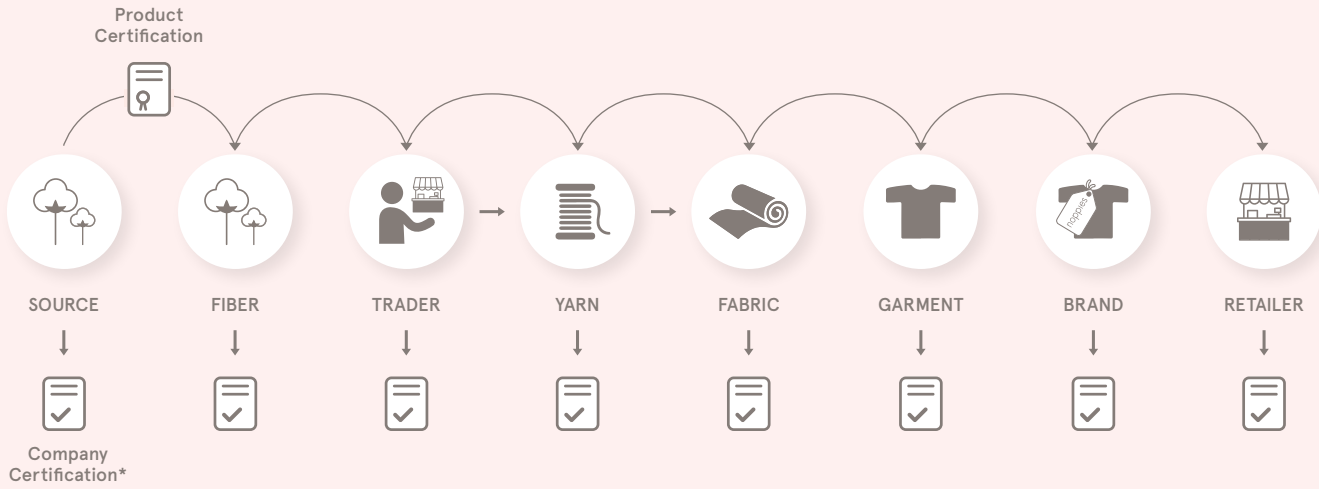
We are happy to see this growth. The growing amount of suppliers being certified according one of these standards enables us to scale the share of sustainable cotton in our collections via our current partners. Also, a part of our conventional cotton footprint, is sustainably sourced via the Better Cotton Initiative. Besides organic cotton, we aim to increase the share of sustainably sourced fibers in the coming years.

In the coming year, we will further increase our share of sustainable materials, with organic and sustainably sourced cotton in the lead (via GOTS and BCI). We will collaborate with a base of producing partners that have complete insight in their material suppliers. GOTS and BCI are supportive tools to help us increase transparency throughout the chain in order to realize this.

### WHAT COTTON IS USED IN OUR PRODUCTS:

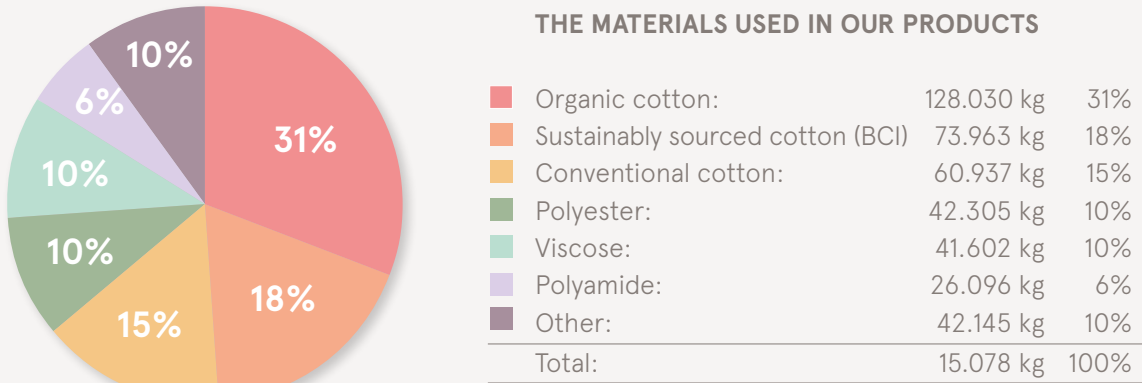
	2019	2020	
GOTS organic (% of total)	28%	31%	+3%
GOTS organic (% of cotton)	45%	49%	+4%
BCI (% of total)	11%	18%	+7%
BCI (% of cotton)	17%	28%	+11%

### GOTS ORGANIC COTTON:



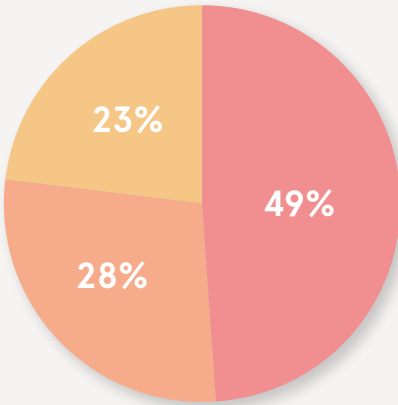
\*The company is qualified to produce GOTS products.

### THE MATERIALS USED IN OUR PRODUCTS



### COTTON USED IN OUR PRODUCTS

Organic cotton:	128.030 kg	49%
Sustainably sourced cotton (BCI)	73.963 kg	28%
Conventional cotton:	60.937 kg	23%
Cotton total (KGs):	262.930 kg	100%





# 2. Sustainable product &

## RECYCLED POLYESTER

We want to contribute to a circular fashion industry and focus on sustainable and recycled fibers more and more. Using recycled polyester in our products enables us to decrease the pressure on resources and lower our overall demand for raw materials, needed in our products. Today, the share of recycled polyester used in our products is under 1%. Our ambition is to grow the amount to 10% in the coming years. Growing this year by year enables us to minimize our demand for fossil resources and the energy intensive production process needed to make the virgin fiber. Using recycled polyester enables us to save 75% carbon emissions compared to conventional polyester.

## ECOVERO

We are always looking for innovative materials that fit our needs: creating safe, caring and comfortable items. EcoVero is one of the fibers with high relevance for us. The branded, sustainable viscose fiber is produced by the company Lenzing. It derives from sustainable wood and pulp, coming from certified and controlled sources. The fibers are made into yarns using a closed loop system, recovering and reusing chemicals and producing 50% less emissions, energy and water. The overall environmental impact of this fiber is so low, that it can be considered highly sustainable, while having the right comfort and characteristics for our items.

Viscose is produced from cellulose from wood (pulp), putting pressure on ecosystems and wood sources. EcoVero uses controlled and sustainable wood sources. Its environmental friendly production process saves 50% emissions.



Recycling is the most viable approach to reduce solid waste streams of polyester and saves 75% of CO2 emissions, compared to virgin polyester.



NINE & CO. SUSTAINABLE FIBER BENCHMARK

CLASS A:	CLASS B:	CLASS C:	CLASS D:	CLASS E:
Recycled cotton Recycled polyester Recycled acryl Recycled polyamide Saxcell/Renewcell	Organic cotton EcoVero Tencell	Sustainably sourced cotton (BCI) Cotton in conversion Hemp or Linen FSC viscose	Conventional cotton Conventional polyester Conventional viscose Conventional acryl Conventional polyamide	From 2023: Conventional cotton
more sustainable			less sustainable	

\* According to Made-By environmental benchmark of fibers.



## 2. Sustainable product &

### SUSTAINABLE PRODUCTION

At Nine & Co. we care not only for offering transparent, fair and safe products, we want our products to be made in a sustainable way too. There are many aspects of sustainable production that we can address to produce our items with the lowest environmental impact as possible.

The main processes in the production of our fashion items are spinning and knitting of the materials we use, followed by dyeing and cutting of the fabric and manufacturing of the final item. These are the steps from raw material to product. We are aware of the potential impacts of every individual step on people and the environment. Wet processing, which includes dyeing of the fabric, can for example be a water and chemical intensive process. That's why we ask suppliers

how all production processes are designed and request social and environmental policies and (audit) information for evaluation. Besides, we continuously review the relevant production processes and look for possible improvements or alternatives to further reduce our footprint. It's one of the reasons we prefer sustainable processes, such as laser printing and ozone washing, to replace the use of chemicals that would otherwise be needed.

#### WHAT IMPACT DID WE MAKE WITH THIS?

##### MAKING MORE SUSTAINABLE CHOICES ENABLED US TO SAVE:

- the amount of water that could fill 462 Olympic pools or 10,5 million bath tubs of water.

- It saved 627.347 kg of chemicals, that is normally used during the cultivation of conventional cotton.

- And, it enabled us to save almost 65 tons of CO2 emissions. The amount 5500 trees could uptake in one year or similar to driving 13+ full rounds around the world in a car.

-75%





### 3. Protecting new life &

“We believe a good  
and safe start is the  
foundation for a  
happy and healthy  
life”





# 3. Protecting new life &

## “VEERKRACHT”: RESILIENT PARENTHOOD

At Nine & Co. we care about mothers and children. That’s why we want to invest in the health and safety of (pregnant) mothers and their babies and be there for them, especially during the first 1001 days. This period, from conception up to 2 years, is an essential period for the development of a child and therefore its future. We believe a good and safe start is the foundation for a happy and healthy life. Experiences during pregnancy and within the mother-child relationship can influence the cognitive development of the baby, affecting the physical and emotional health of the child. In this early stage, children fully depend on their parent for the regulation of their physical and mental states.

Resilience can positively impact the relationship between mother and child and therefore contributes to good and safe (emotional) attachment of children.

Later in life, this benefits their physical and emotional health. Resilient parenthood is about falling down and getting back on your feet. We invest in resilient parenthood by using our brand as a platform to support parents (to be) with the challenges and sometimes high expectations of parenting. Being a parent is so much more than wanting to do it all perfectly. That’s why we embrace imperfections and offer insights in the lives of young mothers. We build trust and connections to support them, with our tools and community, so they can make the most out of this special period in their lives. Resilience among mothers leads to resilient children: it’s how we aim to protect new life, to support the generations of the future.

“Resilient parenthood is about falling down and getting back on your feet”







“We support our community of young mothers to be resilient and make most out of this special period in their lives.”



# 3. Protecting new life &

## STICHTING BABYWERK

With “Veerkracht” we want to make a positive social impact. We collaborate with expertise partner Stichting Babywerk and other (health care) professionals, to do so. Babywerk is committed to improving the mental health of babies and their parents and is one of our partners in the “Resilience” campaign and community. Together we can support parents to invest in safe attachment and the physical and mental health of their children. Especially during the first 1001 critical days.



### ACTIVITIES 2020:

- Launch Veerkracht multi-channel awareness campaign to raise awareness around resilient parenthood and attachment between child and parent
- Active one-on-one social media live sessions between experts and community
- Development of 5 video's in which we explain the 4 buffers to stimulate resilient parenthood.



### THE PURPOSE OF VEERKRACHT:

- Awareness around resilient parenthood and attachment between child and parent
- Help improve “safe attachment”
- Stimulate parents to talk and reflect on parenthood in a safe Noppies community.



### FACTS & FIGURES 2020

- > 1 million online views
- We introduced resilient parenthood to 400,000 mothers and fathers
- 375,000 views of our supportive videos
- Engaging close to 250,000 parents (to be) with our online tools & stories
- We used the power of our brand as platform for resilient parenthood



# 3. Protecting new life &

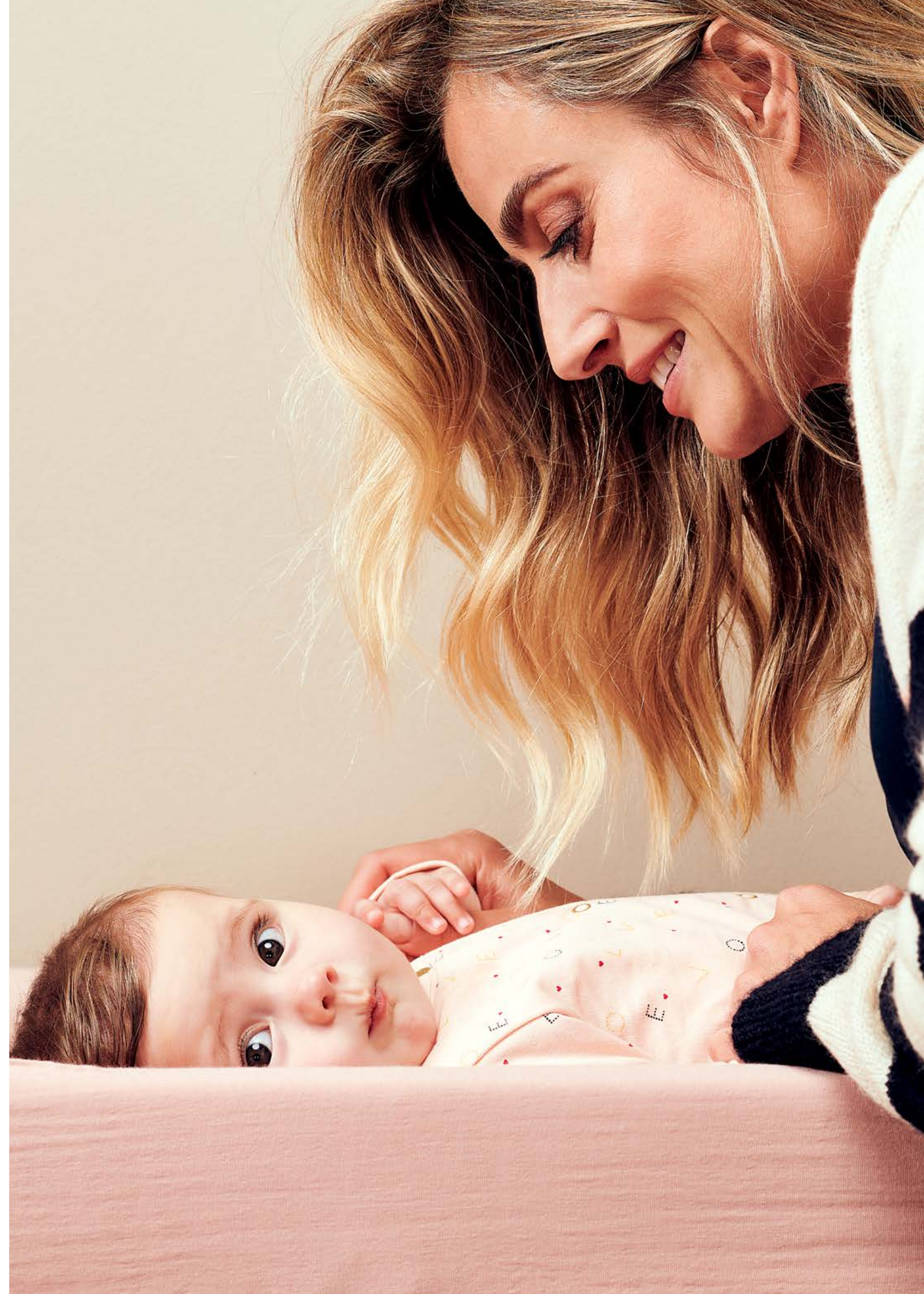
## HEALTH & SAFETY

We want to offer the best and safest option for babies and children. That's why we develop fully organic collections for our little ones. Our baby products consists of 100% organic or sustainably sourced cotton and are 100% compliant with health & safety standards. We make sure that all items are made without the use of hazardous chemicals. We believe it's important to safeguard this at all times, especially for the products made for our little ones.

In the production of all our items we want to ensure that we use good and safe substances, and leave harmful ones behind. In the process of manufacturing, dyeing and finishing of products, these substances are needed and it's up to us which one we decide to use. We care so much about health & safety of materials and production processes, not only with eye on the children and mothers that use our products. Also, with eye on the men and women around the world that are involved in the production of our items. And the natural environment they are surrounded by, in which the substances and treatment water are often being released.

It's clear to us that "protecting new life" is about health & safety too. At Nine & Co., all our brands follow the European REACH guidelines in using substances to make our clothing. This framework gives shape to our safety protocol and the way our items are made. It offers a shortlist of substances all being registered and evaluated. Also, our brands follow the European Child Safety Regulations. The organization behind the regulations aims at improving child safety on a global scale. It how we make Noppies' baby and toddler fashion the safest option, when it comes to the items for your little one.

"Our baby products consists of 100% organic or sustainably sourced cotton and are guaranteed to be safe".





## 4. Circular business &

A photograph of two children sitting on light-colored wooden chairs. On the left, a young boy with curly brown hair is looking down, wearing a dark blue hoodie with a colorful graphic. On the right, a young girl with curly brown hair is looking up at the camera, resting her chin on her hands, wearing a light pink long-sleeved shirt. A green plant with long, thin leaves is visible in the background.

“By making  
consumers aware  
of the impact of  
their choices, we  
can bring about  
change together”



## 4. Circular business &



“We know that the quality of life for the world’s children in 2050 depends on the decisions that we make today”



# 4. Circular business



## A CIRCULAR FASHION WORLD

At Nine & Co. we take steps toward a circular fashion industry, because we believe the future is designed around a circular economy. We defined concrete circular ambitions in the last year. We know that the quality of life for the world's children in 2050 depends on the decisions that we make today. The fashion industry in its current form contributes to accelerating environmental pressure. We know it is possible to innovate our way towards a circular and sustainable production system. We think it's important to look at the entire lifespan of products and discover where and how we can apply circular principles to add most value.

Circular thinking for Nine & Co. is focused on the design of products, the user phase and impact associated with the distribution of our collections. In the design phase, we focus on sustainable and circular materials to develop sustainable products and we will research how we can further apply circularity in the design of baby and toddler clothing. Extending the lifetime of products and keeping materials and fibers in the loop, is what we aim for. In order to positively influence the user phase, we involve consumers and we facilitate them to make better and more sustainable choices to reduce their

impact. Better size charts and washing instructions are examples of small changes with a big impact. By making consumers aware of the impact of their choices, we can bring about change together. Finally, our attention is focused on sustainable packaging and more sustainable transport. We will minimize air freight and use reusable packaging, or packaging made from recycled material. Of course, responsible and sustainable facility management in our office and warehouse is also important for us to contribute to a sustainable economy.

Our ambition is to contribute to a positive change in the way we consume and extract raw materials and manage pollution and waste streams. Circular business has the potential to reshape our industry and transform the way we produce and think about fashion. We believe that circular principles will be the main drivers of our (future) world.



### 1. CIRCULAR DESIGN & MATERIALS

We want to build circular products step by step. We do this by growing the share of sustainable and recycled materials and using more low-impact production processes. On the longer term, we will also research how we can apply circularity in our designs, to make our consumers enjoy their items as long as possible.



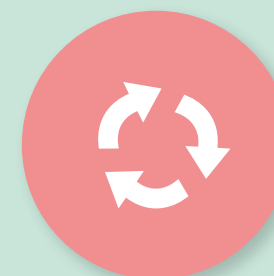
### 2. PACKAGING & WASTE STREAMS

We are focused on minimizing our waste streams as much as we can. Packaging is one of our focus points. In 2019 already, all carton board used in our packaging was FSC certified and came from sustainably managed sources. In 2020, we shifted to almost 30% recycled carton board. In the coming year, we will start using 100% recycled polybags.



### 3. SUSTAINABLE FROM A TO B

Optimizing sustainability also means growing our efficiency. It includes our logistics and how we get our products from A to B, with a minimal footprint. This is an opportunity for us to further reduce emissions. With efficient stock management and choosing the most sustainable option in transport, we are able to take serious steps with this.



### 4. CIRCULAR CONSUMPTION: WHAT CAN YOU DO?

We take the entire lifetime of our items into account. The end-of-life phase is one of the most important stages in sustainable fashion. Consumers have an ever important role in driving sustainability. We can facilitate them in the decisions they make. Taking care for their items and pass pre-loved garments on to another owner, to extend the lifetime of every item.



# 4. Circular business &

## 1. CIRCULAR DESIGN & MATERIALS

We want to build circular products step by step. Growing the share of sustainable and recycled materials and using more low-impact production processes is part of this. On the longer term, we will continuously research how we can apply circularity in our designs. This enables us to make consumers enjoy their items as long as possible. Especially for little ones that grow fast, it's valuable to rethink our designs as investment in a circular world.

Over the last year, our main focus was creating more sustainable products by using more sustainable and circular materials.

## 2. PACKAGING & WASTE STREAMS

We are focused on minimizing our waste streams as much as we can. We know that our biggest waste footprint derives from our supply chain. That's why creating circular packaging is one of our focus points. In 2019 already, we ensured that all carton board we used in our packaging was FSC certified and came from sustainably managed sources. In 2020, we shifted to almost 30% recycled carton board (and 70% FSC certified). In the coming year, we will start using polybags that are made of 100% recycled plastic.

If all our polybags are made of 100% recycled plastic, this could save 68 tonnes of carbon emissions per year. This is similar to driving 8 rounds around the globe by car!

At the same time, sharing improved information with consumers about our product, fits and sizes enabled us to reduce the amount of return orders. In 2020, we had 3% less return orders. For Noppies' webshop this was even 8% less! Less return orders means less packaging material needed and less transport, that comes along with this. This helped us save a lot of plastic, carton board and emissions.

## 3. SUSTAINABLE FROM A TO B

Optimizing sustainability also means growing our efficiency. The more efficient we design our processes and systems, the lower our footprint. This includes our logistics and how we get our products from A to B. In 2020, we defined concrete goals to set-up more sustainable logistics. We take into account our entire supply chain: from factory to warehouse, and from warehouse to the store or delivery to our consumers.

We will ensure that our products are transported in a sustainable way. We will minimize airfreight and transport a bigger share of products by train and sea freight. At the same time, we will start measuring our carbon emissions within the supply chain and off-setting emissions that are a result of our deliveries to customers. These efforts enable us to minimize our carbon footprint.

Also, less return orders in 2020, also meant less logistics.

## 4. CIRCULAR CONSUMPTION: WHAT CAN YOU DO?

We take the entire lifetime of our items into account. The end-of-life phase is one of the most important stages in sustainable fashion. Consumers have an ever important role in driving sustainability. We can facilitate them in the decisions they make. Taking care for their items and pass pre-loved garments on to another owner, to extend the lifetime of every item.

**SEE NEXT PAGE FOR OUR TIPS FOR CIRCULAR CONSUMPTION!**





## 4. Circular business &

TIPS FOR SUSTAINABLE CONSUMPTION!

CLICK ON THE ICONS FOR MORE TIPS





## 5. Sustainability at home &

“We believe that,  
for everyone,  
sustainability  
starts at home”





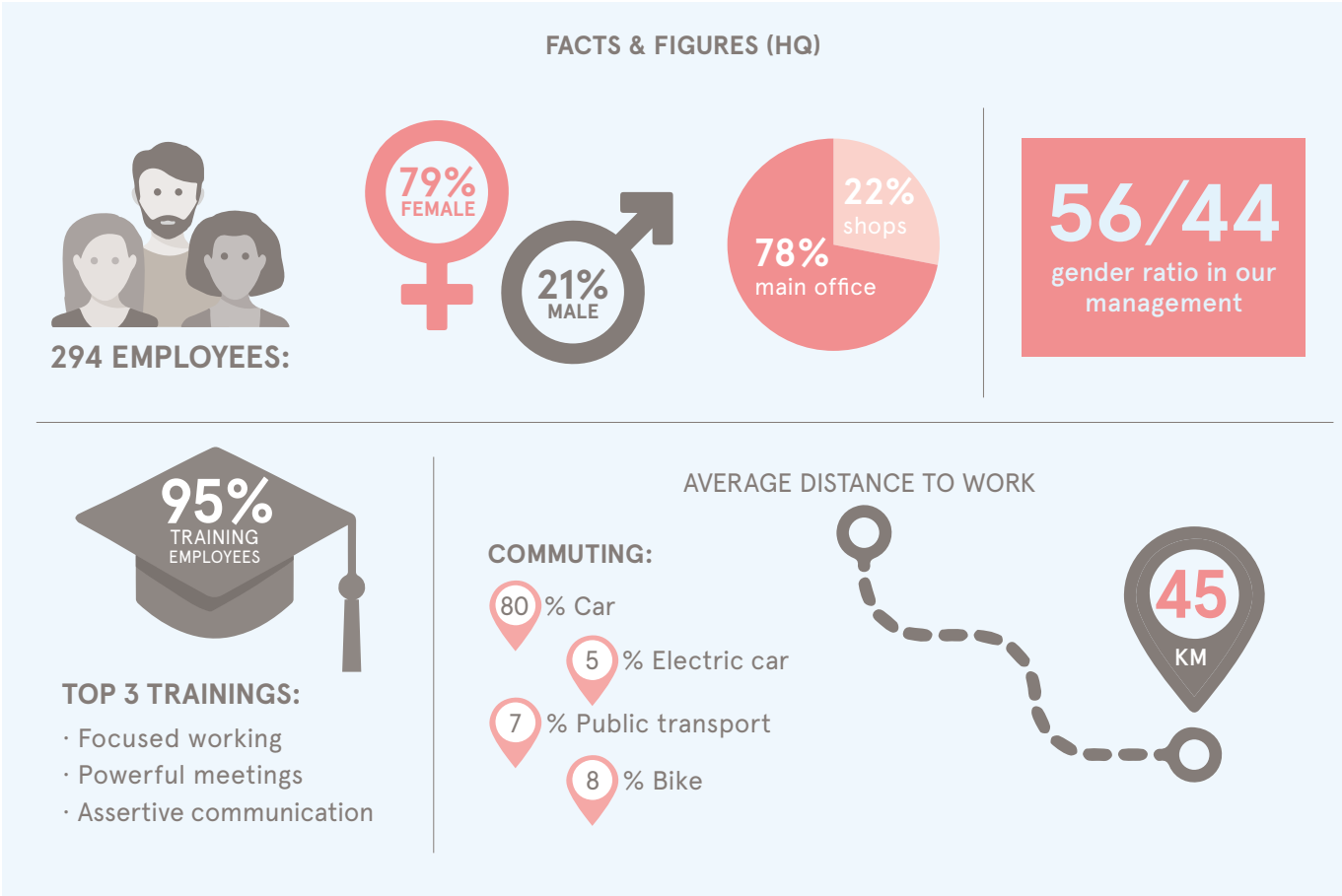
# 5. Sustainability at home

&

## SUSTAINABILITY STARTS AT HOME

We believe that, for everyone, sustainability starts at home. In order to positively impact the supply chain, the environment and the lives of mothers (to be) and their babies, we need to start with ourselves. We highly value our people and care about their health & safety, wellbeing and development. Our people enable Nine & Co. to build a sustainable and circular business. With them, we work towards a sustainable future and a healthy company. That's why we invest in happy, healthy

& accountable people. Sustainability at home doesn't only touch our own teams. It also covers sustainability and waste & energy management at our headquarters, warehouse and stores. We do that by sustainably managing our waste streams and minimizing our energy footprint and emissions. We closely monitor our activities in order to do this and reduce CO2 emissions close to our homes.





# 5. Sustainability at home

&

## HAPPY & HEALTHY PEOPLE

Creating a sustainable business is something that is done together. We are proud to be an international company with a workforce of 269 employees. We highly value our people’s health, wellbeing and personal development and take care of these themes in how we manage our employees and different teams. We facilitate and encourage them to keep on learning and

developing themselves, for example with our free training modules. In the last year, 95% of our employees actively engaged in training programmes to boost their skills and invest in professional and personal development. Our goal is to invest in happy, engaged and motivated people that value sustainability on an equal level as we do as a company.

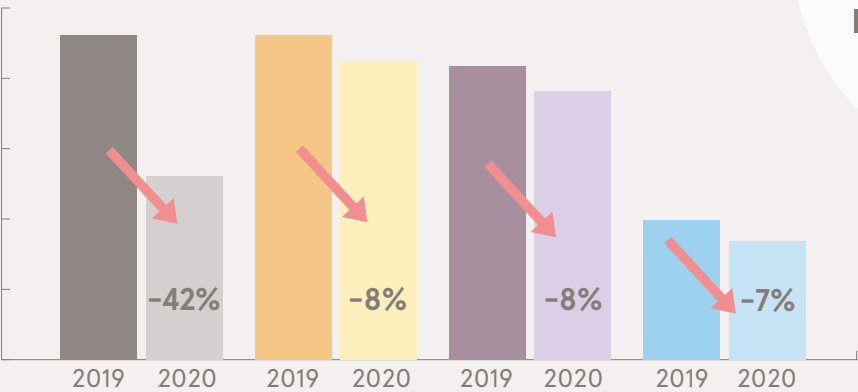
## SUSTAINABLE WASTE & ENERGY

In our countries of operation, our energy, water and waste footprint is relatively small. Even though our main footprint is within our supply chain (activities), we want to take our responsibility and minimize our footprint in the countries we operate, with focus on the Netherlands where our headquarters is located. We do that by sustainably managing our waste streams and minimizing our energy footprint and emissions. We

closely monitor our activities in order to do this and reduce CO2 emissions close to our homes.

Over 2020, we managed to cut our energy use with 8% and our gas use with 7%. It’s how we saved more than 35 tonnes CO2 in our countries of operations. This is equal to what 4,7 households expel in one year.

	2019:	2020:
Electra (kWh)	461.305	424.047
Gas (m3)	60.195	56.275
Carbon(tonnes)	417	382
Residual (kg)	23.900	13.860



## AN IMPACT NETWORK



### MODINT

Modint is one of the partners that supports Nine & Co. through the network of the Dutch Agreement on sustainable Clothing and Textiles (CKT). Modint is the entrepreneurial organization in fashion, interior and textiles. With them as a partners, we work to ensure a valuable future and a more sustainable textiles industry.



### MVO NL

Nine & Co. is member of MVO Nederland (CSR The Netherlands): an organization that enables companies from several industries to take steps in sustainability and CSR. By sharing experience, knowledge and our network, we help other members to define and finetune their policies and ambitions.



### SUPPLY CHAIN EXPERTISE PARTNERS

Working on a fair, safe and sustainable supply chain asks for the right knowledge, to make the right decisions. Expertise partners such as Arisa and Solidaridad support and guide us with their in-depth knowledge on the topics that matter most.



## 5. Sustainability at home &



“Our goal is to invest in happy, engaged and motivated people that value sustainability on an equal level as we do as a company”



# A look at 2021 &

“We build happy & accountable teams that feel engaged in our sustainability journey and work on personal development”





# A look at 2021



## OUR VALUE CHAIN

- We will continue building a fair & transparent supply chain, in which we work towards 100% low-risk suppliers, that operate according acknowledged sustainability standards
- We will be taking next steps with living wages in our supply chain to reduce the living wage gap & share our learnings with the world
- We will launch our digital sampling pilot, for efficient and low-cost sourcing: saving time, energy and materials



## SUSTAINABLE PRODUCT

- We are serious about sustainable products: 80% of the cotton in our products is organic or sustainably sourced, and we aim for 60% sustainable materials throughout our collections
- Our baby products are the safest option, being 100% organic and/or sustainably sourced
- We research and apply sustainable dyeing methods: to save water, carbon and chemicals in production!



## PROTECTING NEW LIFE

- We will reach 100,000+ more mothers with "Veerkracht" in the coming year
- We will directly support over 1000 mothers by engaging them in our workshops to boost resilient parenting and protect new life in the end
- We will launch the Noppies x Babywerk special edition capsule collection for babies. The revenues will be 100% donated to partner foundation Stichting Babywerk
- We focus on creating broader awareness around topic "safe attachment" and "resilient parenthood", by launching several free webinars and digital workshops together with Stichting Babywerk



## CIRCULAR BUSINESS

- We aim for 10% circular materials in our products, such as recycled polyester and EcoVero
- We will start using 100% recycled polybags: saving virgin plastic for 2 million polybags per years
- We will achieve net zero emissions for our customer deliveries



## SUSTAINABILITY AT HOME

- We build happy & accountable teams that feel engaged in our sustainability journey and work on personal development
- We continue building a sustainable headquarters, that fits our broader strategy and to minimize carbon emissions in our country of operation



# A look at 2021



## OUR HOPES & DREAMS

"It's It is of great value to see how sustainability has really landed in the hearts and minds of our design, buying and sourcing people. They take sustainability into account in every single decision that they make. It is interwoven in almost all day to day decisions. This is what we need as a fashion company and what makes my role as a sustainability coordinator almost redundant."

– Dieuwertje Damen,  
Sustainability Coordinator

"It's my biggest wish to raise broader awareness around "safe attachment" and the importance of resilience of parents. Especially in times when parenthood doesn't live up to the expectations, that parents might have."

– Yar Verheijden,  
Marketing, Communications  
& Brand Manager

" Our most important learning while working on living wages is that it all starts with raising awareness and exploring the concept of living wages together with your supplier. A common understanding is half the work."

– Rob van Tiel,  
Director Design, Buying  
& Sourcing





# About this report &



This Nine & Co. impact report 2020 is issued by Nine & Co. fashion group and is intended for all Nine & Co. stakeholders, including Nine & Co. employees and all our customers. Any questions or suggestions that might arise by reading this report can be shared with: **info@nineandco.com**

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<https://www.linkedin.com/company/nine-and-co/>



GRI STANDARDS TABLE

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GRI 203	Indirect Economic Impacts	203-2	Significant indirect economic impacts	-
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GRI 305	Emissions	305-1	Direct (scope 1) GHG emissions	60
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GRI 306	Effluents and Waste	306-4	Transport of hazardous waste	N.A.
GRI 306	Effluents and Waste	306-5	Water bodies affected by water discharges and/or runoff	N.A.
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GRI 403	Occupational Health and Safety	403-8	Workers covered by an occupational health and safety management system	-
GRI 403	Occupational Health and Safety	403-9	Work-related injuries	-
GRI 403	Occupational Health and Safety	403-10	Work-related ill health	-
GRI 404	Training and Education	404-1	Average hours of training per year per employee	58
GRI 404	Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	58
GRI 404	Training and Education	404-3	Percentage of employee receiving regular performance and career development reviews	-
GRI 405	Diversity and opportunity	405-1	Diversity of governance bodies and employees	58
GRI 405	Diversity and opportunity	405-2	Ratio of basic salary and remuneration of women to men	-
GRI 406	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	-
GRI 407	Freedom of association and coll. bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-
GRI 408	Child labor	408-1	Operations and suppliers at significant risk for incidents of child labor	-
GRI 409	Forced or compulsory labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-
GRI 410	Security practices	410-1	Security personnel trained in human rights policies or procedures	-
GRI 411	Rights of indigenour peoples	411-1	Incidents of violations involving rights of indigenous peoples	N.A.
GRI 412	Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	18-19
GRI 412	Human rights assessment	412-2	Employee training on human rights policies or procedures	-
GRI 412	Human rights assessment	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	18
GRI 413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	19-25
GRI 413	Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	18-21
GRI 414	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	18-21
GRI 414	Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken	18-21
GRI 415	Public policy	415-1	Political contributions	N.A.
GRI 416	Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	44
GRI 416	Customer health and safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	42-44
GRI 417	Marketing and labeling	417-1	Requirements for product and service information and labeling	-
GRI 417	Marketing and labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	-
GRI 417	Marketing and labeling	417-3	Incidents of non-compliance concerning marketing communications	-
GRI 418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-
GRI 419	Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	-





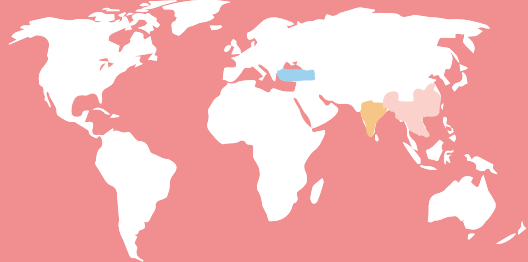
### OUR VALUE CHAIN

We want to know how and where our items are made and invest in good and long term relationships with our supply chain partners. Good relationships carry mutual responsibilities. That's why we review and want to improve our business and the way we purchase.

- Transparency is our foundation for good relationships, ethical business and a fair supply chain: in 2020 we worked on transparency by identifying our tier 2 suppliers
- 90% of our suppliers has a social audit and 95% of them is low to medium risk
- Nine & Co. positively passed the 3rd audit of the Dutch Agreement on sustainable Clothing and Textiles
- We started our living wage journey with 2 big suppliers in India and Turkey

### OUR PRODUCTION LOCATIONS

Our 3 main producing countries are Turkey, India, China, and Poland. 95% of products is made here



A living wage is an income that covers the real cost of living, including all monthly expenses and some savings for workers and their families. Nine & Co. wants to work towards living wages for all workers. In 2020 we started our pilot.



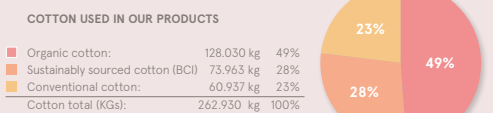
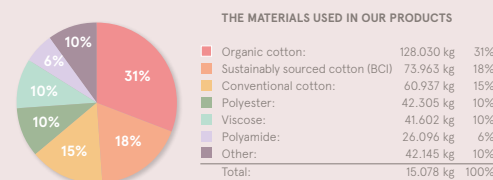
"At Poppys Knitwear (Nine & Co.'s biggest supplier), wages meet living wage levels. An important factor to enable this is efficiency. Efficiency levels relate to consistency of revenue streams and the possibility to pay fair wages. With smart planning, Poppys achieves 95% factory utilization."



### SUSTAINABLE PRODUCT

We want to reduce the negative impact on our world through sourcing and manufacturing in a responsible and sustainable way. Focusing on sustainable, circular and low-impact materials and processes helps us do this.

- The share of sustainable fibers in our products grew from almost 40% to 50%
- Cotton is our #1 material: 77% of all cotton is organic or sustainably sourced (compared to 56% last year)



### INCREASE OF COTTON IN 2020:

- + 3% GOTS organic cotton
- + 7% BCI sustainably sourced cotton

### WHAT IMPACT DID WE MAKE WITH THIS? MAKING MORE SUSTAINABLE CHOICES ENABLED US TO SAVE:

• the amount of water that could fill 462 Olympic pools or 10,5 million bath tubs of water.

• It saved 627.347 kg of chemicals, that is normally used during the cultivation of conventional cotton.

• And, it enabled us to save almost 65 tons of CO2 emissions. The amount 5500 trees could uptake in one year or similar to driving 13+ full rounds around the world in a car.



### PROTECTING NEW LIFE

We believe a good and safe start creates the foundation to grow up safe & healthy. That's why we invest in resilient parenthood and use our brand as a platform to support parents (to be) with the challenges and sometimes high expectations of parenting.

- Launched our "Veerkracht" campaign for resilient parenthood, with non-profit Stichting Babywerk
- Engaged and educated 100,000+ young mothers in 2020
- Launched our baby collection to inspire and foster the protection of new life
- Created a social community to raise awareness on resilient parenthood
- The campaign embedded the pillars from 1001 critical days manifesto

"Veerkracht" focuses on resilient parenting: falling down and getting back on your feet. It's important in building a healthy and good connection and ensuring safe attachment between parent and child."



"With the campaign, we support young parents to offer resistance to the sometimes high expectations of parenting."



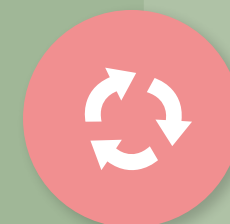
### CIRCULAR BUSINESS

Investing in a circular economy enables us to take care of the planet our kids grow up in. It means that we use and reuse natural resources in a smart way. From the extraction of raw materials to extending the lifetime of every single product.



- 30% of cardboard in our packaging is recycled, 70% is FSC certified
- Introducing smaller and recycled polybags for our packaging. With 2 million polybags per year, this is potential for big impact!
- Today, more than 40% of all our packaging used is sustainable

- Return orders decreased with 3% to 8%



- Noppies Buy & Sell (independent) social platform grew with 17%. From 23,000 to 26,800 active members!



### SUSTAINABILITY AT HOME

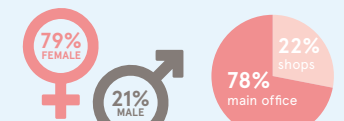
When it comes to sustainability, all efforts start at home. We want to practice what we preach at our headquarters warehouses and retail stores. Also, we want to invest in happy & accountable employees. As one large family, our team(s) are all making an effort to increase sustainability standards in the office.

- Recycling and reusing our (residual) waste streams
- Saved 35 tonnes of carbon by cutting our energy and gas use
- We highly value diversity and ensure 50/50 female and male ratio in our management
- 95% of Nine & Co. employees actively uses our online e-learning & self-development tool

### FACTS & FIGURES (HQ)



294 EMPLOYEES:



56/44  
gender ratio in our management

### TOP 3 TRAININGS:

- 95% TRAINING EMPLOYEES
- Focused working
- Powerful meetings
- Assertive communication

### AVERAGE DISTANCE TO WORK

#### COMMUTING:

- 80% Car
- 5% Electric car
- 7% Public transport
- 8% Bike



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NINE & Co.