



DULUTH
TRADING
— CO —[®]

TAKE ON LIFE WITH YOUR OWN TWO HANDS[®]
2023 Corporate Responsibility Tear Sheet



MESSAGE FROM OUR CEO

At Duluth Trading, our bedrock has always been: “There’s gotta be a better way.” In every aspect of our business, we aim to find new solutions to age-old problems, and we’re not afraid to get our hands dirty while doing so.

- **We stand by the craftsmanship of our products.** Inspired by our roots in the rugged Midwest, we’re relentless in our pursuit to build durable, long-lasting gear. Our products are tested in the real world, ensuring they stand up to each and every task that you take on. Tough, smart and functional — which means our clothes stay on the jobsite and out of the landfill longer than ever before.

- **We believe it takes high-quality people to make high-quality gear.** The Duluth Trading team is no ordinary team. It’s always growing and ever evolving, and we are committed to taking care of the people who make Duluth Trading possible. We are proud to offer twelve weeks of paid parental leave and unlimited paid time off for salaried employees.

- **We give back to our communities.** Since 2022, we’ve donated more than \$900,000 to non-profits like the Boys & Girls Club, prioritizing organizations with missions focused on “finding a better way” in trades and youth education.

We hope you take some time to read the pages that follow for more detail on where Duluth Trading has been and where we’re headed. We’re proud of what we’ve accomplished so far and don’t intend on slowing down.

Sam Sato
President and CEO, Duluth Trading Co.

ABOUT THE TEAR SHEET

Duluth Trading Company's Corporate Responsibility Tear Sheet highlights progress, metrics and performance for the 2023 fiscal year, unless otherwise noted. The report, where applicable, aligns with the Sustainability Accounting Standards Board (SASB) Multiline and Specialty Retailers & Distributors and the Apparel, Accessories & Footwear industry standards (in select overlapping areas).





ABOUT DULUTH TRADING CO.

Here at Duluth Trading Co., we aim to help everyone take on life with their own two hands by developing high-quality, solution-based apparel that people can count on to get the job done. Our company was founded on the shores of Lake Superior in Duluth, MN, and each and every day we strive to give our customers the best experience possible by building our product to our “Superior Standard®” of quality and providing outstanding customer service under our “No Bull Guarantee.”

Take on life with your own two hands – make a difference every step of the way.

Building. Crafting. Working. Living. At Duluth Trading, it isn't about what you do, it's about how you do it. With a belief that the right way to live is to do it hands-on – to never be afraid to step up to a challenge and build a legacy for those who follow.

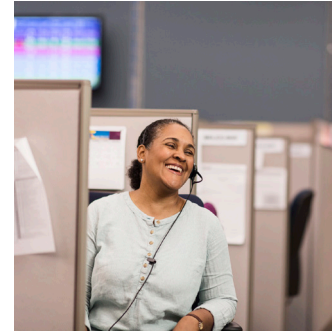
So we're rolling up our sleeves and taking on the challenge of taking steps to minimize our environmental footprint, promoting equity in our business and helping to build our community to secure a future for those who seek a hands-on way of life.

DULUTH

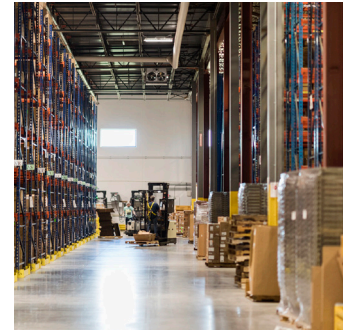




DEDICATED DOERS, GROWING SUCCESS



**REMOTE CONTACT CENTER
OPERATIONS (CC)**



4 FULFILLMENT CENTERS



**950 FULL-TIME,
1,300+ PART-TIME EMPLOYEES**



**\$646.7 REVENUE
(IN MILLIONS)**



65 STORES



SUSTAINABILITY:

A hands-on approach

Stewardship: The careful and responsible management of something entrusted to one's care. - Merriam-Webster Dictionary

Here at Duluth Trading Co., we believe that durability is sustainability, so we don't make throwaway products. That means our customers get more life from their purchases,

and in turn less waste ends up in a landfill. We promote product circularity in our outlet stores. We seek consistent improvements by keeping an eye on eco-friendly technology and potential sustainability partners.

As with any true stewardship, our quest is ever continuing.



PRODUCTION IMPACT

We are making strides to include renewable and recycled materials in our product labeling and packaging components.

- All consumer-facing outbound corrugate is recyclable and contains at least 74% recycled material.
- In 2023, we recycled more than 2,000 tons of waste in our stores and fulfillment centers.
- In 2023, we began the switch to 25% recycled poly for our outbound shipping bags and 30%-40% recycled material for flat mailers.

GIVING PRODUCTS A SECOND LIFE

We aim to find ways to increase product circulation by diverting gently used returns from landfills into our outlet locations.

- Ozone sanitizing technology allows us to clean and resell returned goods. In 2023, we used this technology to keep 70,000 units out of the landfill.
- In 2023, we sold 111,000 units of outlet inventory (exclusive of ozone units)

RESPONSIBLY SOURCED MATERIALS

We strive to increase the use of recycled materials in our products without sacrificing quality or durability:

- Products that contain organic materials represent approximately 2.6% of net sales
- Products that contain Tencel™ modal materials represent approximately 2.7% of net sales
- Products that contain recycled materials represent more than 2.3% of net sales

SUPERIOR STANDARD®

Our determination to build better means that we strive to make long-lasting, durable products. We stay true to our DNA by focusing attention on features that strive to extend the life of the product – features like abrasion resistance and triple-stitching. Our standards set us apart from the competition with integrity in every stitch.



* All information is based on estimates and available information from third parties and providers. Duluth does not guarantee accuracy or completeness of this information and such information is subject to limitations inherent to estimates, extrapolations and third-party data.

Greenhouse Gas Emissions & Energy Management

Topic	Metric/Discussion	
Greenhouse Gas Emissions*		
Environmental Policy	Under consideration.	
	2023	2022**
Scope 1 Emissions ¹	1,813 metric tons CO ₂ equivalent (mt CO ₂ e) 342,086 therms of gas were consumed company-wide (71 locations) for fiscal 2023	1,789 metric tons CO ₂ equivalent (mt CO ₂ e) 337,533 therms of gas were consumed company-wide (71 locations) for fiscal 2022
per site	25.54 mt CO ₂ e	25.2 mt CO ₂ e
per sq. ft.	.001 mt CO ₂ e	.001 mt CO ₂ e
Scope 2 Emissions ²	7,400 mt CO ₂ e	7,593 mt CO ₂ e
per site	104.23 mt CO ₂ e	106.94 mt CO ₂ e
per sq. ft.	.003 mt CO ₂ e	.003 mt CO ₂ e
Value chain carbon footprint reduction efforts (Scope 3) ³	• 24% of branded apparel factories have an environmental certification • 52% of branded apparel fabric mills have an environmental certification • 87% of branded apparel factories and 10% of branded apparel fabric mills have a social certification	

¹Scope 1 emissions are those generated directly by the company on-site with owned/operated property, plant and equipment, such as through a boiler or vehicle fleet.

²Scope 2 emissions are those created indirectly through purchased electricity from a utility. This is a location-based measurement calculated using the EPA's 2022 eGRID location-based emissions factors.

³Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly impacts in its value chain such as business travel, transport, distribution, etc.

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**Scope 1 calculation has been updated for 2022 to correct an error discovered on a third-party report.

Topic		Metric/Discussion	
Energy			
		2023	2022
Total energy consumed* [CG-MR-130a.1]	61,275 Gigajoules 17,000,000 kWh	60,679 gigajoules (GJ) 16,855,534 kWh of electricity procured company-wide (71 locations) for fiscal year 2023.	59,060 gigajoules (GJ) 16,405,783 kWh of electricity procured company-wide (71 locations) for fiscal year 2022.
per site		854.64 GJ	831.84 GJ
per sq. ft.		.027 GJ	.026 GJ
Percentage grid electricity [CG-MR-130a.1]		100%	100%
Percentage renewable [CG-MR-130a.1]		0%	0%

* All information is based on estimates and available information from third parties and providers. Duluth does not guarantee accuracy or completeness of this information and such information is subject to limitations inherent to estimates, extrapolations and third-party data.

Solid Waste

Topic	Metric/Discussion	
Solid Waste Management*		
	2023	2022
Waste generation (tons)	3,725	3,806
Waste diverted from landfill (tons)	2,004	2,034
Diverted rate (%)	54%	53%
tons per site	28.2	28.7
tons per sq. ft.	0.001	0.001



“It’s always been part of Duluth Trading’s DNA to make durable, long-lasting products using resources efficiently and responsibly. Turns out that’s good for the environment, too.”

— SAM SATO, PRESIDENT AND CEO

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Environmental Impact of the Supply Chain

Topic	Accounting Metric	Category	SASB Code	Disclosure or Location
Energy management in retail stores & fulfillment centers	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Quantitative	CG-MR-130a.1	(1) 60,679 gigajoules (2) 100% (3) 0%
Product sourcing, packaging & marketing	Revenue from products third-party certified to environmental and/or social sustainability standards	Quantitative	CG-MR-410a.1	We currently do not track this information.

Topic	Metric/Discussion
Material and product testing protocol	Duluth Trading Co. has established a testing program to monitor compliance with performance standards and applicable regulatory and legislative requirements. Basic test packages have been developed for materials, trims and finished products. Fiber content and care instructions must be labeled in compliance with United States Federal Trade Commission regulations.
Responsible sourcing	Duluth Trading Co. is committed to complying with federal laws and regulations requiring disclosure of the use of conflict minerals in our products, and we expect our suppliers to abide by these regulations by responsibly sourcing and reporting in accordance with our supplier agreement. As part of sourcing agreements, we require suppliers to adhere our Standards of Business Conduct .
Percentage of (1) Tier 1* supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement [CG-AA-430a.1]	We currently do not track this information.
Percentage of (1) Tier 1 supplier factories and (2) supplier factories beyond Tier 1 that have an environmental data assessment [CG-AA-430a.2]	(1) For our apparel factories and mills, 52% of mills and 24% of factories have an environmental certification. (2) We currently do not track this information.

* Branded apparel supplier's factories and mills

Management of Chemicals in Products

Topic	Metric/Discussion
Chemical Management	We strive to make products safe and regulatory compliant from initial concept to manufacturing to delivery into our customers' homes. Our team works closely with product creation and manufacturing partners to implement product standards in an effort to meet or exceed regulatory requirements and customer expectations. Compliance with our Restricted Substance List (RSL) is mandatory for our manufacturing partners per our partner agreements and is monitored through our RSL Testing Programs.
Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products [CG-MR-410a.2] [CG-AA-250a.2]	Duluth Trading Co. manages risks and/or hazards associated with chemicals in products by contractually requiring its suppliers to comply with its RSL to reduce the use of hazardous substances in its supply chain. In addition, Duluth Trading Co. requires testing of vendors and suppliers to comply with and to stay current with developing changes regarding applicable regulations.
Discussion of processes to maintain compliance with restricted substances regulations [CG-AA-250a.1]	We require testing to comply with various regulations such as the Consumer Product Safety Improvement Act (CPSIA), General Conformity Certificate (GCC) for adult products and Children's Product Certificate (CPC) for children's products. We require testing to monitor compliance with restricted substance regulations.

Sustainability Accounting Standards Board (SASB) Index

SASB Activity Metrics

General Accounting Metric Disclosures	Unit of Measure	SASB Code	Disclosure
Number of: (1) retail locations (2) distribution centers	Quantitative	CG-MR-000.A	(1) 65 (2) 4
Total area of: (1) retail space (2) distribution centers	Quantitative (sq. ft. or sq. meters)	CG-MR-000.B	(1) 994,000 (2) 1,159,000



HUMANITY

Doing better by our people, so they can
do better for our customers

Helping people “do” lives deep within Duluth Trading Co.’s soul. Whatever you want to do. Whatever you need to do. Whatever you know darn well will enrich the lives of the folks around you. That’s why we believe in treating each and every member of the Duluth team as the individual they are: given the opportunity to achieve their dreams and provided with the

tools to go do it, because doing so empowers our most valuable assets with the tools to become the best version of themselves.

Human Capital Management

Topic	Metric/Discussion
Talent Recruitment	People are the most important part of the Duluth Trading Co. family. We are focused on crafting meaningful stories about our company and culture to assist our recruiting team in building effective and diverse talent pipelines to meet the needs of the business. In 2023, we entered into a relationship with Appcast™, a global provider of recruitment advertising technology. We can access their network of 10,000+ job, consumer and social sites by leveraging their job ad exchange solution. Our Human Resources team completed comprehensive training focused on recruiting and retaining a more diverse workforce. The instructor-led class offered mindsets and methods to our team to increase our ability to attract and place a broader group of employees.
Employee Training and Development	We are committed to the continued development of our employees and creating a path for continued growth in the organization. Our investment is driving results. Since 2019, Duluth Trading Co. has averaged an internal promotion rate of almost 25% for open, exempt positions. In addition to continual product and operational training, we invest in the development of our employees. Examples include training sessions from industry experts on leadership, building a diverse workforce, mental health and well-being.
Employee Engagement	Our open-door policy is the true foundation for employee engagement. We always welcome the opportunity to listen, learn and support our fellow employees. We routinely conduct employee engagement surveys; participation is voluntary. Topics include but are not limited to communication, culture and collaboration. Results are shared with employees to aid in the development of actionable steps to strengthen overall employee engagement at Duluth Trading Co. and inform improvements to benefits and communications strategies.

Topic	Metric/Discussion
Employee Compensation, Benefits and Well-Being	Duluth Trading Co. is committed to providing equitable and competitive compensation and ensuring compliance with local and federal minimum wage laws. We do this by reviewing compensation across all areas of the business, scoping our data by functional area (e.g., Fulfillment Centers, Retail Stores, Headquarters and Customer Care), department, peer level and individual teams. We take an extra step to review compensation of our organization by leveraging market data sets. In addition to equitable and competitive compensation, we are committed to providing benefits that empower our employees to live a more hands-on way of life. We do this by providing tools and resources to help employees make the best decisions regarding the health and well-being of their families by offering multiple medical plans, including partially employer-funded Health Reimbursement and Health Savings Accounts. We pay 100% of the premiums for full-time employees' Short-Term and Long-Term Disability, Basic Life Insurance and Accidental Death and Dismemberment Insurance. As the needs of our employees change, we strive to support them with perks, including flexible work schedules, generous PTO policies and expanded parental leave for full-time employees as well as mental health resources for all employees. We aim to support our employees in their financial goals by offering a 401(k) plan that includes an employer match of up to 4% and an Employee Stock Purchase Program where eligible employees can purchase Duluth stock at a 15% discount.
Employee Health and Safety	We believe that employee and customer safety is a fundamental cornerstone of our company. Therefore, we take a proactive approach to creating a positive safety culture that transcends compliance to federal and state safety regulations. We utilize an extensive library of video training programs during the onboarding process, and throughout employment, to provide the knowledge and skills that our employees need to properly identify and mitigate hazards. This video training is supplemented with classroom education, task-specific verification of knowledge and skills, and certifications where required. Our safety program for all our retail stores and fulfillment centers also includes, but is not limited to, the following best practices: • Regular safety audits that identify and correct potential hazards. • Monthly safety committee meetings that seek input from employees from a variety of departments. This input is used to develop and implement policies and programs that are designed to reduce hazards for our employees and customers. • Thorough investigation of each incident to identify root cause(s) and corrective action(s). • Utilize 24/7 nurse triage services to provide employees with evidence-based medical guidance. We actively monitor injury data to identify trends and share that data with all levels of management. This data includes: • Incidents at each store or fulfillment center • OSHA 300 logs and loss rates • Incident type and common root cause(s) • Benchmarking for continuous improvements

Labor Practices & Employee Diversity

Topic	Accounting Metric	Category	SASB Code	Disclosure or Location
Labor Practices	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	Quantitative	CG-MR-310a.1	We do not disclose this at this time.
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Quantitative	CG-MR-310a.3	\$0
Total amount of monetary losses as a result of legal proceedings associated with labor law violations [CG-MR-310a.3]	\$0. We include information regarding material legal proceedings in our 10-K filings, Item 3, Legal Proceedings. We are not presently party to any legal proceedings the resolution of which we believe would have a material adverse effect on our business, financial condition, operating results or cash flows.			
Collective Bargaining	As of January 28, 2024, we employed 950 full-time and 1,373 part-time and flexible part-time employees, 1,054 of which were employed at our retail stores. The number of employees, particularly part-time employees, fluctuates depending upon seasonal needs. Our employees are not represented by a labor union and are not party to a collective bargaining agreement.			

Labor Conditions in the Supply Chain

Topic	Metric/Discussion
Suppliers	
Supplier Principles	As a member of the global community, Duluth Trading Co. takes an interest in the standards of our suppliers throughout the world. While we do not own or operate any manufacturing facilities, it's our belief that higher-quality work environments lead to higher-quality products. As we depend on independent third-party suppliers for the manufacture of our merchandise, we cannot control all of the various factors that might impact timely and effective procurement of supplies of product from our third-party suppliers and delivery of merchandise to our customers. Accordingly, we have outlined certain principles in our Supplier Code of Conduct that articulate our minimum expectations for the businesses in our supply chain. The principles in place across our supply chain are designed to uphold workplace safety, respect human rights and improve the lives of workers.



“We are committed to a diverse workplace, where everyone is valued and respected because of their differences. Where everyone can reach their full potential and help our company succeed.”

— SAM SATO, PRESIDENT AND CEO

Topic	Metric/Discussion			
Building a Diverse Workforce	In a world that’s forever changing, we believe our pursuit of innovation, respect and a sense of belonging is what has made Duluth Trading Co. so successful. We aim to foster a strong and collaborative culture by building a diverse workforce. We value diversity in our workforce because different perspectives strengthen our creativity and problem-solving. We are committed to creating an environment where our employees, customers and communities feel a genuine sense of belonging. We continued development with our first two Employee Resource Groups to provide support for our employees. The Multicultural Employee Resource Group and Women in Leadership Employee Resource Group are employee-led teams focused on our employees, customers and communities.			 
	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	Quantitative	CG-MR-330a.1	We are focused on our efforts to build a diverse workforce.
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	CG-MR-330a.2	\$0



COMMUNITY

**Taking on life with our own two hands –
and giving back**

As a company, we're a fortunate group. Our hard work has been rewarded by growth and profitability and a solid business future. In short, we're living the dream. Part of that dream has always been helping our neighbors and the next generation get a fair shake at their dream too. So we're doing just that. We're not just here to sell clothes and gear; we're here to empower hands-on people through philanthropy and community engagement.

To do this, we're partnering with organizations that provide accessibility and opportunities for individuals in trades and youth education.

HERE'S HOW DULUTH GIVES BACK

We've donated over \$900K to charitable organizations since 2022.



PARTNERSHIPS

We are committed to improving cotton farming practices globally with Better Cotton™ to help cotton communities survive and thrive, while protecting and restoring the environment.

In 2023, we celebrated the first graduating class at the Dane County McKenzie Regional Workforce Center. We're proud to advance the careers of young tradeswomen and tradesmen.





GOVERNANCE

Here's to honest work

We want to keep our words simple, our agreements fair and uncomplicated and our standards of personal and corporate integrity high. So we've laid out our governance policies in that spirit. We've also built in the means to find our mistakes, correct course and build ourselves into a better organization when we find ourselves lacking.



POLICIES

CODE OF CONDUCT

DATA SECURITY AND CUSTOMER PRIVACY

NOMINATING AND GOVERNANCE CHARTER

CORPORATE RESPONSIBILITY AT DULUTH TRADING CO.

Leadership of our corporate responsibility program starts with our senior executive team and cascades to every area of the business. We've formed a cross-functional steering committee that represents our employees, customers and products.

The committee's responsibilities include overseeing Duluth Trading Co.'s long-term corporate responsibility strategy as it pertains to our business operations and engagement with associates, customers, suppliers and communities. The Nominating and Governance Committee of our Board of Directors will oversee the Steering Committee's progress on a periodic basis.

Board

The Nominating and Governance Committee assists the Board of Directors in identifying, screening and recruiting qualified individuals to become board members as well as to develop and recommend corporate governance responsibility.

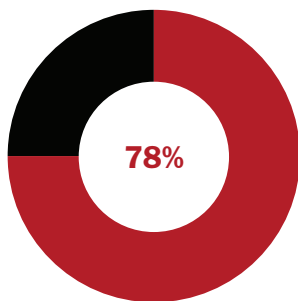
Data Privacy and Information Security

Topic	Metric/Discussion
Data Privacy and Information Security	
Data privacy and information security oversight	In the normal course of business, we often collect, retain and transmit customer personal information, employee personal information and other sensitive and confidential information. The protection of customer and employee information and our intellectual property from potential threats is vitally important. We maintain a robust privacy policy that details what information is collected and how it is used to provide transparency to our customers. We provide consumers several options to control their privacy, including opt-outs and control over their web cookies. Our Audit Committee of the Board of Directors is charged with oversight of cybersecurity practices as described in its charter: • Review technology landscape, competitive assessment and roadmap for future development. • Review cybersecurity and other information technology (IT) risks, controls and procedures, including high-level review of strategy to mitigate cybersecurity risks and potential breaches and plan to respond to data breaches. • Review cyber insurance policies to ensure appropriate coverage and that all insurance terms and conditions are met. • Provide an IT risk-assessment report to the Board of Directors on an annual basis, including systems and processes relating to cybersecurity.
Data privacy and information security risk mitigation [CG-MR-230a.1]	We continually evaluate and upgrade our information systems, security measures and practices to combat ever-evolving cyber risks and to comply with our legal and regulatory obligations. We provide cybersecurity awareness training around phishing, social engineering and other cyber risks to our employees in an effort to give our workforce the skills to detect, avoid and report cyber threats. Despite our risk-management efforts, our facilities and systems and those of our third-party service providers may be subject to increasingly complex cyber risks, including cyber extortion, data breaches, unauthorized access, denial of service, vendor or employee misconduct, ransomware and other malicious software and data exfiltration. Should a risk event occur, we have been trained in and have practiced our Incident Response Plan to quickly mitigate the impact of the attack.
Description of approach to identifying and addressing data security risks [CG-MR-230a.1]	See Annual Report (Item 1A – Risk Factors and Item 1C - Cybersecurity) for more information.
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected [CG-MR-230a.2]	(1) 0 (2) 0 (3) 0 Duluth Trading Co. has not experienced a reportable data breach to its knowledge.

BOARD STRUCTURE

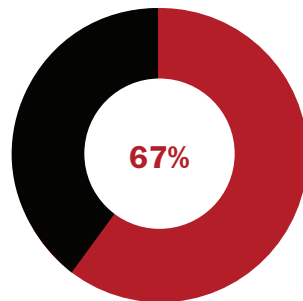


INDEPENDENCE



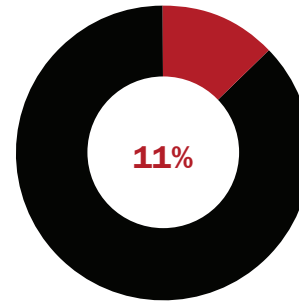
■ Independent
■ Non-Independent

INDUSTRY EXPERTISE



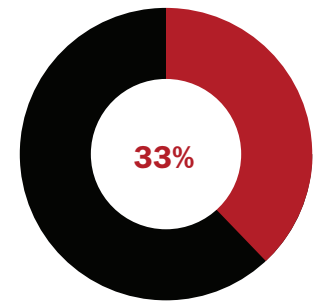
■ Industry Expert
■ Non-Industry Expert

ETHNIC DIVERSITY



■ Diverse
■ White

GENDER DIVERSITY



■ Female
■ Male

A person is seen from the back, wearing a white t-shirt, a brown leather belt, and blue jeans with a tool belt. They are standing in a workshop or garage, with various tools and equipment visible in the background. The lighting is dramatic, with strong highlights and shadows.

DULUTH TRADING CO.

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