

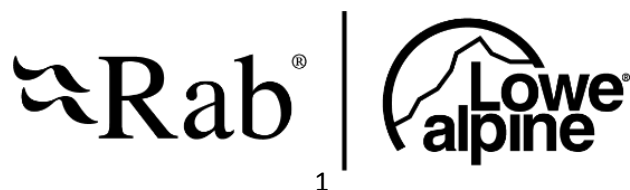
# EQUIP

OUTDOOR TECHNOLOGIES UK LTD



# Social Report

2023-24



1

THE MOUNTAIN PEOPLE

- 1. Introduction ..... 3
  - 1.1. Executive Chair Statement..... 3
  - 1.2. Our 2023-24 Achievements ..... 4
  - 1.3. Fair Wear Foundation ..... 5
  - 1.4. Our Organisation..... 5
- 2. Human Rights Due Diligence..... 7
  - 2.1. Responsible Business Conduct Policy ..... 7
  - 2.2. Identify Actual & Potential Harm..... 7
  - 2.3. Cease, Prevent, & Mitigate Harm ..... 7
  - 2.4. Track..... 8
  - 2.5. Communicate..... 8
  - 2.6. Remediate ..... 8
- 3. Sourcing Strategy ..... 9
  - 3.1. Global Sourcing ..... 9
  - 3.2. Pricing..... 10
  - 3.3. Production Cycle ..... 10
  - 3.4. Manufacturing Partner Relations..... 11
  - 3.5. Integrating Monitoring into Sourcing Decisions ..... 13
- 4. Monitoring and Remediation..... 15
  - 4.1. Overview ..... 15
  - 4.2. Bangladesh..... 18
  - 4.3. China ..... 20
  - 4.4. India ..... 22
  - 4.5. Indonesia..... 23
  - 4.6. Myanmar..... 24
  - 4.7. Philippines..... 25
  - 4.8. United Kingdom ..... 26
  - 4.9. Vietnam..... 27
- 5. Complaints Handling ..... 28
  - 5.1. Approach..... 28
  - 5.2. 2023-24 Complaints ..... 28
- 6. Training and Capacity Building..... 30
  - 6.1. Informing Our Teams ..... 30
  - 6.2. Informing Our Manufacturing Partners ..... 30
- 7. Information Management ..... 31
- 8. Transparency..... 31
- 9. Stakeholder Engagement..... 31

# 1. Introduction

## 1.1. Executive Chair Statement

While the outdoor industry was struggling with continued inventory challenges, disrupted weather patterns, and the impact of global conflicts, we took a chance to look internally and ensure we remain set up for the future. Continuing to make decisions and take action has always been key to how I work and is more critical in challenging times. So, in 2023 we signed off our next five-year strategic plan committing to grow the business and continue our CSR leadership, placing our Rab DNA agenda at the core of everything we do.

As a result, immediately we carried out a Materiality Assessment, engaging over 500 stakeholders to ensure that our CSR priorities remain aligned with the needs of external partners. It was reassuring to note that 'Human rights due diligence' was in the top three issues of importance for all stakeholders surveyed, both internal and external. Our continued focus on this area remains, and builds on the positive relationships we have always valued with our manufacturing partners.

We celebrated success in the summer achieving Fair Wear Leader status for the second year. This is a result of continued hard work from our teams, scrutiny of our processes and the standards we expect in our partner factories, along with a commitment from the factory managers to work on improvements.

The biggest decision I made last year was deciding to step down from being CEO. I will remain active within the business, retaining executive responsibility at Board level for my areas of speciality and passion, including CSR and supplier sourcing. Richard Leedham joined as CEO in February 2024 and I know he will continue to drive for leadership and growth, the right way.

Although a tough decision for me, it now gives me the time to approach the sourcing and CSR agenda with renewed focus. So, expect more of the same as we continue to push forth, ask more demanding questions, and continue to strive for leadership in an area so critical to our industry, our partners, and the planet.

- Matt Gowar  
Equip Executive Chair and Owner

## 1.2. Our 2023-24 Achievements

- Rab and Lowe Alpine awarded Fair Wear Leader status for the second consecutive year, recognising the emphasis we have always placed on long-term, collaborative relationships with our manufacturing partners.
- Commissioned WageIndicator to conduct a living cost assessment for one of our strategic manufacturing partners in Indonesia and worked with our partner to finance closing their living wage gap.
- Equip became a signatory to the International Accord and the Bangladesh Safety Agreement (previously known as the Bangladesh Accord and the RSC).
- Created an in-depth risk assessment for all tier-one factories in our supply chain based on five risk types: sector, product, country, business model, and sourcing model. The assessment is guided by Fair Wear's resources, which include country studies, external resources published by international bodies and NGOs, social audits, worker complaints, and annual self-assessments completed by our partners.
- Developed our data collection on gender and worker roles throughout our supply chain.
- Launched supplier scorecards, which allow us to review and benchmark our suppliers annually. Provide positive feedback and give them targeted improvement plans if needed.
- Launched an Equip Supplier Newsletter to enhance our communications further and ensure effective and aligned messaging.

## 1.3. Fair Wear Foundation









This Social Report relates to our financial year 1<sup>st</sup> February 2023 to 31<sup>st</sup> January 2024 and is published in accordance with our membership of Fair Wear Foundation.

Fair Wear is a movement for change that seeks to push the garment industry towards the new normal: a world where working conditions are fair for the people who make our clothes.

Fair Wear Member Brands are committed to supporting garment workers' rights to safe, dignified and properly paid employment, and making garment production fair for everyone.

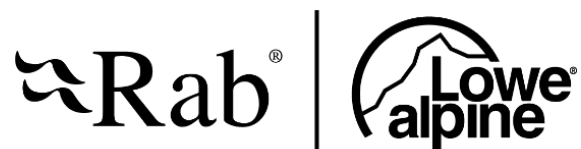


Central to Fair Wear is the [Code of Labour Practices](#). This code sets out internationally recognised standards that member brands and their manufacturing partners must commit to and uphold.

	1. Employment is freely chosen		5. Payment of living wage
	2. Freedom of association and the right to collective bargaining		6. Reasonable hours of work
	3. There is no discrimination in employment		7. Safe and healthy working conditions
	4. No exploitation of child labour		8. Legally binding employment relationship

## 1.4. Our Organisation

Equip Outdoor Technologies UK Ltd (Equip) is an international business with our head office based in Derbyshire, UK. We are proud to own two specialist outdoor brands – Rab (established 1981) and Lowe Alpine (established 1967).



THE MOUNTAIN PEOPLE

Equip's mission is to inspire adventure. We do this by building technical products that last, whilst driving industry-wide change to protect our planet, respect human rights, and increase participation in the outdoors. By acting as a responsible business, we can have a positive impact on the lives of our employees, manufacturing partners, retail partners, consumers, and the communities where our products are made and used.



Equip employs approximately 190 team members in the UK. 130 of these team members work in our head offices designing, developing, marketing, and selling our products or providing core functions to our business. 60 of these team members work in our distribution warehouse and factory site, where we fill our down sleeping bags, distribute them to retailers and consumers, and operate our UK service centre for washing and repairing our products.

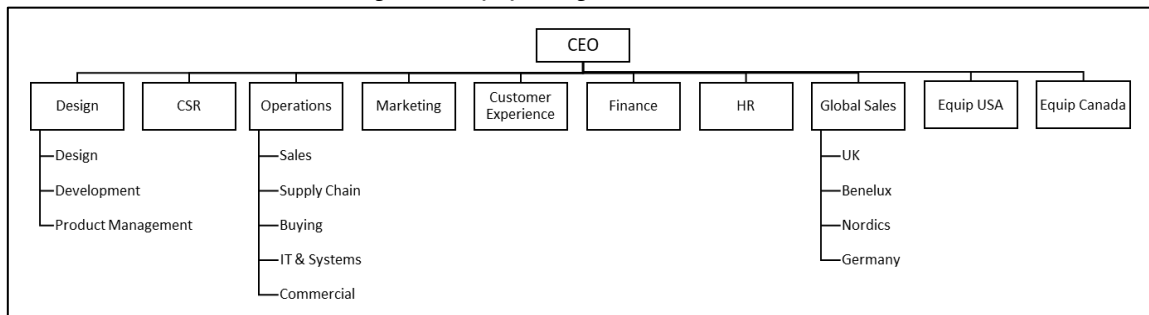
A further 50 Equip employees work across Germany, the Netherlands, Norway, Finland, Canada, and the USA marketing and selling our products to international markets and running our product service centres. We also have small teams in China and Vietnam who monitor our manufacturing partners in Asia.

Equip’s membership of Fair Wear Foundation is led by our Corporate Social Responsibility (CSR) team with the backing of our Senior Leadership and support from other key functions, as outlined in Figure 2.

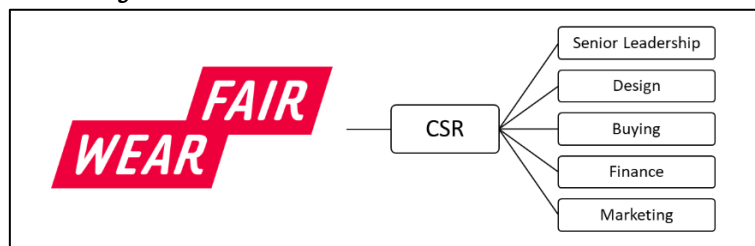
In 2023 we expanded and restructured the CSR team to recognise the importance of the work being carried out, and the additional requirements of data management, and scrutiny we apply to the whole supply chain.

- 2022-3 Head of CSR & Corporate Communications ⇨ CSR Coordinator
- 2023-4 Head of CSR & Corporate Communications ⇨ CSR Manager ⇨ CSR Data Support Assistant

*Figure 1: Equip’s organisation structure*



*Figure 2: How we work with Fair Wear Foundation*



## 2. Human Rights Due Diligence

Endorsing the principles enshrined in the UN Guiding Principles on Business and Human Rights, Equip recognises that we have a responsibility to both respect human rights and to provide access to remedy when violations occur. This responsibility applies wherever our decisions could cause, contribute to, or be linked-to violations, in both our direct operations and our supply chains.

We follow the six steps established in the OECD Guidelines for Multinational Enterprises (OECD Guidelines), as interpreted for our industry by the [OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector](#), when conducting human rights due diligence.

### 2.1. Responsible Business Conduct Policy

The [Equip Responsible Business Conduct Policy](#) establishes the principles that are the foundation of how Equip conducts business. The policy communicates these principles to key stakeholders throughout the value chain. Including employees, manufacturing partners, retail partners, consumers, and the communities where Equip's products are made and used. It outlines what stakeholders can expect from Equip and, where relevant, what Equip expects from them.

### 2.2. Identify Actual & Potential Harm

Equip is committed to routinely conducting risk assessments to identify actual and potential harms. Our risk assessment addresses all relevant rights impacts, as outlined in the OECD Guidelines, but pays particular attention to the risk of child labour, excessive overtime, homeworking, gender inequality, below-minimum wage payment and unsafe working conditions.

Our risk assessment of tier-one manufacturing partners is based on five risk types: sector, product, country, business model, and sourcing model. The assessment is guided by Fair Wear's resources including country studies, external resources published by international bodies and NGOs, social audits, worker complaints, and annual self-assessments completed by our partners.

Equip is committed to achieving gender equality and strives to follow a gender-responsive due diligence process that ensures that gender is always considered when assessing risks (see Section 4.1.4).

### 2.3. Cease, Prevent, & Mitigate Harm

We work with partners to prevent harms identified in the risk assessment. Equip recognises that we have an active role to play in not contributing to harm and facilitating conditions for our partners to mitigate harm. This primarily means championing responsible practices, as outlined in Section 3, but can also involve providing training where needed, as outlined in Section 6.

Equip uses both amfori BSCI and Fair Wear audits to monitor harms at our partners' manufacturing facilities. We support partners to develop and implement a Corrective Action Plan (CAP) after each audit. Equip does not expect all issues to be resolved immediately but requires partners to embrace continuous improvement and demonstrate progress over time. Section 4 provides further detail on our partner monitoring activities.

## 2.4. Track

Equip annually conducts an internal self-assessment to review progress in the previous financial year. This includes tracking progress on CAPs, the key focus areas outlined in our previous Fair Wear Member Work Plan, and Fair Wear's recommendations from our previous Fair Wear Brand Performance Check.

The annual Fair Wear Brand Performance Check provides an external review of our procedures, particularly our purchasing practices, and makes recommendations for further improvements.

Our Senior Management is involved in this internal self-assessment, and the outputs are reported to our Board of Directors. The CSR team shares relevant social updates with the management teams across the business through monthly supply chain meetings.

In 2023, we implemented supplier scorecards. These scorecards enable us to review and benchmark our suppliers annually. We can offer positive feedback and provide targeted improvement plans if required. For more information, please see section 3.5.3.

## 2.5. Communicate

Equip maintains close communication with Fair Wear throughout the year, discussing ongoing complaints, audit remediation, and changes to our sourcing strategy. We annually communicate our progress to external stakeholders in this Social Report and our [Sustainability Report](#). In 2023, we created a new [Statements and Policies](#) webpage for stakeholders to locate key documents quickly and easily. Section 8 discusses how we engage our customers on our Fair Wear membership and our due diligence.

## 2.6. Remediate

Despite our prevention and mitigation activities, harms will still occur in our value chains. As established in the UN Guiding Principles, we recognise we have a responsibility to provide access to remedies when harms occur. Section 5 elaborates on how we use the Fair Wear Complaints Hotline to meet this responsibility.



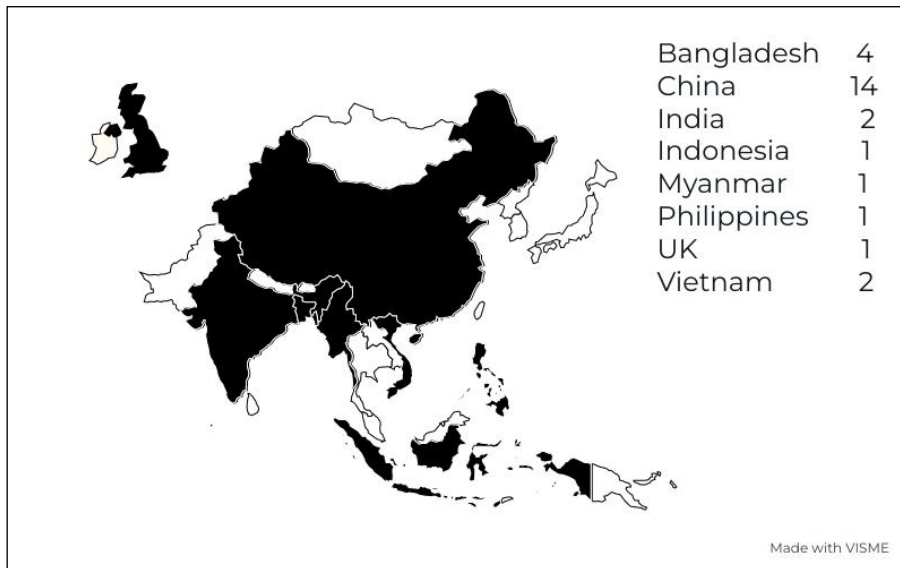
### 3. Sourcing Strategy

#### 3.1. Global Sourcing

Equip is proud to still run our manufacturing site in the UK, where we hand-fill all our down sleeping bags, manufacture our expedition suits, and wash and repair products for our customers. All our other manufacturing takes place in Asia by manufacturing partners who meet our high technical standards.

In our 2023-24 financial year, we also worked with 19 manufacturing partners who operate 26 sites across Bangladesh, China, India, Indonesia, Myanmar, Philippines, and Vietnam who cut, make, and trim (CMT) our products. Over 16,000 people are employed by our manufacturing partners globally. We primarily work directly with the manufacturing sites, though we occasionally use intermediaries for sites where we purchase smaller volumes of products.

*Figure 3: Equip’s 2023-24 manufacturing sites by country*



Equip’s brands, Rab and Lowe Alpine, offer a wide range of technical outdoor apparel and equipment. All our manufacturing partners are experts in product manufacturing, but to deliver our wide-ranging product, our partners have specific technical capabilities, which include:

- Down-filling and insulation quilting
- Working with laminates and seam-taping
- Pack manufacturing
- Knitting gloves and hats

We maintain long-term relationships with our manufacturing partners as this enables them to invest in the individuals who work there, and the facilities they provide. 76% of our production volume in 2023-24 was manufactured by partners we’ve been doing business with for more than five years. We understand long-term partnerships don’t guarantee good working conditions, however, we believe our influence and support contribute to improving conditions over time.

*76% of Equip’s production volume came from partners Equip has worked with for more than 5 years.*

As our production volumes change and new categories are introduced, we must find new facilities to manufacture our products so that existing sites are not overwhelmed. Where we can, we support existing manufacturing partners to open new sites or expand their facilities, but we have also started working with new partners to meet demand. Engaging new manufacturing partners in 2023-24 allowed the CSR team the opportunity to feed directly into sourcing strategy decisions, through the partner pre-evaluation questionnaire and the improved focus on Human Rights Due Diligence (HRDD).

The outdoor industry is primarily a seasonal business, with key demand peaks in Spring and Autumn. To minimise the impact of peaks and troughs in our partners' manufacturing cycles, we provide regular production forecasts and allow for long lead times. We're proud that 57% of our production volume comes from manufacturing sites where we have a continuous production plan. This means they operate at a similar capacity all year, employing workers permanently rather than on seasonal contracts.

*57% of Equip's production volume came from partners who Equip has agreed to commit to a continuous production plan.*

### 3.2. Pricing

Equip strives to provide responsible and fair payment terms to our manufacturing partners.

We pay for finished goods upon receiving the bill of lading with no delay in payment. If partners require us to alter our standard terms, such as partial upfront payment, we remain willing to meet their requests as far as practically possible.

As is standard for our industry, our manufacturing partners quote us for the CMT cost of each style. The CMT cost includes the cost of labour, the cost of any additional trims and fabrics, operating overheads, and our manufacturing partners' profit margin.

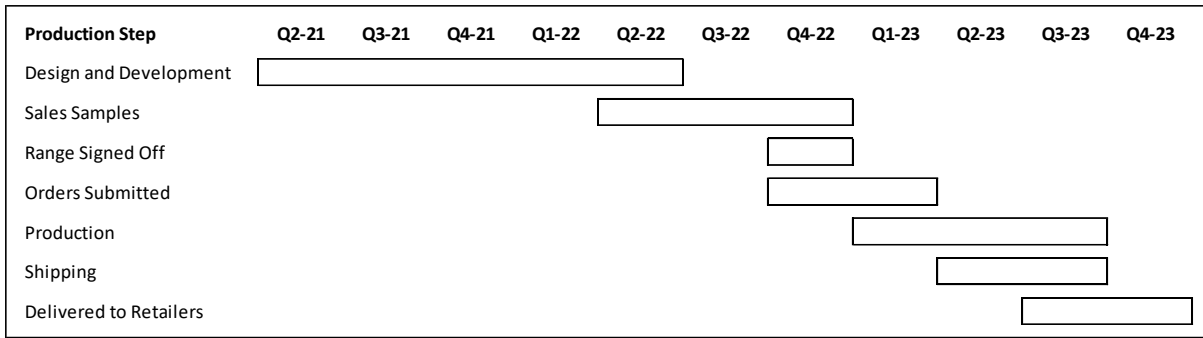
To better understand the link between the prices we pay and workers' wages, our Development team collects the labour cost of each style in addition to the CMT cost. This data allows us to check that price increases are being passed on to the workers and that wages are not being squeezed.

### 3.3. Production Cycle

Equip produces two ranges each year: Autumn/Winter and Spring/Summer. Each range includes both our existing and new styles. Our Design and Development teams start working on new styles approximately 18-months before they are delivered to our customers. Each range is signed off at our international senior strategy 'Subs' meetings the previous year, September for Autumn/Winter and March for Spring/Summer. Our manufacturing partners produce sales samples in time for our seasonal international sales meetings, which are used for launching ranges with retailers.

Production lead times for our bulk orders are approximately five months. We share production forecasts with manufacturing partners as early as possible and regularly update them on any revisions to forecasts. Our production cycle allows our manufacturing partners to be producing our bulk orders for the majority of the year, approximately six months for each season.

*Figure 4: Autumn/Winter 2023 Production Cycle Example*

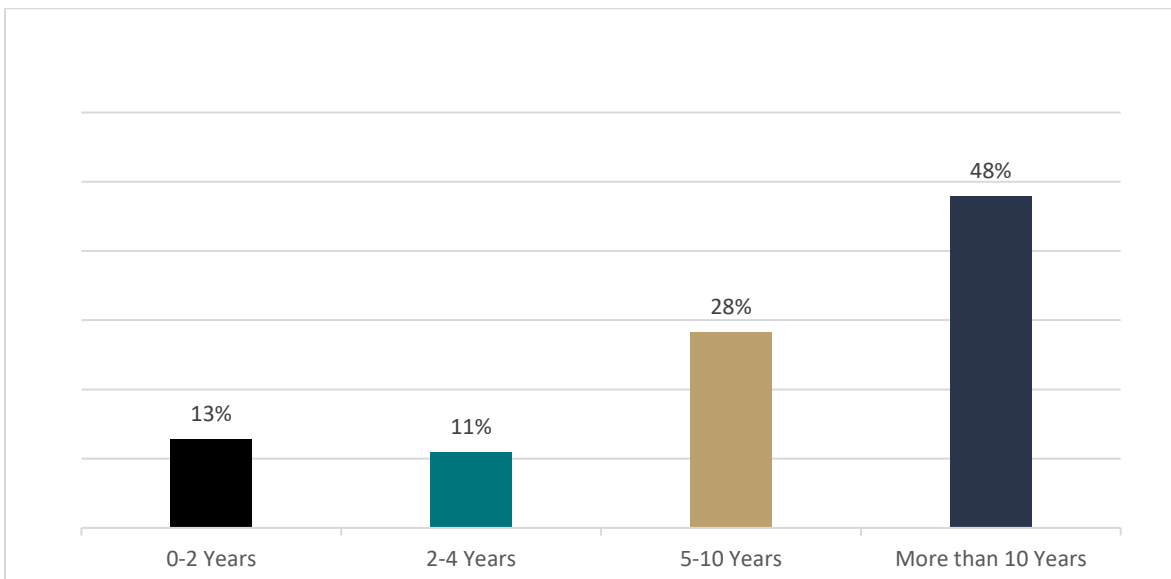


### 3.4. Manufacturing Partner Relations

Equip is committed to maintaining long-term business relations with our manufacturing partners. As shown in Figure 5, much of our production volume comes from manufacturing sites with whom we’ve worked for many years.

Last year, we celebrated another milestone with one of our key strategic partners, having now worked with them for over 10 years. This factory manufactured 31% of 2023 production, bringing the total production from partners we’ve worked with for more than 10 years to 48%.

*Figure 5: Equip’s 2023-24 production volume by manufacturing partner relationship duration*



*48% of Equip’s production volume came from partners we’ve worked with for more than 10 years.*

### 3.4.1 New production sites

In 2023-24, we started to work with several new manufacturing partners due to an increase in demand and new product ranges. Where we can reward existing partners with additional volume, we always do. However, this is not always possible, as each product type requires specific skills and technologies.

- In 2023-24, we started sourcing from four new manufacturing sites in China, India, and Bangladesh.
- Three of these new facilities are run by manufacturing partners we have not worked with before.
- One of our new factories is owned by an existing partner who has expanded the manufacturing of our products to their new site in Bangladesh. This decision was made after starting our responsible disengagement from Myanmar due to the military coup in 2021. For more information, please refer to section 4.6.
- Each manufacturing sites' technical expertise, production capacity, and employment conditions were all considered during the decision process.

### 3.4.2 Exiting Production Sites

In 2023-24, we announced our decision to stop sourcing from one of our manufacturing locations. This decision was made primarily due to unsatisfactory employment practices and a lack of transparency. As we were less than 1% of this partner's production volume, a phased exit was not required. However, in line with our responsible exit strategy, we still:

- informed the partner as soon as possible, and
- provided the reason for our exit.

We received our final orders from two manufacturing sites in 2023-24. The above-mentioned partner and another partner we announced our phased exit from in 2021-22.

### 3.4.2 Equip Supplier Newsletter

This year we asked our suppliers to provide feedback on how we communicate with them. Our manufacturing partners reported that as several departments across our business regularly communicate with them, the messages we deliver are often repeated and sometimes lack consistency.

Responding to this feedback, we created a quarterly manufacturing Supplier Newsletter. It includes key business updates, operational changes or guidance, compliance information, key dates, and contacts. We are also reintroducing key members of our team so that our suppliers can get to know us better.

We hope the newsletter will create another feedback loop with our suppliers, increase knowledge sharing, improve supplier engagement, and further strengthen our relationships. For those internal departments that don't regularly engage with our partners, it's an opportunity to share information from other areas of the business that may be relevant and interesting to our supply base.

### 3.5. Integrating Monitoring into Sourcing Decisions

Our Equip Due Diligence Policy outlines how we assess, onboard, monitor, and responsibly exit manufacturing partners. It ensures that social standards and potential harms are considered throughout our sourcing strategy.

#### 3.5.1 Selection

The Equip Due Diligence Policy requires all prospective partners to complete a pre-evaluation self-assessment that provides information on their working conditions, including any audit reports or certifications they have. The completed self-assessment is evaluated by our CSR team and discussed at our monthly supply chain monitoring cross-functional meeting.

When evaluating the partner, our CSR team use Equip's risk assessment procedure (outlined in Section 2.2) to identify relevant actual and potential harms and to explore what mitigation actions have been implemented. The CSR team feeds their conclusions directly into our selection scoring procedure, ensuring that there is both a minimum threshold that partners must meet and that responsible practices are positively rewarded during selection.

#### 3.5.2 Onboarding

All new partners have an onboarding session with our CSR team as part of their wider Equip onboarding. This is typically conducted alongside our Buying and Product Development teams so that partners appreciate our joined-up approach. Given that most partners are in Asia, the meetings are normally conducted through online calls. We conduct meetings in-person where possible. In 2023-24, we conducted two partner onboarding sessions with new suppliers. The CSR onboarding session covers:

- An introduction to our CSR team to aid good communication,
- An overview of Fair Wear and the COLP,
- What partners can expect from Equip (as established in Equip's RBC Policy), and
- Equip's expectations from partners, including communicating the COLP to their workers.

The team introduces partners to the Equip Manufacturing Supplier Manual. This formally establishes the requirement that manufacturing partners comply with Fair Wear's Code of Labour Practices, how often we expect them to be audited, and how we expect them to respond to non-compliances identified in audits or complaints submitted to Fair Wear. The partner must sign this document.

We commissioned Fair Wear onboarding training for the workers at our existing partner's new manufacturing site in Bangladesh. As the site only opened this year, it was an opportunity to provide workers from the offset with a clear understanding of their rights and how to communicate with Fair Wear should they have unresolved issues.

#### 3.5.3 Benchmarking

In 2023-24, we introduced supplier scorecards for our tier-one partners, to enable us to review and assess our suppliers annually. These scorecards are based on eight core measures essential for us both, including social, environmental, quality, technical, and operations. Each measure is further divided into three competencies. To promote objectivity when scoring, we developed a competency matrix that outlines the criteria for scoring each measure. Each department is responsible for scoring relevant measures before a cross-functional working group calibrates our scores to ensure consistent grading.

The CSR team was actively involved in developing the scorecard methodology to ensure that it promoted responsible business practices. Equip's CSR team scores the following measures:

- Social Standards
  - Social improvements and remediation
  - Social dialogue and freedom of association
  - Living wage
- Environmental Standards
  - Environmental reporting and improvements
  - Renewable energy

We present the scorecards in a face-to-face meeting using a report that outlines the partner's scores, strengths and opportunities. This document helps us to share feedback, discuss performance, and suggest areas where suppliers can improve their scores in a transparent and measured way.

In 2024, we are developing a procedure for formally requesting feedback from our tier-one partners as part of the scorecard process. This will allow our partners to score us in return based on our purchasing practices. Allowing us to identify how we can improve the way we work jointly. We are also introducing supplier scorecards for our tier-two fabric suppliers.

#### 3.5.4 Future sourcing strategy

Partners' approach to improving social standards and environmental impact is fed into Equip's future sourcing strategy in two ways.

Firstly, our CSR team provides regular updates on the progress of our partners at our monthly multi-departmental supply chain meetings. During these meetings, we review the risk assessment of each factory and monitor their progress. We also discuss country and factory risks that have been identified in the audits and equip meetings with the factory.

These important monthly meetings ensure that we are up-to-date on the progress and risks of all factories in our supply chain. Our monthly supply chain meetings are attended by staff responsible for sourcing strategy, including both our Director of Operations and Head of Supply Chains. These meetings allow us to conduct cross-functional reviews of our supply chain, further improving our shared knowledge and enabling us to coordinate our sourcing and monitoring activities and decisions.

Secondly, our CSR team formally contributes to our seasonal sourcing strategy meetings by providing a rating of current partners. This rating covers the partner's communication and relationship with the CSR team, their ability and willingness to uphold social standards, and their ability and willingness to improve environmental outcomes. The CSR team's input can lead to both rewarding strong-performing partners with increased production and contribute to a decision to ultimately exit a manufacturing site.

#### 3.5.5 Responsible exit

Our Due Diligence Policy also outlines our Responsible Exit Strategy; the process that governs how we end contracts with manufacturing partners. This process distinguishes between leaving a contract due to a labour non-compliance and leaving due to other issues such as changes to our range. We are committed to working with a manufacturing partner if a labour non-compliance is identified, exiting the contract is always treated as a last resort after all remediation has failed.



## 4. Monitoring and Remediation

### 4.1. Overview

Equip’s monitoring procedures are established internally in our Due Diligence Policy, setting out how and when partners are monitored and who is responsible for each step. Externally, Equip’s Manufacturing Supplier Manual establishes our monitoring requirements and communicates our expectation for partners to work with us to remediate any findings from visits, audits, or complaints. We have regular in-country meetings with our manufacturing partners. Personnel from Equip at all levels, including our CEO/Executive Chair, Directors, Design, Development, Buying, Quality Control, and CSR teams have regular discussions and make frequent site visits.

We have Asian team members permanently based at five of our Asian manufacturing sites. These sites accounted for 43% of our 2023-24 production. Our on-site colleagues’ primary role is quality control; however, they are familiar with Fair Wear’s Code of Labour Practices and social audit requirements. They will report any concerns to our CSR team, who will follow up with the manufacturing partner.

After each site visit, Equip employees complete the Equip Site Visit Checklist, which includes indicators relevant to all the standards in Fair Wear’s Code of Labour Practices, allowing our CSR team to follow up with manufacturing partners if any concerns or shortcomings are reported.

Our CEO/Executive Chair, Director of Operations, Head of Development, and other colleagues visited partners in Bangladesh, China, India, Indonesia, and Vietnam in 2023. Many of our partners had multiple visits from Equip employees. In total, our teams made 71 visits to partner’s manufacturing sites in 2023-24. We visited most of our partner’s manufacturing sites at least once, accounting for 94% of our 2023-2024 production volume.

*94% of Equip’s production volume came from manufacturing sites visited by its teams in 2023-24.*

#### 4.1.1 Audits

In addition to our Fair Wear membership, we require all our strategic manufacturing partners to be audited against [amfori’s BSCI Code of Conduct](#) (or equivalent) which establishes standards that companies must abide by to protect their workers’ human rights. The amfori BSCI Code of Conduct is directly comparable to Fair Wear’s Code of Labour Practices as both are based upon the same international human rights and labour rights treaties.

All our strategic manufacturing partners are required to be audited by third parties at least every two years. We expect our manufacturing partners to follow the principle of continuous improvement and remedy issues that are identified in the audit. We use amfori’s sustainability platform to monitor and verify partners’ improvements.

Equip’s CSR team is responsible for following up on remediation activities and offering guidance to manufacturing partners throughout our supply chain.

The CSR team has meetings at least every quarter with our strategic partners and regularly follows up on CAPs with all partners.

We also use Fair Wear audits at our strategic manufacturing sites to cross-reference the results of amfori BSCI audits. These audits assign greater importance to worker interviews providing us with new findings and further opportunities to improve conditions for their workers. 93% of our production volume in 2023-24 came from manufacturing sites that had been audited against either Fair Wear's Code of Labour Practices or amfori's BSCI Code of Conduct in the past 3-years.

The following subsections highlight the monitoring and remediation conducted in each of the eight countries we sourced from in 2023-24. We have included our manufacturing partners' results, graded on a scale of A-E by the auditor, for the eight Performance Areas that are directly comparable to Fair Wear's Code of Labour Practices.

*93% of Equip's production volume came from manufacturing sites audited at least once in the last three years.*

It should be noted that the amfori BSCI approach to the fifth standard differs from Fair Wear's. Whilst Fair Wear focuses on living wages, amfori BSCI audits look at wider remuneration, which includes paying legal minimum wages and providing social insurance schemes for workers.

#### 4.1.2 Workplace Dialogue & Representation

We recognise that promoting strong social dialogue and worker representation is key to achieving high social standards as they enable workers to identify issues and work with management to find resolutions. Effective dialogue allows sites to be self-enforcing, achieving improvement without the need for audits or external input. Social dialogue can be facilitated through several means: having elected worker representatives or worker committees that meet with management regularly; recognising trade unions; and operating effective grievance mechanisms.

Through auditing, Equip has always checked procedures that promote social dialogue at partners' sites. Since 2022-23 we have collected additional social dialogue statistics from partners for better insight.

A summary of the findings can be found below.<sup>1</sup>

- 86% of production sites have worker representatives or committees, and 73% have worker representatives elected by the workers in the last two years. The most common arrangement is for the representatives to have quarterly meetings with management.
- Of sites with worker representatives, 64% included them in resolving grievances and on average, 75% of representatives were women.
- 27% of sites have a recognised trade union, and 23% determine wages through collective bargaining in dialogue with the trade union.
- All partners have an operational internal grievance mechanism. 55% of sites surveyed workers annually or after each grievance was closed, to determine satisfaction with the mechanism.
- 50% of sites have an anti-harassment committee, and 78% of anti-harassment committee members are women.

We also use Fair Wear social dialogue training to actively promote dialogue at our strategic partners manufacturing sites. See Section 6 for further information.

<sup>1</sup> Note that this data is only applicable to partners that completed our 2023 survey. Sites which we either exited or announced our exit from in 2023-24 did not complete the 2023 survey.

### 4.1.3 Gender-Responsive Due Diligence

Women account for the majority of the workforce that manufactures outdoor apparel and equipment globally. As risks of harm often differ between men and women, with women disproportionately affected by many impacts, it is critical that gender is considered when conducting due diligence in our sector.

Equip’s Responsible Business Conduct Policy explicitly commits our company to achieve gender equality and to strive to follow a gender-responsive due diligence process that ensures that gender is always considered when assessing risks.

In 2023-24, we updated our annual partner survey with new questions to gather workforce demographic data and evaluate performance indicators that are essential to consider gender in risk management. Additionally, we conducted a gender analysis in 2023, which examined gender and roles in our supply chain. Looking at the heightened risks for both genders through certain factory roles. This has helped us identify where we can work with our suppliers to expand opportunities for women and ensure gender equality through our tier-one suppliers. This data has allowed us to understand better how women are represented in management and social dialogue, both of which are key to achieving gender equality.

Equip’s 2023-24 results show<sup>2</sup>:

Average percentage of women workers	72%
Average percentage of women supervisors	52%
Average percentage of women managers	40%
Average percentage of women worker representatives	75%
Percentage of sites with an anti-harassment committee	50%
Average percentage of women anti-harassment committee members	78%

The gender equality data by role is presented per manufacturing site below. Throughout 2024-25, we will use this data to prioritise our work with partners on improving gender equality.

<sup>2</sup> Note that this data is only applicable to partners that completed our 2023 survey. Sites which we either exited from or announced our exit from in 2022-23 did not complete the 2023 survey.

## 4.2. Bangladesh

### Country Risk:

According to our country risk assessment, the most significant risks from sourcing in Bangladesh are:

- Workplace violence or harassment.
- Workplace discrimination.
- Exceeding the legal limit for weekly overtime.
- Wages below the living wage.
- Building and fire safety.

### Manufacturing Partners:

- We sourced from three manufacturing partners operating four sites in Bangladesh in 2023-24.
- We started working directly with a new supplier in Bangladesh in 2023/24. For the past two years, we have sourced from this manufacturing site but via an intermediary. As part of our plan to improve our HRDD and our commitment to better factory relationships, we now work directly with the manufacturing site.
- We also started sourcing from a new manufacturing site in Bangladesh opened by our existing partner, which currently operates in Myanmar. As part of our responsible exit from Myanmar, production will transition to this new site.
- We have an active responsible exit plan with one of the manufacturing sites in Bangladesh, which we announced in 2022-23 due to the consolidation of our product ranges.

### Monitoring & Remediation:

- All the Bangladeshi manufacturing locations we source from have been audited at least once in the past two years.
- Common Bangladesh audit findings were failure to conduct discrimination risk assessment, excessive working hours, and health and safety concerns.
- Although none of the audits identified discrimination, two sites had inadequate anti-discrimination procedures. Equip has since provided guidance on what policies and procedures are required, and we expect to see these findings close in their next audit.
- Two sites had excessive overtime identified in their audits. We are actively working with the sites to help reduce overtime and understand the root causes. Our initial review suggests that overtime is more common in the runup to Eid as workers want to earn additional income before the site closes for the holiday. We also reemphasised our expectation that all workers have at least one day of rest a week.
- In 2023-24, our CEO/Executive Chair, Head of Development, and Head of Development visited three of the four Bangladesh manufacturing sites. In total, our team made nine trips to our existing partner's new site in Bangladesh to support and build a new partnership and ensure an effective transition from Myanmar.

- Equip became a signatory to the International Accord and the Bangladesh Safety Agreement (previously known as the Bangladesh Accord and the RSC). The Accord was already inspecting all the manufacturing sites we had previously sourced from in the country, but as our production volume in the country increased, we recognised it was important for Equip to become a signatory.
- Three of our manufacturing sites in Bangladesh have been regularly inspected by the Accord for several years. They have made significant progress in addressing issues found during the inspections. Our partner’s new site is in its first year of monitoring and is currently undergoing initial inspections.
- Bangladesh has the lowest average percentage of women supervisors across the countries we source from. On average, 1 in 3 supervisors are women in Bangladesh, compared to 1 in 2 in the other countries from which we source. This is partially explained by a higher percentage of men working in the apparel sector in Bangladesh. However, we recognise that this is an issue that needs addressing. We will work with our partners in the coming year to follow this up.
- We received no complaints regarding our active manufacturing sites in Bangladesh in 2023-24.

Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	ambri BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	Workers Managers	Trade Union	
33996	0	6	-	-	2022	A	A	C	A	A	C	A	A	975	69%	27%	13%	Yes	No
15439	0	0	-	-	2024	A	A	C	A	A	A	B	A	1,080	54%	40%	20%	Yes	Yes
34660	0	1	-	-	2024	A	A	A	A	A	A	A	A	1,244	72%	33%	45%	Yes	Yes
35845	1	9	2023	2023	2024	A	A	C	A	A	A	A	A	1,064	66%	23%	25%	Yes	No

### 4.3. China

#### Country Risk:

According to our country risk assessment, the most significant risks from sourcing in China are:

- Exceeding the legal limit for weekly overtime.
- Workers not enrolled in mandatory social insurance schemes.

#### Manufacturing Partners:

- We sourced from 13 manufacturing partners operating 14 sites in China in 2023-24.
- We started sourcing from one new supplier in China in 2023/24.
- We announced our exit from one supplier in China in 2023/4 due to a persistent disregard for our expected social standards.

#### Monitoring & Remediation:

- Of the 14 sites, 12 have been audited at least once in the past three years. Twelve have completed an amfori BSCI audit, and three have completed a Fair Wear audit.
- The two common areas for audit findings in China were excessive overtime and missing social insurance payments.
- Excessive overtime is a persistent problem in China, affecting many industries. Equip works with partners to minimise the need for overtime by carefully planning production (see Section 3) and ensuring all workers have one rest day a week. However, addressing the structural root causes remains a significant challenge.
- In 2023-24, we continued to work closely with our key partner in China to address the excessive overtime that had been identified in their 2021 Fair Wear audit. Following several months of adapting our production planning and communicating with the site management, we were very proud to see that their 2022 BSCI audit showed that overtime had nearly been halved. Taking them from a C-grade to a B-grade audit. They have maintained a B grade in their 2023 audit due to their hard work in minimising overtime.
- Workers not being enrolled in mandatory social insurance schemes are also common audit findings in China. Despite improvements in the national insurance schemes, many workers remain reluctant to join these schemes, which require contributions from both employees and employers. We continue to encourage our partners to address the issue and raise awareness of the modernised schemes.
- We have Equip colleagues permanently based at three manufacturing sites in China.
- 71% of the manufacturing sites were visited by Equip in 2023-24.
- We received four complaints regarding a manufacturing site in China in 2023-24. Despite repeated attempts to engage the partner and encourage them to remediate the issues, the partner chose not to enter discussions with the complainants. Their persistent disregard for our expected social standards led us to announce our exit from this partner in 2023-24. See Section 5 for more information.



Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	amfori BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	Workers Managers	Trade Union	
15433	0	1	-	-	2023	A	A	A	A	C	D	A	A	140	86%	71%	67%	Yes	No
33335	0	2	-	-	2023	A	A	A	A	B	D	A	A	113	87%	71%	50%	No	No
34144	0	4	-	-	2023	A	A	A	A	B	D	A	A	95	86%	63%	50%	Yes	No
13311	0	6	2022	-	2023	A	A	A	A	B	D	A	A	1,186	56%	56%	42%	Yes	No
15435	0	0	-	-	2023	A	A	A	A	B	D	A	A	49	45%	0%	33%	No	No
35548	0	3	-	-	2023	A	A	A	A	C	D	A	A	277	66%	68%	50%	Yes	No
15440	0	3	-	-	2023	A	A	A	A	A	D	A	A	98	95%	83%	33%	Yes	Yes
15436	0	3	-	-	2024	A	A	A	A	B	D	A	A	70	76%	54%	50%	Yes	Yes
15431	0	0	-	-	2024	A	A	A	A	A	B	A	A	15	100%	67%	0%	No	No
5483	0	0	-	-	-									100	68%	38%	50%	Yes	No
4576	0	0	2022	-	-									525	69%	52%	33%	Yes	Yes
5428	1	6	-	-	2020	A	A	A	A	B	D	A	A	415	66%	94%	100%	Yes	No
15429	1	4	-	-	2023	A	A	A	A	B	D	A	A	250	84%	33%	60%	Yes	No
15432	1	7	2021	2021	2024	A	A	A	A	B	C	A	A	280	84%	20%	50%	Yes	No

## 4.4. India

### Country Risk:

According to our country risk assessment, the most significant risks from sourcing in India are:

- Wages below the living wage.
- Allowances, bonuses, or social security benefits are not paid as legally required.
- Discrimination in hiring practices, compensation, and opportunities.

### Manufacturing Partners:

- We sourced from one manufacturing partner that operates two sites in India in 2023-24.
- This was our first year of working with this manufacturing partner, whom we chose because of their technical skills in manufacturing a new range of products we are introducing.

### Monitoring & Remediation:

- We had onboarding meetings with the factory management to discuss our requirements for manufacturing partners to comply with Fair Wear’s Code of Labour Practices and explain how we work with Fair Wear to support the factory with social compliance.
- This partner already works with Fair Wear brands, so is familiar with the requirements and has completed a Fair Wear audit in the past three years.
- The main audit finding for this partner was inconsistencies in employment and wage records. Upon investigation, it was clear this was caused by the difference between piece-rate and hourly rate wages. We are working with the partner, encouraging them to adopt a hybrid wage system that we developed with another partner that allows piece-rate wages to be used while maintaining transparent records that show equivalent hourly wages.
- Our CEO/Executive Chair, head of production, and head of development visited this new partner in 2023-24.
- We did not receive any complaints from this site in 2023-24 through Fair Wear.

Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	anti BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	Workers Managers	Trade Union	
4833	0	1	2022	-	-									103	36%	50%	33%	Yes	No
4835	0	1	2022	-	-									50	28%	0%	0%	Yes	No

## 4.5. Indonesia

### Country Risk:

According to our country risk assessment, the most significant risks from sourcing in Indonesia are:

- Workers are paid below the local living wage.
- Allowances, bonuses, or social security benefits are not paid as legally required.
- Total working time per week exceeds the legal limit.

### Manufacturing Partners:

- We sourced from one manufacturing partner in Indonesia in 2023-24. This site has completed both an amfori BSCI and Fair Wear audits.
- We celebrated a 10-year relationship with our Indonesian manufacturing partner in 2023.

### Monitoring & Remediation:

- This partner performs strongly in audits, with only minor findings to follow up on. This has allowed us to focus on promoting best practices.
- Since the site completed Fair Wear Social Dialogue training in 2022, we've worked with them to promote dialogue further and have seen an improvement in this through 2023/24.
- Our CEO/Executive Chair visited this site multiple times in 2023-24 with additional visits from our Director of Operations and Head of Development.
- Our partner has an equal gender split in their factory management, with 50% of the management being women.
- We received no complaints regarding our manufacturing partner in Indonesia in 2023-24.
- In 2023-24, we worked closely with our partner to ensure that their workers received the living wage. We commissioned WageIndicator to conduct a living cost assessment in the local area. Using this third-party benchmark, we identified the living wage gap and agreed to finance the wage rise. This has initially been funded through monthly additional payments to the supplier, but from 2024, it will be captured in the manufacturing costs.

Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	amfori BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	Workers Committee	Trade Union	
5521	0	6	2021	2021	2023	A	A	A	A	C	C	A	A	1,347	83%	53%	60%	Yes	No

## 4.6. Myanmar

Equip’s priority is always to support the welfare and safety of Myanmar workers. Throughout its time operating in the country, Equip has worked with all its manufacturing partners to conduct enhanced due diligence processes. All factories where it has operations are foreign-owned, and it has no business relationships with Myanmar military entities. In October 2022, Equip formally initiated a responsible disengagement process from Myanmar. Phasing out production from the remaining site to the partner’s new site in Bangladesh. The [Myanmar Responsible Disengagement Statement](#) on our corporate webpage has been updated in 2023-24 with the latest information regarding our exit timeline.

### Country Risk:

According to our country risk assessment, the most significant risks from sourcing in Myanmar are:

- Allowances, bonuses or social security benefits are not paid as legally required.
- Worker/union representatives are not chosen by workers or not democratically elected.
- Workers are not free to join trade unions or are mistreated for joining trade unions.
- All human rights risks have significantly increased since the military coup in 2021.

### Manufacturing Partners:

- We sourced from one manufacturing partner operating one site in Myanmar in 2023-24.
- We have an active, responsible disengagement plan with this partner, which we first announced in 2022-23.
- The transition has been ongoing throughout 2023, and we have extended our disengagement from the Myanmar site to support the factory and minimize the impact on workers. We now expect to have completed our disengagement from the site in 2024.

### Monitoring & Remediation:

- The Myanmar site has completed amfori BSCI audits annually for the last five years, including four times since the coup in 2021.
- Previous audits of our Myanmar site had shown that they did not have elected worker representatives, only appointed representatives. Following input from Equip, the site's 2023 audit report showed that they had elected representatives and met the required law.

Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	amfori BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	% Women Managers	Workers Committee	Trade Union
34378	0	1	-	-	2023	A	A	A	A	B	A	A	A	1,500	80%	59%	40%	Yes	No

### 4.7. Philippines

Country Risk:

According to our country risk assessment, the most significant risks from sourcing in the Philippines are:

- Workers cannot freely form or join the union of their choice.
- Not all factories pay minimum wage.

Manufacturing Partners:

- We sourced from one manufacturing partner in the Philippines in 2023-24. The site last completed an amfori BSCI audit in 2023.

Monitoring & Remediation:

- Overall, this partner performs well on audits and has advanced procedures. However, the main finding from their last audit was excessive overtime. This is a challenge for the partner as, unlike other countries we source from; there is no legal limit to the amount of voluntary overtime in the Philippines. However, we still strongly encourage the partner to reduce overtime and have provided guidance on how to achieve this.
- We did not receive any complaints regarding our manufacturing partner in the Philippines in 2023-24.

Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	amfori BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	% Women Managers	Workers Committee	Trade Union
33872	0	0	-	-	2023	A	A	A	A	A	C	A	A	1,492	70%	56%	40%	Yes	No

### 4.8. United Kingdom

We're proud still to operate our manufacturing site in Derbyshire, UK. This is where we hand-fill all our down sleeping bags, manufacture our expedition gear, and repair and wash our customers' cherished products.

We do not use external auditors to monitor our manufacturing site for two reasons. Firstly, Fair Wear has designated the UK a 'low-risk country' that does not require auditing, given the effective labour regulations. Secondly, we have direct oversight of our site, with all our manufacturing team members being directly employed, some of whom have worked for us since Rab was founded in 1981. The site is less than 2km from Equip's HQ.

- We received no complaints from our UK manufacturing site through the Fair Wear complaints hotline in 2023-24.
- Our manufacturing site is visited weekly by our Senior Operations Team, as well as frequently by our CSR and Development teams.

Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	anton BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	Workers Committee	Trade Union	
15428	51	N/A	-	-	-									51	39%	100%	14%	No	No



## 4.9. Vietnam

### Country Risk:

According to our country risk assessment, the most significant risks from sourcing in Vietnam are:

- Worker/union representatives are not chosen by workers or are not democratically elected.
- Weekly overtime exceeds the legal limit.

### Manufacturing Partners:

- We sourced from two manufacturing partners in Vietnam in 2023-24.
- We received our final orders from one of the manufacturing partners in 2023 after announcing our exit in 2022-23, primarily to allow us to consolidate our equipment production and reduce the tail-end of our supply chain.

### Monitoring & Remediation:

- Our remaining manufacturing partner in Vietnam was audited twice by amfori BSCI in the past three years.
- Their audit reports show high standards with only minor findings to follow up on.
- We have staff permanently based at the remaining site and our CEO/Executive Chair, Directors of Operations, and members of our design team visited the site six times in 2023-24.
- We received no complaints regarding our manufacturing partners in Vietnam in 2023-24.

Fair Wear ID	Onsite Equip Employees	Number of Visits in 2023-24	Fair Wear Audit	Fair Wear Training	amfori BSCI Audit	1. No Forced Labour	2. Freedom of Association	3. No Discrimination	4. No Child Labour	5. Remuneration	6. Working Hours	7. Health & Safety	8. Employment Contracts	Workforce Size	% Women Workers	% Women Supervisors	% Women Managers	Workers Committee	Trade Union
14390	0	0	-	-	-									-	-	-	-	-	-
11333	1	6	-	-	2023	A	A	A	A	A	A	A	A	1,981	79%	58%	50%	Yes	Yes

## 5. Complaints Handling

### 5.1. Approach

Fair Wear's Complaints System is an important element in effectively monitoring manufacturing sites. It enables workers' voices to be heard and gives us insights into the working conditions in our manufacturing partners' manufacturing sites. The system does not seek to replace internal grievance mechanisms but acts as a safety net that workers can call upon if internal mechanisms fail.

When a worker raises a complaint, the details of the complaint and which manufacturing site it regards are passed to us as a member brand. Importantly, the complainant remains anonymous unless the worker consents otherwise. If the manufacturing partner does not agree with the complaint, Fair Wear will investigate whether the complaint is grounded or not.

Equip's CSR team is responsible for responding to any complaints. They work with the manufacturing partner and other brands sourcing from the site to resolve the issue and address root causes so that it doesn't happen again. Fair Wear verifies that the issue has been resolved, typically by corresponding with the complainant. You can find out more about how Fair Wear's Complaints System works [here](#).

All our new manufacturing partners are informed about Fair Wear's complaints system as part of our onboarding process. We require all partners to annually provide us with photographic evidence of information about the Complaints Helpline being displayed in the local language at their sites.

### 5.2. 2023-24 Complaints

In 2023-24, we received four complaints through the Fair Wear Complaints System. All the complaints came from the same manufacturing partner in China.

Equip worked with the partner's compliance team to address these complaints while working alongside another Fair Wear brand that also sources from this site. Equip's teams clearly explained the issues raised in the complaints, provided guidance on resolving them, and made the factory aware of the impact of these claims if they were not resolved.

As a Fair Wear Member Brand, Equip is committed to upholding the highest working standards and only works with suppliers that share this commitment. As outlined in our [Responsible Business Conduct Policy](#), Equip expects all suppliers to "inform their workers about Fair Wear's Complaints Hotline and fully cooperate with the complaint process to remedy any issues".

The consistent failure to address the persistent issues identified in the complaints has resulted in Equip deciding to exit this supplier.

Complaint 1386	China
Labour Standard	Employment Relationship
Summary:	<p>The complainant stated they were a former worker at the sample-making workshop; the factory decided to conduct 180-day computer skills training for the workers from their department. The complainant was required to sign an agreement with the factory regarding the training costs, which the complainant was uncertain about.</p> <p>When the complainant applied for resignation due to family issues, it was approved, but the factory deducted the course fees from their final wages.</p> <p>Equip, along with other Fair Wear sourcing brands, communicated with the factory to ensure that the course fees were refunded. However, the partner refused and said they had acted legally as the complainant had signed the agreement.</p>
Status:	Closed – Equip has exited this supplier due to repeated non-compliance

Complaint 1423:	China
Labour Standard	Employment Relationship
Summary:	<p>A former factory supervisor claimed they were forced to resign after improper supervision. They were forced to fill in a resignation form. The complainant understood that if they had signed a resignation letter, they would not have received severance. However, the complainant expected to receive their last two months' salaries.</p> <p>The complainant claimed the factory did not provide a wage slip upon resigning. They required the workers to sign on a wage slip where the details were covered up, and photography was not allowed, so they had no idea how to calculate their wages. The complainant claimed that the wages were incorrectly paid.</p> <p>Equip, along with other Fair wear sourcing brands, has communicated with the factory to ensure compliance and that wages are correctly and lawfully paid. However, the partner refused to either provide the full wage slip or pay the owed wages.</p>
Status:	Closed – Equip has exited this supplier due to repeated non-compliance

Complaint 1424	China
Labour Standard	Employment Relationship
Summary:	<p>The complainant claimed that they submitted a request for leave, which the factory did not approve. The complainant did not attend work for the requested period.</p> <p>The factory declared that the complainant was absent from work for three days and initiated resignation. The complainant claimed that when they visited the factory to request their last two months following their absence, the factory refused to pay.</p> <p>Equip, along with another Fair Wear brand, has communicated with the factory to ensure the complainant received the owed wages. However, the partner refused to comply.</p>
Status:	Closed – Equip has exited this supplier due to repeated non-compliance

Complaint 1523	China
Labour Standard	Employment Relationship
Summary:	<p>The complainant claimed wages had been paid late (up to a week) for the preceding two months. As Equip holds little leverage in this factory, we supported the other Fair Wear brand in working with the factory to ensure the wages were paid on time.</p> <p>The factory communicated this was an error due to changes in their accounting and ensured it would not reoccur. The complainant confirmed the following month's wages were paid on time.</p>
Status:	Closed – Equip has exited this supplier due to repeated non-compliance

## 6. Training and Capacity Building

### 6.1. Informing Our Teams

Our membership in Fair Wear is important to our company, and we regularly communicate this to our employees. We achieved Fair Wear Leader Status in July 2022 for the first time and have successfully retained the leader status for a second year in 2023. We were proud to celebrate by sharing the outcome of our 2022-23 Brand Performance Check with all our global employees through our internal communication platform.

We conducted individual meetings with our Board, Buying Department, and Development departments to discuss in detail how we could put into practice Fair Wear's recommendations for 2023-24. We also discussed the objectives we want to achieve to enhance our human rights due diligence approach through our supply chain.

The Head of Corporate Communications and CSR has regular review meetings with the CEO/Executive Chair, during which the results, recommendations, and priority areas are reviewed against progress.

Internal induction meetings are held with new starters across many departments, some of whom would be less familiar with Fair Wear on a day-to-day basis. We share our Fair Wear activity, focus areas and the importance of the collaborative work we are doing with other brands to improve working conditions.

### 6.2. Informing Our Manufacturing Partners

Informing workers in our supply chain about Fair Wear and the Code of Labour Practices (COLP) is a central element of our approach. We have been using Fair Wear's in-person worker training program to raise awareness of workers' rights and promote social dialogue since 2021.

In 2023-24, we commissioned Fair Wear onboarding training at one of our new strategic manufacturing sites in Bangladesh to ensure workers were aware of their rights and knew how to raise complaints if issues were not addressed internally.

Additionally, we commissioned Fair Wear's anti-harassment and violence training at the same site. This 9-month program aims to give workers the skills and confidence to establish anti-harassment committees, identify gender-based risks, and work with the management to introduce mitigation measures. We felt this training would be beneficial for the site as we know Bangladesh to be a high-risk country for gender-based discrimination.

*55% of Equip's 2023-24 production volume came from manufacturing sites where Fair Wear has trained the workers.*

Our key partner in Indonesia continues to benefit from the Fair Wear social dialogue training programme, which their workers completed in 2022. Since the training was completed, the site still has an active workers committee that conducts quarterly surveys of the workers to identify any issues and find solutions with the management.

## 7. Information Management

As established in our Due Diligence Policy, Equip requires all manufacturing partners to complete Equip's Partner Questionnaire annually to ensure we have up-to-date information.

This includes information on subcontractors used by manufacturing partners. All information gathered through this process is cross-checked with information previously provided and available on the amfori Sustainability Platform. In 2023-24, we expanded our human rights due diligence to subcontractors.

In 2022, we reversed our approach to identifying subcontractors. We now assume that the partner uses subcontractors until they prove otherwise, rather than assuming that subcontractors are not used. This resulted in us being able to identify subcontractors used by existing partners that we didn't have oversight of before. We require all manufacturers not to utilise subcontractors or third parties to manufacture Equip products without first obtaining written approval from Equip.

Equip also expects partners to share all relevant information about the Fair Wear Code of Labour Practices and labour standards with all subcontractors and take steps to ensure the subcontractors are operating in compliance with them.

When our staff visit manufacturing locations, they complete a site visit checklist that is sent to our CSR team. This checklist reminds staff about the indicators highlighting unreported subcontracting, which they are encouraged to report to the CSR team for follow-up.

## 8. Transparency

Equip is a proud member of Fair Wear and communicates this externally to retailers and consumers. We posted our 2022/23 Brand Performance Result relating to our recognition as a Fair wear Leader Brand on our social media channels, our website and use on-garment logos and point of sales displays. We use it as an opportunity to further educate customers about Fair Wear.

We dedicated multiple pages of our [2022/23 Sustainability Report](#) to our Fair Wear membership.

We share our progress with brand ambassadors, sponsored athletes and other stakeholders through face-to-face meetings, webinars, and seasonal launch events.

Additionally, recognising the importance of our decision to disengage from Myanmar, we published our [Myanmar Responsible Disengagement Statement](#) on our corporate policies webpage.

## 9. Stakeholder Engagement

Equip is a member of various industry associations which focus on human rights and sustainability. These include the European Outdoor Group, European Outdoor Conversation Association, the Outdoor Industry Association, Worldly (previously the Higg Index), the International Accord and the Bangladesh Safety Agreement, amfori, the Science Based Targets initiative and The Microfibre Consortium. We regularly attend meetings and webinars organised by Fair Wear and these associations and work with other members to address sector-wide sustainability issues.

You can find out more about our wider sustainability commitments and projects on our brand and corporate website and in our [Rab DNA Sustainability Report](#) that is published annually in June.