

2023 KEEN EFFECT

# IMPACT REPORT





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## MEET THE ARTIST: MAX ROMEY

Alaskan artist, filmmaker, storyteller, climate activist, and KEEN Impact Maker since 2023.





# A Letter from KEEN



We turned 20 in 2023.

Like some do on decade birthdays, we used this milestone as an opportunity to both reflect on the years prior and look forward to the next year - and decade - with excitement and intention.

We're proud of how we **built our brand from values** - diverting \$1 million of our advertising budget as a 1-year-old company to respond to the Indian Ocean tsunami and earthquake in 2004. This decision set us on a trajectory of leading with values. We've remained committed to using our profits for good and have invested tens of millions of dollars in cash and product to organizations



Global KEEN Headquarters in Portland, Oregon, USA ^

and causes around the world. We're grateful for the early leadership of our first sustainability and supply chain colleagues for eliminating PFAS (per- and polyfluoroalkyl substances) from our shoes back in 2018, before most of the footwear industry knew what PFAS were. We are so proud of the work of our partners, new and longstanding, for how they dedicate themselves to making the world a better place. And we're proud of our employees, our KEENers, for how they embed the KEEN Effect ethos into their daily lives and make our brand what it is.

In 2023, we organized for greatest impact around **three Kore Value System Pillars: People, Planet, and Product**. We measured our Greenhouse Gas (GHG) footprint and set a science-aligned target to reduce our emissions. We doubled down on our open-sourced approach to our detox and **PFAS Free commitment** with an updated PFAS Free Green Paper. And we set in place new long-term community partnerships with thought-leading organizations like Intersectional Environmentalist and Protect Our Winters.

We broadened our community investments strategy and democratized our approach to involve more KEENers in the process.

KEENFOOTWEAR.COM



^ The Iconic KEEN Newport H2, Established 2003

We spent our first two decades homing in on our purpose and refining our process. And we believe we're just getting started. We intend to spend our twenties focused on what it is we exist to do. To Consciously Create. We envision a shoe industry that has a positive impact on lives, and we're committed to our mission to consciously design, make, and distribute comfortable, innovative footwear that lasts and is valued.

To Consciously Creating,

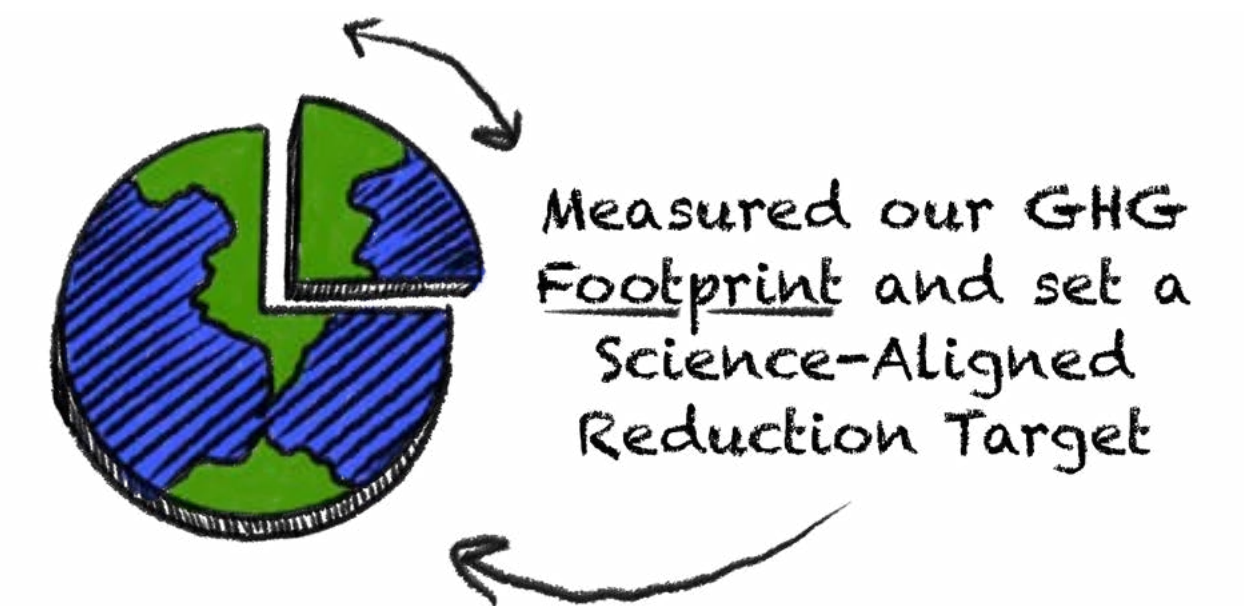
**THE KEEN TEAM**



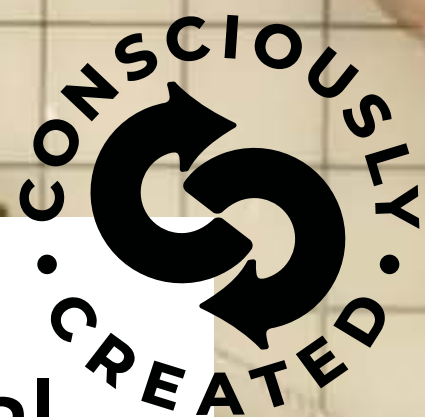
^ KEEN Utility Work Boot - The Cincinnati



# 2023 HIGHLIGHTS







**At KEEN, we make to be original.  
To work hard. To do good.  
We make to have more impact,  
while having less impact.**

There are 8 billion people in the world and 24 billion pairs of shoes made every year. That is 3 pairs of shoes for every person on the planet, every year. The way footwear is made has essentially remained unchanged for decades. The truth is that traditional shoemaking is harmful to the planet and people, and it needs to be radically transformed. We believe we are facing one of the most pressing challenges of our time, and that the fate of our planet and the people who live on it is in our collective hands. As shoemakers, we know the most meaningful thing we can do is reduce the impact of how we make shoes. After 20 years of making unapologetically comfortable shoes and using our business to do good, we decided it is time to sharpen our purpose – to galvanize why we exist so we can spend the next 20 years making an even bigger difference.



## OUR MISSION

**To consciously design, make, & distribute comfortable, innovative footwear that lasts & is valued.**

## OUR VISION

**A shoe industry that has a positive impact on lives.**

## OUR VALUES

## Create With Conscience

Over 24 billion pairs of shoes are made globally per year. There are only 8 billion people on the planet. As shoemakers, we know the most meaningful thing we can do to reduce our impact is to change how shoes are designed, made, distributed, and owned.

**MAKING MORE INNOVATIVE, SUSTAINABLE, DURABLE, AND VALUED SHOES WILL BE OUR CONTRIBUTION.**

From the design and construction of our original products to how we operate our offices, warehouses, and garages, we are always conscientious about making things better.

## Use Profits To Do Good

Lasting changes can only be made by lasting businesses. We run our business effectively so we can use our resources and profits to make a bigger impact. Being 100% family-owned allows us to use our profits to support our mission.

**THE BETTER WE DO, THE MORE GOOD WE CAN DO.**

## Do The Right Thing Together

We strive to bring people together to find solutions to common shoe industry problems. From reducing our supply chain impact to improving work safety and comfort – and delighting our Fans with new ways to be good business citizens.

## Be Original In Everything

We were not born to follow. We do not ask for permission. From the products we create to the events we host and the services we provide, we believe in doing things that have never existed before.

**WE WILL TRY ANYTHING. ANYTHING. IT'S IN OUR DNA.**

If we fail, we do it fast and live to play another day. We believe that originality is limitless, even when budgets aren't.



HEADQUARTERS, GARAGES & FACTORIES

**638**  
GLOBAL EMPLOYEES  
(OR KEENERS AS WE CALL THEM)

**25**  
GARAGES\* TOTAL  
\*GARAGE = OUR TAKE ON RETAIL STORES

**4**  
OWNED FACTORIES

**33%**  
OF KEEN PRODUCTS  
WERE MADE IN OUR OWNED FACTORIES



- ★ HEADQUARTERS**
- Portland, OR, USA
  - Brampton, Ontario
  - Tokyo, Japan
  - Shanghai, China
  - Rotterdam, The Netherlands

- FAN ENGAGEMENT CENTER**
- Shepherdsville, KY, USA

- ▶ KEEN GARAGES**
- |                              |  |
|------------------------------|--|
| • Portland, OR, USA          | • Sano-city, Japan                     |
| • Palo Alto, CA, USA         | • Kuwana-city, Japan                   |
| • Kanagawa, Japan            | • Bangkok, Thailand                    |
| • Osaka, Japan (2 locations) | • Hong Kong, China                     |
| • Tokyo, Japan (2 locations) | • Shanghai, China                      |
| • Izumisano-city, Japan      | • Singapore                            |
| • Kitahiroshima-city, Japan  | • Prague, Czech Republic (4 locations) |
| • Inba-gun, Japan            | • Ostrava, Czech Republic              |

- ▶ OWNED FACTORIES**
- Portland, OR, USA
  - Chon Buri, Thailand
  - Phimai, Thailand
  - Santiago, Dominican Republic





# Cultivating inclusive communities inside and outside of KEEN

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# PEOPLE





## PEOPLE

# Our employees, or KEENers as we call them, are the heart of our family-owned brand.

### KEEN CAMPFIRE

KEEN Campfire is our global intranet, serving as the central location for all things KEEN. It's a resource for everything from health and benefit resources to brand books and personnel information. It has undoubtedly created a more connected, productive, and engaged workplace because of all of the extras and opportunities for employee engagement through liking, commenting, and sharing photos.

**IN 2023, CAMPFIRE WAS AWARDED IGLOO SOFTWARE'S 2023 BEST DIGITAL WORKPLACE.**

### KEEN KANTEEN

Born in 2014, our KEEN Kanteen serves locally sourced, handcrafted meals and drinks to KEENers and guests working from our Portland headquarters. With fresh cold-pressed juices, daily specials, and vegan and vegetarian fare, the Kanteen's vision is to be the best workplace destination in the food and beverage industry.

### KEEN AWARDS

The KEEN Awards is an annual, global event celebrating the successes of the past year and honoring the individuals who helped us achieve them. KEEN Award winners are employee-



nominated, employee-selected individuals who achieve excellence by embodying our KEEN values. A cross-departmental committee reviews and evaluates the employee-submitted nominations, and winners are honored in front of their peers.

### US BUSINESS & BAGELS

Monthly Business & Bagels meetings bring all US-based KEENers (remote and otherwise) together for music, updates, and camaraderie. Meetings are focused on announcements, updates to policies and practices, spotlights on business projects, introductions to new employees, and the celebration of employee KEENiversaries. Employees working from our Portland headquarters are treated to a locally sourced bagel breakfast by the KEEN Kanteen.

### CAREER DEVELOPMENT

The Career Compass Program seeks to support and encourage entry-to-mid-level employees to take ownership of their career development by taking actionable steps toward their goals while utilizing coaches, mentors, internal & external workshops, and access to a Career Resources Library.

### KEENTERN PROGRAM

Since 2009, KEEN has offered college students the opportunity to experience and be embedded into the brand by offering a 10-week paid summer internship. The goal of the program is to provide interns with the opportunity to get hands-on experience in the outdoor and footwear industry. Many current employees began their KEEN careers as KEENTerns.

### EMPLOYEE AFFINITY GROUPS

EAGs acknowledge and support employee identity in the workplace. They are led by employees with shared experience among a protected class – such as gender, ethnicity, veteran status, etc. They are an asset to our employees and our company because they can provide space for safe, comfortable camaraderie and a venue to share common sentiments and experiences, while also allowing for networking and other opportunities for professional and personal development. We launched our EAG program in 2021 and had five groups meeting regularly in 2023.



^ A view from "The KEEN Lookout" – Our rooftop office floor in Portland, OR, USA

### KEEN UNPLUGGED

In the summer of 2021, we launched initiatives supporting the mental and physical health of our employees. Programs sought to combat work-life integration challenges and the fatigue many people around the world were feeling due to the stressors of COVID and a global "always-on" culture. We continued these programs in 2022 and 2023 to demonstrate our commitment to helping employees get away from screens, go outside, and recharge. These programs are now part of how we do business:

**TOGETHER TIME OFF (TTO):** A designated "winter break." KEENers receive a paid week off between Christmas and New Years.

**KEEN SUMMER:** A program encouraging all KEEN employees to take a full week of PTO at some point during the summer.







^ Ice cream break during a KEEN Utility Volunteer Day

^ All-KEENER Volunteer Day



# Activism & Volunteering

Volunteering is a long-held value, tradition, and benefit at KEEN. Doing good, giving back, inspiring others to get outside, and helping to protect our beautiful planet are all key components of volunteering and core to who we are. That is why, since 2005 we’ve given every KEENER up to 40 hours of paid volunteer time a year, plus eight hours of paid company service leave time. We started recording these hours in 2016. Since then, **KEENers around the world have spent more than 22,706 hours volunteering in their communities.**

Over the years we have seen the power of volunteering’s impact on increasing employee engagement and forging employee relationships across departments and functions. Though the mission hasn’t changed, the KEEN Employee Volunteer Program has morphed throughout the years and especially in this post-COVID world. Our intention in 2023 was to revive, strengthen, and catalyze employee volunteering and encourage folks to take individual action to make a positive difference in their own communities. To celebrate our 20th birthday, the US region set a goal of increasing volunteer hours used by 20% from 2022. **We made it, clocking in at 2,337 volunteer hours!**

REGION	VOLUNTEER HOURS RECORDED IN 2023
KEEN CANADA	160
KEEN EMEA	164
KEEN JAPAN	525
KEEN US	2,337



^ Climate march in Tokyo, Japan

**3,186**  
**VOLUNTEER HOURS**  
**ACROSS KEEN REGIONS**  
That’s 5 per KEENER!



^ Reef relief beach cleanup in Key West, FL, USA





## Bex!, a Portland-based KEENer, used 40 hours on the Quinhagak Archeological Project in Alaska.

Along the edge of the Bering Sea in southwest Alaska, the effects of climate change on the coastline revealed a rich archeological site — spotted in 2007 when artifacts started falling out of a bluff and into the ocean. KEENer Bex! used her 40 hours of paid KEEN service leave to help the Quinhagak Archeological Project unearth as much as they can before the next severe storm claims more artifacts.

Out at the field site, the team found a full-size mask — the fifth of this excavation season! It was upside down and half frozen in the permafrost. They had to work carefully using boiling water and time to thaw the ground and be able to extract the mask without damage.

▼ Bex! putting her Pyrenees to the test



*“It was an adventure to get to Quinhagak, and an adventure to be there. Having Personal Service Leave available made undertaking this huge adventure possible. Getting to see these artifacts in person and to participate in saving them from being lost to the ocean was rewarding and getting to participate in the community was a privilege.”*

**- BEX!, KEEN EMPLOYEE**



# Democratizing Our Impact Investing

Behind our purpose-driven, family-owned business are KEENers who want to do good together. And we’re proud of that. In 2023, we made a conscious decision to widen access to and democratize a portion of our investment dollars to be managed directly by KEENers.

**HERE ARE A FEW EXAMPLES OF HOW KEENERS FROM OUR US GARAGES, EMPLOYEE AFFINITY GROUPS, AND SALES TEAMS ARE SUPPORTING COMMUNITY.**



KEEN Garage Barn Dance, Palo Alto, CA, USA ^

**PALO ALTO GARAGE – PIE RANCH**

Food insecurity is a growing issue throughout many of the counties in the Bay Area, California. Our Palo Alto Garage sought out a partnership with Pie Ranch, a nonprofit farm cultivating a healthy and just food system through education and partnerships. The Garage supplied sturdy work boots for Pie Ranch’s Youth Corps, a program that helps youth gain job skills and food justice education through working on the Pie Ranch farm; sponsored the inaugural Joy Jam festival: A Celebration of Solidarity and the Future of Food; and hosted Pie Ranch for an in-store barn dance accompanied by live music. This joyful event uplifted Pie Ranch’s Propagate! campaign while bringing together the Palo Alto community.

**KEEN SALES – CITY UNION MISSION**

We’re better together. During the November Grassroots Outdoor Alliance show, KEEN & Oboz came together to provide attendees an opportunity to support the local community through a partnership with the City Union Mission. Every attendee packed up hygiene supplies and KEEN socks to build a Smile Kit for someone in need. By the end of the show, 35 large boxes weighing 1,175 pounds were donated at the end of the week.



KEENFOOTWEAR.COM



^ KEEN Garage – Portland, OR, USA

**PORTLAND GARAGE – MAZAMAS**

In 2023, the KEEN Garage partnered with Mazamas hiking group. Mazamas has a long-standing history in the Pacific Northwest as being a leader in providing educational and experiential opportunities for those passionate and/or interested in the outdoors. This partnership included a grant in 2023 and a member discount to shop at the KEEN Garage. In 2024, this partnership is being extended to support the Mazama Rambles. Rambles are free, organized hikes that encourage community, fitness, and exploring hidden parts of Portland one may never see otherwise. The KEEN Garage will be the new meeting spot for these local adventures.

**VETERANS EAG – WARRIOR EXPEDITIONS**

Our Veterans Employee Affinity Group has a strong relationship with the nonprofit organization Warrior Expeditions, an outdoor therapy program that helps veterans transition from their wartime experiences through long distance outdoor expeditions. Warrior Expeditions provides veterans with everything required to complete a Warrior Hike, Bike or Paddle thanks to funding and donations. In 2023, KEEN’s Veterans EAG donated \$2,500 in cash and 83 pairs of KEEN NXIS hikers to a group of veterans doing a thru-hike of the Appalachian Trail.







# Diversity, Equity & Inclusion

While KEEN has always worked to be an inclusive brand for everyone, we acknowledge that we’re a business in a predominantly white industry with predominantly white employees. We acknowledge that our previous efforts, though earnest, have fallen short.

Through partnerships and memberships with organizations like Camber Outdoors, our self-governing and collectively run JEDI Employee Resources Group (ERG), training and education requirements, and DEI goals, we are constantly learning and unlearning to make a more inclusive workplace and industry.

**DIVERSITY GOALS**

We are committed to increasing diversity at our global headquarters to 20% BIPOC and 50% women by 2025. We are committed to increasing diversity of our leadership, too – to 20% BIPOC directors and 50% women directors and above by 2030.

**HERE’S HOW WE WERE TRACKING IN 2023:**

DIVERSITY	KEEN GLOBAL HQ					
	2020 RESULTS	2021 RESULTS	2022 RESULTS	2023 RESULTS	TARGET	
BIPOC	15%	15%	14%	13%	20%	2025
BIPOC DIRECTOR & ABOVE	8%	13%	18%	15%	20%	2030
WOMEN	40%	43%	45%	51%	50%	2025
WOMEN DIRECTOR & ABOVE	26%	35%	31%	41%	50%	2030



KEEN Utility Workboot – The Cincinnati ^

**JEDI WORKING GROUP**

The JEDI Working Group acts as an advisory group to KEEN, designing and submitting successful proposals that lead to changes within our organization—such as amending our Time Off Policy for activities like voting and expanding our Bereavement Policy to be more inclusive of all families.





# Camber Outdoors

Camber is a nonprofit organization dedicated to creating and sustaining inclusive, equitable, and diverse workplaces in the \$1.1 trillion Outdoor Recreation economy.

Camber delivers systemic and scalable workplace support and industry-wide results. More diverse companies are better able to meet organizational goals, win top talent and improve their customer orientation, employee satisfaction, and decision making, and all that leads to a virtuous cycle of increasing returns for companies, individuals, and communities.

**KEEN HAS BEEN A CAMBER PARTNER SINCE 2008.**

## **ALLYSHIP PROGRAM – CATALYST SPONSORSHIP**

The Camber Allyship Program engages senior leaders at our Camber Partner companies who identify as male (vice-president level and above) and who identify as female (director level and above), to build skills and deliver systemic change through a leadership exchange informed by diversity, equity, and inclusion (DEI) principles. The program prepares systemic change ambassadors through the acquisition of the following skills: allyship literacy, reciprocal mentoring fundamentals, gender and intersectional fluency, and effective communication with other gender-identified colleagues.

In 2020, KEEN doubled down on our commitment to Camber's mission with a \$30K investment in their Allyship Program Pilot. In 2022 and 2023, KEEN became a Catalyst Sponsor of the program, investing \$100K annually. There have been 179 participants in the Allyship Program from 66 brands since it launched in 2021.





# Partner Highlights

**KEEN FEC X BERNHEIM FOREST**

When the KEENers who thoughtfully package up KEEN shoes aren't working hard to get fans' online orders to them as quickly as possible, they're delivering extra care to the nature in their backyard.

Our Fan Engagement Center (FEC) in Shepherdsville, KY, has partnered with the Bernheim Arboretum and Research Forest for years. FEC KEENers use employee volunteer hours to build structures, maintain trails, and tend to the 16,000+ acre arboretum, forest, and nature preserve just located down the road.

In 2023, thanks to the FEC's influence and excitement, **KEEN further invested in Bernheim Arboretum's mission with a \$10,000 grant** to fund the Backside Learning Center Summer Camp, which connects children of Churchill Downs workers with the natural world.



[WATCH VIDEO](#)

Here's a peek inside the FEC and this inspiring Partnership ^

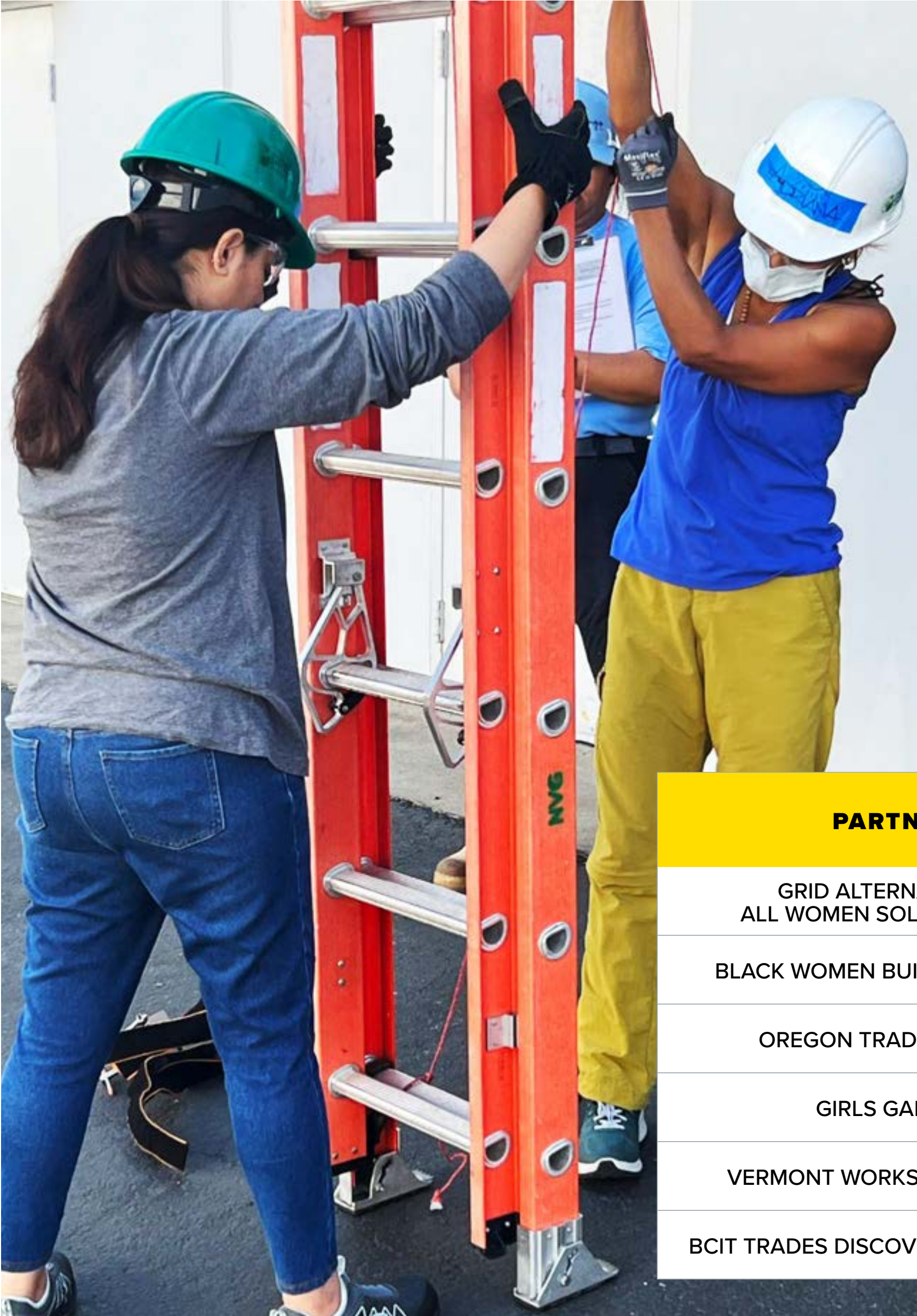


Bernheim Arboretum and Research Forest is a 16,137-acre arboretum, forest, and nature preserve located in Clermont, Kentucky.

KEENERS from our Fan Engagement Center Hard at Work in Bernheim Forest >







UTILITY

# Partner Highlights

**SHE BUILDS PROGRAM**

Now in its 3rd year, KEEN Utility’s **SHE BUILDS** program supports nonprofits that provide access to quality skills-based education, networking, and empowerment for girls and women looking to join the trades. KEEN has committed significant cash and product to help provide a solid foundation for a new generation of women workers in North America.

**2023 PARTNERS INCLUDED:**

PARTNER	LOCATION	CONTRIBUTION
GRID ALTERNATIVES – ALL WOMEN SOLAR COHORT	CALIFORNIA, USA	\$10K AND KEEN UTILITY BOOTS FOR EACH PARTICIPANT
BLACK WOMEN BUILD BALTIMORE	MARYLAND, USA	\$10K AND KEEN UTILITY BOOTS FOR EACH PARTICIPANT
OREGON TRADESWOMEN	OREGON, USA	\$10K AND KEEN UTILITY BOOTS FOR EACH PARTICIPANT
GIRLS GARAGE	CALIFORNIA, USA	\$10K AND KEEN UTILITY BOOTS FOR EACH PARTICIPANT
VERMONT WORKS FOR WOMEN	VERMONT, USA	\$10K AND KEEN UTILITY BOOTS FOR EACH PARTICIPANT
BCIT TRADES DISCOVERY FOR WOMEN	BRITISH COLUMBIA, CANADA	\$10K AND KEEN UTILITY BOOTS FOR EACH PARTICIPANT





# Working together to reduce our climate impact and protect Earth's resources

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# PLANET





# Climate Journey

As a values-led, family-owned company, we’re committed to reducing our impact on the planet and to sharing our innovations so we can do more good, together. **In 2023, we solidified this commitment by rapidly advancing our Climate Journey through five critical steps.**

1

WE MEASURED OUR EMISSIONS

We started by measuring our total 2021 emissions across all aspects of our brand, from offices and employees to making and shipping KEEN shoes. To create this baseline, we worked with a 3rd party carbon accounting platform to measure and track our emissions, following the Greenhouse Gas Protocol corporate standard. This first measurement is our baseline, or the starting value from which we set a target and are building a reduction strategy against. We quickly followed up with measuring our 2022 footprint and are committed to measuring our impact annually.

KEEN’S ANNUAL GREENHOUSE GAS IMPACT:

YEAR	SCOPE 1 (TCO <sub>2</sub> E)	SCOPE 2 (TCO <sub>2</sub> E)	SCOPE 3 (TCO <sub>2</sub> E/ 1,000 PAIRS)
2021	85	938	19
2022	228	986	18

SCOPE 1 direct emissions

SCOPE 2 indirect emissions from purchased electricity for KEEN facilities

SCOPE 3 indirect emissions from KEEN’s value chain



2

WE SET A GOAL TO REDUCE OUR EMISSIONS

We have made a commitment to significantly reduce our emissions by 2033. Here’s the breakdown:

**REDUCE ABSOLUTE SCOPE 1 AND 2 GREENHOUSE GAS (GHG) EMISSIONS BY 55% FROM FY21 BASELINE BY 2033.**

**REDUCE SCOPE 3 GHG EMISSIONS BY 62% PER THOUSAND PAIRS FROM FY21 BASELINE BY 2033.**

Will it be hard to reach our target? Yes. Do we have all the answers? No, not even close. Yet we’re committed to sharing our successes, our failures, our innovations, and our progress along the way with fans, the shoemaking industry, even our competitors. Because at the end of the day, we’re all in this together.





3

### WE SHIFTED TO RENEWABLE ENERGY

All KEEN-owned and operated offices, Garages, and our Fan Engagement Center are running on 100% renewable electricity! We've achieved this by sourcing Renewable Energy Certificates (RECs) across all regions where we have an operating footprint. **In 2023, we purchased RECs for 100% of our 2022 global owned and operated facilities electricity.**



^ KEEN Garage, Harajuku, Tokyo, Japan.



We secure Renewable Energy Credits (RECs) across all operating regions to power KEEN offices, garages, and our Fan Engagement Center

4

### CREATED A KEEN CLIMATE TASK FORCE

KEENers across our organization embed our climate strategy into business plans and guide us toward our target. From finance and logistics, to people and culture, and product design, development, and innovation, we're working cross functionally to reduce our impact.



5

### WE INVESTED IN CLIMATE-FOCUSED PARTNERS

The climate challenge is one that requires all hands on deck. So, we've expanded our KEEN Effect investment strategy to include nonprofit organizations, ideas, and innovations working to mitigate the effects of climate change.

#### GRID ALTERNATIVES

Through our KEEN Utility She Builds Program, KEEN supported GRID Alternative's Women in Solar program by co-sponsoring their five-week North Valley, all women solar training cohort in Sacramento, CA, this summer. GRID's Women in Solar Program is designed to build a diverse, equitable, and inclusive solar industry by providing pathways to technical careers for women.

#### NATIVE RENEWABLES

We recognize the need to uplift Indigenous-led pathways toward equitable climate solutions, which is why we supported the critical work of Native Renewables, a nonprofit bringing Indigenous-led affordable solar power solutions and knowledge to 15,000 homes in the Navajo and Hopi Communities.



## What are RECS?

A Renewable Energy Certificate (REC, pronounced "wreck"), also known as an Energy Attribute Certification (EAC), is a tool to ensure you are purchasing renewable electricity along with your electricity use. Once electricity enters the grid, renewable and non-renewable sources are indistinguishable. One REC or EAC certifies that one megawatt-hour (MWh) of electricity was produced by a renewable source and delivered to the grid. Once a REC is purchased and retired, that MWh of renewable electricity is retired and can only be accounted for by the purchaser.

#### HOW DID KEEN USE RECS IN 2023?

We believe integrating renewable energy is critical to a successful global climate strategy. In 2023, we purchased Renewable Energy Certificates (and the international equivalents in all KEEN regions) for 100% of the electricity use for our 2022 owned and operated facilities around the world.

#### WHAT TYPE OF RECS DOES KEEN PURCHASE?

Our REC program covers 4 geographic regions, so we purchased high quality, available RECs within each market. Reputable RECs should be purchased from within the country where the original energy was used, so we divided our purchase based on usage in each region. The certifications we use by region are:

- UNITED STATES - GREEN-E CERTIFIED
- CANADA - ECOLOGO CERTIFIED
- THE NETHERLANDS - AIB GO
- JAPAN - J-CREDITS

We prioritized RECs from projects sourced from wind and solar sources within each of our geographic regions. In Canada and the United States, we sourced RECs from wind projects in Quebec and Texas. In the Netherlands and Japan, our RECs came from solar sources.

RECs are a great first step to sourcing renewable energy. We look forward to expanding this strategy in the future.



# Partner Highlights



In 2023, KEEN welcomed a new multi-year partner into our ecosystem, Protect Our Winters (POW). POW is passionate about helping outdoor people protect the places they live and experiences they love from climate change. They leverage their community of influential athletes, prominent scientists, inspiring creatives, and powerful business leaders to help advance non-partisan policies that will protect our world today and for future generations. KEEN was stoked to support POW's education and civic engagement efforts, especially POW's Science Alliance.

## POW SUMMIT

As new members of Team POW, we were able to attend their yearly Leadership Summit, where the outdoor community comes together to reflect, connect, play, and think big about how the Outdoor State can intentionally contribute to climate advocacy in the year ahead.



In 2023, The Conservation Alliance helped protect 11.7 million acres and 40 river miles, remove one dam, and cancel oil and gas leases in the Arctic National Wildlife Refuge. KEEN has been a proud partner of TCA since 2005, and a Pinnacle Member – investing at least \$100,000 annually – since 2008.

In May, six KEENers attended the Inaugural TCA Summit in Winter Park, CO. They slept in yurts, ate meals outside, and participated in three days of workshops and education sessions. They joined over 200 attendees from 100 outdoor-inspired brands and 60 speakers to unite around a shared interest of protecting North America's wild places and outdoor spaces.





# Finding innovative ways to Consciously Create our shoes for a better planet

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# PRODUCT







# Consciously Created

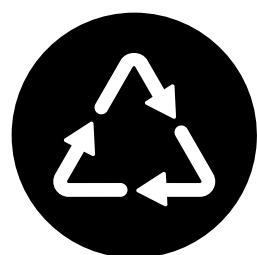
Now we know you're thinking that the most conscious thing to do would be to not make anything at all. We don't disagree. However, having durable, comfortable, protective shoes makes it possible to get outside. Really get outside. To connect with the world and each other, disconnect from screens and stress, and do some good while doing all that. And we believe in all of those things, too.

So for us, it's about being more conscious of all the choices that go into making a shoe and doing everything we can to have a more positive effect on humankind and the planet.

It's rethinking the way things are usually done and acting on our values by doing things differently. Sure some of these choices are small, like using recycled aluminum eyelets or harvesting the waste from one product to make something "new." Sometimes they're bigger, like eliminating toxic forever chemicals (aka PFAS) from our supply chain. Every step is a step forward, simple as that.

**SHOES AREN'T BETTER FOR THE PLANET, BUT WE CAN MAKE THEM BETTER.**

## THIS IS HOW WE CONSCIOUSLY CREATE.



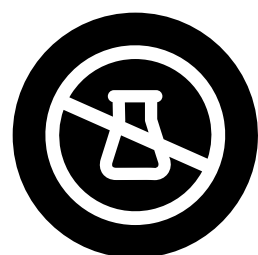
01

Harvest  
Materials



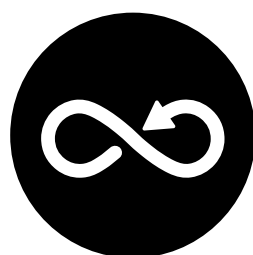
02

Source  
Ethically



03

Detox  
The Planet



04

Make  
For Life





# Detox Initiative

KEEN is committed to removing harmful chemicals from our entire range of footwear. We follow the guidance set by The Green Science Policy Institute for the Six Classes of Harmful Chemicals and annually track and report our progress for each chemical group.



^ The Original Hybrid Sandal – The KEEN Newport H2

CHEMICAL GROUP	STATUS
PFAS	FREE SINCE 2018
ANTIMICROBIALS	FREE SINCE 2018
FLAME RETARDANTS	FREE SINCE 2003
BISPHENOLS & PHTHALATES	95%+ FREE SINCE 2018*
SOLVENTS	10% FREE IN 2023, INTENTION TO BE 20% FREE BY 2025 & 30% FREE BY 2030.
CERTAIN METALS	FREE SINCE 2015

\*While we strive to be 100% free of Bisphenols & Phthalates, Bisphenol A can be found in the source content of recycled polyester.



▼ KEEN Utility Work Boot – The Detroit XT





# PFAS FREE S I N C E 2 0 1 8

2023 was a landmark year for the PFAS Free Movement. Legislators across the country drafted and passed bills banning products containing PFAS; the EPA published a final rule requiring manufacturers and importers of PFAS and PFAS-containing articles in any year since 2011 to report information to the EPA; retailers implemented requirements for the brands they sell to remove PFAS from products; and brands themselves made commitments to replace and remove these harmful chemicals across product lines. For KEEN, 2023 marked our **6th year of being PFAS Free**. To commemorate our continued progress, we published an update to our PFAS Free Green Paper, our way of transparently sharing how we achieved PFAS Free status in 2018, what the changing landscape means for brands, and more. We’ve been years ahead of legislation and the industry because back in 2014 we learned of the detrimental impact of PFAS.

**WHAT ARE PFAS?**

PFAS stands for per- and polyfluoroalkyl substances, a class of more than 5,000 man-made, fluorinated compounds. They are also known as “forever chemicals” because they don’t break down naturally in the environment due to the strong carbon-fluorine bonds. Since the 1950s, PFAS have been used across many consumer goods products for waterproofing and grease resistance.

**WHY ARE PFAS SO HARMFUL?**

PFAS have been found in most of our natural environment. They’ve made their way into water systems, snowpacks, the animals we eat, and human bloodstreams. They are pervasive and persistent, so once they are in our systems, they stay there and cause harm. Studies have shown that PFAS exposure in humans can cause hormone disruption, increased risk of cancer, infertility issues, and more.



**WE’VE BEEN PFAS FREE SINCE 2018.**

In 2023, we estimate to have avoided the use of 8,000 kgs of PFAS chemicals that would have been used during typical footwear manufacturing.

Since 2015, we’ve kept over 90,000 kgs of this harmful chemical from being applied to our shoes.



^ WK400 WP – Featuring PFAS Free Durable Water Repellency



# Green Paper Series

We believe in the power of radical transparency, collaboration, and open-source innovation to drive change. By openly discussing our process, challenges, and successes, we hope to inspire other companies to join us in our mission to consciously create and contribute to a healthier planet.



## THE ROAD TO PFAS FREE

It took us four years to phase out PFAS from our footwear manufacturing process, and we continue to work to keep them out. We learned a lot along the way, and in an effort toward radical transparency, shared our journey through our first Green Paper, “The Road to PFAS Free Footwear,” published in 2020. Version 2.0 was updated to include a forward by Arlene Blum, founder of the Green Science Policy Institute, American mountaineer, author, scientist, and many times a guide for KEEN on our PFAS Free journey. The updated paper also examines how the PFAS landscape has changed in three years, how industry and government policy is responding, and includes updates to our Step-By-Step Guide to PFAS Free.

## HOW WE’RE FIGHTING FOOT FUNK WITH ANTIMICROBIAL FREE INSOLES

As part of KEEN’s open-source initiative, we published our 2nd Green Paper, “How We’re Fighting Foot Funk with Antimicrobial-Free Insoles.” Like our PFAS Free Green Paper, this was written as an educational tool for other brands working to eliminate antimicrobials from their products. Antimicrobials are frequently used in footwear to manage that “foot funk” smell that comes from wearing shoes, especially while sweating. Although they manage odor, they are also one of the Six Classes of Harmful Chemicals that cause outsized harm for their limited benefits.

In 2023, KEEN avoided the use of 6,000 kgs of antimicrobials thanks to the use of our innovative, probiotic-based alternative. Since launching the program in 2015, we estimate to have avoided 67,000 kgs of these harmful chemicals. Learn more about our program in the Green Paper.

*“After four years of research, experimentation, and investment, KEEN succeeded in eliminating PFAS from their entire product line. And then, commendably, they decided to share what they learned so other outdoor brands could stop using these chemicals as quickly and economically as possible.”*

**- ARLENE BLUM PHD.**

BIOPHYSICAL CHEMIST, AUTHOR, AND MOUNTAINEER  
EXECUTIVE DIRECTOR OF THE GREEN SCIENCE POLICY INSTITUTE  
AND RESEARCH ASSOCIATE IN BIOLOGY AT UC BERKELEY





# Better Leather

As the manufacturer of durable, long-lasting footwear, leather is a critical part of our overall material mix. Unfortunately, certain parts of the leather supply chain can be opaque and challenging to control. Cattle raised for leather and beef in Brazil have been shown to contribute to the deforestation of the Amazon Biome. Beginning with our Spring 2023 procurement, we prohibited all suppliers from purchasing any leather hides from the country of Brazil.

Tanning can be a dirty, resource-intensive business. Our Leather Working Group (LWG) commitment ensures that any tannery processing leather for KEEN has gone through an environmental and social audit, focused on the below areas:

- General Facility Details
- Subcontracted Operations
- Social Audit
- Operating Permits
- Production Data
- Incoming Material Traceability
- Outgoing Material Traceability
- Environment Management Systems (EMS)
- Restricted Substances, Compliance, and Chromium VI (CrVI) Management
- Energy Consumption
- Water Usage
- Air & Noise Emissions
- Waste Management
- Effluent Treatment
- Health, Safety, & Emergency Preparedness
- Chemical Management
- Operations Management



^ KEEN Utility Work Boot – The Independence



***KEEN is also a member of the Leather Working Group (LWG) and only works with LWG-certified suppliers at the silver or gold level.***



# Partner Highlights



Partners since 2008, KEEN has donated over \$530,000 to Leave No Trace (LNT), helping support educational programs, research, and outreach efforts that spread the message of responsible outdoor ethics. This year, we supported their new online course, **Training for All**, and launched our **Pyrenees x Leave No Trace collab** hiking boot, with 3% of the proceeds from every purchase going back to support LNT's mission.

## TRAINING FOR ALL

Being equipped with Leave No Trace training makes our communities and outdoor spaces healthier. Practicing Leave No Trace is something we can all do when we interact with nature and a skill we can pass down to the next generation. The LNT training structure changed to the Training For All model to make LNT principles more appealing and accessible to a wider range of audiences. People from all 50 states and 62 countries took the LNT training in 2023. 12,151 students enrolled in the Training for All course. More than 398,490 course lessons were completed; 7,178 of those were in Spanish.



KEEN did a donation match during the Training for All launch. From Sept. 18 to Oct. 18, KEEN offered to match up to \$10K of individual donations. LNT raised \$18,196 before the match was applied.

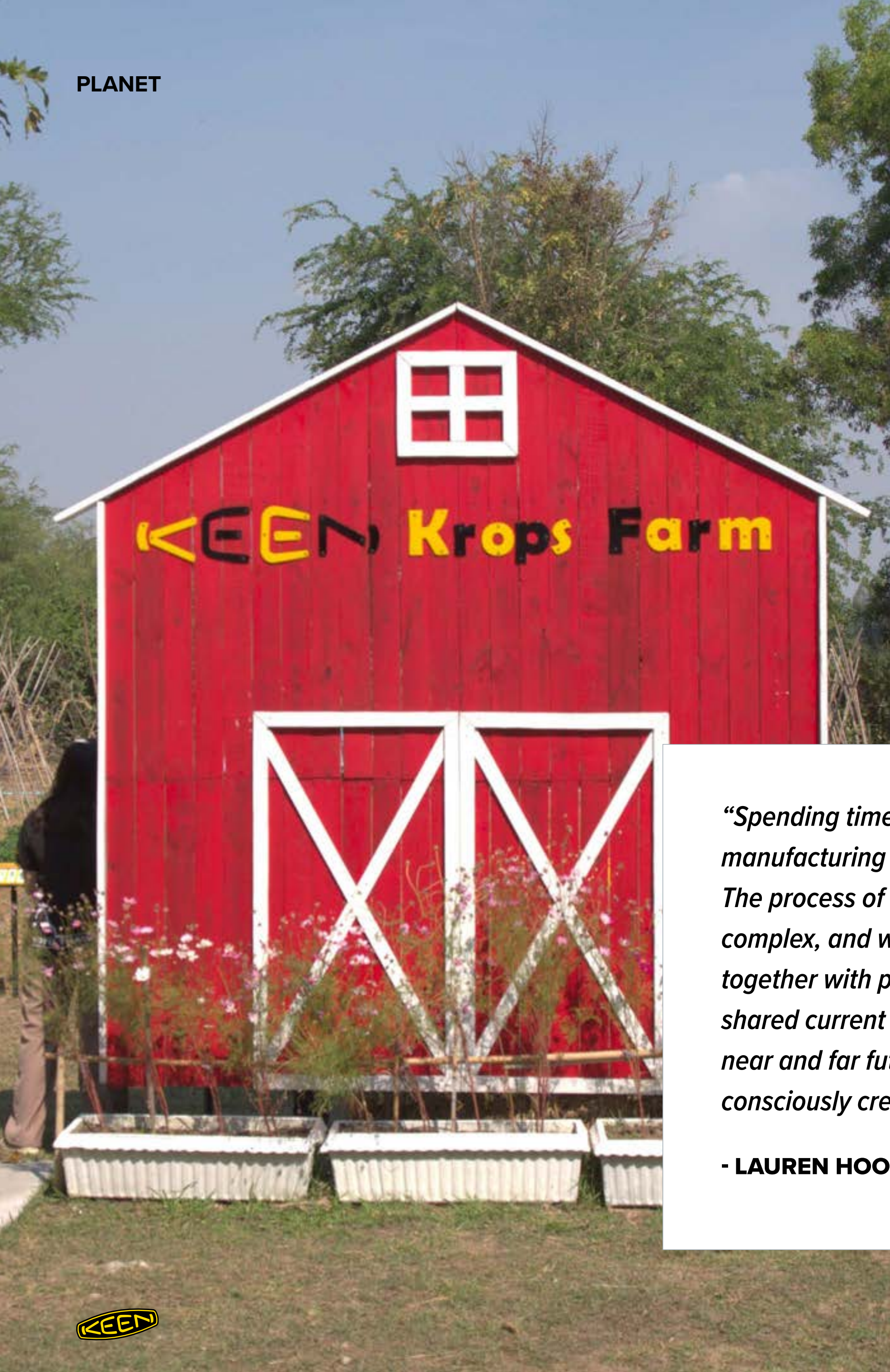
**IN 2023, LNT AWARDED KEEN WITH THE CORPORATE PARTNER OF THE YEAR AWARD.**

*“KEEN Footwear was awarded the Leave No Trace Corporate Partner of the Year award in 2023 because of their unwavering commitment to environmental stewardship and sustainability in both its products and practices. In 2023, KEEN collaborated with Leave No Trace to launch their Pyrenees hiking boot globally, which incorporates the Leave No Trace logo. A portion of the proceeds were donated to support Leave No Trace’s newest and most inclusive Training for All education courses.”*

**- DEAN RONZONI**

The LNT x KEEN Pyrenees ^





# Visiting Our Supply Chain

Although audits and policies are necessary to successfully manage such a large supply chain, a less measurable but equally important element is visiting suppliers in person. Our supply chain team regularly visits manufacturers. But in February 2023 – after waiting for many COVID-19 travel restrictions to be lifted – we were able to send a small group from our KEEN Effect team into the supply chain. In a span of two weeks, they got to visit 3 countries and 11 suppliers, ranging from finished goods manufacturers, tanneries, outsole suppliers, and more. These in-person connections allow for both suppliers and KEEN to share current environmental and social programs, and future ideas for collaboration, and they give immense insight into the complexity of footwear manufacturing.

*“Spending time with our suppliers and partners in our manufacturing countries was one of the highlights of my year. The process of making a pair of KEEN shoes is extremely complex, and we got to see how each component comes together with precision, care, and attention to detail. We shared current environmental and social initiatives, and near and far future goals, solidifying our shared passion to consciously create.”*

**- LAUREN HOOD, KEEN EFFECT**

< Community Garden Outside of Our Owned Factory in Thailand



▼ Smalling Luo – Chemist and RSL Lead, and Lauren Hood – KEEN Sustainability Manager

^ SVP of Global Supply Chain, Hari Perumal, on a solar powered tuk tuk







# Policies

## **CHEMICAL MANAGEMENT POLICY & RESTRICTED SUBSTANCES LIST**

KEEN's Chemical Policy & Restricted Substance List (RSL) is the guiding document that makes our Detox the Planet initiatives possible. Updated annually based on AFIRM guidelines and to address other chemical management goals as needed, it provides a detailed description of our chemical testing procedure, what we test for, and how we remedy any issues that arise during testing. In 2023, we had over 99% compliance with our Chemical Policy & RSL across finished goods.

**[CLICK HERE TO ACCESS OUR RSL POLICY ►](#)**

## **CODE OF CONDUCT**

KEEN's supply chain is what allows us to bring Consciously Created product to life for our fans. In 2023, we worked with suppliers across nine countries utilizing the skills of 24 finished goods manufacturers (also called Tier 1 Suppliers). In addition, KEEN's own Tier 1 factories contributed to 33% of our 2023 production. These factories are in Thailand, the Dominican Republic, and Portland, Oregon.

A critical part of managing our supply chain is KEEN's Code of Conduct. This document is distributed to our manufacturing partners and states the principles, standards, and ethical expectations we have for anyone doing business with KEEN. Our Code is reviewed annually, or more often if needed, to ensure relevant issues are addressed in our official policy. In 2023, we conducted a third-party audit of owned factories against our Code of Conduct and joined the industry Commitment to Responsible Recruitment through the American Apparel & footwear Association and Fair Labor Association. We will continue to audit owned and contract factories to ensure compliance with our Code of Conduct in 2024 and beyond.

**[CLICK HERE TO ACCESS OUR CODE OF CONDUCT ►](#)**



# All U.S. People, Product, and Planet Community Investments

All KEEN Effect community partners listed here received in-kind (shoe) donations, cash, or both. Investments ranged from a minimum of 15 pairs of KEENs to a maximum of \$100,000 in cash.

- Aapi Youth Rising
- Bernheim Arboretum & Research Forest
- Black Women Build
- Brave Trails
- Camber Outdoors
- Catalyst Sports
- Eli’s Project
- Environmental Grantmakers Association
- Fit D.C., DC Parks And Rec
- Forest Park Conservancy
- Girls Garage
- Glassroots, Glass Half Full
- Good360
- Grassroots Outdoor Alliance - Mission Kits
- Green Science Policy    Greening Youth Foundation
- Grid Alternatives

- Headcount
- Intersectional Environmentalist
- Leave No Trace
- Maine Farmland Trust
- Maui Just Recovery Fund, Amalgamated Foundation
- Mazamas
- Michigan State University - National PFAS Convention
- National Network For Youth
- Native American Youth & Family Center
- Native Renewables
- Northeastern Minnesota For Wilderness
- Oregon Tradeswomen
- Outdoor Afro
- Outdoor Diversity Alliance
- Pattie Gonia - Thirsty For Change
- Pie Ranch
- Protect Our Winters
- Quinhagak Archeological Project
- Reef Relief
- Saved by Nature
- Shady Pines Radio
- Soles4Souls
- SOLVE
- Storm Trust, Amalgamated Foundation
- Taking Ownership PDX
- The Conservation Alliance
- The Venture Out Project
- Trail Keepers of Oregon

- Trans Lifeline
- Trees Atlanta
- VERDE Portland
- Vermont Works for Women
- Vida Verde Educational Equity in the Outdoors
- Warrior Expeditions
- Washington Trails Association
- Washoe Cultural & Outdoor Educational Program
- Wild Diversity
- World Central Kitchen



^ A Paddle with Wild Diversity



^ KEENERS advocating for wild places in Washington DC, USA



^ Brave Trails Camp Out!





# Making a KEEN Effect around the world

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# REGIONAL HIGHLIGHTS





REGIONAL HIGHLIGHTS



At the She Builds activation with BCIP, the cohort got outfitted in KEEN Utility ^



^ Boxing donations for Global Medic



^ Earth Day Clean Up at Chris Gibson Park



BRAMPTON, ONTARIO

# KEEN Canada

**GLOBALMEDIC**

Founded in 2002, GlobalMedic is a respected Canadian charity dedicated to providing people affected by poverty, disaster, or conflict with humanitarian aid. It all started with a big idea: Revolutionize aid delivery to have the greatest impact and most efficiency. KEEN Canada is proud to partner with Global Medic for the first time in 2023. On Giving Tuesday, KEEN Canada employees volunteered with GlobalMedic to package rice and microgreens for local food banks, shelters, and community support agencies. In response to the devastating 2023 wildfires in British Columbia and the Northwest Territories, KEEN Canada donated \$13,000 to GlobalMedic to address chronic shortages of equipment needed to fight the fires.

**BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY**

KEEN Canada is proud to be in the second year of partnership with the British Columbia Institute of Technology. In 2023, KEEN Canada supported the Trades Discover Program, a 16-week session guiding women through 15 distinct trades disciplines to lay the foundation for future apprenticeships. All 48 participants were equipped with KEEN Utility footwear, setting them up for success in their future careers. KEEN Canada also donated \$13,000 to support this program.





# All KEEN Canada Community Investments

- British Columbia Institute of Technology
- Bruce Trail Conservancy
- Canadian Parks and Wilderness Society
- Global Medic
- Leave No Trace Canada
- Rare Charitable Research Reserve
- Soles 4 Souls
- The Red Cross
- University of Waterloo



^ KEEN Utility on the Trail with Bruce Trail Conservancy



^ KEEN Canada Doing Trail Work!





## REGIONAL HIGHLIGHTS

ROTTERDAM, THE NETHERLANDS

# KEEN EMEA

## EUROPEAN OUTDOOR CONSERVATION ASSOCIATION - EOCA

Since 2015, a select group of forward-thinking EOCA members have been leading the way in conservation, through their funding of the future sustainable growth of the Association. The funding provided by KEEN EMEA will be used to help finance the operating costs of the Association, to ensure the continuation of EOCA and to enable the entire outdoor sector to work together to support nature conservation that addresses the loss of biodiversity, the climate crisis, and the great outdoors.

## IT'S GREAT OUT THERE

KEEN EMEA supports It's Great Out There, a not-for-profit collaboration launched by the outdoor industry in 2017 to increase public awareness of the benefits and positive impact of outdoor activities for individuals and for society.



## MENTAL HEALTH MATES

In 2023, KEEN EMEA began supporting Mental Health Mates. This organization, which was founded in 2016, is a network of over 150 peer support groups. They meet regularly across the UK to provide a safe space to walk, connect and share without fear or judgment. Led by regional volunteers, these free walks are open to all and provide an important opportunity to connect with others and take preventative measures to improve mental well-being.

## KLEDINGBANK ROTTERDAM

In 2023, KEEN EMEA donated 3,000 pairs of shoes to Kledingbank Rotterdam. This organization distributes clothing and shoes to people in need in and around Rotterdam who may not have the financial resources to clothe themselves and their families.

## COLLAB FOR EFFECT: KEEN EMEA X HIKING PATROL

KEEN EMEA partnered with Hiking Patrol to launch the Jasper in two new colors inspired by species of endangered frogs. Part of the proceeds from the collaboration were donated to EOCA to protect these species that help regulate the algae blooms they feed on, as well as prevent water contamination in the ecosystem where they live. The collaboration with Hiking Patrol respects KEEN's vision and ushers in another step toward environmental advocacy.

^ Green Turtle Hatchling, Bangkaru Island – Partnership with EOCA

^ Photo credit (top & bottom): Paul Hilton

## COLLAB FOR EFFECT: KEEN X SKALL STUDIO

To celebrate Nordic Coastal Cleanup Day on May 6, KEEN and SKALL STUDIO supported Hold Danmark Rent, an organization that keeps the Nordic Coasts clean. The donation supported simplifying marine litter clean-up by funding new signs for the beach bins.



# Aii KEEN EMEA Community Investments

- European Outdoor Conservation Association (EOCA)
- Hold Danmark Rent
- It's Great Out There
- Kledingbank Rotterdam
- Mental Health Mates
- Tenuta La Cappellina



^ Mental Health Mates WK400 Walk



^ Bangkaru Island, Photo: Alex Westover



^ Hold Danmark Rent - Nordic Coasts Clean Up



# KEEN Japan



**MIRAI NO MORI**

In 2023, KEEN Japan and Mirai no Mori, an organization dedicated to empowering marginalized youth in the outdoors, partnered on several activities. The teams took a group out to experience snow sports in January. KEEN hosted a workplace visit for high school students in August, then took a group on a rafting experience in September. To end the year, KEEN and Mirai no Mori staff visited an orphanage in Tokyo and presented nearly 200 pairs of KEEN shoes to the children living there.



**THE BIG ISSUE**

In August 2023, KEEN Japan launched two charity collaboration bags (a satchel and a tote bag) with THE BIG ISSUE, a magazine that supports people’s reintegration from homelessness. Both products are upcycled from deadstock fabrics, following KEEN’s Consciously Created ethos. 40% of the retail price of the bags will be donated to THE BIG ISSUE when purchased directly from THE BIG ISSUE sellers on the street. A portion of the proceeds from purchases made at KEEN Japan Garages and online will also be donated.

**OPEN JAPAN**

In July, heavy rains caused landslides in many parts of Japan. OPEN JAPAN, a partner organization of KEEN Japan that conducts disaster relief activities, focused efforts in Akita City, where many houses were inundated by internal flooding. KEEN employees volunteered with OPEN JAPAN to help restore damaged houses. Additionally, KEEN Japan donated 5% of sales during a 10-day period to OPEN JAPAN. The need for volunteers trained in disaster relief has increased due to frequent torrential rain disasters and flooding. In the Spring of 2023, 20 KEEN staff members participated in a two-day training program hosted at OPEN JAPAN’s base to learn how to prepare for and respond to disasters.

**COLLAB FOR EFFECT:  
KEEN X ARTPARA FUKAGAWA**

ArtPara Fukagawa aims to create a society where people can “live together” in cooperation with local residents, businesses, and government agencies through the “ArtPara Fukagawa Talking Art Festival.” KEEN aims to make the outdoors a more accessible place for everyone, regardless of origin, gender, generation, or individuality, a clear link to the goals of the festival. KEEN Japan launched two footwear styles, the Shanti and Yogui, and two reusable bags featuring artwork from the festival.





# KEEN Japan Community Investments

- Amami Wildlife Conservation Center
- Association for Aid and Relief, Japan
- BIGISSUE
- Conservation Alliance Japan
- HOMED00Ra
- ipledge
- Japan Association for Refugees
- Leave No Trace Japan
- Mirai no Mori
- Namimachi
- Neo Alpus
- OPEN JAPAN
- Para Art Fukagawa
- Protect Our Winters Japan
- ReBit
- Tanabe City
- TENOHASHI
- Umi sakura
- Univa
- Us 4 IRIOMOTE



^ Mirai no Mori Snow Program



^ Rafting with Mirai no Mori



^ BIGISSUE



^ KEEN HQ in Aoyama, Tokyo, Japan



# THANK YOU

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Instagram – @KEEN | TikTok – @KEENfootwear

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