

ADORE ME

2024 ESG Report

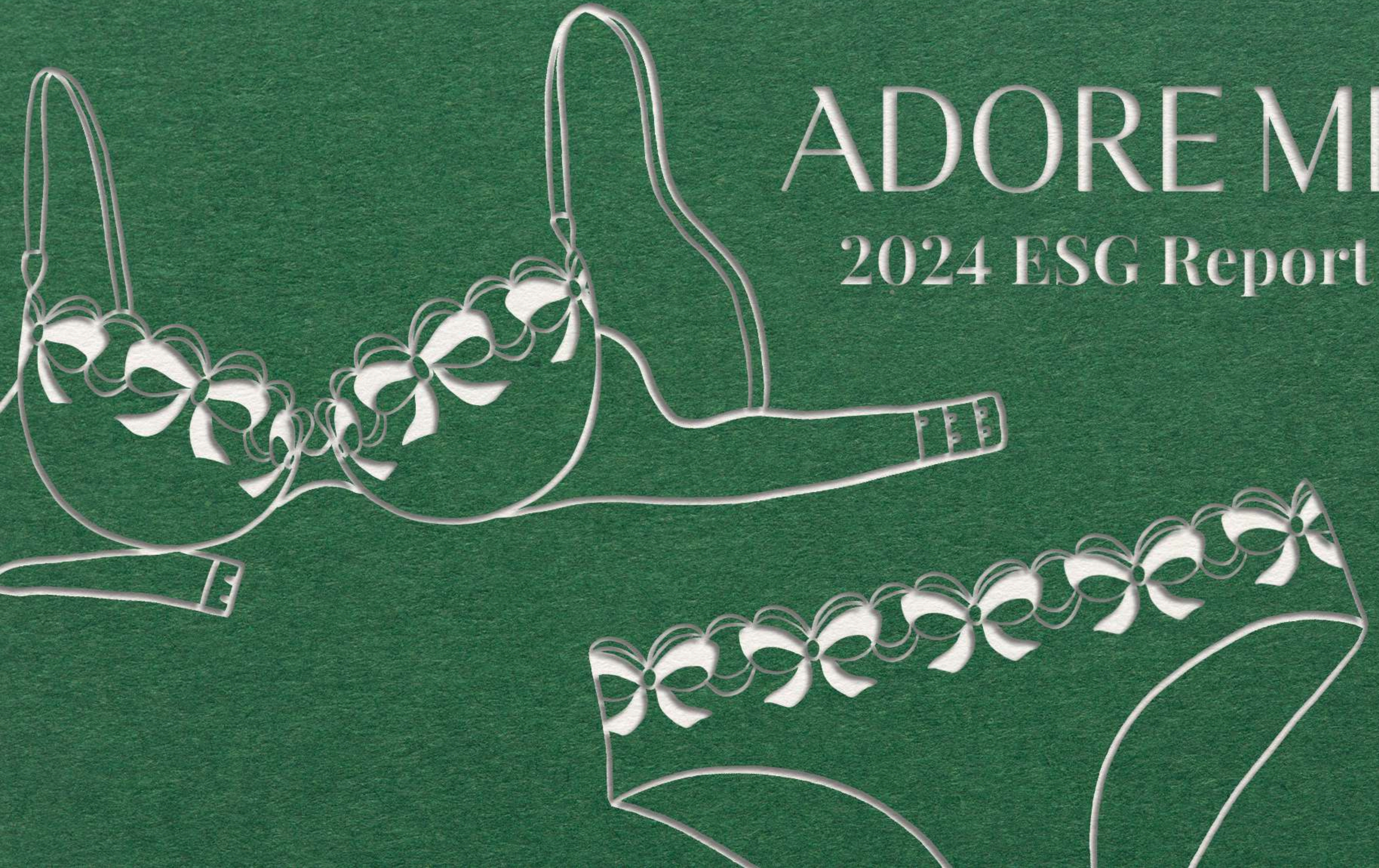
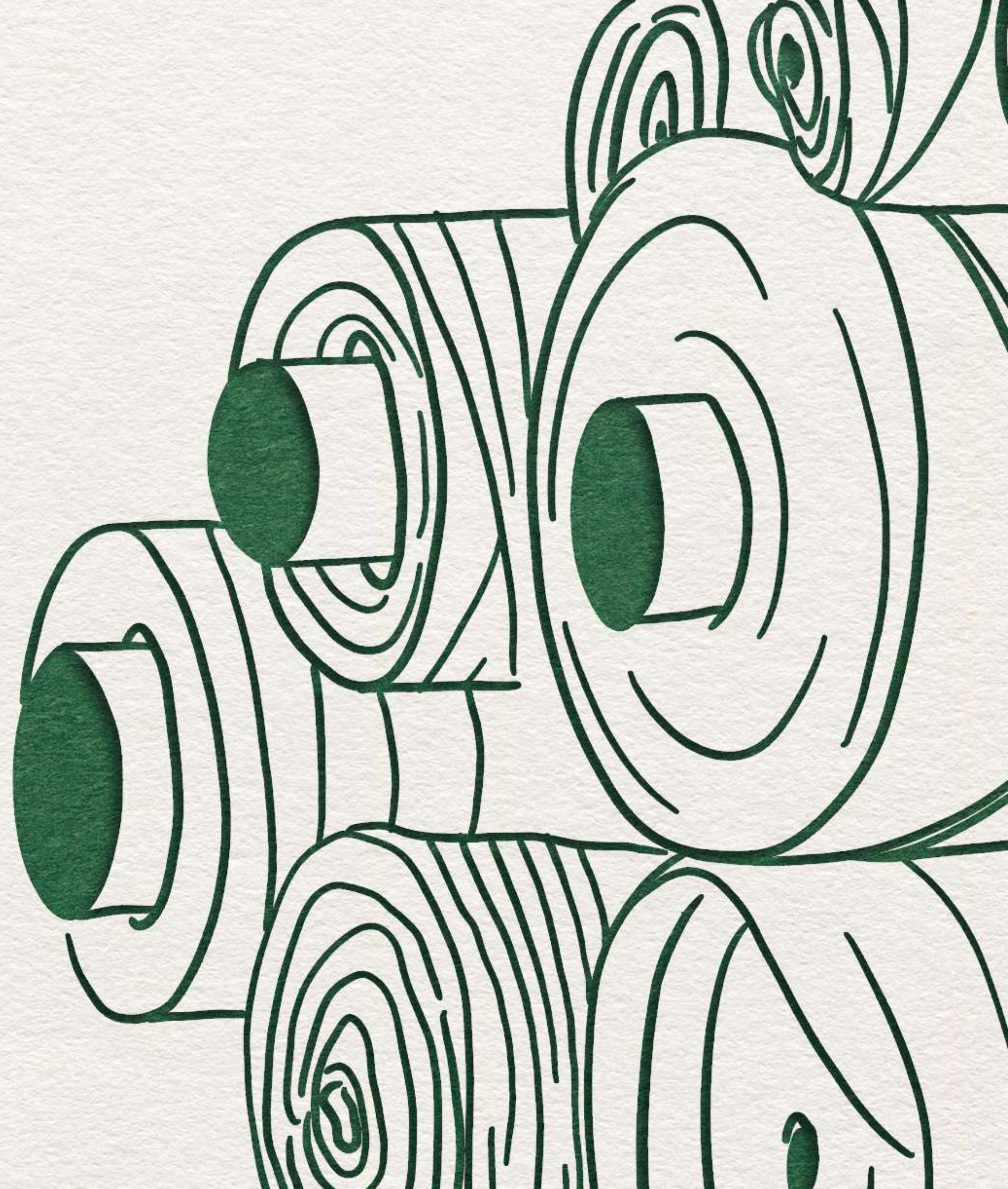




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Introduction



A Message From *Our Team*

“Sustainability is embedded in how Adore Me operates, designs, and grows. In 2024, we took meaningful steps to deepen this integration across our organization. We launched our inaugural Digital Product Passports, enhanced traceability across our value chain, and partnered with industry innovators to pilot product solutions that challenge the status quo.

2024 also marked five years since we began our sustainability journey from the ground up, and we’re incredibly proud of the progress we’ve made since — but we know we’re still at the beginning.

Today, our direction remains clear: sustainability, inclusivity, and affordability must move forward together and in tandem — without compromise.”

— Adore Me Team

2024 Highlights



Reporting

Publishes third-annual ESG Report.

Academic Partnerships

Launches official partnership with École Nationale de Mode et Matière.



ENGAGEMENT POUR
DES ALTERNATIVES
MODE & MATIÈRE CRÉATIVES
ET RESPONSABLES

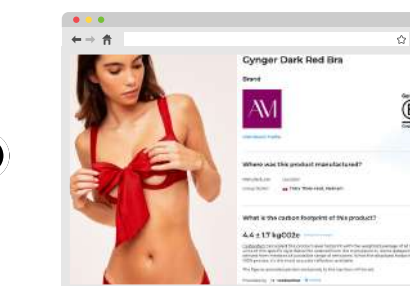


Product Innovation

Releases first product using Everdye’s non-toxic, low-heat dyeing technology

Traceability

Introduces pilot Digital Product Passport with CommonShare.

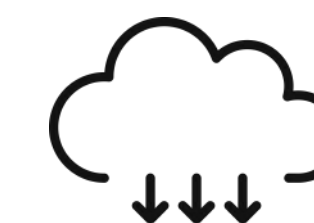
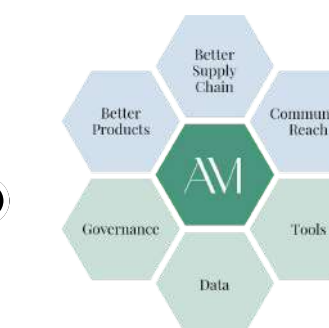


B Corporation

Obtains official B Corp re-certification.

Sustainability Initiative Ambassadors

Rolls out an updated and formal company-wide sustainability framework.



Raw Material Emissions Reduction

Reduces the share of raw material emissions in our product life cycle assessments (LCAs) by 7% from 2023 to 2024, and by 20% compared to our 2021 baseline.

About This Report

SCOPE

The Report covers all of AdoreMe Inc.'s operations: AdoreMe Retail (6 brick-and-mortar stores operating in 2024), AdoreMe France, AdoreMe SRL ("AdoreMe Tech" in Romania), AdoreMe Services (which manages our two distribution centers in Secaucus, New Jersey and Tijuana, Mexico), and Dailylook (a premium styling subscription service acquired by AdoreMe Inc. in March 2022). While data pertaining to Dailylook is generally excluded from the Report — as it largely operated independently from Adore Me's systems in 2024 — some information surrounding the Dailylook team, office, and customers is included for increased and more accurate visibility on the people our organization services.

Limitations and Exclusions

Due to continued operational independence, Dailylook, Inc. data is generally excluded unless noted otherwise. The Report does not cover data pertaining to Victoria's Secret & Co.

ADORE ME
DAILYLOOK

PURPOSE

Reporting on and documenting Adore Me's ESG-related performance continues to be an integral piece of our organization's sustainability and accountability strategies. In the last three years, ESG reporting has helped us formally articulate our sustainability strategy, structure our upcoming ESG initiatives, refine and better track our goals, support our efforts, and focus on achieving tangible outcomes. Adore Me's 2024 sustainability report (the Report) is designed to offer an update on our performance, outline our ambitions regarding relevant environmental, social, and governance-related matters, and provide insight surrounding Adore Me's standing as a Public Benefit Corporation. Although the primary focus of the report is fiscal year 2024, certain information outside this period is included for relevant context surrounding ongoing initiatives and supporting data. The information and opinions contained in the Report are provided as of the publishing date of the Report, and are subject to change without notice. All references to "sustainable" products or designs refer exclusively to Adore Me's internal criteria, not to regulatory definitions.

METHODOLOGY

We continuously evolve the format of Adore Me's annual report to remain aligned with our stakeholders' expectations. This year, our team adopted a more streamlined and simplified structure — designed to enhance clarity and deliver information more effectively to our stakeholders.

If any questions remain concerning information provided in the Report, please contact: sustainability@adoreme.com.

Reporting Standards

The Report was prepared using the GRI Sustainability Reporting Standards as a reference. A GRI Content Index is provided in the Appendix.

FORWARD-LOOKING STATEMENTS

The Report may contain forward-looking statements regarding our goals, initiatives, and commitments based on current

expectations and projections. These statements are not guarantees and involve risks and uncertainties, many of which are outside Adore Me's control (including but not limited to changes in technology, regulation, policy, and data availability). Actual outcomes may differ materially. These statements do not constitute representations or warranties of any kind. Adore Me and its affiliates disclaim all liability for the accuracy, completeness, or realization of any forward-looking statements, whether expressed in the Report or in other communications.



Governance



Ethics & Integrity

CODE OF CONDUCT

Adore Me has an Employee Handbook (adjusted for each of our entities and locations) to govern our employment policies and practices, as well as a company-wide Code of Conduct to outline all rules, values, principles, and expectations for Adore Me employees. Modifications were made to Adore Me's Code of Conduct in 2024 to further enhance and strengthen alignment with the principles outlined in Victoria's Secret & Co.'s Code of Conduct.

Adore Me is committed to building a diverse workplace where everyone feels welcome, and has adopted a non-harassment policy, an anti-sexual harassment policy, and ethical requirements for all employees.

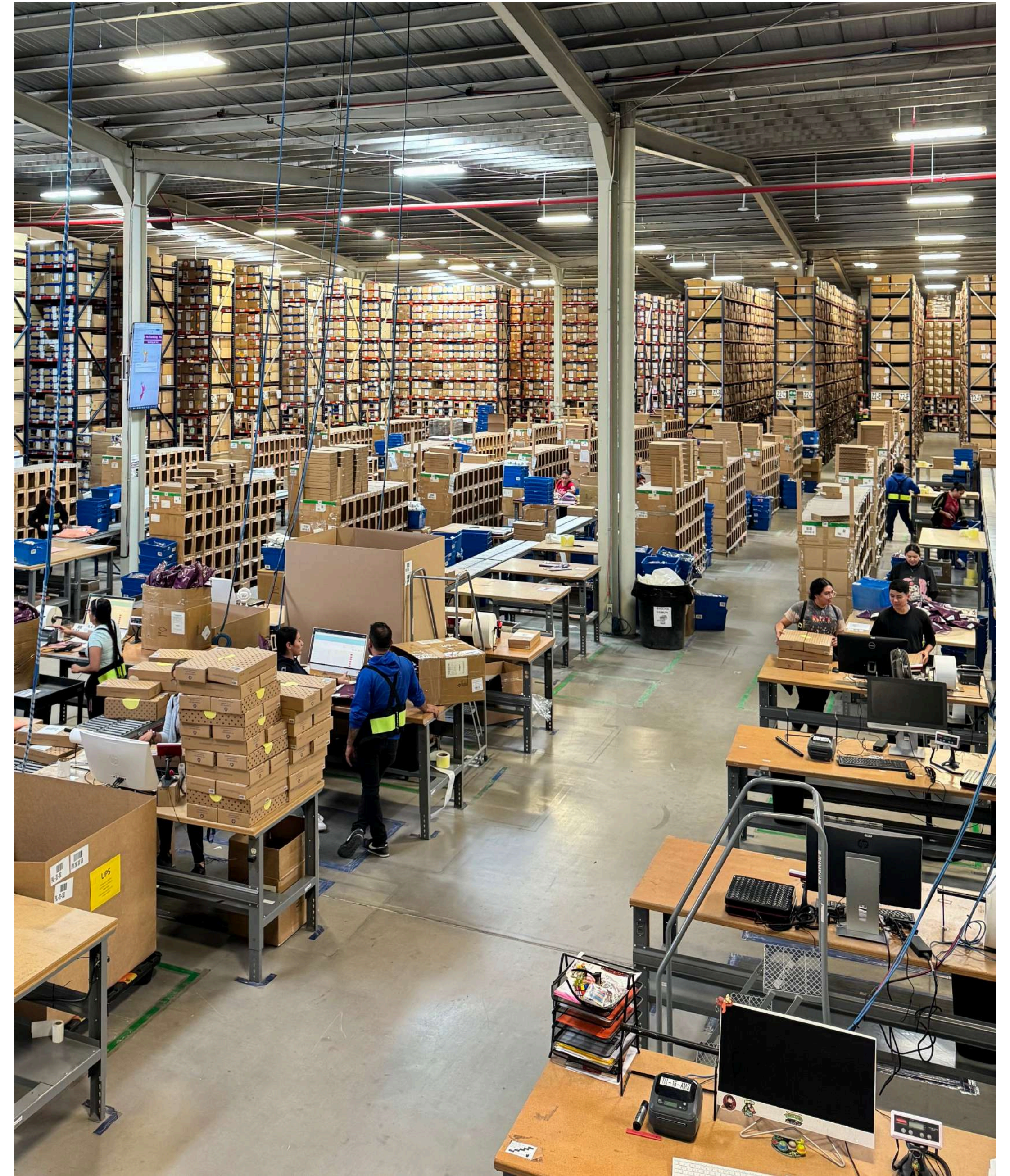
SUPPLY CHAIN MANAGEMENT

Adore Me holds suppliers contractually accountable through our Upstream Supply Chain Guide (USG). In 2024, measures were taken to broaden the application of our requirements to vendors working with DailyLook, Inc. The USG outlines binding legal obligations across key areas of human rights, environmental protection, and ethical business conduct. All direct suppliers are required to comply with applicable labor laws and international standards, including fundamental ILO conventions. This includes prohibitions against forced or child labor, adherence to working hour limits, protections against discrimination and harassment, and recognition of workers' rights to organize and bargain collectively.

The USG also mandates compliance with environmental regulations covering emissions, waste, water use, and hazardous substances. Bribery and corruption are strictly prohibited. These requirements form the foundation of our responsible sourcing framework.

SUPPLY CHAIN DUE DILIGENCE

In 2024, Adore Me strengthened our due diligence efforts to address social and environmental risks across our supply chain. Building on our earlier pilot, this year marked the start of a more structured approach, including the development of standardized pre-onboarding assessments for new vendors. Our framework focuses on priority areas including labor conditions, workplace safety, wage standards, and ethical business practices. This work is ongoing and designed to evolve with new regulations and best practices — with an overarching goal to promote a more responsible, transparent, and resilient supply chain that aligns with our values and stakeholder expectations.



Adore Me Services Warehouse (Tijuana, Mexico)

Transparency

DIGITAL PRODUCT PASSPORTS

In September 2024, Adore Me reached a significant milestone in the advancement of our traceability efforts with the launch of our first Digital Product Passport (DPP): a centralized digital record surrounding the lifecycle of an individual product and its supply chain.

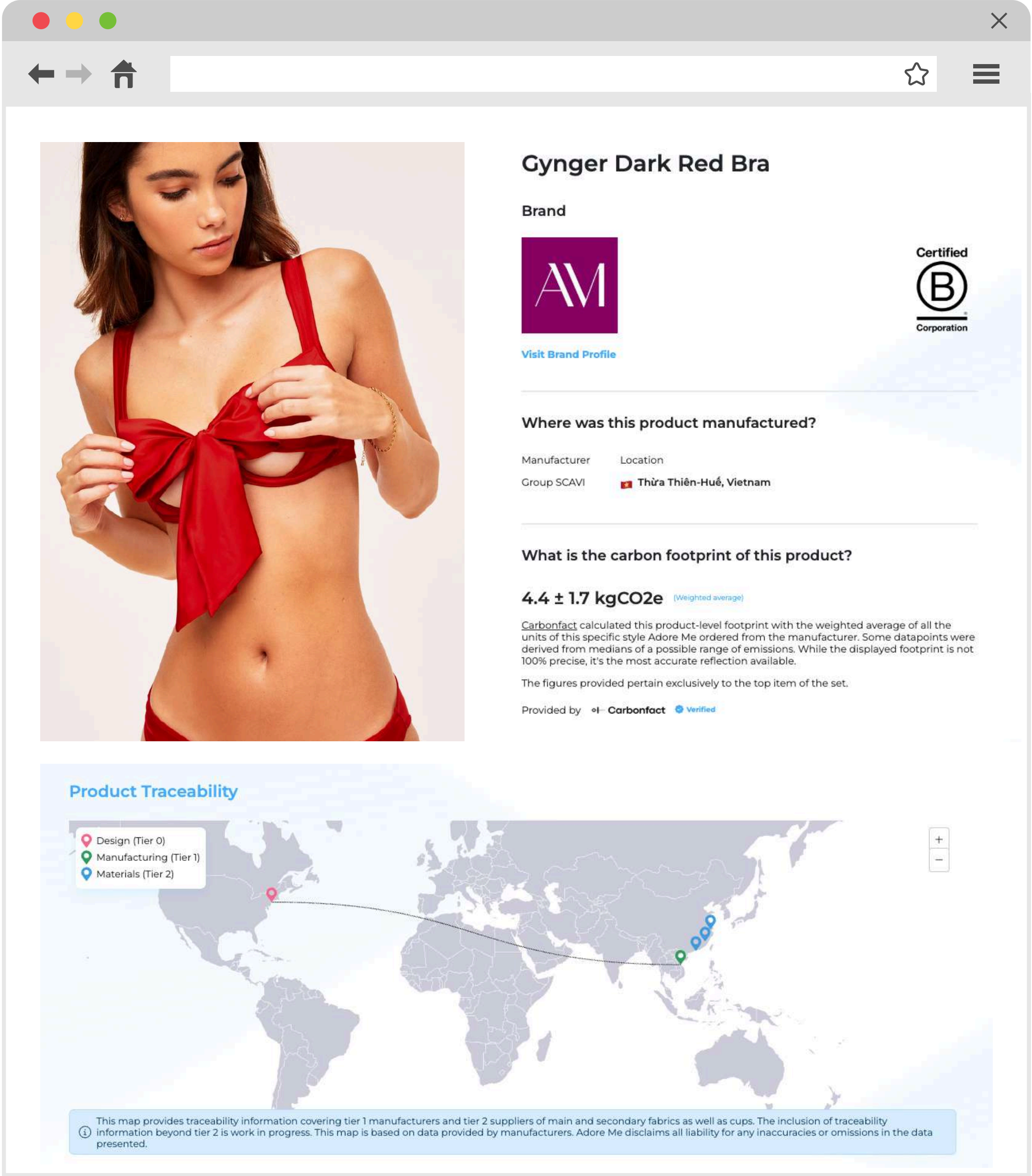
As part of an ongoing initiative to empower customers to make more informed buying decisions, each DPP clearly states a product’s carbon footprint, eco-design score, associated certifications, manufacturing location, and more. By the end of the year, more than 180 DPPs were launched, accessible to anyone shopping on our website under the “Sustainability Features” section on product pages.

This initiative was co-developed with CommonShare: a technology, compliance, and traceability partner whose proprietary Collaborative ProductChain is the foundation of Adore Me’s DPPs. This decentralized platform facilitates seamless collaboration among all supply chain stakeholders — from brands and manufacturers to producers and suppliers — enabling efficient data collection and validation. By fostering a unified approach to information sharing, the DPP significantly enhances decision-making, strengthens supply chain partnerships, and sets a new standard for transparency, sustainability, and customer engagement.



"Our collaboration with Adore Me marks a pivotal moment in redefining compliance and transparency within the fashion industry. The Collaborative DPP empowers brands and manufacturers to work together in unprecedented ways, offering real-time, verified information to both consumers and third-party verifiers."

Martin Smith
CEO of CommonShare



NOTE: The data presented in this Digital Product Passport reflects information available at the time of the drafting of the Report. The figures may be updated as LCA methodologies and sourcing practices evolve. Data inputs were provided by Adore Me’s carbon and supply chain partners. Adore Me makes no guarantee as to their accuracy or completeness.

Sustainability Integration

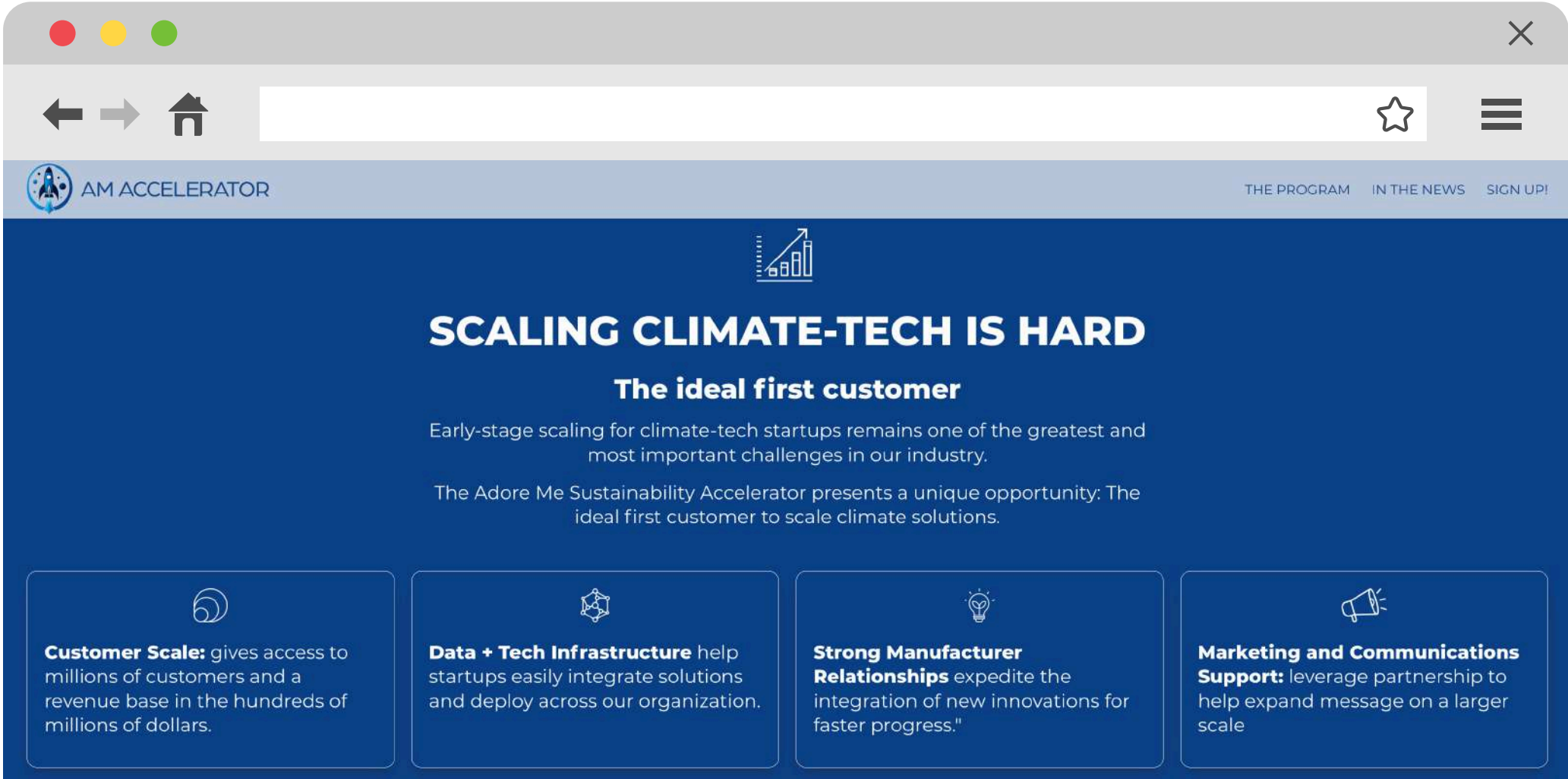
SUSTAINABILITY INITIATIVE AMBASSADOR PROGRAM

In 2024, Adore Me formalized our sustainability approach by consolidating efforts into a comprehensive strategy built on three major pillars: better products, better supply chain, and community reach — all of which are supported by three key enablers: data, tools, and governance.

This initiative is formally called the Sustainability Initiative Ambassador (SIA) Program. Rather than establishing a large sustainability team, the program empowers individuals throughout every department at Adore Me to implement practices and methodologies that support our organization’s sustainability strategy.

This decentralized approach ensures that sustainability isn’t treated as a siloed initiative, but is instead fully integrated into Adore Me’s everyday operations — in every corner of our business. By embedding sustainability within each function, teams can address their unique priorities while contributing to broader organizational objectives — enabling faster access to key insights, real-time feedback, and more agile decision-making.

To symbolize this approach, the honeycomb was chosen as the emblem for the SIA ecosystem. Just like a honeycomb, our sustainability efforts are strong, structured, and built to grow. Each contribution reinforces a dynamic, cooperative system that evolves and strengthens over time.



ADORE ME SUSTAINABILITY ACCELERATOR (AMSA)

In 2024, the Adore Me Sustainability Accelerator (a program that gives startups access to some of our organization’s internal workings to help improve their products for the wider market) continued to strengthen its role as a platform for collaboration and innovation in the fashion industry. AMSA matured its partnerships with key members, including Carbonfact and CommonShare, to deepen alignment on product-level impact measurement and transparency across the value chain. To further drive collective intelligence and industry alignment, AMSA convened two strategic workshops with its board and member companies. These sessions were designed to dissect the most pressing sustainability challenges such as building shared accountability and collaboration across the supply chain and explore bold, actionable pathways forward.

B CORP CERTIFICATION

Adore Me first earned B Corporation status in 2022, becoming the first lingerie company in the U.S. to receive certification from one of

the most comprehensive sustainability assessment frameworks at the time. Following the acquisition by Victoria’s Secret & Co. in 2023, Adore Me successfully underwent an expedited recertification process, as required, to reflect significant changes in our business operations. By maintaining this certification, we continue to be part of a global movement advocating for a more inclusive, equitable, and sustainable economy.

The recertification process, typically required every three years, is a rigorous process that evaluates companies across five key impact areas: governance, workers, community, environment, and customers. This in-depth assessment involves answering approximately 300 questions and providing extensive data analysis and documentation to be verified for accuracy and compliance. For Adore Me, the recertification served as an opportunity to highlight and validate key initiatives — particularly surrounding transparency, life cycle assessment (LCA), and supply chain traceability.

Stakeholder Engagement

ACADEMIC PARTNERSHIPS

Adore Me continued to strengthen relationships with our stakeholders in 2024, this year with a particular focus on academic collaboration and student engagement. Adore Me became one of the primary corporate sponsors of the Chaire Filière Textile Responsable: an academic and industry initiative committed to advancing responsible practices across the fashion value chain. Hosted by Mines Paris – PSL in France, the Chaire is supported by the ENAMOMA-PSL program (Engagement for creative and responsible Fashion & Materials Alternatives) co-created by three leading PSL institutions:

Université Paris Dauphine – PSL, École des Arts Décoratifs – PSL and Mines Paris – PSL. The Chaire supports the development of innovative strategies aimed at repositioning and re-industrializing fashion companies by engaging stakeholders across entire value chains. It champions a shared responsibility for advancing new creative and industrial approaches that incorporate digitalization, automation (Industry 4.0), and sustainable practices. A key component of this initiative is a specialized Master's program designed for students, researchers, and professionals in design, engineering, and management.

The curriculum promotes interdisciplinary learning and equips future leaders with the tools to navigate the fashion industry's complex sustainability challenges. A collaborative project engaged with a team of students with complementary profiles was the occasion to reflect on inclusivity, modularity and circularity.

Beyond academic training, the Chaire hosts regular seminars (e.g., the Matinales and La Printanière) to foster meaningful dialogue between research and industry. The seminars hold a cross-functional view of fashion and materials — re-centering the role of raw materials, integrating multi-disciplinary research, and promoting eco-responsibility as the starting point for innovation.

Adore Me's sponsorship reflects our commitment to fostering systemic change in the fashion industry through collaboration, education, and the integration of sustainability at every stage of the value chain.

MIG PROGRAM (Métiers de l'Ingénieur Généraliste)

As part of our partnership with Mines Paris – PSL, Adore Me led a project for the MIG (Métiers de l'Ingénieur Généraliste) program designed to introduce first-year engineering students to real-world industry applications.

Students participated in short-term discovery placements and classroom sessions covering the fashion industry, supply chain dynamics, and sustainable product development.

The program also included site visits to Adore Me's Paris office and to our French partner manufacturers, like Scavi Orléans and EverDye. During the site visits, students explored innovative dyeing techniques used in Adore Me's first bio-sourced pigment collection and gained hands-on exposure to responsible production practices.

Students also worked on and developed research projects focusing on product innovation and sustainable design, all with actionable proposals for our organization that Adore Me either pursued or implemented:

- Identified and proposed a strategic collaboration with a French startup focused on product innovation specializing in product innovation, which Adore Me ultimately pursued.
- Analyzed Adore Me's proprietary eco-design tool (AIM) and recommended improvements, several of which were incorporated into the next version of the tool.
- Developed proof-of-concept projects under AMSA, designed to foster innovation in Adore Me's product development pipeline.

This collaboration highlights how cross-sector partnerships, especially those that involve students and young innovators, can accelerate meaningful advancements in sustainability and innovation.



“Our collaboration with Adore Me illustrates how industry and academia can work hand in hand and challenge each other to drive systemic change in fashion. By engaging students, researchers, and industry professionals, we are fostering innovation, advancing sustainable practices, and preparing the next generation to meet the society's most pressing challenges.”

Colette Depeyre

Academic Director of ENAMOMA-PSL, Lecturer at Dauphine – PSL and co-Head of the Chaire Filière Textile Responsable with Cédric Dalmaso, Professor at Mines Paris – PSL

Environment



Eco Design

ECO DESIGN MATRIX (AIM)

Adore Me continued to leverage the use of our internal Eco Design Matrix (AIM) — a product-scoring tool built to evaluate our designs across four categories: Fiber, Waste, Water, and Chemicals. AIM enables our teams to assess, improve, and track the sustainability attributes of each design, and gives each Adore Me product a score that ranges from 0–5 (0 being the lowest score and 5 being the best score possible). Knowing that even the most sustainable products currently on the market have room for improvement and further enhancement, AIM was designed so that no product could receive a perfect score of 5. Based on industry practices as well as our own design/manufacturing capabilities, Adore Me currently considers any product with an AIM score of 1 or higher to be “sustainable.”

AIM (Version 3.1)

As part of our ongoing effort to strengthen the AIM matrix, Version 3.1 introduces targeted updates designed to improve clarity, consistency, and environmental relevance. Criteria were refined to better integrate attributes of printed materials, while other criteria in the Water and Chemicals categories were removed following extensive internal and stakeholder feedback. Requirements surrounding the OEKO-TEX® certification were also clarified to ensure alignment with industry standards and increase accountability. These adjustments help keep the matrix both ambitious and practical for implementation.

AIM Roadmap

In the context of Adore Me’s long-term commitment to improving product sustainability year over year,

we developed an internal roadmap for our eco-design efforts to help our team set measurable targets, track progress, and guide buying decisions.

In 2024, we worked toward a target to have over 50% of VIP and PAYG sales* come from sustainable** products, to achieve an average AIM score of 0.90/5 across sales, and to reach 1.10/5 on product orders from manufacturers (placed in the calendar year 2024). Adore Me ultimately exceeded all three goals: over 50% of sales qualified as sustainable, and average AIM scores reached 0.98/5 on sales and 1.22/5 on product orders.

Additionally, Adore Me introduced minimum AIM score thresholds to encourage more sustainable product development moving forward. We also require replenishment and sister styles to meet specific thresholds. In 2024 we reached an average of 0.94/5 for replenishments and new color ways of existing styles, thanks to close cross-functional collaboration across design, production, and sustainability teams.

Our team is continuing to look ahead and prepare for the launch of Version 4, which will offer a more comprehensive view of product sustainability and further strengthen Adore Me’s impact measurement. As part of this evolution, we are also committed to implementing a chemical compliance program, reinforcing our dedication to safer, more responsible materials across our supply chain.

**Sales include VIP (membership-based) and PAYG (one-time purchase) transactions completed in 2024.*

***Sustainable: Products with a score of 1 or above against our internally developed eco design assessment tool: AIM.*

72%

of Orders Meet Sustainability Threshold

Nearly ¾ of units purchased from our manufacturers in 2024 met or exceeded our internal sustainability threshold, surpassing our 50% target and improving by 26% since 2023.



85%

of Panties Incorporate a Chemical Management Attribute

A vast majority of panties ordered from manufacturers in 2024 scored at least 2 out of 5 in this AIM impact area.



50%

of Sales Meet Sustainability Criteria

2024 marked a significant milestone: 50% of VIP and Pay-As-You-Go sales came from products meeting Adore Me’s internal sustainability** criteria.



74%

of Styles Include Preferred Fibers

Raw material choice remains one of the most powerful levers in reducing product-level impact. Adore Me continued to strengthen our efforts by increasing our share of styles (ordered from manufacturers) made from preferred fibers to 74% in 2024 from 47% in 2023.

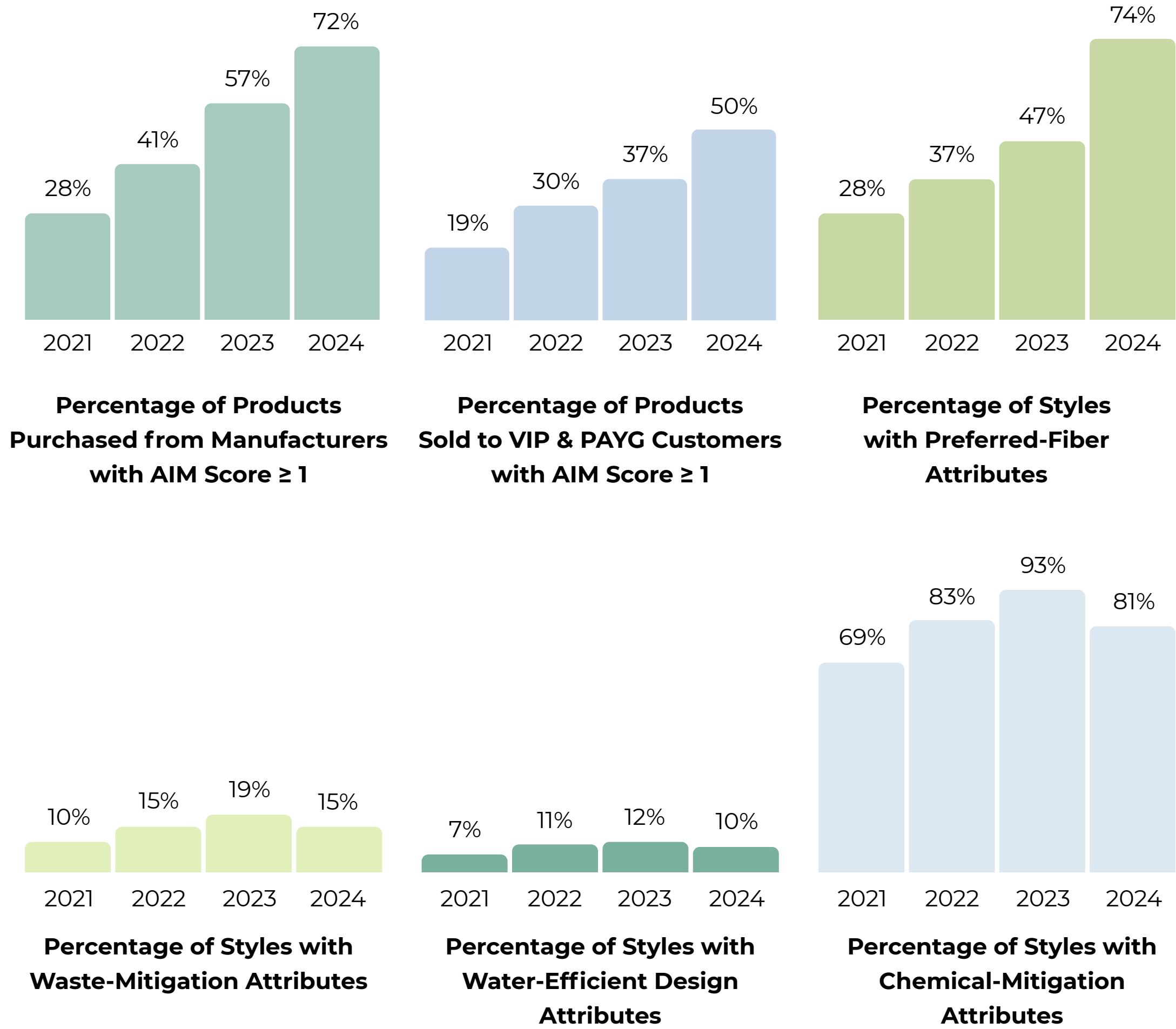


78%

of Bras Meet Sustainability Threshold

Over three quarters of bras ordered from manufacturers in 2024 scored at least 1 out of 5 against our internal Eco Design Matrix.

ADORE ME'S ECO DESIGN PROGRESS REPORT



NOTES:

- All figures provided are based on 2024 data available at the time of the drafting of the Report. Numbers are rounded down for the purpose of the above graphs.
- Historical figures previously reported are restated in the above graphs and reflect the most accurate data available at the time of the drafting of the Report.
- All figures provided are based on Adore Me's VIP and PAYG customers only, unless otherwise specified. Products, purchases, and sales related to Adore Me's Elite Box try-at-home subscription model are excluded from the dataset used for this analysis.
- The purchase order month is used as a reference for products purchased from manufacturers, and the year of sale is used as a reference for all sales data. Sales data is available at set-level (e.g., bra & panty set).
- Preferred Fiber, Waste, Water, and Chemical Mitigation attributes are granted to any Adore Me product when it has a score of 2 or higher within its respective AIM pillar. The figures relating to these attributes are reflected at style-level (defined by the product name and shape) ordered from manufacturers during the period January–December 2024, unless otherwise noted.

Adore Me continued to make progress across most AIM categories in 2024, with the Fiber category showing the most significant improvement (over 70% of styles now include preferred fibers). This progress reflects our ongoing commitment to increasing the use of recycled materials while reducing reliance on more carbon-intensive virgin fibers. These improvements are also visible in our product-level life cycle assessments, particularly as it pertains to raw material emissions.

The Waste category score showed a slight decline in 2024 as the share of total styles with waste-mitigation attributes decreased following the launch of AIM Version 3. This update removed and adjusted criteria that didn't reflect measurable environmental benefits — minimally decreasing the Waste category's score, but further reinforcing the matrix's integrity and alignment with our organization's ESG-related goals.

The Chemical category score also experienced a decline due to a recalibration of points awarded for OEKO-TEX® certification. While this certification remains valuable, our team reduced its weight in our scoring methodology in anticipation of it becoming an industry baseline. This adjustment ensures the matrix remains forward-looking and continues to drive meaningful impact.

In the re-engineering version of Adore Me's bestselling products from our 2020 assortment (visualized below), our team used AIM as a guiding compass. By leveraging this internal measurement tool, our team was able to identify exactly where improvements could be made to the Besima Unlined Babydoll, ultimately resulting in a 15% reduction in the product unit-level carbon footprint.

FROM BESIMA TO BESSIMA: BEFORE & AFTER RE-ENGINEERING

January 2020 <i>Besima Babydoll</i> Made in China 0% Recycled Materials 0.5 AIM Score 8.8kg CO2e/unit*		October 2024 <i>Bessima Babydoll</i> Made in Vietnam 70% Recycled Materials 1.75 AIM Score 7.6kg CO2e/unit*
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*Using a size S as reference under the assumption that the 2 products weigh the same (180kg).

Product Innovation

EVER DYE

2024 marked a turning point in Adore Me’s product innovation journey through the Adore Me Sustainability Accelerator (AMSA). As part of AMSA’s mission to scale impact-driven solutions, we became one of the first brands to partner with Ever Dye: a startup company reimagining the textile dyeing process. Together, we developed a capsule collection for Halloween using Ever Dye’s proprietary, low-energy, bio-based dyeing technology.

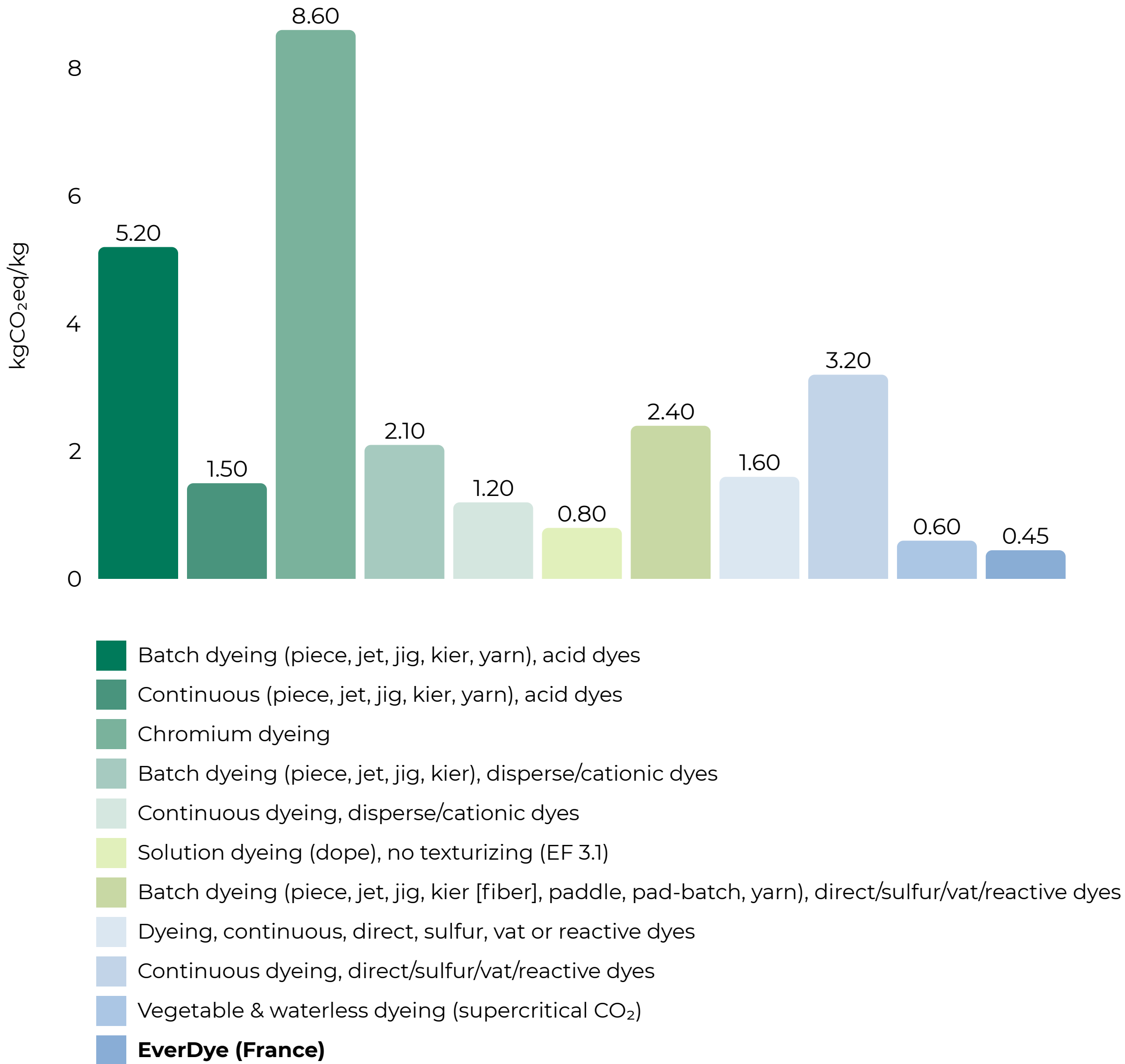
The Ever Dye process replaces petrochemical dyes and toxic mordants with bio-sourced pigments that work at ambient temperatures (as opposed to the typical 95°C), making it faster, cleaner, and significantly less energy-intensive than conventional dyeing. The technology is fully compatible with existing dyeing infrastructure, offering a plug-and-play pathway for low-impact manufacturing.

In parallel, AMSA facilitated a multi-party collaboration across our partner network to bring quantifiable environmental insights to the table. By leveraging our partnership with Carbonfact, we conducted a process-level life cycle assessment (LCA) to evaluate the dyeing-related emissions from this capsule collection.

The LCA, modeled according to ISO 14040/44 standards, found that Ever Dye’s process in France emitted as little as 0.45 kg CO₂e per kilogram of dyed fabric, compared to 1.45 kg CO₂e in Turkey and 1.68 kg CO₂e in Tunisia using more conventional setups. Even at a pilot scale, the technology outperformed several commercial alternatives, including advanced waterless dyeing methods.



COMPARISON OF EVER DYE WITH EXISTING TECHNOLOGIES



NOTES:

- Data for the text and graphics are based on Carbonfact’s process-level LCA calculations for Ever Dye, drawing on sources such as the ecoinvent database. While it supports our broader sustainability analysis, Adore Me makes no guarantee as to their accuracy or completeness.
- This assessment constitutes a screening LCA, representative of pilot-scale conditions, and has not undergone independent third-party verification. System boundaries may not be fully aligned with those used for the comparative data drawn from the EF 3.1 database.

Carbon Footprint

In 2024, we remained focused on reducing our carbon footprint and advancing sustainable practices across our supply chain. Consistent with our commitment to the SME Climate Hub, we follow a science-aligned pathway, taking immediate action to measure, set targets, and reduce emissions through targeted tools and practices.

METHODOLOGY

For the third consecutive year, we partnered with Carbonfact to calculate our carbon footprint. Their framework is based on the Greenhouse Gas Protocol and their calculations, when relying on secondary data, incorporate emission factors from globally recognized databases, including IEA, EPA, Ecoinvent, UK Defra, and GLEC. No methodological changes were made to our Scope 1 and 2 calculations this year. As was the case in 2023, Carbonfact used primary energy data from our facilities and applied the most up-to-date emission factors.

The evolution of our Scope 3 footprint is primarily shaped by ongoing methodology improvements. Each year, Carbonfact refines the product-level carbon assessments by incorporating updated emission factors and process data. As a result, past data is restated to align with the latest calculation standards.

In 2024, key emission factors were updated for textile formation (knitting), preparation, and product assembly to align with EF 3.1 datasets and the PEFCR for Apparel and Footwear. These updates resulted in more accurate (but higher) emission values. For example, the emission factor for knit yarn formation

increased significantly, from ~2.5 kg CO₂e/kg to ~6–7 kg CO₂e/kg, reflecting a substantial change in how the impact of knitting is accounted for.

As we continue to improve the quality and granularity of our emissions data, we remain committed to full transparency and alignment with the highest standards of carbon accounting. Please note that the data referenced in this section reflects version V39 of the Carbonfact platform, extracted on July 17, 2025. Some figures throughout the report may originate from V40 released on August 4, 2025. This data is subject to change as emission factors and methodology evolve over time.

Scope 1 & 2 Details

In 2024, our absolute Scope 1 emissions increased. This change was primarily driven by the expansion of our New York office and elevated gas consumption at one of our distribution centers, due to atypical cold weather conditions that impacted heating needs. Scope 2 emissions remained stable year-over-year. Electricity consumption across offices and distribution centers showed no material deviation from 2023 levels.

Scope 3 Details

Scope 3 continues to represent the majority of our corporate emissions, accounting for 98% of our total footprint. As such, it remains a central focus of our reduction strategy. In 2024, we expanded our integration of preferred fibers into our product mix, contributing to a lower footprint across most Scope 3 categories.

Emissions decreased across all Scope 3 categories with two exceptions: Scope 3.6 Business Travel and Scope 3.4 Upstream Transportation & Distribution. The increase in Business Travel is primarily the result of improved data completeness, as our collection process matured over time. For Upstream Transportation & Distribution, updated methodology and a temporary rise in air shipments (driven by external logistical constraints) contributed to the increase, making year-over-year comparisons inaccurate.

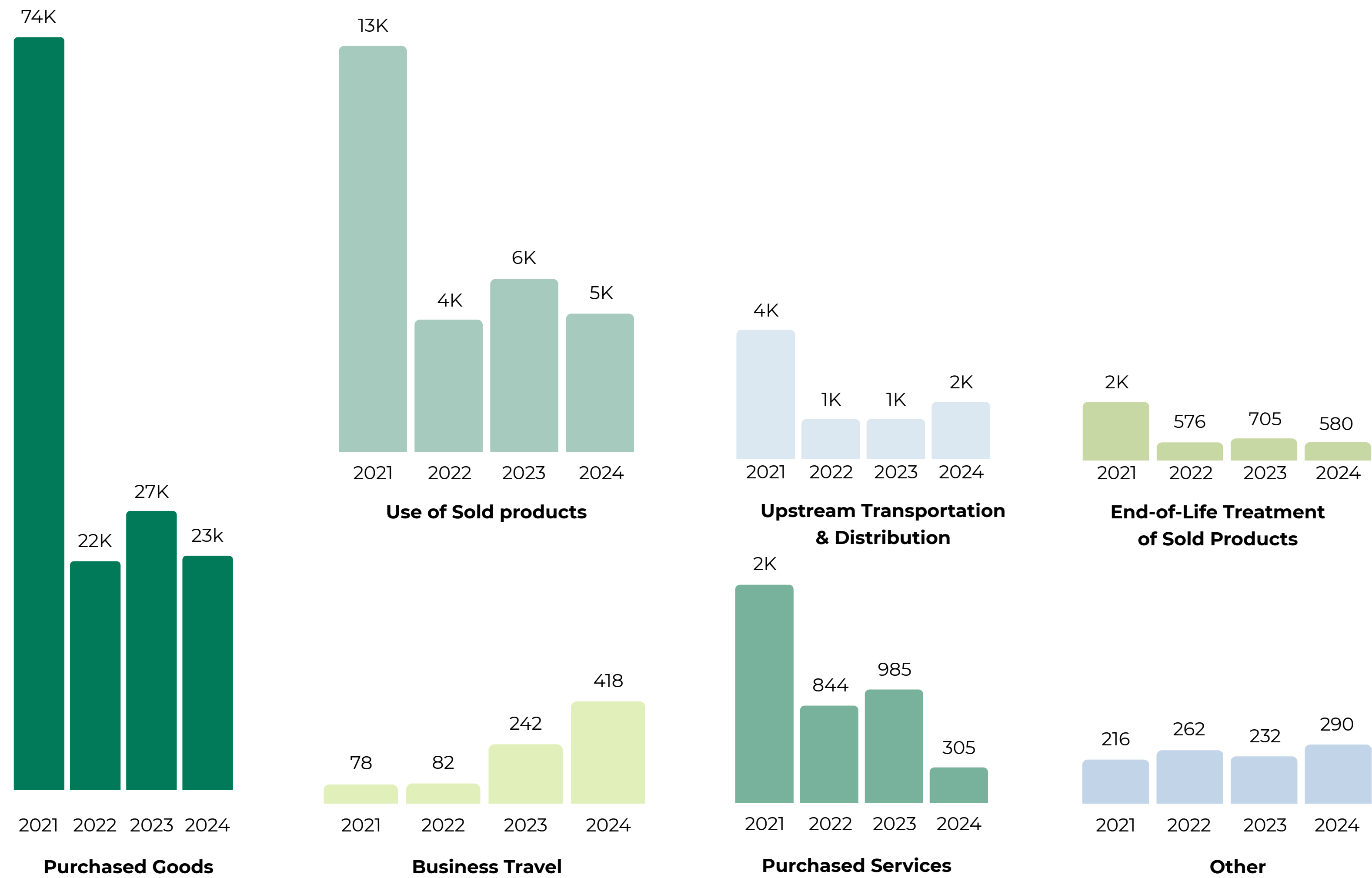
ADORE ME’S ANNUAL CO₂ EMISSIONS BY SCOPE

	2021 Emissions (tCO ₂ e)	2022 Emissions (tCO ₂ e)	2023 Emissions (tCO ₂ e)	Variation 2023 vs 2021 (baseline)	2024 Emissions (tCO ₂ e)	Variation 2024 vs 2021 (baseline)
Scope 1 Total	109.03	175.76	115.09	5.56%	250.62	129.85%
Scope 2 Total	298.96	354.48	235.36	-21.27%	246.5	-17.55%
Scope 1 & 2 Total	407.99	530.24	350.46	-14.10%	497.12	21.85%
Scope 3						
Purchased goods	73,950.86	22,431.39	27,373.97	-62.98%	22,970.82	-68.94%
Use of sold products	13,427.85	4,364.96	5,712.01	-57.46%	4,562.14	-66.02%
Upstream transportation and distribution	3,678.61	1,136.89	1,142.07	-68.95%	1,627.70	-55.75%
End-of-life treatment of sold products	1,880.66	575.95	704.52	-62.54%	580.45	-69.14%
Other*	2,192.92	1,188.03	1,458.93	-33.47%	1,012.44	-53.83%
Scope 3 total	95,130.89	29,697.22	36,391.51	-61.75%	30,753.55	-67.67%
TOTAL (tCO₂e)	95,538.88	30,227.46	36,741.96	-61.54%	31,250.66	-67.29%

**Other includes Scope 3.1.2 (Purchased Services), Scope 3.2 (Capital Goods), Scope 3.3 (Fuel and Energy-Related Activities), Scope 3.5 (Waste Generated), Scope 3.6 (Business Travel), Scope 3.7 (Employee Commuting), and Scope 3.8 (Upstream Leased Assets).*

The below charts highlight Adore Me’s Scope 3 emissions, providing a category-level breakdown and showcasing our progress in reducing total emissions relative to our 2021 baseline.

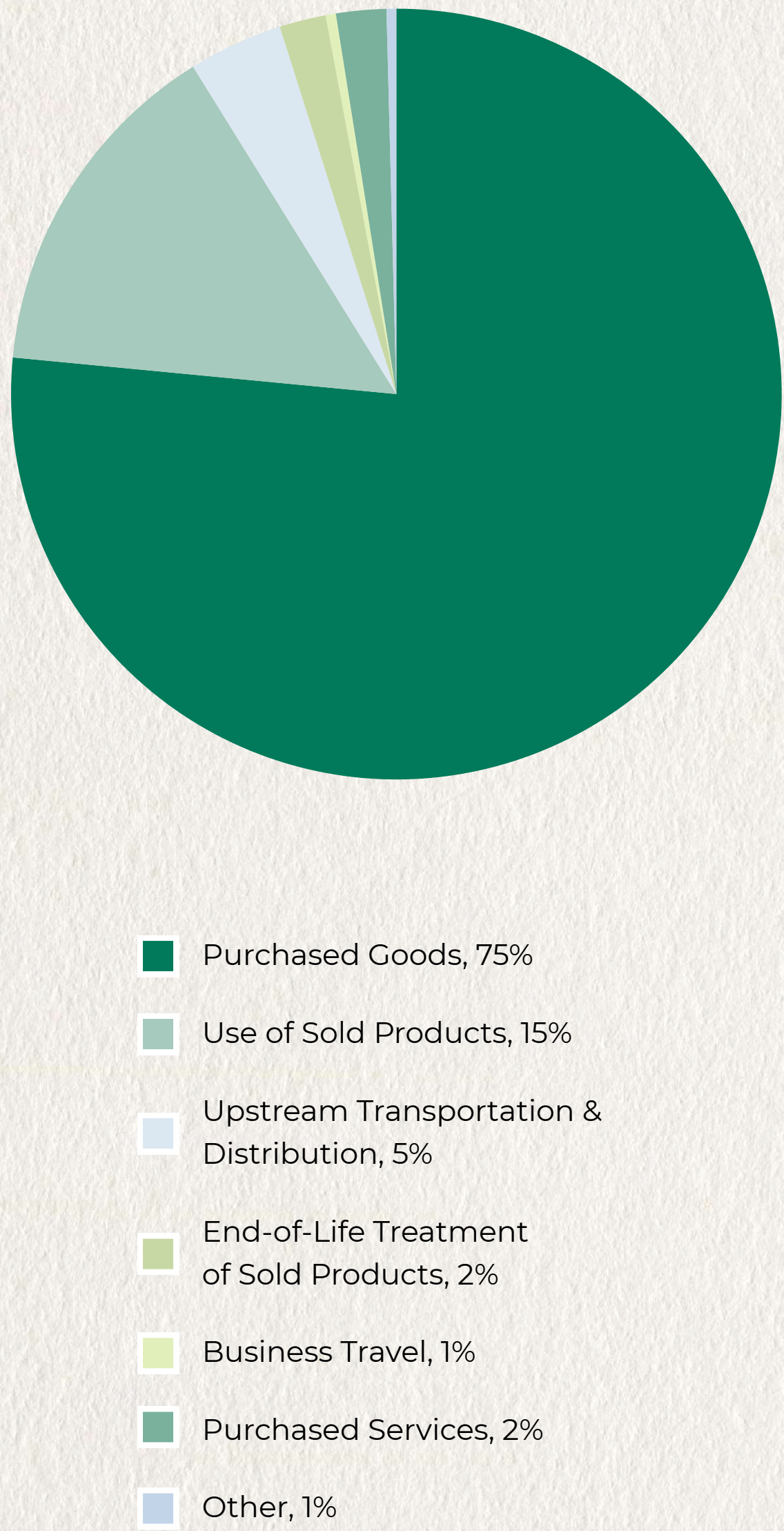
YoY Scope 3 GHG Emissions Breakdown (tCO₂e)



NOTES

- Other includes Scope 3.2 (Capital Goods), Scope 3.3 (Fuel and Energy-Related Activities), Scope 3.5 (Waste Generated), Scope 3.7 (Employee Commuting), and Scope 3.8 (Upstream Leased Assets).
- Figures in these graphs are rounded to the nearest whole number, which may cause slight variations in aggregated results.

SCOPE 3 GHG EMISSIONS BREAKDOWN (tCO₂e)

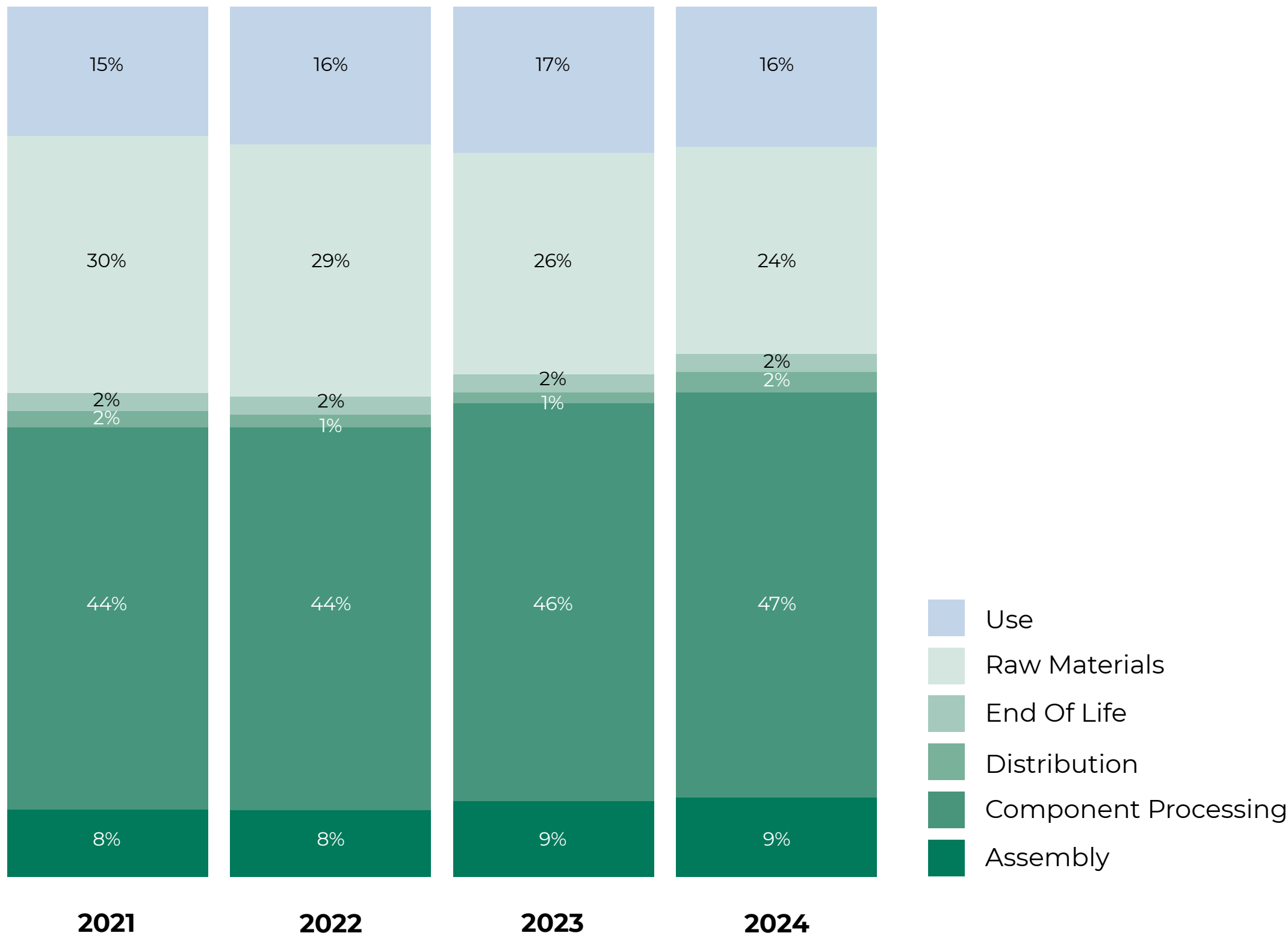


PRODUCT LIFE CYCLE ASSESSMENT

A key trend in 2024 was the continued shift toward more sustainable raw materials, contributing to reducing the share of raw material emissions in our product life cycle assessments (LCAs) by 7% from 2023 to 2024, and by 20% compared to our 2021 baseline. Material composition across our product assortment remains the most actionable area Adore Me can improve upon to reduce our footprint — and in 2024, we increased the share of recycled fibers by 9% compared to 2023. Additionally, recycled synthetic materials represented 36% of all synthetics used (an increase from 33% in 2023).

The increased integration of recycled fibers has proven to significantly enhance product-level LCA performance and remains central to our eco-design strategy. The downward trend in the share of raw material impact remains strong and is expected to continue into 2025.

ANNUAL AVERAGE FOOTPRINT SHARE BY LCA STAGE



NOTES:

- The data shown in the graph above is based on an extract provided by our third-party partner Carbonfact, dated June 23, 2025, and reflects annual carbon emissions by LCA stage. All LCA data is subject to change as methodologies and practices evolve. Adore Me makes no guarantee as to their accuracy or completeness.
- Figures in these graphs are rounded to the nearest whole number, which may cause slight variations in aggregated results.

Understanding Carbon Intensity of Raw Materials

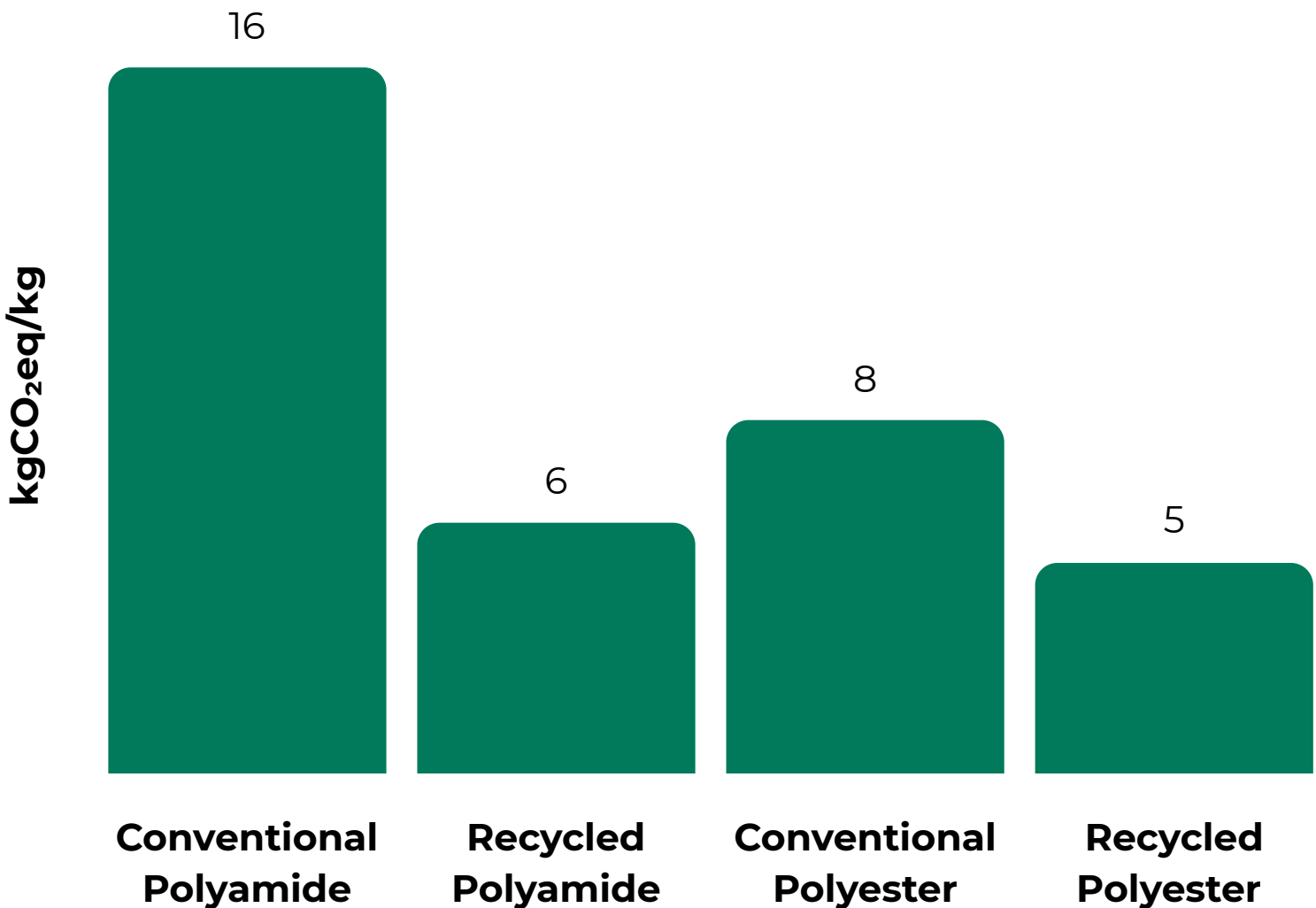
To accurately assess the environmental impact of textiles, especially in the production of intimate apparel, we rely on carbon intensity per unit of mass — measured in kilograms of CO₂ emitted per kilogram of material (kgCO₂/kg). This metric quantifies the greenhouse gas emissions generated throughout the lifecycle of a raw material, from extraction and processing to its ready-to-use form in manufacturing.

By normalizing emissions to the material’s mass, this method allows for a fair comparison between different fibers, regardless of how much or little is used in a specific garment. It provides clear, scalable insight into how material choices directly influence the carbon footprint of a product line or entire collection. For example, based on industry-average data:

- Conventional polyamide emits 15.8 kgCO₂/kg, whereas recycled polyamide emits only 5.6 kgCO₂/kg.
- Similarly, conventional polyester has a footprint of 7.9 kgCO₂/kg, while its recycled counterpart stands at 4.7 kgCO₂/kg.

Switching from conventional to recycled raw materials is more than a trend, it's a scientifically sound strategy for reducing climate impact at the source. These differences highlight the substantial emissions savings that are possible by switching to recycled fibers — up to 65% lower emissions in the case of polyamide. By prioritizing low-carbon alternatives in our materials sourcing, we not only reduce the footprint of individual products, but also support circularity and resource efficiency across the textile industry.

CARBON INTENSITY OF SYNTHETIC FIBERS (AVERAGE FOOTPRINT PER KG PRODUCED)



NOTES:

- The data shown in the above graph was prepared as part of Adore Me's internal analysis and is presented for illustrative purposes only.
- Figures in these graphs are rounded to the nearest whole number, which may cause slight variations in aggregated results.

Carbon Offsetting

MITIGATING OUR CARBON IMPACT

Adore Me continues to strengthen our carbon offsetting strategy. Our approach has always been to first cut emissions, and then reduce emissions at the source before turning to offsets for the emissions that remain. Over the years, we have acted decisively in this direction — significantly decreasing the share of inbound air shipments, transitioning our distribution centers to renewable energy, increasing the use of recycled synthetic materials in our products, and continually raising the bar for our internal sustainability score on ordered products.

In parallel with these initiatives, we continue to rely on carbon offsets to mitigate the impact of our remaining emissions. As we did the year prior as well, we offset the entirety of 2024 Scopes 1 and 2 emissions and the majority of Scope 3 categories, including Fuel and Energy Related Activities, Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel, Employee Commute, Upstream Leased Assets, and End of Life of Sold Products.

In line with our continuous improvement approach, we further strengthened our program in 2024 by investing in a more diverse portfolio of offsets, aligned with the revised Oxford Principles for Net Zero Aligned Offsetting. These principles ensure offsets are high-quality, transparent, and are part of a credible strategy — emphasizing that offsets should complement reductions and increasingly focus on permanent removals. Our 2024 portfolio — which includes both long-standing partners and newly welcomed partners — spans across several categories: Avoided Emissions (forest conservation (REDD+) and methane reduction) and Carbon Removal – Permanent Storage.



Pachama

We maintained our partnership with Pachama, continuing to invest in the Pacajá Pará project we first supported in 2022. Pachama's technology-driven approach ensures the integrity of forest conservation efforts, and our ongoing collaboration reflects a commitment to long-term, high-quality offsets.



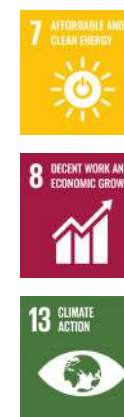
Pacajá Pará

This project protects priority forest areas in the Amazon from high deforestation pressure. It safeguards biodiversity and carbon stocks while supporting local communities through sustainable resource use and economic opportunities.



CNaught

Adore Me also welcomed a new vetted partner, CNaught, who played a key role in diversifying our portfolio. CNaught is a company that provides high-integrity carbon credits, helping organizations like ours build credible, diverse and impactful offset portfolios.



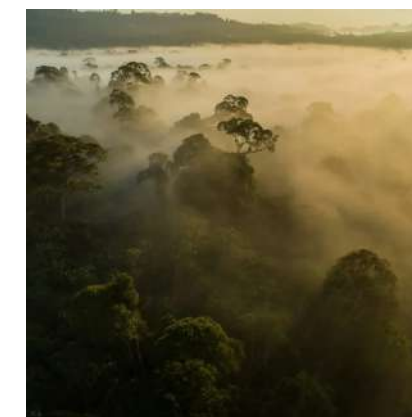
Istanbul Landfill Gas to Electricity Project

This project collects landfill gas to generate more than 42MW of electricity at two landfills near Istanbul, Turkey, avoiding the emission of methane (a powerful greenhouse gas) into the atmosphere and using the methane to generate power and displace dirtier power in the electric grid.



Titas Gas Leak Repair

This project reduces natural gas leaks from a gas distribution network in Bangladesh through the use of an advanced leak detection and repair program that would not be feasible without carbon credit revenue.



Kuamut Rainforest Conservation

This project is protecting 83,000 hectares of biodiverse tropical forests in Borneo from intensive logging — all while creating jobs, supporting forest regrowth, and safeguarding endangered species.



Farm Gai Kaisa

This project converts bush into biochar, delivering permanent carbon removal while restoring local savannah ecosystems and enhancing soil fertility for local farmers.

Social



Our Suppliers

In 2024, Adore Me advanced our efforts in tracing and understanding the full scope of our value chain — marking a milestone year for supply chain mapping. Building on the foundation laid in previous years, we worked closely with our strategic suppliers to expand the visibility of Tier 2 suppliers, continue Tier 3 mapping, and pilot an initial mapping at the Tier 4 level. Through our ongoing partnership with CommonShare, we successfully onboarded a broader set of manufacturers onto a traceability platform and initiated the implementation of Digital Product Passports. These efforts allow us to trace raw materials to their origin and better track environmental and social compliance at each stage of production. Further, traceability initiatives have also helped our team identify variations in supply chain diversification year-over-year, allowing us to better articulate and plan for the next phase of our supply chain strategy.

Looking ahead, we recognize that data governance, material origin verification, and cross-tier collaboration will remain critical to the evolution of our supply chain strategy.

20

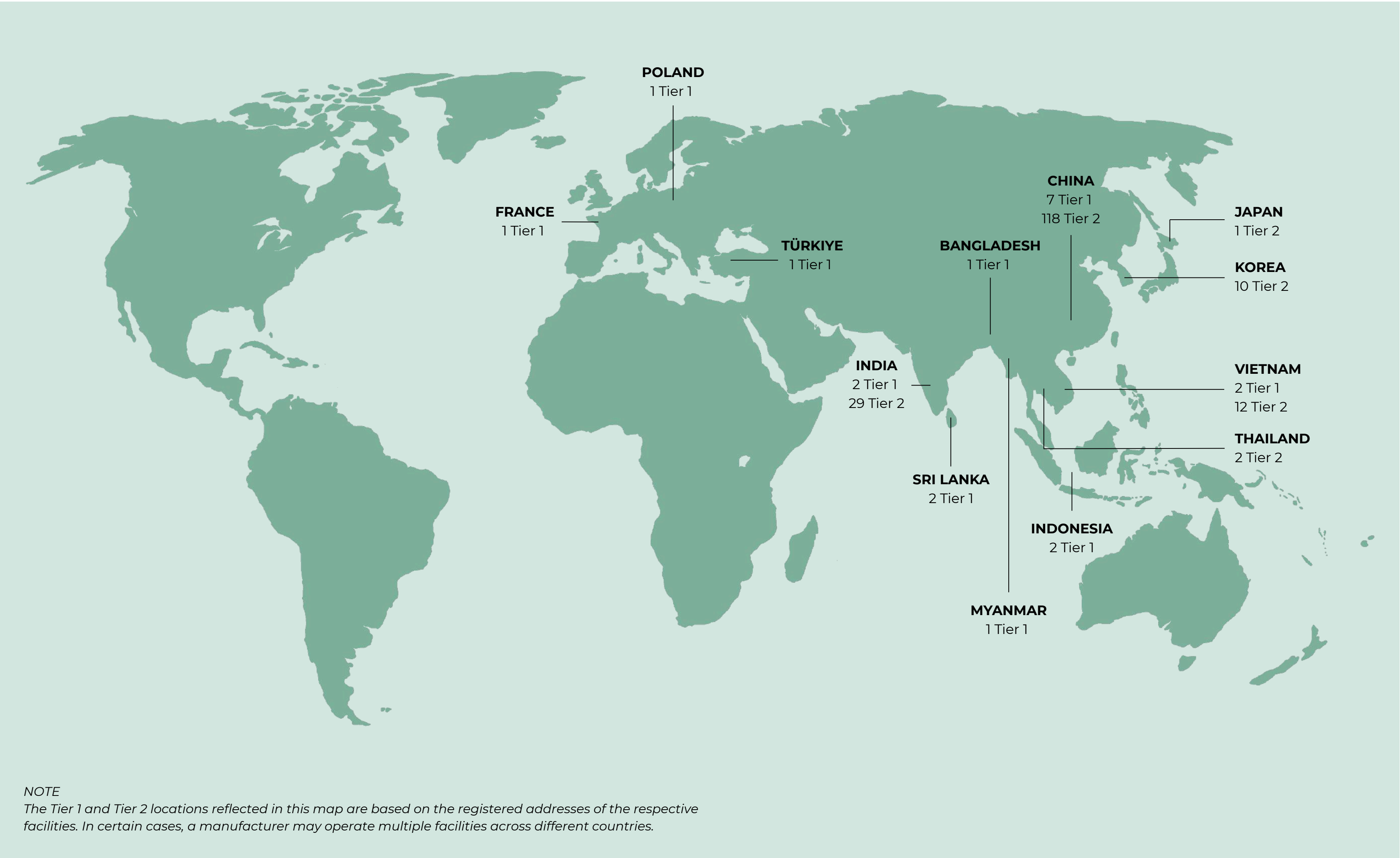
Tier-1 Suppliers

172

Tier-2 Suppliers

77+

Tier-3 Suppliers



Our Customers

Across Adore Me and Dailylook, customers remain at the center of everything we do. Whatever their lifestyles and style goals may look like, they share an expectation for quality products that fit their needs and reflect their identities. We turn their feedback into product innovation, service improvements, and thoughtful communication that builds lasting trust.

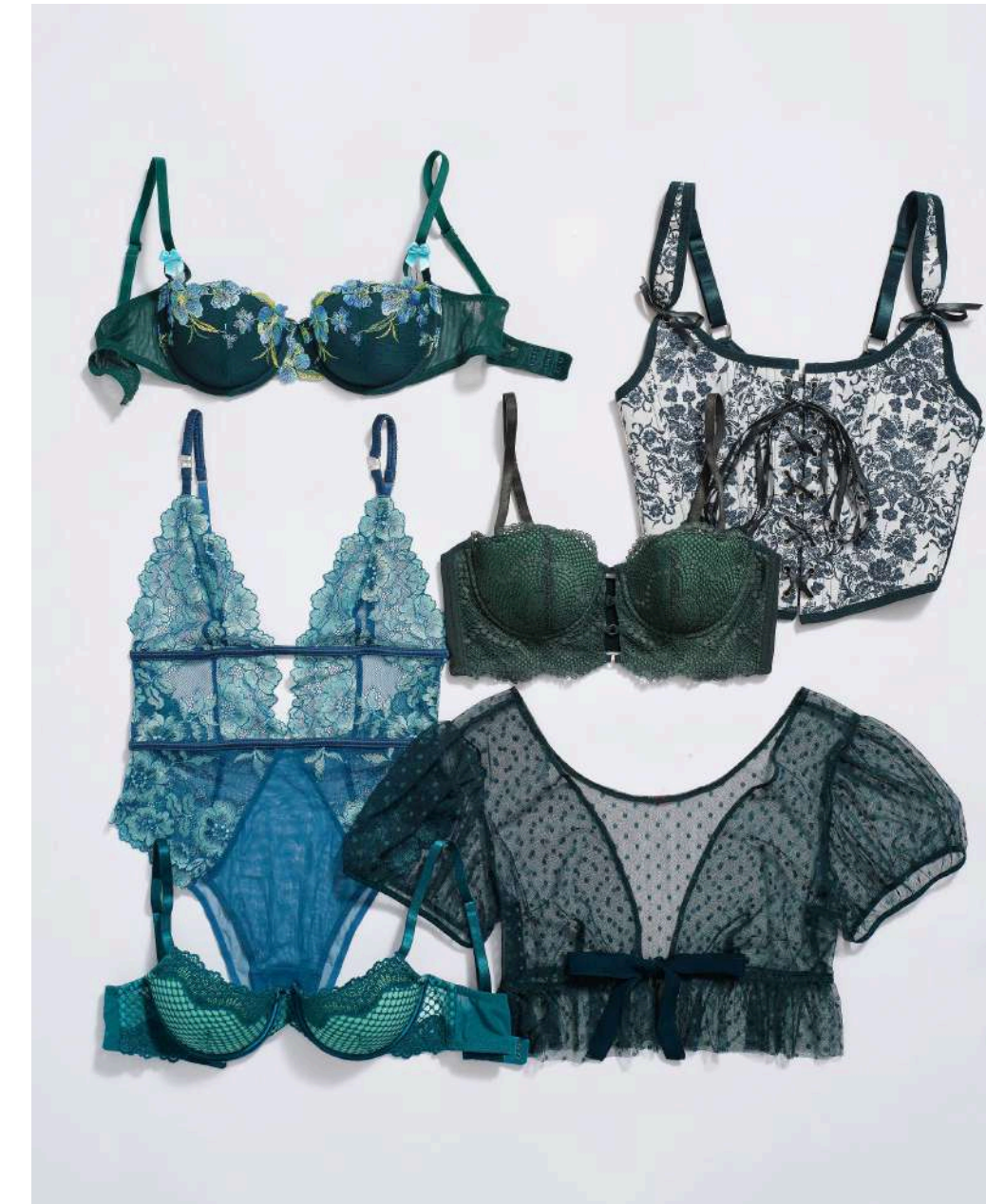
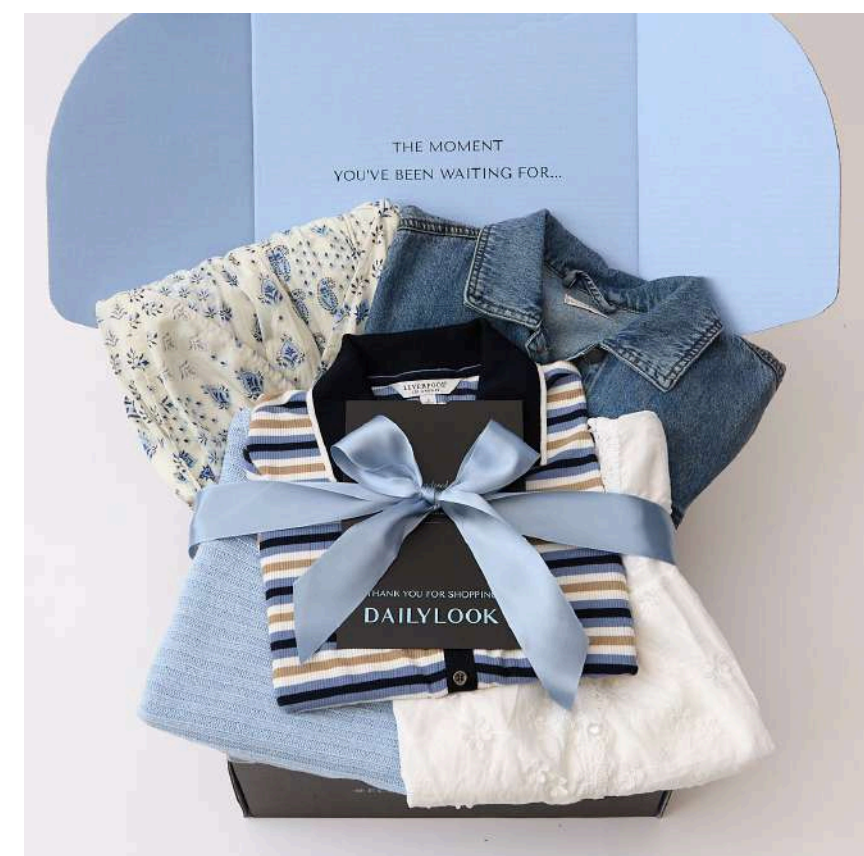


ADORE ME

Adore Me's customers value variety, inclusivity, and quality. They trust that they'll find what they're looking for within our large product assortment (including a size that fits them), and that they won't have to pay a premium price to get it. More than just a place to shop, Adore Me is where so many of our customers seek comfort, find confidence, and celebrate milestones.

DAILYLOOK

Dailylook's customers value convenience, personal attention, and the chance to explore new styles without the stress of traditional shopping. They prioritize efficiency and they trust that each box offers a selection of quality pieces curated specifically to their style preferences, sizes, lifestyles and more — giving them a better chance at finding something they love.



What Adore Me Customers *Love*

Variety

A wide range of colors, categories, silhouettes, and sizes gives customers the confidence that they'll always find what they're looking for.

Accessibility

Comfortable silhouettes at just as comfortable prices, customers can rely on consistent pricing models and shop with confidence.

Perfect Fit

We pay attention to the little things — like adapting the construction of our products for different sizes, ensuring that comfort and fit isn't dependent on body type.

Good Quality

High-quality materials, thoughtful design, and expert construction elevate the product — and the experience of wearing it.

What Dailylook Customers *Love*

Variety

Having diverse items to choose from in every delivery encourages customers to step outside of their comfort zone, while also ensuring that their tried-and-true styles are included.

Time Saved

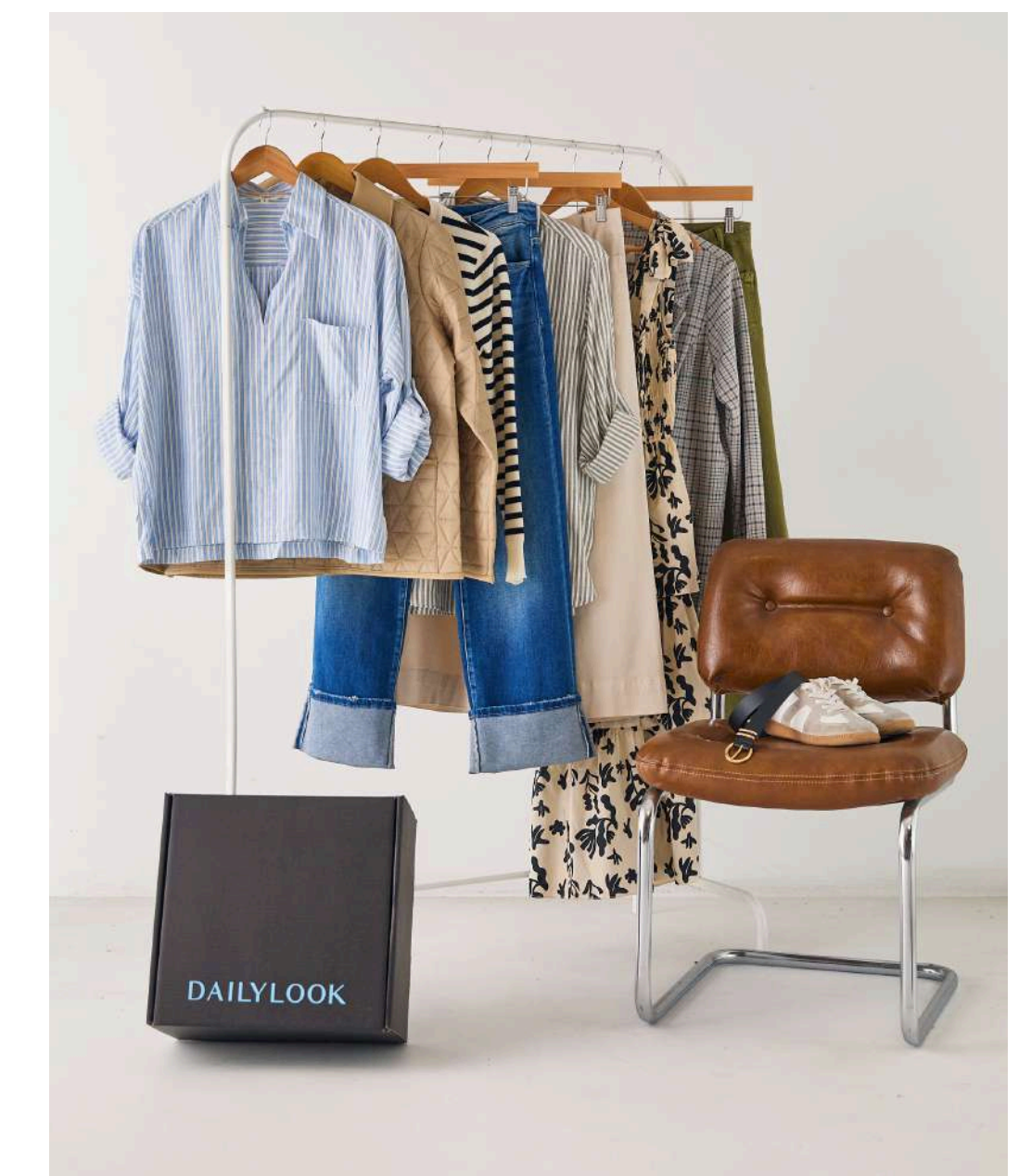
Less time spent shopping for clothes you like equates to more time to focus on family, work, and personal priorities.

Personalized Selections

Personal stylists do all the work by curating an assortment of products that meet the customer's needs and expectations.

Elevated Experiences

From handpicked styles to beautiful packaging and presentation, each delivery feels thoughtful and personal.



Our Team



NEW YORK CITY (HEADQUARTERS)

Our headquarters remains the center of enterprise leadership, serving as the home base for over 100 employees and the birthplace of some of our largest initiatives.



BUCHAREST (ADORE ME TECH)

Bucharest powers our digital backbone across engineering, UX, data, and logistics. Most notably in 2024, this team scaled homegrown platforms and analytics to improve speed, reliability, and customer experience.



PARIS

Paris anchors Adore Me's sustainability strategy and houses production, growth, retail, and branding teams. Its location bridges the gap between suppliers and NYC headquarters for efficient, multi-time zone coordination.



LOS ANGELES (DAILYLOOK HEADQUARTERS)

Dailylook represents Adore Me's West Coast presence and expands our reach in personalized fashion services. Based in the heart of Los Angeles, Dailylook delivers a convenience-driven shopping experience through curated boxes of apparel for customers to try on, keep, or return.



ADORE ME SERVICES SECAUCUS (AMS 1)

Located in Secaucus, New Jersey, this distribution center was Adore Me's first warehouse facility — supporting supply chain operations across the East Coast.



ADORE ME SERVICES TIJUANA (AMS 2)

Located in Tijuana, Mexico, this distribution center plays a key role in Adore Me's regional logistics network and supports supply chain operations across the West Coast.



ADORE ME RETAIL (AMR)

Adore Me Retail operates brick & mortar stores across the U.S. — located in New York, New Jersey, Rhode Island, Massachusetts, and Tennessee — offering customers an in-person brand experience with expert guidance on fit, style, and product selection.

Our Charity Support

Philanthropic Efforts

In 2024, Adore Me proudly unified and strengthened our philanthropic efforts under one shared mission. With a structured approach to our commitment to social impact, our team was empowered to make a real difference by working under three different initiatives.

Adore Me Gives

We listen to our customers and the communities that they exist in — and we funnel corporate donations to causes that support them.

Employee-Led Engagement

We encourage our employees to take the lead on philanthropic effort and initiatives within our organization for causes they hold close to their hearts.

Bras for a Better World

We donate our products to women in need while reinforcing our dedication to sustainability and circular economies.

Every year, Adore Me is committed to contributing to causes that matter to us the most. In 2024, we supported numerous different charities and NGOs that fight for causes we believe in. From breast cancer research, type 1 diabetes research, women's and girls' rights, clean water access, LGBTQIA+ support and safety, local community outreach, and more — our team continued to nurture existing partnerships and initiate new philanthropic efforts.



The American Cancer Society

The American Cancer Society works tirelessly to help people and families impacted by breast cancer in communities across the nation: a cause our team holds very close to our hearts at Adore Me. From prevention, screening, treatment advances, and comfort care — ACS plays a role in every stage of breast cancer, even before a diagnosis.

Girls Who Code

Girls Who Code is an international nonprofit organization that aims to support and increase the number of women in the computer science field.

Toys for Tots

Toys for Tots is a not-for-profit public charity created at the behest of the U.S. Marine Corps with a basic mission of collecting unwrapped toys and distributing them to economically disadvantaged children at Christmas. Every employee in our New York office selected and purchased a gift for a specific child in need to help play an active role in the development of one of our nation's most valuable resources: our children.

Sanctuary for Families

Sanctuary for Families is a New York City-based non-profit organization dedicated to aiding survivors of domestic violence, human trafficking, and gender-based violence and their children. In August 2024, Adore Me facilitated a school-supply drive and volunteered to pack bookbags with supplies for all children living at Sarah Burke House: Sanctuary's state-of-the-art, apartment-style transitional shelter that houses 58 families.

The Ali Forney Center

The Ali Forney Center (AFC) is the nation's largest and most comprehensive nonprofit organization dedicated to serving LGBTQ+ youth experiencing homelessness. Based in New York City, AFC's mission is to protect LGBTQ+ youth from the harms of homelessness and empower them with the tools needed to live independently.

JDRF (Now Breakthrough T1D)

JDRF is the preeminent organization in the global fight against Type 1 Diabetes, with an unwavering commitment to funding groundbreaking research, advocating for crucial policy changes, and providing essential support to the T1D community.

Dress for Success

Dress for Success is a global not-for-profit organization that empowers women to achieve economic independence by providing a network of support, professional attire, and development tools to help women thrive in work and in life.

HUNGRY Catering & Food Solutions

In Adore Me's New York City office, weekly team lunches in 2024 were catered by HUNGRY Catering & Food Solutions, which champions local businesses — specifically those who were impacted during and following the COVID-19 pandemic. For every two meals purchased from a local restaurant through HUNGRY, one meal is donated to local food banks.

Appendix



Key Performance Indicators

People	2021	2022	2023	2024
Number of Adore Me Employees Excluding Contractors and Agency Workers ⁽¹⁾	392	555	602	565
Percentage of Full-Time Employees ⁽¹⁾	-	85%	85%	85%
Number of Part-Time Employees ⁽¹⁾	-	-	92	80
Number of AdoreMe Headquarters Employees	-	64	77	80
Number of AdoreMe SRL (Tech) Employees	-	87	103	103
Number of AdoreMe France Employees	-	22	23	28 ⁽²⁾
Number of AdoreMe Retail Employees	-	70	55	46
Number of AdoreMe Services Employees	-	87	70	42
Number of Dailylook Employees	-	225	275	266
Number of Outsourced Employees	-	-	542	484
Percentage of Women at AdoreMe Tech	-	26%	37%	43%
Percentage of Leadership Positions Held by Women	-	41%	42%	45%
Percentage of Employees Receiving Periodic Assessment of Performance & Professional Development	100%	100%	100%	100%
Percentage of Employees Receiving Anti-Corruption Policies & Procedures Communications	100%	100%	100%	100%

Planet	2021	2022	2023	2024
Average Product Footprint (LCA) (kgCO2e)	5.74 [4.11]	5.31 [3.94]	4.96 [3.62]	5.02 ⁽³⁾
Absolute Emissions Scope 1 (tCO2e)	109.03 [107.83]	175.76 [172.81]	115.09 [112.81]	250.62
Absolute Emissions Scope 2 (tCO2e)	298.96 [370.34]	354.48 [426.38]	235.36 [272.95]	246.5
Absolute Emissions Scope 3 (tCO2e)	95,130.89 [75,852.18]	29,697.22 [20,147.94]	36,391.51 [27,746.89]	30,753.55
Absolute Emissions (Scopes 1–3)	95,538.88 [76,330.35]	30,227.46 [20,747.13]	36,741.96 [28,132.65]	31,250.66
Absolute Reduction of Greenhouse Gas (GHG) Emissions vs 2021 Baseline	-	68.36% ⁽⁴⁾ [72.82%]	61.54% [63.14%]	67.29%
Total Shipping Emissions (tCO2e) ⁽⁵⁾	3,678.61 [3,178.33]	1,136.89 [1,052.65]	1,142.07 [1,171]	1,627.7
Carbon Offsets (tCO2e)	2,628	2,039	2,998	3,720

Products	2021	2022	2023	2024
Percentage of Sustainable Products Ordered from Our Manufacturers ⁽⁶⁾	28% [27%]	41% [37%]	57% [55%]	72%
Percentage of Sustainable Products Sold ⁽⁶⁾⁽⁷⁾ Share of VIP & PAYG Revenue	19% [17%]	30% [28%]	37% [36%]	50%
Percentage of Styles with Preferred-Fiber Attributes ⁽⁸⁾⁽⁹⁾	28% [28%]	37% [30%]	47% [46%]	74%
Percentage of Styles with Waste-Mitigation Attributes ⁽⁸⁾⁽⁹⁾	10% [11%]	15% [9%]	19% [20%]	15%
Percentage of Styles with Water-Efficient Design Attributes ⁽⁸⁾⁽⁹⁾	7% [7%]	11% [12%]	12% [12%]	10%
Percentage of Styles with Chemical-Mitigation Attributes ⁽⁸⁾⁽⁹⁾	69% [68%]	83% [85%]	93% [92%]	81%
Bra Sizes Offered	67	67	67	67
Percentage of Sales in Plus Sizes (for VIP & PAYG) ⁽⁷⁾	30% [33%]	33% [33%]	32% [33%]	30%
Percentage of Synthetic Fibers Used (Total Mass Produced)	74% [73%]	75% [71%]	84% [83%]	84%
Share of Recycled Content Within Synthetic Fibers Used (Total Mass Produced)	5%	12% [10%]	29.% [27%]	36%
Percentage of Semi-Synthetic Fibers Used (Total Mass Produced)	-	19%	12%	11%
Percentage of Natural Fibers Used (Total Mass Produced)	-	9%	4%	4%

Packaging	2021	2022	2023	2024
Percentage of Recycled Materials for External Packaging	100%	100%	100%	100%
Percentage of Recycled Materials for Internal Polybags & Hang tags	-	78%	100%	100%
Percentage of Poly-Mailers Made of 100% Recycled Materials	-	-	56%	87%
Percentage of Poly-Mailers Made of 95% Recycled Materials	-	-	44%	13%
Percentage of FSC-Certified External Boxes	100%	100%	100%	100%

NOTE: Historical figures shared in Adore Me's 2024 ESG Report are used as a reference in brackets in the above tables and should not be compared to the data provided for 2024. As continuous improvements are made to the AIM scoring process through increased data quality and availability, certain product scores may have evolved or been corrected this year, creating discrepancies that affect YoY comparability.

Due to changes in our data collection methodology, certain KPI data points for inbound and outbound transportation emissions, as well as the number of company-wide trainings are no longer collected in a comparable format and have therefore been removed.

(1) Including Dailylook Employees, starting in 2022 following Adore Me's acquisition of Dailylook.
(2) The stated number of employees in the Adore Me France office includes two interns.
(3) This figure originates from the V40 of the Carbonfact platform (released August 4, 2025); excluding historical data that's used as a reference, all other carbon accounting figures originate from the V39 of the Carbonfact platform.
(4) Mainly due to a reduction in purchase order volume as well as the postponement of certain purchase orders into 2023, which may be explained by a number of business and contextual factors including the COVID-19 pandemic, inflation, and geopolitical events.
(5) Over the years, the methodology applied for calculating transport-related greenhouse gas emissions has evolved. Historical emissions data have been retroactively adjusted to ensure comparability across reporting years. In 2024, Adore Me applied the Carbonfact methodology to calculate transport emissions. As a result, the 2024 figures are based on a different calculation approach and are therefore not directly comparable with those reported in prior years.
(6) Sustainable products are defined as products with AIM scores equal or greater than 1 out of 5. For more information surrounding Adore Me's internal eco-design matrix (AIM), refer to page 22.
(7) Sales data are available at a set-level for VIP/PAYG customers. All VIP/PAYG data are based on order date starting from January 2024 through December 2024. Figures provided span across all Adore Me product categories.
(8) Preferred Fiber, Waste, Water, or Chemical Attributes are granted to a style when it has an AIM score of 2 or higher in each relevant category.
(9) Product KPIs are rounded down. Product KPIs reflect data at style-level (defined by the product name and shape) ordered from manufacturers during the period January–December 2024, unless otherwise noted.

GRI Content Index

STATEMENT OF USE

Adore Me has reported the information cited in this GRI Content Index for the year 2024 with reference to the GRI Standards.

GRI 1 USED

GRI 1: Foundation 2021 (Published Feb 5th, 2024).

GRI Standard		LOCATION (ESG REPORT)
GRI 2: General Disclosures 2021		
1. The Organization and its Reporting Practices		
2-1	Organizational details	8-9, 48-49
2-2	Entities included in the organization's sustainability reporting	8-9
2-3	Reporting period, frequency and contact point	8-9
2-4	Restatements of information	28-29, 48-49
2. Activities and Workers		
2-6	Activities, value chain and other business relationships	8-9, 38, 22-27
2-7	Employees	42-43, 48-49
2-8	Workers who are not employees	48-49
3. Governance		
2-13	Delegation of responsibility for managing impacts	16-17
4. Strategy, Policies, and Practice		
2-22	Statement on sustainable development strategy	6, 48-49
2-23	Policy commitments	12, 14-15, 38
2-24	Embedding policy commitments	12, 14-15, 38
3. Governance		
2-13	Delegation of responsibility for managing impacts	18-19

GRI Standard		LOCATION (ESG REPORT)
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	34-35
GRI 301: Materials 2016		
301-2	Recycled input materials used	48-49
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	12, 22-27, 48-19
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	29-31, 48-49
305-2	Energy indirect (Scope 2) GHG emissions	29-31, 48-49
305-3	Other indirect (Scope 3) GHG emissions	29-31, 48-49
305-4	GHG emissions intensity	29-31, 48-49
305-5	Reduction of GHG emissions	29-31, 48-49
GRI 306: Waste 2020		
306-2	Management of significant waste-related impacts	22-27, 48-49
306-4	Waste diverted from disposal	22-27, 48-49
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	12, 38
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	38