

# VP SUSTAINABILITY

## CANDIDATE INFORMATION



# SUSTAINABILITY AT CROCS

Crocs' ESG approach follows three core initiatives:

## COMFORT *WITHOUT* CARBON

In order to help everyone feel comfortable in their own shoes, we need to create a more comfortable world. Part of that comfort comes from having a low carbon footprint.

## COMFORT *FOR OUR* COMMUNITIES

We're uplifting our communities in times of need by delivering shoes, donating funds and volunteering our time through our internal giving program, Crocs Cares.

## COMFORT *FOR ALL* PEOPLE

We welcome all one-of-a-kinds and are committed to creating a comfortable workplace through progressive people-practices.

### GREEN COMES IN EVERY COLOR

**“WE’RE COMMITTED TO REDUCING OUR ENVIRONMENTAL FOOTPRINT, UPLIFTING OUR COMMUNITIES AND CREATING A WELCOMING ENVIRONMENT FOR EVERYONE, ROOTED IN A CULTURE OF GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY.”**



GREEN COMES IN EVERY COLOR

**crocs™**

# COMFORT WITHOUT CARBON

## AFTERLIFE

### OLD GROCS. NEW LIFE.

Crocs is working on ways to give their shoes a second life through consumer-led donations, recycling and re-commerce programs while currently donating unsold products.



# NET ZERO BY 2030.



## RESOURCE USE

### 45% OF CROSLITE SCRAP IS RECYCLED

Plus, Crocs is looking to transition to renewable energy within their owned and leased facilities



## SUSTAINABLE INGREDIENTS

### 100% VEGAN BY END OF 2021

Crocs is also transitioning to more sustainable, bio-based ingredients



## PACKAGING

### 85% OF ALL PRODUCT SOLD WITHOUT SHOE BOXES IN 2020

Crocs is continuing to explore sustainable alternatives to reduce the impact of their packaging

# SUSTAINABILITY AT CROCS

GREEN COMES IN EVERY COLOR



“At Crocs, we recognize the important role companies play in creating a world where everyone is comfortable in their own shoes. By starting with our iconic product, backed by a first-to-market solution, we’re taking a bold step forward to create lower carbon footprint footwear while making it inherently simple for our partners and consumers to join us on our journey to net zero.”

Crocs CEO, Andrew Rees

## SUSTAINABLE INGREDIENTS

### INTRODUCING CROSLITE™

What sets Crocs apart is that with the introduction of this new bio-based Croslite™, the brand is uniquely positioned to create lower carbon footprint footwear by modifying its existing iconic product as opposed to creating a new and separate sustainable line. The result is a shoe that looks, feels and functions exactly like the Crocs consumers know and love, but with less emissions.

In partnership with Dow®, a global materials science company, this “shoe of the future” incorporates new ECOLIBRIUM™ Technology that transforms sustainably sourced waste and byproducts into a shoe that has all the comfort you expect from Crocs, but with far less carbon. Crocs is the first footwear brand to go-to-market with this new technology.

**BIO-BASED  
INGREDIENTS**  
SAME LOOK, FEEL & FUNCTION

More information about ECOLIBRIUM™ Technology can be found by [clicking here.](#)



# COMFORT FOR OUR COMMUNITIES

GIVING BACK TO PEOPLE IN NEED



## GIVING TIME

### ENCOURAGING ENCOURAGEMENT

Crocs offer paid leave to its employees so they can volunteer in the communities where they live and work.

## GIVING SHOES

### SUPPLYING SIMPLE COMFORTS

Crocs donate shoes on a regular basis around the world to offer comfort to those in need through a network of global and local partners.

## GIVING FUNDS

### PROVIDING FINANCIAL SUPPORT IN TIMES OF NEED

Through both direct and consumer-led donations, Crocs provide funds to non-profit organizations in support of inclusivity and to address timely human needs.

**GREEN COMES IN EVERY COLOR**

# COMFORT *FOR ALL* PEOPLE

**Welcoming all one-of-a-kinds while creating a comfortable workplace through progressive people practices.**



## HUMAN RIGHTS & LABOR STANDARDS

### ENSURING COMFORTABLE WORKING CONDITIONS

Crocs maintain a social Compliance Code of Conduct for all of its global contracted factories and direct suppliers. Crocs work to ensure best hiring practices, wages, and working conditions by conducting scheduled and unscheduled audits.

## PEOPLE PRACTICES

### WELCOMING EVERYONE

Crocs has implemented inclusive recruitment practices to diversify its talent pool and ensure the workforce has the skills to foster inclusivity & belonging.

## INCLUSIVITY & BELONGING

### COME AS YOU ARE™

Crocs live “Come As You Are” (CAYA) by creating an inclusive and equitable community for all Crocs employees through ongoing Employee Listening programs and CAYA Council representation.



# THE POSITION

## STRATEGY DESIGN AND IMPLEMENTATION

- Lead the development and execution of a sustainability strategy resulting in Net Zero Carbon Footprint by 2030 across Crocs' business & supply chain with a special focus on our climate and packaging efforts as well as topics such as chemicals, biodiversity and social issues
- Provide sustainability-related competitive intelligence to Crocs' executive leadership, identifying long term aspirations and commitments as well as imminent risks and opportunities
- Develop communications & materials for presentation to senior executives, outlining key issues, objectives and recommended solutions
- Develop a comprehensive governance plan including cross-functional KPIs to ensure Crocs is set-up to deliver on their broad-reaching sustainability agenda

## MANAGEMENT AND LEADERSHIP

- Work with internal partners and key stakeholders to ensure the sustainability strategy is implemented effectively and embedded across the organization
- Provide leadership and guidance to the sustainability team

## INTERNAL STAKEHOLDERS

- Build relationships and collaborate effectively with key internal stakeholders, including Innovation, Legal, Procurement, Operations, Commercial, Communications, Investor Relations and Marketing
- Partner with senior leaders to re-assess and re-engineer key business processes, ensuring alignment on decisions regarding sustainability opportunities and challenges

## REPORTING

- Lead the creation of an ESG reporting model considering key stakeholder priorities, and ensuring alignment with ESG reporting standards
- Develop a system for ongoing business integration and reporting of key sustainability outcomes and measures, influencing key functions to integrate KPIs and ensuring top-level visibility for overall Impact
- Work with the Marketing & Investor Relations teams to create and drive a plan for communicating, reporting, reviewing and monitoring progress in accordance with the Sustainability Accounting Standards Board ("SASB") framework's Apparel, Accessories, & Footwear industry standards

## PROGRESSIVE PRACTITIONER

- Engage with external stakeholders to stay informed on emerging trends, standards, issues and externalities that may impact the business and the wider industry
- Identify opportunities for collaboration and sharing best practices with footwear industry peers
- Represent Crocs across all appropriate external platforms that support the company's strategy & provide opportunities to explore new innovations and trends relevant to the organization and sustainability function

## EMPLOYEE ENGAGEMENT

- Drive and integrate an insights-led, science-based approach to sustainable business practice while fostering a culture of collaboration, learning, sharing and capacity building around best practices and knowledge
- Develop and integrate a framework to build on the engagement of the entire global workforce through training programs and innovative internal engagement initiatives.



# ABOUT YOU

## Your profile will look like:

- Strong knowledge of sustainability and climate-related issues with a clear track record of successfully implementing strategies across large businesses
- Industry experience and understanding of the marketplace and commercial dynamics, a plus
- Strategically minded; anticipating future trends and opportunities for sustainability impact, engagement, and communication, with a proven capacity to translate information and big ideas into actionable plans.
- Excellent internal engagement skills and the ability to work across multiple teams in a large organization, align goals and drive overall success independent of organizational boundaries
- Proven and determined, results-driven project management; able to lead and execute effectively and show significant results.
- Excellent communication, influencing and reporting skills, particularly at an executive level with a proven ability to engage multiple stakeholders in a global arena, communicating complex issues to a wide audience with clarity and simplicity.
- Familiarity with fast-paced, lean working environments; entrepreneurial, flexible, and adaptable enough to change approaches and support on non-related, organization-wide priorities when necessary.
- Proven track record for developing effective multi-stakeholder engagement strategies and partnerships across a range of stakeholders
- Excellent management and leadership abilities with a solid track record in building and inspiring a small team



# ABOUT CROCS

**A world leader in innovative, casual footwear Crocs is dedicated to the future of comfort.**

Crocs know that smart doesn't need to mean complicated. Crocs achieved its status as a global leader in the casual footwear category by taking an inherently simple approach to uniting style, modern comfort and value. Every day, Crocs make a choice to have an open mind and look on the bright and colorful side of life. Crocs embrace and celebrate the uniqueness in everyone, inviting the world to 'Come As You Are'.

Crocs enjoys broad global distribution across wholesale e-tailers and physical retailers, distributors, owned eCommerce platforms, and branded Crocs stores, including full-line and outlet. The business has grown exponentially, underpinned by strong digital channel commerce and energizing social and digital marketing. Combined with on-going technology innovation, product extensions, "of-the-moment" collaborations, partnerships and licensing opportunities,

Crocs continues to expand into new markets, businesses, and customer segments, leveraging increasingly sophisticated digital marketing activities to enhance the consumer experience, drive sales, and expand further internationally.

Most Crocs™ shoes feature Croslite™ material, a proprietary, revolutionary technology that gives each pair of shoes the soft, comfortable, lightweight, non-marking and odor-resistant qualities that Crocs fans know and love – for both work (Crocs at Work) and play.

## FUN FACTS



Since Crocs began in 2002, they've sold more than 720 million pairs of shoes!



On-track to be a **\$2B** brand in 2022 with aspirations to grow to **\$5B** by 2026. Crocs is one of the world's 10 largest non-athletic footwear brands.



Headquartered in Broomfield, Co with employees in **21 countries** including Singapore, China, Netherlands, Japan, Korea.



Almost **24 million** people interacted with the Crocs-branded Snapchat filter, which allowed people to 'wear' a Classic Clog as a hat!



Crocs shoes are sold in more than **90 countries** since inception. That means you can spot Crocs whether you are walking the streets of **New York City, London, Shanghai or Berlin.**

**crocs**

# PATHS CROCS CHOOSE TO WALK

Crocs is wholly committed to living its core values, encompassing inclusivity, innovation, & optimism inside the organization, ensuring that employees and consumers can be Comfortable in Their Own Shoes.



## Delightfully Democratic

We celebrate one-of-a-kinds and stand together with all different kinds.



## Inherent Simplicity

We know smart doesn't have to mean complicated. So we keep things simple, light and totally intuitive.



## People-Purposed Design

We think people-first at every step. We design for everything you do and everywhere you go.



## Confidently Comfortable

We support comfort on every level, because when you're comfortable, you can do anything.



## Imaginative Innovation

We stretch the possibilities of design and creative thinking so you can reach your highest potential.



## Unapologetic Optimism

We make a choice every day to have an open mind and look on the bright and colorful side.



# WHY CHOOSE CROCS?

**“It’s The Shoes That Make Us Different, It’s The People That Make Us Special.”**

[READ MORE ABOUT WORKING AT CROCS](#)

## INCLUSIVE CULTURE

“We are proud of our culture of inclusion, which encompasses regular employee engagement surveys, employee-led inclusivity councils, and diversity at all levels.

Crocs strives to create a culture of inclusion where employees can freely contribute equally regardless of gender, age, race, ethnicity, disability, or sexual orientation. Our Code of Ethics formalizes these values.”

## PAY EQUITY & TRANSPARENCY

“Crocs is committed to providing an employee value proposition that is compelling, market-competitive, and performance-based. Our compensation programs, practices, and policies reflect our commitment.

We aim to generally position total direct compensation within a competitive range of the market median, with differentiation based on tenure, skills, proficiency, and performance to attract and retain key talent.”

## LEADERSHIP DEVELOPMENT

“Investing in talent is a key component of our human capital strategy. Crocs is committed to identifying and developing the next generation of leadership.

We conduct an annual talent and succession review with our CEO and Board of Directors with a focus on accelerating talent development, strengthening succession pipelines, and advancing diversity representation for our most critical roles.”

# RECRUITMENT PROCESS

If you require specific aid or accommodations in order to participate in the job application or interview process, please let us know and we will work with you to ensure that your accessibility needs are met.

## 1. APPLICATION

Email your CV to [Catherine.harris@acre.com](mailto:Catherine.harris@acre.com)

## 2. QUALIFYING CALL

After reviewing your application, Catherine Harris will conduct a qualifying call

## 3. ACRE INTERVIEW

Interview with Catherine following completed cover note and submission of CV

## 4. CROCS VIDEO CALL INTERVIEW

First stage interview via Teams\* with Crocs

## 5. FOLLOW-UP

2nd stage interview with additional Crocs stakeholders

## 6. FINAL INTERVIEW

Including presentation

## MEET THE CONSULTANT



### Catherine Harris

Director, Sustainable Business  
North America

E: [catherine.harris@acre.com](mailto:catherine.harris@acre.com)



## DIVERSITY & INCLUSION

Diversity drives innovation and accelerates businesses and enterprises toward their missions. As such Acre is wholly committed to partnering with clients and candidates alike to foster a more inclusive, sustainable future for generations to come.

Acre is committed to creating progressive and diverse workplaces, both for ourselves and for the organisations we support. It is important to us that we offer equal opportunities in the recruitment processes that we run. With that, we welcome applications from across the spectrum of potential candidates and do not discriminate on the basis of race, religion, disabilities, ethnicity, national origin, gender, sexual orientation, age, or marital status.