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PROSPECT  
AUSTRALIA

Sustainability Playbook  
2024

**R. M. WILLIAMS**  
EST. 1932, AUSTRALIA





## Acknowledgement of Country

R.M.Williams acknowledges the Traditional Custodians of the lands on which we work and live throughout Australia. We pay our respects to their Elders past and present and to the continuation of the custodial, cultural, and educational practices of Australia's First People. We recognise their continuing connection to land, waters, and culture.



# Why we're sharing this playbook

Our sustainability journey began when our business was founded 92 years ago and has been expanded in recent years since we developed and launched our Crafting a Better Future strategy. Reginald Murray 'RM' Williams' mission was to craft products that could survive the harsh Australian outback and be repaired over and over - that is, a business grounded in the principles of circularity from the outset. Our expanded sustainability mission was catalysed by the purchase of R.M.Williams by Andrew and Nicola Forrest and their investment company, Tattarang in 2020.

Crafting a Better Future is our sustainability strategy. There are three pillars in Crafting a Better Future; Shape Australian craftsmanship, Make regenerative products and Craft products that endure. In this playbook we share our goals, approach, and progress.

We're far from having all the answers but believe it is important to share our progress for two reasons:

## **1. To be transparent**

Sustainability and responsibility can mean many things, for example water consumption, chemical discharge, energy use, plastic use, recyclability, labour conditions, animal welfare, or a litany of other worthy goals. Sometimes improving one measure can drive a negative impact on another.

There's also an increasing - and understandable - expectation from our customers, wholesale partners, industry stakeholders, and regulators for transparency.

For these reasons we want to be transparent in what we mean by Crafting a Better Future, what we've done to date, and what we're planning on doing in the future.

## **2. To contribute to an industry shift at scale**

Sustainability in the footwear and apparel industry requires retrofitting systems across the full lifecycle of a product - from material production, processing, and assembly, to distribution and retail operations, to customer use and disposal. For this reason sustainability can be difficult and take a long time to scale. It will get easier when most of the industry shifts how it operates, and sustainable practices are business-as-usual, for example; when social audits and material certification documents are standard inclusions with a delivery; when preferred fibres are the most common fibres.

We have learned and continue to learn from other brands' public disclosures, and we want to pay that forward by contributing our approaches and frameworks to the collective knowledge that will drive the industry shift to sustainability.

We have called this a playbook because we have focused on sharing how we have approached topics in this hope that it helps others as they tackle similar issues.

**In this spirit, we share our work-in-progress sustainability playbook.**

# Contents

## Crafting a Better Future

1. Who we are
2. Our sustainability journey
3. Proud to be B Corp™
4. Our goals

## Shape Australian craftsmanship

5. Australian Craftsmanship
6. Designing for Australian Craftsmanship
7. Building communities
8. First Nations Engagement
9. Diversity, equity and inclusion

## Make Regenerative Products

10. Traceability
11. Modern Slavery diligence
12. Leather
13. Preferred Fibres
14. Packaging

## Crafting Products that Endure

15. Circularity
16. Designing for offcuts
17. Seamless

## Reporting results

- 18 -19. Reporting
20. Greenhouse Gas Footprint
21. Lessons Learned

# R. M. WILLIAMS

EST. 1932, AUSTRALIA

## Who we are

Founded in the Australian outback in 1932, R.M.Williams has become one of the best-known heritage footwear brands in the world. In addition to leather boots, we also produce apparel, accessories, leather goods (e.g., bags, belts, wallets), and other footwear that are sold to Australian and international consumers.

Through a dedicated publishing business, we celebrate and share stories from rural, regional, and remote Australia via published magazines (flagship title: R.M.Williams **OUTBACK**), books, videos and a podcast.



### Workshop

#### Salisbury, SA (Kurna Country)

Reginald Murray Williams opened his first permanent workshop in his parents' woodshed at 5 Percy Street, Prospect in 1934, now the home of our museum and first retail store. In 1972, he moved the workshop to 121 Frost Road, Salisbury, where we continue to manufacture from today. In 2023 we expanded and took on a neighbouring facility, in Salisbury.



### Corporate

#### Salisbury, SA (Kurna Country), Sydney, NSW (Gadigal Country)

Our corporate functions are split between Adelaide and Sydney. Our Publishing business operates out of our Sydney corporate office.



### Retail network

#### Australia, New Zealand, United Kingdom

We operate 50 stores across Australia (including The Hut and outlets), 4 in New Zealand and 2 in the United Kingdom.



### Wholesale partners

#### Global

Our products are sold through 600+ wholesale partners across the globe. Our wholesale partners expand our brand reach, particularly to rural and regional areas that our store network does not reach.



### Ownership

#### Perth, WA (Wajuk Country)

In 2020 R.M.Williams was purchased by Tattarang, returning this iconic brand to Australian ownership. Tattarang was established by Andrew and Nicola Forrest and is one of Australia's largest private investment groups.

# Timeline of our sustainability journey

1932-1934	<b>Australian craftsmanship &amp; circularity</b>	Reginald Murray 'RM' Williams starts making leather goods at Nepabunna and employing local Adnyamathanha people. RM sets up shop in his father's shed at 5 Percy Street, Prospect, South Australia. The address is embroidered on the boot tugs so customers know where to return their boots for repairs.
1944-1951	<b>Community</b>	RM founds the Australian Rough Riders Association. RM helped form the Equestrian Federation of Australia.
1972	<b>Australian craftsmanship</b>	The workshop at 121 Frost Road, Salisbury, South Australia, opens to increase Australian production capacity.
1996	<b>Community</b>	R.M.Williams starts designing and supplying uniforms for the Australian Paralympic Team.
2018	<b>Community</b>	The Hut - our mobile workshop - launches, travelling to communities around Australia.
2020	<b>Australian craftsmanship</b>	Tattarang - owned by Andrew and Nicola Forrest - acquires 100% of R.M.Williams from L Catterton, bringing the brand back into Australia hands for the first time since 2014.
2020	<b>Responsible operations</b>	Our first Modern Slavery Statement is submitted.
2021	<b>Footprint of leather</b>	R.M.Williams becomes a member of the Leather Working Group.
2022	<b>Circularity &amp; community</b>	We launch Re.Made, our refurbished boot product line, primarily sold through The Hut. Our partnership with Thread Together is established.
2022	<b>Strategy &amp; disclosure</b>	We launch our Crafting a Better Future strategy and targets.
2023	<b>Preferred fibres</b>	We define and commence our transition to preferred fibres.
2023	<b>Australian craftsmanship</b>	We return Certificate III in Leather Production to the state of South Australia. We introduce the TAFE Industrial Sewing Certificate.
2023	<b>Circularity</b>	We roll out boot recycling to our full Australian store network. R.M.Williams signs on as one of 8 Foundation Members of Seamless, Australia's national clothing product stewardship scheme.
2024	<b>Australian craftsmanship</b>	We open two new manufacturing lines to increase Australian production capacity.
2024	<b>Strategy &amp; disclosure</b>	<b>R.M.Williams becomes B Corp™ certified.</b> <b>We release our first Sustainability Playbook.</b>

# Proud to be a B Corp™

We are proud to join a global movement of people using business as a force for good. We are committed to building on our 92-year legacy to meet the environmental and social needs of today, creating a prosperous future for our community and leaving a positive impact on the land from which we were born. By becoming B Corp certified, we reinforce our ongoing commitment to our long-term strategic vision: Crafting a Better Future.



## What comes next

B Corp™ provides an objective framework that we are measuring our social and environmental programs against. To certify as B Corp™, a minimum score of 80 must be achieved and externally verified in the B Impact Assessment.

The median score for ordinary businesses who complete the assessment is currently 50.9.

We're proud of our initial score of 88.6, but are setting aspirations higher and look forward to exceeding this in our re-certification.

Our progress

**88.6**

Current B Corp score



# Crafting a Better Future Goals

## Shape Australian Craftsmanship

### Cultivate Craftsmanship

- Return Certificate III in Leather Production to South Australia
- Grow our workshop and training opportunities, particularly for underprivileged communities

### Build resilient communities

- Continue our community sponsorship
- Maintain First Nations employment above the national average of 3.2%

### Nurture a culture of diversity, equity & inclusion

- Reach gender parity at all levels by 2025
- Maintain no systemic pay equity gap (+/- 5% same level, same pay)

## Make Regenerative Products

### Redefine the footprint of leather

- Reduce greenhouse gas emissions by 50% per boot by 2030
- Source 100% Leather Working Group Gold (or equivalent) tanneries by 2030
- Trace 100% of leather to production region by 2030

### Source Regenerative & responsible fibres

- Use 100% preferred fibres in primary materials\*
- Eliminate plastic in consumer packaging by 2025

### Operate responsibly & renewably

- Continue to proactively improve the conditions in our supply chain, mitigating Modern Slavery risks & engaging with suppliers on living wages
- Achieve accredited carbon neutral Australian manufacturing, sourcing 100% renewable electricity for owned & operated facilities
- Reduce scope 1 and 2 emissions by 95% by 2025 (vs 2022)

*\*See Preferred Fibres page for further detail on this target and planned adjustments*

## Craft Products that Endure

### Continue our legacy of durability and extend to the full lifecycle

- Grow our circular system for R.M. Williams boots, including product takeback, refurbishment, and recycling
- Provide boot recycling for end-of-life by 2024
- Maintain repairs and refurbishment above 1 for every 10 boot transactions



# Our approach to Australian craftsmanship

Craftsmanship requires a skilled, stable workforce, which in turn requires scale. As one of Australia's last at-scale footwear and apparel manufacturers, our team of craftspeople is central to R.M. Williams.

Our continuous investment in Australian craftsmanship is illustrated in the flywheel below. With scale we can provide stable, long-term employment. With stable long-term employment we can confidently invest in on-the-job training and formal training certifications. Investments in training increase the skills of our craftspeople. More skilled craftspeople make ever better products, that customers want, meaning we can increase our scale.



## Investment in training

Building on the multi-year, on-the-job training offer in our Adelaide workshop, in 2023 we introduced three new training programs:

### 1. Certificate III in Leather Production

This qualification provides the skills and knowledge required to perform specialised tasks or multi-skilled roles within a leather production environment.

### 2. TAFE course in Industrial Sewing Skill Set

This course teaches entry level sewing skills on an industrial sewing machine and is designed as a pathway to employment for students. This is partly hosted in the R.M. Williams workshop in Salisbury.

### 3. Bedford Group partnership

This partnership provides individuals with disabilities meaningful employment, while also exploring new avenues for talent acquisition within our workshop.

## Our progress

**399** craftspeople employed in our Adelaide Workshop

**6** apprentices in the inaugural Certificate III class

**25** apprentices in the TAFE Industrial Sewing class

**2** Bedford Group trainees completed Sep 2023

Opened dedicated women's boots and repairs manufacturing lines in FY24

# Our approach to designing for Australian craft

Many apparel and leather good skills were lost from Australian shores in the 1990s and 2000s. While our Adelaide workshop has continued to craft our iconic boots, along with belts, accessories and apparel items since 1932, we're on a continuous journey to increase Australian-made products.

As we have sought to increase Australian-made goods, we've had to grapple with how to rebuild lost arts.

Both design and manufacturing skills are required. This is our approach to designing for Australian-made craft.



## Design and craft collaboration

Increasing Australian craftsmanship requires hand-in-hand partnership between design and manufacturing.

At R.M. Williams, we can do this in-house; for other brands it may mean a deep relationship with an onshore partner.

## Example development: An 18-month evolution of our Australian-made Tote Bag



Sorrento Tote (AW24 season)



Clerk Islet Tote (SS25 season)



Tasman Tote (AW25 future season)

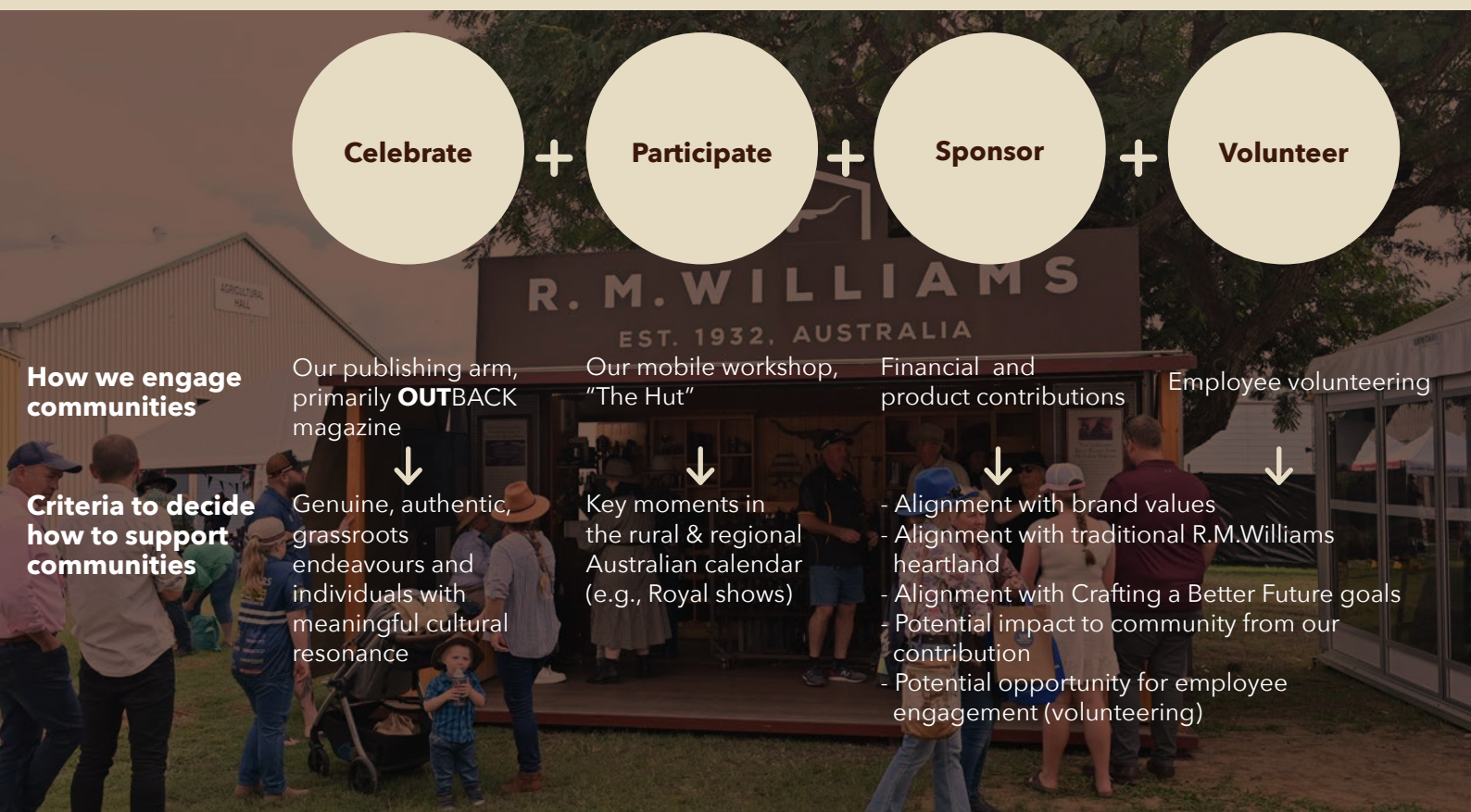


# Our approach to building communities

Reginald Murray 'RM' Williams was a community builder, from founding the Australian Rough Riders Association and helping form the Equestrian Federation of Australia to launching Hoofs & Horns magazine to tell the stories of people in the outback.

Today, R.M.Williams engages with a broad set of communities, from rural and regional agricultural communities, to First Nations design communities, to the urban art community. We believe the richness that comes from diverse, multi-layered engagement enriches our brand.

However, as an iconic Australian brand we are asked for more donations and sponsorship than we can sustain, so we must prioritise our efforts. Here we share how we prioritise.



## Some of the communities we support

- Australian Paralympics (Uniforms)
- Australian Rugby Union (Sponsorship)
- Thread Together (Product donations & employee volunteering)
- Artist in Residence Program at our global flagship at 345 George Street, Sydney
- Motherland (Sponsorship)
- The Man from Snowy River Festival (Sponsorship / The Hut)
- Adelaide Equestrian (Sponsorship)
- Royal Agriculture & Horticulture (Sponsorship)
- Melbourne Royal Show (Sponsorship)
- Royal Queensland Show, EKKA (Sponsorship / The Hut)
- Royal Adelaide Show (Sponsorship / The Hut)
- Royal Easter Show (Sponsorship & The Hut)
- Adelaide International (Sponsorship/The Hut)
- Beef Australia (Sponsorship / The Hut)
- Clydesdale Spectacular (Sponsorship / The Hut)
- Australian Stock Horse Society (Sponsorship)
- Australian Whipcrackers & Plaiters Association (Sponsorship)
- Active Farmers (Sponsorship)
- Fire & Flood (Employee volunteering)
- Kirrikin (Product donation)

## Our progress

**120** employee volunteering days

**180+** stories celebrating Australia and Australians in **6** annual print editions of OUTBACK Magazine in FY24

**20+** OUTBACK Podcasts celebrating communities in every state & territory across rural Australia in FY24

# Our approach to First Nations engagement

First Nations Australians have been part of R.M. Williams from the outset, with Reginald Murray 'RM' Williams building his first workshop in Nepabunna and enlisting the help of Adnyamathanha people in the making of boots and bush kit.

R.M. Williams cannot be the quintessential Australian brand we aspire to be without acknowledging and celebrating First Nations people and culture in our origin story and throughout our brand history.

**As a private business we see three major ways we can contribute to reconciliation and the advancement of First Nations Australians:**

**As a brand with a public voice**

Acknowledging and celebrating First Nations people, lands, and histories as part of day-to-day Australian language and culture

+

**As an employer**

Hiring, developing, and promoting First Nations team members

+

**As a manufacturer**

Procuring from First Nations businesses

Eucalypt and Mulla Mulla, Gascoyne, WA , Yinggarda people

## Tactical actions

### **Acknowledging First Nations people, lands, and histories**

- Acknowledgement to Country at the start of major meetings and events, corporate communications, and store fit-outs.
- Inclusion of First Nations history in our 5 Percy Street museum.
- Celebration of First Nations milestones, e.g., National Reconciliation Week and NAIDOC Week.

### **Hiring, developing, and promoting First Nations team members**

- Measuring and monitoring First Nations representation and engagement in our workforce (to the extent that is disclosed by our team members).
- First Nations cultural awareness training for all team members.

### **Procuring from First Nations businesses**

- Measuring and monitoring procurement from First Nations businesses.
- Identifying opportunities for development of raw material inputs; our ideal outcome is to be a catalyst for First Nations-led industry.
- In FY25 we are setting a procurement target for spend from First Nations suppliers.

## Our progress

**4.3%** of R.M. Williams workforce identify as First Nations (compared to a national average of 3.2%)



# Our approach to diversity, equity & inclusion

As with many apparel and footwear brands we have both a corporate and retail workforce. Unlike many brands, we also have a manufacturing workforce.

Creating policies, training, communications, and ultimately a culture that resonates over two continents and three distinct workforces is challenging. Here's our approach.

## Invest in communication & training

- Dedicated internal communications team member
- Workplace Behaviour training
- First Nations Cultural Awareness Training
- Technology platform that centralises and democratises all communications, and reinforces training through daily learning (we use Axonify)

## Set policies & governance

- Code of Conduct
- Workplace Behaviour training
- Parental Leave and Domestic Violence Leave polices
- Workplace Health and Safety ISO standard
- Independent grievance mechanism

## Establish consistent & frequent reporting

- Quarterly DEI board reports
- Annual diversity and engagement survey
- Annual regulatory reporting to WGEA
- Compulsory regular training on policies
- Workplace Health and Safety reporting to executive team and board

## Establish programs

- Goal setting
- Mentoring
- Return-to-work buddy system
- Pre- and Post-leave planning and checklists

## Leadership from the top

- Led by our CEO, our leadership team has gone from 20% to 56% women since Tattarang's acquisition

## Supporting parental leave transitions

Supporting ramp-off and ramp-on transitions for new parents is an essential ingredient to improving gender equity and keeping parents - particularly women - in the workforce.

Our approach couples formal policies and informal programs to support new parents, including:

- Policy providing 26 weeks employer-funded paid parental leave (Primary Carer) to eligible employees, and provisions for secondary carer leave
- Pre-leave planning & checklist to ensure managers, leave-takers, and teams are all set up to make each individual's leave and return to work successful.
- A buddy program creating a cross-functional support network for new parents returning to work.

## Our progress

**56%** women on our leadership team, up from 20% in 2020

**No** structural pay gap by level

**1.6%** unadjusted pay gap (-5 to +5% is considered no gap by WGEA)

**Diversity in our workforce:**

**55%** identify as women

**38%** identify as non-white/non-Caucasian

**7%** identify as having a disability (physical, cognitive, mental)

**10%** identify as LGBTQIA+

# Our approach to traceability

We believe traceability is the cornerstone of social responsibility and environmental sustainability. We have invested heavily in traceability so that we can be confident in our claims of progress. Our investments have been in technology, team resources, and supplier collaboration.



## Our progress

88%

Tier-2 suppliers traced for latest season (Spring Summer 25)

82%

of our direct suppliers for textiles, leather, and finished goods have been onboarded to our traceability platform (TrusTrace)



# Our approach to modern slavery diligence

Modern slavery is counter to the spirit of R.M.Williams - a company founded on integrity and community. We are committed to this journey and are excited by the increasing depth of relationships we build with our supply chains, and heightened cross-functional collaboration we create through our advancing modern slavery risk mitigation program.



## Living wage

We are very proud to note that all R.M.Williams employees are paid above the living wage for their respective country and region.

## Our 2023 KPIs:

Theme	Metric	Current performance
<b>Governance</b>	% High Materiality (A) and Mid Materiality (B) supplier contracts with modern slavery clauses (via Supplier Ethical Code of Conduct)	90%
<b>Risk screening</b>	% suppliers screened via inherent risk screening	100%
	% High Materiality (A) with living wage screening	45% facilities / 56% of spend
<b>Supplier engagement</b>	% High Materiality (A) facilities with third-party social audits At end of reporting period (End FY23)	74% facilities / 78% of spend
	At time of submission (December 2023)	78% facilities / 83% of spend
<b>Training &amp; collaboration</b>	% employees allocated modern slavery training in learning pathway	100%
	% employees who have completed modern slavery training	90%

See our full Modern Slavery Statement online.

# Our approach to leather

Leather not only endures but can improve over time. Every mark adds to the character and every touch builds a patina over time. This material quality is core to our brand as we craft products that endure and is critical to reducing overconsumption. If consumers need to buy more products because the materials don't last as long, then the benefit of lower initial footprints will be completely lost. However, we must address the initial footprint of leather.

Sustainability in leather production is concentrated in emissions from production and processing, and chemicals in processing.



## Further detail

We are working on two supply chain pilots with the intention to scale them once established. The pilots are coupling two of our preferred tanneries in Australia and New Zealand with farming co-operatives that are pursuing low-carbon and /or regenerative farming certifications.

## Our progress

**92%** leather from Leather Working Group (LWG) and Sustainable Leather Foundation (SLF) tanneries in FY24, including **59%** from SLF and LWG Gold and Silver-rated LWG tanneries

**2** pilots underway for low-carbon, traceable hides

**1 for every 10** boot transactions are repairs rather than new purchases



# Our approach to preferred fibres and materials

We set our preferred fibres matrix using the Textile Exchange's Preferred Fibres Matrix, as a base and then adjusted for our brand values, namely prioritising Australian-grown fibres and traceability.

We collect product-level evidence for all material claims. For example, scope and transaction certificates for certified materials, export certificates for Australian origin materials, and FibreTrace® scanning for Good Earth Cotton®.

			R.M.Williams preferred Fibres		
	Banned	Conventional	Earth Friendly	Earth Positive	Game Changer
Leather	Leather from deforested sources	LWG Bronze LWG Audited LWG Approved Not LWG Leather alternatives that use plastic	LWG Gold LWG Silver Sustainable Leather Foundation Certified	Low carbon or Regenerative certified hides + LWG Silver/Gold tanning NFW Mirum® Recycled Leather (GRS, RCS)	Australian/NZ low carbon or regenerative-certified hides + LWG Silver/Gold tanning
Cotton	Cotton from Xinjiang	Conventional Cotton Better Cotton (BCI) FairTrade Cotton Cotton Connect ISCC Certified Cotton	Organic cotton (OCS / GOTS) Cotton traced to Farm Australian cotton	Good Earth Cotton Recycled cotton (GRS, RCS, NFW Clarus®) Regenerative Cotton (ROC, Climate Beneficial™, Regenagri™) Australian MyBMP certified cotton	Australian climate neutral/regenerative cotton (Regenagri™, Good Earth Cotton®)
Wool		Conventional wool Merino wool with no certification Felt	Certified wool (RWS, Sustainawool) Australian wool Certified alpaca Organic Wool (GOTS, OCS)	Recycled wool & animal hair (GRS, RCS) Regenerative Wool (ZQRX, Climate Beneficial™)	Australian Regenerative Wool (ZQRX)
Manmade cellulosic fibres	Virgin feather and down	Conventional MMCFs (Acetate/Triacetate, Viscose/Rayon, Modal, Lyocell) Bamboo (Uncertified, FSC® / PEFC™ Pulp)	Lyocell, Modal, Viscose made with FSC® or PEFC™ pulp	Recycled Cellulosics Next generation MMCF's	
Synthetics (Polyester, Nylon, Acrylic, Elastane)		Conventional Synthetics Pre-Consumer recycled Synthetics	Post-Consumer Recycled Synthetics (GRS, RCS, Repreve®, Primaloft, econyl®) Bio-based Elastane		
Other		Felt Conventional silk	Conventional linen Conventional hemp Organic Silk (GOTS, OCS) Peace Silk	Certified organic linen (GOTS, OCS) Certified organic hemp (GOTS, OCS) Recycled Silk	

## Good Earth Cotton

Good Earth Cotton® is an Australian, carbon neutral, regenerative cotton farming program that combines smart agricultural practices with technology to deliver transparent annually audited reporting in partnership with FibreTrace®.

A marker is added into the raw cotton fibre at the cotton gin and the material is scanned through each step of the production process to populate audit data.

This ensures that the origins and integrity of the fibre can be verified from ground to garment through FibreTrace®'s blockchain-secured platform.

## Lessons learned

We set our goal as 100% preferred fibres in primary materials by end of 2025. We are continuing to hold this guiding star, but are recognising challenges to reach a full 100%. We will set an adjusted, more nuanced goal in FY25 and will release it publicly. See our Lessons Learned section at the end of this report for further details.

## Our progress

**51%** of our product volume in FY24 was in preferred fibres\*

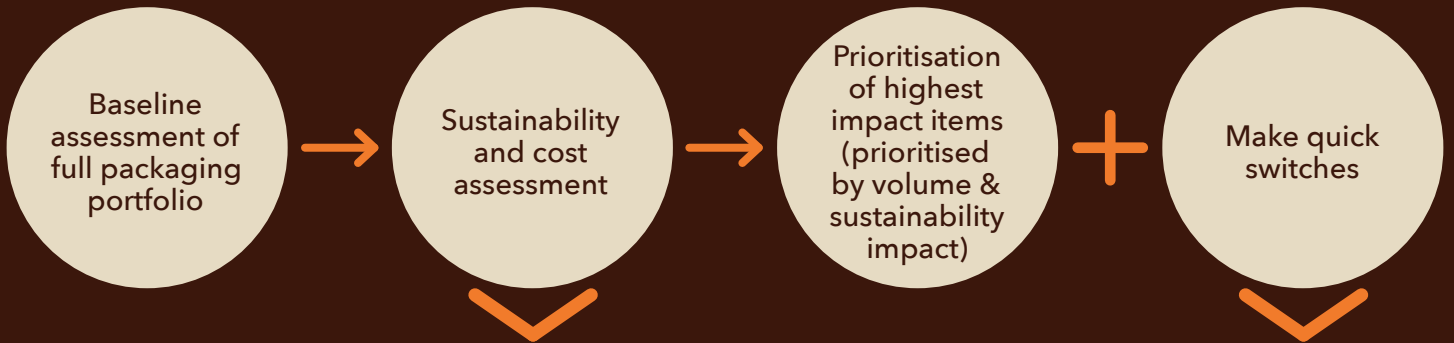
**88%** of our Spring-Summer 25 product volume received in FY24 was in preferred fibres\*

\*We are currently measuring the main material in these metrics. In future years we will expand to trims and components.

# Our approach to packaging

Packaging is a good example of the different objectives within sustainability. Proportionally, packaging has a low contribution to our greenhouse gas emissions footprint but a high single use plastic footprint.

Packaging requires balancing product protection and minimising packaging waste. For example, making a box lightweight or switching to a non-plastic bag could reduce plastic waste but if the product being shipped is damaged, any environmental savings from reduced packaging will be lost from having to reproduce the product. Given this, we have gone through a rigorous process to make the highest impact changes.



**Example assessment matrix**

○ No    ● Partial; room for improvement    ● Yes

	Sustainable content (recyclable, renewable)	Curbside recyclable	Plastic-free	Reusable	\$ per unit	Significance to our packaging footprint	Status
Retail bags	○	○	●	●	#,##	Medium	Transitioned to sustainable
Boot boxes	●	○	●	●	#,##	High	In development
eComm boxes	●	●	●	●	#,##	High	Improvements in development
Mailers	●	●	●	●	#,##	Low	n/a sustainable
Dust bags	●	○	●	●	#,##	Medium	Future project
Polybags	●	○	○	○	#,##	Medium	In transition
Swing tags	●	○	●	○	#,##	Low	Future project

## Making quick switches to sustainable alternatives where substitutes:

- Do not impact product protection
- Do not impact other packaging requirements
- Do not require product development
- E.g., Transitioned from silica gel packs to clay desiccant packs, transitioned from plastic to cardboard gift cards, and transitioned shirting components from (5 piece) plastic to FSC cardboard



**Retail bags**  
transitioned to fully recyclable, FSC sourced



**Glassine bags**  
In transition to substitute for polybags.



**Gift cards**  
transitioned from plastic to cardboard

\*historical packaging in left of image and new sustainable alternative on the right



# Our approach to circularity

RM believed there was only one thing more comfortable than a new R.M. Williams boot, and that's an old R.M. Williams boot - one that has become a trusted friend, that has shaped itself exactly to the eccentricities of your foot. Such a boot is to be treasured, to be maintained and preserved for years of faithful, comfortable wear. Which is why we offer our boot recycling and repair service.



## Designing for circularity

The feature that sets R.M. Williams boots apart from competitors stems from their unique leatherwork. The upper of the boots is constructed using a single piece of leather, a method that enhances durability and creates a timeless, clean look.

We also craft boots with a Goodyear-welted sole as it is the oldest, most widely recognised construction, respected for its durable and premium finish. It stitches the upper and insole of the boot to create a strong and long-lasting bond. Critically, this construction allows boots to be repaired and refurbished.

In our retail stores, we offer a full collection of leather care products. Our retail teams are trained to provide customers with specialised guidance on how to properly care for their R.M. Williams leather boots in order to retain their appearance and extend the life of the boot. To demonstrate our commitment to product care, we offer our customers free-of-charge in-store boot polishing.

## Our progress

**1** for every **10** boot transactions is a repair rather than new purchases

**2,800** pairs of boots recycled in 2023

**880** collected for refurbishment and resale via Re.Made program

# Foundation Member of Seamless

In June 2023, R.M. Williams signed on as a Foundation Member of Australia's national clothing stewardship scheme, Seamless. The mission of the scheme is to make Australian clothing circular by 2030. It is recognised that achieving sustainable production and consumption of clothing requires a collaborative, industry-wide approach. The scheme officially launched in July 2024.



Foundation members of Seamless,  
Australia's National Product Stewardship Scheme

## Why we joined Seamless

The current rate of waste and environmental degradation created by the apparel industry is untenable. Australian apparel and footwear companies have an opportunity to shape our industry's future by rethinking the systems and figuring out how to operate our businesses in new models. This is exciting - there's going to be innovation we haven't thought of yet, and we're going to meet ever-evolving consumer expectations in new ways.

While we have long had circular systems for our boots, clothing requires an industry solution to match consumer behaviour. We joined Seamless to be part of the solution. As an iconic Australian brand with such a legacy of enduring local craftsmanship, we felt signing on as a Seamless Foundation member was a great opportunity to contribute to the industry's transition to circularity and continue our own sustainability journey.

## Seamless objectives

The priorities for Seamless in 2024/2025 are to:

- Develop better practices, principles and methodologies for circular design with Seamless members and supporters;
- Further define discount criteria related to natural fibres and safe, recycled content;
- Benchmark current and emerging recycling technologies and sector capability, capacity and capital requirements for the most viable recycling practices in Australia; and
- Work with stewards and supporters across the clothing value chain on a national collection, sorting and reprocessing program and a support payment scheme for accredited providers.



# Designing for offcuts to minimise waste

Leather has a high environmental footprint as an input material. The more we can use the full material, the better.

Our iconic Chelsea boots are made from one piece of leather, which is a key design element to increase durability, however, this method creates leather offcuts that would be destined for waste. Instead, we design products and components to use the offcuts.



Primary Product



One piece of leather boots

Secondary products  
(designed for offcuts)



Baby booties

Components  
(designed for offcuts)



Internal back linings for boots



Small leather goods



# Reporting results

A note on progress metrics:

In the spirit of transparency, throughout this playbook we have reported the most current metrics available. For the most part this is for FY24 or as at June 2024 for point-in-time metrics. However, given this report is being published two weeks after the close of FY24, for metrics that require full-year data and significant processing (such as Greenhouse Gas Accounting and Modern Slavery reporting) or come from regulatory reporting on set timelines (such as gender and packaging data) the most recent complete metrics are for FY23.



**Sandstone, Kilcare, NSW,  
Darkinyung people**

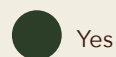


# Our approach to reporting

Transparency and reporting are essential to meet stakeholder expectations, and contribute to the industry shift towards sustainable, responsible business.

However, with each report requiring different metrics across different timeframes, the reporting burden can become unwieldy and leave little time for focusing on creating genuine change.

We have implemented a set of criteria to determine the reporting requirements and requests that we complete, and to identify alternatives that could be selected instead but are duplicative to do in addition.



Reporting we are completing	Regulatory requirement (non-negotiable)	Required for industry commitment that we are part of	Communicates our positions & progress clearly to our stakeholders (team & customers)	Contributes to industry advancement	Provides independent methodology to hold ourselves accountable	Frequency
Sustainability / Impact Report (this document)			●	●		Annual
Modern Slavery Diligence Statement	●			●		Annual
Workforce Gender Equality Agency report	●				●	Annual
Australian Packaging Covenant Organisation annual report	●			●	●	Annual
Australasian Recycling Label (ARL) Report	●			●		Annual
B Corp: B Impact Assessment		●		●	●	Every 3 years
Textile Exchange: Materials Benchmarking		●		●	●	Annual
Seamless: Volume submission		●		●		Quarterly
Greenhouse Gas Protocol				●	●	Annual (in impact report)
SMETA Third-Party Social Audit					●	Annual

# Our greenhouse gas emissions

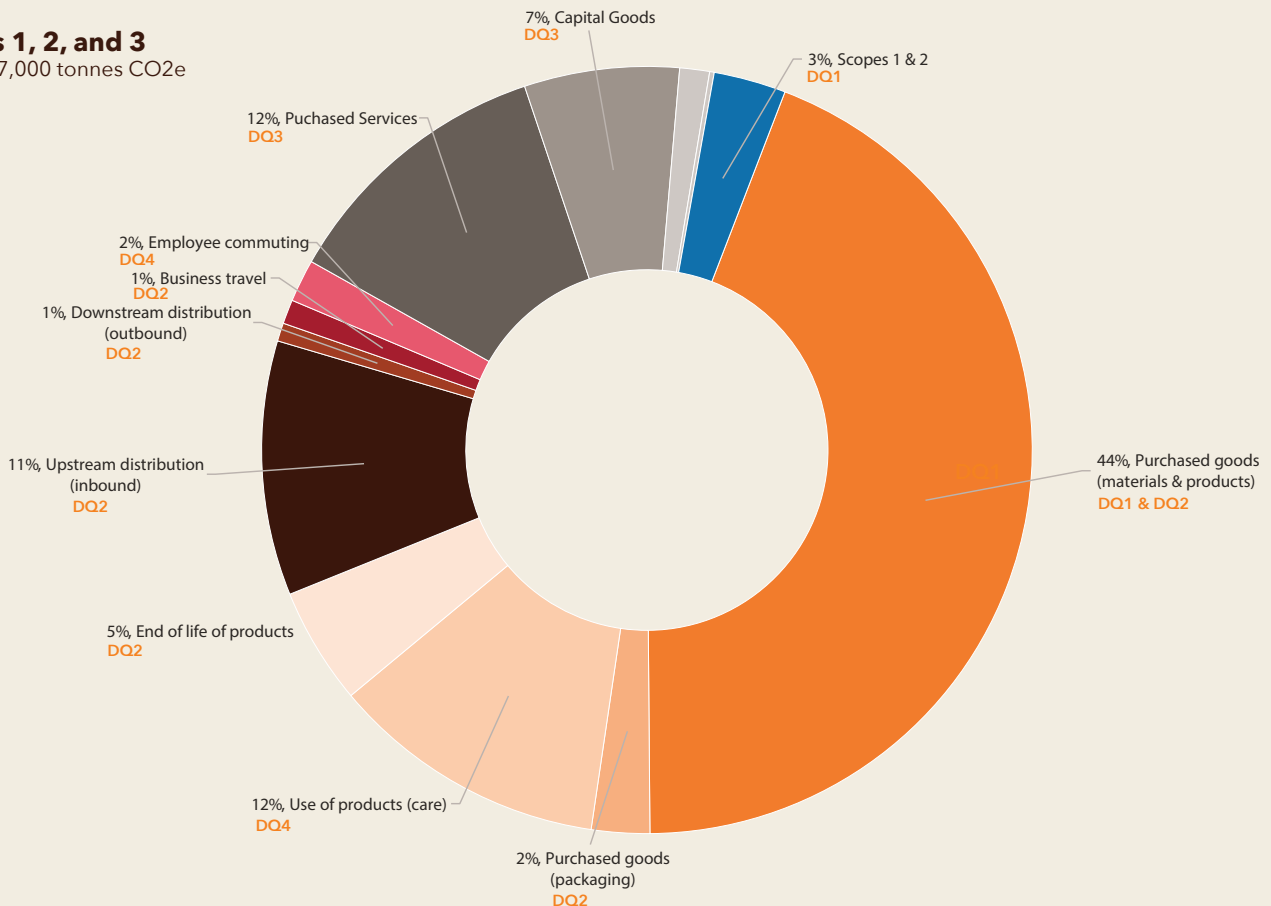
We measure our full footprint, including our direct operations and supply chain.

Greenhouse gas (GHG) emissions accounting requires collecting data across all activity of the entire business. Naturally this means variations in data quality. To assist in transparency we have shared the data quality levels. We focus on primary data for the emissions categories that are a) highest impact and b) we have the most direct control over (e.g., our electricity use).

## FY23 emissions footprint

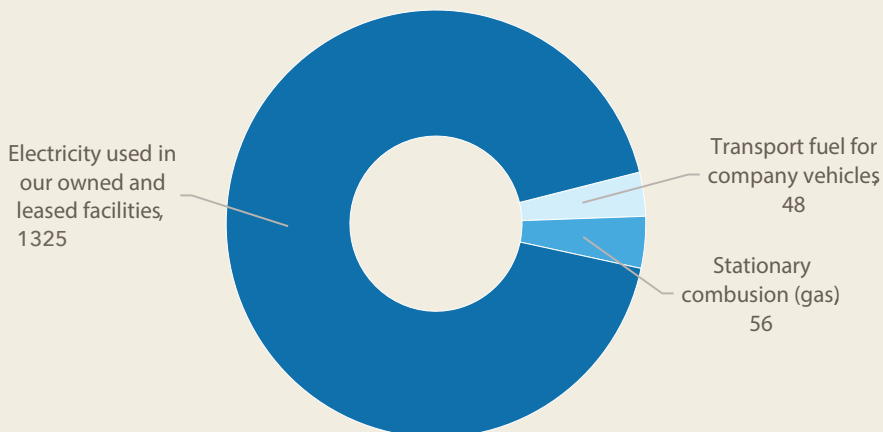
### Scopes 1, 2, and 3

Total = 47,000 tonnes CO<sub>2</sub>e



### Scopes 1 and 2 only

Tonnes CO<sub>2</sub>e,  
Emissions from direct operations only



## Data Quality (DQ) Levels

- Higher ↑
- 1 Primary data on kWh/litres fuel etc. consumed
  - 2 Primary data on volume and material consumption
  - 3 Primary spend data
  - 4 Primary volume data, activity assumption based
- ↓ Lower

## How we're investing in data

Given our materials and products are the biggest source of emissions, and one of the areas we can directly impact, that's where we are investing to get as much primary data as possible to improve the fidelity of reporting and guide our decarbonisation actions.

We're also commencing third party verification of our emissions footprint in FY24.



# Crafting a Better Future – Lessons Learned

As we advance further in our sustainability journey, we naturally come up against new, and more nuanced hurdles. Here we share some of the lessons learned, particularly those that have led to us revising our goals.

Lessons learned	Resulting action
<p><b>Limitations on traceability to farm</b></p> <p>When initially setting our 'Crafting a Better Future' goals, we aspired to tracing our leather to farm. However, as we've pursued this goal, we have accepted that there are valid personal privacy issues for farmers where their farm address may also be their residential address. As such, we've adjusted our goal to be traceable to farming group and/or to slaughterhouse with certification from slaughterhouses of traceability to farm and compliance with animal welfare requirements.</p>	<p>Adjusted our goal to traceable to production region</p>
<p><b>Flexibility in gender parity</b></p> <p>We originally set our gender diversity goals as 50% male and 50% female by level but found this to be too rigid to support talent processes and not inclusive enough of our diverse workforce.</p> <p>We have adjusted our target to the 40:40:20 benchmark called for by leading gender equality organisations (Workplace Gender Equality Agency, Male Champions of Change, and Chief Executive Women). This benchmark calls for 40% men, 40% women, and 20% flexible to any gender.</p>	<p>Adjusted our goal 40:40:20 by level</p>
<p><b>Challenges in preferred fibres</b></p> <p>We set the ambitious goal of 100% preferred fibres in primary materials. As we've pursued this goal we've run into limitations:</p> <ul style="list-style-type: none"> <li>- Minimum order quantities - for small and medium sized brands it can be difficult to reach the minimum order quantities to transition to preferred fibres.</li> <li>- Blends - we set the goal to avoid blends above 3% synthetics. There are performance needs in some categories - such as socks - that make this particularly hard to achieve.</li> <li>- Percent preferred fibres - we are holding a standard that a primary material must be greater than 85% preferred fibres to be counted in our progress totals. This means we're not giving credit to products that have partially transitioned, for example 40% recycled cotton blended with 60% conventional cotton.</li> </ul>	<p>Reviewing our goal and will make public adjustment in coming months</p>
<p><b>Lead times in transitions</b></p> <p>As with many apparel and footwear brands we have 12-24 month product development timelines, meaning that changes made now don't show up in store for over a year. This is a reality of developing quality products with necessary sampling and testing, but also means that impact can feel disproportionately lower than effort in the short term. We look forward to seeing the full impact of our work over the last few years in store in coming seasons.</p>	<p>No action, sharing for awareness</p>

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