

# REENGINEERING

**SON OF A TAILOR**

UN Global Compact: Communication on Progress 2021

# FASHION





# A STATEMENT FROM OUR

Son of a Tailor is based on a simple yet bold idea: to make fashion deliver for everyone involved.

As it stands, fashion does not deliver for multiple stakeholders. Garment workers are mistreated throughout opaque supply chains. High amounts of waste harm the planet and our climate. Mass-produced garments and standard sizes make it hard for customers to find well-fitting, long-lasting garments.

At Son of a Tailor, we apply an engineer's mindset to the fashion industry. This means engineering sustainable processes for the planet, garment workers, and customers, while also engineering a sustainable business model following the belief that sustainability must provide for a good business case if we want to create change at scale.

We are a proud supporter of the UN's Global Compact Initiative and look very much forward to sharing our experience in this report as well as inviting other companies to work with us towards this goal.

*Jess*

JESS FLEISCHER - CEO

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# WE ' RE

# ON A

# MISSION . . .

...to reengineer the clothing industry to be better for customers, garment workers, and the planet, profitably.



# HOW



# WHY

Organisations tend to organise around their “why”. Why do we exist? What is our purpose? Well, when it comes to fashion's sustainability crisis, there's no question about why we need to act.

The challenge is how.

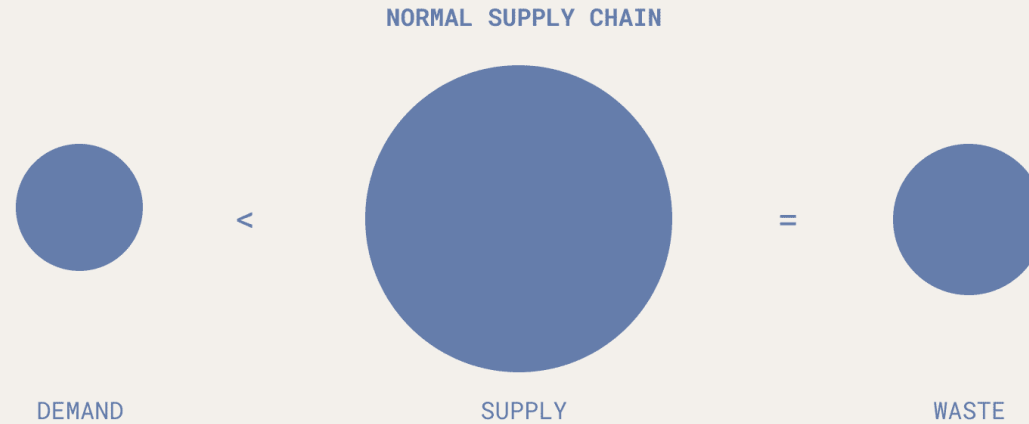
At Son of a Tailor, we're bent on building the “how” of clothing. How do you engineer an industry to be good to the planet, garment workers, and customers, profitably?

It requires going deep, questioning assumptions, and redesigning from the core. We believe it begins by pulling in customers with a better proposition than what's currently offered. One that also eliminates waste, and offers compelling employment for garment workers.



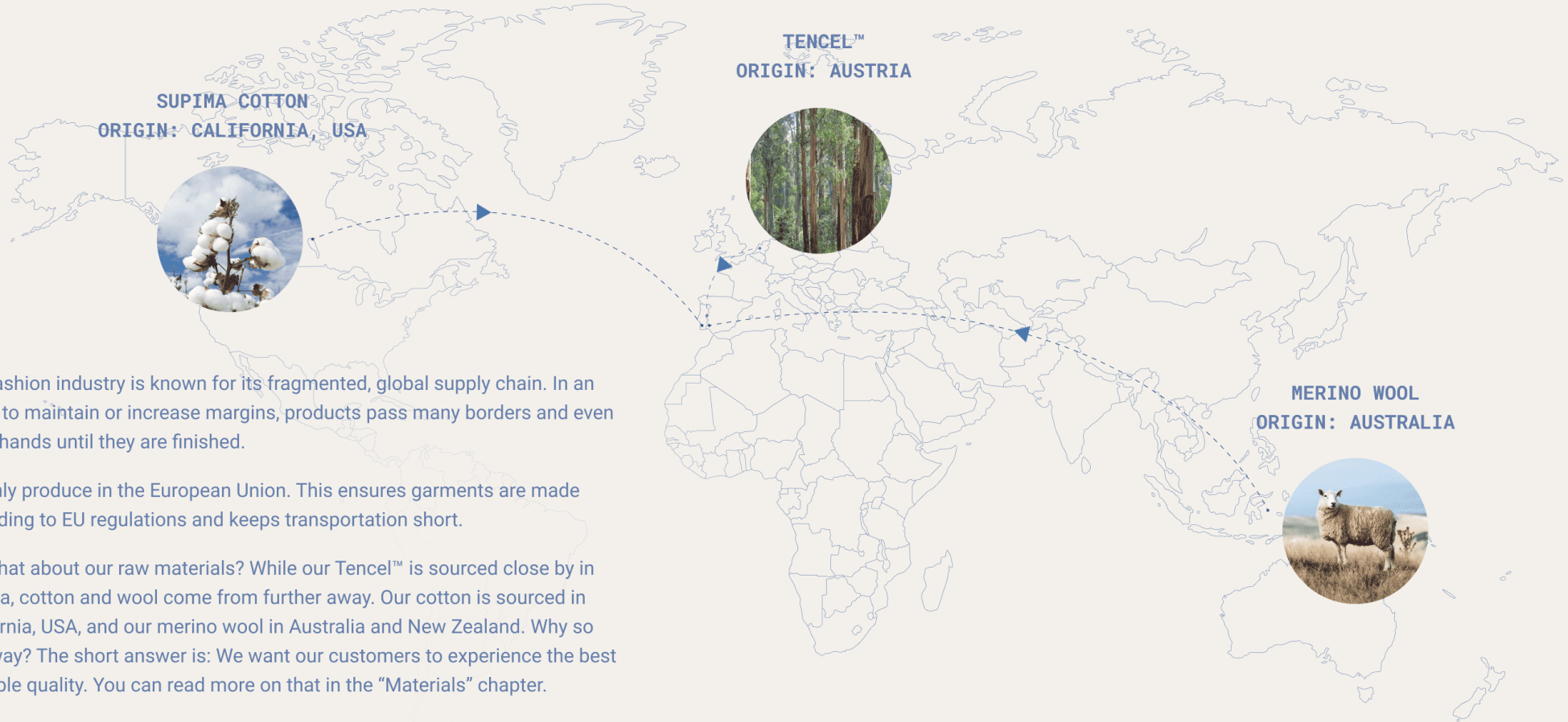
# DEMAND=SUPPLY

The biggest difference between Son of a Tailor and other clothing brands is our focus on made-to-order. We flip the typical fashion model and eliminate overproduction.





# OUR SUPPLY CHAIN



# MATERIALS

# ORIGIN




# SUSTAINABLE DEVELOPMENT GOALS ARE OUR CORE BUSINESS



We have designed our business model to tackle some of the industry's biggest challenges when it comes to human and environmental impact.

**“Pick the areas where you can have the biggest impact, develop smart solutions, and spread your ideas to the world”**

Sustainability is complex, and our team is small, but ambitious. Our credo is, pick the areas where you can have the biggest impact, develop smart solutions, and spread your ideas to the world. In our case, that's zero inventory, zero waste.



The Sustainable Development Goals provide a great framework to assess and communicate how our business contributes to sustainable development.

**We focus on 3 Sustainable Development Goals:**

**Goal 8, 12 and 13.**





# SDG 12

RESPONSIBLE CONSUMPTION AND PRODUCTION

## Ensure sustainable consumption and production patterns

Fashion has a waste problem. We aim to engineer waste out of the industry through more responsible production and consumption patterns.

Our zero waste, zero inventory solutions are not just designed for Son of a Tailor, but ideally, they are adopted industry-wide. SDG 12 is our main focus, and it sits in our DNA from production to product design to company culture.



# SDG 8

DECENT WORK AND ECONOMIC GROWTH

**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

Economic growth per se should not be an end goal. Instead, we see it as a means: More customers joining our made-to-order model means sustained jobs and growth for our employees in the head office and at our production partners.

We aim to put an end to fashion's reputation for opaque supply chains and harmful treatment of garment workers. We know the names of all garment workers involved in our production and make sure that our customers do too, through our "Made by" initiative, where each garment comes signed. We only work with EU-based suppliers that we visit regularly to make sure that everyone has a safe and healthy workplace.



# SDG 13

CLIMATE ACTION



**Take urgent action to combat climate change and its impact**

Imagine all of the unsold clothing in stores across every shopping center, in every city and every country - gone. That's waste we are eliminating.

With made-to-order and custom fit at scale, we only produce what has been ordered, which means there is zero inventory and zero need for returns as every garment is perfect fit. By choosing natural fibers over synthetic ones and foregoing virgin plastic, we also promote recyclability and biodegradability.

# REPORT STRUCTURE

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## PEOPLE

HEAD OFFICE - PRODUCTION PARTNERS

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## PLANET

WASTE - CO2 - MATERIALS - PACKAGING

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## SON OF A TAILOR

CUSTOMERS - BUSINESS MODEL

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# PEOPLE



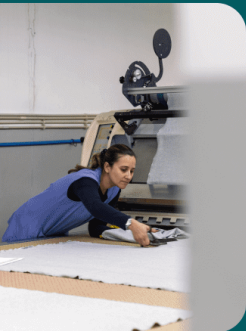
HEAD OFFICE & PRODUCTION PARTNERS

# PUTTING

# PEOPLE

# FIRST

People are the backbone of the fashion industry. We want to ensure the fashion industry can deliver for everyone - so we've split our reporting into head office and production partners to ensure Son of a Tailor employees and those in the production supply chain are treated fairly.



# PEOPLE

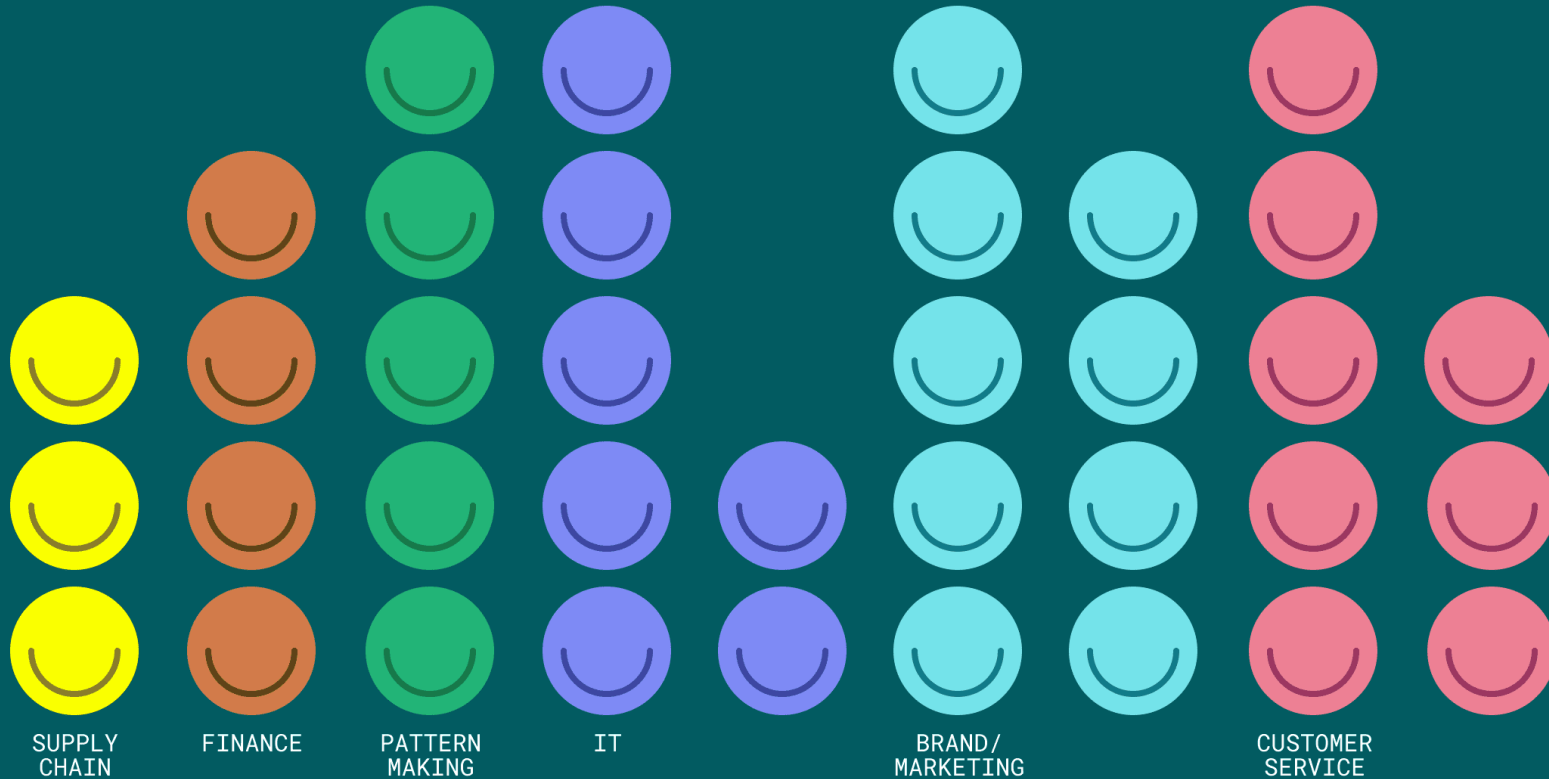
# HEAD OFFICE



COPENHAGEN  
DENMARK

# OUR HEAD OFFICE TEAM

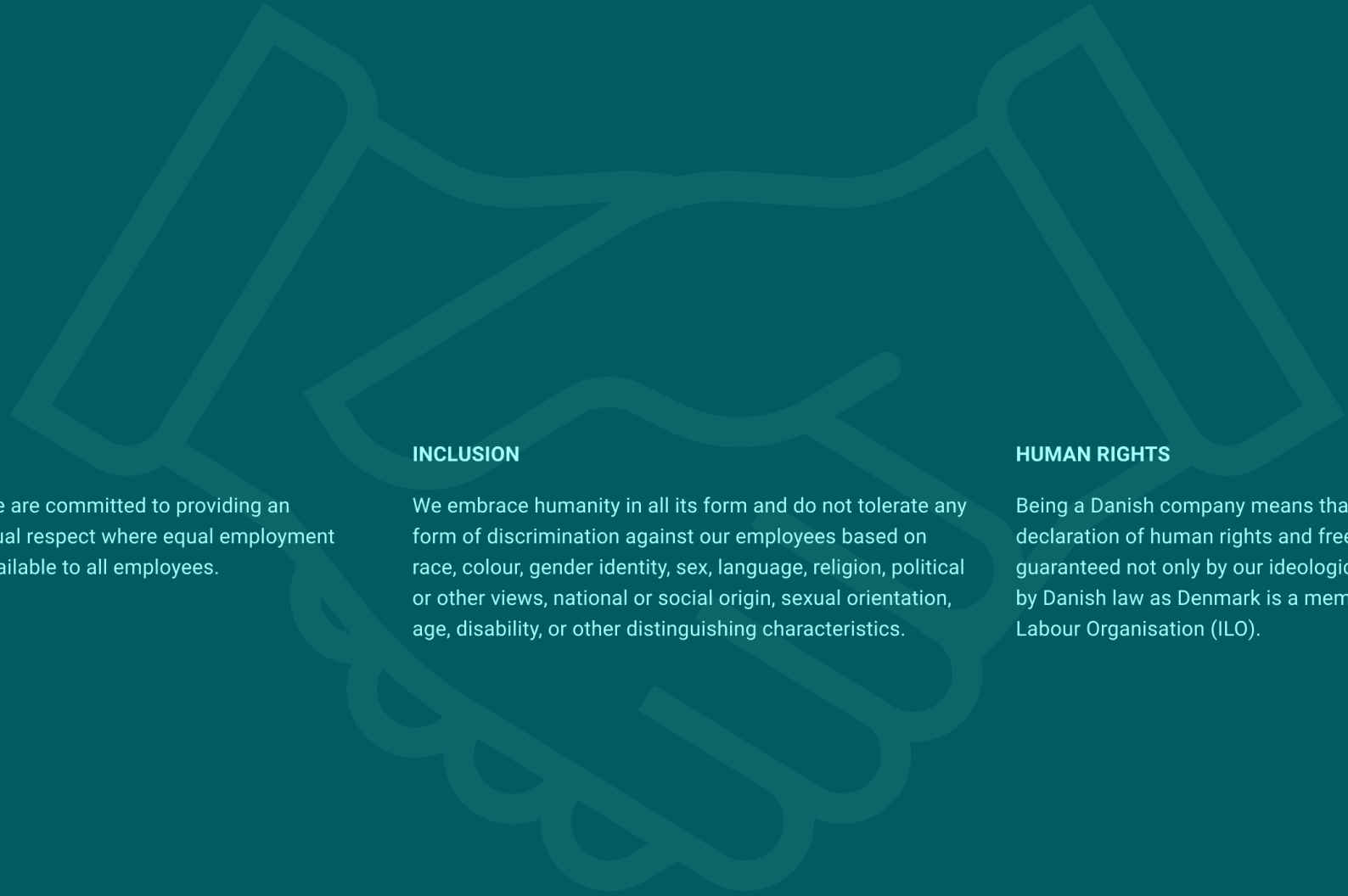
Reengineering the clothing industry is a team effort. Here, in our head office in Copenhagen, we are 36 people, working across Supply Chain, Finance, Product Development, IT, Brand/Marketing and Customer Service





# DIVERSITY

# NON-DISCRIMINATION



## RESPECT

At Son of a Tailor, we are committed to providing an environment of mutual respect where equal employment opportunities are available to all employees.

## INCLUSION

We embrace humanity in all its form and do not tolerate any form of discrimination against our employees based on race, colour, gender identity, sex, language, religion, political or other views, national or social origin, sexual orientation, age, disability, or other distinguishing characteristics.

## HUMAN RIGHTS

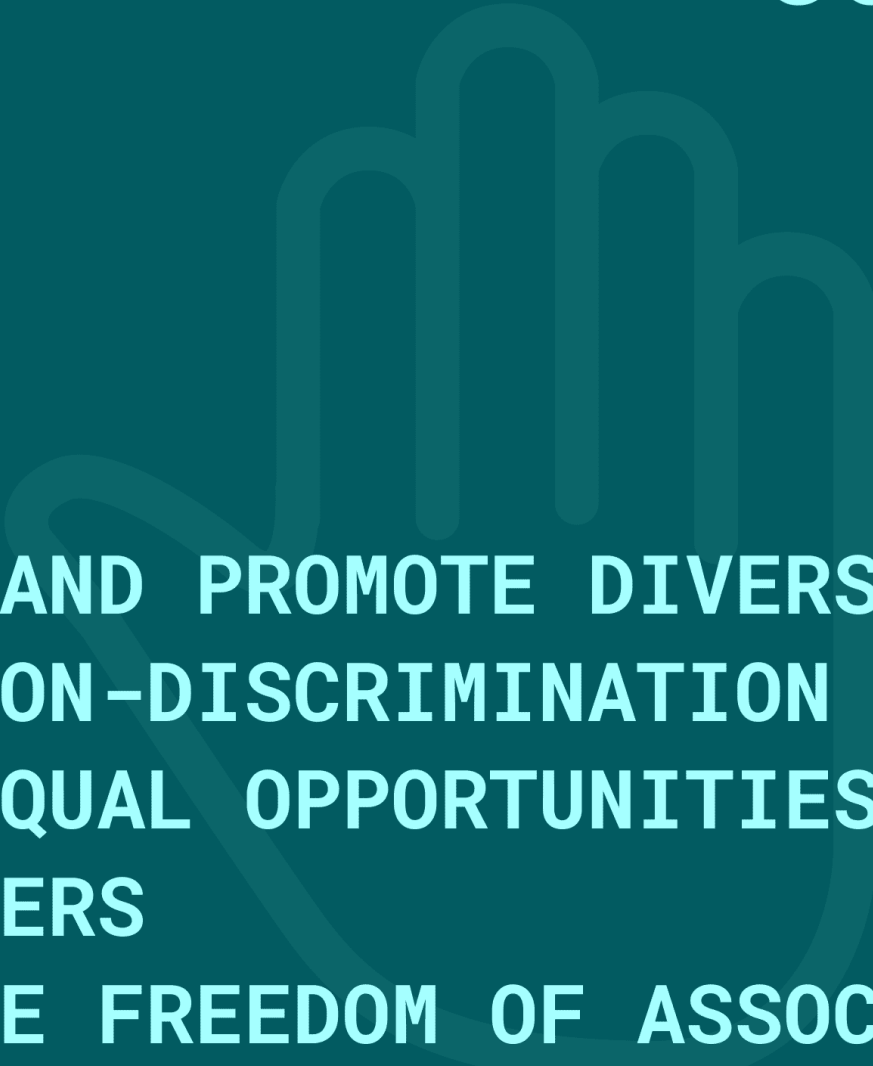
Being a Danish company means that the universal declaration of human rights and freedom of association are guaranteed not only by our ideological commitment but also by Danish law as Denmark is a member of the International Labour Organisation (ILO).

# EQUAL

# OPPORTUNITIES

# OUR

# COMMITMENTS

- 
1. RESPECT AND PROMOTE DIVERSITY
  2. ENSURE NON-DISCRIMINATION
  3. ENSURE EQUAL OPPORTUNITIES AND PAY FOR ALL GENDERS
  4. GUARANTEE FREEDOM OF ASSOCIATION
  5. NO FORCED, COMPULSORY, OR CHILD LABOR

# A SAFE AND HEALTHY WORKPLACE

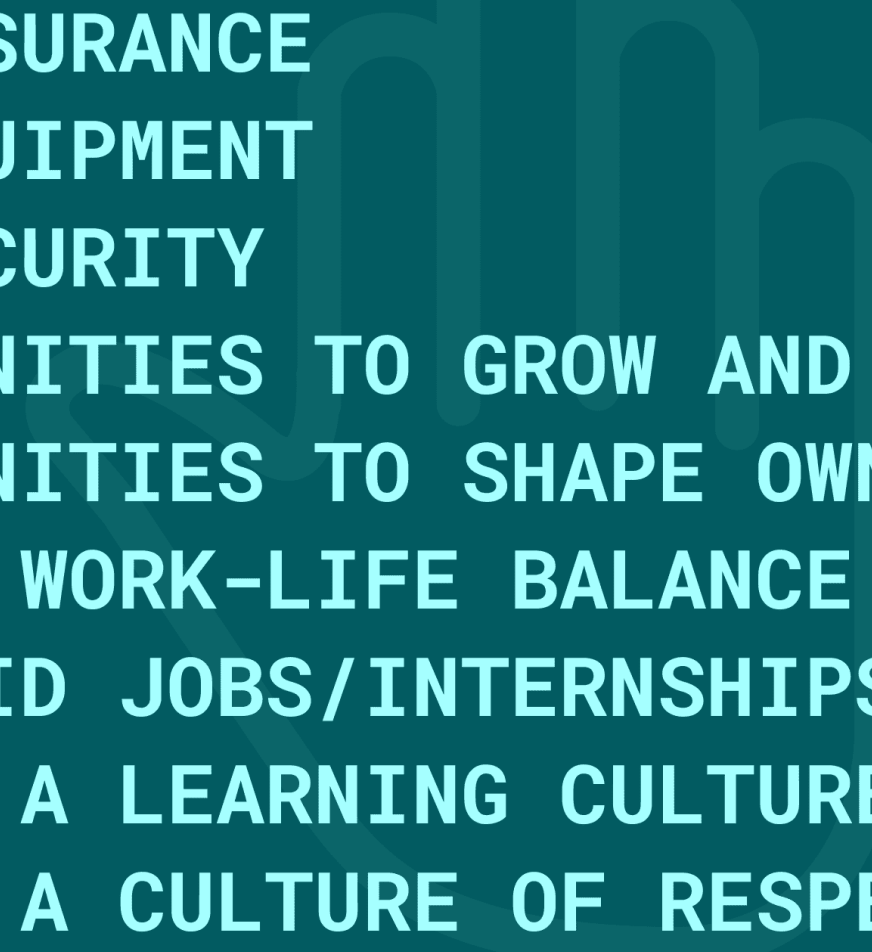


Reengineering fashion from the core does not only take dedication and skill but also a happy and healthy team. At Son of a Tailor, we are committed to providing a safe and healthy work environment to all employees. For us, this also includes promoting opportunities to grow and develop skills and to balance private life with work tasks.

We believe that what is good for our employees is also good for business. As a Danish company, we, of course, also comply with Danish and EU regulations.

# OUR

# COMMITMENTS

- 
1. WORK INSURANCE
  2. WORK EQUIPMENT
  3. DATA SECURITY
  4. OPPORTUNITIES TO GROW AND DEVELOP SKILLS
  5. OPPORTUNITIES TO SHAPE OWN TASKS
  6. PROMOTE WORK-LIFE BALANCE
  7. NO UNPAID JOBS/INTERNSHIPS
  8. PROMOTE A LEARNING CULTURE
  9. PROMOTE A CULTURE OF RESPECT, OPENNESS,  
AND EMPOWERMENT



# EMPLOYEE

## NPS SCORE

A good working environment and personal development are cornerstones of Son of a Tailor. To make sure that everyone is happy and that we move in the right direction as we grow, we have established feedback loops on team and company level, and we measure the satisfaction of our employees with the same methodology that we also use to track our customers' satisfaction - the Net Promoter Score.

Here, employees are asked to rate on a scale from 0 to 10 how likely they are to recommend our workplace to others. Subtracting the percentage of detractors from the percentage of promoters results in the Net Promoter Score. Generally, any score above 0 is considered a positive score.

# SATISFACTION

EMPLOYEE NPS SCORE

52

# A

# LOOK

# BACK

## UPDATED HR POLICIES

For 2021, our main aim regarding employees in the head office was to formally document our HR policies. We updated our employee handbook and added a head office-specific code of conduct that outlines our commitment to diversity, neutrality towards collective bargaining rights, prohibition of child labor and forced or compulsory labor as well as policies to minimize accidents.

We also made sure to state clearly in all job postings that we are committed to providing an equal and diverse workplace.

## PENSION SCHEME

In the last year, we also introduced a company pension scheme. This means that we pay 5% on top of each employee's salary into a fund that everyone can invest to save up for their retirement. With the pension agreement comes an insurance package. This ensures that our employees are financially stable during illness and that they get free and fast treatment if they need physical or psychological help.

## LOOKING FORWARD

In 2022, we will focus on making sure that we stay true to our values of employee development and transparency.

Promoting development: We have invited an external expert to help team members find and work with their strengths.

Open feedback: We will also continue to measure employee satisfaction with the Net Promoter Score.

# PEOPLE

# PRODUCTION PARTNERS



PORTUGAL

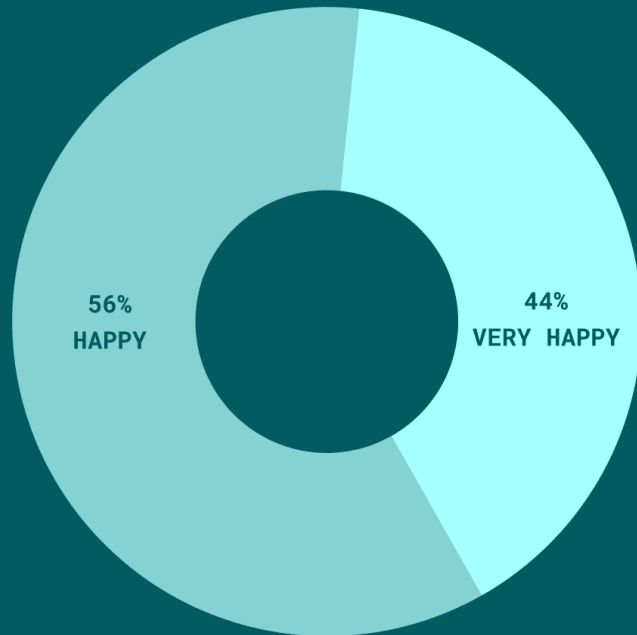


ITALY

# EMPLOYEE

In the clothing industry, the people who make the garments often remain hidden in opaque, anonymous supply chains. We're replacing this opacity with a traceable, open supply chain.

This starts with knowing where exactly the products are made. At Son of a Tailor, we only produce in the European Union and select our partners based on a mutual commitment to high-quality production and good working standards.

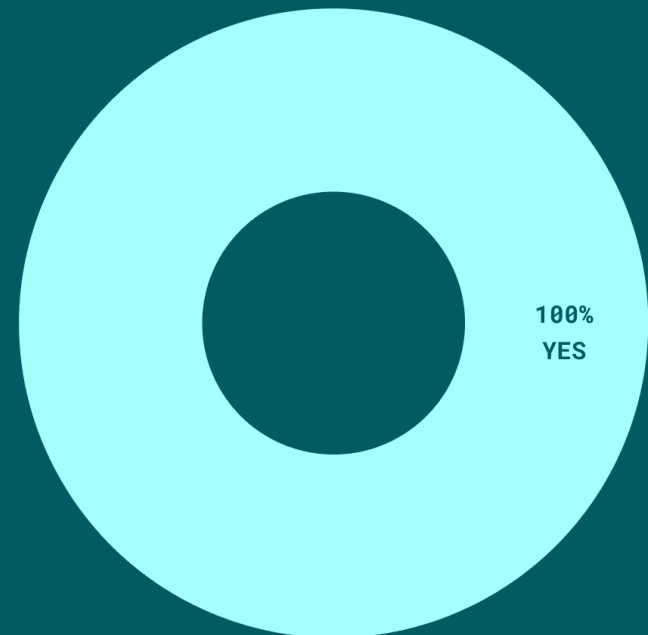


"HOW HAPPY ARE YOU WITH YOUR PLACE OF WORK?"

# SATISFACTION

In addition, all our first tier production partners have signed our code of conduct which includes human rights, environmental, and anti-corruption considerations.

But a traceable supply chain includes more than commitments. We embed traceability into our production: each product comes signed by a member of the garment team. We also provide open forums through regular anonymous questionnaires and interviews.



"DO YOU KNOW YOUR RIGHTS AND DO YOU FEEL YOUR RIGHTS ARE RESPECTED?"



Made For:

Mr. Ellis

Made by:

Fatima

Made to order and constructed  
entirely within Europe

MADE - CUSTOM FITTED - PREMIUM QUALITY  
RESPONSIBLY

SON OF A TAILOR

## CASE: MADE BY

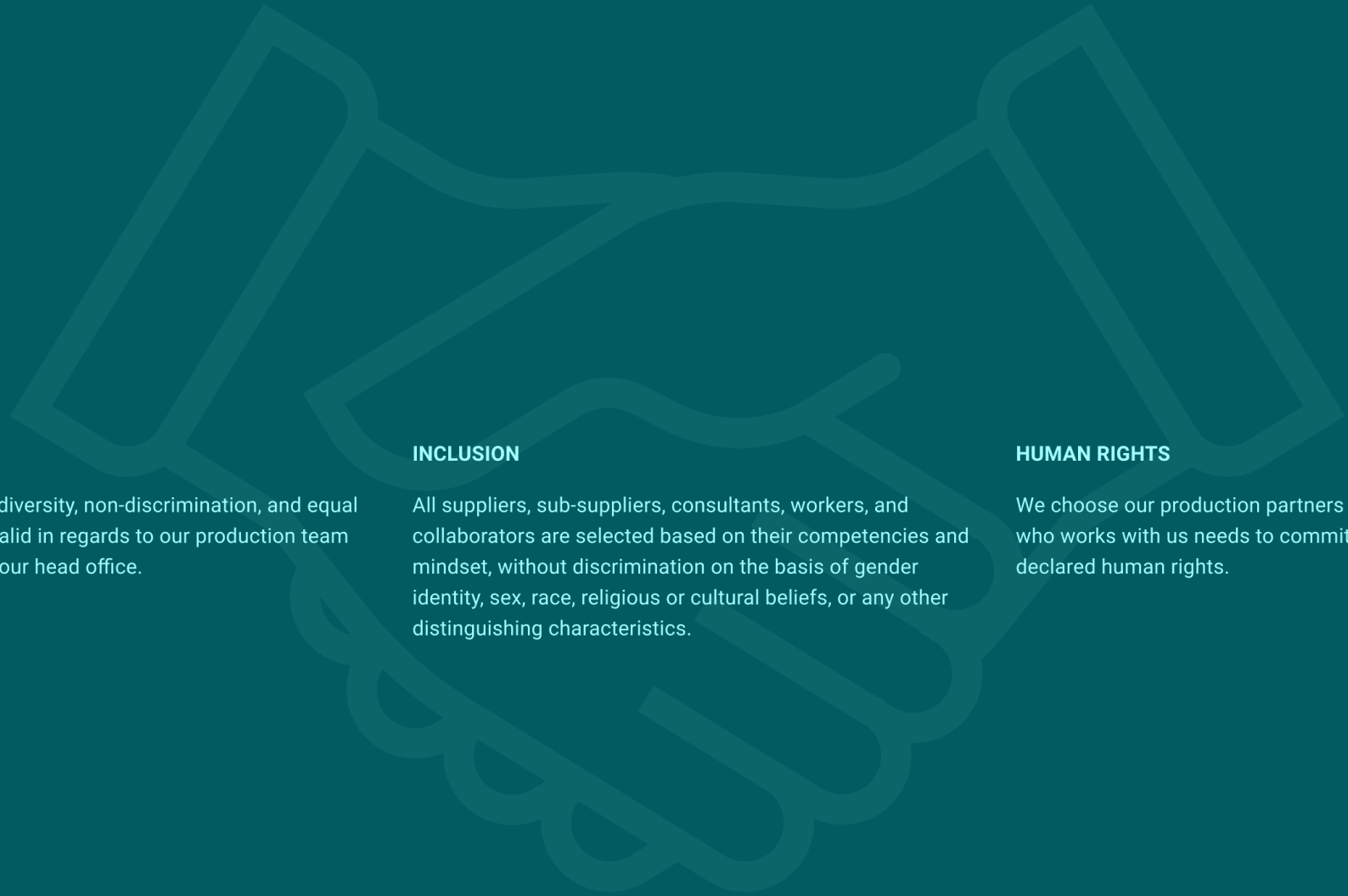
When it comes to clothing, we are all used to seeing labels with the words "Made in" followed by the name of the country where the item was produced. We believe that this is not enough. That's why all our garments are "Made by", carrying the name of a member of the garment team that produced them. Plus the line "Made for" with the name of the customer.

We are convinced that it's important to create a direct link between the people who make our products and those who wear them. This also means that our customers can hold us accountable for the working conditions of the person whose name is on the tag of their garment.



# DIVERSITY

# NON-DISCRIMINATION



## RESPECT

Our commitment to diversity, non-discrimination, and equal opportunities is as valid in regards to our production team as it is in regards to our head office.

## INCLUSION

All suppliers, sub-suppliers, consultants, workers, and collaborators are selected based on their competencies and mindset, without discrimination on the basis of gender identity, sex, race, religious or cultural beliefs, or any other distinguishing characteristics.

## HUMAN RIGHTS

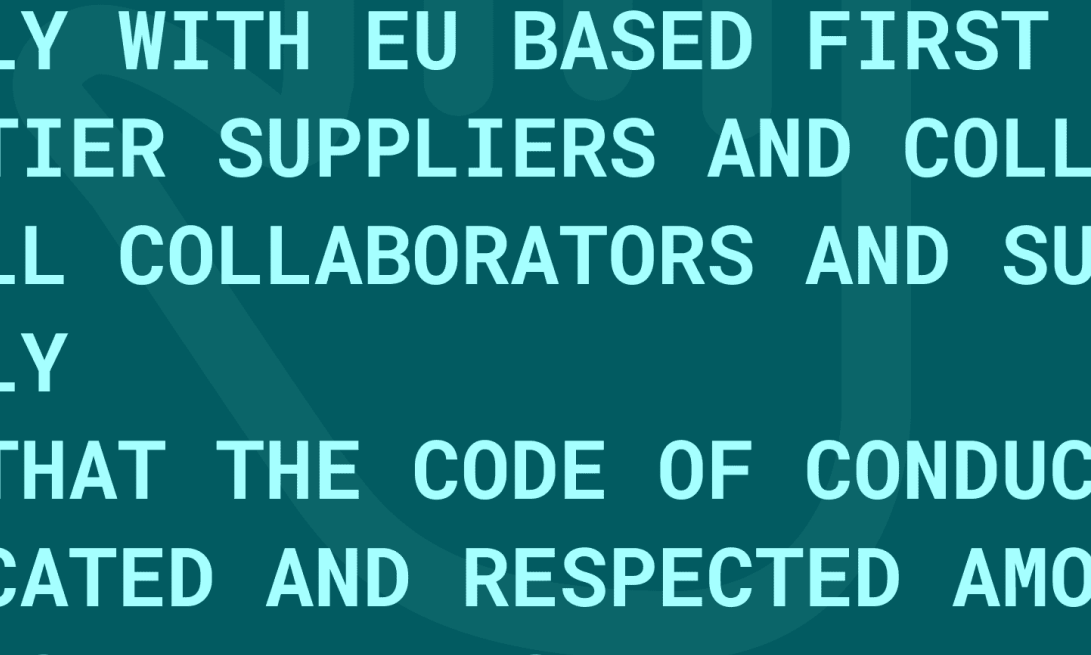
We choose our production partners carefully and everyone who works with us needs to commit to internationally declared human rights.

# EQUAL

# OPPORTUNITIES

# OUR

# COMMITMENTS

- 
1. WORK ONLY WITH EU BASED FIRST AND SECOND-TIER SUPPLIERS AND COLLABORATORS
  2. VISIT ALL COLLABORATORS AND SUPPLIERS REGULARLY
  3. ENSURE THAT THE CODE OF CONDUCT IS COMMUNICATED AND RESPECTED AMONG OUR PRODUCTION PARTNERS

# WHERE

# WE

# PRODUCE

PN&EM- Paulo Nuno & Eduardo Miguel, Lda  
GUIMARÃES - PORTUGAL

Poltex - Neves Pereira & Silva, Lda  
BRITO - PORTUGAL

Once Up- Têxteis, lda  
BRAGA - PORTUGAL

Afonso  
ARCOS DE VALDEVEZ - PORTUGAL

New Esse  
PROVINCE OF MACERATA, ITALY



PORTUGAL

ITALY

# A SAFE AND HEALTHY WORKPLACE

Unfortunately, safe and healthy working conditions are not a standard in the fashion industry. At Son of a Tailor, they are a priority.

Our partners commit to comply with the internationally declared human rights and provide a safe and healthy working environment. They must ensure that no people involved with Son of a Tailor's production are subjected to any form of forced and compulsory labor or to verbal, emotional, and physical abuse or intimidation.

Our partners further commit to improving work tasks and equipment in order to make daily tasks easier. All collaborators are paid at least the minimum wage required by national law as well as a 13th- and 14th-month pay. A standard workweek in our production is 40 hours.



# OUR

# COMMITMENTS

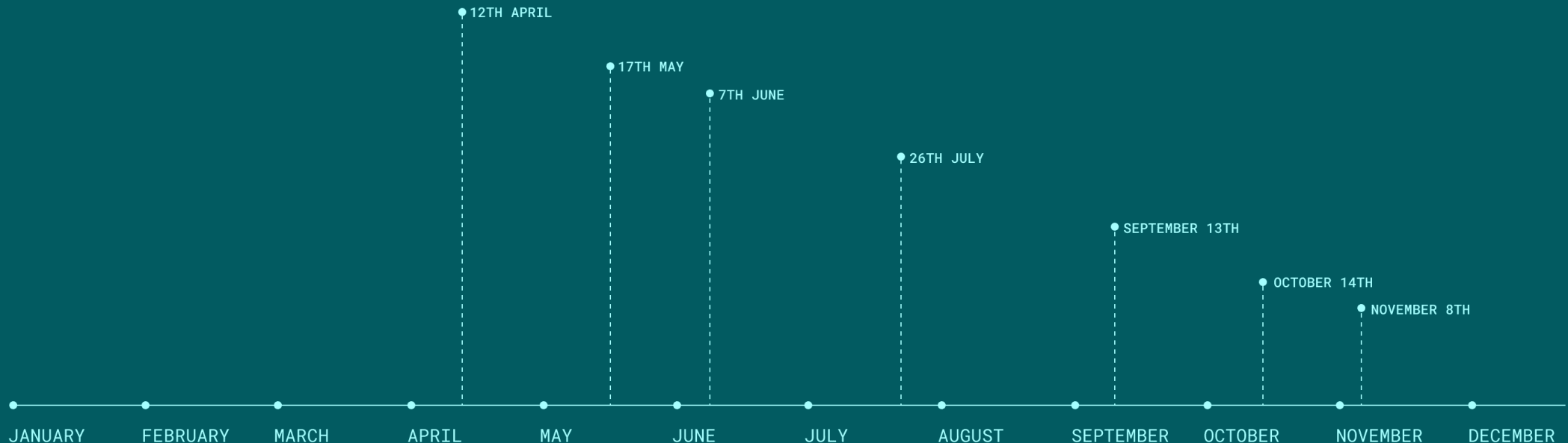
1. ENSURE OUR FIRST AND SECOND-TIER PARTNER'S COMPLIANCE WITH EU HEALTH AND SAFETY REGULATIONS
2. UTILISE TECHNOLOGY TO IMPROVE WORK TASKS OF OUR PRODUCTION TEAM
3. PAY ALL EMPLOYEES AT LEAST MINIMUM WAGE
4. ENSURE UNINTERRUPTED PAYMENT OF ALL SUPPLIERS DURING COVID-19
5. PAY ALL SUPPLIERS WITHIN ONE WEEK

# PRODUCTION

Doing made-to-order requires constant communication with our production team. We visit our partners regularly and are in touch via calls, emails, and texts on a daily basis. This ensures that our workflows are running smoothly and that we always know that the working standards are the way they should be.

Our Supplier Relations Lead Sara is based in close proximity to our production partners in Portugal and visits our partners every week.

In 2021, the global Covid-19 pandemic has made in-person interactions difficult. At times, this forced us to switch to online meetings, in the head office but also with our production partners. From April on, our Copenhagen team has visited our Portuguese partners at least monthly.



# VISITS

While we have been producing in Portugal for several years, we only started producing in Italy when launching our first Pullover in our Zero Waste knitwear collection in autumn 2019. In 2021, we visited our partner New Esse in January and November.





## CASE: FASHION REVOLUTION WEEK

Every year in April, Fashion Revolution Week highlights garment workers across the supply chain. It centres around the anniversary of the Rana Plaza factory collapse, which tragically killed 1,138 people and injured many more on 24 April 2013. During Fashion Revolution Week, activists, consumers, producers, and brands come together to discuss where the industry should be heading and to allow for a peek behind the scenes of garment production.

Son of a Tailor participated with a takeover story on Instagram and LinkedIn in which our Italian production team is guiding the audience through their workplace and processes of making our Zero Waste Knitwear Collection.





In October 2021, we partnered with like-minded chocolate brand Tony's Chocolonely. The goal was to highlight the people who make the products that many of us enjoy in our everyday lives but who often remain hidden in opaque supply chains.

What do clothes and chocolate have in common?

A lot, actually. Both the fashion and chocolate industries are not known for taking care of those who make their products. Teun van de Keuken created Tony's after being shocked that slavery exists in the chocolate supply chain. Tony's offers 100% slave-free chocolate. At Son of a Tailor, we're putting an end to opaque garment supply chains by reconnecting garments with those who make them. Every piece comes signed by a member of the garment team.



**CASE: TONY'S X SON OF A TAILOR**



# A

# LOOK

# BACK

## **GUARANTEE WORKING CONDITIONS**

In 2021, one of our main initiatives regarding our production team was to gain even more insights into the way our partners guarantee good working conditions. In the past, we relied on the commitment to our code of conduct and monitored compliance through frequent visits. This year, we introduced an employee satisfaction survey. In an anonymous manner, we assessed the employees' happiness with their workplace and whether there are areas where we can improve.

## **INCREASED TRANSPARENCY**

Another priority was to increase transparency when it comes to the different steps each garment goes through during production. We internally developed a scanning system that allows our team to follow and locate the garments they are working on. This makes daily tasks easier and more efficient for our production team while helping us improve our production times.

## **HIGHLIGHTING ITALY**

Lastly, we aimed to make our Italian production partner more visible to our customers. We did this, for example, by letting our Italian production team take over our Instagram and LinkedIn Stories during Fashion Revolution Week to show how our 3D-knitted Zero Waste Collection is made.

For the next year, we will continue to highlight the importance of treating the people in the clothing supply chain right. This includes continuously monitoring the working conditions of our production team and measuring the satisfaction of those who make our products.

# PLANET

The current fashion system is built on mountains of unsold stock, wasteful production approaches, and cheap materials. We set out to change this.

In the following chapter, we report on how we leverage technology and a lean supply chain to create an industry that not only delivers for customers and garment workers but also for the planet, structured in “waste”, “CO2 emissions”, “materials” and “packaging”.

WASTE, CO2, MATERIALS, PACKAGING





# REDUCING

Son of a Tailor's business model is inspired by Lean Manufacturing. One key theme in this philosophy that goes back to post-war Japan is the idea of removing waste from every step.

At Son of a Tailor, we focus on waste in the form of finished good inventory:

- The traditional fashion industry: Produce first, then attempt to sell stock, burning or disposing of the rest to make room for next year's inventory
- Our model: We don't produce anything before it's sold. This means that we remove overstock from the equation.


By making each garment specifically for each customer, we also eliminate the number one reason for returns - wrong fit. But we believe that this is not enough: Waste doesn't only occur after the product has been made, it also occurs during the production process. That's why we continuously work on developing techniques that can make garment production less wasteful.

# WASTE



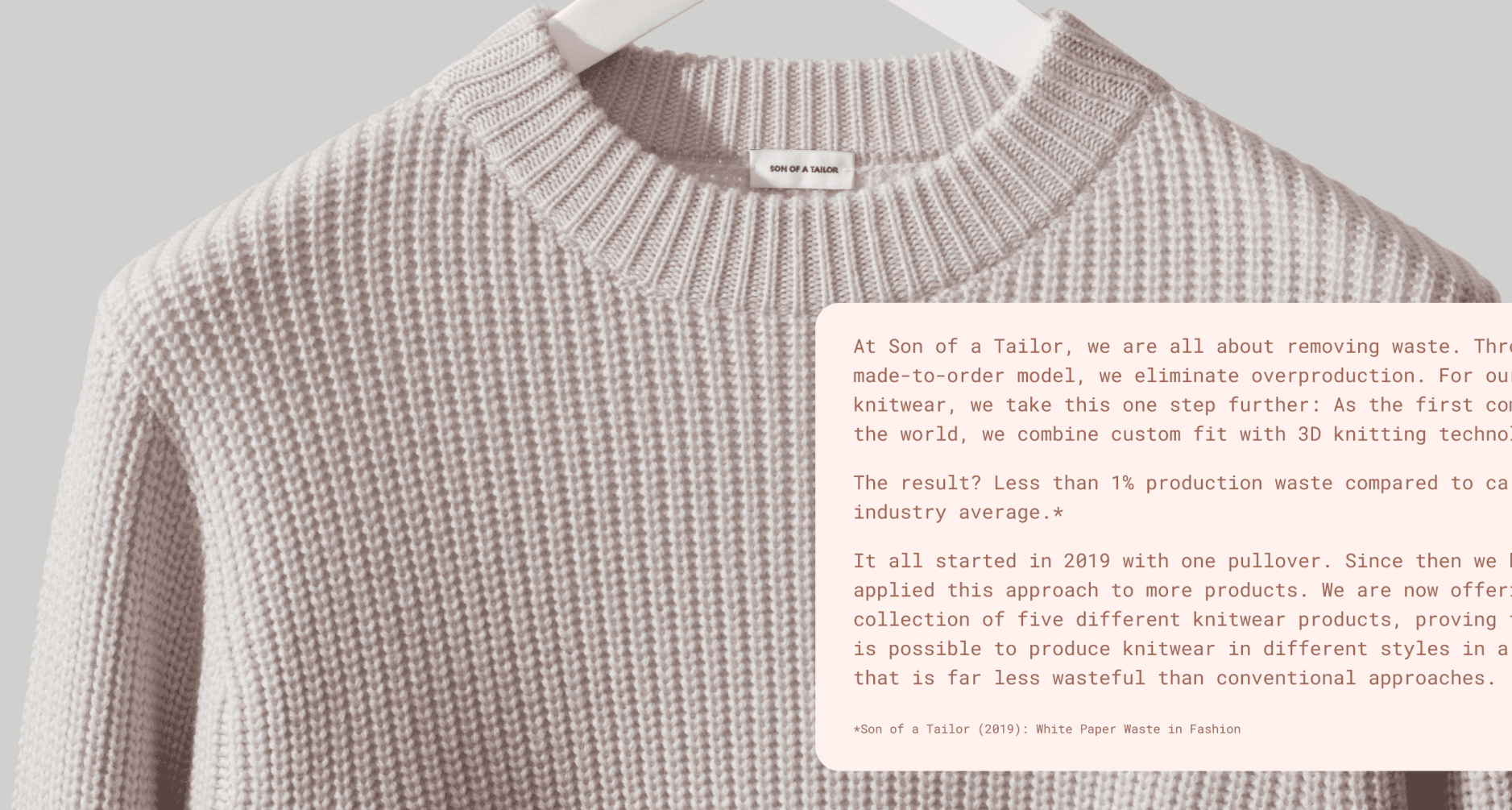
# OUR

# COMMITMENTS

- 
1. STAY TRUE TO OUR “MADE-TO-ORDER”  
APPROACH THAT ELIMINATES OVERPRODUCTION
  2. ACTIVELY DEVELOP PRODUCTS THAT MAKE USE  
OF WASTE/LEFTOVER FABRIC
  3. ACTIVELY DEVELOP PRODUCTION TECHNIQUES  
THAT REDUCE PRODUCTION WASTE



## CASE: ZERO WASTE COLLECTION



At Son of a Tailor, we are all about removing waste. Through our made-to-order model, we eliminate overproduction. For our knitwear, we take this one step further: As the first company in the world, we combine custom fit with 3D knitting technology.

The result? Less than 1% production waste compared to ca. 20% industry average.\*

It all started in 2019 with one pullover. Since then we have applied this approach to more products. We are now offering a collection of five different knitwear products, proving that it is possible to produce knitwear in different styles in a way that is far less wasteful than conventional approaches.

\*Son of a Tailor (2019): White Paper Waste in Fashion



## CASE: RUG CAPSULE

HONEY

ELECTRIC  
BLUE

DESERT

LAVERDE

For our Rug Capsule, we collect all cut-offs from our Cotton products and turn them into beautiful pieces for your home. This means that they are made from the same material as our clothing, 100% Supima Cotton. All rugs are handmade in Portugal and sold as a limited edition drop via our social channels.

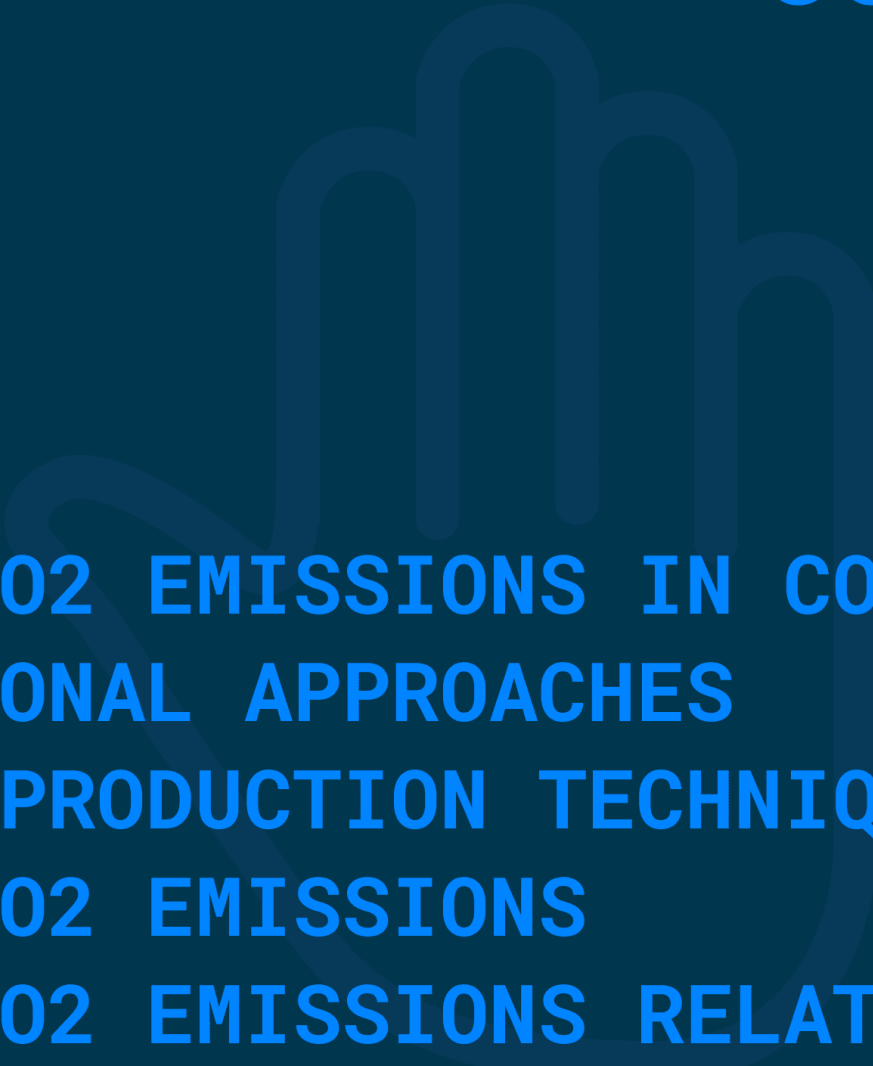
In 2021, we saved a total of 6827 meters of fabric by making and selling rugs.





# OUR

# COMMITMENTS

- 
1. REDUCE CO2 EMISSIONS IN COMPARISON TO CONVENTIONAL APPROACHES
  2. DEVELOP PRODUCTION TECHNIQUES THAT HELP REDUCE CO2 EMISSIONS
  3. OFFSET CO2 EMISSIONS RELATED TO HQ AND SHIPPING



## CASE: CARBON NEUTRAL SHIPPING



We have customers globally. This is great because, this way, more people can join our made-to-order journey and our fight against overproduction. But this also means that shipping our products to them causes CO<sub>2</sub> emissions.

We try to minimise these emissions, for example by bundling orders whenever possible. This happens when customers order multiple items at once but even when they place two orders within a short timeframe, our system recognises this and merges the orders to be sent together.

But what about those emissions that can not be eliminated? We offset all emissions caused by shipping our products to our customers by funding independently validated projects that re-establish the Amazon rainforest. This way, our shipping is certified carbon neutral.



## CASE: CARBON NEUTRAL OFFICE

A scenic view of a harbor in Copenhagen, Denmark. The water is dark and calm, reflecting the sky. Several sailboats are docked along the wooden piers. In the background, a row of colorful historic buildings with many windows lines the waterfront. The buildings are in various colors: red, orange, yellow, grey, and white. Some have red roofs. A white van with 'RAUN' on it is parked on the street in front of the buildings. A sign for 'RESTAURANT Gilleleje' is visible on one of the buildings.

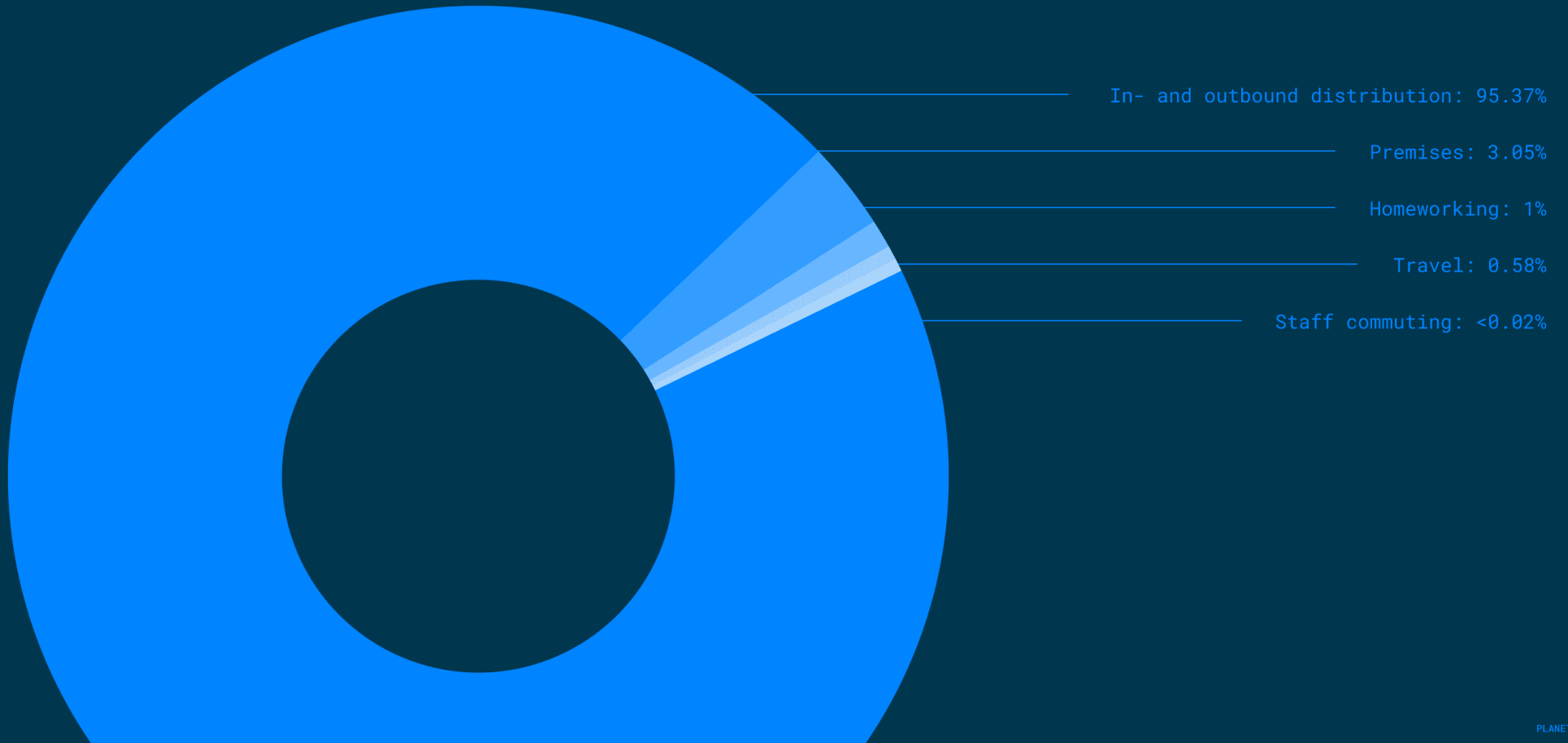
Together with the emissions related to our shipping, we also offset all emissions caused by our head office.

While shipping is responsible for the largest percentage here, we believe that every detail counts when it comes to reducing our carbon footprint. Our employees support this by opting for bike and foot when commuting to and from the office, in seldom cases for public transport.



# EMISSIONS BY THE NUMBERS

Overall, our emissions have increased by 106 % compared to the previous reporting period. This is primarily attributed to an increase in inbound and outbound distribution as a result of our growth. Thus, this represents a shift on our customers' side towards made-to-order which, on an industry scale, can be considered an overall positive development.



# MATERIALS

We only use materials of the highest quality. The reason is simple: We want our clothes to last. Our fabrics currently come from three natural materials: Cotton, Tencel™, and Merino wool.

## HIGHEST QUALITY

We conduct tests to ensure the material will serve our customers well for a long time. This includes testing for softness, durability, and fit after many washes, examining how colors last over time, and test-wearing clothes to ensure we don't produce anything that won't hold up as a customer's favorite product for years to come.

## ETHICAL AND ENVIRONMENTAL CERTIFICATIONS

We only source ethically and environmentally certified materials.

Cotton: Supima- or GOTS-certified

Lyocell: Tencel™-certified

Merino wool: Mulesing-free

All materials are OEKO-Tex- and REACH-certified

## MINIMAL IMPACT

"Impact" is a complex concept that depends on many factors. We look holistically at longevity, recyclability, and supply chain to assess a material's overall impact on the environment

**Longevity:** How long a material holds up. A material with slightly more inputs that lasts twice as long beats a material with low-waste production that lasts for one wash.

**Recycling potential:** The higher the quality of the original fiber, the higher its usability when recycled. We strive to use monofabrics as this makes recycling easier.

**Transportation/supply chain:** We always strive to reduce steps in our supply chain and to co-locate production facilities in order to minimise carbon emissions from transportation.



## CASE: ORGANIC COTTON



Whether to use organic or conventional cotton is an ongoing conversation in the clothing industry. Recently, many brands have chosen to integrate organic cotton into their collections. We have never believed in jumping on the bandwagon, just for the sake of it.

When it comes to cotton quality, it's very straightforward: the longer the cotton staple, the higher the quality. We rely on Supima Cotton for our cotton products. Supima Cotton is considered the world's best quality cotton due to its extra-long staple length.

We started with organic Supima but soon demand outgrew supply. We had to make a decision and in order to keep the quality of our products high and stable, we selected regular extra longstaple Supima Cotton over organic cotton.

This year, we introduced a new product - The Oxford Shirt. Oxford Shirts are made from a specific kind of cotton cloth. This meant we had to look for a supplier who could deliver cotton for Oxford Shirts. This gave us the opportunity to reassess the possibility of using organic cotton. Eventually, we were able to get the quality and quantity that we needed for this new product. The result? Our Oxford Shirt is made from 100% GOTS-certified, organic cotton.



A man with short dark hair, wearing a light blue t-shirt, is looking down. The background is a blurred indoor setting with large windows.

## CASE: TENCEL™ LYOCCELL

Tencel™ Lyocell is the newest fiber in our product mix. First introduced in 2019 for our limited edition Light Summer Tee, we made it part of the permanent collection by launching the Tencel™ T-Shirt in 2020. This year, we introduced the Invisible Undershirt, our first product made from 100% Tencel™ as well as the Active T-Shirt that combines Tencel™ and Merino wool. This means that we are now working with Tencel™ for four of our signature products.

But what's so great about Tencel™ Lyocell? From an environmental perspective, it's considered one of the most eco-friendly materials in the world. Tencel™ is made from the renewable raw material wood, sourced from certified and controlled forests. In a controlled and environmentally responsible process, it is then transformed into a fine thread that can be used to create incredibly soft fabric.

Our customers love Tencel™ because of its softness and breathability. The fiber is also naturally unfavorable for bacterial growth, making it an ideal choice on hot days.

This makes Tencel™ a great example of fabric innovation that is both, preferable from an environmental perspective and popular among customers. We plan to increase the variety of available Tencel™ colors in 2022. In at least the first half-year, we are going to offer two new limited-edition Tencel™ colors every month to drive a behavior switch from other fabrics to Tencel™.



# PACKAGING

As a direct-to-consumer, e-commerce brand, the packaging we use when sending orders to our customers is of central importance. We always strive to make sure that our packaging has the least possible negative impact.



Less than 4% returns mean that we use less packaging than most other online retailers (some of which report up to 50% of returns).

On the outside, we use recyclable cardboard boxes, made from 70-90% recycled materials.

On the inside, we use bags made from starch. By switching from recycled polyester bags to these starch bags in 2020 we have reduced our plastic consumption by 3800 kg.

# A

# LOOK

# BACK

## GARMENT CARE

One of our main initiatives regarding our impact on the planet was to educate our customers about garment care. In our product development, we put a lot of emphasis on making clothes that serve our customers for years to come. By taking proper care of their garment, they can extend its lifespan even further — and reduce their environmental impact.

To create awareness of this topic and make proper garment care as easy as possible, we have created a dedicated garment care email that we send to all our first-time customers and added a section to the FAQs on our website.

## SHIPPING OPTIONS

Another important initiative we've been working on is related to our delivery options. We strive to deliver our products to our customers as fast as possible. But at the same time, we need to balance this with the environmental impact that this causes. That's why we have been exploring different shipping models and are gradually implementing options that have lower CO2 emissions.

This project will continue over the next year.

## RECYCLING

When it comes to environmental sustainability, there's always work to do - especially if you are a company that produces garments. Therefore, we will continue to investigate recycling systems and opportunities to close the loop at the end of our products' use.



# SON OF A TAILOR

At Son of a Tailor, we are convinced that sustainable innovations will only become mainstream if they also offer something to customers that is better than the alternative. For us, that means delivering the highest quality garments, with perfect fit, and offering a seamless experience that customers want to return to.

CUSTOMERS - BUSINESS MODEL



# BY THE NUMBERS

>50%

Percentage of customers that return within a year

1 000.000

Amount of customers as of spring 2021

68

Our NPS score

4.6

Our current Trustpilot rating



A man with dark, wavy hair and a light beard is smiling warmly at the camera. He is wearing a light gray crew-neck t-shirt and holding a black ceramic mug with both hands. The background is a bright, out-of-focus interior space with white walls and a window on the left.

## CASE: FREE REMAKE GUARANTEE

The perfect fit is our number one priority at Son of a Tailor. We are continuously improving the Perfect Fit algorithm to create the best fit possible while offering a smooth, straightforward experience to our customers. In fact, we are so confident in our algorithm that if customers are less than 100% satisfied with the fit of their first order we make them a free replacement.



A photograph of three men from the chest up, shown in profile from left to right. The man on the left is light-skinned and has his arms crossed, wearing a light-colored undershirt. The man in the middle is dark-skinned and is looking forward, wearing a dark-colored undershirt. The man on the right is light-skinned with a beard and is looking down, wearing a light-colored undershirt. The background is a plain, light color.

## CASE: INVISIBLE UNDERSHIRT

In June, we launched the Invisible Undershirt. This product is a great example of the way we work at Son of a Tailor.

Our mission is to make the clothing industry better for everyone involved. This means that we don't limit ourselves to what's already there. Instead, we reengineer end-to-end to make the best possible product for our customers, in a way that is responsible to the planet and to the people who make the garments.

- The ideal undershirt is invisible. That's why we made sure it matches our customers' skin tone rather than sticking to the usual black and white options.
- It's also comfortable and lets the skin breathe. That's why we went for Tencel™ instead of the more common choice, cotton.
- And lastly, it fits perfectly. That's why we do custom fit - of course, we're Son of a Tailor after all.



# MADE TO ORDER AT SCALE

At Son of a Tailor, we stand for another way - one that delivers for all involved; customers, garment workers, and the planet. But sustainability won't happen unless the business is sustainable, too. We all know, running a profitable business isn't easy, even less so when you're trying to do things differently. Our ambition to reengineer fashion around made-to-order production results in a few constraints - but we are confident that we can design a successful business around them.

## COST

It often costs more to produce high quality and in a way that is responsible towards garment workers and the planet.

## PRODUCTION PARTNERS

When we started out, it took some time until we found a production partner who changed his processes to accommodate our made-to-order model. Today, we are working closely with five partners in Portugal and Italy to offer a variety of custom-fitted products.

## PRODUCTION TIMES

We will never offer same-day delivery. Same-day delivery requires excess inventory which causes waste. We don't produce anything until it's sold. But we are continuously working on improving our production time - so our customers receive their garments as fast as possible.

## THE INDUSTRY

Our mission of reengineering the clothing industry goes beyond Son of a Tailor. That's why we regularly share our ideas at conferences, lectures, and interviews. By doing this, we hope that we can inspire (aspiring) entrepreneurs and established businesses to explore the possibilities of made-to-order.

## A MINDSET CHANGE

With our model, we are challenging the status quo. This means that we ask businesses and customers to change their habits.

## CUSTOMERS

Many of our customers tell us that once they have shifted to custom fit, there's no going back. And we work every day to make sure our existing customers are happy while convincing more people to join our made-to-order journey.

# WHERE WE ARE HEADED

At Son of a Tailor, we believe in action-based optimism. And we feel very optimistic about 2022, because we have great initiatives in the works that will take our mission of reengineering the fashion industry to the next level.

The core of it all? Our supply chain. And our ambition to prove to the world how to make made-to-order work at scale.

In 2022, we plan to continue to streamline our processes and further increase efficiency to make our model so attractive from a business perspective that sticking to mass productions simply no longer makes economic sense for other clothing brands. Wondering how to get started? We've got a few ideas.

# WE'D LOVE TO HEAR FROM YOU

Want to know more or have suggestions on how we can accelerate our mission of reengineering the fashion industry for the better?

Please reach out to us via [support@sonofatailor.com](mailto:support@sonofatailor.com)



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/COO



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/HEAD OF SUPPLY CHAIN



**SON OF A TAILOR**