FY2022

ARITZIA COMMUNITY™ ESG REPORT



ARITZIA

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ABOUT THIS REPORT:

The Aritzia Community™ ESG Report FY2022 provides a summary of Aritzia's People and Planet priorities and progress.

The Report covers Aritzia's Fiscal Year 2022 (March 1 2021, through February 28 2022), and calendar year 2021 when stated.

For further details and updates please visit Aritzia's Sustainability and Diversity, Equity and Inclusion webpages.

NOTE ON ACQUISITION OF CYC DESIGN CORPORATION

On June 25, 2021, Aritzia completed its acquisition of menswear brand Reigning Champ and its parent company, CYC Design Corporation, a leading designer and manufacturer of premium athletic wear. The Company acquired 75% of CYC based on a total enterprise value of approximately $63 million, with the remaining 25% equity interest held by CYC's management shareholders to be converted into the Company's subordinate voting shares in up to three instalments from 2024 to 2026.

For the purposes of this report, results do not include the consolidation of CYC.

1.0 INTRODUCTION



1.1

A message from our CEO



Our Purpose — Everyday Luxury to Elevate Your World — is our north star, guiding our teams to do what they do best. Creativity, loyalty, excellence, good judgement, integrity, and teamwork are our values — they exemplify who we are and how we show up. In concert with all our values, we lead with integrity. We know that the choices we make at every level of our business matter, and with them, seek to demonstrate consciousness and care for the People and Planet we touch across our value chain.

As geopolitical and social events continue to impact the world and the communities in which we operate, it's more important than ever that we prioritize Aritzia's responsibility to People and Planet. Aritzia is proud to participate in the United Nations Global Compact (UNGC). Our People and Planet strategies leverage the Ten Principles of the UNGC, with respect to human rights, labour, environment, and anti-corruption, to accelerate our efforts and further embed these values throughout the business.

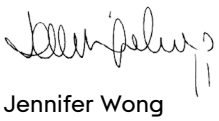
Over the past year, we've continued to support our communities. We worked to enhance opportunities, belonging, and wellbeing of our own people, our partners' people, and the people in our surrounding communities. A few notable accomplishments in fiscal 2022 include:

- Workplace Standards Program continue to be implemented across all finished goods suppliers
- Ensured financial continuity for our People through the COVID-19 pandemic
- Continued investment in Diversity, Equity and Inclusion (DE&I)
- Donation of 4,000 warm winter coats valued at over $1 million to our Aritzia Community™ partner organizations across the USA and Canada
- Celebration of Giving Tuesday, a global day of giving, with a commitment to donate $10 of every purchase on that day to Aritzia Community™ partner organizations — we proudly reached our $250,000 donation goal

As we're met with the pressing impacts of climate change, as well as water and resource scarcity, Aritzia recognizes the need to minimize our footprint. A few notable accomplishments in fiscal 2022 include:

- Adoption of more sustainable materials across our collections, including organic and recycled cotton, recycled polyester and nylon, and more
- Evaluation of finished goods suppliers against Aritzia's environmental criteria
- Maintained carbon neutrality across our directly owned and managed operations

Our mission is to deliver Everyday Luxury, today and tomorrow. Our commitment to enriching the lives of our People and protecting our Planet is integral as we grow our business. We'll continue to accelerate our efforts and share the meaningful progress we make along the way. Our hope is for this report to exist as a fundamental piece of our Environment, Social, and Governance (ESG) journey that will evolve for years to come.



Jennifer Wong

2.0

OUR APPROACH



2.1

Strategy

Aritzia recognizes that social and environmental factors are integral to our long-term success. Community™ refers to the contributions we make to People and the Planet. Our Community™ priorities span across our operations and wider value chain — from raw material sourcing, third-party manufacturing suppliers, product use and end-of-life, as well as across our boutiques and offices to our distribution centres. Initiatives with the goal to strengthen our positive impact are embedded throughout our organization with oversight shared across multiple departments. To ignite meaningful change, we take an evidence-based approach with a focus on delivering long-term impact.

As part of our People and Planet strategy, we have identified the following priorities:

PRIORITIES	
1	Attract, develop, and retain a high-performing team of diverse world-class talent
2	Deliver positive social impact through our products and supply chain
3	Drive sustainable practices and solutions across the product lifecycle
4	Build sustainable and efficient infrastructure across our boutiques, cafes, offices, distribution centres, and logistics



2.2

Highlights

Key Achievements in Fiscal 2022:

To align with our ESG priorities, we measure ourselves against progress and the positive impact Aritzia has had on People and Planet. While this year has been challenging in numerous ways, we have remained committed to driving these priorities across our business and are proud to share our achievements over the past year.

More details on our Sustainability, Community, and DE&I programs can be found on aritzia.com

PEOPLE

- Conducted third-party assessments at 100% of required* finished goods suppliers against Aritzia's Supplier Code of Conduct through our social impact monitoring program between March 1st 2021 and May 31st 2022^
- Ensured financial continuity for our People through the COVID-19 pandemic, paid $25 million in fiscal 2021 and $7 million in fiscal 2022 through the Aritzia Community™ Relief Fund
- Donated 4,000 warm winter coats valued at over $1 million to our Aritzia Community™ partner organizations across the USA and Canada
- Celebrated Giving Tuesday, a global day of giving, with a commitment to donate $10 of every purchase on that day to Aritzia Community™ partner organizations, reaching our $250,000 donation goal
- Continued our investment in DE&I, securing an external consultant to support strategic DE&I implementation into our organization and serve as our fractional Chief Diversity Officer
- Continued to emphasize internal engagement of our employees with a series on affinity month activations, training sessions, and guest speakers with subject matter expertise in DE&I

PLANET

- Evaluated 97% of our finished goods suppliers against Aritzia's environmental criteria through the Higg Facility Environmental Module to ensure alignment with business requirements
- Adopted more sustainable materials across 44% of our 2021 collections and 63% of our Spring/Summer 2022 collections, including organic and recycled cotton, recycled polyester and nylon, and more
- Achieved carbon neutrality across our operations (stores, offices, and distribution centres) for the second consecutive year, which accounts for 100% of Aritzia's Scope 1 and 2 emissions — achieved by reducing energy use, sourcing renewable energy credits in the equivalent of our electricity consumption, and offsetting remaining emissions
- Completed our second CDP Climate Change submission and received recognition on the CDP Supplier Engagement Leadership board
- Added Sustainable Product filters on aritzia.com for our clients

GOVERNANCE

- Published Aritzia's ESG Executive Summary, outlining our priorities on investors.aritzia.com
- Acquired CYC Design Corporation, Reigning Champ, and have started to build out integration of People and Planet priorities
- Established Environmental and Social Board Committee
- Joined the United Nations Global Compact

*Required finished goods suppliers' includes suppliers that meet or exceed Aritzia's production unit threshold and in respect of which an audit is required within a specified time period as per Aritzia's Supplier Workplace Standards Program.

^ This statement was updated January 2023

2.3

Future Vision & Goals

The below is a summary of new priorities for the next fiscal year.

PEOPLE	· Expand Workplace Standards Program to strategic Tier 2 suppliers (fabric and trims suppliers) · Launch a Worker Voice program in select facilities across our supply chain · Share the results of our Human Rights Impact Assessment with our People · Expand our Diversity, Equity & Inclusion programs through new partnerships · Support mental wellness for our People and in our communities through partnership with Jack.org · Acknowledge International Day of the World's Indigenous Peoples and National Day for Truth and Reconciliation through a collaborative People and Culture, Giving, Communications and Marketing program
PLANET	· Further develop a climate and emissions reduction roadmap · Continue to increase the adoption of more responsible raw materials across our styles, including the Good Cashmere Standard
GOVERNANCE	· Launch an external review of Aritzia's Materiality Assessment · Build systems to better monitor and manage our performance of our People and Planet priorities · Continue to augment our ESG engagement and disclosures through reporting indices, industry associations and charities, and civil society

3.0

PEOPLE

We're committed to supporting people to thrive.



3.1

People Priorities & Strategy

Our commitment to our People, wherever they work across our value chain, is ongoing. This year demonstrated the important role and responsibility we have in their success across our business.

PEOPLE PRIORITY	ACTIONS
Attract, develop, and retain a high-performing, diverse team of world-class talent	· Build and scale our People & Culture infrastructure to attract and acquire top talent · Organize for high performance by putting our People in the right roles that leverage their skills to achieve optimal results · Continue to fuel our growth through providing best-in-class learning and development programs · Invest in and develop a culture that, by design, enables us to achieve operational goals, bring our strategy to life, and provide a supportive, inclusive, elevated, and inspiring experience for our People
Deliver positive social impact through our products and supply chain	· Uphold supplier human rights and workplace standards · Identify potential human rights risks and mitigate human rights impacts across our value chain · Support workers and provide capacity-building tools to strengthen supplier workplace conditions where required

3.2

Our People

3.2.1

Opportunity

We foster growth & development through uplifting careers and enriching livelihoods

EMPLOYEE DEVELOPMENT

We believe that growth is ongoing, and we are committed to fostering a work environment that enables our People to continuously learn and progress in their careers. On an annual basis, we facilitate performance reviews for all our employees that support a two-way dialogue around development and goal setting. These formalized, annual reviews are supplemented by conversations with managers throughout the year that empower our People to take ownership of their performance, growth, and ongoing development.

We are committed to developing and promoting from within. Through our People development programs, we support employees in pursuing opportunities that will advance their careers and set them on a successful trajectory for their future. To call out a couple of successful examples, among many, both our CEO and EVP of Retail started at Aritzia boutiques as style advisors.

TRAINING FOR OUR PEOPLE

Over the past year, we have continued to invest in the learning and development of our People who make Aritzia what we are today. Our philosophy is to tailor our training programs based on the needs of each workplace to ensure applicable and relevant learnings that will ultimately engage our employees and increase productivity. Every Aritzia employee completes a foundational set of Aritzia training upon onboarding, complemented by additional training that is suited to each employee group and workplace. In calendar year 2021, we provided over 55,000 hours of formal training to our People across all our workplaces, including but not limited to our boutiques, support offices, and distribution centres.

Our informal training is comprised of onboarding support for new employees and on-the-job coaching and guidance provided by managers. Currently, informal training makes up approximately 80% of the total training received by each employee. Based on this, we estimate that in 2021 Aritzia provided 220,000 of informal training hours.

We believe in developing leaders. We teach core leadership principles to all employees during onboarding and provide specialized leadership training for our employees in management positions. In 2021, over 1,000 hours of leadership training on key topics such as Trust, Feedback, Coaching, Goals, and Recognition were provided through instructor-led sessions at our support offices. We are continuing to increase our investment in our learning and development programs and routinely collect feedback from employees on our training to understand the effectiveness of our offerings, improve upon them and advance the skills and knowledge of our People.

EMPLOYEE ENGAGEMENT

In 2021, we conducted our fifth annual Employee Engagement Survey. Our anonymous engagement survey spans across all workplaces and serves as a platform for employees to voice what they love about working at Aritzia and provide input on how we can raise the bar. Understanding what drives engagement in each workplace is key to ensuring that Aritzia is focused on the areas that our People care about most. Surveys like this guide us to identify where we need to continue to invest our energy, and illuminate new areas for us to focus on. We are proud of our engagement survey participation rates and results, and by listening to our People and continuously improving our work environments, we can collectively achieve extraordinary things.

3.2.2
Wellbeing

We champion holistic wellbeing

We understand our role in supporting the physical, mental, and emotional wellbeing of our People. As a result, this year we have continued to augment our investment in programs in support of holistic wellbeing. This includes extending designated mental health resources, such as a complimentary subscription to Headspace, an industry leading mindfulness app, for all our People across our boutiques, support offices, and distribution centres. To date, 17% of our employees have engaged with this resource.

In celebration of World Mental Health Day this past year, we hosted programming in partnership with wellbeing experts to educate on tools, strategies, and techniques to optimize wellbeing. All employees are given access to these series of educational sessions, and 10% of our employees engaged in sessions covering topics from destigmatizing mental health to managing anxiety and improving brain health.

We also prioritize supporting the physical wellbeing of our People. We have state-of-the-art gym facilities at our Vancouver Support Office and Distribution Centre with a range of programming such as fitness challenges, personal training, and classes provided. We also provide a range of high-quality and healthy food options at the A-OK Commissary in our Vancouver Support Office, and provide complimentary food service across our boutiques and distribution centres during peak season. We recognize the intricacies that contribute to the wellbeing of our People and will continue to invest in relevant programs.

OCCUPATIONAL HEALTH & SAFETY

Aritzia ensures the health and safety of our People with the implementation of policies tailored to the relevant risks of our various workplaces, and through initiatives that address occupational health and safety focus areas. Aritzia has a health and safety policy for our vendors, and for each of our workplaces. All of these policies establish our position against harassment, discrimination, and violence as well as provide proactive and reactive issue- and incident-escalation procedures. The objective of these efforts is to assure the safety of our workplaces and the wellbeing of our People and clients.

Core Health and Safety Initiatives include:

1. Zero tolerance for harassment, discrimination, or bullying, which is being further propelled through our $1 million investment in Diversity, Equity, and Inclusion.
2. Proactive safety controls and audits at all workplaces designed to minimize the likelihood and impact of injury, illness, violence, and harassment. Audit conclusions are shared with our leadership teams and leveraged for continual safety improvements.
3. Health and safety training required for all Aritzia employees.
4. Workplace-specific emergency protocols are designed for each of our 150+ workplaces and closely coordinated with property managers.
5. Workplace Health and Safety Committees are responsible for maintaining audits, flagging and mitigating risks, and promoting a culture of health and safety for all employees.
6. Health and Safety policy library includes our Health and Safety, Harassment Discrimination and Violence, Fit for Work and Substance, and COVID-19 Safety policies which must be acknowledged by our employees as a condition of employment.

COVID-19 RESPONSE

At the onset of COVID-19, Aritzia quickly mobilized its resources to ensure the health, safety and stability of our People and surrounding communities. The Aritzia Community™ Relief Fund was established in fiscal 2021 to provide financial continuity to our People who have directly or indirectly been affected by our store closures due to COVID-19. As of the end of fiscal 2022, the Aritzia Community™ Relief Fund had raised over $32 million. In combination with government payroll subsidy support, Aritzia was able to prevent any employee furloughs or layoffs due to COVID-19.

To ensure the safety of our People, clients, and communities, Aritzia's COVID-19 response team implemented several measures throughout the pandemic:

1. MITIGATING AND MONITORING

CONTACT TRACING

We designed systems to support with the identification, investigation, and management of all employee health and safety flags. All employees are enabled to report their conditions including symptoms, exposures, and test results for case and close-contact identification. We also partnered with experts to mitigate potential impacts and assure the safe return of employees to work.

WORKPLACE TESTING PROGRAM

In partnership with Health Canada, Aritzia was selected as a partner in the federal government Workplace Testing program. The Ministry of Health provided Aritzia with over 300,000 rapid test kits, and Aritzia established and maintained infrastructure and hired designated nurses at six Aritzia workplaces to proactively test employees.

INVESTMENT

Invested $4 million in sanitization programs, health and safety education for our employees, and soft/hard health and safety controls (e.g., mask requirement, social distancing, plexi-glass usage, etc.).

2. VACCINE SUPPORT

To prioritize the wellbeing of Aritzia's People, clients, and surrounding communities, we partnered with government officials and agencies to support access to COVID-19 vaccinations. All Aritzia employees, regardless of jurisdiction, are paid the equivalent of four hours of pay for each reported vaccine. Through this initiative, Aritzia has invested over $1 million in incentivizing vaccination.

In partnership with the Ontario Ministry of Health, Aritzia set up a vaccine clinic in Toronto and provided booster vaccine access to its employees, their family members, and business partners. In partnership with Vancouver Coastal Health, Aritzia secured vaccination access for its employees, their family members, and business partners. These partnerships demonstrated how public/private partnerships can enhance communal health and safety. Overall, enabling access to vaccines has assured the health and safety of our employees, workplaces, and clients and further enabled the safe continuity of our operations.

3. FRONTLINE CARE COMMUNITY SUPPORT

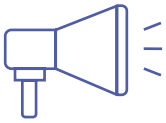
We created the Aritzia Community™ Care Program to recognize and thank frontline healthcare workers in North America. Our custom-developed clothing packages were created as an easy-to-wear outfit pre- and post-shift to keep up with sanitation standards. Aritzia invested $10 million into the program, resulting in gifts to 120,000 frontline healthcare heroes — licensed doctors, nurses, healthcare aides, and respiratory therapists caring for COVID-19 patients.



3.2.3

Belonging

We hold ourselves accountable to values of diversity, equity, and inclusion through meaningful engagement and continued learning.



INFORM



EDUCATE



CELEBRATE



INSPIRE

We have maintained our commitment to deepening our understanding of our Diversity, Equity, and Inclusion (DE&I) responsibilities to develop a sense of belonging for all people that our business touches. We are holding ourselves accountable to continuously listen, learn, and take action. Our actions aim to achieve four objectives: Inform, Educate, Celebrate, and Inspire.

LEADERSHIP OF DE&I AT ARITZIA

Oversight of our DE&I strategy at Aritzia sits with our CEO, Jennifer Wong. Additionally, with the continued leadership and direction of our experienced fractional Chief Diversity, Equity and Inclusion Officer, we have begun hiring to build a department to further integrate DE&I throughout our business and continue to progress upon our ever-evolving DE&I journey. In the near term, Aritzia's DE&I team will launch a full review of our People operations and policies to identify gaps and opportunities in our processes as well as implement system changes to support an inclusive experience and to address bias.

ENGAGEMENT & RESOURCES

We regularly engage with our employees through educational resources and guest speakers on key topics related to DE&I. This past year we also announced the formation of People Resource Groups to bring together diverse voices from across Aritzia's workplaces to contribute to building community and to drive a more supportive and inclusive environment. These groups will focus on various dimensions of diversity such as Asian Pacific Islander, Black/African descent, Indigenous, Men, Latinx, and LGBTQIA2S+.

We also launched an annual Day of Observance for all employees to take one paid day off, of their choice, to celebrate or observe a day that is of particular significance to them individually, outside of statutory holidays.

WOMEN IN LEADERSHIP

For the third year in a row, we are honoured to be included in The Globe and Mail's Women Lead Here list, which spotlights companies with women in leadership positions. As a women-led company, we know the value of gender diversity in the workforce. At Aritzia, women make up 85% of our employee population and hold 80% of our leadership positions, manager level and above.

ADDRESSING RACIAL INEQUALITY

54% of Aritzia's employee population self-identify as BIPOC (Black, Indigenous, and people of colour). We are committed to creating positive change and being part of a future that recognizes and dismantles systemic racism and racial inequality. We have implemented mandatory training and education on systemic racism, racial inequality, and social injustice for all current and future members of our team and held additional leadership training in this space, led by DE&I experts. We will be expanding our work with the development and engagement of Employee Resource Groups this coming year.

3.3

Supply Chain

We work with supply chain partners globally and have a social impact team dedicated to monitoring human rights and workplace standards in their facilities. Our social impact programs support the workforce in finished goods facilities that, in fiscal 2022, was comprised of 74% women and 26% men.



3.3.1

Human Rights

Aritzia is committed to upholding human rights and fair and safe employment conditions. We aim to work with best-in-class finished goods suppliers and fabric suppliers, defined by not only the quality of the product but also by how they work. To achieve this, we build meaningful partnerships with those who share our values, and work to develop sustainable and long-lasting improvements that extend throughout our supply chain. We believe that a well-managed supply chain is integral to building a stable, successful, and sustainable business. We know that our suppliers are paramount in achieving this goal. Our social impact programs focus on respecting and upholding human rights throughout our supply chain with the goal to embed responsible practices in everything we do.

Over the past year, we conducted a Human Rights Impact Assessment across our value chain, and the findings are being socialized to inform our programming and guide Aritzia as we update our mitigation strategies to focus on addressing the identified priority human rights issues, should they be present.

3.3.2

Workplace Standards

Aritzia's growth and performance relies on the continuous development of our manufacturing suppliers and the people who work with them. We are committed to these partners, understanding that we impact them meaningfully every day. Being a responsible customer to our suppliers is an integral part of our commitment to Sustainability. Aritzia's Workplace Standards Program monitors supplier facilities against our Supplier Code of Conduct which outlines our requirements on employment practices, labour rights, working hours, wages, freedom of association, and health and safety.

To align with leading standards in the fashion industry — including the International Bill of Human Rights, International Labour Organization's (ILO) Fundamental Principles and Rights at Work, Ethical Trading Initiative Base Code and Fair Labor Association Code of Conduct — our program emphasizes trust and full transparency, focusing on continuous improvement.

We take a collaborative, progress-oriented approach, and partner with external, third-party monitoring firms to support finished goods factories in their compliance to our standards. Annually, 100% of finished goods (tier 1) suppliers are subject to performance audits by third-party auditors. In effort to maintain trusting relationships with our suppliers, to date all audits conducted have been announced, however, unannounced audits are considered if we determine it would be more suitable based on circumstances. To support in capturing more details of working conditions, worker interviews are conducted as part of all audits. In the last year, 83% were conducted by a third party chosen by Aritzia, and 17% were conducted by ILO Better Work. To ensure the quality of audits meets our standards, we do not lean on shared audit reports from other sources or third parties.

WORKPLACE STANDARDS PROCESS



COUNTRY RISK ASSESSMENT

Our Sustainability team inputs into an internal cross-functional process reviewing potential sourcing countries.

PRE-ONBOARDING EVALUATION

Third-party audits are conducted to review potential suppliers' workplace standards performance against our Supplier Code of Conduct, and local and international legal requirements.

ONBOARDING

Our Sustainability team participates in a cross-functional onboarding with suppliers to review priorities, processes and programs across the business.



ONGOING MONITORING OF WORKPLACE STANDARDS

Throughout our relationship with our finished goods facilities, regular audits are conducted by third-party audit firms. Based on the findings of the audits, Aritzia works with our finished goods facilities on corrective action plans, remediation and continuous improvement.

ONGOING RELATIONSHIP MANAGEMENT

Regular review of facility environmental and social performance for each finished goods facility is provided through our sourcing and manufacturing supplier scorecards.

RESPONSIBLE EXIT

While it is uncommon that we end a working relationship with a facility, we are committed to being a responsible partner and exit the facility in a way that does not negatively impact the rights and interests of our supply chain partners and their people.

3.3.3

Beyond Compliance

SUPPORT THROUGH EDUCATION

As opportunities are identified, Aritzia supports suppliers with access to relevant e-learning courses on topics related to workplace standards and worker wellbeing. These courses are provided by third-party partners and are available in a multitude of languages. The purpose of these courses is to provide finished-goods factories with an interactive approach to social and environmental performance learning and development.

Course topics include:

- Fire Safety
- Health & Safety Management Systems
- Corrective Action Plans
- Creating Motivating Wage Systems
- Environmental Protection
- Transparency and Ethics
- Working Hours Management Systems
- Giving Workers the Best Possible Start

WORKER VOICE

Effective and accessible communication channels are key to informing how we work. Supporting our supply chain partners in maintaining appropriate communication channels that allow for anonymous feedback and two-way dialogue is a top priority. Our Supplier Code of Conduct requires our suppliers to offer grievance management systems, which we regularly monitor.

Over the past year, we have examined opportunities to inform us as we work to amplify the voices of those who work in our supply chain. The information we gathered fueled our development of a tailored multi-stakeholder Worker Voice Pilot Project, which will be launched in select facilities to start. Once the project is implemented, we will share more information on our approach and our learnings.

COVID-19 RESPONSE

The pandemic has had a significant impact on us all, extending throughout our supply chain. We have always been committed to building strong relationships with our suppliers. When the ILO issued a global call to action in 2020 — COVID-19: Action in the Global Garment Industry — to protect workers' income, health, and employment as well as suppliers' survival, we were the first Canadian brand to formally endorse it. Since then, we have maintained our commitment to its principles and actions.

We are also proud to work with suppliers that continue to support their workers while navigating the pandemic. Since its start, we have seen our suppliers:

- Implement strict health and safety standards and protocols in their workplaces
- Donate PPE to local governments and government organizations
- Provide food for their workers who were not working
- Pay for train tickets for workers to get home safely to their families
- Buy bikes for their workers so they could travel safely without relying on public transportation

Despite the challenges posed by COVID-19, we have continued to assess 100% of our new suppliers against labour standards and our Supplier Code of Conduct using independent monitoring. We have ongoing engagement with our suppliers to monitor the impacts of COVID-19 on their business practices and employees.



3.4

Communities

At Aritzia, we recognize the importance of caring for people within the communities that we operate in. We believe in building meaningful relationships with community partners that share our values. The nature of Aritzia Community™ partnerships and initiatives are conducive to our three priority pillars of People: Opportunity, Wellbeing, and Belonging. To date, we have contributed more than $40 million in product donations, financial support, and volunteer hours to non-profits and Aritzia Community™ partners that share our values. This has positively impacted more than 445,000 people.



GIVING TUESDAY

To celebrate Giving Tuesday, a global day of giving, we committed to donating $10 of every purchase on that day to Aritzia Community partner organizations. We are pleased that we reached our $250,000 donation goal.

3.4.1

Opportunity

We believe that equal opportunity is fundamental to achieving equity. We support community partners that share this belief and work toward creating equal opportunities for the people in our communities.

To celebrate International Women's Day 2021, we designed a limited-edition product collection. 100% of proceeds from this limited-edition collection were donated to Aritzia Community™ partner organizations that support women and girls.

For Mother's Day 2021, Aritzia Community™ collaborated with Cause We Care to launch a second limited-edition capsule collection. 100% of proceeds were donated to the Cause We Care Foundation (CWCF) Single Mother Support Fund. CWCF was founded in 2007 and strives to achieve economic security, build capacity, and create positive futures for mothers and their children.

For eight years and counting, Aritzia proudly supports Union Gospel Mission (UGM) and its programs that support women struggling with homelessness and addiction in Vancouver's Downtown Eastside. Aritzia makes regular product donations that go directly to women in UGM's programs and supports the Repair to Wear program — an empowerment initiative that provides women with a training ground, flexible work, community resources, and life and job skills. The Repair to Wear program operates as a social enterprise that generates revenue to help fund other programs at UGM. In 2021, Aritzia became a sponsor of the Children & Youth Classroom in the new UGM Women and Families Centre in Vancouver. This centre exists as the home to many women and children seeking to rebuild and restart their lives.

Local to our Vancouver Support Office, we work closely with Hives for Humanity. Hives for Humanity is a non-profit organization that started with the intention of supporting inclusion and fostering belonging through the culture built around each beehive. Through mentorship-based programming, in partnership with local organizations, Hives for Humanity creates flexible opportunities that deepen connection to ourselves, each other and nature. We are fortunate to be a partner to Hives for Humanity's meaningful work by hosting two of their beehives at our Vancouver Support Office where a team of their beekeepers regularly visit to keep the bees in good health as guests on this land.

3.4.2
Wellbeing

The wellbeing of our community means a lot to us. And while wellbeing can take many forms and have many meanings, this past year our key Community wellbeing initiatives were centered around comfort, safety, and nutrition.

Building off the success of our 1,000 Super Puff Giveaway in 2020, in 2021 we took things up a few degrees by donating 4,000 Super Puffs, Wool Coats, and Parkas, valued at over $1 million, to Aritzia Community™ partners across North America. It was an effort to keep communities — from coast to coast — warm at the coldest time of the year. Our Canadian partners for this program included Cause We Care, Urban Native Youth Association, Big Brothers, and Big Sisters Canada, and our partners in the United States included Stonewall Community Foundation and Born This Way Foundation.

In the wake of the tragic Residential School discoveries, and to honour the spirit of healing and reconciliation during National Indigenous Month, we supported Indigenous communities in protecting themselves against COVID-19. We donated 20,000 orange Aritzia face masks to Indigenous organizations and YWCA Chapters serving Indigenous people in need of face masks across Canada. Additionally, we made financial and product donations to Urban Native Youth Association (UNYA) in Vancouver. Our financial contribution went toward their youth drop-in centre, while our product donation provided orange face masks and 200 warm winter coats to the individuals within UNYA programming.

Aritzia kicked-off our partnership with Vancouver Food Runners in August 2021. Food Runners is an organization whose mission is to respond to the disconnect between food waste and food insecurity. Since partnering with Food Runners, Aritzia has donated, and diverted from food waste, a total of 4,120 meals to non-profit organizations who support Vancouver's no or low-income populations.

3.4.3
Belonging

We are committed to educating our People, illuminating stories, and amplifying voices to advance belonging throughout our community.

STONEWALL COMMUNITY FOUNDATION

In 2021, we extended our partnership with Stonewall Community Foundation, a group that strengthens the LGBTQIA2S+ Movement by making value-driven investments in dynamic organizations, projects, and leaders. In partnership with Stonewall Community Foundation, we launched a Pride campaign to demonstrate allyship by amplifying LGBTQIA2S+ voices and raised awareness through facilitating learning sessions to help our People and clients build their understanding of the LGBTQIA2S+ community.

MENTORSHIP

Aritzia is proud to be a founding sponsor of the Black Women's Journalism fellowship program with The Canadian Journalism Foundation and CBC/Radio-Canada. The fellowship will amplify Black voices, improve media coverage of Black issues, and grow future Black media leaders.



4.0

PLANET

We are committed to the protection and restoration of our planet through reducing our impact on climate, water, and biodiversity.



4.1

Planet Priorities & Strategy

We are at a point in history where the resilience of our planet depends on the actions of every global citizen. At each stage of Aritzia's value chain, there is a relationship between the activities of our business and our Planet — and with each stage, there exists an opportunity for us to do better.

As a member of Sustainable Apparel Coalition (SAC) and Textile Exchange, Aritzia leverages leading environmental management practices and tools within the apparel, footwear, and textile industries. Further, through our Environmental Policy published in March 2020, Aritzia communicates its guiding principles, requirements, and ultimately our commitment to the Planet. This policy applies to all our own operations and has been designed to support our supplier partners as well. Aritzia's Board of Directors have signed off on our Policy, and accountability of these areas is shared between our CEO, our SVP of Manufacturing, and our SVP of Strategy & Operations.

PLANET PRIORITY	ACTIONS
Drive sustainable practices and solutions across the product lifecycle	· Adopt more sustainable raw materials for key fabrics including cotton, synthetics, wood-based cellulosic fibres, and animal-derived materials · Measure and improve sustainable and safe manufacturing through reduction of supplier emissions, water, waste, and hazardous chemistry · Build tools, systems, and infrastructure into the product division to embed sustainability into our design, product development, sourcing, and manufacturing processes
Build sustainable and efficient infrastructure across our boutiques, cafes, support offices, distribution centres, and logistics	· Establish emission-reduction targets and meet incremental milestones · Minimize waste generation and divert operational and textile waste from landfills · Eliminate unnecessary packaging and source 100% more sustainable and recyclable packaging

4.1.1

Supplier Planet Initiatives

Partnership with suppliers is a critical piece to effectively addressing Aritzia's environmental impacts. We are continuously engaging with and supporting our suppliers in complying with Aritzia's Environmental Policy and annually measuring their environmental performance.

Since 2018, Aritzia has been engaged with suppliers on environmental management as a member of the Sustainable Apparel Coalition (SAC). To evaluate their environmental impact in 2021, 97% of our finished goods (tier 1) suppliers completed a Higg Facility Environmental Module (FEM) assessment, an industry tool for evaluating the environmental management and performance of suppliers against key impact areas: environmental management systems, water effluent, chemicals, energy, emissions, and waste. Further, 100% of our strategic finished goods suppliers were required to have their Higg FEM assessment verified by a third party. The average Higg FEM assessment score in Aritzia suppliers in 2021 was 67%*. Upon the review of each environmental assessment, Aritzia's Sustainability team works collaboratively with suppliers to develop Performance Improvement Plans that support and guide the improvement of the facilities' environmental impact.



HIGG FACILITY ENVIRONMENTAL PERFORMANCE:

	2019	2020	2021
Aritzia Suppliers: Average Score — Self-Assessment	48%	48%	69%
Aritzia Suppliers: Average Score — Third-Party Verified	56%	58%	67%
Industry Average Scores	53%	56%	Not yet available

* Includes completed verifications to date this year, cycle has not been completed

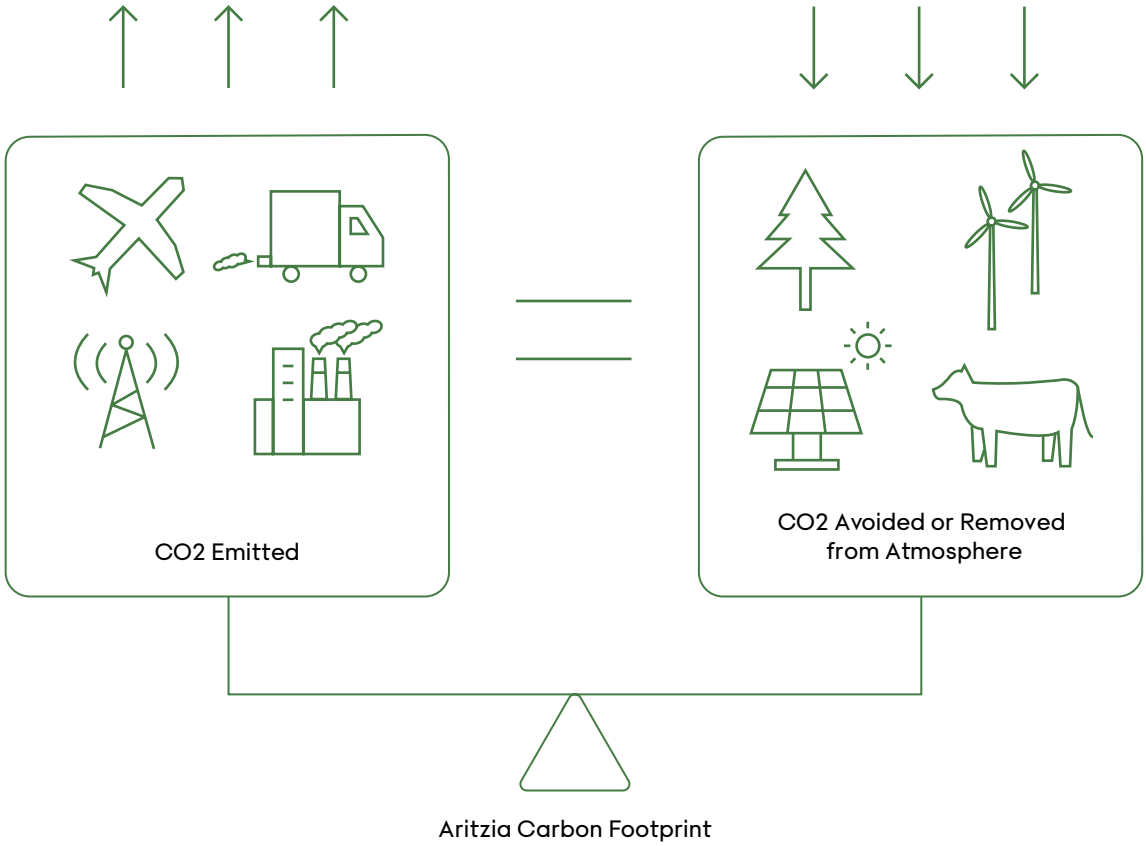
4.2

Climate

To improve our impact, we must first understand it. We take a holistic approach to assessing our greatest activities of impact through carbon accounting across our Scope 1, 2, and 3 emissions and a Climate-related Risks & Opportunities assessment — the findings of which are shared internally with senior leadership. Our findings from these assessments are informing the development of a formal Climate Strategy and Roadmap that will enable Aritzia to take a methodical approach to improving our footprint on the planet for years to come. As we work towards reducing our Scope 3 emissions, we are, in tandem, continuing to operate as carbon neutral across our Scope 1 and 2 emissions.

OPERATIONALLY CARBON NEUTRAL

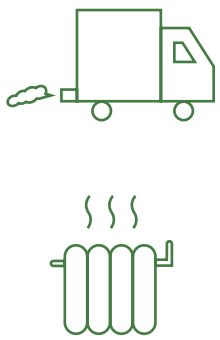
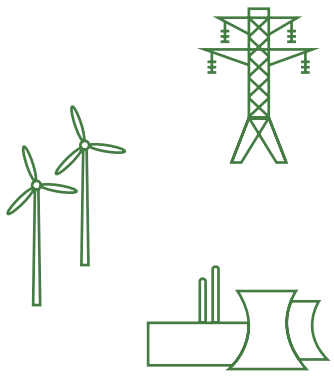
We have maintained carbon neutrality by sourcing 100% renewable electricity through purchasing renewable energy credits (RECs) across Canada and the USA, equivalent to our electricity consumption, addressing Scope 2 emissions, and by offsetting our Scope 1 emissions from our facilities and fleet vehicles through purchasing VCS-certified carbon offsets. Specifically, we have contributed to the Darkwoods Forest Carbon Project, a large-scale project developed by the Nature Conservancy of Canada. These credits help support conservation in the West Kootenay area of British Columbia, Canada. Further, our RECs were generated through wind projects in Quebec and Iowa.



4.2.1

Emissions

At Aritzia, we take an evidence-based approach to Sustainability. Our Sustainability team follows Greenhouse Gas (GHG) Protocol methodology, a corporate standard for calculating greenhouse gas emissions. We work with third-party experts to measure our footprint, review the accuracy of our calculations, and identify opportunities for improvement.

SCOPE 1	SCOPE 2	SCOPE 3
Owned & Controlled Operations	Owned & Controlled Operations	All Other Indirect Emissions Across Value Chain Not Owned or Controlled
On-site fuel combustion from heating and cooling our operations and fleet vehicles	Purchased electricity for use across Owned & Controlled Operations	Raw Materials Production & Fabric Production Finished Goods Production Third Party Logistics Business Travel Capital Goods Production Operational Waste Product Use & End of Product Life Employee Commuting
2019: 1,608 tCO2e	2019: 2,539 tCO2e	2019: 274,799 tCO2e*
2020: 1,278 tCO2e	2020: 2,141 tCO2e	2020: 247,005 tCO2e
2021: 1,560 tCO2e	2021: 2,936 tCO2e	2021: 446,097 tCO2e
		

*Scope 3 Emissions totals in:

2019 exclude: Business Travel (Partial); Fuel & Energy Related Activities;

2020 exclude: Business Travel (Partial)

4.2.2
Energy

We are continuously taking efforts to reduce the energy consumption of our boutiques, distribution centres, and support offices. Today, energy-efficient LEDs make up 100% of lighting across our boutiques, 91% in our owned distribution centre and 15% in our Vancouver Support Office. We are currently strategizing a wider program to phase out halogen lights and replace them with LED. Additionally, we have implemented a corporate store-door policy that outlines threshold temperatures for which boutique doors to the street must be closed to conserve energy. Across all our offices, rather than building new, we have refurbished existing buildings, and the interiors are designed to maximize natural light which decreases our energy needs.



4.2.3
Adaptation & Resilience

Aritzia annually conducts a climate-related risks-and-opportunities assessment, the 2021 findings of which can be found in the table below. We understand that the changing climate could have substantive strategic or financial impact to our business.

RISKS	OPPORTUNITIES
Increase in operational costs due to regulatory carbon prices increasing	Energy efficiency programs for operations which can reduce costs
Increase in raw material costs due to severe weather events affecting production and supply of raw materials	Efficiency programs at supplier facilities which can indirectly reduce production costs
Change in customer behaviour with a preference for products with sustainable attributes	Increased demand and, as a result, sales of products with sustainable attributes

4.3

Water

4.3.1

Water Consumption

We understand the significant volume of water that is required to produce our products. To address this, we have been reducing water consumption across our supply chain:

- Since 2018, we have been working with our suppliers to use Higg FEM to assess and measure our manufacturers' water consumption, wastewater, and use of chemicals. By setting improvement goals collaboratively with our strategic partners, we continue to guide them to improve their water-related management practices.
- Selecting more water-efficient raw material alternatives, such as more sustainable cotton and recycled materials
- Adopting more water-efficient processes in our denim production, namely Denim Forum's use of laser, nano bubble technology, and GreenScreen Certified™ softeners

4.3.3

Chemistry

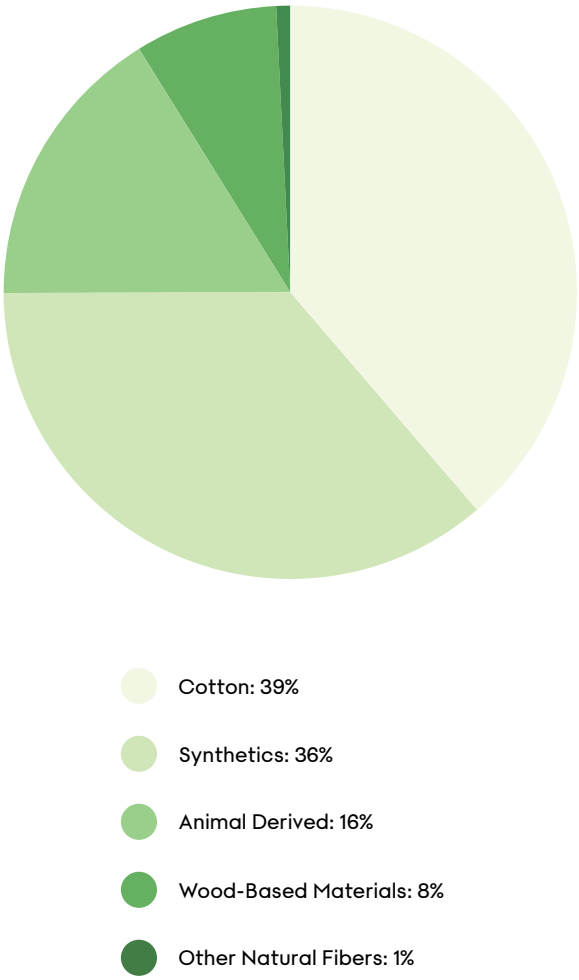
To ensure safe conditions for our suppliers, clients, and surrounding communities, and to minimize toxicity to surrounding environments, we have a Restricted Substance List (RSL) in place that our suppliers must follow. The RSL outlines chemicals banned due to failure to meet environmental and safety performance standards, and this RSL was developed to align with industry best practices. We are working to better understand our chemical impacts and to expand our responsible chemicals program.



4.4

Materials

OVERALL ARITZIA RAW MATERIAL USE 2021



The raw materials we source for our products include a combination of natural fibres (including cotton and linen), wood-made cellulosics (viscose, lyocell, and modal — made using wood pulp), synthetics (primarily polyester and nylon), and animal-derived (such as down and wool). All these materials have an impact on biodiversity because they are cultivated using land or resources that have the potential to degrade ecosystems. We take a holistic approach to prioritizing which raw materials to adopt more sustainable alternatives for. We assess the volume of each raw material in our fibre mix, the degree of environmental and social impacts or risk associated with the material type, and the availability of programs that offer a more sustainable alternative. When we examine our relationship with raw materials, it is imperative to consider their end-of-life impact as well. In our 2021 collections, we used a total of 9,838,345 kg of raw materials — 39% cotton, 36% synthetic materials,16% animal-derived materials, 8% wood-based cellulosic, and 1% other natural fibres.

We are working to increase the number of styles that include a more sustainable attribute year over year. In our 2021 collections, 44% of styles contained a more sustainable attribute, and, in our Spring and Summer 2022 seasons, that stat climbed to 63%. This means they either meet a sustainability standard (organic material, recycled material, responsible forestry, or animal welfare standard), or are tied to an industry partner that promotes and supports more sustainable and responsible cotton production across the world (Better Cotton Initiative). By weight, 32% of the raw material used in 2021 collections met a social or environmental certification. We are working to increase this number with each season.

The fashion industry has a significant effect on biodiversity across its value chain — from the way cotton is grown, to the materials used in packaging, to waste generated across direct operations right through to the products created that may end up in landfills. The impact of the materials we use is interconnected with impacts to the climate and water. Improvements made in one area can create a positive effect across others.



4.4.1

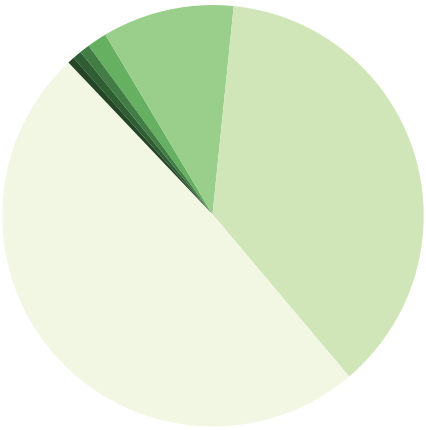
Natural Fibres — Cotton, Linen

Cotton was the most used raw material in Aritzia's 2021 collections, and while it is a renewable and natural commodity, the production of conventional cotton requires a significant amount of water, pesticides, and fertilizers. Given its impact on the environment and the extent to which we rely on the fibre, Aritzia has continued to prioritize sourcing cotton in more sustainable ways.

In 2020, we surpassed our target to make 50% of our cotton more sustainable, achieving 57% of cotton from more sustainable sources. In our 2021 collections, 60% of our cotton, by weight, was sourced more sustainably — with 49% Better Cotton, 11% organic cotton and <1% recycled cotton.

Notably, the cotton in all our Denim Forum jeans is 100% organic, which means no synthetic pesticides or fertilizers are used in their production. Organic material is better for farmers' health and lessens our impact on the biodiversity of the ecosystem in and around the cotton we use.

ARITZIA NATURAL FIBRE USE 2021



- BCI Cotton: 48.48%
- Conventional Cotton: 38.29%
- Organic Cotton: 10.96%
- Linen: 0.86%
- Pima Cotton: 0.64%
- Cupro: 0.34%
- Organic Linen: 0.28%
- Recycled Cotton: 0.16%

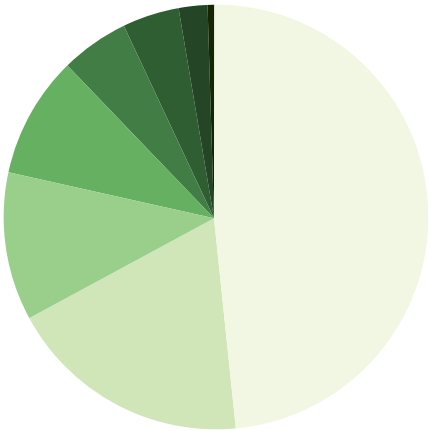
4.4.2

Synthetics — Polyester, Nylon

With synthetic materials making up 36% of Aritzia's 2021 product collections by weight, it is crucial that we work toward increasing our use of recycled and regenerated alternatives to conventional nylon and polyester. Aritzia's recycled polyester and nylon is either Global Recycle Standard (GRS) or Recycled Claims Standard (RCS) certified. This means that our recycled polyester and nylon meet an internationally verified set of standards and ensures the recycled material is maintained from the recycler, through the entire value chain, and ends up in our product.

In 2021, 5% of our synthetic materials used were recycled or regenerated — specifically, 8% of our polyester was recycled, and 1% of our nylon was recycled or ECONYL® regenerated nylon. Despite limited industry-wide supply of recycled synthetic materials that meet our quality standards, we are working to increase our adoption while maintaining our commitment to Everyday Luxury.

ARITZIA SYNTHETICS USE 2021



- Polyester: 48.36%
- Polyamide: 19.65%
- Nylon: 10.72%
- Polyurethane: 9.94%
- Elastane: 4.82%
- Recycled Polyester: 4.37%
- Other Synthetics: 1.77%
- Recycled or ECONYL® Regenerated Nylon: 0.35%

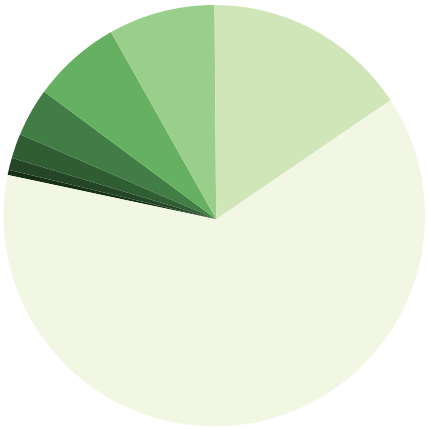
4.4.3

Animal Derived — Down, Wool, Cashmere

We are committed to adopting more materials that meet an animal welfare standard, a journey that started in 2016 when we converted all our goose down to Responsible Down Standard (RDS) certified down. Today, our Animal Materials Sourcing Policy and Materials Sourcing Policy follow industry best practices and are shared with our suppliers to ensure policies are adhered to and establish a mutual understanding of Aritzia's requirements.

We use Responsible Wool Standard (RWS) certified wool and Responsible Down Standard (RDS) certified down and we continue to seek out raw materials that prioritize animal welfare across all our animal-derived materials in combination with the protection of biodiversity and sustainable land management. In 2021, 100% of the down used in our product was RDS certified, and within that, 4% was recycled. Further, in 2021, 2% of our wool was RWS or recycled. Overall, 10% of all the animal-derived materials used came from responsible or recycled sources. To further align with our commitment to animal welfare, we did not use mohair in our 2021 product collections, and we prohibit the use of fur and angora in any of our products.

ARITZIA ANIMAL-DERIVED MATERIAL USE 2021



- Merino Wool: 62.70%
- Camel Hair: 3.66%
- Wool: 15.74%
- RWS Wool: 1.89%
- RDS Down: 8.19%
- Recycled Animal Derived Materials: 0.39%
- Cashmere: 6.95%
- Other Animal Derived Materials: 0.35%

4.4.4

Wood-Based Materials — Viscose, Lyocell, Modal

We are signatories of the Canopy Style commitment, led by Canopy — a non-profit organization focused on the protection of ancient and endangered forests. To align with this commitment, we set a target to source 100% of our wood-based cellulosic fibres from forests that are not endangered or ancient. We are proud to have met this target by mapping our resources of wood-based cellulosic fibres and by working with our supplier partners to ensure that the raw materials came from providers with a forest policy certification — as confirmed by Canopy.

Beyond our commitment with Canopy, we use LENZING™ ECOVERO™ Viscose, TENCEL™ Modal, and TENCEL™ Lyocell fibres, all of which are derived from renewable or certified sustainably managed wood sources. In 2021, 17% of our wood-based cellulosic materials were LENZING™ ECOVERO™ Viscose, 27% TENCEL™ Modal, and 14% TENCEL™ Lyocell.

ARITZIA WOOD-BASED MATERIAL USE 2021



- TENCEL™ Modal: 27.17%
- TENCEL™ Lyocell: 13.55%
- Viscose: 18.11%
- Modal: 4.50%
- LENZING™ ECOVERO™ Viscose: 16.85%
- Triacetate: 3.86%
- Rayon: 14.73%
- Lyocell: 1.23%

4.4.5
Product Circularity

We recognize the importance of circularity as a means to a more sustainable future, and we are inspired by the development of circular design and business models within the fashion industry. We are working internally to identify circularity opportunities and to understand how these evolving frameworks could apply to Aritzia as we seek ways to innovate and improve. As with everything that we do, our product strategy prioritizes Everyday Luxury. Central to the design stage of our product is timelessness, quality, and longevity.

All products that we are unable to sell are either donated to partners such as Union Gospel Mission, or we partner with debrand to give products alternative end-of-life solutions that keep resources in use and away from landfills. We recognize we are at the beginning of this journey, and we look forward to seeing how circularity will unfold alongside our larger Sustainability strategies.

4.4.6
Packaging

With Aritzia's commitment to reducing single-use plastics in our packaging, we understand the extent to which we rely on paper-based materials derived from forests. Forests are a critical component to a thriving ecosystem, and we have set goals to source our paper-based packaging materials sustainably.

In 2021, we met our Canopy Pack4Good Commitment, which means 100% of our paper-based eCommerce and retail packaging contains either recycled or Forest Stewardship Council (FSC) content that has not been sourced from ancient or endangered forests. More specifically, all our mini and small retail bags are made from 40% post-consumer waste.

Circularity is top of mind for our packaging design team, and we are always considering how to incorporate more sustainable inputs, and ways in which we can work toward more responsible end-of-life solutions for our packaging.



4.4.7
Waste

Zero Waste is both a philosophy and a goal to reduce and divert waste from landfills by eliminating waste at the source through better systems for sorting recycling. Our company goal is to divert at least 90% of all our waste from landfills and eventually reach zero waste across all our operations. We are improving our waste and recycling systems, starting in our support offices (SOs), distribution centres (DCs), and boutiques.

In November 2019, we conducted waste audits at our Distribution Centre, Vancouver Support Office (VSO), and across eight boutiques. The information gathered from the waste audits illuminated a clear opportunity to establish better waste systems in our boutiques. So, in March 2021, we initiated the Zero Waste Philosophy Program pilot across six Aritzia boutiques in Canada and two in the USA. The objective of this program is to divert waste more effectively by implementing intuitive waste sorting systems within our own operations that will ensure that recyclable and biodegradable products stay out of landfills. Through the beginning stages of this program, we determined that while 76% of our waste is currently being diverted from landfills, 93% could be diverted if our waste sorting were optimized. With these findings, we are working toward improving our waste sorting systems to bring us one step closer to embodying a Zero Waste philosophy.

We recently updated the communications in our SOs and DCs to make recycling easier for our People. Proper signage is extremely important for the whole system to work as improper disposal of just one item can contaminate an entire waste stream. We have had help from The Binners' Project on this. Since August 2020, we have been working with Binners' Project — a group of informal recycling collectors dedicated to social and economic inclusion and development and waste diversion in Vancouver's Downtown Eastside. Our partnership has helped us increase our waste diversion rate at VSO, keep items out of landfills, and provide over 100 hours of paid work to six local community members as well as additional income through the deposit of refundable containers, such as bottles and aluminum cans. In 2021, the Binners sorted 6,419.2 kg of waste, 85.8% of which was diverted from landfill.

5.0

GOVERNANCE

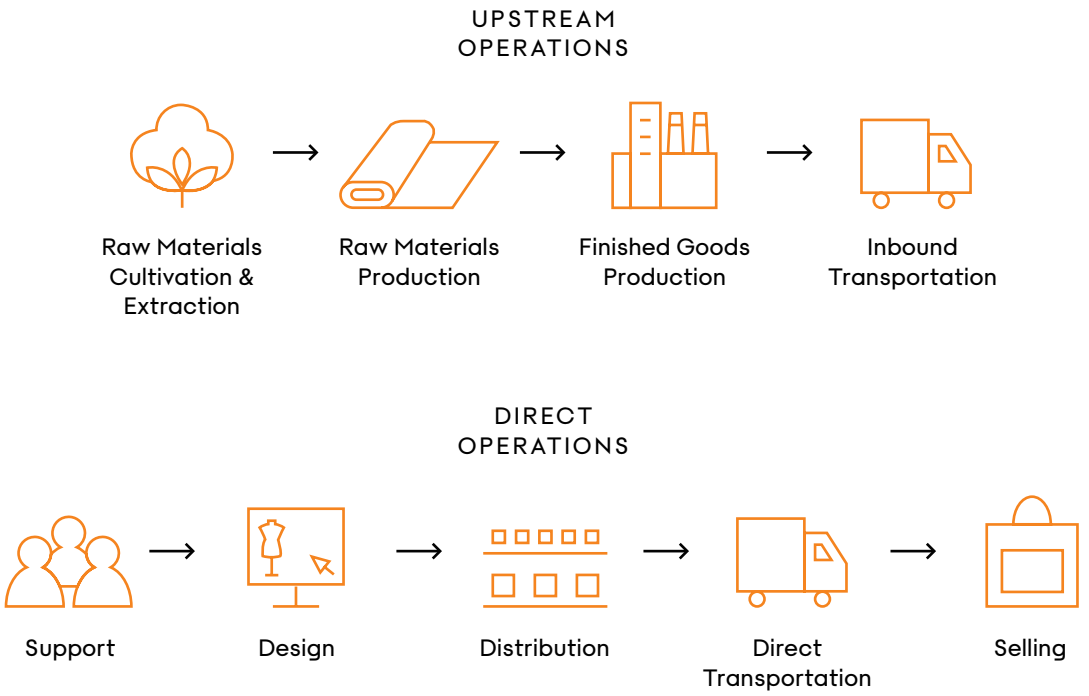


5.1

Materiality

In 2021, Aritzia conducted a materiality assessment to identify and assess relevant ESG issues that impact, or could impact, our operations and internal or external stakeholders. The scope of these material issues included short-term or long-term risks or opportunities, and the findings have informed our strategic priorities. When assessing what is material to Aritzia, we considered all activities across our value chain, from raw material extraction in our upstream operations to product design in our direct operations, all the way to our products' end of life in our downstream operations.

We will be taking our materiality assessment a step further by having independent experts conduct a review, validation, and gap assessment on our process and findings. This will provide us with a strong foundation to build on with confidence. We will continue to report our findings and use the results to inform Aritzia's long-term strategies, targets, and priorities.



5.2

Reporting Frameworks

We are working on increasing our disclosures against key ESG reporting indices and frameworks. In 2021, Aritzia completed its second Climate Disclosure Project (CDP) Climate Change assessment, and was listed on the CDP Supplier Engagement Leadership board for the second time.

We have integrated ESG metrics into our existing systems, such as Product Lifecycle Management, to monitor our use of more sustainable products. Across our operations, we use a utility bill consolidator to measure our operational energy consumption and emissions. In the spirit of continuous improvement, we actively seek input from our People through employee surveys, and client feedback through our Concierge channels. We regularly evaluate our performance through the collection of feedback and input from investors, ESG-rating agencies, NGOs, and other stakeholders.



5.3

Partnerships

We recognize that no one brand can solve the challenges of the global supply chain. For this reason, Aritzia enlists partners with expertise on key topics to support us on our People and Planet strategies and initiatives. Aritzia has maintained memberships to ILO's BetterWork Programme, the Responsible Labour Initiative, the Sustainable Apparel Coalition, Textile Exchange, and the Better Cotton Initiative, and participation in the United Nations Global Compact.



5.4

Governance & Risk Management

5.4.1

Governance

Aritzia's CEO, as well as the Senior Vice President, Operations, together have full oversight and accountability for Aritzia's ESG activities and performance. In January of 2022, Aritzia formalized an Environmental and Social Board Committee and appointed Board members David Labistour, Marcia Smith, John Montalbano, and Daniel Habashi. The Environmental and Social Board Committee is dedicated to supporting and guiding the enhancement of our ESG governance, performance, and disclosures.

Leadership and execution of ESG priorities is shared across several divisions and departments cross-functionally. Aritzia has various programs and corporate policies in place to support the implementation of our ESG priorities. Policies include, but are not limited to, our Code of Conduct, Whistleblower Policy, Harassment and Discrimination Policy, Supplier Code of Conduct, and Environmental Policy.



5.4.2

Risk Management

We believe that risk management is inherent to our day-to-day operations, innovation, and the pursuit of our long-term ESG objectives. Our Enterprise Risk Management (ERM) department partners cross-functionally to manage emerging, strategic, reputational, operational, and financial risks. Through internal collaboration, ERM has designed ESG risk tools that support our materiality assessment process to identify, assess, and prioritize risks. Through close partnership with Aritzia's Sustainability department, ERM ensures that risks are acknowledged and treated in an effective and efficient manner.

We conduct deeper assessments on key ESG topics including an annual Climate-related Risks and Opportunities assessment and scenario analysis, both of which can be found in Aritzia's CDP Climate Change disclosure. This past year, we also conducted a Human Rights Impact Assessment across our value chain, the results from which inform our programming and guide us as we update our mitigation strategies to address the most critical human rights issues. In addition, the ERM department supports with a specialized vendor risk assessment tool to vet parties we are considering engaging with, as well as proactive assessment of country of origin.

Aritzia's risk management principles are promoted at an executive level and highlighted through training across all employee levels and workplaces, provided by the ERM department. These principles are further perpetuated by offering monetary incentive for all employees who report compliance breaches. Aritzia's Board of Directors, in conjunction with management, is responsible for identifying the principal risks of the Company's business and overseeing the implementation of appropriate systems to effectively monitor, manage, and mitigate the impact of such risks. Our Vice President of Enterprise Risk Management and Chief Financial Officer oversee all ERM activities and have overall accountability for Aritzia's ERM strategies. We will continue to identify and monitor relevant risks and compliance expectations through our ongoing assessments and risk mitigating strategies.

Aritzia publishes its emerging strategic, reputational, operational, and financial risks, and associated mitigation strategies in our publicly disclosed Annual Information Form. More specifically, ESG risk and associated mitigation actions can be found in the "Risk Factors" section of the Annual Information Form.



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ARITZIA