



2017 New Balance Human Trafficking and Modern Slavery Statement

The New Balance Human Trafficking and Modern Slavery Statement is issued in response to the reporting requirements of the California Transparency in Supply Chains Act of 2010 (SB 657) and the United Kingdom (UK) Modern Slavery Act of 2015. In addition, New Balance intends for this statement to help inform consumers, suppliers, wholesale customers and other stakeholders of the company's efforts to identify and manage risks, as well as remedy any reported incidents, of human trafficking and modern slavery in our global supply chain. This statement covers our policies, programs and activities implemented during the 2017 fiscal year ending December 31.

New Balance Business and Supply Chain

New Balance Athletics, Inc., including its affiliates (New Balance), is a privately owned athletic footwear, apparel and sporting goods company headquartered in Boston, MA with over 8,000 associates globally. Associated brands under New Balance include PF Flyers, Warrior and Brine. New Balance sells products to consumers through owned retail stores and online, as well as through global wholesale markets, distributors and licensees.¹

In 2017, New Balance sourced products from approximately 170 contract manufacturers located in 32 countries. New Balance publishes annually the names and addresses of [direct Tier One suppliers](#), organized by country, on the company's website. In addition to working with contract manufacturers, New Balance owns and operates five factories in New England as well as a manufacturing facility in the United Kingdom. Warrior Sports, Inc. owns and operates three factories located in Mexico, the United States and Finland.

Our Approach

New Balance is committed to doing business with manufacturers and suppliers that share our commitment to uphold fundamental human rights and abide by the standards in our [Supplier](#)

[Code of Conduct](#) (Code). The Code has been translated into 34 languages and is based on the Universal Declaration of Human Rights and the International Labor Organization (ILO's) Core Conventions. The Code incorporates several principles related to human trafficking and slavery, including but not limited to:

- *Working conditions*
- *Workplace health and safety*
- *Prohibition of child labor*
- *Prohibition of forced labor; and*
- *Maintaining a workplace free of discrimination and harassment.*

New Balance also publishes a [Supplier Standards Manual](#), which provides suppliers and stakeholders with detailed guidance on how to implement each element of the Code. Key requirements designed to protect against human trafficking include voluntary employment, freedom of movement, and elimination of worker recruitment fees other than those legally permitted. New Balance considers any forced labor violation a "zero tolerance" issue, which requires immediate and thorough remediation to continue doing business with the company.

¹ For the purposes of this disclosure, New Balance conducts business in both California and the UK and brings in annual "gross receipts" worldwide that

exceed \$100 million, and has an annual turnover of over £36 million.



The New Balance Responsible Leadership Steering Committee maintains oversight of the policies, programs and strategies that the company implements to address the risks of human trafficking and slavery in the company's supply chain. The Committee also receives regular updates on supplier compliance performance and critical risks and issues.

Additionally, New Balance pledges to uphold the highest standards in the company's owned manufacturing facilities and for New Balance associates globally, which are under the management of the New Balance Human Resources Department. The company's commitment to employee health, safety and development, as well as ethical recruitment and hiring, is reflected in the company's policies and practices and in accordance with national and international law.

Supplier Audits: Due Diligence and Risk Management

Suppliers seeking to do business with New Balance must sign a supply agreement that includes the obligation to abide by our Code of Conduct and undergo a compliance inspection (audit) before production orders can be placed. Compliance audits are conducted by members of the New Balance Global Compliance team or qualified third parties and may be announced or unannounced audits. The audit tool includes verification of supplier performance against the Code, and in addition to a physical site inspection, the audit includes interviews with the supplier management and confidential employee interviews. In cases where noncompliance issues are found, suppliers must complete a Corrective Action Plan. Verification of corrective actions is required before orders can be placed. New Balance's preferred approach is to continue working with suppliers to improve and remedy conditions rather than to terminate the business relationship. By staying engaged, New Balance seeks to improve the lives of those impacted, as well as help to change

industry practices. However, if compliance violations are serious or persistent, New Balance will terminate the business relationship. In 2017, New Balance ended one business relationship with a supplier due to that supplier's falsification of records.

KPIs New Balance Uses to Track Performance on Human Trafficking and Slavery

- **Number of pre-sourcing and annual audits conducted to validate Tier One supplier performance against the New Balance Code of Conduct**
- **Number of audits conducted to validate Tier Two and subcontractor performance against the New Balance Code of Conduct**
- **Number of supplier compliance violations related to potential cases of forced labor and the number in which corrective actions were effectively implemented (or business relations terminated)**
- **Number of worker or third-party grievances reported to New Balance related to possible cases of human trafficking and slavery and number of cases remediated effectively**

Tier One Assessments

Human trafficking and slavery risks are most commonly found in the footwear and apparel industry where there are migrant workers. If a supplier employs foreign or domestic migrant labor, New Balance gives additional scrutiny to potential forced labor risks and issues. In 2017, New Balance and its affiliates conducted over 241 supplier compliance audits of our Tier One suppliers (including both pre-sourcing and annual audits) and observed 11 noncompliance findings at eight different factories related to potential forced labor or restricted access situations (e.g., holding of worker passports, restricted access to restrooms and/or personal



belongings, inability to reject overtime without penalties, fine or pressure, etc.). Of these eight factories, three employed migrant labor and three of the noncompliance findings involved zero tolerance issues. Two zero tolerance cases (one in China and one in Vietnam) involved restricted movement in the workplace, as workers were required to obtain supervisor approval before taking lunch and bathroom breaks. Both suppliers implemented management and policy changes to ensure workers can take breaks freely. In the other zero tolerance case (located in China), the noncompliance involved workers' ability to resign freely, as the employer withheld end of year pay until workers returned from holiday. The supplier has since discontinued this practice.

Tier Two Assessments

New Balance does not currently require pre-sourcing audits or certification for Tier Two raw material suppliers, component suppliers or processing facilities. However, starting in 2016, New Balance increased the compliance program coverage of footwear processing subcontractors into the compliance audit program to measure performance against a smaller scope of zero tolerance issues, including forced labor.² New Balance launched its subcontractor program both to increase awareness of Tier One suppliers about such issues, as well as to build the capacity of these suppliers to help manage the risks further down the supply chain. Out of 54 subcontractor audits in 2017, one of the audits in China involved a potential forced labor issue, where new employees paid fees for required health checks during their recruitment process. The subcontractor factory has since discontinued this practice.

New Balance is also expanding our work on mapping our supply chain beyond Tier One to better assess and prioritize risks, including risks

related to human trafficking and slavery. Based on industry experience, we recognize that the risk for human trafficking is greater at lower levels of the supply chain where business relationships are more diffuse and where suppliers often work for multiple industries. These lower levels of the supply chain are also less frequently audited by the footwear and apparel industry. As part of our work, New Balance is engaging with other brands and external stakeholders and participating in industry initiatives to identify and tackle forced labor issues further down in the supply chain.

As a pilot project in one Tier Two raw material provider in 2017, New Balance engaged with other brands in a shared textile mill in Taiwan to address forced labor findings. As a result of the collaboration, the mill returned passports and personal identification documents to the workers, provided them a safe place for storage of personal affects with 24-hour access and took steps to remove disciplinary policies that were discriminatory toward migrant workers. Based on this model, New Balance is continuing to engage with this group to see how further forced labor risks in our Tier Two supply chain in Taiwan can be addressed.

Third-Party Grievances

In addition to our supplier monitoring program, New Balance is expanding its communication channels directly with workers by conducting worker surveys and facilitating the establishment of confidential grievance mechanisms for workers in contract manufacturing facilities. In 2017, New Balance received two third-party complaints through a worker hotline in Vietnam involving allegations of workers' restricted movement in the workplace and freedom to take leave. One worker reported a supervisor restricting employees from taking leave and limited breaks

² Footwear sales comprise more than 80 percent of total company revenue.



during work hours. The employer addressed the complaint by providing additional training to ensure the supervisor followed company policy and that workers' rights were not restricted. Another worker contacted the hotline to claim that employees were restricted from taking bathroom breaks during work hours. In that case, the employer implemented system changes to allow workers to take regular breaks during work hours.

Training

The New Balance Global Compliance team is comprised of 19 staff members located around the world who manage and implement the New Balance supplier compliance program. This team comprises the front line in visiting New Balance suppliers and conducting factory audits. In 2017, the New Balance Global Compliance team conducted annual refresher training on the Global Compliance program for New Balance

associates, including value chain staff, located in China, Indonesia, Vietnam, the United Kingdom and the United States. New Balance also conducted regional supplier workshops in China, Vietnam and Indonesia where refresher training was conducted on the New Balance Code of Conduct, including awareness training on zero tolerance issues, including forced labor. Targeted forced labor training was also conducted for suppliers and licensees at regional supplier summits and one-on-one supplier meetings held in the Czech Republic, Hong Kong, Japan and the United States.

A handwritten signature in black ink that reads 'Joe Preston'.

Joe Preston
President & CEO, New Balance Athletics, Inc.