

Team Alignment Canvas

<div><div>How do we behave?</div><div>Core values that define our culture</div><div><div>Quality</div><div>We build the best product by focusing on functionality, durability and repairability, always striving to reduce environmental harm through thoughtful design</div></div><div><div>Integrity</div><div>We hold ourselves accountable to high standards, follow through on our commitments, and speak honestly about our impact, even when it's uncomfortable</div></div><div><div>Environmentalism</div><div>We protect our home planet by minimising our footprint, investing in regenerative solutions and supporting grassroots organisations that defend nature</div></div><div><div>Justice</div><div>We are committed to equity, inclusion and antiracism, working to confront bias, create opportunities and build a company where everyone belongs</div></div><div><div>Not Bound by Convention</div><div>We don't follow industry norms for the sake of it - we trust our instincts, take bold risks and forge our own path when it serves our purpose</div></div></div>	<div><div>How will we succeed?</div><div>Our strategies for success</div><div><div>Make high-performance gear that lasts</div><div>We design durable, repairable products that meet real needs and minimise environmental impact over time</div></div><div><div>Embed environmental responsibility in every decision</div><div>From materials to supply chain to shipping, we factor environmental impact into everything we do</div></div><div><div>Scale activism alongside commerce</div><div>We fund grassroots movements, support frontline communities and use our platform to drive systemic change</div></div><div><div>Lead by example in responsible business</div><div>We challenge corporate norms by proving that a business can serve people, planet and profit together</div></div><div><div>Empower conscious consumers</div><div>We educate, equip and engage our customers to extend product life, buy less and act for the planet</div></div></div>	<div><div>What do we do?</div><div>Simple explanation of our core activities</div><div><div>Product design and innovation</div><div>Create durable, repairable outdoor gear using sustainable materials and design principles</div></div><div><div>Sales and customer engagement</div><div>Sell products through stores and online, while educating customers on responsible consumption</div></div><div><div>Activism and advocacy</div><div>Support grassroots movements, fund environmental campaigns and influence policy</div></div><div><div>Operations and logistics</div><div>Manufacture, distribute and manage inventory efficiently and responsibly across global markets</div></div><div><div>Corporate functions</div><div>Run core business activities including finance, HR, legal and IT, aligned with our values.</div></div><div><div>Repair and reuse</div><div>Extend product life through Worn Wear repairs, resale and recycling initiatives.</div></div><div><div>Supplier and partner collaboration</div><div>Work with partners to raise social and environmental standards across our supply chain</div></div></div>	<div><div>Who does what?</div><div>Name, title and purpose for each team role</div><div><div>Chief Executive Officer</div><div>Holds the whole organisation accountable to its mission and steers strategy to protect our home planet</div></div><div><div>Chief Impact and Communications Officer</div><div>Amplifies our activism, transparency and storytelling to inspire action and accountability</div></div><div><div>Chief People and Culture Officer</div><div>Fosters a just, inclusive and supportive workplace where all employees can thrive</div></div><div><div>Chief Supply Chain Officer</div><div>Builds a resilient, ethical and sustainable supply chain that honours both people and planet</div></div><div><div>General Counsel</div><div>Safeguards our integrity and helps us navigate risk while staying true to our values</div></div><div><div>Head of Global Business Operations</div><div>Ensures our operations deliver seamless, values-aligned experiences across retail and customer service</div></div><div><div>Head of Retail</div><div>Brings our mission to life in stores by connecting customers to products, people and purpose</div></div><div><div>President</div><div>Drives growth and impact by integrating product, sales and marketing around our core purpose</div></div><div><div>Senior Director, Talent Marketplace</div><div>Unlocks people's potential through thoughtful talent strategy and purposeful internal mobility</div></div><div><div>VP, Creative Studio</div><div>Crafts the visual language of our brand to express what we stand for and believe in</div></div><div><div>VP, Product Creation</div><div>Creates gear that performs exceptionally while embodying our environmental commitments</div></div></div>
<div><div>Where are we going?</div><div>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)</div><div><div>1. Become a fully regenerative company</div><div>Objective: Shift from reducing harm to actively restoring nature through our products, practices and partnerships</div><div>Key results:<ul style="list-style-type: none">Source 100% of cotton from certified regenerative organic farms by 2027Launch 5 large-scale restoration initiatives by 2028, focused on soil, water or biodiversitySupport 50 supply chain partners in adopting regenerative practices by 2030</div></div><div><div>2. Achieve net-zero emissions across our value chain</div><div>Objective: Eliminate or neutralise all scope 1, 2 and 3 emissions by 2040</div><div>Key results:<ul style="list-style-type: none">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 2025Offset remaining emissions with verified nature-based carbon removal by 2040</div></div><div><div>3. Redefine ownership through circularity and community</div><div>Objective: Build a repair-first, reuse-driven model that reshapes how customers relate to clothing and gear</div><div>Key results:<ul style="list-style-type: none">Generate 50% of product volume through Worn Wear, resale, rental or repair by 2030Triple global repair capacity by 2027 across stores, hubs and mail-in programsLaunch a Patagonia Community Share model in 5 countries by 2028, enabling local repair, resale and activism hubs</div></div></div>			