

J.CREW

J.CREW  
FACTORY

*Madewell*

# J.CREW GROUP

ESG REPORT 2023

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# A Letter From Our CEO



**Libby Wadle**  
CEO, J.Crew Group

Welcome to the first J.Crew Group Environmental, Social and Governance report, representing work across all three of our iconic brands: J.Crew, J.Crew Factory and Madewell.

In this report, we will reflect on the progress we've made across our core areas of focus: protecting our planet, caring for our people and leading with integrity. You'll find the level of reporting you've seen from our individual brands in the past but in a cohesive view that represents our total impact.

As we look back at 2023, we celebrate a year that brought us closer to our long-term goals and helped us achieve key wins for each of our brands. To name a few, J.Crew reached the milestone of 100% of its cashmere sweaters produced in Fair Trade Certified™ factories, achieving our goal two years early.

J.Crew Factory rallied our community to support families in need, making its largest donation to date to our charitable partner St. Jude Children's Research Hospital®. At Madewell, we saw continued innovation around denim and grew our sustainably sourced key fibers to 70% of the category.

**"Our commitment to doing the right thing permeates everything we do, spanning all levels of our company and extending beyond to impact our suppliers, partners and communities."**

These achievements wouldn't have been possible without the associates that are driving it forward. We are committed to making J.Crew an empowering place for our community to thrive.

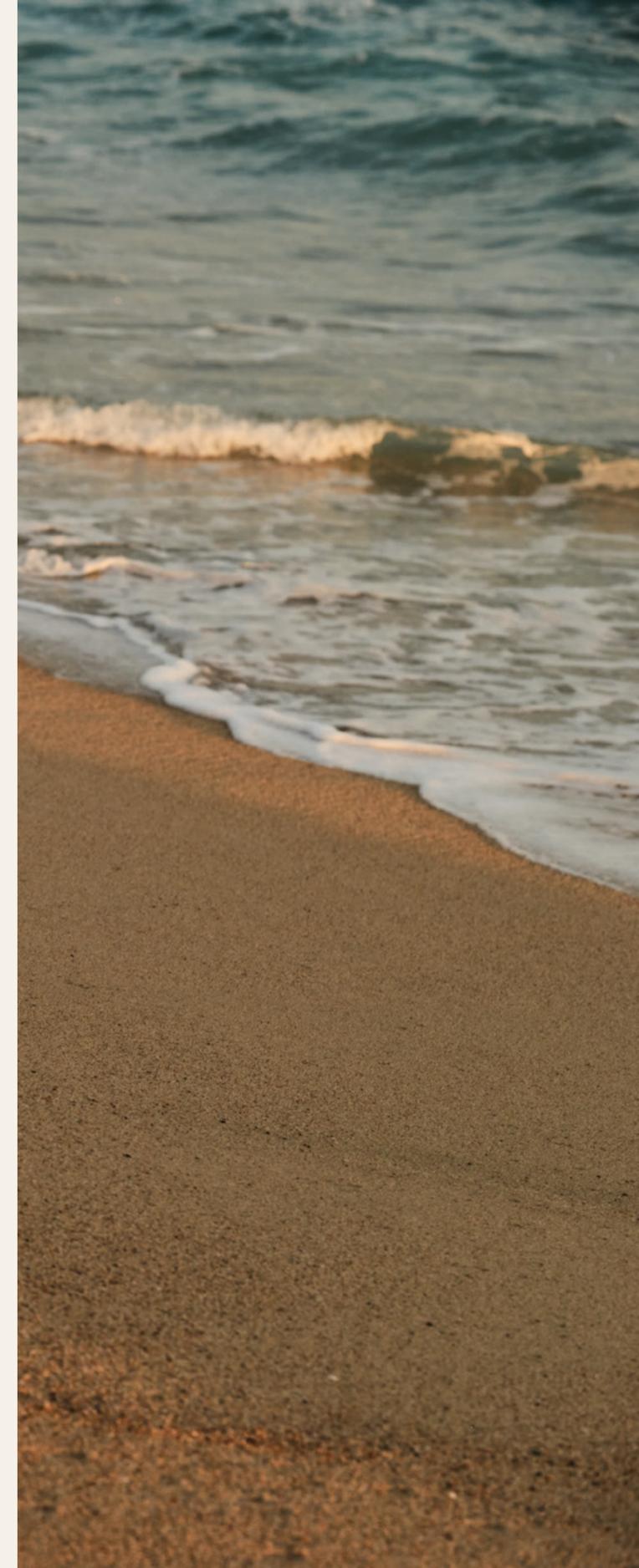
This year, we were recognized across several industry groups for excellence in culture. Most notably, we received positive feedback from our associates, who affirmed that our Diversity, Equity, Inclusion and Belonging (DEIB) and well-being initiatives are making an impact.

I am proud of the progress we made in 2023 and want to thank everyone who has touched this work and is helping write the future of the J.Crew Group. I look forward to reporting more progress in years to come.

All my best,

A handwritten signature in black ink that reads "Libby Wadle". The signature is written in a cursive, flowing style.

**LIBBY WADLE**  
CEO, J.Crew Group



# Our Brands

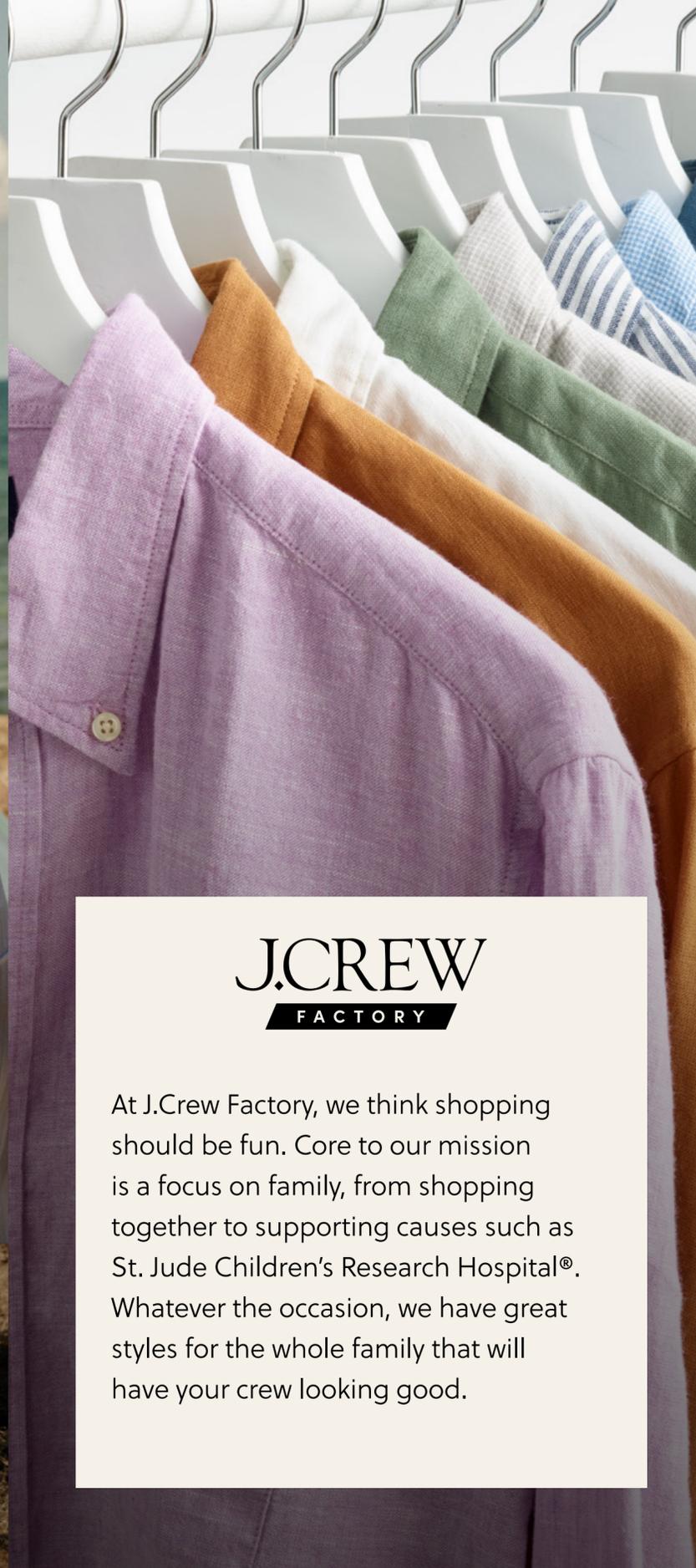
From protecting the planet's natural resources and caring for the people who create our products, to leading with integrity, our brands are built to have a lasting positive impact.

While our ESG strategy was created at the J.Crew Group level, our three brands leverage their unique positioning to contribute to our overall impact.



## J.CREW

Since 1983, J.Crew's mission has been to create quality clothes that customers will wear and love for decades, and even pass down one day. We make modern classics with character. We believe in true timelessness, the integrity of well-made clothes, and since our inception, great quality at a great price.



## J.CREW FACTORY

At J.Crew Factory, we think shopping should be fun. Core to our mission is a focus on family, from shopping together to supporting causes such as St. Jude Children's Research Hospital®. Whatever the occasion, we have great styles for the whole family that will have your crew looking good.



## Madewell

At Madewell, it is important for us to do well for the planet and the people behind our products. We believe elevated design is for every single day. That the perfect jeans do exist. And that great style—and great denim—is forever.

# About This Report

**We believe corporate social responsibility and good business go hand in hand, which is why we are excited to share our J.Crew Group 2023 Environmental, Social and Governance (ESG) report with you.**

This annual report provides a transparent update on our ESG journey and highlights the work we have done across our internal teams, with our supplier partners, and throughout our history to operate a business that has positive impacts on the world in which we operate. We aim to share our successes, but we also acknowledge where we fall short and have opportunities to do more.

For this 2023 ESG report, we have restructured our reporting approach to present a single, integrated picture of J.Crew Group's progress. In the past, J.Crew and Madewell published separate ESG reports, despite many of our brands' sustainability goals and initiatives being aligned. Moving forward, we will report data at the J.Crew Group level, with brand-specific progress and initiatives shared as highlights. This shift will better align with our company approach and make our information more streamlined and accessible to our business partners, investors, customers, employees and other valued stakeholders.

We aimed to align our 2023 ESG report with the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI) Standards. The data covers our fiscal year 2023 (January 29, 2023, to February 3, 2024), and is completed with reference to these standards.

Where possible, we partner with third-party experts, NGOs, industry groups and certification bodies to inform our strategy, bring rigor to our programs and measure and validate progress toward our goals, including sustainable material and greenhouse gas assessments. This due diligence helps us hold ourselves accountable to our public commitments and to continuous improvement.

Information in this report may contain forward-looking statements that speak to reasonable expectations and assumptions based on our current understanding of our work. You can read more about how we approach and define forward-looking statements here.

For more information or to provide comments, we invite you to contact us at [socialresponsibility@jcrew.com](mailto:socialresponsibility@jcrew.com).

## About J.Crew Group

J.Crew Group, LLC (J.Crew Group) is an internationally recognized omnichannel retailer and family of great American brands: J.Crew, J.Crew Factory and Madewell. Each brand is distinct in its identity, yet together, they possess a shared purpose. J.Crew Group builds iconic brands and products, creating a destination for personal style that endures.



# Our ESG Vision

In 2023, we evolved our ESG framework to capture our approach to positive impact as J.Crew Group. This comes to life across the following three pillars.

## *PROTECT OUR PLANET*

Design with natural resources in mind and drive initiatives that deliver a positive impact on climate and nature.

## *CARE FOR OUR PEOPLE*

Demonstrate respect for our associates and the workers across our supply chain while making a positive difference in the communities where we operate.

## *LEAD WITH INTEGRITY*

Differentiate ourselves through the way we do business, holding ourselves to the highest moral and ethical standards.

### Our Materiality Assessment

Our ESG framework is grounded in an analysis of the topics that could have a material impact on our business both today and in the future.

We conducted our first formal materiality assessment in 2022, guided by the GRI 3: Material Topics Standard. This process confirmed 16 key environmental, social and governance areas for our assessment, all acknowledged to be priorities for J.Crew Group, addressed by our company and reflected in our ESG strategy.

Our process was directed by a cross-functional steering committee, overseen by senior executives and supported by external ESG experts. We evaluated the organization's context, identified relevant ESG topics and impacts, plus assessed the significance of those impacts through research and engagement with relevant stakeholders and subject matter experts.

Our definition of materiality is aligned with the GRI's definition and is specific to our business priorities.

In 2024, we will complete an updated materiality assessment so that we can continue to evolve our approach in line with the ever-changing ESG landscape.

### Materiality Matrix



Importance to Stakeholders

Importance to Business

# Our Goals & Progress



**100% of the key fibers in our materials will be sustainably sourced by 2025.**

 IN PROGRESS

In 2023, 56% of the key fibers used in J.Crew Group's materials came from sustainable sources.\*



**100% of our packaging will be sustainably sourced and free of virgin plastic by 2025.**

 IN PROGRESS

In 2023, 40% of J.Crew Group's paper and plastic packaging types contained 100% sustainably sourced materials.\*\*



**90% of Madewell's denim and J.Crew's chinos and cashmere sweaters will be produced in Fair Trade Certified™ factories by 2025.**

 IN PROGRESS

In 2023, 71% of Madewell denim and 58% of J.Crew chinos were produced in Fair Trade Certified™ factories. By December 2023, 100% of J.Crew cashmere sweaters were produced in Fair Trade Certified™ factories.



**85% absolute reduction of Scope 1 and 2 GHG emissions by 2030.**

 IN PROGRESS

In 2023, J.Crew Group has reduced our Scope 1 and 2 emissions by 55%, compared to our 2019 baseline. As part of our goal, 100% of our energy will be renewably sourced by 2030.



**30% absolute reduction of Scope 3 GHG emissions by 2030.**

 IN PROGRESS

In 2023, J.Crew Group reduced its Scope 3 emissions by 8.8% compared to our 2019 baseline.

\*Our [Fibers & Materials](#) section provides more information about our work to achieve this goal, and our [sustainable material definitions](#) are in the Appendix.

\*\*Packaging from sustainable sources is defined as those derived from certified renewable or recycled source materials, or designed for reuse or recyclability. Our [Responsible Operations](#) section provides more information about our work to achieve this goal.

# 2023 Achievements



**200+**

J.Crew Group supported more than 200 causes through volunteer hours and monetary donations.

**bluesign®**

**bluesign® Partnership**

J.Crew Group became a bluesign® SYSTEM PARTNER in 2023, continuing our commitment to clean chemistry practices.



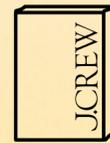
**\$500K+**

J.Crew Factory expanded its partnership and donated over \$500,000 to St. Jude Children's Research Hospital®.



**ESG-Focused Investment**

In 2023, we were proud to offer three new ESG 401(k) funds to eligible associates.



**40 Years**

J.Crew celebrated its 40th anniversary. We reflected on our 40-year history and the milestones achieved along the way.



**Open to All®'s Innovation Award**

J.Crew Group received this award in recognition of our DEIB initiatives and efforts to equitably drive net positive change for farmers and the planet.



**90% Fair Trade**

J.Crew achieved its cashmere sweater goal two years early with 90% produced in Fair Trade Certified™ factories in Holiday 2023.



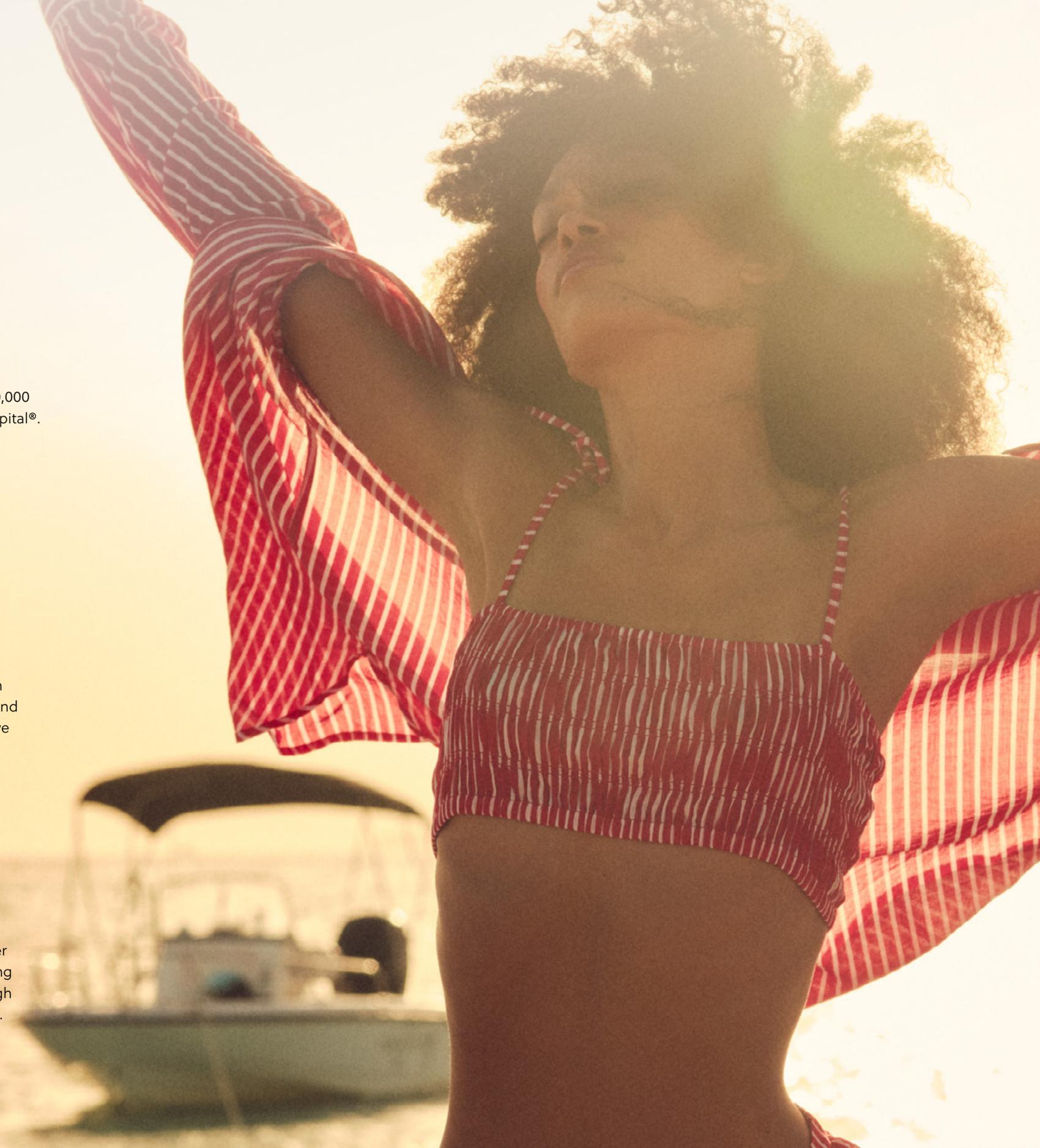
**Expanded our Regenerative Reach**

In 2023, we added nine new farms to our U.S. regenerative farming program and increased our use of regenerative cotton by nearly 200 tons.



**99%**

Madewell sourced 99% of its leather responsibly through Leather Working Group-certified tanneries or through the use of recycled leather material.



# 40 Years of J.Crew

Since 1983, J.Crew has been defining American style. Forty years later, much of our mission remains the same: to create quality clothes that our customers will wear and love for decades, and hopefully even pass down one day.

At J.Crew and J.Crew Factory, quality is not just about durability and longevity—it is about making clothes with awareness and care for the future of the planet and its people. Here is a look back at all that we have accomplished over the past 40 years.

*“There’s not much from the past forty years that you couldn’t wear today. Their clothing doesn’t belong to a specific time and place; it belongs to every time and place.”*

*J.Crew 40th Anniversary Book*



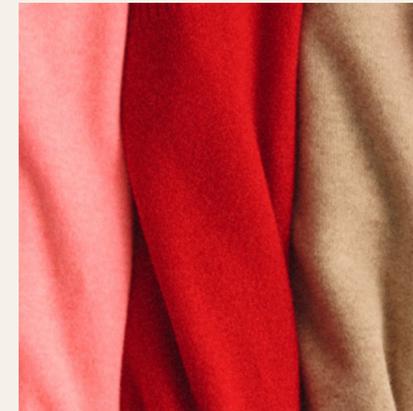
## 1983

J.Crew is established and the first J.Crew catalog arrives at people’s doors, launching a new era of American style.



## 1988

J.Crew Factory launches, expanding J.Crew’s reach to a larger customer base.



## 1990s

J.Crew gains popularity and becomes known for classic pieces such as the rollneck sweater. Thirty years later, this style has made a comeback. J.Crew brings back vintage rollneck sweaters on its site, emphasizing the durability and craftsmanship of these products.



## 2006

Crewcuts first launches, and in the 18 years since, this product offering continues to incorporate more Fair Trade Certified™ styles, regenagri®-certified cotton, recycled fibers and more.



## 2018

J.Crew starts introducing PrimaLoft® insulation into its iconic outerwear assortment, spun from recycled plastic bottles diverted from oceans and landfills. In 2023 alone, J.Crew’s use of PrimaLoft® helped save more than 642,000 bottles from landfill.



## 2019

J.Crew Group rolls out its first public sustainability strategy, with the Fair Trade, Materials, Packaging and Climate goals the brand continues to make progress toward today.



## 2020

J.Crew became the first U.S. member of the Good Cashmere Standard®, an independent standard for responsible cashmere that aims to improve the welfare of cashmere goats, the lives of farmers and farming communities and the environment in which they live.



## 2022

J.Crew Always launches, encompassing a resale program, curated vintage and more, further expanding the brand’s belief in forever fashion and not fast fashion. Since launching the program, we have recirculated more than 98,000 garments.



## 2023

J.Crew Factory launches its relationship with St. Jude Children’s Research Hospital®, raising more than \$500,000 in its first year. In 2024, J.Crew Factory was selected to receive the St. Jude New Corporate Partner of the Year Award in recognition of this work.

*“The excitement, passion, love, and support the J.Crew Factory team has for the St. Jude mission is undeniable. The opportunities that lie ahead of us for this partnership are limitless!”*

*Erin Herman, Vice President of Corporate Partnerships*

# Evolving Madewell's Denim Strategy

At Madewell, it all starts with denim. We continue to prioritize our largest product category and are committed to creating exceptional quality products while weaving in sustainability every step of the way.

In last year's report, we shared our denim sustainability strategy to focus our efforts and keep making denim our customers can feel great about wearing.

Since then, we have continued to evolve and action on our denim strategy and are excited to share our progress.

## 2023 Denim Wins



### 71%

71 percent of Madewell's denim was produced in [Fair Trade Certified™](#) factories.



### 70%

More than 70 percent of the [key fibers](#) used in our denim materials were sustainably sourced.



### 5x

We used five times more [regenagri®](#)-certified cotton in our denim, compared to 2022, and introduced 30 new [regenagri®](#)-certified styles.



### 1<sup>st</sup>

Madewell became the first denim brand in the world to launch eight styles with [bluesign® APPROVED](#) fabrics from ISKO, deepening our commitment to clean chemistry and clean production.



### 1.6 million

Since launching Madewell Forever® in 2021, more than 1.6 million garments have been collected via [Madewell's in-store denim trade-in program](#) and clean out kits. This includes over 428,000 denim items in 2023 alone.

# ENVIRONMENT

*PROTECT  
OUR  
PLANET*

Design with natural resources in mind and drive initiatives that deliver a positive impact on climate and nature.

# Biodiversity

At J.Crew Group, 84 percent of our fibers come from land-based sources, including cotton, cashmere, wool, leather and cellulose.

We rely on the healthy, functioning ecosystems needed to produce these fibers and recognize our responsibility to protect and restore critical biodiversity, which refers to all the living organisms within our natural ecosystems.

In 2022, we explored possibilities for a nature and biodiversity approach, defining actions and outcomes that contribute to a nature-positive future for our planet. In 2023, we expanded on this work and developed an ESG, Climate and Nature Leadership Roadmap. This currently comes to life through our work across key fibers and materials, [regenerative agriculture](#), [packaging](#), [water](#) and [climate](#).

## 84%

of our fibers come from land-based sources.



## Biodiversity Landscape Analysis

J.Crew Group was a sponsor of Textile Exchange and the Fashion Pact's [Biodiversity Landscape Analysis for the Fashion, Apparel, Textile, and Footwear Industry](#). This research study, created in partnership with [Conservation International](#) and supported by [Biodiversify](#), was launched in September 2023 and aims to align industry participants on protecting and restoring nature. The study acknowledges that while the industry's sustainability efforts have focused on climate action, organizations are increasingly recognizing that climate and nature are interconnected, and solutions can and should address both areas. The report emphasizes that companies have a vital opportunity to not only reduce harm and mitigate risk, but to also actively protect, restore and regenerate natural ecosystems.

Restoring nature requires our long-term and unwavering commitment, and we look forward to sharing more information about how we are evolving and actioning our Biodiversity approach in future reports.



↑ [Textile Exchange and The Fashion Pact's Biodiversity Landscape Analysis Report](#)



# Regenerative Agriculture

**Our support for regenerative agriculture is one way we will ensure we can meet our sustainable fiber and material goals in the future and is the foundation of our commitment to nature-positive impacts.**

Our work is aligned with Textile Exchange's definition of regenerative agriculture: "farming and grazing practices that have, among other benefits, the ability to rebuild soil organic matter and restore degraded soil biodiversity—resulting in both carbon sequestration and water cycle improvements."

We believe these practices are vital to increasing soil health, reducing carbon impacts and protecting species biodiversity. We are proud of the steps we have taken to advance these practices within our supply chain.

## Supporting U.S. Farmers to Transition to Regenerative Agriculture

We have partnered with [5 Loc Cotton, LLC](#) to help U.S. cotton growers transition from conventional farming practices to regenerative agriculture. These practices include no-till or minimum-till farming; placing seed, fertilizer or manure with minimal soil disturbance; cover cropping and diverse crop rotations; plus integrating livestock. This results in increased soil biodiversity, as well as overall species diversity on the farms. Through this program, we also supported the first implementation of the [regenagri® standard](#) in the U.S., a standard owned and managed by Regenagri C.i.C. The regenagri® standard aims to safeguard the health of the land being harvested and promote the well-being of those who live on it, focusing on soil health, biodiversity, GHG emissions and water quality.

To further support growers, we provide "premiums," or direct payments intended to assist these growers through a three-year period of continuous land improvement needed to convert their farms to certified regenerative practices.

Since we launched our regenerative agriculture program in 2021, we have seen significant year-on-year growth:

2021

### The Pilot Year

We developed a small pilot program with six growers and positively impacted more than 600 acres of land.

2022

### The Proof-of-Concept Year

We expanded our efforts with additional growers that totaled 26 farms covering more than 75,000 acres of U.S. soil.

2023

### The Scaling Year

We grew our program to 35 U.S. farms, including four Black-owned farms through our partnership with the Federation of Southern Cooperatives. In 2023, our support spanned 116,000 acres of soil across Alabama, California, Louisiana, Mississippi, South Carolina and Texas, and we contributed upward of \$752,000 in premiums to our U.S. regenerative farming partners.

## Bowles Farming Company

Since 2021, we have supported Bowles Farming Company, a sixth-generation family-run farm spanning nearly 11,000 acres in California's Central Valley, through our U.S. regenerative farm program. From commitments to soil health and increasing biodiversity, to investing in social programs such as scholarships and school supplies for farm workers' children, Bowles has been committed to healthier landscapes and happier people for more than a century.

"It's gratifying to know there are brands like J.Crew Group that want to accelerate change. ... Having brand partners is essential to the future of regenerative agriculture."

— Cannon Michael, 6<sup>th</sup> generation farmer

35

U.S. farms connected to our regenerative agriculture program



## Advocating For Equity in Agriculture

We are proud to have developed our U.S. regenerative program with an equity lens, taking care to recognize and address historic disparities in cotton farming, particularly across the U.S. We continue to actively engage more diverse growers in our regenerative agriculture program as we recognize the interconnected complexities between climate change, social equity and racial justice.

We have partnered with the Federation of Southern Cooperatives (FSC), the largest and oldest cooperative association owned by Black farmers and landowners. FSC's mission is to catalyze the development of self-supporting communities through cooperative economic development, land retention and advocacy. Through our partnership, we are working to identify, train and incentivize farmers to transition to regenerative farming, and have committed \$100,000 over three years to support FSC's work to economically enfranchise Black farmers. In 2023, we added four Black-owned farms in Louisiana, Mississippi and South Carolina to our regenerative agriculture program.

# \$100,000

committed over three years to the  
Federation of Southern Cooperatives

Additionally, we continued to support the FSC's Youth Forestry Camp at the 1,300-acre Rural Training and Research Center in Epes, Alabama. The camp is dedicated to educating and developing the next generation of farmers.

## Supporting Policy Reform

In 2023, we continued supporting Kiss the Ground®—a nonprofit that promotes regeneration and healthy soil as a viable solution for our wellness, water and climate crisis—with a \$25,000 donation to its Regenerate America campaign. Leveraging the power of policy, this work aims to reform the 2023 Farm Bill by allocating resources to support regeneration and affect large-scale change.

# \$25,000

donated to Kiss The Ground®

## Regenerative Farming in India

In 2023, J.Crew and J.Crew Factory sourced 636,000 yards of fabric that contained regenagri® certified cotton for two key programs: J.Crew's men's flannel and J.Crew Factory's poplin styles. Since launching our first regenagri® certified cotton products in fall 2022, we have continued our partnership with our strategic supplier Arvind Limited, helping farmers convert 2,800 acres across hundreds of smallholder farms in India to regenerative farming practices.

## Meet some of our Regenerative Cotton Products

In addition to our U.S. regenerative program, we source certified regenerative cotton from partners worldwide, including in Brazil, Peru, India and Turkey.

In 2023, J.Crew Group produced more than 60 styles containing regenerative cotton certified through the regenagri® standard. Regenagri® cotton fibers are regenerative-certified, derived from sustainable techniques meant to restore natural ecosystem functions and support farms and organizations across the supply chain.



J.Crew Midweight Flannel Workshirt in  
Regenerative Cotton

100% regenagri®-certified cotton



J.Crew Factory Button-Up Cotton Poplin  
Shirt in Signature Fit

98% regenagri®-certified cotton/2% elastane



Madewell Airy Denim

100% regenagri®-certified cotton

# Fibers & Materials

We define sustainable fibers based on Textile Exchange's Preferred Fiber and Material Matrix, which identifies them as *"fibers or materials which result in improved environmental and/or social sustainability outcomes and impacts in comparison to conventional production."*

We aim to sustainably source 100 percent of the key fibers in our materials by 2025. Our key fibers include cotton, polyester, nylon, manmade cellulosics, wool, leather and cashmere, which make up more than 95 percent of J.Crew Group's total fiber footprint.

We are proud of the sustainable fiber progress we made in 2023. Our teams worked together to prioritize the sourcing of fibers and materials that positively contributed to the land, biodiversity, farmers and communities.



## Our 2023 Sustainable Fiber Progress

In 2023, we updated our reporting methodology to share progress at the J.Crew Group level. In the past, we have shared our sustainable fiber progress by brand.

J.CREW GROUP GOALS	2023 PROGRESS
<b>Our goal is to source 100 percent of the key fibers in our materials more sustainably by 2025</b>	<b>56%</b>
<b>Cotton:</b> 100 percent of our cotton will come from sustainable sources	<b>61%</b>
<b>Polyester:</b> 100 percent of our polyester will come from sustainable sources	<b>25%</b>
<b>Nylon:</b> 100 percent of our nylon will come from sustainable sources	<b>24%</b>
<b>Manmade Cellulosic Fibers:</b> 100 percent of our manmade cellulosic fibers will come from sustainable sources	<b>58%</b>
<b>Wool:</b> 100 percent of our wool will come from sustainable sources	<b>24%</b>
<b>Leather:</b> 100 percent of our leather will come from sustainable sources	<b>74%</b>
<b>Cashmere:</b> 100 percent of our cashmere will come from sustainable sources	<b>91%</b>



## Cotton

Cotton is our largest fiber by volume and makes up about 68 percent of our total fiber consumption.

As a result, using more sustainably produced cotton is a key part of advancing our sustainable fiber strategy and critical to achieving our goals. In addition to the regenerative cotton efforts described in the preceding section, we are also taking the following actions.

### Sourcing Better Cotton with the Better Cotton Initiative

We are members of the [Better Cotton Initiative \(BCI\)](#), an organization that trains farmers to use water efficiently, care for soil health and natural habitats, reduce the use of the most harmful chemicals and respect workers' rights and well-being.

In 2023, J.Crew Group sourced more than 8.3 million kilograms of cotton via a chain of custody model called mass balance. This means that while Better Cotton is not physically traceable to end products, Better Cotton farmers benefit from the demand for Better Cotton in equivalent volumes to those we "source." Farmers saved an estimated 1.4 billion gallons of water and avoided more than 7,000 pounds of pesticides due to our sourcing of Better Cotton.

# 8.3

million kilograms of cotton sourced through Better Cotton's mass balance model in 2023

### Partnering with the U.S. Cotton Trust Protocol®

Since 2021, we have been a member of the U.S. Cotton Trust Protocol®, the voluntary sustainability program for U.S. cotton growers and traceability platform for all U.S. cotton. We use their Protocol Consumption Management Solution to track our use of U.S. cotton, ensuring traceability and transparency throughout the supply chain.

### Incorporating Organic Cotton into Products

Three percent of our cotton is organic, certified to the [Organic Content Standard \(OCS\)](#) or [Global Organic Textile Standard \(GOTS\)](#). We are also exploring ways to incorporate transitional organic cotton into our products to support farmers as they change their farming practices to meet these standards.



↑ *J.Crew recycled cotton t-shirt*

### Driving Innovation in Recycled Cotton

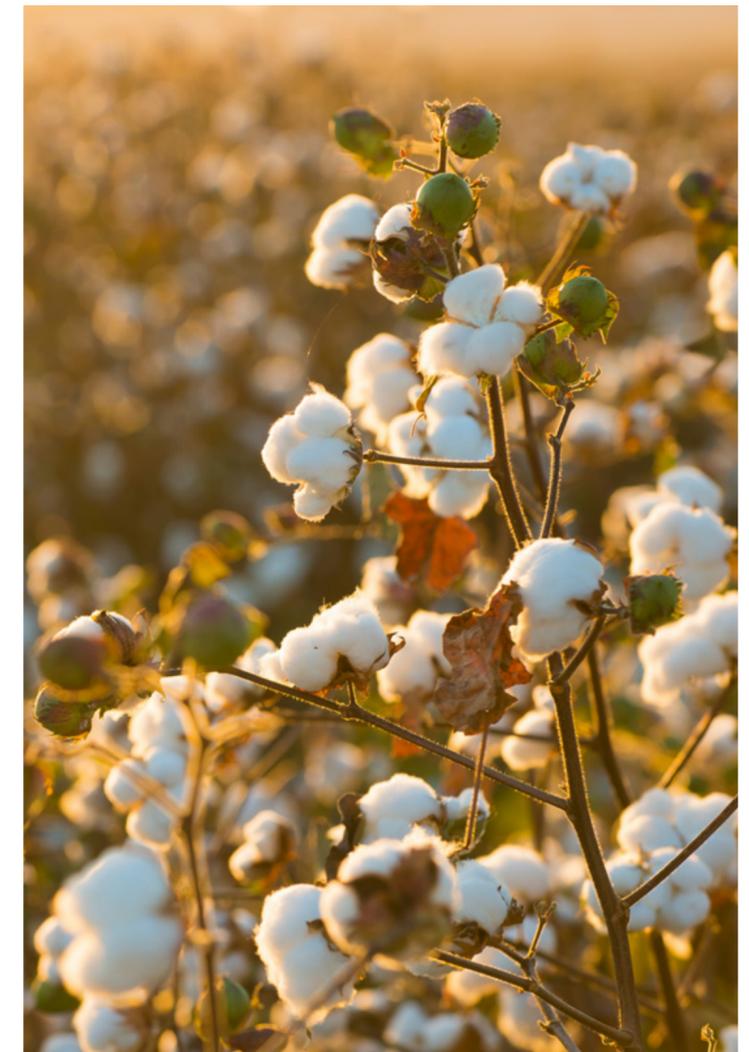
One percent of our cotton is recycled and certified by the [Global Recycled Standard \(GRS\)](#) or the [Recycled Content Standard \(RCS\)](#). Our teams are working on increasing the amount used in our products by partnering with key mills to drive innovation in recycled cotton.



↑ *J.Crew 100% organic cotton shirt*

### Increasing Transparency in Cotton Supply Chains

We are committed to driving transparency from our factory to the cotton farm. Since 2021, we have developed robust tools and procedures that enable us to map our cotton supply chain with the goal of having full transparency from farm to product. This process also gives us confidence that our cotton is not coming from high-risk regions. You can read more about our Transparency efforts in our [Responsible Business Practices](#) section.



If you are interested in learning more about regenerative agriculture investments in our cotton supply chain, please see the [Regenerative Agriculture](#) section.

### Synthetic Fibers

Synthetic fibers such as polyester and nylon account for about 15 percent of J.Crew Group's total fiber footprint.

We are continuously assessing where we use synthetic fibers in our products and identifying opportunities to decrease our reliance on these materials. At the same time, we are working to increase our uptake of recycled versions of these fibers.

To achieve our 2025 goal, we recognize that we need to move quickly. This is why we have joined Textile Exchange's 2025 Recycled Polyester Challenge, which aims to eliminate dependence on virgin fossil fuels, drive innovation in textile-to-textile recycling, support and scale innovations and push for further research on fiber fragmentation.



### Using Recycled Nylon in Our Products

Twenty percent of our nylon is recycled and we are pushing for more wherever possible, particularly in our sustainable swimwear and outerwear collections. Both lines contain nylon that is certified to the Global Recycled Standard (GRS) or the Recycled Content Standard (RCS). We also use ECONYL®, a 100 percent regenerated nylon yarn made from 50 percent postconsumer waste (such as fishing nets and carpet fluff) and 50 percent preconsumer waste (such as industrial scraps).



↑ J.Crew swim trunk made with 57% recycled nylon

### Using Recycled Polyester in Our Products

Twenty-one percent of our polyester is recycled, certified to the Global Recycled Standard (GRS) or the Recycled Content Standard (RCS). We also use REPREVE® branded polyester, which comes from plastic bottles, yarns and fabric scraps, and all of our puffers use PrimaLoft® insulation, spun from recycled plastic bottles that are diverted from oceans and landfills. According to PrimaLoft, in 2023, J.Crew Group's use of their insulation helped divert 875,090 bottles from landfills.

# 875,090

bottles diverted with J.Crew Group's use of PrimaLoft recycled insulation



↑ J.Crew jacket made with PrimaLoft® polyester

### Manmade Cellulosic Fibers

While manmade cellulosic fibers make up just 5 percent of our total fiber footprint, we are committed to sourcing them responsibly.

We have made great progress in increasing the use of manmade cellulosic fibers from responsibly managed forests across all our brands in 2023. We have also partnered with Lenzing to incorporate their fibers into our products, which make up 54 percent of our sustainable cellulosic usage. These wood-based cellulosic fibers, branded under TENCEL™ Lyocell, TENCEL™ Modal and LENZING™ ECOVERO™ Viscose, are derived from controlled or certified wood sources and made with at least 50% less carbon emissions and water consumption compared to generic lyocell, modal and viscose.\* We are also members of Canopy Planet's CanopyStyle campaign to ensure that cellulosic wood-derived fibers, such as viscose, do not come from ancient or endangered forests.

# 58%

of our cellulosic fibers were sustainably sourced in 2023



← Madewell dress made with 100% LENZING™ ECOVERO™ fibers

\*results based on LCA standards (ISO 14040/44) and available via Higg MSI (Version 3.7)

### Sustainable Leather at Madewell

In 2023, Madewell increased its sustainable leather usage to 99 percent, nearly hitting the goal of 100 percent. We expect to address this missing one percent in our woven products in 2024.

Leather is a key fiber for Madewell's footwear, handbags and accessories, and the brand is always looking for unique ways to push forward its sustainable leather usage. For instance, in August, Madewell partnered with sustainable design agency Temescal Creative to launch a limited-edition Upcycled Patchwork Tote made from our upcycled leather bag scraps. This unique style was hand-numbered, with 85 one-of-a-kind pieces.

### Leather

Leather makes up about 6 percent of our total fiber footprint.

We are committed to supporting responsible leather manufacturing across the globe, and that is why we are proud members of the [Leather Working Group \(LWG\)](#), a multistakeholder community committed to building a sustainable future with responsible leather. Across J.Crew Group, 74 percent of our leather is from LWG-certified suppliers, and as we work to increase this number, we are also exploring how we can incorporate more recycled and regenerative leather into our products.



↑ Madewell leather boot sourced from a tannery that was certified by the Leather Working Group (LWG)

# 99%

of Madewell's leather sourced responsibly through Leather Working Group-certified tanneries or through the use of recycled leather material

### Wool

Wool makes up about 4 percent of our total fiber footprint and is one of the main materials used in the production of our sweaters and outerwear products.

Sixteen percent of our wool is certified to the [Responsible Wool Standard \(RWS\)](#). Although more sustainable wool options such as RWS and regenerative wool are becoming increasingly available, it has been challenging to find sources that also meet our quality and cost needs. We are looking to incorporate recycled wool into more of our products while being mindful that this fiber must still comply with our strict chemical management standards. We are committed to continuously increasing the amount of sustainably sourced wool we use.



↑ Madewell blazer made with 50% recycled wool

## Cashmere

While cashmere accounts for only 1 percent of our overall fiber volume, it is still an essential fiber for our brands, particularly J.Crew, and we aim to source it with respect for the animals, people and the planet.

At J.Crew Group, 91 percent of all cashmere is certified to [The Good Cashmere Standard®](#), an independent standard for responsible cashmere that aims to improve the welfare of cashmere goats.

### Our Commitment to Animal Welfare

We select partners that share our commitment to ethical sourcing, ensuring they uphold responsible and humane animal welfare practices throughout the supply chain.

In 2019, we released our corporate [Animal Welfare Policy](#). This requires all of our suppliers to adhere to baseline requirements for the materials used in our products and those who provide materials of animal origin must meet additional ethical standards.

## J.Crew's Cashmere Journey

### 2020

J.Crew Group was the first U.S. member of The Good Cashmere Standard®, an independent standard for responsible cashmere that aims to improve the welfare of cashmere goats, the lives of farmers and farming communities, plus the environment in which they live.

### 2021

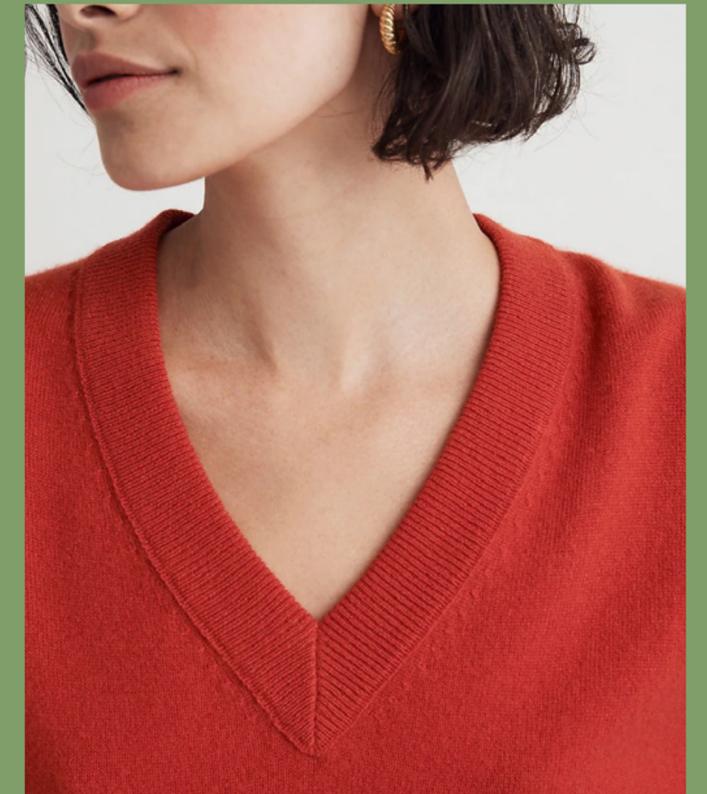
Since 2021, 100 percent of J.Crew's cashmere sweaters and nonapparel products have contained certified cashmere.

### 2022

J.Crew launched the first Model Farm program in partnership with The Good Cashmere Standard®. Through this program, we are investing in two farms in Inner Mongolia to make them "best in class" in terms of animal welfare, human rights and sustainability. These model farms will serve as training facilities for neighboring farmers to help spread these practices.

### 2023 and beyond

J.Crew certified the first Model Farm program. In 2024, J.Crew plans to add one additional farm and support the creation of more trainee programs, farmer training groups and training videos to increase our reach of farmers who are not able to visit the model farm itself.



### Good Cashmere at J.Crew

The J.Crew brand continues to meet its goal that 100 percent of its cashmere sweaters and nonapparel products contain cashmere that is certified to The Good Cashmere Standard®. J.Crew also sources approximately 9 percent of its cashmere fibers for woven products, which we are also working to transition to The Good Cashmere Standard® certified cashmere by 2025.



# Circularity

We are on a journey to strategically embed circular practices across our brands.

We follow the [Ellen MacArthur Foundation's](#) definition of a circular economy and interpret the principles as follows:

- **Eliminate waste and pollution:** Designing products to minimize the waste in production and finding ways to turn waste into new raw materials, through the increased use of recycled fibers.
- **Circulate products and materials (at their highest value):** Prolonging the use phase, including designing for physical, design and emotional durability, and providing resale opportunities for customers. Where a product cannot be resold, support downcycling or other responsible disposal.
- **Regenerate nature:** Addressing our broader impacts on climate change, water, biodiversity and regenerative agriculture.



↑ [Madewell Forever® collection point](#)

\* Impact stats provided by ThredUp in partnership with [Green Story Inc.](#)

With those principles in mind, our work comes to life through three Rs: **Resale**, **Repurpose** and **Rethink**.

## Resale

We aim to extend the life of each garment through our resale programs J.Crew Always and Madewell Forever®. These programs are enabled by [ThredUp's Resale-as-a-Service®](#), and together, we support our customers who are cleaning out their closets to do so more responsibly.

## Madewell Forever®

Since launching [Madewell Forever®](#) in 2021, more than 1.6 million garments have been collected via Madewell's in-store denim trade-in program and clean out kits.

In 2023, more than 362,000 garments were collected through ThredUp x Madewell Forever® Clean Out Kits. We now provide an average of about 3,000 Clean Out Kits per month to customers, a number that has grown year over year since we launched the program in 2021. The sustainability impact of items received in the clean outs kits in 2023 is equivalent to:

- 5.1 million miles of driving emissions avoided\*
- 491 million reusable water bottles filled\*

**1.6 million**  
garments collected via Madewell Forever®

**98,000**  
garments collected through J.Crew Always, which launched in January 2023

## J.Crew Always

In January 2023, J.Crew launched [J.Crew Always](#), which encompasses its resale program, curated vintage and more. Since the program launch, more than 98,000 garments have been recirculated, which is the equivalent of avoiding 755,000 miles of driving emissions.\*

ThredUp x J.Crew Always also offers Clean Out Kits, and since launching in 2023, more than 10,600 kits have been received.



↑ [J.Crew Always vintage crewneck](#)



## How Our Clean Out Kits Work

Our Madewell Forever® and J.Crew Always Clean Out Kits make it easy for customers to exchange gently used garments and accessories, from any brand, for Madewell or J.Crew shopping credit.

You can pick up a Clean Out Kit at a Madewell or J.Crew store, or print a shipping label online. Fill the kit, or any shippable box or bag, with up to 30 pounds of gently used women's clothing, footwear and/or accessories from any brand. Send in your preloved items or drop them off at a store and you will receive a shopping credit.\* For denim trades to Madewell, you will earn a \$20 discount off a pair of new Madewell jeans. You can read more about the Clean Out Kit program for Madewell [here](#) and J.Crew [here](#).

\*Items that are too worn out to be resold are recycled by ThredUp's vetted network of textile recyclers. All recycling partners must adhere to ThredUp's Aftermarket Partner Code of Conduct, requiring transparency, integrity, awareness of the environmental impact and respect for developing nations.

### Madewell x Blue Jeans Go Green™

Our ongoing collaboration with Cotton's Blue Jeans Go Green™ program gives worn-out, unwearable denim a chance at a new life. Madewell customers can bring heavily worn denim—from any brand—to stores and the program turns these jeans into new products, such as housing insulation and thermal insulation for sustainable food packaging. Since 2014, Madewell has collected more than 1.6 million pieces of denim, diverting 802 tons of waste from landfills and creating over 3.2 million square feet of insulation.

# 802

tons of waste diverted from landfills through our collaboration with Blue Jeans Go Green™

# 3.2

million square feet of insulation created with denim collected by Madewell



### Madewell x Earth Day Vintage Pop-Up

For Earth Day 2023, Madewell opened The Vintage Edit by Madewell Forever®, a month-long pop-up at Madewell's Brooklyn men's store, featuring a collection of women's and men's vintage and retro styles hand-curated by our design team. The space included pieces sourced by Regenerated, RAWSON™, Picker New York and Intramural, whose focus is reclaiming vintage. Vintage items are also available to shop year-round in select markets including Los Angeles; New York City; Washington, D.C.; Austin; and Chicago.



## Repurposing

We continue to support the proper repurposing of fabrics and garments whenever possible. From unique upcycling collaborations to collecting fabric scraps in our home office, our teams continuously find creative ways to extend the life of our goods.

### Madewell's Upcycled Product Collaborations

In 2023, Madewell teamed up with numerous partners to bring unique upcycled products to stores.



### Madewell x ANYBAG

Madewell collaborated with soft-plastic upcycling company ANYBAG to create a limited-edition collection of totes upcycled from 14,600 difficult-to-recycle single-use plastic polybags from Madewell stores, offices and distribution centers. The bags were colorful, durable and made by artisans based in Manhattan.



### Madewell x Chava Studio

Madewell partnered with made-to-order Chava Studio to create a limited-edition capsule of menswear-inspired sets. Each piece was crafted in the designer's family's Mexico City atelier using deadstock fabric from a luxury European mill. To ensure the collaboration did not contribute to additional waste, all leftover scraps were repurposed into matching shorts and scrunchies.

# Introducing J.Crew's Second-Life Swim

Swimwear is a key category for J.Crew and has been part of the brand's identity since its very first collection in the spring of 1983.

Forty years later, J.Crew has evolved its classic swimwear to also include sustainable fabrics customers can feel great about wearing. In 2023, 82 percent of J.Crew's swimwear contained sustainable fibers, such as recycled polyester and recycled nylon.

In February 2024, J.Crew expanded on its commitment to responsible swimwear and introduced its Second-Life Swim program, a first-of-its-kind recycling partnership with SuperCircle™, a technology and logistics platform that connects fashion retailers to post-consumer textile waste and recycling infrastructure.

Through this program, J.Crew customers can return swimwear—from any brand—to be recycled. Depending on its fiber content, 40 percent of returned J.Crew brand swimwear can undergo textile-to-textile recycling, and we will be conducting this whenever possible. Products that cannot be textile-to-textile recycled are diverted to SuperCircle's™ open-loop recycling streams, where they are utilized in alternative product lines such as compression or insulation, continuing to extend the fibers' lifespan.

## 82%

of J.Crew's swimwear contained sustainable fibers in 2023

"A nationwide, multi-brand swim takeback program that allows anyone to recycle any swimwear in J.Crew stores or online is a high-impact solution with the potential to raise the consciousness and adoption of textile recycling immensely. We're thrilled to have already recycled thousands of pieces of swimwear via our J.Crew x SuperCircle™ Second-Life Swim partnership, and are looking forward to continuing to grow that impact with a program that is win-win-win for consumers, brands, and our planet."

— Chloe Songer, Co-Founder & CEO, SuperCircle™





**Diverting Scraps from Landfills with FABSCRAP**

To manage excess fabric scraps at our headquarters from the design process, we partner with FABSCRAP, a local nonprofit in Brooklyn, to divert these materials from landfills. FABSCRAP has developed a system to recycle and reuse fabric waste, creating an accessible materials resource for creative communities while reducing the fashion industry’s impact on the planet. As a result of J.Crew Group’s contributions in 2023, FABSCRAP estimates that 93 tons of CO<sub>2</sub> were saved from entering the atmosphere, which is the equivalent of planting 1,395 trees.

**93**  
tons of CO<sub>2</sub> saved by diverting scraps from landfills with FABSCRAP



**Donating Samples through Good360**

Additionally, we donate samples and damaged items to charity through Good360, which sources highly needed goods from socially responsible companies and distributes them to nonprofits that support people in need.



**Giving Our Associates’ Clothes New Life with refashionNYC**

In partnership with clothing donation and recycling service refashionNYC, associates at our corporate office in New York City have donated thousands of units of their personal clothing, accessories and more to Housing Works, a healing community of people living with and affected by HIV/AIDS. Donation boxes are located throughout our headquarters.

### Rethinking

#### Home Office Clothing Swap

In 2023, we hosted two Clothing Swaps at our home office in New York City. Associates were invited to bring in their gently used clothing and take home as many items as they contributed. Any clothing left at the end of the swap is donated through our partner refashionNYC. Since launching the event series in 2022, more than 400 associates have participated, and more than 3,800 items of clothing were swapped or donated.

# 400

associates have participated in one of the home office clothing swaps

# 3,800

items of clothing swapped or donated



# Climate

## J.Crew Group recognizes that climate change is one of the most critical issues of our time.

We continue to see rising temperatures, record-breaking severe weather patterns, and an increasing portion of the world's population being exposed to the impacts of climate change, such as droughts, floods, heat waves and rising sea levels. Climate risks have the potential to affect every aspect of J.Crew's business, but these risks can be mitigated to future-proof our business and reduce our impact by aligning to the 1.5-degree pathway, as laid out in the [UN Framework Convention on Climate Change's \(UNFCCC\) Paris Agreement](#).

In 2023, the [Science Based Target initiative \(SBTi\)](#) approved our climate goals, which align us with leading peers within our industry and recognize the urgent need to take climate action. We believe aligning with the SBTi underscores our commitment to take measurable steps to combat climate change and safeguard our future, as well as enables us to comply with emerging regulations that mandate companies to report their greenhouse gas (GHG) emissions.

Our strategy focuses on both climate resilience and mitigation and relies on our commitment to using sustainable materials, establishing long-term partnerships with suppliers and identifying innovative technology opportunities with our transportation and logistics vendors.

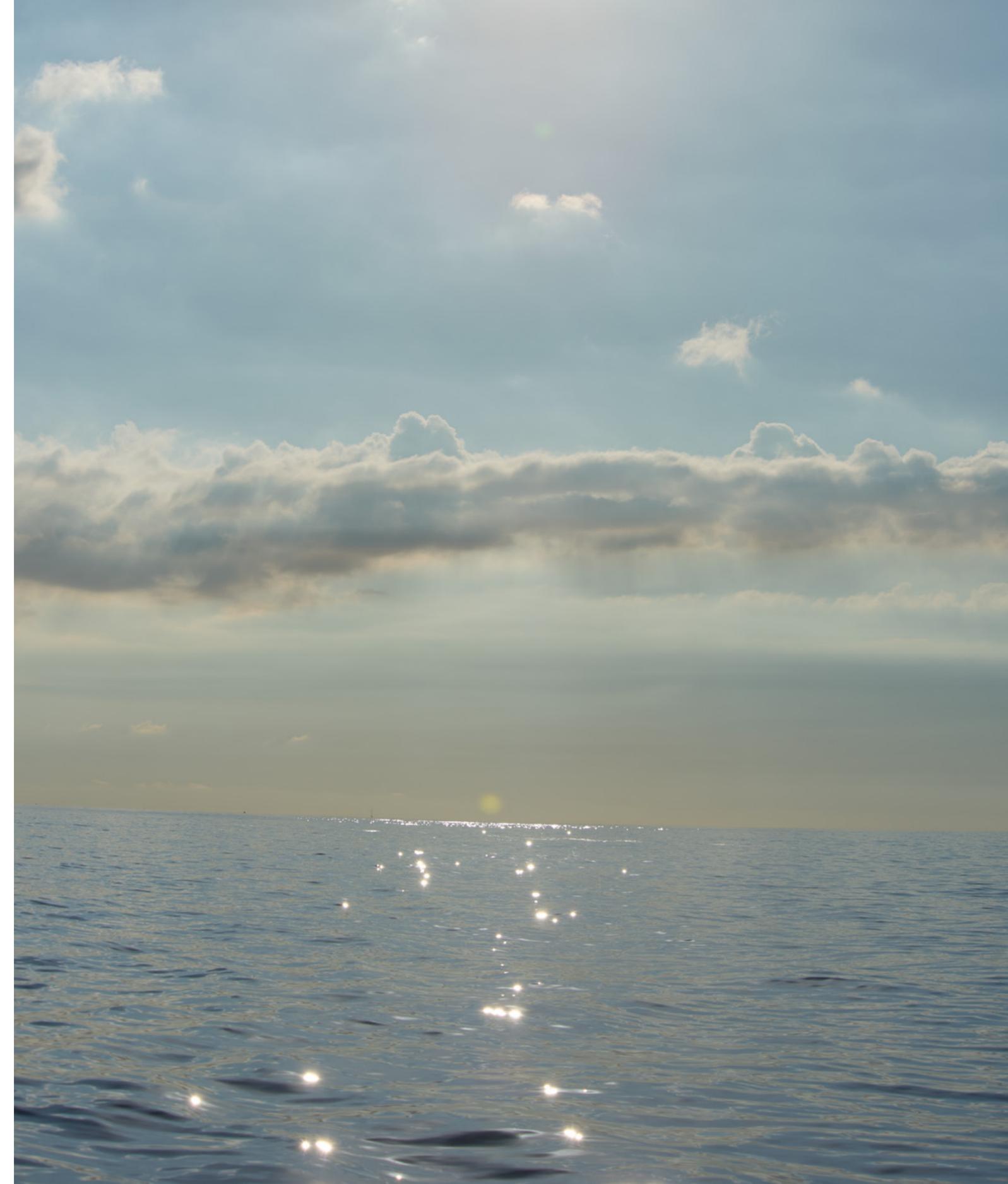
### Scope 1 and 2

J.Crew Group is committed to reducing absolute Scope 1 and 2 GHG emissions by 85 percent by 2030 from a 2019 base year, including increasing annual sourcing of renewable electricity to 100 percent in line with our 2030 target year.

### Purchasing renewable energy credits

In 2023, we purchased our first renewable energy credits (RECs). As part of our public goal, we are dedicated to obtaining all of our electricity from renewable sources in J.Crew Group-owned and -operated facilities, including our stores, offices and distribution centers. To reach this target, we assess our operational use and look for green utility programs and the procurement of RECs where applicable. This year was our first purchase of Green-e® Energy, which contributed to the reduction of our Scope 2 emissions.

YEAR	SCOPE 1 (MTCO <sub>2</sub> e)	SCOPE 2 Location Based (MTCO <sub>2</sub> e)	SCOPE 2 Market Based (MTCO <sub>2</sub> e)	TOTAL Scope 1 & 2 Market Based (MTCO <sub>2</sub> e)	EMISSION INTENSITY (MTCO <sub>2</sub> e/Square Foot)	EMISSIONS REDUCTION Scope 1 & 2 Market Based from Baseline
2023	3,614	18,398	10,345	13,959	0.0038	-55%
2022	2,721	19,307	20,946	23,667	0.0069	-23%
2021	2,746	16,593	18,404	21,150	0.0059	-31%
2020	2,798	18,609	20,743	23,541	0.0064	-24%
2019 BASELINE	2,722	26,208	28,074	30,796	0.0071	—



### Scope 3

J.Crew Group is committed to reducing absolute Scope 3 GHG emissions by 30 percent by 2030 from a 2019 base year.

J.Crew Group's Scope 3 footprint continues to demonstrate that our largest business emissions impacts occur from (1) purchased goods and services, and (2) transportation and distribution. Combined, these categories make up over 80 percent of our total applicable Scope 3 emissions. As these two Scope 3 categories are the biggest drivers of GHG emissions across J.Crew Group's value chain, and address our biggest material categories (products and transportation), we view them as the most critical focus areas for reducing our impact.

#### Reducing Supplier Emissions through the Apparel Impact Institute's Carbon Leadership Program

Engaging our supply chain is critical to reducing our Scope 3 emissions. Our partnership with the [Apparel Impact Institute \(Aii\)](#) enables us to provide resources and guidance to our strategic supply chain partners to begin to understand and address their own impacts.

In 2023, we rolled out Aii's [Carbon Technical Assessment](#) to our most strategic vendors and mills, encompassing nearly 70 facilities, which helped us better understand their levels of maturity and readiness to measure their own carbon footprints and set their own targets.

We then identified the first cohort of suppliers to enroll in Aii's Carbon Leadership Program with its implementing partner [RESET Carbon](#). This program helps suppliers establish carbon and water action plans and set reduction targets.

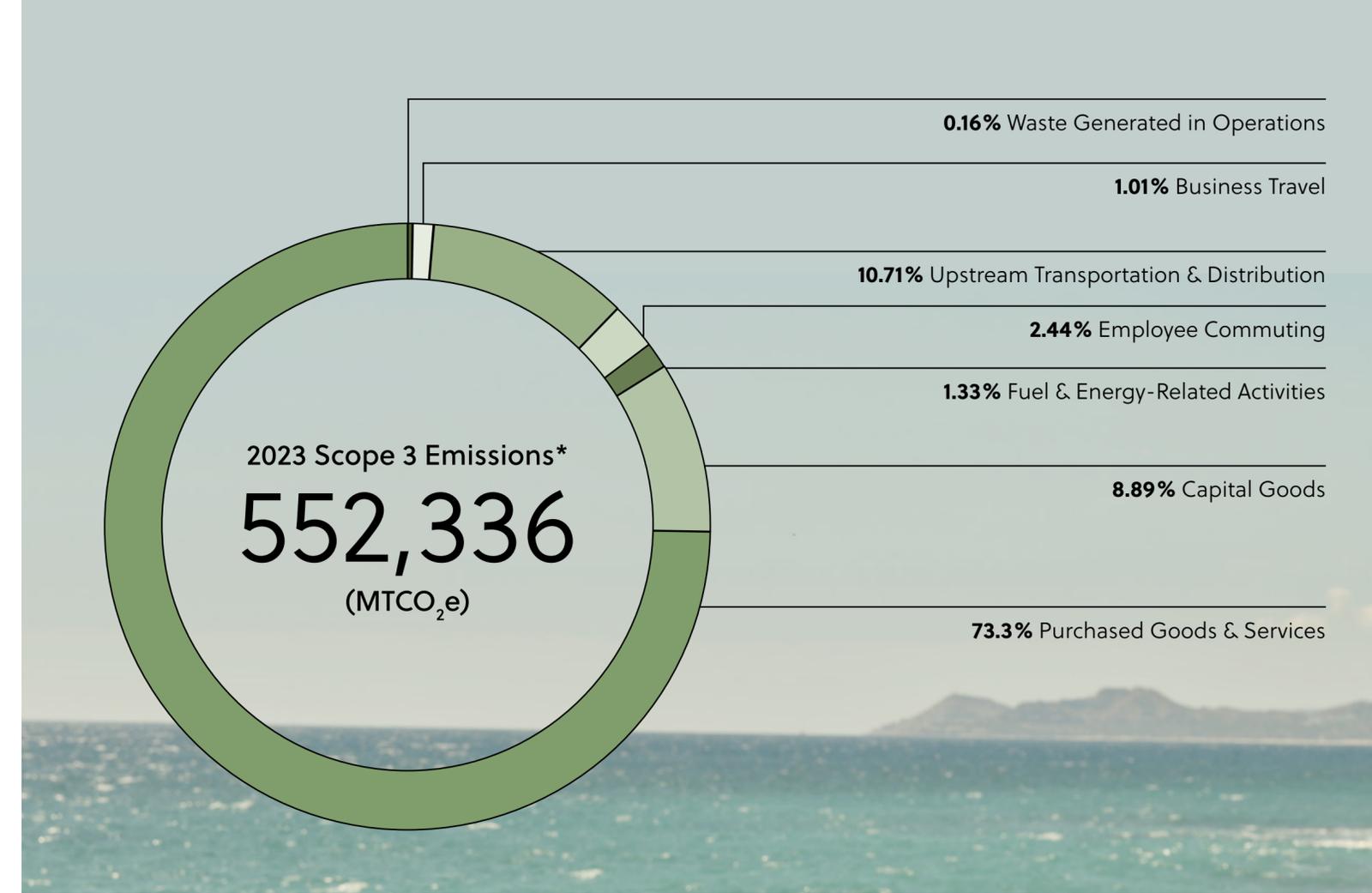
We set out to address the top 45 percent of vendors (by spend) through this program and are happy to be on track to this target. Our first round of facilities is expected to complete the first phase of this work in mid-2024. In the next phase, suppliers will implement reduction targets and develop low-carbon manufacturing roadmaps. We look forward to launching additional cohorts for the Carbon Leadership Program in future years as we work to achieve our goal.

#### Joining the Environmental Protection Agency's SmartWay Program

Transportation emissions are the second-largest contributor to our GHG footprint. In 2023, we signed up to join the Environmental Protection Agency's SmartWay program, which is designed to help the transportation industry reduce emissions and fuel costs for trucking freight while improving supply chain efficiencies. Our transportation providers were eager to participate in the program, which provides resources for sustainable transportation practices, including electrification or alignment on best strategies to reduce impacts, plus standardized benchmarking and reporting. These practices all contribute to lower fuel use and costs. In 2023, 86 percent of our freight vendors participated in the SmartWay program, and we plan to incorporate SmartWay as a requirement for freight vendors moving forward.

#### Partnering with UPS' Carbon Neutral Program

Although it is not formally counted as part of our Scope 3 emissions target, we are also continuing our partnership with the UPS® carbon neutral program, offsetting Scope 3 emissions derived from e-commerce shipping. This means that for every ton of CO<sub>2</sub> emitted by a package shipment, an equivalent amount of CO<sub>2</sub> is saved by emissions reduction projects certified through Offset Standards. Through this program with UPS®, J.Crew Group offset 21,613 metric tons of CO<sub>2</sub>e from our e-commerce package shipments in 2023. This is equivalent to offsetting the energy of 4,133 U.S. households for one year or 4,948 vehicles driven for a year.



#### Our Scope 3 Emissions Data

In 2023, we achieved an 8.8 percent reduction from our 2019 baseline. We continue to strive to gather more accurate and primary data and where possible, transition away from spend-based modeling. We have seen a significant reduction in emissions in Category 4: Upstream Transportation, as we were able to collect primary data from our suppliers and our internal transportation tracking that includes the distance our freight traveled. We did see growth in Category 2: Capital Goods, as a result of increased construction spend from the opening of new stores, in addition to more granular spend data. We also saw increases in Category 6: Business Travel and Category 7: Employee Commuting due to a return to pre-pandemic business practices.

\*Not Applicable, and not included in our target: 8- Upstream leased assets, 9- Downstream transportation & distribution, 10- Processing of sold products, 11- Use of sold products, 13- Downstream leased assets, 14- Franchises, 15- Investments.

#### Methodology Update

We have updated our methodology for calculating our Scope 3 emissions to continue ensuring alignment with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and the Greenhouse Gas Protocol Technical Guidance for Calculation of Scope 3 Emissions. In 2022, our methodology utilized the U.S. Environmental Protection Agency's USEEIO modeling. For our 2023 footprint, we have adopted [Watershed's Comprehensive Environmental Data Archive \(CEDA\)](#). Covering 95 percent of GDP, CEDA better reflects the global nature of supply chains and the complexity of goods and services production, since regional energy systems and emissions profiles vary significantly. By switching from USEEIO, a single-region database, to CEDA, a multi-region database, we were able to create a more granular picture of our footprint. Although switching to the CEDA methodology typically results in an increase in reported emissions due to its comprehensive nature, we are proud to have achieved a reduction in our Scope 3 emissions. We also recognize that some of the changes in our emissions figures are attributable to the updated methodology applied.

## Supply Chain

At J.Crew Group, our commitment to sustainability extends beyond our owned and operated facilities. We know we need the cooperation of our supply chain partners to meet our ESG commitments, which hinge on the strong strategic relationships we have developed with values-aligned suppliers over the years.

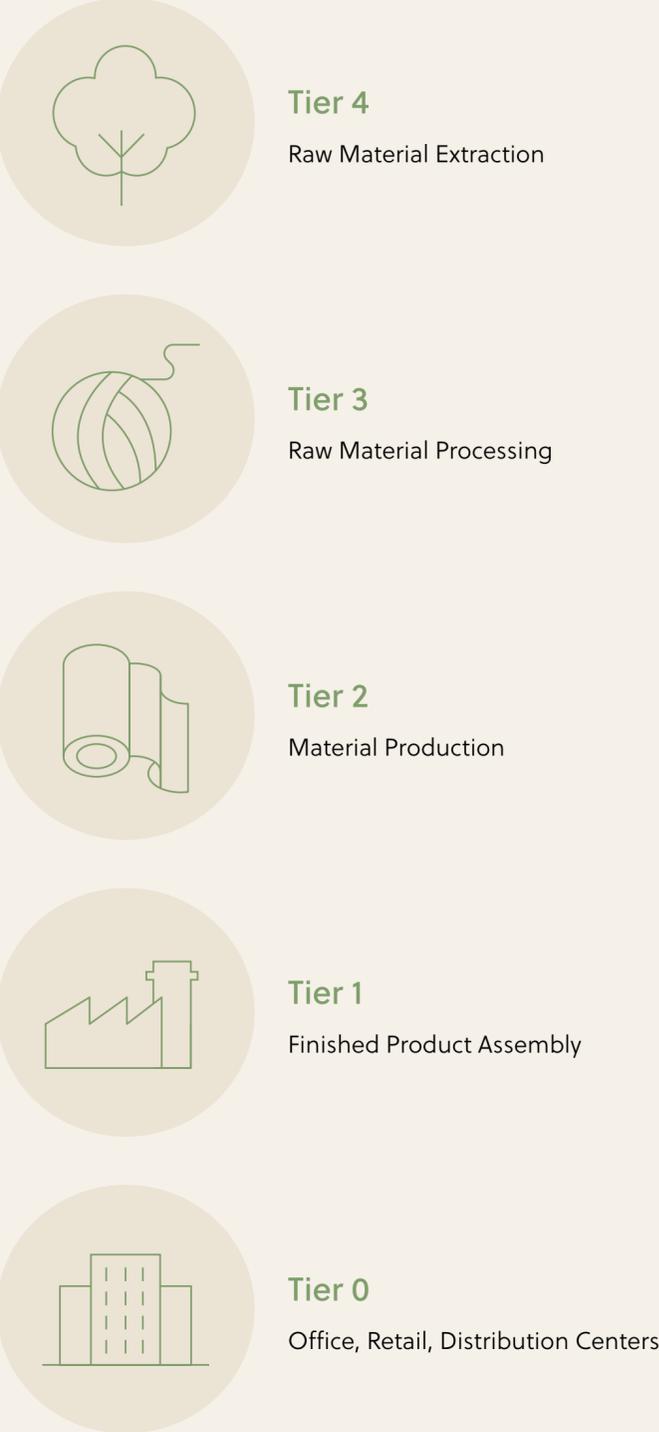
Since 2019, we have utilized the Higg Facility Environmental Module (Higg FEM) sustainability assessment tool from Cascale, formerly the Sustainable Apparel Coalition, to understand the environmental impacts of our supply chain. We measure Higg FEM data at the J.Crew Group level, which covers facilities that work with all of our brands.

We will continue to leverage this tool to evaluate the sustainability performance of our supply chain and contribute to our goals around Scope 3 emissions and water impacts.

SUPPLIERS THAT COMPLETED THE HIGG FEM SELF-ASSESSMENT IN 2023		%	TOTAL
Tier 1 suppliers*	86%	196	
Tier 2 suppliers**	44%	115	
SUPPLIERS THAT RECEIVED THIRD-PARTY VERIFICATION ON THEIR HIGG FEM IN 2023		%	TOTAL
Tier 1 suppliers*	81%	163	
Tier 2 suppliers**	40%	106	

\*Percentage is representative of J.Crew Group’s business based on dollars spent  
 \*\*Approximate percentage based on finished goods

## Apparel Value Chain



Source: World Resources Institute and Apparel Impact Institute report



# Water

Water is a precious resource and we are committed to mitigating risks associated with water scarcity, water quality and ecosystem degradation in the communities in which we operate.

Our approach to addressing water impacts is structured around three priorities: Water Stewardship, Supplier Engagement and Consumer Use.

## Water Stewardship

We follow the United Nations' definition of water stewardship, which is to use water in a way that is socially equitable, environmentally sustainable and economically beneficial.



## Our Work in Vietnam

In 2023, J.Crew Group joined as a brand partner to World Wildlife Fund's (WWF) Mekong and Dong Nai River Basin Water Stewardship Program in Vietnam. These two river basins, which house about 46 percent of J.Crew Group's Vietnam production, are vital to the livelihoods of millions of people and the functioning of local ecosystems. We have committed to participating in the program for three years, which involves water efficiency improvements and water reduction in factories, sustainable management of shared basin water resources, wetland preservation, rainwater harvesting and collective dialogue on water governance within impacted communities.

# 3

year sponsorship of the WWF's Mekong and Dong Nai River Basin Water Stewardship Program



## Our Work in Texas

At J.Crew Group, 70 percent of the land in our U.S. regenerative cotton program is based in Texas, and we know that too much or too little water can devastate our cotton availability. To address this issue, we partnered with Texan by Nature to engage in water conservation work in our regenerative farm communities through the Texas Playa Conservation Initiative. In 2023, we committed \$50,000 to restoration work on producer lands and surrounding areas. Since the program launched, we are proud to share that 104 acres of playa basins were restored on farms in the Texas counties of Hale and Floyd. The benefits of this playa restoration include about 8.3 million gallons of groundwater now recharging annually, improved wildlife habitats, sedimentation prevention and adequate water filtration.

# \$50,000

committed to restoration work on producer lands and surrounding areas in 2023

## Supplier Engagement

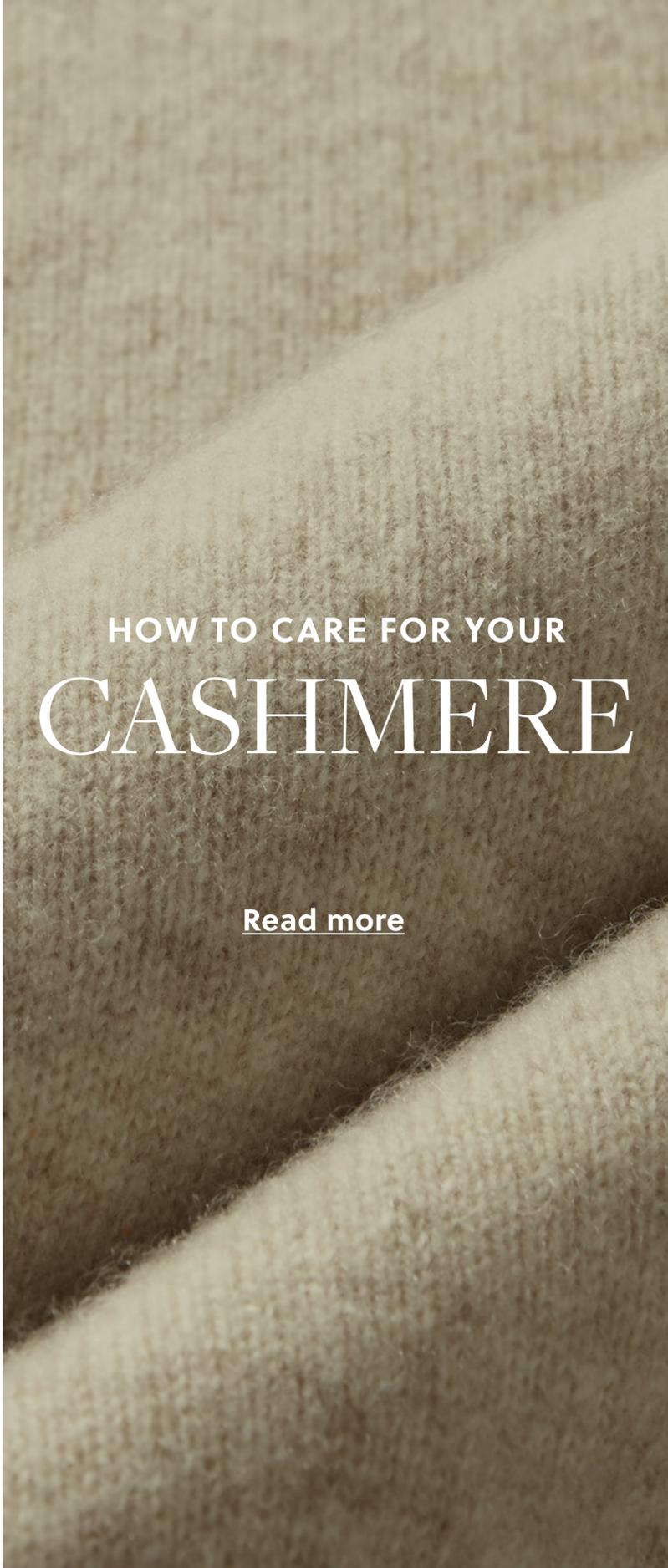
We plan to engage key vendors to develop context-based water targets by 2030. By selecting the Apparel Impact Institute (Aii) as our implementation partner, we benefit from joint monitoring and engagement across carbon, water and chemicals in our supply chain. We expect the outcomes of this work will include the identification of water reduction goals for our vendors, implementation plans for wastewater management and the adoption of more efficient wash techniques within our denim supply chain. In 2023, our water work kicked off with two suppliers in the Carbon Leadership Program, which you can read more about in our [Climate](#) section.

## Wastewater

We recognize that wastewater issues are extremely complex and interconnected throughout the supply chain. To address this risk, we implement the [Higg Facility Environmental Module \(Higg FEM\)](#) to measure and manage our partners' chemical management and wastewater programs. For more information on Higg FEM and our broader chemical management efforts, please see our [Chemical Management](#) section.

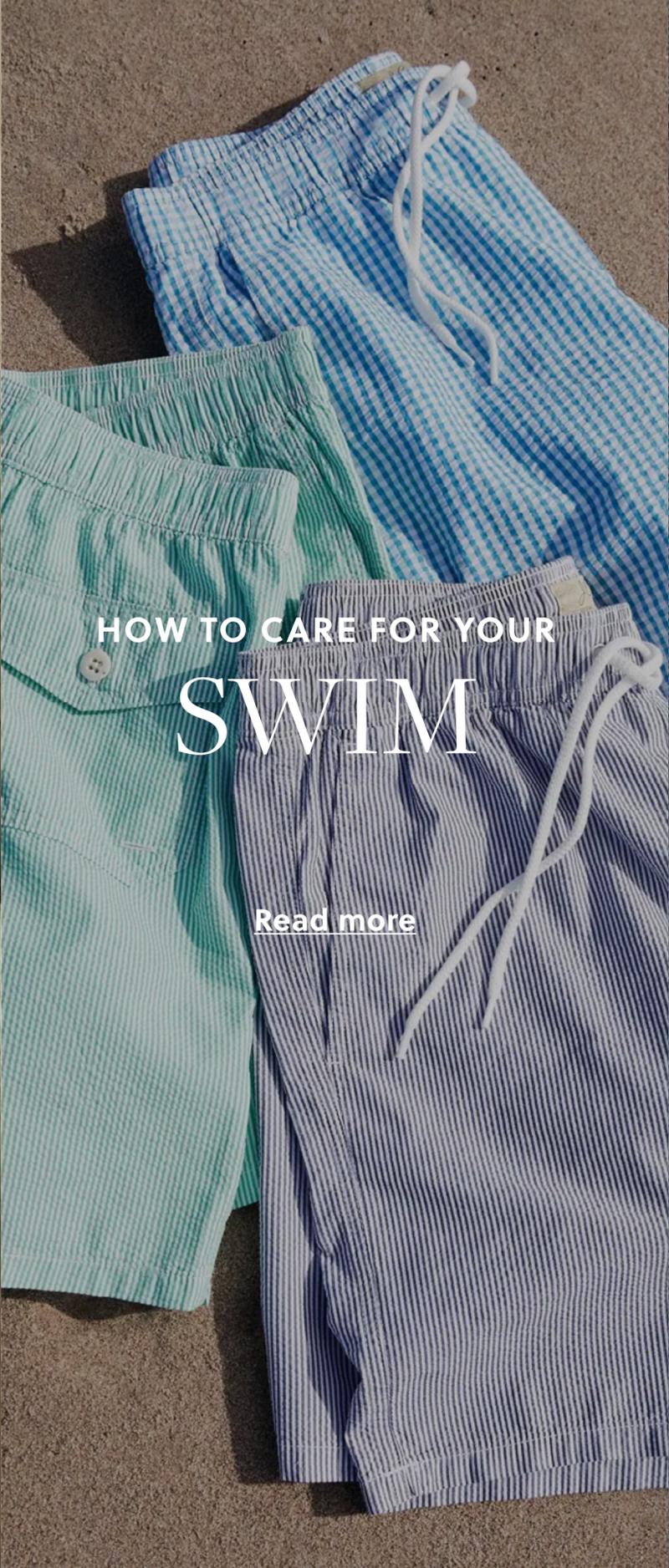
**Consumer Use**

Water conservation does not end at garment production. At-home garment care is also water-intensive, which is why we provide environmentally friendly wash instructions for our largest product categories. This includes all J.Crew Group private-label denim products, which have responsible care instructions on the interior pocket bag that encourage customers to reduce how often they wash their favorite jeans. We also provide specific responsible care instructions for J.Crew cashmere and swim products, as well as general "Caring for Your Clothes" guidelines on both the [J.Crew](#) and [Madewell](#) websites.



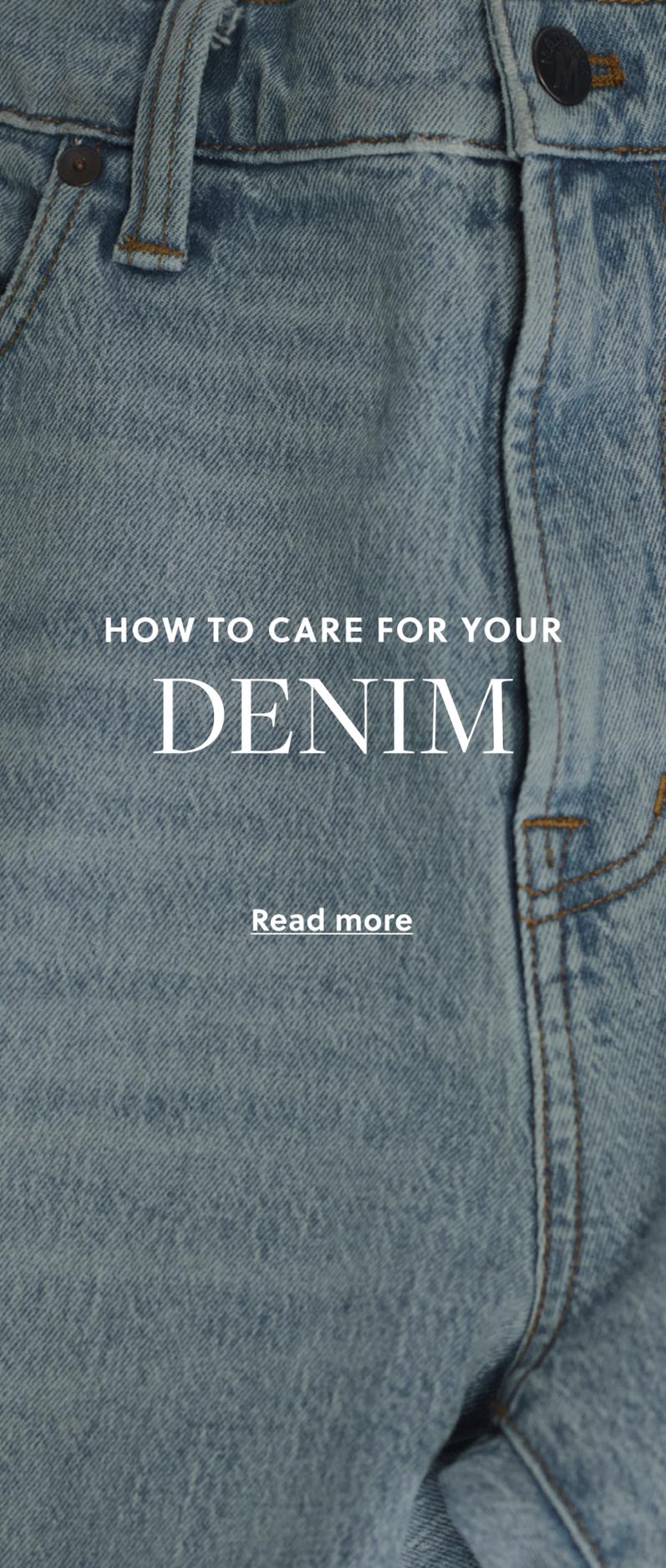
HOW TO CARE FOR YOUR  
**CASHMERE**

[Read more](#)



HOW TO CARE FOR YOUR  
**SWIM**

[Read more](#)



HOW TO CARE FOR YOUR  
**DENIM**

[Read more](#)

# Chemical Management

We take a multifaceted approach to managing chemicals in our supply chain and products. This approach includes setting clear requirements for suppliers, implementing processes to manage chemical usage and conducting tests to verify compliance with J.Crew Group and industry requirements.



## Compliance Requirements

Our program begins with the J.Crew Group [Supplier Code of Conduct](#), which communicates our chemical safety standards and AFIRM [Restricted Substances List \(RSL\)](#) compliance requirements. We are proud members of the AFIRM Group, whose mission is to reduce the use and impact of harmful substances in the apparel and footwear supply chain. We require our suppliers to comply with the AFIRM RSL for all finished materials and products.

## Implementing Processes

We support our suppliers in aligning with our requirements by including RSL compliance training in our J.Crew Group Vendor Onboarding program and by sharing AFIRM-hosted training programs through our testing labs. We make sure they are aware of the AFIRM RSL's risk-based management approach, which identifies higher chemical risks for different fabrics, products and performance types.

## Verifying Compliance

Our Testing and Compliance team oversees compliance with chemical management standards and requirements across our supply chain. All of our suppliers are required to engage an accredited third-party laboratory to test products and their components, and any compliance failure results in a mandatory investigation, as well as a corrective action plan that must be implemented before the product can be released.

To supplement these efforts, we ask our strategic Tier 1 cut-and-sew and fabric suppliers to respond to the [Higg Facility Environmental Module \(Higg FEM\)](#) from Cascale, formerly the Sustainable Apparel Coalition. This sustainability assessment tool standardizes how facilities measure and evaluate their environmental performance year over year, so we can use this data to assess overall chemical management in our supply chain and evolve our chemical management strategy.

## Expanding Our bluesign® System Partnership

After Madewell launched the first-ever denim styles with bluesign® APPROVED fabrics from ISKO in 2022, we are happy to share that J.Crew Group became a bluesign® SYSTEM PARTNER in 2023, reflecting our commitment to reducing our environmental impact by implementing the best available techniques and sustainable practices in denim production. Through this partnership, we are actively working with bluesign® and our vendors to support implementing the bluesign® SYSTEM and bluesign® certification of their materials.

In 2023, Madewell launched eight styles with bluesign® APPROVED fabrics, and that number is expected to grow in 2024.

# 8

styles with bluesign®  
APPROVED fabrics



# Responsible Operations

## We are committed to working responsibly across our operations.

In our headquarters, distribution centers and stores, we are always looking for new ways to reduce negative impacts—from sourcing better packaging to implementing energy-efficient lights and systems across our facilities. We are also determined to manage environmental, product, worker and community safety risks through education and associate training.

### Packaging

Our goal is that 100 percent of our packaging will be sustainably sourced and free of virgin plastic by 2025. To achieve this goal, we are working to reduce single-use plastics, phase out virgin plastics in packaging and raw materials and partner with the industry to find collective solutions.

Each year, we conduct a packaging footprint analysis to gain valuable insights into the environmental impact of our packaging, as well as opportunities to further improve the sustainability of our packaging types. There are 30 packaging types—ranging from air bags and shopping bags to swift tacks and polybags—that make up the bulk of our packaging. Of these 30 different types of packaging, 40 percent are 100 percent sustainably sourced and aligned to our goal. This data is consistent with 2022 data, and we continue to work toward transitioning the largest volumes of packaging that currently do not meet our goal.

The below five packaging types make up 90 percent of our packaging volume:

- Cartons/Corrugate
- Shopping Bags
- Polybags/Polymailers
- Shoe Boxes
- Gift Boxes

We are focusing our approach to increasing sustainable packaging types by tackling our largest volumes, with an emphasis on addressing our plastic packaging to eliminate virgin materials.

We have adopted a three-pronged approach to tackling our packaging use:

- **Reduce:** We are working to remove the excess use of unnecessary packaging.
- **Reuse:** We are focusing on packaging that can be reused and/or can serve an additional purpose.
- **Replace:** We are replacing plastics with innovative, sustainable alternatives, such as paper or other bio-based materials.



↑ Madewell ship-in-one-container shoeboxes

### Reduce: Paper and Corrugate

We evaluate our on-product packaging needs based on how our consumers are shopping. We do not include any unnecessary packaging, such as hangtags, on products that are sold directly to consumers through our e-commerce platform. Madewell continued its use of the ship-in-one-container shoebox, using 34 percent less paper than a traditional shoebox. In 2023, this box redesign expanded to all of Madewell's footwear categories, and it is slated to roll out to J.Crew Factory in 2024.

### Reuse: Cartons

We recognize the importance of minimizing waste and maximizing resource efficiency, and have implemented a proactive approach to carton reuse at our Distribution Centers. Upon receiving shipments, our team carefully unpacks cartons, assessing their condition. If the cartons remain structurally sound and fit for purpose, we prioritize their reuse for subsequent shipments. This practice not only conserves materials, but also extends the life cycle of our packaging and reduces our environmental footprint.

### Replace: Plastic

We have made a big effort to reduce the amount of virgin plastic in our packaging. We transitioned our polybags to 100 percent recycled content, avoiding the use of more than 700,000 pounds of virgin plastic each year. We have also transitioned our polymailers to contain at least 50 percent recycled content.

We are excited to have rolled out a new Forest Stewardship Council® (FSC) Certified paper bag—called the Vela bag—to replace all plastic bags used to ship J.Crew and Madewell jewelry, and J.Crew Factory hair accessories. This bag is curbside recyclable, and a portion of the proceeds from every Vela bag sold is donated to ocean-friendly organizations Mote Marine Laboratory & Aquarium and One Ocean Foundation, supporting critical ocean research and conservation programs. We are actively looking for more opportunities to transition additional product categories into paper alternatives.



### Headquarters

J.Crew Group's headquarters is located at 225 Liberty Street in New York, a building owned by Brookfield Properties. Brookfield is a LEED Gold Certified Building. LEED-certified buildings are healthier, more productive places and reduce stress on the environment through energy and resource efficiency. We are constantly working to drive responsible waste management and energy usage at our office.



↑ J.Crew Group's headquarters

### Stores

At the end of fiscal 2023, J.Crew, J.Crew Factory and Madewell operated 508 retail stores. All of our stores underwent reviews of their light and energy management systems to identify energy savings and efficiencies. In 2023, 64 percent of our store fleet had LED lighting. As a result of these findings, we are exploring additional lighting retrofits and energy management system installations in locations that would yield more savings.

As the "face" of our business, our brick-and-mortar retail locations and store associates are crucial to our efforts to communicate ESG initiatives to customers. To keep our store teams up to date, we maintain an online sustainability portal, provide sustainable product knowledge each season, host Sustainability Town Halls throughout the year and equip our stores with back-of-house posters outlining our key goals and progress.

# 508

retail stores across J.Crew,  
J.Crew Factory and Madewell



↑ J.Crew Factory store



↑ Madewell store

← J.Crew store

### Distribution Centers

Reducing waste is a priority at our two distribution centers (DCs) located in Asheville, North Carolina, and Lynchburg, Virginia.

In 2023, our Asheville DC purchased a baler to compress plastic waste materials and resell them to a plastic recycler. The DC also switched to compostable cutlery, added additional water dispensers to replace disposable water bottles and installed more recycling receptacles throughout the center for plastic, paper and cans. The Asheville DC team continued collecting used gloves to launder for reuse rather than buying new ones.

In August 2023, our Lynchburg DC launched a "Recycling & Sustainability Reset," establishing a committee to support the center's sustainability efforts. This included integrating recycling messaging into day-to-day culture, using associate recommendations to improve sustainable operations and collecting label backings for recycling. The team also held its first-ever Clothing Swap this summer, swapping 80 pieces of clothing and donating 194.



# SOCIAL

## CARE FOR OUR PEOPLE

Demonstrate respect for our associates and the workers across our supply chain, while making a positive difference in the communities where we operate.

# Workers' Rights & Empowerment

**At J.Crew Group, we believe that fair and decent working conditions, freedom of opinion and expression as well as an adequate standard of living are basic human rights—and we do our best to protect those rights for all the workers in our supply chain.**

In 2022, we published our [Human Rights Statement](#) to help our stakeholders better understand J.Crew Group's commitment to human rights and associated requirements, plus accountability measures. We are proud to share that in 2023, we expanded our social compliance requirements, training obligations and transparency expectations.

While we do not directly own or operate any factories at J.Crew Group, we are committed to sourcing our products with ethical, responsible and compliant vendors, factories and mills that partner with us to promote better working conditions and continuous improvement.

## Complying with Our Code of Conduct

Our [Supplier Code of Conduct](#) is based on the [International Labour Organization \(ILO\)](#) core standards and requires compliance with all laws in each of the countries in which our facilities operate. The Supplier Code of Conduct applies to every level of our supply chain, including all approved subcontractors, homeworkers and sub-suppliers. The Code of Conduct outlines 15 specific expectations related to labor and human rights, the environment and fair and honest operating standards. We support our suppliers with tools and best practices, including training and consultations, so they are better equipped to facilitate safe working conditions.

Our suppliers agree to undergo third-party audits throughout the year to ensure ongoing compliance. Most inspections are semi-announced, and when necessary, fully unannounced.

All new suppliers are subject to inspection and approval before any purchase orders are placed. Existing factories in our supply chain are inspected anywhere between every three months to every two years, depending on their previous compliance performance and overall external risk factors. Inspections consist of a detailed review of documents, private and protected worker interviews as well as an inspection of the facility to assess worker well-being, health and safety.

Audits are conducted at a regular cadence across all factories producing J.Crew Group products. The cadence is determined through a risk-based approach informed by past audit performance, with lower-performing facilities audited more regularly (within six months), and higher-performing facilities audited less frequently (but no longer than 18 months).

In 2023, we conducted 134 audits to assess compliance against our Supplier Code of Conduct. We also accepted 96 audits conducted by industry certification programs or other major U.S. retail brands, totaling 230 audits. When we accept external audits, we review the level of compliance and work collaboratively with the program or brand to support resolution when faced with noncompliance.

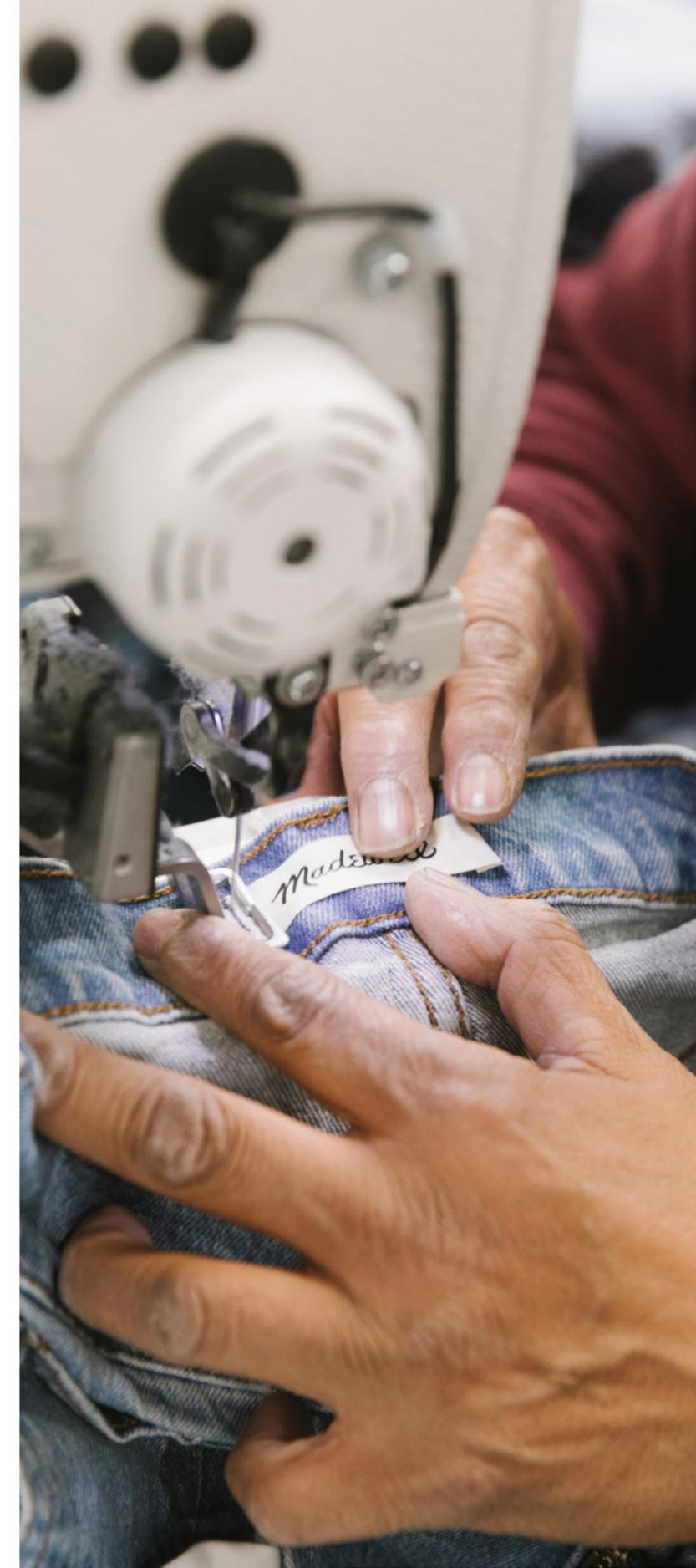
AUDIT PROGRAM	AUDIT COUNT
J.Crew Program Audit	134
Better Work	48
Other Brands Audit	34
Fair Trade Audit	14
<b>GRAND TOTAL</b>	<b>230</b>

In 2023, 31 percent of our factories achieved top audit ratings. The majority of our factory audits resulted in what we consider a "Fair" rating, meaning there is a need to implement systemic or procedural changes within six to 12 months. Twelve percent of our factories received a rating that required remediation within six months to remain a J.Crew Group supplier.

We uphold rigorous requirements and as a result, two factories were not approved for production due to an unacceptable level of compliance in 2023. We also ceased production in two existing factories that did not demonstrate continuous improvement based on key requirements in our Supplier Code of Conduct.

Full audit results are shared with all factories after being reviewed by both the auditor and the J.Crew Group team. All factories must develop a detailed Corrective Action Plan specific to any issues cited during the audit. We support factories as they implement these plans, with the goal—and expectation—of reaching a higher level of compliance by the next audit.

We believe it is important to acknowledge and reward our suppliers who have a strong social compliance performance, as determined by adherence to our Supplier Code of Conduct and measured through our audit program. If a factory receives the top rating in our audit, J.Crew Group absorbs the cost of the audit. We believe this action rewards top performers and shows our commitment to partnering with our suppliers to ensure that the standards laid out in our Supplier Code of Conduct are met.



## Grievance Mechanisms for Workers

We require all production facilities to maintain a documented process for workers to report complaints or grievances, assign a representative to manage and track the process and ensure that all new workers understand and are encouraged to use it. We have also updated our grievance mechanism so that workers can report potential violations of our Supplier Code of Conduct directly to J.Crew Group.

All factories and mills are required to display a Supplier Code of Conduct poster in a location that is accessible to all workers and in a language that all workers understand. At the bottom of the poster, we include information on how workers can contact J.Crew Group. If we receive a grievance, we take swift action to address it, including an investigation, root cause analysis and a corrective action plan. For any grievance that is found to have merit, a factory must provide proof of remediation. If they fail to do so or do not adequately address the complaint, we reserve the right to address it through warnings, and ultimately termination, depending on the severity of the issue. J.Crew Group protects workers who report alleged incidents of noncompliance with our Supplier Code of Conduct.



## Zero Tolerance for Forced Labor

J.Crew Group supports the human rights of all people who contribute to the production of merchandise in our supply chain. One of the most challenging human rights issues that exists in our industry is forced labor. We maintain a zero-tolerance policy for forced labor and child labor in our own supply chain. We are committed to preventing and addressing any potential issues to ensure compliance with our policy.

Some of these actions include:

- In 2023, we continued requiring **Forced Labor Training**, in partnership with [The Mekong Club](#), for all J.Crew Group associates who work with our supply chain partners. This detailed industry training shares an overview of the issue, forced labor indicators to look out for and why it is critical to report any potential cases of forced labor.
- We updated our **Purchase Order Terms and Conditions** with all vendors and mills to include requirements related to forced labor.
- We updated our **Vendor Master Agreement** with new auditing requirements, as well as requirements for all vendors to register subcontractors and all facilities to post the J.Crew Group Supplier Code of Conduct in an accessible location and in the local language of its workers.

## Engaging Tier 2 Facilities

In 2023, we updated our Social Responsibility Guidelines to inform vendors that all Tier 2 suppliers must adhere to J.Crew Group's Supplier Code of Conduct and auditing program. We launched an audit program in strategic Tier 2 facilities, which included 60 mill facilities in our supply chain. If any issues were identified during the audits, we promptly followed up to ensure noncompliances were addressed. Our Hong Kong office also informed all Tier 2 suppliers of a new requirement to follow the J.Crew Group Transparency and Traceability Standard Operating Procedure and support selected suppliers with training exercises. You can read more about this in our [Responsible Business Practices](#) section.



## Our Partnership with Fair Trade USA

Through our partnership with Fair Trade, we aim to empower workers and ensure fair conditions and equal economic opportunities for the people who manufacture our products. For each product produced in a Fair Trade Certified™ factory, J.Crew Group pays a premium that goes directly to a fund governed by the people who make our clothes. Each factory forms a democratically elected committee that votes on how the premium is spent. The employees are empowered to organize and vote to invest the funds in projects they consider important to their unique local social, economic and environmental needs.

We set the goal to produce 90 percent of J.Crew's Cashmere and Chino collections as well as Madewell's Denim in Fair Trade Certified™ factories by 2025. We are proud of the progress our brands made toward these goals:

- By December 2023, **100 percent of J.Crew's cashmere sweaters were produced in Fair Trade Certified™ factories.** We are so proud to have hit our Cashmere Fair Trade goal early.
- In 2023, **58 percent of J.Crew's chinos were produced in Fair Trade Certified™ factories**, up from 22 percent in 2022.
- In 2023, **71 percent of Madewell's denim was produced in Fair Trade Certified™ factories.**

# 17

factories across nine countries certified as Fair Trade, including four new factories in 2023

# \$7 million

in premiums contributed to Fair Trade Committees since program launch

# 100%

of J.Crew's cashmere sweaters were produced in Fair Trade Certified™ factories by December 2023

We have witnessed the immense impact of the Fair Trade program on the lives of the people who work at our factories, and we are proud to continue to expand the reach of the program each year.

In 2023, Fair Trade factory committees across our supply chain voted and implemented premium projects, including:

- At Saitex in Vietnam, 2,589 workers continued to receive extended **health insurance packages** to support costs that are not covered under the national insurance plan.
- At Shanwei in China, **cash distributions** were allotted to 2,618 workers who had the option to put the money toward school tuition fees, the purchase of furniture and household items or travel expenses during the holidays.
- At Lotus in Vietnam, 2,310 employees received **gift boxes** to celebrate Vietnamese national holidays.

## Championing Worker Well-Being

We are committed to working with supply chain partners that provide services that support worker well-being, such as childcare facilities, maternity benefits and healthcare services.

All the factories we source from offer maternity and healthcare benefits to their workers. In about 27 percent of our factories, on-site childcare facilities, or equivalent compensation, are required by law, and we monitor to ensure that these benefits are provided to our workers. All of our factories in Bangladesh voluntarily participate in a [Mothers@Work](#) program, which focuses on enhanced maternity rights and support for lactating mothers.



# J.Crew Group's Tier 1 Factory Footprint



# Employee Engagement & Well-Being

We strive to provide our associates with the support and resources they need to thrive at work and in life.

## Offering Competitive Benefits Packages

Our benefits help us attract and retain impressive talent. Eligible associates and their family members receive benefits that extend beyond typical health insurance offerings. Here are some of those benefits:

- We offer annual preventative screenings, smoking cessation and weight-loss support, plus fitness discounts for eligible associates.
- In 2023, we expanded our family planning and fertility benefits to all associates.
- We are committed to creating an equitable space for our LGBTQ+ associates. Transgender services are covered under the PPO and CCP medical plans just like any other medical procedure, based on the type of service received.
- We offer a robust 401(k) plan with a company match, Flexible Spending Accounts, Health Savings Accounts, financial literacy classes and commuter benefits. In 2023, we introduced three new ESG-focused 401(k) investment funds, demonstrating our belief that corporate social responsibility and good business go hand in hand.

## Encouraging Work-Life Balance

We recognize the importance of paid time off in enabling our employees to effectively balance their personal and professional lives. We offer paid time off, generous paid parental leave for all parents (mothers and fathers, biological and adoptive) and flexible leave policies for other life events.

We also have a comprehensive Workplace Flexibility Policy to help associates reach their professional and personal goals. This policy outlines the requirements and expectations for eligible associates to participate in hybrid as well as fully remote work plans. To promote physical and mental well-being, we have implemented a four-and-a-half-day work week for eligible HQ associates, which gives them the opportunity to take half-day Fridays year-round.

## Supporting Associate Engagement

In 2023, we focused on refining our approach to associate engagement and offered Diversity, Equity, Inclusion & Belonging (DEIB), charitable and sustainability engagement opportunities throughout the year. During Earth Month in 2023, our associates were invited to participate in [Ecochallenge](#), a series of sustainability-related activities and events. As part of J.Crew Group's team, associates had the chance to engage in friendly competition with one another to earn points for lifestyle changes such as biking to work, going meatless and/or swapping out paper coffee cups for reusable mugs and more.

## Investing In Learning and Development

We invest in our associates' personal and professional growth by offering on-site, virtual and digital learning experiences, as well as other development resources and programs. These include:

- DEIB foundational learning and values as a part of the new-hire onboarding process for all associates.
- Both required and optional training opportunities on Gender Pronouns, Being an Ally, Workplace Diversity, Unconscious Bias and Intergenerational Workforces.



# Diversity, Equity, Inclusion & Belonging

We aim to build and sustain a community where our associates, customers and communities feel safe to be their most authentic selves.

We prioritize Diversity, Equity, Inclusion and Belonging (DEIB) because we understand the benefits. DEIB is not only the right thing to do, but it is also good business. The data is conclusive—diverse organizations perform better.

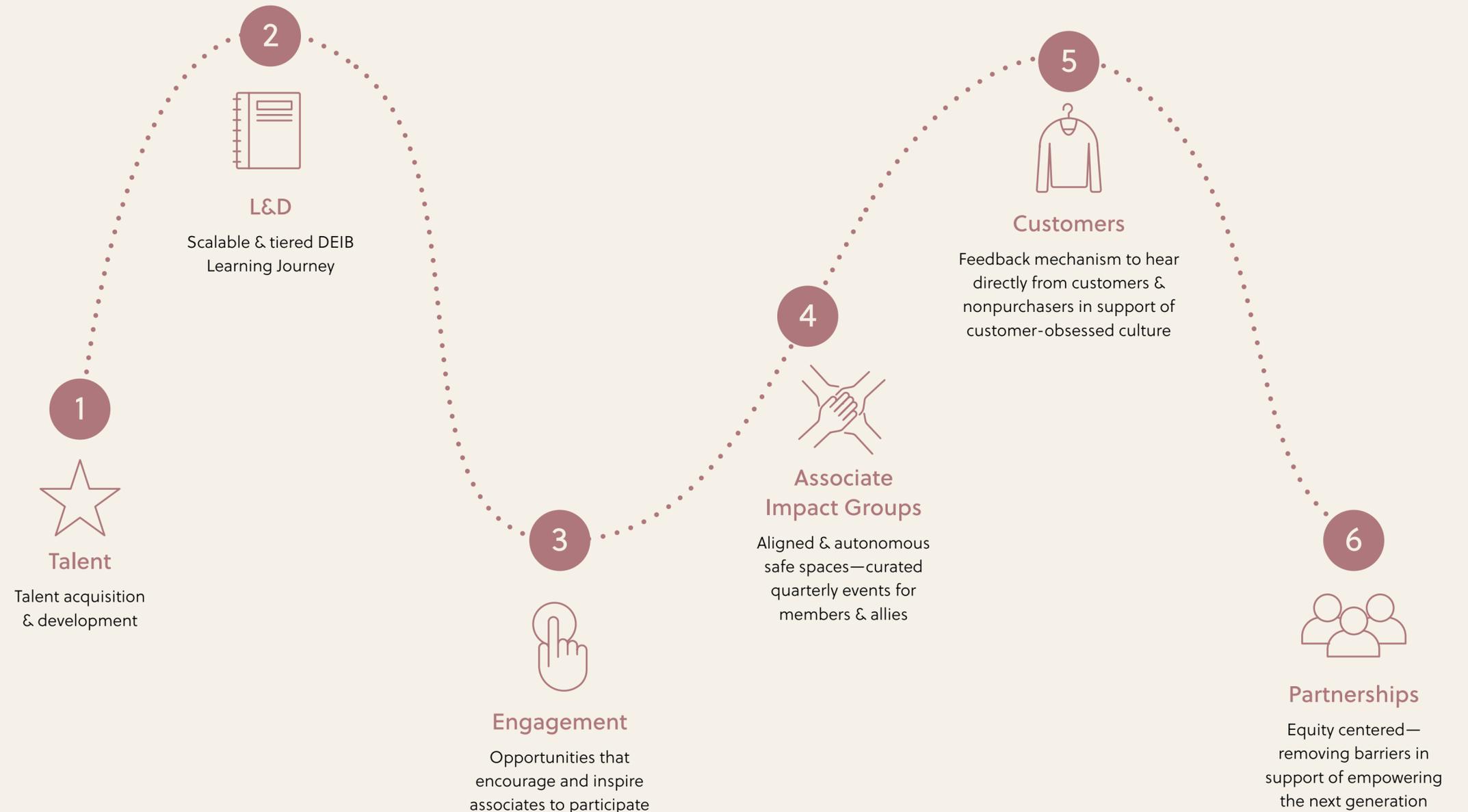
We view our DEIB work as “progress, not perfection.” This year, we continued to evolve our DEIB strategy to take a more holistic approach, recognizing the interconnectedness of social, economic and environmental factors.

## Our DEIB Approach

From our associates to customers and the communities we serve, we make sure our commitment to DEIB is embedded across all of our efforts:

- **Associates:** “Everybody In”
- **Customers:** “Open to All”
- **Community:** “Enable Good”

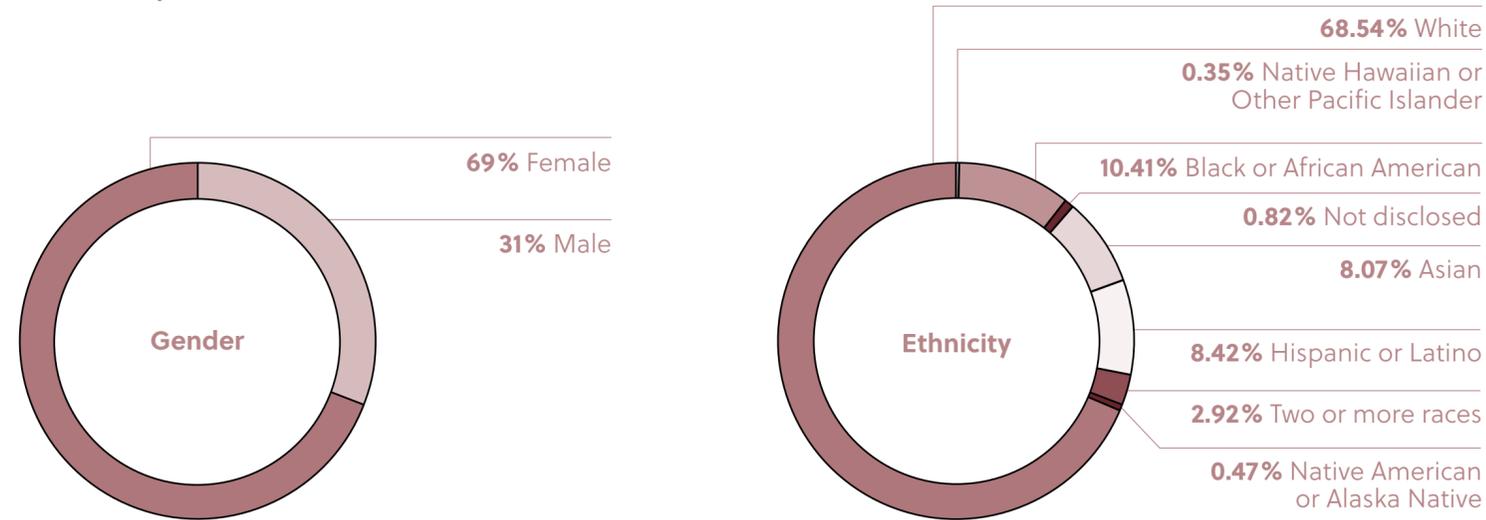
## DEIB Roadmap



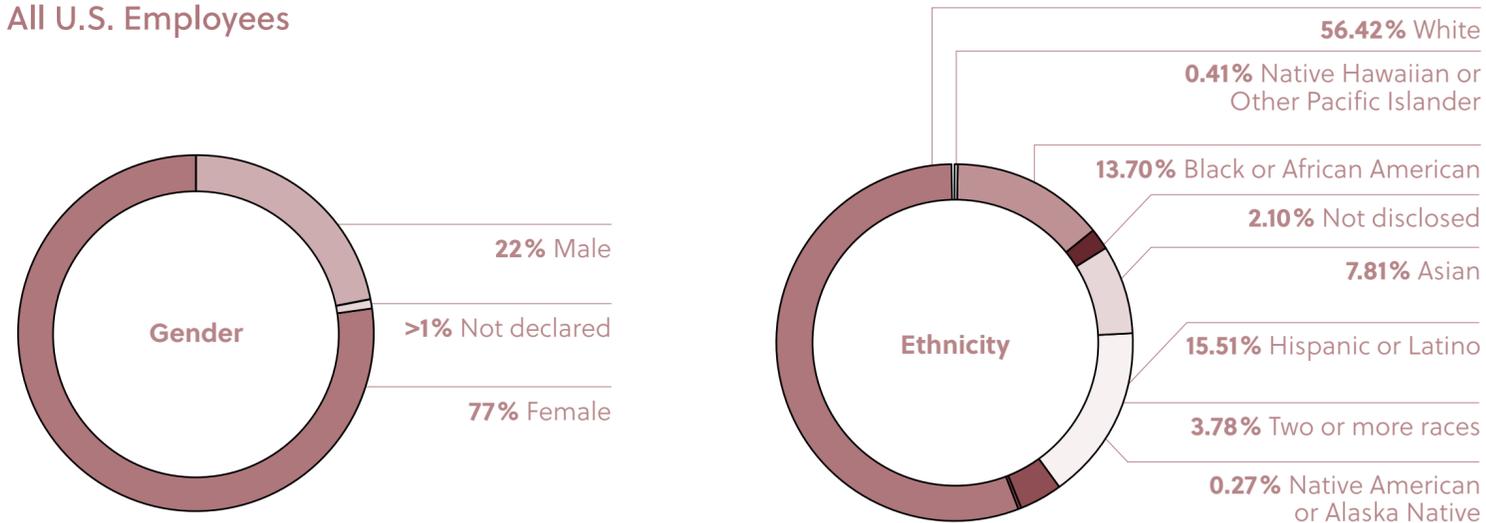
### Representation

The following data was compiled at the end of our 2023 fiscal year and is representative of all of J.Crew Group.

#### Leadership - Director and above



#### All U.S. Employees



**50%**  
of our Board  
comprises women

**50%**  
of our Board self-identifies as members of  
underrepresented racial and ethnic groups



**Associates**

We know that strengthening DEIB across race, ethnicity, culture, gender, sexual orientation, age, and physical and mental abilities is not just the right thing to do—it is a strategic advantage. By cultivating an environment where every individual feels valued, empowered and supported, we unlock human potential, fuel creativity, drive growth and shape a future where everyone thrives.

**Asking Associates for Their Input**

We ask all associates to participate in a Your Voice Survey annually. In 2023, more than 8,700 associates shared their responses to questions across eight topics we value most. Overall, we saw growth in positive responses across every category.

Dignity

82%

responded positively when asked about our approach to Diversity, Equity, Inclusion and Belonging  
↑ 3% from 2022

Engagement

75%

voted positively when asked how proud they are in the company's success and how energized they are by their role  
↑ 3% from 2022

Execution

81%

responded positively when asked how well we help our associates get things done  
↑ 5% from 2022

Curiosity

74%

responded positively when asked how well we test and implement improved ways of getting work done  
↑ 0.5% from 2022

Collaboration

79%

responded positively when asked how well we work together and share information  
↑ 4% from 2022

Purpose

72%

responded positively when asked how inspired and guided they are by our purpose  
↑ 8% from 2022

Agility

77%

responded positively when asked how we implement and adapt to changes and plan for future changes  
↑ 0.5% from 2022

Talent

71%

responded positively when asked about our approach to associate development, motivation and retention  
↑ 5% from 2022

\*A positive response indicates the percentage of associates who voted favorably on questions in each of the eight categories. Responses that were neutral or unfavorable make up the remainder.



### Attracting Talent

In 2023, we continued integrating inclusive recruiting strategies into our talent attraction approach. We identified and leveraged diverse recruiting pools, such as the Fashion Scholarship Fund, to enhance the talent pipeline and attract a more representative and innovative workforce. We also revamped our job descriptions to make them more dynamic and competitive, highlighting what it really feels like to work at J.Crew Group. This year, we are extremely focused on our talent branding strategy and new community partnerships, with the goal of offering access and opportunity to historically marginalized communities.

In 2023, we continued to make strides in hiring new and diverse talent in our headquarters and stores. We are proud to report that at our New York headquarters:

**76%**  
of our new hires in 2023 were female

**45%**  
of our new hires in 2023 identified as racially diverse



### The Fashion Scholarship Fund (FSF)

FSF is a fashion-oriented education and workforce development nonprofit in the U.S. It works directly with the country's most talented young students from diverse backgrounds and awards more than \$1.4 million each year in scholarships to help these students succeed in all sectors of the industry, including design, merchandising, marketing and business strategy. J.Crew Group partners with FSF to identify talent for internships and entry-level opportunities in these areas of the business.



↑ Members of J.Crew Group's HR team, as well as Creative Director Olympia Gayot and Chief People Officer Jose Davila, attend the Fashion Scholarship Fund annual event.

### Empowering Associates on Their Learning Journeys

We continue to offer a DEIB Learning Journey to associates, which launched in 2022 and aims to promote community and a greater understanding of DEIB-related topics. In 2023, we expanded our learning and development programs to include additional dimensions of diversity, including a module on Disability Inclusion.

In 2023, we continued a concerted effort to empower our associates to engage in the DEIB programs that most closely align with their passions, with the hope of fostering a deeper sense of ownership, purpose and connection to these initiatives. This came to life through activations such as optional Lunch and Learn sessions with Culture Cipher and the Anti-Defamation League, as well as Heritage Month programming to celebrate different cultures.

### Supporting UNCF Students Entering the Workforce

In 2023, the J.Crew brand partnered with the United Negro College Fund (UNCF) to sponsor its Leadership Conference and style participants for professional headshots. More than 62 percent of UNCF students are the first in their families to attend college and are paving the way for postsecondary education in their communities. Through this experience, we had the opportunity to create valuable connections with budding talent while supporting their introduction to the workforce.

### Championing Associate Impact Groups

We know that inclusive workplaces do not just happen—they take cultivation, nurturing and intentionality. This is why, in 2023, we relaunched our Associate Impact Groups (AIGs) and expanded them to associates in our distribution centers, stores and customer contact centers. Through our AIGs, associates create opportunities for cultural exchange, foster a sense of belonging, drive organizational change and positively impact their communities.

#### Our Associate Impact Groups

- Family
- Noir
- Pride
- Unidos
- Women+

#### Our Associate Interest Groups

Associate Interest Groups are organization-side groups that galvanize associates around a common interest and help build culture and community with one another.

- Book Club
- Running Club
- Sustainability

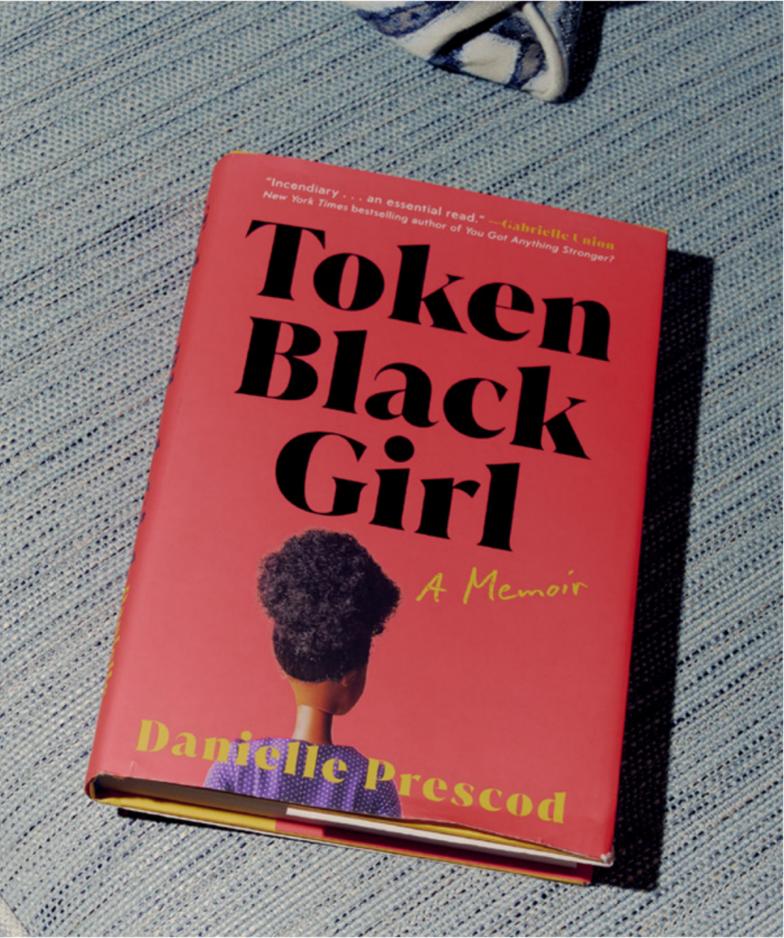


Highlights from the year include:

- The **AIG Leadership Team** hosted a weeklong **AIG Open House** to introduce more associates to the groups and demonstrate how they are showing up for the vibrant communities that anchor their work.
- The **Family Impact Group** hosted **Bring a Kid to Work Day**, which involved 100 children spending the day at J.Crew Group and participating in activities from a product photo shoot to merchandising practice to sustainability activities.
- The **Pride AIG** hosted a party at the 5th Avenue J.Crew store for the New York City Pride Parade and associates marched in support of our **LGBTQ+ community**.
- In honor of **Women’s History Month**, the **Women+, Noir** and **Book Club AIGs** partnered to host a fireside chat with author **Danielle Prescod** to discuss her memoir *Token Black Girl*, the importance of difference and its impact on social development and community.
- The **Unidos Latinx + Hispanic AIG** partnered with our **Benefits** team and **Fidelity** to host two financial literacy webinars on **“How to Get a Handle on Your Current Student Loan Debt,”** addressing this challenge faced by many in the U.S.

#### Women+ and Tech@JCG Partnership with Kode With Klossy

Founded by supermodel and tech enthusiast Karlie Kloss, Kode With Klossy is focused on breaking down barriers in tech by offering scholarships to young women, trans, and nonbinary individuals at coding bootcamps across the country. The Women+ Associate Impact Group, the Tech@JCG department and our DEIB team came together to sponsor a Kode With Klossy camp, hosting 30 scholars in August 2023. During the camp, the scholars worked from our New York headquarters, met with CEO Libby Wadle, and presented their projects to J.Crew Group leaders.





## Celebrating Diverse Identities

To honor the diversity in our communities and create space for our teams to come together for social causes, J.Crew Group continues to recognize and celebrate key dates throughout the year with robust internal programming. This includes recognizing and celebrating months such as Black History Month, Mental Health Awareness Month, Women's History Month, National Disabilities Awareness Month, Asian American and Pacific Islander (AAPI) Heritage Month, Pride Month and Hispanic Heritage Month.

In 2023, we:

- Continued supporting LGBTQ+ inclusion by offering branded **pronoun pins** to our associates. We also continued adding **pronoun requests** to employment applications, onboarding processes and email signatures in an effort to ensure all gender identities are welcomed.
- Continued refreshing our holiday calendar to **promote representation** and celebrate the range of holidays important to our employees. This included enabling all associates to recognize the day that is most meaningful to them with a **Floating Holiday**, in addition to our standard paid time off.
- Updated our inclusion calendar to include **46 days of recognition** that are acknowledged and celebrated throughout the year. We ask our associates to consider these dates when scheduling trainings, deadlines, meetings and events to ensure individuals are not excluded or unfairly pressured to attend certain events. We ask our associates to:
  - Provide options for taking time off for employees who celebrate religious/holy days.
  - Consider that some holidays involve fasting or other dietary restrictions when planning meetings or events that include food.
  - Allow time for associates to participate in heritage or history month events, or other cultural days with speakers, displays and educational activities.

# 46

days of recognition  
throughout the year

## Creating a Positive Work Environment with Zero Tolerance for Harassment

Our company is committed to a workplace where everyone is respected and treated professionally. Harassment of any form is not tolerated, including but not limited to, harassment on the basis of race, color, ancestry, national origin, religion, sex, marital status, age, sexual orientation, gender identity or expression, a legally protected physical or mental disability or any other basis protected under applicable law.

To prevent and mitigate potential negative impacts, we offer an Open Talk Hotline that is available to all associates globally and provides an anonymous way to report suspected illegal or unethical conduct observed, discovered or experienced in the workplace.

We also established a dedicated Associate Relations team in 2021, which specializes in investigating discrimination claims and ensuring a positive workplace environment for all associates. All associates complete mandatory annual training to ensure compliance with various national, state and local requirements.

## Customers

### Mitigating Racial Bias

We are actively designing and implementing actions to reduce racial bias and discrimination in the customer experience and foster inclusive shopping experiences for all.

One of the ways we act on this commitment is through our partnership with and support of the Mitigate Racial Bias in Retail Charter, a multistakeholder nondiscrimination program initiated by the nonprofit *Open to All*. As a founding signatory of the Charter, we and other participating retailers acknowledge that racially biased and unfair treatment exists broadly in our society and has an effect on the experience of shoppers. We have pledged to design and implement actions that mitigate racial bias from the shopping experience, help foster inclusive shopping experiences for all and work together to share best practices across the retail industry to drive change. Starting with the Charter, this expanding collaboration also involves developing training materials and participating in an annual in-person convention.

We display the Open to All decal in all of our J.Crew, J.Crew Factory and Madewell stores, indicating that we maintain a welcoming and safe environment for all people regardless of race, ethnicity, national origin, age, sex, sexual orientation, gender identity and expression, military status, immigration status, religion or disability.

# Giving Back to Communities

We are proud to advocate for and support causes that align with our values. Through giving, volunteerism and corporate matching, we are making a positive difference in the communities in which we operate.

We continue to grow our associate volunteer program, connect customers with nonprofits we admire and expand opportunities to give back to the communities where we live and work.

## J.Crew Group Cares

We believe associates and our customers are our most powerful agents for change. That is why we have developed J.Crew Group Cares, a program that creates opportunities for our company, associates and customers to give back to our communities.

## J.Crew Group Associate Care Fund

The JCG Associate Care Fund was created to help eligible associates who are in need of immediate financial assistance following an unforeseen disaster or personal hardship. The Fund receives support from J. Crew Group and individual donations made by J.Crew Group's associates and/or friends and family. In 2023, we awarded 88 grants totaling \$97,073.

Throughout the year, we partner with organizations across the U.S. to find creative ways to support their missions, whether through making financial donations, collaborating on exclusive collections, hosting events or offering volunteer opportunities.

# \$95K+

awarded in grants through the JCG Associate Care Fund

Here are some of the causes we supported in 2023:

## American Civil Liberties Union

J.Crew Group continued supporting the American Civil Liberties Union (ACLU). The ACLU continues to lend its expertise on issues that are priorities for J.Crew Group and our community. This includes the advancement of LGBTQ+ rights; National Voter Registration support; Madewell's Pride activation Love to All; and the Madewell x Kule capsule, which supported the National Network of Abortion Funds (NNAF).

## Baby2Baby

In 2023, J.Crew Group continued supporting Baby2Baby with a \$50,000 donation, and offered associates volunteer opportunities throughout the year to support children in New York City. Volunteers worked to create hygiene kits, prepare warm essentials for the winter season, pack backpacks with school supplies and assemble newborn care kits.



↑ J.Crew Group associates assembling newborn care kits for Baby2Baby

## Fifteen Percent Pledge

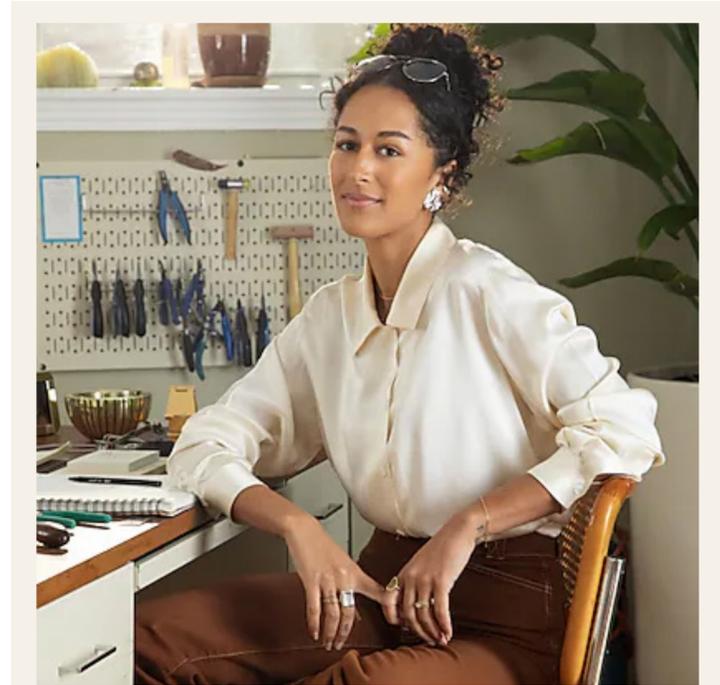
Since 2020, J.Crew and Madewell have been committed to the Fifteen Percent Pledge, an organization pushing the U.S. toward a more equitable economic future for Black people. Since taking the pledge, we are working toward ensuring that at least 15 percent of our third-party vendors are Black-owned businesses. In 2023, Madewell represented 26 Black-owned brands through the Labels We Love program, which made up 11 percent of the program's vendors. J.Crew continues to onboard more Black-owned brands with the goal of hitting 15 percent in 2024.

## Lower Eastside Girls Club

J.Crew Group supports the Lower Eastside Girls Club, which connects young women and gender-expansive youth, throughout New York City to healthy and successful futures filled with Joy, Power, and Possibility. Since 1996, the Lower Eastside Girls Club has nurtured safe spaces where young people can dream big, find their passions, and connect to peers and careers through free, year-round programming and mentoring. Its new Center for Wellbeing & Happiness extends its reach by providing free wellness services with a healing-centered approach to all generations and genders on the Lower East Side, "Transforming Self-Care into Community Care."

## RAISEfashion

RAISEfashion aims to cultivate a more diverse fashion industry that actively promotes and fosters BIPOC-owned businesses and BIPOC individuals. Last summer, we supported this mission by hiring a student intern through the program from North Carolina A&T, America's largest historically Black college and university (HBCU).



## Madewell Maker Collective

Our Madewell Maker Collective program, previously called the Hometown Heroes Community, was launched in 2010 to support local communities by giving artists and makers the opportunity to sell their goods at Madewell. In 2019, we evolved the program in partnership with Nest, a nonprofit building a new handworker economy to increase global workforce inclusivity, improve the well-being of women beyond factories and preserve important cultural traditions across the world. It has since become one of Madewell's signature programs, and we now host thousands of Maker Collective in-store events each year. For these events, Madewell selects artisans and provides them with a platform to sell their small-batch goods. Not only do they gain exposure and a new sales channel, but they also get professional photography, mentorship and access to development grants. In 2023, we hosted two groups of makers on our online marketplace representing 10 small businesses.

## How Our Brands Give Back

Throughout the year, J.Crew, J.Crew Factory and Madewell support causes aligned with each brand's purpose. Here is a look at 2023:

### Mental Health Awareness

To ring in the 2023 new year, Madewell partnered with Sad Girls Club to speak to and support the importance of mental health. Madewell raised awareness across our marketing channels during the month of January and donated \$10,000 to the organization.

### Asian American and Pacific Islander (AAPI) Heritage Month

In honor of AAPI Heritage Month, Madewell donated \$15,000 to support the AAPI community, with \$5,000 in contributions to Garden of Hope, Compassion in SGV and Stop AAPI Hate.

### Pride Month

In June, Madewell launched a Pride collection with 50 percent of the proceeds donated to support the ACLU and LGBTQ+ community. Madewell donated more than \$164,000 to the ACLU in 2023.



### Juneteenth

Madewell celebrated Juneteenth by donating \$10,000 to Well-Read Black Girl and featuring its founder, Glory Edim. Well-Read Black Girl is a book club dedicated to Black women writers and aims to showcase the universality of Black women through literature.

### Breast Cancer Awareness Month

In October, Madewell partnered with the Breast Cancer Research Foundation (BCRF) to support its mission of preventing and curing breast cancer by advancing the world's most promising research. We partnered with BCRF on a three-piece collection with 50 percent of each piece's purchase price donated to BCRF. In total, Madewell has donated \$167,080 to BCRF's mission.



### St. Jude Children's Research Hospital®

J.Crew Factory continued its partnership with St. Jude, supporting patient families affected by childhood cancer and other life-threatening diseases. J.Crew Factory hosted an in-store Thanks and Giving campaign on Giving Tuesday, held an associate happy hour and bake sale fundraiser, plus organized a lunch and learn with the St. Jude team. J.Crew Factory gave its largest charitable contribution yet, raising more than \$560,000 for St. Jude.

# \$560K

contributed by J.Crew Factory to St. Jude



### No Kid Hungry

For Thanksgiving, we continued our support of No Kid Hungry and donated \$50,000 to help end childhood hunger. Since we began our partnership in 2019, we have donated almost \$350,000, which can help provide 3.5 million meals for children.\*

### One Warm Coat

For the seventh year in a row, J.Crew continued its partnership with One Warm Coat, a national nonprofit that provides coats to those who need them most while promoting environmental sustainability. J.Crew contributed \$100,000 to the cause in addition to donating 2,827 coats collected in stores and keeping more than 7,000 pounds of textiles out of landfills.

### Adopt a Classroom

J.Crew was proud to partner with AdoptAClassroom.org to champion equity in creative arts education. We helped the national nonprofit support 20,000 classrooms and empower more than 500,000 students with the essential supplies needed to foster creativity and help them thrive in school. Last October, we supported the "Adopt an Art Teacher" initiative in three J.Crew communities, granting \$15,000 to outstanding K-12 art educators in the Asheville, Lynchburg and New York school districts. The J.Crew team also visited the Renaissance School of the Arts in Harlem, NYC, surprising teachers and students during their all-school assembly with a \$15,000 donation for classroom supplies, as well as providing each of the teachers with a \$200 J.Crew gift card.

\*\$1 can help provide 10 meals. Your donations help support programs that feed kids; No Kid Hungry does not provide individual meals. Learn more at [NoKidHungry.org/OneDollar](https://NoKidHungry.org/OneDollar).

## LEAD WITH INTEGRITY

Differentiate ourselves through the way we do business, holding ourselves to the highest moral and ethical standards.

# GOVERNANCE



# ESG Oversight

While this is our first J.Crew Group ESG report, J.Crew has previously published three reports and Madewell has published four. In transitioning to a J.Crew Group report, our intent is to streamline the information we share among our parent company and brands, as well as align to ESG reporting industry standards.

We intend to publish annual group-level ESG reports to continue to share our progress. This report references the Sustainability Accounting Standards Board (SASB) reporting framework and Global Reporting Initiative (GRI) Standards, and covers all prioritized material ESG topics following our formal materiality assessment.

Our ESG work is led by our internal ESG Steering Committee, which is co-chaired by our Chief Legal Officer and Chief Sourcing Officer. The Committee also includes representatives from the leadership levels across Sustainability; Human Resources; Legal; Social Compliance; Sourcing; Information Technology; Finance; Facilities; Supply Chain; Marketing; and Diversity, Equity, Inclusion and Belonging. The Committee meets biannually to review projects, track progress and set priorities for ESG work moving forward.

The ESG Steering Committee presents any ESG updates and high-level decisions to the Executive Council, which consists of our Chief Executive Officer, Chief Operating Officer, Chief Finance Officer, Chief People Officer, Head of Strategy and Chief Legal Officer. This group approves new goals, budgets and priorities for the organization.

## Board of Directors Oversight

Our Board of Directors (BOD) convenes for quarterly Board meetings, as well as monthly Board calls and routine business meetings. During these touchpoints, the ESG Steering Committee shares updates with the BOD and presents new key initiatives for feedback and approval when warranted.

The BOD's oversight responsibilities include reviewing the company's corporate sustainability strategy, ensuring Board diversity in all of its forms, BOD structure, corporate governance, assigning ESG-specific responsibilities and delegating oversight authority to specific committees. The BOD also reviews and approves the annual ESG report prior to its publication. Within the BOD structure, the Audit Committee and the Compensation Committee are also responsible for ESG-related work.

## Accountability Across the Company

Responsibility and accountability for our efforts are managed across multiple teams. Across J.Crew Group, there are also teams whose compensation and performance are tied directly to ESG goals:

- **Environment:** Our dedicated sustainability team is focused on our environmental programs and policies. It consists of team members based in the U.S. and Asia who hold positions ranging from Senior Director to Assistant. This team is led by the Chief Sourcing Officer of J.Crew Group.
- **Social (Compliance):** Our dedicated team is focused on the social responsibility of our supplier community. This team includes members in the U.S. and Asia who report directly and indirectly to J.Crew Group's Chief Legal Officer. This group is responsible for managing our approach to ethical sourcing and compliance, and reports regularly to leadership, including our Chief Sourcing Officer.
- **Social (DEIB and HR):** Our People work is led by our Chief People Officer, who has teams dedicated to HR, DEIB, Associate Relations and Charitable Giving, and reports to our CEO.

## Our DEIB Council

We believe integrating Diversity, Equity, Inclusion and Belonging into our approach to people management and leadership—and holding those with position and power accountable—creates a community and culture that builds belonging, drives engagement and grows talent.

Establishing clear governance is important to ensure the effectiveness of our DEIB strategies and programs. To hold ourselves accountable to our commitments, we created a cross-sectional DEIB Council in 2021 with a charter to provide oversight of our work and align our business goals with our DEIB Strategy. The council works to embed diversity, equity, inclusion and belonging into our broader business strategy, centering the work, assessing its effectiveness and championing progress internally.

The DEIB Council is led by our Chief People Officer, who is the Council Chair, and our CEO Libby Wadle, who is the Executive Sponsor. Council members include leaders from across our Marketing, Stores, Merchandising, Supply Chain, Operations, Technology and Talent departments.

BOARD
<b>EXECUTIVE COUNCIL</b> (CEO, COO, CFO, CPO, CLO)
<b>ESG STEERING COMMITTEE</b> (Senior Leadership Steering Committee)
Co-chaired by Chief Legal Officer and Chief Sourcing Officer and comprises representatives from: <ul style="list-style-type: none"> <li>Sustainability</li> <li>HR</li> <li>DEIB</li> <li>Legal</li> <li>Social Compliance</li> <li>Production/Sourcing</li> <li>HK Sourcing</li> <li>IT</li> <li>Finance</li> <li>Facilities</li> <li>Supply Chain</li> <li>Communications/Marketing</li> </ul>

AUDIT COMMITTEE
Environmental impact of J.Crew Group, including measurement, controls and reporting
Business Ethics & Integrity
Privacy & Data Security
Anti-Corruption & Bribery
Supply Chain Labor Practices
Assessing ESG-related risks

COMPENSATION COMMITTEE
Associate diversity, equity & belonging
Executive Compensation
Associate health & safety

# Stakeholder Engagement

We are committed to engaging both internal and external stakeholders in our approach to ESG. In addition to engaging company leaders through the ESG Steering Committee, we communicate and seek feedback from associates, suppliers, customers and industry organizations.

## Engaging Our Associates

- We communicate with all associates through a quarterly Sustainability Newsletter, sharing progress on our initiatives as well as upcoming Sustainability events open to associate participation.
- We hold eight associate-wide Town Halls per year, with at least one focused entirely on ESG updates and progress on our goals.
- We seek feedback from our associates, and in 2023, we sent out an optional survey to all associates requesting feedback on how they prefer to receive sustainability updates, what topics they would like to learn more about and what resources they would need to better integrate sustainability into their job function.
- All associates are invited to participate in our Sustainability Associate Interest Group, which meets monthly to discuss sustainability initiatives and plan events for company-wide engagement.

## Introducing: Sustainability Training

In early 2024, we introduced our first required annual sustainability training for all J.Crew Group associates. The training provides insight into current ESG initiatives, shares the progress we are making toward our public goals and reiterates how we rely on all aspects of the business to push our ESG work forward.

## Engaging Our Suppliers

- We engage our suppliers through vendor summits and individual interactions on an ongoing basis, where we share updates on our ESG strategy and solicit feedback on our work.
- When onboarding a new vendor, we share information on our ESG work and discuss ways to support one another in achieving our shared goals. You can read more about this in our [Workers' Rights & Empowerment](#) section.

## Engaging Our Customers

- We actively seek customer feedback on our ESG efforts. We encourage engagement with our customers through J.Crew Group's email account—[socialresponsibility@jcrew.com](mailto:socialresponsibility@jcrew.com)—and pay close attention to customer feedback to ensure we address any concerns.

## Working with Industry Organizations

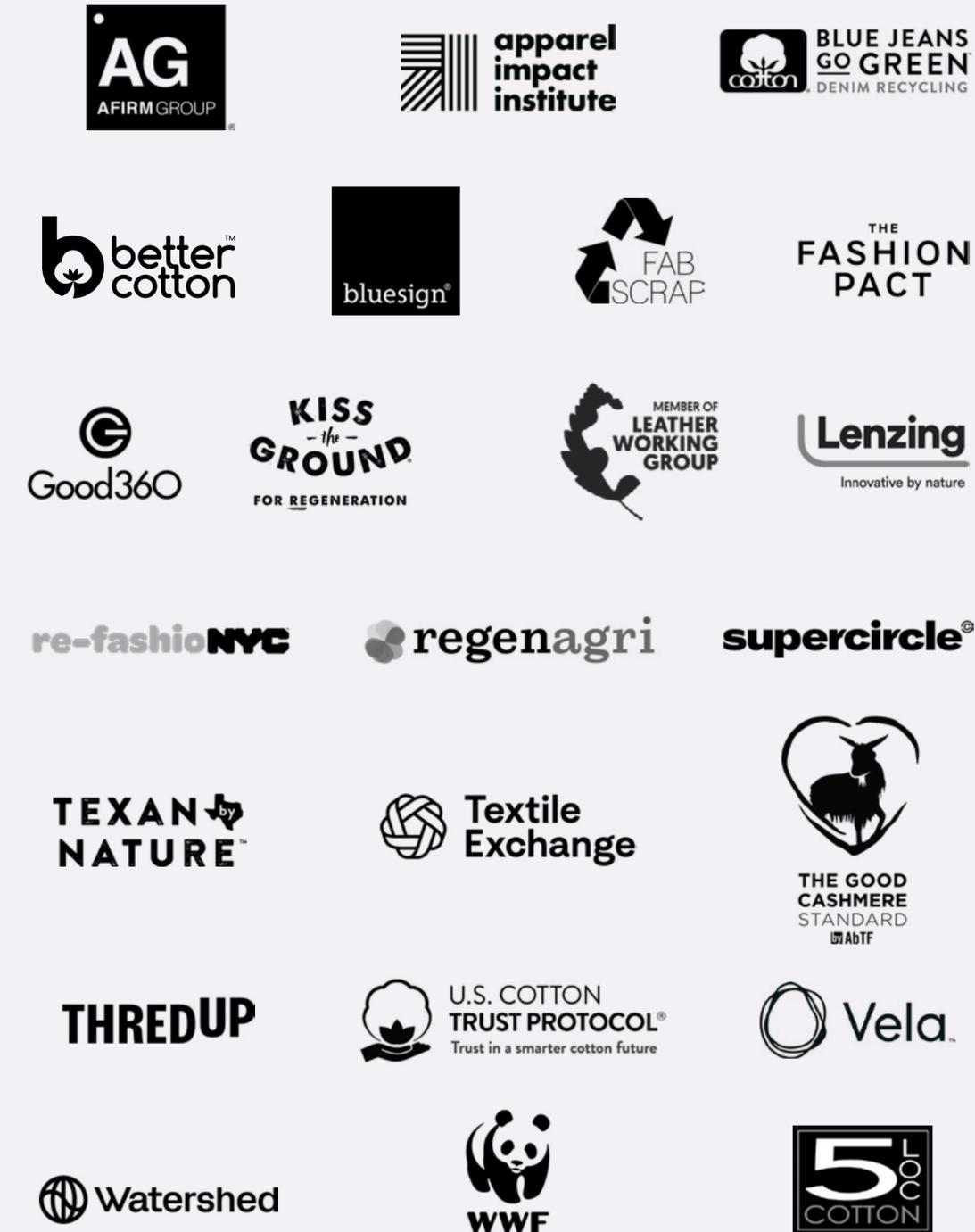
- We are active participants in several multistakeholder organizations including Textile Exchange, The Fashion Pact, the Retail Industry Leaders Association, the American Apparel & Footwear Association, the National Retail Federation and Cascale, formerly the Sustainable Apparel Coalition.
- We participate in these groups' working sessions and learn from their dialogue and expertise.
- We also contribute responses to their optional industry surveying, including the Cascale Brand and Retail Module and Textile Exchange's Material Change Index Survey, whose results are published for public viewing.



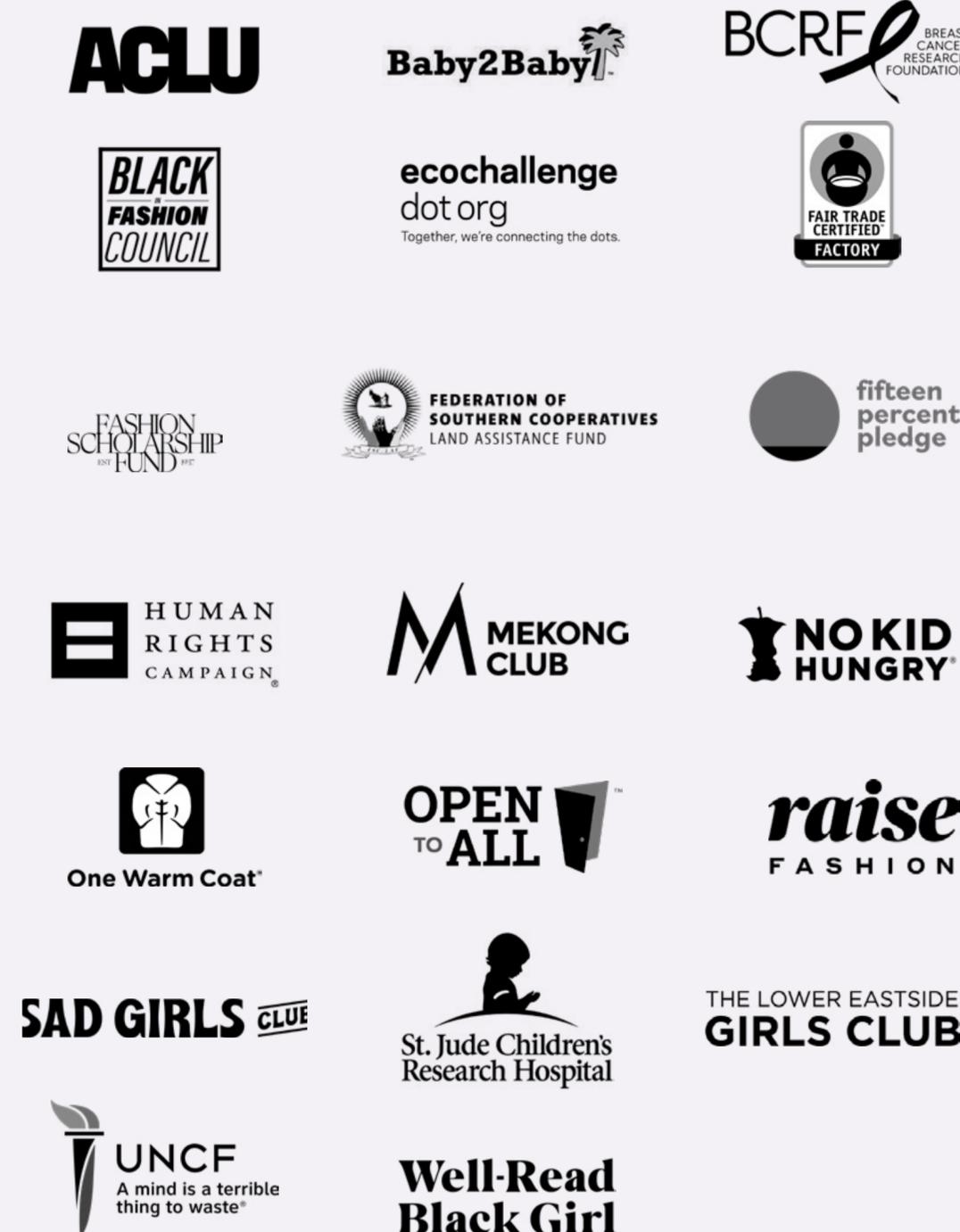
# Our Partners

We are grateful to the partners that support our ESG strategy, bring rigor to our programs and help us measure and validate progress toward our goals.

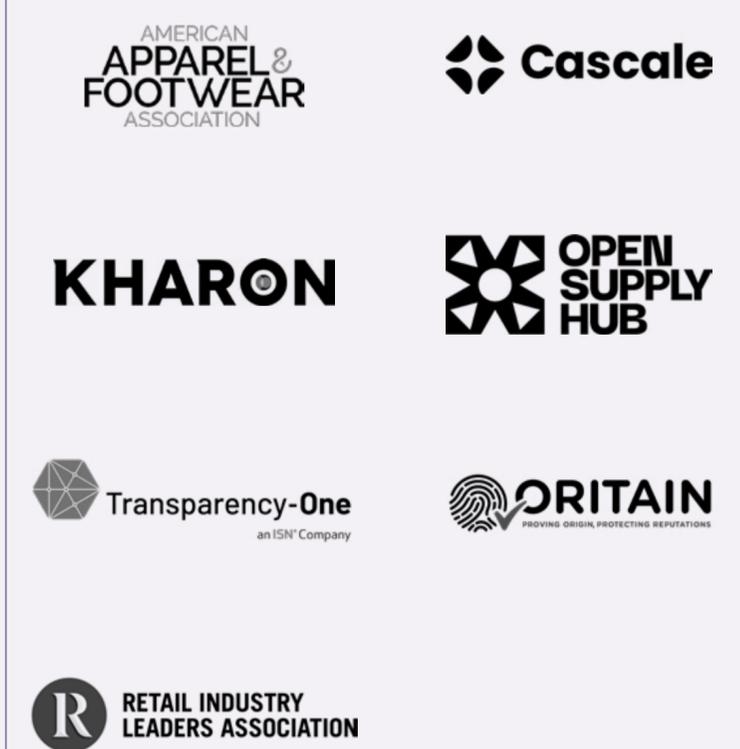
## Protect Our Planet



## Care For Our People



## Lead With Integrity



# Responsible Business Practices

## Our Code of Ethics

Our Code of Ethics and Business Conduct (“Code of Ethics”) serves as the foundational framework guiding our associates toward ethical and compliant behavior.

The Code of Ethics defines the way we do business worldwide and serves as a guide to help associates make responsible and prudent business decisions. Each of us is responsible for ensuring that the highest standards of conduct are upheld and encouraged. While the Code of Ethics applies to our associates and Board of Directors, we also expect our suppliers to behave in a manner consistent with our Code of Ethics.

## Cybersecurity and Privacy

J.Crew Group takes its responsibilities related to employee and customer data seriously, and we have put a wide range of technical and organizational measures in place to help protect customer data and maintain the appropriate confidentiality and use of data within our care. J.Crew Group’s Privacy Policy governs the use of customer data and is reviewed and updated as needed to ensure new privacy laws and regulations are properly addressed.

We also conduct regular training across the organization on security and privacy policies and standards. Our cybersecurity program is assessed, at least annually, by independent third parties against various industry standards, including annual PCI DSS certification. Internally, we test aspects of the cybersecurity program routinely, including conducting incident response tabletop exercises. We continually perform security monitoring and testing on our applications and systems, including vulnerability scanning. We also have an Architectural Review Board (ARB) that is responsible for reviewing and approving all new contracts and vendors to be onboarded to our security and privacy policies. The ARB requires that technical safeguards are in place to ensure customer and employee data is safe and secure.

## Data and AI Governance Committee

As the artificial intelligence (AI) space continues to gain momentum, we have established a Data and AI Governance Committee to oversee the development of related policies, guidelines and programs at J.Crew Group. The Committee’s primary purpose is to ensure the responsible and effective management of data and AI programs within the organization, while also promoting AI-driven innovation and efficiencies.

## Anti-Corruption

We prohibit all forms of bribery, kickbacks and improper payments in all of our business operations around the world. Offering, giving or promising bribes, improper payments or anything of value to government officials, civil servants or anyone else to influence them is prohibited and illegal under the U.S. Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act and other applicable local and international anti-corruption laws. In our vendor contracts, we require our vendors to represent and warrant compliance with such anti-bribery and anti-corruption laws in their respective jurisdictions. Many of these laws are broad and carry significant legal penalties for individuals and companies found to be in violation.



## Risk Management

We have formed an Enterprise Risk Committee to evaluate the company's most significant enterprise risks and to outline action plans to mitigate the risks deemed a priority to de-escalate. The Enterprise Risk Committee includes members of the ESG Steering Committee, in addition to other members of Legal, Finance, Sourcing, Supply Chain, Merchandising, Information Technology and Operations. The risks the committee assesses could include those related to regulatory changes, supply chain impacts, business disruptions and unexpected climate-related events.

## Reporting Concerns

We have an open-door policy for reporting any violations of the ethical business practices we stand for. A 24-hour reporting phone line and website are available to any employee wishing to raise a concern anonymously, or for those who cannot reach or get help from their manager, or HR. We also have a nonretaliation policy. We do not tolerate any retaliation against any associate who has reported concerns or for participating in an investigation.

## Enhancing Transparency

We know that operating a responsible business requires a deep understanding of where our products come from, how they are made and the environmental and social impacts they have along the way. Increasing the transparency and traceability of our fibers and yarns and fully mapping our supply chain remain key priorities.

## Disclosing our Tier 1 Supply Chain

J.Crew Group discloses its Tier 1 supply chain on the Open Supply Hub, a database that exists to improve human rights and environmental conditions in and around factories and facilities by opening up supply chain data as a free, public good. We are proud of this commitment to transparency and update our Tier 1 Supply Chain list on a quarterly basis. You can find more information and view [our list of Tier 1 suppliers here](#).

## Mapping Our Supply Chain

J.Crew Group knows all of its Tier 1 and Tier 2 supply chain partners. Since 2021, we have leveraged the [Transparency-One](#) platform to also allow us to connect with and map our cotton supply chain beyond Tier 2, with the goal of getting to the farm (or Tier 4) level.

Vendor and mill partners who are on the platform are asked to disclose critical information—and where necessary, provide documentation—on their supply chain partners, including mills, spinners, traders and eventually, farms and raw material suppliers. This information helps us gain deeper knowledge about our supply chain and ensures that we are working with partners who are willing to work toward full traceability and transparency. It also allows us to ensure that no partners are located in regions designated as high risk by U.S. Customs and Border Protection.

## Supplier Screening

In addition to our existing supplier due diligence screening tools, we continue to leverage the [Kharon ClearView](#) platform, a business intelligence service that allows us to screen for connections to high-risk or restricted actors deep in our supply chain. We screen all new supplier partners before entering a business relationship. Additionally, we are able to leverage the Kharon platform through our supply chain mapping platform, [Transparency-One](#), to screen vendors in real time as they are disclosed. If a connection to a high-risk actor is identified, we take swift action to remediate the situation, including working with partners to disengage with the high-risk actor or reevaluating our business relationship with that party.

## Transparency and Traceability Standard Operating Procedure

We have a detailed Transparency and Traceability Standard Operating Procedure (SOP) and require training for all vendor and mill partners utilizing cotton in their supply chain. This SOP explains what documents are needed to show full traceability as well as best practices for how to organize and demonstrate the full chain of custody of the materials or products. The SOP was created in partnership with strategic vendors who helped us understand best practices for traceability and create a framework that could be replicated across our supply chain.

## Verifying Cotton Country of Origin with Oritain

To complement our transparency work, we also verify cotton country of origin through the strategic use of isotope testing. We completed an initial pilot with [Oritain](#) in 2022 and scaled its technology across our supply chain in 2023. We use Oritain to test fabrics seasonally, using sample collection audits. If results reveal that a fabric or fiber is from a restricted region, we act quickly to remove that fabric from our supply chain and take the necessary next steps to remediate with our supplier partner or reevaluate our business relationship.

## Product Integrity

Our goal is for 100 percent of the key fibers in our materials to come from more sustainable sources by 2025 and we are committed to responsibly and transparently communicating the sustainability of our products to our customers. At J.Crew, we call these our Reimagined products, and at Madewell, they are our Do Well products. For products to meet the Reimagined or Do Well criteria—on the garment or on our website—the style must have been produced in a Fair Trade Certified™ factory or contain at least 30 percent of a sustainable fiber. We are currently reassessing this percentage and plan to roll out updated criteria in Fall 2024.

All product sustainability claims are reviewed by our legal team and must adhere to legally approved definitions. We regularly audit our website's sustainability claims and have rolled out a mandatory product communications training workshop to all associates who are involved in the copywriting process. Our Sustainability team also conducts a biannual sustainability certificate audit to ensure all our supporting documentation is up to date and verified.



# APPENDIX



## Our Alignment to SDGs

The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 and provide a shared blueprint for peace and prosperity for people and the planet, now and into the future.

We strive to align our ESG strategy with the SDGs so that we can contribute to this collective global vision. As you will find in this report, our work is focused on supporting the following six goals:



## Scope 3 Emissions Table

CATEGORY NAME	2019 GHG EMISSIONS (MTCO <sub>2</sub> E)	2022 GHG EMISSIONS (MTCO <sub>2</sub> E)	2023 GHG EMISSIONS (MTCO <sub>2</sub> E)
1. Purchased goods & services	433,776	370,342	404,865
2. Capital goods	5,267	16,391	49,093
3. Fuel- & energy-related emissions	8,779	6,945	7,344
4. Upstream transportation & distribution	144,962	154,432	59,145
5. Waste generated in operations	2,495	1,170	861
6. Business travel	1,363	1,257	5,587
7. Employee commuting	8,220	4,862	13,500
8. Upstream leased assets	Not relevant	Not relevant	Not relevant
9. Downstream transportation & distribution	Not relevant	Not relevant	Not relevant
10. Processing of sold products	Not relevant	Not relevant	Not relevant
11. Use of sold products**	277,950	410,611	149,798
12. End-of-life treatment of sold products	449	392	11,941
13. Downstream leased assets	Not relevant	Not relevant	Not relevant
14. Franchises	Not relevant	Not relevant	Not relevant
15. Investments	Not relevant	Not relevant	Not relevant
<b>TOTAL</b>	<b>605,311</b>	<b>555,792</b>	<b>552,336</b>

\*Not Applicable, and not included in our target: 8- Upstream leased assets, 9- Downstream transportation & distribution, 10- Processing of sold products, 11- Use of sold products, 13- Downstream leased assets, 14- Franchises, 15- Investments.

\*\*While we report on the use of sold products, the indirect use is not included in our target or total Scope 3 emissions reported

# GRI Content Index

**Statement of use:** J.Crew Group has reported the information cited in this GRI content index for the period of January 29, 2023, to February 3, 2024, with reference to the GRI Standards.

**GRI 1 used:** Foundation 2021

CODE	DESCRIPTION	DISCLOSURE AND/OR ADDITIONAL REMARKS	REPORTING LOCATION
<b>GRI 2: GENERAL DISCLOSURES 2021</b>			
2-1	<b>Organizational details</b>	<p>Chinos Global Holdings LLC (“Chinos”), a Delaware Limited Liability Company, is the ultimate parent company of J.Crew Group, LLC (“J.Crew” or “Company”), which in turn holds the consolidated operations for the business, including Madewell Inc. (“Madewell”). Unless otherwise specified, references herein to “we” or “our” shall be references to J. Crew Group, LLC.</p> <p>Headquarters for Chinos, J.Crew and Madewell is located at 225 Liberty Street, New York, NY 10281.</p> <p>J.Crew has foreign subsidiaries and/or representative offices in Hong Kong, China, India, Indonesia and Vietnam.</p>	<p><i>Introduction - About this Report</i></p> <p><i>Content Index</i></p>
2-2	<b>Entities included in the organization's sustainability reporting</b>	<p>Chinos Global Holdings LLC and its subsidiaries report at a consolidated level. Prior to May 2020, J.Crew (formerly known as J.Crew Group, Inc.) was a voluntary filer with the SEC. J.Crew has multiple subsidiaries including several entities for its three brands: J.Crew, Madewell and J.Crew Factory.</p> <p>The Company has two main operating segments, J.Crew (inclusive of the J.Crew and J.Crew Factory brands) and Madewell, which are aggregated into one reportable segment. The Company's identifiable assets are located primarily in the United States. Export sales are not material.</p>	<p><i>Introduction - About this Report</i></p> <p><i>Content Index</i></p>
2-3	<b>Reporting period, frequency and contact point</b>	<p>This report covers the reporting period of our 2023 fiscal calendar year which was from January 29, 2023, to February 3, 2024. However, specific sets of data, including GHG emissions, may be represented on a calendar-year basis. This is due to the nature of the data we have available. Our sustainability report is published on an annual basis. This 2023 ESG Report is published on July 15, 2023. This is our first J.Crew Group-level ESG report.</p>	<p><i>Introduction - About this Report</i></p> <p><i>Content Index</i></p>
2-4	<b>Restatements of information</b>	<p>This report does not contain any restatements of information from previous reporting periods, with two exceptions:</p> <ul style="list-style-type: none"> <li>• Where we report data as J.Crew Group that was previously reported at the individual brand level.</li> <li>• Where we have refined data collection methodologies, such as with our greenhouse gas footprint.</li> </ul>	<p><i>Environment – Fibers &amp; Materials</i></p> <p><i>Environment – Climate</i></p> <p><i>Content Index</i></p>
2-5	<b>External assurance</b>	<p>External Assurance was not sought for this reporting period.</p>	<p><i>Content Index</i></p>

**2-6 Activities, value chain and other business relationships**

The Company and its wholly owned subsidiaries operate the J.Crew®, J.Crew Factory® and Madewell® brands, which are internationally recognized apparel and accessories retailers that differentiate themselves through high standards of quality, style, design and fabrics.

Our Company designs, contracts for the manufacture of, markets and sells women's, men's and children's apparel and accessories under the J.Crew and Madewell brand names. Our Company's products are marketed primarily in the United States through its retail and factory stores, its websites and select wholesale customers. We are a vertically integrated, omni-channel specialty retailer that operates stores and websites both domestically and internationally.

Our Company sources its merchandise in two ways: (i) by purchasing merchandise directly from manufacturers and (ii) through the use of buying agents. We have no long-term merchandise supply contracts, and we typically transact business on an order-by-order basis. In fiscal 2023, we worked with 7 buying agents who supported our relationships with vendors that supplied approximately 18% of our merchandise, with one of these buying agents supporting our relationships with vendors that supplied approximately 42% of our agent supplied merchandise. In exchange for a commission, our buying agents identify suitable vendors and coordinate our purchasing requirements with the vendors by placing orders for merchandise on our behalf, managing the timely delivery of goods to us, obtaining samples of merchandise produced in the factories, inspecting finished merchandise and carrying out other administrative communications on our behalf. We have invested substantially in our direct sourcing capabilities and relationships with our vendors in an effort to decrease our reliance on buying agents. We sourced 82% of our merchandise directly from manufacturers within the United States and overseas, the majority of with whom we have long-term and, in our opinion, stable relationships.

Our sourcing base currently consists of 145 vendors that operate 246 factories in 28 countries (as of February 3, 2024).

Our top 10 vendors supply 39% of our merchandise. Each of our top 10 vendors uses multiple factories to produce its merchandise, which we believe gives us a high degree of flexibility in placing production of our merchandise.

**Distribution**

Our Company owns a 282,000 square foot facility in Asheville, North Carolina, that houses our distribution operations for our stores and wholesale business. This facility employed approximately 176 full- and part-time associates as of February 3, 2024. Merchandise is transported from this distribution center to our stores and wholesale customers by independent trucking companies, with a transit time of approximately two to five days, or directly to our stores from our suppliers.

We also own a 448,000 square foot facility in Lynchburg, Virginia, that houses order fulfillment operations for our e-commerce business. The Lynchburg facility employed approximately 600 full- and part-time associates as of February 3, 2024. This facility employs up to 600 additional associates during our peak season. Merchandise sold through our e-commerce business is sent directly to domestic customers from this distribution center or our stores via the United States Postal Service, or UPS. We utilize a single third party to accept and fulfill online orders from customers in approximately 100 countries outside of the United States.

The Company generates revenue from three sources: (i) customers who shop in its brick-and-mortar stores, (ii) customers who shop on its websites and (iii) wholesale customers who buy and resell its merchandise.

*Content Index*

2-7	Employees		2021	2022	2023	Social – Diversity, Equity, Inclusion & Belonging  Content Index
		<b>TOTAL COMPANY</b>				
		Female	7,345	8,558	8,894	
		Male	2,191	2,601	2,406	
		Undisclosed	47	92	108	
		<b>Total</b>	<b>9,583</b>	<b>11,251</b>	<b>11,408</b>	
		<b>PERMANENT EMPLOYEES, FULL TIME</b>				
		Female	2,489	2,858	2,791	
		Male	1,014	1,225	1,153	
		Undisclosed	2	13	8	
		<b>Total</b>	<b>3,505</b>	<b>4,096</b>	<b>3,952</b>	
		<b>PERMANENT EMPLOYEES, PART TIME</b>				
		Female	4,735	5,650	6,085	
		Male	1,134	1,359	1,143	
		Undisclosed	44	79	97	
		<b>Total</b>	<b>5,913</b>	<b>7,088</b>	<b>7,325</b>	
		<b>SEASONAL EMPLOYEES, PART TIME</b>				
		Female	6	48	16	
		Male	2	17	9	
		Undisclosed	1	1	3	
		<b>Total</b>	<b>9</b>	<b>66</b>	<b>28</b>	
		<b>TEMPORARY EMPLOYEES, NY HEADQUARTERS</b>				
		Female	5	4	0	
		Male	2	1	1	
		<b>Total</b>	<b>7</b>	<b>5</b>	<b>1</b>	
		Total headcount data as of the last day of the fiscal quarter, February 3, 2024.				
2-8	<b>Workers who are not employees</b>	All workers performing work for the organization are employees and the organization does not have any workers who are not employees.				Content Index
2-9	<b>Governance structure and composition</b>	--				Governance – ESG Oversight
2-10	<b>Nomination and selection of the highest governance body</b>	<p>Board members are nominated by the equity owners of Chinos as set out by the terms of the company's LLC agreement.</p> <p>As a privately held company and because our equity securities are not traded on any national securities exchange, the Board has not formally reviewed whether the four directors who are not employees of the Company or employees of an interest holder qualify as independent under the independence standards of the New York Stock Exchange or other stock exchange in the U.S. One director is an employee of the majority interest holder and therefore would not be considered independent under these standards. In addition, the CEO who sits on the Board is an employee of the Company and would not be considered independent.</p>				Governance – ESG Oversight
2-11	<b>Chair of the highest governance body</b>	The chair is not a senior executive in the organization.				Content Index
2-12	<b>Role of the highest governance body in overseeing the management of impacts</b>	--				Governance – ESG Oversight
2-13	<b>Delegation of responsibility for managing impacts</b>	--				Governance – ESG Oversight

2-14	<b>Role of the highest governance body in sustainability reporting</b>	--	<i>Governance – ESG Oversight</i>
2-15	<b>Conflicts of interest</b>	<p>The Board adopted a Related Person Transaction Policy (“Policy”), which addresses the reporting and the review and approval or ratification of transactions with related persons, which include (i) members of and nominees to the Board, (ii) Chinos’ officers, (iii) holders of interests equivalent to five percent or more of the Company’s voting securities and their respective affiliates, and (iv) immediate family members of the foregoing. Under the Related Person Transactions Policy, the Audit Committee shall review all Related Person Transactions reported to the Audit Committee and may, at its discretion, based upon a determination of whether such transactions are in the best interests of the Company or such other determinations as the Committee deems appropriate:</p> <ul style="list-style-type: none"> <li>• approve or ratify such transactions, as applicable</li> <li>• request that the transaction be modified as a condition to the Board’s approval or ratification, or</li> <li>• reject the transaction.</li> </ul> <p>In addition to the Policy, the provisions of the Company’s Code of Ethics &amp; Business Conduct may apply to potential conflict of interest situations and such provisions are also considered in connection with the review and approval or ratification of Related Person Transactions.</p>	<i>Content Index</i>
2-16	<b>Communication of critical concerns</b>	<p>J.Crew and Madewell employees have access to a whistle-blower hotline (24/7) to address any concerns. All claims are investigated by members of the Legal Team and Human Resources. To the extent the Board needs to be made aware of a critical issue, Senior Management and the Company’s General Counsel communicate with the Board directly. Additionally, the Audit Committee meets quarterly, and the Board has monthly update calls and quarterly meetings on this topic.</p>	<i>Governance – Responsible Business Practices</i>  <i>Content Index</i>
2-19	<b>Remuneration policies</b>	<p>We believe that a substantial portion of executive compensation should be performance-based.</p> <p><b>Base Salary:</b></p> <p>Base salary represents the fixed component of our executive officers’ compensation.</p> <p>The Compensation Committee sets base salary levels based on experience and skills, position, level of responsibility, and the ability to replace the individual and market practices. The Committee reviews base salaries of the executive officers annually and approves all salary increases for the executive officers. Increases are based on several factors, including the Committee’s assessment of individual performance and contribution, promotions, level of responsibility, scope of position, competitive market data, and general economic, retail and business industry conditions, as well as, with respect to our executive officers other than the CEO, input from the CEO and the Chief People Officer.</p> <p><b>Annual Cash Incentives:</b></p> <p>Executives typically have the opportunity to earn cash incentives for meeting annual performance goals. Historically, before the end of the first quarter of the relevant fiscal year, the Committee establishes financial and performance targets and opportunities for that year.</p> <p><b>Equity Incentives:</b></p> <p>Certain eligible executives and Board directors participate in the Company’s equity incentive plan in order to have meaningful participation in the Company’s long-term performance and success.</p> <p>Across J.Crew Group, there are also teams whose compensation and performance is tied directly to ESG goals:</p> <ul style="list-style-type: none"> <li>• Environment: Performance against sustainability goals is included in performance conversations and directly impact annual compensation increases.</li> <li>• Social (Compliance): Performance against the social compliance program is included in performance conversations and directly impact annual compensation increases.</li> <li>• Social (DEIB and HR): Performance against DEIB goals and program are included in performance conversations and directly impact annual compensation increases.</li> </ul>	<i>Governance – ESG Oversight</i>  <i>Content Index</i>

2-20	<b>Process to determine remuneration</b>	Our Board-level Compensation Committee (three Directors on our Board) oversees our executive compensation program. The Committee meets regularly, both with and without management. The Committee's responsibilities include, but are not limited to: assisting the Board in overseeing the Company's employee compensation policies and practices, including recommending to the Board the compensation of the Company's CEO and other members of the Company's senior management, and reviewing, approving and recommending to the Board for adoption incentive compensation and equity compensation policies and programs.  We also hire outside compensation consultants to make recommendations and provide guidance to the Committee as and when needed.	<i>Content Index</i>
2-22	<b>Statement on sustainable development strategy</b>	--	<i>Introduction - About this Report</i>
2-23	<b>Policy commitments</b>	--	<i>Governance – Responsible Business Practices</i>
2-24	<b>Embedding policy commitments</b>	The Human Rights Statement and Code of Ethics form the basis of our ethical stance. We roll out a sign-off on our Code of Ethics typically annually and at hire. We also have online training related to the Code of Ethics, Anti-Corruption, and Awareness of Forced Labor. We annually refresh our Supplier Code of Conduct and send out communications to supplier partners on a regular basis along with a thorough audit program that includes due diligence for new supplier partners as well as regular audits done by reputable third parties.	<i>Social – Workers' Rights &amp; Empowerment</i>  <i>Governance – Responsible Business Practices</i>
2-25	<b>Processes to remediate negative impacts</b>	--	<i>Social – Workers' Rights &amp; Empowerment</i>
2-26	<b>Mechanisms for seeking advice and raising concerns</b>	--	<i>Social – Workers' Rights &amp; Empowerment</i>
2-27	<b>Compliance with laws and regulations</b>	Zero instances of noncompliance or noncompliance fines that would qualify as significant occurred during the reporting period. We are subject to various legal proceedings and claims arising in the ordinary course of business. We do not expect that the results of any of these legal proceedings, either individually or in the aggregate, would have a material effect on our financial position, results of operations, or cash flows.	<i>Content Index</i>
2-28	<b>Membership associations</b>	The Fashion Pact, Canopy, Sustainable Apparel Coalition, Textile Exchange, U.S. Cotton Trust Protocol, Fair Factories Clearinghouse, Better Cotton, BSR, American Apparel & Footwear Association, Fair Trade USA, Better Work, Aid by Trade/Good Cashmere Standard, RILA, NRF and AFIRM Group.	<i>Content Index</i>
2-29	<b>Approach to stakeholder engagement</b>	--	<i>Governance - Stakeholder Engagement</i>
2-30	<b>Collective bargaining agreements</b>	None of the Company's employees are covered by collective bargaining agreements.	<i>Content Index</i>
<b>GRI 3: MATERIAL TOPICS 2021</b>			
3-1	<b>Process to determine material topics</b>		<i>Introduction – Our ESG Vision</i>
3-2	<b>List of material topics</b>		<i>Introduction – Our ESG Vision</i>

## Environmental

GRI 301: MATERIALS 2016				
3-3	Management of material topic	--		Environment – Fibers & Materials
301-1	Materials used by weight or volume		<b>TONNES (OF RAW MATERIALS)</b>	Content Index
	<b>MATERIAL</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>COTTON</b>	<b>16,711</b>	<b>19,097</b>	<b>15,472</b>
	BCI Cotton	9,410	11,482	8,676
	Conventional Cotton	6,491	6,671	6,049
	Organic Cotton	719	811	437
	Regenerative Cotton	-	15	213
	Recycled Cotton	91	94	68
	U.S. Cotton Trust Protocol	-	24	29
	<b>POLYESTER</b>	<b>1,844</b>	<b>2,010</b>	<b>1,915</b>
	Conventional Polyester	1,520	1,569	1,447
	Recycled Polyester	324	441	468
	<b>CELLULOSICS</b>	<b>795</b>	<b>772</b>	<b>843</b>
	Viscose	398	370	315
	Lenzing Tencel™	245	216	304
	Lenzing EcoVero™	83	144	181
	Cupro	2	25	28
	Lyocell	66	16	14
	Lenzing Refibra™	1	1	1
	<b>LEATHER</b>	<b>1,947</b>	<b>1,743</b>	<b>1,183</b>
	LWG Leather	940	984	874
	Leather & Suede	1,002	731	308
	Recycled Leather	5	28	1
	<b>NYLON</b>	<b>902</b>	<b>896</b>	<b>664</b>
	Conventional Nylon	742	625	508
	Recycled Nylon	160	271	156
	<b>WOOL &amp; CASHMERE</b>	<b>1,021</b>	<b>959</b>	<b>836</b>
	Wool - Conventional	422	378	337
	Cashmere - Good Cashmere Standard	180	147	151
	Wool - Merino	191	178	124
	Wool - Responsible	156	85	106
	Wool - Recycled	6	117	53

301-1	Materials used by weight or volume <cont>	TONNES (OF RAW MATERIALS)			Content Index	
		MATERIAL	2021	2022		2023
		Wool - Alpaca	44	33	48	
		Cashmere - Conventional	21	19	15	
		Cashmere - Recycled	1	2	2	
		Wool - Mohair	0	0	0	
		<b>OTHER MATERIALS</b>	<b>2,590</b>	<b>2,252</b>	<b>2,038</b>	
		Linen	278	522	536	
		Acrylic	974	431	374	
		Elastane & Spandex	217	231	201	
		Metals	262	181	186	
		Other	200	141	125	
		Recycled Metals	15	72	105	
		Synthetic resins, epoxy & other plastics (inc. TRP)	79	147	97	
		Polyurethane	72	94	85	
		Unspecified	242	128	65	
		Minerals, Shells & Stones	33	46	68	
		Paper & Straw	25	39	50	
		Acetate	37	50	41	
		Hemp, Jute, Sisal & Rattan	24	82	32	
		Silk	49	44	30	
		Polycarbonate	8	13	18	
		Sorona Fibre	1	9	17	
		Recycled Other	0	11	3	
		Recycled Acrylic	12	4	2	
		Metalized Fibres	1	1	2	
		Polypropylene	0	0	1	
		PVC	0	0	0	
		Ramie	-	6	0	
		Kapok Fibre	61	-	-	
301-2	Recycled input materials used					Environment – Fibers & Materials
		<b>MATERIAL</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	Content Index
		Total Recycled Materials	614	1,029	855	
301-3	Reclaimed products and their packaging materials	An annual packaging footprint is performed with relevant packaging data inclusive of weights, materials and volumes, from internal teams and suppliers. Our shopping bags are sustainably certified and contain a minimum of 40% postconsumer waste recycled paper. See page 33 to read more about our polybags.				Content Index

GRI 302: ENERGY 2016																																	
3-3	Management of material topic	<p>We historically track our Company's energy usage from our retail locations, corporate office and distribution centers through a third-party platform.</p> <p>We have also joined the Fashion PACT, which requires a renewable energy commitment of 100% by 2030.</p> <p>Energy is used across our operations to light, heat and cool our retail locations, corporate offices, and distribution centers, and operate machinery key to our business operations. A portion of energy use is captured on a third-party bill pay system, with additional data coming directly through external invoices, and utility providers. Additionally, several of our stores are equipped with energy management systems.</p>	Content Index																														
302-1	Energy consumption within the organization	<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>SCOPE 1 FUEL CONSUMPTION (IN MWh)</b></td> </tr> <tr> <td>Mobile fuels</td> <td>61</td> <td>53</td> </tr> <tr> <td>Natural gas</td> <td>10,627</td> <td>11,720</td> </tr> <tr> <td>Additional stationary fuels</td> <td>128</td> <td>98</td> </tr> <tr> <td><b>Total</b></td> <td><b>10,816</b></td> <td><b>11,871</b></td> </tr> <tr> <td colspan="3"><b>SCOPE 2 FUEL CONSUMPTION (IN MWh)</b></td> </tr> <tr> <td>Chilled water</td> <td>334</td> <td>46</td> </tr> <tr> <td>Electricity</td> <td>51,858</td> <td>55,104</td> </tr> <tr> <td><b>Total</b></td> <td><b>52,192</b></td> <td><b>55,150</b></td> </tr> </tbody> </table>		2022	2023	<b>SCOPE 1 FUEL CONSUMPTION (IN MWh)</b>			Mobile fuels	61	53	Natural gas	10,627	11,720	Additional stationary fuels	128	98	<b>Total</b>	<b>10,816</b>	<b>11,871</b>	<b>SCOPE 2 FUEL CONSUMPTION (IN MWh)</b>			Chilled water	334	46	Electricity	51,858	55,104	<b>Total</b>	<b>52,192</b>	<b>55,150</b>	Content Index
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302-3	Energy Intensity	<p>The energy intensity for the organization is .0182 MWh/square foot and is representative of our Scope 1 &amp; 2 emissions, which capture consumption within the organization. Included in the intensity ratio are mobile fuels, natural gas, electricity, chilled water, and additional stationary fuels.</p> <p>Less than 1% of our physical square footage footprint is outside of the U.S.</p>	Content Index																														
302-4	Reduction of energy consumption	--	Environment – Climate																														
GRI 303: WATER AND EFFLUENTS 2018																																	
3-3	Management of material topic	--	Environment – Water																														
GRI 305: EMISSIONS 2016																																	
3-3	Management of material topic	--	Environment – Climate																														
305-1	Direct /Scope 1 GHG emissions	All gases included in the calculation of our Scope 1, 2 and 3 emissions were measured against our 2019 baseline, in line with our commitment to the Science Based Target initiative.	Environment – Climate																														
305-2	Energy indirect /Scope 2 GHG emissions	We historically track our energy usage from our retail locations, corporate office, and distribution centers through a third-party platform. Emissions factors are obtained from EPA eGRID2022 (Year 2021 Data) (USEPA 2023), The Climate Registry (TCR, 2022), and EPA Emissions Factor for Greenhouse Gas Inventories guide (USEPA 2022). Each annual inventory reflects the most current emissions factors released from these sources in that year. The operational control method best reflects the extent of J.Crew's actual control, as the company does not maintain financial control over leased retail sites, which account for the majority of our Scope 1 and 2 emissions.	Content Index																														
305-3	Other indirect /Scope 3 GHG emissions	The Scope 3 GHG Inventory was carried out using methodologies consistent with the GHG Protocol Corporate Accounting and Reporting Standard, GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and the GHG Protocol Technical Guidance for Calculation Scope 3 Emissions (version 1.0).																															

<b>305-4</b>	<b>GHG emissions intensity</b>	The GHG emissions intensity for the organization is .0038 MTCO <sub>2</sub> e/square foot and is representative of our Scope 1 & 2 emissions, which capture consumption within the organization. Included in the intensity ratio are mobile fuels, natural gas, electricity, chilled water, and additional stationary fuels.	<i>Environment – Climate</i>
<b>305-5</b>	<b>Reduction of GHG emissions</b>	--	<i>Content Index</i>
<b>GRI 306: WASTE 2020</b>			
<b>3-3</b>	<b>Management of material topic</b>	--	<i>Environment – Circularity</i> <i>Environment – Responsible Operations</i>
<b>306-1</b>	<b>Waste generation and significant waste-related impacts</b>	--	<i>Environment – Responsible Operations</i>
<b>306-2</b>	<b>Management of significant waste-related impacts</b>	Our distribution centers identified a recycling partner for all polybags, plastic garment hangers, plastic wrap and office paper and successfully diverted all this material in 2022 to responsible recycling streams.	<i>Environment – Responsible Operations</i>
<b>306-4</b>	<b>Waste diverted from disposal</b>	<p>In 2023, our two distribution centers (DCs) diverted a total of 1,811 tons of waste from landfills, or 85% percent of total waste generated during the reporting period. Additionally, our distribution centers are now recycling polybag waste, stretch wrap film, corrugate, office paper, plastic bottles and cans, electronic equipment, wooden pallets, and plastic pallets.</p> <p>Some of the additional waste diversion and management activities include:</p> <ul style="list-style-type: none"> <li>• Updating all trash and recycling receptacles around the facilities for optimal usage</li> <li>• Trialing a PPE glove laundering program with Closed Loop Recycling to facilitate reuse</li> <li>• Reusing approximate 45% of inbound boxes for outbound shipments at our Ashville facility</li> </ul>	<i>Environment – Responsible Operations</i> <i>Content Index</i>
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>			
<b>3-3</b>	<b>Management of material topic</b>	Audits are conducted at a regular cadence across all factories producing J.Crew Group products. The cadence is determined through a risk-based approach that is informed by past audit performance, with lower-performing facilities audited more regularly (within six months), and higher-performing facilities audited less frequently (but no longer than 18 months).	<i>Environment – Responsible Operations</i> <i>Governance – Responsible Business Practices</i> <i>Content Index</i>
<b>308-1</b>	<b>New suppliers that were screened using environmental criteria</b>	In 2023, we collected 196 Higg FEM Self-Assessment modules from our Tier 1 supply chain partners, representing over 86 percent of our business (by dollars spent). We also began collecting Higg FEM self-assessment modules from our Tier 2 supply chain, and received 115 modules from 44% of our business (by dollars spent).	<i>Environment – Climate</i>



GRI 402: LABOR MANAGEMENT RELATIONS 2016			
3-3	Management of material topic	--	Governance – Responsible Business Practices
GRI 404: TRAINING AND EDUCATION 2016			
3-3	Management of material topic	--	Social – Employee Engagement & Well-Being
404-2	Programs for upgrading employee skills and transition assistance programs	<p>There were 64 training programs provided to employees across the organization:</p> <ul style="list-style-type: none"> <li>• Home office trainings: 23</li> <li>• Distribution center trainings: 13</li> <li>• Store trainings: 28</li> </ul> <p>The content of these training programs included:</p> <ul style="list-style-type: none"> <li>• DEIB foundational learning and values as a part of the new hire/onboarding process for all associates.</li> <li>• Asynchronous learnings on topics including Microaggressions, Intergenerational Workforce, and Workplace Diversity. Our stores' part-time associates received the same foundational learnings through micro versions called "sparks."</li> <li>• Situational Leadership and Designing My Future leadership trainings for managers and above.</li> <li>• Product, Fitting Room, and Building Loyalty Trainings for all store associates.</li> </ul>	Social – Diversity, Equity, Inclusion & Belonging
404-3	Percentage of employees receiving regular performance and career development reviews	100% - All full-time associates participate in quarterly conversations to review progress against goals and performance metrics.	Content Index
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016			
3-3	Management of material topic	--	Social – Diversity, Equity, Inclusion & Belonging
405-1	Diversity of governance bodies and employees	--	Social – Diversity, Equity, Inclusion & Belonging
GRI 406: NON-DISCRIMINATION 2016			
3-3	Management of material topic	--	Social – Diversity, Equity, Inclusion & Belonging
406-1	Incidents of discrimination and corrective actions taken	No 2023 enterprise-wide view is available. However, if any incidents occurred, they have been fully investigated.	Content Index

**GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016**

3-3	Management of material topic	--	Social – Workers’ Rights & Empowerment
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	--	Content Index

**GRI 408: CHILD LABOR 2016**

3-3	Topic management disclosures	--	Social – Workers’ Rights & Empowerment Content Index
408-1	Operations and suppliers at significant risk for incidents of child labor	We did not find any substantiated child labor cases in 2023. Regular audits are conducted to ensure that operations and suppliers comply with our labor policies, which can be found in the Appendix of this report.	Content Index

**GRI 409: FORCED OR COMPULSORY LABOR 2016**

3-3	Management of material topic	--	Social – Workers’ Rights & Empowerment Governance – Responsible Business Practices
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	J.Crew Group regularly evaluates the social compliance risks inherent within the countries in which we operate. We use this information to ensure our compliance program is designed to mitigate these country-level risks, alongside global risks. We recognize that these risks may change year to year, and we assess and adjust our programs accordingly. In 2023, here is a breakdown of the risks by our top 10 production countries:	Governance – Responsible Business Practices Content Index

CHINA	VIETNAM	CAMBODIA	INDIA	PHILIPPINES
<b>Product category:</b> • Apparel, footwear, accessories	<b>Product category:</b> • Apparel, footwear, accessories	<b>Product category:</b> • Apparel, footwear, accessories	<b>Product category:</b> • Apparel, footwear, accessories	<b>Product category:</b> • Apparel, accessories
<b>Country-level risks:</b> • Working Hours, Transparency, Unauthorized Subcontracting	<b>Country-level risks:</b> • Working Hours, Transparency	<b>Country-level risks:</b> • Freedom of Association, Harassment & Abuse (verbal), Unauthorized subcontracting	<b>Country-level risks:</b> • Working hours, Domestic Migrant & Contract Workers	<b>Country-level risks:</b> • Working Hours, Health & Safety
BANGLADESH	INDONESIA	GUATEMALA	SRI LANKA	MADAGASCAR
<b>Product category:</b> • Apparel, accessories	<b>Product category:</b> • Apparel, accessories	<b>Product category:</b> • Apparel, accessories	<b>Product category:</b> • Apparel, accessories	<b>Product category:</b> • Apparel
<b>Country-level risks:</b> • Working hours, Harassment & Abuse (verbal), Fire & Building Safety, Freedom of Association	<b>Country-level risks:</b> • Contract Workers, Freedom of Association	<b>Country-level risks:</b> • Harassment & Abuse (verbal), Health & Safety	<b>Country-level risks:</b> • Working Hours, Freedom of Association	<b>Country-level risks:</b> • Health & Safety

**GRI 413: LOCAL COMMUNITIES 2016**

<b>3-3</b>	<b>Management of material topic</b>	--	<i>Social – Giving Back to Communities</i>
<b>413-1</b>	<b>Operations with local community engagement, impact assessments, and development programs</b>	--	<i>Social – Giving Back to Communities</i>

**GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016**

<b>3-3</b>	<b>Management of material topic</b>	--	<i>Governance – Responsible Business Practices</i>
<b>414-1</b>	<b>New suppliers that were screened using social criteria</b>	100% of new tier 1 suppliers were screened using social criteria during the reporting period.	<i>Content Index</i>
<b>414-2</b>	<b>Negative social impacts in the supply chain and actions taken</b>	--	<i>Social – Workers' Rights &amp; Empowerment</i>

# SASB Disclosure Index

## Apparel, Accessories & Footwear Standard.

SASB CODE	ACCOUNTING METRIC	DISCLOSURE (COVERS 2023 UNLESS OTHERWISE INDICATED)						
<b>MANAGEMENT OF CHEMICALS IN PRODUCTS</b>								
<b>CG-AA-250a.1</b>	Discussion of processes to maintain compliance with restricted substances regulations	See the <a href="#">Environment - Chemical Management</a> section						
<b>CG-AA-250a.2</b>	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	We routinely inspect for building and machinery safety, fire safety, proper handling and storage of chemicals and hazardous materials, and safe evacuation procedures.  We also work to maintain safe production processes in our factories including providing personal protective equipment for our workers.						
<b>ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN</b>								
<b>CG-AA-430a.1</b>	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	See the <a href="#">Environment – Climate</a> section						
<b>CG-AA-430a.2</b>	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition’s Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	<p><i>Supplier facilities that have completed the Sustainable Apparel Coalition’s Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment</i></p> <table border="1"> <tr> <td>Tier 1 supplier facilities</td> <td><b>86%</b></td> </tr> <tr> <td>Supplier facilities beyond Tier 1</td> <td><b>115 Facilities</b></td> </tr> </table>	Tier 1 supplier facilities	<b>86%</b>	Supplier facilities beyond Tier 1	<b>115 Facilities</b>		
Tier 1 supplier facilities	<b>86%</b>							
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<b>LABOR CONDITIONS IN THE SUPPLY CHAIN</b>								
<b>CG-AA-430b.1</b>	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	<p><i>Supplier facilities that have been audited to a labor code of conduct</i></p> <table border="1"> <tr> <td>Tier 1 supplier facilities</td> <td><b>230 facilities</b></td> </tr> <tr> <td>Supplier facilities beyond Tier 2</td> <td><b>60 facilities</b></td> </tr> <tr> <td>Total audits conducted by a third-party auditor</td> <td><b>42%</b></td> </tr> </table> <p>Additional details provided in the Supply chain section under <a href="#">Social – Workers’ Rights &amp; Empowerment</a>.</p>	Tier 1 supplier facilities	<b>230 facilities</b>	Supplier facilities beyond Tier 2	<b>60 facilities</b>	Total audits conducted by a third-party auditor	<b>42%</b>
Tier 1 supplier facilities	<b>230 facilities</b>							
Supplier facilities beyond Tier 2	<b>60 facilities</b>							
Total audits conducted by a third-party auditor	<b>42%</b>							
<b>CG-AA-430b.2</b>	Priority nonconformance rate and associated corrective action rate for suppliers’ labor code of conduct audits	J.Crew Group collaborates with suppliers to help identify compliance issues and their root causes and uses a capacity-building and continuous improvement model to reach a higher level of social compliance in our supply chain. However, if a critical issue related to working standards or required procedures is cited, or if the supplier is unwilling to correct noncompliances or reach a higher level of social compliance, J.Crew may terminate the business relationship.						

**CG-AA-430b.3**

Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain

We identify and assess risks as part of our ongoing materiality assessment and strategy planning. These risks are managed by the appropriate business function, and are ultimately owned by our ESG Steering Committee, Executive Council, and our Board.

While not an exhaustive list, we have identified five key ESG-related risks that have the potential to impact our business:

- **Climate-related risk:** Climate change has the potential to impact every aspect of J.Crew’s operations. This may include our ability to source fibers, such as cotton, water shortages that affect our suppliers, or even changing consumer preferences for low impact products and reduced need for cold-weather goods.
- **Regulatory risk:** Regulatory change can significantly impact J.Crew’s operations, from exposure to potential carbon pricing mechanisms to regulations on transparency, labor matters, privacy, marketing, and communications. The apparel industry is also seeing increased legislative requirements around marketing claims to ensure the accountability, specificity, transparency and verification of sustainability attributes. These risks are constantly monitored and assessed by J.Crew’s Legal department and Chief Legal Officer, who partner with appropriate business partners to address any issues.
- **Supply chain risk:** Significant changes to the macro-economic and political climate; climate related fluctuations; and laws or activities that affect the people and activities across our supply chain, can have a significant impact on our operations, including our ability to operate in certain regions or source fibers, such as cotton. A key component of our sourcing strategy is dedicated to mitigating these risks, which helps make our products and business more sustainable.
- **Physical risk:** Significant weather events, such as hurricanes, tornadoes, and floods have the potential to impact our store operations, associates’ livelihoods, and our ability to receive and distribute products. These physical risks can also impact our supply chain, and the livelihoods of the people who impact our products, from farm to factory. As these risks touch so many aspects of our business, they are managed by multiple teams, including our Supply Chain, Sourcing, Human Resources, Legal, Facilities, and Sustainability teams.
- **Consumer risk:** Evolving consumer preferences for products that are transparent about their origins and have positive impacts on the environment and the workers who produce them; growth in the preloved, second-hand and rental markets; and reduced overall consumption present both risks and key opportunities for J.Crew. We will continue building on our strategy to meet these changing preferences and opportunities.

**RAW MATERIALS SOURCING**

**CG-AA-440a.3**

**CG-AA-440a.4**

**SASB CODE**

**ACTIVITY METRIC**

**DISCLOSURE**

**CG-AA-000.A**

Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1

**J. CREW GROUP**

Tier 1 FEM	<b>196</b>
Tier 1 FEM Verification	<b>115</b>
Tier 2 (Mill) FEM	<b>163</b>
Tier 2 (Mill) FEM Verification	<b>106</b>

# Our Policies & Definitions

## J.Crew Group Policies

You can read our group-level policies on our Investor Relations site.

- Animal Welfare Policy
- Code of Ethics and Business Conduct
- Human Rights Statement
- Supplier Code of Conduct

## Sustainable Material Definitions

We align our sustainable material definitions to Textile Exchange's Preferred Fiber and Material Matrix, which defines these as "fibers or materials which result in improved environmental and/or social sustainability outcomes and impacts in comparison to conventional production."

### Sustainable Cotton

Sources include, but are not limited to: certified-organic; transitional-organic; regenerative; recycled; and U.S. Cotton Trust Protocol cotton, a program that aims to set a new standard in sustainable U.S. cotton production; as well as cotton sourced through the Better Cotton Initiative (BCI), a nonprofit dedicated to making global cotton production more sustainable (psst, we have been a proud member since 2016). Through BCI and its partners, farmers receive training on how to use water efficiently, care for the health of the soil and natural habitats, reduce use of the most harmful chemicals and apply decent work principles. Better Cotton is sourced via a system of Mass Balance. We're (psst, we have been a proud member since 2016). See [bettercotton.org/learnmore](https://bettercotton.org/learnmore) for details.

### Sustainable Polyester

Sources include, but are not limited to: recycled materials certified by the Global Recycled Standard or Recycled Claim Standard, which might include fishing nets, fabric scraps, old clothes or plastic bottles. We are also exploring innovative fibers and technologies to help us reach this goal.

### Sustainable Wool

Sustainable Wool will come from sustainable sources including, but not limited to: farms verified by the Responsible Wool Standard (RWS), NATIVA™ Protocol, certified organic wool or recycled wool.

### Sustainable Cellulosic Fibers

Sustainable Cellulosic Fibers, such as viscose, will come from sustainable sources including, but not limited to: responsibly managed forests, recycled fibers and new innovative materials from the Forest Stewardship Council (FSC), the Programme for the Endorsement of Forest Certification (PEFC) or suppliers approved by Canopy, an organization working to eliminate the use of Ancient and Endangered Forests in viscose and other cellulosic fabrics.

We also partner with Lenzing to incorporate its TENCEL™ Modal, TENCEL™ Lyocell and LENZING™ ECOVERO™ fibers into our products. These cellulosic fibers are sourced from responsibly managed forests and are turned into fabric using a manufacturing process that limits the chemical, water and energy impacts of these materials.

### Sustainable Leather

Sustainable Leather includes responsible sourcing of recycled leather or from facilities certified by the Leather Working Group, an organization that works to promote sustainable environmental practices in the leather industry.

### Sustainable Cashmere

Sustainable Cashmere will be certified to The Good Cashmere Standard® or will come from recycled sources.



## Forward-Looking Statements

Please note that information in this report may contain forward-looking statements that speak to reasonable expectations and assumptions based on our current understanding of our work. You can read more about how we approach and define forward-looking statements here. These statements may include phrases such as, but are not limited to, "aim," "believe," "commit," "could," "drive," "estimate," "ensure," "expect," "goal," "intend," "may," "might," "mission," "plan," "project," "seek," "strategy," "strive," "target" and "will," or similar expressions to identify forward-looking statements. All statements other than statements of historical or current facts, including statements regarding our goals, strategy and roadmap, potential impact statements, our plans, initiatives, projections, goals, commitments, expectations or prospects, are forward-looking. Forward-looking statements reflect management's current expectations and inherently involve risks and uncertainties. Actual results could differ materially due to a variety of factors, including assumptions not being realized, scientific or technological developments, evolving sustainability strategies, changes in carbon markets, evolving government regulations and geographic regions or other changes in circumstances. The standards of measurement and performance contained in the report are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation or prospect set forth in this report can or will be achieved. While we believe our forward-looking statements are based on reasonable assumptions, any of these assumptions and therefore, also the forward-looking statements based on them, could prove to be inaccurate. Given the significant uncertainties inherent in the forward-looking statements included herein, the inclusion of such statements is not a representation or guarantee that it will be achieved. Our forward-looking statements have been made as of the date of this report and will not be updated unless we are required by law to do so.





J.CREW

J.CREW  
FACTORY

Madswell