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Black Moda Oy is a textile company founded in 1996. The company is located in Pirkkala, Linnakallio region. The goal of this sustainability report is to tell about the sustainability work of Black Moda Oy, its goals and its challenges to our clients, retailers, partners, and other stakeholders. This report of 2021 is 4th in order.

In 2021, altogether 19 people worked at Black Moda Oy, one of which was on family leave. The number also includes the staff of Pukimo and Pukimo Outlet. In addition, one warehouse worker was employed through a staffing company, who was working under Pumpkin Design Oy.

In 2021 we clarified our company's values, vision and mission.

#### Black Moda Oy's values are

#### I simplify

I am clear, open and I use resources efficiently.

#### I respect

Our clients, stakeholders and work community are important to me.

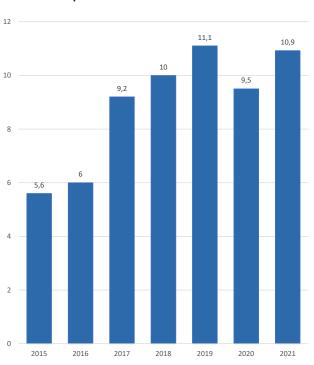
#### I improve

I am curious and open to new things and experiences and I apply the things I learn in practice.

Our MISSION is to help sustainable clothing brands prosper.

Our VISION is to be the most attractive, sustainable and innovative textile industry partner in Finland.

#### Development of the turnover 2015-2021\*

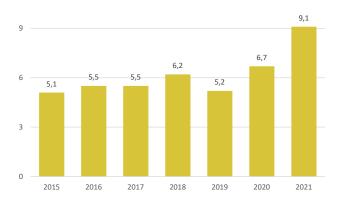


Earnings before taxes 978 000 € (corrected 750 000 €)

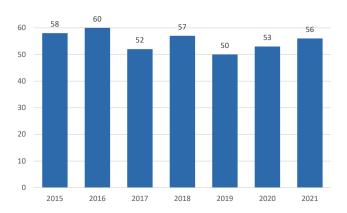
> Paid gross wages 567 000 € (corrected 493 700 €)

Other personnel
expenses
132 900 €
(corrected 120 000 €)

#### Profit margin percentage 2015–2021



#### Self-sufficiency percentage 2015–2021



Taxes paid by the company 197 000 € (corrected 133 700 €

Value added taxes paid by the company 2,30 Meur (2,08 Meur)

The corresponding figure of the previous year is in brackets.

\*The turnover of 2021 is not confirmed.

#### Black Moda Oy Events in 2021

#### Packaging bags made of Woodly® material.

In February we reported that Black Moda, as the first textile company, will be packaging clothes in Woodly's carbon neutral wood-based plastic. The main raw material of the Finnish Woodly® material is wood cellulose, and after use the packaging bags can be sorted in plastic recycling, or mixed waste if plastic recycling is not available.

Black Moda Portugal, Lda's CEO Riikka Oliveira had a key role in finding a partner to produce Woodly® packaging bags in Portugal and the project advanced despite the Corona pandemic.

The first packaging bags covered Black Moda Oy's own Puuvillatehdas brand's classic clothing products that came out in April 2021. About 12,2 kg of traditional plastic bags would have been used for packaging these products and they would have resulted in 0,05 tons of CO2 emissions.

The project will be continued, but it still requires product development to make the packaging as functional as possible throughout the entire supply chain. We also find it important that the products are only packaged when it is necessary, for example light colours only.

Read the announcement on our website here.

Read more about Woodly!



Packaging bags made out of Woodly® material

#### Black Moda Oy 25 years

In 2021, Black Moda turned 25 years old. Due to the Corona pandemic the anniversary was spent working and we did not arrange a celebration for our clients, partners or other stakeholders.

In October the staff got to spend an afternoon and evening together in a relaxed atmosphere as we gathered at Retee Arts' premises to give a toast and to paint Black Moda's won artwork. After the artistic portion of the evening, it was time to dine and listen to the CEO's memoirs of the 25-year-old journey of entrepreneurship and congratulation videos made by the suppliers, to go to sauna and to spend time together.

Read more about Retee Arts! (In Finnish)

#### Recreation committee

The 25th anniversary was planned and executed by Black Moda Oy's four-person recreation committee, founded in Spring 2021, that arranges versatile relaxing activities for the staff as a counterbalance to work. The costs of the activities are taken care of by Black Moda Oy. In addition to the 25th anniversary, other activities arranged in 2021 included a summer excursion to a lean-to, a minigolf tournament and a breakfast brunch, a coffee in Arboretum in September, a Christmas party at Rönnvik winery in November and a breakfast event in December. Outdoor furniture were also bought for taking breaks in the warmth of summer.





The artwork that was created under the guidance of Retee Arts

#### Carbon neutral textile industry 2035 -commitment

As the first company, we signed the Carbon neutral textile industry 2035 commitment in October 2021. The commitment is to strive for carbon neutrality in our own operations by 2035. By joining the commitment we receive training and guidance in issues related to climate change and carbon footprint calculation, decreasing and compensating the amount of emissions from the Finnish Textile and Fashion ry. In addition, we were also given a carbon footprint calculator that is tailored to the industry to observe the climate impacts of our operations and to support our decision making.

The calculator helps us map and report the climate impacts of our operations more precisely than before, identify significant emission sources and plan how to decrease emission and eventually compensate them.

The carbon footprint calculations related to the commitment require a lot of comprehensive information gathering both within our company as well as from our suppliers. The information gathering began in the beginning of 2022. The first carbon footprint report will be completed in the beginning of 2023 and published alongside annual sustainability report.

Read more about our commitment! (In Finnish)

## Cooperation agreement with Rester Oy on how to handle end-of-life textiles

We signed an agreement with Rester Oy in 2021 on how to handle end-of-life textiles. Thanks to this agreement, we now have the right channel for our defective products through which all the valuable textile material that have been returned by customers will be utilized for new products and uses. In Rester's process, the end-of-life textiles will be mechanically opened to recycled fibres. In the future we will receive the environmental savings figures of our end-of-life textiles from Rester.

#### Read more about Rester's operations!

# Announcement to our suppliers about the situation in Xinjiang, China

We sent our suppliers an announcement in June 2021, where we informed that we do not accept any materials or supplies from Xinjiang region in China. We also recommended our supplier to seek for alternative suppliers if they receive materials from the said region.



Rester's circular economy facility for end-of-live textiles in Paimio started its operations in Fall 2021

#### Black Moda Oy **Emissions of Black Moda's operations**

#### Electricity

At Pirkkala premises the electricity consumption was 11 639,42 kWh in 2021 (previous year's consumption was 10 772,69 kWh). The electricity is full wind EKOenergy. The electricity consumption at Pukimo and Pukimo Outlet was 19 554,81 kWh (previous year it was 10 772,69 kWh). Loiste (now Lumme) says the emission factor is 184 g/kWh. https://www.lumme-energia.fi/sahkon-alkupera.

Electricity consumption amounted to 3,77 tons of CO2 emissions.

#### Mixed waste

1872 kg (1998 kg) of mixed waste was produced and they amounted to 0,04 tons of CO2 emissions.

#### **Transportations:**

Transportations include the truck transportations, sea freight and air freight of Black Moda Oy's own brands' products as well as our production client's products. Previous reports did not include sea and air freight emissions, so the emission value is not comparable to previous years.

Transportations do not include the transportation of our won brands' online store orders from the warehouse to the consumers nor the transportations of products from the Pirkkala warehouse to the retailers.

Transportations amounted to 105,88 tons of CO2 emissions.

#### Staff commute and business trips and fuels:

Commute and business trips include a business trip to Portugal by plane (1 person) and travelling by car for customer visits and product photography.

Commute and business trips amounted to 1,35 tons of CO2 emissions.

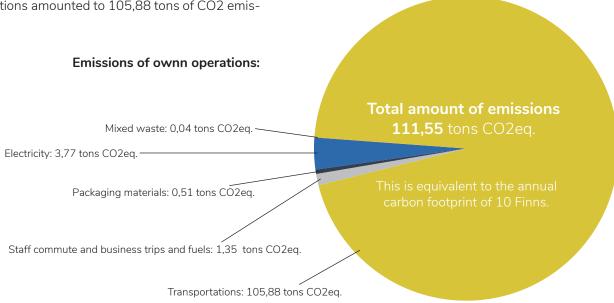
#### Packaging materials:

150 kg of paper online store mailing bags were procured for the Puuvillatehdas' online orders. In addition, 14,1 kg of plastic stretch film was procured for the warehouse and 273,65 kg of paper bags were procured for Pukimo.

These packaging materials amounted to 0,51 tons of CO2 emissions.

Clonet's OpenCo2 Carbon Footprint Label, that complies with the requirements of the Greenhouse Gas Protocol standard, was used to calculate the emissions. In the future, we will calculate and report the emissions produced by our own operations with the said label, and Scope 3 Upstream (Value chain/Procurement) and Score 3 Downstream (Value chain/Procurement) emissions will be taken more into consideration in the calculation. These include the emissions produced by the production and transportation of the procured knitted fabrics and textiles and the emissions produced by the products textile maintenance during the use-phase.

These could not be included in the calculations of 2021, as we did not have enough information yet.



#### Our own sewing factory Black Moda Portugal, Lda in Portugal

The sewing factory that is specialized in jersey garments and is OEKO-TEX® certified, Black Moda Portugal, Lda, is located in Northern Portugal and is one of our two family businesses. The Sewing factory is owned by Marko Keksi-Vähälä (50 %) together with his sister, the CEO of Black Moda Portugal, Lda Riikka Oliveira (50 %).

In 2021, Black Moda Portugal, Lda employed 67 (64) people, 88 % of whom were women and 12 % men. 13 people had fixed-term contracts and the rest 54 had permanent contracts.

The turnover was 2 968 925 €, paid taxes were 12 552 €, and paid wages were 841 872 €. Paid overtime compensations were 27 520 €.

#### Staff welfare:

The staff received work-related training as follows: communication and customer service  $8\ h \times 13$  people transport documents  $8\ h \times 12$  people preventing occupational risks in industrial environment  $24\ h \times 25$  people

Optional trainings were held as follows:

English language online training 50 h x 5 people handling lifting equipment 8 h x 3 people textile from A to Z 16 h x 2 people textile technology, fibres and yarns -online training 25

h x 1 person

GOTS certification requirements - online training 3 h x 2

GOTS certification requirements -online training 3 h  $\times$  2 people

work safety and hygiene & occupational health -online training 25 h  $\times$  1 person

The goal at Black Moda Portugal has been to optimize performance appraisals in a way that individual responsibility for one's own goals is supported and at the same time it is ensured that there are tools to do so. The employees' performance assessments regarding theses were held by the management in the form of personal interviews.

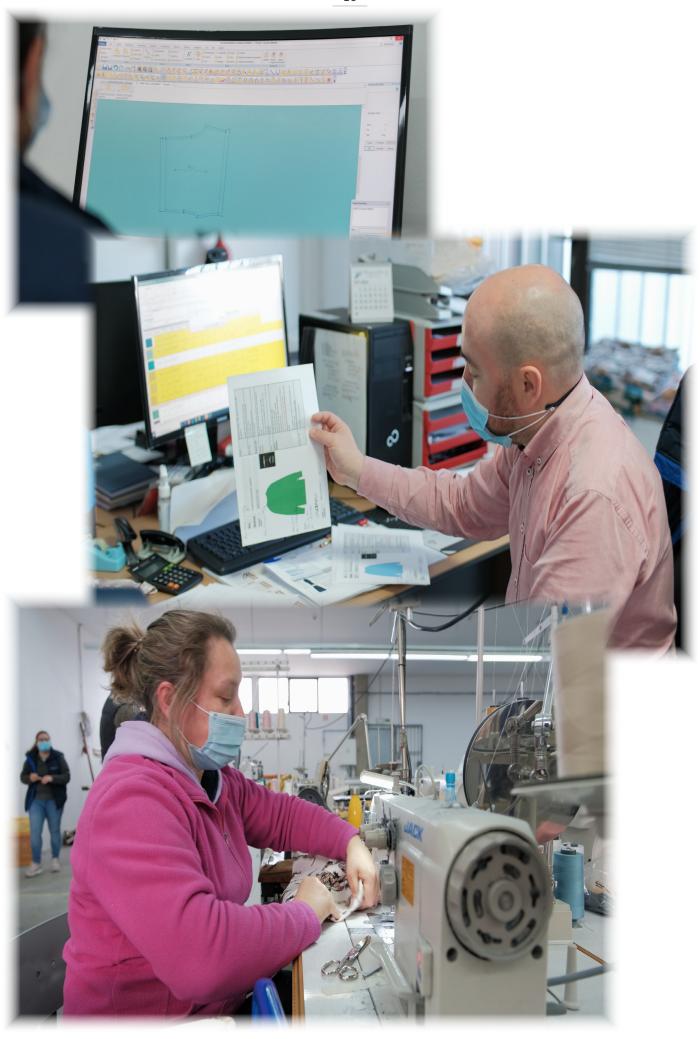
There were 2 work accidents and 24,84 days of sick leaves per worker. The number includes some long-term sick leaves and is therefore so high.

Alongside the planned expansion of the factory, the workspaces and kitchen and staff facilities will be enhanced and it will improve job satisfaction. In addition, a general practitioner will be hired for consultation at the factory. These consultations are available to all employees at Black Moda, Lda and the doctor will see people at the sewing factory's premises. The general practitioner will give advice for self-help and interpret lab results and results of other examinations, give first opinion and direct to further examinations if necessary.

Due to the Corona pandemic cleaning has been enhanced and an outside cleaning service has been hired to conduct the cleaning.

The sewing factory is also seeking to subcontract sewing so that Black Moda Portugal does not have to resort to extra work, even if the annual overtime has not been very high: about 61 h / person.





#### Our own sewing factory Black Moda Portugal, Lda in Portugal

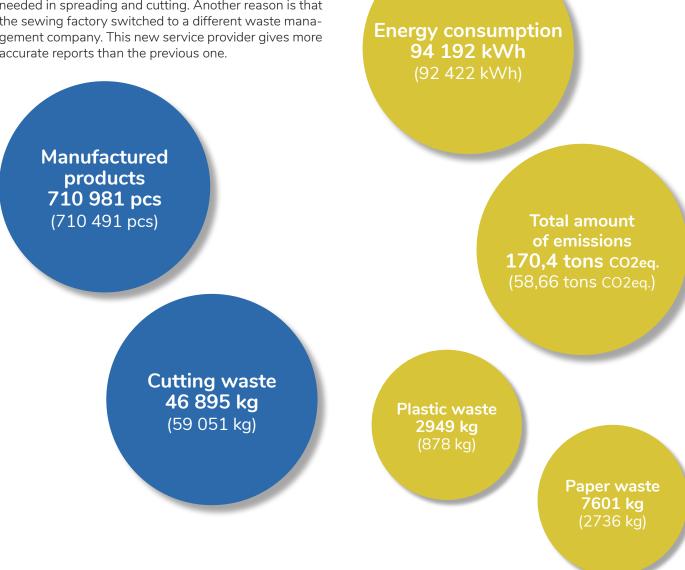
#### Environmental impact of the production:

The sewing factory manufactured a total of 710 981 products (710 491). Cutting waste amounted to 46 895 kg (59 051 kg). 11% of the cutting waste was sent to landfill and 89 % was sent to recycling and energy production. The report Black Moda Portugal received from Portuguese Environment Agency does not, unfortunately, specify how much of the cutting waste is actually recycled and how much ended up in waste-to-energy.

Plastic waste amounted to 2949 kg (878 kg) and paper waste to 7601 kg (2736 kg). There are two reasons for the increase in these amounts: a new spreading machine has been procured in the production that raised the cutting capacity, and therefore more plastic and paper is needed in spreading and cutting. Another reason is that the sewing factory switched to a different waste management company. This new service provider gives more accurate reports than the previous one.

Electricity consumption was 94 192 kWh (92 422 kWh) and the company's CO2 emissions were 170,4 tonnes CO2eq. emissions (58.66 tCO2), most of which is 152.52 tonnes CO2eq. -emissions were caused by fuels from own vehicles. The reason for the increase is a new car and possibly a change in the calculation method.

To reduce emissions, Black Moda Portugal has planned to carry out preventive maintenance on cars, replace lamps with less energy consumption and invest in less polluting energy sources.





#### When choosing partners and suppliers, we consider:

- reliability
- supply reliability
- social responsibility
- meeting our requirements for quality and the consistency of quality
- certified materials
- complying with REACH chemical regulations
- commitment to the Supplier Code of Conduct

You can find our **Supplier listing** on the footer of our company's website, blackmoda.fi.

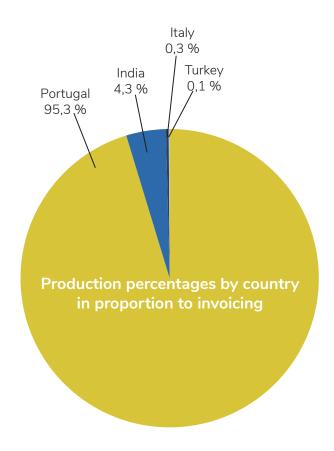
Like previous years, most of our suppliers in 2021 were from Portugal.

The share of productions by country in proportion to invoicing:

Portugal 95,3 % (95,2 %) India 4,3 % (4,2 %) Italy 0,3 % (0,6 %)

Turkey 0,1 % This was a test order and it contained sheets.









Black Moda Oy's suppliers in Portugal in 2021

#### Black Moda Oy Partners – Armaco-Comércio Têxtil. Lda

Armaco has been our main knitted fabric supplier since 1999. The company manufactures knitted fabrics and coordinates printing and dyeing for Black Moda Portugal's jersey production.

Armaco also has Oeko-tex 1 certificate and is also a member of the BCI (Better Cotton Initiative). All cotton used by Armaco in our productions is GOTS certified, excluding the 50 % organic cotton and 50 % recycled cotton mixture, and all normal cotton is BCI certified. Armaco production has been GOTS certified in August 2021.

#### Staff welfare:

11 (11) people were employed at Armaco. A superior held a monthly performance appraisal with each employee.

In 2021 Armaco's employees received 48 hours of training. The topics of the trainings were first aid, fire rescue, health, work safety and commercial training.

No workplace accidents occurred at the company and there were no sick leaves, when quarantines caused by the Corona pandemic are not included.

Health care provider visits the workplace to take ECG and blood pressure measurements, blood tests and eye and hearing tests.

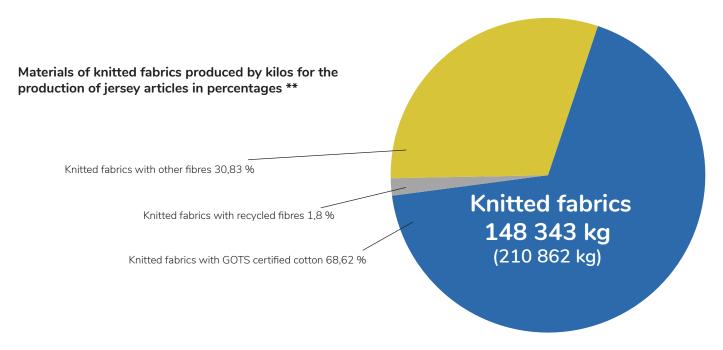
#### Environmental impact of the production:

Armaco manufactured 148 343 kg (210 862 kg) of knitted fabrics for Black Moda, 101 790 kg (68 %) of which contained organic cotton. Armaco manufactured 2 094 m (9708 m) of knitted fabrics that were charged by meter for us. All the cotton used in it was organic.

102 kg of knitted fabrics containing Supreme Green Cotton were manufactured. The cotton's journey through the supply chain can be traced all the way back to the field with the QR code found on the product.

8 467 kg (5,7 % of all the knitted fabrics produced by kilos) of knitted fabrics containing virgin polyester and polyamide were manufactured. The portion of knitted fabrics containing recycled materials was 0,55 %, 822 kg (844 kg). This includes knitted fabrics containing recycled material or Refibra, which amounted to 138 kg in total.

There have been challenges in the availability of Ecoveroviscose due to the Corona pandemic. Still, 18 580 kg (14 236 kg) of knitted fabrics containing Ecoveroviscose have been used, which is a little more than in the previous year, with 12,53 % of all the knitted fabrics produced by kilos.



The corresponding figure of the previous year is in brackets.

\*\*Due to the method of calculation, the result exceeds 100 %. Same knitted fabric can contain, for example, GOTS certified cotton and recycled elastane.

#### Black Moda Oy Partners – Armaco-Comércio Têxtil, Lda

#### Environmental impact of the production:

In 2020, Armaco installed solar panels on the roof of their production facility. The surface area of the solar panels is 211  $\,$  m². In 2021, Armaco's solar panels produced 57 998 kWh of energy, 10 819 kWh of which were exported to the grid. The solar panels produced about 36 % of the energy used by Armaco and Trofamalha. Trofamalha is another business that is located in the same premises.

The CO2 emission were 23,65 tons, this only includes the emissions produced by own vehicles.

Plastic waste amounted to  $2\,565\,kg$  ( $180\,kg$ ). The supplier did not specify why the amount of plastic waste had increased and did not report the amount of paper waste.  $8\,050\,kg$  of surplus knitted fabrics was cumulated and it is held in storage.



Knitted fabrics charged by meter 2 094 m (9 708 m)

> Surplus knitted fabrics 8 050 kg

Total amount of emissions 23,65 tons CO2eq. (19,93 tons CO2eq.)

Plastic waste 2 565 kg (180 kg)

#### Black Moda Oy Partners – Armaco-Comércio Têxtil. Lda

#### Materials:

#### Cotton fibre's countries of origin

Turkey,
India, USA
(in addition yo a small
amount from other
countries

Organic cotton fibre's countries of origin

Kyrgyzsan, Turkey, Italy

#### Cotton yarn's countries of origin

Turkey, India

Organic cotton yarn's countries of origin

Turkey India, Italy

The corresponding figure of the previous year is in brackets.

# Elastane fibre's and yarn's countries of origin

Turkey, Vietnam

# Viscose and lyocell fibre's countries of origin

Lenzing: Austria

#### Other mentioned countries of origin:

Polyamide fibre and yarn: **Turkey**Viscose yarn: **Indonesia and Portugal**Lyocell yarn: **Indonesia and India** 

Organic cotton 50 % / Tencel Refibra 50 %: origin of

yarn: Portugal

Organic cotton 50 %/ Recycled cotton 50 %: origin of

yarn: Portugal and China

Regarding the situation in China, Armaco stated that they have not been informed which region their material comes from. They have been informed, however, that it does not come from the Xinjiang region. In the future, we have to cooperate in terms of this issue of origin and improve our own internal operations to ensure that we do not receive material from the Xinjiang region.

Armaco said they will also continue to work on gathering information on the origins of the cotton all the way back to the field. There have been challenges regarding this despite the GOTS certificate, but Armaco continues discussing how to gather information on the origins with their suppliers. We also need to reinforce our cooperation with Armaco when it comes to this matter.

# Black Moda Oy Partners – Somani-Soc Textil AS

Our bathrobe supplier Somani's production is GOTS and BSCI certified and this supplier also has Oeko-tex 1 certificate. Our partnership with Somani began in 1997.

#### Staff welfare:

In 2021 Somani had 105 employees (88). In 2021 Somani's employees received 80 hours of training. The company has a box for feedback where the employees can leave anonymous feedback for the management. A superior held performance appraisals four times a year, about every three months.

There were 3 accidents and 16 hours of sick leaves per employee. A doctor visits the workplace every other week.

Job satisfaction has been increased by raising the salary (the supplier did not report how much), with performance awards and everyone was provided with health insurance.

# Amount of fabrics used for Black Moda Oy's productions 47 tons (52 tons) Cotton yarn's countries of origin Tanzania, Turkey South Korea

#### Environmental impact of the production:

Somani manufactured about 47 tons of fabrics for Black Moda Oy's orders in 2021.

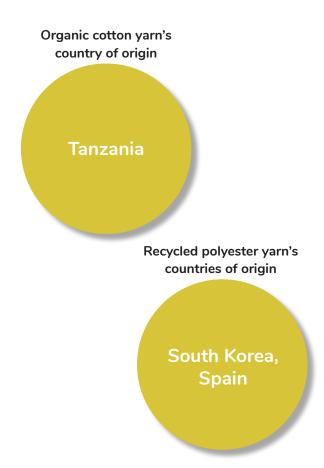
Materials' countries of origins: Cotton yarn: **Tanzania and Turkey** Organic cotton yarn: **Tanzania** Polyester yarn: **South-Korea** 

Recycled polyester yarn: South-Korea and Spain

The supplier did not tell the countries of origin for the fibres.

Somani's electricity consumption is about 32 000 kWh (34 000) per month. 75 % of the electricity consumption is covered by solar panels. In 2020 it was about 10 %.

The supplier says they have an ongoing project that strives for 100 % solar energy by 2022-2023. This can replace the use of natural gas. The project includes the instalment of batteries and photovoltaic equipment.

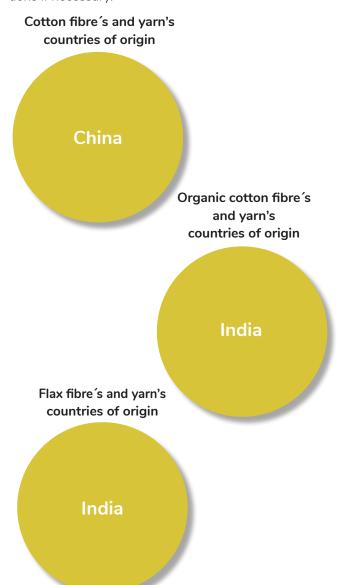


# Black Moda Oy Partners – YoungStar Unipessoal, Lda

YoungStar Unipessoa, Lda is our woven clothing supplier. The company has Oeko-tex certificate and in 2021 they employed 57 (60) people. Our partnership began in 2019. In 2020, 7 % of YoungStar 's capacity was used for Black Moda Oy's orders and in 2021 it was 15 %.

#### Staff welfare:

The company provided it's employees with 50 hours of trainings in 2021. The company has a contract with an outside healthcare provider, and a doctor and a nurse visit them twice a year to measure the ECG and the arterial pressure of the employees as well as examinations related diabetes. The doctor will order further examinations if necessary.



#### Environmental impact of the production:

Cotton fibre and yarn: **China**Organic cotton fibre and yarn: **India** 

Flax fibre and yarn: **India**Lyocell fibre and yarn: **Spain** 

Viscose fibre and yarn: **China**In our 2020 report, we stated that in the future we will pay closer attention to the countries of origin. We did not yet succeed in this regard, as some of the materials

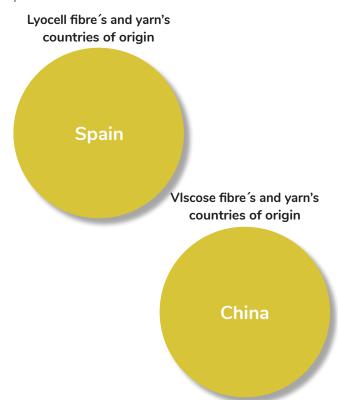
The fabrics were used in Black Moda Oy's production as follows:

organic cotton fabric 5600 m woollen fabric 600 meters flax fabric 2500 m Lyocell fabric 12 900 m

are of Chinese origins.

The paper west amounted to 750 kg (400 kg) and plastic waste to 1970 kg (250 kg). Paper and plastic were both made out of recycled materials.

YoungStar's electricity consumption was 85 000 kWh, the supplier did not specify the energy sources. The CO2 emissions amounted to 45,72 tons. The supplier said they have planned the following steps to diminish their carbon footprint: decreasing the amount of driving, rationalizing deliveries, producing electricity with solar panels and other renewable sources.



#### Partners - Elmate-Malhas e Confecções, Lda

GOTS certified Elmate is our knitwear supplier and we have cooperated since 2017. In 2021, the company employed 74 (62) people. Elmate has a RWS certificate. The goal of the certificate to offer the supply chain a tool that verifies that the wool comes from farms that progressively take care of the well-being of the animals and the land use.

#### Staff welfare:

Elmate had no work accidents in 2021. The workplace provides a way to give the management feedback anonymously. Elmate reported that the employees are offered medical examinations, but did not tell how often.

# Cotton yarn's country of origin Portugal

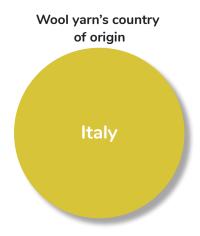
The corresponding figure of the previous year is in brackets.

#### Environmental impact of the production:

The cotton yarn and organically produced cotton yarn used by Elmate originates from Portugal and the wool yarn originates from Italy. The origins of the fibres were not reported by this supplier.

In 2021, the company has produced 1000 kg (1000) of plastic waste and 8500 kg (8000) of paper waste, as well as 10 000 kg (10 000) of textile waste. Regarding the textile waste, the supplier commented that it will be recycled, but did not specify how and where.

The company uses solar panels, but they did not specify what were the energy savings that the solar panels provided and did not inform how much the energy consumption has been.





#### Black Moda Oy Partners - B-Clothing

The factory in India represented by B-Clothing mainly manufactures RATIA brands sleepwear for Black Moda. The first productions from this supplier were ordered in 2019.

The Indian supplier's production is GOTS certified and BSCI has audited the production. The supplier also has Oeko-tex 1-certificate. The supplier started using BCI cotton in 2021.

#### Staff welfare:

We audited the Indian factory in February 2020 and the auditing was conducted by DNV GL. Based on the audit, there were no considerable deficiencies human rights. However, Black Moda will pay attention to occupational health and occupational safety issues and social responsibility

In the 2021 survey, the supplier stated that there were 65 employees and they received an average of 50 hours of training. The training has included the following topics: health and work safety, fire protection, life-saving, the use of personal protective equipment, Code of Conduct, the company practices and rules.

The supplier has a box for feedback where the employees can leave anonymous feedback for the management. The supplier said that they have the latest machines and the employees can take breaks regularly during work.

In addition, the employees are paid statutory social security benefits that are ESIC, EPF and holiday pay. Bonus is paid 12 % annually. The sick leave act and the maternity leave act will also be applied.

ESIC (Employees' State Insurance Corporation) is a statutory body under the ownership of Ministry of Labour and Employment, Government of India. The fund is managed by the Employees' State Insurance Corporation (ESIC) according to rules and regulations stipulated in the ESI Act 1948.

Epf is a mandatory and defined-contribution fund for Indian organisations according to the The Employees' Provident Fund and Miscellaneous Provisions Act 1952.

#### **Environmental impact of the production:**

Materials' countries of origins:

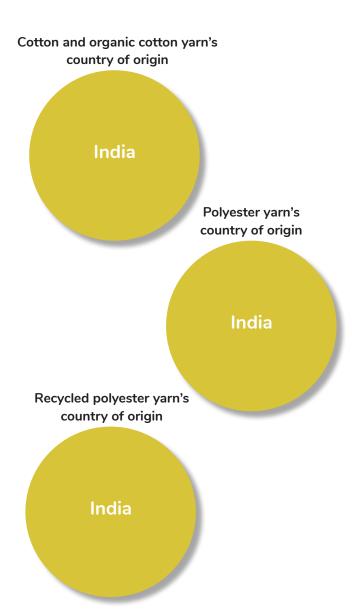
Cotton yarn: India

Organic cotton yarn: **India** Polyester yarn: **India** 

Recycled polyester yarn: India

The production consumed 157 706 kWh of electricity in 2021. The company has used 7513 litres of petrol for the company's generator and vehicles.

The plastic waste amounted to 115 kg, paper waste to 45 kg, cutting waste to 200 kg and yarn waste to 560 kg. CO2 emissions were not calculated by this company.



#### Black Moda Oy Responsibility strategy

We live in an uncertain and constantly changing world. The pandemic has caused challenges with material availability and increased the transportation fees. These have affected both delivery times and the prices of materials. While this report is being written, Ukraine is under attack by Russia, which has so far at least resulted in a sharp rise in the price of energy.

We will inevitably need new partners, for example in manufacturing a new product category. When seeking for new partners, in addition to reliability, supply reliability and certified materials, we value openness. That is how we can also openly communicate to our customers and stakeholders about our partners.

Together with our reliable long-term reliable we have a good chance of solving the challenges we encounter. Partnership gives us better chances of maintaining safe and stable workplaces in Finland. By being a reliable partner to our suppliers, we can also secure their operations and workplaces.

We want to provide our customers with production that is certified to be sustainable. We work on this annually by sending our suppliers sustainability surveys and with our sustainability reports. Our own sewing factory Black Moda Portugal, Lda's production's GOTS certification project is also part of this work.

We need to develop more measurements and our internal operations with which we can guide our customers to make sustainable product design solutions. One part of this is minimizing material losses and making efforts to optimize the utilization of cutting waste, so that the material is circulated as long as possible in its original purpose.

We need to cooperate more with our suppliers to find out the origins of the materials. We need to do our part in making sure that our suppliers do not procure materials from war and crisis regions, or from regions where there is a risk of child or forced labour.



# Black Moda Oy Goals

Theme	Status	Year
* Black Moda Portugal, Lda renovation of premises. Includes the improvement of workspaces and staff facilities and thus improving the well-being at work.	The start was delayed.	2023-2035
Black Moda Portugal, Lda English language training.	Reached.	
Black Moda Portugal, Lda Protextil and implementation of new software, such as the 3D patterning.	Ongoing.	2022
Black Moda Portugal, Lda boosting the performance appraisals (individual responsibility for own goals, ensuring tools are available).	Reached.	
Production made of recycled material from our own cutting waste for our own brands.	Launching postponed to 2022.	2022
Reducing polyester's portion by half in our own brands' selection.	In progress. Calculating tool is needed.	2023
Utilising our own knitted fabrics more and more efficiently by improving consumption through patterning. Looking for tools that will also help our clients to control the cutting waste generation of their products.	In progress.	2023
Learning about the origin of the fabrics used for woven fabric products.	Start got delayed.	2023
Increase the amount of Refibra ™ fibre in the production by 100 kg.	Reached 138,6 kg	
* Mapping the utilisation of Black Moda Portugal, Lda's cutting waste.	Started.	2023
* GOTS certificate for the whole production of Black Moda Portugal, Lda.	Requires expansion of premises.	2023-2025
* Providing packaging options that are bio-based and made out of recycled materials for our customers and using them in our own productions.	Reached, but requires product development.	
* Finding more ecological materials to replace cotton; testing and implementation.	Started 2021	2025
* Making Black Moda Oy's own operations carbon neutral.	Starting in 2022	2035

<sup>\*</sup> Main goal



# BLACKMODA

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