# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>VF AT A GLANCE</td>
<td>3</td>
</tr>
<tr>
<td>LETTER FROM OUR LEADERSHIP</td>
<td>5</td>
</tr>
<tr>
<td>LETTER FROM OUR S&amp;R COMMUNITY OF PRACTICE</td>
<td>6</td>
</tr>
<tr>
<td>MADE FOR CHANGE OUR S&amp;R STRATEGY</td>
<td>7</td>
</tr>
<tr>
<td>VF S&amp;R HIGHLIGHTS</td>
<td>10</td>
</tr>
<tr>
<td>BRAND S&amp;R HIGHLIGHTS</td>
<td>11</td>
</tr>
<tr>
<td>GRI INDEX</td>
<td>14</td>
</tr>
</tbody>
</table>
VF AT A GLANCE

ORGANIZED IN 1899, VF CORPORATION IS A LEADER IN BRANDED LIFESTYLE APPAREL, FOOTWEAR AND ACCESSORIES, WITH GLOBAL ICONIC BRANDS, APPROXIMATELY 65,000 ASSOCIATES AND 2016 REVENUE OF $12 BILLION.

Our businesses and brands are organized into four business units called coalitions, comprising: Outdoor & Action Sports, Jeanswear, Imagewear and Sportswear. While VF is highly diversified across brands, products, distribution channels and geographies, our “One VF” culture and approach to doing business provides a unique and powerful competitive advantage.

OUR BRANDS

OUTDOOR & ACTION SPORTS

JEANSWEAR

IMAGEWear

SPORTSWEAR

VANS  "OFF THE WALL"

JANSPORT

Wrangler

RED KAP

NAUTICA

THE NORTH FACE

Smartwool.

Lee

Majestic

Timberland

REEF

RIDERS’

Bulwark FR

kipling®

EASTPAK

Lee

HORACE SMALL

NAPAPIJRI

Lucy

RUSTLER

VW Wrangler

WORKWEAR
OUR 2016 NUMBERS

OPERATIONS

$12 BILLION IN REVENUE

+65K ASSOCIATES AROUND THE WORLD

FACILITIES

27 INTERNAL MANUFACTURING FACILITIES

33 DISTRIBUTION CENTERS

1,507 RETAIL STORES

PRODUCTS

/ WE ARE THE

#1 BACKPACK PRODUCER

#1 DENIM JEANS MANUFACTURER

/ WE USE

1% OF THE WORLD’S COTTON

600 MILLION YARDS OF FABRIC ANNUALLY

/ WE SELL

523M UNITS ANNUALLY IN

+170 COUNTRIES
LETTER FROM OUR LEADERSHIP

VF CORPORATION IS A VALUE CREATION COMPANY. EVERY DAY, OUR APPROXIMATELY 65,000 ASSOCIATES AROUND THE WORLD TAKE ACTIONS THAT ADVANCE OUR ASPIRATION: TO GROW BY CREATING AMAZING PRODUCTS AND EXPERIENCES THAT TRANSFORM AND IMPROVE THE LIVES OF CONSUMERS WORLDWIDE, WHILE DELIVERING SUPERIOR RETURNS TO OUR SHAREHOLDERS.

OUR FOCUS ON GROWTH AND VALUE CREATION IS UNRELENTING, BUT NEVER IRRESPONSIBLE.

While we’ve been in business for 118 years, it’s clear that our obligation to operate our business with the highest social and environmental standards has never been greater. Our consumers demand it; our associates, business partners and communities expect it; and our planet needs it.

WE’VE ALSO LEARNED OVER TIME THAT IT’S NOT JUST ABOUT OBLIGATION, BUT OPPORTUNITY.

As one of the largest apparel and footwear companies in the world, we increasingly understand our role as a thought and action leader – innovating and acting in ways that motivate others to follow our lead, just as we have and will continue to learn from and be inspired by others. Collaboration, listening and sharing represent the foundation for achievement.

Made for Change, VF’s new Sustainability & Responsibility strategy, is the underpinning of our current actions and future aspirations. It details how we are fusing our focus on growth, value creation and innovation with our steadfast commitment to lead our industry into a more sustainable future.

Looking ahead, we will remain focused and achievement-driven. We aim to cut VF’s overall environmental impact by half, using science based targets to guide progress and accountability. We will pursue a 35 percent impact reduction in the materials that are used for our products, and are investing in circular business models, completely reimagining how our products are designed and made. We will ignite movements that inspire and empower people to live sustainable and active lifestyles, and to take actions that help others. And, we will leverage our global scale for good, proving that VF’s size isn’t an environmental liability but rather a powerful force to drive positive change.

As we continue our journey, we will apply VF-style discipline and rigor to our plans and approaches, while simultaneously challenging ourselves to dream big. We are energized about the road ahead.

This report is intended to provide insights to our many stakeholders about our sustainability and responsibility initiatives. If you have suggestions regarding how we carry out this vital work, send us an email at: SustainabilityandResponsibility@vfc.com.

We welcome your thoughts.

Steve Rendle
Chairman, President & CEO
VF Corporation
We spent the first years of our program aligning on a common set of goals while also developing norms and best practices across our large, complex enterprise. In 2016, we agreed that it was time to raise our ambition, to rethink the role of sustainability within our business and the role of VF within our overall industry. This led us to ask: How can sustainability create measurable value for our business and the environment, and everyone we touch across our value chain?

The journey to develop our new strategy has spanned many months. We brought together teams from across functions, brands and regions to collaborate in a series of multi-day workshops, and we invited external stakeholders into the process to push our thinking, challenge our assumptions, and inject cutting edge insights to inform our plans.

Embarking on such a dynamic process enabled us to build a sustainability vision guided by diverse experiences and perspectives, measurable data, and a breadth of business, social and environmental realities. We recognize that the world is changing and our business and industry need to change with it. We have an opportunity to create new value and a positive impact by helping to transform the apparel industry, starting with ourselves.

With Made for Change, we strive to drive transformative solutions that make VF’s business, and the lives we touch, better. Made for Change represents a fundamental shift in how we operate and view sustainability – from risk management to shared value creation, for our business, society and the world.

Moving forward, we will demonstrate that we can serve as a catalyst for transformative change. We know the journey ahead won’t be easy. We don’t have all the answers. But we are excited to uncover them and are committed to stay the course.

We invite you to join us on our journey - to share in the opportunities, reveal the big ideas for deliberate actions, and hold us accountable to continually evolve our approach. Achieving our goals will require us all to work together.

JOIN US
ATVF, WE PURSUE CHANGE THAT CREATES VALUE. WHEN WE TURN RAW COTTON INTO FABRIC, FABRIC INTO CLOTHING, AND CLOTHING INTO A BRAND, WE CREATE VALUE. BUT THE MOST POWERFUL OPPORTUNITIES FOR POSITIVE CHANGE LIE AHEAD, NOT ONLY FOR OUR BUSINESS, BUT FOR THE APPAREL AND FOOTWEAR INDUSTRY ITSELF.

THE CHANGE WE SEEK IS BOTH TRANSFORMATIONAL AND VALUABLE

There is more value in circular business models than in linear ones. There is more value in respecting human rights than ignoring them. There is more value in protecting the environment than destroying it. There is more value in inspiring a movement of sustainable and active lifestyles with our associates, consumers and society than being driven solely by profit. By combining the discipline and rigor of our business mindset with the pursuit of science-based targets that sustainability demands, we can create a more sustainable future and ensure the apparel and footwear industry realizes its full potential as a force for good.

The improvements we make will define the future of our business and our industry, because there is no limit on the market for making the world a better place or for brands and products that make life better for people.

OUR STRATEGY HAS THREE AREAS WHERE WE ARE BEST POSITIONED TO DRIVE CHANGE

Circular Business Models / A linear model of take, make, waste means that valuable financial and environmental assets are missed. By focusing on circular business models, we can make the most of every asset, and unlock compelling new revenue streams while delighting consumers and radically cutting our impact.

Scale for Good / Traditionally the biggest businesses have had the greatest negative impact on the planet. We’re turning that notion on its head to challenge ourselves - and prove to the world - that big can be good. We’ll use our scale to tackle big problems around climate change, materials, and workers’ rights. In doing so, we will help move our industry onto a more sustainable path.

Movement Makers / Every one of us can be a force for good. We want to inspire our 65,000+ associates and millions of consumers by uniting their efforts to create a movement of sustainable and active lifestyles. Together, we can radically transform our business and lead the apparel and footwear industry into a sustainable future for all of our stakeholders.
OUR SUSTAINABILITY & RESPONSIBILITY STRATEGY

MADE FOR CHANGE

DRIVING TRANSFORMATIVE SOLUTIONS TO MAKE VF’S BUSINESS AND THE LIVES WE TOUCH BETTER

CIRCULAR BUSINESS
Second life is second nature

ASPIRATION
Transform the apparel & footwear industry from linear to circular

GOAL
Lead the large-scale commercialization of circular business models through brand-led recommerce and rental initiatives

SCALE FOR GOOD
Our scale is a force for good

ASPIRATION
Transform our industry’s three biggest impacts – climate change, materials and worker well-being

GOAL
Halve our upstream environmental impact, farm-to-front door

IMPROVING THE LIVES OF 1M WORKERS AND THEIR COMMUNITIES

MOVEMENT MAKERS
The power of a united team, unleashed

ASPIRATION
Transform how we engage our associates and consumers to be movement makers

GOAL
Every VF associate has the opportunity to contribute to their local communities

Empower our consumers to live more sustainable & active lives
## GOALS AND TARGETS

<table>
<thead>
<tr>
<th>PILLAR</th>
<th>TOPIC</th>
<th>ASPIRATIONAL GOAL</th>
<th>DUE</th>
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</tr>
</thead>
<tbody>
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<td>Lead the large-scale commercialization of circular business models through brand-led recommerce and rental initiatives</td>
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<td>CLIMATE</td>
<td>Halve our upstream environmental impact, farm-to-front door</td>
<td>2030</td>
<td>12</td>
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<tr>
<td></td>
<td></td>
<td>Improve the lives of 1M workers and their communities</td>
<td>2025</td>
<td>3</td>
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<tr>
<td></td>
<td>MATERIALS</td>
<td>Announce science based climate change goals</td>
<td>2019</td>
<td>13</td>
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<tr>
<td></td>
<td></td>
<td>100% renewable energy in owned and operated facilities</td>
<td>2025</td>
<td>13</td>
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<td></td>
<td></td>
<td>Reduce the average impact of our key materials by 35%</td>
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<td></td>
<td></td>
<td>100% of all footwear leather will be finished in Leather Working Group audited tanneries</td>
<td>2021</td>
<td>13</td>
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<td></td>
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<td>50% of nylon and polyester will come from recycled materials</td>
<td>2025</td>
<td>13</td>
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<tr>
<td></td>
<td></td>
<td>100% PFC-free outdoor apparel</td>
<td>2025</td>
<td>13</td>
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<tr>
<td></td>
<td></td>
<td>100% Responsible Down Standard down</td>
<td>2019</td>
<td>15</td>
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<td></td>
<td></td>
<td>All cotton purchased by VF that is not from the U.S. or Australia is grown under a cotton growing sustainability scheme</td>
<td>2025</td>
<td>15</td>
</tr>
<tr>
<td>ASPIRATIONAL GOALS</td>
<td>ASSOCIATES</td>
<td>Every VF associate has the opportunity to contribute to their local communities</td>
<td>2030</td>
<td>13</td>
</tr>
<tr>
<td>MOVEMENT MAKERS</td>
<td></td>
<td>Empower our consumers to live more sustainable &amp; active lives</td>
<td>2030</td>
<td>3</td>
</tr>
<tr>
<td></td>
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<td>Gender parity in corporate leadership positions</td>
<td>2030</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and promote a robust and highly diverse talent pipeline at all levels</td>
<td>2025</td>
<td>13</td>
</tr>
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<td>Integrate training at all levels that fosters inclusion and addresses unconscious bias</td>
<td>2020</td>
<td>10</td>
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<td></td>
<td></td>
<td>VF associates will contribute 1M volunteer hours to local communities</td>
<td>2025</td>
<td>11</td>
</tr>
<tr>
<td>FOUNDATIONAL</td>
<td>ZERO WASTE FACILITIES</td>
<td>All distribution centers will be zero waste</td>
<td>2020</td>
<td>12</td>
</tr>
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<td></td>
<td>ANIMAL WELFARE</td>
<td>100% compliant with animal derived materials policy</td>
<td>2020</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>DEFORESTATION</td>
<td>100% compliant with forest derived materials policy</td>
<td>2020</td>
<td>15</td>
</tr>
</tbody>
</table>

WE SUPPORT THE UNITED NATIONS’ SUSTAINABLE DEVELOPMENT GOALS

- 3 - GOOD HEALTH AND WELL-BEING
- 5 - GENDER EQUALITY
- 8 - DECENT WORK AND ECONOMIC GROWTH
- 10 - REDUCED INEQUALITIES
- 11 - SUSTAINABLE CITIES AND COMMUNITIES
- 12 - RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 - CLIMATE ACTION
- 15 - LIFE ON LAND
S&R HIGHLIGHTS

**LAUNCHED**

- A GLOBAL COTTON STRATEGY
- THE RESPONSIBLE SOURCING PROGRAM IN 2014
- ENERGY EFFICIENCY PROGRAMS WITH 15 STRATEGIC SUPPLIER FACTORIES IN CAMBODIA
- CHEM-IQ™ IN 2015
- 100% RENEWABLE ENERGY GOAL
- WE SIGNED THE AMERICAN BUSINESS ACT ON CLIMATE PLEDGE WITH +150 COMPANIES TO SUPPORT A STRONG OUTCOME IN THE PARIS CLIMATE NEGOTIATIONS
- 76,000 LBS OF APPAREL & FOOTWEAR COLLECTED THROUGH THE VANS®, TIMBERLAND® & THE NORTH FACE® BRANDS TAKEBACK PROGRAMS

**POLICIES LAUNCHED**

- COMMITTED TO ACHIEVING GENDER PARITY IN CORPORATE LEADERSHIP BY 2030 IN PARTNERSHIP WITH THE PARADIGM FOR PARITY COALITION
- 12% CARBON REDUCTION ACHIEVED; EXCEEDING INITIAL GOAL OF 5%
- $7.5 M DIRECT FUNDS PROVIDED TO SUPPLIER FACTORIES THROUGH THE ALLIANCE FOR BANGLADESH WORKER SAFETY

**AWARDS**

- NAMED “BEST PLACES TO WORK FOR LGBTQ EQUALITY” FOR 2017 ON THE HRC FOUNDATION’S CORPORATE EQUALITY INDEX
- VOTED “TOP COMPANY FOR LEADERS IN NORTH AMERICA” BY THE CHIEF EXECUTIVE MAGAZINE

**15,000** NUMBER OF LIVES DIRECTLY IMPROVED THROUGH OUR SUSTAINABLE LIVING ENVIRONMENTS PROGRAM

**14 OF 33** DISTRIBUTION CENTERS HAVE ACHIEVED ZERO WASTE STATUS, SEVEN EACH IN THE U.S. AND EMEA REGION

**11** BUILDINGS, LEED CERTIFIED BY THE U.S. GREEN BUILDING COUNCIL

**COMPLETED A GLOBAL WATER RISK ASSESSMENT & LAUNCHED A WATER STRATEGY**

**SIGNED ON TO THE CEO ACTION FOR DIVERSITY & INCLUSION**

**CHEM-IQSM IN 2015**

**100% RENEWABLE ENERGY GOAL**

**ANIMAL DERIVED MATERIALS**

**FOREST DERIVED MATERIALS**

**15,000** DIRECT FUNDS PROVIDED TO SUPPLIER FACTORIES THROUGH THE ALLIANCE FOR BANGLADESH WORKER SAFETY
BRAND HIGHLIGHTS

Timberland
Launched collection developed with Thread's Ground to Good™ fabric, harvested from plastic bottles collected from the streets and beaches of Haiti. The partnership employs local people to collect bottles in exchange for money, providing livelihoods to the local community.

Our Vans® brand finalized the construction of its new brand headquarters, aimed for LEED Platinum. Located in Costa Mesa, California, it has a 1 MW solar array providing approximately 50% of the facility's energy needs along with 38 EV charging stations.

Developed the industry-leading Responsible Down Standard and gifted it to the Textile Exchange, ensuring the welfare of geese and ducks that provide down and feathers.

In Spring 2016, for every bag sold in the Kipling® brand’s Hong Kong stores, the brand donated a free backpack to a child in the care of the Cambodia Children’s Foundation in Steung Meanchey, Cambodia. Nearly 3,000 bags were donated through the program.
As a part of its 'Make it Better' philosophy to improve the environment through innovation, the Napapijri® brand transitioned its entire Fall/ Winter 2017 collection to be 100% fur and down free.

As part of its support of Future Farmers of America (FFA), VF’s Wrangler® brand initiated a pilot project in 2016 to leverage collaborative training and improvement programs for cotton farmers across the country. This included hosting the Forest Land Stewardship Conference with the NC Chapter of the FFA and the US Department of Agriculture’s National Resources Conservation Service (NRCS) with over 100 high school and college students learning about farming best practices aimed at improving soil health.

In honor of World Water Day, the Eagle Creek® brand partnered with social enterprise packH2O to help produce nearly 2,100 water backpacks and make water more accessible for over 2,000 families in a water-stressed region of Kenya. For every piece of Eagle Creek® luggage that was purchased in the month of March, the brand covered the production costs of a packH2O water backpack.

As part of its support of Future Farmers of America (FFA), VF’s Wrangler® brand initiated a pilot project in 2016 to leverage collaborative training and improvement programs for cotton farmers across the country. This included hosting the Forest Land Stewardship Conference with the NC Chapter of the FFA and the US Department of Agriculture’s National Resources Conservation Service (NRCS) with over 100 high school and college students learning about farming best practices aimed at improving soil health.
MADE FOR CHANGE, VF’S NEW SUSTAINABILITY & RESPONSIBILITY STRATEGY, IS THE UNDERPINNING OF OUR CURRENT ACTIONS AND FUTURE ASPIRATIONS. IT DETAILS HOW WE ARE FUSING OUR FOCUS ON GROWTH, VALUE CREATION AND INNOVATION WITH OUR STEADFAST COMMITMENT TO LEAD OUR INDUSTRY INTO A MORE SUSTAINABLE FUTURE.

Steve Rendle, Chairman, President & CEO, VF Corporation
VF’s 2016 GRI Index

The GRI Index below links our sustainability impacts to the GRI G4 aspects. Aspects not included in the GRI Index are not considered material for this specific reporting period.

<table>
<thead>
<tr>
<th>ASPECT</th>
<th>INDICATOR</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GENERAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STRATEGY &amp; ANALYSIS</td>
<td>1, 2</td>
<td>15</td>
</tr>
<tr>
<td>ORGANIZATIONAL PROFILE</td>
<td>3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16</td>
<td>15</td>
</tr>
<tr>
<td>IDENTIFIED MATERIAL ASPECTS &amp; BOUNDARIES</td>
<td>17, 18, 19, 20, 21, 22, 23</td>
<td>21</td>
</tr>
<tr>
<td>STAKEHOLDER ENGAGEMENT</td>
<td>24, 25, 26, 27</td>
<td>25</td>
</tr>
<tr>
<td>REPORT PROFILE</td>
<td>28, 29, 30, 31, 32, 33</td>
<td>26</td>
</tr>
<tr>
<td>GOVERNANCE</td>
<td>34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 47, 48, 49, 50, 51</td>
<td>27</td>
</tr>
<tr>
<td>ETHICS &amp; INTEGRITY</td>
<td>56, 57, 58</td>
<td>29</td>
</tr>
<tr>
<td><strong>ECONOMIC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ECONOMIC PERFORMANCE</td>
<td>EC1, EC2</td>
<td>31</td>
</tr>
<tr>
<td>MARKET PRESENCE</td>
<td>EC5</td>
<td>32</td>
</tr>
<tr>
<td>INDIRECT ECONOMIC IMPACTS</td>
<td>EC8</td>
<td>33</td>
</tr>
<tr>
<td><strong>ENVIRONMENTAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MATERIALS</td>
<td>EN1, EN2, AF19, AF20</td>
<td>35</td>
</tr>
<tr>
<td>ENERGY</td>
<td>EN3, EN4, EN6, AF21</td>
<td>35</td>
</tr>
<tr>
<td>WATER</td>
<td>EN8, EN10</td>
<td>39</td>
</tr>
<tr>
<td>EMISSIONS</td>
<td>EN15, EN16, EN17, EN19</td>
<td>40</td>
</tr>
<tr>
<td>EFFLUENTS &amp; WASTE</td>
<td>EN23</td>
<td>42</td>
</tr>
<tr>
<td>PRODUCTS AND SERVICES</td>
<td>EN28</td>
<td>43</td>
</tr>
<tr>
<td>SUPPLIER ENVIRONMENTAL ASSESSMENT</td>
<td>EN32, EN33</td>
<td>44</td>
</tr>
<tr>
<td>ENVIRONMENTAL GRIEVANCE MECHANISMS</td>
<td>EN34</td>
<td>46</td>
</tr>
<tr>
<td><strong>SOCIAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMPLOYMENT</td>
<td>LA2</td>
<td>48</td>
</tr>
<tr>
<td>OCCUPATIONAL HEALTH &amp; SAFETY</td>
<td>LA6</td>
<td>50</td>
</tr>
<tr>
<td>TRAINING &amp; EDUCATION</td>
<td>LA11, AF5</td>
<td>51</td>
</tr>
<tr>
<td>DIVERSITY &amp; EQUAL OPPORTUNITY</td>
<td>LA12, AF32</td>
<td>54</td>
</tr>
<tr>
<td>INVESTMENT</td>
<td>HR1, HR2</td>
<td>55</td>
</tr>
<tr>
<td>NON-DISCRIMINATION</td>
<td>HR3, AF13</td>
<td>56</td>
</tr>
<tr>
<td>FREEDOM OF ASSOCIATION &amp; COLLECTIVE BARGAINING</td>
<td>HR4, AF9</td>
<td>57</td>
</tr>
<tr>
<td>CHILD LABOR</td>
<td>HR5, AF12</td>
<td>58</td>
</tr>
<tr>
<td>FORCED OR COMPULSORY LABOR</td>
<td>HR6, AF10, AF26</td>
<td>60</td>
</tr>
<tr>
<td>ASSESSMENT</td>
<td>HR9</td>
<td>61</td>
</tr>
<tr>
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<td>HR10, HR11, AF1, AF2, AF3, AF6, AF7, AF8, AF11, AF14, AF15, AF16</td>
<td>63</td>
</tr>
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<td>HR12, AF4</td>
<td>66</td>
</tr>
<tr>
<td>LOCAL COMMUNITIES</td>
<td>SO1, AF33, AF34</td>
<td>67</td>
</tr>
<tr>
<td>ANTI-CORRUPTION</td>
<td>SO4</td>
<td>69</td>
</tr>
<tr>
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<td>PRI</td>
<td>70</td>
</tr>
</tbody>
</table>
GENERAL

ASPECT / STRATEGY AND ANALYSIS

INDICATOR G4-1
CEO LETTER
Please see pg 5

INDICATOR G4-2
KEY IMPACTS, RISKS AND OPPORTUNITIES
A description of our key impacts, risks and opportunities can be found in the Materiality Section of the report in G4-18

For further reference, please see:
» 10K
» 2017 CDP Climate Response

ASPECT / ORGANIZATIONAL PROFILE

INDICATOR G4-3
NAME OF ORGANIZATION
V.F. Corporation

INDICATOR G4-4
COALITIONS & PRIMARY BRANDS AND PRODUCTS (REFLECTIVE OF 2016 BRAND PORTFOLIO)

OUTDOOR & ACTION SPORTS
Vans® - Youth culture/action sports-inspired footwear, apparel, accessories
The North Face® - High-performance outdoor apparel, footwear, equipment, accessories
Timberland® - Outdoor lifestyle footwear, apparel, accessories
Kipling® (outside North America) - Handbags, luggage, backpacks, totes, accessories
Nappapijri® - Premium outdoor apparel, footwear, accessories
JanSport® - Backpacks, luggage, apparel
Reef® - Surf-inspired footwear, apparel, accessories
SmartWool® - Performance-based Merino wool socks, apparel, accessories
Eastpak® - Backpacks, luggage
lucy® - Women's activewear
Eagle Creek® - Luggage, backpacks, travel accessories

JEANSWEAR
Wrangler® - Denim, casual apparel, footwear, accessories
Lee® - Denim, casual apparel
Lee Casuals® - Denim, casual apparel
Riders by Lee® - Denim, casual apparel
Rustler® - Denim, casual apparel
Timber Creek by Wrangler® - Denim, casual apparel
Rock & Republic® - Denim, casual apparel, accessories

IMAGEWEAR
Red Kap® - Occupational apparel
Bulwark® - Protective occupational apparel
Horace Small® - Occupational apparel
Majestic® - Athletic apparel, fanwear
MLB (licensed) - Licensed athletic apparel
NFL (licensed) - Licensed athletic apparel
Harley-Davidson® (licensed) - Licensed apparel
SPORTSWEAR

Nautica® - Sportswear apparel, luggage, accessories
Kipling® - (within North America) - Handbags, luggage, backpacks, totes, accessories

For further reference, please see »10K

WORLD HEADQUARTER ADDRESS

105 Corporate Center Boulevard Greensboro, North Carolina 27408

For further reference, please see »10K

OPERATIONS IN COUNTRIES

VF operates in more than 170 countries around the world, with headquarters located in the United States, Switzerland and Hong Kong, and owned manufacturing in Mexico, Turkey, Nicaragua, Dominican Republic, United States, Honduras and Argentina.

For further reference, please see »10K

NATURE OF OWNERSHIP AND LEGAL FORM

Please see »10K

MARKETS SERVED

Please see »10K

SCALE OF VF

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET SALES</td>
<td>$11,757,399,000</td>
<td>$11,909,635,000</td>
<td>$11,902,314,000</td>
</tr>
<tr>
<td>NET REVENUE</td>
<td>$11,881,730,000</td>
<td>$12,032,655,000</td>
<td>$12,019,003,000</td>
</tr>
<tr>
<td>OPERATING INCOME</td>
<td>$1,647,147,000</td>
<td>$1,437,724,000</td>
<td>$1,660,996,000</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>$9,361,640,000</td>
<td>$9,340,335,000</td>
<td>$9,739,287,000</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>$4,214,418,000</td>
<td>$4,254,704,000</td>
<td>$4,798,366,000</td>
</tr>
<tr>
<td>TOTAL STOCKHOLDERS EQUITY</td>
<td>$5,630,882,000</td>
<td>$5,384,838,000</td>
<td>$4,940,921,000</td>
</tr>
</tbody>
</table>

For further reference, please see »10K
VF WORKFORCE / ASSOCIATES*

**Please note that within the job classification/level 'Other', 48% of these associates work within our owned and operated Supply Chain, 43% at Retail, and the remaining 9% within job family groups such as Admin Support, Merchandising, Office Services, Sales, etc.

*All data as of December 31, 2016
### VF Workforce / Associates*

#### Gender by Region & Level of Associate

<table>
<thead>
<tr>
<th>Region</th>
<th>VP'S / DIRECTORS</th>
<th>MANAGERS</th>
<th>ANALYSTS</th>
<th>OTHERS**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,967</td>
<td>34%</td>
<td>56%</td>
<td>61%</td>
<td>64%</td>
</tr>
<tr>
<td></td>
<td>66%</td>
<td>43%</td>
<td>38%</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td><strong>EUROPE, MIDDLE EAST &amp; AFRICA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8,432</td>
<td>23%</td>
<td>42%</td>
<td>49%</td>
<td>54%</td>
</tr>
<tr>
<td></td>
<td>77%</td>
<td>58%</td>
<td>51%</td>
<td>41%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td><strong>MEXICO &amp; LATIN AMERICA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21,060</td>
<td>6%</td>
<td>35%</td>
<td>32%</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td>96%</td>
<td>65%</td>
<td>67%</td>
<td>51%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-3%</td>
</tr>
<tr>
<td><strong>USA &amp; CANADA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28,431</td>
<td>37%</td>
<td>49%</td>
<td>63%</td>
<td>56%</td>
</tr>
<tr>
<td></td>
<td>63%</td>
<td>51%</td>
<td>37%</td>
<td>44%</td>
</tr>
</tbody>
</table>

*All data as of December 31, 2016

**Please note that within the job classification/level 'Other', 48% of these associates work within our owned and operated Supply Chain, 43% at Retail, and the remaining 9% within job family groups such as Admin Support, Merchandising, Office Services, Sales, etc.
ASSOCIATES WITHIN JOB CLASSIFICATIONS

VF ASSOCIATES (USA ONLY)*

<table>
<thead>
<tr>
<th>By Ethnicity</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>1,480</td>
<td>5%</td>
</tr>
<tr>
<td>American Indian or Alaskan Native</td>
<td>220</td>
<td>1%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>3,073</td>
<td>11%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>7,633</td>
<td>28%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>170</td>
<td>1%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>745</td>
<td>3%</td>
</tr>
<tr>
<td>White</td>
<td>13,055</td>
<td>47%</td>
</tr>
<tr>
<td>Not Disclosed</td>
<td>1,222</td>
<td>4%</td>
</tr>
</tbody>
</table>

*All data as of December 31, 2016

COLLECTIVE BARGAINING AGREEMENTS
Approximately 750 associates (or .012%) in the U.S. were covered by collective bargaining agreements at the end of 2016. With the divestiture of the Licensed Sports Group (LSG) brands in 2017, this is no longer the case. In international markets, a significant percentage of associates are covered by trade-sponsored or governmental bargaining arrangements. Associate Trade Union relations are considered to be good.

For further reference, please see 10K

SUPPLY CHAIN*
On an annual basis, VF sources or produces approximately 523 million units spread across our brands. We obtain our products from 27 VF operated manufacturing facilities and approximately 1,600 VF authorized contractor manufacturing facilities in more than 50 countries. Almost 22% of our total production comes from owned facilities and 78% from contract suppliers. Additionally, we operate 33 distribution centers and 1,507 retail stores.

*We define our supply chain as inclusive of the raw materials, mills, cut and sew factories, owned and operated (O&O) factories, and distribution centers.

For further reference, please see:
10K
S&R website: Responsible Sourcing

SIGNIFICANT ORGANIZATIONAL CHANGES DURING THE REPORTING PERIOD
In light of the 2016 divestiture of our Contemporary Brands coalition and the ongoing strategic review of our LSG business, we reassessed how to best optimize and leverage VF’s strengths to create a more efficient and agile organization. As part of this assessment, the Company approved restructuring initiatives in the fourth quarter of 2016 to realign our cost structure. VF recognized $58.1 million in expense related to severance, asset write-downs and other costs associated with these restructuring initiatives. Management made a strategic decision to merge the lucy® brand into The North Face® brand during 2017, and incurred $79.6 million of intangible asset and goodwill impairment charges associated with the decision. Severance and other asset impairment charges associated with this decision are included in the restructuring charge noted above. Additionally, VF took steps to reduce the size and potential future volatility of its U.S. pension plan obligation and offered former associates a one-time option to receive a lump sum distribution of their deferred vested benefits, the payment of which resulted in a pension settlement charge of $50.9 million.

For further reference, please see 10K
INDICATOR G4-14

PRECAUTIONARY PRINCIPLE

We do not disclose this information at this time.

INDICATOR G4-15

EXTERNALLY DEVELOPED CHARTERS, PRINCIPLES OR OTHER INITIATIVES

Please see [S&R website: Behind the Scenes of Our Strategy](#)

INDICATOR G4-16

MEMBERSHIPS AND ASSOCIATIONS

We are dedicated to engaging and working with our industry peers, working groups and non-governmental organizations (NGOs) to foster and promote a healthy and safe work environment. Together, we can expedite improved working conditions throughout the entire global apparel and footwear supply chain. See the [Behind the Scenes of Our Strategy](#) section of our S&R website for a snapshot of the groups we work closely with to advance sustainability efforts, improve compliance programs and benefit the apparel industry overall.

Our team members also serve on a number of Boards and Committees including:

- Alliance for Bangladesh Worker Safety Board
- American Apparel and Footwear Association (AAFA) Board and Committees: Social Responsibility, Environmental, Government Affairs
- European Outdoor Conservation Association Board
- European Outdoor Group Sustainability Council
- FFC (Fair Factories Clearinghouse) Board of Directors
- Growth and Innovation Fund of Better Cotton Initiative Board
- Life and Building Safety initiative (LABS), Steering Committee
- Net Impact’s Corporate Advisory Council
- NH Businesses for Social Responsibility Board of Directors
- Outdoor Industry Association (OIA) Board
- OIA Sustainability Working Group’s Advisory Council
- Social Accountability Accreditation Services (SAAS) Board of Directors
- Social Accountability International (SAI) Advisory Board
- Social Labor Convergence Project (SLCP) Steering Committee
- Sustainable Brands’ Advisory Board
- Textile Exchange Board
- WRAP (Worldwide Responsible Accredited Production) Advisory Board
ALL ENTITIES INCLUDED IN THE ORGANIZATION’S CONSOLIDATED FINANCIAL STATEMENTS

Please see »10K

OUR MATERIALITY ASSESSMENT

The scope of our sustainability strategy and its impact is far reaching. It extends beyond the operations where we have direct ownership and control, and requires dedicated engagement of our supply chain professionals, business partners and expert stakeholders. Over the years, we have used a strategic engagement approach to identify and manage the issues most material to our business and where we have the greatest economic, social and environmental impact. This enables us to identify the greatest risks and opportunities in relation to sustainability and responsibility.

In 2017, we reviewed our 2014 materiality assessment to begin reassessment of our priority issues. We amended this list as a result of new developments in the apparel and footwear sector, a review of peer materiality assessments, ongoing dialogue with stakeholders, NGO questionnaires, and lifecycle assessment results. We then prioritized the list through engagement with key external stakeholder groups including: environmental and human-rights focused NGOs, ESG investment rating agencies, trade organizations and academics, as well as internal groups, including representatives from VF’s major brands and regions, and our Supply Chain, Responsible Sourcing, Public Affairs and Marketing teams. We then calculated the significance of these issues through responses from each stakeholder group, where the importance of a given issue on the business and its social, environmental and economic impact was ranked and assigned a weighting. Interviews were then conducted to better understand stakeholder perspectives, determine the relative priority of each issue, and assist in the identification of solutions.

Finally, we assessed the results of our materiality assessment to ensure that this report provides a reasonable and balanced representation of our sustainability performance. The final list of issues was assessed by our Senior Sustainability & Responsibility Leadership Team (SRLT) to confirm they meet the following criteria:

1. **Scope:** issues adequately cover our significant S&R impacts, risks, and opportunities
2. **Boundaries:** boundary descriptions accurately identify where issues create impacts throughout the value chain; and,
3. **Time:** issues are relevant to VF’s impacts during FY 2016 and for the foreseeable future
The matrix below illustrates the sustainability issues identified by our materiality assessment. Issues are mapped based on their relative importance to external stakeholders and to VF’s business (importance to internal stakeholders).

A few notable updates were made to our assessment, including:
- the addition of refined issues: use of renewable energy, waste generated in packaging, and water use in textile and production manufacturing;
- the identification of new issues: supply chain transparency, conflict minerals, microfibers, traceability of raw materials, helping consumers live more sustainable lifestyles, anti-corruption, ensuring consumer safety of products and materials; and
- the reduction of importance for several issues: customer satisfaction, consumer satisfaction, product innovation, and economic and political stability of communities.

### OUR MATERIALITY MATRIX

<table>
<thead>
<tr>
<th>ASPECT / IDENTIFIED MATERIAL ASPECTS &amp; BOUNDARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDICATOR G4-18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IMPORTANCE TO EXTERNAL STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW PRIORITY</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Waste generated in manufacturing</td>
</tr>
<tr>
<td>Efforts to help consumers live more sustainable lifestyles</td>
</tr>
<tr>
<td>Conflict minerals</td>
</tr>
<tr>
<td>Microfibers</td>
</tr>
<tr>
<td>very important</td>
</tr>
</tbody>
</table>

IMPORTANCE TO INTERNAL STAKEHOLDERS
MATERIAL ASPECT
The *Behind Our Strategy section* of our website outlines our materiality assessment process and priority issues for internal and external stakeholders. The table below maps our material risks and opportunities to the formal Aspects of the GRI G4 Reporting Guidelines:

<table>
<thead>
<tr>
<th>Material Issue as Identified in Materiality Assessment</th>
<th>Relevant GRI Material Aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change &amp; availability of natural resources / extreme weather events</td>
<td>Economic Performance, Energy, Emissions</td>
</tr>
<tr>
<td>Energy reduction &amp; energy efficiency</td>
<td>Energy, Emissions, Supplier Environmental Assessment</td>
</tr>
<tr>
<td>Use of renewable energy</td>
<td>Energy, Emissions, Supplier Environmental Assessment</td>
</tr>
<tr>
<td>Waste from packaging</td>
<td>Materials</td>
</tr>
<tr>
<td>Waste generated in growing, manufacturing &amp; production</td>
<td>Effluents &amp; Waste, Products &amp; Services, Supplier Environmental Assessment</td>
</tr>
<tr>
<td>Water use in growing, manufacturing &amp; production</td>
<td>Water, Effluents &amp; Waste, Products &amp; Services, Supplier Environmental Assessment</td>
</tr>
<tr>
<td>Engagement with communities to support local needs &amp; efforts</td>
<td>Indirect Economic Impacts, Local Communities, Market Presence</td>
</tr>
<tr>
<td>Efforts to help consumers live more sustainable lifestyles</td>
<td>Products &amp; Services</td>
</tr>
<tr>
<td>Conflict minerals</td>
<td>Materials, Customer Health &amp; Safety</td>
</tr>
<tr>
<td>Ensuring consumer safety of products &amp; materials</td>
<td>Customer Health &amp; Safety</td>
</tr>
<tr>
<td>Use of chemicals in products</td>
<td>Customer Health &amp; Safety</td>
</tr>
<tr>
<td>Ethical standards for the treatment of animals used for ADM</td>
<td>Materials</td>
</tr>
<tr>
<td>Use of sustainable materials in our products</td>
<td>Materials</td>
</tr>
<tr>
<td>Microfibers</td>
<td>Products &amp; Services, Effluents &amp; Waste</td>
</tr>
<tr>
<td>Anti-corruption policies &amp; procedure in all VF operations &amp; relationships</td>
<td>Anti-Corruption, Economic Performance</td>
</tr>
<tr>
<td>Sustainability governance including oversight and accountability</td>
<td>Governance, Ethics &amp; Integrity</td>
</tr>
</tbody>
</table>
**ASPECT BOUNDARY WITHIN AND OUTSIDE THE ORGANIZATION**

Our material risks and opportunities occur across our owned and operated facilities and our supply chain. The following table outlines where the impact of each issue occurs throughout our value chain and our level of influence to drive change:

### AREAS OF POTENTIAL IMPACT AND INFLUENCE ACROSS OUR VALUE CHAIN

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>INFLUENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BRAND &amp; CORPORATE OFFICES</td>
</tr>
<tr>
<td>HEAVY</td>
<td>HEAVY</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>LOW</td>
<td>LOW</td>
</tr>
<tr>
<td>ZERO</td>
<td>ZERO</td>
</tr>
</tbody>
</table>

**CLIMATE**
- Climate change & availability of natural resources / extreme weather events
- Energy reduction & energy efficiency
- Use of renewable energy

**WASTE**
- Waste from packaging
- Waste generated in growing, manufacturing & production

**WATER**
- Water use in growing, manufacturing & production

**ASSOCIATE ENGAGEMENT**
- Diversity & equality at the workplace
- Employee engagement & recognition

**COMMUNITY IMPACT**
- Engagement with communities to support local needs & efforts
- Efforts to help consumers live more sustainable lifestyles

**HUMAN RIGHTS**
- Conflict minerals
- Ethical labor practices & workplace health & safety

**PRODUCT SAFETY**
- Ensuring consumer safety of products & materials
- Use of chemicals in products

**SUSTAINABLE MATERIALS**
- Ethical standards for the treatment of animals used for ADM
- Use of sustainable materials in our products
- Microfibers

**GOVERNANCE**
- Anti-corruption policies & procedure in all VF operations & relationships
- Supply chain transparency
- Sustainability governance including oversight and accountability

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**BRAND & CORPORATE OFFICES**: The locations where VF Corporation and VF Brand teams design products and set strategy.

**RAW MATERIAL CULTIVATION & EXTRUSION**: Raw, unprocessed materials or feedstock that are used to produce finished products or materials that are processed into products as part of a manufacturing process.

**YARN & FABRIC MILLS**: The locations where raw materials become usable fabric for manufacturing (Tier 2).

**CUT & SEW Factories**: The factories that turn fabric into product (Tier 1).

**TRANSPORTATION & DISTRIBUTION**: The factories that VF owns and operates including cut & sew and laundry facilities.

**RETAIL**: Brick and mortar brand stores.

**CONSUMER USE**: The period of time when the product is used by our consumers, including wear, wash and treatment or care.

**END OF LIFE**: The end of a product’s useful life.
**KEY STAKEHOLDER GROUPS AND THEIR INTERACTIONS**

**CUSTOMERS**

We support our customers’ sustainability-related questionnaires and ESG requirements. We regularly conduct informational meetings with appropriate teams to share our efforts and participate in industry groups alongside many of them.

**CONSUMERS**

Our brands lead the consumer facing communications on Sustainability & Responsibility matters.

**SHAREHOLDERS / INVESTORS**

We respond to investor inquiries and surveys when requested and keep an open dialogue with investor groups such as CERES.

**ASSOCIATES**

Through our Voice of the Employee’ survey, we gain feedback on associates’ understanding of our Sustainability & Responsibility strategy, their perception of our progress and their understanding of their individual roles to support our sustainability efforts. To keep associates informed and engaged, we have Green Teams at many locations, program updates through our intranet, newsletters, email, website and webcasts.

**BUSINESS PARTNERS / SUPPLIERS**

Our supply chain leadership regularly connects with our supplier base to communicate our sourcing strategy and Responsible Sourcing and Social Compliance expectations. Suppliers are engaged during: annual supplier meetings, social compliance audits, traceability and verification checks, and regular quality control and production efforts.

**NGOS**

We engage with diverse stakeholders who can help us continually improve. We are in regular conversations with many NGOs and conduct surveys every two to three years to identify and refresh our understanding of material issues. We have partnered with several NGOs to develop policies and programs that address our social and environmental impacts. We also work with many NGOs on the ground in our communities to provide additional resources and expertise.

**INDUSTRY GROUPS**

We partner with various sustainability-related industry groups to better understand persistent barriers to progress, stay ahead of opportunities, and create and share best practices. Partners include:

- The Sustainable Apparel Coalition (SAC)
- Retail Industry Leaders Association (RILA)
- Retail Industry Leaders Association's Retail Sustainability Initiative (RSI)
- Textile Exchange
- The Sustainability Consortium
- Alliance for Bangladesh Worker Safety
- Fair Labor Association (FLA)
- American Apparel & Footwear Association (AAFA)

**COMMUNITIES**

VF supports communities where we operate through financial contributions, in-kind donations and the volunteering of our associates.

**GOVERNMENT**

VF regularly advocates at the state, national and international level for strong climate change policy.

VF is actively supporting and informing worker safety and rights policies in emerging economies.
IDENTIFICATION OF STAKEHOLDERS
VF interacts with a wide range of stakeholder groups - from NGOs and shareholders, to local and national government and community groups. We define stakeholders as those who affect and/or are affected by our business operations (see full stakeholder list at G4-24 above). Our stakeholders hold us accountable, help us understand and overcome persistent barriers to progress, stay ahead of opportunities, and create and share best practices.

STAKEHOLDER ENGAGEMENT APPROACH
We engage with key stakeholders at least once per year to continually understand the scope of our business risks and their expectations for our reporting of performance. At the beginning of 2017, we conducted a thorough stakeholder engagement review and materiality assessment to help inform this report. We engage on an as-needed basis as projects and programs are assessed and developed.

For further reference, please see G4-24

ISSUE IDENTIFICATION AND MANAGEMENT
By engaging key internal and external stakeholders and understanding their expectations regarding sustainability issues, we have identified and prioritized the issues most material to VF’s business. These are outlined in G4-18.

For further reference, please see S&R website: Our Approach

REPORTING PERIOD
Unless otherwise noted, the period represented by the data and information contained within this report is calendar year 2016. Additional prior-year data is supplemented to 2016 information where applicable to provide a more complete picture of progress to date.

DATE OF MOST RECENT PREVIOUS REPORT
Prior to this publication, the most recent VF Sustainability Report was released in October 2014.

REPORTING CYCLE
We are committed to continuing the sustainability conversation with our stakeholders and to the value public reporting can bring to that conversation. This publication marks the release of our second official Sustainability Report and we are working diligently to establish protocols and integrate systems that will allow us to report on a biennial basis.

CONTACT POINT FOR QUESTIONS REGARDING THE REPORT OR ITS CONTENTS
For questions regarding the information contained within this report or our program overall, please write to sustainabilityandresponsibility@vfc.com

IN ACCORDANCE OPTION
This report is written in accordance with the GRI G4 Core option.

ASSURANCE
PwC has provided Limited Assurance for the Energy & Emissions data within this report. For further reference, please see PwC’s Energy & Emissions Assurance Statement
INDICATOR G4-34
GOVERNANCE STRUCTURE AND AUTHORITY
The integration of sustainability across our business is key to unlocking financial value, creating positive change and successfully achieving our strategy. For details of our approach and structure, please see » S&R website: Governance

INDICATOR G4-35
THE PROCESS FOR DELEGATING AUTHORITY FOR ECONOMIC, ENVIRONMENTAL AND SOCIAL TOPICS FROM THE HIGHEST GOVERNANCE BODY TO SENIOR EXECUTIVES AND OTHER EMPLOYEES
Please see » G4-34

INDICATOR G4-36
EXECUTIVE-LEVEL POSITION OR POSITIONS WITH RESPONSIBILITY FOR ECONOMIC, ENVIRONMENTAL AND SOCIAL TOPICS
Please see » G4-34

INDICATOR G4-37
STAKEHOLDER CONSULTATION PROCESS
The Chairman of VF’s Board of Directors has ultimate responsibility for Sustainability & Responsibility at VF. It is supported by the Senior Leadership Team as a priority in our corporate objectives, and each core function integrates sustainability into its business strategy and processes.

INDICATOR G4-38
THE COMPOSITION OF THE HIGHEST GOVERNANCE BODY AND ITS COMMITTEES (NOV. 2017)

**EXECUTIVE COMMITTEE**
Steve E. Rendle / Chair* (2017)
Richard T. Carucci / Member (2009)
Juliana L. Chugg / Member (2009)
W. Alan McCollough / Member (2000)
Clarence Otis, Jr. / Member (2004)
Matthew J. Shattock / Member (2013)

**AUDIT COMMITTEE**
Clarence Otis, Jr. / Chair (2004)
Richard T. Carucci / Member (2009)
Benno Dorer / Member (2017)
W. Rodney McMullen / Member (2016)
Carol L. Roberts / Member (2017)
W. Alan McCollough / Chair (2000)
Juliana L. Chugg / Member (2009)
Benno Dorer / Member (2017)
W. Rodney McMullen / Member (2016)
Clarence Otis, Jr. / Member (2004)

**TALENT & COMPENSATION COMMITTEE**
Discharge the Board’s responsibilities relating to compensation of the Corporation’s executives.
» Compensation Committee Charter

**FINANCE COMMITTEE**
Monitor and to make recommendations to the Board concerning the financial policies and procedures.
» Finance Committee Charter

**NOMINATING & GOVERNANCE COMMITTEE**
Juliana L. Chugg / Member (2009)
Mark S. Hoplamazian / Member (2015)
Robert J. Hurst / Member (1994)
Laura W. Lang / Member (2011)
Carol L. Roberts / Member (2017)
Matthew J. Shattock / Chair (2013)
Juliana L. Chugg / Member (2009)
Mark S. Hoplamazian / Member (2015)
Robert J. Hurst / Member (1994)
Laura W. Lang / Member (2011)
Carol L. Roberts / Member (2017)
Matthew J. Shattock / Member (2013)

For further reference, please see » Committee Composition

*VF Executive

INDICATOR G4-39
REPORT WHETHER THE CHAIR OF THE HIGHEST GOVERNANCE BODY IS ALSO AN EXECUTIVE OFFICER
As of October 2017, The Chairman of VF’s Board of Directors is Steve Rendle. He is also the President and CEO of VF.

INDICATOR G4-40
NOMINATION AND SELECTION PROCESSES FOR THE HIGHEST GOVERNANCE BODY AND ITS COMMITTEES
Please see » Nominating & Governance Committee Charter
**ASPECT / GOVERNANCE**

**INDICATOR G4-41**

PROCESSES FOR THE HIGHEST GOVERNANCE BODY TO ENSURE CONFLICTS OF INTEREST ARE AVOIDED AND MANAGED

Please see »2016 Proxy Statement – Related Party Transactions

**INDICATOR G4-42**

ROLE OF BOARD OF DIRECTORS & SENIOR EXECUTIVES IN ECONOMIC, ENVIRONMENTAL, AND SOCIAL IMPACTS

VF’s Board of Directors is our highest governance body. The Chairman of the Board along with the CEO and members of VF’s Senior Leadership Team (SLT) are responsible for approving goals and strategies related to social and environmental issues. This team meets at least quarterly with VF’s Vice President of Global Corporate Sustainability to discuss S&R issues and important topics on strategy, materiality, policies, goals, etc.

The Vice President of Global Corporate Sustainability reports activities and progress to the Nominating and Governance Committee on VF’s Board of Directors annually, and is scheduled to report to the full Board of Directors annually.

We monitor progress against S&R targets and goals at the corporate and brand level. Annually, brand Presidents report to the SLT on their sustainability goals and progress.

The Sustainability & Responsibility Community of Practice (CoP), led by VF’s Vice President of Global Corporate Sustainability, meets twice per year to develop, review and update global and brand strategies based upon materiality issues and brand programs. Concerns and/or recommendations from the SLT are discussed at the meeting and incorporated into global and brand strategies.

Concerns and issues of materiality are brought to the Chairman of the Board and the SLT as needed.

**INDICATOR G4-43**

MEASURES TAKEN TO DEVELOP AND ENHANCE BOARD OF DIRECTORS COLLECTIVE KNOWLEDGE

Please see »GR-42

**INDICATOR G4-44**

BOARD OF DIRECTORS EVALUATION AND MEASUREMENT

Please see »GR-42

**INDICATOR G4-45**

BOARD OF DIRECTORS IDENTIFICATION OF RISKS, IMPACTS AND OPPORTUNITIES

Please see »GR-42

**INDICATOR G4-46**

BOARD OF DIRECTORS ROLE IN REVIEWING EFFECTIVENESS OF RISK MANAGEMENT PROCESS FOR ECONOMIC, ENVIRONMENTAL AND SOCIAL TOPICS

Please see »GR-42

**INDICATOR G4-47**

FREQUENCY OF BOARD’S REVIEW

Please see »GR-42

**INDICATOR G4-48**

HIGHEST GOVERNANCE BODY’S REVIEWING S&R REPORT

Please see »GR-42

**INDICATOR G4-49**

PROCESS FOR COMMUNICATING CRITICAL CONCERNS TO THE BOARD OF DIRECTORS

Please see »GR-42

**INDICATOR G4-50**

THE NATURE AND TOTAL NUMBER OF CRITICAL CONCERNS COMMUNICATED TO THE HIGHEST GOVERNANCE BODY

VF does not report this data in the public domain at the time of publication of this document.
VALUES, PRINCIPLES AND NORMS
VF’s values are woven throughout every aspect of our business. We use our Code of Business Conduct to express these values and set the standard for how we operate. The Code communicates our five core principles: lead with integrity, treat everyone with dignity and respect, compete fairly and honestly, follow the law everywhere we do business, and strive to make our communities better. Operating with these principles is expected of everyone who conducts business on behalf of VF, including associates, executive officers and Board members, regardless of seniority or location. It is an ongoing expectation that our business partners follow similar principles to the Code.

OWNED AND OPERATED
All VF associates are required to participate in training concerning the VF Code of Conduct, which is available in 24 languages. This training provides a deep dive into our expectations for dealing with a range of issues pertinent to our colleagues, our company, the marketplace and our communities. These issues range from celebrating diversity and combating discrimination to preventing corruption and ensuring fair competition. The goal of these training sessions is to proactively build awareness of the VF Values that guide how we treat each other, understand and value individuals, and leverage differences to succeed as One VF. We provide a detailed, intensive training to our managers about our Ethical Leadership Model, which sets the expectation for leadership and demonstration of ethical practices in all areas. Our goal is to equip our managers with the necessary tools to be someone their associates can turn to for advice on ethical and legal matters.

When questions arise regarding potentially unethical or unlawful behavior, we have both internal and external mechanisms in place for these concerns to be reported. Our associates can share suspected violations even if they are not 100% certain of the validity of their concerns. We believe in creating an environment that values transparency and communication, and we reflect this belief in the execution of our Open Door and Non-Retaliation policy, which encourages associates to freely voice their concerns without fear of retaliation. We also provide external, third-party managed mechanisms for suspected violations to be reported via our Ethics Helpline. This helpline is a free, confidential service where reports can be submitted anonymously where allowed by law. It is available 24 hours a day, seven days a week to VF associates around the world.

CONTRACT SUPPLIERS
Our commitment to acting with integrity extends far beyond the walls of our internal operations. Our Global Compliance Principles (GCP) represent our manifesto for engaging with contract suppliers. Any supplier working with VF must adhere to these principles. They are the core component of our Terms of Engagement. Before a business can begin working with or on behalf of VF, it is audited against our Global Compliance standards. Upon achieving a successfully passing audit result, work is awarded. Once work has begun, every existing supplier facility agrees to and receives regular auditing to ensure compliance with the GCP is maintained.

In instances where suppliers do not comply with our standards, we make diligent efforts to oversee improvements to the necessary areas. We maintain a philosophy of continuous improvement and are committed to helping suppliers meet VF’s exacting standards through training, education and capacity building.
This is in fact a core focus of our Responsible Sourcing team’s mandate. This team works extensively with our supplier base to bring greater awareness of and adherence to our key values, and to spread the message of the extreme importance of maintaining an unwavering commitment to human rights. Suppliers that have trouble meeting our compliance requirements are offered training and support from these teams or independent consultants, provided they demonstrate a commitment to meeting the goals. If suppliers accept the offer, we work with them to further assess working conditions and remediate problems. In circumstances where supplier improvement efforts are sub-standard or non-existent, we end our partnership. VF will not work with suppliers that do not share our commitment to providing a safe, healthy and ethically responsible work environment.

Part of ensuring an ethically responsible work environment in our external supply chain includes making sure that workers can report any concerns regarding potentially unethical activities that might be taking place. Our Global Compliance Principles require a fully-functional grievance system to be in place at each supplier facility. This allows our worker population to feel empowered to shed light on social or environmental issues that may need greater attention at their places of work. We do not maintain a log of all complaints entered into the individual grievance systems of our supplier facilities, but we do audit these systems annually to ensure they are being appropriately maintained.

For further reference, please see:
» S&R website: Code of Business Conduct
» Open Door policy and Non-retaliation policy

VF’s Global Ethics and Compliance Program is designed to help our associates fully understand VF’s expectations for ethical business conduct, have access to the necessary resources to make the right decisions, and feel empowered to report questionable or unethical behavior without fear of retaliation. Oversight of our program is provided by VF’s Vice President, General Counsel and Corporate Secretary, while VF’s Senior Director of Global Ethics and Compliance manages the program’s day-to-day operations. Our Ethics and Compliance Leadership Council, comprising members of VF’s Senior Leadership Team and other leaders, is responsible for ensuring the effectiveness of the program.

For further reference, please see » G4-56

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For further reference, please see » G4-56

Please see » G4-56
ECONOMIC

ASPECT / ECONOMIC PERFORMANCE

GENERAL DISCLOSURE OF MANAGEMENT APPROACH

Transparency in our economic performance is essential to our shareholders and associates who depend on our continued financial success to generate dependable returns and sustained operations.

For more information on our economic performance, including management decisions and how we evaluate our financials, please see:

» 10K
» 2016 Annual Report

INDICATOR EC-1

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

Please see:

» 10K
» G4-9

INDICATOR EC-2

FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES FOR THE ORGANIZATION’S ACTIVITIES DUE TO CLIMATE CHANGE

Please see:

» 10K
» 2017 CDP Climate Response

ASPECT / MARKET PRESENCE

GENERAL DISCLOSURE OF MANAGEMENT APPROACH

WHY IS THIS ASPECT MATERIAL?

There are more than 1.2 million people around the world working across our supply chain, including approximately 65,000 VF associates. By providing proper wages, we can support our associates in their ability to be economically independent and live a comfortable life. Our focus on paying such wages is a key point of competitive differentiation when recruiting and retaining rising talent and strengthening our relationships with local communities.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?

RETAIL

VF’s People Services function has an established protocol that notifies each business unit of updated minimum wage changes approximately 30 days prior to the change. About seven days preceding the effective date of any updated minimum wage, the business is notified of their final list of impacts.

OWNED MANUFACTURING

We set competitive wages that are compliant with minimum wage laws in the markets where we operate. In Mexico, Honduras, Nicaragua, and the Dominican Republic, countries where our owned manufacturing facilities are located, we impose government minimum wages. Depending on location, additional compensation such as meal coupons and transportation is provided.
CONTRACTOR SUPPLIERS
To become a VF Authorized Facility, every supplier must sign and abide by our Terms of Engagement indicating their acceptance of both the Global Compliance Principles and our detailed Factory Compliance Guidelines. This includes a specific mandate that VF authorized facilities offer wages and benefits that comply with legally mandated minimum standards or the prevailing industry wage, whichever is higher. Employees must also be fully compensated for working overtime per local laws, and each employee must be provided with clear, written accounting for each pay period.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

RETAIL
VF’s People Services function audits associate data monthly to ensure all compensation and minimum wage updates are correct.

OWNED MANUFACTURING
Wage market analysis is conducted annually to ensure that we continue to offer competitive wages. Also, VF is working on a global compensation project to analyze our competitiveness with the market on benefits and cost of living.

CONTRACT SUPPLIERS
We confirm adherence to our Terms of Engagement by conducting ongoing Factory Compliance Audits at every contract supplier facility. If a supplier fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, will be to work with the organization to implement necessary improvements with the goal of achieving full compliance. Our Compliance Team tracks trending issues and develops a quarterly report to guide remediation efforts as needed.

For more information on our approach to offering fair wages and creating a positive impact on local communities, please see:
» S&R website: Community Engagement
» S&R website: Associate Engagement
» S&R website: Worker Wellbeing
» S&R website: Policies & Standards
» Employment Aspect
» Local Communities Aspect

INDICATOR EC-5
RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE AT SIGNIFICANT LOCATIONS OF OPERATION
VF does not currently provide this information.

INDICATOR EC-6
HIRING FROM THE LOCAL COMMUNITY
OWNED AND OPERATED
VF is diligent in ensuring that all local hiring practices are compliant with country labor laws. These regulations encompass all associates, including senior management.
WHY IS THIS ASPECT MATERIAL?
Many of our supplier factories are in countries where basic needs may not be adequately met by the government or local community.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
VF’s Responsible Sourcing team leads efforts to create safe, healthy, respectful facilities, and develops programming for surrounding communities to help provide services that meet their basic needs. The team works directly with suppliers, communities and governments through advocacy, partnerships, and supplier trainings and programming.

Our Sustainable Living Environments program provides support based on unique community needs and those of its workers. We collaborate with suppliers and local third-party organizations to determine what issues are most critical to address and how we can implement solutions that are community – or supplier-led. Collaborating with local, on-the-ground partners means we can respect business dynamics while exercising cultural sensitivity and awareness. The result is focused solutions that deliver tangible improvements to people's lives in their communities.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
We are measuring the success of our Sustainable Living Environments program through a variety of metrics such as number of people impacted, dollars spent and donated, and type of intervention and associated results.

For more information on our approach to contributing to the communities where we operate, please see S&R website: Worker Wellbeing

SIGNIFICANT INDIRECT ECONOMIC IMPACTS, INCLUDING THE EXTENT OF IMPACTS
CONTRACT SUPPLIERS
VF’s Sustainable Living Environments program, in its current phase, has impacted over 15,000 workers and community members, through six projects.
ASPECT / MATERIALS

WHY IS THIS ASPECT MATERIAL?

The materials that go into our products make up anywhere from half to as much as 90% of our environmental impact. With stakeholders increasingly expecting the business community to take action on environmental issues, sourcing more responsible and lower-impact materials can dramatically reduce negative social and environmental impacts throughout our value chain.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?

VF manages this aspect in several ways, from creating goals to reducing our key materials impact across our brands to raw material sourcing policies and increased material traceability.

We have set a goal to improve the average impact (i.e., water, chemicals and waste) of our key materials by 35% by 2025. This will be accomplished by moving toward more recycled and third-party certified materials. We have committed to sourcing 50% of our polyester and nylon from recycled sources by 2025. Additionally, we have policies in place to ensure that we source raw materials from suppliers that commit to using environmentally-responsible methods, respecting human and animal rights, and maintaining traceability within their supply chain.

Our Responsible Sourcing team works closely with suppliers to implement material sourcing policies, incorporate energy efficiency improvements in their facilities, and help them prevent harmful chemicals from entering the supply chain. As we continually raise our expectations for suppliers, we’re committed to supporting them with training, development, technical assistance and financing where needed to help them improve their social and environmental practices ongoing. We continue to test new technologies to make sure our approaches are practical and center on addressing the actual issues versus simply creating more policies.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

On an annual basis, we manage and monitor the progress against our goals, and we understand suppliers’ compliance with our policies through surveys, audits and verification, especially in high risk regions. This annual assessment allows us to make improvements to our approach on a regular basis.

For more information on how we manage the environmental impact of our materials, please see:

- S&R website: Scale for Good
- S&R website: Materials
- S&R website: Chemistry
- Forest Derived Materials policy
- Animal Derived Materials policy
- Restricted Substances List
- CHEM-IQ™ Program Manual
- Cotton Fiber Sourcing policy
- Customer Health & Safety Aspect
- Products and Services Aspect
- Supplier Environmental Assessment Aspect
MATERIALS USED BY WEIGHT OR VOLUME
VF does not disclose this information at this time. Our calculation methodology is still under development.

PERCENTAGE OF MATERIALS USED THAT ARE RECYCLED INPUT MATERIALS
In 2016, 6% of VF’s primary products were produced with recycled materials.

PRACTICES TO SOURCE SAFER ALTERNATIVE SUBSTANCES TO THOSE ON THE RESTRICTED SUBSTANCES LIST, INCLUDING DESCRIPTION OF ASSOCIATED MANAGEMENT SYSTEMS
For further reference, please see:
» S&R website: Chemistry
» Customer Health & Safety Aspect

“ENVIRONMENTALLY PREFERABLE MATERIALS” DEFINITION
Materials that have a lower impact on the environment as compared to the materials for which they were substituted. VF uses LWG-certified, FSC-certified, recycled, organic, and BCI cotton that meet this definition.

GENERAL DISCLOSURE OF MANAGEMENT APPROACH

WHY IS THIS ASPECT MATERIAL?
Energy use contributes to VF’s overall environmental impact, from the energy used in our distribution centers to our corporate offices. At VF, we are committed to reducing our impact and taking actions to address some of the most pressing environmental issues, including climate change.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
Across our value chain, we have committed to reducing our energy use, which is why we have set a goal to reduce our environmental impact by 50% by 2030. We also are setting climate change science-based targets as well as regularly advocating for strong climate action and policy. Although we manage our actions differently in our extended supply chain versus our owned operations, our total efforts focus on and support our ability to increase energy efficiency and use more renewable energy.

OWNED AND OPERATED
At our owned operations, from 2009 through 2015, we reduced our global carbon use by 12.6%, while at the same time growing our revenue by 75% and increasing our building fleet by roughly 40%. Now, we are using internal benchmarks to continually improve energy efficiency through sharing of best practices across our facility portfolio. To increase our use of renewable energy, we have committed to sourcing 100% of the electricity for our owned and operated facilities from renewable sources by 2025, which will be accomplished through power purchase agreements and direct capital investments.

CONTRACT SUPPLIERS
In our supply chain, we are working with suppliers to increase the energy efficiency of their factories. This includes our partnership with Partnership for Cleaner Textile: Bangladesh (PaCT) providing funding to help our strategic factories update and improve their factory equipment.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
For more information on our energy management approach, please see:
» S&R website: Carbon Reduction
» S&R website: Green Buildings
» Emissions Aspect
## ASPECT / ENERGY

### ENERGY CONSUMPTION WITHIN THE ORGANIZATION*

<table>
<thead>
<tr>
<th>SCOPE 1</th>
<th>2016</th>
<th>UNIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPResser NATURAL GAS (CNG)</td>
<td>3,775,032</td>
<td>gal</td>
</tr>
<tr>
<td>DIESEL</td>
<td>83,762</td>
<td>gal</td>
</tr>
<tr>
<td>DIESEL - MOBILE</td>
<td>2,064,923</td>
<td>gal</td>
</tr>
<tr>
<td>GASOLINE (PETROL)</td>
<td>5,502</td>
<td>gal</td>
</tr>
<tr>
<td>GASOLINE (PETROL) - MOBILE</td>
<td>56,226</td>
<td>gal</td>
</tr>
<tr>
<td>JET FUEL (JET A OR A-1)</td>
<td>728,220</td>
<td>gal</td>
</tr>
<tr>
<td>NUMBER 2 FUEL OIL</td>
<td>33,542</td>
<td>gal</td>
</tr>
<tr>
<td>PROPANE</td>
<td>232,357</td>
<td>gal</td>
</tr>
<tr>
<td>TOWN GAS</td>
<td>31,935</td>
<td>kWh</td>
</tr>
<tr>
<td>LIQUIFIED PETROLEUM GAS (LPG)</td>
<td>61,803</td>
<td>MMBtu</td>
</tr>
<tr>
<td>TOWN GAS</td>
<td>31,935</td>
<td>kWh</td>
</tr>
<tr>
<td>NATURAL GAS</td>
<td>743,801</td>
<td>MMBtu</td>
</tr>
<tr>
<td>HCFC – 22</td>
<td>251</td>
<td>lb</td>
</tr>
<tr>
<td>HFC – 410A</td>
<td>50</td>
<td>lb</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCOPE 2</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CHILLED WATER</td>
<td>619</td>
<td>MMBtu</td>
</tr>
<tr>
<td>STEAM</td>
<td>784</td>
<td>MMBtu</td>
</tr>
<tr>
<td>RENEWABLE POWER - OFFSITE</td>
<td>17,497,730</td>
<td>kWh</td>
</tr>
<tr>
<td>RENEWABLE POWER - ONSITE</td>
<td>3,918,029</td>
<td>kWh</td>
</tr>
</tbody>
</table>

RE TOTAL** 21, 415, 759 KWH

<table>
<thead>
<tr>
<th>SCOPE 3</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AIR TRAVEL LONG HAUL</td>
<td>60,346,499</td>
<td>miles</td>
</tr>
<tr>
<td>AIR TRAVEL MEDIUM HAUL</td>
<td>67,372,570</td>
<td>miles</td>
</tr>
<tr>
<td>AIR TRAVEL SHORT HAUL</td>
<td>5,022,887</td>
<td>miles</td>
</tr>
</tbody>
</table>

For more details on calculation methodologies and assumptions, please see:

- 2017 CDP Climate Response
- Greenhouse Gas Inventory Management

### SUPPLIER ENERGY USAGE

Through energy and water efficiency improvement projects implemented with 13 key supplier factories, VF has helped suppliers save 126,717,673 MJ of energy, 19,104 MT CO₂e of emissions, 96,650 m³ of water, and over $2.2 million USD between 2015-2017.

**All data reflective of divestiture of contemporary brands and LSG.**

**Please note that 5% of total electricity use was renewable in 2016.**

### SUPPLIER RESOURCE REDUCTION, SINCE 2015

<table>
<thead>
<tr>
<th>13 KEY SUPPLIERS</th>
<th>ENERGY ↓ 15%</th>
<th>GHG EMISSION ↓ 20%</th>
<th>ENERGY COST ↓ 21%</th>
<th>WATER ↓ 4%</th>
</tr>
</thead>
</table>
**ASPECT / ENERGY**

We are currently unable to track and report on supplier energy use at an aggregate level. We are working with key suppliers on their management and reductions of these impacts. More detailed tracking and reporting for supplier energy use metrics is currently being pursued within Higg.

**REDDUCTION OF ENERGY CONSUMPTION**

**2009-2015 ENERGY RESULTS (KWH)**

<table>
<thead>
<tr>
<th>YEAR*</th>
<th>ENERGY CONSUMPTION**</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>862,211 No change – baseline year</td>
</tr>
<tr>
<td>2010</td>
<td>888,359 3%</td>
</tr>
<tr>
<td>2011</td>
<td>872,726 1%</td>
</tr>
<tr>
<td>2012</td>
<td>817,540 -5%</td>
</tr>
<tr>
<td>2013</td>
<td>823,996 -4%</td>
</tr>
<tr>
<td>2014</td>
<td>792,668 -8%</td>
</tr>
<tr>
<td>2015</td>
<td>801,198 -7%</td>
</tr>
</tbody>
</table>

*Data is for 2009 baseline. **% change in energy consumption or reduction compared to 2009 baseline.

**OUR ENERGY REDUCTION IS ATTRIBUTED TO THE FOLLOWING**

- Retail stores: Orchestrated large-scale LED retrofits and more efficient store designs
- Manufacturing facilities: Cut natural gas use dramatically and replaced LPG with natural gas
- Distribution centers: Reduced their absolute electricity usage
- Offices: Increased LEED building count and co-location of multiple brands

Additionally, between 2015 and 2016, we increased our use of renewable electricity to 8%, while reducing electricity use 3%.

For more details on calculation methodologies and assumptions, please see:
- [2017 CDP Climate Response](#)
- [Greenhouse Gas Inventory Management](#)

**AMOUNT OF ENERGY CONSUMED AND PERCENTAGE OF THE ENERGY THAT IS FROM RENEWABLE SOURCES**

6% of total electricity used was sourced from renewable sources in 2016.
We are sharply focused on using water responsibly across our supply chain and returning it to communities as clean or cleaner water than when it came into our supply chain.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?

Our approach to managing water was led by a comprehensive risk assessment with World Resource Institute (WRI) in 2015, as well as extensive stakeholder engagement to identify our highest risks and greatest impact. Our new strategy was developed in partnership with the World Wildlife Fund (WWF) and focuses on our raw materials, how we use and discharge water within our owned manufacturing and supplier factories, and where our collective actions can make the greatest difference.

CONTRACT SUPPLIERS

- **Raw materials** – The greatest impact lies in the agricultural supply chain, specifically in the cultivation of cotton and the production of leather. We are working to leverage partnerships with academia, government agencies and NGOs with localized knowledge and on-the-ground resources to reduce water quality and availability associated with our raw materials. We are also incorporating lower impact materials into our products, many of which dramatically reduce water consumption.

- **Dye houses** – Dye houses can negatively impact water quality if dyes and chemicals are not properly managed, causing untreated wastewater to discharge into waterways. To support our suppliers with industry leading chemistry management practices, we developed our innovative CHEM-IQ™ program. In addition, suppliers are required to meet our Global Wastewater Discharge Standards, developed with guidance from corporate social responsibility non-profit Business for Social Responsibility (BSR).

- **Cut & Sew and laundry suppliers** – Since 2013, VF has worked with both cut & sew factories and fabric mills to improve water usage by providing third-party resource efficiency audits at reduced costs. We also hold these manufacturing partners to our Global Wastewater Discharge Standards. Please see the [Indirect Economic Impacts Aspect](#) for more details.

OWNED MANUFACTURING

At our owned manufacturing, we test new water conservation techniques and roll out best practices to our supply chain to encourage adoption of these technologies, including high efficiency washers and reverse osmosis recycling.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

To monitor our water conservation efforts, we meter our water use throughout our owned manufacturing facilities. For our contract suppliers, we leverage tools such as the Higg Index’s Environment Module and the Materials Sustainability Index (MSI). We communicate our water use and conservation efforts in detail to investors through our CDP Water Response.

For detailed information on our water-related risks and management approach, please see:

- [S&R website: Water](#)
- [S&R website: Materials](#)
- [S&R website: Chemistry](#)
- [S&R website: Worker Wellbeing](#)
- [S&R website: Policies & Standards](#)
- [2017 CDP Water Response](#)
- [Customer Health & Safety Aspect](#)
- [Effluents & Waste Aspect](#)
ENVIRONMENTAL

ASPECT / WATER

TOTAL WATER WITHDRAWAL BY SOURCE

2014-2016 TOTAL GROUNDWATER USAGE (CUBIC METER)

<table>
<thead>
<tr>
<th>Year</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2,745,008</td>
</tr>
<tr>
<td>2015</td>
<td>2,738,691</td>
</tr>
<tr>
<td>2016</td>
<td>2,935,189</td>
</tr>
</tbody>
</table>

All data reflective of VF’s 5 owned and operated Laundry facilities.
For more details on calculation methodologies and assumptions, please see 2017 CDP Water Response

TOTAL VOLUME OF WATER RECYCLED

2014-2016 TOTAL WATER RECYCLED (CUBIC METER)

<table>
<thead>
<tr>
<th>Year</th>
<th>Recycled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>508,584</td>
</tr>
<tr>
<td>2015</td>
<td>515,331</td>
</tr>
<tr>
<td>2016</td>
<td>577,290</td>
</tr>
</tbody>
</table>

All data reflective of VF’s 5 owned and operated Laundry facilities.
For more details on calculation methodologies and assumptions, please see 2017 CDP Water Response

ASPECT / EMISSIONS

GENERAL DISCLOSURE OF MANAGEMENT APPROACH

WHY IS THIS ASPECT MATERIAL?
Carbon dioxide is emitted at all stages throughout our value chain, from our offices and factories to the transportation of products. At VF, we are committed to reducing our impact and taking actions to address some of the most pressing environmental issues, including climate change.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
We have committed to reducing our emissions across our value chain. That is why we have set a goal to halve our environmental impact by 2030. We are also setting climate change science-based targets as well as regularly advocating for strong climate action and policy.

Our efforts to cut our environmental impact in half by 2030 include three primary focus areas: deep decarbonization, natural carbon sinks, and new human carbon systems. The cornerstone of our decarbonization strategy is setting higher standards for energy and fuel efficiency across our buildings, trucking fleet, logistics and supply chain, while also transitioning to renewable energy sources. Our natural carbon sink efforts are aimed at transforming our cotton and leather supply chains into carbon sinks and offsetting our emissions growth by funding reforestation and conservation projects. We are still in the early stages of exploring how new human carbon systems can convert CO\(_2\) from the atmosphere.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
We monitor and report our Scope 1, 2, and a portion of our Scope 3 emissions annually in VF’s CDP Climate Response, and we measure our materials through the Sustainable Apparel Coalition’s MSI.
CONTRACT SUPPLIERS

VF is working with our strategic suppliers to leverage the Sustainable Apparel Coalition’s Higg Index Facilities Module to monitor and target areas of environmental performance improvement.

For more information about our efforts to manage emissions across our supply chain, please see:
» S&R website: Scale for Good
» S&R website: Carbon Reduction
» 2017 CDP Climate Response
» Energy Aspect
» Materials Aspect

DIRECT GREENHOUSE GAS (GHG) EMISSIONS

2014-2016 GREENHOUSE GAS EMISSIONS (MTCO₂e)

Scope 1, 2, and 3 emissions are reflective of divestiture of our Contemporary brands and LSG. Please see EN-3.

For more details on quantification and calculation methodologies, assumptions, emissions factors and accounting, and global warming potentials, please see:
» 2017 CDP Climate Response
» Greenhouse Gas Inventory Management
» DEFRA

INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 2)

Please refer to the chart in EN 15 above.

OTHER INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 3)

Please refer to the chart in EN 15 above.
INDICATOR EN-19

REDUCTION OF GREENHOUSE GAS (GHG) EMISSIONS

OWNED AND OPERATED

2015 marked the target date to achieve our 5% carbon reduction goal, which was set against a 2009 baseline. Through the consistent and dedicated work of our brand and facility teams, that goal was exceeded with an overall reduction of 12% achieved globally.

We are currently exploring new projects to achieve greater carbon reduction, including the continued roll out of LED lighting retrofits, water reclamation systems, solar carports, electric car chargers, and the integration of modular VRF HVAC systems. We estimate that these projects in total will save close to 900 MTCO$_2$e, annually. We have now set a goal to halve our environmental impact by 2030 and are setting climate change science-based targets.

ASPECT / EMISSIONS

ASPECT / EFFLUENTS & WASTE

GENERAL DISCLOSURE OF MANAGEMENT APPROACH

WHY IS THIS ASPECT MATERIAL?
Reducing waste is foundational to our long-term strategy to adopt circular business models. What’s more, our current efforts to minimize waste streams and increase reuse and recycling is leading to significant financial savings while driving greater engagement with our associates.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
VF manages its solid waste and wastewater through multiple methods.

SOLID WASTE
Eliminating waste starts in the design phase where we are working to use recycled materials instead of virgin materials. Across our owned and operated facilities, waste management efforts take place at our offices, distribution centers and retail stores. These efforts include developing waste diversion streams such as composting, recycling and reuse, and encouraging our associates to participate. For our distribution centers specifically, we have set a goal for all 33 facilities to achieve zero waste by 2020, a goal 14 sites have already achieved.

WASTEWATER
We are working to ensure water is used as responsibly as possible and that wastewater is returned to local ecosystems at a higher quality than when we withdrew it. Our owned manufacturing facilities are improving wastewater management by investing in highly advanced wastewater treatment systems and conducting regular water testing. Independent parties also conduct biannual audits to ensure we meet quality standards for water discharged from our operations.

In our supplier facilities, we are helping to identify and eliminate unwanted chemistries with our CHEM-IQSM chemical management program. In addition, any supplier that uses more than 50m$^3$ of process water per day is required to meet our Global Wastewater Discharge Standards, developed with guidance from corporate responsibility non-profit Business for Social Responsibility (BSR). Often this involves offering training and development opportunities led by our Sustainable Operations team, focused on facilitating a deeper understanding of and appreciation for the water-energy nexus.

For more information on our wastewater efforts, please see:
» S&R website: Waste
» S&R website: Water
» Wastewater Standards
» Materials Aspect
HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

OWNED AND OPERATED
We evaluate effluents and waste management at our own facilities through continuous tracking and monitoring of wastewater quality and volume of waste generated.

CONTRACT SUPPLIERS
At supplier facilities, compliance with our wastewater standard is evaluated during our factory audit process.

TOTAL WEIGHT OF WASTE DISPOSAL BY TYPE AND DISPOSAL METHOD

2016 TOTAL WASTE BY STREAM FOR OWNED AND OPERATED FACILITIES (METRIC TONS)

<table>
<thead>
<tr>
<th>Type</th>
<th>Metric Tons</th>
</tr>
</thead>
<tbody>
<tr>
<td>LANDFILL</td>
<td>75,870 MT</td>
</tr>
<tr>
<td>RECYCLING</td>
<td>14,897</td>
</tr>
<tr>
<td>REUSE*</td>
<td>5,539</td>
</tr>
<tr>
<td>HAZARDOUS</td>
<td>5,539</td>
</tr>
<tr>
<td>COMPOSTING</td>
<td>45,699</td>
</tr>
</tbody>
</table>

*Reuse refers to materials being used an additional time(s) for the same purpose intended, extending their traditional length of life.

2016 WASTE DIVERSION BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>Diversion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA / CANADA</td>
<td>85%</td>
</tr>
<tr>
<td>C/S AMERICA</td>
<td>69%</td>
</tr>
<tr>
<td>EUROPE</td>
<td>86%</td>
</tr>
<tr>
<td>MIDDLE EAST</td>
<td>71%</td>
</tr>
<tr>
<td>ASIA</td>
<td>12%</td>
</tr>
</tbody>
</table>

All data reflective of individual facilities responding to waste data requests within our annual VF Sustainability Facility Scorecards. We aim for 100% of our locations to complete this survey each year, and accuracy as well as participation rates improve every year. Information entered is thoroughly vetted by a third-party waste consulting company.
### ASPECT / EFFLUENTS & WASTE

#### 2014-2016 WASTE DIVERSION RATE BY FACILITY TYPE

<table>
<thead>
<tr>
<th>Year</th>
<th>DISTRIBUTION</th>
<th>MANUFACTURING</th>
<th>OFFICE</th>
<th>RETAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>90%</td>
<td>48%</td>
<td>63%</td>
<td>68%</td>
</tr>
<tr>
<td>2015</td>
<td>80%</td>
<td>69%</td>
<td>59%</td>
<td>65%</td>
</tr>
<tr>
<td>2016</td>
<td>96%</td>
<td>69%</td>
<td>57%</td>
<td>61%</td>
</tr>
</tbody>
</table>

*Other facility types includes locations such as Showrooms, Skate parks, Aircraft Hangars, etc.*

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### ASPECT / PRODUCTS & SERVICES

#### WHY IS THIS ASPECT MATERIAL?

VF produces 523 million units of product annually. Clothing and footwear can be difficult to recycle due to the use of mixed materials, an insufficient recycling infrastructure globally, and delays between intent and consumer action. In addition, several countries that traditionally accepted donations of second-hand clothing - including Rwanda, Tanzania and Uganda - have instituted bans to protect local apparel markets (New York Times).
GENERAL DISCLOSURE
OF MANAGEMENT APPROACH

ASPECT / PRODUCTS & SERVICES

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
We are exploring new business models to solve the consumer waste challenge, looking at both rental and recommence as potential solutions. Also, takeback programs are a key feedstock for recommerce, and VF has invested in product takeback programs since 2014. As of 2016, the Vans®, The North Face®, and Timberland® brands all have takeback programs across 230 stores, which have diverted more than 76,000 lbs. of apparel waste from landfills.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
VF evaluates its management of consumer waste by monitoring the tons of textile and shoe waste collected in store, and the number of consumers participating in takeback program discounts. To date, VF’s takeback programs have resulted in:
• The North Face® brand’s Clothes the Loop: diverted more than 71,000 lbs of apparel waste from landfills
• The Timberland® brand’s Second Chance: over 4,000 lbs of apparel waste collected
• The Vans® brand’s Skate and Donate: 700 lbs of shoes for take back pilot

To find out more about why and how we manage impacts such as consumer waste and packaging, please see:
» S&R website: Circular Business Models
» S&R website: Creating Value Through Takeback

INDICATOR EN 28

PRODUCTS SOLD AND THEIR PACKAGING MATERIALS THAT ARE RECLAIMED BY CATEGORY
VF is unable to calculate an accurate percentage of VF branded products as our current take back programs collect both VF and non-VF branded materials.

ASPECT / SUPPLIER ENVIRONMENTAL ASSESSMENT

GENERAL DISCLOSURE
OF MANAGEMENT APPROACH

WHY IS THIS ASPECT MATERIAL?
The lifecycle of our products, from harvesting raw materials to their processing and manufacturing into finished products, requires energy and water, thereby releasing greenhouse gas emissions (GHG), wastewater and solid waste. Managing these impacts is important for the long-term sustainability of our business and the ability of our communities to thrive.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
Our interventions are based on where we have the greatest impact and opportunity to influence change. To inform our approach, VF uses a Life Cycle Assessment (LCA) approach and consistent engagement and partnerships with a wide network of stakeholders.

Each of our approximately 1,600 independent contractor facilities, including those serving our independent licensees, must be audited before working with VF. Environmental criteria included in our Terms of Engagement include compliance with local laws and regulations relating to environmental protection and policies and procedures in place to ensure environmental impacts are minimized with respect to energy, air emissions, water, waste, hazardous materials and other significant environmental risks. In 2013, VF implemented updated global wastewater standards to our compliance audit process, which are more strict than local law in some jurisdictions.
Suppliers that have trouble meeting our compliance requirements are offered training and support from our Sustainable Operations team who works with them to further assess working conditions and remediate issues. Strategic suppliers are also provided trainings on topics including water treatment, payroll calculations, and health and safety. Additionally, we provide regular training sessions for associates involved in sourcing and compliance.

**HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?**

We ensure adherence to our *Terms of Engagement* by conducting ongoing Factory Compliance Audits at every contract supplier facility. If a supplier or agent fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve their policies and standards with the goal of achieving full compliance. Our Compliance team tracks trending issues and develops a quarterly report to guide sourcing and remediation efforts as needed.

In addition to audits, VF encourages our strategic suppliers to use tools to monitor environmental performance improvement such as the Sustainable Apparel Coalition’s (SAC) Higg Index Facilities Module. We also use the Higg Index to establish environmental and social performance baselines for our supplier factories, and evaluate the effectiveness of our environmental management efforts over time.

For more information on our issue-specific environmental reduction efforts including water conservation and emissions reduction, please see:

- S&R website: Materials
- S&R website: Water
- S&R website: Carbon Reduction
- S&R website: Policies & Standards
- Materials Aspect
- Water Aspect
- Effluents & Waste Aspect
- Energy Aspect
- Emissions Aspect

**PERCENTAGE OF NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA**

Please see »**EN-33**

**SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN**

Each year, VF conducts audits of all new and existing VF Authorized Facilities*. These audits include a thorough inspection of each facility for health & safety, social compliance, forced labor, human trafficking, environmental issues, and general compliance against our *Terms of Engagement*. Absolutely no manufacture of VF products at a new supplier location may occur until the supplier meets our requirements following the initial audit.

In 2016, VF conducted 2,288 total audits across all VF Authorized Facilities located throughout Asia, Central America and the Caribbean, North and South America, Europe, the Middle East, Africa and the Pacific. In 2016, 54 factories were rejected for incidents of non-compliance with our Environmental Compliance Guidelines for VF Manufacturers. Additionally, audit findings related to this policy represented approximately 3% of all findings, but none were found to be critical.
**EN-33**

**VF AUTHORIZED FACILITIES:** All Tier 1 contract factories (sewing, cutting, embroidery, screen-print, laundry), licensees, and Tier 2 contract factories nominated by our supply chain management (fabric mills, tanneries).

For further reference, please see:
- Environmental Compliance Guidelines for VF Manufacturers
- Factory Facility Guidelines
- Terms of Engagement
- Global Compliance Principles

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**EN-34**

**NUMBER OF GRIEVANCES ABOUT ENVIRONMENTAL IMPACTS FILED, ADDRESSED, AND RESOLVED THROUGH FORMAL GRIEVANCE MECHANISMS**

Our Ethics helpline received zero environmental grievances. Please see **EN-33** for supplier environmental audit findings.

Please see:
- Environmental Compliance Guidelines for VF Manufacturers
- Factory Facility Guidelines
- Terms of Engagement
- Global Compliance Principles
**ASPECT / EMPLOYMENT**

**WHY IS THIS ASPECT MATERIAL?**
At VF, our associates are vital to our success. With approximately 65,000 associates, we look to support their wellbeing with a robust benefits package that also supports our efforts to attract and retain some of the best people in the industry. Within our supply chain, we expect suppliers to uphold our Global Compliance Principles as it relates to outside contractors or homeworkers. This is crucial in ensuring that all VF products come from factories that meet our strong compliance principles, thereby, reducing the possibility of human rights violations.

**HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?**

**OWNED AND OPERATED**
Please see LA-2 for a description of the benefits VF provides.

**CONTRACT SUPPLIERS**
To become a VF authorized facility, every supplier must sign and abide by our Terms of Engagement, indicating their acceptance of both our Global Compliance Principles and detailed Factory Compliance Guidelines. Our Principles and Guidelines specifically prescribe that suppliers uphold certain principles, such as complying with local labor laws and providing legal wages. Temporary, outsourced, seasonal or migrant employees working at the facility must be compensated in a legal and timely manner, and all records should be maintained by factory management. VF restricts all Authorized Facilities from using subcontractors in the manufacturing of VF products or components without VF’s written approval and only after the subcontractor has agreed to comply with the Terms of Engagement and undergone a VF compliance audit.

**HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?**

**OWNED AND OPERATED**
VF determines and assesses associates’ benefits based on the location’s standard of living and competitor benchmarking. Our Human Resources organization regularly assesses them in comparison to similar positions in the marketplace.

**CONTRACT SUPPLIERS**
We ensure adherence to our Terms of Engagement by conducting ongoing Factory Compliance Audits at every contract supplier facility. If a supplier or agent fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve with the goal of achieving full compliance. Our Compliance team tracks trending issues and develops a quarterly report to guide sourcing and remediation efforts as needed. For more information on our approach to associate benefits and ensuring a fair and legal working environment, please see:

- S&R website: Worker Wellbeing
- S&R website: Traceability
- S&R website: Policies & Standards
- Supplier Human Rights Assessment Aspect
ASPECT / EMPLOYMENT

NEW ASSOCIATE HIRES BROKEN DOWN BY AGE GROUP, GENDER, AND REGION
Please see G4-10 for details on existing VF Associate population

FULL TIME AND PART-TIME EMPLOYEE BENEFITS*
Any associate working an average of 30 hours or more per week is eligible for the following benefits:
• Medical
• Dental
• Vision
• Health Savings Account (HSA)
• Flexible Spending Account (FSA)
• Short-Term Disability Insurance (STD)
• Long-Term Disability Insurance (LTD)
• Life Insurance
• Accidental Death & Dismemberment Insurance (AD&D)
• Voluntary Benefit plans
• Educational Assistance

Any associate who has completed three months of service and is credited with at least 250 hours of work, is eligible for the below benefits:
• 401k with 100% matching of the first 6% contributed by employee

Any employee, regardless of credited work hours, is eligible for the below benefits:
• Annual paid vacation according to length of service (after 3 months' time)
• Associate Discount for VF's brands Product discount

*Above benefits available to U.S. domestic associates. Benefit eligibility for international associates varies by country.

Please see:
» Salaried Exception Hourly Highlights Brochure
» Hourly Highlights Brochure

ASPECT / OCCUPATIONAL HEALTH & SAFETY

WHY IS THIS ASPECT MATERIAL?
We believe in the basic right to a clean, healthy and safe work environment for all our associates and supply chain workers. The absence of safety in the workplace puts workers at risk, can negatively impact productivity and worker morale, and tarnish consumers' perception of our brands.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
We believe in consistently setting high standards everywhere we operate and empowering associates and workers to identify and eliminate risks without fear of any repercussions. Health & Safety, a function within VF’s Global Risk Management, leads our global safety efforts and is responsible for implementing programs and strategies that protect our people and property.
OWNED AND OPERATED

VF’s Safety and Accident Prevention Policy outlines our ambitions and the expectations we have of all associates to ensure everyone’s safety. The policy requires all VF facilities to comply with all applicable federal, state and local laws regarding working conditions and accident prevention and to provide necessary training to associates about workplace safety. We leverage U.S. Occupational Safety and Health Administration (OSHA) standards, European Agency for Safety and Health at Work (EU-OSHA) standards and the National Fire Protection Association (NFPA) codes in every VF facility, including locations where such standards are lower or nonexistent. Each facility has an employee led Health Committee, with representation from all levels of leadership at the location, ensuring no health and safety opportunity is overlooked.

CONTRACT SUPPLIERS

To become a VF Authorized Facility, every supplier must sign and abide by our Terms of Engagement, indicating their acceptance of both the Global Compliance Principles and our detailed Factory Compliance Guidelines. Our Principles and Guidelines specifically prescribe that all VF Authorized Facilities must provide their employees with a clean, safe and healthy work environment, designed to prevent accidents and injury to health arising out of or occurring during work. Facilities are required to comply with all applicable, legally mandated standards for workplace health and safety in the countries and communities in which they operate.

VF uses a qualified third-party to conduct Critical Life Safety Assessments. These assessments are built on our own best practices and what we have learned through our work as a member of the Alliance for Bangladesh Worker Safety, and they focus on identifying a factory’s structural, electrical, and fire safety risks. If improvement opportunities are found, our Sustainable Operations team advises factory management on ways to bolster the integrity of their facility while also embedding a safety-first mindset throughout their workforce.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

OWNED AND OPERATED

Every VF-owned office, distribution center and manufacturing facility is audited annually ensuring that we are continuously maintaining a safe working environment, that is based on regulatory and VF standards as well as best practices. Additionally, VF tracks, measures and shares learnings from incidents that do not result in injury, such as near misses, so that we can mitigate at risk situations before they become an injury. In 2017 we conducted a complete assessment of our internal safety program assisting in developing a multiyear road map, designed to invest in workplace health and safety by developing cutting edge employee engagement programs, training delivery methods and best practice programs. Continued professional development for our safety professionals and corporate safety leadership will ensure that our programs remain on the cutting edge, and drive us to zero injuries.

CONTRACT SUPPLIERS

We ensure adherence to our Terms of Engagement by conducting ongoing Factory Compliance Audits at every contract supplier facility. If a supplier or agent fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve with the goal of achieving full compliance. Our Compliance Team tracks trending issues and develops a quarterly report to guide sourcing and remediation efforts as needed.

To find out more about how we manage health and safety across our value chain, please see:

- S&R website: Worker Wellbeing
- S&R website: Associate Engagement
- S&R website: Capacity Building in Emerging Economies
- Supplier Human Rights Assessment Aspect
ASPECT / OCCUPATIONAL HEALTH & SAFETY

TYPE OF INJURY AND RATES OF INJURY*, OCCUPATIONAL DISEASES, LOST DAYS AND ABSENTEEISM, AND TOTAL NUMBER OF WORK-RELATED FATALITIES

2016 INJURY DATA FOR VF OWNED AND OPERATED MANUFACTURING AND DISTRIBUTION CENTERS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.73</td>
<td>recordable incident rate in the U.S. region</td>
<td></td>
</tr>
<tr>
<td>3.11</td>
<td>DART rate in the U.S. region</td>
<td></td>
</tr>
<tr>
<td>791</td>
<td>accident rate measured globally</td>
<td></td>
</tr>
</tbody>
</table>

*VF defines an injury as a workplace incident that meets the OSHA recording criteria of 1904.7. The data presented here may contain a variance factor due to differences in regional reporting requirements and country injury definitions. There were no fatalities.

Our current system does not report the breakdown of injury rate or lost day rate by gender or for independent contractors. We do not currently report the type of injuries, occupational diseases rate, absentee rate or work-related fatalities by region or gender for the total workforce and independent contractors.

ASPECT / TRAINING & EDUCATION

WHY IS THIS ASPECT MATERIAL?
Training, education and performance management is an important aspect to developing our associates and equipping them with the skill sets they need to do their jobs. VF also sees ongoing training and education as an opportunity to keep associates’ skill sets relevant in the marketplace and effectively attract and retain top talent.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
At VF, we believe formal, education-based learning opportunities are an essential part of our associates’ development. Offerings are made available based on role, function or business need. With VF's variety of brands, geographies and business functions, some are available as global resources and others are available in specific regions or brands, to best meet the needs of our associates.

Additionally, we have a performance management process for all associates across the company. The process provides associates with opportunities to play a more active role in their personal development and pursue their career aspirations.
HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
Training and education offerings are evaluated based on associates’ and business needs.

Our performance program enables consistent performance measurement at VF locations around the world. Under this program, performance management is a continuous process, enabling associates to initiate dialogue about their performance and goals throughout the year. The program also offers increased opportunities for conversations and reviews between associates and managers. In addition, it provides resources for understanding our business drivers and developing personal objectives tied to company goals.

INDICATOR
LA-11
EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND BY EMPLOYEE CATEGORY
Annual performance reviews are conducted for all associates under every employee category. For many locations, these reviews are conducted through an online portal that allows for convenient and real-time tracking of career development progress. This portal tracks the associate’s Performance Plan, Mid-Year Review, and Year-End Review, as well as any applicable and specific career development goals. In locations where associates do not have individual access to computers, paper forms are provided for the performance planning process. Career planning documents are also available to be printed for different types of individual contributors, people leaders and functional leaders.

INDICATOR
AF-5
STRATEGY AND SCOPE OF EFFORTS TO STRENGTHEN CAPACITY OF MANAGEMENT, WORKERS AND OTHER STAFF TO IMPROVE IN SOCIAL AND ENVIRONMENTAL PERFORMANCE
We use our scale, operational expertise and data to build capacity and embed sustainability across our supply chain. Our efforts include but are not limited to:

- Collaboration with stakeholders
- Training
- Environmental Issues
- Life skills
- Production processes and its impact on code compliance
- Health & Safety

VF works closely with suppliers on both worker wellbeing and environmental issues. More information can be found on the Worker Wellbeing section of our S&R website. We are also helping build capacity for economic development in emerging markets such as Africa. Take a look on our S&R website for more.

Stakeholder Collaboration: VF has conducted extensive capacity building work through several stakeholder collaborations, including: the Sustainable Apparel Coalition (SAC), the Alliance for Bangladesh Worker Safety, and the Life and Building Safety Initiative (LABS) – a partnership with the IDH Sustainable Trade Initiative. More information about these programs can be found on the Worker Wellbeing section of our S&R website and the Local Communities Aspect.

Training Programs: We maintain a philosophy of continuous improvement and are committed to helping suppliers meet VF’s manufacturing standards through training, education and capacity building.

Suppliers that have trouble meeting our compliance requirements are offered training and support from our sourcing teams or independent consultants, provided they demonstrate a commitment to meeting the goals set forth by the program. If suppliers accept the offer, we work with them to further assess working conditions and remediate problems. We provide regular training sessions for associates involved in sourcing and compliance and set up regular training sessions for suppliers in critical areas. Training topics include water treatment, payroll calculations, and health and safety.
Additional information on supplier training for environmental performance improvement can be found in the Supplier Environmental Assessment Aspect.

**Production Process & Code Compliance:** We offer our suppliers training programs to help them better understand our compliance standards and assist them in developing procedures to meet these standards. Before we begin working with a supplier, we introduce VF's Global Compliance Program and Factory Audit Procedures to the facility’s management team. Suppliers that have trouble meeting our compliance requirements are offered training and support from our sourcing teams or independent consultants, provided they demonstrate a commitment to meeting the goals set forth by the program. If suppliers accept the offer, we work with them to further assess working conditions and remediate problems.

**Health & Safety:** VF's Sustainable Operations team works closely on the ground with our extended suppliers to ensure workers are provided with a safe working environment, understand health and safety procedures and why they are necessary, and are empowered to raise their hand when there is a violation or need for intervention.

To find out more information on our Training and Education management approach, please see:
- [S&R website: Worker Wellbeing](#)
- [Occupational Health & Safety Aspect](#)
- [Local Communities Aspect](#)

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**ASPECT / DIVERSITY & EQUAL OPPORTUNITY**

**WHY IS THIS ASPECT MATERIAL?**
With approximately 65,000 VF associates around the world, we are a diverse family - in geographies, cultures and lifestyles. This diversity brings a rich mix of unique ideas, perspectives and talents to VF's business and brands that help us drive innovation and grow the company. In our supply chain, respecting and advancing women's rights is particularly important since women make up 68% of the global textile workforce (International Labor Organization, 2014).

**HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?**

**OWNED AND OPERATED**
We create an inclusive culture where our associates can bring their authentic selves to work every day by establishing policies, conduct trainings and setting public goals to hold ourselves accountable. Our Equal Opportunity policy outlines that we aim to provide equal employment opportunities for all applicants and associates in recruiting, hiring, placement, training, compensation, insurance, benefits, promotion, transfer and termination. To accomplish this, we take deliberate actions to employ and advance employment-qualified individuals with disabilities, disabled veterans and other eligible veterans. Our Harassment-Free Work Environment Policy strives to ensure our workplaces are free from discrimination and any form of harassment, including sexual harassment. VF strictly prohibits discrimination and harassment on the basis of race, color, religion, sex (including pregnancy, childbirth, breastfeeding or related medical conditions), national origin, ancestry, age, physical disability, mental disability, legally protected medical conditions, gender, gender identity, gender expression, genetic information, military and veteran status, marital status, sexual orientation or any other basis protected by law.
ASPECT / DIVERSITY & EQUAL OPPORTUNITY

Trainings to promote a diverse and inclusive culture and address unconscious biases are held with leaders around the world. Unconscious bias training addresses how life experiences form mental frameworks and how this bias can be identified and avoided when making decisions.

We proudly joined the Paradigm for Parity coalition in 2016, a call to action by CEOs of major companies actively seeking to promote women's empowerment by specifically committing to gender parity in leadership positions by 2030. This includes a resolute commitment to minimize unconscious bias, significantly increase the number of women in senior roles and incorporate measurable targets at every level. The pledge also includes a commitment to communicate progress regularly, base career progress on results and performance instead of presence, and identify high potential women and pair them with sponsors and mentors where possible. Goals include ensuring that at least one diverse candidate is considered in every final interview process.

CONTRACT SUPPLIERS
Supporting diversity and inclusion in the supply chain starts with requiring every supplier to sign and abide by our Terms of Engagement, indicating their acceptance of both the Global Compliance Principles and our detailed Factory Compliance Guidelines. The Principles include mandates to respect women’s rights, prohibits discrimination, and any form of harassment. Our Harassment-Free Work Environment policy also extends to our contract suppliers. Any employee engaging in discrimination or sexual or other unlawful harassment (including conduct that (1) could be perceived as such harassment, or (2) if continued, could become such harassment) is subject to disciplinary action up to and including termination of employment.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

OWNED AND OPERATED
VF conducts annual associate surveys to collect feedback on our management performance and workplace culture. All associates are encouraged to communicate with VF leadership, including the Board of Directors, via mail, email or by calling the VF Ethics Helpline. In addition, VF has an Open Door and Non-Retaliation policy for associates to submit discrimination grievances. We strongly support associates who raise grievances by requiring our Human Resources team to investigate all incidents. Affirmative Action Programs are available for inspection by any applicant or associate by contacting the company’s Human Resources office.

CONTRACT SUPPLIERS
If a contractor, supplier or agent fails to comply with our Terms of Engagement, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve their policies and standards with the goal of achieving full compliance.

For more information on our management approach regarding diversity & equal opportunity, please see:
» S&R website: Associate Engagement
» Proxy Statement
» Equal Opportunity Employment policy
» Harassment-Free Work Environment policy
» Global Compliance Principles
» Non-Discrimination Aspect
ASPECT / DIVERSITY & EQUAL OPPORTUNITY

INDICATOR LA-12

COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES PER EMPLOYEE CATEGORY ACCORDING TO GENDER, AGE GROUP, MINORITY GROUP MEMBERSHIP, AND OTHER INDICATORS OF DIVERSITY

BOARD OF DIRECTORS*

<table>
<thead>
<tr>
<th>BY GENDER</th>
<th></th>
<th>BY AGE GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3 women</td>
<td>9 men</td>
</tr>
</tbody>
</table>

*All data as of November, 2017.

For data on Associates, please see G4-10

INDICATOR AF-32

ACTIONS TO ADDRESS GENDER DISCRIMINATION AND TO PROVIDE OPPORTUNITIES FOR THE ADVANCEMENT OF WOMEN WORKERS IN OWNED AND OPERATED FACILITIES AND CONTRACT SUPPLIER FACILITIES

VF’s Global Compliance Principles mandates respect for women’s rights, including equal remuneration, equal treatment, equal evaluation of the quality of their work, and equal opportunity to fill all positions open to male workers. VF advances women workers through our involvement in the Paradigm for Parity coalition, unconscious bias training, affirmative action and our Equal Opportunity Employment policy. The company’s efforts to prevent harassment can be found in our Harassment-Free Work Environment policy. More information about our efforts can be found in the Diversity & Equal Opportunity Aspect.

ASPECT / INVESTMENT

WHY IS THIS ASPECT MATERIAL?

Our supply chain extends across 50 countries that operate under differing standards, regulations and laws. By incorporating requirements for the protection of basic human rights into our supplier contracts, VF can create protective jobs through our product demand.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?

All our significant supplier investment agreements and contracts include mandatory human rights clauses or undergo human rights screening as defined in our Global Compliance Principles and Factory Guidelines. Responsibility for human rights is something we share across our organization. All senior leaders and their direct reports, including those in our supply chain and Factory Social Compliance organizations, receive training in multiple languages on VF’s Code of Conduct, which specifically outlines their responsibilities to uphold our values.
HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

We ensure adherence to our Terms of Engagement by conducting ongoing Factory Compliance Audits at every contract supplier facility. If a supplier or agent fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve with the goal of achieving full compliance. Our Compliance team tracks trending issues and develops a quarterly report for our Sourcing teams to guide sourcing and remediation efforts as needed.

For more information on our management approach to respecting human rights, please see:

» S&R website: Worker Wellbeing
» Terms of Engagement
» Global Compliance Principles
» Factory Facility Guidelines
» VF’s Submission to the Corporate Human Rights Benchmark
» Supplier Human Rights Assessment
» Assessment Aspect

GENERAL DISCLOSURE OF MANAGEMENT APPROACH

INDICATOR HR-1

TOTAL NUMBER OF SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT UNDERWENT HUMAN RIGHTS SCREENING

These facilities were located throughout Asia, Central America and the Caribbean, North and South America, Europe, the Middle East, Africa and the Pacific. Ensuring that the sanctity of human rights is respected and upheld, is the backbone of these principles and a key area of focus within the audit protocol.

2,288
TOTAL AUDITS IN 2016 ACROSS ALL VF AUTHORIZED FACILITIES*

*VF AUTHORIZED FACILITIES: All Tier 1 contract factories (sewing, cutting, embroidery, screen-print, laundry), licensees, and Tier 2 contract factories nominated by our supply chain management (fabric mills, tanneries).

For further reference, please see:

» G4-56
» Terms of Engagement
» Global Compliance Principles
» Factory Facility Guidelines

INDICATOR HR-2

EMPLOYEE TRAINING ON HUMAN RIGHTS POLICIES OR PROCEDURES CONCERNING ASPECTS OF HUMAN RIGHTS THAT ARE RELEVANT TO OPERATIONS

OWNED AND OPERATED

Please see » G4-56

CONTRACT SUPPLIERS

As of December 2016, 83 factories (representing 128,000 workers) had been trained in fire safety and building evacuation. Another 391 managers (with a total of 255,000 worker employees) were trained in electrical safety and the prevention of workplace electrical hazards.

For further reference, please see:

» G4-56
» Code of Conduct
» Terms of Engagement
» Global Compliance Principles
For a full explanation of our approach to non-discrimination and diversity & equal opportunity, please see »Diversity & Equal Opportunity Aspect.

**TOTAL NUMBER OF INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN**

**OWNED AND OPERATED**

Each year, VF monitors issues of internal non-compliance with our Code of Conduct. In 2016, 714 cases were tracked in VF’s Case Management System with 228 substantiated. In each substantiated instance, appropriate action was taken ranging from training and coaching to termination in certain severe cases.

**Discrimination/Harassment**: substantiated cases relating to violations of:

- Pregnancy and maternity rights: 0
- Gender discrimination: 0
- Other: VF Ethics and Compliance tracked investigations of 46 incidents of discrimination in 2016. Of those, five reports were substantiated. In each substantiated case, training, coaching, disciplinary action and/or continued monitoring were implemented for remediation purposes.

**CONTRACT SUPPLIERS**

Please see HR-1 for a brief introduction to the audit process and scope referenced below.

In 2016, 11 factories were rejected for incidents of non-compliance with our Non-Discrimination policy. Audit findings related to this policy represented approximately 0.2% of all findings.

**INCIDENTS OF NONCOMPLIANCE WITH STANDARDS ON GENDER DISCRIMINATION**

Please see »HR-3
WHY IS THIS ASPECT MATERIAL?

As a part of our Global Compliance Principles, we believe in the inherent human right to workers’ freedom to associate with whom they choose and join unions. Lack of freedom to join unions and collectively bargain where legally allowed can lead to worker strikes and absenteeism.

HOW DOES VF MANAGE THIS ASPECT OR ITS IMPACTS?

VF focuses our protection and remediation efforts related to freedom of association and collective bargaining across our Tier 1 and nominated Tier 2 facilities and owned manufacturing. To become a VF Authorized Facility, a supplier must sign and abide by our Terms of Engagement document, indicating their acceptance of our Global Compliance Principles as well as pass our detailed Factory Compliance Guidelines. Our Principles and Guidelines specifically prescribe that all VF Authorized Facilities shall obtain and comply with current information on local and national laws and regulations regarding freedom of association and collective bargaining. We require that no employee shall be subject to harassment, intimidation or retaliation in their efforts to freely associate or bargain collectively and suppliers should have processes in place to recognize the formation of worker unions and address worker grievances.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

We ensure adherence to our Terms of Engagement by conducting ongoing Factory Compliance Audits at every contract supplier facility. If a supplier or agent fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve with the goal of achieving full compliance. Our Compliance team tracks trending issues and develops a quarterly report to guide sourcing and remediation efforts as needed.

For more information on our approach to ensuring the freedom to associate and bargain collectively, please see:

» S&R website: Worker Wellbeing
» S&R website: Policies & Standards
» Supplier Human Rights Assessment Aspect

OPERATIONS AND SUPPLIERS IDENTIFIED IN WHICH THE RIGHT TO EXERCISE FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE VIOLATED OR AT SIGNIFICANT RISK

Please see HR-1 for a brief introduction to the audit process and scope referenced below. During 2016, 13 contract supplier factories were rejected for incidents of non-compliance with our Freedom of Association and Collective Bargaining policy. Audit findings related to this policy represented approximately 1% of all findings.

INCIDENTS OF NON-COMPLIANCE WITH LEGAL REQUIREMENTS ON WAGES

Please see »AF-14

/ 57
ASPECT / CHILD LABOR

WHY IS THIS ASPECT MATERIAL?
Our supply chain extends across 50 countries that operate under differing standards, regulations and laws. At VF, it is important our suppliers meet our expectations about worker and human rights, especially regarding child labor.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
VF focuses on child labor prevention and remediation efforts across our Tier 1 and nominated Tier 2 facilities and within our cotton supply chain. To become a VF Authorized Facility, a supplier must sign and abide by our Terms of Engagement, indicating their acceptance of our Global Compliance Principles as well as pass our detailed Factory Compliance Guidelines. Our Principles and Guidelines specifically prescribe that no person shall be employed at an age younger than 15 (or 14 where consistent with International Labor Organization guidelines) or younger than the age for completing compulsory education in the country of manufacture where such age is higher than 15. All VF Authorized Facilities must observe all legal requirements for work of employees under 18 years of age, particularly those pertaining to hours of work and working conditions. These expectations ensure that VF suppliers adhere to a single set of policies, despite cultural or legal differences.

Suppliers are also required to track their supply chain in compliance with VF’s Cotton Fiber Sourcing policy with at-minimum documentation such as POs, invoices, etc. This includes documenting that their cotton is not sourced from regions where established forced labor and child labor practices continue to occur such as Uzbekistan, Turkmenistan and Syria.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
We ensure adherence to our Terms of Engagement by conducting ongoing Factory Compliance Audits at every contract supplier facility. If a supplier or agent fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve with the goal of achieving full compliance. Our Compliance team tracks trending issues and develops a quarterly report to guide sourcing and remediation efforts as needed.

For more information on VF’s child labor management approach, including details on our auditing and remediation program, please see:

- S&R website: Worker Wellbeing
- S&R website: Traceability
- Cotton Fiber Sourcing policy
- Global Compliance Principles
- Factory Facility Guidelines
- Supplier Human Rights Assessment Aspect

OPERATIONS AND SUPPLIERS IDENTIFIED AS HAVING SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR
Please see HR-1 for a brief introduction to the audit process and scope referenced below.

During 2016, 16 contract supplier factories were rejected for incidents of non-compliance with our Child/Juvenile Labor policy. Audit findings related to this policy represented approximately 0.5% of all findings.
WHY IS THIS ASPECT MATERIAL?
Our supply chain extends across 50 countries that operate under differing standards, regulations and laws. At VF, it is important our suppliers meet our expectations when it comes to worker and human rights, especially regarding forced labor and human trafficking. Labor rights NGOs and global governments are placing an increasing focus on eliminating forced labor, as evidenced by the UK Modern Slavery Act.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
VF activates forced labor prevention and remediation efforts across our Tier 1 and nominated Tier 2 facilities, owned manufacturing, and within our cotton supply chain. To become a VF Authorized Facility, a supplier must sign and abide by our Terms of Engagement, indicating their acceptance of both the Global Compliance Principles as well as pass our detailed Factory Compliance Guidelines. Our Principles and Guidelines specifically prescribe that factories must not utilize involuntary, forced, indentured, or prison labor. All workers should be free to move about the factory or to leave the factory at will. If passports are maintained by the factory, they must be accessible to the workers within 24 hours of request. If a factory utilizes migrant workers, agent fees should be deemed reasonable.

Suppliers are also required to track their supply chain in compliance with VF’s cotton sourcing policy with at-minimum documentation such as POs, invoices, etc. This includes documenting that their cotton is not sourced from regions where established forced labor and child labor practices continue to occur such as Uzbekistan, Turkmenistan and Syria.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
We ensure adherence to our Terms of Engagement by conducting ongoing Factory Compliance Audits at every contract supplier facility at least once a year. If a supplier or agent fails to comply with the Terms, VF will reevaluate and possibly terminate its relationship with the organization. Our first choice, however, is to work with the organization to improve with the goal of achieving full compliance. Our Compliance team tracks trending issues and develops a quarterly report for our Sourcing teams to guide sourcing and remediation efforts as needed.

To find out more about how we target areas of high risk and manage incidents of forced labor in our supply chain, please see:

- S&R website: Worker Wellbeing
- S&R website: Traceability
- Global Compliance Principles
- Factory Facility Guidelines
- Supplier Human Rights Assessment Aspect
ASPECT / FORCED OR COMPULSORY LABOR

OPERATIONS AND SUPPLIERS IDENTIFIED AS HAVING SIGNIFICANT RISK OR INCIDENTS OF FORCED OR COMPULSORY LABOR

Please see HR-1 for a brief introduction to the audit process and scope referenced below.

During 2016, 19 contract suppliers were rejected for incidents of non-compliance with our Forced Labor policy. Audit findings related to this policy represented approximately 0.3% of all findings.

INCIDENTS OF NON-COMPLIANCE WITH OVERTIME STANDARDS AT OWNED AND OPERATED FACILITIES

Wages: substantiated cases relating to violations of:
- Minimum wage payment: 0
- Overtime wage payment (excessive or forced): 1 (action taken: manager terminated; associate compensated for overtime payment due)
- Timely payment of wages: 6 (action taken: managers trained; associates compensated for wage payments due)
- Wages during probationary period: 0
- Social security or retirement payments: 0

In 2016, VF implemented a new Human Resources Information System, which is also used to manage payroll. Incidents listed under “timely payment of wages” were attributed to system implementation issues. Once reported, each incident was promptly resolved. System corrections were made and managers were provided training and coaching to help avoid similar situations in the future.

POLICY ON WORKING HOURS, INCLUDING DEFINITION OF OVERTIME, AND ACTIONS TO PREVENT EXCESSIVE AND FORCED OVERTIME

VF’s Terms of Engagement includes our policies on working hours.
WHY IS THIS ASPECT MATERIAL?
Upholding human rights across our value chain starts with respecting the rights of our own associates. Protecting the basic human rights of our associates is critical to providing a safe and comfortable work environment where our associates can do their best work. It also helps us attract and retain top talent as well as maintain positive consumer perception of our brands.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?

OWNED AND OPERATED
All factories that produce VF branded apparel and footwear must ensure that the people who make our products are guaranteed certain essential rights. All VF-owned facilities, regardless of location, must meet or exceed the requirements of our Ideal Plant Model (IPM). The IPM is a comprehensive set of guidelines and expectations designed to provide safe, clean and comfortable working environments for our associates. We complement IPM with a certification program created by the Worldwide Responsible Accredited Production Certification Program (WRAP). The WRAP certification requires that an independent, accredited monitor perform unannounced audits to determine compliance with WRAP's 12 Production Principles. The Principles encompass human resources management, health & safety, environmental practices, and legal compliance including import/export and customs compliance and security standards. Approximately 90% of all VF's owned manufacturing facilities are WRAP certified, with 40% of them achieving a Platinum level certification, which is only attainable after a facility has maintained a minimum of three consecutive years of WRAP certification.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
WRAP also conducts confidential employee interviews with associates to verify the audit results. In addition, VF's Compliance team conducts audits against the IPM's safety criteria and labor practice criteria. After the audit is complete, facilities are given a score along with a corrective action plan, if necessary. Facilities are typically given one year to implement plans.

For more information on how we manage human rights across our business and how we evaluate our approach, please see:

» S&R website: Worker Wellbeing
» S&R website: Policies & Standards
» The WRAP Principles
» Non-discrimination Aspect
» Investment [In Human Rights] Aspect
» Supplier Human Rights Assessment Aspect

TOTAL NUMBER OF OWNED AND OPERATED OPERATIONS THAT HAVE BEEN SUBJECT TO HUMAN RIGHTS REVIEWS OR IMPACT ASSESSMENTS

Please see » HR-1
ASPECT / SUPPLIER HUMAN RIGHTS ASSESSMENT

WHY IS THIS ASPECT MATERIAL?
VF aims to ensure that respect for human rights is universal throughout our value chain. Our supply chain often extends into countries that have minimal government regulation and enforcement around human rights. Issues that can arise may include unsafe working conditions, lack of freedom to form a union, child and forced labor, human trafficking and receiving wages below the minimum wage. Respecting the human rights of those in our supply chain is essential to upholding our values.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
All factories that produce a VF product must ensure that the people who make our products are guaranteed certain essential rights. To become a VF Authorized Facility, a supplier must sign and abide by our Terms of Engagement, indicating their acceptance of both the Global Compliance Principles as well as comply with our detailed Factory Compliance Guidelines. The principles are consistent with the International Labor Organization's (ILO) Declaration on Fundamental Rights and Principles at Work.

Our Global Compliance Principles prescribe the respect of human rights including:
• the right to proper compensation,
• the right to associate freely and bargain collectively,
• the right to work free from discrimination and harassment, and
• the right to a safe, clean workplace.

All VF associates involved with procurement are responsible for distributing the VF Global Compliance Principles to authorized suppliers, agents, licensees and factories. No production of VF branded or licensed products may take place in a facility until a factory audit is completed and VF’s Terms of Engagement have been signed. Violation of this policy can result in the termination of any existing contracts or licensing agreements. We ensure adherence to these Principles by conducting ongoing Factory Compliance Audits at every contract supplier facility through the duration of the relationship. The coverage of our audits includes cutting facilities, sewing plants, screen printers, embroiderers, laundries and packaging locations. In addition, we monitor our key fabric suppliers, tanneries, and makers of soles and footbeds. Factories producing for the U.S. collegiate market are also subject to unannounced audits by the Fair Labor Association.

Factory audits are conducted by VF-authorized compliance auditors or by an accredited third-party audit company. The inspections can be unannounced and last between six hours and two days. Each audit includes a thorough facility inspection for health and safety, environmental issues, social compliance and presence of forced labor or human trafficking. Factory records involving payroll, operating licenses, employee personnel records and other vital information are also reviewed for compliance with local laws. Auditors conduct employee interviews that provide added insight into the facility’s working conditions, including hiring practices, wages and hours, worker-management communications, worker treatment and environmental issues. Factories are graded based on their audit performance:

Accepted — The factory has no critical or major safety, health or labor issues and is approved to produce VF or related licensed products. Accepted factories are subsequently subject to an anniversary audit, which must be passed to maintain an ‘Accepted’ rating.

Developmental — The factory has some major safety, health or labor issues identified and is designated ‘Developmental.’ While the factory is authorized to produce VF or related licensed products, VF requires that the issues identified will be remediated in a timely manner and a follow-up inspection will be scheduled in six months to determine if the factory is making continuous improvement against a Corrective Action Plan (CAP). If the issues are corrected to VF’s satisfaction, then the status is elevated to
‘Accepted.’ If the factory has made no attempt to remediate the issues at the time of the follow-up audit, the factory will be downgraded. Factories making continuous improvements are allowed up to 36 months to become ‘Accepted.’

Rejected — The factory has critical or persistent major safety, health or labor issues (such as child labor, excessive working hours, compensation below legal requirements or locked emergency exits). In this situation, the factory is not authorized to produce VF or related licensed products. If at a later date, the factory feels that they have corrected these problems, a VF auditor may re-inspect the facility to approve it for business.

In recognition of the systemic challenges that continue to exist in addressing basic human rights in the global apparel industry, VF is moving beyond compliance auditing and initiating several partnerships to build capacity and raise workplace standards in ‘high risk’ regions such as Bangladesh and Ethiopia. To better understand where we can have the most systemic impact and address our most salient issues, we also started working with SHIFT in 2017, the leading center of expertise on the UN Guiding Principles on Business and Human Rights, to develop a comprehensive and robust Human Rights plan. We will release our report in 2018.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

The factory compliance audit team follows up within 10 working days of an audit with a detailed Factory Compliance report. This report includes a Corrective Action Plan (CAP), which addresses problems noted during the audit and offers additional guidance from our team on how to improve the factory. Depending on the severity of the problems, a follow-up audit is scheduled to ensure compliance. We do not tolerate falsified records, mistreatment of employees or a lack of effort to correct a known issue. We will cancel any outstanding contracts or license agreements if a rejected factory is used for VF or related licensed production. We also terminate outstanding engagements if a factory fails to follow through on agreed facility upgrades as outlined in their CAP.

For more information on our approach to managing human rights in our supply chain, please see:
» S&R website: Worker Wellbeing
» S&R website: Building Capacity in Developing Countries
» Terms of Engagement
» Global Compliance Principles
» Factory Facility Guidelines
» VF’s Submission to the Corporate Human Rights Benchmark
» Factory Audit Procedure

INDICATOR
HR-10
NEW SUPPLIERS THAT WERE SCREENED USING HUMAN RIGHTS CRITERIA
Please see » HR-1

INDICATOR
HR-11
SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE HUMAN RIGHTS IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN
Please see HR-1 for a brief introduction to the audit process and scope.

Approximately 2% of all 2016 contract supplier audit findings were identified as being significant, or “Critical.” Most of these findings (45%) were issued to non-compliance with our Global Compliance Policy on the timely payment and record keeping of wages and benefits. Please see the chart on the next page for information regarding all “Critical” audit findings. Based on these findings, 142 factories were rejected in 2016.
### 2016 Contract Supplier Audit Findings

#### Global Compliance Principle

- **Wages and Benefits:** 45%
- **Monitoring and Compliance:** 18%
- **Health and Safety:** 17%
- **Worker Residence (Dormitory):** 7%
- **Subcontracting:** 6%
- **Forced Labor:** 3%
- **Legal and Business Practices:** 2%
- **Child Labor:** 1%
- **Hours of Work:** 1%

#### Code of Conduct Content and Coverage

Please see [G4-56](#).

#### Parties and Personnel Engaged in Code of Conduct Compliance Function

Please see [G4-56](#).

#### Compliance Audit Process

Please see:
- [HR-1](#)
- [Factory Audit Procedure](#)

#### Policies for Supplier Selection, Management, and Termination

Please see [G4-56](#).

#### Number and Location of Workplaces Covered by Code of Conduct

Please see [G4-5](#).

#### Number of Audits Conducted in Workplaces

Please see [HR-1](#).

#### Incidents of Non-compliance with Standards on Pregnancy and Maternity Rights

**Owned and Operated**

Each year, VF monitors issues of internal non-compliance with our *Code of Conduct*. In 2016, 714 cases were tracked in VF’s Case Management System, with 228 substantiated. None of the substantiated cases were related to discrimination or harassment for pregnancy and/or maternity rights.

#### Incidents of Non-compliance with Code of Conduct

Please see [HR-3](#).

#### Analysis of Data from Code Compliance Audits

Please see [Supplier Environmental Assessment, Supplier Human Rights Aspects](#).

#### Remediation Practices to Address Non-compliance Findings

Please see [Supplier Environmental Assessment, Supplier Human Rights Aspects](#).
WHY IS THIS ASPECT MATERIAL?
While VF clearly communicates our expectations for respecting human rights through our Code of Conduct for our own operations and through our Global Compliance Principles with suppliers, due to the scale of our supply chain, violations do occur. Having proper human rights grievance mechanisms in place can play a critical role in improving relationships with workers and communities, and enabling NGOs to drive accountability by alerting us to violations.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
As stated in our Code of Conduct and Open-Door policy, VF encourages all employees and supply chain workers to raise concerns about potential violations of our Code of Conduct or the local laws, including potential human rights violations. 

VF associates and employees of contract suppliers have multiple reporting options and channels to voice complaints. VF associates can notify their direct supervisor, another trusted manager, Human Resources or use the anonymous Ethics Helpline. Contract suppliers have access to the VF Ethics Helpline, the helpline established by the Alliance for Bangladesh Worker Safety (in Bangladeshi facilities), and Fair Labor Associate facilities have their own complaint hotline. Contract suppliers are also encouraged to establish their own reporting mechanism for workers.

Reports of potential ethics, human rights, or environmental management violations received by VF’s corporate offices are tracked in VF’s case management system, regardless of the reporting mechanism. Each report is assigned to an investigator from our Ethics and Compliance Team and handled per VF’s investigation protocol. When contact information is provided, stakeholders who submitted grievances receive acknowledgement within 48 hours. Issues are triaged and categorized, and an escalation matrix is provided to each investigator to ensure issues are raised with senior management as appropriate. System administrators and investigators receive formal training on investigating and tracking concerns. External investigators are often engaged to ensure an objective and unbiased approach is applied. At the close of each investigation, stakeholders who submitted grievances receive an update and reports are provided to VF’s senior management and external auditing firm. Each case receives a quality control review to ensure compliance with VF’s investigation protocol. Under the Open Door and Non-Retaliation policy, no associate will be penalized for voicing a question or concern.

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?
Grievance mechanisms are evaluated on the time and way in which a complaint is assessed and resolved.

For more information on VF’s Human Rights Grievance Mechanisms, management of human rights, and the evaluation of our approach, please see:
» S&R website: Worker Wellbeing
» Supplier Human Rights Assessment Aspect
» Assessment Aspect
» Investment Aspect

INDICATOR HR:12
NUMBER OF GRIEVANCES ABOUT HUMAN RIGHTS IMPACTS FILED, ADDRESSED, AND RESOLVED THROUGH FORMAL GRIEVANCE MECHANISMS
OWNED AND OPERATED
Please see »AF10, »AF11, »HR3

CONTRACT SUPPLIERS
Please see:
» G4-56
» Factory Facility Guidelines
» Terms of Engagement
ASPECT / HUMAN RIGHTS GRIEVANCE MECHANISMS

POLICY AND PROCEDURES FOR RECEIVING, INVESTIGATING, AND RESPONDING TO GRIEVANCES AND COMPLAINTS

External investigators are often engaged to ensure an objective and unbiased approach is applied. At the close of each investigation, stakeholders who submitted grievances receive an update in their stated preferred language. Reports are provided to VF’s senior management and external auditing firm on a regular basis. VF averages 23 days to close each report compared with a recommended benchmark of 30 days. Each case receives a quality control review to ensure compliance with our investigation protocol. VF measures the number of incidents reported each year and the length of time required to resolve each incident. VF records any incidents of serious concern especially if they are increasing in frequency.

ASPECT / LOCAL COMMUNITIES

WHY IS THIS ASPECT MATERIAL?
Our business thrives when the local communities where our associates reside are also thriving.

HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?
VF supports our local communities with a number of programs:

OWNED AND OPERATED

Through volunteerism, donations and brand community programming, we work to enhance the wellbeing of our communities. VF associates contribute their time and talents every year through paid leave, brand-hosted annual volunteer days, and weekend charity events. We also celebrate associates who volunteer in their own time through the VF 100 program, which honors 100 associates company-wide every year who have accumulated the highest number of service hours by donating $1,000 to each winner’s charity of choice via the VF Foundation.

Community support is strengthened through monetary and in-kind donations from VF, the VF Foundation and our brands. Established in 2002, the VF Foundation provides grants for charitable, scientific and educational purposes. As part of our new Sustainability & Responsibility strategy, Made for Change, we are working to enhance the VF Foundation’s role in catalyzing change in our industry and helping remove barriers inhibiting our consumers from living sustainable and active lives.

Each of our brands choose to give back to their communities in their own unique way through volunteering, funding, grants and more.

CONTRACT SUPPLIERS Please see »Indirect Economic Impacts Aspect

HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?

OWNED AND OPERATED

To evaluate our approach, we monitor several activity-based metrics such as amount invested, number of partner organizations supported, number of beneficiaries supported (where possible), number of service participants, and number of communities supported.

CONTRACT SUPPLIERS Please see »Indirect Economic Impacts Aspect

For more information on our approach to supporting our local communities, please see:

» S&R website: Community Engagement
» S&R website: Associate Engagement
» S&R website: Consumer Engagement
» S&R website: Movement Makers
» S&R website: Worker Wellbeing
» Indirect Economic Impacts Aspect
» Supplier Environmental Assessment Aspect
OWNED AND OPERATED

Metrics to share for community service projects at more than 300 (or approximately 18%) of our owned and operated facilities:

OWNED AND OPERATED COMMUNITY SERVICE IMPACT

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CONTRACT SUPPLIER COMMUNITY IMPACT

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PRIORITIES IN COMMUNITY INVESTMENT STRATEGY

CONTRACT SUPPLIERS

We focus our workers development and community programs and community investment partnerships to address three key areas with clear objectives to address women’s issues embedded in each:

- Water and sanitation
- Health and nutrition
- Childcare and education
We have partnered with the following organizations to drive community and supplier investment across our supply chain.

- Fair Labor Association (FLA)
- Better Work Nicaragua
- Alliance for Bangladesh Worker Safety
- American Apparel and Footwear Association (AAFA)
- Sustainable Apparel Coalition (SAC)
- Apparel and Footwear International RSL Management (AFIRM)
- PaCT
- IFC
- BSR [HER project]
- Breteau Foundation [DR]
- Planet Water

Under VF’s oversight, six “test & learn” capacity-building pilot projects have launched in Cambodia, the Dominican Republic and Bangladesh that focus on access to water, education and worker health, respectively. More information on each of these projects can be found on our Worker Wellbeing webpage.

We believe in a strong commitment to business integrity. Upholding this commitment involves incorporating strong anti-bribery systems into our business practices and reporting on our progress. If our associates infringe on national or local bribery regulations, we risk losing established relationships and/or a material impact on our reputation in the market, which can be bad for business.

We have a Global Anti-Corruption Program in place to promote compliance with anti-corruption laws and ensure the existence of robust practices in:

- Leadership engagement
- Oversight, autonomy and resources
- Setting clear policies and procedures
- Training, communication and advice
- Reporting and investigation procedures
- Periodic monitoring, auditing and assessment of our anti-corruption efforts

We designed our program to provide broad guidance to our general associate population and more specific guidance to those associates who are most likely to encounter challenging situations based on geographic location, role responsibilities or other relevant factors. Training and communication address topics such as bribery, kickbacks, gifts and entertainment, conflicts of interests, interactions with government officials, use of third-party intermediaries, charitable contributions, accurate record keeping and methods for reporting misconduct. In addition, all our associates have access to our Ethics Helpline and web reporting tool, which are available in multiple languages and administered by a third-party service provider. Our global investigation protocol helps ensure that we address each reported issue promptly, consistently and confidentially.
**ASPECT / ANTI-CORRUPTION**

**HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?**
VF regularly evaluates the anti-corruption program to confirm that it adequately provides training to all associates.

For more information on VF's anti-corruption efforts, please see:
- Anti-Corruption policy
- Human Rights Grievance Mechanisms Aspect

**COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES**
Anti-corruption awareness and prevention are outlined for all associates globally in our VF Code of Conduct, which all associates globally receive training for. Select members of our Audit, Finance, Marketing, Manufacturing, Procurement, Sales, and Supply Chain teams across the regions, receive in-depth anti-corruption training, valid for a two-year period. This detailed training covers an overview of the Foreign Corrupt Practices Act and UK Bribery Act, use of third-party intermediaries, prohibition against kickbacks, making political and charitable contributions and facilitation payments.

Our anti-corruption policies and procedures are communicated to all members of the Board of Directors, and are communicated to all our external business partners via our Code of Conduct and Terms of Engagement.

**ASPECT / CUSTOMER HEALTH & SAFETY**

**WHY IS THIS ASPECT MATERIAL?**
Our consumers trust that our products perform and expect them to be safe. VF believes that a product stewardship program should protect both the consumer who wears our products and the workers involved in making them.

**HOW DOES VF MANAGE THIS ASPECT AND ITS IMPACTS?**
We use a three-pronged approach guided by our Product Stewardship team: setting standards, training and factory evaluation, and validation. Based on current and upcoming regulation and requirements for our products to function as designed, our team reviews and sets standards. These standards include our Restricted Substance List (RSL), which identifies chemical substances that are prohibited or limited in all our products, product safety manuals, labeling guidelines, testing manuals and programs that go above and beyond such as CHEM-IQ℠, which prevents substances of concern from ever entering our manufacturing process.

These standards are then socialized across VF informing and training our product development and sourcing teams. Mandatory acknowledgement and training of our Tier 1 and nominated Tier 2 suppliers takes place annually, informing them about our product stewardship program. Our owned and operated manufacturing facilities and contract suppliers alike must comply with the requirements. Annual factory evaluations and validations are conducted to review contract suppliers’ chemical management and product stewardship and the processes in place to procure, manage and handle chemicals as well as to avoid contamination.

**HOW DOES VF EVALUATE THE WAY IT MANAGES THIS ASPECT?**
Product testing, which can either pass or fail, helps us evaluate the success of this program. Product testing takes place on a regular basis dependent on product type. In addition, random targeted testing takes place unannounced to our suppliers for high risk products.
For more information on VF’s efforts to ensure the safety of our consumers, associates and workers, please see:

» S&R website: Chemistry
» Restricted Substance List
» CHEM-IQ℠ Program Manual
» Occupational Health & Safety Aspect

All significant product categories are assessed for improvement in health and safety performance. Not only do we conduct testing on the products we make, we also conduct preventive screening of chemicals before they even enter our products to determine their impacts and potential safer alternatives with our CHEM-IQ℠ program.

**2016 PRODUCT STEWARDSHIP RESULTS**

- **0** evidence of any minerals used in our products to be linked to any armed groups in the Democratic Republic of Congo Region (Based on a 100% vendor response rate)*
- **0** products were recalled
- **6,808** chemicals screened throughout CHEM-IQ℠ program
- **320** tons of non-preferred chemistry replaced with better chemistry

*Conflict Minerals is part of the Dodd-Frank act, where publicly traded companies are required to report to the SEC if any “3TG” (tin, tantalum, tungsten, or gold) that comes from the “DRC” (Democratic Republic of the Congo or 9 surrounding countries) and the funds directly or indirectly contribute to funding armed groups committing human rights abuses in that region.

**2016 CHEM-IQ℠ PROGRAM RESULTS**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of Chemicals Screened</th>
<th>Number of Factories Completed Screening</th>
<th>Number of Chemicals Phased Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cut + Sew</td>
<td>664</td>
<td>20</td>
<td>13</td>
</tr>
<tr>
<td>Fabric Mills</td>
<td>3,096</td>
<td>54</td>
<td>15</td>
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<tr>
<td>Tanneries</td>
<td>277</td>
<td>2</td>
<td>0</td>
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<tr>
<td>Subcontractors</td>
<td>138</td>
<td>6</td>
<td>5</td>
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<tr>
<td>Others</td>
<td>2,633</td>
<td>94</td>
<td>9</td>
</tr>
</tbody>
</table>

For further reference, please see:

» S&R website: Chemistry
» Restricted Substances List
» CHEM-IQ℠ Program Manual
» Conflict Mineral policy