



Identifying Key ESG Priorities for Sustainable Growth

DOUBLE MATERIALITY ASSESSMENT

Anexos

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## **APPENDIX**

### **APPENDIX A. PESTEL ANALYSIS OF MYKITA'S BUSINESS ENVIRONMENT**

#### **Appendix A.1 Political Factors (P)**

##### ***A.1.1. Market concentration and competition policies***

The high-end eyewear market is highly concentrated, with a few major players dominating global sales. Companies within the eyewear market benefit from economies of scale, strong brand positioning, and an extensive distribution network. In 2025, the global eyewear market is expected to generate USD 151.37 billion in revenue, with the luxury segment accounting for USD 30.52 billion (Statista, 2024). However, this market dominance raises competition concerns, leading to potential antitrust scrutiny and government interventions to ensure fair market conditions.

##### ***A.1.2. Trade agreements and market access***

The eyewear industry relies heavily on international trade, both for sourcing raw materials (acetate and titanium, for example) and distributing finished products. Free trade agreements (FTAs), such as those within the European Union and agreements with other key markets, help reduce tariffs and streamline customs procedures. However, changes in trade policies, new tariffs, or geopolitical disruptions could impact market access and production costs (Mattoo, Rocha, & Ruta, 2020).

### ***A.1.3. War in Ukraine and rising energy costs***

The Banco de España highlights that the war in Ukraine has significantly disrupted Europe's energy landscape, leading to higher energy costs and increased price volatility. Before the conflict, Russia supplied 36% of the euro area's natural gas and 22% of its oil consumption. The war has led to sharp surges in energy prices, further exacerbating inflationary pressures across the region (Liu et al., 2024).

These rising energy costs have major implications for energy-intensive industries, including high-end eyewear manufacturing, where processes like acetate shaping and metal frame production depend on stable energy supplies. The Banco de España notes that the volatility in energy markets has increased operational expenses, reducing profit margins and increasing financial risks for businesses. Additionally, the uncertainty surrounding energy costs complicates investment decisions and long-term strategic planning in the eyewear sector.

### ***A.1.4. Bureaucracy and corruption risks***

Expanding into international markets can be challenging due to regulatory bureaucracy and corruption risks. Countries with complex administrative procedures, unclear business regulations, or unstable political environments may pose additional costs and compliance challenges for eyewear brands. The EU and US have strict import/export regulations, particularly concerning product safety standards and ethical sourcing. Companies operating in multiple regions must invest in compliance strategies to ensure smooth international operations (Bawono, 2023).

### ***A.1.5. Summary***

Political factors play a crucial role in shaping the high-end eyewear market. Market concentration issues, trade agreements, geopolitical conflicts, and regulatory complexities all have significant business implications. The war in Ukraine and its economic consequences have added further challenges, increasing production costs and market volatility. Companies in this sector must remain agile, monitor global political developments, and implement risk mitigation strategies to ensure long-term success.

## **Appendix A.2 Economical Factors (E)**

### ***A.2.1. Market size and growth***

The global eyewear market was worth USD 183.36 billion in 2023 and is expected to grow at a rate of 8.3% per year from 2024 to 2030, reaching USD 323.76 billion by 2030 (Grand View Research, 2025). This growth is mainly driven by more people needing glasses due to vision problems like nearsightedness and farsightedness. Eyewear is also becoming a fashion trend, with more consumers choosing stylish and high-quality frames.

Asia Pacific (APAC) is expected to grow the fastest, with over 7.0% growth per year, due to its large population, increasing income levels, and better awareness of eye health. The United States (where MYKITA has a prominent retail presence) is also seeing strong growth, especially in contact lenses and online eyewear shopping. In 2023, prescription glasses made up 70.0% of the market, while contact lenses and sunglasses are also becoming more popular

for their style and eye protection benefits. Overall, the eyewear market is growing quickly because of health needs, fashion trends, and new technology, making it an exciting and competitive industry.

### ***A.2.2. Economic conditions and consumer spending***

Economic factors significantly influence consumer behaviour and purchasing decisions in the luxury eyewear market. Key economic elements such as demand elasticity, consumer spending power, availability of alternatives, consumer confidence, and market competition play pivotal roles in shaping online consumer behaviour and purchase decisions (Liu, 2024). In the context of luxury eyewear, these factors determine how consumers perceive value and make purchasing choices.

During periods of economic growth, increased disposable income often leads to higher consumer confidence, resulting in greater spending on luxury items such as high-end eyewear. Conversely, economic downturns can lead to reduced consumer spending, as individuals prioritise essential goods over luxury products. Additionally, the availability of alternative products and the level of market competition can influence consumer decisions, as a wider range of options may lead to more thoughtful purchasing behaviour.

### ***A.2.3. Inflation and production costs***

Rising inflation has significantly impacted production costs for eyewear manufacturers, leading to increased prices for raw materials, labor, and transportation. Higher operational expenses often force businesses to raise retail prices, which can dampen consumer demand particularly for luxury and non-essential eyewear products. The global

inflation rate surged to 8.75% in 2022 (compared to 2021) and remained elevated at 7% in 2023, marking one of the highest inflationary periods in recent history. These inflationary pressures have led to higher manufacturing and supply chain costs, particularly affecting industries such as eyewear manufacturing that rely on imported materials and energy-intensive production processes (Statista, 2025).

#### ***A.2.4. Summary***

Consumers are increasingly adjusting their spending habits in response to inflation, prioritising essential purchases over discretionary spending. This shift may reduce demand for high-end eyewear, compelling manufacturers to explore cost-saving measures, optimize supply chains, or introduce alternative pricing strategies to maintain market competitiveness. Inflation also impacts consumer confidence, as higher costs across various sectors including food, housing, and fuel, leave less disposable income for luxury goods. If inflation persists at high levels, eyewear companies may need to adapt by investing in automation, diversifying material sourcing, and enhancing production efficiency to counter rising expenses while keeping products accessible to their target market.

### **Appendix A.3 Social Factors (S)**

### ***A.3.1. Vision health***

There has been a growing demand for prescription eyewear, due to rapidly changing lifestyles and a marked increase in screen time. Both factors have led to worsening of vision health throughout all demographics, especially among the younger generation. Perennially, vision health has generally worsened as people age and statistically, we have more older population now than ever before in human history- owing to better quality of life, improvement of medical care and increased access to it. As such, there is a rising demand for prescription eyewear for the older population as well. In addition, there has been a growing awareness for preventive eye care measures, which has also led to a rising demand for eyewear for preventive health measures (such as reading glasses, sunglasses, etc).

### ***A.3.2. Consumer attitudes***

Consumer behaviour and attitudes towards eyewear have changed from strictly being a medical device to a fashion statement. By and large, a significant demand for eyewear in recent decades has been due to use of eyewear by fashion designers and celebrities. Companies such as EssilorLuxottica have elevated eyewear to a luxury status, through acquiring high fashion brands such as Ray Ban and Oakley, and raising the prices for eyewear pieces (Gordon, 2019). Owing to these factors, there is a constant pressure on the eyewear companies to keep innovating in either design, materials or technology, to meet with the relentless change of fashion trends. Otherwise, they risk facing decline in sales, consumer retainment and collapsing as a business. It is also worth noting that disposable income has been on the rise for younger & middle-aged populations, while accumulated wealth has also been increasing for the older populations. These factors have also led to a rise in the demand for high-end eyewear pieces.

### ***A.3.3. Summary***

There is an increasing demand for eyewear owing to worsening vision health (due to increase in screen time and aging population) and increasing awareness of preventive eye care. Parallely, consumer attitudes and preferences have shifted regarding eyewear due to influence of celebrities and luxury branding. Consumers now view eyewear pieces as a fashion statement, and not just a medical device. The rise in disposable incomes and demand for luxury eyewear has also contributed to the increased pressure on eyewear companies for continuous innovation in design, materials or technology.

## **Appendix A.4 Technological Factors (T)**

Technology is changing the eyewear industry in many ways, from how glasses are made to how consumers shop for them. Automation and digital manufacturing like 3D printing and CNC machining make production faster, more precise, and less wasteful. Technology advancements like stronger and lighter lenses are making eyewear more attractive and comfortable. By utilising less materials, these techniques enable personalised designs and lessen their negative effects on the environment (Murmura, Bravi, & Santos, 2020).

#### ***A.4.1. Artificial intelligence and data analytics***

AI facilitates more effective inventory management, client purchase forecasting, and the development of new fashions. Virtual try-on tools with AI and augmented reality are being used by several eyewear businesses to let buyers examine how glasses fit their faces before making a purchase. This reduces returns and enhances the online shopping experience (Yow et al., 2024).

#### ***A.4.2. Smart eyewear***

Smart eyewear, or glasses with features like digital screens, fitness tracking, and blue-light filtering, are also growing trends. In order to expand the functionality of eyewear beyond vision correction tools, some firms are experimenting with Internet of Things (IoT) technologies (Vision Monday, 2024).

#### ***A.4.3. E-commerce and digital shopping***

E-commerce and digital shopping are rapidly expanding sectors, with companies emphasising online platforms and direct-to-consumer sales. Blockchain and Radio Frequency Identification (RFID) monitoring contribute to increased efficiency and transparency of supply chains, guaranteeing that items are delivered to clients without incident and that materials are acquired ethically (Kumar, 2025).

#### ***A.4.4. Cybersecurity and data protection***

As eyewear companies gather more consumer data for tailored marketing and AI-powered suggestions, cybersecurity and data protection are becoming increasingly important. In Europe, laws such as the GDPR make it essential for companies to safeguard client privacy

and stop data breaches. Companies need to make investments in safe data systems and update their cybersecurity procedures on a regular basis. Increasing consumer trust via openness and ethical data management is turning into a crucial aspect of brand reputation (INCIBE, 2024).

#### ***A.4.5. Summary***

Technological changes are reshaping the eyewear industry, from production to consumer experience. Glasses are becoming more accurate, effective, and environmentally friendly because of digital manufacturing techniques like 3D printing. AI and data analytics support trend design, product personalisation, inventory management, and virtual try-ons. Features like digital screens and fitness tracking are added by smart eyewear. E-commerce is expanding quickly, while blockchain and RFID are helping to improve supply chain transparency. Regulations pertaining to cybersecurity and privacy such as GDPR, are crucial as brands gather more data. All things considered, these modifications improve the eyewear industry's sustainability, efficiency, and customisation.

### **Appendix A.5 Environmental Factors (E)**

#### ***A.5.1. Climate change***

All businesses, including that of eyewear, are impacted on many levels to varying degrees by global warming and climate change. They are affected by availability of raw materials, especially certain critical elements whose supply chain is disrupted due to extreme weather events. Increasing climate impacts also stresses human resources- productivity and

health of employees are impacted, which consequently affects the performance of the businesses and industries.

#### ***A.5.2. Emissions regulations***

Owing to exponential increase in greenhouse gas (GHG) emissions & worsening climate impacts, there has been a regulatory shift in the past two decades to mandate the reduction of GHG emissions of different industry players (especially, big and medium companies) in various sectors. This has also affected the eyewear industry and pushed it to innovate their existing technologies, processes, products and materials, increasing the overall cost of production.

#### ***A.5.3. Supply chain management***

There has been a rise in the trend of stakeholders and consumers demanding transparency, in the supply and ethical & sustainable sourcing of raw materials. Moreover, there is a growing trend in the demand for eco-friendly eyewear that minimises harm to the environment. Such demands put pressure on the eyewear industry players to strive to meet consumer demand.

#### ***A.5.4. Waste generation***

There are strict environmental regulations in Germany and other European countries, regarding waste generation, management and disposal. The penalties associated with violation of the regulations are high, which creates a risk for the eyewear industry regarding its waste generation during the production process. However, it also creates an opportunity

for the different players to innovate on recycling the waste into raw materials and gain a competitive edge against its competitors in the market.

#### ***A.5.5. Summary***

Environmental factors such as extreme weather events are affecting raw materials availability and productivity of employees. Emissions regulations have become stricter in the past two decades with worsening climate impacts. Stakeholders and consumers have been increasingly demanding for transparency in supply chain management. Environmental regulations have gotten stringent with waste generation, management and disposal, especially in Germany. All of these factors affect the operations and strategies of MYKITA, while also creating opportunities for innovation in technologies, processes and materials.

### **Appendix A.6 Legal Factors (L)**

#### ***A.6.1. Environmental regulations***

The eyewear industry faces regulatory pressure regarding their GHG emissions reduction and waste management and disposal procedures, especially in countries like Germany and other parts of the EU, where MYKITA primarily operates. Compliance with these regulations is necessary to avoid penalties and reputational damage.

#### ***A.6.2. Trade and tariff regulations***

Global eyewear companies source their raw materials, manufacture and sell their products across international borders. Geopolitical tensions & diplomatic trade agreements

drive a lot of the import/export duties and restrictions that affect where and how they can operate. Their supply chain structure and pricing approach are also shaped by varying tariffs enforced by the different countries. Local tax structures and regulations also influence the company's tax practices.

#### ***A.6.3. Product safety and standards***

Primarily, eyewear is a medical grade device issued to patients-cum-consumers by registered ophthalmologists. As such, the eyewear industry remains subject to safety and quality standards, particularly concerning their prescription eyewear products. Moreover, they must comply with laws or regulations issued by the Ministry of Health of different countries or by medical associations. Otherwise, they risk product recalls, legal action & significant penalties and reputational damage.

#### ***A.6.4. Labour regulations***

The fair treatment of employees and fair pay of wages are ethical employment practices that companies should follow. Alongwith with enhanced labour regulations, there are other dimensions besides fair wage and decent working conditions, such as healthcare schemes and insurances based on work-related injury. This puts pressure on the company to reduce costs elsewhere or innovate to meet the rising costs of operations. However, non-compliance with any of these factors attracts regulatory scrutiny, legal action and hefty fines, alongwith brand damage.

#### ***A.6.5. Summary***

The eyewear industry faces firm environmental regulations in Germany and other parts of the EU. This requires compliance to avoid penalties and reputational damage. Global trade and tariff regulations affect the supply chain structure and pricing approach of MYKITA and other eyewear companies. Local tax structures and regulations influence the company's tax practices. Eyewear is a medical grade device so, they must comply with safety and quality standards to avoid product recalls and legal penalties. Labour laws such as fair wage and decent working conditions increase operational costs, but non-compliance with the laws will attract legal action and large fines.

## **APPENDIX B. SWOT ANALYSIS OF MYKITA**

### **Appendix B.1 Strengths**

#### ***B.1.1. Sustainable materials and operations***

MYKITA has shown a commitment to sustainability practices by integrating sustainable materials across their production processes. Its stainless steel frames are composed from 90% recycled materials, and it is sourced from Alleima who is well known for its scrap-based steel recycling (MYKITA, 2025). Furthermore, MYKITA's production is powered by renewable energy, which strengthens the brand position as a responsible company aligning their values with their operations (MYKITA, 2025).

### ***B.1.2. Vertically integrated business model***

MYKITA operates in a vertically integrated structure, which allows them to have control over their operations and supply chain, facilitating sustainable practices, quality, innovation and labor responsibility. The brand also follows a made-to-order manufacturing model, which minimizes overproduction and material waste (MYKITA, 2025).

### ***B.1.3. Strong brand identity***

MYKITA has been a pioneer brand in responsible design, which has elevated their global visibility, creating brand awareness in the luxury eyewear market.

## **Appendix B.2 Weaknesses**

### ***B.2.1. Limited physical retail presence***

Compared to big companies in the eyewear industry, MYKITA lacks presence in developing countries or other emerging markets. This reduces their visibility in the luxury market of these geographies and also limits their growth and expansion opportunities.

### ***B.2.2. Limited diversification opportunities***

MYKITA focuses their core business on eyewear production, which may become a disadvantage when trying to diversify their brand. It can also create vulnerabilities when market disruptions occur, as it would be harder to implement a shift to follow unexpected fashion trends. In addition, MYKITA appeals to a select segment of consumers, thus relying

highly on a niche market. It could represent a challenge in terms of scalability and market penetration.

### ***B.2.3. Reputation dependency***

MYKITA's value proposition depends highly on their responsible design and sustainable production. Currently, they have limited public information on sustainability and ESG practices, as well as no impact reporting on their sustainability efforts. As such, there can be accusations of greenwashing from competitors and other industry stakeholders, which can impact consumer trust on the brand.

## **Appendix B.3 Opportunities**

### ***B.3.1. Expansion through innovation infrastructure***

MYKITA shows its commitment to responsible design through its vertically integrated business model and its in-house production at MYKITA HAUS. This move has helped it to innovate and grow in the luxury eyewear market, by enabling it to cater to demand faster using state-of-the-art technologies, while also maintaining control over its production process and quality of the products (MYKITA, 2025; CB Insights, 2025).

### ***B.3.2. LVMH partnership***

MYKITA's partnership with LVMH provides value through offering premium options for distribution channels, co-branding, and global exposure. It strengthens its brand

positioning and market penetration, while augmenting competitiveness (Weil, 2024; CB Insights, 2025).

### ***B.3.3. Leadership in circular and sustainable practices***

MYKITA continues to lead in sustainable practices and using innovative materials within the eyewear industry. Partnership with Alleima for recycled steel raw materials and returning of production scraps back to Alleima, shows its strong commitment to a circular economy through integrating sustainability into business strategy (MYKITA, 2025; Alleima, 2023). A similar commitment can be seen in its complete switch to Eastman Acetate Renew. Not only was MYKITA the first to make such a move, but it also has its purchase of Acetate renew certified by ISCC, enabling full transparency, visibility and accountability (MYKITA & Eastman Acetate Renew, 2025).

### ***B.3.4. Technological innovation***

MYKITA has also demonstrated the ability to make highly engineered eyewear such as pioneering 3D printing technology to develop MYLON material. MYKITA has the opportunity to use its pioneering status in eyewear innovation and its collaboration with Leica, to explore options such as smart eyewear and other alternatives (MYKITA, 2025; CB Insights, 2025).

## **Appendix B.4 Threats**

#### ***B.4.1. Supply chain risks***

Producing everything in-house allows MYKITA to maintain exceptional quality and full control over its processes. It is dependent on a few local suppliers for sustainable materials like recycled steel and bio-acetate material. As these materials are growing in demand worldwide, and there are risks to the supply chain from geopolitical disruptions and climate change, MYKITA is exposed to supply chain concentration and localisation risks.

#### ***B.4.2. Strong competition***

Big industry players in the global eyewear arena are a potential risk for MYKITA. These companies have a broader scale of production and operation, with an expansive product base and customer reach. To continue being competitive and gain an edge over other players, MYKITA needs to maintain and enhance its approach of being innovative, original, and sustainable (Gordon, 2019; Kering Eyewear, 2025; CB Insights, 2025).

#### ***B.4.3. Accelerating pace of technological development***

All industries, including the eyewear industry, need to constantly keep innovating to stay competitive and thrive as successful businesses. With the increase in technological development and fast-paced nature of such developments, it is challenging for all businesses including MYKITA to stay ahead. MYKITA must continue investing in R&D and/or engage in more industry partnerships to remain competitive (Yang, 2023; CB Insights, 2025).

#### ***B.4.4. Saturation in sustainable luxury eyewear***

Sustainability is becoming a requirement that various stakeholders expect from companies. Thus, more and more companies are making a move in various ways to comply,

integrate and innovate in sustainability. As the market becomes saturated, there will be an increasing pressure on MYKITA to stay competitive through innovating in design and sustainability, while keeping their core values and beliefs (Yang, 2023; Grand View Research, 2023).

## **APPENDIX C. INTERNAL STAKEHOLDER INTERVIEWS**

The interviews highlighted that internal stakeholders think sustainability is relevant and valuable for MYKITA. However, it often comes across as a secondary value to external stakeholders such as customers, due to lack of clear communication on sustainability and informal implementation initiatives. Internal stakeholders underscored that ESG values are being practiced in many different forms, especially through production processes and materials use. However, lack of visibility of MYKITA's ESG efforts is affecting external stakeholder engagement with such efforts. It was noted that consumers respond in a positive way when sustainability practices are communicated in an intimate manner.

### **C.1 Insights from Shop managers**

Shop managers who were interviewed, mentioned that MYKITA hires people who share the company's values and that MYKITA provides its employees with a safe and supportive work environment. Such an environment has especially played a key role in retaining retail staff in the United States, where there is a high retail employee turnover annually in all industries. The shop managers noted that such an environment could be used in storytelling, to enhance the brand's reputation and draw in new talent.

This group of stakeholders also stressed on the need for sustainability goals to be integrated into an employee's daily work, which is currently lacking. There is a strong alignment between the employees' actions and the company's values. However, inclusion of MYKITA's business and sustainability values in job descriptions and internal communication, could inform employees beforehand where the company envisions itself to be. Such a move can subsequently inform and guide the employees how to conduct themselves or act accordingly.

They also stressed that MYKITA could do more to support how the company communicates and promotes sustainability to customers, and could also involve the retail staff more to achieve that aim. Internal stakeholders (retail staff) and external stakeholders (consumers) in Germany and Thailand show high interest in supporting initiatives towards sustainability. A lack of interest from consumers was noted by retail staff in the United States, mainly due to political shifts and changing perceptions among consumers. In the APAC region, younger consumers have been noted to show more interest compared to older consumers, but the retail staff would need guidance to engage the customers through various initiatives (such as incentives rewarding customers for supporting MYKITA's take back programs). In addition, it was also noted that consumers perceive MYKITA's products with eco-packaging as a 'downgraded' or lower quality product than products in the traditional packaging. This highlights an opportunity for MYKITA to redesign its eco-packaging and also tie in sustainability storytelling, to boost its brand positioning and consumer perception.

## C.2. Insights from Suppliers

Supply chain partners who were interviewed, also showed interest in supporting MYKITA in its sustainability and circularity efforts. However, they requested for clear guidelines and action plans beforehand, as they needed time to plan and implement MYKITA's supply chain initiatives. Partners like ZEISS and Yumavo are already advanced when it comes to working sustainably and sharing useful data, while other partners are in the beginning of their sustainability journeys. For such partners, situations such as language barriers or not having the supply chain certifications required by MYKITA, can be cost-intensive to implement suddenly and also slow them down to cater to MYKITA's material demands.

## APPENDIX D. SURVEY RESPONSES

**Table 1.** *Number of survey responses from external and internal stakeholders*

<b>Stakeholder Group</b>	<b>Type</b>	<b>Number of responses</b>
Consumers	External	298
Supplier	External	5
Store managers	Internal	14
Internal customer service	Internal	9

**Appendix D.1 Results Of Internal Customer Service Surveys**

**Figure 1.** *Frequency of consumer inquiries about environmental impacts of MYKITA products*

How often do clients ask about the sustainability or environmental impact of MYKITA products? <sup>9</sup>			
How often do clients ask about the sustainability or environmental impact o...	Never	Rarely	Sometimes
End consumers	5	3	1
B2B	5	3	1

**Figure 2.** *Frequency of consumer inquiries about production practices of MYKITA*

How often do clients mention or ask about MYKITA's production practices (e.g. local production, ethical labor, etc.)? <sup>9</sup>			
How often do clients mention or ask about MYKITA's production practices (e....	Never	Rarely	Sometimes
End consumers	5	3	1
B2B	4	5	0

**Figure 3.** *Frequency of consumer inquiries about sustainability certifications/policies of MYKITA*

How often do clients ask about MYKITA's sustainability certifications or policies (e.g. carbon neutrality, environmental commitments)? <sup>9</sup>			
How often do clients ask about MYKITA's sustainability certifications or po...	Never	Rarely	Sometimes
End consumers	6	2	1
B2B	6	3	0

## Appendix D.2 Results of Consumer Surveys

**Figure 4.** *Importance of various ESG topics to MYKITA's consumers*

How important are the following topics to you when choosing eyewear? (Rate from 1 to 5, where 1 = Not important and 5 = Very important) <sup>291</sup>

How important are the following topics to you when choosing eyewear? (Rate...	Not important	Slightly important	Moderately important	Important	Very important
Use of recycled or eco-friendly materials	45	52	93	75	26
Low pollution and emissions from production and transport	28	51	79	81	51
Fair working conditions for workers making the products	4	11	32	85	158
Timeless design and durability	2	5	9	69	206
Clear information about material origin and composition	4	27	73	105	80
Easy repair and service options	1	9	29	99	151
Product take back and recycling options	33	42	99	65	51

**Figure 5.** *Impact of product transparency on consumer loyalty*

Would you be more loyal to the brand if it provided full product transparency (e.g. with a digital product passport showing materials, origin, impact)? <sup>287</sup> ⓘ				
Q11 - Would you be more loyal to the brand if it provided full product transparency (e.g. with a digital product passport showing materials, origin, impact)?	Average (Q11 - Would you be more loyal to the brand if it provided full product transparency (e.g. with a digital product passport showing materials, origin, impact)?	Minimum (Q11 - Would you be more loyal to the brand if it provided full product transparency (e.g. with a digital product passport showing materials, origin, impact)?	Maximum (Q11 - Would you be more loyal to the brand if it provided full product transparency (e.g. with a digital product passport showing materials, origin, impact)?	Count
Maybe	3.00	3.00	3.00	106
No	2.00	2.00	2.00	44
Yes	1.00	1.00	1.00	137

## Appendix D.3 Results of Supplier Surveys

**Figure 6.** *Number of suppliers with varying levels of ESG policy*

Do you currently have your own sustainability or ESG policy? 5				
Q3 - Do you currently have your own sustainability or ESG policy?	Average (Q3 - Do you currently have your own sustainability or ESG policy?)	Minimum (Q3 - Do you currently have your own sustainability or ESG policy?)	Maximum (Q3 - Do you currently have your own sustainability or ESG policy?)	Count
In development	3.00	3.00	3.00	2
No	2.00	2.00	2.00	1
Yes	1.00	1.00	1.00	2

**Figure 7.** *Challenge Of Renewable Energy Use And Costs For Suppliers*

How much of a challenge are renewable energy use and energy costs for your company when working with MYKITA or similar brands? 2				
How much of a challenge are renewable energy use and energy costs for your...	Average	Minimum	Maximum	Count
Energy use and energy costs	3.00	3.00	3.00	2

**Figure 8.** *Challenge of cost savings for suppliers, through efficiency or circular practices*

How much of a challenge is achieving operational cost savings through efficiency or circular practices for your company when working with MYKITA or similar brands? 2				
How much of a challenge is achieving operational cost savings through effic...	Average	Minimum	Maximum	Count
Operational cost savings through efficiency or circular practices	4.00	3.00	5.00	2

## Appendix D.4 Results of Store Manager Surveys

**Figure 9.** *Perception of store managers regarding consumer inquiries about sustainability*

How often do clients ask about the sustainability or environmental impact of MYKITA products? 14 ⓘ

Q1 - How often do clients ask about the sustainability or environmental impact of MYKITA products?	Count	Count
Never	29%	4
Rarely	50%	7
Sometimes	7%	1
Often	14%	2

**Figure 10.** *Perception of store managers regarding consumer interest in product durability*

How often do clients show interest in product durability or how long their eyewear will last? 14 ⓘ

Q2 - How often do clients show interest in product durability or how long their eyewear will last?	Count	Count
Often	36%	5
Very often	64%	9

**Figure 11.** *Perception of store managers regarding consumer inquiries about production practices*

How often do clients mention or ask about MYKITA's production practices (e.g. local production, ethical labor, etc.)? 14 ⓘ

Q3 - How often do clients mention or ask about MYKITA's production practices (e.g. local production, ethical labor, etc.)?	Count	Count
Never	7%	1
Rarely	29%	4
Sometimes	43%	6
Often	14%	2
Very often	7%	1

**Figure 12.** *Perception of store managers regarding packaging preferences of consumers*

How often do clients comment on or express preferences regarding packaging (e.g. minimal, plastic-free, eco-friendly)? 14 ⓘ

Q4 - How often do clients comment on or express preferences regarding packaging (e.g. minimal, plastic-free, eco-friendly)?	Count	Count
Never	7%	1
Rarely	71%	10
Sometimes	21%	3

**Figure 13.** *Perception of store managers regarding sustainability awareness of consumers*

How aware do you feel clients are about sustainability topics in general (even if they don't ask directly)? 13 ⓘ

Q11 - How aware do you feel clients are about sustainability topics in general (even if they don't ask directly)?	Count	Count
Not at all aware	15%	2
Slightly aware	31%	4
Moderately aware	54%	7

**Figure 14.** *Perception of store managers regarding consumer interest in sustainability certifications/policies*

How often do clients ask about MYKITA's sustainability certifications or policies (e.g. carbon neutrality, environmental commitments)? 13 ⓘ

Q5 - How often do clients ask about MYKITA's sustainability certifications or policies (e.g. carbon neutrality, environmental commitments)?	Count	Count
Never	69%	9
Rarely	31%	4