Preferred Fiber & Materials Benchmark 2017
Company Feedback Report for
Sharks Don’t Bite
How can companies judge progress in their sustainability efforts - both year-on-year and in comparison with their peers? The Preferred Fiber & Materials (PFM) Benchmark provides a robust structure to help companies systematically measure, manage and integrate a preferred fiber and materials strategy into mainstream business operations, to compare progress, and to transparently communicate performance and progress to stakeholders.

PFM Benchmark Participants 2017

97 brands/retailers  ▶  19 Countries | Estimated turnover of US$ 1.7 trillion

Multi-Sector/Apparel (XL)
ALDI Einkauf GmbH & Co. oHG
C&A Global
Coop Switzerland
Galeria Kaufhof GmbH
Gap Inc.
H&M
Inditex Group
John Lewis Plc +
Levi Strauss & Co. +
Marks and Spencer
Otto Group
Target Corporation
Tchibo GmbH
VARNER +
WOOLWORTHS (PTY) LTD
Undisclosed x 1

Apparel (S/M)
ALANA (dm-drogerie markt)
ARMEDANGELS (Social Fashion Company GmbH)
Azureland Organic Co., Ltd.
Nature USA/ BGREEN +
Continental® +
Colönea (Gebr. Elmer & Zweifel) Dedicated
EarthPositive® +
Ethicus +
Fair Share +
Felissimo Corporation
Hanky Panky
HempAge AG
Hess Natur-Textilien GmbH
KnowledgeCotton Apparel
Loomstate
Mantas World
METAWEAR
Mini Rodini +
Outerknown
PACT Apparel, LLC
People Tree +
Salvage® +
SKUNKFUNK
Stanley/Stella SA

Outdoor & Sports
Adidas +
Beechfield Brands Ltd +
Brooks Running
Columbia Sportswear Company
DECATHLON
Fjällräven International
Helly Hansen AS
Kathmandu
MEC
New Balance Athletics, Inc.
NIKE, Inc.
Norrna Sport
Patagonia
prAna
PUMA SE
REI
The North Face
TIERRA
Timberland +
toad & co
VAUDE GmbH & Co KG
Volcom

Apparel (L)
AB Lindex
ASOS
Burberry
Country Road Group
Deckers Brands
EILEEN FISHER, Inc.
Esprit Europe Services GmbH
Fat Face Ltd
G-Star RAW C.V.
Gucci
HUGO BOSS
JACK & JONES +
KappAhl Sverige AB
Marc-o-Polo International GmbH +
MQ
Nudie Jeans Marketing AB
Stella McCartney
Ted Baker +
Thomas Pink +
Triaz GmbH

Home Textiles
+Olive
Boll & Branch +
Coyuchi, Inc.
Dibella Group
greentfibres +
Hemtex
Ikea +
KALANI S.A.
LA SIESTA +
Portico
Tenenta (Kowa Company) +
Under the Canopy
WestPoint Home
Williams-Sonoma, Inc.

In total, 97 companies participated in the PFM Benchmark Program: 73 completed the full PFM Benchmark survey, and 24 (marked + above) completed the Consumption Tracker only. The 73 benchmarking companies receive a PFM Index score and ranking, overall fiber and materials (FM) results, plus scores for all completed modules. Sector and sub-sector scores are based on the 73 companies that completed the full survey. The Consumption Tracker is composed of a limited set of non-scoring questions. However, for a holistic view of PFM uptake, consumption volumes from all 97 companies have been aggregated.
Your Company’s Index Summary

Company Name: Shark's Don’t Bite

Benchmarked Sub-Sector: Outdoor/Sports
Benchmarked PFM Modules: Organic Cotton|Recycled Polyester (rPET)|Preferred Lyocel (pLyocell)|Preferred Down (pDown)

Your company’s index Results are based on your top three PFMs. All scores presented are out of 100 and rounded to remove decimal places, except your Company’s Index Score which is rounded to one decimal place.

<table>
<thead>
<tr>
<th>Your Company’s Index Score</th>
<th>Your Company’s Index Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company: 67 - Establishing</td>
<td>Company: 48 out of 73</td>
</tr>
<tr>
<td>Sub-Sector: 50</td>
<td>Sub-Sector: 13 out of 19</td>
</tr>
</tbody>
</table>

Your Company’s Section Scores

<table>
<thead>
<tr>
<th>Section 1: Corporate Strategy</th>
<th>88</th>
<th>61</th>
<th>61</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 2: Supply Chain</td>
<td>61</td>
<td>46</td>
<td>53</td>
</tr>
<tr>
<td>Section 3: Consumption</td>
<td>59</td>
<td>55</td>
<td>53</td>
</tr>
<tr>
<td>Section 4: Consumer Engagement</td>
<td>62</td>
<td>32</td>
<td>38</td>
</tr>
</tbody>
</table>

Your Company’s PFM Module Scores

| Organic Fair Trade Cotton     | n/a | 33 | 60 |
| Organic Cotton                | 25  | 48 | 53 |
| Cotton made in Africa         | n/a | n/a| 23 |
| Fair Trade Cotton             | n/a | 61 | 46 |
| Better Cotton Initiative      | n/a | 49 | 38 |
| REEL Cotton                   | n/a | n/a| 25 |
| Recycled Polyester            | 58  | 28 | 30 |
| Preferred Lyocell             | 20  | 37 | 32 |
| Preferred Modal               | n/a | 39 | 30 |
| Preferred Viscose             | n/a | 60 | 33 |
| Preferred Down                | 61  | 73 | 55 |

Performance Bands

Starting Out (<40) - Beginning the journey. Developing (40-59) - Laying the foundations. Establishing (60-69) - Building on the foundations. Progressing (70-79) - Activities maturing and leadership is emerging. Leading (>80) - Leading the field.

Note: The above chart will only display the results of modules that have been completed in the PFM Benchmark Survey 2017 and 2016. Small decreases from 2016 to 2017 may result from adjustments made in the survey and not necessarily reflect a drop in your company’s performance.
Level 1: PFM Index Results

The PFM Index result is comprised of your company’s Section 1 score plus the average score for Sections 2, 3 and 4 of your company’s top three performing modules. Your company’s PFM Index Result is the underlying score used to determine your company’s position in the Index, which is reported confidentially to each company.

The sector PFM Index Score is 53, a 4-point improvement from 2016. Section 1: Corporate Strategy (61) is still the leading section, followed by Section 2: Supply Chain (53), Section 3: Consumption (55) and finally Section 4: Consumer Engagement (38) requires the most improvement.

Level 2: FM Results

The second level result includes all PFM modules (not just the top 3) and ties back to your company’s overall fiber and materials (FM) usage, both conventional and preferred. It is based on the Section 1 score plus the score for Sections 2, 3 and 4 for all modules completed and weighted against your company’s overall FM usage. Each module carries a sustainability weighting.

The sector has an average FM Score of 33 with section breakdowns of Supply Chain 23, Consumption 26, and Consumer Engagement 19. While the average PFM Index Score (above) improved slightly, the average FM Score dropped by 1-point between 2015 and 2016. This indicates that while companies are taking steps to improve the sustainability of specific PFMs, these efforts are not always aligned with their biggest volume categories. Significant improvements can be achieved through increasing the proportional share of PFMs across all fiber and materials categories.

Note: FM Results are based on a company’s reported PFM usage as a share of its overall FM usage. If your company could not provide this breakdown, a sub-sector average is applied as a proxy to provide your company’s indicative FM Result.
Section 1: Corporate Strategy

All participants must complete Section 1, as Corporate Strategy is positioned as essential to effective management. Since Sections 2, 3, and 4 are specific to the fiber and materials used by a company, these need to be completed for each PFM module submitted.

This section asks if and how companies are placing PFMs at the core of their business. Is there a strategy in place and have policies been set to address key sustainability issues in the sourcing of fiber and materials? Goal setting helps a company stay focused, and the use of rating tools to inform decision-making can strengthen internal systems. It is essential that staff members are responsible for getting the job done, and that accountability sits with decision-makers. Public reporting is a gateway to transparency and demonstrates a company's strength of commitment.

Section 1 Score

At an average of 61, the sector is performing well in Section 1. The 2-point drop between 2015 and 2016 is accounted for by the introduction of two new questions. With exception of Corporate Reporting (58), there are improvements across all areas, particularly in: Responsibility, Performance & Compensation (49), Risk Assessment (31) and Rating Tools (52). The new strategy areas, Textile Circularity (20) and Sustainable Development Goals (23), have the lowest scores. With only 40% of companies assessing risks associated with fiber and materials, Risk Assessment is also a key area to improve.

+ Company, Sub-Sector, and Sector Results for Q1-Q11
Preferred Fiber & Materials Portfolio

All participants are asked to estimate their overall fiber and materials (FM) usage, irrespective of whether it is conventional or preferred. This data provides a birds eye view of a company’s dominant FM usage. Not surprisingly, most companies tend to be either cotton or synthetics dominant.

**FM Usage Breakdown**

+ FM Usage: Company, Sub-Sector, and Sector Estimated Averages (%)

Note: The percentage breakdowns in the chart above have been rounded up to the closest digit, any percentages below 0.5% will not appear. The “other” category may be adjusted to ensure the portfolio breakdown sums up to 100%.

The overall fiber usage proportional breakdown is: 58% Cotton, 26% Synthetics, 5% Man Made Cellulosics, 4% Animal Fibers, 7% Other Fibers (such as Linen, Silk, and non-textile fibers).

The share of cotton is the largest in almost all sub-sectors, representing on average about 50% or more of fiber portfolios. The largest share reported is for Apparel (S/M) (80%), followed closely by Home Textiles (75%). The only exception is Outdoor/Sports for which synthetics (including polyester, nylon, acrylics, etc.) is the largest share (75%), cotton representing only 18%. Synthetics represents the second highest fiber share in all portfolios, Home Textiles has the lowest share of Synthetics (9%). MS/Apparel (XL) has the largest share of MMC (8.2%); Home Textiles has the lowest (0.3%). Apparel (L) has the largest share of Animal Fibers (10%) and Apparel (S/M) the lowest (1.5%).

**PFM Portfolio Score**

Participants are asked to estimate their preferred fiber and materials (PFM) usage from a suite of options within each FM category. This data provides a bird’s eye view of a company’s use of PFMs and their progress on closing the gap between preferred and conventional.

<table>
<thead>
<tr>
<th>PFM Portfolio Score</th>
<th>Your PFM score reflects your overall FM conversion to PFMs based on the uptake, preferred versus conventional usage and the sustainability weight of the PFM you use (see methodology section). If you have not provided this data, “n/a” will be displayed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company: 36 – Developing</td>
<td>Sub-Sector: 27</td>
</tr>
<tr>
<td>Sector: 41</td>
<td></td>
</tr>
</tbody>
</table>

You will find your company’s PFM usage breakdown for each fiber/material category (i.e. cotton, synthetics, man made cellulosics, and down) at the beginning of each category section.
Preferred Cotton

The preferred Cotton (pCotton) portfolio offers the largest number of module options. Options include: Organic Fair Trade Cotton (OFT), Organic Cotton (OC), Fair Trade Cotton (FT), Cotton made in Africa (CmiA), Better Cotton Initiative (BCI), REEL Cotton (REEL) and Recycled Cotton (rCotton).

Cotton Usage Breakdown

Cotton usage was based on data from 94 companies that completed one or more of the pCotton modules in either the full PFM Benchmark survey or the Consumption Tracker. Almost all (97%) of the 94 participants completed one or more pCotton module. The OC module has the highest number of participants by far and accounts for 78% of participants. This is followed by BCI at 36 participants (37%), rCotton at 22 participants (23%) and OFT at 19 participants (20%). It should be noted that the number of participants in the OC and FT modules excludes participants who are using cotton certified to both FT and OC, which is accounted for in the OFT module.

+ pCotton Participation Breakdown for Full Benchmark Program (Survey + Tracker) (Number)

<table>
<thead>
<tr>
<th>Sector (Total)</th>
<th>OFT</th>
<th>OC</th>
<th>FT</th>
<th>CmiA</th>
<th>BCI</th>
<th>REEL</th>
<th>rCotton</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS/Apparel (XL)</td>
<td>19</td>
<td>76</td>
<td>4</td>
<td>5</td>
<td>36</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>Apparel (L)</td>
<td>2</td>
<td>13</td>
<td>2</td>
<td>3</td>
<td>11</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Apparel (S/M)</td>
<td>9</td>
<td>21</td>
<td>2</td>
<td>-</td>
<td>0</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>Home Textiles</td>
<td>5</td>
<td>11</td>
<td>2</td>
<td>-</td>
<td>7</td>
<td>-</td>
<td>4</td>
</tr>
</tbody>
</table>

+ Cotton Usage: Company, Sub-Sector and Sector Estimated Averages (%)

The cotton percentage breakdown is: 36% Conventional, 43% OC, 9% OFT, 8% BCI, 2% rCotton, 1% CmiA, 0.4% FT, 0.04% REEL and 0.3% Other Cotton. MS/Apparel (XL) has the largest share of conventional cotton (71%) and Apparel (S/M) the least (12%).

Preferred Cotton Portfolio Results

<table>
<thead>
<tr>
<th>pCotton Portfolio Score</th>
<th>Your company’s preferred cotton modules consist of: OC. Your cotton usage ratio is: 30% preferred vs 70% conventional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company: 27 – Starting Out Sub-Sector: 52 Sector: 54</td>
<td>Your preferred cotton score reflects your overall preferred cotton conversion based on the uptake, preferred versus conventional usage and the sustainability weight of the preferred cotton you use. If you have not provided this data, &quot;n/a&quot; will be displayed.</td>
</tr>
</tbody>
</table>

PFM Module: Organic Cotton

OC Module Score

Company: 25 – Starting Out
Sub-Sector: 48
Sector: 53

Organic Cotton (OC) is grown within a rotation system that builds soil fertility, protects biodiversity, and is grown without the use of synthetic fertilizers, toxic pesticides or GMOs. The Organic Content Standard (OCS) and the Global Organic Textile Standard (GOTS) provide third party assurance on organic product claims. In addition, GOTS includes environmental and social responsibility in processing.

OC Module Participants: 60

MS/Apparel (XL): 18% | Apparel (L): 22% | Apparel (S/M): 25% | Outdoor/Sports: 23% | Home Textiles: 12%

Section 2: Supply Chain

Section 2 Score

Company: 26 - Starting Out
Sub-Sector: 42
Sector: 55

The sector score for OC Section 2: Supply Chain is 55. Chain of Custody is strong with a sector score of 76 but effort is still needed in Traceability (46) and Sustainability Investment (30). 85% of OC participants are using third party standards to verify their organic content and 65% are tracing this content along the supply chain. 33% of OC participants are making additional Sustainability Investments in their supply chains.

Section 3: Consumption

Section 3 Score

Company: 32 - Starting Out
Sub-Sector: 59
Sector: 54

The sector’s OC Section 3: Consumption is in the “Developing” stage. The sector is performing well in setting SMART Targets (60) and in Consumption Reporting (73). Just over half (53%) of OC participants have a SMART Target in place and 30% are maintaining their target of 100% OC usage. A solid 73% of OC participants provided consumption data.
Section 4: Consumer Engagement

With a sector score of 46, OC is the second strongest module in Section 4: Consumer Engagement. 95% of OC participants are communicating/labeling OC products in some capacity and 75% are conveying the benefits of OC to customers. Monitoring Business Benefits (39), Calculating ROI (22) and Evaluation of Customer Strategy (26) are areas that need attention.

+ Company, Sub-Sector, and Sector Results for Q30 to Q35 (Score)
The Polyester Portfolio currently includes Recycled Polyester (rPET) as the only PFM option. A Biobased Polyester module may be an option in the future.

Polyester Usage Breakdown

rPET usage was based on data from 58 companies that took part in the full PFM Benchmark survey or Consumption Tracker, and make up 60% of the total number of participants. This is a significant increase from the 41 companies last year.

| rPET Participation Breakdown For Full Benchmark Program (Survey + Tracker) (Number) |
|---------------------------------|----------------|---------------|-----------------|
| Sector (Total)                  | 58             | MS/Apparel (XL)| 10              |
| Apparel (L)                     | 13             | Apparel (S/M)  | 11              |
| Outdoor/Sports                  | 19             | Home Textiles  | 5               |

+ Polyester Usage: Company, Sub-Sector, and Sector Estimated Averages (%)

The polyester usage proportional breakdown is: 74.5% Virgin, 25% Recycled, 0% Biobased, and 0.5% Other (e.g. PET certified to better processing standards, such as Blue Sign).

In 2016, MS/Apparel (XL) had the largest share of virgin PET (98%) and Apparel (S/M) the least (41%). Apparel (S/M) has the largest share of rPET (59%) and MS/Apparel (XL) the least (2%).

Preferred Polyester Portfolio Score

Your company’s preferred polyester modules consist of: rPET.
Your polyester usage ratio is: 54% recycled vs 46% virgin

Your preferred polyester score reflects your overall conversion of virgin polyester to recycled, based on the uptake, recycled versus virgin usage and the sustainability weight for rPET. If you have not provided this data, “n/a” will be displayed.
Recycled Polyester (rPET) uses mainly post-consumer plastic (PET) bottles, or pre/post-consumer textile waste as the raw material. rPET can be either mechanically or chemically recycled into filament or staple fiber. The Recycled Claim Standard (RCS) and the Global Recycled Standard (GRS) are Chain of Custody standards to track recycled polyesters through the supply chain. The GRS, in addition, requires social and environmental criteria to be met during the processing stages.

### Report Overview

#### rPET Module Score

<table>
<thead>
<tr>
<th>Company</th>
<th>Sub-Sector</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>58 – Developing</td>
<td>28</td>
<td>30</td>
</tr>
</tbody>
</table>

#### rPET Module Participants

<table>
<thead>
<tr>
<th>Sub-Sector</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS/Apparel (XL)</td>
<td>17%</td>
</tr>
<tr>
<td>Apparel (L)</td>
<td>23%</td>
</tr>
<tr>
<td>Apparel (S/M)</td>
<td>17%</td>
</tr>
<tr>
<td>Outdoor/Sports</td>
<td>33%</td>
</tr>
<tr>
<td>Home Textiles</td>
<td>10%</td>
</tr>
</tbody>
</table>

### Section 2: Supply Chain

**Overall, the sector scored 32 for Section 2: Supply Chain. A Chain of Custody score of 42 is stronger than previous years, with just over half (54%) of rPET participants using a third-party standard to verify recycled content.**

 traceability, scored lower at 29, with 35% of rPET participants tracing their rPET content beyond (or instead of using) Chain of Custody standards. Sustainability Investment (20) was the lowest scoring area in Section 2; just 23% of rPET participants are actively investing in their supply chain.

#### Section 3: Consumption

**Overall, Section 3: Consumption scored 29. 69% of rPET participants reported consumption data, driving the sector score for Consumption Reporting to 69. 35% of rPET participants have SMART Targets resulting in a sector score of 27. Uptake of rPET (20) has the lowest sector score in this section across all PFM modules.**
+ Company and Sector SMART Targets (% Participant’s Response)

<table>
<thead>
<tr>
<th>No Targets</th>
<th>In Dev’t</th>
<th>Yes</th>
<th>Recycled PFM Overall Target</th>
<th>rPET Specific SMART Target</th>
<th>Achieve/Maintain 100% Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sector</td>
<td>35%</td>
<td>31%</td>
<td>35%</td>
<td>29%</td>
<td>8%</td>
</tr>
<tr>
<td>Company</td>
<td>N/A</td>
<td>N/A</td>
<td>YES</td>
<td>YES</td>
<td>N/A</td>
</tr>
</tbody>
</table>

+ Company YOY Consumption Dashboard (mt)

Consumption Ranking: 35 out of 36
rPET Share of Polyester Portfolio: n/a
Growth 2015-16: n/a%
Growth 2014-15: n/a%
Growth 2013-14: n/a%

Note: Dashboard data is only available if data has been provided in portfolio breakdown and uptake. All consumption values below 1mt are rounded up to 1mt in the consumption dashboard.

Section 4: Consumer Engagement

Overall, the sector scored 27 for Section 4: Consumer Engagement in rPET. The low score is primarily due to gaps in Product Marks & Labeling (28), Monitoring Business Benefits (20), Calculating ROI (10) and Evaluation of Consumer Strategy (14). The sector is performing relatively well in Establishing Brand Identity (56) and Consumer Strategy (40).
Preferred Man Made Cellulosics Portfolio

The definition of a “preferred” Man Made Cellulosic (pMMC) is under development. Preferred options, that are more sustainable, hold opportunities to improve the impact of MMCs on the environment and people. Preferred MMCs in this benchmark are composed of feedstock sourced from certified forests or plantations and are manufactured using more sustainable processes (reduced use of hazardous chemicals, better chemical management, reduced water and energy consumption and reduced emissions of pollutants) according to Life Cycle Assessment. The PFM Benchmark Program currently offers modules for MMCs that fit these criteria: Preferred Lyocell (pLyocell), Preferred Modal (pModal) and Preferred Viscose (pViscose). Sustainability weightings vary between the three modules. Technologies for recycling cotton and cellulose materials provide opportunities to avoid virgin inputs and will be considered in this program in the future.

MMC Usage Breakdown

pMMC usage was based on data from 47 companies that took part in the PFM Benchmark survey or Consumption Tracker and make up 48% of the total number of participants – a significant increase from 28 companies last year. Except for Home Textiles (with a participation rate of 6%), responses across sub-sectors are evenly distributed at 23% across Apparel (L), Apparel (S/M), Outdoor/Sports and MS/Apparel (XL).

+ MMC Usage: Company, Sub-Sector, and Sector Estimated Averages (%)

<table>
<thead>
<tr>
<th>Company</th>
<th>Sector</th>
<th>Conventional</th>
<th>pViscose</th>
<th>pModal</th>
<th>pLyocell</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MS/Apparel (XL)</td>
<td>40</td>
<td>18</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Apparel (L)</td>
<td>10</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Apparel (S/M)</td>
<td>8</td>
<td>5</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Outdoor/Sports</td>
<td>9</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Home Textiles</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In 2016, MS/Apparel (XL) had the largest share of viscose (70%) and Outdoor/Sports the least (9%). Outdoor/Sports reported the largest share of pLyocell (56%) and Home Textiles the least (3%). Home Textiles reported the largest share of pViscose (17%), followed closely by Apparel (L) (16%). No pViscose portfolio breakdown was reported in the MMC portfolios of Apparel (S/M) and Home Textiles.

Preferred Man Made Cellulosic Portfolio Score

<table>
<thead>
<tr>
<th>pMMC Portfolio Score</th>
<th>Your company’s preferred MMC modules consist of: Lyocell. Your MMC usage ratio is: 49% preferred vs 51% conventional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company: 40 – Developing</td>
<td>Sub-Sector: 72</td>
</tr>
<tr>
<td>Sector: 48</td>
<td>Your preferred MMC score reflects your overall preferred MMC conversion based on the uptake, preferred versus conventional usage and the sustainability weight of the preferred MMC you use. If you have not provided this data, “n/a” will be displayed.</td>
</tr>
</tbody>
</table>
PFM Module: Preferred Lyocell

**pLyocell Module Score**
- **Company:** 20 – Starting Out
- **Sub-Sector:** 37
- **Sector:** 32

Lyocell is a MMC made in a closed-loop system that recycles the majority of the solvent used. A preferred Lyocell must use feedstock from a sustainable source (e.g. FSC certified forest). The closed-loop Lyocell process is considered the Best Available Technology (BAT) for MMC production and processing.

**pLyocell Module Participants:** 34

- MS/Apparel (XL): 26%
- Apparel (L): 24%
- Apparel (S/M): 18%
- Outdoor/Sports: 24%
- Home Textiles: 9%

**Forestry Standards Reported:**
- No info: 29%
- FSC: 76%
- PEFC: 50%
- SFI: 9%
- Other: 0%

**Section 2: Supply Chain**

- **Section 2 Score**
  - **Company:** 33 - Starting Out
  - **Sub-Sector:** 23
  - **Sector:** 30

All pLyocell participants (100%) are using Lenzing-Tencel, with a small number (15%) using Tencel and/or pLyocell from other suppliers. Overall, the sector score for pLyocell Supply Chain is 30. Code of Conduct (33) is the highest scoring area of this section with 56% of pLyocell participants having a forestry code of conduct or policy in place. 38% of pLyocell participants are able to trace their fiber to varying degrees through the tiers, which resulted in a sector score of 29. 32% of pLyocell participants carry out further Sustainability Investment (27) within their supply chain.

**Section 3: Consumption**

- **Section 3 Score**
  - **Company:** 18 - Starting Out
  - **Sub-Sector:** 60
  - **Sector:** 35

The sector scored 35 for Section 3: Consumption. Similar to pModal and pViscose, the sector is doing relatively well in Consumption Reporting (71) of pLyocell, but not so well in Uptake (33) and setting SMART Targets (21). Only 21% reported SMART Targets for pLyocell and 29% reported Targets for pMMCs overall. 15% of pLyocell participants reported to exclusively use pLyocell.
+ Company and Sector SMART Targets (% Participant’s Response)

<table>
<thead>
<tr>
<th></th>
<th>No Targets</th>
<th>In Dev’</th>
<th>Yes</th>
<th>pMMC Overall Target</th>
<th>pLyocell Specific Target</th>
<th>Achieve/Maintain 100% Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sector</td>
<td>44%</td>
<td>26%</td>
<td>29%</td>
<td>29%</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>Company</td>
<td>YES</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

+ Company YOY Consumption Dashboard (mt)

Note: Dashboard data is only available if data has been provided in portfolio breakdown and uptake. All consumption values below 1mt are rounded up to 1mt in the consumption dashboard.

**Section 4: Consumer Engagement**

**Section 4 Score**

Company: 0 - Starting Out
Sub-Sector: 22
Sector: 29

As for most of the modules, S4: Consumer Engagement represents the lowest scoring section for pLyocell (29). Establishing Brand Identity scores the highest (49) in this section. 76% of pLyocell participants are Communicating/Labeling their pLyocell products. Like other modules, Calculating ROI (12) and Evaluation of Consumer Strategy (18) are areas for improvement.

+ Company, Sub-Sector, and Sector Results for Q30 to Q35 (Score)
Preferred Down Portfolio

The preferred down (pDown) module currently incorporates products certified to either the Responsible Down Standard (RDS) or the Traceable Down Standard (TDS). A Recycled Down module may be an option in the future.

Down Usage Breakdown

Down usage was based on the 37 companies who took part in either the full PFM Benchmark survey or the Consumption Tracker, and make up 38% of the full benchmark program participants. Responses from the top three sub-sectors were Outdoor/Sports (32%), Apparel (L) (24%) and MS/Apparel (XL) (24%).

+ pDown Participation Breakdown For Full Benchmark Program (Survey + Tracker) (Number)

<table>
<thead>
<tr>
<th>Sector (Total)</th>
<th>pDown</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS/Apparel (XL)</td>
<td>9</td>
</tr>
<tr>
<td>Apparel (L)</td>
<td>9</td>
</tr>
<tr>
<td>Apparel (SM)</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor/Sports</td>
<td>12</td>
</tr>
<tr>
<td>Home Textiles</td>
<td>6</td>
</tr>
</tbody>
</table>

+ Down Usage: Company, Sub-Sector, and Sector Estimated Averages (%)

The down usage proportional breakdown is: 19% conventional, 51% RDS, 11% TDS, and 19% Other (including Downpass and IDFL).

As only 1 Apparel (SM) participant reported its down portfolio breakdown, the average presented here is not representative and, therefore, will not be discussed further here. In 2016, Apparel (L) had the largest share of conventional down (41%).

Down certified to the Responsible Down Standard (RDS) is represented in all subsectors, with Outdoor/Sports having the largest share of RDS (77%) and Home Textiles the least (20%). Down certified to the Traceable Down Standard (TDS) is reported to be used in Outdoor/Sports (22%) and Home Textiles (26%) only. “Other Down” represents a significant share of the down portfolio and includes down certified to Downpass and down audited by the International Down and Feather Testing Laboratory (IDFL).

Preferred Down Usage Results

<table>
<thead>
<tr>
<th>pDown Portfolio Score</th>
<th>Your company’s preferred down modules consist of: cDown. Your down usage ratio is: 100% preferred vs 0% conventional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company: 100 – Establishing</td>
<td>Your preferred down score reflects your overall preferred down conversion based on the uptake, preferred versus conventional usage and the sustainability weight of the preferred down you use. If you have not provided this data, “n/a” will be displayed.</td>
</tr>
<tr>
<td>Sub-Sector: 73</td>
<td></td>
</tr>
<tr>
<td>Sector: 55</td>
<td></td>
</tr>
</tbody>
</table>
PFM Module: Preferred Down

Preferred Down (pDown) comes from farms certified to either the Responsible Down Standard (RDS) or the Traceable Down Standard (TDS). The down of birds is a layer of fine feathers found under the tougher exterior feathers and is obtained from the breast area of geese and ducks. Down is often blended in products with smaller feathers. Among other animal welfare criteria, pDown excludes feathers/down from birds that have been live plucked or force-fed.

**Section 2: Supply Chain**

The sector scored 55 overall for Section 2: Supply Chain. 79% of participants rely on either the RDS or TDS standards to verify more sustainable down content resulting in a Chain of Custody score of 73. With 61% having a system in place for Traceability, this area of Supply Chain practice achieved a sector score of 55. 27% of participants make additional Sustainability Investments in their pDown supply chain, keeping the sector score relatively low at 21.

**Section 3: Consumption**

Consumption sits in the “Progressing Well” performance band, with a score of 67, largely due to a sector score of 76 for Uptake of RDS/TDS certified down. This high score makes pDown the highest scoring module for Uptake across all PFMs. SMART Targets and reporting consumption data are both “Developing” with a sector score of 53 and 55 respectively.
## Section 4: Consumer Engagement

### Section 4 Score

**Company:** 35 - Starting Out  
**Sub-Sector:** 40  
**Sector:** 29

The sector score for Consumer Engagement is 29. The use of Product Marks & Labeling scored the sector 41 points due to 76% of participants communicating or labeling their pDown products. Calculating ROI scored 15, with 15% of participants calculating a return (ROI) on pDown product sales. The sector scored 34 for Consumer Strategy, with 36% engaging with consumers about the benefits of certified down. Overall, sector scores are low for Monitoring Business Benefits (16), Calculating ROI (15) and Evaluation of Consumer Strategy (16).

### + Company, Sub-Sector, and Sector Results for Q30 to Q35 (Score)
The PFM Benchmark Program

The Preferred Fiber & Materials (PFM) Benchmark Program supports a company’s strategic approach to integrating preferred fiber and materials into business strategy. To help you on your journey, Textile Exchange provides a range of tools and resources (including the PFM Benchmark and Consumption Tracker surveys, feedback reports, guidance notes and getting started webinars). We offer our members customized support to help accelerate their PFM journey. For more details contact us: Support@TextileExchange.org or visit: http://textileexchange.org/pfm-benchmark/support/

+ PFM Benchmark Framework

<table>
<thead>
<tr>
<th>Section 1 Corporate Strategy [25%]</th>
<th>Section 2 Supply Chain [35%]</th>
<th>Section 3 Consumption [30%]</th>
<th>Section 4 Consumer Engagement [15%]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 Corporate Values [5%]</td>
<td>Q12 FM Profile [Non-Scoring]</td>
<td>Q13 PFM Profile [Non-Scoring]</td>
<td>Q12-15 PFM Module Selection &amp; Materiality [Non-Scoring]</td>
</tr>
<tr>
<td>Q2 Sustainability Strategy [15%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 Risk Assessment [10%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4 Goals [7.5%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q5 Policies [7.5%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q6 Accountability [10%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q7 Responsibility [10%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q8 Rating Tools [5%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q9 Textile Circularity [5%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q10 Sustainable Development Goals [5%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q11 Corporate Reporting [10%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q16 Chain of Custody [40%]</td>
<td>Q17 Processing Standards [Non-Scoring]</td>
<td>Q18 Traceability [40%]</td>
<td>Q28 Take-up [25%]</td>
</tr>
<tr>
<td>Q19 Origins [Non-Scoring]</td>
<td>Q18 Traceability [40%]</td>
<td>Q19 Origins [Non-Scoring]</td>
<td></td>
</tr>
<tr>
<td>Q20 Trade Relations [Non-Scoring]</td>
<td>Q19 Origins [Non-Scoring]</td>
<td>Q21 Sustainability</td>
<td>Q22 Pricing Model [Non-Scoring]</td>
</tr>
<tr>
<td>Q21 Sustainability investment [20%]</td>
<td>Q21 Sustainability investment</td>
<td>Q22 Pricing Model [Non-Scoring]</td>
<td></td>
</tr>
<tr>
<td>Q23 History [Non-Scoring]</td>
<td>Q25 Consumption Reporting [Non-Scoring]</td>
<td>Q28 Key Markets [Non-Scoring]</td>
<td></td>
</tr>
<tr>
<td>Q24 SMART Targets [25%]</td>
<td>Q25 Consumption Reporting</td>
<td>Q29 Estimated Sales [Non-Scoring]</td>
<td></td>
</tr>
<tr>
<td>Q25 Consumption Reporting [Non-Scoring]</td>
<td>Q28 Take-up [25%]</td>
<td>Q30 Establishing Brand</td>
<td></td>
</tr>
<tr>
<td>Q26 Take-up [25%]</td>
<td>Q29 Estimated Sales [Non-Scoring]</td>
<td>Q30 Establishing Brand</td>
<td></td>
</tr>
<tr>
<td>Q28 Key Markets [Non-Scoring]</td>
<td>Q32 Monitoring Business</td>
<td>Q33 Calculating ROI [10%]</td>
<td></td>
</tr>
<tr>
<td>Q29 Estimated Sales [Non-Scoring]</td>
<td>Q32 Monitoring Business</td>
<td>Q33 Calculating ROI [10%]</td>
<td></td>
</tr>
<tr>
<td>Q30 Establishing Brand Identity [15%]</td>
<td>Q33 Calculating ROI [10%]</td>
<td>Q34 Consumer Strategy [20%]</td>
<td></td>
</tr>
<tr>
<td>Q31 Product Memo &amp; Labeling [20%]</td>
<td>Q34 Consumer Strategy [20%]</td>
<td>Q35 Evaluation of Consumer</td>
<td></td>
</tr>
<tr>
<td>Q33 Calculating ROI [10%]</td>
<td>Q35 Evaluation of Consumer Strategy [20%]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q34 Consumer Strategy [20%]</td>
<td>Q35 Evaluation of Consumer Strategy [20%]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Data
  Questionnaires are completed on a voluntary and self-reporting basis. While Textile Exchange carries out a consumption data review, a survey review and a consistency check, it assumes that all data provided is inherently correct.

- Construct of Question Scores
  Question scores are achieved based on responses entered for each question, and are always out of 100. Each question carries a question weight. (Refer to page 7 for full list of question weights.)

- Construct of Section Scores
  Section scores are the aggregation of question scores, multiplied by the question weight in a particular section. There are four sections - 1: Corporate Strategy, 2: Supply Chain, 3: Consumption and 4: Consumer Engagement. Sections 2, 3 and 4 are module based. Each section carries a section weight (see above).

- Construct of PFM Module Scores
  PFM module scores are the accumulation of section scores, multiplied by the section weight in a module. There are eight scoring modules to select from: OFT, DC, FT, CmiA, BCI, REEL, rCotton, pPET, pLyocell, pModal, pViscose and pDown. Modules are based on a company’s selection.

- Construct of Portfolio Scores
  Your preferred cotton score reflects your overall preferred cotton conversion based on the uptake, preferred cotton versus conventional usage and the sustainability weight of the preferred cotton used. If this data is not provided, “n/a” will be displayed.

- Construct of FM Usage Scores
  FM usage score reflects your overall PFM conversion. It is based on the uptake, PFM versus conventional usage and the sustainability weight of the PFM used. If this data is not provided, “n/a” will be displayed.

- Construct of PFM Index Result
  The PFM Index Result comprises of a company’s Section 1 score plus the average score for Sections 2, 3 and 4 for a company’s top three performing modules. A company’s top three performing modules are ranked on the entirety of the module and not according to sections.

- Construct of FM Result
  The PFM Index Result comprises of a company’s Section 1 score plus the score for Sections 2, 3 and 4 for all modules selected and weighted against the breakdown of the overall FM usage reported by the company. Note that when a company was unable to provide an FM portfolio breakdown or their overall FM usage, the average of their sub-sector has been used as a proxy.

- Averages
  • If a company completes one to three PFM modules, all completed modules will be averaged.

- Performance Bands
  • Starting Out (<40) - Beginning the journey
  • Developing (40-59) - Laying the foundations
  • Establishing (60-69) - Building on the foundations and developing further
  • Progressing Well (70-79) - Activities maturing and leadership is emerging
  • Leading (>80) - Leading the field

- Sustainability Weighting
  • pCotton: REEL 0.50, BCI 0.60, CmiA 0.70, FT 0.80, OC 0.90, OFF 1.00, rCotton 1.00
  • pPET: pPET 1.0
  • pMMC: pViscose 0.50, pModal 0.80, pLyocell 1.0
  • pDown: RDS 1.0, TDS 1.0

PFM Benchmark Scoring Methodology

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