

# Modern Slavery report

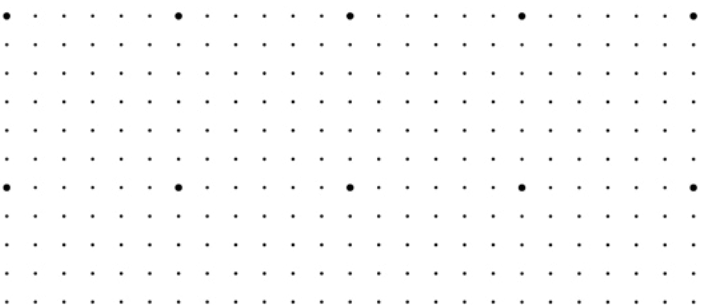
2021

# Contents

This is Pentland Brands' sixth annual Modern Slavery report, reviewing the progress we've made and setting our direction for years to come. It was approved by the Pentland Brands Executive team on 3/05/22.

This report covers our progress from January 2021 to December 2021. It meets the requirement under section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015. More information can be found [here](#). This report is also aligned with the California Transparency in Supply Chains Act.

We welcome your feedback on how we can improve our policies and approach. To get in touch, email us at [corporate.responsibility@pentland.com](mailto:corporate.responsibility@pentland.com)



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# Message from our CEO



As a global player in the sports, outdoor and lifestyle industries, our goal is to pioneer brands that make life better. We want to create products that our consumers take pride in wearing, encourage our employees to achieve their best, support workers in our supply chain and give back to our communities.

In 2021, our business, along with many others, continued to face significant global challenges. We learned the value of resilience and reaped the benefits from new ways of working introduced during the pandemic. We also continued to recognise the importance of doing business responsibly, in a way that helps employees, communities and those working in our supply chain to be at their best.

Despite the uncertain environment caused by the global shipping crisis and changes in trading regulations following Brexit, we remained agile and used our ability to learn on-the-go. Throughout, our focus has been on making sure the consumer is at the heart of our decision-making, which often makes complex choices much simpler.

As a global brand owner, we depend on the people who work in our supply chain and strive to treat all our people with fairness and respect. In 2021, we launched our 100-1-0 positive business strategy that outlines our actions to positively impact people and the planet.

- + Help 100 million consumers live positive, active, sustainable lifestyles
- + Improving the lives of 1 million people in our communities
- + Becoming a net zero business

To improve the lives of the workers in our sourcing markets, we seek to support our suppliers and work towards 100% transparency across our supply chain. We recognise that our supply chain is complex and far-reaching, which makes modern slavery difficult to detect. The pandemic escalated challenges and amplified the risk of vulnerable groups being pushed into modern slavery, particularly women, children and migrant workers.

Although country-wide lockdowns and travel restrictions made it difficult to visit suppliers, we remained proactive by shifting our focus to issues we could positively impact. We reviewed our policies

and due diligence processes to better support those working in our supply chain during unsettling times. We also offered training on responsible sourcing and buying to our employees.

We're proud to partner with a number of global organisations to ensure our ethical trade standards are continuously improving. Our partnership with the United Nations Global Compact Modern Slavery Working Group enables us to collaboratively explore challenges and best practices to combat modern slavery. We also work closely with ACT, Better Work, the Ethical Trading Initiative and the World Federation of Sporting Goods Industry among others.

In many parts of the world, life is returning to normal after the pandemic, however, we remain vigilant and recognise that there are always ways to improve. Our teams remain committed to reaching the targets outlined in our 100-1-0 strategy and working with our global partners to improve the lives of people in our supply chain.

A handwritten signature in black ink, appearing to read 'Chirag'.

Chirag Patel  
CEO, Pentland Brands

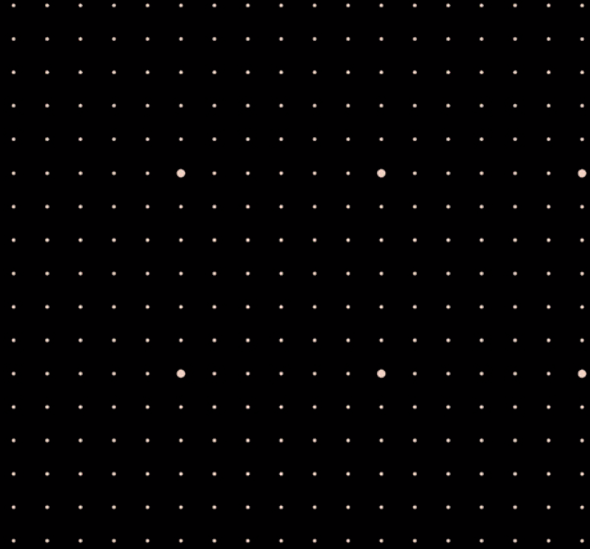
## The Global Slavery Index

“

**58% of people  
in slave labour are in the  
major cotton or garment  
-producing countries  
of the world**

”

# About us



02



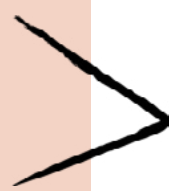
# About us

Pentland Brands is the name behind some of the world's best sports, outdoor and lifestyle brands. We own Speedo, Berghaus, Canterbury of New Zealand, Endura, ellesse, SeaVees, KangaROOS, Red or Dead and Mitre. We're the licensee for Kickers in the UK. We also manage the Fitco business. Our products are available in over 190 countries and are sold either directly or are represented by licensees and distributors.

Pentland Brands is a division of Pentland Group, a privately-owned family business that owns and invests in companies, primarily in the retail, sports, outdoor and lifestyle markets.



# Our brands



 **berghaus**

**Mitre**

 **ellesse**

**speedo** 

**ENDURA** 

**Red or Dead**

**\*Kickers**

**SEAVEES**

  
**KangaROOS**

  
**canterbury**

**FITCO**  
ACTIVERETAIL

\*UK footwear licensee



# Our business



**1,500**

employees globally

**21**

Offices across four continents:  
America, Asia, Australia, Europe

Co-ownership of

**4** FACTORIES

+ 3 in Sri Lanka + 1 in Vietnam

Ownership of

**1** FACTORY

+ in Scotland

**DISTRIBUTION  
CENTRES**

- + 2 owned and operated
- + 1 leased and operated
- + 9 third-party operations in 7 countries

# Positive business

We're committed to taking action for people and our planet. This report focuses on how we're improving the lives of the workers in our sourcing markets. Read more on our [website](#).

100-1-0



**Making life better:**

We will improve the lives of **1 million** people in the communities in which we operate.



**Pioneering brands for good:**

We will help **100 million** consumers to live positive, active and sustainable lifestyles.



**Driving a sustainable future:**

We will be a **net zero business**

# Sustainable Development Goals

Our positive business strategy is shaped by the United Nations' Sustainable Development Goals that tackle global inequalities and environmental challenges. We believe our businesses can have the biggest impact on these goals:



3

GOOD HEALTH AND WELL-BEING



5

GENDER EQUALITY



6

CLEAN WATER AND SANITATION



8

DECENT WORK AND ECONOMIC GROWTH



9

INDUSTRY, INNOVATION AND INFRASTRUCTURE



10

REDUCED INEQUALITIES



12

RESPONSIBLE CONSUMPTION AND PRODUCTION



13

CLIMATE ACTION





# Our approach to modern slavery

Modern slavery is a growing, global issue – affecting all genders, ethnicities and countries.

Although found in almost all sectors, the fashion industry is one of the biggest contributors. Workers can be exploited through forced labour, long working hours, and lack of worker rights. Migrant workers, temporary workers and women are some of the most vulnerable groups to modern slavery.

We strive to build a fair, ethical and transparent supply chain that protects workers' rights and improves working conditions. We believe one of the most effective ways to fight modern slavery is through robust policies and processes that evaluate risk as well as having transparent relationships with suppliers. In addition, we have committees and run regular risk assessments and audits. The Code of Conduct in Our Standards outlines our requirements to ensure all employment is freely chosen.

We use the Ethical Trading Initiative (ETI) definitions of modern slavery, including forced labour, human trafficking and bonded labour, which can be viewed [here](#).

This report outlines our actions to mitigate modern slavery and increase visibility in our supply chain.



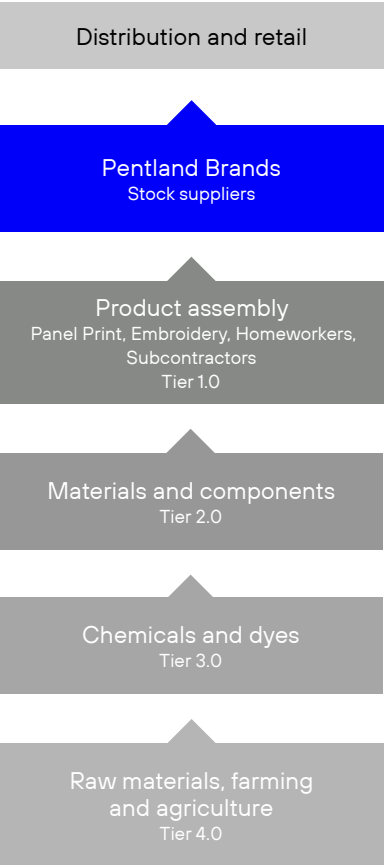
# How we source

Our supply chain encompasses a product's journey from creation to distribution. We seek to have 100% visibility of our supply chain to ensure we're mitigating the risks of modern slavery.

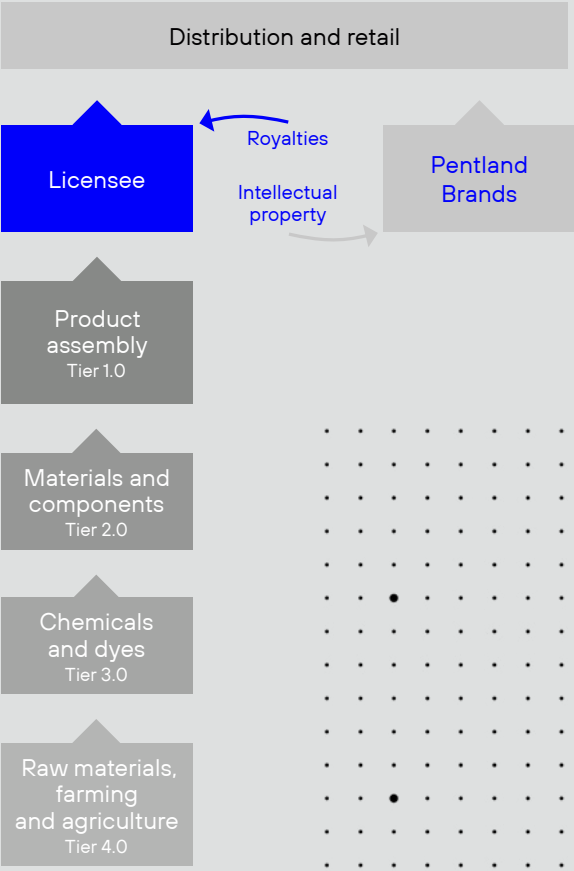
Our supply chain model varies for owned and licensed brands. We operate the footwear license for Kickers in the UK. We also act as the licensor for our owned brands; for example, ellesse is managed by our partners in France, Italy and the UK.

Find more about our supply chain model [here](#).  
View our tier 1 and tier 2 factories lists [here](#).

## Our supply chain model



## Our licensee supply chain model



# How we source

**174**

tier 1 suppliers manufacturing in 16 locations

**99**

nominated fabric and trim suppliers  
manufacturing in 12 locations

**154**

audits in 2021

over

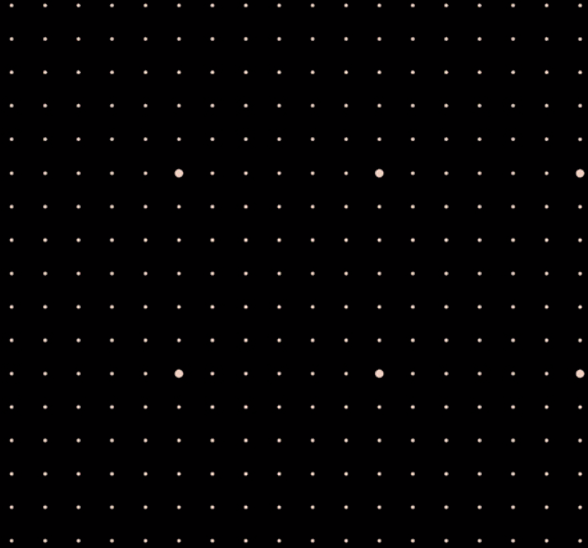
**100,000**

people worked in our supply chain across  
20 global locations (tier 1 and tier 2)



# Key performance indicators

10

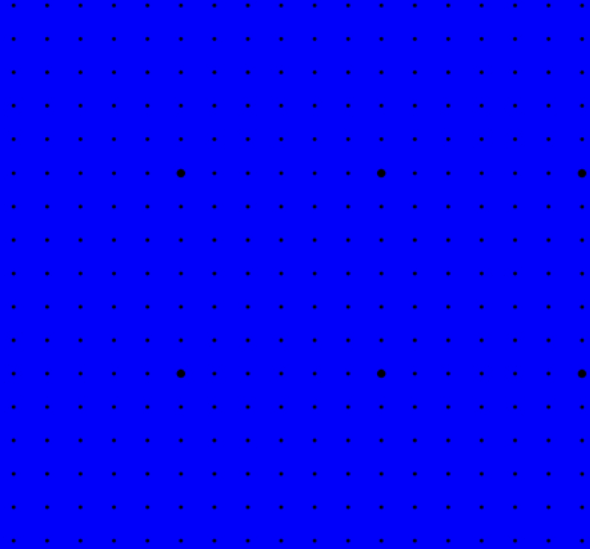


# 2021: A year in review

Topic	2021 Objective	Status	Progress
<b>Managing our risks</b>	Complete annual risk assessments of our tier 1 suppliers	Complete	We annually review our tier 1 suppliers; however, COVID-19 still affected our key sourcing markets. We conducted location risk assessments on new sourcing locations and continued to evaluate financial risk assessments at supplier level.
	Continue mapping and assessing risk for our tier 2 suppliers	Ongoing	We are continually increasing visibility in our supply chain. We published 54% of our nominated fabric and 80% nominated trims suppliers on our website. We extended our factory mapping to include nominated European suppliers.
	Continue social audits of suppliers to investigate risk	Complete	We carried out 154 audits: 136 were done by third-party auditors, 15 were part of the Better Work programme, and 2 were undertaken by our Corporate Responsibility team.
<b>Due diligence</b>	Improve due diligence processes around human rights	Ongoing	We reviewed our due diligence process incorporating feedback from the third-party audit of our internal procedures. Our updated policy will be published in 2022.
	Increase supply chain transparency	Ongoing	We published additional data on our tier 1 suppliers around gender balance, freedom of association and audit type. We also published gender balance data for our tier 2 suppliers. We ensure information is published on the Open Apparel Registry.
<b>Policies and governance</b>	Continue to review and publish our ethical trade policies and create new due diligence policies specifically relating to human rights	Complete	We created our first Direct Supplier Sourcing Manual. This clearly sets out our ethical requirements for new and existing suppliers in a way that is easily understandable. We updated our Licensee Sourcing Manual. We published our Zero Tolerance policy. This sets out our approach and remediation process for zero tolerance issues.
	Review and update Our Standards	Complete	We published a review of Our Standards. This is available in three additional languages (16 languages in total) and applies to all stakeholders including employees, partners and suppliers.
<b>Training our people</b>	Train Corporate Responsibility team	Complete	We trained key members of the newly acquired Speedo North America brand on our corporate responsibility processes and audit protocol.
	Train our teams on purchasing practices	Ongoing	We ran introductory training for relevant departments regarding our ACT purchasing practices.
<b>Taking action</b>	Focus on gender equality in our supply chain to improve women's rights	Ongoing	We started a gender due diligence programme in India. This is using the BSR™ Gender Data and Impact (GDI) Tool shared in the BSR Gender Data Impact Framework Report.
	Begin implementing ACT's global purchasing practices commitment	Ongoing	In line with our ACT purchasing practices commitments, we're working with our suppliers to ringfence labour costs.



# Managing our risks

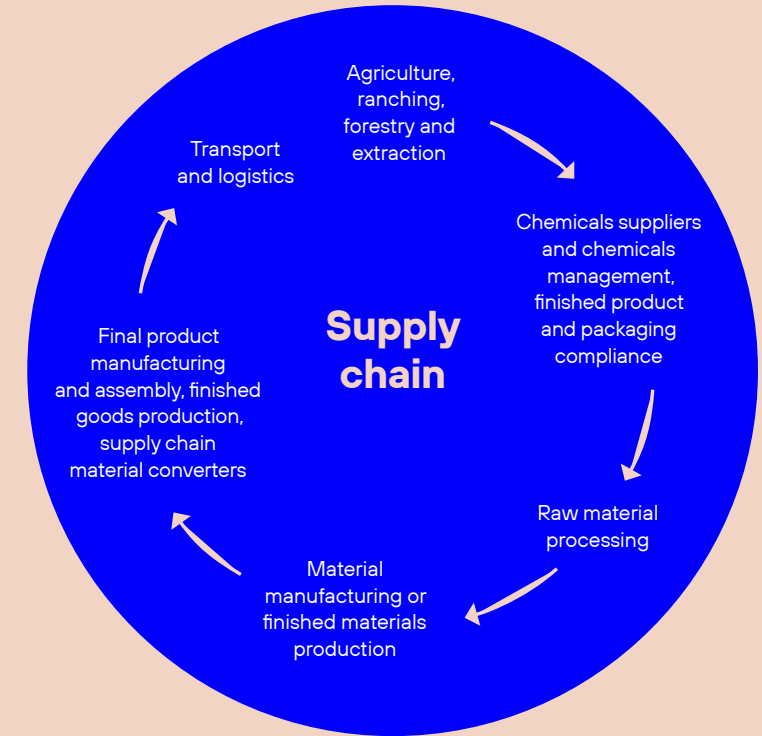


# Our challenges

Apparel and footwear supply chains are complex and far-reaching. To help us better tackle modern slavery, we've identified risks common to this industry.

- + **Casual and homeworkers:** Hand stitching of products such as footwear often happens in low income, rural areas and in people's homes. This informal supply chain decreases visibility and makes it difficult to manage human rights, especially as legislation protecting these workers' human rights and employment status is often weaker.
- + **Child labour and young workers:** Children are easy to exploit and are vulnerable to hazardous work that could harm their health or development.
- + **Demand cycles:** We're not in the business of fast fashion, but we do work to four annual peaks in demand. Companies' excessive demands can increase the risk of modern slavery if suppliers enforce excessive working hours, draft in temporary labour, or subcontract the work to meet a client's deadline.

- + **Licensed business model:** This is a common model with global brands and can mean no commercial relationship with partner factories. This makes it difficult to enforce standards at factory level.
- + **Migrant workers:** Migrant workers are common in global supply chains, particularly in low-skilled labour sectors. They can be forced to work, paid little or nothing, have identity documents withheld and made to pay for their recruitment.
- + **Working with agents:** Sometimes, agents are used to find suppliers or consolidate relationships with a manufacturer. Using an agent can make it harder to maintain transparency of factory manufacturing sites.
- + **COVID-19:** Unfortunately COVID-19 increased the drivers of modern slavery. Where factories were forced to stop production due to lockdowns or problems in the supply chain, workers faced the risk of reduced wages or pay cuts. For those already vulnerable to modern slavery, this further increased their risk of exploitation.



# Managing our risks

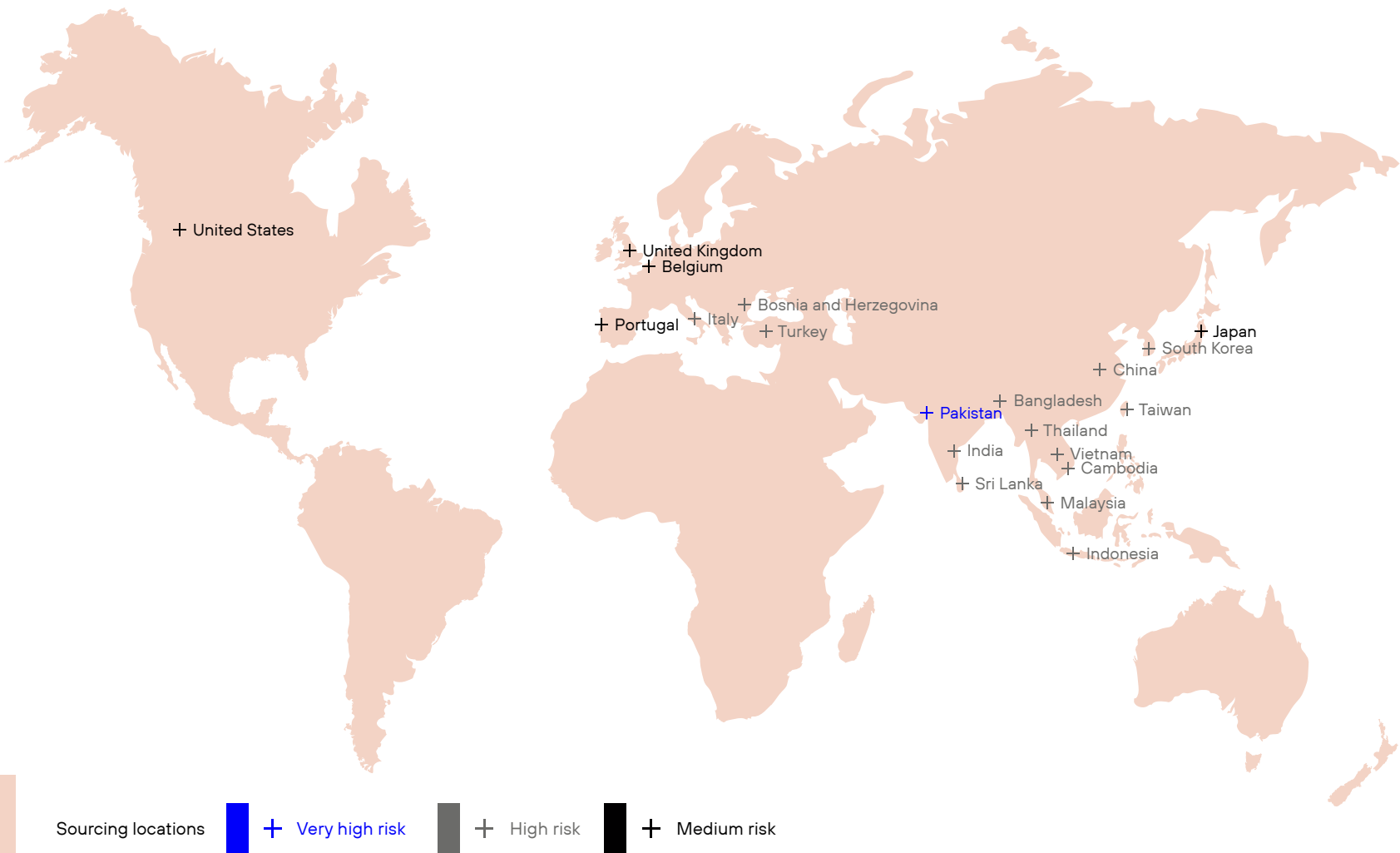
As a global business, we own and license a number of brands. Additionally, some of our brands are also licensed by businesses in international markets. Combined, this creates many different touch points for us to manage our risks. We assess risk in our supply chain based on locations, industry and factory factors.

These include:

- + Prevalence of modern slavery
- + Geographical risk
- + Level of supply
- + Chain control
- + Political stability
- + Worker demographics
- + The presence of governance and management systems
- + Environmental risk
- + Impact of COVID-19



# Risk by sourcing location



Regular risk assessments and audits help us understand how vulnerable different regions are to modern slavery, which informs our decisions on where to source our materials. In 2021 we carried out location-based risk assessments and categorised factories by their level of risk.

We consider external documentation to analyse risk by region.

ILO Global Estimates of Modern Slavery Report 2017

The Walk Free Foundation's Global Slavery Index 2018

The US State Department's Trafficking in Persons Report 2021

Transparency International's Corruption Perceptions Index 2021

Freedom House's Freedom in the World All Data 2021



# Due diligence





# Ethical impact

To help mitigate the risks of modern slavery, we work closely with our suppliers to ensure ethical, social and operational compliance with Our Standards. We do this through a cycle of continuous improvement, which includes ensuring our factories are regularly audited.

Our tier 1 factories are audited by independent third-party auditors or our in-house Corporate Responsibility (CR) team. We accept a combination of announced, semi-announced and unannounced audits.



Audit format	Number of audits	
Full audit	136	
	Tier 1 124	Tier 2 12
Risk assessments and audits by in-house CR team	2	
Follow-up audit	1	
Better Work full assessment	12	
Better Work follow-up assessment	3	
154		

Type	Tier 1	Tier 2
Announced	59	11
Semi-announced	68	1
Unannounced	15	
154		

Audits by location	Tier 1	Tier 2
Bangladesh	1	
Cambodia	8	
China	90	7
India	5	
Indonesia	3	
Japan	2	
Pakistan	5	
Portugal	1	
Sri Lanka	4	
Taiwan	4	5
Thailand	1	
Vietnam	18	
154		

# Audits

Through regular audits, we can identify risks and better understand how workers in our supply chain are treated. These audits identify minor, critical and zero tolerance issues. We deal with all issues seriously and work directly with our suppliers to deal with incidents.

## Minor:

Less significant breaches. Alone, they can be quickly tackled, but if identified in clusters they can signal the need for improved management practices.

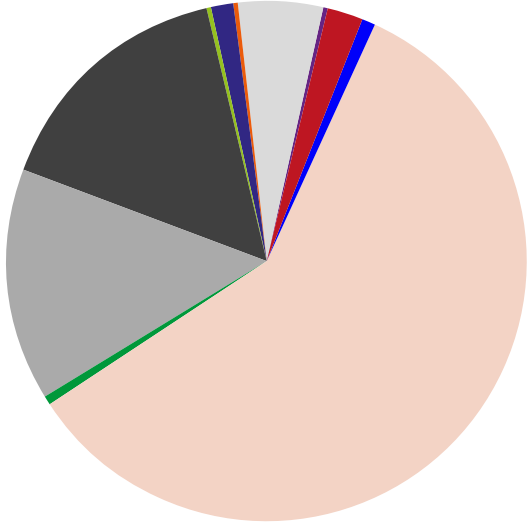
## Critical:

An issue of serious concern that could turn into a zero tolerance issue.

## Zero tolerance:

An issue that has an unacceptable impact on worker rights or conditions. It could lead to a suspension or ending a supplier relationship if they do not immediately engage in sustainable improvement.

# All issues identified by type



- + Environment, waste and other findings | 3%
- + Employment is freely chosen | 0.5%
- + Management systems and code implementation | 1.9%
- + Freedom of association and collective bargaining | 1.1%
- + Working conditions are safe and hygienic | 63.4%
- + No child labour | 0.4%
- + Living wages are paid | 13%
- + Working hours are not excessive | 14%
- + No discrimination is practised | 0.4%
- + Regular employment is provided | 2.2%
- + No harsh or inhumane treatment | 0.2%

# Zero tolerance

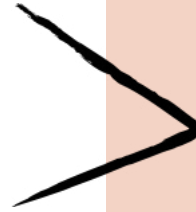
Through audits, five zero tolerance issues were identified. These were related to factory workers experiencing excessive working hours or receiving delayed wage payments and health and safety issues. All zero tolerance issues from 2021 were resolved.

Issue type	2021	2020
Minor	57%	58%
Critical	42%	40%
Zero tolerance	1%	2%

# Working conditions

As a member of the [Sustainable Apparel Coalition](#), we use the [Higg Index](#) to measure our social impact. This standardised sustainability measurement tool helps apparel, footwear and textile retailers across the globe better track their progress.

One type of assessment we use to assess working conditions in our supply chain is the Higg Facility Social and Labour Module (FSLM). This assessment reduces audit fatigue and enables factories to focus on improving working conditions rather than completing similar audits for multiple companies.



**44**

of our tier 1 factories completed the Higg FSLM self-assessment.

**70%**

of our tier 1 annual business volume.

**21**

of our tier 1 factories completed the Higg verified FSLM self-assessment.

**33%**

of our tier 1 annual business volume.

**21**

of our tier 2 factories completed the Higg FSLM self-assessment.

**48%**

of our tier 2 annual business volume.

**13**

of our tier 2 factories completed the Higg verified FSLM self-assessment.

**14%**

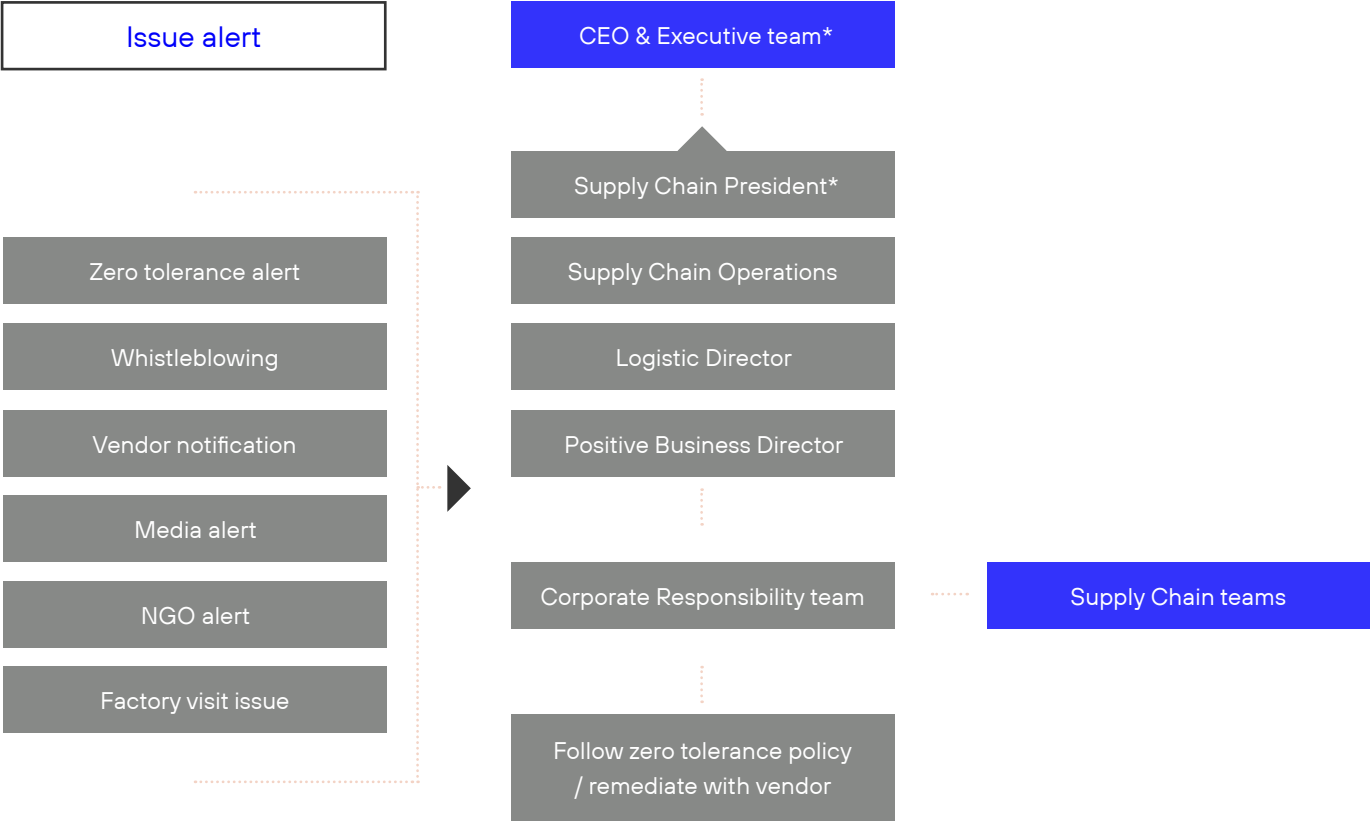
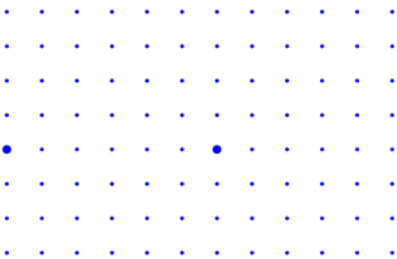
of our tier 2 annual business volume.

# Policies and governance



# Governance

Good governance is an essential part of ensuring we can continue to do business in the right way. We follow a robust process to resolve potential incidences of modern slavery. Our team of experts in supply chain, logistics and corporate responsibility work together to remediate any issues with the relevant supplier.



\*2021 structure

\*Includes Executive team members



# Committees

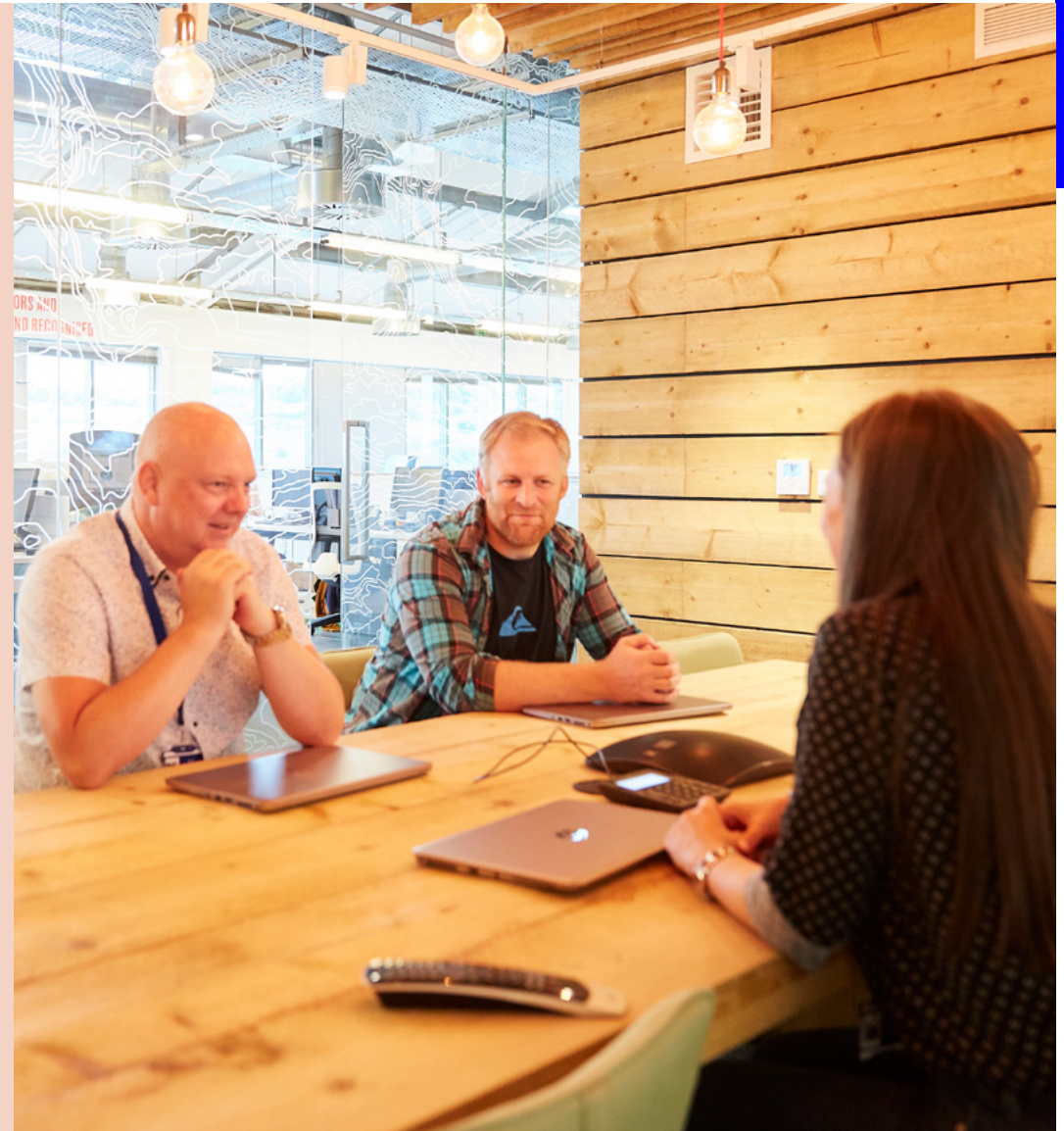
We strengthen our approach to corporate responsibility through regular collaboration across the business. This ensures we're continuously evaluating the risks and opportunities in our supply chain, allowing us to make more informed and coherent decisions.

## In Good Conscience

In 2021 this forum evaluated the risks and opportunities in our supply chain, including those related to ethics, integrity and the environment. Through it, we were able to make coherent and informed decisions around our supply chain. The forum was made up of representatives from supply chain, sourcing, corporate responsibility and legal is overseen by our Supply Chain Executive.

## Risk committee

This forum brings together stakeholders across key functional areas to strengthen the effectiveness of risk management in the business. They identify, monitor and measure risk to improve awareness and accountability. Supply chain risks were flagged as a potential risk to the company.



# Policies

We promote ethical behaviour in our supply chain through several detailed policies, which internal and external stakeholders regularly review. This ensures our suppliers understand our expectations around modern slavery.

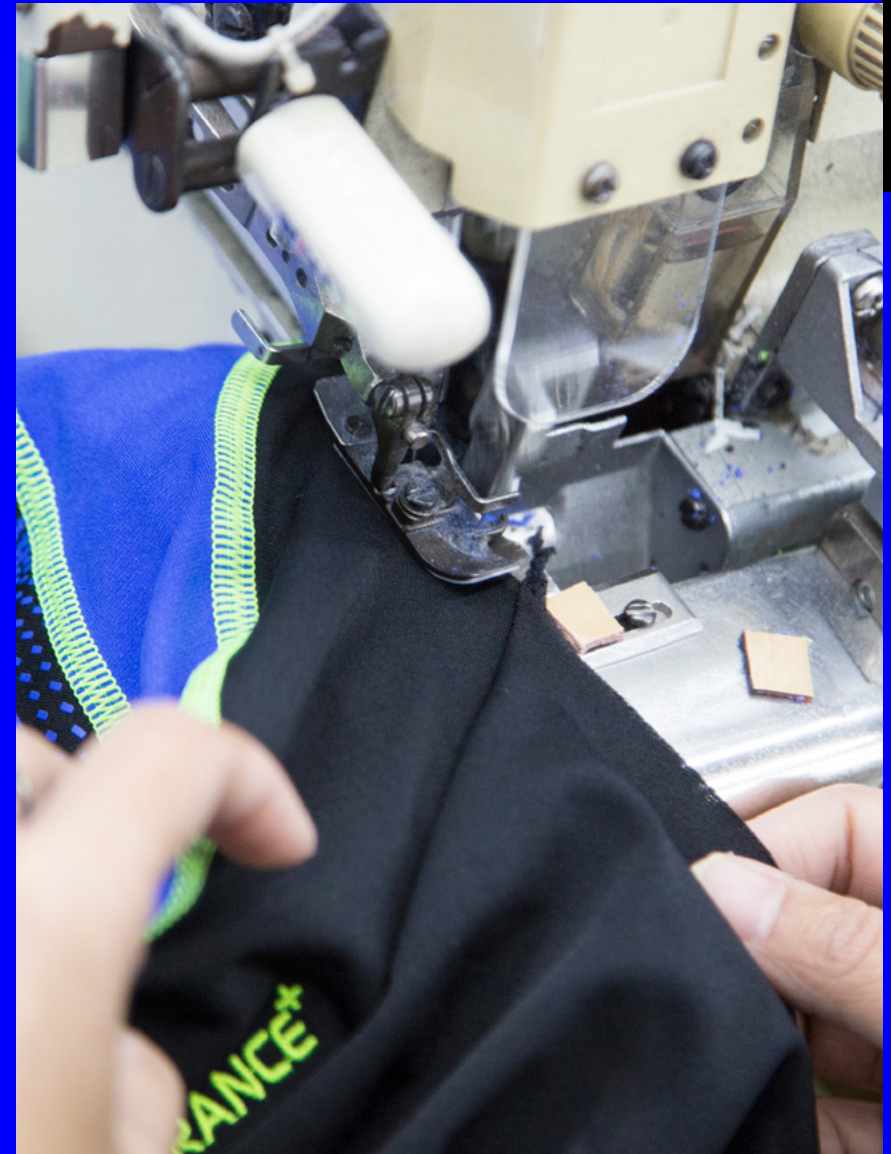
- + Our Standards
- + Corporate Responsibility Charter
- + Zero Tolerance policy
- + Ethical Materials policy
- + Restricted Substance list
- + Child Labour & Young Worker policy
- + Homeworker policy
- + Migrant Worker policy
- + Responsible Exit policy
- + Anti-bribery and Corruption policy

## **Speaking Up policy:**

This is actioned through our free, confidential whistleblowing hotline for our employees to raise grievances. In 2021 we ensured our US employees had access to the hotline.

## **Supplier Agreement:**

We continue to strengthen governance mechanisms for our tier 2 vendors, with 77% of tier 2 nominated fabric suppliers and 75% of tier 2 nominated trims suppliers signing our Supplier Agreement.





# Training our people



# Training

Our training programme supports everyone in our organisation to do business ethically and responsibly.

## All employee training

We raise awareness around modern slavery for our employees through a compulsory online training module. This informative course shares details about our dedicated whistleblowing service and how to speak up about concerning issues. Additionally, employees must complete online legal training modules on anti-bribery and corruption, personal data and competition law.

## Targeted training

We provide targeted training for those employees who work in factory-facing roles or closely with our suppliers. Following the acquisition of Speedo North America in 2021, we trained their Corporate Responsibility team to ensure policy alignment. We also shared a direct supplier sourcing manual along with bite-sized videos with the team to help vendors better understand our requirements around modern slavery.





# Taking action





## Fair wages

As an [ACT](#) founding member, we collaborate with global brands and the IndustriALL trade union to transform the garment, textile and footwear industry. We hope to achieve living wages for workers through collective bargaining at an industry level. This is linked to purchasing practices as paying suppliers on time discourages modern slavery.

## Our five purchasing practices commitments are:

1. Purchasing prices include wages as itemised costs
2. Fair terms of payment
3. Better planning and forecasting
4. Undertaking training on responsible sourcing and buying
5. Practising responsible exit practices

This was the first year we conducted both the ACT anonymous supplier purchasing practices assessment and the ACT anonymous employee purchasing practices self-assessment. We also identified key suppliers to test our approach to ringfencing labour costs for purchase prices.

In line with our commitment for fair payment terms, we are tracking how long it takes to pay suppliers. In 2021 the average number of days it took purchase orders to be paid in full to suppliers after delivery was 64 days.





## Freedom of association

The right to freedom of association is a fundamental human right, enabling people to come together to discuss ideas, issues and solutions. Workers who understand their human rights are more likely to advocate for better workplace conditions, but factory workers are often left behind in these freedoms.

In 2021 we drafted guidelines to help workers become more proactive in representing their rights, with roll-out plans for 2022. These guidelines help workers improve their working conditions by fostering better communication channels between factory management and workers, facilitating regular meetings, and selecting worker representatives. We respect our workers' right to freedom of association and collective bargaining and have added this data to our tier 1 factory list found on our website.

## Smarter audits

Regular supplier audits are essential to managing risk and understanding working conditions in the modern supply chain. However, they can be costly and time-consuming for factories. By working with the auditing tools and framework created by the [Social & Labour Convergence Programme \(SLCP\)](#), our data and audit process is aligned to other industry stakeholders. This increases transparency,

eliminates audit fatigue and redirects savings from reduced auditing to improving working conditions.

## Advancing gender equality

It's estimated that 190 million women work in global supply chains with many experiencing limited representation and power imbalances with male senior employees. Although women play a critical role in the garment and footwear industry and account for 71% of our tier 1 workforce, there is little gender-specific data available for this industry.

Collecting gender-specific data is key to conducting gender due diligence and ensuring most of our supply chain workers benefit from the various programmes and policies that protect human and labour rights.

Using the [Business for Social Responsibility \(BSR™\) Framework for Conducting Gender Responsive Due Diligence in Supply Chains](#), we are working with a key supplier and an Indian advisory company, Traidcraft Services India, to collect this data. This will enable us to identify gender blindness gaps in our policies. We began the project in 2021 with plans to complete it in 2022.

# Memberships

Collective efforts are far more effective in bringing about positive change. By working together with global industry partners and companies, we can share learnings that systemically address the complex issue of modern slavery.

## **American Apparel & Footwear Association**

We're a member of this American industry trade group representing clothing, footwear and sewn product companies and their suppliers. We participate in their Joint Association Forced Labour Working Group and the Corporate Responsibility Committee. [www.aafaglobal.org](http://www.aafaglobal.org)

## **ACT (Action, Collaboration, Transformation)**

We're a founding member of ACT, a collaborative organisation of 21 global brands and the union IndustriALL that aims to achieve living wages for workers in the garment, textile and footwear industries. Read more about our work on page 27. [www.actonlivingwages.com](http://www.actonlivingwages.com)

## **Better Work**

This collaboration helps to improve working conditions for the people in our supply chain through assessments, training and advocacy.

In 2021 we carried out fifteen supplier audits as part of the Better Work programme. [www.betterwork.org](http://www.betterwork.org)

## **Ethical Trading Initiative (ETI)**

We're a founding member of this leading membership organisation that promotes workers' rights across the globe. We align our work with their principles, basing Our Standards on their ETI base code, and aligning our work to combat modern slavery. [www.ethicaltrade.org](http://www.ethicaltrade.org)

## **Nirapon**

We're a member of this non-profit that facilitates workplace safety in Bangladeshi factories. [www.nirapon.org](http://www.nirapon.org)

## **Social & Labour Convergence Programme (SLCP)**

We're a signatory of this initiative to eliminate audit fatigue in the apparel and footwear industries. We use their tools to align our audit data with other industry stakeholders, increasing transparency and allowing us to focus efforts on improving working conditions. [www.slconvergence.org](http://www.slconvergence.org)

## **Sustainable Apparel Coalition (SAC)**

We're a member of this global alliance that promotes sustainable production in the fashion industry. We use their Higg Index tool to measure environmental and social labour impacts across our supply chain. Read more about our work on page 19. [www.apparelcoalition.org](http://www.apparelcoalition.org)

## **United Nations Global Compact (UNGC)**

The UNGC is a strategic initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals. We're part of the Modern Slavery Working Group that explores challenges and best practices to combat modern slavery. As an active participant in the UNGC UK network, we contribute to the advancement of the Sustainable Development Goals. [www.unglobalcompact.org](http://www.unglobalcompact.org)

## **World Federation of Sporting Goods Industry (WFSGI)**

We're a member of this non-profit that strives to promote the unifying power of sport to move the world forward. [www.wfsg.org](http://www.wfsg.org)



# Learnings and looking ahead



## Learnings

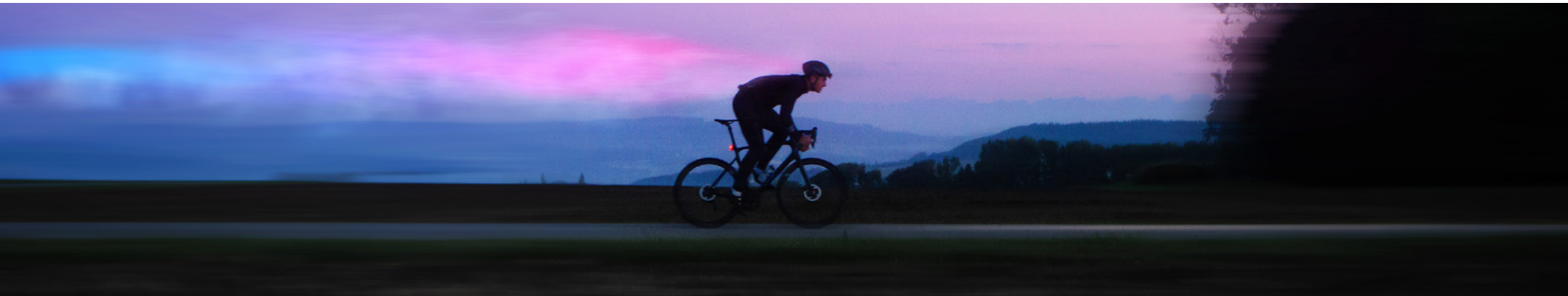
As part of our commitment to continuous improvement, our business took part in two independent verified assessments in 2021. In the first half of the year, we commissioned an audit to independently evaluate and strengthen our social audit processes. We shared the results with the In Good Conscience Forum and the Risk Committee and incorporated their learnings and findings.

As a Sustainable Apparel Coalition member, we must complete the Higg Brand Retail Module and have it verified. Through this process, we identified areas of improvement in our policies and projects. Read more about how we use the Higg Index in our Positive Business report [here](#).

## Looking ahead

In the year ahead, we will continue to review our policies and governance structure and review and update our modern slavery training. Additionally, we will use the Higg Index to build upon our existing strategy and implement our ACT purchasing practices commitments, specifically around labour costs. We plan to roll out policies to increase gender equality and improve worker rights.

As an industry, we must tackle modern slavery together. We will continue to actively collaborate with global organisations to make a greater impact. As a business guided by positive business principles, we will strive to continue bettering the lives of people working in our supply chain.













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