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GRI INDEX


G3 CONTENT INDEX

We recognise that the Global Reporting Initiative (GRI) Guidelines are the international benchmark for sustainability reporting. We have used the GRI to inform our sustainability reporting and, in accordance with the GRI, we present here a content index highlighting where we have and have not covered the GRI indicators in our reporting.

We have also referred to the draft GRI Apparel and Footwear Sector Supplement. While this remains a draft, it does go some way to address concerns we have expressed in the past about the relevance of the GRI to a sporting goods company such as ours where our principal social and environmental impacts lie not under our direct control but are within our supply chain. The Sector Supplement indicators are included below the standard disclosures.

As well as this sustainability report, we do cover certain information on our corporate website at www.adidas-group.com or in our Annual Report and we have indicated where this is the case. There are however still gaps in our reporting and it is part of our commitment to transparency not to hide these by superficially addressing issues in the report that are not backed up by effective policies and programmes. Any gaps are clear from the index below.

For more information about the Global Reporting Initiative, please see www.globalreporting.org

		2002 In Accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared							
	Third Party Checked							
Optional	GRI Checked							

**STANDARD DISCLOSURES PART I:
PROFILE DISCLOSURES**

1. Strategy and analysis

GRI-Indicator		Link/page ref
1.1	Statement from the most senior decision-maker of the organisation. <i>Comment: Broader trends affecting our sustainability performance are covered in Challenges, vision and governance. Our Workplace Standards draw from international law and the International Labour Organization conventions.</i>	CEO Statement, p8.
1.2	Description of key impacts, risks, and opportunities.	Challenges, vision and governance, p5. Managing sustainability p9. Progress 2010, p97. Targets, p99.

2. Organisational profile

GRI-Indicator		Link/page ref
2.1	Name of the organisation.	Front cover
2.2	Primary brands, products, and/or services.	About our business, p4.
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	About our business, p4.
2.4	Location of organisation's headquarters.	About our business, p4.
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	About our business, p4. Corporate website at http://www.adidas-group.com/en/ourgroup/locations/default.aspx
2.6	Nature of ownership and legal form.	About our business, p4. Corporate website at http://www.adidas-group.com/en/investorrelations/corporate_governance/default.aspx
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	About our business, p4. Corporate website at http://www.adidas-group.com/en/ourgroup/strategy/default.aspx
2.8	Scale of the reporting organisation.	About our business, p4.

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2.9	Significant changes during the reporting period regarding size, structure, or ownership.	About our business, p4.
2.10	Awards received in the reporting period.	Corporate website at http://www.adidas-group.com/en/sustainability/awards_and_recognition/default.aspx

3. Report parameters

GRI-Indicator		Link/page ref
3.1	Reporting period (e.g., fiscal/calendar year) for information provided. <i>Comment:</i> Information provided in the report cover fiscal/calendar year 2010.	About the report, p2.
3.2	Date of most recent previous report (if any). <i>Comment:</i> The 2009 Sustainability Report was published on 3 March, 2010.	About the report, p2.
3.3	Reporting cycle (annual, biennial, etc.) <i>Comment:</i> The adidas Group publishes a report annually.	About the report, p2.
3.4	Contact point for questions regarding the report or its contents.	Contact, p114
3.5	Process for defining report content.	About the report, p2.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	About the report, p2.
3.7	State any specific limitations on the scope or boundary of the report. <i>Comment:</i> See any notes to specific data in the Performance section.	About the report, p2.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations. <i>Comment:</i> See any notes to specific data in the Performance section.	About the report, p2.

GRI-Indicator		Link/page ref
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols. <i>Comment:</i> See any notes to specific data in the Performance section.	Performance, p72.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods). <i>Comment:</i> See any notes to specific data in the Performance section.	Performance, p72.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. <i>Comment:</i> See any notes to specific data in the Performance section	About the report, p2.
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Index, p102.
3.13	Policy and current practice with regard to seeking external assurance for the report.	About the report, p2.

4. Governance, commitments and engagement

GRI-Indicator		Link/page ref
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Challenges, vision and governance, p5. Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx

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4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. <i>Comment:</i> <i>Not applicable since the adidas Group doesn't have a unitary board structure. The highest governing body is the Supervisory Board (Aufsichtsrat).</i>	Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx	4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Challenges, vision and governance, p5.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Employee involvement, p62. Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx	4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. <i>Comment:</i> <i>The Supervisory Board is formally informed at least five times a year by the Executive Board. Ad hoc information is provided on a case by case basis. The CEO is in permanent contact with the responsible functions, especially with the General Counsel, Chief Compliance Officer and Group Risk Officer.</i>	Challenges, vision and governance, p5. 2010 Annual Report, p20.
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	2010 Annual Report, p30. Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx	4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance. <i>Comment:</i> <i>The Annual General Meeting evaluates the performance of the Supervisory Board and the Executive Board. The Audit Committee of the Supervisory Board checks on the respective performance of the Executive Board in five sessions a year.</i>	2010 Annual Report, p25. Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided. <i>Comment:</i> <i>German Code on shareholding/publicly traded companies (AktG), Code of Conduct.</i>	2010 Annual Report, p25. Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx	4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	2010 Annual Report, p158. Challenges, vision and governance, p5.
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics. <i>Comment:</i> <i>German Code on shareholding/publicly traded companies (AktG), Code of Conduct.</i>	Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx	4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses. <i>Comment:</i> <i>Our Workplace Standards are informed by the International Labour Organization (ILO) conventions.</i>	
			4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues and/or views membership as strategic.	Collaborations and memberships, p16.

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GRI-Indicator	Link/page ref
4.14	List of stakeholder groups engaged by the organisation. Engaging our stakeholders, p10.
4.15	Basis for identification and selection of stakeholders with whom to engage. Engaging our stakeholders, p10.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. Engaging our stakeholders, p10.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. 2010 engagements, p11.

STANDARD DISCLOSURES PART II: DISCLOSURES ON MANAGEMENT APPROACH

GRI-Indicator	Link/page ref
DMA EC	Disclosure on Management Approach EC (Economic performance; Market presence; Indirect economic impacts) 2010 Annual Report, p80.
DMA EN	Disclosure on Management Approach EN (Materials; Energy; Water; Biodiversity; Emissions, effluents and waste; Products and services; Compliance; Transport; Overall) Strategy 2015, p18. Performance, p72. Green Company, p36.
DMA LA	Disclosure on Management Approach LA (Employment; Labour/management relations; Occupational health and safety; Training and education; Diversity and equal opportunity) Employees, p57. Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx 2010 Annual Report, p115.
DMA HR	Disclosure on Management Approach HR (Human Rights) (Investment and procurement practices; Non-discrimination; Freedom of association and collective bargaining; Child labour; Forced and compulsory labour; Security practices; Indigenous rights) Suppliers, p41. Workplace Standards, p43. Managing our suppliers, p45. Employees, p57. Corporate Governance, p6. 2010 Annual Report, p115.

GRI-Indicator	Link/page ref
DMA SO	Disclosure on Management Approach SO (Community; Corruption; Public policy; Anti-competitive behaviour; Compliance) Community, p64. Corporate website at http://www.adidas-group.com/en/investor-relations/corporate-governance/default.aspx
DMA PR	Disclosure on Management Approach PR (Product Responsibility) (Customer health and safety; Product and service labelling; Marketing communications; Customer privacy; Compliance) Product safety, p30. 2010 Annual Report, p25 and p158.

STANDARD DISCLOSURES PART III: PERFORMANCE INDICATORS

Economic

GRI-Indicator	Link/page ref
Economic performance	
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. Corporate website at http://www.adidas-group.com/en/investor-relations/financial-data/default.aspx 2010 Annual Report, p130.
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.
EC3	Coverage of the organisation's defined benefit plan obligations. 2010 Annual Report, p188. <i>Comment:</i> <i>Other benefits include our 401-K pension plans in the USA and the adidas Group pension plan for our employees in Germany. In 2010, 2,060 employees participated in the latter, which represents 58% of all eligible employees.</i>
EC4	Significant financial assistance received from government. <i>Comment: No financial assistance of that kind given.</i>

Market presence

EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation. <i>Comment:</i> <i>Not reported.</i>
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.

GRI-Indicator	Link/page ref
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. <i>Comment:</i> At the adidas Group we follow an equal opportunity recruiting policy. We recruit at senior management level (i.e. positions that are responsible for people and budget) preferably from inside the organisation with a declared target of at least 80% internal development. When recruiting from outside, we consider the best fit for the role, taking diversity and inclusion aspects into consideration.

Indirect economic impacts

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. Community, p64
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.

Environmental

GRI-Indicator	Link/page ref
Materials	
EN1	Materials used by weight or volume.
EN2	Percentage of materials used that are recycled input materials.
Energy	
EN3	Direct energy consumption by primary energy source. <i>Comment:</i> Partial coverage – most of our sites are now gathering this data but we do not have a complete dataset for all our facilities. Reporting 2010 covers between 70-80% of the total emissions.
EN4	Indirect energy consumption by primary source.
EN5	Energy saved due to conservation and efficiency improvements. Green Company, p36. <i>Comment:</i> Partial coverage – most of our sites are now gathering this data but we do not have a complete dataset for all our facilities.
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved. Green Company, p36. <i>Comment:</i> Partial Coverage

GRI-Indicator	Link/page ref
Water	
EN8	Total water withdrawal by source. Green Company, p36. <i>Comment:</i> Partial coverage – most of our sites are now gathering this data but we do not have a complete dataset for all our facilities. Reporting 2010 covers between 70-80% of the total water withdrawals.
EN9	Water sources significantly affected by withdrawal of water.
EN10	Percentage and total volume of water recycled and reused. <i>Comment:</i> Not reported.

Biodiversity	Link/page ref
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. <i>Comment:</i> No sites owned by the adidas Group are in or adjacent to protected areas.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.
EN13	Habitats protected or restored.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.

Emissions, effluents and waste	Link/page ref
EN16	Total direct and indirect greenhouse gas emissions by weight. Green Company, p36. Global travel, p39. Performance, p87. <i>Comment:</i> Partial coverage – most of our sites are now gathering this data but we do not have a complete dataset for all our facilities. Reporting 2010 covers between 70-80% of the total emissions.
EN17	Other relevant indirect greenhouse gas emissions by weight.

GRI-Indicator		Link/page ref
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Green Company, p36. Global travel, p39. Performance, p87.
EN19	Emissions of ozone-depleting substances by weight.	
EN20	NOx, SOx, and other significant air emissions by type and weight.	
EN21	Total water discharge by quality and destination.	
EN22	Total weight of waste by type and disposal method.	Green Company, p36. <i>Comment:</i> Partial coverage
EN23	Total number and volume of significant spills.	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	
Products and services		Link/page ref
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Product safety, p30. <i>Comment:</i> Partial coverage
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	
Compliance		Link/page ref
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	<i>Comment:</i> No non-compliances have been identified which led to sanctions or fines.

GRI-Indicator		Link/page ref
Transport		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	Transport, p35. Global travel, p39. Performance, p87. <i>Comment:</i> Partial coverage
Overall		
EN30	Total environmental protection expenditures and investments by type.	<i>Comment:</i> Not reported.
Social: Labour Practices and Decent Work		
GRI-Indicator		Link/page ref
Employment		
LA1	Total workforce by employment type, employment contract, and region.	2010 Annual Report, p115.
LA2	Total number and rate of employee turnover by age group, gender, and region.	2010 Annual Report, p115. Performance, p92.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	<i>Comment:</i> Benefits that adidas Group entities provide to employees (e.g. life and accident insurance, additional health care, company pension schemes, company cars) are granted by internal guidelines and legal regulations. In our benefits provisions we are legally compliant in all locations which we generally provide at market median. Respective full benefits packages are provided to all full-time and permanent employees. Wherever it is required to equally treat part-time/non-permanent employees, we adhere to this.
Labour/management relations		
LA4	Percentage of employees covered by collective bargaining agreements.	<i>Comment:</i> Data recording is currently in progress. Collective bargaining agreements are in place at least in Group entities in the following countries: France, Germany, Finland, Lithuania, Greece, Norway, Portugal, Spain, Sweden, Latvia, South Africa, UAE, Korea, Brazil, and Chile (partial).
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	<i>Comment:</i> Not reported.

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GRI-Indicator		Link/page ref
Occupational health and safety		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes.	
	<i>Comment:</i> Not reported.	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Green Company, p36. Health & safety, p60.
LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.	
	<i>Comment:</i> The adidas Group has a Major Incident Response Policy, a Global Risk Management Policy and an HIV-Aids Policy in place.	
LA9	Health and safety topics covered in formal agreements with trade unions.	
	<i>Comment:</i> Health and safety topics are covered through specific local laws. Additional bargaining agreements are in place regarding preventive medical check-ups and allowance for personal protective equipment (Germany).	
Training and education		
LA10	Average hours of training per year per employee by employee category.	Performance, p92.
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Developing employees, p58. 2010 Annual Report, p115.
LA12	Percentage of employees receiving regular performance and career development reviews.	Developing employees, p58. 2010 Annual Report, p115.

GRI-Indicator		Link/page ref
Diversity and equal opportunity		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Performance, p92. 2010 Annual Report, p115 and p24.
	<i>Comment:</i> Breakdown reported by male/female.	
LA14	Ratio of basic salary of men to women by employee category.	
	<i>Comment:</i> Salary levels are paid according to pay grade, not according to gender.	

Social: Human Rights

GRI-Indicator		Link/page ref
Diversity and equal opportunity		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Suppliers, p41.
	<i>Comment:</i> 100% of our key first tier suppliers are monitored on labour, health, safety and environmental standards and human rights.	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Performance, p77. Training our suppliers, p45.
	<i>Comment:</i> The most significant area is training our suppliers. The number of hours is not included but the number of training sessions conducted is.	
Non-discrimination		
HR4	Total number of incidents of discrimination and actions taken.	
	<i>Comment:</i> As for our own adidas Group employees, no incidents were reported through existing lines of communication. Regarding our external supply chain, no exact number can be reported, but any incident is always subject to investigation by our own Social and Environmental Affairs team and external monitors. Action plans are developed together with the supplier in order to remediate the non-compliance.	

GRI-Indicator	Link/page ref
Freedom of association and collective bargaining	
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. <i>Comment:</i> External supply chain is covered through the Workplace Standards and related programmes. Employees of the internal organisation are covered by the Labour Rights Charter and related programmes.
	Workplace Standards, p43. Rights and rules, p61. Challenges, vision and governance, p5.
Child labour	
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour. <i>Comment:</i> External supply chain is covered through the Workplace Standards and related programmes. Employees of the internal organisation are covered by the Labour Rights Charter and related programmes.
	Workplace Standards, p43. Rights and rules, p61. Challenges, vision and governance, p5.
Forced and compulsory labour	
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour. <i>Comment:</i> External supply chain is covered through the Workplace Standards and related programmes. Employees of the internal organisation are covered by the Labour Rights Charter and related programmes.
	Workplace Standards, p43. Rights and rules, p61. Challenges, vision and governance, p5.
Security practices	
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations. <i>Comment:</i> Security personnel are regularly trained on their specific rights and obligations.
Indigenous rights	
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken. <i>Comment:</i> No incidents were reported.

Social: Society

GRI-Indicator	Link/page ref
Community	
S01	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.
Corruption	
S02	Percentage and total number of business units analysed for risks related to corruption.
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures. <i>Comment:</i> In 2010, 3,711 employees participated in the Code of Conduct training. By the end of 2010, 48% of the global workforce was covered by the adidas Group Code of Conduct training.
	Rights and rules, p61.
S04	Actions taken in response to incidents of corruption.
	Rights and rules, p61.
Public policy	
S05	Public policy positions and participation in public policy development and lobbying. <i>Comment:</i> Activities through trade associations for sustainable development and fair trade without barriers and protectionism.
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. <i>Comment:</i> According to our Corporate Giving Guidelines we do not make donations to political parties.
	Collaborations and memberships, p16.
Anti-competitive behaviour	
S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes. <i>Comment:</i> None.
Compliance	
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. <i>Comment:</i> No significant non-compliance issues which led to fines and non-monetary sanctions under laws or regulations.

Social: Product Responsibility

GRI-Indicator	Link/page ref
Customer health and safety	
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. <i>Comment: Partial coverage</i>
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. <i>Comment: No product recalls due to health and safety issues took place in 2010.</i>
Product and service labelling	
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. <i>Comment: The adidas Group complies with local laws and regulations regarding the provision of information on products and services.</i>
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.
Marketing communications	
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. <i>Comment: The adidas Group complies with local laws and regulations related to marketing communications. A Code of Conduct, Marketing Guidelines and local policies are in place.</i>
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. <i>Comment: None.</i>

GRI-Indicator	Link/page ref
Customer privacy	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. <i>Comment: No substantial complaints received from outside parties or regulatory bodies.</i>
Compliance	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. <i>Comment: No issues of that kind.</i>

APPAREL AND FOOTWEAR SECTOR SUPPLEMENT

SUPPLY CHAIN STANDARDS AND PRACTICES SECTION

Disclosure on management approach

GRI-Indicator	Link
AF1.	Code of Conduct – Code of conduct content and coverage.** Workplace Standards, p43.
AF2.	Audit Process – Parties and personnel engaged in code of conduct compliance function.** Monitoring compliance, p49.
AF3.	Audit Process – Compliance audit process.** Monitoring compliance, p49.
AF4.	Grievance Procedures – Policy and procedures for receiving, investigating, and responding to grievances and complaints.** Managing our suppliers, p45. Worker hotlines, p50.
AF5.	Capacity Building – Strategy and scope of efforts to strengthen capacity of management, workers and other staff to improve in social and environmental performance.** Training suppliers, p45.
AF6.	Business Integration – Policies for supplier selection, management, and termination.** Managing our suppliers, p45. Enforcement. p52. Rating our suppliers, p52. Sourcing decisions, p53.

Specific performance indicators

GRI-Indicator	Link/page ref
AF7. Code of Conduct – Number and location of workplaces covered by code of conduct.**	Performance, p73.
AF8. Audit Process – Number of audits conducted and percentage of workplaces audited.**	Performance, p77.
AF9. Non-compliance findings – Incidents of non-compliance with legal requirements or collective bargaining agreements on wages.**	Monitoring compliance, p49.
<i>Comment:</i> The numbers are presented as a percentage of the total non-compliances found.	
AF10. Non-compliance findings – Incidents of non-compliance with overtime standards.**	Monitoring compliance, p49.
<i>Comment:</i> The numbers are presented as a percentage of the total non-compliances found.	
AF11. Non-compliance findings – Incidents of non-compliance with standards on pregnancy and maternity rights.**	
<i>Comment:</i> Not reported.	
AF12. Non-compliance findings – Incidents of the use of child labour.**	Monitoring compliance, p49.
<i>Comment:</i> The numbers are presented as a percentage of the total non-compliances found.	
AF13. Non-compliance findings – Incidents of non-compliance with standards on gender discrimination.**	
<i>Comment:</i> Not reported.	
AF14. Non-compliance findings – Incidents of non-compliance with code of conduct.**	Monitoring compliance, p49.
<i>Comment:</i> The numbers are presented as a percentage of the total non-compliances found.	
AF15. Non-compliance findings – Analysis of data from code compliance audits.**	Monitoring compliance, p49.
<i>Comment:</i> The numbers are presented as a percentage of the total non-compliances found.	

GRI-Indicator	Link/page ref
AF16. Remediation – Remediation practices to address non-compliance findings.**	Managing our suppliers, p45. Rating our suppliers, p52.
AF17. Business Integration – Actions to identify and mitigate business practices that affect code compliance.**	Managing our suppliers, p45. Strategic developments, p54.

ENVIRONMENTAL SECTION

Environmental disclosure on management approach

GRI-Indicator	Link/page ref
AF18. Materials – Programmes to replace organic-based adhesives and primers with water-based adhesives and primers.	Materials overview, p26.
AF19. Materials – Practices to source safer alternative substances to those on the restricted substances list, including description of associated management systems.	Product safety, p30.

Environmental performance indicators

GRI-Indicator	Link/page ref
AF20. Materials – List of environmentally preferable materials used in apparel and footwear products.	
AF21. Energy – Amount of energy consumed and percentage of the energy that is from renewable sources.	

SOCIAL SECTION

Labour disclosure on management approach

GRI-Indicator	Link/page ref
AF22. Employment – Policy and practices regarding the use of employees with non-permanent and non-fulltime status.**	Supporting guidelines, p44.
<i>Comment:</i> The Guidelines on Employment Standards set out standards, case studies and examples of common non-compliance, suggested systems and solutions for avoiding non-compliance, documentation requirements, and relevant international laws.	
AF23. Employment – Policy regarding the use of home working.**	Supporting guidelines, p44.
<i>Comment:</i> The Guidelines on Employment Standards set out standards, case studies and examples of common non-compliance, suggested systems and solutions for avoiding non-compliance, documentation requirements, and relevant international laws.	

GRI-Indicator	Link/page ref
AF24. Employment – Policy on the use and selection of labour brokers, including adherence to relevant ILO Conventions.** <i>Comment:</i> <i>The Guidelines on Employment Standards set out standards, case studies and examples of common non-compliance, suggested systems and solutions for avoiding non-compliance, documentation requirements, and relevant international laws.</i>	Supporting guidelines, p44.
AF25. Wages and hours – Policy and practices on wage deductions that are not mandated by law.** <i>Comment:</i> <i>The Guidelines on Employment Standards set out standards, case studies and examples of common non-compliance, suggested systems and solutions for avoiding non-compliance, documentation requirements, and relevant international laws.</i>	Supporting guidelines, p44.
AF26. Wages and hours – Policy on working hours, including definition of overtime, and actions to prevent excessive and forced overtime.** <i>Comment:</i> <i>The Guidelines on Employment Standards set out standards, case studies and examples of common non-compliance, suggested systems and solutions for avoiding non-compliance, documentation requirements, and relevant international laws.</i>	Supporting guidelines, p44.
AF27. Diversity and Equal Opportunity – Policy and actions to protect the pregnancy and maternity rights of women workers.** <i>Comment:</i> <i>The Guidelines on Employment Standards set out standards, case studies and examples of common non-compliance, suggested systems and solutions for avoiding non-compliance, documentation requirements, and relevant international laws.</i>	Supporting guidelines, p44.

Labour performance indicators

GRI-Indicator	Link/page ref
AF28. Employment – Percentage of foreign migrant workers as a portion of total workforce, broken down by region. <i>Comment:</i> <i>Not reported.</i>	

AF29. Labour/Management Relations – Percentage of workplaces where there is one or more independent trade union(s), broken down by: – Workplaces with a collective bargaining agreement – Workplaces without a collective bargaining agreement. Also provide information broken down by country.** <i>Comment:</i> <i>We promote the importance of freedom of association to our suppliers. It is part of our Workplace Standards and features in our training and regular engagements with our suppliers. However, we do not collect the numbers of workplaces where unions operate.</i>	
AF30. Labour/Management Relations – Percentage of workplaces where, in the absence of a trade union, there are worker-management committees, broken down by country.** <i>Comment:</i> <i>We promote the importance of worker-management relations but we do not gather this data.</i>	
AF31. Occupational Health and Safety – Initiatives and programmes to respond to, reduce, and prevent the occurrence of musculoskeletal disorders.	OHSO Programme, p48.
AF32. Diversity and Equal Opportunity – Actions to address gender discrimination and to provide opportunities for the advancement of women workers.	

Society performance indicators

GRI-Indicator	Link/page ref
AF33. Community Investment – Priorities in community investment strategy.	Projects in supplier countries, p66.
AF34. Community Investment – Amount of investment in worker communities broken down by location. <i>Comment:</i> <i>Not reported.</i>	

** Reporting organisations must also include entities that they monitor (i.e. those defined as under significant influence by the Report Boundary guidance)