About C&A
Caring for generations

C&A is one of the most enduring and pioneering retailers in global apparel – a leading retail fashion business, providing quality, affordable clothing to 100 million customers each year. With about 51,000 employees worldwide, our retail business encompasses 18 countries in Europe, as well as Brazil, Mexico, and China.

Since our 1841 founding by Clemens and August Brenninkmeijer in Sneek, Holland, C&A has been defining the way people choose and buy their clothes. Today, the C&A retail business is part of the COFRA Group, headquartered in Zug, Switzerland. Still family-owned after six generations, our values are deeply rooted. We want our customers to feel good about shopping at C&A, and our employees to feel proud of our contributions to society.

From the beginning, we have focused on making ready-to-wear, quality clothing available to everyone. Now, we’re building on this vision to offer beautiful, sustainable clothing, at a price point that works for everyone. Together, our cornerstone commitment – for all our cotton to be more sustainable by 2020 – and our focus on circular apparel, are creating fashion with a positive impact for people and the environment.

Making sustainable fashion the new normal

We are calling on other fashion brands to join our journey towards a future where circular fashion becomes the standard. As an industry, we have an opportunity to move away from the current ‘take, make, waste’ model to a circular approach where nothing is wasted in the creation or disposal of clothing. C&A’s goal is to foster the adoption of these innovations across our supply chain and to provide our cradle-to-cradle innovations to the wider industry for far-reaching positive change.

Our corporate foundation complements our global sustainability strategy to create a fair and sustainable apparel industry in which everyone – from farmer to factory worker – can thrive. In this way and others, we collaborate with C&A Foundation to make fashion a force for good. C&A Foundation initiatives work broadly across the entire apparel industry towards systemic change in social and environmental impacts. For more information, visit the C&A Foundation website or read the C&A Foundation 2018 Annual Report.
Europe

We have a strong presence in Europe, with more than 1,400 stores across 18 countries. As the hub of our sustainability leadership, C&A Europe’s work in our products and supply chains is often adapted for other regions. As part of its sustainability work, our European region leads initiatives on driving supply chain responsibility and transparency, eliminating harmful chemicals and developing more sustainable products.
Sustainable Products

- In August 2018, C&A Europe became the first retailer to introduce Gold level Cradle to Cradle Certified™ jeans in Europe. Read more
- In Europe, we have taken the bold step of committing to source 100% of our man-made cellulosic fibres from suppliers who have practices in place to prevent ancient or endangered forest products entering their supply chain, and in 2018, 100% of cellulosic fibre suppliers to Europe were verified as low risk of controversial fibre. Read more
- In 2018, C&A Europe sold more than 300,000 items containing recycled polyester and 95,000 pieces containing recycled cotton. Read more
- In 2018, we brought to market more than 1.1 million Responsible Down Standard-certified items in Europe. Read more
- In 2018, we continued our Saving Water Programme, which features waterless finishing for denim production, and brought to market over 800,000 pieces for Men and Ladies.
- We expanded our in-store take-back programme to additional countries in Europe, and launched an online take-back programme in Germany. The ‘we take it back’ programme is now available in 460 C&A stores in Europe. Read more
- All our European products remain free from perfluorinated compounds, and we have eliminated chromium from our leather tanning process.

Sustainable Supply

- Because most of C&A Europe’s suppliers are based in Asia, the region drives our work to source responsibly. C&A Europe works with various partners to strengthen environmental practices in our supply chain. Read more
- Three years into the strengthening of human rights due diligence in our supply chain — using the UN Guiding Principles for Business and Human Rights to verify our Sustainable Supply Chain programme is fit for purpose against the C&A Supplier Code of Conduct — the third-party assessment has indicated C&A Europe’s programme is working effectively. Read more
- We continue actively working with Ethical Trading Initiative, Fair Labour Association, and other brands to support the Syrian refugee workforce in Turkey’s garment industry, taking
part in initiatives to help recruitment, raise awareness, and support social integration.

- We are working towards our aspirational goal of zero waste to landfill by developing a unified European approach to handling unsold inventory and emphasizing reuse wherever possible. We recycled 15,403 metric tons of cardboard boxes and paper, as well as 3,314 metric tons of hangers and other plastics during 2018.

**Sustainable Lives**

- C&A was recognised as the most sustainable retail fashion brand in the Netherlands and Germany in our fourth annual survey of more than 6,000 customers. Our use of Bio Cotton and other natural and organic materials remains one of the key reasons C&A is recognised as a sustainability leader in Europe.

- We also conducted an additional survey of six other European markets — Austria, Belgium, Czech Republic, Poland, Spain, and Switzerland — to better understand customer perceptions of our sustainability performance and which issues are most important to our customers in those markets.

- #WearTheChange, our first global, multi-channel sustainability communications programme, launched in Europe in early 2018, across in-store, online, and print touchpoints. Since then, C&A Europe has nearly doubled the overall reaction rate compared to our average, demonstrating good engagement with consumers.

- During 2018, we communicated the specific sustainability benefits of our products through #WearTheChange, including gold level Cradle to Cradle Certified™ items, certified organic cotton, recycled polyester, and chrome-free leather.

- In several European countries, 100% of C&A employees participated in our new Inspiring World campaign, launched in 2018. C&A Europe supported 39 charities with donations totalling €760,000.

- Between March and December 2018, the C&A Together programme funded 142 initiatives in 18 European countries, donating €2.9 million.

- In 2018, the partnership among C&A, C&A Foundation, and Save the Children reached more than 8 million people, of whom around 4 million are children.

- C&A Europe provided training for ‘we take It back,’ reaching all employees in the 460 stores running the programme, as well as C&A Germany employees, introducing them to online take-back.

- Almost 200 new C&A Europe employees participated in the 2018 orientation programme for new hires, which includes an introduction to our sustainability commitments and actions.

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[1] Cradle to Cradle Certified is a certification mark licensed exclusively by the Cradle to
Brazil

Since 1976, C&A Brazil has played a leading role in the Brazilian retail market, including on sustainability issues. We operate 278 stores, 3 distribution centres, and a head office in more than 120 cities across the country. We’ve reported on sustainability since 2010 and were the first fashion retailer in the country to report in accordance with the Global Reporting Initiative (GRI) guidelines. We were also the first company in Brazil to have an eco-store with LEED certification for sustainable buildings, and the first to disclose its supplier list. We have been monitoring our supply chain since 2006 and contributed to the creation of the ABVTEX (Brazilian Association of Textile Retailers) Qualification Programme for Retail Suppliers, which aims to ensure suitable labour conditions for workers employed by suppliers and their subcontractors.

Sustainable Products

- During 2018, we introduced Gold level Cradle to Cradle Certified™ jeans in Brazil, the first retailer to do so. Read more
- Although a high quantity of Better Cotton is grown in Brazil, few Brazilian retailers buy and use it in their clothes, so most of it is currently exported. Working with our biggest spinners, we have accelerated uptake significantly, increasing the number of BCI members in our Brazilian supply chain to over 60 companies. Read more
- Our in-store take-back pilot more than doubled in 2018, expanding from 31 to 80 stores. As of 2019, the ‘we take it back’ programme is no longer a pilot and is slated to expand to 130 stores during the year. To date, our stores in Brazil have collected 15,332 garments, the majority of which were donated to a local organisation for reuse. Read more
- We have shared responsibility for taking back and disposing of old mobile phones and batteries we sell in Brazil. In 2018, we collected 49,472 batteries and 3,960 cell phones in our stores. Read more
- C&A Brazil was recognized by AMCHAM Brasil Prêmio Ecofor our ‘Cradle to Cradle
Certified™ gold products’ and ‘In-store take-back + Electronic waste program’. 
Read more

**Sustainable Supply**

- C&A Brazil has had an audit programme since 2006. Today, we continue to ensure our suppliers and authorised subcontractors comply with the social and environmental standards in our global Supplier Code of Conduct, which is sometimes higher than the local legal requirements. 
  Read more
- The C&A Brazil Sustainable Supply Chain programme in Brazil has improved substantially since 2017, showing a strong governance model, and contains several elements that set a benchmark in the country. During the year we trained suppliers on requirements in health and safety, fire safety, compensation, governance, and other topics. 
  Read more
- We were the first Brazilian retailer to engage suppliers in chemical safety issues and have rolled out our Sustainable Chemicals Management approach in the region, working with suppliers to support their understanding and compliance. 
  Read more
- C&A Brazil was rated number 1 for 2018 in the Fashion Revolution Transparency Index Brazil, which analysed 20 fashion brands. 
  Read more
- In 2018, 60 C&A stores were renovated in Brazil, generating a total of 943 metric tons of construction waste, of which 53% was sent to recycling, part of our efforts to reduce the environmental impacts of store openings and updates. 
  Read more
- The region recycled 391 metric tons of cardboard boxes and paper, as well as 62 metric tons of hangers and other plastics during 2018. 
  Read more
- In 2018, Instituto C&A (as C&A Foundation is known in Brazil) collaborated with local non-governmental organisation partner Missão Paz, which helps to advance the rights and empowerment of immigrant workers. During the year, the organisation helped 703 immigrant workers from the fashion supply chain, and supported 9 people rescued from slave labour. 
  Read more
- Instituto C&A partnered with non-profit Centro de Apoio e Pastoral do Migrante to help 3,712 immigrants register as Brazilian residents, and made 906 visits to factories and homes to address social welfare and labour conditions. 
  Read more

**Sustainable Lives**

- C&A was again recognised as the most sustainable retail fashion brand in Brazil in our fourth annual survey of more than 6,000 customers. 
  Read more
- We continued customer and employee engagement in our sustainability journey with #WearTheChange, our global, multi-channel sustainability communications platform. Localised approaches and events achieved nearly 118 million impacts, more than 12 million engagements, and numerous articles and posts in the media.
Two 2018 C&A Fashion Futures events attended by hundreds of people boosted consumer awareness and involvement in the journey towards more sustainable fashion.

In 2018, C&A Brazil raised awareness for equality and diversity through Diversity Week; a Pride Collection; actions for International Women’s Day; and recruiting fairs for minorities, transgender people, and immigrants.

In the 2018 employee survey, 92% of C&A employees in Brazil told us they feel proud of C&A’s contribution on the community, society, and environment.

More than 10,000 C&A Brazil employees participated in the first year of Inspiring World, with donations benefiting two Brazilian NGOs.

The Instituto C&A volunteering programme at C&A Brazil’s headquarters included 137 employee volunteers participating in 10 events, more than the previous year, and nationwide, 1,541 C&A employees participate in volunteering.

Mexico

We operate 76 stores in 40 cities across Mexico. We’re working to expand the sourcing of more sustainable cotton, improve supplier performance, reduce our environmental impacts, and engage and inspire employees and customers on sustainability issues.

Sustainable Products

- C&A Mexico began offering Cradle to Cradle Certified™ jeans and T-shirts in early 2019.
- C&A Mexico accelerated its sourcing of cotton as Better Cotton by providing training to suppliers and internal teams during 2018 and encouraged fabric spinners in Mexico to become members of BCI.
We are launching a pilot take-back programme in 10 C&A Mexico stores during 2019.

**Sustainable Supply**

Over 60% of C&A Mexico’s suppliers are based in Mexico, and we share the others with C&A Europe. In 2018, we continued working with domestic production units to advance the global Sustainable Supply Chain programme guidelines and audit process, in line with C&A’s global Supplier Code of Conduct.

In 2018, just 15% of supply chain employees worked in D- and E-rated factories, an improvement of 22 percentage points since 2017. The teams working with the domestic supply chain in Mexico have focused on building capacity and technical know-how in all production units.

We are one of the only international brands implementing a Sustainable Chemicals Management approach in Mexico, and have rolled out our global programme in the region, working with suppliers to support understanding and compliance.

We recycled 430 metric tons of cardboard boxes and paper, as well as 30 metric tons of hangers and other plastics during 2018, and C&A Mexico has begun working with our other three regions to determine the feasibility of greater consistency for handling our unsold inventory and contributing to our global zero waste goal.

**Sustainable Lives**

#WearTheChange, our multi-channel sustainability communications platform, was introduced in Mexico in 2018, with the full launch around Earth Day 2019.

During the launch of #WearTheChange in Mexico, all employees were given organic cotton T-shirts made to foster additional pride #WearTheChange. Sustainability was also a main topic during the end-of-year employee meeting known as Encuentro Nacional.

In the 2018 employee survey, which included 1,079 employees — our largest ever in Mexico — 90% of C&A Mexico employees told us they feel proud of C&A’s contribution on the community, society, and environment.

In late 2018, C&A Mexico provided employees with training to refresh Code of Conduct understanding, and includes Code of Ethics training to all new employees during onboarding.

All 230 headquarters employees volunteered to pack emergency kits for people affected by natural disasters. Along with Save the Children, C&A delivered 4,000 kits containing first aid and personal hygiene products.

More than 175,187 garments with a commercial value of approximately $15 million pesos (nearly €700,000) were donated to fund social projects, benefiting families in the communities where C&A operates.
C&A China, which began operations in 2007, has 70 stores — including one stand-alone store dedicated to Kids’ products — across 23 cities. Internet shopping is growing fast in China. C&A China launched its online platform in March 2014 with good results. Sales revenue increased fourfold after only three years. E-commerce represents 15% of our retail business in China, achieving a record 300,000 visitors to our online channel every day.

Sustainable Products

- Only a small proportion of the cotton produced in China is organic. Working with C&A Foundation and CottonConnect, we have been piloting a project in Shandong Province to support farmers in their transition from conventional to organic cotton. During 2018, we expanded the project to a total of 300 farmers (from 105 in 2017), and purchased 90 metric tons of in-transition cotton to produce 144,000 T-shirts and 80,400 pairs of jeans. Read more
- In China, we have taken the bold step of committing to source 100% of our man-made cellulosic fibres from suppliers who have practices in place to prevent ancient or endangered forest products entering their supply chain. Read more
- In 2018, 100% of cellulosic fibre suppliers to China were verified as low risk of controversial fibre. This is in keeping with our commitment to source all man-made cellulosic fibres from suppliers who have practices in place to prevent ancient or endangered forest products entering their supply chain. Read more
- In China, we brought to market more than 157,000 pieces of Responsible Down Standard-certified down, which represented 100% of all down items sold by C&A in China. Read more

Sustainable Supply

- 45% of the suppliers we work with in C&A China we share with C&A Europe. 15 of these suppliers provide 60% of our products in China. In 2018, we continued working to raise the standards across all of our suppliers.
Although most of our climate-related impacts originate in the C&A supply chain, we are also working to be energy efficient in our retail stores. A 2017-2018 LED lighting replacement initiative at a large store in Shanghai are expected to deliver annual energy savings of 50% at store and could potentially be replicated at other C&A locations in China and elsewhere.

C&A China has begun working with our other three regions to determine the feasibility of greater consistency for handling our unsold inventory and contributing to our global zero waste goal, and we recycled 133 metric tons of cardboard boxes and paper during 2018.

Sustainable Lives

Beginning in April 2018, we strengthened customer engagement in our sustainability journey with #WearTheChange, our global, multi-channel sustainability communications platform. Implementation included a series of creative and localised approaches in China.

C&A launched a graphic design competition featuring sustainability messages on T-shirts and canvas bags, resulting in more than 2,500 designs submitted by participants, then extended #WearTheChange engagement with colourful notebooks made from sustainable inks and paper and featuring the same graphics as the T-shirts and bags.

During the year, we recorded numerous views of WeChat articles featuring #WearTheChange, more than twice the average for C&A articles, including 515,000 views by key opinion leaders.

In the 2018 employee survey, 93% of employees in China told us they feel proud of C&A’s contribution on the community, society, and environment, an increase of 6 percentage points over the 2017 survey.

C&A China conducted e-learning on the Employee Code of Ethics, and 100% of new employees completed the online training and test, as well as 98% of headquarters office staff and 100% of store employees.

In addition, 77 C&A China employees completed online and in-person sustainability training sessions in 2018.

Throughout the region, 97% of C&A employees from retail stores and the head office participated in the first year of Inspiring World, generating €41,160 in donations for two organisations that support women’s livelihoods and empowerment.

Our Values
Trust us to do the right thing

With 178 years of history, our values are an important foundation for how we do business every day with our colleagues, customers, and suppliers.

Our values are embodied in the following five principles:

- **Passion for our customer** – We are committed to helping them look and feel good.
- **Responsibility with trust** – We respect the trust our customers place in us to do the right thing.
- **Delivering together** – We collaborate across our global business and with stakeholders throughout the apparel industry.
- **Integrity** – We operate with the highest levels of ethics and integrity.
- **Continuous commitment** – We never stop seeking ways to improve.

**Supplier Code of Conduct**

**How we manage performance and leadership in our supply chain**

Sustainability is something we do together, every day. It’s important that our employees, partners, and suppliers share our values. In 2015, we updated our global **Supplier Code of Conduct** and have implemented it throughout our supply chain.

**Read about how we rate our suppliers**

The code provides a uniform set of expectations for suppliers on legal compliance, labour practices, and environmental performance, supported by a comprehensive set of guidelines. The code itself focuses on compliance, but our approach goes further: building capacity amongst our key suppliers so they can proactively take ownership of key issues. Our Supplier Ownership Programme includes a strong focus on capacity building and management systems to drive our approach beyond auditing. This is supported by capacity building programmes amongst employees: giving them the support they need to report and act on key issues that affect them.

We have also revised our audit programme and our compliance team is able to audit 100% of our suppliers’ production units at least once a year, conducting approximately 3,000
audits annually. They also work closely with suppliers to improve their performance and leadership over time.

**Employee Code of Ethics**

**Holding ourselves to high standards**

Our Employee Code of Ethics creates a single set of requirements for how employees should behave. Our leaders are responsible for creating a working environment that encourages appropriate conduct and must lead by example in ethical behaviour. Employees are encouraged to report behaviours not aligned with our values at our Fairness Channels online and with WeChat in China – the portals for both employees and suppliers to raise awareness of violations to C&A management.

Read more about engaging employees

Read more about equality and diversity

**Other important considerations**

**Responsible marketing**

We want to create products everyone can enjoy, regardless of age or size, and recognise the need to reflect this in our advertising campaigns. When we develop new advertising campaigns, we will continue to avoid content that could be seen as discriminatory, defamatory, or hurtful.

**Respecting human rights**

C&A respects the human rights of everyone we work with. Our Supplier Code of Conduct and Employee Code of Ethics are guided by best practice on human rights, including the UN Guiding Principles for Business and Human Rights and the International Labour Organization (ILO). For instance, our approach to underage workers sets a standard that is higher than national legislation and many leading brands.

We have conducted a human rights gap assessment and a thorough due diligence of our sourcing and buying practices to see how this could affect those in our supply chain.

**Promoting fairness and transparency**

We work in a fair and transparent manner and expect the same of our supply chain. For 10 years, our compliance hotlines, which we call Fairness Channels, have enabled us to deal with any issues that arise about situations in our offices, stores, or supply chain. In 2015, we updated our Fairness Channels to accommodate our more rigorous Supplier Code of Conduct and Employee Code of Ethics.

To ensure that the workers in our supplier's factories understand our requirements, we require our suppliers to train all workers and to prominently post our Code of Conduct and the contact information for our Fairness Channels in the local languages.
Our stores clearly display the names of C&A contacts, who can be contacted regarding concerns or questions. We deal with any issues rapidly, seeking the best solutions for all parties.