

Action plan: Stop, prevent or reduce negative impact / damage



Footwear

OVERALL				
Goals	Next steps	Responsibility	Deadline	Status
Shoes Manufacturing (T1)				
Mapping out lacks and opportunities in our suppliers social management systems, implementation of action based on findings.	Operational Manager Asia updates Supplier Overview and Agent Overview document with certifications used at suppliers, which will lead to new actions where systems are lacking.	VP Sourcing & Purchasing	aug.24	Completed
Achieve acceptable scores (C or better) in Social Management Systems and Decent Work Hours in our social audits.	Identify and initiate dialogue with other brands at our first-tier manufacturers in China to seek to increase our influence through collaboration with others.	Asia Office Manager	dec.25	In progress
Secure the data basis in the form of consumption of materials and anchor a good process for obtaining Transaction Certificates in the new PLM system.	Together with CPO, define roles and responsibilities and reorganize team according to plan.	VP Sourcing & Purchasing	jun.25	In progress
Raw Material Extraction, fossil-based (T4)				
Update minimum criteria for suppliers to include alternatives to fossil-based materials and communicate with our suppliers.		VP Sourcing & Purchasing	jan.24	Completed
Explore opportunities to nominate recycled material suppliers. Research bio-based materials.	Research of materials.	Head of Sustainability	des.24	Completed
PFAS				
Update our Code of Conduct with a new ban on PFAS.		Head of Sustainability	jan.24	Completed
Nominate PFAS-free suppliers of membranes.		CPO	des.24	Completed
Update product safety and testing manual for footwear.	Decide on supplier and enter into agreement.	CPO	jun.25	In progress
Complete outphasing of PFAS substances.	Conduct testing for PFAS substances.	CPO	dec.25	In progress
CHINA				
Goals	Next steps	Responsibility	Deadline	Status
Raw Material Extraction, natural rubber (T4)				
Update our Code of Conduct with mandatory geo location of all natural rubber.		Head of Sustainability	jan.24	Completed
Communicate updated CoC with our suppliers.		VP Sourcing & Purchasing	feb.24	Completed
Secure routines around obtaining traceability from the origin of the material.	Monitor implementation and status of updated CoC.	VP Sourcing & Purchasing	dec.25	In progress
VIETNAM				

Goals	Next steps	Responsibility	Deadline	Status
Shoes Manufacturing (T1)				
Partake in a living wage pilot project together with other footwear brands.	Define a pilot project with a key supplier together with Icebug, where Icebug will keep us informed about their progress.	Head of Sustainability	des.24	Completed
Raw Material, leather (T4)				
Secure routines around obtaining traceability from the origin of the material.	Monitor implementation and status of updated CoC.	VP Sourcing & Purchasing	dec.25	In progress

Apparel

CHINA				
Goals	Next steps	Responsibility	Deadline	Status
Raw Material Extraction, fossil-based (T4)				
Update minimum criteria for suppliers to include alternatives to fossil-based materials and communicate with our suppliers.		VP Sourcing & Purchasing	jan.24	Completed
Explore opportunities to nominate recycled material suppliers. Research bio-based materials.	Research of materials.	Head of Sustainability	des.24	Completed
PFAS				
Update our Code of Conduct with a new ban on PFAS.		Head of Sustainability	jan.24	Completed
Update product safety and testing manual for apparel.	Decide on supplier and enter into agreement.	Business Unit Manager Apparel	jun.25	In progress
Complete outphasing of PFAS substances.	Conduct testing for PFAS substances.	Business Unit Manager Apparel	dec.25	In progress