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Copenhagen

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# UN Global Compact Report 2021

**MADS  
NØRGAARD**

NEVER DO NOTHING

**Report 2021  
Overview**

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# Introduction

2021 was a year beyond our expectations. The disruptions faced by global supply chains, together with the positive development of increased demand for better fibers, challenged us and our partners throughout this year. Given these circumstances, we are even more proud to have increased our turnover by 45% compared to 2020.

I want to thank our amazing team, our loyal and supportive customers and last, but certainly not least, our suppliers, for their support, commitment, and loyalty. 2021 was a huge success for Mads Nørgaard, emphasising the importance of responsible business practices along the value chain.

Our 2019 strategy – which focused on consolidating our supply chain and fostering partnerships with fewer, closer suppliers – helped us navigate the challenges of 2021.

From our very beginnings, we have strived to create “humane fashion”. Fashion which leaves room for every human to express what they feel and believe in. Naturally, we care for everyone involved in our supply chain, and we want to take an active role in ensuring safe and dignified working conditions as best we can.

In October 2021, we became a proud member of Fair Wear Foundation – an NGO based in the Netherlands which strives to provide fair working conditions within the textile industry.

This membership allows us to be even more committed to supporting our suppliers in delivering a positive impact.

In 2022, we actively begin our Fair Wear membership. Furthermore, we start to implement our new CSR Management and Traceability system to monitor our supply chain because we believe that transparency is key to driving change. Finally, we focus on how to communicate our CSR actions in a way that was accessible yet informative, so everyone can learn more about our approach.

We look forward to starting the journey towards a more systematic and powerful mobilisation of our CSR efforts. This report brings us one step closer.

Mads Nørgaard, Owner / Founder







## History

Mads Nørgaard A/S is more than just a clothing brand. It is a third-generation family business deeply rooted in the Danish fashion industry.

Mathias M. Nørgaard was the first generation to develop the fashion business, establishing his company in 1936. In 1958, the next generation – Jørgen Nørgaard – opened the store Nørgaard på Strøget (hereafter NPS), which was one of the first stores in Denmark to accommodate the growing market of youth consumers. In 1967, Jørgen Nørgaard launched the #101 T-shirt. With its striped design, the shirt has become an icon and staple product for the company and is deeply embedded into Danish design heritage.

In 1986, Jørgen's son Mads Nørgaard launched his menswear brand, Mads Nørgaard – Copenhagen (hereafter MNC PH) in a small store located next to his father's. The brand has since evolved to include fashion lines for women and children.





## Company Structure

Today, Mads Nørgaard owns Nørgaard A/S and Mads Nørgaard - Copenhagen, including a flagship store in Aarhus and several shop-in-shops both in Denmark and abroad.

Furthermore, Mads Nørgaard A/S includes production machines operated in an external facility in Korsør, Denmark where Nørgaard på Strøget is proud to facilitate the end-to-end production of the iconic #101 t-shirt. The fabric is knitted and dyed in Ikast / Brande in Jutland, Denmark and is made of BCI Cotton. In 2021, the sewing facility in Korsør produced 130.033 of the #101 t-shirts.

Mads Nørgaard - Copenhagen includes a design and production department, as well as the national and international wholesale departments of the brand. The brand runs its own warehouse facilities (Priorparken - Brøndby, Denmark), an online webshop, as well as B2C operations of the #101 t-shirt, shop-in-shop contracts across Danish and international department stores, Mads Nørgaard - Copenhagen stores in Aarhus and Copenhagen, and an outlet store in Tullinsgade, Copenhagen.

This report is based on Mads Nørgaard - Copenhagen's operations. However, due to the nature of the company structure, other entities such as the flagship store Nørgaard på Strøget will be mentioned interchangeably as Mads Nørgaard - Copenhagen and as Nørgaard på Strøget.

# A Human Fashion

As part of the social commitment of the company, a core value of Mads Nørgaard – Copenhagen (MNC PH) is to respect all people involved in the company's value chain and social surroundings. This value motivates people to develop and freely express themselves in a way that feels right for each individual. This includes everyone – from customers, to employees, partners and workers in the supply chain.

**“WHAT YOU WEAR SHOULD SUPPORT YOU IN YOUR WAYS AND BELIEFS”**

Mads Nørgaard, Owner / Founder









## Anti Corruption & Business Ethics

MNCPH does not engage in any business relations which carry a possible risk of bribery and corruption.

This is clearly communicated in our supplier framework contracts as well as our Code of Conduct, which in 2021 was signed by all our active suppliers.

### Commitment

**By 2023, MNCPH will establish a whistleblower system for employees, business partners, and third parties, offering them confidential and secure channels to express concerns about possible misconduct.**



# Staff

The staff inserts the DNA of MNCPH into every section of the value chain. The right person for the right position is determined by their skills and not by gender, ethnicity, or age.

MNCPH is proud of its long-term employees. At Nørgaard på Strøget, two employees have been part of the team for over 50 years. Within the next year, MNCPH looks forward to celebrating the 10-year anniversary of five more employees.

## Commitment 2021

**Provide a series of workshops for all staff across MNCPH and NPS to enhance their general awareness within the areas of equality, diversity and gender stereotypes, and how these concepts are applied throughout the company.**

### Result

During 2021, two workshops were hosted by Cecilie Nørgaard, Educational- and Gender Sociologist and owner of the platform mangfold.dk. The workshops were held for NPS staff as well as MNCPH staff with the focus on inclusive language towards ethnicity, gender, and age.

**MNCPH prides itself on a flat and democratic management structure. To further expand on this, MNCPH sought to offer all staff a go-to person to whom they can raise any work-related or personal issues. This person would be an internal employee, appointed via an election where all employees are invited to vote. The “person of trust” could access support from an external advisor where needed and functioned as a liaison between employee and employer in instances where staff hesitate to approach management directly. Results were as follows:**

### Result

The company had to acknowledge that internal claim mechanisms which foster the well-being and development of staff are highly labor intensive and require a professional hire. Therefore, MNCPH did not succeed in appointing an internal trust person and instead opted to open a new position responsible for HR across MNCPH and NPS. The position is expected to be filled by 2022.



#### **Further Milestones Achieved 2021**

1. Establishment of the Mads Nørgaard – Copenhagen and Nørgaard på Strøget staff Handbook, which included the following:

Company policy on internal ethical guidelines and ethical guidelines as related to business partners.

A commitment from the company to provide activities which foster a strong sense of community among MNC PH Staff.

The establishment of sports and well-being committees which went on to develop programs that will be rolled out in 2022.

2. An improvement of our parental leave regulations for mothers and fathers.

3. Salary bonuses to reward staff for contributing to the company's growth.

4. Increase in the pension package for all employees.

5. Guidelines for flexible working hours and remote work.



## **Commitments 2022**

- Investment in an HR Position to support the management of all staff-related areas.
- Establishment of a regular sports program.
- Establishment of regular events to strengthen community feeling among staff members - dependent on the nature of COVID restrictions.
- Reactivation of the internal AMO (Working Environment Organization) committee.



## Diversity

The core of MNCPH's DNA is to foster diversity in all its kind, age, gender, ethnicity, people of colour and people with disabilities. We welcome diversity in our staff as much as we include diversity in our campaigns, our beliefs and our support to new talent.

## Milestones 2021

1. Collaboration with Mangfold.dk and development of the app “Ordet er Dit” (“the word is yours”). This app helps the user learn and activate new words and discourses around the themes of diversity in the effort to create a more inclusive world.
2. The launch of the brand’s very first unisex collection.  
With this collection, MNCPH sought to challenge traditional gender stereotypes and empower people of all genders and those who identify as non-binary. The unisex collection is a mini collection which aims to balance traditionally masculine and feminine elements.
3. Supporting the LGBTQ+ community as part of the “Love is Not a Crime” campaign led by Amnesty International in collaboration with Elle Denmark and Scoop Models Denmark.  
The campaign included the design and production of a full collection. All profits were donated to Amnesty International and used to support the rights of the LGBTQ+ communities worldwide. In addition, MNCPH donated extra funds to support the collaboration.
4. We’re Magic, We’re real exhibition at Nørgaard på Strøget by Danish artist Jeanette Ehlers. This was an art installation which shone a light on Denmark’s engagement in the transatlantic slave trade and the historic injustices it committed against people of colour.

## Commitments 2022

- Expand the size range for the MNCPH womenswear and menswear collections.
- Continue to support the “LOVE IS NOT A CRIME” campaign.
- Continue to represent diversity across MNCPH’s campaigns.





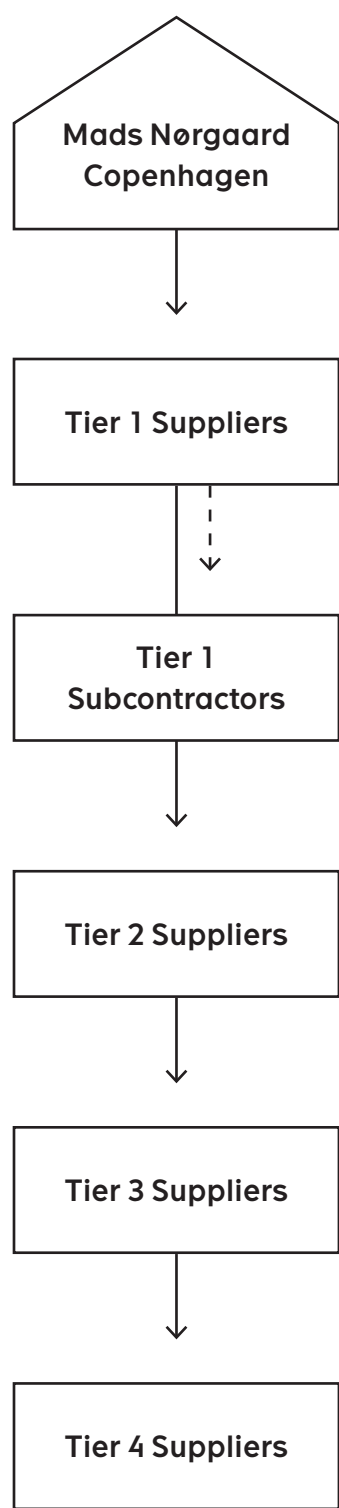
## Supply Chain

The Fashion industry is heavily human-labor intensive. The production of clothes is mainly achieved via manual labor within complex supply chains. Textile production facilities are often based in jurisdictions with weak social compliance with labor rights or human rights in general.

Some of the biggest challenges when addressing social compliance within the textile supply chain are untransparent supply chains and unclear partnerships between brand and supplier. Change can only happen when there is an awareness of the challenges faced by workers in textile production. This awareness can be raised by fostering dialogue between different stakeholders and workers on the ground.

The supply chain is long and MNC PH primarily operates with one direct business relationship between several partners. This partner is also defined as Tier 1 in the supply chain and usually acts on the production side assembling the collection.

Tiers Explainer



Tier 1 Suppliers

Direct business partner.  
In some cases, an agent functions as an intermediary in this cooperation and the Tier 1 suppliers can have several satellite locations under its ownership.  
Provide our readymade garments and accessories.

Tier 1 Subcontractors

Selected by our Tier 1 suppliers and have a direct business relationship with Tier 1.  
Provide: Cut-Make-Trim processes to Tier 1, for example sewing support in peak season or, special products that require special machinery.  
Provide Support Processes to Tier 1: cutting, embroidery, screen-printing, washing, ironing, garment knitting, packing, finishing and any other related processes used to transform processed materials into finished garments.

Tier 2 suppliers

Direct business relation with Tier 1 suppliers.  
Provide fabrics, buttons, zippers, labels, batches, fabric dyeing.

Tier 3 suppliers

Direct business relation with Tier 2 suppliers.  
Provide Materials used in the production of fabrics and trims such as yarns, plastics or wood for buttons, metal for zippers.

Tier 4 suppliers

Direct business relationship with Tier 3 or via intermediary parties.  
Provide raw material to Tier 3, i.e., cotton, wool or polyester.





### Shaping the Supply Chain

MNCPH's goal is for 90% of the brand's collections to come from so-called FOCUS SUPPLIERS characterised by:

- A.** An equal partnership relationship which is already in place, or can be established.
- B.** An interest in elevating social compliance in support of their workers to a high level.
- C.** An interest in further investment towards environmental issues.
- D.** Can be visited regularly, to be present for the management and the workers as a brand.
- E.** Trusted to be responsible and reliable with orders.

The remaining 10% of MNCPH's collections can be sourced from so-called "tail-end suppliers", characterised as:

- F.** Suppliers which provide highly seasonal-specific and / or segmented products within our collection, primarily in small quantities.
- G.** Due to the niche products provided by these suppliers, MNCPH often has little leverage in these partnerships.

Commitment 2021

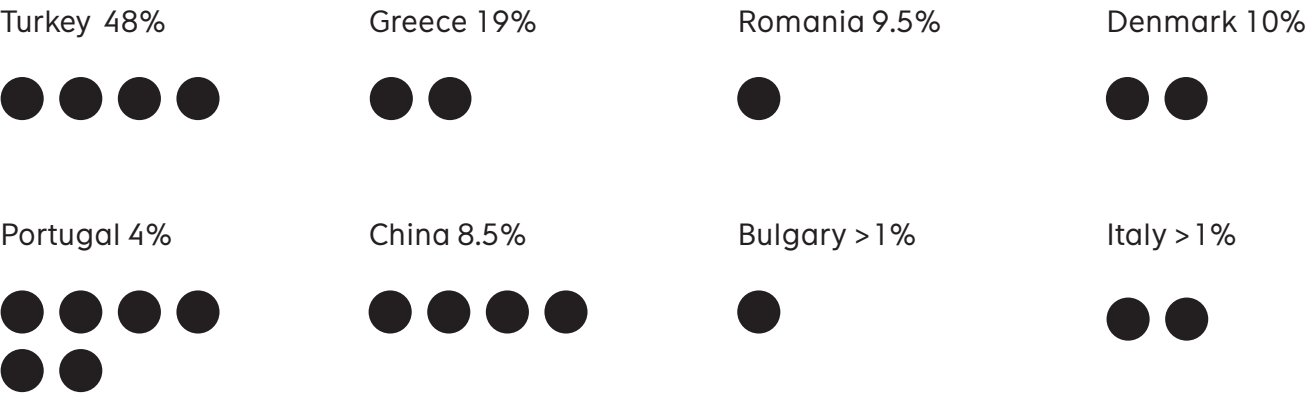
By the end of 2021, MNCPH will extend the mapping of all Cut-Make-Trim subcontractors and satellite locations to achieve full transparency across the Tier 1 Cut-Make-Trim Stage.

Result

MNCPH succeeded in mapping the full supply chain of Tier 1 and their subcontractors on the cut-make-trim processes by September 2021.

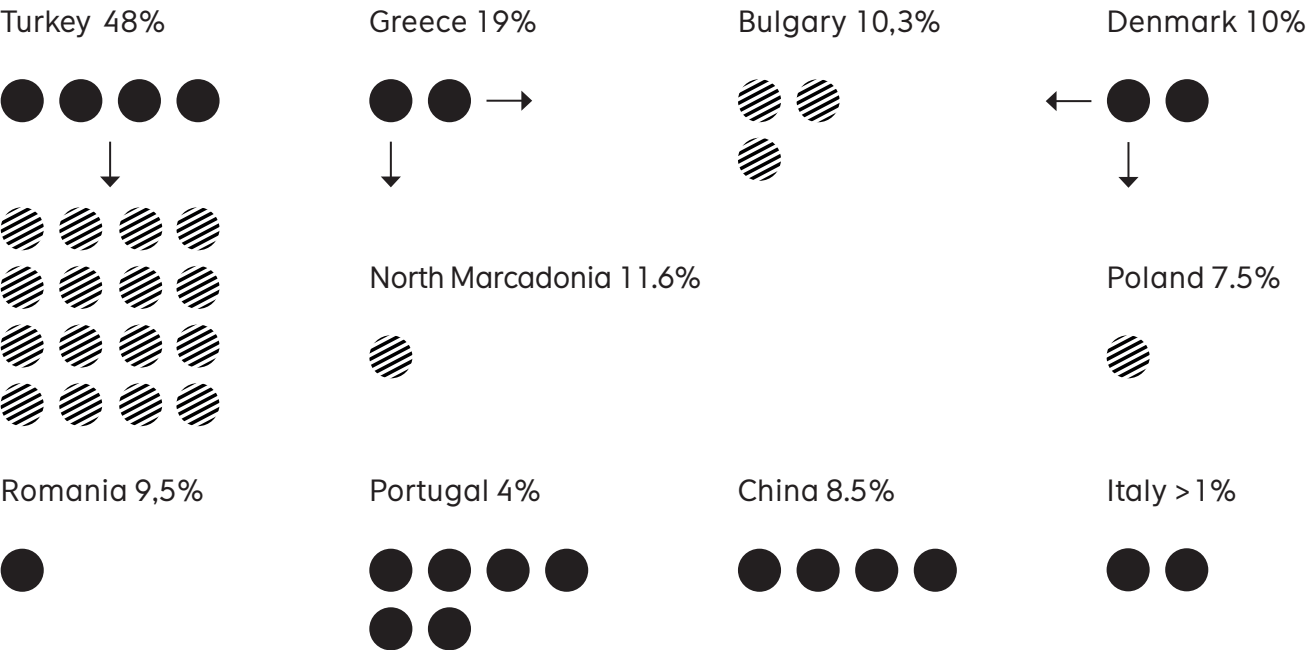
Our Direct Partners

Direct Partners ● Subcontractors ▨



Our Direct Partners - Assambly Stage

When unfolding the Tier 1 suppliers and evaluating subcontractors within cut-make-trim, the supply chain extended to the following:





**Commitment 2021**

**MNCPH will extend the mapping of subcontractors within the Tier 1 assembly stage and Tier 2 suppliers to expand the risk assessment of the supply chain. The target for achieving full transparency of Tier 2 suppliers is 2023, while the target for full transparency of the assembly stage of Tier 1 is the end of 2022.**

**Result**

Mapping of Tier 2 suppliers has begun. The challenge is to store and manage the data in a way that the company can actively work with it and develop the mapping in accordance with CSR-related questions such as social compliance and environmental compliance.

**From 2021, MNCPH will develop a checklist to be used on-site at production facility visitations. This will create the foundation for an ongoing dialogue about social compliance with all suppliers in the supply chain.**

**Result**

Due to COVID travel restrictions, visitations began in mid-2021 with limited scope. MNCPH managed to visit two focus suppliers, based in Turkey. The decision was made to not yet use the checklist actively. The CSR Responsible and supply chain manager concentrated on talks with the management about general strategy for social compliance and CSR. It was the aim of the CSR responsible and supply chain manager to first build a foundation of trust with the suppliers.

The checklist will be used for factory visits from 2022 and onwards.

**In 2021, MNCPH committed to finding the right partner to monitor social compliance in the assembly stage and to start an in-depth social dialogue with all Tier 1 suppliers and possible subcontractors, to ensure continuous improvement of working conditions beyond local legal frameworks.**

**Result**

MNCPH became a proud member of the Fair Wear Foundation in October 2021. The Fair Wear Foundation is a non-governmental, not-for-profit organization with the aim of improving working conditions within the textile supply chain by way of building alliances.

Fair Wear verifies the conditions at Tier 1 suppliers and their sub-contractors in accordance with the following eight Labor Codes:

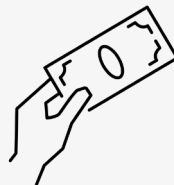
## Fair Wear Labor Codes



**1** Employment is freely chosen



**3** No discrimination in employment



**5** Payment of a living wage



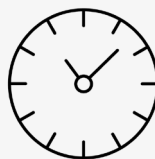
**7** Safe and healthy working conditions



**2** Freedom of association and the right to collective bargaining



**4** No exploitation of child labour



**6** Reasonable hours of work



**8** A legally binding employment relationship

Credit: Fair Wear

Through Fair Wear membership, MNC PH will have access to:

- A. Audits of working conditions at focus suppliers.
- B. Corrective Action Plans based on the audits' findings.
- C. Access to relevant information and tools to drive improvement at the factories, for example the living wage tool.
- D. A complaint hotline for workers in the factories.
- E. Workplace education programs for factory management and their workers.
- F. Communication support.
- G. Support and advice around how to support the supplier in providing decent working conditions.

Being a member of Fair Wear means that MNC PH acknowledges that problematic or substandard working conditions at Tier 1 suppliers and their subcontractors are not only created by the factory management, but also by the brand in its ways of working and lack of support for factory management.

Fair Wear therefore verifies the efforts of MNC PH and will report the results in the so-called Brand Performance Check. MNC PH's first Brand Performance Check will be published in Spring 2023.

## **Commitments 2022**

- **Social Compliance Audits among suppliers which account for 40% of MNCPH's collection.**
- **Invest in a traceability system that helps MNCPH to trace, map and visualize the supply chain based on each product.**
- **Create and implement a Human Rights Due Diligence Policy.**





## Partners / A Fair Business Relation

MNCPH is inevitably interrelated with all its wholesale partners. Based on the heritage from NPS, MNCPH considers it a responsibility to support physical retail, whilst tightening its focus on the expansion potential of the online store. As a company, MNCPH believes that one does not exist without the other and both platforms, online and physical retail, must benefit from each other and leverage their individual strengths.



# Product

**Given that the fashion industry is widely believed to be the second most polluting industry in the world and a participant in complex global supply chains, industry stakeholders have a responsibility to carry out improvements across a broad spectrum of areas. MNCPH has set out the following series of goals.**









## Materials Matter

MNCPH is committed to lessening the environmental impact of fibers used in its production by either using less water, less energy or less chemicals which are harmful to the environment in the production process - MNCPH has set out the MATERIALS MATTER strategy which presents several goals for lowering CO2 emissions and the use of water, electricity and / or chemicals in its products:

MNCPH has created an internal Fiber Tool, which is an ongoing evolving framework. The BETTER FIBER tool will make it easier for external suppliers and the internal team to reach our MATERIALS MATTER GOALS.





MNCPH categorises styles that contain a minimum 60% of the above BETTER FIBERS under the MATERIAL MATTERS category. Presently, **Better Fibers** for MNCPH are:

#### **Organic Cotton**

Less water and fewer chemicals are consumed during the farming process, leading to a decrease of CO2 emissions and better protection of the livelihoods connected to cotton farms.

#### **Recycled Cotton**

Saves water and energy, reduces GHG Emissions and textile waste.

#### **Recycled Polyester**

Saves water and energy, reduces GHG Emissions and textile waste.

#### **Recycled Polyamide**

saves water and energy, reduces GHG Emissions and textile waste.

#### **Recycled Wool**

A mechanical process, which allows wool to be recycled without adding new colours or chemicals, reducing energy consumption and greenhouse gas emissions from the production.

#### **Lenzing™ Ecovero™ Viscose**

Derived from certified renewable wood sources, using an eco-responsible production process in accordance with high environmental standards.

#### **Lenzing™ Tencel Modal™ / Lyocell**

Fibers are extracted from naturally grown beechwood via an environmentally responsible integrated pulp-to-fiber process, which is self-sufficient in energy and recovers co-products from component parts of the wood.

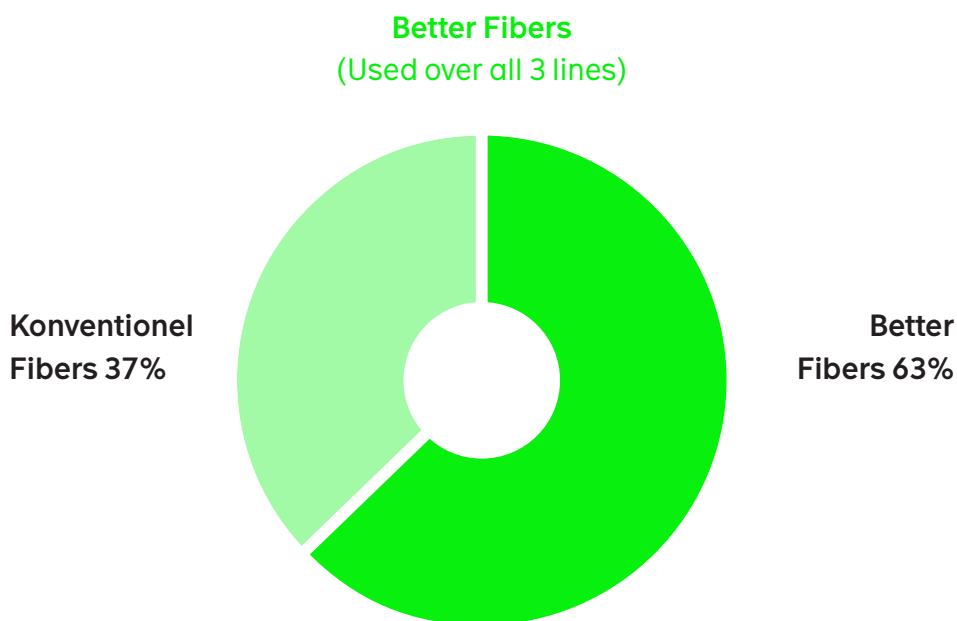
Composed of natural material, all TENCEL™ standard modal fibers are biodegradable and compostable under industrial, home, soil and marine conditions, so they can fully revert to nature.

## Commitment 2020

**That 70% of the 2022 collections live up to our MATERIALS MATTER category.**

### Results for 2021 Collections

Compared with the 2020 collections, 18% more of the 2021 total MNCPH collections contained 60% or more BETTER FIBERS and therefore lived up to the MATERIALS MATTER category.



**There is an increased focus on the use of post-consumer fibers instead of pre-consumer fibers. Pre-consumer fibers are derived during the production process of a fiber and made from material waste through the production process.**

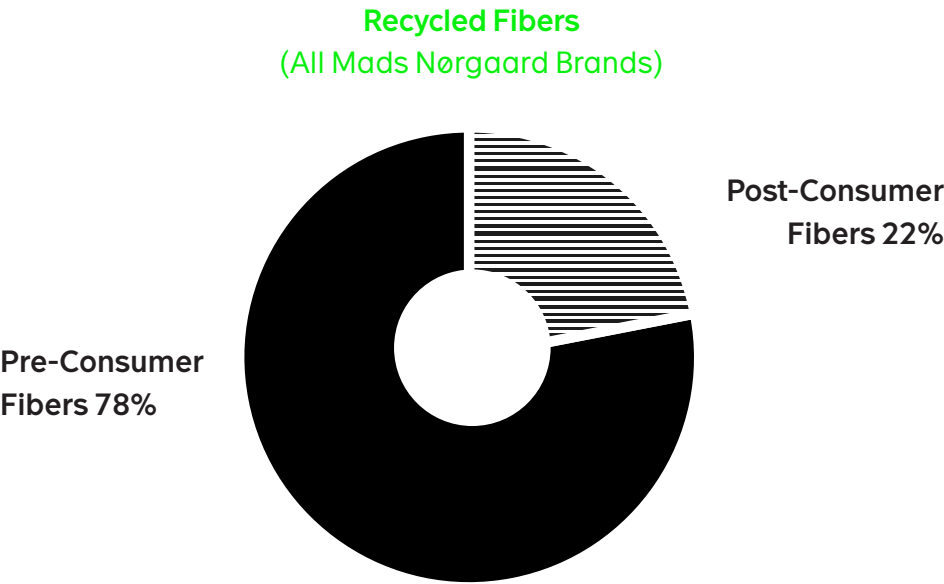
**Post-consumer fibers are derived from items that have already had a life, for example an existing garment or metre of fabric.**

**The goal is that by 2022, 80% of recycled fibers used in production will be post-consumer fibers.**

### Result

This goal is difficult to reach. The majority of recycled fibers used in MNCPH production remain pre-consumer fibers. Pre-Consumer fibers dominate the market and are therefore easier to source and quality control.

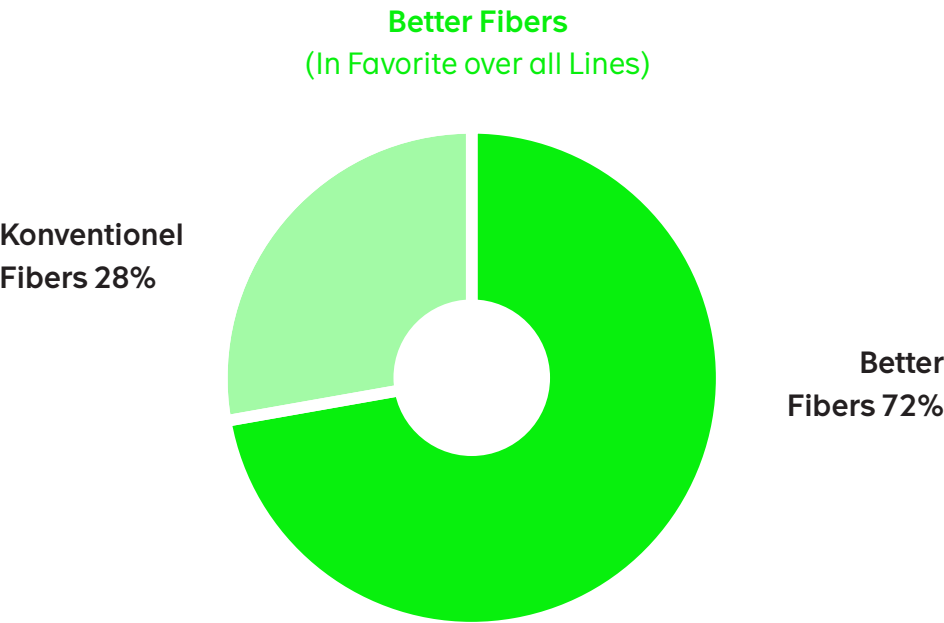
It is also easier to ensure they are compliant with restricted chemical guidelines. – Mads Nørgaard A/S will remain focused on post-consumer fibers in the sourcing process and will look into closer markets to source them.



Commitment 2020

By end of 2022, 90% of the favorite programs (NOOS styles) across all collections must be made from BETTER FIBERS:

Results for 2021 Collections



## Materials Matter Commitment to 2022

- For the 2022 collections, the aim is for 70% of the collections to be made from Better Fibers.
- A strong focus on chemical testing in post-consumer yarns to create a risk assessment and therefore evaluate whether the strategy of increased focus on post-consumer yarns can be realized.
- In order to prepare for a circular business model, MNCPH will begin tracking the amount of mono-materials used in the collections.





## Logistics

MNCPH is proud to run its own warehouse so that the company can stay close to its products and in this way, closer to its customers.

Incorporating warehousing into MNCPH's operations gives the company the possibility to shape conditions in an industry which can carry risks related to working conditions, due to high fluctuations because of peak seasonal dependence.

### Upstream Logistics

Another crucial aspect of simplifying the supply chain is to reduce the numbers of shipments from different locations.

Most MNCPH collections come from Eastern Europe and Turkey, with goods delivered via truck. Outerwear and some of the more technical accessories come mainly from China, usually in high volume, and a small percentage from India. All orders from China and India were shipped by rail in 2021. The transport of goods therefore only contributes 5% of our total Upstream Logistics greenhouse gas emissions.

## Commitment 2021

**By 2022, MNCPH is committed to consolidating all bulk shipments, to lower transport CO2 emissions related to production by a further 10%.**

### Results

MNCPH lacks data in this area and was unable to measure the goal. Growth in 2021 led to an increase of transport-related greenhouse gas emissions, although coming from fewer suppliers overall.

**MNCPH is working on using more responsible packaging materials in all B2B and B2C logistics operations.**

### Results

In 2021, MNCPH changed the packaging in the online store from cardboard packaging with additional filling materials such as silk paper and cardboard envelopes to a single FSC-certified paper bag. The use of the paper bag lowers the volume of packaging within the online shop logistics, as it is flexible and therefore uses less volume. Additionally, MNCPH also saves resources by using a single material for the packaging.

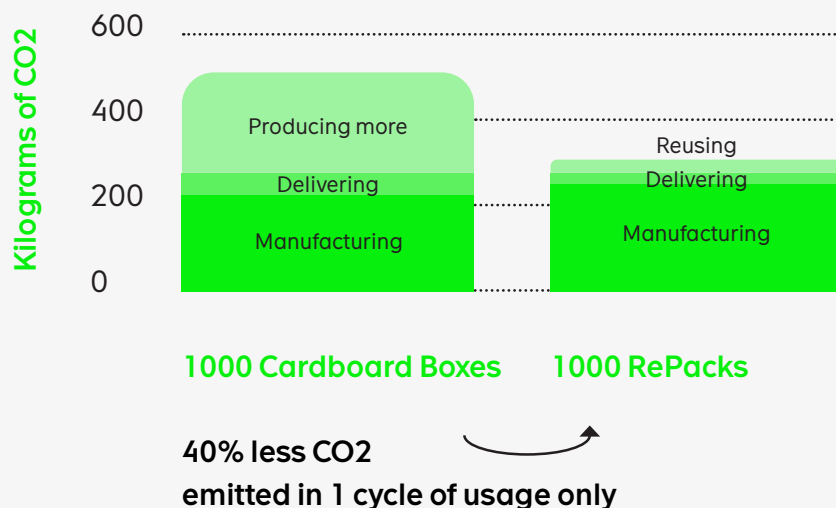
MNCPH is proud to offer Repack, a reusable packing method for B2C customers in the online shop. Repack is made of post-waste recycled polypropylene – a material chosen for its durability. The lasting quality of this material and the return process of REPACK which allows it to be used again leads to a 40% decrease in CO2 emissions after one cycle.

### Reusable is better than single-use even after one cycle!

Transports and Logistics are not the main cause of CO2 emissions. The main difference is in reusing VS manufacturing new packages.

This demonstration is only for one cycle, which means the more the cycles, the more you save waste and CO2!

Credit: RePack





## **Commitment 2022**

- Find a replacement for the standard polybag with lower environmental impact.
- Replace the shopping bags used in MNCPH and NPS stores.
- Promote Repack more in the online store to increase its usage.



## Own Premises

MNCPH employs 46 staff across all its business entities, across five different locations.

The headquarters are located in Amagertorv, Copenhagen and host the following departments: Finance, Design, Production, Comm /Marketing, Sales and CSR.

The warehouse is located at Priorparken in Brøndby, Denmark and hosts the warehouse, e-commerce and customer service departments.

MNCPH also has stores shops in Aarhus, Tulinsgade, Copenhagen and several consignment shop-in-shops. MNCPH also leads the operative management of Nørgaard på Strøget.

Making the right decision regarding which office supplies, food, paper, printer ink, packaging etc. to purchase can be challenging where guidelines are limited, particularly when different business entities and operations within the company are physically separate.



**Commitment 2021****Integrate the “What to Buy Where” guidelines internally.****Results**

The Guide was made part of the Staff Handbook which was rolled out in October 2021.

**Enroll MNCPH in an electric car-sharing system to facilitate easier commuting with a smaller CO2 impact when commuting between different locations within the organisation.****Results**

This goal has been put on hold because the majority of MNCPH and NPS staff commute by bicycle and public transport. This commitment was primarily intended to service staff working from both the Amagertorv location in central Copenhagen and our warehouse in Brøndby in outer Copenhagen. To better manage our internal resources and create change with a lasting effect, MNCPH has prioritized actions related to products and processes and has put this goal on hold until a later date.

**Ensure all MNCPH locations participate in the waste separation scheme provided by local authorities.****Results**

MNCPH reached this goal partially in our own warehouse. The requirements for managing functional waste separation within the cities Copenhagen and Aarhus make it challenging to store collected waste in an effective way. MNCPH is in dialogue with the local authorities and private waste management providers to find a solution to this problem.





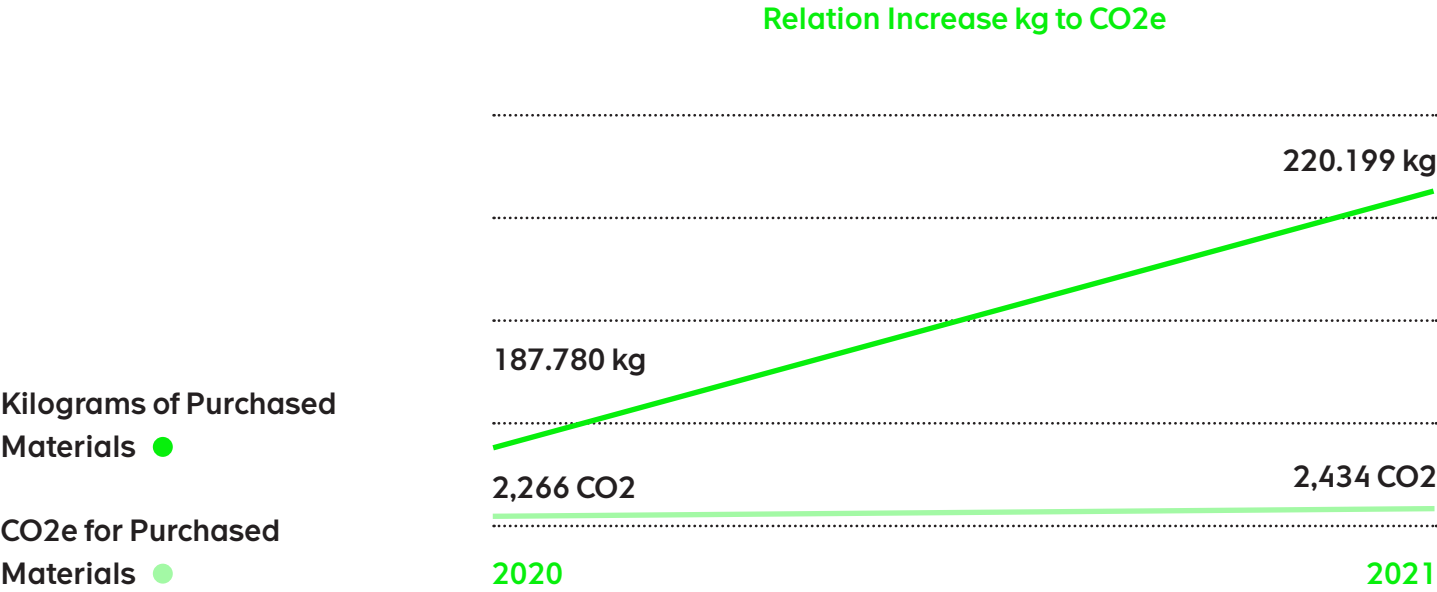
## Balancing the CO2 Footprint

The overall goal for MNC PH is always to lower its CO<sub>2</sub> footprint. However, we also acknowledge that our business will always carry a CO<sub>2</sub> footprint.

To track our CO<sub>2</sub> emissions, MNC PH works with Cemsys, a specialized sustainability consultancy delivering solutions for the entire Environmental Social Governance (ESG) segment. Through science-based targets, MNC PH tracks its CO<sub>2</sub> footprint.

In 2021, MNC PH was responsible for 2,785 Tones of CO<sub>2</sub> emissions. Of this, 87% came from purchased goods due to the materials used in our collections, and the global supply chain the materials are sourced through. Considering the growth of the company, MNC PH is proud to see that the CO<sub>2</sub> footprint from purchased goods has not grown in a linear way relative to the financial growth of the company, which can be attributed to the increased use of Better Fibers:





To compensate for CO2 emissions caused by production, MNCPH purchases ‘carbon credits’, which are invested into carbon removal projects. In 2021, we again invested in one such project – the Thor Heyerdahl Park in Myanmar where 15.000 Mangrove Trees will be planted. Each tree compensates for one ton of CO2 over the course of 20 years. This investment will generate carbon dioxide sequestration five times our annual CO2 emissions.

# Commitment to Never Do Nothing

Responsibility in what we do is not a project. It is not a goal to be reached. It is a never-ending focus in everything we do. To make a change in the fashion industry, we need to be constantly aware of our social and environmental impacts. Sustainability has become a growing industry, and every day we learn more.

This means we must constantly adjust our strategy to lower our negative environmental impact and work towards ensuring that the people in our value chain prosper from our cooperation.

Every small step counts and leads to the next step. For us, this is the way to tackle the challenges we face in the fashion industry. We thus commit to “Never do nothing.”







**MADS  
NØRGAARD**

NEVER DO NOTHING