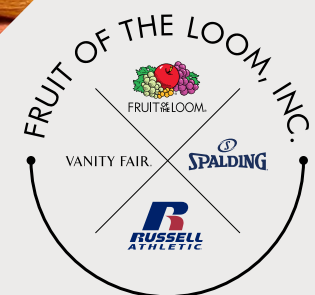


Sustainability Report

Fruitful Futures 2019



2019 Sustainability Report

Introduction

CEO Letter	3
Business Context	4
2019 Highlights	5
Our Strategy	6
Supporting the Global Goals	7
Our Initiatives	8
Sustainability Governance	9
Engaging with Stakeholders	10

People-Centric 11

Respectful & Inclusive Workplaces	13
Health, Safety & Well-being	16
Freedom of Association	17
Learning & Development	18
Inclusive Culture	20
Fair Compensation	22
Threads of Change	23

Planet-Conscious 24

Our Footprint	26
Reducing Greenhouse Gases	27
Energy Use	28
Our New Commitments	29
Saving Water	30
Working Toward Zero Waste	32
Waste	33

Product Authenticity 34

Meeting Consumer Demand	35
Ensuring Product Safety	36
Transparency	37
Sourcing Sustainably	38

Appendix 41

Global Reporting Initiative (GRI) Index	41
-----------------------------------------	----



A Letter From Our CEO

At Fruit of the Loom, Inc., we have worked hard to craft essential goods for more than 100 years and we know that our continued commitment to people and our planet is an integral part of being here for the next 100 years.

Historically, we have not publicly shared our sustainability initiatives as we believe you should do the right thing because it is the right thing to do, and not just because someone is watching. Though we have made progress, we realize there is more work to be done. By now making public our commitment to treat every worker with respect, reduce our environmental impact and make our products responsibly, we are energizing our global teams and partners around our ambitious goals for change. The embodiment of this commitment is Fruitful Futures — our sustainability plan to deliver essential goods fit for our changing world.

We developed Fruitful Futures through collaboration with our employees and external stakeholders. Our plan is designed to empower and engage our

global workforce and commit ourselves to elevating our sustainability efforts to make each day better than the last. In 2019, we completed our first Greenhouse Gas Footprint for our scope 3 emissions, which enabled us to set new goals for 2030. We have also made a commitment to join the Science Based Target initiative and set goals in line with the initiative.

We continued our commitment to achieve 100% transparency in our supply chains, mapping all our goods back to raw materials. We believe transparency will further our mission to uphold human rights and improve the environmental impact of our products. Within our own operations, we began the process of mapping the diversity of our workforce, starting with gender, with an ambition to introduce our Diversity and Inclusion strategy for 2020. All our goals are not specifically defined yet, but we are clear on our priorities and will chart our course together, working across the company.

In closing, two words come to mind: gratitude and excitement. First, I am

grateful for our employees. Their progress to date is significant and the passion they have toward continuing to make a difference is remarkable. Second, I am excited about the future. I am confident that Fruitful Futures will make us a better and stronger company allowing us to fulfill our mission to enrich our consumers' lives, ultimately making our world and future more fruitful than ever. I look forward to sharing with you our progress in our 2020 report.

Melissa Burgess Taylor

Melissa Burgess Taylor
Chairman & CEO, Fruit of the Loom, Inc.



Business Context

Fruit of the Loom, Inc. is a leading global company specializing in the design, manufacture and marketing of products that bring comfort, performance and fun to everyday moments. Our family of brands, Fruit of the Loom®, Jerzees®, Russell Athletic®, Spalding® and Vanity Fair® have built trust, memories and lasting connections between generations over a lifetime.

We are headquartered in Bowling Green, Kentucky, and we have a global team of over 29,000 employees across 11 countries. Our products are sold in over 89 countries. In 2019, we made 89% of our products in our own facilities; from managing textile production to sewing and distribution. This means we have more operational and financial control to improve our environmental and social impact. The majority of our production is made in Honduras and El Salvador. We also have production facilities in Australia, Haiti, Mexico, Morocco, Vietnam and the United States.

The remainder of what we produce is manufactured through outsourced Tier 1 suppliers. In addition, a section of our business includes products made under license for us by others. We are transparent on all of these facilities, whether owned, outsourced or licensed on our website www.fotlinc.com.

Fruit of the Loom, Inc. is a subsidiary of Berkshire Hathaway, Inc.

1 <https://www.globalreporting.org>

About This Report

Fruitful Futures is our first Sustainability Progress report prepared in accordance with the Global Reporting Initiative (GRI)¹ Standards Core Option and covers our fiscal year 2019, from January 1 to December 31, 2019. The Global Reporting Initiative (GRI) are the most widely used sustainability reporting standards. We plan to report annually in the future. For any questions on the report, please contact Mercedes Lopez, VP Corporate Social Responsibility, Fruit of the Loom, Inc., at FruitfulFutures@fotlinc.com.

Our Values

Respect for People

Integrity

Passion to Exceed Expectations

The Will to Win, But Not at all Cost

Teamwork

Good Citizenship

Make it Fun



JERZEES



VANITY FAIR

Our Purpose:

To make great products accessible to enrich our consumers every day.



Over 29,000 Employees Worldwide



10 Offices



11 Distribution Centers



21 Sewing Facilities



2 Textile Mills

Our Integrated Supply Chain:

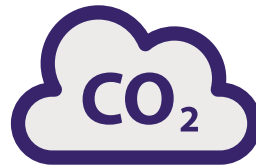
We make the majority of what we sell in our facilities. The following percentages identify the extent of our products that are made in our own operations or through strategic, multi-year relationships with our suppliers.

Tier 1: Sewing	Tier 2: Textiles	Tier 3: Yarn	Tier 4: Raw Materials
89% Own Operations	89% Own Operations	90% Strategic Relationships	Strategic Relationship on Top Commodities

2019 Highlights



**We Make
89% of What
We Sell in
Our Own
Operations**



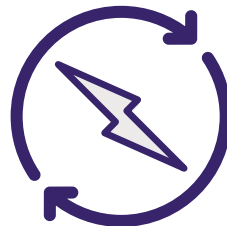
**59% Reduction
of Greenhouse
Gas Emissions**
*in North and Central America in
2018 based on 2012 baseline*



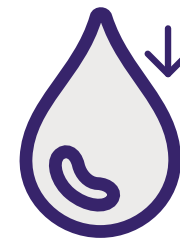
**Zero Waste in
Own Facilities**
*based on Zero Waste Alliance
definition across all global
facilities*



**89% of Cotton
Sourced
Sustainably**



**45%
Renewable
Electricity**
*in our own operations from on-
site and purchased renewables*



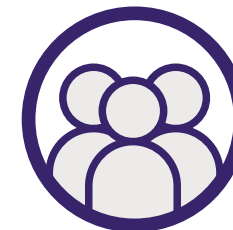
**11% Water
Intensity
Reduction**
*in our own textile facilities
based on 2013 baseline*



**100% of Our
Supply Chain
Disclosed
Online**



**Completed
Wage Analysis
for All Owned
Sites**
in Central America and Mexico



**60% of Our
Employees and
39% of Our
Managers Are
Women**

Our Strategy

Defining Our Priorities

In 2019, we embarked on a journey to define a corporate-wide strategy to embed sustainability at the heart of our business.

A cross-functional team, led by our CEO and senior executives, was created to ensure representation of all business functions — from manufacturing to brand marketing. Using the United Nations Sustainable Development Goals (SDGs) as a framework, the team identified SDGs relevant to our business through a series of workshops. This led the team to align with five major SDGs.

The team tested this hypothesis in our first-ever materiality survey in June 2019, which revealed insights from various stakeholders that helped prioritize SDG indicators relevant to our sector. Our survey members included:

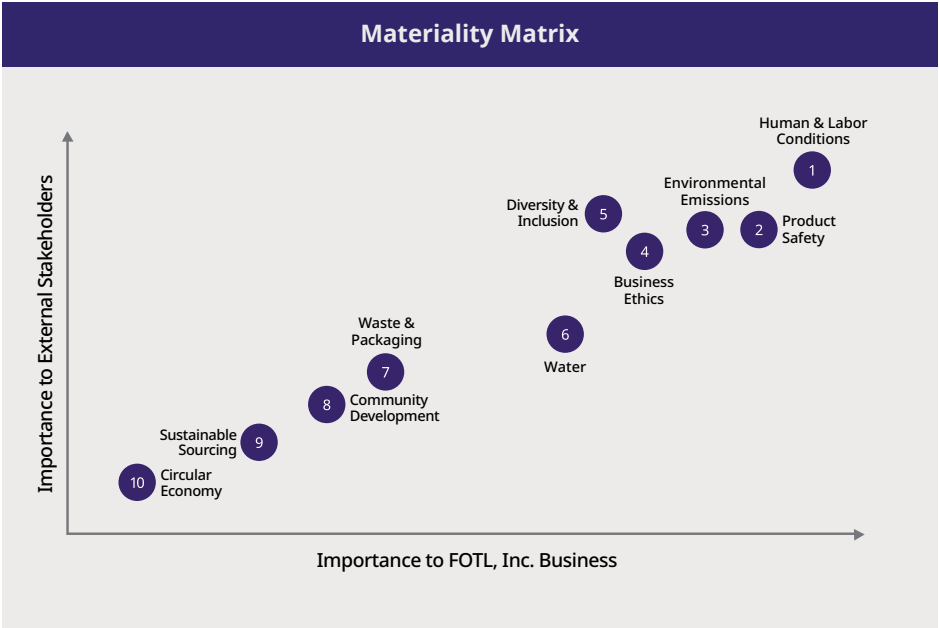
- **25 External Stakeholders** - Representation from key customers, industry groups and nonprofit organizations
- **27 Internal Stakeholders** - Employees across multiple business functions and international locations
- **94 Consumers** - Qualitative research with consumer groups across four brands and two regions

From these insights, it was clear that the issues that were most pertinent to our industry were Human & Labor Conditions, Environmental Emissions and Product Safety. This set our top three priorities and became the three pillars — People, Planet and Product — of our sustainability plan.

Concurrently, we conducted a thorough review of our internal programs against these indicators and identified areas of opportunity for ambitious new goals or enhanced programs. These opportunities

were tested for feasibility and viability with employees and approved by the senior executive team. On the next page is a list of our approved programs and goals to deliver on the SDGs through our business.

Our sustainability plan, Fruitful Futures, was launched company-wide in early 2020. Moving forward, we plan to host additional workshops to embed the strategy with business teams, particularly with each of our core brand teams, to explore opportunities for activation.



Supporting the Global Goals

Our sustainability plan aligns with the United Nations Sustainable Development Goals. Here are the goals we have identified through engagement with stakeholders as most important for our business to address:

What are the Sustainable Development Goals?

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. There are 17 goals and they are integrated — meaning action in one area will affect outcomes in others. These goals require government, businesses and nonprofits to work together to solve the biggest issues facing our world.



1 Sustainability Consortium: <https://www.sustainabilityconsortium.org/wp-content/themes/enfold-child/assets/pdf/2016-impact-report.pdf>

	UN SDGs	Our Initiatives	Our Approach
	5 GENDER EQUALITY Achieve gender equality and empower all women and girls	Inclusive Culture	We believe gender, race, sexual orientation or any of the qualities that make us unique should never be barriers to an employee's progress within our company. We are committed to develop a global diversity and inclusion strategy and goals where our progress will be reported annually.
	6 CLEAN WATER AND SANITATION Ensure availability and sustainable management of water and sanitation for all	Saving Water	Textile production is not only water intensive, but contributes up to 20% of global water pollution ¹ . We work to use less water in our processes and improve the quality of the water we do use, so what we return is better quality than what we withdrew.
	7 AFFORDABLE AND CLEAN ENERGY Ensure access to affordable, reliable, sustainable and modern energy for all	Renewable Energy	We are committed to increasing the use of renewable energy in our own supply chain and encouraging our suppliers to do the same.
	8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Respectful Workplaces Fair Compensation Threads of Change	We employ over 29,000 people and our suppliers employ more than 270,000 people. Providing decent work and upholding human and labor rights for all are among the most important ways we can contribute. Our Code of Conduct is our North Star that guides us.
	12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns	Reduce Greenhouse Gases Zero Waste Green Teams Ensuring Product Safety Transparency in Supply Chains Sustainable Sourcing	From how we source our raw materials to how we deliver finished goods to the consumer, every step of our value chain can impact people and our planet. We strive to continuously improve how we produce our products across all metrics.

Our Initiatives



People-Centric

Enriching lives for people and communities

Respectful Workplaces

- Human & Labor Rights — uphold human & labor rights through our Code of Conduct
- No Child or Forced Labor — develop proactive interventions to prevent violations
- Health, Safety & Well-being — provide safe working environments and healthcare
- Freedom of Association — support workers' rights to collectively bargain
- Learning & Development — training and initiatives to help our employees thrive



Inclusive Culture

- Develop a global Diversity & Inclusion strategy to ensure all feel they belong



Fair Compensation

- Benchmark our global operations by the end of 2021



Threads of Change

- Serving and investing in our communities



Planet-Conscious

Reducing the environmental impact of our operations

Reduce Greenhouse Gases

- Commitment to a science-based target by 2030 based on a 2018 baseline



Saving Water

- 10% reduction in water intensity goal by 2030 based on 2018 baseline



Zero Waste

- Maintain zero waste in our own facilities
- Reduce packaging
- Advance the circular economy through textile fiber recycling in own facilities



Green Teams

- Engage employees at all sites to support our environmental goals




Product Authenticity

Sourcing sustainably from transparent supply chains

Ensuring Product Safety

- 100% Oeko-Tex® certification for all global production made in our own facilities by 2025, to ensure textiles are safe for people



Transparency in Supply Chains

- 100% of our global supply chain mapped to raw materials by 2025



Increase sustainable sourcing across our key materials

- 100% sustainable cotton by 2025
- 30% recycled polyester by 2030
- 30% recycled nylon by 2030
- 100% recyclable paper packaging by 2022 and increase recycled content in packaging by 2025
- Increase recycled plastic in basketball backboards



Sustainability Governance

An interview with Mercedes Lopez, Vice President Corporate Social Responsibility



Mercedes Lopez, Vice President Corporate Social Responsibility, leads social compliance and the Fruitful Futures plan coordinating a cross-functional team. Prior to this role, Mercedes served in several positions throughout her 25-year career with the company, including Plant Manager and Director of Process Engineering of Apparel Manufacturing.

How has Fruit of the Loom, Inc.’s approach to corporate social responsibility and sustainability evolved?

We learned a lot in 2019 through the process of developing our new strategy and defining our new goals and programs. Where once we had operated in separate silos, addressing social and environmental issues from different business functions, now we have pivoted to a shared understanding of the interconnected nature of our roles and workstreams. We are now co-creating a shared vision across our teams of how we will work together to drive the change we want. Inherent in this has been a recognition that we need to move from a reactive to a proactive approach — shifting our organizational focus from *responsibility*, or doing what’s expected of us, to *sustainability*, doing what’s right for the long-term interest of our business and our employees. This shift has led to a new governance structure, with my role expanded to coordinate program delivery across social and environmental pillars working across the business and reporting up to our senior executive team.

What has been the catalyst for change?

Consumer interest in these topics, coupled with the rise in digital, is accelerating the demand for transparency in apparel supply chains. Our employees are also energized to find ways to positively impact the world around them.

What are your key priorities?

Setting a science-based target for our greenhouse gas emissions has been both challenging and rewarding. For the first time, we are establishing goals and identifying improvement projects outside of our own manufacturing processes. This has the potential to unite our teams to work together on future projects across our brands and geographies.

On the social side, I am excited to look beyond auditing to see how we can collaborate more within our own operations. This initiative, alongside working with our suppliers, will advance our efforts on supply chain mapping, wage analysis and responsible recruitment practices.

What is the governance structure for the plan?

For each of the goals in our plan, we have assigned a senior leadership sponsor and project stakeholder. All goals have been analyzed for their feasibility and economic viability, and we plan to review our assumptions on a quarterly basis. Our plan also includes some new programs, and while we have identified near-term output goals, more work is needed for us to get to goals in all of the areas we have identified as material to our business.



Engaging With Stakeholders

Achieving the fruitful future we want to see in apparel and sporting goods manufacturing requires addressing systemic issues that no one company can tackle alone. This is why we work across our supply and value chain engaging with key stakeholders such as our suppliers, customers, non-governmental organizations (NGOs), industry associations and consumers.

Our Memberships:

 <p>Member since 2016</p>	 <p>Member since 2013</p>	 <p>Member since 2019</p>
 <p>Member since 2018</p>	 <p>Member since 2001</p>	 <p>Member since 2004</p>
 <p>Members since 2004</p>	 <p>Member since 2019</p>	 <p>Committed to the pledge against the use of Uzbekistan cotton since 2013 and Turkmenistan cotton since 2019.</p>

Suppliers	<p>Our supply chain includes more than 450 suppliers, sourcing everything from finished garments to yarn, zippers and buttons, to create products that meet consumers’ needs. Our Code of Conduct, benchmarks and supplier guidelines outline our way of doing business and are translated into over 40 languages and shared with our own operations and suppliers. We uphold our Code through regular supplier assessments and capacity building (see page 14 of this report for our 2019 performance). Suppliers are also measured through performance scorecards that balance cost, quality, delivery and social compliance.</p> <p>We have also identified the potential to work with strategic suppliers implementing a process improvement approach to quality and efficiency that will in turn benefit workers and their operations.</p>
Customers	<p>We work with a range of customers from large multi-national retail partners, to wholesale apparel providers to e-commerce. Our goal is to operate with integrity, providing best-in-class service across all channels.</p> <p>We participate in customer-led sustainability initiatives, such as Walmart’s Project Gigaton, to reduce greenhouse gas emissions. In 2019, we received a sustainability impact award from Walmart in recognition of multiple activities including: maintaining a Sustainability Index of 80%, use of renewable energy, joining the Mills Sustainability Program (Higg Index), and for being a founding and active member of Walmart’s Merchandise Collaboration Board for Sustainability.</p>
NGOs	<p>We value interactions with non-governmental organizations that share our vision for a more equitable and sustainable industry. We collaborate with a wide range of NGOs, such as Fundemas, FUNDAHRSE and The Workers Rights Consortium. See Transparentem case study on page 15 of this report for one of our most recent engagements.</p>
Consumers	<p>Regular consumer research is critical to our teams for product and brand development. In 2019, for the first time, we conducted qualitative research with consumers on their values and behaviors around sustainability.</p> <p>We heard that consumers were increasingly interested in sustainable apparel, but for our consumers at least, this is not at the expense of price, style or comfort. Consumers have a growing consciousness of the impact of their consumption habits and are looking for more quality and durable products that will stand the test of time.</p> <p>In 2020, we are working across our brand portfolio to develop propositions to meet these evolving consumer needs.</p>
Industry Associates	<p>We are members of several industry associations, such as the Fair Labor Association and the American Apparel & Footwear Association. Participation in these groups provides opportunities to affect transformational change on systemic issues while increasing our knowledge and capacity through shared learning.</p>



People-Centric

Enriching lives for people and communities

People are at the heart of what we do. Behind every garment or ball we sell is a person. We are committed to providing respectful and inclusive workplaces where everyone can thrive.



People-Centric

The Global Context

Worldwide, around 161 million¹ people work in the apparel industry. From cotton growing, to yarn formation, to textile production and sewing, the steps to produce a garment are complex and can stretch across multiple countries. Much of this labor is completed in developing countries where local laws and governments may vary on their protection for workers' rights.

We recognize the role we must play to respect workers' rights and make this model more sustainable, both for our own workforce of over 29,000 people and for the more than 270,000 people who work for our suppliers across the globe. This starts with where we choose to do business, and how we work with others — producers,

manufacturers, brands, retailers and consumers — to improve efforts across our global supply chain. We hold ourselves and our suppliers accountable to our Code of Conduct. We seek to continuously improve our approach to address challenges and enhance our programs to better meet the needs of workers and their communities.












¹ <https://fashionunited.com/global-fashion-industry-statistics/>

Respectful & Inclusive Workplaces

Policy & Commitments

Our Code of Conduct¹ sets our high standard for business ethics, respect for human rights and environmental sustainability. Its development was guided by our corporate values and industry standards. We use one policy across our owned facilities, sourced facilities and licensees.

Fundamental Workplace Standards		
 <p>Employment Relationship Terms and conditions of employment respect people.</p>	 <p>Health and Safety Workplace environment enables employees to be trained and equipped to perform jobs safely.</p>	 <p>Working Hours Regular and overtime hours are within legal limits.</p>
 <p>No Forced Labor All work is voluntary without restrictions to movement or personal belongings.</p>	 <p>No Harassment or Abuse Employees are treated with respect and dignity.</p>	 <p>Non-Discrimination Employees are treated equally at every stage of employment.</p>
 <p>No Child Labor Employment of individuals in violation of the local mandatory school age or under the applicable legal employment age is prohibited.</p>	 <p>Compensation Employees are entitled to the legal minimum wage for all hours worked and benefits required by law or agreed in contract.</p>	 <p>Freedom of Association and Collective Bargaining Employees have the right to freely associate and bargain for employment terms and conditions.</p>

Assessments

We give clear guidance for suppliers on how they should ensure the Code of Conduct is upheld, providing translations in over 40 languages and ensuring it is displayed prominently in all facilities. All sites are assessed to ensure compliance with the Code of Conduct. We understand, however, that an assessment on its own does not improve working conditions. An assessment is a lens that shows a snapshot of working conditions as they are at a moment in time. The commitment to continuous improvement efforts within a facility between assessments, together with responsible business practices, will help drive positive and sustainable results.

Independent monitoring companies are a pivotal part of our assessment process due to the legal expertise, familiarity with local culture and language, and technical knowledge required to adequately and appropriately assess the working conditions in a facility. Representatives from the independent monitoring companies visit the facilities to assess compliance with both the local law and internationally recognized labor standards. The assessment includes:

- A walkthrough of the entire physical facility and working environment;
- A review of documentation such as internal policies, procedures, payroll records and training records; and
- Private interviews with workers.

At the end of each assessment, the assessors inform the facility management of any opportunities for improvement. The facility management examine the root cause, develop a preventative action plan and assign a person responsible for implementing each area of improvement within a specified timeframe.

Facilities are typically assessed annually or, in some cases, every other year. In facilities where major Code of Conduct issues are found, assessments may occur more frequently until the issues are corrected. In these cases, our supply chain sustainability team works closely with the facility management to provide support in implementing the areas of improvement.

We also offer a grievance procedure to report any violations through a Fruit of the Loom, Inc. dedicated email and phone line. We strictly prohibit any retaliation against persons who report violations of our Code of Conduct or assist or participate in any manner in any investigation of possible violations. To download a copy of our Code of Conduct, visit [here](#).

¹ <https://www.fotlinc.com/pages/suppliers-resources.html>

Respectful & Inclusive Workplaces

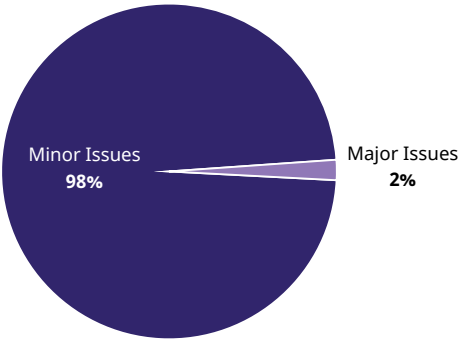
2019 Assessments

In 2019, we conducted 417 facility assessments against our Code of Conduct, 59 of these assessments were for new suppliers. We identified 141 Corrective Action Plans from the 417 facilities assessed. We evaluate the severity of issues in one of two classifications: major or minor. 98% of issues in 2019 were minor. Of the major issues identified in 2019, the most frequent were issues pertaining to compensation or working hours. 91% of all corrective action plans scheduled for remediation in 2019 were completed on time.

The frequency of our assessments by facility varies by severity of issues identified in the past. In 2019, 84% of our facilities were assessed annually. 9% of our facilities were assessed on a six-month schedule and 7% on a two-year cycle.

We had one instance of use of our dedicated grievance channel, and we were able to resolve that issue according to our protocols. We continue to improve our efforts of raising awareness of existing grievance channels among workers through our supply chain. Yearly Code of Conduct training and worker interviews during surveys are some of the communication channels used to convey this message.

During 2019, we reviewed the compliance assessment process, which has typically included the use of Industry Assessments such as BSCI and WRAP, as well as our own Fruit of the Loom, Inc. tool. We are now transitioning to 100% use of industry assessments, and adding WCA from Intertek as another assessment option. This will enable a better focus of internal resources toward capacity building and training/ education efforts for suppliers, as well as to advance key initiatives like responsible recruitment, supply chain mapping and fair compensation. Although these industry assessments are conducted against codes and principles that uphold the same high standards embedded in our Code of Conduct, there are inevitably differences which we have clearly identified and that will be monitored internally.



Facility Assessments



Facilities Assessed Annually



Corrective Action Plans



Corrective Action Plans Completed on Time

Assessment Monitoring Organizations



Source: Based on 417 Assessments across 417 Facilities, 2019

Respectful & Inclusive Workplaces

Supplier Training

To improve supplier capacity and knowledge on emerging issues, such as modern slavery, we held five Corporate Social Responsibility Training Workshops in 2019, attended by 147 Production and Sourcing Managers from outsourced factories and licensees. During these workshops, the following topics were covered: transparency and supply chain mapping, responsible recruitment and forced labor indicators, updates to our Code of Conduct compliance benchmarks, factory compliance best practices, and protection of intellectual property, among others.

Our suppliers are also required to train their workers every year on our Code of Conduct. We now translate our Code of Conduct into 40 different languages, even if it is just for one person. We have these translations available as resources for suppliers on our corporate website.

No Child Labor

We have a strict, zero-tolerance policy for child labor. We define child labor as the employment of individuals in violation of the local mandatory school age or under the applicable legal employment age. Our policy requires immediate remediation, including: following proper severance procedures to legally terminate employment of the minor, providing transportation back home, if applicable, as well as offering a job opportunity when he or she reaches the legal age for working.

We continue to refine our risk-based approach to identify potential forced/child labor

indicators in our supply chain. This process includes the use of several indices and benchmarks like the Bureau of International Labor Affairs (ILAB) report and the Global Slavery Index.

No Forced Labor

Modern slavery and human trafficking are complex issues that require diligence and collaboration at all levels of our supply chain. We have incorporated efforts to detect forced labor, including modern slavery and/or human trafficking, into our factory assessments. Fruit of the Loom, Inc. was one of the first companies to adopt the commitment to responsible recruitment with the American Apparel and Footwear Association¹.

As part of this ongoing Commitment to Responsible Recruitment, we identified what we call *migration channels*, countries from which foreign labor is often recruited in locations within our supply chain. We also recognized that learning more about recruitment practices in these cases is best served by interviews with workers. We identified Taiwan and Jordan as potential locations, and in 2019, an extensive review was made in applicable factories in Taiwan and Jordan through the completion of 181 worker interviews designed to identify if any recruitment fees had been paid. Where applicable, a plan to reimburse recruitment fees was set in place. The only active factory in Jordan was already compliant with the Employer Pays Principle. The Employer Pays Principle maintains that no workers should pay for a job — the costs of recruitment should be borne not by the worker but by the employer.²



Case Study: Responsible Recruitment

For many, traveling to neighboring countries to find work is an opportunity to better their lives and the lives of their families. But for some, it can come at a cost that's prohibitive and unfair. Particularly for those who are charged high recruitment fees, leaving them effectively in a forced labor situation — beholden to work until those fees are paid off, which can take years.

In 2018, a nonprofit, Transparentem, who uses investigative journalism to drive change, alerted us to a case of potential forced labor indicators (e.g., recruitment fees paid and withholding passports of migrant workers in one of our supplier's factories in Malaysia).

We immediately launched our own investigation to confirm. Then with Transparentem's help, we were able to swiftly resolve the issues, working with our supplier and other international brands, to ensure those workers recruitment fees were repaid and passports returned.

This experience deepened our understanding of the issues, and helped us shift to a more proactive approach to implementing responsible recruitment practices, ensuring we uphold the Employer Pays Principle for recruitment fees. Since then, we have evolved our supplier guidelines, mapped our supply chain to understand migration channels and have conducted worker interviews in 2019 in Taiwan and Jordan to help identify and remediate.

Forced labor is a systemic issue that can be difficult to detect and resolve. We greatly value the work and support from NGOs and other brands as we listen and evolve to meet our shared goals of eradicating forced labor in supply chains.

For more information, see our disclosure in our Modern Slavery Act and California Transparency in Supply Chains disclosure, and in this article³.

¹ www.afaglobal.org/AAFA/Solutions_Page/Commitment_to

² <https://www.ihrb.org/employerpays/the-employer-pays-principle>

³ <https://www.theguardian.com/business/2019/jun/22/ngos-softly-softly-tactics-tackle-labor-abuses-at-malaysia-factories>

Health, Safety & Well-being

Health & Safety

Providing a safe working environment for our workers, whether in our own operations or with our suppliers, is of critical importance. In our own operations, we have textile and apparel manufacturing that involve machinery, chemicals and manual work. We recognize these risks and invest in factory design, equipment and operational procedures that secure the safety of all our employees. This program is overseen by our Environment, Health & Safety teams, with representation at all facilities. We record and report all incidents to help us identify areas for continuous improvement.

Health & Safety Performance

Our recordable incident rate is consistently below the industry standard set by the United States Bureau of Labor Statistics (BLS). This is true whether our data is aggregated by the entire company, or by type of facility such as sewing, textiles or distribution. The table to the right shows our performance from 2017-2019, which covers our entire company in comparison to the North American Industry Classification System (NAICS) assigned to management of companies and enterprises. The U.S. BLS data is not yet available for 2019 industry averages.

Factory Safety Policy

Our factory safety policy clarifies the requirements that must be satisfied by all facilities that supply our products. The policy outlines the steps to be taken to prevent hazardous conditions, such as fire safety, building construction and emergency response capabilities.

Fruit of the Loom, Inc. is also a signatory to the Accord on Fire & Building Safety in Bangladesh, along with 200 other brands. The Accord program has resulted in inspections for fire, structural and electrical safety in 1500+ factories. Where safety issues have been identified, remediation plans have been developed and implemented. In 2019, we collaborated with the inspection services company QIMA, who conducts quality control and supply chain audits. QIMA performed a safety and structural assessment at one factory in Taiwan. This experience will help us capitalize on key learnings that will assist in developing a strategy to implement best practices outside Bangladesh.

Health & Well-being

For employees to thrive, we know we must go beyond only providing safe working conditions to support their personal health and well-being. We pride ourselves on providing tools and educational opportunities to help our employees stay healthy and seek balance in their lives.

At our textile facilities, on-site health clinics make it easier for our employees, and their families, to access health services.

These facilities provide critical preventative health services, such as reproductive and maternal health, vaccinations and important public health information that serves entire communities. In 2019, nearly 12,000 employees and their families used these clinics.

We also offer preventative health care in many of our production and office facilities around the world.

Entire Company	Fruit of the Loom, Inc. 2017	U.S. Bureau of Labor Statistics 2017	Fruit of the Loom, Inc. 2018	U.S. Bureau of Labor Statistics 2018	Fruit of the Loom, Inc. 2019
Total Recordable Incidence Rate	0.09	0.90	0.11	0.80	0.10
Days Away From Work (DAFW) Incident Rate	0.04	0.20	0.04	0.20	0.04
Job Transfer/Restriction Incidence Rate	0.02	0.20	0.01	0.20	0.03
Other Case Incident Rate	0.03	0.50	0.05	0.40	0.03

Freedom of Association

Respecting the rights of workers to freedom of association and collective bargaining is a core principle of our Code of Conduct. Today, more than half of our owned sites around the world have unions or workers councils with active participation of more than half the employee base.

Leadership in freedom of association has been a strategic imperative for us for well over a decade. In 2008-2009, we became embroiled in a highly contentious labor dispute in Honduras with a local union and the Honduran labor federation Central General de Trabajadores — CGT.

From this dispute came a steep learning curve for the organization. Through months of negotiations, working in conjunction with labor rights organizations such as the Workers Rights Consortium (WRC), Solidarity Center and the Fair Labor Association (FLA), we reached a labor framework agreement for our facilities in Honduras with the CGT and the local plant union.

That framework agreement ushered in a new way of doing business for us. In 2010, we became the first apparel company in Honduras with a collective bargaining agreement, becoming a model for other large multinational apparel companies with operations in the country.

Today, we have collective bargaining agreements with four sites and have been able to achieve these milestones without any work interruption or strikes. These achievements have influenced the apparel industry as a whole in Honduras, which has increasingly opened to freedom of association.

The labor framework agreement also included a unique concept in the establishment of an oversight committee that has independent equal representation from both the company and labor union, along with an independent ombudsman. Particularly in the early years of the labor framework, the oversight committee played a crucial role in the growth and maturing of labor relations, helped resolve issues at the factory and country level much faster, and improved collective bargaining negotiations.

As relations between our local management and the CGT have matured, our managers and union leaders are able to resolve even very difficult challenges without involvement of the oversight committee.

We provide training for our managers and workers to improve their negotiation skills, organizational awareness and market knowledge. We believe this is a key differentiator in our program that builds

capabilities in the team and enables them to more effectively realize shared goals.

As a result of our commitment to freedom of association, we have been credited by the WRC with being instrumental to ‘the greatest source of labor rights progress for Honduran garment workers in the history of the country’s garment industry — and, indeed, in the history of the industry across Central America.’¹

Our labor relations framework in Honduras was also recognized by the Secretary of State in their 2013 ACE Award for Excellence², and we have received additional recognition from groups such as the WRC for continuing to deliver fair working terms, including benefits above those required by law and prevailing industry practices.

We are proud of what has been achieved in cooperation with our union partners and various labor rights stakeholders, but we acknowledge that there is always room for more improvement. We intend to continue investing in our labor relations across all of our operations and support our commitment to our core value of respect for people.

We also track our third-party suppliers to ensure our commitment to freedom of association is upheld throughout our global supply chain. Currently, 150 suppliers (approximately 37%) report the existence of unions or workers councils on site. The topic of freedom of association is also a core part of our ongoing supplier training and capacity building.



¹ WRC 2016 - <https://www.workersrights.org/communications-to-affiliates/rick-medlin/>
² ACE <https://2009-2017.state.gov/e/eb/ace/2013/index.htm>.

Learning & Development

We are committed to providing a culture of continuous learning. Our talent development programs are structured so employees can gain the skills needed to pursue growth opportunities. The execution of our business strategy is dependent on our workforce talent and capabilities.

Fruit of the Loom University

Fruit of the Loom University (FruitU), our global learning program powered by our learning management system, provides on-demand learning content to support the development of our global workforce. FruitU offers over 16,000 online courses in seven languages which cover leadership, technology and career development. Employees can search for relevant courses or managers can allocate development based on individual learning needs. Course content is curated and arranged by playlists to help guide employees through relevant learning pathways. FruitU also covers compulsory compliance courses to cover policy compliance, Ethics and governance.



Leadership Programs

Our Leadership, Education and Development (LEAD) program is focused on developing leaders at all levels and is based on the Fruit of the Loom, Inc. leadership competency model. The program offers four tailored development journeys: Ascend with a focus on leading self, Elevate with a focus on leading others, Summit with a focus on leading leaders and Peak with a focus on leading the business. All courses use a blended learning approach of classroom and online education, exposure and peer collaboration, which builds valuable networks across the organization.



Learning & Development

Scholarships

Lifelong learning and education are highly valued at Fruit of the Loom, Inc. Our John Holland Memorial Scholarship offers tuition assistance to U.S. employees wishing to study for a Bachelor’s or Master’s Degree at Western Kentucky University (WKU). In addition, our Rick Medlin Memorial Scholarship offers tuition assistance at the University of Western Kentucky for any dependents.

Technical Training

Technical training is available at our production locations around the world. In Central America, where most of our owned facilities are located, the Fruit of the Loom Technical Education Center (FOLTEC) is responsible for delivering technical, leadership and professional training. Training is delivered through classroom collaboration and is supplemented by online courses. The Honduras Manufacturers Association recognized FOLTEC as the largest Training Center delivering the most hours of technical, leadership and professional training.



Hours of Training



Average Hours per Employee



Case Study: IHER Empowering Women

Ricarda Elizabeth Bueso Acosta, auxiliary nurse at Fruit of the Loom, Inc.’s Villanueva facility in Honduras, knows how to keep multiple plates spinning. Her duties include delivering preventative health activities, administering first aid and staying on top of the latest training on public health issues, such as tuberculosis and Zika virus. In a busy role, there’s little time for reflection, but even Ricarda acknowledges she’s come a long way since she started as a sewing operator on the factory floor back in 2007.

Like many Honduran women, Ricarda left school without completing her secondary education. Thanks to Fruit of the Loom, Inc.’s collaboration with Instituto Hondureño de Educacion por Radio (IHER), Ricarda was able to study on-site and achieve her high school diploma in 2012. This qualification opened up opportunities for further studies, and today Ricarda works as an auxiliary nurse at Fruit of the Loom, Inc. Ricarda was recognized as the best regional nurse by Social Security Honduras in 2018 and named Employee of the Year for her division in 2019 in recognition for her outstanding contribution to public health.

The IHER program at Fruit of the Loom, Inc. provides dedicated space for employees to study and is supported by volunteers from across the business who mentor their colleagues to achieve their dreams. In 2019, 28 women graduated from the program.

Inclusive Culture

At Fruit of the Loom, Inc., we are committed to creating a workplace where everyone is treated with respect and empowered to contribute equally. We want to foster a culture of belonging for all employees, and we are focused on attracting, retaining and developing diverse talent. We believe our differences make us stronger, and for this reason, we are committed to diversity and inclusion practices in our organization and the communities in which we operate.

Our Commitment

We will refresh and accelerate our approach to diversity and inclusion with the intention to establish goals that we will report annually starting in 2020. Initially, our approach to Diversity & Inclusion will be focused on our employees. We will begin with benchmarking our workforce, identifying gaps and addressing existing policies and practices. We will take actionable steps that reinforce our commitment, build on our progress, and align with our corporate mission, values and business goals. We believe this data-driven and employee-focused approach to diversity will help us recruit and retain the best talent for our business to thrive.

Our Progress

We regularly map representation across our company. Women make up 60% of our global workforce. Today, 37% of our senior leadership team and 39% of our managers are female. Our employee base is geographically diverse, with nearly 70% of our workforce based in Central America. We are in the process of undertaking a global assessment by region to better understand how we can increase diversity. This will include exploring how different benefits, training programs or mentorships can increase representation across all levels of our organization, particularly in management.

Parental leave, and more specifically maternity leave, is one of the ways we can retain diverse talent in the workforce. We offer parental leave at all of our locations around the world. In 2019, 789 women and 605 men took parental leave. Our U.S. parental leave policy offers up to 12 weeks of paid leave to mothers and 4 weeks for fathers and adoptive parents. At our corporate headquarters, we also offer a number of employee resource groups including a Working Parents Network as well as a Young Professionals Program and a Proud to Serve group for veterans and military families. We also offer Lamaze, breastfeeding classes and places to pump and store breast milk in nine of our facilities in Latin America.

We are committed to enhancing the learning and development of our teams to build an inclusive culture. In 2019, we identified specific training resources for all U.S.

employees on unconscious bias and specific leadership training for managers that will be rolled out in 2020.

Gender Representation (Global)

Across levels of the company in 2019

	Total Population		Management Positions		Senior Leadership Team	
Female	19,304	60%	235	39%	3	37%
Male	9,871	40%	371	61%	5	63%



Inclusive Culture

Our Goal:

Benchmark our workforce in 2020 and develop a Diversity & Inclusion Program and goals.

Brands on a Mission

We are proud of the work our brands have done to create opportunity and spark new conversations in 2019. Design collaborations are ways for our brands to raise the profile of emerging diverse talent. In 2019, our Russell Athletic brand launched collaborations with female-owned start-up Unemployed Denim and with Carlton Yaito, a young African American designer, with exclusive collections inside our Soho pop-up store.

Investing and encouraging access to sports is another way our brands have engaged. Spalding collaborated with LA84 to refurbish basketball courts. LA84 is a non-profit that has impacted over 3 million kids' lives through its 'Play Equity' model that maintains that how much exercise kids get should not be determined by income. Spalding also champions wider participation in basketball through its sponsorship of youth academies such as the CP3 Basketball Academy and was the 2019 sponsor of Go Hoop Day — a day of grassroots action for the love of the game.




"Our approach to diversity and inclusion will start with our employees. We want to build on our core value of respect for people to create a culture where everyone feels they belong."

Terri Wiethorn, Chief Human Resource Officer



Fair Compensation

Fruit of the Loom, Inc. believes every worker has a right to compensation for a regular work week that is sufficient to meet the worker's basic needs and provide some discretionary income. We recognize that definitions of what this means vary widely between geographies and between industry stakeholders. For this reason, we are collaborating with like-minded organizations, such as the Fair Labor Association, to conduct wage analyses in strategic countries and facilities. We have completed studies for all of our owned manufacturing facilities in Central America and Mexico, and we are in the process of completing studies for Morocco and Vietnam. This information will be key to future planning and policy development.



In 2019, we completed wage analyses using the Fair Labor Association Fair Wages Benchmarking Tool in all owned sites in Central America & Mexico.

Threads of Change

For years, our employees have given back to their local communities in meaningful and impactful ways. To better serve and invest in the communities in which we operate, we have unified these efforts under a new global program, Threads of Change. Threads of Change aims to give our thousands of employees ways to personally connect with our corporate sustainability plan, enhancing the impact we have and providing employees new outlets for giving back.

Our next step is to conduct a global employee survey to better understand the issues and passions of employees across our system so we can focus our program outcomes to better benefit our employees and communities.

Threads of Change is employee-led, and employee- and community-inspired. This unified program is how we support our employees around the world to sustain their communities. In 2019, our employees volunteered 12,997 hours, donated \$712,150 in funds and we donated \$58,544 worth of products in kind.



Case Study: Woven Together

When our team learned that babies were leaving the Mario Catarino Rivas Hospital in Honduras wrapped in newspaper, they saw a way to help. Using excess fabric from the factory, the team made baby blankets and bedding sheets to donate to the local hospital.

Since 2011, our employees have donated everything from their time, blood and buying T-shirts, the proceeds from which were used to purchase equipment for local health care facilities. Every year, Fruit of the Loom, Inc. is the official sponsor and T-shirt provider for the hospital's annual fun run and family walk 'Camino con Destino'. More than \$600,000 has been raised, which has directly supported the modernization of the emergency room facilities to improve working conditions and medical attention for patients.

In El Salvador, Fruit of the Loom, Inc. is a sponsor of the Hospital San Juan de Dios in Santa Ana, in particular the fundraising race "Yo corro con el Corazón." The annual event in aid of the hospital's pediatric area has raised more than \$255,000 to directly benefit the children of Santa Ana. Our associates have donated breast milk, blood and supported buying T-shirts for the race.

"These hospitals mean so much to many of our employees," said Edward Bardales, HR Central America. "We are honored to support them in improving facilities for the community."



Case Study: United Way of Southern Kentucky

Over the course of five years, Fruit of the Loom, Inc., and our employees have donated nearly \$5 million to support United Way of Southern Kentucky, directly contributing to a rise in kindergarten readiness scores in the region from 49.4% to 54.1% in 2019.

Through this partnership, Fruit of the Loom, Inc. has funded and distributed 217,870 books to Dolly Parton's Imagination Library, a book gifting program that sends free books to children from birth to the time they start kindergarten. The Imagination Library is a part of United Way of Southern Kentucky's community-wide initiative to ensure all children, including those of low income and educational risks, start school at levels of social-emotional and intellectual development needed for long-term academic success.

For its efforts, Fruit of the Loom, Inc. was recognized by United Way in 2019 as a top-five organization for the largest percentage of employees volunteering at United Way functions, and for giving the second largest monetary donation through corporate and employee giving in the previous year.

This ongoing commitment to United Way allows Fruit of the Loom, Inc. to directly impact the lives of its neighbors and help to build a better community for all.



Planet-Conscious

Reducing the environmental impact of our operations

Climate change is one of the biggest issues facing our world. We have a track record of reducing greenhouse gas emissions, water use intensity and waste in our own operations. Our new plan sets more ambitious goals to reduce our footprint across our supply chain from sourcing raw materials to consumer use and disposal of our products.

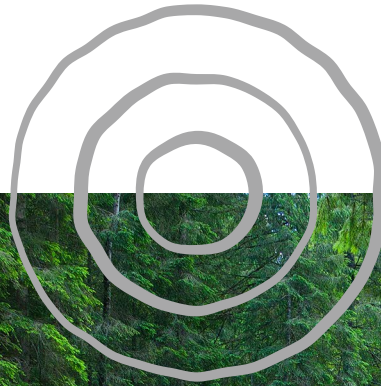


Planet-Conscious

The Global Context

From extreme weather events like forest fires in Australia to the floods that impacted farmers in the Upper Midwest of the United States, our changing climate took center stage in 2019. It was the year the United Nations' panel of scientists warned we have 12 years to make urgent changes to the way we live and work to prevent the worst outcomes from a changing climate¹.

The fashion industry emits more greenhouse gases than the airline and maritime shipping industries and represents 10% of all global greenhouse gas emissions².



¹ UN IPCC Report, 2019, <https://www.un.org/en/climatechange/reports.shtml>
² UNFCCC, 2018, <https://unfccc.int/news/un-helps-fashion-industry-shift-to-low-carbon>

Our Footprint

While climate change dominated the headlines, it was not new news at Fruit of the Loom, Inc. We have been measuring our corporate footprint and investing in energy efficiency and renewable energy since 2012. Initially focused on Scope 1 and 2 emissions in our North and Central America operations, which represent the majority of our footprint, we then expanded to include measurement of all global facilities in 2018. In 2019, we expanded once again to measure our full corporate footprint, measuring the emissions in our supply chain outside of our own operations, known as our Scope 3 emissions. This data, based on our 2018 performance, has been integral to helping our teams better understand where to focus and how to prioritize our program of emission reductions going forward.

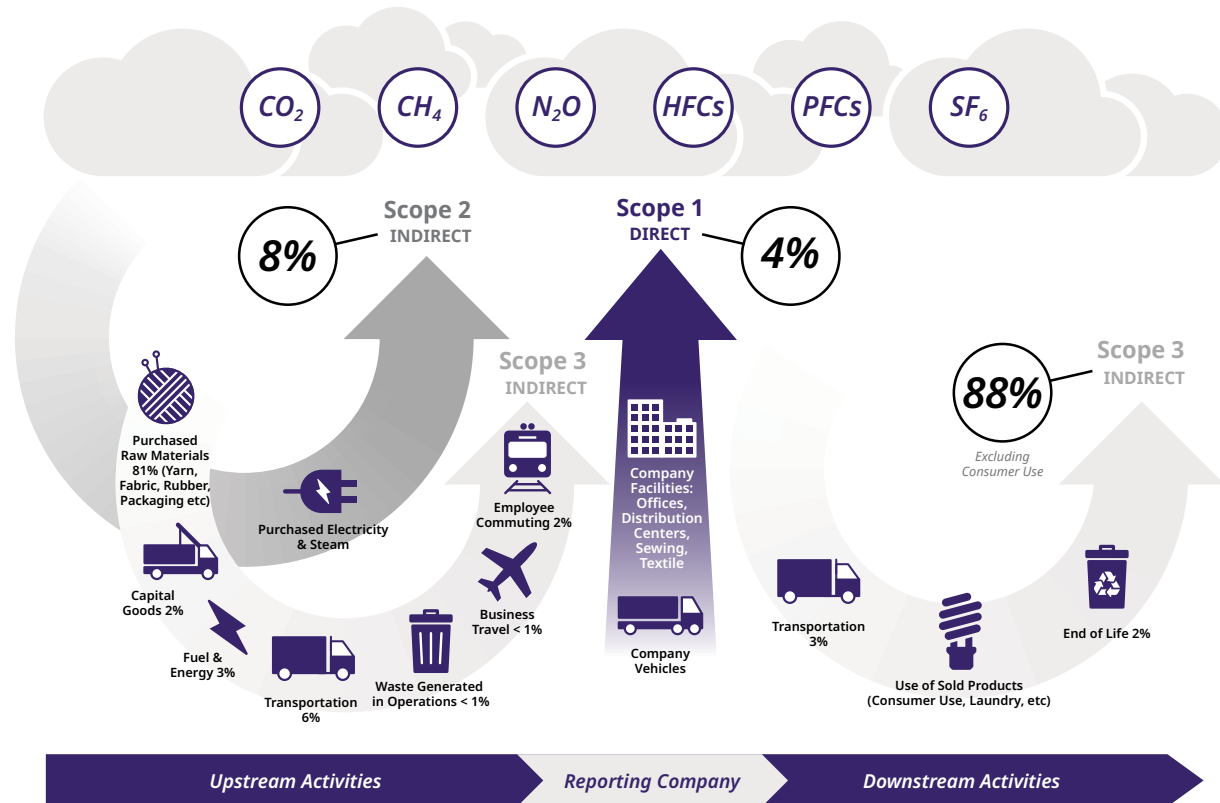
Overall, we learned that our Scope 1 emissions, direct emissions from our offices, distribution centers, sewing and textile facilities, represented 4% of our total emissions. Scope 2 emissions, our purchased electricity, represented 8%. We were surprised to learn that despite manufacturing up to 89% of our products in our own facilities in 2018, 88% of our total footprint were Scope 3 emissions. This was largely due to purchased goods — emissions related to raw material production of cotton,

polyester and yarn formation — prompting us to think more carefully about material selection and sustainable sourcing of those materials in the future.

Another sizable impact of our footprint is the consumer use of our products. For example,

washing and drying of our apparel goods was estimated at 1.5M MT CO2e. That's the equivalent of over 2 billion loads of laundry a year! We are following guidance to exclude this from our emissions goal setting as it is difficult to influence and measure changes in consumer behavior. However, we recognize

CO₂ - Carbon Dioxide
CH₄ - Methane
N₂O - Nitrous Oxide
HFCs - Hydro Fluorocarbon
PFCs - Perfluorocarbon
SF₆ - Sulfur Hexafluoride



Reducing Greenhouse Gases

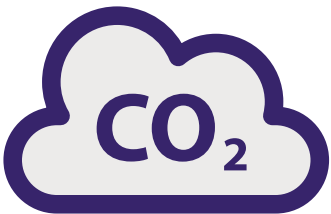
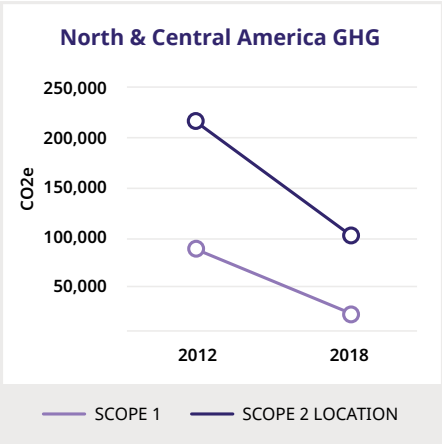
Scope 1 & 2 Emissions

We are proud of the progress our teams have made on reducing greenhouse gas emissions. In 2018, based on a 2012 baseline, we saw a 59% decrease in greenhouse gas emissions in our North and Central America operations. This was achieved through a focus on energy efficiency at our Merendon Textile plant in Honduras and through the investment in a biomass power plant (see image right) close to this facility. Shifting our use from coal to biomass as the primary fuel for our high-pressure boilers was the most significant change reduction.

In 2016, we began a strategy of investments in power purchase agreements for renewable energy, most notably with on-site solar at facilities in El Salvador. These investments and our purchase of renewable credits mean that today, around 45% of our electricity comes from renewable sources. Our emissions reporting has been independently verified by SCS Global Services and a link to the latest report can be found [here](#)¹.

In 2018, due to investments in IT capability, we are now collecting emissions data for all global facilities. From this report onward, we will use 2018 as our baseline year for reporting and only report on global numbers. We use the operational control approach from the GHG Protocol to report energy consumption and emissions. For our emissions factors, see our [CDP report](#)².

Declining Emissions Trend



59% Reduction of Greenhouse Gas Emissions

in North and Central America in 2018 based on 2012 baseline



Scope 1 & 2 Emissions	North & Central America*							Global	
	2012	2013**	2014**	2015	2016	2017	2018	2018	2019
Scope 1	85,565	NA	NA	113,113	34,615	32,038	22,317	58,713	44,392
Scope 2 Location	215,287	NA	NA	116,606	84,150	105,183	100,069	125,850	126,681
Scope 2 Market-Based						105,183	78,028	103,809	101,260

*From 2012 to 2018, we monitored our emissions on these regions only. From 2018, we have collected data on all global owned operations.
 **No data collection in 2013 and 2014, as we had originally planned to report every 3 years, from 2015 we have collected annually.

1 <https://www.fotlinc.com/resources/pdf/Greenhouse-Gas-Emissions-Environmental-Sustainability-Website-Jun-2020.pdf>
 2 <https://www.cdp.net/>

Energy Use

Energy efficiency is a key part of our climate mitigation strategy in our own operations. The strategy is led by our Corporate Environmental Health & Safety Steering team, who meet quarterly, and supported by our plant environmental teams, who meet monthly. We track all utility and energy consumption monthly to manage our improvement program of energy reduction and efficiency targets by facility. The program includes annual machine utilization assessments and internal process engineering projects with employees to identify projects across energy, waste and emissions reductions. Any projects identified are analyzed based on financial return of the investment as well as efficiency gains and approved by the corporate steering team. Employees are recognized for their efforts on energy reduction and efficiency.

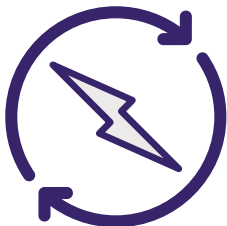
Our teams realized a 64% reduction in direct energy use in 2018 based on a 2012 baseline in our North and Central America locations. This was largely due to reductions in coal use in exchange for biomass. Reductions in coal are also responsible for a 19% reduction from 2018 to 2019 on global energy use. We saw a 46% reduction in indirect energy consumption from 2012-2018 in North & Central America. From this report onward, we will report on global figures only.

Scope 1 - Direct Energy Use

	North & Central America*							Global	
Energy Types (MWh)	2012	2013**	2014**	2015	2016	2017	2018	2018	2019
Fuel	112,763	NA	NA	24,298	23,137	25,728	23,584	23,584	30,730
Diesel	1,632	NA	NA	7,143	5,126	6,433	5,977	9,421	6,732
Gasoline	744	NA	NA	629	774	671	710	710	650
Jet Fuel	3,507	NA	NA	4,567	5,548	4,188	3,627	3,627	3,331
Coal	NA	NA	NA	230,872	56,564	53,106	27,034	149,072	104,532
Propane	68	NA	NA	11	14	11	6	7	3
Acetylene	8	NA	NA	14	3	26	28	29	7
Natural Gas	85,161	NA	NA	45,256	13,640	11,750	12,301	17,076	18,112
TOTAL (MWh)	203,882			312,790	104,806	101,913	73,265	203,256	164,098

Scope 2 - Indirect Energy Use

Energy Types	2012	2013	2014	2015	2016	2017	2018	2018	2019
Steam (MWh)		NA	NA	139,637	113,369	134,250	129,347	129,347	133,336
Electricity (MWh)	403,082	NA	NA	148,246	138,869	128,584	58,722	95,514	89,027
Renewable Electricity Total MWh		NA	NA	NA	NA	NA	63,273	63,273	73,400
On-site Biomass Generated Power (MWh)		NA	NA	NA	NA	NA	114,224	114,224	26,697
On-site Solar (MWh)		NA	NA	NA	NA	NA	11,945	11,945	15,163



45% Renewable Electricity

in our own operations from on-site renewables

*From 2012 to 2018, we monitored our emissions on these regions only. From 2018, we have collected data on all global owned operations.
 **No data collection in 2013 and 2014, as we had originally planned to report every 3 years, from 2015 we have collected annually.

Our New Commitments

Our Goals:

Commitment to set science-based targets for Greenhouse Gas Reduction

100% Renewable Electricity by 2030

Science-Based Targets

Fruit of the Loom, Inc. has made a commitment to the Science Based Targets initiative¹ to set a Scope 1 and 2 and Scope 3 greenhouse gas emission reduction target in line with climate science. The Science Based Targets initiative champions science-based target setting as a powerful way of boosting companies' competitive advantage in the transition to the low-carbon economy. It is a collaboration between Carbon Disclosure Project (CDP), World Resources Institute (WRI), the World Wildlife Fund (WWF), and the United Nations Global Compact (UNGC). We aim to update on the details of our target within the year.

100% Renewable Electricity by 2030

We have already achieved 45% renewable electricity in our own operations. Our goal is to reach 100% renewable electricity by 2030 in all our global facilities, and we will do this through a mix of on-site generation, purchase power agreements (PPAs) and renewable energy credits (RECS). We believe this is an ambitious but achievable goal and will contribute to our commitment to science-based targets.

Green Teams

We also plan to integrate green teams at all our sites. Previously, our environmental programs have been led by Environment, Health & Safety. We now want to invite our employees with a passion for this area to engage in our program.

We commit to a science-based target to reduce our emissions by 2030 across our value chain in line with global goals.



Case Study: Renewable Energy in Honduras

We are committed to supporting the worldwide growth in renewable energy, particularly in developing countries. In 2018, we began our first purchase power agreement on solar to install solar panels on the roof of our Jerzees Nueva Dia facility with power generation starting in January 2019. We followed this project with our second solar installation at our Tela Plant in Honduras that began delivering energy in October 2019. We also invested in bio-mass in our power plant in Merendon. Today, these investments and our purchase of renewable energy credits mean that 45% of the electricity we buy comes from renewables.

1 <https://sciencebasedtargets.org/companies-taking-action/>

Saving Water

Water is essential for human life, and its access is a basic human right. Water is also essential to the apparel and sports good industries. The apparel industry alone is said to use 93 BN cubic meters of water every year¹, while the textile industry is responsible for 20% of the world's water pollution².

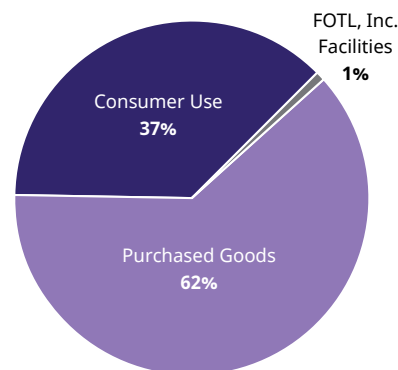
We recognize the impact we have as an apparel brand on water. We have measured our water withdrawal and water recycling in our own facilities since 2013, investing in efficiency and water recycling technology to reduce our overall consumption. In 2019, we undertook our first water hotspot analysis to better understand our impact on water across our total value chain.

Water Use Across Our Value Chain

Our water hotspot assessment, based on 2018 production data, revealed that the most significant water use in our value chain occurs outside our own operations — upstream with water used in the irrigation of cotton (62%) and downstream with water used when consumers launder our garments (37%). This finding underpinned our commitment to work with organizations

like Cotton LEADS to support cotton farmers in implementing more sustainable farming practices such as drip irrigation systems and the adoption of water sensor technology to more precisely irrigate crops. It is also consistent with our GHG footprint findings that educating consumers on more sustainable laundry behaviors is important.

Our manufacturing sites represent 1% of the total water use across our value chain. Of that one percent, 76% of this occurs in our textile facilities. We have elected to focus on water efficiency in our supply chain because this is where we have more operational control. We will continue to invest in the latest dyeing and finishing capabilities to ensure that we not only meet environmental standards, but that we exceed them. This supports our strategy to invest in water efficiency and water recycling primarily in our textile facilities.



¹ UN Act Now, <https://news.un.org/en/story/2019/03/1035161>
² Greening Global Supply Chains, 2016, The Sustainability Consortium <https://www.sustainabilityconsortium.org/wp-content/themes/enfold-child/assets/pdf/2016-impact-report.pdf>
³ Robert Boyce, British Historian and Poet
⁴ <https://wastewater.sustainabilityconsortium.org/>
⁵ <https://www.sustainabilityconsortium.org/>



Case Study: Wastewater 101 Toolkit

'Knowledge is power. Knowledge shared is power multiplied.'³

This was front and center for us as we shared our lessons learned in water efficiency and conservation by joining the task force of leaders to develop the [Wastewater 101 Toolbox](#)⁴. Led by [The Sustainability Consortium](#)⁵, the toolbox is an online forum for those in the textile industry to come together to learn about the causes, impact and treatment of wastewater. The toolbox aims to support companies in finding greener chemicals, integrate new standards and to lessen the impact of textiles on people and planet.

"We were pleased to take part in the development of this Toolbox," said Adam Wade, Senior Director, Sustainability and Risk Management. "The project was a perfect fit to apply our 'Core Environmental Values' that include commitments to activities directed toward the preservation and conservation of our natural resources and educating and encouraging our employees in the preservation of our natural resources."

The Wastewater 101 Toolkit is a free resource that can be accessed [here](#)⁴.

Saving Water

Our Progress

We have invested significantly in dye-jet and finishing technologies that use less water. At our Morocco facility, we invested in a water recycling system that enables us to recycle 60% of the water we withdraw. We also have a wastewater treatment plant at our textile facility in Merendon, Honduras (see image right). These programs helped us achieve an 11% reduction in water intensity by 2018 from a 2013 baseline. We have now added flow meters at our textile facilities and we will begin reporting on water quality from 2020 onward.

Our New Commitment

We have committed to a 10% reduction on water intensity per pound of production target by 2030 (from a 2018 baseline). We believe this is an ambitious goal due to the scale of technologies we’ve already implemented.

Our Water Target Goal:

10% reduction in water intensity by 2030 across global locations based on a 2018 baseline.



Water Data History

Water Quantity (in Gallons)	2013	2014	2015	2016	2017	2018	2019
Manufacturing Absolute Water Gallons	1,024,303,561	1,007,129,773	1,004,506,749	909,740,088	921,679,636	914,404,948	995,283,415
Absolute Water in M3	3,877,409	3,812,399	3,802,470	3,443,739	3,488,935	3,461,398	3,767,556
Total Production lb	129,321,866	145,134,398	147,893,451	134,119,041	128,481,264	128,153,669	142,973,164
Total Production in kg	58,659,364	65,831,802	67,083,286	60,835,324	58,278,074	58,129,479	64,851,484
Water Intensity (m3/kg of Production)	0.066	0.058	0.057	0.057	0.060	0.060	0.058
Water Intensity Variation from 2013 Baseline (% of Variation)		-12.39%	-14.25%	-14.36%	-9.43%	-9.92%	-12.11%
% Dyed Fabric Production	82.23%	84.36%	83.25%	80.62%	81.84%	82.94%	85.34%

Source: All Global Textile Facilities Water Use 2013-2019

Working Toward Zero Waste

In the United States, 16.9 million tons of textile waste are generated a year; only 13.6% of this gets recycled and only 1% into new textile fiber¹. Analysis of global plastic flows reveals only 9% of all plastics created as of 2015 have ever been recycled, 12% have been incinerated and the remaining 79% have accumulated in landfill or littered the environment².

We believe that turning the tide on waste in the supply chain starts with better design, systems and collaborations. We have worked to eliminate waste to landfill in our own operations, finding solutions for textile waste and increasing the use of recycled content in our packaging.

Zero Waste to Landfill

We achieved zero waste to landfill in all our own facilities in 2018 and 2019. This means we have been able to recycle or repurpose the waste streams from our operations, diverting upwards of 95% from going to landfill, which means we exceed the Zero Waste International Alliance business recognition program requirements based on their definition of diverting 90% or more of all discarded resources from landfill. In many cases, this has been achieved through collaborations across the supply chain, most notably with our textile fiber recycling partnership with Martex.



Case Study: Closing the Loop on Fiber

We partner with Martex Fiber to recycle all of the waste fibers from our textile and sewing facilities. Since 2010, we have recycled over 576 million pounds of cotton and cotton/polyester blends into recycled fibers that have been used in various industries. Fibers that cannot be recycled have been repurposed into stuffing for mattresses, car seats and more.

Zero waste
achieved in our
own operations

Waste Consumption (Metric Tons)

Waste	2012	2013	2014	2015	2016	2017	2018	2019
Landfilled	4,802	4,381	3,179	2,533	2,236	1,868	2,135	1,543
Recycled Total	12,398	13,893	14,452	18,185	24,796	19,934	16,698	15,911
Recycled Cloth	28,407	29,551	27,934	26,505	24,988	21,844	26,616	23,691
Hazardous Waste	15	31	23	22	14	18	10	3
Percent Recycled	89%	91%	93%	95%	96%	96%	95%	96%

Source: Global waste data from all owned facilities

¹ <https://www.epa.gov/facts-and-figures-about-materials-waste-and-recycling/textiles-material-specific-data>
² UN Report: Single Use Plastics, A Roadmap for Sustainability, <https://www.unenvironment.org/resources/report/single-use-plastics-roadmap-sustainability>

Waste

Packaging

We are working toward reducing the environmental impact of our packaging by reducing raw materials wherever possible. By the end of 2020, all the paperboard used for our secondary and primary packaging will be fully recyclable. We have worked to remove all laminates on packaging to better facilitate recyclability. We are also working to ensure that more of our packaging is made from recycled materials (see packaging under Sourcing Sustainably).

Consumer Education on Recycling

We are committed to ensuring consumers have the right information to recycle our products and packaging. Variation in recycling programs, unclear labeling and inaccurate recyclability claims make proper recycling a challenge. In 2019, we joined [How2Recycle](#), a standardized labeling system that clearly communicates recycling instructions to the public. The label was created by a coalition of brands from the Sustainable Packaging Coalition to provide consistent and transparent on-package recycling information to consumers in North America.

Circular Economy

We have almost a decade of experience in working to limit waste in our processes and recycling our industrial waste. What we have yet to explore is how to apply the principles of circularity and closed-loop fiber supply chains to consumer products. We recognize this is a material issue for us and requires more consideration. This year, some of our brands are experimenting with projects on upcycling in collaboration with others. We hope to take learnings from these projects to inform future programs.





Product Authenticity

Sourcing sustainably from transparent supply chains

Consumers deserve to feel confident about the quality and safety of the products they buy. We are committed to transparency, responsible chemical use and the sourcing of sustainably produced key raw materials that will reduce our environmental footprint, have positive social impact and meet consumer needs.



Meeting Consumer Demand

More than two-thirds of today's consumers view purchasing sustainable products as one of the key ways they can lead a purposeful life while reducing their impact on the world¹. Our consumers have told us they are looking for more information on the sustainability of a garment to help them make more informed choices, and they are looking for this information to be shared at the product level. In 2020, we will begin a series of workshops with our marketing and innovation teams to explore how our sustainability plan goals can be integrated into brand plans.



¹ Barkley Purpose Research, 2019

Ensuring Product Safety

Textile manufacturing requires the use of chemicals to meet style and functional needs. We take a precautionary approach on chemical use, applying a consistent global standard across our facilities, which means we exceed local legal requirements. Fruit of the Loom, Inc. is a member of the American Apparel & Footwear Association (AAFA), and we utilize their [Restricted Substances List](https://www.aafaglobal.org/AAFA/Solutions_Pages/Restricted_Substance_List.aspx)¹, which is a compilation of all national and international restrictions and regulations on chemicals including California Prop 65, which is among the more rigorous of standards. The list is incorporated into a web-based chemical data management system managed by third-party [Sphaera](https://sphaera.com/product-stewardship/chemical-management/)², which ensures compliance in all our own operations.

In Europe, our products are also certified by Oeko-Tex® to their **Standard 100 Oeko-Tex®** mark. Oeko-Tex® is an independent certification for testing for harmful substances. We believe this provides consumers with value-added assurance on product safety.

We have set a new goal that all our global production made in our own facilities will also be certified by Oeko-Tex® by 2025.



¹ https://www.aafaglobal.org/AAFA/Solutions_Pages/Restricted_Substance_List.aspx
² <https://sphaera.com/product-stewardship/chemical-management/>

Transparency

As a manufacturer, we have more visibility and direct operational control over much of our supply chain. However, we also source from suppliers, covering some 450 facilities worldwide. We have published a complete list of all of our owned facilities, our direct suppliers and licensees since 2012. We are among the top third of apparel companies doing so.¹ We believe transparency on where we source from helps us raise standards on quality, human rights and environmental impact.

For example, cotton produced in Uzbekistan and Turkmenistan is known to be harvested by state-sponsored forced labor. We require that all our suppliers refrain from purchasing cotton directly from Uzbekistan or Turkmenistan, or knowingly using yarn or textiles from vendors that source cotton from Uzbekistan or Turkmenistan when manufacturing any of our products. In addition, we require our business partners to maintain records identifying the origin of the cotton used in the manufacturing of our products and to have those records available for audit.

Supply chain mapping — mapping our supply from our own supplier through their suppliers — is a key step in our work to safeguard our supply chain from any type of forced labor. We continue adjusting our strategy to increase our visibility based on risk assessments that help us determine where forced labor indicators are more prone to occur. We have an ambitious goal to work with our suppliers to map our supply chain all the way back to raw materials by 2025.



¹ Fashion Transparency Index

Sourcing Sustainably

Cotton and polyester are our most significant raw materials used across our apparel products. Cotton is embedded in our water footprint, while our use of polyester contributes significantly to our greenhouse gas footprint. Sourcing more sustainable cotton and polyester is one of the most tangible ways we can reduce our environmental footprint in the future. Our footprint was based on the Sustainable Apparel Coalition HIGG Index which evaluates the global warming and water usage of frequently used raw materials. These insights have inspired us to set the following goals.

Sustainable Cotton

Our goal is to source 100% sustainable cotton by 2025. Our definition of sustainable cotton is cotton produced to sustainable standards that promotes farming practices that seek to address reducing greenhouse gases, water stewardship and fair labor conditions.

We consider our sourcing of U.S. cotton and participation in the Cotton LEADS program as meeting this definition. Today, 89% of the cotton we use comes from the United States. We plan to work with our supply chain to source the remaining 11% from sustainable sources. We are reviewing potential organizations to partner with such as Better Cotton Initiative (BCI), recycled cotton and organic cotton.

Recycled Polyester

Our goal is to source 30% recycled polyester by 2030 — that is 30% of the total fibers we buy. The current availability of recycled polyester is limited, at least in the yarn types we use for our products. We will need to work with our supply partners to increase supply to achieve our goal.

Recycled Nylon

Our goal is to source 30% recycled nylon by 2030. Nylon represents a small percentage of our overall volumes of raw materials, but it is a significant material for some of our women's underwear lines, where it can be up to 95% of the product composition. We will need to work closely with our supply chain to increase availability to achieve our goal.



Case Study: Growing Cotton for the Future

Cotton growing has come a long way in the United States. Since the 1980s, U.S. cotton growers have reduced greenhouse gases by 30%, improved water efficiency by 82% and reduced pesticides by 50%, while a third of U.S. growers use no pesticides at all. (Field to Market data quoted on Cotton LEADS).

These were some of the compelling reasons why we partnered with Cotton LEADS, a program that engages growers and businesses across the supply chain to work together to advance sustainable agricultural practices in cotton growing.

"We source the majority of our cotton from U.S. growers. Cotton LEADS enables us to reach out to those growers to ensure that we have the quality and information on how it was produced," says Tommy Hardcastle, sourcing manager. "Everything we source doesn't just meet environmental standards, it exceeds them."

Sourcing Sustainably

Recycled Content in Packaging

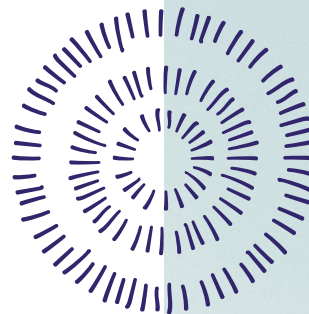
Our goal is to increase the use of recycled material in our packaging by 2025. We use polybags to protect the quality of our garments and sporting goods products in wholesale, e-commerce and in retail packaging. We also use paper in our retail packaging and secondary packaging. What we cannot eliminate we will increase the use of recycled content in our packaging.

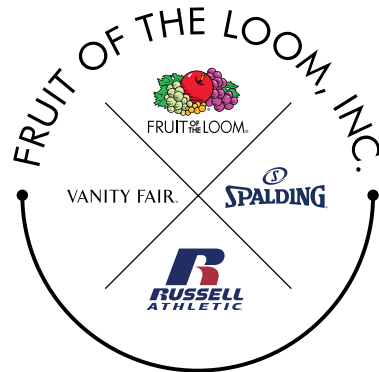
Recycled Plastic in Sporting Goods

Our goal is to increase the use of recycled plastic across our sporting goods products. We believe there is an opportunity to increase the recycled plastic content across some of our sporting goods, including basketball backboards. However, we need to balance our goals here with any impact this may have on product integrity and durability. We will be researching solutions in the coming year.

Rubber

We also investigated the impact of rubber used in our basketballs. Based on the volumes we sourced, it did not have a significant impact on our environmental footprint. However, we recognize that we need a better understanding of the supply chain impacts more broadly. We worked with our suppliers to map sourcing back to Thailand and Vietnam. In 2020, we aim to do more work to map to farms.





Fruitful
Futures

Global Reporting Initiative (GRI)

Content Index

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 101: Foundation 2016					
General Disclosures					
GRI 102: General Disclosures 2016	Organizational profile				
	102-1 Name of the organization	Business Context Pg 4			
	102-2 Activities, brands, products, and services	Business Context Pg 4			
	102-3 Location of headquarters	Business Context Pg 4			
	102-4 Location of operations	Business Context Pg 4			
	102-5 Ownership and legal form	Business Context Pg 4			
	102-6 Markets served	Business Context Pg 4			
	102-7 Scale of the organization	Business Context Pg 4			
	102-8 Information on employees and other workers	Business Context Pg 4			
	102-9 Supply chain	Business Context Pg 4			
	102-10 Significant changes to the organization and its supply chain	Business Context Pg 4	Partially reported, this is the first Sustainability Report		
	102-11 Precautionary Principle or approach	Business Context Pg 4			
	102-12 External initiatives	Respectful & Inclusive Workplaces Pg 14			
	102-13 Membership of associations	Engaging with Stakeholders Pg 10			
	Strategy				
	102-14 Statement from senior decision-maker	A Letter From Our CEO Pg 3			
	Ethics and integrity				
	102-16 Values, principles, standards, and norms of behavior	Business Context Pg 4			
	Governance				
	102-18 Governance structure	Sustainability Governance Pg 9			
	Stakeholder engagement				
	102-40 List of stakeholder groups	Engaging with Stakeholders Pg 10			
	102-41 Collective bargaining agreements	Freedom of Association Pg 17			
	102-42 Identifying and selecting stakeholders	Our Strategy Pg 6			

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 102: General Disclosures 2016	102-43 Approach to stakeholder engagement	Engaging with Stakeholders Pg 10			
	102-44 Key topics and concerns raised	Our Strategy Pg 6			
	Reporting practice				
	102-45 Entities included in the consolidated financial statements	Not included	FOTL Inc is a privately held company. Financial statements are not publicly disclosed.		
	102-46 Defining report content and topic Boundaries	Business Context Pg 4			
	102-47 List of material topics	Our Strategy Pg 6			
	102-48 Restatements of information	NA	This is the first Sustainability report.		
	102-49 Changes in reporting	Not included	This is the first Sustainability report.		
	102-50 Reporting period	Business Context Pg 4			
	102-51 Date of most recent report	Business Context Pg 4			
	102-52 Reporting cycle	Business Context Pg 4			
	102-53 Contact point for questions regarding the report	Business Context Pg 4			
	102-54 Claims of reporting in accordance with the GRI Standards	Business Context Pg 4			
	102-55 GRI content index	GRI Content Index Pg 40			
	102-56 External assurance	Partial	Currently only the GHG Footprint for Scopes 1 and 2 has been externally assured.		
Material Topics					
300 Series (Environmental Topics)					
Materials					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Footprint Pg 26			
	103-2 The management approach and its components	Our Footprint Pg 26			
	103-3 Evaluation of the management approach	Sourcing Sustainably Pg 38			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not included due to market sensitivity			
Energy					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Footprint Pg 26			
	103-2 The management approach and its components	Our New Commitments Pg 29			
	103-3 Evaluation of the management approach	Reducing Greenhouse Gases Pg 27			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Use Pg 28			
	302-4 Reduction of energy consumption	Energy Use Pg 28			
	302-5 Reductions in energy requirements of products and services	Energy Use Pg 28			
Water					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Saving Water Pg 30-31			

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 103: Management Approach 2016	103-2 The management approach and its components	Saving Water Pg 30-31			
	103-3 Evaluation of the management approach	Saving Water Pg 30-31			
GRI 303: Water 2016	303-1 Water withdrawal by source	Saving Water Pg 30-31			
	303-3 Water recycled and reused	Not included	We have invested in a water recycling system in Morocco that enables us to recycle 60% of the water we withdraw. We have added flow meters to our textile sites and will report on water quality from 2020 onward.		
Emissions					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Footprint Pg 26			
	103-2 The management approach and its components	Our Footprint Pg 26-29			
	103-3 Evaluation of the management approach	Our Footprint Pg 26-29			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Reducing Greenhouse Gases Pg 27			
	305-2 Energy indirect (Scope 2) GHG emissions	Reducing Greenhouse Gases Pg 27			
	305-3 Other indirect (Scope 3) GHG emissions	Reducing Greenhouse Gases Pg 27			
	305-5 Reduction of GHG emissions	Reducing Greenhouse Gases Pg 27			
Effluents and Waste					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Working Towards Zero Waste Pg 32			
	103-2 The management approach and its components	Working Towards Zero Waste Pg 32-33			
	103-3 Evaluation of the management approach	Working Towards Zero Waste Pg 32			
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	Working Towards Zero Waste Pg 32			
400 Series (Social Topics)					
Employment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	People Centric, 12, Respectful & Inclusive Workplaces, 13			
	103-2 The management approach and its components	Respectful & Inclusive Workplaces, 12			
	103-3 Evaluation of the management approach	Respectful & Inclusive Workplaces, 13-21			
GRI 401: Employment 2016	401-3 Parental leave	Inclusive Culture Pg 20			
Occupational Health and Safety					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Business Context Pg 4			
	103-2 The management approach and its components	Health, Safety & Well-being Pg 16			
	103-3 Evaluation of the management approach	Health, Safety & Well-being Pg 16			

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Health, Safety & Well-being Pg 16			
Training and Education					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Learning & Development Pg 18-19			
	103-2 The management approach and its components	Learning & Development Pg 18-19			
	103-3 Evaluation of the management approach	Learning & Development Pg 18-19			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Learning & Development Pg 18-19			
Diversity and Equal Opportunity					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Inclusive Culture Pg 20			
	103-2 The management approach and its components	Inclusive Culture Pg 20			
	103-3 Evaluation of the management approach	Inclusive Culture Pg 20			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Inclusive Culture Pg 20			
Non-discrimination					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Respectful & Inclusive Workplaces Pg 14			
	103-2 The management approach and its components	Respectful & Inclusive Workplaces Pg 14			
	103-3 Evaluation of the management approach	Respectful & Inclusive Workplaces Pg 14			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Respectful & Inclusive Workplaces Pg 15			
Freedom of Association and Collective Bargaining					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Freedom of Association, Pg 17			
	103-2 The management approach and its components	Freedom of Association, Pg 17			
	103-3 Evaluation of the management approach	Freedom of Association, Pg 17			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Freedom of Association, Pg 17			
Child Labor					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Respectful & Inclusive Workplaces pg 15			
	103-2 The management approach and its components	Respectful & Inclusive Workplaces pg 15			
	103-3 Evaluation of the management approach	Respectful & Inclusive Workplaces pg 15			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Respectful & Inclusive Workplaces pg 15			

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
Forced or Compulsory Labor					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Respectful & Inclusive Workplaces pg 15			
	103-2 The management approach and its components	Respectful & Inclusive Workplaces pg 15			
	103-3 Evaluation of the management approach	Respectful & Inclusive Workplaces pg 15			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Respectful & Inclusive Workplaces pg 15			
Human Rights Assessment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Respectful & Inclusive Workplaces pg 16			
	103-2 The management approach and its components	Respectful & Inclusive Workplaces pg 16			
	103-3 Evaluation of the management approach	Respectful & Inclusive Workplaces pg 16			
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures	Respectful & Inclusive Workplaces pg 16			
Local Communities					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Threads of Change Pg 23			
	103-2 The management approach and its components	Threads of Change Pg 23			
	103-3 Evaluation of the management approach	Threads of Change Pg 23			
GRI 413: local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs.	Threads of Change Pg 23			
Supplier Social Assessment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Respectful & Inclusive Workplaces Pg 14			
	103-2 The management approach and its components	Respectful & Inclusive Workplaces Pg 14			
	103-3 Evaluation of the management approach	Respectful & Inclusive Workplaces Pg 14			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	TBC data needs to be added to the report			
	414-2 Negative social impacts in the supply chain and actions taken	Respectful & Inclusive Workplaces Pg 14			
Marketing and Labeling					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Ensuring Product Safety Pg 36			
	103-2 The management approach and its components	Ensuring Product Safety Pg 36			
	103-3 Evaluation of the management approach	Ensuring Product Safety Pg 36			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Ensuring Product Safety Pg 36			