



# **SUSTAINABILITY PROGRESS 2020/21**

**ON THE ROAD TO  
SUSTAINABLE HEADWEAR**

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**Alessandro Colle Tiz**  
Chairman Master Italia SpA

# ON THE ROAD TO SUSTAINABLE HEADWEAR

“Sustainability is not just an abstract concept: it’s a daily behavior. It’s not just a business occasion. It’s not just a responsibility. It’s a revolution. The natural evolution that every company must go through. We got it into our heads. And you?”



# LET'S ACCELERATE THE PATH TOWARDS SUSTAINABILITY

This document recounts our journey towards the ambitious challenge of sustainability, anticipates by one year the second edition of the Sustainability Report and summarises all the results achieved and the medium to long term objectives we have set ourselves.

We live in a historical period in which more and more people are rediscovering the pleasure of **buying less, but buying better**. We are therefore facing a real revolution, in which Master Italia had already begun to believe in 2018 with the launch of the first green models in the Atlantis collection.

Since then we have never stopped and have continued to improve our economic, environmental and social impacts. In September 2021 we published our **sustainability pledge**, committing to our stakeholders that the **Atlantis collection will be fully sustainable by 2025**.

How will we do this? By using materials and manufacturing processes that are more respectful of people and the environment, and by involving both our suppliers and our customers in this transition. In fact, we have already started: all the new models in the Atlantis 2021-2022 collection already fulfil this promise.

Our sustainability strategy 2022-2025 is an ambitious and evolving plan that rests on a solid foundation: the **17 Sustainable Development Goals (SDGs)** defined in the **United Nations 2030 Agenda**. It reflects who we are: a company that responsibly does its part to meet global challenges, with our feet in the present and a future-oriented strategic vision.



# OUR BUSINESS MODEL

**Product »  
Research and  
development »  
Design »  
Realisation**

**Brand »  
Atlantis**

**Logistics »  
Model  
Inbound /  
Outbound**

**Distribution »  
Indirect Channel »  
Direct channel »  
E-commerce Channel**

**Customers**

We continue to consolidate our efforts in the search for new materials and processes with a lower environmental impact, giving a strong character to the collections through the involvement of suppliers.

In addition to customer-branded products, we also offer our own Atlantis brand lines, which are characterised by a focus on comfort and the use of technical and sustainable materials.

We are committed to increasingly reducing the environmental impact of our logistics, favouring sea transport with sustainable companies (Clean Cargo™ Working Group), measuring the emissions associated with the distribution of finished products and tracking the product life cycle.

Our multi-channel strategy allows us to cover a wide range of markets in an effective and balanced way, ensuring the economic sustainability of our business in the medium to long term.

We consolidate existing targets. We develop communication lines and campaigns aimed at connecting with the most sustainability-aware targets, from millennials to Generation X and Generation Z.

# OUR 2020

## COVID FOCUS

During the pandemic, we found new ways to support our Stakeholders and contribute to lasting, positive change for society. In early 2020, our first concern was to ensure the health and safety of employees and their families. At the same time, one of our highest priorities was to keep our business relationships with suppliers and customers alive. Our company's supply chain, in fact, is strongly linked to the Chinese context. This circumstance has led to multiple issues related to the impacts that the pandemic has had on suppliers' factories and logistics management in general. Nevertheless, we have never failed to meet our commercial commitments and have guaranteed our customers not only the continuity of business, but also the level of quality that has always distinguished us.

To the right we list the main actions we have implemented in favor of our Stakeholders.

## EMPLOYEES

- Remote work activation by providing employees with the computer and digital tools necessary.
- Anticipation of layoffs.
- Continued dissemination of the guidelines for the prevention of contagions provided by the Protocol National Covid-19.
- Suspension of visits by suppliers/customers and all travel, giving priority to remote meetings.

## SUPPLIERS

- Risk analysis to identify major supply chain issues.
- Constant dialogue with suppliers and daily monitoring of production progress and product quality.
- No orders have been cancelled, continuing to support suppliers located in the Chinese cities most affected by the contagion.

## CUSTOMERS

- Constant dialogue with customers regarding the status of their orders, also evaluating the best transport alternatives in terms of rates and timing.
- Implementation of our "Academy from home", a series of educational-commercial videos about the company and its products.
- Launch of the *Virtual Tour* of our showroom.



# HIGHLIGHTS 2020

## REPORT

## FORD ECO RANGE

## '21 COLLECTION

## CODE OF CONDUCT

## CIKIS ASSESTMENT CARD

## TURNOVER

**first** Sustainability Report covering the **2018-2019 biennium**

a case-study of a **sustainable custom-made** project

**67%** of the Atlantis collection made in a **sustainable** way

to ensure an ethical and responsible production chain

analysis of **performance** and sustainability **objectives**

**13.543.000 €**

# HIGHLIGHTS 2021

## PROMISE

## WOMEN POWER

## COLLECTION '22

## SUPPLY CHAIN MANAGEMENT

## LCA

## R&D

## BOSCO DEI RACCONTI

**by 2025** the Atlantis collection will be **100% sustainable**

**73%** of **management** positions held by women

**100%** of Atlantis collection produced **sustainably**

**ethical and environmental** supply chain analysis

initiation of LCA **study** on Atlantis collection products

analysis of **materials, eco-design** and product **end of life**

**182** tons of CO<sub>2</sub> absorbed in **30 years**

\*Overall data from 2017 to 10/21



bottles recycled\*

**3.449.958**



grams of organic cotton\*

**8.541.079**



grams of recycled cotton\*

**2.578.873**



liters of water saved\*

**2.879.626**

# OUR SUSTAINABILITY GOALS



2018

Our sustainability journey begins with the introduction of the first Oeko-Tex® models, the adoption of more environmentally friendly dyeing processes and a traceability system for our products.



2019

Launch of the Green collection in recycled polyester and organic cotton.



2020

Publication of our first Sustainability Report.



2021

Publication of our Code of Conduct and expansion of our Green offer, with the introduction of the Polylana® fiber.



2022

Launch of the first entirely sustainable Atlantis collection.



2025

By 2025, the Atlantis collection will be made only from certified materials and manufacturing processes with reduced environmental impact.

# MARKETS AND CUSTOMERS

Between 2020 and 2021, we have consolidated our position internationally, confirming our position as a reference point in the sustainable headwear sector.

For our brand, the driving market is the United States, where Atlantis is largely present in its sustainable line. From the end of 2020 to the first half of 2021, this market has grown exponentially, accounting for more than 30% of total sales of sustainable products.

In Europe, on the other hand, Germany confirmed its status as the most receptive market for our green line. It is interesting to note that Italy, despite the difficult year behind it, in the first half of the year achieved a higher performance than other countries historically sensitive to this type of product, surpassing, albeit slightly, Finland and France.

Over the past three years, the composition of the green line has expanded significantly with the addition of new materials and production processes with reduced environmental and social impact, such as organic cotton, recycled fibers (cotton and polyester), PolyLANA®, Oeko-Tex®, dope dyed.

The weight of sustainable products on Atlantis collection sales has increased steadily from 3% in 2019, to 5% in 2020, to 9% in the first six months of 2021. In terms of quantity, we sold 164,500 sustainable hats in the first six months of 2021, compared to nearly 65,000 in the full year 2019 and 113,000 in 2020. Between January and June 2021 alone, therefore, we have already seen a 45% increase in terms of quantity sold compared to the whole of 2020. A trend that confirms that products with a lower impact on the environment and society enjoy growing interest among our customers.



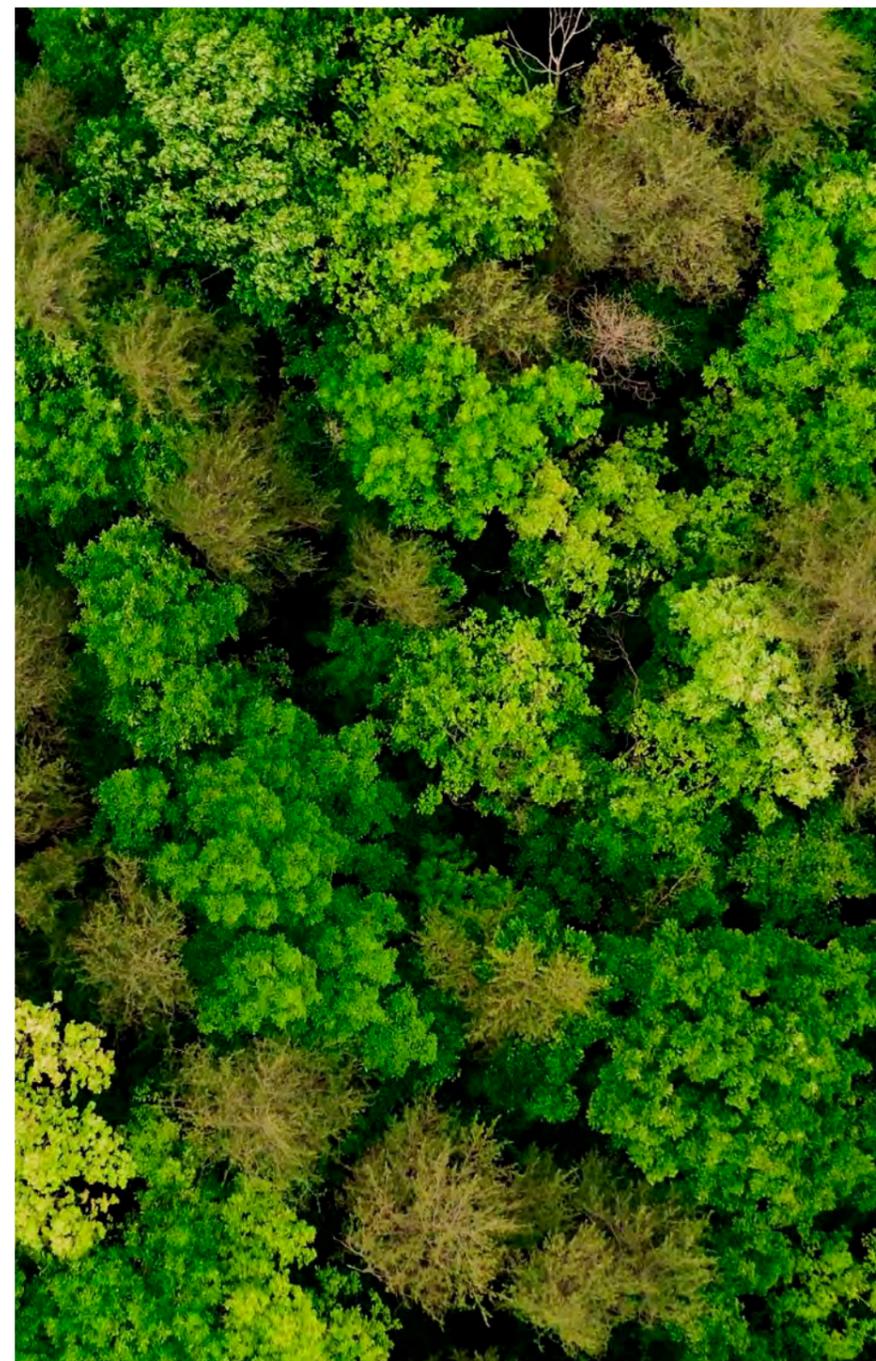
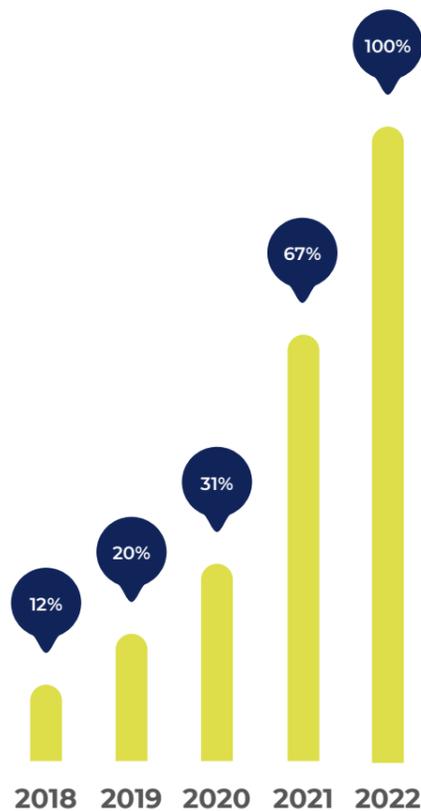
## SALE OF SUSTAINABLE PRODUCTS BY TERRITORY



# PRODUCTS AND MATERIALS

Beginning with the 2018 collection, we have started to make our products in an increasingly eco-friendly way, to the point where sustainable items have gone from representing 20% of new items in the 2019 collection, to 67% in 2021, to 100% in the 2022 collection. Atlantis' 2022-2025 strategy not only includes the introduction of new sustainable items, but also the replacement of models currently made with conventional materials and/or production processes with models that are faithful in design but made in a sustainable way, instead going on to eliminate items that will not be able to be part of this transition.

Sustainable articles on total new collection items



## GREEN ATLANTIS COLLECTION 2022



Of the total items in the Atlantis 2022 collection, including our best sellers and novelties, 18% were made sustainably using materials and manufacturing processes with less environmental impact.

**EXTRA-TAG AND LOGO SUSTAINABLE CHOICE** an aid to more easily identify the green products in the Atlantis collection and spread the word about our commitment to sustainability



# INTRODUCING OUR MATERIALS

The choice of best materials is based on strategic criteria, such as:

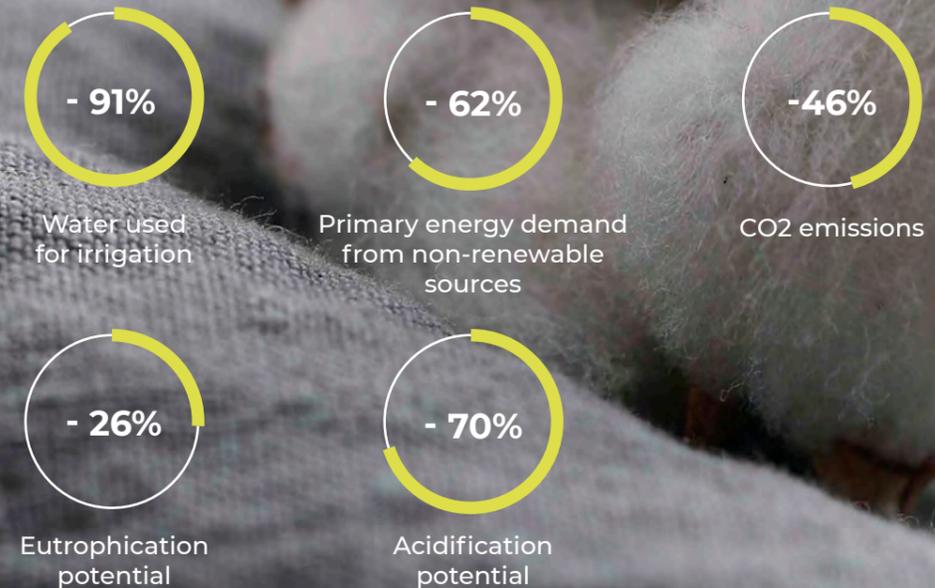
- their greater availability in the territory where our products are made, in order to reduce CO<sub>2</sub> emissions generated by transport;
- their better performance in terms of environmental impact compared to conventional materials, based both on the best-known benchmarks in the sector and on the LCA study that we are currently carrying out on our products.



## ORGANIC COTTON

Organic cotton comes from controlled and certified crops and is cultivated without the use of pesticides and chemical fertilizers, harmful to both the environment and workers. Choosing this material significantly reduces water consumption, preserves soil fertility and ensures better working conditions and health for farmers and their families.

**What you save by choosing organic cotton compared to conventional cotton\***  
(Comparison between 1,000 kg of cotton)



\*Source: Textile Exchange  
The technical data shown are indicative and purely for illustrative purposes.

# RECYCLED POLYESTER

Recycled polyester (rPET) is a material made by recycling used plastic bottles. This process produces new polymers that are transformed into textile fiber, which in turn can be recycled again to create other plastic items. Recycled polyester is a great example of a circular economy, reducing the use of petroleum-based resources and limiting the spread of plastic into the oceans.

This icon indicates how many bottles were recycled to make a hat



FIJI

Data based on number of bottles per m<sup>2</sup> provided by the supplier

What you save by choosing recycled polyester over conventional polyester\*  
(Comparison calculated on sales volumes)



\*Source: Repreve®  
The technical data shown are indicative and for illustrative purposes only.

# RECYCLED COTTON

Recycled cotton is a regenerated cotton fiber obtained from production waste, such as what you can find in our models (pre-consumer), or from fabrics that have reached the end of their life (post-consumer). Pieces of fabric are sorted by color, shredded into yarn and then into raw fiber, which in turn is reprocessed into yarn. In environmental terms, recycled cotton is a sustainable choice over both conventional and organic cotton.

What we save by choosing recycled cotton over conventional cotton\*



\*Source: Textile Exchange | \*\*Fonte: BeSustainable  
The technical data shown are indicative and for illustrative purposes only.

# POLYLANA®

Polylana® is an innovative fiber with reduced environmental impact that can be used as a sustainable alternative to acrylic. In order to improve performance in terms of sustainability, functionality and aesthetics Polylana® can be blended with other fibers. In addition, Polylana® fiber can be dyed at low temperatures giving the product, once knitted, a unique delicacy and texture. In terms of traceability, the AWARE™ system allows the Polylana® fiber to be identified in the final product, even after knitting.

This icon indicates how many liters of water have been saved per beanie



OAK

(Comparison between a 60% Polylana® and 40% Acrylic fabric and a 100% Acrylic fabric)  
Data based on Polylana® LCA information

What we save by choosing Polylana® over acrylic\*  
(comparison of 1 kg of fiber before dyeing)



\*Source: Polylana®  
The technical data shown are indicative and for illustrative purposes only.

## DOPE-DYEING

Dyeing called Dope-Dyeing is commonly associated with recycled polyester. It consists of adding the colored pigment directly to the molten plastic solution, before the fiber is made. Unlike traditional processes in which yarns are manufactured and then dyed, with dope-dyeing the pigments are trapped within the plastic during the process of turning it into a solid form, becoming part of the new yarn. This approach allows dyeing to be done by heat transfer, without immersion in water.

What you save by choosing dope dyeing\*  
(Comparison between virgin polyester and recycled polyester dyed by dope dyeing)



reduction in energy consumption



reduction of water used



reduction of waste derived from production



reduction of CO<sub>2</sub> emissions

\*Source: Textile Exchange  
The technical data shown are indicative and purely for explanatory purposes

# OUR SUSTAINABILITY STRATEGY



## PRODUCT AND SUPPLY CHAIN

- We are committed to making the Atlantis collection entirely sustainable by 2025
- We invest in R&D and product innovation, with a view to a circular economy
- We raise awareness in the supply chain on issues of ethics and workers' rights
- We act in a transparent way in our relations with customers regarding the products and services we offer.



## ENVIRONMENT

- We raise the awareness of the Supply Chain to pursue practices for the reduction of environmental impacts (also stimulating the choice of certification)
- We evaluate suppliers on the basis of their ethical and environmental performance
- We propose more environmentally friendly logistics solutions.



## PEOPLE

- We promote sustainable, inclusive and sustainable economic growth, full employment and decent work for our employees and partners
- We value our employees and invest in their professionalism
- We value our roots in the local community

# PRODUCT AND SUPPLY CHAIN

## OUR APPROACH

### 01.

We are committed to making the Atlantis collection entirely sustainable by 2025

### 02.

We invest in R&D and product innovation with a view to a circular economy

### 03.

We raise awareness in the supply chain on issues of ethics and workers' rights

### 04.

We act transparently in our dealings with our customers regarding the products and services we offer.

## GOALS ACHIEVED

### Development of products made with sustainable materials

Since 2018, we have introduced sustainable materials with reduced social and environmental impact in the Atlantis collection. We have focused on using OEKO-TEX® STANDARD 100 certified materials, one of the world's best-known labels and synonymous with product safety, on choosing more environmentally friendly production processes, such as dope dyeing, and materials such as organic cotton, recycled cotton and polyester and Polylana® fiber.

In 2021, we established a partnership with a textile company to supply sustainable fabrics and develop manufacturing solutions with a lower environmental impact. This allowed us to take the first concrete step toward more conscious and responsible design and more direct control of the supply chain. Specifically, we made the first experience of direct purchase of organic cotton twill grown in Kyrgyzstan, and development of an innovative dope dyed recycled polyester fabric, combining material and process sustainability in a single product.

With the guidance of Crossing Srl, at the beginning of 2021 we participated in the European call ELIIT, specific to textiles, with a project that aimed to: eliminate toxic water-repellent and antimicrobial chemicals used for finishing; reduce the consumption of synthetic polymers of fossil origin by 20%; totally eliminate metals contained in products; manage the end-of-life of products by using the caps to make asphalt additives

### Sustainable articles on total new collection items



continued>



### Development of sustainable custom-made projects: the Ford case

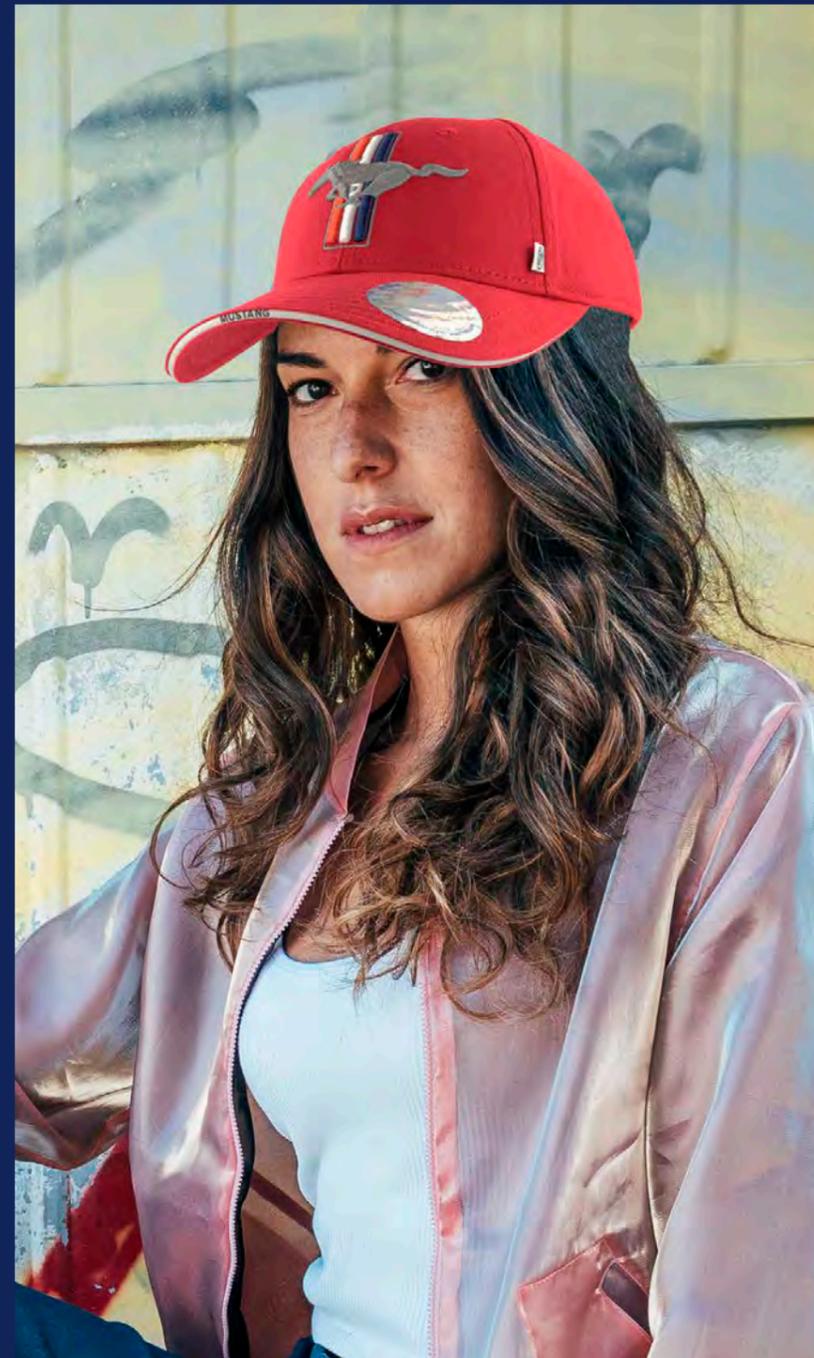
We realized for Ford the Ford Eco Range Collection, transforming a collection usually developed on the basis of conventional materials into a sustainable collection made with recycled materials with lower environmental impact (specifically, GRS certified recycled cotton).

### Research and development on recycling and recyclability of packaging materials

We prefer to use FSC or recycled paper. While in 2020 the transition to these types of paper was limited to marketing tools, in 2021 the project was extended to include packaging used for shipping (our biggest impact in terms of volume).

Currently, due to sourcing issues, our suppliers use recycled paperboard, but in the future we would like to introduce a channel for the FSC alternative as well. For suppliers who have difficulty in finding recycled cardboard on their own, an agreement has been activated with a company identified by Master Italia.

Starting with the 2021 collection, we have reduced the number of tags present on Atlantis products (previously two or three, now one tag per item).



### Supply chain awareness

Master Italia is committed to ensuring an ethical and responsible supply chain that respects international labor standards as well as local laws. For this reason, at the beginning of 2021 we asked our suppliers to sign a new, more comprehensive and binding Code of Conduct, in order to ensure that the production process is carried out in compliance with these principles. The document is available online.

We have updated the management and monitoring model of our supply chain with a focus on identifying and mitigating risks, and creating internal checks and processes to ensure effective control.

To ensure that our supply chain is free from the risk of forced labor - with a focus on the situation in Xinjiang, we surveyed a representative sample of suppliers in the first half of 2021. The data was reviewed with the support of SGS Italia SpA and will form the basis for subsequent supply chain awareness and training efforts.



Specifically, suppliers were asked to provide information on:

- production site, composition of employees, volumes of goods produced and energy consumption;
- origin of raw materials and traceability;
- reconstruction of the supply and sub-supply chain;
- respect for human rights and workers' rights;
- environmental management.

continued>



## Extending Traceability to Custom and Private Label products

We care about traceability and transparency. The first QR code labels were implemented in Atlantis items three years ago. By scanning the QR code, the user has access to the product's passport and can consult information about the production area, ports of departure and arrival, quality control, transportation and technical specifications. Some Atlantis caps also incorporate an NFC (Near Field Communication) tag, which allows the user to access additional information about the product and the company.

Traceability systems through QR code and NFC tags are also available, only on specific request, for customized and Private Label products.



## INITIATED PROJECTS

### Life cycle analysis (LCA)

With the support of SCF international Srl, we have started to analyze the life cycle of our hats, starting from the most representative articles of our collection. This project will not only allow us to know more about the production dynamics, giving us more elements to evaluate future design solutions from an ecodesign point of view, but also to quantify the environmental impact of our supply chain. In this way, we will be able to evaluate how to improve our performance on the one hand, and implement targeted compensation activities on the other.

### Analysis of end of life and circularity of products

With the support of Crossing Srl, a spin-off of Ca' Foscari University of Venice, we have carried out an analysis of the fibers currently used and their environmental impacts, with the aim of identifying more sustainable solutions in terms of design of articles and management of their end of life.

The medium-long term objectives identified by the project are as follows:

- reduction of materials used (preference for mono-material products to facilitate recycling);
- design of products in ecodesign;
- separation and reuse of possible waste (even in industries other than textiles).

The intent is therefore to reduce waste as much as possible, making sure that the hats, once they reach their end of life, can be recycled or reused.



## OUR COMMITMENT (GOALS 2022-2025)

### By 2025, the Atlantis collection will be entirely reduced environmental impact

In 2021, we made a public commitment to make the Atlantis collection entirely sustainable by 2025. This means that starting with the 2022 collection, all new models will be made using materials and manufacturing processes that are kinder to people and the environment.

Models that cannot be converted, i.e. whose conventional materials cannot be replaced with lower impact materials, will be removed from the collection.



100%  
SUSTAINABLE  
by 2025

### Dialogue with consumers

The end users of hats play a fundamental role in the end-of-life management of the product. For this reason, we would like to provide consumers with all the information and tools they need to reduce the environmental impact of the product both during use, thus extending the life of the hat, and at the end of its life, when the garment is worn out and can no longer be used. To transmit this information, we will favor digital tools, such as special labels, QR codes and NFC tags.

### Mitigating risks and creating greater transparency within the supply chain

After reviewing the data gathered from the supplier questionnaires, we will undertake awareness raising and supply chain training. At the same time, we will implement a monitoring system to ensure that risk mitigation actions are in place.

The outcome of the LCA study will also provide us with important data to raise awareness and engage suppliers on the environmental implications of their manufacturing operations.

### Carbon Footprint Certification

Once we have the results of the LCA study, we will start the process of certifying our products with the Carbon Footprint standard.

### Implement the traceability system

We aim to implement the current traceability system in order to share with our stakeholders and end consumers more information about the supply chain, the composition of the hat, the positive impacts in terms of CO2, water and energy consumed, how to care for the product to increase its durability, and end-of-life management.

### Continuous investment in Research and Development

In order to deliver on our sustainability promise, it will be critical to continue to invest in R&D, both in terms of materials and manufacturing processes, including packaging solutions, and in terms of eco-design product development.



# ENVIRONMENT

**Reduction of indirect environmental impacts:**  
Emissions, Water, Energy, Discharge and waste management

**Reduction of direct environmental impacts:**  
Raw material consumption, Emissions/Energy, Waste management

## OUR APPROACH

### 01.

**Sensitize the Supply Chain to pursue practices to reduce environmental impacts (also by stimulating the choice of sector certifications)**

### 02.

**We evaluate suppliers on the basis of their ethical-environmental performance**

### 03.

**We propose more environmentally friendly logistics solutions**

## OBJECTIVES ACHIEVED

### Monitoring of key environmental impacts in the supply chain

In the 2020-2021 period, due to the direct effect of the pandemic situation, we had to reschedule the actions planned to reduce our environmental impacts.

With regard to action on direct impacts, we have made energy efficiency improvements at the headquarters of Master Italia, such as the purchase of a new generation condensing boiler and the replacement of neon lights (about 440) with LED ceiling panels (about 40).

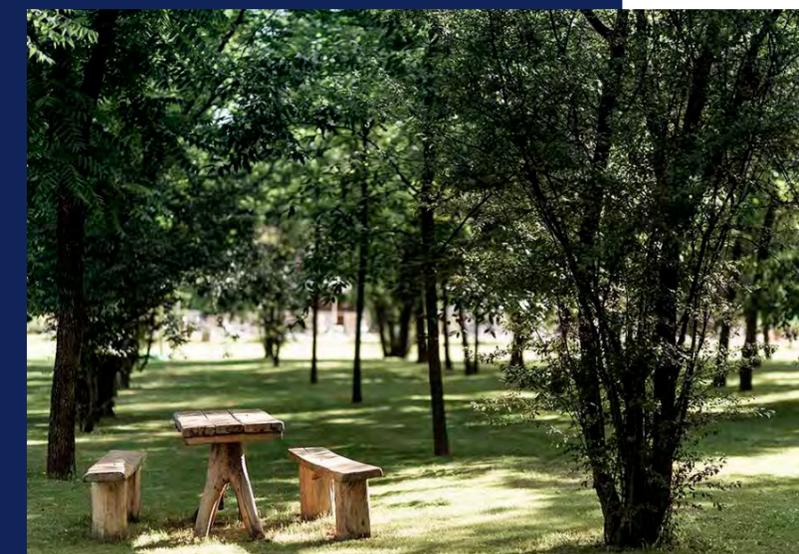
With respect to indirect impacts, which as far as we are concerned are more relevant, we have implemented the supply chain management and monitoring model. The supplier questionnaire carried out at the beginning of 2021 allowed us to collect relevant data in this regard.

## PROJECTS LAUNCHED

### Promotion of sustainable forest management and offsetting of emissions generated

The property of Master Italia has a private forest at the country house "Casa dei Racconti", about 8 km from the company headquarters. The forest includes almost 600 plants that from planting to date have absorbed about 182 tons of CO<sub>2</sub>.

The project involves the census and geo-referencing of the shrub flora present in the site, the preparation of a technical report that also illustrates the CO<sub>2</sub> captured by each plant surveyed, the development of a digital thematic map, the creation of illustrative hard panels to be placed inside the forest. The technical realization has been entrusted to Divisione Energia Srl, a firm specialized in energy and environmental projects.





## OUR COMMITMENT (GOALS 2022-2025)

### Measuring the impact of Master Italia's headquarters

Among the short-medium term objectives we have set ourselves the task of quantifying the environmental impact of our Italian headquarters, despite the fact that it is not used for production but only for commercial offices and warehouse.

In fact, on several occasions, we have been forced to use air transport to meet customer deadlines.

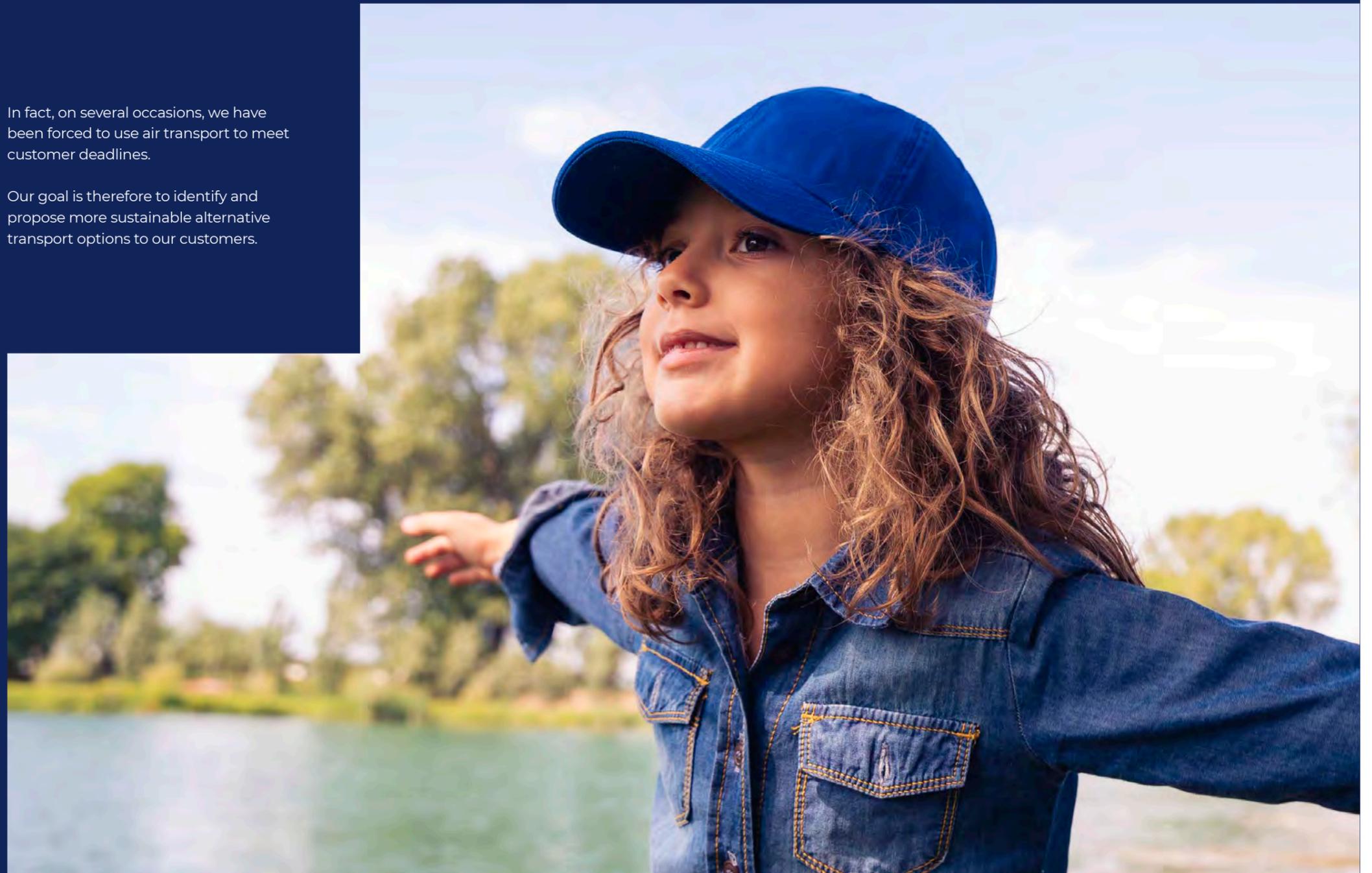
Our goal is therefore to identify and propose more sustainable alternative transport options to our customers.

### Offsetting Master Italia's CO2 emissions

Thanks to the data collected on our direct and indirect emissions (also through LCA analysis), we will implement projects to offset on a large scale the CO2 produced by our activity.

### Reducing the environmental impact of transport

We want to reduce the environmental impact caused by our transport activities. This goal was already planned for 2021, but has been postponed due to the effects caused by the pandemic in terms of increased costs and timing of shipments by ship.





# PEOPLE

## OUR APPROACH

### 01.

We encourage lasting, inclusive and sustainable economic growth, full employment and decent work for our employees and associates

### 02.

We value our employees and invest in their professionalism

### 03.

We value our roots in the local community



## OBJECTIVES ACHIEVED

### Recruitment of young people and enhancement of female participation

In the last three years the number of Master Italia's employees has steadily increased, reaching 36 in 2021. During the current year there have been three hirings, one under 30 and two under 25. As far as the presence of women is concerned, at least 58% of employees and about 73% of managerial roles are female.

### Investment in employee training

During 2021, three types of training courses were organized: updating at the IT level (Microsoft365, Firewall Palo Alto, Nutanix, Cit, Jasper), course on scientific communication and sales techniques, course on chemical conformity of the product and process in companies of the fashion system. The courses involved about five offices: commercial, product, marketing, CSR and IT.

continued >





## Learning and training opportunities also for local students

We continue to host students from local schools for alternating school-work experiences or internships.

In 2021, we took part in the orientation program of the Liceo Scientifico Galileo Galilei of San Donà di Piave, deepening the theme of sustainability and explaining to students how relevant professionals in this field are and will be in the future.

Also in 2021, we participated in the Crehacktivity initiative, a Hackathon organized by the municipalities of the Eastern Veneto region with the support of the UniSMART Foundation of the University of Padua, and involving fifth-grade and university students. Master Italia proposed to the students to develop a project related to the traceability of their products and to the communication of sustainability to the target of generation Z.

Every year we support financially the Ca'Foscari Alumni Association with a contribution aimed at financing initiatives addressed to students (such as scholarships, materials, events, etc.).



## PROJECTS LAUNCHED

### Updating of the Code of Business Ethics

The Code of Business Ethics is being updated in order not only to harmonize the text with the new Code of Conduct, but also to integrate business integrity tools within it. This document will be used within the company and will also constitute a policy for our downstream stakeholders.





# OUR COMMITMENT (GOALS 2022-2025)

## Stakeholder engagement plan

We are structuring a stakeholder engagement plan in order to raise awareness about sustainable products and CSR initiatives promoted by the company. We would like our Stakeholders to join the sustainable transition and to be inspired to act, together with us, in a more responsible way towards people and the environment.

With the activation of the new website, prospects, distributors and customers will be submitted to a short questionnaire containing some questions aimed at measuring their attitude towards sustainability

## Investing in employee welfare and training

We intend to develop a corporate welfare plan built on the real needs of employees. In addition, to ensure that everyone has the opportunity to train and improve their skills, we are going to invest in a more structured way in staff training.

## B Corp Certification

We have a short to medium term goal of becoming a B Corp certified company. B Corp certified companies voluntarily and formally choose to produce both social and environmental benefits while achieving their economic results, creating value not only for shareholders but also for all stakeholders.





THANK YOU FOR  
CHECKING IN

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[atlantisheadwear.com](http://atlantisheadwear.com)