

AMERICAN COTTON

From Farm to Fashion

VS&Co
VICTORIA'S SECRET & CO.

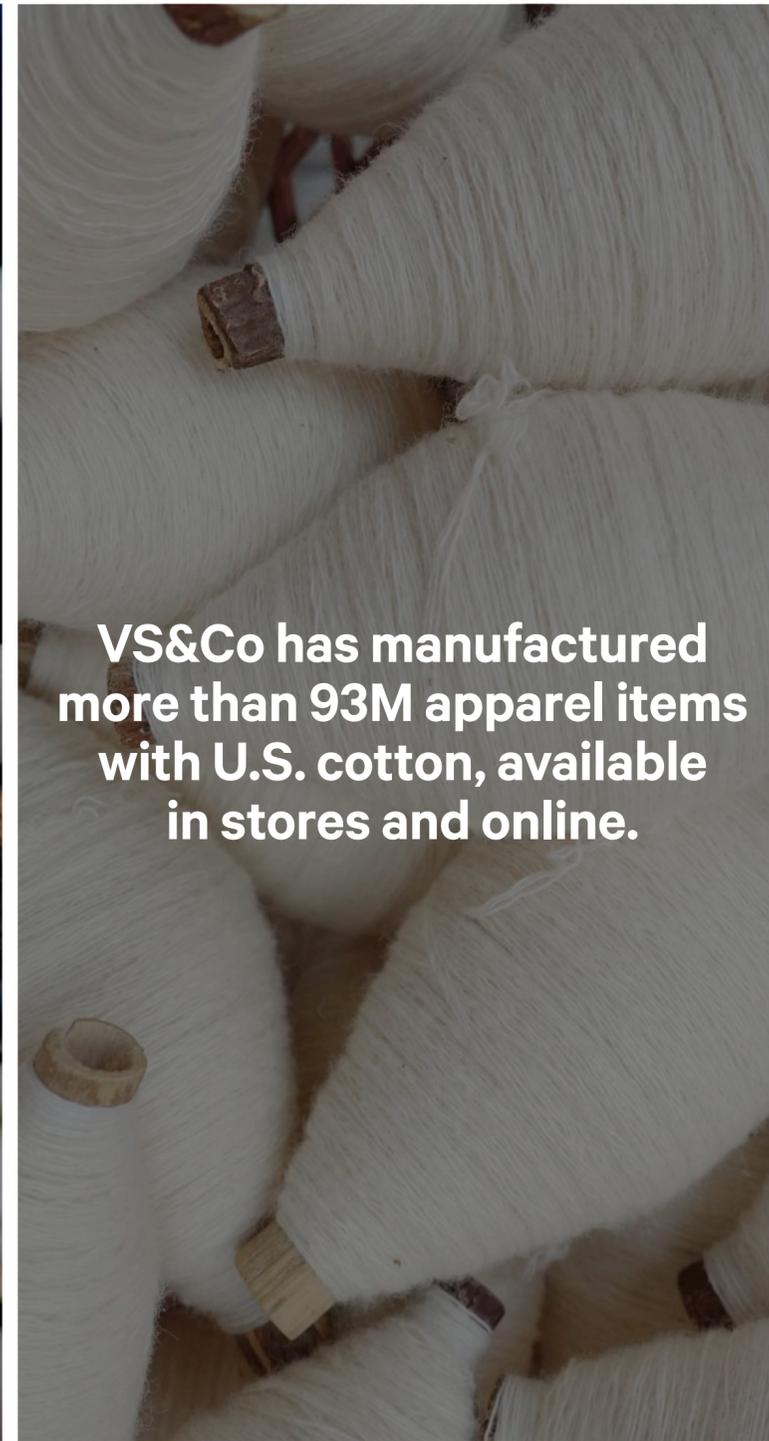
Cotton Fast Facts



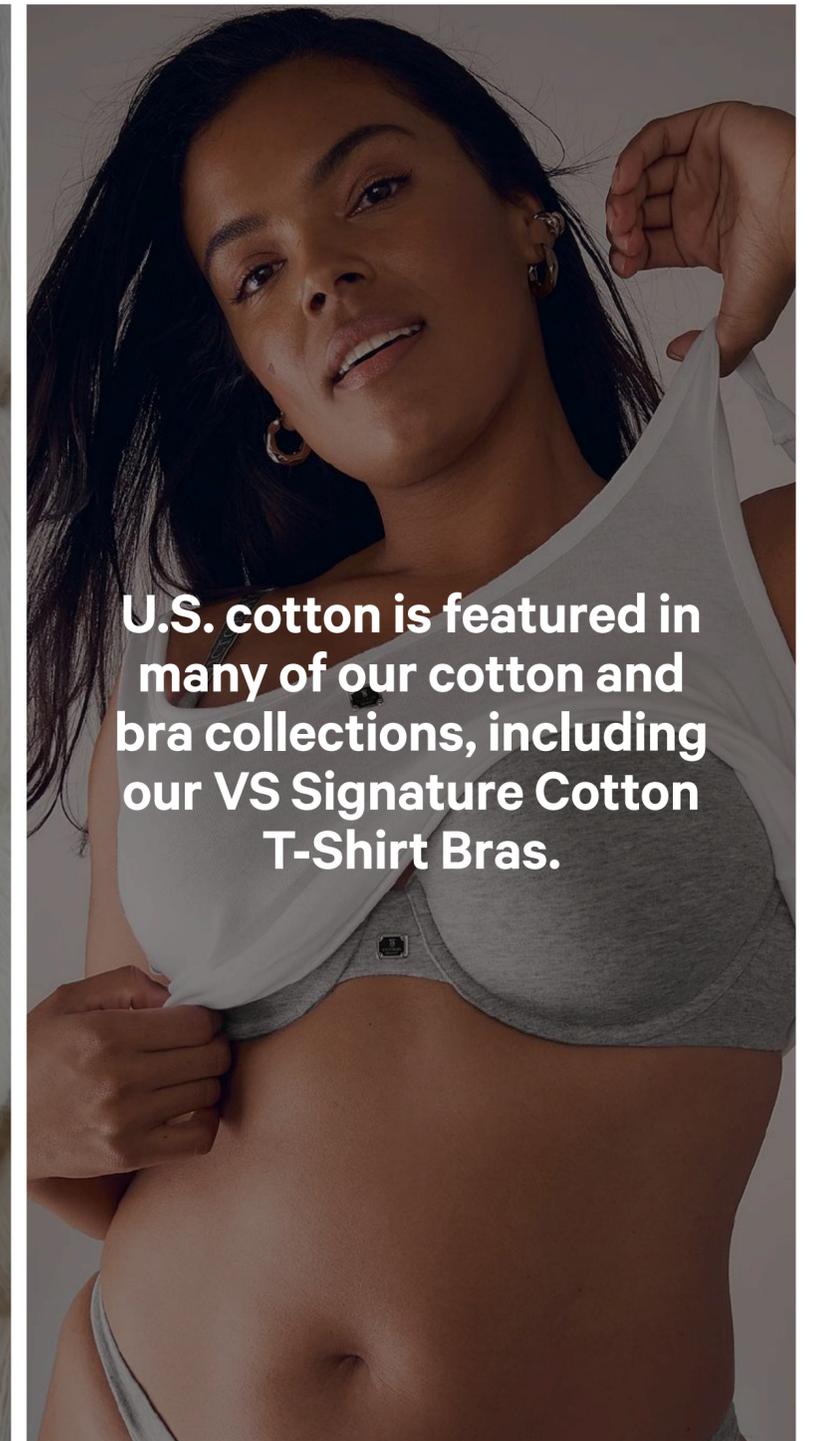
In 2021, Victoria's Secret embarked on a first-of-its-kind initiative to purchase cotton directly from U.S. growers.



In 2024, over one-third of VS&Co's cotton supply was procured from U.S. growers.



VS&Co has manufactured more than 93M apparel items with U.S. cotton, available in stores and online.



U.S. cotton is featured in many of our cotton and bra collections, including our VS Signature Cotton T-Shirt Bras.



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Cotton is usually bought and sold globally as an anonymous commodity with little or no information on fiber origin available for the users of yarn or cloth. VS&Co has invested time and effort in digging deep into the cotton supply chain, all the way to the farm.

Larkin Martin

*Managing Owner of Martin Farm and
President of The Albemarle Corporation*

Direct from the Source

VS&Co's Unique Partnership with U.S. Cotton Growers

At VS&Co, cotton is foundational to our product assortment and our brand. More than one-third of the cotton we use annually is proudly sourced from U.S. growers through a unique direct-sourcing partnership established in 2021. By partnering directly with growers, we've disrupted traditional supply chains, ensuring farmers receive the full value of their harvest and enabling a transparent, traceable path from farm to fashion. This direct relationship strengthens the sustainability of local economies, supports farming communities, and connects customers directly to the stories behind their products.

We are proud that our partnerships with these family farms are deeper than cotton products. From supporting industry-leading regenerative practices with Larkin Martin of Martin Farm to scholarship opportunities for the next generation of Black farmers with Bridgeforth Farms, we are offering consumers products with a genuine story and connection to American soil.

As we continue our journey with U.S. cotton farmers, it's imperative that we are intentional about addressing the barriers and history of cotton farming in the U.S. That's why we've been focused on listening and learning at every step in this journey, including with our incredible partners at Bridgeforth Farms. Our goal is to help shape a new cotton supply chain while fostering economic empowerment for the farmers and their communities.

Joining hands with U.S. growers allows us to better understand our supply chain, where our resources are deployed, and our impact, while also supporting local U.S. economies. It's been an honor getting to know our farm partners, their families, and creating a sustainable and creative partnership, together.



Larkin Martin

A steward of her land, finding nature-based solutions for farming.

Larkin Martin of Martin Farm in Courtland, Alabama, is a seventh-generation operator who moved back home to manage the family farm when her father passed away three decades ago.

Larkin is an advocate of regenerative farming techniques employing crop rotation and “no till” or “low till” plowing in efforts to support carbon sequestration, reduce soil erosion, and decrease runoff into nearby waterways. Martin Farm also uses cover crops to help enrich the soil and suppress weeds. She continues to evaluate and test new methodologies like using compost teas to improve organic matter in the soil and reduce the use of fossil-fuel derived fertilizers.

Larkin is the first major cotton producer to host researchers from the University of Illinois Regenerative Agriculture Research Institute to evaluate methods of measuring carbon capture on the farm. Martin was certified through regenagri, a regenerative practice certification, in 2023.

She is a member of the Board of Directors of the Soil Health Institute and the American Farmland Trust and a past Chairman of The Farm Foundation, a non-partisan accelerator of practical solutions for agriculture.

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Our farm is excited to partner with VS&Co because they are working to build a new supply chain model that gives us some assurance of demand for our cotton and the ability to focus on our investment in regenerative agricultural practices. In turn, we can offer identity-preserved fiber so VS&Co and their customers can know where and how their fiber was grown.

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Billy Bridgeforth

Acknowledging the current and past barriers that contributed to a long painful history, Bridgeforth Farms is trailblazing a new, equitable future for Black-owned and operated cotton farms.

Now in its fifth generation of family ownership and operation in Tanner, Alabama, Bridgeforth Farms began just after the Civil War with the grit and resilience of George Bridgeforth, a former slave who persevered to buy and farm his land. The Bridgeforth's are committed to continuing the legacy of their nearly 150-year-old farm.

Today, Billy Bridgeforth and his family run the 10,000-acre business that grows cotton, corn, wheat, soybeans, and canola. Each generation has built upon George Bridgeforth's legacy to grow the enterprise while positively impacting the lives of others.

Black farmers have faced historic and continued systemic discrimination, resulting in significant barriers to entry and success with farming careers. VS&Co is working to help reduce those barriers and afford new opportunities for those pursuing agriculture careers.

As Chairman of the National Black Growers Council, Billy advocates on behalf of Black farmers in the United States and abroad through organizations like 4-H, the Youth Development Program of the USDA and the Cooperative Extension System.

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My great grandfather was a freed slave who started a farm when it wasn't easy for a Black man to buy land or own a business. That started a five-generation legacy of farming, so I guess you could say it's in my blood. I knew I wanted to be a farmer from the age of 11 years old, and it's the only job I've ever had, thanks to the courage of so many in my family before me who overcame tremendous obstacles for us to do what we do today. I know they'd all be extremely proud of how far we've come and I'm truly grateful for the opportunity to do what I love every day.

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Partnerships with Purpose

Victoria's Secret & Co. has partnered with Bridgeforth Farms to commit to a three-year scholarship program for diverse students from Tuskegee University and Alabama A&M University that will allow us to continue our commitment to economic empowerment in diverse communities and help promote a new generation of students interested in pursuing careers in agriculture.

In parallel, we've also partnered with Bridgeforth Farms to create an internship program spanning the next three years with both Tuskegee University and Alabama A&M University. The program provided agriculture students the invaluable opportunity to acquire hands-on experience and education directly on the Bridgeforth farm. These educational programs equal a \$150,000 investment into diverse agriculture students.



Liz Spruell

From Banker to Farmer, she's preparing the next generation of women farm operators.

Liz Spruell, partner of Spruell Farms in Mount Hope, Alabama, finds herself as a fourth-generation, fulltime, row-crop farmer. After a career in commercial banking, today Liz oversees 8,000 acres of owned and leased land growing cotton, corn, soybeans and wheat across six counties.

Liz's grandparents Hershel and Martha Sue began transitioning the Spruell farm to their son Sam and his wife Lynn in the 1950s. While it wasn't an easy path, Sam dug in with great tenacity bringing technology to the farm and becoming a well-respected agriculture advocate. Martha fondly recalls being able to pick a half a bale of cotton a day (that's 300 pounds of cotton). She was the role model for future Spruell woman who would take over the farm after Sam's passing, including Liz and her daughter Madilyn Rhodes who is the field and operations manager and fifth-generation farmer.

Liz's goal is to ensure Spruell Farms continues its innovative, forward-thinking practices to contribute positively to the community, environment and its partners for generations to come.

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I always knew I'd come back home to lead the farm. In January of 2021 when my father, Sam Spruell, passed away, I was propelled to end my commercial banking career. It is with great honor that I work side-by-side with my daughter and family, continuing the legacy of Spruell Farms. The innovation, the beautiful land and most importantly, my family, have all kept me on this journey.

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Jamie Blythe

Practicing integrated farming by incorporating livestock into her crop production.

Jamie is a single mom to two young children and fifth-generation farmer of her family's farm, Blythe Cotton Co., in northwest Alabama. For 100 years, Blythe Cotton Co. produced only cotton, but more recently has introduced crop rotation—rotating corn followed by cotton, wheat, and soybeans—to enrich the soil.

Blythe credits her father for adopting practices like crop rotation in addition to no-till farming and planting cover crops to improve the soil quality. “We try to maintain a healthy ecosystem, to have something growing on our soils 12 months out of the year,” she says.

Further, Blythe integrates livestock—including horses and cattle—to graze and recycle nutrients across the landscape.

She is dedicated to nurturing her land for future generations.

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As a single working mother, I want to provide an example of what women can accomplish through our inner strength and determination. I feel that VS&Co can showcase the diversity of women's strengths in all aspects of life. I have always believed that farming is the ultimate expression of motherhood since we have to nurture our land just as we nurture our children.

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Continuing Our Regenerative Cotton Journey with U.S. Grower Larkin Martin

We are proud to partner with an industry leader in regenerative farm practices. Larkin Martin, managing owner of Martin Farm and president of The Albemarle Corporation focuses on restoring and improving the health of the land and ecosystems it supports, and is an important part of our cotton journey.

In partnership with Professor Emily Heaton, regenerative agriculture professor, agronomist and researcher at the University of Illinois, Larkin has provided 20 years of regenerative farm data from her land to support the science behind this practice.

In Professor Heaton's research, she is seeing the positive outcomes of these practices first-hand. "What we're seeing is real, measurable impact where healthier soil retains more water, sequesters more carbon, and requires fewer chemical inputs" said Heaton.

"I started experimenting with regenerative practices years ago," Martin says. "It was about improving soil health, reducing inputs, and ensuring long-term viability for my farm. But when I began working directly with a brand, everything changed. Suddenly, my cotton wasn't just a commodity—it was part of a bigger story."

From a grower's perspective, most never see the final products made from their fiber. But Martin took a risk, doing business differently, to work directly with a brand to know where her cotton ended up—and she wanted to farm in a way that would leave the land better for future generations.

"I started experimenting with regenerative practices years ago," Martin says. "It was about improving soil health, reducing inputs, and ensuring long-term viability for my farm. But when I began working directly with a brand, my cotton went from a commodity to being part of a bigger story." "It's a game-changer," Martin explains.



Professor Emily Heaton (left) and Larkin Martin



SPOTLIGHT ON SUSTAINABILITY

In March 2025, Professor Emily Heaton, Larkin Martin and Sarah Moore, sustainability lead, VS&Co participated on a panel at the Regenerative Agriculture Summit in Chicago sharing their expertise on Regen practices and VS&Co's unique, direct partnership with U.S. farmers.

How Product Traceability and Sourcing Practices are Ensuring Transparency, Integrity and Rigor in Our Cotton Supply Chain

Cotton traceability in the apparel industry is crucial for ensuring ethical sourcing, responsible farming and regulatory compliance. By tracking materials and products from raw materials to finished goods, we gain critical insights into our operations that allows us to reduce the risk of supply chain disruptions and uphold our standards for ethical practices.

We conduct chain of custody audits on cotton fiber, yarn, fabric and finished goods as well as the manufacturing of cotton products to ensure they are from an approved country in the [VS&Co Cotton Policy](#).

Through our chain of custody process, we are able to:

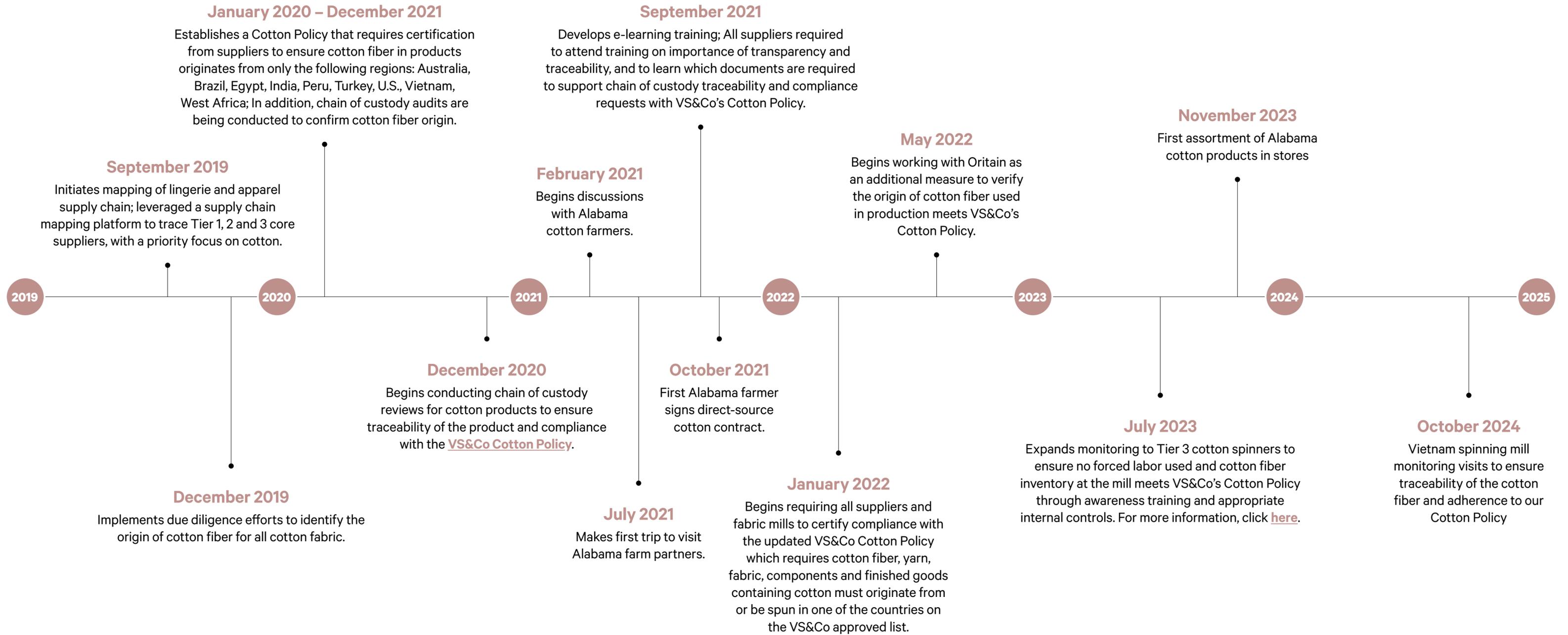
- Trace lingerie and apparel orders beyond the garment and fabric manufacturer, capturing both yarn spinners and the cotton fiber origin.
- Conduct Oritain forensic testing on fabric and finished goods containing cotton to confirm compliance.
- Regularly visit our cotton yarn spinning mills in Vietnam and India.
- Maintain visibility into all of our finished goods and material producers (Tier 1 & Tier 2), along with raw material processors and cultivators (Tier 3 & Tier 4) for high-impact materials like cotton.

This critical work allows us to uphold product integrity, sustain critical resources in the apparel supply chain, and empower the people who make and use our products.



Our Cotton Journey Timeline

Working directly with U.S. farmers is just one of many efforts in our journey to fully traceable cotton, a journey that began more than five years ago.



About this Report

The photography featured throughout this report was thoughtfully captured by Gild Creative Group. We are proud to continue our work with Gild through the creation of this report and through other initiatives at VS&Co.

About GCG

Gild Creative Group is a Black-owned, woman-owned creative agency that specializes in influencer marketing. For over a decade, they've worked with some of the biggest brands to help them build stronger relationships and amplify messaging with diverse influential leaders in modern culture.

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This project with Victoria's Secret hits home for me as my family is from the deep south (Mississippi). This is really a meaningful story to tell as a Black marketer who has an independently owned and operated agency ... but most importantly, as a Black woman. In my position, I have been able to hire a talented southern black production team producing a story about a crop that intersects with our ancestors' lives. We deeply understand the assignment. This project is a return and reclamation and in time, as a culture, I believe we'll continue to change our relationship with this crop and build something positive—like the Bridgforth family.

– Tiffany Hardin, Founder & CEO - Gild Creative Group

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