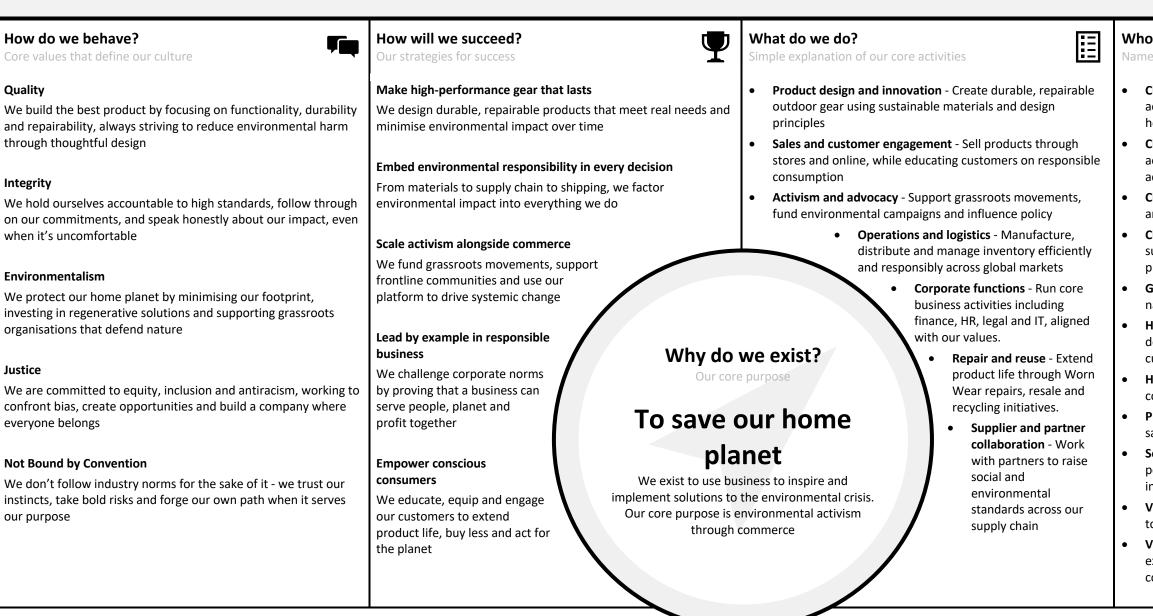
Team Alignment Canvas

Organisation/team patagonia



Where are we going?

Our vision, represented by two or three 5-to-10-year big hairy audacious goals (BHAGs), each defined as an objective and key result (OKR)

1. Become a fully regenerative company

impactsociety.co

Objective: Shift from reducing harm to actively restoring nature through our products, practices and partnerships

Key results:

- Source 100% of cotton from certified regenerative organic farms by 2027
- Launch 5 large-scale restoration initiatives by 2028, focused on soil, water or biodiversitv
- Support 50 supply chain partners in adopting regenerative practices by 2030

2. Achieve net-zero emissions across our value chain

Objective: Eliminate or neutralise all scope 1, 2 and 3 emissions by 2040 Key results:

- Reduce Scope 1 and 2 emissions by 80% and Scope 3 by 55% by 2030 (vs FY2017 • baseline)
- Fully eliminate virgin petroleum-based textiles and packaging by 2025
- Offset remaining emissions with verified nature-based carbon removal by 2040

3. Redefine ownership through circularity and community

clothing and gear

Key results:

- 2030
- repair, resale and activism hubs



ImpactSociety.

This work is licensed under Creative Commons Attribution Non-Commercial ShareAlike 4.0 International License, and inspired by Patrick Lencioni's six questions from his book, The Advantage, Simon Sinek's golden circle model from his book, Start With Why, and the Business Model Canvas by Strategyzer

Last updated June 2025

Who does what? Name, title and purpose for each team role

- Chief Executive Officer Holds the whole organisation accountable to its mission and steers strategy to protect our home planet
- Chief Impact and Communications Officer Amplifies our activism, transparency and storytelling to inspire action and accountability
- Chief People and Culture Officer Fosters a just, inclusive and supportive workplace where all employees can thrive
- Chief Supply Chain Officer Builds a resilient, ethical and sustainable supply chain that honours both people and planet
- **General Counsel** Safeguards our integrity and helps us navigate risk while staying true to our values
- Head of Global Business Operations Ensures our operations deliver seamless, values-aligned experiences across retail and customer service
- Head of Retail Brings our mission to life in stores by connecting customers to products, people and purpose
- President Drives growth and impact by integrating product, sales and marketing around our core purpose
- Senior Director, Talent Marketplace Unlocks people's potential through thoughtful talent strategy and purposeful internal mobility
- VP, Creative Studio Crafts the visual language of our brand to express what we stand for and believe in
- VP, Product Creation Creates gear that performs exceptionally while embodying our environmental commitments



Objective: Build a repair-first, reuse-driven model that reshapes how customers relate to

• Generate 50% of product volume through Worn Wear, resale, rental or repair by

Triple global repair capacity by 2027 across stores, hubs and mail-in programs Launch a Patagonia Community Share model in 5 countries by 2028, enabling local

