

# IMPACT REPORT

# 2022

WE THINK AND ACT IN CYCLES.

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# PREFACE

Dear readers

[GRI 2-22] Thinking and acting in cycles has been part of FREITAG for 30 years. The switch from a linear, throwaway society to a circular economy in which resources are no longer wasted is an absolute priority. Now, for the second time, we share news of key progress made and the challenges we face in the FREITAG Impact Report. It provides insights into how we align our overall strategic goals, projects and daily work with our overarching purpose: «Intelligent design for a circular future».

The year 2022 was marked by political events worldwide and the ensuing economic instability. On a human level, the war in Ukraine has had massive repercussions. We thus made a snap decision to use a substantial portion of the «FREITAG Nonprofit Fund» for charitable purposes in support of emergency humanitarian aid in Ukraine. On a business level, the rising costs caused by the war presented us with challenges along the entire value chain. Apart from this, it is becoming increasingly difficult to source discarded truck tarps of suitable quality. At the same time, we were faced with the aftermath of the Corona pandemic and China's zero-Covid policy, which was still causing supply shortages and, consequently, delivery delays in our supply chain.

FREITAG has been aware of its corporate responsibility since its foundation and today unwaveringly focuses on striking a balance between people, planet and profitability. Internally, we have created a code of conduct for the F-Crew with the «Culture Code» and launched several formats to strengthen the resilience and mental health of all FREITAG employees. In 2022, to make our supply chain even more transparent, we intensified the partnership-based dialogue with our long-standing producers and identified joint fields of action.

We were equally concerned with the importance and urgency of climate change and the need for substantial emissions reductions. FREITAG has therefore committed to company-wide emissions reductions that are in line with the scientifically based 1.5°C targets. To this end, we have developed a roadmap and had our near-term emissions target by 2030 verified in accordance with the net-zero standards defined by the Science Based Targets initiative (SBTi). At product and service level we have addressed the challenges of resource scarcity: Our innovative circular truck tarp project has resulted in two prototypes of the tarp of the future going on a first road test. With the CIRC-CASE smartphone protector, we have introduced our first circular product with an accompanying take-back system.

In 2022, FREITAG took the principle of self-organization a step further. Previously, formal responsibility for managing the outermost circle of the company was on the shoulders of a single individual. This central position is now jointly handled by a collegial management collective. This entrepreneurial and strategically thinking collective has since developed a long-term corporate strategy that addresses and underpins the five ambitions outlined in the «FREITAG Circularity Roadmap», our sustainability strategy.

However, FREITAG cannot achieve these circular ambitions alone. To do so, we need partnerships that help us create recyclable materials and customers who value our products and extend their life by making use of our circular services. And last but not least, we need the entire F-Crew to design and implement our products and services and to successfully anchor them in the market. Special thanks therefore go to all FREITAG employees, whose daily efforts make a valuable contribution to a circular future.

We hope that the FREITAG Impact Report will provide inspiring insights into our journey to becoming a circular company, offer starting points for exchange and collaboration, and encourage us to work together to realize our vision of a better, and more circular, world.

Zurich, Autumn 2023

Bigna Salzmann, Sustainability & Compliance Officer  
Anna Kerschbaumer, Jean-Gérôme Carrey, Nora Kato, Peter Alge  
and Tanita Bohny\*, Company Leaders



PHOTO CREDIT: SIMON HABEGGER  
\*TANITA BOHNY WAS ON MATERNITY LEAVE WHEN THE IMPACT REPORT WAS COMPILED.

## THINKING AND ACTING IN CYCLES SINCE 1993



### 1993

In search of a functional, water-repellent and robust bag, brothers Daniel and Markus Freitag develop the original version of the iconic F13 TOP CAT messenger bag from used truck tarp, discarded bicycle inner tubes and car safety belts.



### 1999

The first FREITAG Store (F-Store) is opened in Davos. In Zurich, FREITAG moves into the industrial hall on the Maag site.



### 2000

FREITAG opens up to the global market with an Online Store.



### 2003

The F13 TOP CAT model is included in the design collection of the «Museum of Modern Art» in New York (MoMA).



### 2006

The FREITAG Flagship Store is erected next to the Hardbrücke in Zurich. The tower, built from 19 used freight containers, symbolizes the company's philosophy.



### 2011

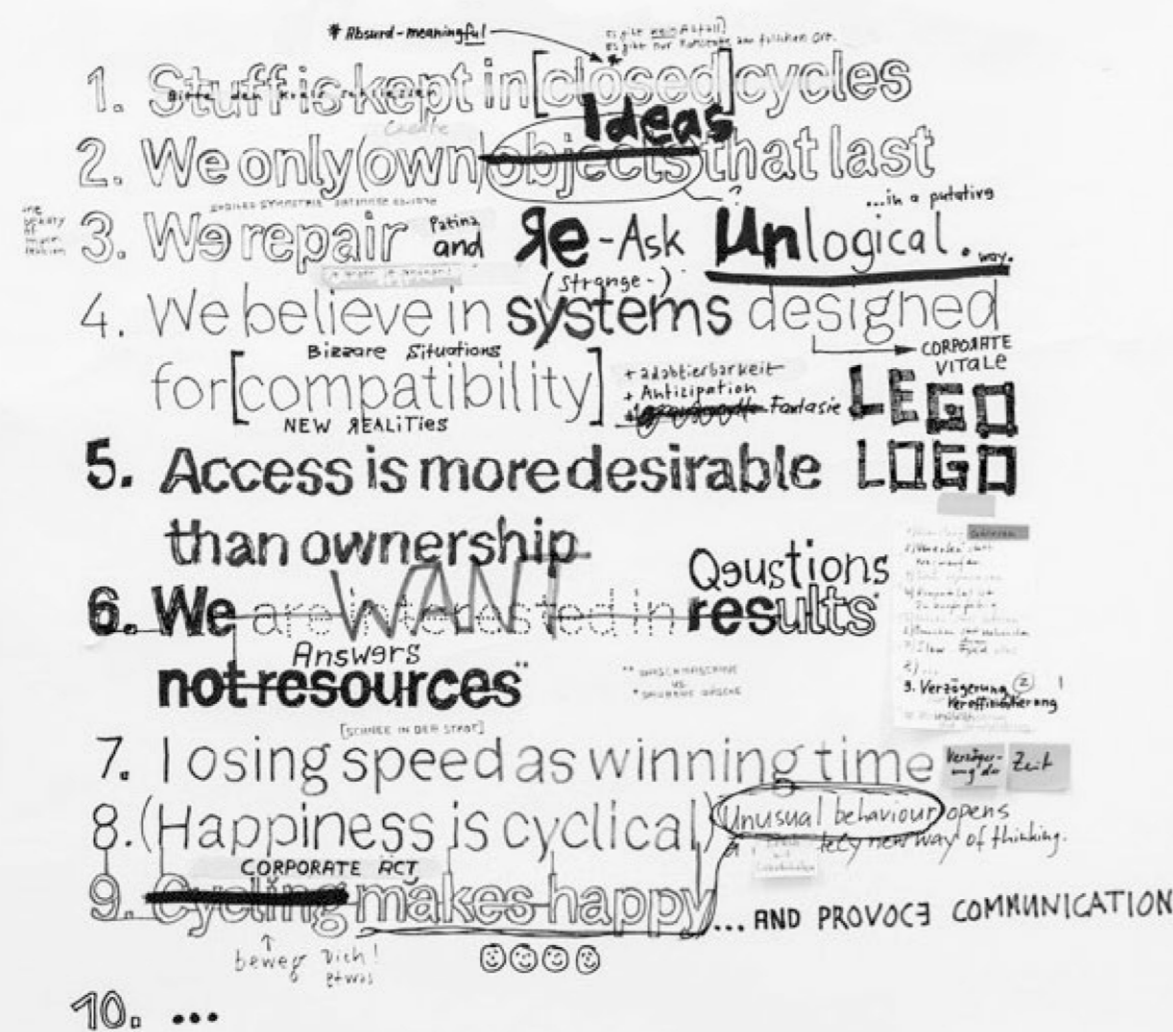
Following the demolition of the Maag hall, FREITAG initiates a commercial building for creative and production companies in Zurich-Oerlikon and moves into the so-called «Nøerd» as prime tenant.



### 2014

With the F-ABRIC clothing line, FREITAG develops a first completely circular material. The biodegradable textiles made of hemp, linen and modal are developed in-house from scratch. They are produced using minimal resources within a radius of 2,500 kilometers from headquarters in Zurich.



- 
1. Stuff is kept in closed cycles
  2. We only own objects that last
  3. We repair and re-Ask Unlogical.
  4. We believe in systems designed for [compatibility]
  5. Access is more desirable than ownership.
  6. We are interested in results not resources
  7. Losing speed as winning time
  8. (Happiness is cyclical)
  9. Cycling makes happy... AND PROVOCE COMMUNICATION
  10. ...



## 2015

The Manifesto is created on the occasion of the «FREITAG ad Absurdum» exhibition at the design museum «mudac» in Lausanne. As a plea for conscious, meaningful production and consumption, and in a slightly adapted version, it remains the guideline by which FREITAG thinks and acts to this day. → [FREITAG.CH/MANIFESTO](https://www.freitag.ch/manifesto)



## 2016

After exploring various types of organization and with a growing desire for self-organization, FREITAG abolishes the traditional hierarchical model and introduces Holacracy as a new organizational form covering all 170 employees.



## 2019

With «Tarp on PET», FREITAG launches a new line of products that combines discarded truck tarps with a lightweight fabric made from 100% recycled PET bottles. In addition to the new material, FREITAG introduces an online exchange platform named S.W.A.P. (Shopping Without Any Payment), where bag owners can exchange their unique items within the community.



## 2020

FREITAG gets political. During a municipal referendum, an installation at the FREITAG Flagship Store in Zurich underscores the brand's strong affiliations with cycling and its call for more safe bike routes in Zurich.



## 2022

FREITAG tests the first prototypes of a circular, PVC<sup>2</sup>-free tarp so that in the future, truck tarps will not only enjoy a second life as FREITAG bags but an eternal one.



**«INTELLIGENT DESIGN  
FOR A  
CIRCULAR FUTURE»»**



# PURPOSE

FREITAG is a values-based company that focuses on people and the planet. «Intelligent design for a circular future» is our purpose, the sense and rationale behind our company. It is the foundation of our overarching strategic goals, our projects and, ultimately, our day-to-day work.



# BUSINESS MODEL

[GRI 2-6]\* Our business model follows our purpose and takes its lead from the circular economy?:

- Every year, FREITAG develops, produces and sells around 500,000 bags and accessories made from used truck tarps, discarded bicycle inner tubes, car safety belts and other recycled materials. Every product is unique?. With its current range of 33 bags and 34 accessories, FREITAG generates over 95% of its sales.
- We also offer product-related services such as repair, take-back, customization and a complimentary bag exchange to keep products designed for durability in circulation even longer.
- Apart from this, FREITAG also sells F-ABRIC, its own 100% compostable clothing line. The continuation of the F-ABRIC line within FREITAG was reviewed in 2022 due to the strong focus on closing the technical cycles in the core bag business.

→ In order to test future-proof circular business models in an unbiased manner, F.L.O.P. (FREITAG Laboratory Of Progress) was founded in 2022 as an innovation lab within FREITAG lab. ag. It operates separately from business operations and reports directly to the Administrative Board.



# STRUCTURE & GOVERNANCE

## PRIVATELY OWNED

[GRI 2-1, 2-6] Founders Daniel and Markus Freitag are still the company's sole owners. Financial reporting is thus reserved exclusively for the attention of the Administrative Board and the owners.

## ROOTED IN ZURICH

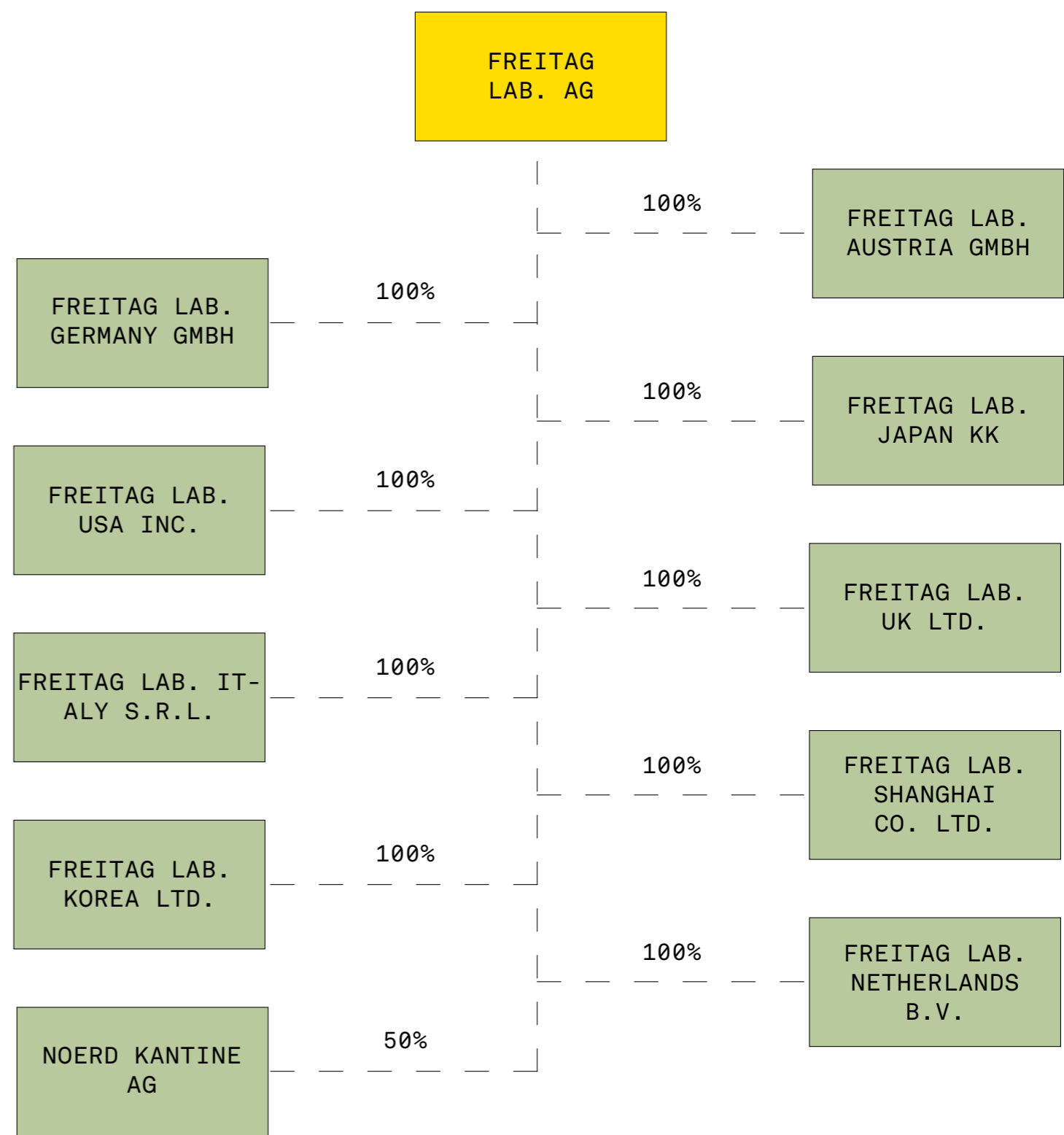
The birthplace and headquarters of FREITAG lab. ag are in Zurich. At the end of 2022, 172 of 257 employees worldwide work at the Nørd industrial complex in Zurich-Oerlikon. Of those, over 50 work in production. [↗ CIRCULAR OPERATIONS - p.36]

## INTERNATIONALLY ACTIVE

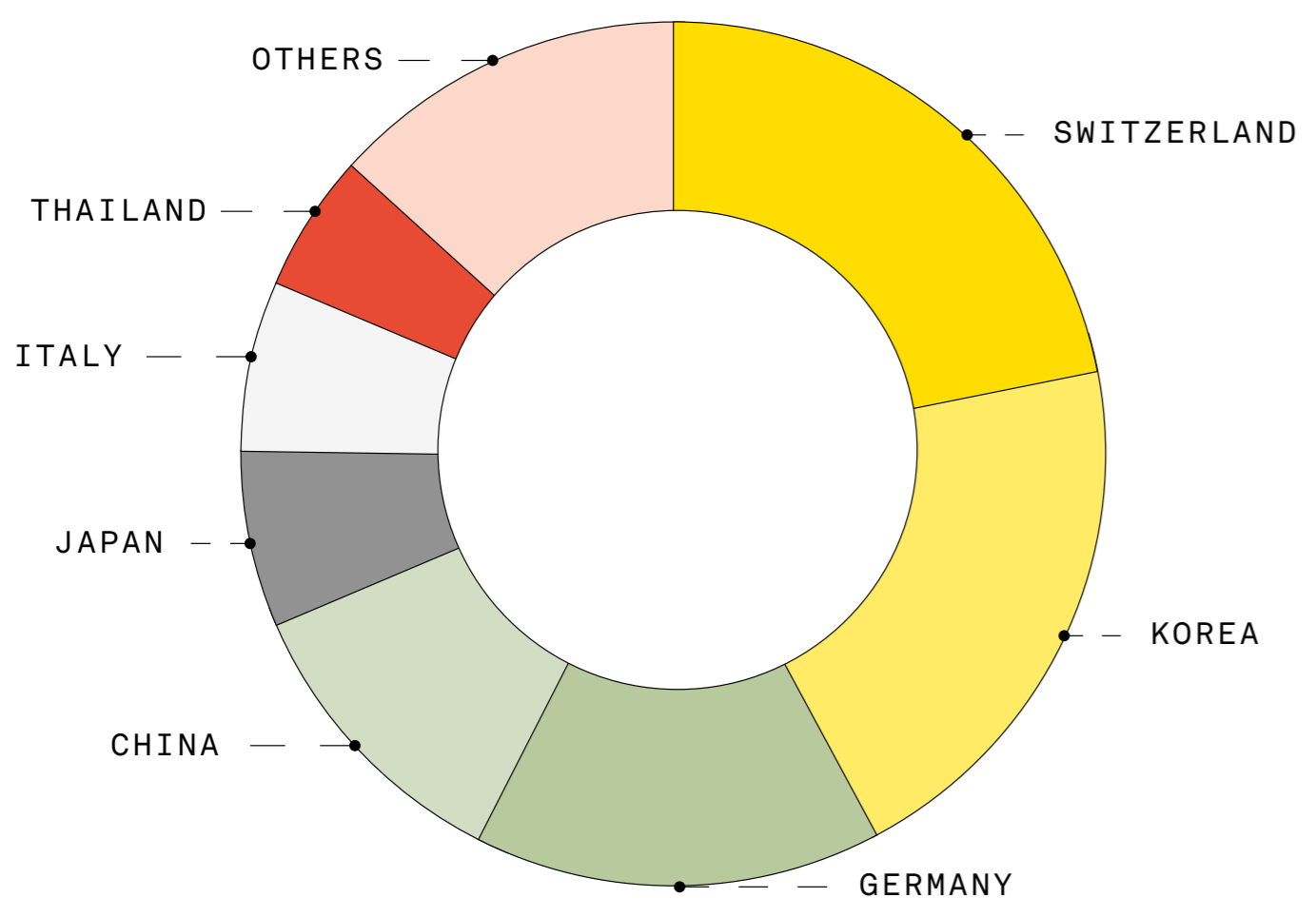
The FREITAG Group comprises FREITAG lab. ag in Switzerland and its nine national companies in Germany, Austria, the USA, Japan, Italy, Korea, China, the UK and the Netherlands as well as the Nørd Canteen, in which FREITAG lab. ag has a 50% stake. The term FREITAG, therefore, always refers to the FREITAG Group.

\*THE FREITAG IMPACT REPORT REPORTS WITH REFERENCE TO SELECTED GRI? STANDARDS. FOR EVERY GRI STANDARD APPLIED, THE GRI REFERENCES ARE SHOWN IN SQUARE BRACKETS NEXT TO THE CORRESPONDING TEXT AREA.

## □ FREITAG GROUP



□ MARKET SHARE PER COUNTRY



FREITAG products are manufactured by a European production network and distributed worldwide from headquarters. FREITAG operates a total of 29 stores in the following locations: six in Switzerland, five in Germany, four in Japan, four in South Korea, three in Thailand, two in the Netherlands and one each in Vienna, Milan, Shanghai, Taipei and Melbourne. 19 of the above-mentioned stores legally belong to the FREITAG Group, while ten are operated by local franchise partners under the name of «F-Store by». In addition, FREITAG has around 260 retail partners in 23 countries, and Online Stores based in Zurich-Oerlikon (global) and Shanghai. → [FREITAG.CH/STORE-LOCATOR](https://www.freitag.ch/store-locator)

**SELF-ORGANIZED**

FREITAG has a holacratic structure and an overarching corporate purpose. [↗ CIRCULAR F-CREW - p.16]

**COLLECTIVE CORPORATE GOVERNANCE**

[GRI 2-9, 2-13] Since 2022, FREITAG has been managed by a collective comprising the roles «Company Leader» and «Strategist». The Administrative Board selects «Company Leaders» every three years. According to the statutes, «Company Leaders» also automatically assume the role of «Strategist». Additional «Strategists» are chosen every two years by the «Company Leaders». The role «Company Leader» is responsible for overall human resource and budget planning as well as project prioritization. The role «Strategist» is responsible for long-term FREITAG strategy as well as the annual targets.

Operational management of the organization's impact on the economy, the environment, and people is distributed across the respective professional roles in accordance with the self-organized understanding. [↗ CIRCULAR F-CREW - p.16]

**SUPREME CONTROLLING BODY**

[GRI 2-10, 11, 12, 14] The highest controlling body at FREITAG is the Administrative Board. The General Meeting of the Owners select the Administrative Board and the Chairperson of the Administrative Board. The Administrative Board identifies and monitors business risks, including those related to the identified ESG issues?. It also reviews the overarching corporate values and approves both the corporate strategy and the «Circularity Roadmap» (sustainability strategy). The Administrative Board is informed in writing about selected topics as part of automated monthly reporting and at least once a year about progress made with implementing the «Circularity Roadmap». It also authorizes publication of the Impact Report. Members of the Administrative Board occupy neither a «Company Leader» nor a «Strategist» role and are therefore not part of the company's operational management.



# MATERIALITY ASSESSMENT

[GRI 3-1] The materiality assessment is one of the main tools used in the reporting and strategic development of sustainability. We use it to identify and prioritize the issues most important to our company and stakeholders, thus helping us to set the central points of our reporting. As part of the first FREITAG materiality analysis, we addressed the expectations of our stakeholders as well as the social, environmental and economic impacts along our supply chain?

→ Based on the stakeholder analysis, a benchmark for the industry, together with an analysis of established ESG<sup>?</sup> guides and industry studies, we identified 18 relevant topics for FREITAG and our industry.

→ Subsequently, we performed an internal prioritization. This is based on an internal online survey with eleven selected strategic and professional roles. The survey queried the materiality of the topics from the company's point of view, i.e. how important they are in terms of impact and image as a company with circular ambitions.

→ The external prioritization is based on interviews with two external circular economy experts on the one hand, and publicly available industry documents and a competitor analysis on the other.

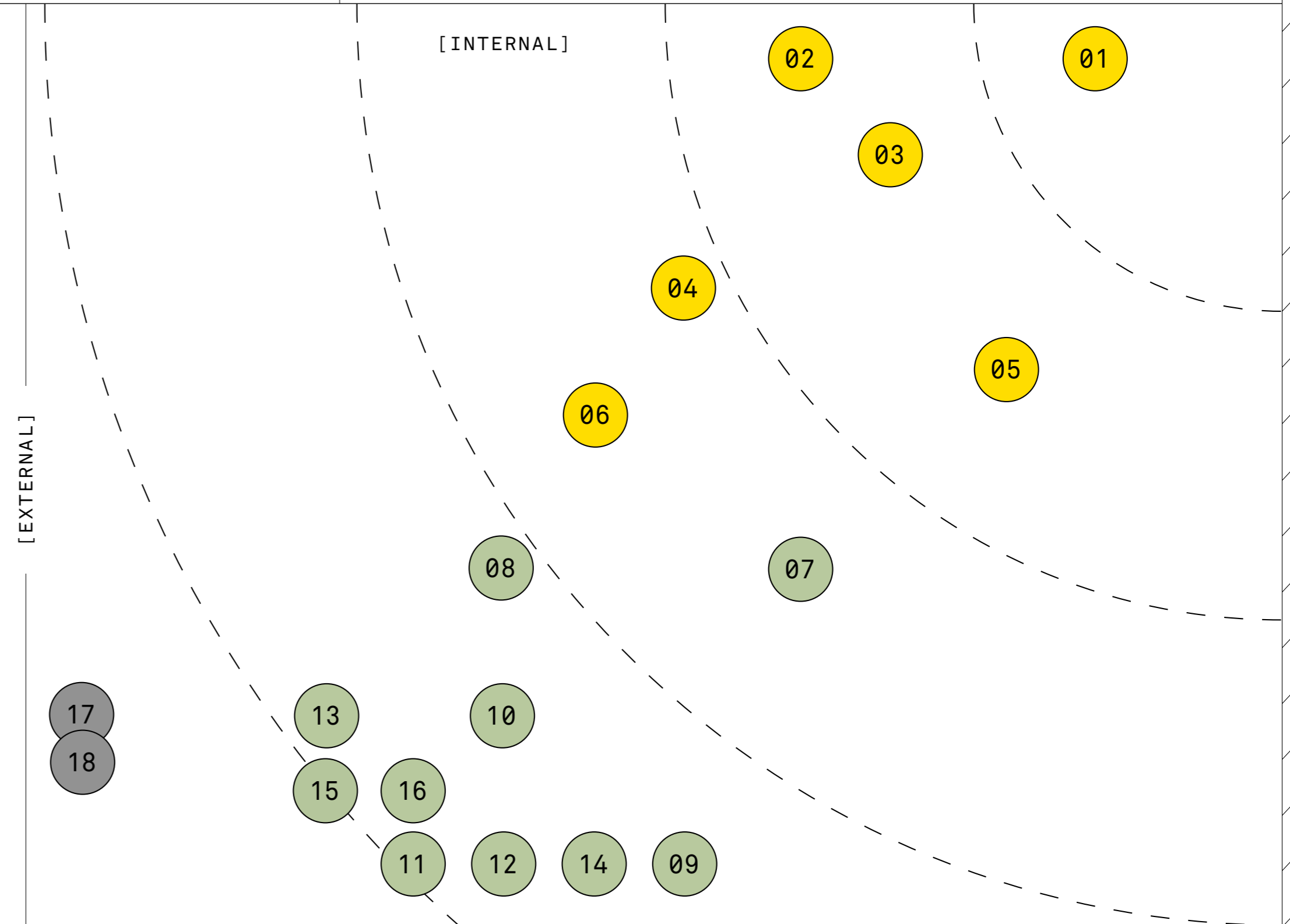
→ [GRI 3-2] We have summarized the findings in the materiality matrix.

→ The material (i.e. essential) topics identified were ultimately incorporated into the development of the «Circularity Roadmap».

[GRI 3-2] MATERIALITY MATRIX

- 01 FAIR PRODUCTION
- 02 CIRCULAR MATERIALS
- 03 CIRCULAR DESIGN
- 04 CARBON FOOTPRINT & WASTE
- 05 TRANSPARENCY
- 06 RECYCLED MATERIALS
- 07 LIFE-EXTENDING SERVICES
- 08 BRAND PERFORMANCE
- 09 HEALTH & SAFETY
- 10 END-OF-LIFE SOLUTIONS
- 11 ECONOMIC PERFORMANCE
- 12 COMPLIANCE
- 13 DIVERSITY & INCLUSION
- 14 CIRCULAR EXPERTISE
- 15 TRANSPORTATION
- 16 PACKAGING
- 17 ACCESS OVER OWNERSHIP
- 18 PARTNERSHIPS

- VERY MATERIAL
- MATERIAL
- RATHER MATERIAL





# CIRCULARITY ROADMAP

«We think and act in cycles». For 30 years, this has been the FREITAG corporate philosophy. Today, our main focus is on keeping products and materials in circulation for as long as possible and working out how we can leave the linear economy behind us once and for all. Life-extending measures we have already implemented, such as upcycling<sup>?</sup>, one-time-recycling<sup>?</sup> or repair, do not satisfy this goal. Instead, we are attempting to close our material cycles and become a fully circular<sup>?</sup> organization – and actively shaping and driving the circular economy in a pioneering role.

In 2021, we developed our sustainability strategy: the «FREITAG Circularity Roadmap». Based on our purpose, our corporate values, and a materiality assessment, it will help us set the right priorities and identify the levers needed to have the greatest impact in our progress toward the circular economy. In 2022, the «Circularity Roadmap» was also embedded in the corporate strategy and is thus gaining further importance.

The «Circularity Roadmap» consists of five directions that describe our circular ambitions in different areas of the company. Together, they form the guidelines within which FREITAG plans to become a circular organization by 2030. This FREITAG Impact Report is structured according to these five main directions.

Since we want to measure and evaluate our progress, we have developed long-term targets and performance indicators until 2030 for each of the five directions. To get closer to these long-term targets step by step, we formulate concrete measures and projects on

□ CIRCULARITY ROADMAP AND MATERIAL TOPICS

DIRECTION	MATERIAL TOPICS ADDRESSED	
CIRCULAR F-CREW: We foster a values-based culture and circularity expertise.	09 Health & safety 13 Diversity & inclusion	14 Circular expertise
CIRCULAR PRODUCTS: We create products with their end in mind.	02 Circular materials 03 Circular design	06 Recycled materials
CIRCULAR OPERATIONS: We reduce our footprint and ensure a fair supply chain.	01 Fair production 04 Carbon footprint & waste	15 Transportation 16 Packaging
CIRCULAR SERVICES: We provide services to prolong and close cycles.	07 Life-Extending services 10 End-of-Life solutions	17 Access over ownership
CIRCULAR COMMUNITY: We connect to inspire and be inspired.	05 Transparency 08 Brand performance 11 Economic performance	12 Compliance 18 Partnerships

an annual basis in terms of sub-goals. The most important annual achievements and challenges are transparently shared in the Impact Report (FACTS & HIGHLIGHTS), as are the measures already identified for the coming year (OUTLOOK).

The «Circularity Roadmap» should also be understood as a dynamic instrument. It will be further developed and updated on an ongoing basis. We consider this necessary because global development, political parameters, and material and technological innovation influence the measures taken to achieve our targets. We believe perfection should not be the ultimate goal on this challenging journey towards a circular organization. Instead, we are committed to progress, experimentation and transparency.





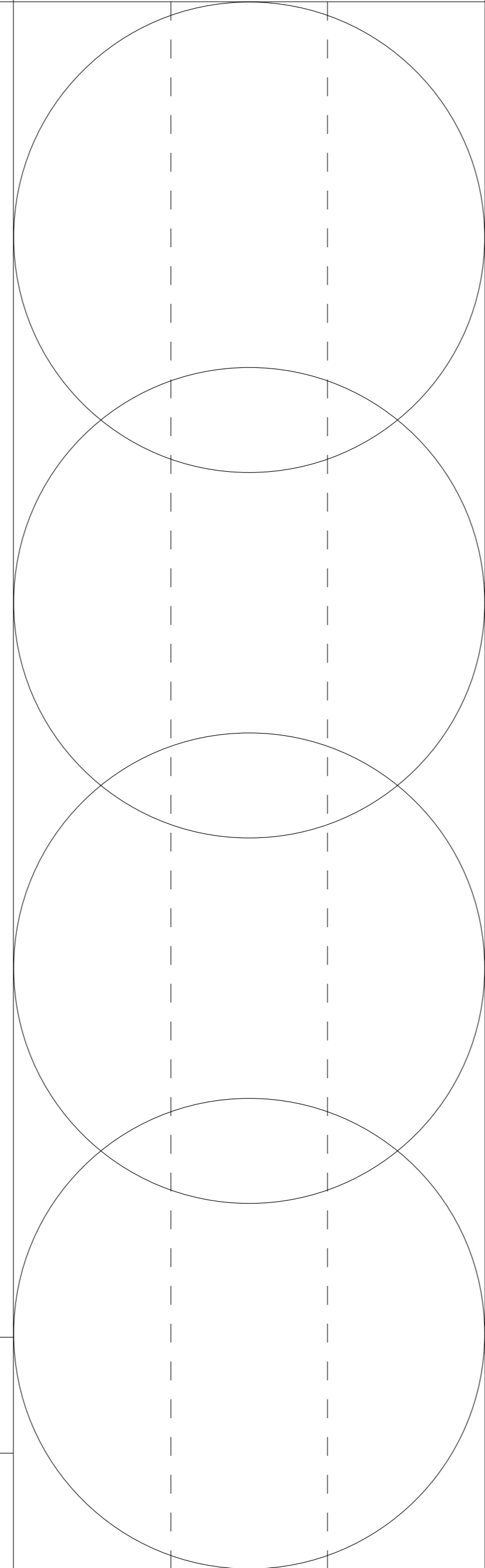
# CIRCULARITY MATURITY



The maturity approach used by the «Circular Globe» label provides an overarching and overall assessment of where we stand as regards our quest for circularity. «Circular Globe» evaluates the activities of companies moving toward a circular economy. FREITAG was the first company to participate in a pilot assessment in 2021. We now review our circularity maturity annually to plan, implement and measure our progress.

According to the final report of the 2022 assessment, FREITAG is well on its way towards becoming a circular organization. With 600 out of 1000 points, we now achieve the rating «Advanced» and thus the second of three possible maturity levels. Since the last review, FREITAG has improved the conditions for a transformation into a circular organization along clear strategic priorities and has been able to implement relevant measures: The assessment continues to locate our strengths in the areas of business model (75%, previous year: 70%), leadership (75%, previous year: 65%) and now also in the area of implementation (77%, previous year: 55%). Despite the increase, our greatest potential lies in the dialogue with stakeholders (40%, previous year: 20%) and in the areas of monitoring and measurement (35%, previous year: 25%).

Based on these results, we created the role of «Sustainability Data Analyst» in 2022 and filled it at the end of the year [↗ CIRCULAR F-CREW - p.17] as well as implemented the first stakeholder analysis and communicated the findings internally. [↗ APPENDIX - p.70]



□ AMBITION

WE ARE A FULLY CIRCULAR ORGANIZATION.

□ TARGET 2030

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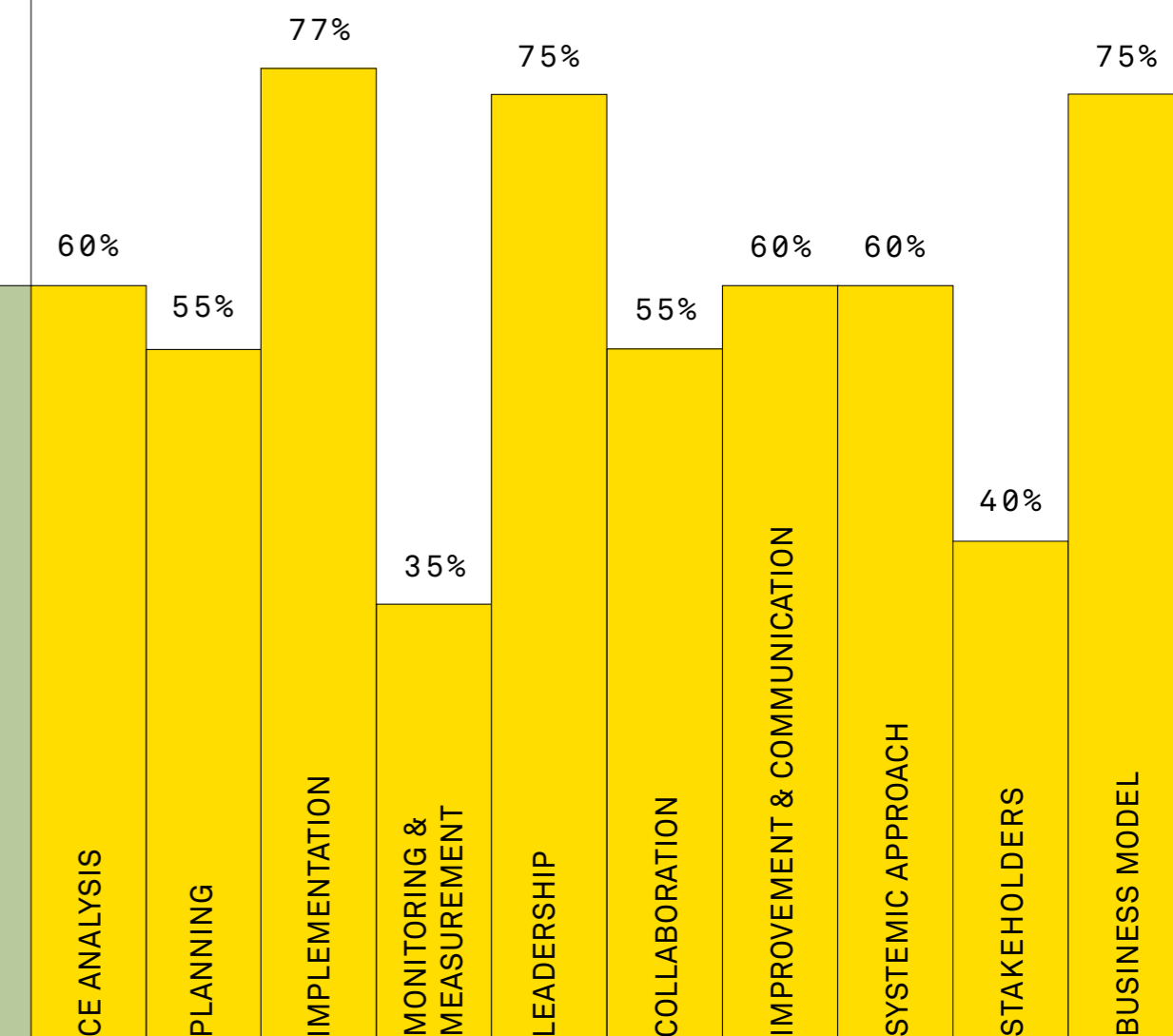
POINTS: «CIRCULAR GLOBE LEADER»

□ CIRCULAR GLOBE INDEX 2022

600/1000 <sup>↗</sup>  
2021: 505

POINTS: «ADVANCED»

□ CIRCULAR MATURITY BY CATEGORY



## THE CIRCULAR GLOBE MODEL

The «Circular Globe Model» developed by the Swiss Association for Quality and Management Systems (SQS) and Quality Austria is based on a maturity approach. With 239 evaluation criteria, it guarantees a systematic means of measuring progress towards a circular economy. The model is based on the current state of science as well as proven practical experience in the field of circular economy and draws on recognized international standards and reference works. Accordingly, the assessment model also considers the climate targets defined by the Paris Agreement and the «UN Sustainable Development Goals». Circular Globe likewise incorporates current and anticipated regulatory requirements.

→ [CIRCULAR-GLOBE.COM/ASSESSMENT-MODEL](https://circular-globe.com/assessment-model)

## SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations (UN) General Assembly listed its 17 «UN Sustainable Development Goals» (SDGs). Together with their 169 targets, they form the core of the 2030 Agenda for Sustainable Development. They take into account the economic, social and environmental dimensions of sustainable development in a balanced way and, for the first time, bring together poverty reduction and sustainable development in a single agenda. Businesses play a central role in implementing the 17 SDGs. For this reason, we have aligned the 2030 «FREITAG Circularity Roadmap» with the UN's Sustainable Development Goals. In the context of our value creation, we see the greatest potential for making a relevant contribution to positive change in the following six SDGs. → [SDGS.UN.ORG/GOALS](https://sdgs.un.org/goals) [↗ APPENDIX - p.73]



FREITAG places an emphasis on communicating circularity knowledge, both internally through the steady expansion of circularity expertise and externally through values-based communication initiatives, factory tours, public appearances and presentations. [↗ CIRCULAR F-CREW - p.18, CIRCULAR COMMUNITY - p.60-62]



FREITAG promotes participation and leadership in its own company regardless of gender and deliberately offers flexible working conditions that guarantee compatibility between professional and private life. [↗ CIRCULAR F-CREW - p.20-21]



FREITAG takes care to ensure that resources are used efficiently at its own production at the Nøerd headquarters and pursues an ambitious sustainability strategy to reduce its own footprint. FREITAG offers numerous options to promote the physical and mental well-being of its employees and has a safety concept to protect them from avoidable accidents. To create fair and safe working conditions along the entire supply chain, FREITAG has a multi-stage process in its procurement to increase transparency. [↗ CIRCULAR OPERATIONS - p.36-45, CIRCULAR F-CREW - p.22]



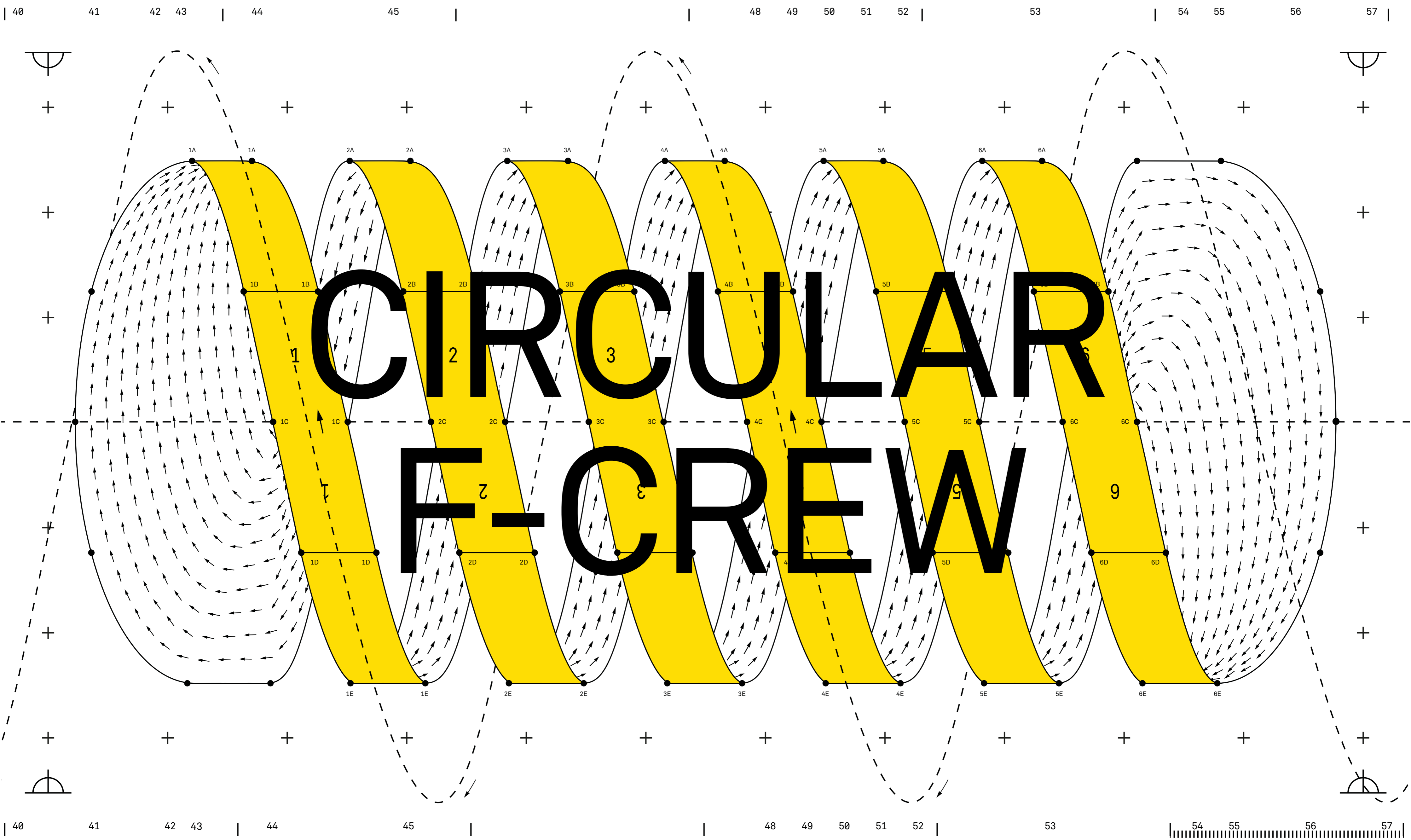
FREITAG conducts transparent reports on its material consumption and pursues a business model and product development strategy compliant with the principles of the circular economy. Waste is avoided through upcycling, recycling and optimized production processes, and the life cycles of products are extended through circular services such as repair. Ensuring tarp quality and developing circular materials addresses other aspects of this goal. [↗ CIRCULAR PRODUCTS - p.26-31, CIRCULAR OPERATIONS - p.41-43, CIRCULAR SERVICES - p.49-50]



FREITAG has its greenhouse gas emissions surveyed annually in compliance with the «Greenhouse Gas Protocol». The company has committed to emissions reductions in line with scientifically based 1.5°C and net-zero targets and has drawn up a roadmap to achieve them. [↗ CIRCULAR OPERATIONS - p.38-41]



FREITAG engages in cross-industry collaboration through numerous initiatives, memberships and partnerships designed to promote the issues of sustainability and the circular economy. [↗ CIRCULAR COMMUNITY - p.59-61]



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# INTRO

↳ FREITAG sees its purpose as fostering «Intelligent design for a circular future». To help us achieve that, we nurture a values-based culture and promote circular economy-related know-how and competency at every level in our organization.

□ AMBITION

WE FOSTER A VALUES-BASED CULTURE AND CIRCULARITY EXPERTISE.

□ TARGET 2030

## SATISFIED AND EMPOWERED F-CREW



[GRI 3-3] FREITAG is a company that prioritizes striking a balance between people, the planet and economic success and follows a common purpose. This meaningful corporate objective shows us the way forward. Our culture and expertise allow us to go that way.

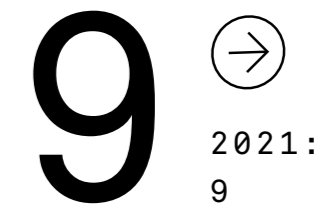
We trust in the individual strengths of our employees, promote self-responsibility and build on respectful and inclusive cooperation. These are the core values of our company's culture: they not only lead to more productive collaboration but also to an environment that promotes expertise and mutual appreciation.

\*DATA USED FOR 2021 ARE FROM 2020, AS THE SURVEY IS ONLY CONDUCTED EVERY 2-3 YEARS.

□ METRICS 2022



EMPLOYEE SATISFACTION



INTERNAL CIRCULARITY-RELATED EVENTS



EMPLOYEES WITH EXTERNAL TRAINING

## SELF-ORGANIZATION

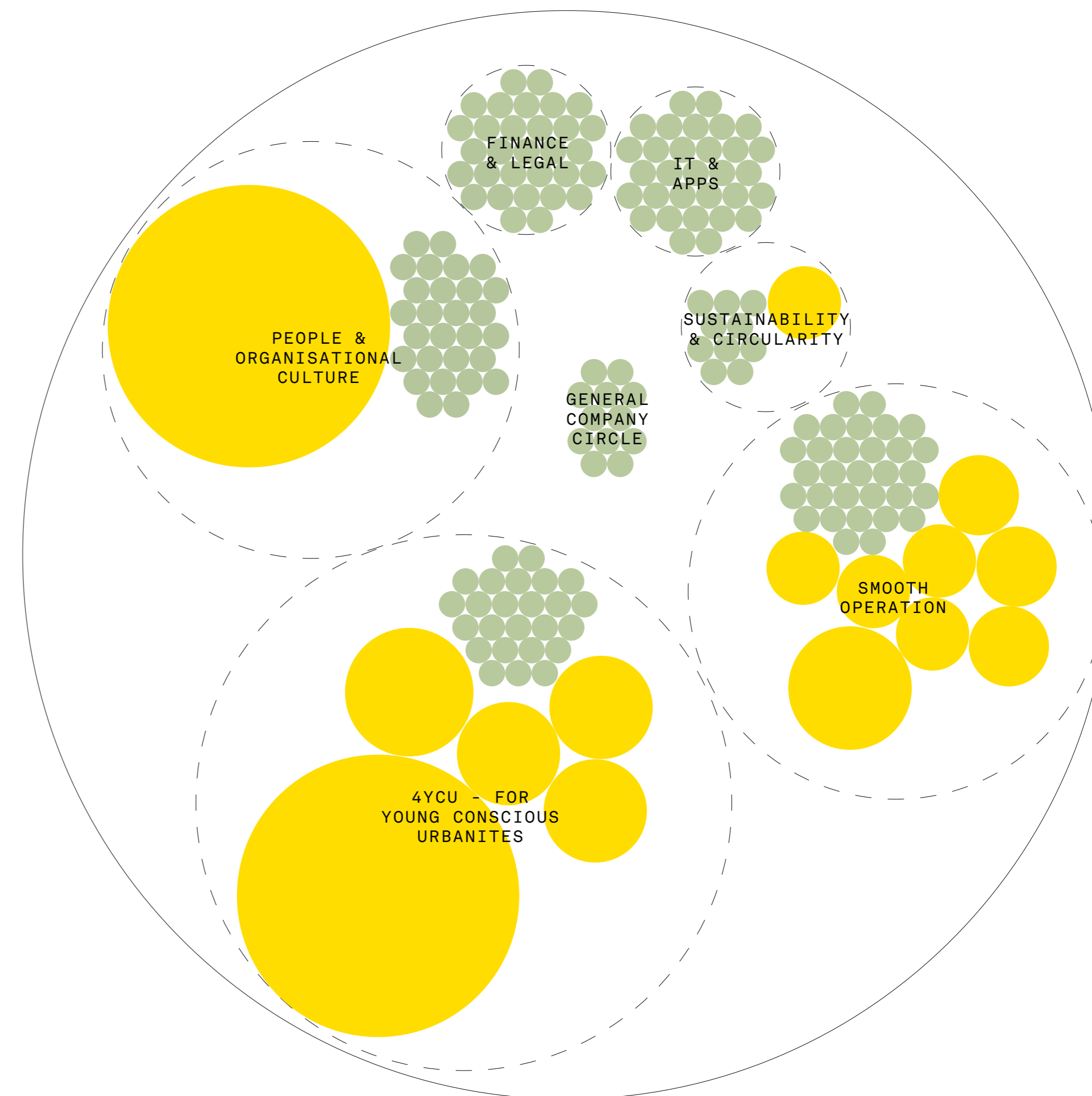
[GRI 2-9] For six years, FREITAG has pursued an approach based on the principles of self-organization. Our self-organizing corporate form simplifies decision-making processes and encourages both transparency and innovation by sharing responsibility across the company rather than handing it to a classic management team, as is the case with conventional organizational forms. However, this does not mean that self-organization has no hierarchies. On the contrary: Self-organization is hierarchical but consistently determined by professional roles.

The holacratic approach we use calls for organization into specific circles with clearly related roles that are continuously adapted to changing needs. The management of a circle is split between two roles: While the so-called «Lead Link» carries the information and the overall strategy into the circle, the «Rep Link» is responsible for carrying the circle's needs to the outside of the circle. While the «Lead Link» is determined on a long-term basis by the next higher circle, the «Rep Link» is elected for a limited time by the circle members.

In addition to defined responsibilities, the circles and roles each have a purpose based on our company's overarching purpose. Our purpose «Intelligent design for a circular future» is therefore not only the principal ideal but also the paramount form. As to be expected, then, there is hardly any role at FREITAG whose area of expertise does not include the topic of circular economy and sustainability. The self-organizing structure also helps us attract the right kind of talent: Individuals who do not see the classic career ladder as an end in itself, but rather identify with the values of a company and a sustainable economy.

As a logical consequence of our understanding of participation, we promote entrepreneurial thinking and acting and give our employees a share in the company's success. As soon as EBIT exceeds a specific threshold, FREITAG employees receive a pre-defined portion in the form of profit-sharing. The profit-sharing bonus was paid out in 2022.

□ A VISUAL REPRESENTATION OF THE FREITAG STRUCTURES WITH CIRCLES, SUB-CIRCLES AND ROLES





# FACTS & HIGHLIGHTS 2022

## 📌 CULTURE CODE

In spring 2022, the jointly developed «FREITAG Culture Code» was introduced: The code of conduct is binding and, in six principles, sets out how we, the F-Crew (i.e. all FREITAG employees), should treat each other. The «Culture Code» aims to foster an inclusive relationship space characterized by trust, appreciation and respect. It also establishes an open, constructive feedback culture that enables all employees to grow individually and as a team.

To ensure that the «Culture Code» is always with us wherever we go, it was distributed to the entire F-Crew as a handy booklet. Consideration of the six principles were included in the employee evaluation\* («Role Fit»). This cultural component of the evaluation is given the same weighting as the conventional performance area.

\*THE ROLE FIT IS CONDUCTED ANNUALLY FOR ALL FREITAG EMPLOYEES WITH A PERMANENT POSITION. APPRENTICES, WHO ARE OVERSEEN BY THEIR ASSIGNED SUPERVISOR IN THE CIRCLE, ARE NOT INCLUDED. THE SELF-IMAGE (ROLE OWNER) AND THE EXTERNAL IMAGE (LEAD LINK AND PEERS) ARE OBTAINED BY MEANS OF AN EVALUATION CATALOG. IN A MEETING WITH THE LEAD LINK, AGREEMENTS AND DISCREPANCIES ARE DISCUSSED AND NEXT STEPS FOR THE PERSONAL AND PROFESSIONAL DEVELOPMENT OF THE EMPLOYEE ARE DEFINED. IF THE ROLE FIT IS INSUFFICIENT, BINDING MEASURES ARE DEFINED WITHIN A SPECIFIED PERIOD OF TIME.



## COLLECTIVE LEADERSHIP

In 2022, FREITAG continued to push forward with self-organization: After the founders had gradually relinquished their operational roles in previous years, the central «Lead Link» role<sup>?</sup> of the outermost company circle (General Company Circle) was replaced by a collective. In 2022, FREITAG was led for the first time by the roles «Company Leader» and «Strategist». [<sup>?</sup> FREITAG - p.7] Within the context of self-organization, leadership is perceived as an aid to self-leadership.

An open election<sup>?</sup> was held for the first time at the end of 2021 to fill the two newly created roles of «Company Leader» and «Strategist». All FREITAG employees had the opportunity to nominate themselves as candidates for the positions. Apart from the primary requirement of entrepreneurial and strategic thinking and action, the composition of the collective also took into account factors that would ensure the fairest possible representation of the company (e.g. with regard to diversity, specialist areas, corporate values). This resulted in a collective of five «Company Leader» who, according to governance, are automatically «Strategist», together with six other «Strategist». In the course of 2022, the «Company Leader» selected two additional individuals for the role of «Strategist», thus providing optimal coverage of all specialist areas.

2022, the collective has developed a long-term corporate strategy that is even more consistently focused on the circular economy. The five directions and ambitions formulated in the «Circularity Roadmap» are reflected in this overarching strategy and thus gain further importance.



## FEF - CIRCULAR GET TOGETHER

For two years, the «FREITAG Economic Forum» (FEF), which brings all employees together for a week every year, could not take place in its usual form. As a result, the importance of the FEF 2022 as an interpersonal function was enormous. Finally, the F-Crew was able to physically exchange ideas again, celebrate the joint achievements of the past years and get in the mood for the upcoming projects together. In terms of content, everything revolved around the topic of Circularity: from technical keynote speeches and insights into product development to specialist workshops. This enabled us to communicate the «Circularity Roadmap» to all employees and to provide tangible examples of how everyone can play their part in fulfilling our circular ambitions.

Our aspiration to make conscious use of resources was also reflected in the catering at the FEF. Among other things, food for the breaks was provided by a local anti-foodwaste company, which rescues the previous day's baked goods from the garbage. In the Nørd canteen, the dishes offered to FEF participants were exclusively vegetarian.



PHOTO CREDIT: JESPER BORG



## CIRCULARITY EXPERTISE

Since 2021, the «Sustainability & Circularity» circle has formed the competence center for circular economy at FREITAG, is responsible for the implementation of the «Circularity Roadmap» and is staffed with key roles such as «Circular Technologist» and «Sustainability & Compliance Officer». In 2022, the role of «Sustainability Data Specialist» was newly created, which is dedicated to the collection and processing of all sustainability key figures. For the organizational anchoring of relevant interfaces of the new circle, the role of «Sustainability & Circularity Ambassador» was also created in spring 2022. The role was filled by seven employees from different departments, who have since contributed to awareness-raising and knowledge-sharing regarding circularity in their circles as an interface.

In order to transfer the knowledge from the «Sustainability & Circularity» circle to the entire company, in addition to the circularity focus at FEF 2022, four topic-specific roundtables were also held: one to communicate the stakeholder analysis, one to communicate the materiality analysis, one on the «FREITAG Roadmap to Net-Zero», and one on the theoretical discussion of the topic of CO<sub>2</sub> capture and storage. In addition to imparting knowledge, this format allows us to share experiences across circles, address needs, and address challenges transparently.

Furthermore, we regularly shared inputs on sustainability and the circular economy at our company-wide bimonthly meetings, the so-called «F-Crew Meetings». A «Sustainability & Circularity» intranet site also brings together all relevant information and makes it easily accessible to all employees worldwide at any time.



## MYCLIMATE COMPANY CHALLENGE

In 2022, six FREITAG apprentices organized themselves in a specially created project group to take part in the «myclimate Company Challenge». The Challenge gives apprentices the chance to act independently and implement ideas and projects for more sustainability and climate protection in their company. In the process, they are able to learn valuable skills while making a concrete contribution to the company.

The project was called «Bits and Pieces», and the apprentices set themselves the goal of establishing a buyer network at FREITAG headquarters in Zurich for fabrics, accessories and various other items that can no longer be used, for example, due to production surplus or quality defects. On the one hand, they set up an internal sales forum. On the other, they identified suitable external buyers such as schools, non-profit organizations and a well-known second-hand store. Their solutions were finally made available to the entire F-Crew on an intranet site. With their project, the FREITAG apprentices won the Energy and Climate Workshop 2022 public award.



## EMPLOYEE SATISFACTION

In 2022, an external expert carried out an anonymous company-wide, international employee satisfaction survey for the second time. The survey aims to systematically record the work situation of all employees as they experience it subjectively and to use results to derive concrete measures for action in the interests of the F-Crew. It is carried out every two to three years.

68% of the F-Crew participated in the survey (n=159), so the percentage response rate was the same as in the first survey in 2020. However, overall satisfaction has decreased compared with 2020: Overall, employees' job satisfaction rating stands at 4.7 on a 7-point scale (2020: 4.9). 59% of FREITAG employees say they are satisfied to very satisfied with their work situation (2020: 67%). Satisfaction is most strongly influenced by the following three factors: the working atmosphere, the opportunity to use skills and knowledge, and pay. The first two aspects are generally rated positively, while there is potential for improvement in the case of wages\*. All three aspects deteriorated slightly compared with the previous year. Satisfaction with regard to the infrastructure of the working environment and internal communication at FREITAG have also deteriorated slightly since the last survey. The most positively rated features are flexible working hours and learning opportunities.

This deterioration in the subjective satisfaction of our employees runs contrary to our ambition. Accordingly, the primary need for action was identified as the work climate, the opportunity to use skills and knowledge, and pay. Specific measures for 2023 have been developed for improvements in the first two areas. [^ CIRCULAR F-CREW - p.23] In order to relieve the pressure of inflation, it was decided to increase all F-Crew wages as of January 2023. The same amount, calculated on the basis of 100% employment, was awarded to all FREITAG employees, regardless of their roles.



PHOTO CREDIT: SIMON HABEGGER

\*[GRI 2-20] AT FREITAG, THE MONEYPENNY ROLE IS RESPONSIBLE FOR CREATING A CONSISTENT AND FAIR PAY MODEL AND DISTRIBUTING ANY PAY ADJUSTMENTS (JOINTLY WITH COMPANY LEADER AND GROUP ACCOUNTANT). THE PROCESS OF ANNUAL SALARY ADJUSTMENTS IS NEEDS-BASED, I.E. THE EMPLOYEES ARE INVOLVED BY THE RESPECTIVE LEAD LINK. THE EMPLOYEE NEEDS COLLECTED IN THIS WAY ARE SUBMITTED TO THE MONEYPENNY ROLE, WHICH REVIEWS THE CLAIMS AND DISTRIBUTES APPROPRIATE WAGE AMOUNTS TO THE CIRCLES. THE ADMINISTRATIVE BOARD, AS THE HIGHEST CONTROLLING BODY, IS NOT DIRECTLY INVOLVED IN DISTRIBUTION, BUT ONLY DETERMINES THE TOTAL PAYROLL ACROSS ALL CIRCLES. THERE ARE NO OUTSIDE CONSULTANTS IN THIS PROCESS.

In addition to satisfaction, there was also a slight deterioration in the health of the F-Crew: Employees rate both their physical (4.0; 2020: 4.3) and mental well-being (3.7; 2020: 4.0) as significantly worse than in 2020, but still the majority as good to very good (physical 75%; 2020: 89% respectively mental 61%; 2020: 74%). Accordingly, this topic was also prioritized in 2022 and concrete measures were implemented. [↗ CIRCULAR F-CREW – p.22]

EMPLOYEE SATISFACTION  
n = 159

NO INDICATION  
2%

DISSATISFIED - RATHER DISSATISFIED (1-3)  
23%

NEUTRAL (4-6)  
16%

SATISFIED - VERY SATISFIED (5-7)  
59%

4.7 / 7



## BASIC AND FURTHER TRAINING

[GRI 404-2] FREITAG promotes the professional basic and advanced training of all employees. If further training is deemed necessary, the company will cover 100% of the fees and any training and exam time on weekdays counts as paid work time. If the further training is supplementary, FREITAG will pay 75% of the examination fee and up to 75% of the training costs. In addition, employees may take up to five working days per calendar year as training days. In 2022, 19 employees received support for their further training. Apart from providing support for external training, we also offer regular further training modules free of charge through our internal «F-Academy». These take place during working hours and are open to all employees. In 2022, for example, we implemented F-Academy courses on non-violent communication, leadership and resilience.



## DIVERSITY & INCLUSION

[GRI 3-3] The FREITAG employee regulations – the «F-Rules» – not only set out the rights and duties but also social and ethical principles that apply to employees around the world. These include, among others, protection against discrimination, equality and equal pay, and reconciliation of work and family life (work-life balance). In 2022, the «F-Rules» were revised with the aim of making them easier to understand and thus more inclusive. For employees in Switzerland, major adjustments were also made to the content due to the high proportion of office work and changes in the legal framework. This included, for instance, new remote working arrangements, which give employees a degree of flexibility in arranging their work location within the framework of operational requirements and the needs of the circles. In this way, FREITAG aims to improve recon-

ciliation of professional requirements and private needs. In 2022, according to an internal survey with 122 participants, the F-Crew worked an average 26% of workdays in their home offices (previous year 83%). In the fall of 2022, the changes were communicated to the F-Crew, providing space for dialogue. A slightly adapted version of the «F-Rules» finally came into force on 1.1.2023.

The «Chang(c)emaker Diversity & Inclusion» role promotes diversity and inclusion, creates visibility and is accountable for an inclusive work environment that supports diverse perspectives and values the contributions of all employees regardless of gender, origin, or sexual orientation. As a result, at the end of 2022, a non-binary selection for gender was developed specifically in the central employee data system, among other things. To raise awareness, regular posts were published on the intranet, for example on internal gender distribution by role or a current LGBTQ+ study.

[GRI 405-1,2] The F-Crew has an even distribution between the sexes\*, with 50.2% women and 49.8% men. With regard to equal op-

\*THE NON-BINARY GENDER OPTION WAS NOT INTRODUCED UNTIL THE END OF DECEMBER 2022 AND CONSEQUENTLY NO NON-BINARY DATA HAS YET BEEN RECORDED FOR THE YEAR 2022.

portunities, the highest wage level\* with 46.2% women and 53.8% men presents a positive picture. With regard to gender, the roles are distributed fairly throughout the corporate leadership («Company Leader»: 3 women, 2 men, «Strategists»: 6 women, 7 men) as well as in circle management («Lead Link»: 11 women, 12 men, «Rep Link»: 13 women, 11 men). In 2022, an equal pay analysis was again carried out by an independent body in accordance with methodology approved by the Swiss Federal Statistical Office. This showed that FREITAG pays equal wages for equal work, regardless of gender, in Switzerland, and thus also at the significant operations site at its headquarters.

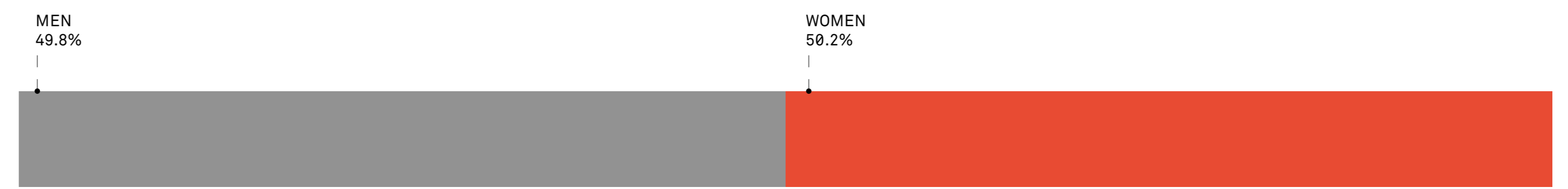
In the interests of an inclusive working environment, the cost of German courses at various external institutions for non-German-speaking employees were covered in 2022. Wherever possible, FREITAG also considers integration aspects when filling positions: For temporary jobs we cooperate with jobshop, a contact point for teenagers and young adults who need help finding a job. As regards our nine apprenticeships positions, we work closely with ESPAS. The organization specializes in individual work integration and trains young people for one year before they start an apprenticeship in the company. Since FREITAG itself has had apprenticeship dropouts in recent years, we consciously decided in 2022 to offer apprenticeship continuations that would give young people who were unable or unwilling to continue their first apprenticeship a second chance. FREITAG 2022 also participated for the first time in the city of Zurich's LIFT youth project, thus enabling a young person to gain an initial experience of an internship with a view to simplifying the subsequent search for an apprenticeship.

□ [GRI 405-1] EMPLOYEES BY AGE AND GENDER, HIGHEST WAGE LEVEL\* BY GENDER

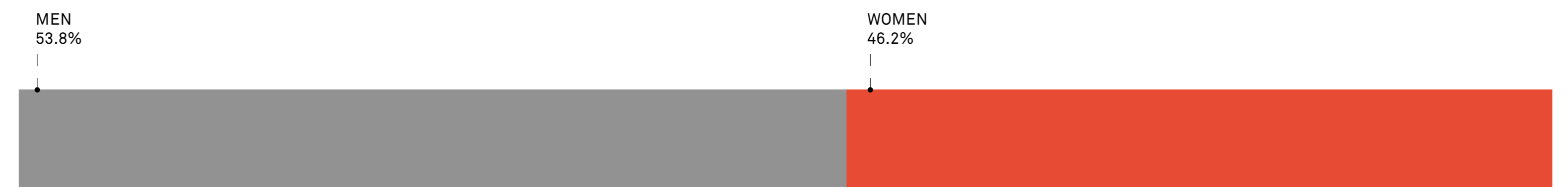
EMPLOYEES BY AGE



EMPLOYEES BY GENDER\*\*



EMPLOYEES AT TOP OF SALARY SCALE



\*SINCE A HOLACRATIC ORGANIZATION HAS NO MANAGEMENT IN THE CLASSICAL SENSE, THE HIGHEST WAGE LEVEL (TOP OF SALARY SCALE) IS USED AS A REFERENCE VALUE.  
 \*\*THE NON-BINARY GENDER OPTION WAS NOT INTRODUCED UNTIL THE END OF DECEMBER 2022 AND CONSEQUENTLY NO NON-BINARY DATA HAS YET BEEN RECORDED FOR THE YEAR 2022.

⌵  
**HEALTH AND OCCUPATIONAL SAFETY**

[GRI 403-6] In view of the findings of the employee satisfaction survey and long-term absences associated with increased workload in certain circles, we introduced selective measures in 2022 to support the F-Crew in the mindful use of their own resources and in the recognition of mental overload.

A workshop involving external health promotion experts (Lifetime Health) and FREITAG representatives from all circles was held in June 2022 to determine the current situation. In October 2022, the entire F-Crew was sensitized with a keynote speech focusing on the topic of mental and physical well-being. In November, we organized a workshop focusing on resilience and stress management for all roles with a leadership component. This workshop was implemented by SYBEK, our external social counseling partner, which is available to the entire F-Crew at any time for free and anonymous counseling, even in the event of difficult personal situations. → [SYBEK.CH](https://www.sybek.ch)

Existing physical health offerings continued in 2022. FREITAG supported the sports groups (soccer, hockey and fitness training) launched over the past few years by employees themselves. Only the yoga offer was temporarily discontinued owing to lack of demand. As in previous years, we took part in the 2022 Bike2Work Challenge to promote exercise in our daily work routine. As always, employees were able to enjoy healthy, regional and seasonal lunches in the Nørd canteen at the headquarters in Zurich, which consciously serves only vegetarian dishes one day a week. FREITAG employees receive a 50% discount, which goes up to 75% for employees who do not have the possibility to work from home. → [NOERDKANTINE.CH](https://www.noerdkantine.ch)

To boost occupational safety, the safety mission statement and emergency concept for the Nørd 2022 headquarters were revised, and the relevant signage in the building reviewed and optimized. In order to guarantee an immediate reaction in the event of accidents, the six appointed company paramedics attended emergency courses, and a first-aid standby service was introduced during working hours. In addition, personal protective equipment (e.g. goggles, shoes, gloves) for each role was newly defined and indicated by signs in the corresponding work areas.



PHOTO CREDIT: JOËL TETTAMANTI

# ACHIEVEMENT OF TARGETS

## IN 2022

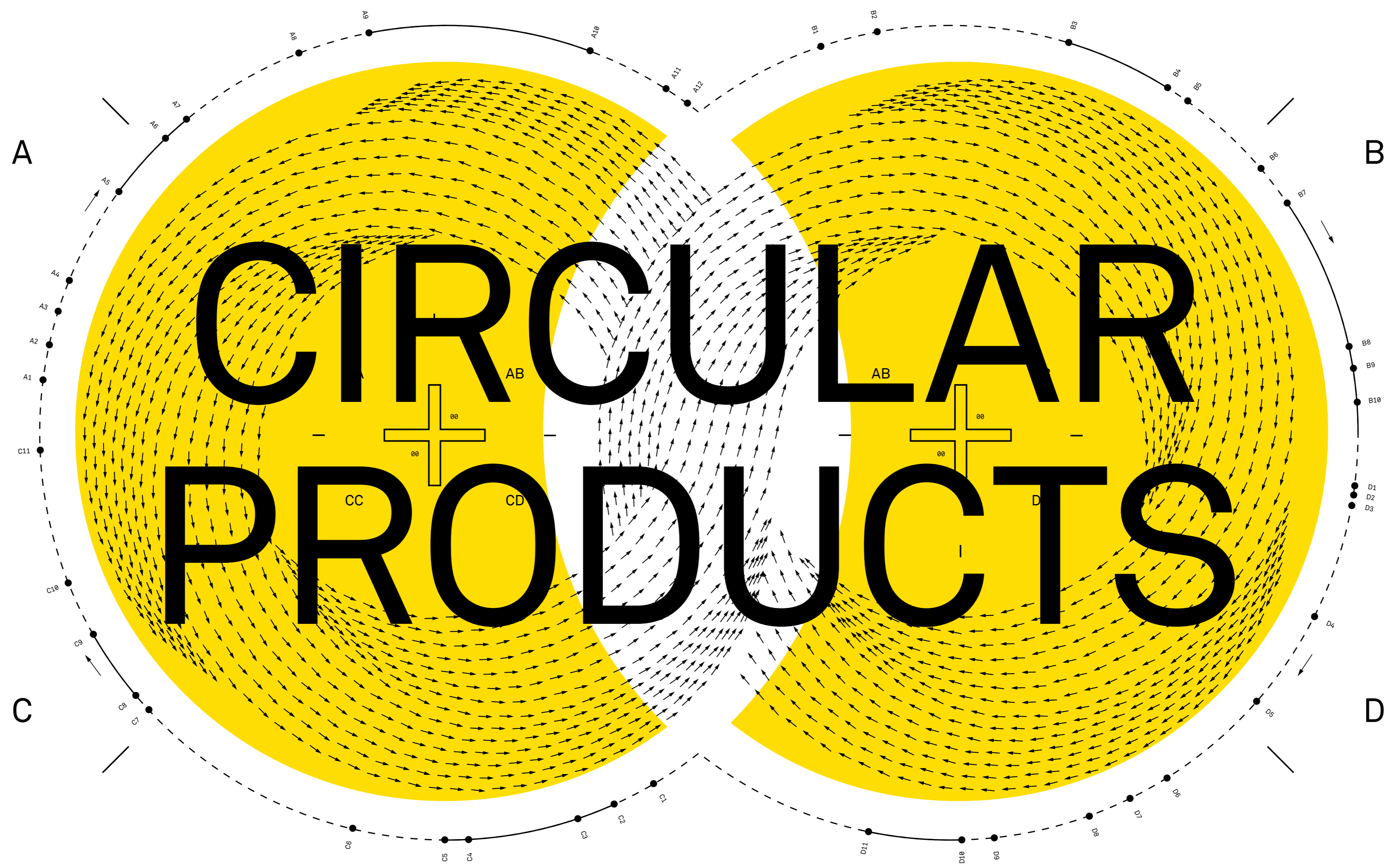
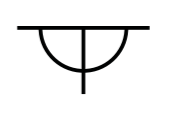
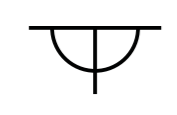
# OUTLOOK 2023

### PLANNED MEASURES

	PLANNED MEASURES	STATUS	MEASURES IMPLEMENTED
01	At the «FREITAG Economic Forum (FEF)» in 2022, we will dedicate an entire day to the subject of circularity. This will encourage the internal transfer of relevant expertise and exchange. We also plan to hold at least four more internal roundtables on sustainability and circularity and involve more experts in the «Sustainability & Circularity» circle.	TARGET ACHIEVED	see FACTS & HIGHLIGHTS 2022: ↗ FEF – CIRCULAR GET TOGETHER p.18 ↗ CIRCULARITY EXPERTISE p.18
02	To strengthen our shared understanding of culture, we plan to introduce a «Culture Code» that maps our interaction and cooperation principles. Moreover, the F-Academy focuses on the concept of leadership in a self-organizing body as well as the culture of feedback and trust.	TARGET ACHIEVED	see FACTS & HIGHLIGHTS 2022: ↗ CULTURE CODE p.17 ↗ BASIC AND FURTHER TRAINING p.20
03	Currently pending are revisions of the «F-Rules», as we call our employee regulations, the salary and further training regulations, and another employee satisfaction survey. These measures are designed to generate a continuous improvement in working conditions for the F-Crew.	TARGET PARTIALLY ACHIEVED	see FACTS & HIGHLIGHTS 2022: ↗ DIVERSITY & INCLUSION p.20 ↗ EMPLOYEE SATISFACTION p.19

01	To promote employee satisfaction by increasing their resilience, all employees will be offered personality coaching at the company's expense. The newly created role of «Culture Enabler» also addresses the communication and further development of the «Culture Code» and its associated empowerment of the F-Crew.
02	In terms of organizational structure, we have set ourselves the goal of making it less complex and creating a greater sense of orientation. In addition to governance adjustments to simplify the holacratic circle and role structures, there are plans for accompanying workshops on topics such as leadership and consent decision-making.
03	To promote the physical health of employees in production, we introduce a sports program during working hours designed to counteract the negative effects of repetitive physical work. For office workers, the workstations and meeting rooms at FREITAG headquarters will be adapted to meet the new needs of hybrid and more flexible working structures.
04	In 2023, the Sustainability & Circularity circle will focus on the internal transfer of circular know-how as a means of boosting our circular expertise within the company. In addition, we plan to increase the significance of the central role of the «Material Technologist».

40 41 42 43 44 45 48 49 50 51 52 53 54 55 56 57



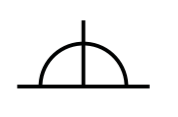
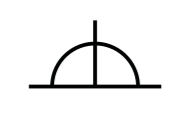
A

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0 5 10 15 20 25 30 35 40 45



# INTRO

↳ By taking a circular approach to material development and product design, FREITAG wants to show and pioneer ways from a linear to a circular economy. To achieve this, we develop our products with their end of life in mind, in line with our values based on the principles of the circular economy.

□ AMBITION

WE CREATE PRODUCTS WITH THEIR END IN MIND.

□ TARGET 2030

# 99%

CIRCULAR PRODUCTS



[GRI 3-3] The upcycling of used materials, the focus on quality and durability, and the unique character of each individual product have characterized FREITAG for 30 years. We aspire to ensure that FREITAG products are not only theoretically durable but also that our customers enjoy using them for years to come. The product design and choice of materials play a crucial role in the transition to a circular economy and can reduce the product's environmental footprint by up to 80%. Our product development strategy is therefore based on the use of recycled and, wherever possible, recyclable materials. We also adhere to circular design principles that enable durability and reparability but also consider the end of the product's life cycle.

To ensure that products live their potential life cycle to the full, we also develop appropriate circular services. [↗ CIRCULAR SERVICES - p.47]

In addition, we work continuously to minimize material waste: for example, when cutting tarps to size in the production process. [↗ CIRCULAR OPERATIONS - p.36]

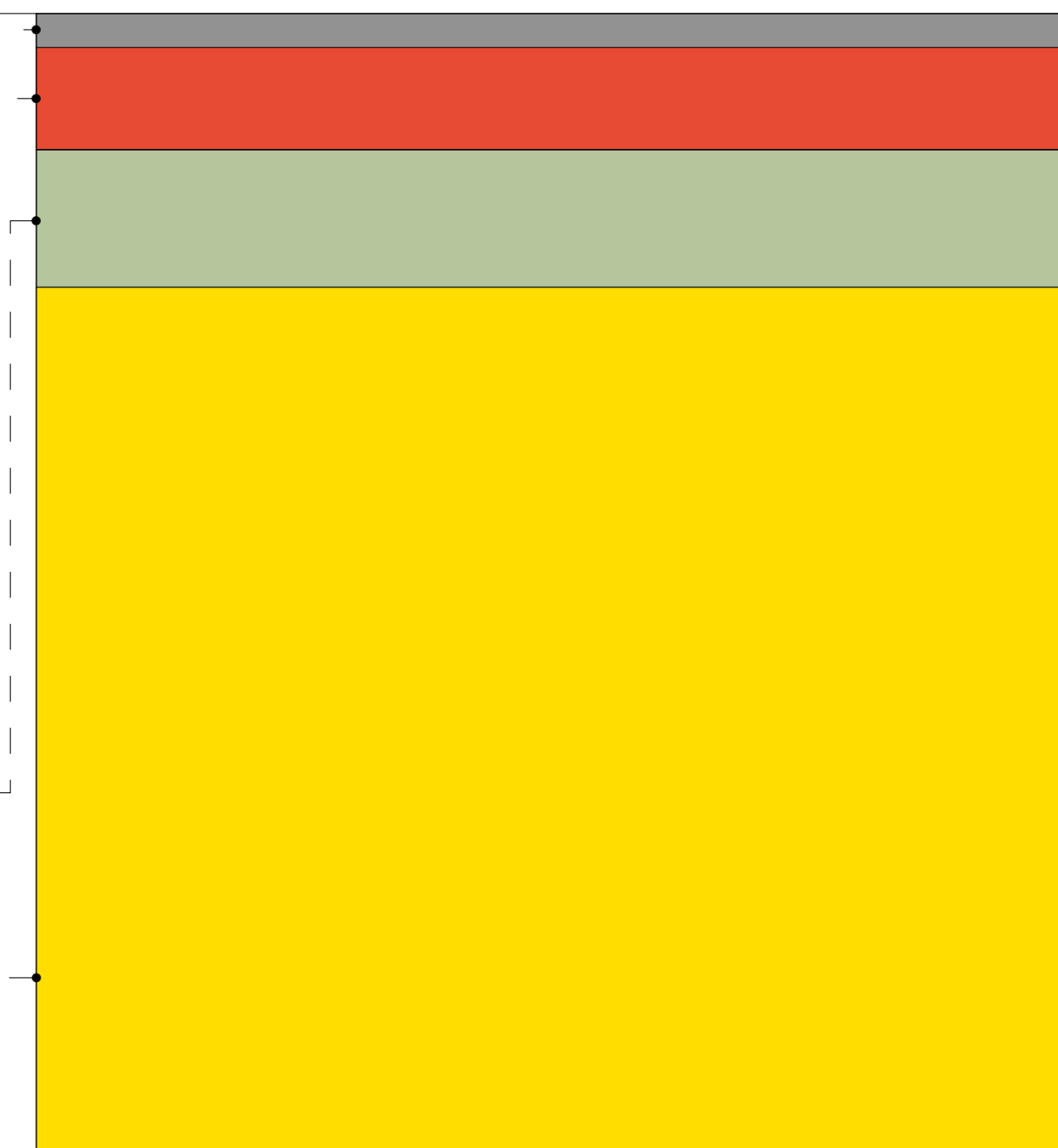
□ METRICS 2022 [MATERIAL INPUT]

RECYCLED  
3.5%  
Ⓢ 2021: 1.9%

B-STOCK  
9.0%  
Ⓢ 2021: 1.7%

NEW  
11.6%  
Ⓢ 2021: 7.7%

UPCYCLING (USED TRUCK TARP)  
75.8%  
Ⓢ 2021: 88.7%



## PRODUCT DEVELOPMENT STRATEGY



PHOTO CREDIT: ROLAND TÄNNLER

To meet our circular ambitions for future products, our product development strategy is guided by the following four strategic points:



### DESIGN FOR DURABILITY

We give our products a long life by selecting robust materials and a timeless design that increases the product's emotional value the older it gets.



### DESIGN FOR DISASSEMBLY

We rely on modular design and reversible material connection, which simplify repairs, replacement, remanufacturing and recycling of the product. We enhance this by keeping the number of material groups to a minimum.



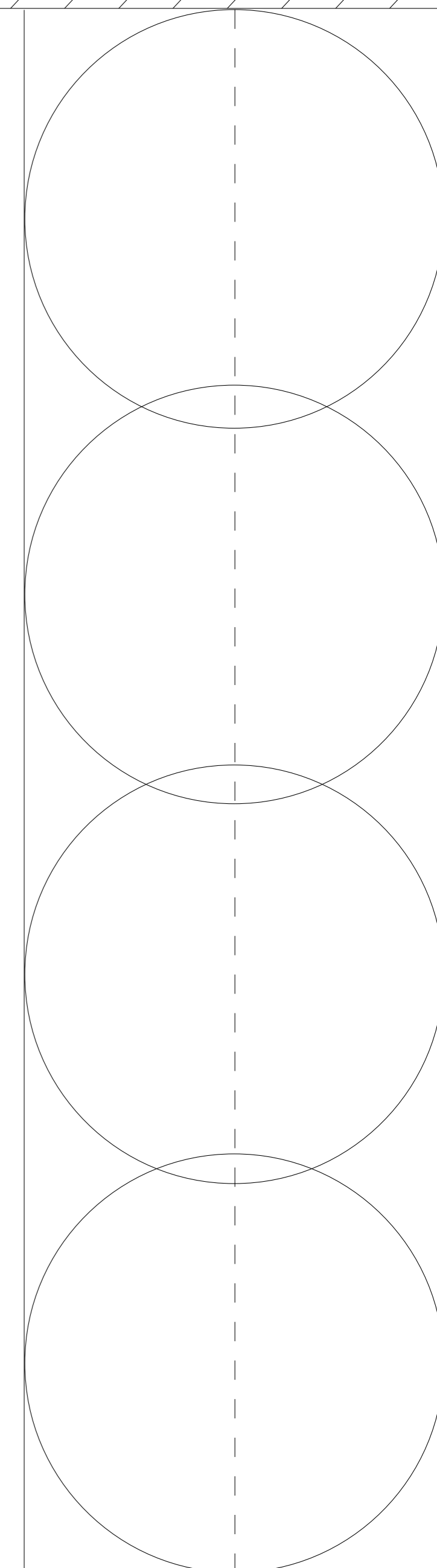
### CHOOSE PURPOSEFUL MATERIALS

We select our materials in line with strict criteria. We rely on circular, recycled materials produced using environment-friendly methods, avoiding any that do not comply with our Restricted Substance List (RSL).



### VALUE THE MATERIALS

We develop products that can be produced with minimal material waste, emphasize the unique character of products made from used truck tarps and declare the materials used on the products.



## MATERIALS

### USED TRUCK TARPS

Truck tarps are robust and long-lasting, and even when used are still a good raw material for our kind of bags. The processing that is part of the FREITAG upcycling approach is designed to extend the life of this durable material. After spending an average of six years on the road, the tarp assumes a new role and survives for many more years as a bag. External calculations have shown that using old truck tarps instead of new material reduces our CO<sub>2</sub> emissions by 22%. Since 2022, apart from the actual tarps, we have also been collecting the reflectors glued onto them and using them selectively in bag production. To ensure the safety of our products, we test incoming truck tarps for unwanted constituents and remove any tarps that are unsuitable. Before transforming the tested tarps into bags, we also wash and disinfect them. This way, we can be sure we also eliminate bacteria and mold. [<sup>7</sup> CIRCULAR PRODUCTS - p.30, CIRCULAR OPERATIONS - p.36]

### DISCARDED PET BOTTLES

Fabrics made of outsourced, recycled PET<sup>?</sup>, which we use either to line some of our bags or as the main material for other models, are dyed using spinneret technology. In this process, the yarn is dyed during the actual spinning rather than as a finished fabric. The method is much more environment-friendly than traditional dyeing because it requires 75% less water, 30-40% less energy and 90% fewer chemicals. FREITAG is aware that materials made from recycled PET bottles can only be an interim solution as long as the PET is sourced from its functional closed cycle. Accordingly, we only use them where no circular alternatives are available and are actively searching for better solutions. → [FREITAG.CH/TARPONPET](https://freitag.ch/tarponpet)

### WORN SKI BOOTS

To make our smartphone protective cases recyclable despite the rapidly changing sizes of device from one generation to the next, FREITAG uses recycled thermoplastic polyurethane (R-TPU) made from worn-out ski boots. This mono-material is recyclable up to seven times. It's flexible, robust and shock-absorbent, and therefore ideal for making custom-fit smartphone sleeves from it repeatedly. What is special about the new R-TPU material, in addition to the take-back system, is the very short distances in the supply chain: the entire production process from raw material procurement to preparation and processing to the product takes place in Switzerland within a radius of 150 km from Zurich.

### B-STOCK

B-stock goods are materials or articles that do not make it into usual distribution channels for any of several reasons. They may not meet the quality standards for their intended purpose, have minor visual defects or have been used as display items. Provided this does not compromise their quality for the uses we have in mind, we give B-stock goods from other industries a new life. Currently, we are turning B-stock goods from bicycle inner tubes, seat belts and airbags into new products.

### NEW MATERIALS

We only use new materials when we have not yet found a recycled alternative that meets our quality requirements. These include zips, buckles and snap fasteners, which need to be particularly resilient.



PHOTO CREDIT: ROLAND TÄNNLER

### NATURAL FIBERS

For the F-ABRIC clothing line, we developed fabrics from two bast fibers (hemp and linen), and modal, a bio-based fiber obtained from reconstituted beech tree cellulose. All these raw materials are grown in Europe by producers whose priorities include preserving soil quality, efficient water use, and avoiding the use of pesticides. We also minimize the use of chemicals during further processing and dyeing. F-ABRIC textiles come without rivets, zips and synthetic constituents and are therefore 100% biodegradable. Our garments become breeding grounds for new raw materials, and we thus close the biological cycle. → [FREITAG.CH/FABRIC](https://freitag.ch/fabric)

# FACTS & HIGHLIGHTS 2022



## F385 CIRC-CASE

After a development phase with other partners lasting several years, the first circular FREITAG product reached market maturity in 2022: F385 CIRC-CASE is a smartphone sleeve made from recycled ski boots that can be recycled multiple times at its end of life. The protective R-TPU sleeve is combined with a custom card holder made from recycled truck tarp that slides into the case and can be easily taken apart again.

For the production of our circular smartphone case, worn-out ski boots are collected in Davos, taken apart and separated from their buckles and other plastic parts. The coarsely shredded plastic is then analyzed, sorted by color, and extruded<sup>7</sup> into granulate so that it can eventually be cast onto the body of a current iPhone® model. If the CIRC-CASE no longer fits the new smartphone, it can be returned to FREITAG and converted into new CIRC-CASEs.

[<sup>7</sup> CIRCULAR SERVICES - p.52] → FREITAG.CH/CIRCULAR-PHONE-CASE

□ ANNA KERSCHBAUMER, PRODUCT DRIVER AT FREITAG

«AT THE END OF THE PRODUCT LIFE CYCLE, THE R-TPU FROM DISCARDED SKI BOOTS CAN BE USED AGAIN AND AGAIN FOR THE PRODUCTION OF NEW CIRC-CASES.»



PHOTO CREDIT: OLIVER NANZIG



## FIRST PROTOTYPES FOR CIRCULAR TARPS

We want to ensure that our bags are both recycled and recyclable in the future and that after their long life do not end up in the garbage. In 2020, with that in mind, we initiated the development of a circular truck tarp. By the nature of its job, a tarp designed for life on the road needs to fulfill certain technical requirements. But a circular tarp also has to meet EPEA Cradle to Cradle<sup>®</sup> requirements as far as possible. Our goal is to close the cycle for this material, which is so important for FREITAG, and to replace the conventional truck tarp made of PVC as the main material. FREITAG manages the project, conducts research and brings relevant and important partners throughout the tarp industry together. [<sup>7</sup> CIRCULAR COMMUNITY - p.59]

Like a conventional tarp, the new recyclable version will probably consist of a robust fabric with a water- and dirt-repellent coating. What precisely these two components will consist of is the all-important question. First and foremost, the new tarp will have to withstand the rigors of being on the road. After that, it must be possible to revert it to its basic constituents and reuse them to make something new. As the project unfolded, various development approaches with different partners and different combinations of fabrics and coatings emerged.

In 2022, in what represented a significant milestone, two of these development approaches each resulted in a prototype. The two prototypes were printed and mounted on a small truck to check how well the materials and the printing hold up as truck tarps when exposed to normal usage and weather conditions.

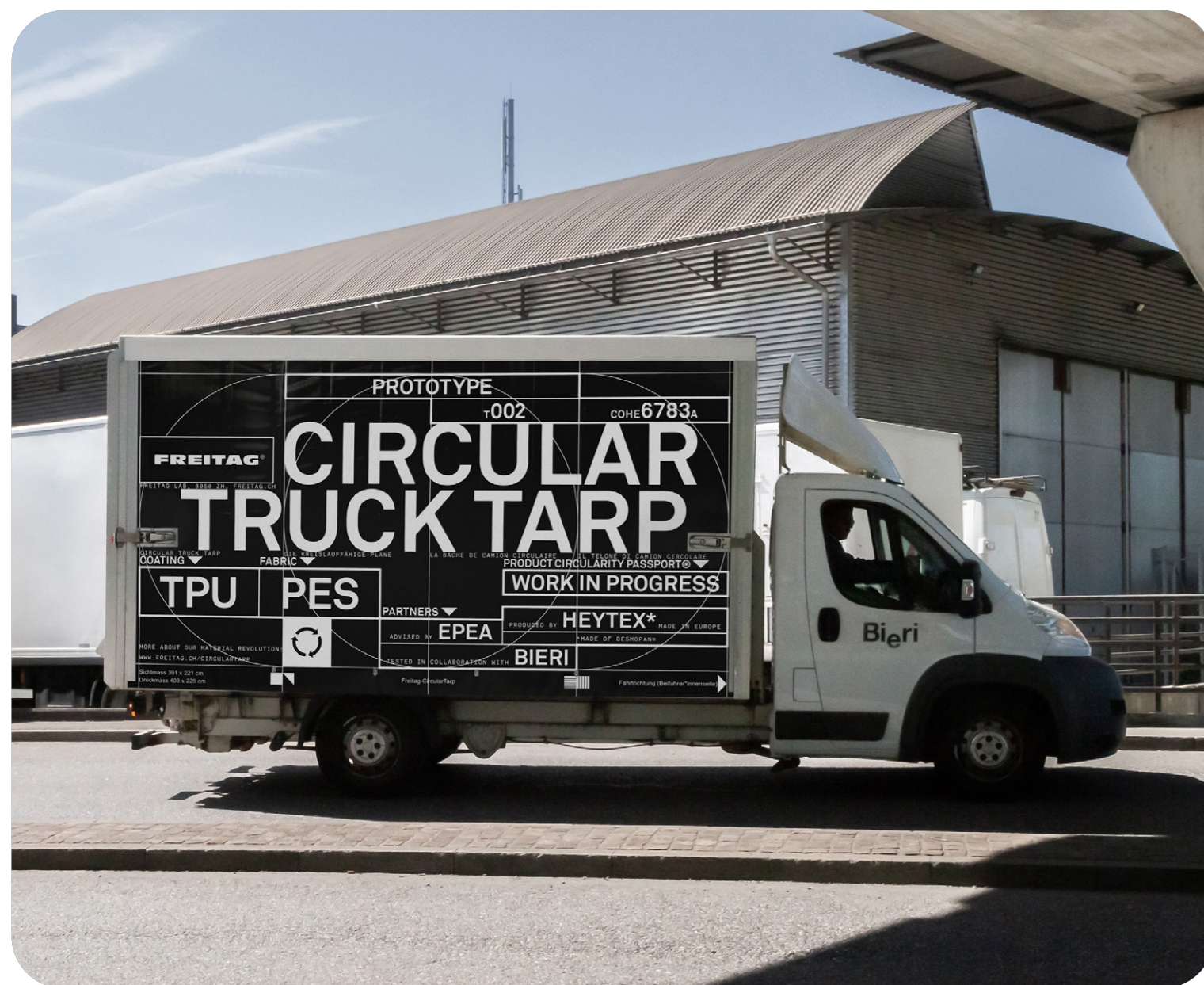


PHOTO CREDITS: ELIAS BÖTTICHER

### PROTOTYPE T001

The tarp prototype made of polypropylene (PP) has been out on its road test since June 2022. In the first prototype, both the fabric and coating are made of PP. It can therefore be recycled at the end of its life cycle without the need for costly separation of the two components. During the research stage, the attention of the project team was drawn to a mono-material that had already been developed by a Dutch company, Rivertex. The Rivertex developers joined the project team and agreed to have the circularity of their product tested by the EPEA in line with Product Circularity Passport® requirements. The result (66%) was very encouraging, and the only reason it was not higher is that the tarp is currently produced from new, in other words non-recycled material.

### PROTOTYPE T002

In December 2022, another tarp prototype was sent out on the road. The second prototype is made of TPU (thermoplastic polyurethane) with a fabric made from PES (polyester). The TPU coating material has already been tested by the EPEA's circularity experts and passed the materials health test. Since it still may be several years before PES and TPU compounds can be recycled at a high level, the project team is working in parallel on a new type of tarp structure.

The two other development approaches are dedicated to a bio-based solution and a mono-material made of PET. It is impossible to predict which of the four sub-projects and which materials will result in the first commercial, circular truck tarp. What is clear, however, is that it will take another five years or so for the used circular tarps to return from the streets and for us to cut them up to make the first FREITAG bags from them. → [FREITAG.CH/CIRCULARTARP](https://www.freitag.ch/circulartarp)

□ ANNA BLATTERT, CIRCULAR TECHNOLOGIST AT FREITAG

«SINCE THIS IS A INNOVATION PROJECT, THE OUTCOME IS OPEN. WHILE MARKET ACCESS IS BETTER ASSURED FOR ONE DEVELOPMENT APPROACH, THE OTHER HAS THE ADVANTAGE OF HIGHER CIRCULARITY IN ITS FAVOR.»



## DEVELOPMENT OF A MONO-MATERIAL PRODUCT

In 2022, FREITAG continued to work with external partners on the development of a mono-material product. After all, if all the components in a product are made of the same material, it can be recycled as a whole at the end without the need for laborious separation of individual materials from one another. The stringent requirements regarding functionality and circularity posed some challenges for the project team in sourcing. In the end, we decided to take material development into our own hands. At the end of 2022, after two years of development, the project was in the final test phase for the first circular, tarp-free FREITAG backpack. → [FREITAG.CH/MONOPA6](https://www.freitag.ch/monopa6)



PHOTO CREDIT: PHILIP FROWEIN

We used around 6,000 recycled truck tarp reflectors for the first time on the F675 DIXON, a limited FREITAG DIY product, in June 2022. At the three FREITAG Yourself Stations in Kyoto, Bangkok and Zurich, customers were able to put together their own bags from recycled PET fabric, used truck tarps, discarded car safety belts and recycled reflectors. Following its success as a FREITAG Yourself product, the reflective slingbag will be added to our permanent product portfolio (never out of stock) in a slightly adapted form in 2023.

→ [FREITAG.CH/REFLECTIVE-BAG](https://www.freitag.ch/reflective-bag)

### THE REAL RIP-OFF: FREITAG REVERSED

In life before FREITAG, the inside of a truck tarp is the boring side. It is not printed, mostly monochrome and has hardly virtually no patina<sup>?</sup>. In addition, the safety belts are welded on this side, leaving the tarp with frayed strips after our manual disassembly process.

[<sup>?</sup> CIRCULAR OPERATIONS – p.36] In November 2022, FREITAG reversed the logic and turned the inside out for two bags (F52-X MIAMI VICE, F201-X PETE) and two accessories (F07-X CHUCK, F08-X DAN), and put the characterful traces of torn-off canvas straps in the spotlight.



## NEW PRODUCTS FROM PRODUCTION WASTE

Material waste from other industries is the basis of the FREITAG business model and therefore a valuable resource. In 2022, two product developments focused on the use of intelligent design to reduce FREITAG production waste in various ways.

### SLINGBAG F675 DIXON

All good things deserve a second life. And those good things include the reflective contour markings that make trucks glow in the dark and increase road safety on the highway at night. The reflectors are attached to the discarded truck tarp and usually cut away when the tarps are dismantled. But FREITAG has been looking at ways of giving the reflective strips a second life on bags. The reflectors not only look fantastic on the bags but also perform the useful function of increasing visibility in the dark.

For these inside-out products, we spent months collecting pieces of tarp that looked particularly attractive on the inside, but either wouldn't be used for production because of the belt tears and holes, or would remain in the tarp store for the time being due to surplus of plain tarps. In this way, over five tonnes of discarded tarp were given a second life and production waste reduced. → [FREITAG.CH/RIP-OFF](https://www.freitag.ch/rip-off)



PHOTO CREDIT: ELIAS BÖTTICHER

□ MATERIAL COMPOSITION, IN YEAR-ON-YEAR COMPARISON [KG]

# MATERIAL INPUT 2022

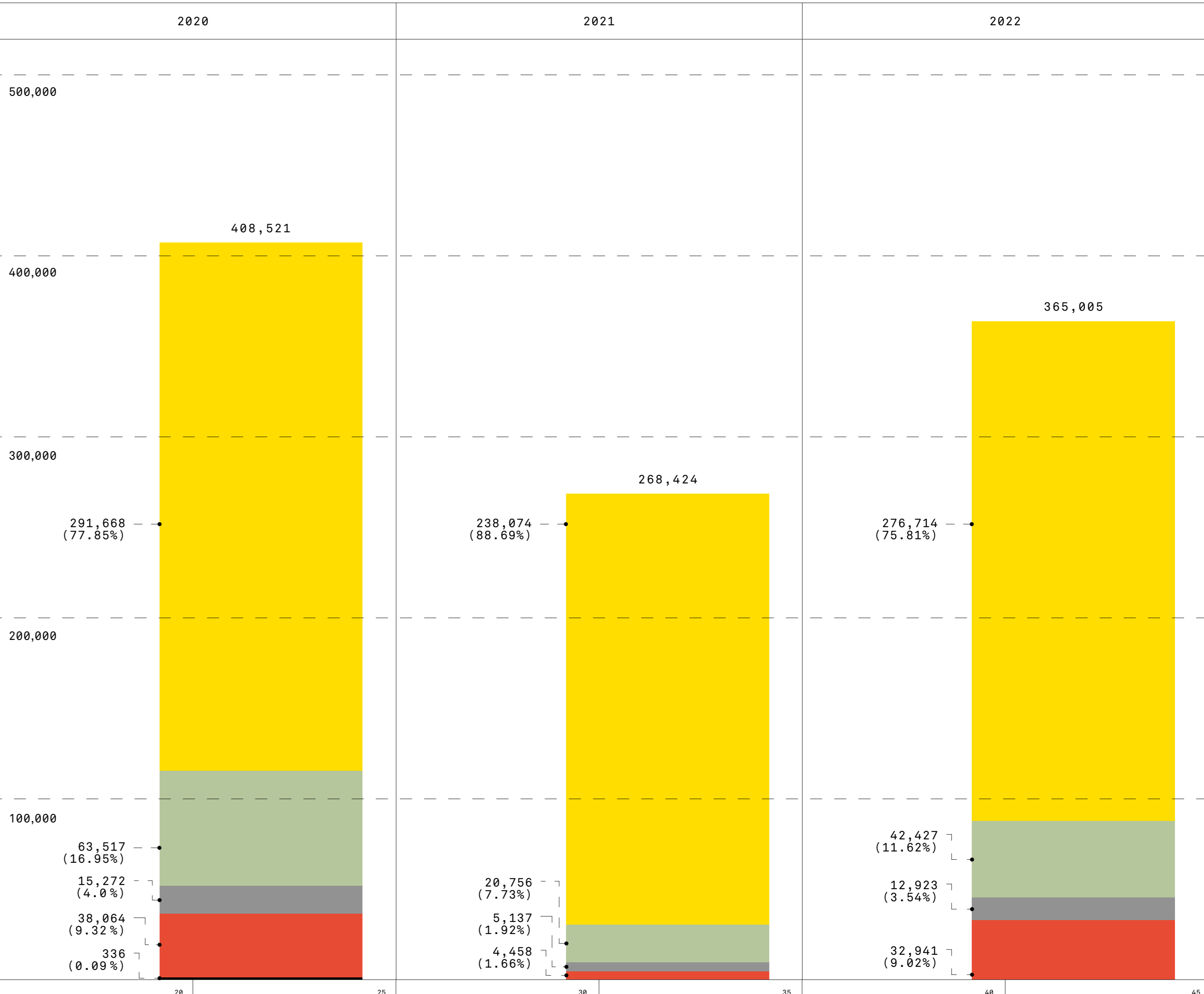
[GRI 301-1,2] In 2022, material consumption increased by 36.0% year-on-year to 365,005 kg as overall production volumes rose once again following the Corona pandemic. Most (75.8%, previous year 88.7%) of the material processed still comes from used truck tarps (upcycling). While inventories were reduced in 2021, more accessories and lining materials were purchased again in 2022. Accordingly, the share of B-stock material was 9.0% (previous year: 1.7%), due in particular to the purchase of four times more car safety belts. The share of new items, such as buckles, straps and zippers, as well as new shares in materials, likewise increased and stood at 11.6% (previous year: 7.7%). The recycled share, for instance in the case of accessories that are not made solely from virgin material, was 3.5% (previous year: 1.9%). The newly launched, recyclable CIRC-CASE has so far made only a minimal impact in this category because of its low weight and comparatively small share of products sold. F-ABRIC textiles are produced in batches and, as in the previous year, no fabrics from natural fibers were produced in 2022. [↗ CIRCULAR PRODUCTS - p.28]

\*USABLE MATERIAL (EXCL. WASTE, QUALITY PROBLEMS, ETC.)

\*\*NEW GOODS SUCH AS BUCKLES, ZIPPERS, ETC. BUT ALSO SHARE OF NEW GOODS IN RECYCLED MATERIALS

\*\*\*RECYCLED CONTENT IN RECYCLED MATERIALS (EXCL. TARP)

\*\*\*\*AIRBAGS, BICYCLE INNER TUBES AND SEAT BELTS



## F-STORE DESIGN

The design principles we use for FREITAG products also apply to FREITAG Stores. As evidenced by our Zurich Flagship Store. The basic idea behind a FREITAG bag is to give used materials a new life, to reuse them for a different purpose. In other words, to recontextualize them. Through the use of rusty, decommissioned freight containers as retail space, these core values assume a life beyond the product. That is how the container tower has become symbolic of the brand.



PHOTO CREDIT: ROLAND TÄNNLER



PHOTO CREDIT: ADISORN RUANGSIRIDECHA

But apart from that, we focus on timeless design and modular, durable systems in all the FREITAG Stores:

We do not use unnecessary materials such as covers or finishes with varnish and paint. The only exception here are accents in our CI colors: industrial green and signal yellow. We use modular shelving systems, designed in house and produced in Switzerland. They are made of durable, hard-wearing materials like recyclable plastics (combined with cardboard) or steel. The parts can be configured as individual shelving units, assembled, dismantled and reused. And because they are so space-saving, they can be delivered worldwide.

→ [FREITAG.CH/STORE-LOCATOR](https://www.freitag.ch/store-locator)

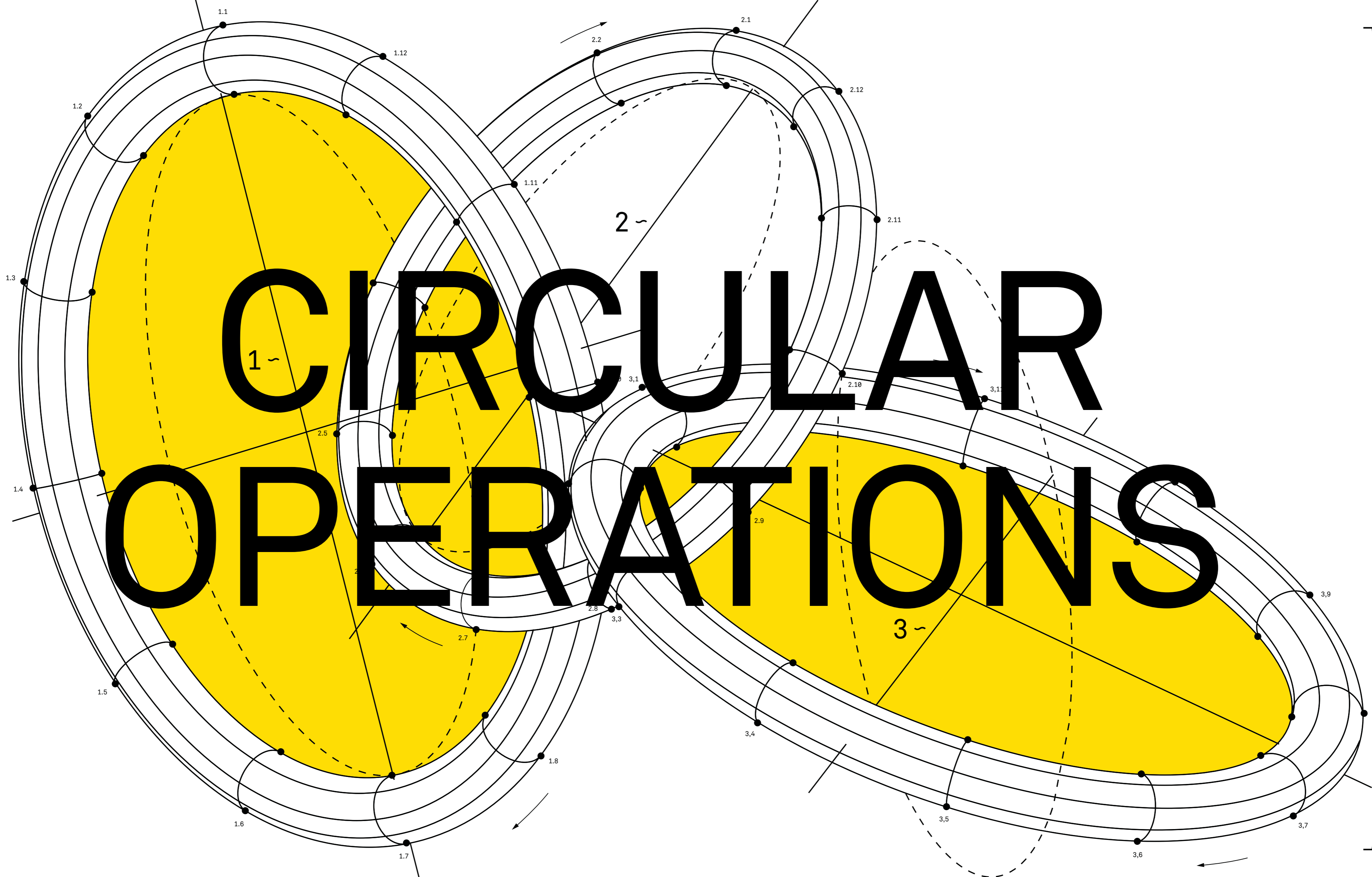
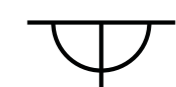


PHOTO CREDIT: PHILIP FROWEIN





40 41 42 43 44 45 48 49 50 51 52 53 54 55 56 57



40 41 42 43 44 45 48 49 50 51 52 53 54 55 56 57



# INTRO

↳ FREITAG aims to strike a balance between ecological and social responsibility and economic success all the way along its supply chain. That's why we want to substantially reduce our footprint and make the supply chain even fairer.

□ AMBITION

WE REDUCE OUR FOOTPRINT  
AND ENSURE A FAIR SUPPLY CHAIN.

□ TARGET 2030

**-50%**  
CO<sub>2</sub> TOTAL

**100%**  
APPLIED  
«CODE OF CONDUCT»

□ METRICS 2022

**3,204** <sup>↗</sup>  
2021: 3,139  
t CO<sub>2</sub>eq TOTAL

SCOPE 3 2,925.3  
SCOPE 2 265.6  
SCOPE 1 13.4

**100%** <sup>→</sup>  
2021: 100%  
PRODUCERS,

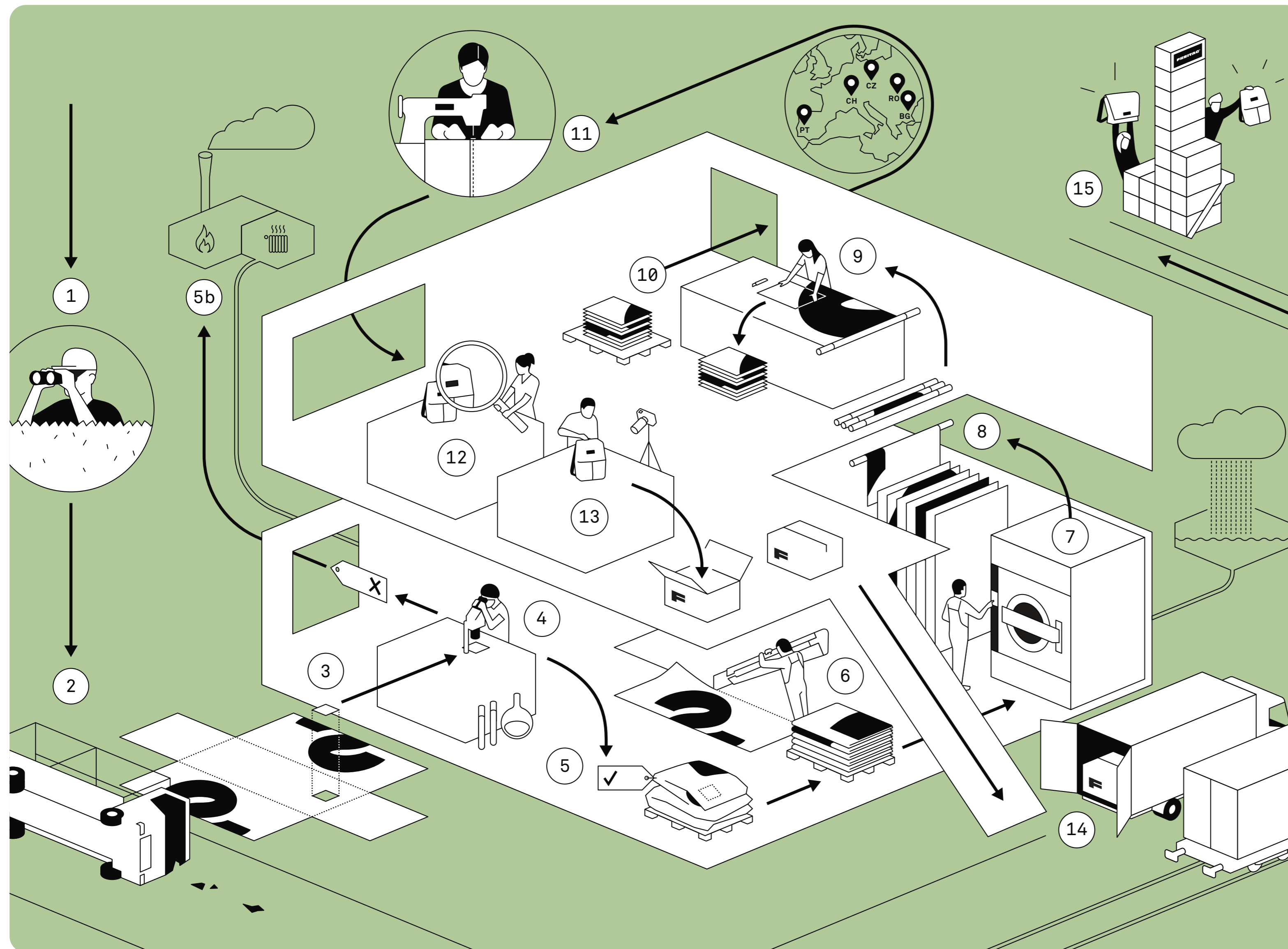
**100%** <sup>↗</sup>  
2021: 0%  
AGENTS AND

**38%** <sup>↗</sup>  
2021: 0%  
SUPPLIERS WITH  
SIGNED CODE OF CONDUCT



[GRI 3-3] FREITAG produces where it makes the most sense ecologically and economically and where safe, healthy and fair working conditions are guaranteed. We have made a conscious decision to maintain our headquarters in Zurich and maintain long-standing partnerships on an equal footing with our mainly European producers and are in constant dialogue to increase transparency throughout the supply chain.

## STAGES OF PRODUCTION



In 2022, our tarp buyers (aka «truck spotter») sourced around 340 tons of used truck tarps for us. Over 85% of used truck tarps are procured by our agents. They buy used tarps for us within a radius of 2,500 km and send us samples in advance so we can have the material tested for safety. [7 CIRCULAR OPERATIONS - p.43] Tarps suitable for bag production are disassembled by the agents and then delivered to us in Zurich-Oerlikon. Another 9% of the tarps we purchase come from direct suppliers in Germany, whose tarps are taken apart by a local partner. The rest comes from direct suppliers (e.g. freight companies) in Switzerland, Austria, Italy, or France. We test these tarps and then disassemble them ourselves in our production facility in Zurich. Following this step, the pieces of tarp are washed and dried in a resource-saving manner. At the next stage, the tarps are cut to create unique pieces in the «Bag Design»: partly by hand with a cutter knife and template, and partly with the help of a machine, before being shipped to our European producers. There, the individual cut tarp pieces are sewn together with the other materials to form finished products, with producers in Bulgaria, Portugal and Switzerland also handling parts of the upstream cutting. We purchase the necessary accessories and fabrics, such as recycled PET textile or B-stock airbags, from selected suppliers. Our producers check and photograph some of the unique, finished items, but this mainly takes place back at the Nørd headquarters. Then they are finally ready for sale.

→ FREITAG.CH/PRODUCTION

Production at FREITAG from truck tarp to delivery of the finished bag - illustrated here in the example of our recycled, individual products:

- |   |                         |    |                             |
|---|-------------------------|----|-----------------------------|
| 1 | TRUCKSPOTTING           | 9  | BAG DESIGN?                 |
| 2 | TARP REMOVAL            | 10 | SHIPPING TO SEWING PARTNERS |
| 3 | EXTRACTING TEST SAMPLES | 11 | SEWING                      |
| 4 | TESTING CONSTITUENTS    | 12 | QUALITY CONTROL             |
| 5 | CONFIRMING TARP SAFETY  | 13 | PHOTOGRAPHY                 |
| 6 | DISASSEMBLY?            | 14 | SHIPPING                    |
| 7 | WASHING                 | 15 | SALE                        |
| 8 | DRYING                  |    |                             |

## LOCATIONS OF PRODUCTION

## LOCATIONS OF PRODUCERS —

Bulgaria  
 Portugal  
 Czech Republic  
 Romania  
 Switzerland

## LOCATIONS OF TARP DISASSEMBLY (VIA AGENTS) - -

UK  
 Netherlands  
 Denmark  
 Poland  
 Switzerland\*  
 Germany\*\*  
 Spain  
 Portugal  
 Turkey

### List of FREITAG production partners 2022:

→ [FREITAG.CH/PRODUCTION-PARTNERS-2022](https://www.freitag.ch/production-partners-2022)

\*DIRECT SUPPLIERS FROM SWITZERLAND, AUSTRIA, ITALY AND FRANCE DELIVER TO THE NERD IN-HOUSE PRODUCTION FACILITY IN ZURICH, WHERE TARPS ARE ALSO DISASSEMBLED.

\*\* DIRECT SUPPLIERS FROM GERMANY DELIVER TO AN EXTERNAL DISASSEMBLY STATION IN GERMANY.

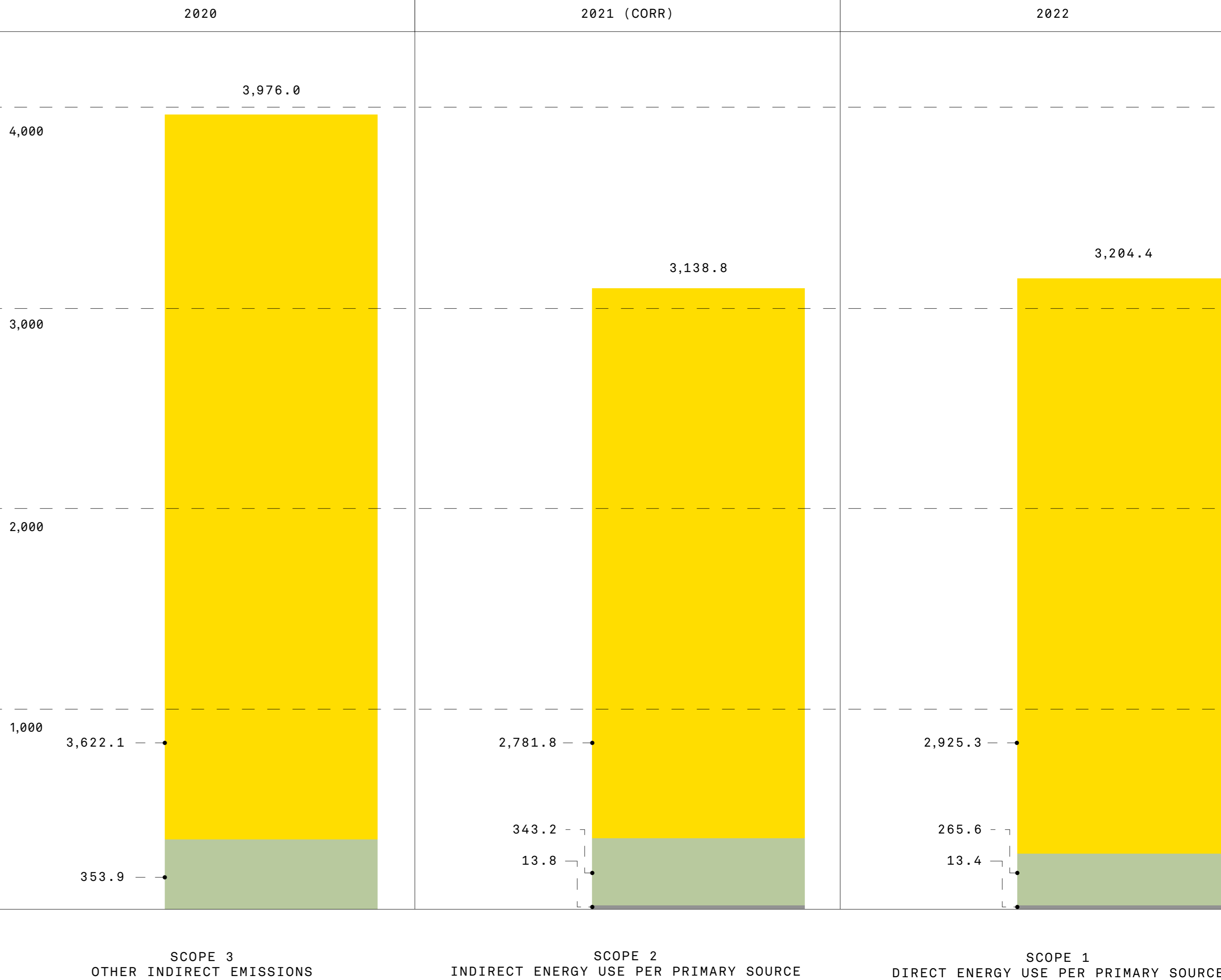


# FACTS & HIGHLIGHTS 2022

## CARBON FOOTPRINT

[GRI 305-1,2,3] In 2022, for the fourth time, we calculated our greenhouse gas emissions in line with the «Greenhouse Gas Protocol<sup>2</sup>». The evaluation was carried out by Swiss Climate and showed our emissions along the entire supply chain via Scope 1, 2 und 3<sup>?</sup>. Our emissions in 2022 increased by 2.1% to 3,204 t CO<sub>2</sub> eq compared with the previous year (2021 corr: 3,139 t CO<sub>2</sub> eq). The key factor here was increased production due to recovering markets following the Corona pandemic. However, when emissions are considered in relation to products sold, emissions decreased from the previous year from 7.6 kg CO<sub>2</sub> eq to 6.2 kg CO<sub>2</sub> eq per unit sold. In 2022, more accurate emission factors and data were available for the balancing process. Therefore, to ensure comparability with the previous year, the 2021 carbon footprint was retroactively corrected from 4,000 t to 3,139 t CO<sub>2</sub> eq. [ <sup>?</sup> APPENDIX - S.79 ] → GHGPROTOCOL.ORG

□ CARBON FOOTPRINT, IN YEAR-ON-YEAR COMPARISON [t CO<sub>2</sub> EQ]



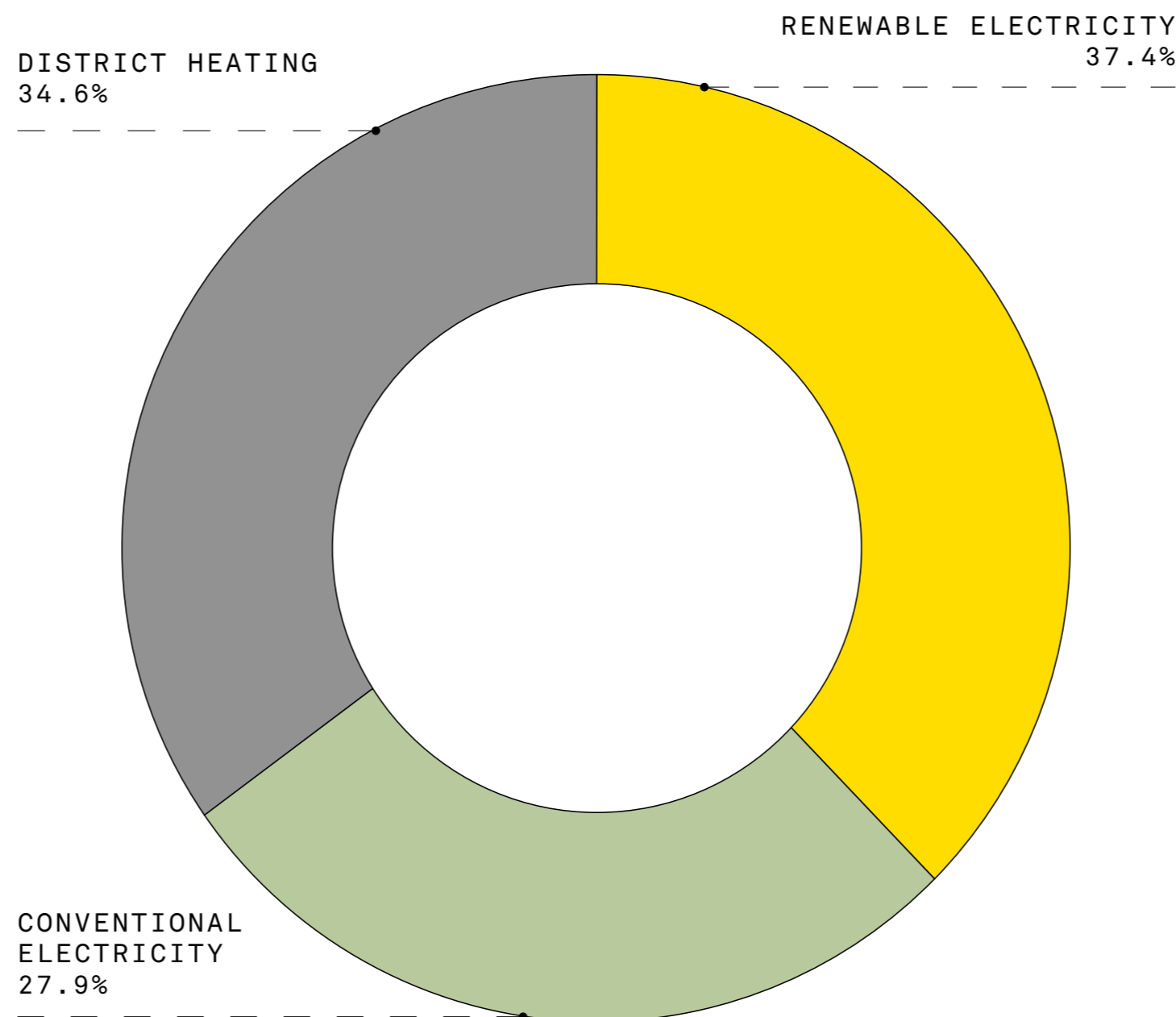
### ENERGY-RELATED EMISSIONS AND ENERGY CONSUMPTION

[GRI 302-1] Scope 1 emissions remained relatively low at 13.4 t CO<sub>2</sub> eq (previous year: 13.8 t CO<sub>2</sub> eq). These emissions are attributable to the energy consumption of gas heating systems from three FREITAG Stores, which fell by 12% to 66.5 MWh (previous year: 75.6 MWh).

Scope 2 emissions decreased by 22.6% to 265.6 t CO<sub>2</sub> eq (previous year: 343.2 t CO<sub>2</sub> eq). These emissions are attributable to indirect energy consumption, which increased by 2.4% to 1,343.8 MWh (previous year: 1,312.7 MWh). The reduction in emissions is due to the increase in electricity consumption from renewable energies by 25.9% to 502.9 MWh (previous year: 399.6 MWh). Renewable energies thus account for the largest share of indirect electricity consumption with 37.4% (previous year: 30.4%). As electricity at our production facility in Zurich is sourced from renewable energy, the year-on-year increase in production volume of around 25% also resulted in a higher proportion of renewable electricity. At 465.4 MWh, energy consumption by district heating increased to 34.6% (previous year: 390.4 MWh / 29.7%). By contrast, energy consumption of conventional electricity fell by 28.2% to 375.5 MWh (previous year: 522.7 MWh) and accordingly amounted to only 27.9% (previous year: 39.8%).

This is due in part to the fact that FREITAG Stores used less conventional electricity due to rising energy prices and power conservation efforts. Since September 2022, in addition to the stores in Switzerland and the EU that are legally required to do so, all international F-Stores have also turned off their lights completely between 10 pm and 6 am. To further reduce energy consumption in F-Stores, the proportion of energy-saving light bulbs was reviewed in 2022. In all self-operated F-Stores, the proportion of LED lamps is to be increased from the current level of around 60% to 100% within the next three years: replacement is now mandatory as part of the regular store redesigns.

□ ENERGY CONSUMPTION SCOPE 2

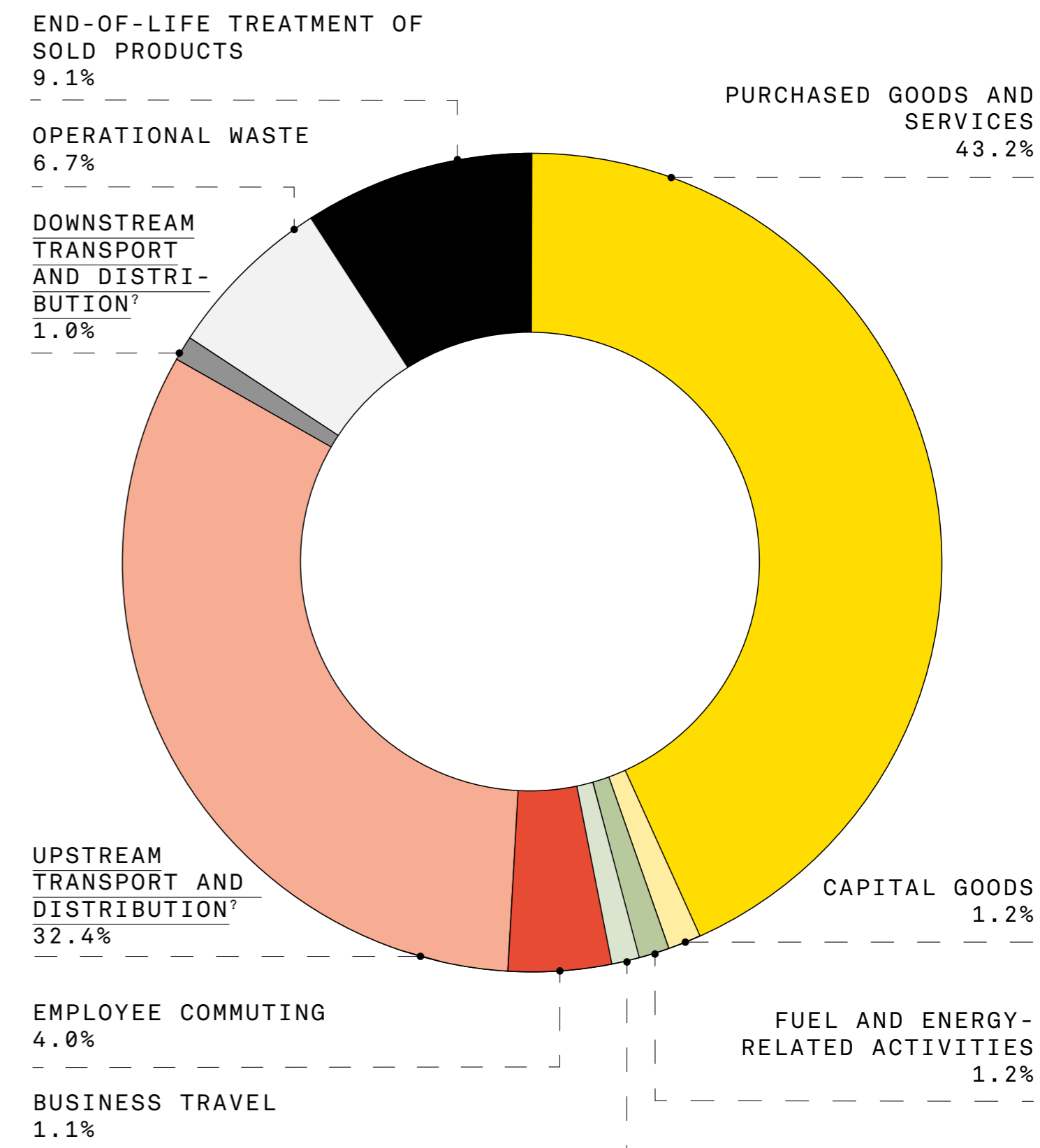


### EMISSIONS IN SCOPE 3

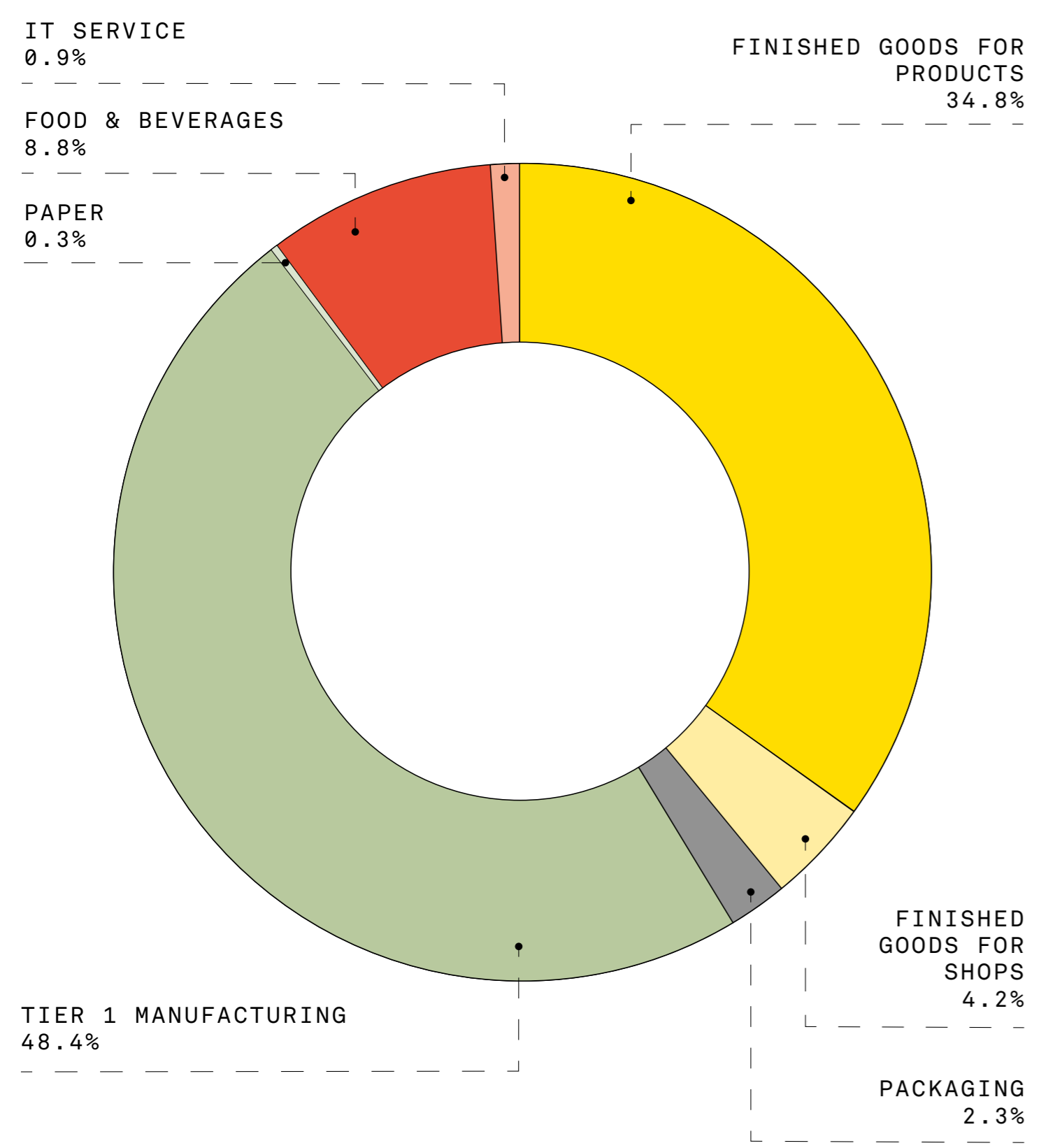
Scope 3 continues to account for the largest contribution of emissions. Looking at the individual emission sources in Scope 3, the subcategory «purchased goods and services» with 1,264.9 t CO<sub>2</sub> eq is responsible for 43.2% of scope 3 emissions (previous year: 1,020.5 t CO<sub>2</sub> eq / 36.7%). The main factors within this category are producers' emissions (48.4%) and raw materials (34.8%). This can be attributed primarily to increased production.

With 948.3 t CO<sub>2</sub> eq, the subcategory «upstream transport» accounts for 32.4% (previous year: 759.9 t CO<sub>2</sub> eq / 27.3%). Most of this is attributable to purchased outbound logistics for FREITAG products

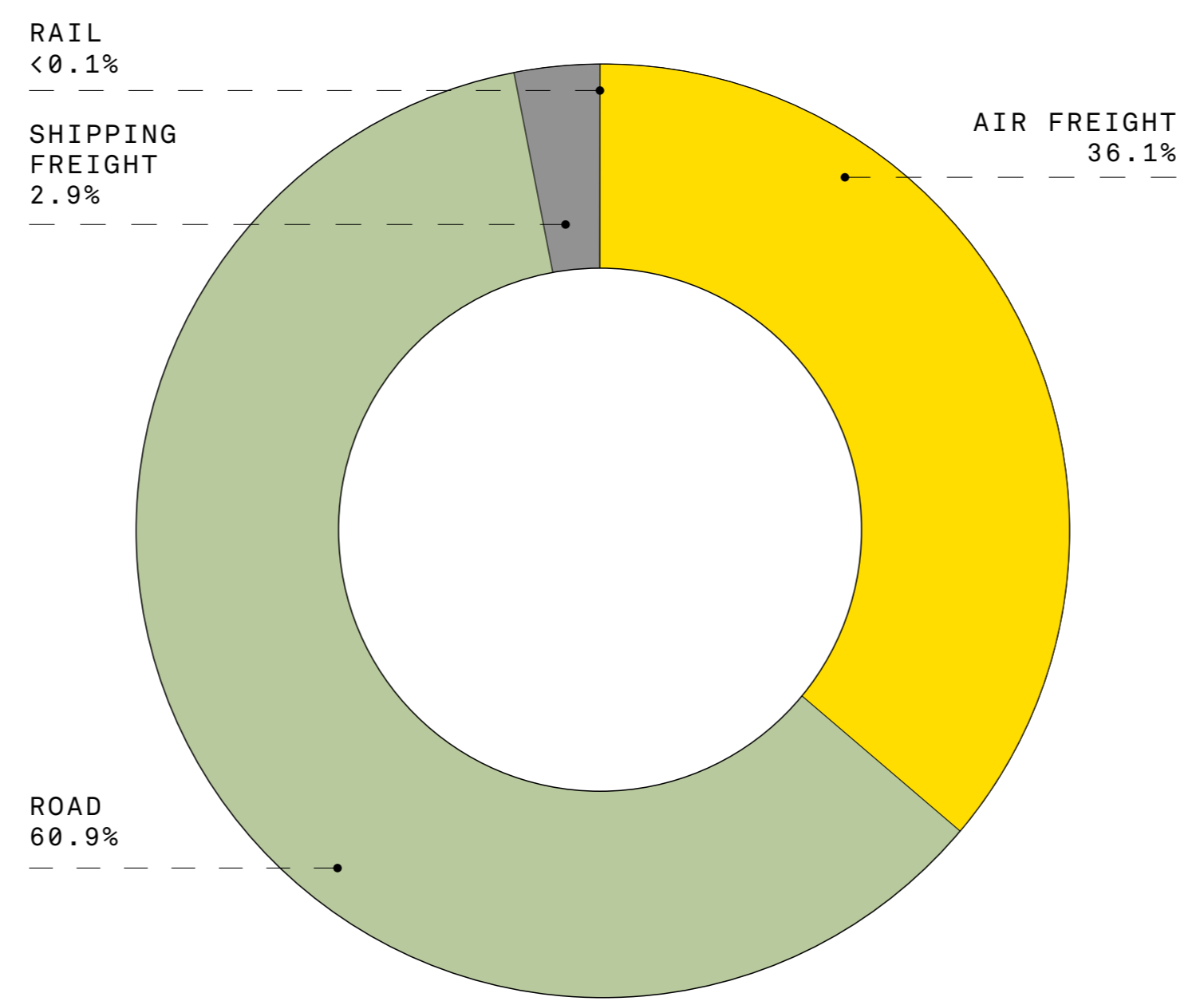
□ CARBON FOOTPRINT SCOPE 3 BY EMISSION CATEGORY 2022



□ PURCHASED GOODS AND SERVICE



□ UPSTREAM TRANSPORT INCL. PURCHASED OUTBOUND LOGISTICS [TKM]



with 196.1 t CO<sub>2</sub> eq, which corresponds to 6.7% (previous year: 456.4 t CO<sub>2</sub> eq/ 16.4%). This category has decreased significantly compared with the previous year, partly because since 2022 agents have increasingly been dismantling tarps themselves on site and the proportion of bags cut externally has increased. For the sake of transparency, this data is now also collected and reported more precisely [↗ CIRCULAR OPERATIONS - p.41] and is now included in the category «purchased goods and services» for the greenhouse gas balance.

that have been sold. Although international shipments by air freight to our end customers account for only 36.1% of the kilometers traveled, they are responsible for 74.3% of the emissions in this category. The reasons for the increase in air freight are, on the one hand, the closure of Chinese ports due to ongoing Covid measures. This meant we could supply our local online store warehouse in Shanghai only using air freight. In addition, due to the global container shortage and general challenges in ocean freight logistics, we also switched to air freight on other routes.

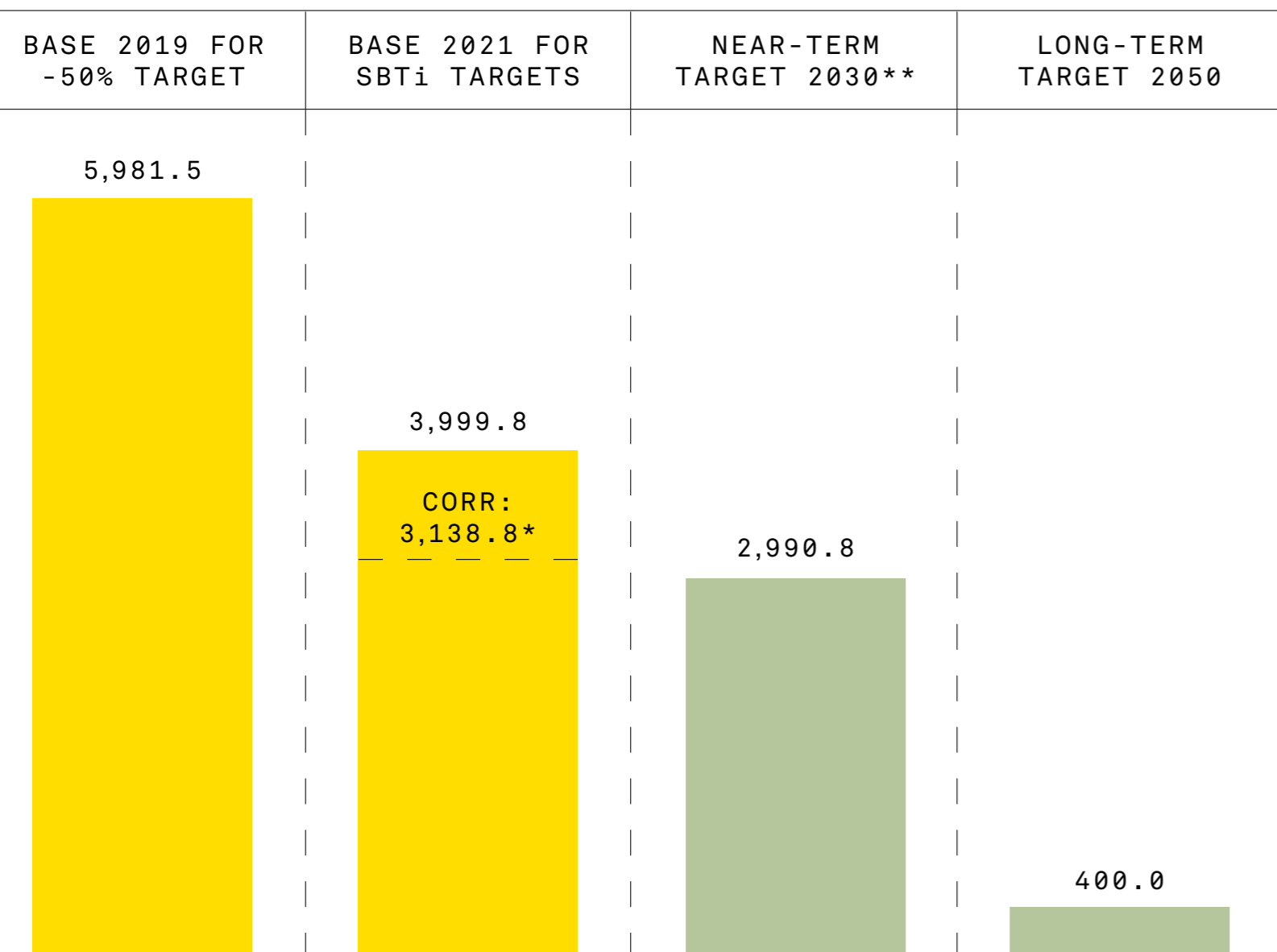
The third-largest category, with 265.2 t CO<sub>2</sub> eq and 9.1%, is a new addition, «end-of-life treatment of products sold» (previous year: 267.0 t CO<sub>2</sub> eq / 9.6%). This is followed by the category «operational waste»



# ROADMAP TO NET-ZERO

According to the Circularity Roadmap, FREITAG aims to reduce CO<sub>2</sub> emissions by a total of 50% by 2030 compared with 2019. [↗ CIRCULAR OPERATIONS - p.35] In 2022, in view of the importance and urgency of substantial global emissions reductions, FREITAG committed to company-wide emissions reductions in line with the scientifically based 1.5°C and net-zero targets according to the Science Based Target initiative (SBTi)<sup>7</sup> and developed a suitable roadmap.

□ REDUCTION PATH [t CO<sub>2</sub>]



MEASURED EMISSIONS

TARGET

\* CORRECTED RETROACTIVELY [↗ CIRCULAR OPERATIONS - p.38]

\*\* TOTAL -50% COMPARED TO 2019 (ACCORDING TO CIRCULARITY ROADMAP) AND -42% SCOPE 1 & 2 COMPARED TO 2021 (ACCORDING TO SBTi)

The «FREITAG Roadmap to Net-Zero» consists of reduction targets by 2030 and 2050:

## NEAR-TERM TARGET 2030

Our company commits to reduce absolute scope 1 and scope 2 GHG emissions 42% by 2030 from a 2021 base year, and to measure and reduce its scope 3 emissions. This emission target has been validated by the SBTi as being 1.5-degree compliant.

## LONG-TERM TARGET 2050

Our company commits to reach net-zero by 2050. As part of this, it commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by 2050 from a 2021 base year.\*\*\*

The factors with the greatest leverage here are reducing CO<sub>2</sub> in the distribution of products, the use of circular materials, and the reduction of tarp waste. The first concrete measures in this regard can be found in the outlook for 2023. [↗ CIRCULAR OPERATIONS - p.46]

→ SCIENCEBASEDTARGETS.ORG

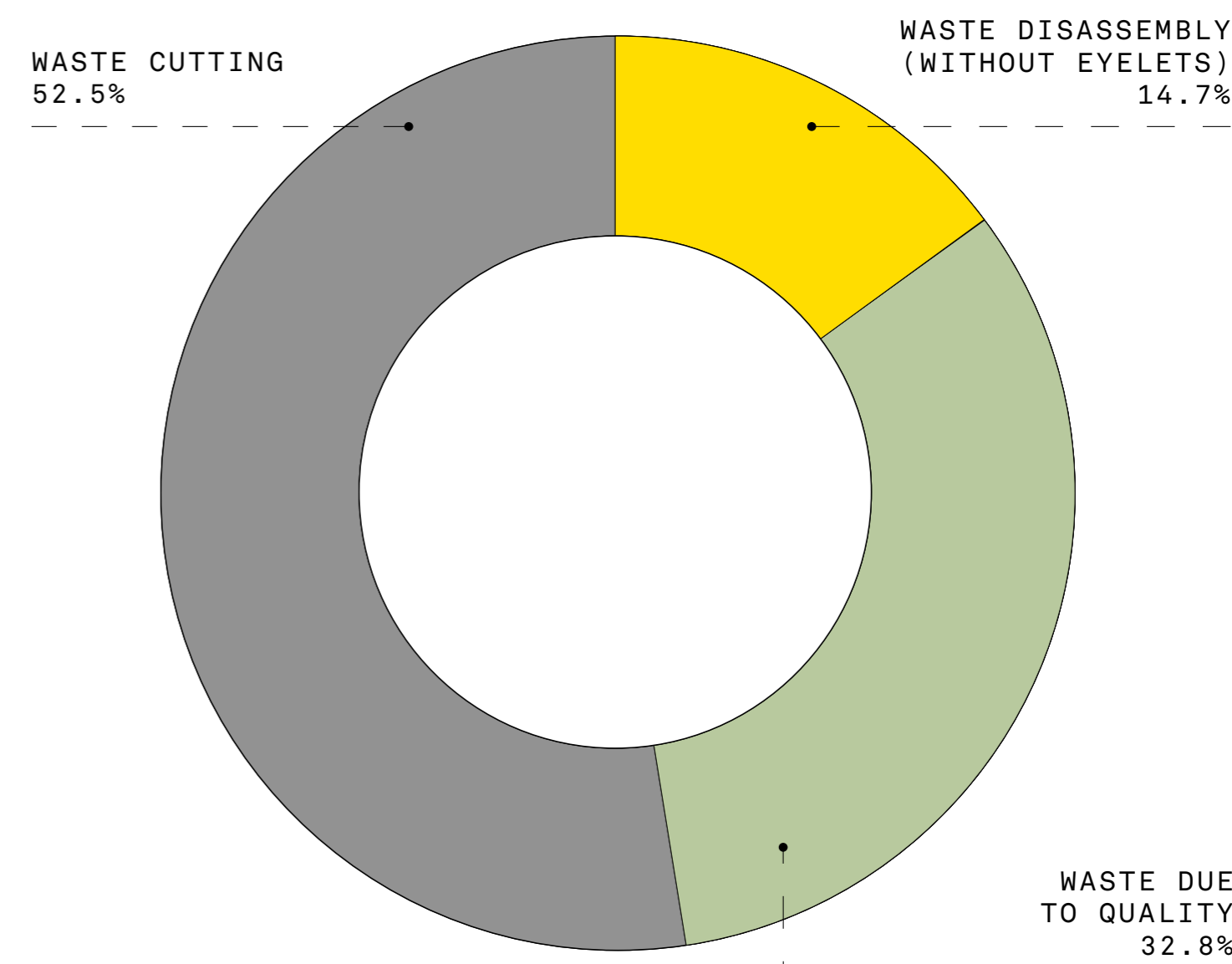


\*\*\*SO FAR IT IS GENERALLY NOT YET POSSIBLE TO VERIFY LONG-TERM REDUCTION TARGETS FOR SMALL AND MEDIUM-SIZED ENTERPRISES (SMES) USING SBTi.

# OPERATIONAL WASTE

[GRI 306-3] Operational waste at the Nørd production site in Zurich was reduced by 28.9% to 161 tonnes in 2022 (previous year: 225 t). The largest proportion of operational waste at our Nørd facility, around 120 tonnes is attributable to truck tarps (around 75%). Since our primary material is not new but derived from waste of other industries, it needs to be processed accordingly for upcycling into a bag: Superfluous elements, such as eyelets, buckles and straps, are removed from the truck tarps together with unusable sections of tarp. The waste produced by dismantling accounts for about 15% of total tarp waste. The general operational waste category also includes tarps that cannot be processed following quality control (33%) as well as the scraps generated when cutting the pieces for unique items (bag design) (53%). [↗ CIRCULAR OPERATIONS - p.36]

□ TARP WASTE AT NØRD



To reduce tarp waste in bag design, we produce small accessories from the cuttings. In addition, the company is always on the lookout for project ideas to recycle unused remnants. In 2022, for example, there were THE REAL RIP-OFF and F675 DIXON products.

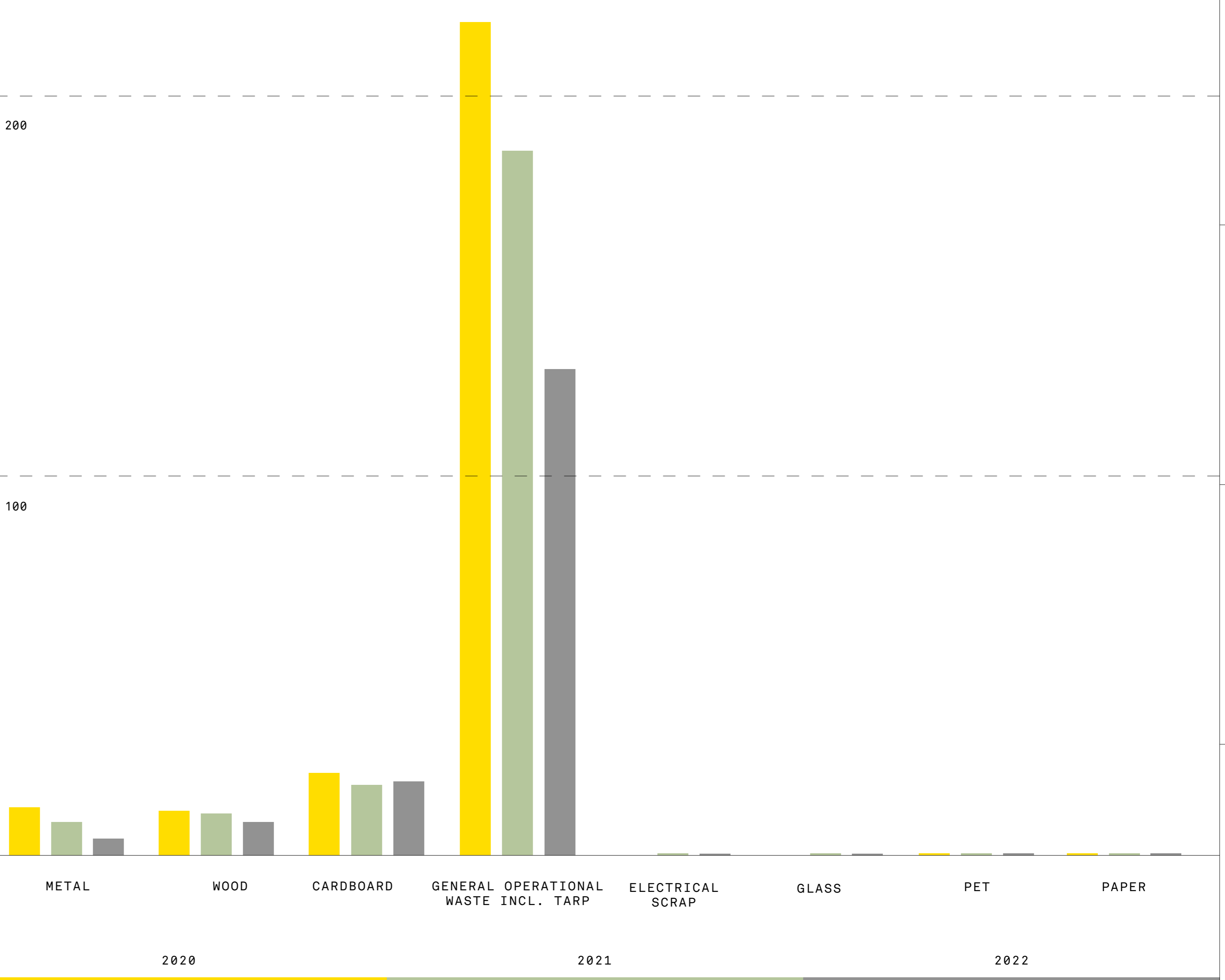
[↗ CIRCULAR PRODUCTS - p.30]

Tarp waste from the Zurich production site is now sent as part of general operational waste to the local waste incineration plant. Our former recycling partner, specializing in PVC tarps, had to discontinue operations in 2018 following a fire. This is clearly not a satisfactory way to dispose of waste, so we continue to look for a PVC recycling solution. In 2022, we conducted promising recycling tests for our tarp remnants with three specialist companies, but test results were still pending at the end the year.

The remaining materials, such as cardboard (12%), wood (5%) and metal (3%), account for a comparatively small proportion of operational waste and are sent to specialist recyclers.

One reason for the substantial decrease in operational waste at Nørd is that since the end of 2021 some of the tarps have been dismantled by an external partner and tarp quality control is now handled partly by our agents. [↗ CIRCULAR OPERATIONS - p.36] In order to obtain as comprehensive a picture as possible of production waste, we have also included waste from our agents and external dismantling partner in Germany in the figures since 2022. Another reason for the reduction in 2022 was a warehouse clearance carried out the previous year at headquarters, which resulted in the disposal of a large quantity of substandard tarps.

□ OPERATING AND PRODUCTION WASTE [T]



## TARP QUALITY CONTROL

Upcycling used truck tarps, i.e., reprocessing waste from another industry, is beneficial from a resource consumption standpoint. However, this usually means we can only conclusively assess the quality of used truck tarps after their delivery. As a result, tarps that are too brittle or damaged by fungus, for example, or tarps from direct suppliers that contain substances unsuitable for making bags and accessories, can only be separated out on site. To ensure the safety of our products, we test our PVC tarps for undesirable constituents, such as various plasticizers (phthalates) and heavy metals.

Testing for unwanted plasticizers is carried out by our laboratory partner SQTS (Swiss Quality Testing Services). In our production facility at Zurich headquarters, we test tarps for heavy metal content (e.g. lead) using X-ray fluorescence (XRF) equipment.

As our agents supply by far the largest proportion of tarps (over 85%), they are directly involved in the testing process to ensure that they only deliver suitable tarps to Zurich. For this purpose, they send us advance test samples of the tarps, which we can evaluate in the laboratory in a few days. Direct suppliers, on the other hand, deliver their tarps without prior testing. [[↗ CIRCULAR OPERATIONS - p.36](#)]

Twice a year, our external laboratory partner monitors further development of the REACH Regulation<sup>?</sup> (EU), the Swiss ChemRRV<sup>?</sup> and other chemical regulations in order to include additional constituents in our testing where necessary.



PHOTO CREDIT: DANIEL NIEDERMEIER & JAN STAIGER

## SUSTAINABLE SUPPLY CHAIN

The «FREITAG Code of Conduct», which is based on UN conventions and FREITAG-specific values, is our guideline for all our business activities and regulates working conditions as well as social and environmental compatibility. Through use of these binding guidelines and a process of continuous dialogue, we address our requirements for sustainable procurement in the social, ecological and economic sense and continuously promote them. Furthermore, all our producers are currently located within a radius of 2,500 km from Zurich, allowing us to keep transport distances to a minimum.

[<sup>↗</sup> CIRCULAR OPERATIONS - p.37]

Our producer selection process includes, among other things, criteria such as the responsible use of materials and energy, fair and social working conditions, and employee training programs. This process also specifies that before making any decision to cooperate with a partner, we have an internal agreement with the «Sustainability & Compliance Officer».

As an example of social commitment in the supply chain, we have a limited number of products (0.4%) produced by «Nähwerk», a work integration service organized by the city of Zurich for socially disadvantaged people. [<sup>↗</sup> APPENDIX - p.78] → [STADT-ZUERICH.CH/NAEHWERK](http://STADT-ZUERICH.CH/NAEHWERK)



PHOTO CREDIT: JOËL TETTAMANTI

□ IVAYLO GRAHOVSKI FROM PROLET, FREITAG PRODUCTION PARTNER BULGARIA

**«WE HAVE BEEN WORKING WITH FREITAG FOR ALMOST A DECADE. WE SHARE THE SAME HIGH QUALITY STANDARDS REGARDING OUR WORK AND VALUES. THEY INCLUDE OUR CODE OF ETHICS, ENERGY-SAVING MEASURES, INVESTMENT IN SOLAR PANELS AND THE PROVISION OF INCLUSIVE WORKPLACES.»**



## DIALOGUE IN THE SUPPLY CHAIN

To meet our requirements for sustainable procurement, we extended the scope of the «FREITAG Code of Conduct» 2022 to include our agents and suppliers. All our producers had already signed the code of conduct in 2021, but in 2022 this was followed by 100% of agents and 38% of suppliers. In the case of suppliers, the first step was to approach the partner companies with regular orders\*.

→ [FREITAG.CH/CODEOFCONDUCT](http://FREITAG.CH/CODEOFCONDUCT)

As a means of further increasing transparency in the supply chain, we have developed a self-assessment questionnaire for our main producers, i.e. sewing partners. Since 2022, apart from environmental indicators, we have also been collecting data on social conditions at our producers in an annual survey. This means asking questions about issues such as compliance with local and national law, the prohibition of forced labor and child labor, protection against harassment, abuse and discrimination, the right to freedom of association and collective bargaining. The first self-assessment gives us a better understanding of how our producers' employees are faring. The results and potential for improvement were discussed individually with each producer in a spirit of transparent dialogue. In summary, the initial survey found no shortcomings for 2022.

\*A FREITAG SUPPLIER IS DEFINED AS AN ENTITY DELIVERING GOODS WORTH AT LEAST 500 CHF ANNUALLY.

The self-assessment is part of the risk-analysis process we carry out with our producers to check compliance with the «Code of Conduct» and thus meet our own duty of care. While the first three steps were implemented accordingly in 2022, the fourth step will be implemented for the first time from 2023.

- In a first step, all producers are classified according to the country in which they produce for shortcomings regarding child and forced labor as well as corruption.
- The second step is formal commitment to the «FREITAG Code of Conduct», which was achieved for all producers in 2021. Agreement on and signing of the joint code of conduct lays the fundamental basis for further steps.
- The third step is a self-assessment process, which all our producers underwent in 2022. The producers receive and complete a questionnaire. This is followed by an online interview with FREITAG to discuss the answers together. In line with our partnership-based cooperation, this exchange is carried out in a spirit of trust. If data is missing, inconsistent or incomprehensible, we discuss the issue critically in the interview.
- For countries with a high risk of child labor\*, an audit is carried out on site to check the information from the self-assessment.

\*COUNTRIES ARE CONSIDERED TO BE AT HIGH RISK FOR CHILD LABOR IF THE UNICEF CHILD LABOR INDEX SCORE IS ABOVE 3.



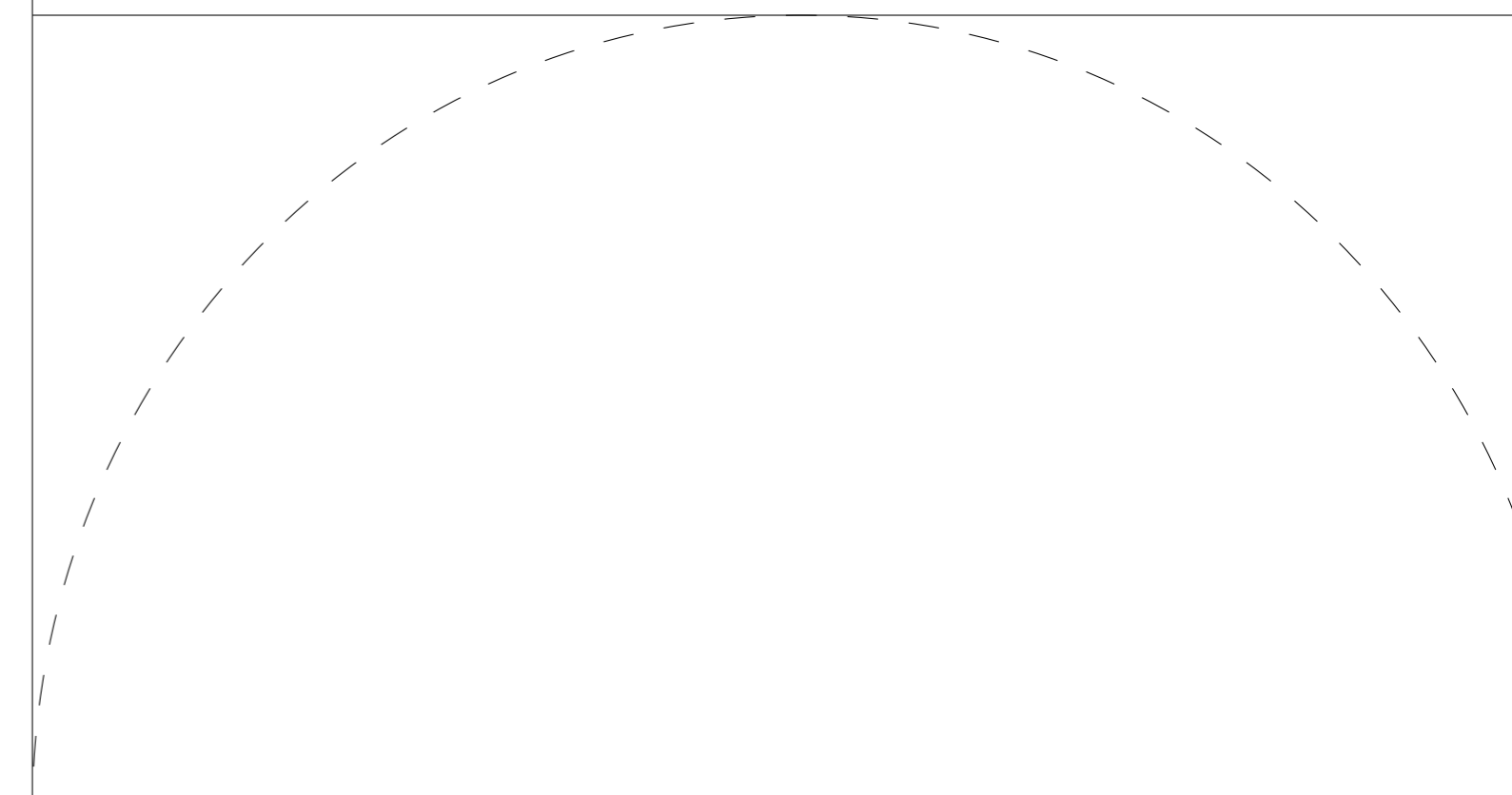
## WATER CONSUMPTION

[GRI 303-5] When the Nørd production site was built, the tarp washing section was designed to comply with ecological criteria: Before processing into bags, all tarps are washed here. Depending on the amount of rainfall, we can cover an average of 50% of our water needs in production with collected rainwater. Heat pumps extract the heat from the dirty water and transfer it to the clean rainwater. Some of the rainwater is used twice, and the washed tarps are then dried using energy-saving dehumidifiers in a separate room instead of a tumble dryer. Furthermore, we use an environmentally friendly detergent with the «EU Eco Label» and do not have to treat the waste water afterwards.

In 2022, total water consumption more than doubled to 8,512 m<sup>3</sup> compared with the previous year. This is due to the fact that, in addition to production and stores, we now include water consumption by our offices. Our figures for stores and offices are based on estimates, for which we use more conservative values from 2022 onwards, showing a daily value twice as high (100 L/person instead of 50 L/person). Water consumed in production at Nørd (excluding collected rainwater) also increased by 37% to 1,892 m<sup>3</sup> due to increased production volume.



PHOTO CREDIT: ROLAND TÄNNLER



# ACHIEVEMENT OF TARGETS

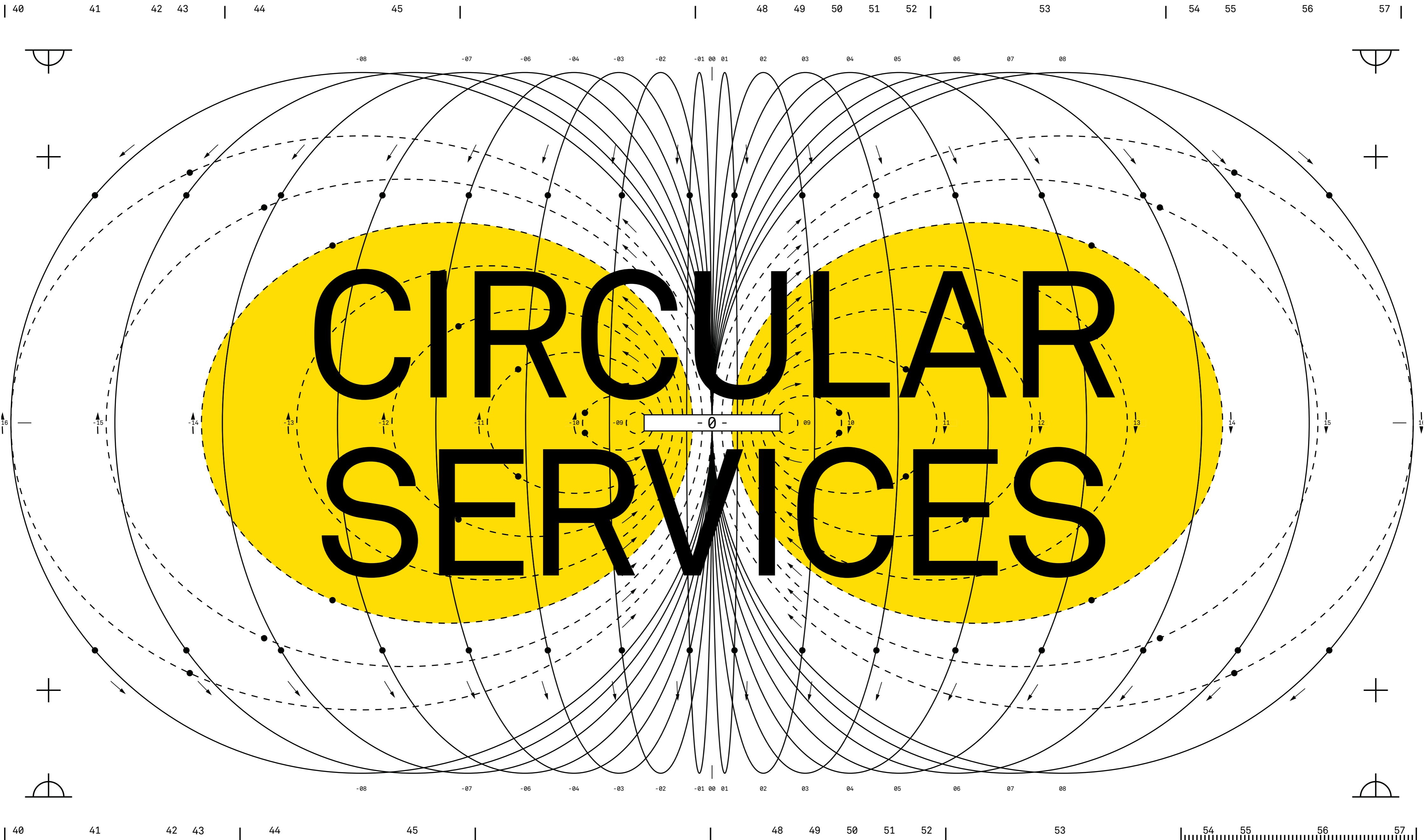
## IN 2022

	PLANNED MEASURES	STATUS	MEASURES IMPLEMENTED
01	Our focus for 2022 is on developing a «Roadmap to Net-Zero». In order to achieve net zero by 2050, we will be defining paths to reduction so that we can introduce appropriate measures. These paths include, among other things, the further reduction in waste, especially tarp waste. To this end, we are initiating projects with new design approaches to reduce the high proportion of unused uni-colored tarps.	TARGET ACHIEVED	<p>see FACTS &amp; HIGHLIGHTS 2022:</p> <ul style="list-style-type: none"> <li>➤ ROADMAP TO NET-ZERO p.41</li> <li>➤ OPERATIONAL WASTE p.41</li> <li>➤ NEW PRODUCTS FROM PRODUCTION WASTE p.30</li> </ul>
02	To further increase transparency in the supply chain, we have developed a self-assessment tool. From 2022, our producers will need to complete a questionnaire covering environmental indicators and, for the first time, social indicators.	TARGET ACHIEVED	<p>see FACTS &amp; HIGHLIGHTS 2022:</p> <ul style="list-style-type: none"> <li>➤ DIALOGUE IN THE SUPPLY CHAIN p.44</li> </ul>
03	To meet our requirements for sustainable procurement, we will extend the scope of the «Code of Conduct» to include our agents and suppliers.	TARGET PARTIALLY ACHIEVED	<p>see FACTS &amp; HIGHLIGHTS 2022:</p> <ul style="list-style-type: none"> <li>➤ DIALOGUE IN THE SUPPLY CHAIN p.44</li> </ul>

# OUTLOOK 2023

## PLANNED MEASURES

01	We are realizing initial measures in the «FREITAG Roadmap to Net-Zero»: In 2023, we are re-implementing the recycling of tarp waste and embarking on an evaluation of CO <sub>2</sub> reduction projects in logistics. With regard to material selection, the «Circular Design Guidelines» [➤ CIRCULAR PRODUCTS - p.33] lay the foundations for a circular material library.
02	In production, we are attempting to certify tarp quality control and improve the database on production waste generated by producers and agents.
03	Once all our producers, agents and major suppliers have signed the «Code of Conduct», we will then approach all our smaller suppliers. In order to check whether the «Code of Conduct» is being properly used, we will carry out initial audits of social and environmental conditions at producers in countries where risks have been identified.



# INTRO

↳ We create innovative and inspiring services to ensure that the life cycles of FREITAG products last as long as possible and that in the future circular products are actually returned to the materials cycle at the end of their lives.

□ AMBITION

WE PROVIDE SERVICES TO PROLONG AND CLOSE CYCLES.

□ TARGET 2030

# 50%

CIRCULATING PRODUCTS THANKS TO CIRCULAR SERVICES

⌵ Our commitment to the circular economy does not end with finalizing a product or its sale. We try to think of processes as a composite whole and to close cycles with well-considered services. It is even better if we can inspire others with our approach and the corresponding services and convince them that it is necessary and essential that we think and act this way. Our first goal is to extend the life cycles of FREITAG products, and to

achieve this, we have various offers for repair, exchange and other uses. In a second step, we are setting up a «take-back» system that will enable our circular materials to circulate in closed cycles in the future.

□ METRICS 2022

**1.3%** <sup>⬆️</sup> 2021: 1.3%

CIRCULATING PRODUCTS  
(TOTAL PRODUCT-RELATED SERVICES USED RELATIVE TO PRODUCTS SOLD)

**7,011** <sup>⬆️</sup> 2021: 5,473

REPAIRED PRODUCTS

**201** <sup>⬆️</sup> 2021: 60

EXCHANGED BAGS

**0** <sup>⬇️</sup> 2021: 124

BORROWED BAGS

■ INTRO



## SERVICES

### REPAIR SERVICE

For almost as long as FREITAG bags have been around, we have been extending their lives with a range of repair services: We replace defective Velcro fasteners and zips, bicycle inner tubes, straps and labels, close open seams and can sometimes even rebuild rips, holes and worn areas in the used truck tarp. For simple problems, we supply spare parts such as screws, buckles, rubber fixtures, buttons, etc., free of charge online or at FREITAG Stores so bag owners can quickly fix their products on the spot by themselves.

□ MORENA EBERLE, REPAIR SPECIALIST AT FREITAG

«WITH US, NOT ONLY THE TARPS GET A SECOND LIFE BUT ALSO THE BAGS.»

To make our services as widely available as possible and keep transport distances to a minimum, this kind of work is no longer carried out only at headquarters in Zurich but increasingly at repair stations<sup>?</sup> in Japan, Korea, Singapore, China, Taiwan, Thailand, Australia and Germany. Defective products can be dropped off at all F-Stores or registered for repair online and then sent in. The cost of a repair depends on the type of damage and the time and effort the repair entails. We do not make a profit on repairs, and charges are merely a contribution to the costs. → [FREITAG.CH/REPAIR](https://www.freitag.ch/repair)

### S.W.A.P. EXCHANGE SERVICE

For anyone who no longer uses their FREITAG bag but would like another model, we've offered a non-commercial online bag exchange platform (S.W.A.P. – Shopping Without Any Payment) since 2019. In just a few steps, owners can register their used bag and upload it to a Tinder-like platform where people hoping to swap can swipe through the bags of other bag owners instead of buying a new one. If there's a match, the users handle the actual exchange between themselves. → [FREITAG.CH/SWAP](https://www.freitag.ch/swap)

### THE #GONEWITHFREITAG BAG LOAN

In keeping with a specific point in the FREITAG manifesto, «We prefer access over ownership», we've been repeatedly running the #gonewithfreitag bag loan campaign since 2016: FREITAG travel bags can be borrowed free of charge at FREITAG Stores and from selected retail partners. The only commitment for the borrower is to post a pic on Instagram with the hashtag #gonewithfreitag and return the bag to the F-Store three weeks later. It's our way of showing that sharing and using consumer goods is a sensible alternative to buying and owning them. During the worldwide Corona pandemic with its limited travel options, our lending campaign was unceremoniously changed from #gonewithfreitag to #ridewithfreitag: Instead of travel bags, customers could borrow bike-friendly products. At headquarters, we also have a free bag library reserved specially for the F-Crew, which contains around 150 different bags for any conceivable carrying need.



PHOTO CREDITS: PHILIP FROWEIN

## (CARGO) BIKE LOAN

If you live in Zurich or Kyoto and need to transport something through the city, you don't have to own a cargo bike: you can simply borrow one from the FREITAG Store for a small fee. And if you don't feel like exploring the bike-friendly city of Amsterdam on foot, you can borrow a bike refurbished from old parts at the F-Store there.

→ [FREITAG.CH/CARGO-BIKE](https://www.freitag.ch/cargo-bike)



## TAKE-BACK SERVICE

Take-back systems are central to ensuring that circular products and materials actually remain in the cycle. FREITAG therefore takes back its recyclable products in order to have them recycled by specialist partner companies and then used again as a source of materials for new products.

Initially, we are offering the take-back service for CIRC-CASE, currently the only recyclable product in our range. As the product portfolio steadily moves towards greater circularity [↗ [CIRCULAR PRODUCTS - p.26](#)], the take-back service will assume greater importance in the future. → [FREITAG.CH/TAKEBACK](https://www.freitag.ch/takeback)

## CUSTOMIZATION

FREITAG Customization Services enable customers to put together selected products in line with their own ideas. This particular scheme allows customers to see the ins and outs of FREITAG bag production for themselves and to understand what a unique item is and how it is created. This can strengthen the emotional connection with the product, which ideally has a positive effect on the product's service life. This service is the only one not included in the figures for circulating products, as we do not have any data on the increased service life of customized products.

**FREITAG Yourself:** At the four FREITAG Stores in Zurich (Grüngasse), Bangkok, Kyoto and most recently Munich, customers can assemble and finish a unique truck tarp bag in line with their own ideas using pre-cut sections of tarp or semi-finished products. The service also allows FREITAG to use the smaller tarp remnants produced during the cutting process in Zurich and thus reduce waste even further.



PHOTO CREDIT: PHILIP FROWEIN

**F-Cut:** Since 2022, customers have been using our newly developed online design tool to become bag designers by tailoring a unique piece to their own taste from a selection of digitized truck tarps.

→ [FREITAG.CH/CUSTOMIZATION](https://www.freitag.ch/customization)

# FACTS & HIGHLIGHTS 2022



PHOTO CREDIT: ELIAS BÖTTICHER



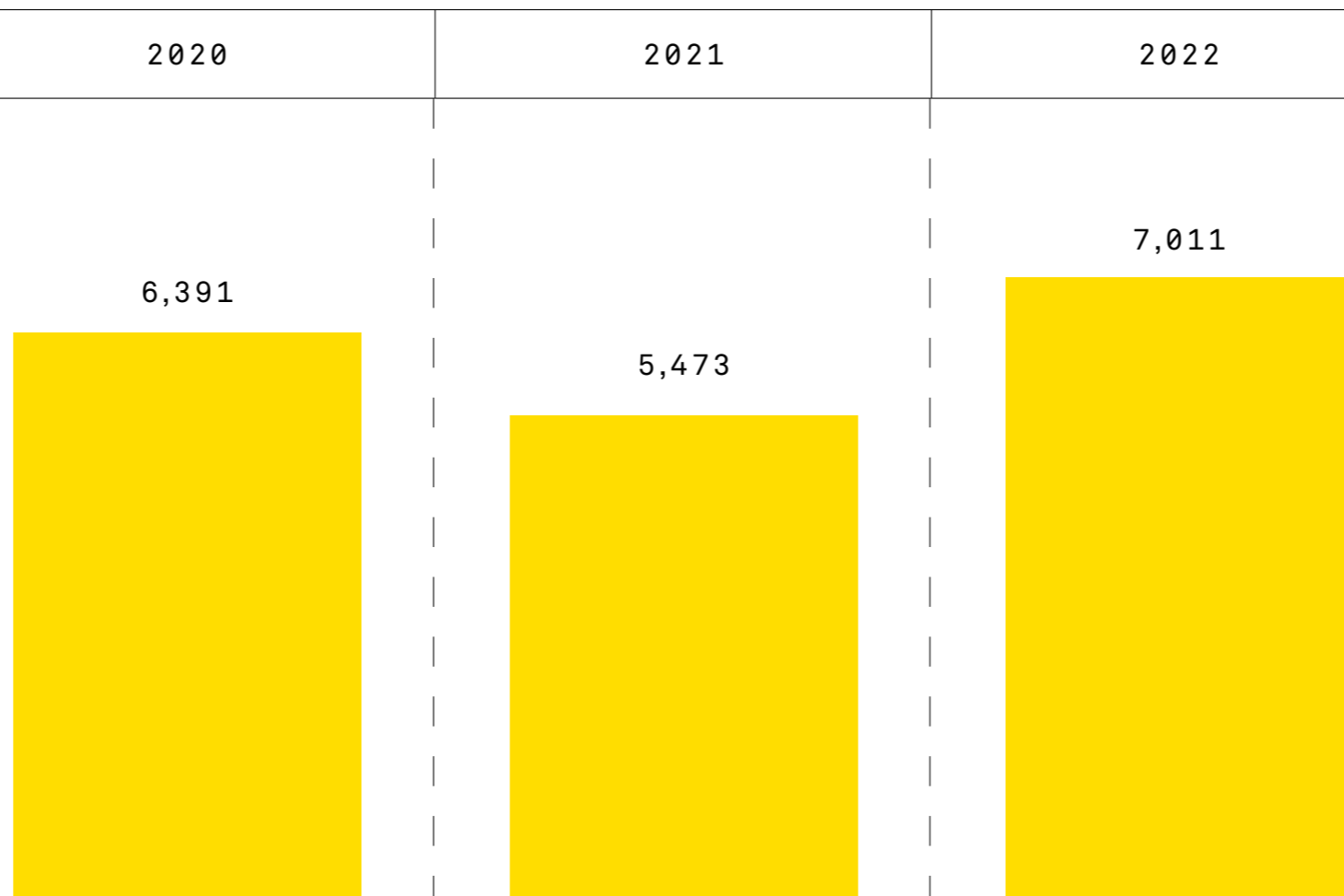
## NEW REPAIR STATION MUNICH

To strengthen the repair service and at the same time promote local value creation, we are continuously expanding the repair network. A new repair station was opened in the newly renovated FREITAG Store Munich in November 2022. The bag repair workshop is highly visible in the store as well as to passers-by and provides an insight into the life-extending craft.

Unfortunately, at about the same time, the repair station in Milan, which opened in 2021, had to close again. Our external partner was struggling to handle the widely varying quantities of bags to be repaired, which is why we are looking for new partners in Milan.

All in all, the repair stations handled 7,011 bags in 2022. This is 28.1% more than in the previous year, which is due to the fact that almost all FREITAG Stores were able to reopen during the year after the Corona pandemic had subsided, making the repair service more easily accessible for bag owners.

NUMBER OF REPAIRS: YEAR-ON-YEAR COMPARISON



## LOCAL S.W.A.P. EVENTS

On Black Friday 2022, the FREITAG Online Store was closed for a day for the fourth time in succession, and users were redirected to S.W.A.P. for sensible bag exchanges. For the first time, S.W.A.P. events were held simultaneously at 15 FREITAG Stores. In just one day, 198 bags changed hands, which was more than three times the number of bags exchanged in the course of the entire previous year (60 bags).

In 2022, about 2,651 bags (-34.7% to previous year) were active for exchange and over 6,500 (-11.0% to previous year) matches between bag owners were registered. However, only three exchanged bags (-78.6% to previous year) were finally registered via the platform. This figure should be taken with a pinch of salt, as experience has shown that not all users report their exchanged bags as such. Nevertheless, we assume that there was a decline corresponding to the lower numbers of active bags and matches. One reason for the low figures, we suspect, is the effort and individual shipping costs involved when bag owners from remote parts of the world get in touch with each other. Accordingly, since 2022, local bags are always displayed first. Further improvements in user-friendliness are planned for 2024 as part of a comprehensive redesign, so that the S.W.A.P. exchange platform can develop its full potential in the future.



PHOTO CREDITS: JESPER BORG

## CIRC-CASE TAKE-BACK

Smartphone cases have a relatively short lifespan due to the rapidly changing sizes of device generations. It was therefore a priority for FREITAG to establish not only a circular product but also a functioning take-back system for this product category. The first product-specific FREITAG take-back service was introduced with the launch of the F385 CIRC-CASE, a model manufactured from worn-out ski boots, which are made of a mono-material, TPU. [↗ CIRCULAR PRODUCTS

- p. 28]

If the current CIRC-CASE no longer fits the new smartphone, customers can return the sleeve either in person or by mail to the nearest FREITAG Store. FREITAG combines transport back to Zurich and then on to Davos, where our production partner is located, with other shipments. There, the discarded CIRC-CASES – like the discarded ski boots before them – are processed into R-TPU granulate, which can then be turned into a new batch of CIRC-CASES. → FREITAG.CH/TAKEBACK



## CUSTOMIZATION: F-CUT LAUNCH

Since May 2022, FREITAG customers have been able to fulfill their individual bag dreams on the new F-Cut online customization platform. With virtual templates and a choice of 20 to 50 different digitized truck tarps, they can design their own F712 DRAGNET messenger bag, entirely to their own taste. In 2022, 1,221 bags were produced in this manner.

As with classic tarp cutting in FREITAG production, there comes a moment with the F-Cut when there is no more room for a template on the tarp. F-Cut tool users don't pay as much attention to getting maximum mileage out of the tarps as FREITAG bag designers, who normally cut the unique pieces, so tarp consumption is general-

ly somewhat higher. However, the offcuts are subsequently used to make smaller products in the existing product portfolio (never out of stock). → F-CUT.CH



## FREITAG X SHARELY

Apart from daily business, the newly founded F.L.O.P. (FREITAG Laboratory Of Progress) has already been able to test the first circular business models for the subject of «Access Over Ownership».

[↗ FREITAG - p. 7] As one of the first visible results, FREITAG bags have been available for rent on the Swiss Sharely sharing platform since November 2022 or for purchase via the Try & Buy option. Since this is not a proprietary FREITAG service, the bags shared as a result are not included in key figures for our circular services. → SHARELY.CH



SCREENSHOT F-CUT.CH

# ACHIEVEMENT OF TARGETS IN 2022

# OUTLOOK 2023

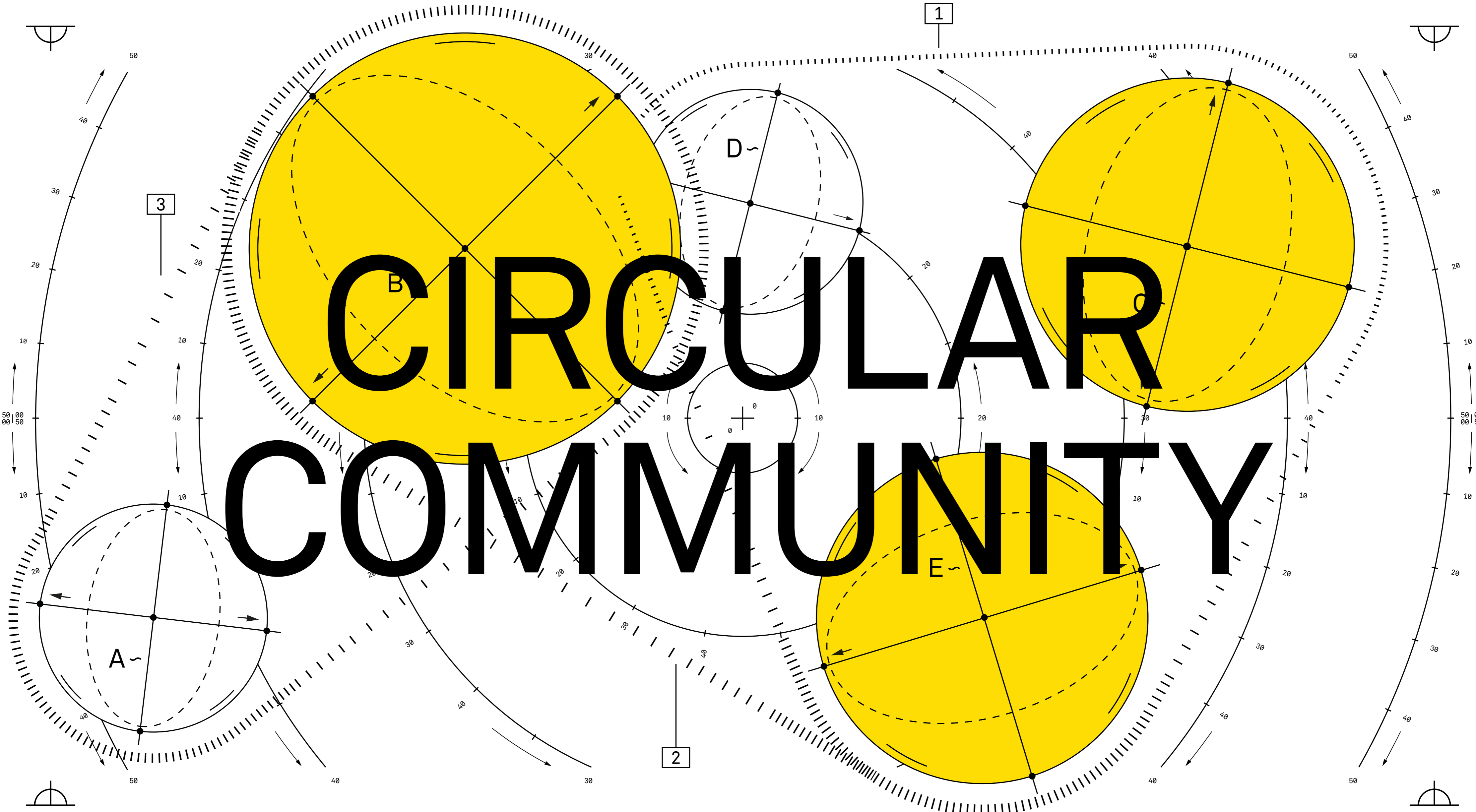
ACHIEVEMENT OF TARGETS IN 2022 + OUTLOOK 2023

	PLANNED MEASURES	STATUS	MEASURES IMPLEMENTED
01	To reduce transport distances and waiting times in connection with repairs, we are further expanding the localized repair services network.	TARGET ACHIEVED	see FACTS & HIGHLIGHTS 2022: <small>➤ NEW REPAIR STATION MUNICH p. 51</small>
02	We are introducing the FREITAG «Take-Back» service for new circular products such as the R-TPU smartphone case and setting up the underlying processes such as sorting and recycling.	TARGET ACHIEVED	see FACTS & HIGHLIGHTS 2022: <small>➤ CIRC-CASE TAKE-BACK p. 52</small>
03	We want to further promote bag swapping and increase the exchange rate. We're therefore expanding the S.W.A.P. digital exchange platform globally with S.W.A.P. events at numerous FREITAG Stores.	TARGET PARTIALLY ACHIEVED	see FACTS & HIGHLIGHTS 2022: <small>➤ LOCAL S.W.A.P. EVENTS p. 51</small>

	PLANNED MEASURES
01	For the first time, we focus specifically on circular services as part of company strategy. To give the concept the force and impetus it needs, a «Service Driver» position will be created and filled in 2023 to complement Product Management.
02	To make repairs even easier for us and our customers, we are looking at new ways of training our repair professionals and at measures to increase efficiency. We are also devoting a communications campaign to the topic of repair.
03	After the lack of personnel resources for a #gonewithfreitag campaign in 2022, the campaign will be resumed in 2023 and optimized so that it can be repeated every year in the future. F.L.O.P. is also implementing further test projects as part of our «Access over Ownership» approach.

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40 41 42 43 44 45 48 49 50 51 52 53 54 55 56 57



40 41 42 43 44 45 48 49 50 51 52 53 54 55 56 57

# INTRO

↳ FREITAG inspires and is inspired. That's why we maintain a values-based and transparent dialogue with our stakeholders. We want them to become a part of our cycles and for us to become part of theirs.

□ AMBITION

WE CONNECT TO INSPIRE AND BE INSPIRED.

□ TARGET 2030

# TRANSPARENCY AND INSPIRATION FOR CIRCULARITY




[GRI 3-3] The circular economy only works with partnerships. The bigger the circle, the more it can unfold its full potential. For this reason, we encourage an exchange with our stakeholders. In other words, we stand for transparency and share our expertise and the challenges we face so that we can learn from and inspire each other to find joint solutions. We see this dialog as an integral part of our aim to develop cycles that are truly circular.

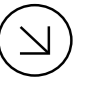
□ METRICS 2022

**39**   
2021: 30

PUBLIC APPEARANCES AND PRESENTATIONS ON SUSTAINABILITY AND CIRCULARITY

**1,902**   
2021: 920

PARTICIPANTS IN GUIDED TOURS OF THE FREITAG FACTORY

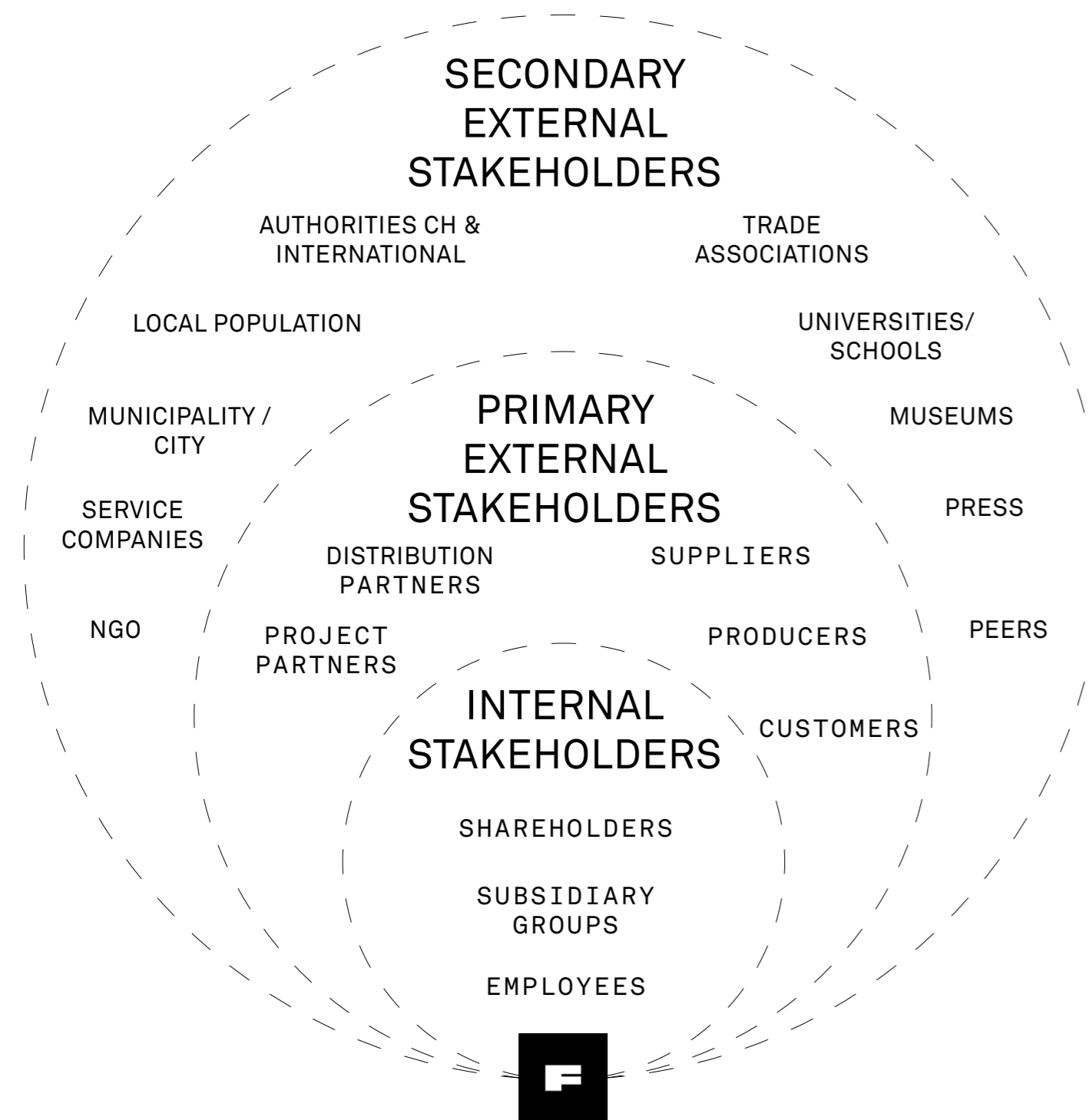
**2.2**   
2021: 3.9

BILLION REACH OF VALUES-BASED COMMUNICATION

# STAKEHOLDER

[GRI 2-29] At FREITAG, we consider stakeholders to be all the individuals or organizations that could influence the fulfillment of our purpose or are influenced by our actions. These include the company's internal stakeholders, such as employees, primary external stakeholders closely linked to us through the supply chain or ongoing projects, and secondary external stakeholders, where stakeholder interactions are more ad hoc. Together, they form the FREITAG fluid stakeholder network. In the circular economy, such networks

□ OVERVIEW OF FREITAG STAKEHOLDERS IN TERMS OF PROXIMITY TO COMPANY



are constantly in flux: our secondary external stakeholders can become partners relevant to specific projects, for example, or our customers can become future material suppliers via circular take-back systems. We cultivate stakeholder relationships through our official communication and sales channels, factory tours, panel discussions and events, as well as personal exchanges. We aim to develop these relationships selectively.

## EXPANSION OF STAKEHOLDER DIALOGUE

[GRI 2-29] In 2022, FREITAG implemented a systematic stakeholder analysis for the first time. [↗ APPENDIX - p.70] In order to set the right priorities in our dialogue with specific sets of stakeholders, we identified three fields of action with different forms of interaction based on recorded requirements.

### INNOVATION AND INSPIRATION

Regular exchange formats in larger groups help to build knowledge and strengthen networks. It was not possible to implement a proprietary format for FREITAG events and content format in 2022 due to a lack of human resources. Instead, the focus has been on supporting events related to the circular economy, for example as a location partner at FREITAG headquarters. We also intensified public appearances for the «Circular Technologist» and «Sustainability & Compliance Officer» roles. [↗ CIRCULAR COMMUNITY - p.60]

## CORPORATE RESPONSIBILITY

Direct dialogue with stakeholders who have a strong dependence on FREITAG makes it possible to address these diverse and legitimate demands on the company. In this context, 2022 saw, among other measures, a repeat of the employee satisfaction survey [↗ CIRCULAR F-CREW - p.19] and the introduction of an annual self-assessment with producers on environmental and social issues. [↗ CIRCULAR OPERATIONS - p.44] Opportunities for exchange with customers in other time zones were also improved by expanding customer service and launching a dedicated online communication platform for FREITAG distribution partners.

### RISK

Continuous monitoring and proactive relationship management are central to preventing conflicts with influential stakeholders or encouraging them to lead to constructive discourse. In 2022, therefore, we revised the risk monitoring process and created the «Risk Scientist» role. Together with the specialist roles from Finance, Communications and Sustainability, this role prepares an assessment of business risks and presents it to the Administrative Board.

[↗ FREITAG - p.8]

A detailed table with all stakeholders and measures enacted can be found in the appendix. [↗ APPENDIX - p.83-84]



# FACTS & HIGHLIGHTS 2022



## SOCIAL COMMITMENT

Through our social commitment, we aim to provide a positive impetus above and beyond our everyday work in the areas we can influence. Accordingly, since 2019, FREITAG salary regulations have made provision for 10% of employees' annual profit-sharing to be earmarked for charitable purposes. [<sup>↗</sup> FREITAG – p.16]

An allocation process for funds available in the «FREITAG Nonprofit Fund» was finally defined in 2022. In 2019, 2020, and 2022, a profit-sharing bonus was distributed and funds were appropriated accordingly for nonprofit investment. The only year when we didn't reach the prescribed EBIT threshold for profit-sharing was 2021, due to the Corona pandemic.

To establish criteria for allocating these funds, we created a «Nonprofit Investor» role in 2021. In 2022, in small stints, the three

internally elected individuals finalized the award process. To help draw up the «FREITAG Nonprofit Fund Guidelines», they obtained input from the entire F-Crew.

Using the criteria defined for the award, we selected and supported the first projects in 2022. To alleviate the effects of the war in Ukraine, the entire budget from 2019 was donated to the two humanitarian aid organizations Libereco and Médecins Sans Frontières. The decision was made by the «Nonprofit Investors» in a dialogue with FREITAG employees who had themselves experienced the Kosovo war in the 1990s. In accordance with the result of an F-Crew vote, the nonprofit organization Velafrica, which combines integration work in Switzerland with development cooperation in Africa, also received support.

A portion of funds from 2021 as well as the new budget from 2022 have not yet been distributed. A key challenge emerged in that it takes a great deal of fundraising knowledge and time for research to allocate available funds responsibly. For instance, we have yet to identify suitable projects for long-term investment in the circular economy.

## NONPROFIT FUND GUIDELINES

The «FREITAG Nonprofit Fund Guidelines» define the thematic and geographic focus for the allocation of available funds for nonprofit purposes:

### AREAS

Planet: Circular economy, design

Social: Education, humanitarian aid, society, social design

Bikes: Bicycles, urban development

### TYPE OF BENEFICIARIES

NGOs, associations, start-ups, trainees (private individuals, universities)

### GEOGRAPHIC FOCUS

Europe, Africa and Asia

[GRI 415-1] The type of support provided is limited to donations, scholarships, and interest-free loans for long-term commitments. Applications are not accepted; instead, «Nonprofit Investors» actively seek out projects. Purely political, commercial or religious organizations as well as classic event sponsoring are excluded from funding. While selected internal specialist roles work together on the complex thematic focus of Planet, beneficiary projects in the areas of Social and Bikes are determined in an F-Crew vote after a pre-selection of «Nonprofit Investors».



## BLACK FRIDAY - DON'T SHOP, JUST S.W.A.P.

In our communications, we focus on making our values exciting and entertaining. Our aim here is to inspire sustainable and sensible consumption. For example, with our statement against Black Friday, in which FREITAG has never participated with any discount promotions. In 2019, we began to think about how to use it to communicate our diametrically opposed position. It resulted in the «100% OFF» campaign, which encouraged people to beat the buying hysteria by going into swap mode.

In 2022, we closed the FREITAG Online Store on Black Friday for the fourth year in succession and redirected all website visitors to our S.W.A.P. (Shopping Without Any Payment) bag exchange platform.

[[↗ CIRCULAR SERVICES - p.49](#)] For the first time 15 physical FREITAG Stores from Zurich to Tokyo also participated and invited customers to «S.W.A.P. Friday». While store checkouts closed early on Black Friday, FREITAG bag owners were able to join a S.W.A.P. event and get a new bag without spending money or wasting resources.

[[↗ CIRCULAR SERVICES - p.51](#)]

As in the previous year, we looked for like-minded brands and managed to acquire three new partners. By joining forces with Asket, Brompton, Flamingos' life, Mud Jeans, Raeburn, Soeder, Secrid, and Oy, we were able to give our statement for sustainable and sensible consumption even more weight than if we had been alone. With this campaign, we reached over 110 million people globally in 2022.

→ [MEDIA.FREITAG.CH/MEDIA/BLACKFRIDAY](https://media.freitag.ch/media/blackfriday)



## MATERIAL TRANSPARENCY IN THE ONLINE STORE

We decided to give customers involved in the purchasing process more transparent information about materials and enable them to make more conscious decisions. From 2022, therefore, we have added detailed information about the materials used in the most popular bags in the FREITAG Online Store. The information includes a recycling percentage for each product (weight percentage of all materials from upcycling, recycling, and B-stock goods) as well as listing each component in the product individually, with the exact material.



## DEVELOPMENT PARTNERSHIPS & COLLABORATIONS

In 2022, thanks to our collaborative partner network, we were able to push ahead with important projects. At product level, we worked closely with various Swiss partner companies to launch a circular smartphone case. As regards materials, we and international partners in industry tested the first prototypes of the circular truck tarp. And in our stores, we put on local collab events to promote awareness of repair services.

### CIRC-CASE

Our circular F385 CIRC-CASE protective sleeves are produced from recycled ski boots and at the end of their service life can be recycled again and again. [[↗ CIRCULAR PRODUCTS - p.28](#)] For this innovative product development, FREITAG cooperated with several Swiss partners:

- In Davos, discarded ski boots made of TPU mono-material are collected, disassembled and prepared for new applications by our recycling partner, Argo, a sheltered workshop that integrates people with disabilities into the world of work.
- The pure shell parts are then sent to the Institute for Materials Technology and Plastics Processing (IWK) at the Eastern Switzerland University of Applied Sciences in Rapperswil. There, the coarsely shredded plastic is analyzed, sorted by color, and extruded into a granulate.

→ In Mönchaltorf, the granulate is molded onto the body of a current iPhone® model by our production partner Pfister Werkzeugbau AG.

→ At the end of their life cycle, F385 CIRC-CASES that are no longer serviceable are sent back to Davos, where they are dismantled and returned to the R-TPU cycle.

All production steps take place in Switzerland within a radius of 150 km from Zurich. However, the necessary product know-how first had to be built up collaboratively. However, this effort has been worthwhile for us as well as for our partner companies.

□ ANNA KERSCHBAUMER, PRODUCT DRIVER AT FREITAG

«DURING THE INTENSIVE DEVELOPMENT PERIOD, THE SHORT DISTANCES IN PRODUCTION AND PROXIMITY TO OUR PARTNERS WERE A BIG PLUS.»

The successful collaboration between FREITAG and the IWK was also the topic of this year's external F-Academy, at which we provided the community with online insights into the opportunities and challenges of this circular product development.

→ [FREITAG.CH/F-ACADEMY](https://www.freitag.ch/f-academy)



PHOTO CREDIT: YURI SCHMID

### THE CIRCULAR TARP

As part of our quest to ensure that FREITAG bags aren't merely recycled but also recyclable, in 2020 we began developing a circular truck tarp as an alternative to the existing one made of PVC.

[[↗ CIRCULAR PRODUCTS - p.28](#)] To this end, we gathered relevant partners from the entire supply chain in Europe together at a round table. This cross-competitive dialogue resulted in joint development initiatives involving various working groups.

In 2022, the various material development approaches were driven forward in partnership and, in tandem with chemical company Covestro, tarp producers Heytex and Rivertex, and tarp assemblers Bieri, we sent the first tarp prototypes out on their road test. To ensure that all manufacturing steps and chemical components can really be described as circular, they were evaluated by our innovation partner EPEA - Part of Drees & Sommer using the [Cradle to Cradle®-method](#)<sup>?</sup> bewertet. → [FREITAG.CH/CIRCULARTARP](https://www.freitag.ch/circulartarp)

□ ANNA BLATTERT, CIRCULAR TECHNOLOGIST AT FREITAG

«BY FORCING OURSELVES TO GO ALL OUT TO ACHIEVE MAXIMUM CIRCULARITY, WE DON'T EXACTLY MAKE IT EASY FOR OURSELVES. IT'S ALL THE MORE IMPRESSIVE THAT THE PROJECT HAS BEEN SO WELL RECEIVED IN THE INDUSTRY AND THAT EVEN COMPANIES THAT OTHERWISE ACT AS COMPETITORS ARE NOW COLLABORATING WITH US ON THE CIRCULAR TARP. BECAUSE THAT'S THE ONLY WAY A CIRCULAR ECONOMY CAN ACTUALLY TAKE FLIGHT.»

## REPAIR COLLAB EVENTS

For years now, we have been extending the lives of FREITAG bags with our repair services [\[↗ CIRCULAR SERVICES - p.49\]](#) In 2022, two local repair events were also held that stressed the idea of collaboration and conveyed the importance of repairing beyond FREITAG products.

In October 2022, the FREITAG Store in Shibuya Tokyo organized a collaborative repair event. Together with brands Patagonia and The North Face the event offered free repairs for clothing and accessories independently of the brand. Almost at the same time the FREITAG Store Milano put on a bike repair event with local social lab Parallelo. At this event, interested bike owners were shown how to repair their bikes themselves.



PHOTO CREDIT: NICK BOOKELAAR



## PUBLIC APPEARANCES & PRESENTATIONS

Through our presence at relevant conferences, universities and design fairs, we promote and deepen exchange and collaboration with stakeholders, particularly from the fields of sustainability and design. In 2022, FREITAG employees appeared at 39 events, where they explained our values and commitment to the circular economy. This was 30% more than in the previous year. As we see it, the highlights included:

- |    |   |
|----|---|
| 01 | Panel participation at the local Tsüri.ch event on the topic of the circular economy at the FREITAG factory (location partnership) (CH) |
| 02 | Input presentation at the Zurich Design Week 2022 on the topic of the circular economy (CH)   |
| 03 | Exhibition on the theme of the circular tarp at the Dutch Design Week in Eindhoven (NL)   |
| 04 | Panel discussion at the «K» Trade Fair in Düsseldorf on the topic of circular business models (DE)                                      |
| 05 | Input presentation at the Kerenzberg Future Forum on the topic of circular business models (CH)   |

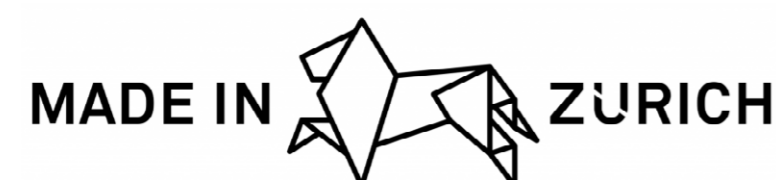


## MEMBERSHIPS AND AFFILIATIONS RELEVANT TO SUSTAINABILITY

[GRI 2-28] We can only achieve a circular economy and progress towards sustainability by working with others as a team. And for that reason, FREITAG is a member of various political and economic initiatives and associations. In a process involving exchange with other companies, we are thus committed to cross-sector and socially relevant initiatives.

Collaboration with the sustainability working group of the «Made in Zürich Initiative». This association, co-founded by FREITAG, aims to boost Zurich's visibility as a production location and strengthen urban production companies.

→ [MADEINZUERICH.CH](https://madeinzuerich.ch)



Collaboration with the «Swiss Textiles» association's sustainability task force. The association comprises around 200 internationally active Swiss SMEs (small and medium-sized enterprises) and aims to ensure that the textile industry remains internationally competitive.

→ [SWISSTEXTILES.CH](https://swisstextiles.ch)



Member of the «Swiss Cleantech» economic association. The association advocates a climate-friendly economy. All its members have signed a nine-point charter that serves as the basis for a vision to make Switzerland CO<sub>2</sub>-neutral by 2050 at the latest.

→ [SWISSCLEANTECH.CH](https://swisscleantech.ch)



Member of «Circular Economy Switzerland». The network sees itself as a platform for coordination and exchange. It uses projects and events in pursuit of its goal to provide the impetus for a new, nationwide movement towards a circular economy in Switzerland.

→ [CIRCULAR-ECONOMY-SWIZERLAND.CH](https://circular-economy-switzerland.ch)



Member of the «SBA 2030 Alliance» (Swiss Boards for Agenda 2030). The alliance pursues the goal of anchoring sustainability, and in particular the UN's «Sustainable Development Goals», as a priority in the administrative boards of Swiss companies.

→ [SBA2030.CH](https://sba2030.ch)



Part of the steering committee of the «Sustainable Leaders Initiative». The Initiative aims to ensure that Swiss executives have the resources needed for a balanced ecological transition.

→ [SUSTAINABLELEADERS.CH](https://sustainableleaders.ch)



Part of the «Circular Globe» advisory committee. The eponymous assessment process is a guideline and model for evaluating the circular maturity of organizations and serves as a compass for them to align with the circular economy. [↗ FREITAG - p.12-13]

→ [CIRCULAR-GLOBE.COM](https://circular-globe.com)



Voluntary agreement with the «Energy Agency of the Swiss Private Sector» on targets to save energy. The Agency helps SMEs to implement energy efficiency and CO<sub>2</sub> reduction measures.

→ [ENAW.CH](https://enaw.ch)





## FACTORY TOURS

Regular factory tours give visitors an insight into FREITAG production and show school classes, associations and other interested parties how truck tarps are turned into bags with due consideration for social and ecological issues. For this, FREITAG employees from all sectors regularly conduct tours through the production departments in the Nørd industrial complex. A small fee is charged for the tours in the sense of a cost-covering contribution.

In 2022, in the course of 98 guided tours, we gave over 1,900 participants an idea of how we think and act. This represents an increase of 107% over the previous year, and also exceeds the pre-Corona pandemic figures. To help us go on improving the offer in the future, participants provide feedback in an automated survey that now takes place after the tours. → [FREITAG.CH/NOERD](https://www.freitag.ch/noerd)



PHOTO CREDIT: JOËL TETTAMANTI

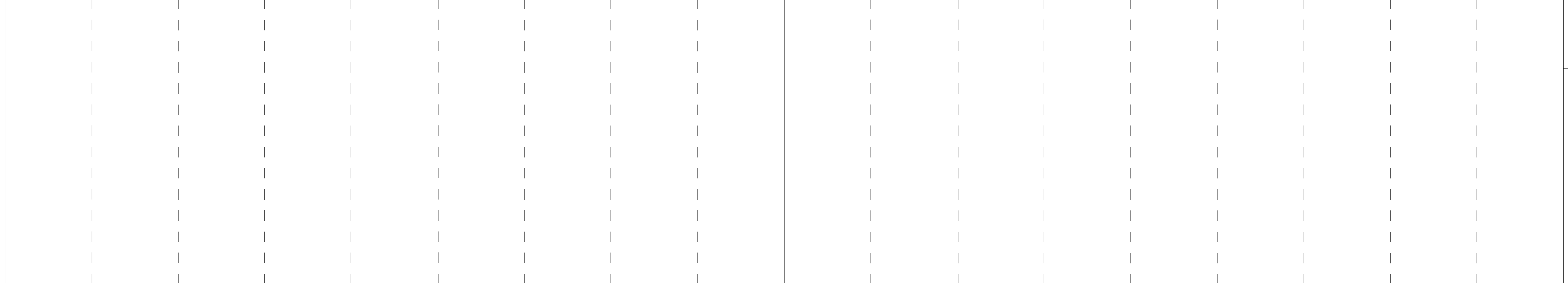
# ACHIEVEMENT OF TARGETS IN 2022

# OUTLOOK 2023

ACHIEVEMENT OF TARGETS IN 2022 + OUTLOOK 2023

	PLANNED MEASURES	STATUS	MEASURES IMPLEMENTED
01	With the publication of the first FREITAG Impact Report for the year 2021, we are laying the foundation for transparent communication regarding our goals and progress as regards sustainability and the circular economy. To this end, we are conducting a stakeholder and materiality analysis and consolidating the company-wide sustainability metrics.	TARGET ACHIEVED	see FACTS & HIGHLIGHTS 2022: ↗ MATERIALITY ASSESSMENT p.9 ↗ FREITAG STAKEHOLDERS p.56
02	Further milestones for strengthening the dialogue with our stakeholders are the realization of a new focus on the FREITAG website on circularity and the conception of a regular communication format.	TARGET NOT ACHIEVED	-

	PLANNED MEASURES
01	A significant step in our efforts to inspire and encourage the transfer of expertise is a new focus on the FREITAG website regarding our mission and the Circularity Roadmap. We originally planned to do this as early as 2022, but its implementation was delayed due to a comprehensive website project.
02	To help us identify and respond to our customers' current needs and expectations, our customer loyalty program – the «F-ederation» – features a survey. The survey focuses on how FREITAG is perceived in terms of sustainability and circularity as well as the use of our products and services.
03	In order to further strengthen the spirit of cooperative partnership relating to the development of business models for the circular tarp project, a roundtable involving project partners from all over Europe is held at FREITAG headquarters.
04	At Milan Design Week and Zurich Design Week, we share insights into ongoing development projects and seek an active dialogue with our design-interested community.





# APPENDIX

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# GLOSSARY

Bag Design	In addition to classic product design, we also consider cutting tarps to be design work: Our bag designers create every FREITAG bag individually, using their stencils and knives to cut the most beautiful motifs out of the tarps. For more see → <a href="https://www.freitag.ch/production">FREITAG.CH/PRODUCTION</a> .
CemRRV	The Swiss Chemicals Risk Reduction Ordinance (ChemRRV) is part of Swiss chemicals legislation based on various laws and ordinances. Swiss chemicals law is essentially in sync with European Union regulations but is developed and applied autonomously. Its general provisions are set out in Federal Council ordinances, which include the CemRRV.
Cradle to Cradle	A play on the phrase «cradle to grave», Cradle to Cradle is an approach to product and system design that seeks to recreate nature's closed cycles in industry. Essentially, all the raw materials that go into a product should remain 100% in the cycle at the end of its service life and be reusable.
Circularity	Materials, products, (eco)systems and organizations that satisfy circular economy principles are considered circular. To ensure that products have a maximum service life and can eventually be recycled, aspects of the circular economy must be considered at the design stage. For products to use a minimum of resources, last as long as possible, be modular and repairable, and dismantle easily, they must be designed and manufactured accordingly. The choice of materials is also crucial; the aim is to use separable, safe and recyclable materials as far as possible. The use of chemicals harmful to the environment or health should be avoided throughout the entire process. Also central to the concept of a circular economy is renewable energy. Energy should also be used as efficiently and sparingly as possible. Apart from the choice of materials, product design and processing, successful take-back and sustainable demand for recyclable materials are ultimately relevant to the issue of true circularity. See also recyclability.
Circular economy	A circular economy is a comprehensive approach that considers the entire material and product cycle: from the extraction of raw materials, intelligent design, sustainable production and extended service life through to multiple recycling. The circular economy aims to replace the linear production processes that are still widespread. In a linear economic system, raw materials are depleted, and products are manufactured, sold, consumed and discarded. In a circular economy, on the other hand, products and materials are kept in circulation. So, compared with a linear economic system, significantly fewer raw materials are used and less waste produced. The circular economy distinguishes between biological and technical cycles. In the former, materials of biological or organic origin should be utilized materially or fermented as far as possible after use and thus flow back into nature as nutrients. In the technical cycle, the useful life of products is increased by allowing them to be shared, reused, repaired, and reprocessed in ways that maintain their quality over multiple life cycles. To preserve material integrity as far as possible, products are only sent for recycling when they can no longer be used. But recycling is an energy-intensive process, involves the occasional use of additives and diminishes the quality of the original material. For these reasons, extending the product life is generally preferable to recycling.
Disassembly	In the process of becoming unique FREITAG products, discarded truck tarps must first be stripped of eyelets, straps, belts, and anything else that cannot be used in a FREITAG bag. They are then cut to a standard size of 2.5 meters to fit into our industrial washing machines. For more, see → <a href="https://www.freitag.ch/production">FREITAG.CH/PRODUCTION</a> .
Downstream transport and distribution	This category pertains to emissions generated during the year under review by vehicles and facilities not owned or controlled by the reporting company and created through the transport and distribution of products sold. For example, they include the emissions generated by transport from our online sales partners to FREITAG customers, but not outbound logistics purchased by third parties. See also Upstream transport.
ESG	ESG (Environmental, Social and Governance) stands for operational obligations in environmental, social and responsible corporate governance.

Extrusion	Extrusion is a molding process used primarily for thermoplastics. The plastic is pressed as a viscous mass under high pressure and temperature through a die with the desired shape. This creates a body of almost any length, which can be further processed into a finished product.
Greenhouse Gas Protocol	The GHG (Greenhouse Gas) Protocol is a private transnational set of accounting standards for greenhouse gas emissions. It is the most widely used and accepted standard for drawing up greenhouse gas audits.
GRI	The GRI (Global Reporting Initiative) is an independent, international organization that helps companies and other organizations take responsibility for their ecological impact by providing them with a globally understood language to communicate that impact. GRI provides the world's most widely used sustainability reporting standards: the GRI Standards. This document refers to selected GRI Standards: See GRI references in the body of the text and the GRI Index.
Lead Link / Rep Link	In holacracy, the leadership of a circle is divided between two roles, known as the Lead Link and the Rep Link. While the Lead Link carries the information and the overall strategy into the circle, the Rep Link is responsible for carrying the circle's needs to the outside world.
One-off / unique / patina	Every FREITAG product is a one-off, i.e., unique: no two items have the same tarp cut-out and character. After an average of six years on the road, discarded truck tarps show different signs of wear and have their own individual patina. After the washing cycle, our bag designers get to work cutting as many unique pieces as possible, each more beautiful than the next, from a single tarp. See also Bag Design.
Open election	Open election is one of the principles of sociocracy, a form of governance. Persons for specific functions are determined according to defined requirements and following an open exchange of arguments based on the principle of consent. The election process succeeds with appropriately trained moderation.
PET	The abbreviation for polyethylene terephthalate, it is thermoplastic polyurethane. PET is used, among other things, to produce plastic bottles, films and textile fibers.
PVC	Abbreviation for polyvinyl chloride. PVC is a thermoplastic and is divided into rigid and flexible PVCs. Rigid PVC, for example, is used to make window frames, pipes and vinyl records. Soft PVC contains plasticizers, which give materials a certain elasticity. It is used, for example, for cable sheathing, flooring and in today's truck tarps. PVC is highly robust and durable. However, some of the additives used, such as plasticizers and heavy metals, can have a harmful effect on human beings and the environment. For this reason, FREITAG has a testing and triage process for its tarps in place.
REACH Regulation	REACH is a European Union regulation enacted to give improved protection to human health and the environment from the risks that can be posed by chemicals while increasing the competitiveness of the EU chemical industry.
Recycling	Recycling describes the direct reuse of discarded products and the reuse of their constituents, i.e., the extraction of raw materials from waste. Material recycling means converting a product or component into its basic materials or substances and reprocessing it into new materials. These secondary raw materials are called recyclates or reclaims. After recycling, the secondary raw material is used again in the same product. It means that the quality of the recyclate must meet the quality requirements of the original product. Recycling is a central element of the circular economy. See also Circular economy/Circularity.

Repair Station	As the name suggests, a Repair Station is where to take FREITAG products needing repair. In many cases, this occurs in FREITAG Stores, where owners can hand in the products they wish to have repaired. However, some Repair Stations are located outside the F-Stores with selected repair partners.
Recyclability	Recyclability refers to the ease of recycling a material in practice and on a large scale. Increasing recyclability is a key element of the circular economy. See also Circular economy/ Circularity and Recycling.
RSL	A Restricted Substance List (RSL) is used to exclude or restrict specific chemical residues on (finished) products, i.e., chemicals with which consumers may come into contact when using an item. Restrictions may be based on government regulations, toxicological data, proprietary or brand-specific requirements, and industry initiatives. Restricted substance lists help companies comply with legislation and standards set by initiatives, regulate their supply chains, prevent recalls, and help protect consumers, workers, and the environment.
Scope 1, 2 and 3	<p>According to the Greenhouse Gas Protocol, emissions are divided into direct and indirect emissions, which are reported in the following three scopes:</p> <ul style="list-style-type: none"> <li>→ Scope 1: Direct emissions from energy and heat generation in company-owned facilities (e.g., vehicle fleet or boilers in the building)</li> <li>→ Scope 2: Indirect emissions from energy sourced elsewhere (e.g., district heating or purchased electricity)</li> <li>→ Scope 3: Indirect emissions from third parties (e.g., business travel, waste recycling, commuting, production and distribution)</li> </ul> <p>See also Greenhouse Gas Protocol.</p>
Supply chain	A supply chain is a multi-level network of companies involved in various processes and activities from the first stage of the value chain, i.e., the procurement of raw materials, through to the final product and on to the delivery of the product to the end customer.
The Science Based Targets initiative (SBTi)	The Science Based Targets initiative (SBTi) is a global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science. It is focused on accelerating companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050. The initiative is a collaboration between Carbon Disclosure Project (CDP), the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).
Upcycling	Upcycling is the process of giving a discarded item a new lease of life. In this form of recycling or reuse, waste or seemingly useless materials are transformed into products that are like new. In contrast to downcycling, the material's value is increased.
Upstream transport and distribution	Emissions in this category include those generated by the transport and distribution of purchased products between a company's Tier 1 suppliers and its own facilities in vehicles not owned or operated by the reporting company. They also include third-party transport and distribution services purchased by the reporting company (either directly or through an intermediary). These extend to inbound and outbound logistics (e.g., products sold) and third-party transport and distribution between the company's own facilities. At FREITAG, for example, this means purchased outbound logistics for FREITAG products sold to our end customers, i.e., international shipping by UPS. See also Downstream transport.

# GRI INDEX

Statement of use	FREITAG Group has reported the information cited in this GRI content index for the period 01.01.2022 to 31.12.2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	none

GRI Standard		Page	Chapter
GRI 2: General Disclosures 2021			
2-1	Organizational details	07, 85	FREITAG, IMPRINT
2-2	Entities included in the organization's sustainability reporting	85	IMPRINT
2-3	Reporting period, frequency and contact point	85	IMPRINT
2-4	Restatements of information	85	IMPRINT
2-5	External assurance	85	IMPRINT
Activities and employees			
2-6	Activities, value chain and other business relationships	07	FREITAG
2-7	Employees	75	APPENDIX
Governance			
2-9	Governance structure and composition	08, 16	FREITAG, CIRCULAR F-CREW

GRI Standard		Page	Chapter
2-10	Nomination and selection of the highest governance body	08	FREITAG
2-11	Chair of the highest governance body	08	FREITAG
2-12	Role of the highest governance body in overseeing the management of impacts	08	FREITAG
2-13	Delegation of responsibility for managing impacts	08	FREITAG
2-14	Role of the highest governance body in sustainability reporting	08	FREITAG
2-20	Process to determine remuneration	19	CIRCULAR F-CREW
Strategy			
2-22	Statement on sustainable development strategy	03	PREFACE
2-28	Membership associations	61	CIRCULAR COMMUNITY
Stakeholder engagement			
2-29	Approach to stakeholder engagement	56, 70	CIRCULAR COMMUNITY, APPENDIX
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	09	FREITAG
3-2	List of material topics	09, 73, 74	FREITAG, APPENDIX

GRI Standard		Page	Chapter
<b>GRI 301: Materials 2016</b>			
3-3	Management of material topics	25	CIRCULAR PRODUCTS
301-1	Materials used by weight or volume	31	CIRCULAR PRODUCTS
301-2	Recycled input materials used	31, 77	CIRCULAR PRODUCTS, APPENDIX
<b>GRI 302: Energy 2016</b>			
3-3	Management of material topics	35	CIRCULAR OPERATIONS
302-1	Energy consumption within the organization	39, 80	CIRCULAR OPERATIONS, APPENDIX
<b>GRI 303: Water and Effluents 2018</b>			
3-3	Management of material topics	35	CIRCULAR OPERATIONS
303-5	Water consumption	45, 80	CIRCULAR OPERATIONS, APPENDIX
<b>GRI 305: Emissions 2016</b>			
3-3	Management of material topics	35	CIRCULAR OPERATIONS
305-1	Direct (Scope 1) GHG emissions	38, 79	CIRCULAR OPERATIONS, APPENDIX
305-2	Energy indirect (Scope 2) GHG emissions	38, 79	CIRCULAR OPERATIONS, APPENDIX
305-3	Other indirect (Scope 3) GHG emissions	38, 79	CIRCULAR OPERATIONS, APPENDIX
<b>GRI 306: Waste 2020</b>			
3-3	Management of material topics	35	CIRCULAR OPERATIONS

GRI Standard		Page	Chapter
306-3	Waste generated	41, 80	CIRCULAR OPERATIONS, APPENDIX
<b>GRI 401: Employment 2016</b>			
3-3	Management of material topics	15	CIRCULAR F-CREW
401-1	New employee hires and employee turnover	75	APPENDIX
<b>GRI 403: Occupational Health and Safety 2016</b>			
3-3	Management of material topics	15	CIRCULAR F-CREW
403-6	Promotion of worker health	22	CIRCULAR F-CREW
<b>GRI 404: Training and Education 2016</b>			
3-3	Management of material topics	15	CIRCULAR F-CREW
404-2	Programs for upgrading employee skills and transition assistance programs	20	CIRCULAR F-CREW
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
3-3	Management of material topics	15, 20	CIRCULAR F-CREW
405-1	Diversity of governance bodies and employees	20	CIRCULAR F-CREW
405-2	Ratio of basic salary and remuneration of women to men	20	CIRCULAR F-CREW
<b>GRI 415: Public Policy 2016</b>			
3-3	Management of material topics	55	CIRCULAR COMMUNITY
415-1	Political contributions	57	CIRCULAR COMMUNITY

# STAKEHOLDER ANALYSIS

[GRI 2-29] At FREITAG, interaction with stakeholders is typically role-based and project-oriented but is not systematically recorded. The first Impact Report closed this gap with the first-ever broad-based stakeholder analysis, begun in late 2021 and completed in 2022. It included an inventory of internal expertise and selected interviews with experts. In all, the analysis identified 32 stakeholders and listed typical representatives, characterization, forms of interaction and expectations, as well as the added value of the existing exchange. Ultimately, compar-

ing the internal inventory with external expert interviews showed that FREITAG had built a comprehensive picture of its stakeholders and was aware of their expectations even without elaborate dialog formats. In the future, the aim will be to confirm these initial findings by selectively expanding the dialog. [\[↗ CIRCULAR COMMUNITY - p.56\]](#)

## IDENTIFIED STAKEHOLDERS AND EXPECTATIONS

Main groups	Identified stakeholders	Identified expectations
Shareholders	Founders / Owners	Orientation towards circular economy, increase in company value, sustainable development, health and safety of employees, supply chain and consumers, positive impact on immediate environment, transparency, continuous improvement
Subsidiary groups	National subsidiaries	Stability, clear goals and communication, proper payroll processing, consultation on market-related issues, guidance and support
	Nørd Canteen	bring consuming employees to canteen, organizational support
Employees	Employees, Nørd	Secure workplace, fair pay, transparency, internal communication, consultation on important issues, physical and mental health, company reputation, sense of purpose, development opportunities, benefits, psychological safety, corporate culture, accessibility of meetings/content
	Employees, international	
Suppliers and production companies	Direct suppliers of tarp	Partnership with FREITAG, profit from sale of old tarpaulins, convenience of disposal
	Tarp agents	Long-term cooperation, sales, constant purchase quantities, fair prices, transparent information in the event of process changes, work safety-related support, training sessions for optimum quality
	Textile suppliers	Constant order quantities/orders, sales, fair prices and negotiation tactics, realistic deadlines, development of new sustainable materials with FREITAG as partner, communication flow and transparency, sustainable customer for portfolio
	Accessories suppliers	
	Producers / Sewing	Long-term cooperation, sales, guaranteed quantities/annual planning, punctual delivery and high quality of materials to be sewn, support in dealing with signs of use on tarpaulins, fair prices, punctual payments, safety at work, support in implementing the Code of Conduct

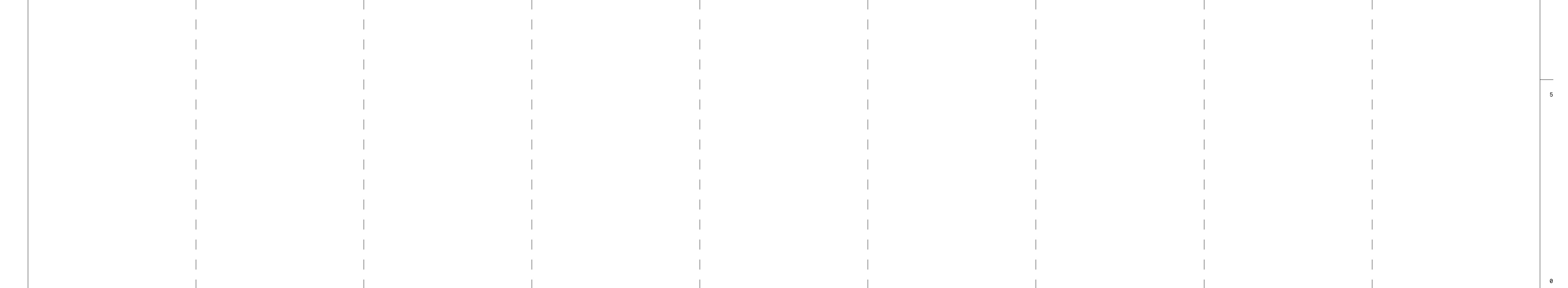
Main groups	Identified stakeholders	Identified expectations
Distribution partnerships	Distribution partners (wholesale)	Sales/margin, lead time for communication, provision of good products (color mix), information flow and transparency, attractive communication materials, personal advice/support from FREITAG, speed of deliveries, shared values
	Franchise partners (F-Store by)	
Project and business partnerships	Event partners	FREITAG brand as program content (keynotes), product sponsorship, Nærd production hall as event location
	Innovation partners Product/material development	Transparency and credibility, common goal/vision, marketable product, development of new customers/communities, sales, image transfer, positioning as a sustainable/circular company
	B2B product cooperation	Image transfer, interest in Swiss brand and sustainable design product
End customers	FREITAG customers	Products: Individuality, durability, ecological production, recycled material, wearing comfort, practical interior, fair price, harmless/safety of products // Brand: transparency, pioneer of sustainability, Swiss brand // Service and stores: assistance and personal advice, loyalty program, friendly staff without sales and time pressure (F-Stores), in-shop experience with sightseeing factor
	Young Conscious Urbanites*	Brand: high standard of environmental and social sustainability, complete transparency and credibility, evenly matched collaboration, inspiration and identification through shared values, being part of the solution, Purpose // Products: Intelligent design for a circular future
	Guurus**	Identification with and participation in the brand, information flow and transparency, simple and understandable communication, functioning work tools/ website, support from Customer Relationship Circle, regular payment of voucher values
Society / General public	NGO	Compliance, transparency and credibility, willingness to talk about critical issues, collaborative approach/knowledge partnership, relevant content for campaigns or best practice examples
	Press	Transparent communication on projects and production, information, key figures and statements
	Universities, schools	Requests for presentations, talks, factory tours and support for student research projects
	Museums	Contents and loans for exhibitions
	Local population	Neighboring stores: Noise emission during events / tenants Nærd: Production-related noise and odor emissions

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Main groups	Identified stakeholders	Identified expectations
Government	Authorities CH	Regulatory/legislative compliance, transparency, data protection, meeting deadlines, tax revenues, industry/SME feedback when drafting proposals
	International authorities	
	Municipality / City	Regulatory/legislative compliance, transparency, tax revenue, site enhancement/development, industrial and creative jobs, low emissions, commitment to local initiatives
Economic protagonists	Peers / Leading sustainable brands	Inspiration and knowledge sharing, collabs
	Trade associations	Requests for presentations, talks, Nørd-guided tours, insights on business case production location CH, design and sustainability, holacracy/new work, participation/membership, inspiration and knowledge exchange, brand image transfer
Service companies	Certifiers, external auditors	Transparency and credibility, compliance, information flow, data quality, adherence to deadlines, demand for continuous improvement
	Location renters	Attractiveness and visibility of the building, tenants with charisma/media presence, revitalization of the building through activities (association for more «Nørdability»)
	Insurances	Compliance, transparency, support and sparring
	Banks	Compliance, transparency, support and sparring

\*YOUNG CONSCIOUS URBANITES: AN INSPIRATIONAL NETWORK THAT SHARES THE VISION AND VALUES OF FREITAG.  
 \*\*GUURUS: LONG-TIME FREITAG CUSTOMERS WHO PROVIDE USERS OF THE FREITAG WEBSITE WITH PEER-TO-PEER SUPPORT.

APPENDIX





# MATERIALITY ASSESSMENT

□ [GRI 3-2] MATERIALITY ASSESSMENT FOR IMPACT REPORT 2021 (CARRIED OUT 2022)

Topic	Internal	External	Management approach	SDG
very material				
01 Fair production	16.5	15.0	Circular Operations: Sustainable supply chain	8 Decent Work & Economic Growth
02 Circular materials	15.0	15.0	Circular Products: Product development strategy and materials	12 Responsible Consumption & Production
03 Circular design	15.5	13.0	Circular Products: Product development strategy	12 Responsible Consumption & Production
04 Carbon footprint & waste	14.0	11.0	Circular Operations: roadmap to net-zero with 1.5-degree short-term emissions reduction target, operational waste	13 Climate Action 12 Responsible Consumption & Production
05 Transparency	16.0	9.0	Circular Community	12 Responsible Consumption & Production
06 Recycled materials	14.0	8.0	Circular Products: Product development strategy, Materials	12 Responsible Consumption & Production 13 Climate Action

Topic	Internal	External	Management approach	SDG
material				
07 Life-extending services	15.0	5.0	Circular Services	12 Responsible Consumption & Production
08 Brand performance	12.5	5.0	Circular Community	12 Responsible Consumption & Production
09 Health & safety	14.5	1.0	Circular F-Crew: Health & occupational safety	8 Decent Work & Economic Growth
10 End-of-life solutions	13.0	3.0	Circular Services Circular Operations: Operational waste	12 Responsible Consumption & Production
11 Economic performance	12.5	1.0	not public	8 Decent Work & Economic Growth
12 Compliance	13.5	1.0	Circular Operations	8 Decent Work & Economic Growth
13 Diversity & Inclusion	12.0	3.0	Circular F-Crew	5 Gender Equality 8 Decent Work & Economic Growth

Topic	Internal	External	Management approach	SDG
material				
14 Circular expertise	12.5	1.0	Circular F-Crew	4 Quality Education
15 Transportation	12.0	2.0	Circular Operations: gaining importance with roadmap to net-zero	13 Climate Action
16 Packaging	12.5	2.0	Circular Operations: no focus topic	12 Responsible Consumption & Production 13 Climate Action
rather material				
17 Access over Ownership	11.0	3.0	Circular Services: no focus topic	12 Responsible Consumption & Production
18 Partnerships	10.5	3.0	Circular Community	17 Partnerships for the goal

# DATA TABLES

CIRCULAR GLOBE RESULTS

Dimension	Points		
	2021	2022	2021 > 2022
Preparedness	125	150	+20.0%
Direction	152	177	+16.4%
Execution	128	154	+20.3%
Results	100	119	+19.0%
<b>Total</b>	<b>505</b>	<b>600</b>	<b>+18.8%</b>
Level	Fundamental	Advanced	

CIRCULAR MATURITY BY CATEGORY

		2021	2022	2021 > 2022
A1	CE analysis	50%	60%	+20.0%
A2	Planning	50%	55%	+10.0%
A3	Implementation	55%	77%	+40.0%
A4	Monitoring & measurement	25%	35%	+40.0%
A5	Leadership	65%	75%	+15.4%
A6	Collaboration	50%	55%	+10.0%
A7	Improvement & communication	55%	60%	+9.1%
B1	Systemic approach	60%	60%	0.0%
B2	Stakeholders	20%	40%	+100.0%
B3	Business model	70%	75%	+7.1%

□ [GRI 2-7] EMPLOYEES				
	2020	2021	2022	2021 > 2022
Total number of full-time employees	n.a.	200	205	+2.5%
Number of employees [headcount]	n.a.	242	257	+6.2%
women	n.a.	117	129	+10.3%
men	n.a.	125	128	+2.4%
Permanent contracts [headcount]	n.a.	n.a.	222	n.a.
Average length of service in years	n.a.	5.9	4.8	-18.6%
Number of apprentices and interns	n.a.	18	12	-33.3%
Number of employees at top of salary scale*	n.a.	39	39	0.0%
women	n.a.	17	18	+5.9%
men	n.a.	22	21	-4.5%
Number of employees by role				
Company Leader	n.a.	5	5	0.0%
women	n.a.	3	3	0.0%
men	n.a.	2	2	0.0%
Strategist	n.a.	11	13	+18.2%
women	n.a.	6	6	0.0%
men	n.a.	5	7	+40.0%
Lead Link	n.a.	23	23	0.0%
women	n.a.	12	11	-8.3%
men	n.a.	11	12	+9.1%
Rep Link	n.a.	23	24	+4.3%
women	n.a.	12	13	+8.3%
men	n.a.	11	11	0.0%

[GRI 401-1] Number of new appointments	n.a.	36	70	+94.4%
women	n.a.	12	41	+241.7%
men	n.a.	24	29	+20.8%
Number of resignations	n.a.	42	58	+38.1%
women	n.a.	25	32	+28.0%
men	n.a.	17	26	+52.9%
[GRI 401-1] Fluctuation rate in %	n.a.	18%	21%	+13.4%
among women	n.a.	23%	25%	+8.7%
among men	n.a.	14%	17%	+20.1%
Average number of days training/further training per employee	n.a.	n.a.	n.a.	n.a.
Number of employees by country				
Switzerland	n.a.	176	185	+5.1%
Germany	n.a.	16	24	+50.0%
Japan	n.a.	19	17	-10.5%
Netherlands	n.a.	11	9	-18.2%
South Korea	n.a.	4	7	+75.0%
Italy	n.a.	6	6	0.0%
Austria	n.a.	6	4	-33.3%
China	n.a.	3	4	+33.3%
Singapore	n.a.	1	1	0.0%

\*SINCE A HOLACRATIC ORGANIZATION HAS NO MANAGEMENT IN THE CLASSICAL SENSE, THE HIGHEST WAGE LEVEL (TOP OF SALARY SCALE) IS USED AS A REFERENCE VALUE.

□ WORK AND HEALTH PROTECTION				
	2020	2021	2022	2021 > 2022
[GRI 403-9] Absence rate in days per employee	n.a.	14.7	13.7	-7.1%
Number of serious accidents	n.a.	0	0	0.0%
Accident rate (accidents per 100 employees)	n.a.	1.0%	1.8%	+78.2%

□ EMPLOYEE SATISFACTION				
Scale 1-7	2020	2021*	2022	2020 > 2022
satisfied - very satisfied (5-7)	67%	n.a.	59%	-11.9%
neutral (4-6)	18%	n.a.	16%	-11.1%
dissatisfied - rather dissatisfied (1-3)	14%	n.a.	23%	+64.3%
no indication	1%	n.a.	2%	+100.00%
Average (1-7)	4.9	n.a.	4.7	-4.1%

\*THE EMPLOYEE SATISFACTION SURVEY IS CONDUCTED EVERY 2-3 YEARS.

□ MATERIAL CONSUMPTION [KG]

Material Input	2020	2021	2022	2021 > 2022
Natural fibers	336	0	0	0.0%
Recycled*	15,272	5,137	12,923	+151.6%
B-stock**	38,064	4,458	32,941	+638.9%
New***	63,517	20,756	42,427	+104.4%
Upcycling (used truck tarp)****	291,668	238,074	276,714	+16.2%
<b>Total</b>	<b>408,521</b>	<b>268,425</b>	<b>365,005</b>	<b>+36.0%</b>

\* RECYCLED CONTENT IN RECYCLED MATERIALS (EXCL. TARP)  
 \*\* AIRBAGS, BICYCLE INNER TUBES AND SEAT BELTS  
 \*\*\* NEW GOODS SUCH AS BUCKLES, ZIPPERS, ETC. BUT ALSO SHARE OF NEW GOODS IN RECYCLED MATERIALS.  
 \*\*\*\* USABLE MATERIAL (EXCL. WASTE, QUALITY PROBLEMS, ETC.)  
 FROM 2021 ONLY THE TOTAL QUANTITY OF TARPS ACTUALLY PROCESSED IS STILL TAKEN INTO ACCOUNT, WHEREAS IN THE PREVIOUS YEARS THE TOTAL QUANTITY OF TARPS PURCHASED WAS RECORDED.

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□ LOCATIONS AND VOLUMES SEWING PARTNERS

Location of sewing partners (producers)	2020	2021	2022	2021 > 2022
Bulgaria	n.a.	68%	67%	-2.5%
Portugal	n.a.	20%	20%	2.4%
Czech Republic	n.a.	8%	9%	12.0%
Others* (CH, RO, TN, PL)	n.a.	4%	4%	7.2%

\*WE STOPPED WORKING WITH OUR PRODUCERS IN TUNISIA AND POLAND IN 2021.

□ LOCATIONS AND VOLUMES OF DISASSEMBLY

Location of disassembly (via agents)	2020	2021	2022	2021 > 2022
Netherlands	n.a.	16%	24%	51.9%
UK	n.a.	25%	22%	-11.2%
Denmark	n.a.	16%	12%	-25.6%
Germany	n.a.	9%	10%	11.1%
Switzerland**	n.a.	9%	10%	8.9%
Poland	n.a.	14%	9%	-32.9%
Spain	n.a.	6%	7%	18.3%
Portugal	n.a.	5%	4%	-24.0%
Turkey	n.a.	1%	2%	60.0%

\*\*IN SWITZERLAND, TARPS ARE DISASSEMBLED BY FREITAG.

■ APPENDIX

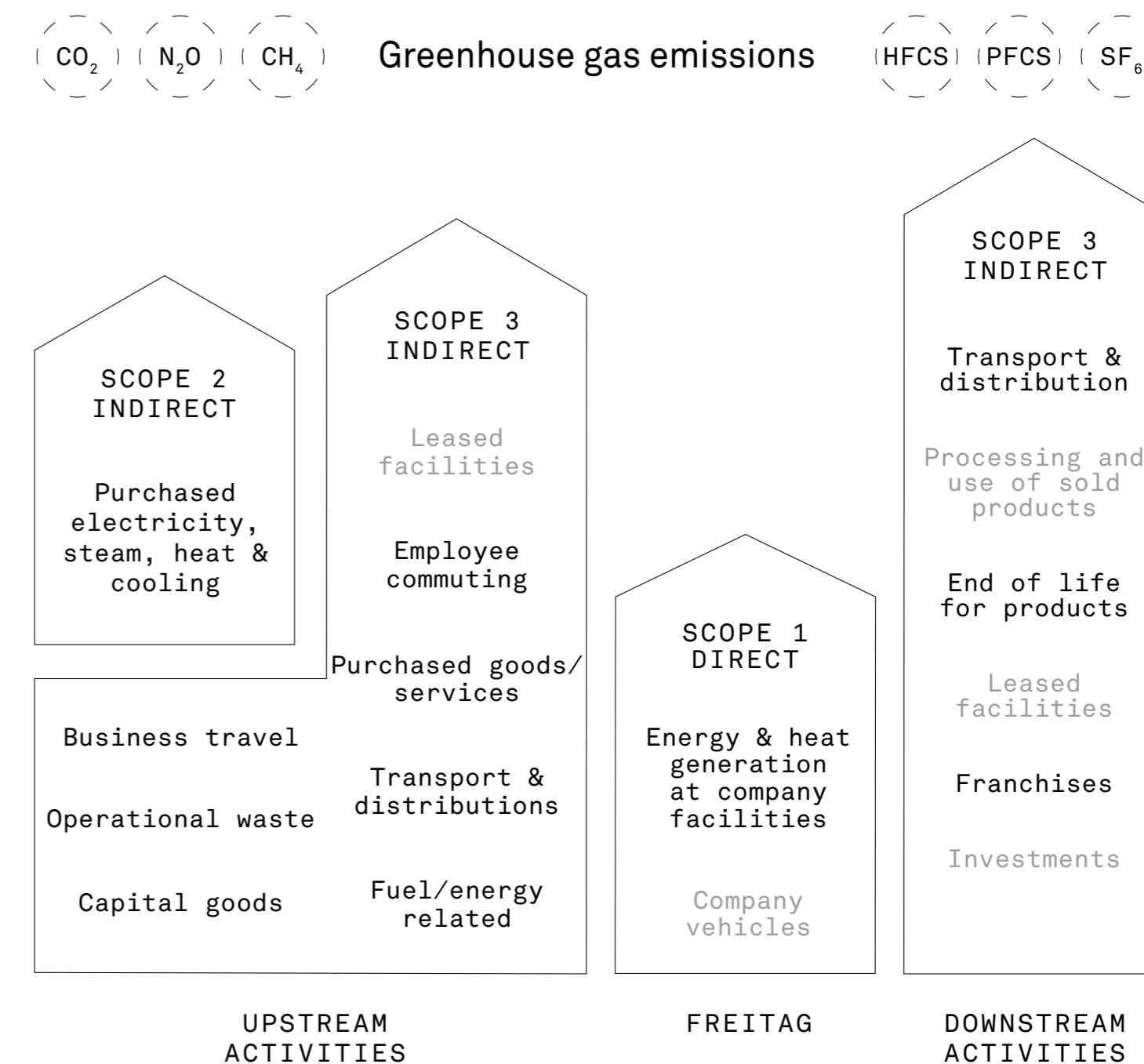
□ [GRI 305-1,2,3] EMISSIONS BY CATEGORY [t CO<sub>2</sub> eq]

	2020	2021	2021 [corr]*	2022	2021 > 2022
<b>Scope 1: Direct energy use per primary source</b>	0.0	13.8	13.8	13.4	-2.7%
Stationary plants	0.0	13.8	13.8	13.8	-2.7%
Mobile plants	0.0	0.0	0.0	0.0	n.a.
<b>Scope 2: Indirect energy use per primary source</b>	353.9	343.0	343.2	265.6	-22.6%
Power	298.3	286.3	286.3	205.3	-28.3%
Electricity (location-based)**	n.a.	n.a.	n.a.	225.7	n.a.
District heating and cooling	55.6	56.9	56.9	60.4	+6.2%
<b>Scope 3: Other indirect emissions</b>	3,622.1	3,642.7	2,781.8	2,925.3	+5.2%
Purchased goods and services	2,045.4	1,736.1	1,020.5	1,264.9	+23.9%
Capital goods	37.5	25.2	25.2	36.4	+44.4%
Fuel and energy-related activities	94.5	93.7	93.7	36.1	-61.5%
Business travel	16.4	8.9	5.7	31.4	+450.9%
Employee commuting	110.4	127.4	127.4	118.1	-7.3%
Upstream transport and distribution	611.3	759.9	759.9	948.3	+24.8%
Downstream transport and distribution	n.a.	293.2	26.0	28.9	+11.2%
Operational waste	358.3	456.4	456.4	196.1	-57.0%
End-of-life treatment of sold products	238.2	142.0	267.0	265.2	-0.7%
<b>Total</b>	<b>3,976.0</b>	<b>3,999.8</b>	<b>3,138.8</b>	<b>3,204.4</b>	<b>+2.1%</b>

\*IN 2022, MORE ACCURATE EMISSION FACTORS AND DATA WERE AVAILABLE FOR THE BALANCING PROCESS. THEREFORE, TO ENSURE COMPARABILITY WITH THE PREVIOUS YEAR, THE 2021 CO<sub>2</sub> FOOTPRINT WAS RETROACTIVELY CORRECTED.

\*\*NOT A SEPARATE CATEGORY, BUT AN ALTERNATIVE CALCULATION TYPE

□ GHG PROTOCOL



[GRI 302-1] ENERGY CONSUMPTION [MWH]

	2020	2021	2022	2021 > 2022
Scope 1 - Direct energy consumption (stationary combustion)	n.a.	75.6	66.5	-12.0%
Gas heating as the only source	n.a.	75.6	66.5	-12.0%
Scope 2 - Indirect energy consumption	n.a.	1,312.7	1,343.8	+2.4%
thereof renewable electricity	n.a.	399.6	502.9	+25.9%
thereof conventional electricity	n.a.	522.7	375.5	-28.2%
thereof district heating	n.a.	390.4	465.4	+19.2%
<b>Total</b>	<b>n.a.</b>	<b>1,388.3</b>	<b>1,410.3</b>	<b>+1.6%</b>

 UPSTREAM TRANSPORTATION AND PURCHASED OUTBOUND LOGISTICS - DISTRIBUTION [TKM]

	2020	2021	2022	2021 > 2022
Air freight	1,807,700	569,899	1,101,646	+93.3%
Road	165,783	1,074,087	1,855,606	+72.8%
Rail	320,880	1,664	2,000	+20.2%
Shipping freight	456,688	387,250	89,167	-77.0%
<b>Total</b>	<b>2,751,235</b>	<b>2,032,902</b>	<b>3,048,418</b>	<b>+50.0%</b>

 TOTAL TARP WASTE [T]

	2020	2021	2022	2021 > 2022
Nørd	n.a.	n.a.	120.3	n.a.
Agents and disassembly partners	n.a.	n.a.	229.3	n.a.
Producers	n.a.	n.a.	51.9	n.a.
<b>Total</b>	<b>n.a.</b>	<b>n.a.</b>	<b>401.5</b>	<b>n.a.</b>

 [GRI 303-5] WATER CONSUMPTION [MEGALITER]

	2020	2021	2022	2021 > 2022
Nørd production* (without rainwater)	2.66	1.38	1.89	+37.0%
Nørd production rainwater**	2.66	1.38	1.91	+38.1%
Stores and offices***	2.63	1.40	4.71	+236.6%
<b>Total (without rainwater)</b>	<b>5.30</b>	<b>2.78</b>	<b>6.60</b>	<b>+137.5%</b>
<b>Total</b>	<b>7.96</b>	<b>4.16</b>	<b>8.51</b>	<b>+104.5%</b>

\*EXTRAPOLATION BASED ON NUMBER OF WASHING CYCLES

\*\*THERE ARE NO PRECISE FIGURES FOR RAINWATER IN 2020 AND 2021, SO WE ASSUME AN AVERAGE OF 50% FRESHWATER AND 50% RAINWATER. FROM 2022, THE EXACT FIGURE RECORDED WILL BE USED.

\*\*\*WATER CONSUMPTION IN OFFICES WAS INCLUDED FOR THE FIRST TIME IN 2022; PREVIOUSLY, THIS CATEGORY ONLY INCLUDED WATER CONSUMPTION IN STORES.

 [GRI 306-3] WASTE AND DISPOSAL [T]

Type of waste (disposal method)	2020	2021	2022	2021 > 2022
Metal (recycling)	12.7	8.8	4.6	-47.7%
Wood (recycling)	11.7	11.0	8.6	-22.3%
Cardboard (recycling)	21.7	18.6	19.1	+2.7%
General waste incl. tarp (incineration)	219.8	185.5	126.6	-31.8%
Electrical scrap (recycling)	n.a.	0.4	0.3	-17.5%
Glass (recycling)	n.a.	0.5	0.3	-44.0%
PET (recycling)	0.1	< 0.1	< 0.1	0.0%
Paper (recycling)	0.1	0.2	1.4	+600.0%
<b>Total</b>	<b>266.1</b>	<b>225.0</b>	<b>160.9</b>	<b>-28.5%</b>



□ USED SERVICES IN ANNUAL COMPARISON

	2020	2021	2022	2021 > 2022
<b>Repair</b>				
Repaired bags	6,391	5,473	7,011	+28.1%
<b>S.W.A.P.</b>				
Active bags	5,203	4,061	2,651	-34.7%
Matches between bags	3,409	7,626	6,784	-11.0%
Bags exchanged online*	112	14	3	-78.6%
Bags exchanged event	40	46	198	+330.4%
<b>Loans</b>				
#gonewithfreitag / #ridewithfreitag	164	124	n.a.**	n.a.
<b>Take-Back</b>				
Returned products	n.a.	n.a.	0	n.a.
<b>Total of services used</b>	<b>6,707</b>	<b>5,657</b>	<b>7,212</b>	<b>+27.5%</b>
<b>Product-related services used in relation to products sold</b>	<b>1.26%</b>	<b>1.28%</b>	<b>1,32%</b>	<b>+3.0%</b>

\* FIGURES INCOMPLETE DUE TO EXCHANGES NOT BEING REPORTED BACK VIA THE PLATFORM

\*\*NOT CARRIED OUT

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COMMUNITY ACTIVITIES AND REACH OF VALUES-BASED COMMUNICATION				
	2020	2021	2022	2021 > 2022
Community				
Number of public appearances and presentations on sustainability and circularity	16	30	39	+30.0%
Number of participants in guided tours of the FREITAG factory*	732	920	1902	+106.7%
Reach [bn]**				
Values-based communication***	4.9	3.9	2.2	-43.5%

\* TOURS IN 2020 AND 2021 ESTIMATED, BASED ON PAID TOURS AND AVERAGE NUMBER OF PARTICIPANTS. FROM 2022 EXACT DATA.

\*\* REACH INCLUDES PAID, OWNED AND EARNED, WHERE EARNED FIGURES CANNOT SHOW PRECISE READERSHIP FIGURES BUT ONLY THE POTENTIAL REACH OF MEDIA CONTRIBUTIONS. SINCE OWNED FIGURES ARE NOT AVAILABLE FOR SEVERAL PRIORITIZED CHANNELS (E.G. LINKEDIN, TIKTOK), THE REACH FIGURES ARE ONLY OF LIMITED SIGNIFICANCE.

\*\*\* BY VALUES-BASED COMMUNICATION, WE MEAN ALL COMMUNICATION ACTIVITIES IN WHICH WE CONVEY FREITAG CORPORATE VALUES (E.G. PURPOSE, CULTURE, THE MANIFESTO).

□ STAKEHOLDER DIALOGUE: MEASURES 2022

Strategic focus	Riskmitigation through monitoring and relationship work	Corporate Responsibility through dialogue and surveys	Innovation und inspiration through knowledge-sharing formats
Stakeholders	Owners Customers Young Conscious Urbanites NGO Press Authorities CH & International Municipality / City Trade associations Certifiers / external auditors	Owners National subsidiaries & Nørd canteen Employees Tarp agents Producers Franchise partners Customers NGO Press Authorities CH & International Municipality / City	National Subsidiaries Employees Distribution partners Franchise partners Event partners Innovation partners in product/material development Customers Young Conscious Urbanites Guurus Universities / schools Museums Peers / Leading sustainable brands Trade associations
Characterization	High power	High legitimacy	High interest & high diversity of perspectives
Measures 2022	→ Ongoing monitoring and relationship management via Sustainability & Compliance Officer role → New role: Risk Scientist	<b>EMPLOYEES</b> → Repeated employee satisfaction survey → FAQ Meetings before F-Rules adjustments → Six F-Crew meetings for a general, company-wide exchange of information  <b>PRODUCERS</b> → Dialogue with producers on environmental and social issues	→ Support and participation of existing events → 39 appearances & presentations on sustainability and circularity → Numerous memberships relevant to sustainability → Community events in F-Stores on repair (Repair Collab Events and S.W.A.P. Friday Events)

■ APPENDIX

Strategic Focus	Riskmitigation through monitoring and relationship work	Corporate Responsibility through dialogue and surveys	Innovation und inspiration through knowledge-sharing formats
Measures 2022		<p><b>CUSTOMERS</b></p> <ul style="list-style-type: none"> <li>→ Expansion of 24/7 customer services for Asian time zone</li> <li>→ Material transparency in the Online Store</li> <li>→ Feedback form for factory tour participants</li> <li>→ Ongoing optimizations of the loyalty program (F-ederation) and community relationship management</li> </ul> <p><b>DISTRIBUTION PARTNERS</b></p> <ul style="list-style-type: none"> <li>→ New platform for distribution and franchise partners to process orders more efficiently and enable better information flow</li> </ul>	<p>→ First publication of the Impact Report with a call for knowledge-sharing through various communication activities</p>

# IMPRINT



## ABOUT THIS REPORT

[GRI 2-2,3]

Current reporting period: 01.01.2022 - 31.12.2022

Reporting cycle: annual

Publication date: 27.09.2023

Contact for questions about the report:

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The report covers the FREITAG Group, i.e. the FREITAG lab. ag with its headquarters in Zurich (significant operational site) and its national subsidiaries in Germany, Austria, the USA, Japan, Italy, Korea, China, the UK and the Netherlands. [↗ FREITAG - p.7]

The FREITAG Impact Report reports with reference to selected GRI Standards. [↗ APPENDIX - p.68]

[GRI 2-5] The report is not audited by an external body, but is approved by the Administrative Board as the group's supreme controlling body.

[GRI 2-4] The following data had to be retroactively adjusted for the Impact Report 2022:

- Number of employees [HQ] and highest pay grade by gender for 2021: Some employee data for 2021 were collected at different dates. For comparability, the numbers of employees [HQ] were adjusted from 247 to 242, as well as the distribution of 19 women and 20 men to 17 women and 22 men in the highest wage level. [↗ APPENDIX - p.75]
- Carbon emissions for 2021: In 2022, more accurate emission factors and data were available for the balancing process. To ensure comparability with the previous year, the 2021 CO<sub>2</sub> footprint was therefore retroactively corrected from 4,000 t to 3,139 t CO<sub>2</sub> eq. [↗ CIRCULAR OPERATIONS - p.38]
- Energy consumption for the year 2021: Erroneous figures for 2021 were corrected retroactively and the unit adjusted. [↗ APPENDIX - p.80]
- Operational waste 2021: Thanks to improved data, more accurate proportions for the various types of waste is available from 2022. These have also been supplemented retrospectively. [↗ APPENDIX - p.80]

PROJECT LEAD & EDITORIAL:

Danila Helfenstein (FREITAG)

CONCEPT:

Bigna Salzmann and Danila Helfenstein (FREITAG)

NEW STANDARD.S

LAYOUT:

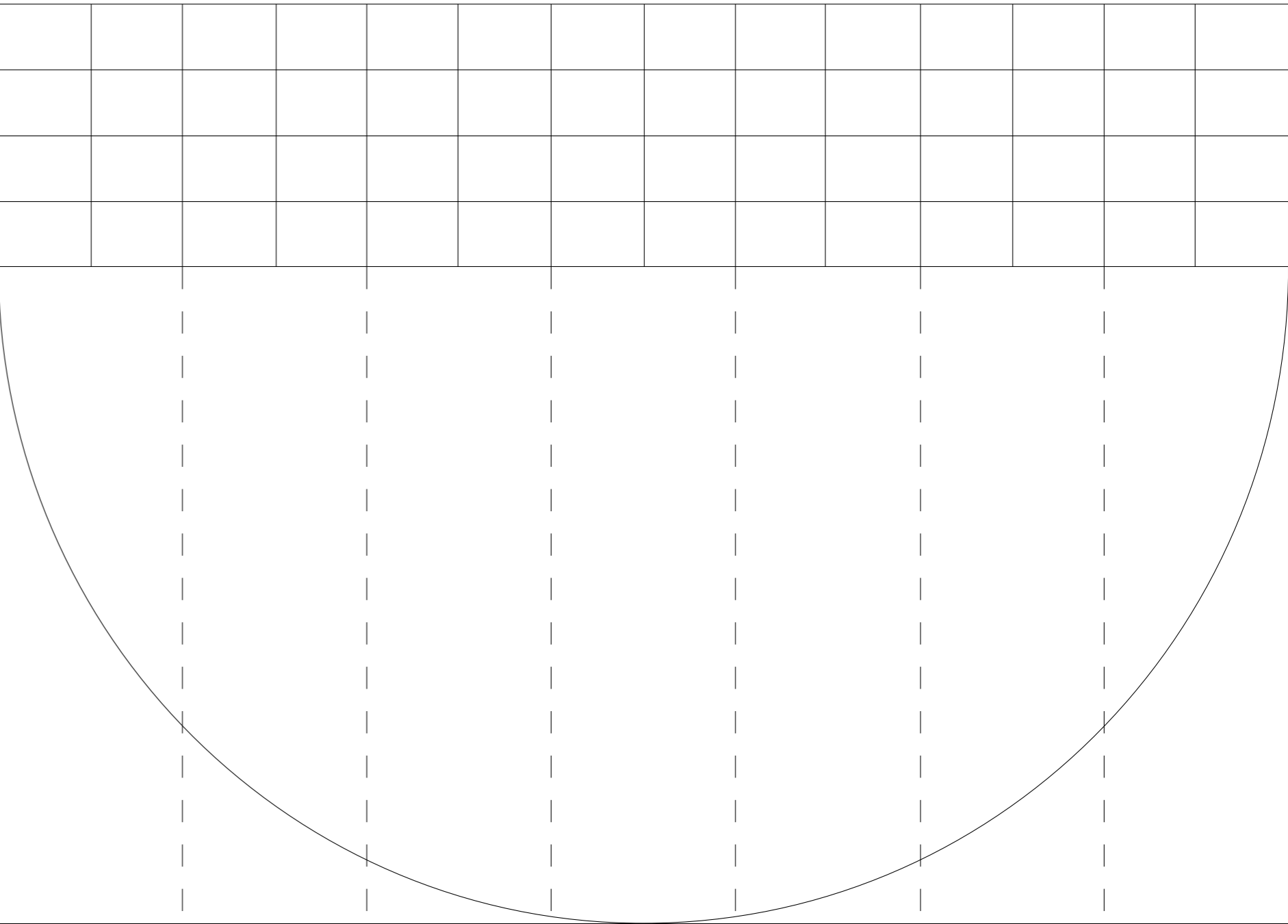
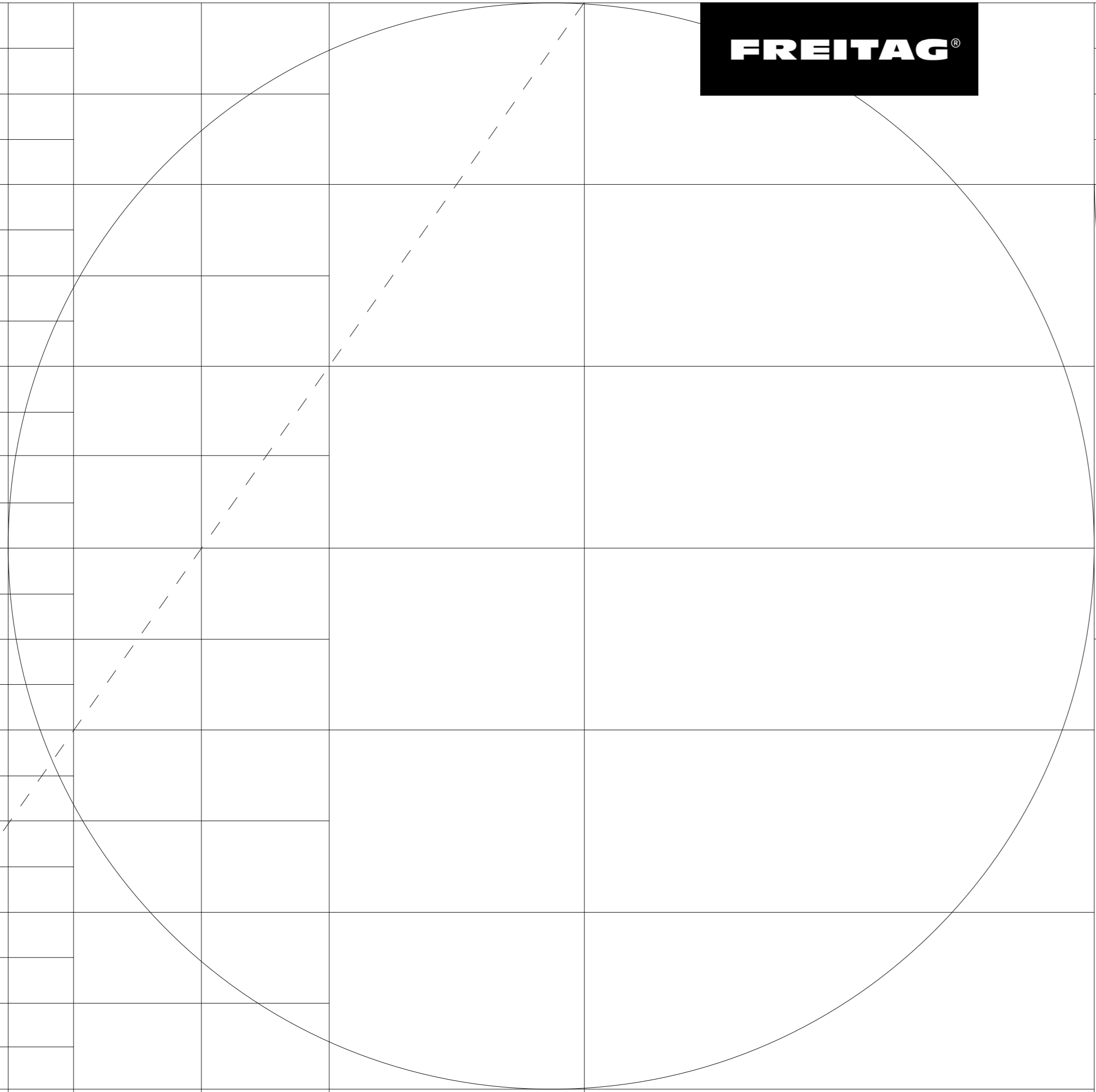
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NEW STANDARD.S

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IMPACT REPORT 2022  
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