



**Environmental &
Social Responsibility
Report** Fiscal Year 2025



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INTRODUCTION

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CEO Welcome

Dear Stakeholders:

At VF, we place the consumer at the heart of every decision we make. That means working to ensure the apparel, footwear and equipment they purchase from our brands are sourced, designed and delivered with an enduring commitment to environmental and social responsibility. This approach is essential for driving sustainable growth and creating long-term value for all our stakeholders.

A powerful example of this commitment is our Worker & Community Development (WCD) program — a cornerstone initiative focused on uplifting the people and communities vital to our supply chain. When we launched the program nearly a decade ago, we set an ambitious goal: to improve the lives of 1 million workers and community members by fiscal year 2026 (FY26) and 2 million by FY31. I am proud to share that we have reached this first milestone one year ahead of schedule, in FY25. This achievement reflects the strength of our partnerships and deep engagement with local communities.

Our integrated approach, detailed in the following pages, aims to reduce our environmental impact while driving value for the company and society, resulting in a broad range of accomplishments.

We met our recycled polyester goal ahead of target, reinforcing our dedication to sustainable sourcing and material use. Through The North Face® brand's Renewed program, which refurbishes products to give them new life, we sold 96,000 items that may have otherwise been discarded. And, as we continue to address climate risk, we revalidated our emissions reduction targets in alignment with the Science Based Targets initiative (SBTi).

This year's report offers a transparent and more streamlined look at our ongoing efforts to integrate environmental and social impact across our value chain. We recognize that the road ahead is complex and challenging, but with determination and collective action, we are confident in our ability to meet our goals.

Thank you for your interest in this essential work as we redefine what responsible business means in today's world.

Sincerely,




Bracken Darrell
CEO and President, VF Corporation

About this Report

Data in the report primarily covers fiscal year 2025 (FY25): March 31, 2024 through March 29, 2025.¹ Reporting is in line with the following internationally recognized frameworks and standards:

- Aligned with the Sustainability Accounting Standards Board (SASB) Apparel, Accessories & Footwear Standard 2021.
- Informed by the Task Force on Climate-related Financial Disclosures (TCFD).

Related Reports and Resources

Visit the [Reporting and Data](#) page on our corporate website to access previous VF environmental and social reports, publications and consolidated year-over-year data.

Our Brands

The following VF brands² are covered within the scope of this report. Each is uniquely authentic and has earned its place in the lives of millions of consumers worldwide.



Forward-Looking Statement on Climate-Related Disclosures

Climate-related science, data and methodologies are rapidly evolving; those underlying our climate-related analysis and strategy remain subject to evolution over time. While we expect to continue making progress toward our environmental goals, our goals are subject to certain risks and challenges that are beyond our control, including political, economic, regulatory and geopolitical conditions; supply chain and labor issues; supplier emissions reductions; the evolution and applicability of carbon offset and renewable energy credit markets; the applicability of limited large-scale investments and innovations in technology and infrastructure; and the evolution of greenhouse gas accounting standards and methodologies. Unless otherwise specified, all information (including forward-looking information) speaks only as of the date on which it is made, and we disclaim any obligation to update or delete any outdated information contained in this document or in our website materials. See our Safe Harbor Statement on Page 56.

About this Report Footnotes

¹ Select VF programs either commenced during a calendar year reporting time frame or continue to be reported on a calendar year due to collaboration with external partners. In these instances, calendar years are stated with no demarcation. Where data is not available for FY25, previous fiscal year data is included.

² VF completed the sale of the Supreme® brand on October 1, 2024. However, VF's enterprise-wide FY25 data in this report includes Supreme®, unless otherwise noted.

Our Approach

OUR APPROACH TO RESPONSIBLE BUSINESS

At VF, conducting business responsibly is foundational to our success and essential to managing risk and sustaining long-term value creation for stakeholders. We take an integrated approach to identifying, assessing and managing our environmental and social impacts, risks and opportunities throughout our value chain.

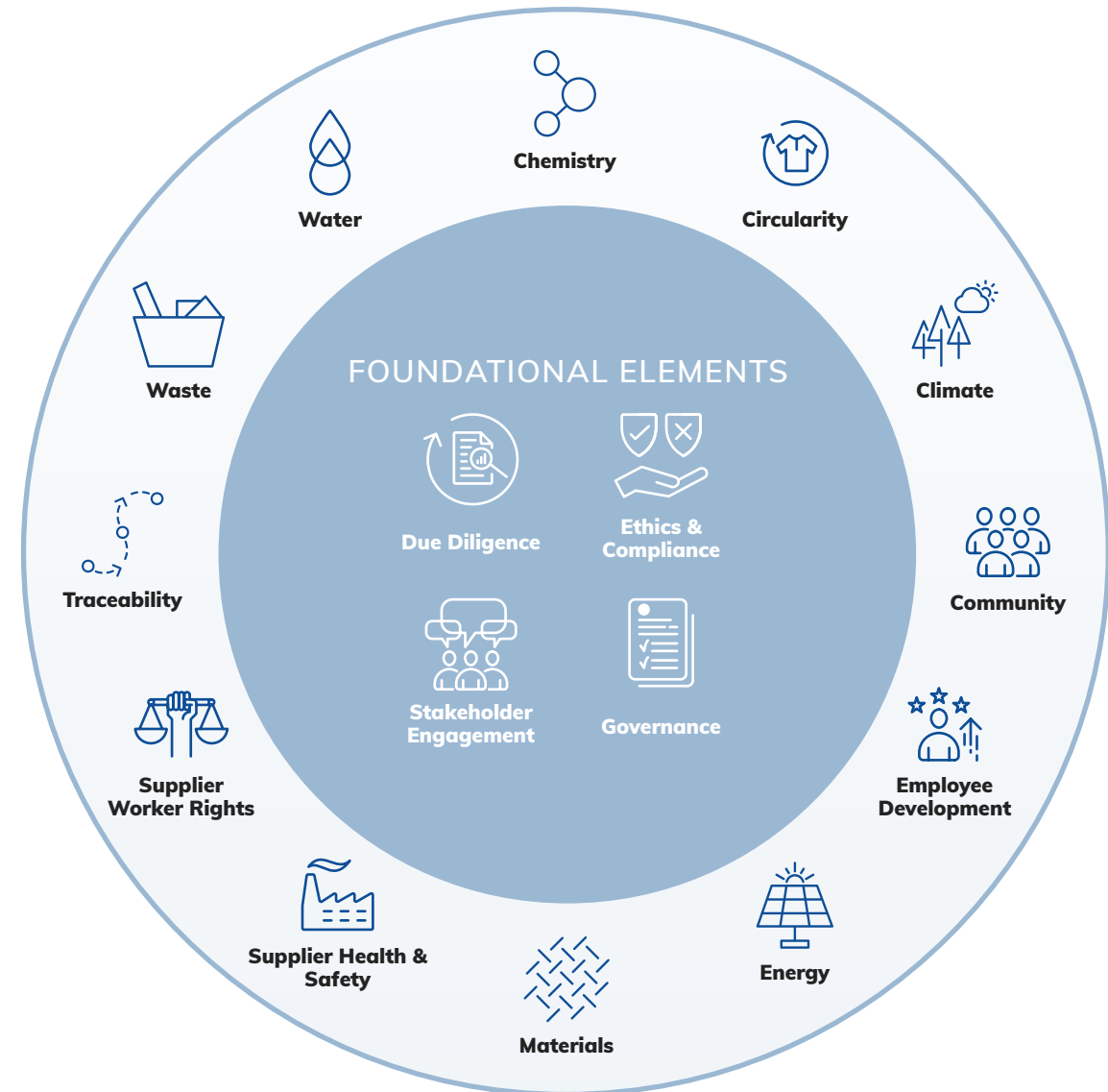
We collaborate with relevant stakeholders in the creation and implementation of our strategies and programs, including ongoing engagement with external organizations to help guide and support key aspects of our strategy. We have also developed foundational systems to support the oversight and implementation of responsible business practices across the countries in which we operate.

Within this report, we provide insights into how VF addresses topics that have been identified as important to our business and stakeholders.

For topics included within the Environment and Social sections, we provide information on:

- **Approach:** How VF assesses and manages the topic.
- **Actions:** Activities across VF within the fiscal year to drive progress.
- **Progress:** Key metrics that provide insight on progressions and/or targets.

All of our work is underpinned by the foundational elements of our approach to responsible business: Due Diligence, Ethics & Compliance, Governance and Stakeholder Engagement.



Icons are displayed clockwise in alphabetical order.

Targets

Considering the evolving geopolitical and economic environment in FY25, VF conducted an internal review of our existing goals and targets. As a result, we’ve evolved the way we report progress toward certain targets and goals. More information on year-over-year progress for other topics can be found in each relevant section of this report.

	TARGET	METRIC	PROGRESS FROM PRECEDING REPORTING YEAR	PROGRESS FROM MOST RECENT REPORTING YEAR	% OF TARGET ACHIEVED
	Improve the lives of 1 million workers and their communities by FY26 and 2 million people by FY31.	Cumulative number of people reached through the VF Worker & Community Development program since 2017.	918,231 people as of FY24	1,097,629 people as of FY25	FY26: 100% FY31: 55%
	Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions 55% by FY30 from a FY17 baseline. ³	Metric tons (MT) of absolute Scope 1 and 2 GHG emissions per fiscal year.	N/A ³	71,130 MT GHG in FY25 ⁴	53%
	Reduce absolute Scope 3 GHG emissions from purchased goods and services and upstream transportation and distribution 33% by FY30 from a FY17 baseline. ⁵	MT of absolute Scope 3 GHG emissions from purchased goods and services and upstream transportation and distribution, per fiscal year.	4,678,000 MT GHG in FY23	4,346,000 MT GHG in FY24 ⁶	0%
	Utilize renewable energy credits to achieve 100% renewable energy across our owned-or-leased facilities by FY26. ⁷	Percent of global electric usage that was secured via renewable energy credits and generated by on-site renewable energy, per fiscal year.	36% in FY24	29% in FY25	29%
	All cotton purchased by VF is grown in the U.S., Australia or under a third-party cotton-growing scheme that promotes environmental and/or social sustainability improvements by FY26.	Percent of total cotton sourced by VF that is grown in the U.S., Australia or under a third-party cotton growing scheme that promotes environmental and/or social sustainability improvements, per fiscal year.	89% in FY23	94% in FY24 ⁸	94%
	50% of polyester sourced by VF will originate from recycled materials by FY26.	Percent of total polyester sourced by VF that originates from recycled materials, per fiscal year.	48% in FY23	64% in FY24 ⁸	100%

KEY PERFORMANCE INDICATORS (KPIs)

In addition to setting formal targets, VF tracks year-over-year progress on a variety of social and environmental KPIs. These can be found on the following report pages:

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Materials & Traceability	16
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Targets Footnotes

³ VF's Scope 1 and 2 carbon accounting methodology underwent a change in FY25 and migrated calculations to a carbon accounting SaaS platform. VF has not recalculated our FY24 footprint with the updated methodology.

⁴ The Supreme® brand is excluded.

⁵ The target boundary includes land-related emissions and removals from bioenergy feedstocks.

⁶ VF reporting of Scope 3 GHG emissions lags one year in order to allow for the collection of data from third-party sources outside of our control.

⁷ Per CDP's RE100 Reporting Guidance 2024.

⁸ VF reporting of materials data lags one year in order to allow for the collection of data from third-party sources outside of our control.



>>> Climate & Energy

>>> Water & Chemistry

>>> Materials & Traceability

>>> Circularity & Waste

ENVIRONMENT

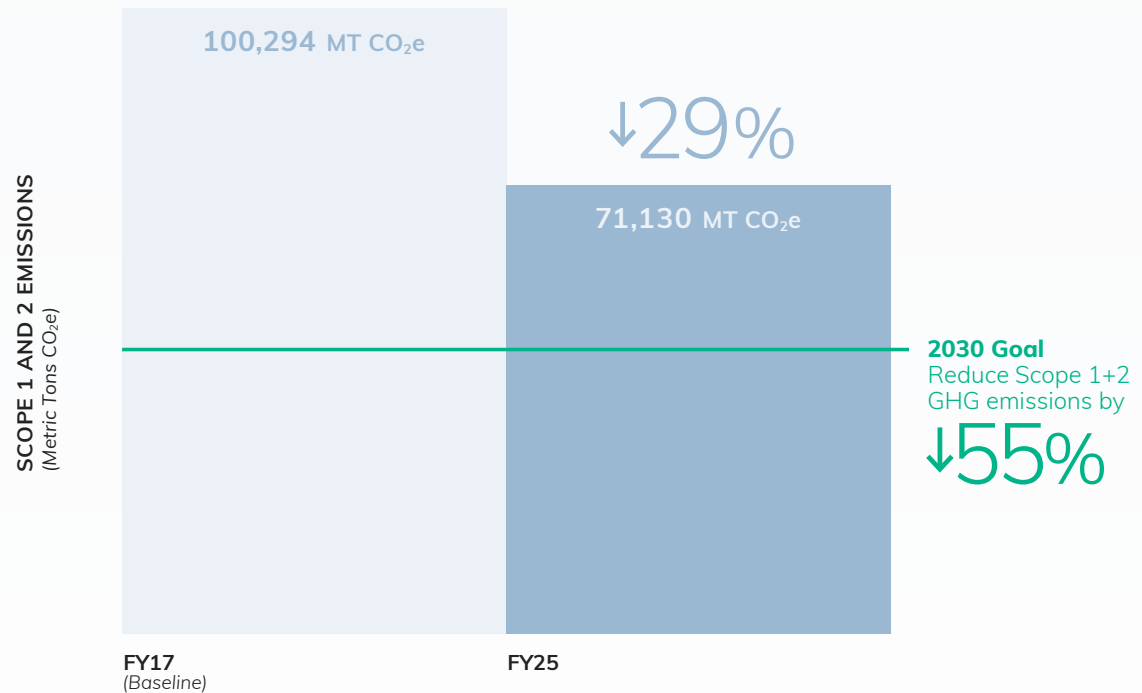
Climate & Energy

OUR APPROACH

VF continually assesses our greenhouse gas (GHG) emissions and associated risks in alignment with frameworks such as the Greenhouse Gas Protocol and the Task Force on Climate-related Financial Disclosures (TCFD). We are focusing our efforts on mitigating impacts associated with our owned-or-leased operations, direct suppliers and the broader apparel and footwear value chain. Our GHG reduction targets have been approved by the [Science-Based Targets initiative \(SBTi\)](#), and we remain committed to sourcing renewable energy in our direct operations as a signatory to [RE100](#).

SCOPE 1 AND 2 GHG EMISSIONS*

In FY25, VF rebaselined our Scope 1 and 2 GHG emissions. Previous year's data is excluded as the substantial change in methodology has made year-over-year comparisons inaccurate. Going forward, year-over-year Scope 1 and 2 GHG emissions will be disclosed.



* The Supreme® brand is excluded.

OUR ACTIONS

Scope 1 and 2 Emissions

VF's SBTi-validated target is to reduce absolute Scope 1 and 2 GHG emissions 55% by FY30 from a FY17 baseline. We continuously evaluate the footprint of our direct operations to identify opportunities for increased efficiency. In FY25, work was underway to optimize energy efficiency at several VF sites, including progress toward a new carport solar installation at a VF distribution center and the development of a new VF building in alignment with LEED standards in Switzerland.

VF has also set a target to utilize renewable energy credits to achieve 100% renewable energy across our owned-or-leased facilities by FY26. In FY25, renewable energy projects funded through VF's Tax Equity Investment generated 52,342 MWh of renewable energy. When launched in FY23, this project was the largest renewable energy tax equity investment in the apparel and footwear industry.

Scope 3 Emissions

VF's SBTi-validated target is to reduce absolute Scope 3 GHG emissions from purchased goods and services and upstream transportation and distribution 33% by FY30 from a FY17 baseline.⁹ To achieve this target, we recognize that we must collaborate with others, and we engage regularly with suppliers, industry peers and other stakeholders to support actionable climate-related solutions. We are leveraging our business partnerships across the supply chain to help optimize manufacturing efficiencies for suppliers, and we are continuously looking for new ways to utilize materials in our products that contain sustainable attributes. Learn more about these efforts in the Materials & Traceability section on Page 14.

VF utilizes the [Cascade Higg Index](#) to create annual GHG reduction plans and track progress toward reducing emissions from our supply chain. In 2024, 335 of VF Tier 1 and Tier 2 supplier facilities, accounting for 80% of our Tier 1 and Tier 2 spend, engaged in the Higg Facility Environmental Module (FEM) assessment and verification process, delivering an average supplier verified FEM score of 55 (out of 100). Suppliers' scores declined from previous assessments, primarily due to the introduction of Higg FEM 4.0, which features stricter scoring criteria and a more rigorous evaluation framework. VF's average FEM score exceeds the industry median across all sections of the assessment. Learn more about the FEM scoring process [here](#).

Supporting Supplier Sustainability

VF collaborates with technical experts and engages with industry platforms to drive environmental sustainability across our supply chain, with a focus on resource efficiency and decarbonization. In FY25, these initiatives included:

- Partnering with an environmental consultancy on an efficiency program in three VF supplier facilities in China, significantly reducing energy and water consumption and avoiding approximately 29,518 metric tons of CO₂e emissions.
- Collaborating with the [International Finance Corporation](#) (IFC) through the final phase of the Vietnam Improvement Program (VIP). Since 2017, VIP has supported 38 VF supplier facilities (including 11 in FY25) in achieving substantial energy, water and chemical savings.
- Working with [GIZ](#) on the To the Finish Line (TFL) initiative, a partnership to help reduce the environmental impact of Tier 1 and Tier 2 supplier facilities in Vietnam through training and capacity building. In FY25, 40 VF supplier facilities participated in TFL training.
- Launching a program aimed at phasing out coal use by Tier 2 suppliers in Southeast Asia, in alignment with our science-based targets (SBTs). The program is continuing in FY26 with plans for scaling it to include remaining coal-burning facilities in VF's global supply chain.

OUR PROGRESS

In FY25, VF revalidated our targets with the SBTi. Progress against our targets are as follows.



Scope 1 and 2 Emissions Target

In FY25, our absolute Scope 1 and 2 GHG emissions were 71,130 MT CO₂e.¹⁰ This represents a 29% decrease from our FY17 baseline.¹¹

In FY25, VF updated our carbon accounting methodology for Scope 1 and 2 emissions and migrated calculations to a carbon accounting SaaS platform. This updated methodology fosters completeness and captures the effect of refrigerants in our inventory. As a result, VF's FY17 baseline footprint increased by 19%. VF has not recalculated our FY24 footprint with the updated methodology, complicating year-over-year comparisons for this reporting cycle.



Renewable Energy Target

In FY25, VF secured renewable energy credits and generated on-site renewable energy equivalent to 29% of our global electric usage, compared to 36% in FY24. We anticipate securing additional renewable energy credits in FY26, enabling VF to achieve our RE100 goal.¹²



Scope 3 Emissions Target

In FY24, our absolute Scope 3 GHG emissions from purchased goods and services and upstream transportation and distribution were 4,346,000 MT CO₂e. This represents a 19% increase from our FY17 baseline. Despite this, we experienced a 7% reduction in emissions from these categories between FY23 and FY24. This year-over-year reduction in Scope 3 emissions can be attributed to an overall decrease in production volume as well as a continued increase in procurement of preferred and regenerative materials.



Climate & Energy Footnotes

⁹ The target boundary includes land-related emissions and removals from bioenergy feedstocks.

¹⁰ The Supreme® brand is excluded.

¹¹ In FY25, we reestablished VF's FY17 baseline for Scope 1 and 2 emissions to more accurately track our carbon footprint and report on progress toward our science-based targets.

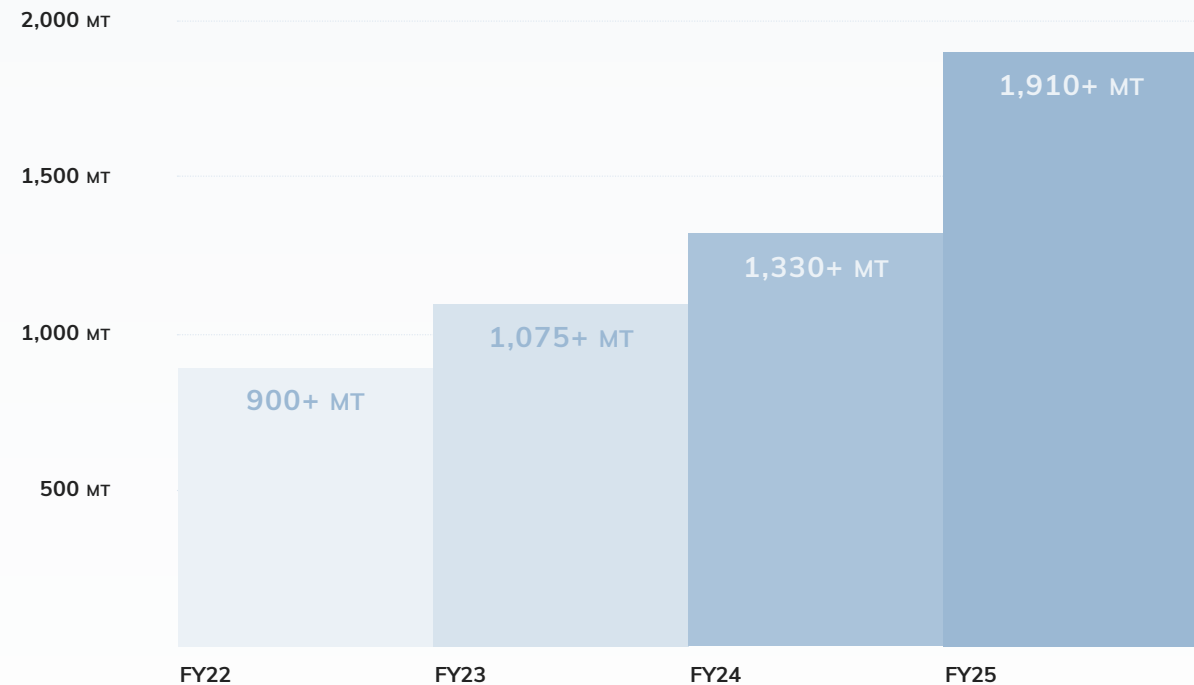
¹² Per CDP's RE100 Reporting Guidance 2024.

Water & Chemistry

OUR APPROACH

Creating high-performance products that consumers trust requires a comprehensive approach to managing chemical substances entering and exiting our global supply chain. VF's oversight procedures are essential to reducing potential negative health- and environment-related impacts during the manufacturing process. Our proprietary CHEM-IQSM program works in conjunction with our supply chain wastewater management procedures to help prevent the use of unwanted and regulatory-banned chemical substances in product manufacturing and avoid the discharge of prohibited substances into the environment. To ensure compliance, we maintain chemistry management and wastewater discharge protocols throughout the supply chain, including VF's [Restricted Substance List \(RSL\)](#), [CHEM-IQSM Substances to Avoid List](#) and [Global Wastewater Standards](#).

NUMBER OF NONPREFERRED CHEMISTRIES REMOVED FROM VF'S SUPPLY CHAIN THROUGH THE CHEM-IQSM PROGRAM SINCE 2016*



* The Supreme® brand is excluded.

OUR ACTIONS

Responsible Wastewater Management

Since 2013, VF has been working with suppliers across our global supply chain to support the responsible management of wastewater. In FY25, we strengthened and reintroduced our [Global Wastewater Standards](#). Key updates include:

- Expansion of the policy scope to include all VF authorized supplier facilities.
- Alignment with the internationally recognized [ZDHC Wastewater Guidelines](#).

We believe wastewater management should be viewed as one part of a comprehensive chemical management system whereby detection of restricted substances in wastewater indicates the presence of these chemicals in a supplier facility's inputs, which may include the input chemicals, input materials or incoming water. Our new standards require all authorized facilities to test based on average daily wastewater generated and effluent discharge type, enabling us to have more oversight of our supply chain to help reduce the potential of negative impacts of wastewater.

CHEM-IQSM Program

Our proprietary CHEM-IQSM program aims to protect workers and the environment and improve product safety through responsible chemical management. The program identifies and eliminates potentially harmful and regulatory-banned chemical substances before they can be used in materials and products throughout our supply chain. Learn more about VF's chemistry innovation and quality program in the [CHEM-IQSM Program Manual](#).

In FY25,¹³ more than 280 supplier facilities participated in our CHEM-IQSM program, with 72% of in-scope suppliers screened against the CHEM-IQSM Substances to Avoid List by authorized third-party laboratories, reviewing over 8,000 identified chemistries. Additionally, 43% of identified unwanted red-rated chemistries were successfully phased out.

Restricted Substance List (RSL)

The RSL applies to all VF products, including but not limited to apparel, footwear, equipment and accessories, as well as raw materials and other goods provided to VF or its suppliers or finishing contractors for manufacture and assembly of any finished VF product. The list is integral to our quality and safety programs, and we require all product and raw material suppliers to implement management processes to comply with requirements included in the RSL.

OUR PROGRESS



Chemistry

Since launching our CHEM-IQSM program in 2016,¹³ VF has:

- Phased out over 80% of identified unwanted chemistries.
- Screened 57,000+ chemical auxiliaries.
- Removed 1,910+ MT of nonpreferred chemistries from the supply chains.



Water

In FY25, 98% of in-scope suppliers complied with our 2013 Global Wastewater Standards.¹⁴

Water & Chemistry Footnotes

¹³ The Supreme® brand is excluded from CHEM-IQSM-reported data.

¹⁴ VF's wastewater compliance program is implemented on a calendar year. Given that the new standards were rolled out in January 2025, the metrics included here are representative of compliance with the 2013 and 2025 standards.

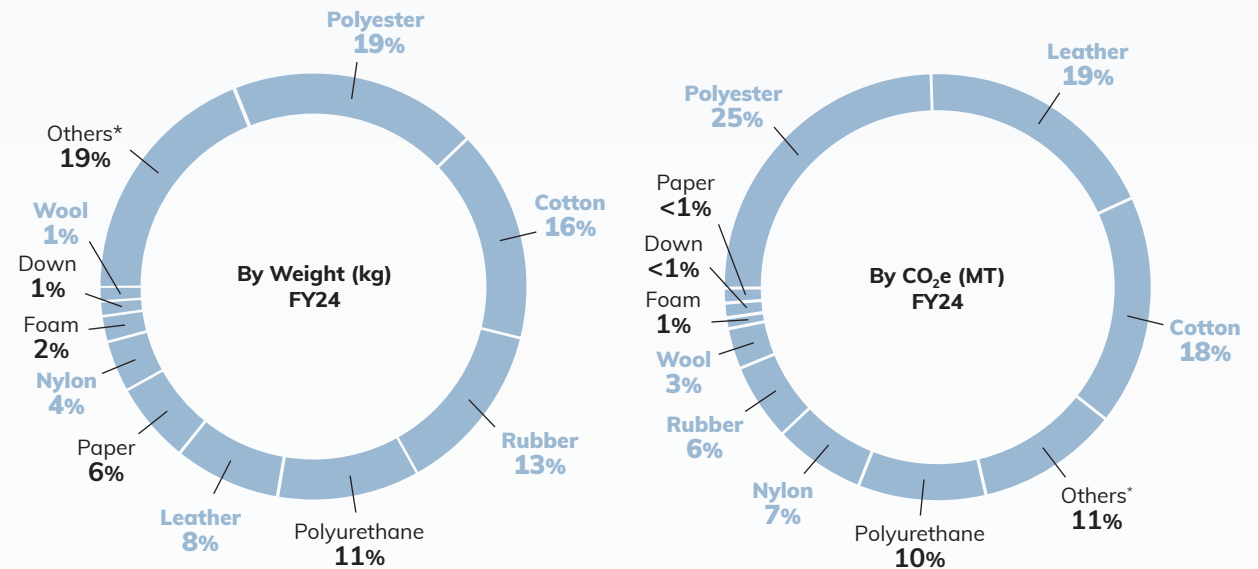
Materials & Traceability

OUR APPROACH

The extraction, processing and production of raw materials account for 79% of VF's global carbon emissions. Through our Sustainable Materials Vision (SMV), we're focusing on the top materials driving these emissions, and we are working to transition to materials originating from regenerative,¹⁵ responsibly sourced renewable and recycled sources.

Understanding our supply chain by tracing our materials to the source is fundamental to making progress toward our SMV and upholding our commitment to responsible business. Our traceability program provides in-depth insights into each of our five key raw materials (**leather, cotton, wool, synthetics (nylon and polyester)** and **natural rubber**) allowing us to promptly identify areas of concern and apply necessary remediation actions.

VF TOP MATERIALS SOURCED



* Others include Elastane, Lyocell, Metal, etc.

OUR ACTIONS

Leather

In FY25, 90% of our footwear leather finishing tanneries were audited by the [Leather Working Group \(LWG\)](#), which sets globally recognized standards of environmental leather manufacturing. In addition, the [Timberland®](#) brand sourced 78 MT of regenerative leather for use in boots in FY25. VF sources leather in alignment with our [Animal Derived Materials Policy](#), and our leather due diligence process helps confirm supplier compliance and the country of origin for raw materials. In FY25, VF traced 75% of our leather supply chain from Tier 2 through Tier 5.¹⁶

Natural Rubber

VF is helping to scale the production of regeneratively-sourced natural rubber through our engagement with [Terra Genesis](#), a global regenerative design and development firm connecting brands with growers.

In FY24, 319 MT of natural rubber grown using regenerative agricultural practices were used in [The North Face®](#), [Timberland®](#) and [Vans®](#) brand products. In FY25, VF traced 74% of our natural rubber supply chain from Tier 1 through Tier 5.¹⁶

Wool

In FY24, 94% of identified wool in VF's supply chain was certified to the [ZQ](#) standard. We map the source of virgin and recycled wool procured for VF brands to confirm the origin of the wool. In FY25, we traced 87% of our wool supply chain from Tier 1 through Tier 5.¹⁶

Cotton

By FY26, all cotton purchased by VF will be grown in Australia, the U.S. or under a third-party cotton-growing scheme that promotes environmental and/or social sustainability improvements. We aim to source cotton from farms that meet VF's regenerative sourcing criteria, which includes a variety of practices intended to help promote biodiversity, enhance water cycles, improve soil health and/or sequester carbon. In FY24, we sourced regeneratively grown cotton from groups such as [Indigo Ag](#) and [Good Earth Cotton](#), which support on-farm practices aligned with VF's regenerative sourcing criteria. VF screens cotton suppliers for compliance with our [Cotton Fiber Sourcing Policy](#). In FY25, we traced 54% of our cotton supply chain from Tier 1 through Tier 5.¹⁶

Synthetics (Nylon and Polyester)

VF has set a goal that 50% of polyester will originate from recycled materials by FY26. By the end of 2024, 95% of polyester and 80% of nylon used by [The North Face®](#) for apparel was recycled, responsibly sourced, renewable or regeneratively grown. Through our synthetics due diligence program, we map facility locations and trace our supply chain for both recycled and virgin polyester and nylon used in our brands' products. In FY25, we traced 56% of our synthetics supply chain from Tier 1 through Tier 5.¹⁶

Shifting to Climate-Conscious Cotton

The North Face® has been working to shift logowear (including fleece and jersey products) in the Americas region to regeneratively grown cotton. In FY25, The North Face® committed to sourcing 6,400 MT of regeneratively grown cotton for logowear. This represented an 82% increase over FY24 regeneratively grown cotton sourcing.



Mapping Our Materials Sourcing Footprint

In FY25, VF engaged with [Conservation International](#) to evaluate our material sourcing footprint and verify our internal risk assessment methodology for mapping potential environmental impacts across the supply chain. Results from our engagement help VF to prioritize and analyze environmental impacts at the commodity level, informing necessary mitigation activities.

OUR PROGRESS

VF traced 61% of our key materials volume in FY25, which included 1,166 supplier facilities across Tier 1 – Tier 5.¹⁶ In FY24, VF brands sourced 5,003 MT of wool, cotton, natural rubber and leather grown using regenerative practices. Our progress on specific targets are as follows:



Cotton Target

In FY24, 94% of cotton used by VF brands was grown in Australia, the U.S. or under a third-party sustainability scheme. This is an improvement from 89% in FY23.



Polyester Target

In FY24, 64% of the polyester used by VF brands originated from recycled materials, an improvement from 48% in FY23, achieving our FY26 target.



Materials & Traceability Footnotes

¹⁵ Regenerative agriculture aims to promote the use of a variety of environmentally preferable practices specific to the needs of individual commodities and geographies. These practices may include maximizing soil cover and crop diversity, maintaining living roots year-round and integrating livestock. Farmers, growers and ranchers using these methods can create healthier soil and enhance biodiversity.

¹⁶ The Supreme® brand is excluded. Due to a methodology change, year-over-year traceability data is not comparable.

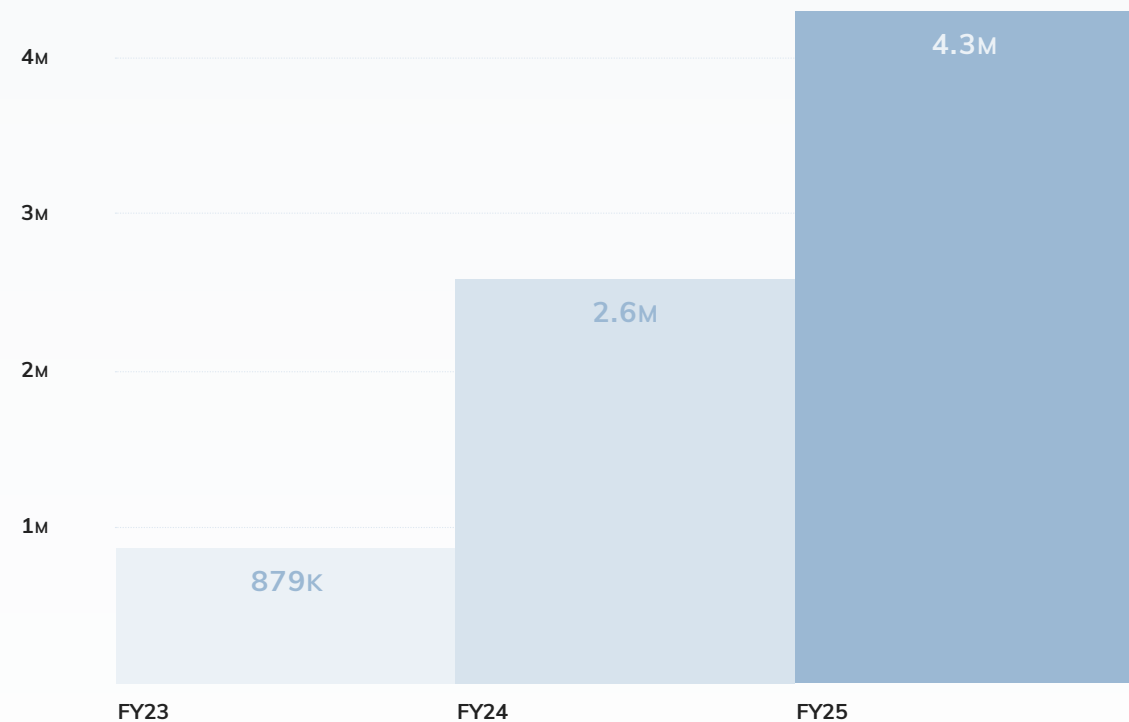
Circularity & Waste

OUR APPROACH

VF recognizes the impact of waste from the consumer goods industry and is working to reduce our waste throughout the product life cycle and in our own operations. We strive to design with the product's end of life in mind, including the feasibility of repair, resale, disassembly and recycling. When a product does reach the end of its useful life, many of our brands engage in takeback programs to facilitate repurposing and reuse of materials where able.

In our own operations, waste generated from our distribution centers represents the majority of our global operational waste footprint, which is why reducing waste from distribution and logistics is a focal point of our work to help minimize our waste-related impacts.

NUMBER OF PRODUCTS SHIPPED WITHOUT POLYBAGS SINCE THE NAKED DELIVERY PROGRAM LAUNCHED



OUR ACTIONS

Product Life Cycle Management

Throughout FY25, many VF brands operated active takeback programs, some of which are featured below.

VF's *Timberland*® brand enables consumers to bring back *Timberland*® products via the [Timberloop™](#) program, the brand's in-store takeback platform. The program is available in all owned-or-leased *Timberland*® stores in the U.S. and in 73 stores in the EU. When a customer brings back worn products to in-store bins, they receive a discount voucher that can be used in-store or online. The recovered products are then evaluated and either recycled or donated, or they are cleaned, repaired and resold by our partners. In FY25, over 11,000 pairs of shoes were collected.

In the U.S., *The North Face*® brand's [Renewed](#) program enables customers to return pre-owned items in-store or online in exchange for credits applicable to both online and in-store purchases. Products are inspected for quality, cleaned and repaired, as needed, before being re-sold online through *The North Face*® [Renewed](#) website. If returned gear does not qualify for resale, *The North Face*® recycles or donates it.

The *JanSport*® brand's products feature a limited lifetime warranty covering manufacturing defects in materials and workmanship.

The *Smartwool*® brand's [Second Cut™ Project](#) accepts worn socks of any brand, repurposing them into the *Second Cut™* Hike sock. The recycled socks are blended with responsibly sourced Merino wool to create a durable repurposed sock yarn. *Smartwool*® teamed up with North Carolina-based circularity-focused manufacturing facility, [Material Return](#), to develop and refine this process. The brand also operates a Resale Program powered by, [ThredUp Resale-as-a-Service](#), allowing consumers to send gently used products and receive gift cards when their items sell.

In FY25, the *Vans*® brand joined [The Footwear Collective](#), powered by EarthDNA, an initiative aiming to scale circular infrastructure, source sustainable materials and promote responsible consumer behavior. In connection with this initiative, *Vans*® recently launched a shoe takeback pilot in 10 store locations across the U.S., encouraging consumers to return worn shoes to receive \$10 off their next purchase. The shoes are then sent to an external partner to be recycled. More than 170 pairs of shoes were collected in the first two months of the pilot.

Reducing Our Waste Footprint

To reduce waste from products delivered to consumers at homes, we continue to expand the scope of our [Naked Delivery](#) program in EMEA, where polybags are removed before products are shipped to end consumers. Survey results from more than 25,000 consumers who received polybag-free products through *Naked Delivery* indicate that 87% would like to continue receiving orders without polybags in the future. In FY25, VF's brands throughout EMEA continued to drive toward fully transitioning product shipping to *naked deliveries*.

The *North Face*® brand continued its packaging waste diversion initiative at 30 retail locations in North America. The retail stores sent plastic polybags back to VF distribution centers for collection, baling and recycling. Since the pilot's inception, over 78,000 pounds of plastic waste have been diverted from landfills.

Since 2018, VF has maintained an internal verification process with external waste management firm, [Cascadia](#), that affirms our global waste management standard for distribution centers. All VF distribution centers strive to divert 95% or more of their waste from landfill through waste-management best practices. VF's newest distribution center located in Ontario, California, has achieved a diversion rate of 97% or greater since its opening in FY24.

OUR PROGRESS



Product Life Cycle Management

Since the launch of the [Second Cut™](#) program, VF's *Smartwool*® brand has collected more than 1.8 million socks and diverted more than 150,000 pounds of socks from landfills.

Through *The North Face*® brand's [Renewed](#) program, over 96,000 items were sold in total during FY25 across the U.K. and U.S.



Reducing Our Waste Footprint

In FY25, VF diverted 27,000 tons of single-use plastic from landfills through the *Naked Delivery* program, an increase from 23,000 in FY24.

VF distribution centers have maintained a diversion rate of 97% or higher for the last four years.



>>> Employees

>>> Supply Chain

>>> Worker & Community Development

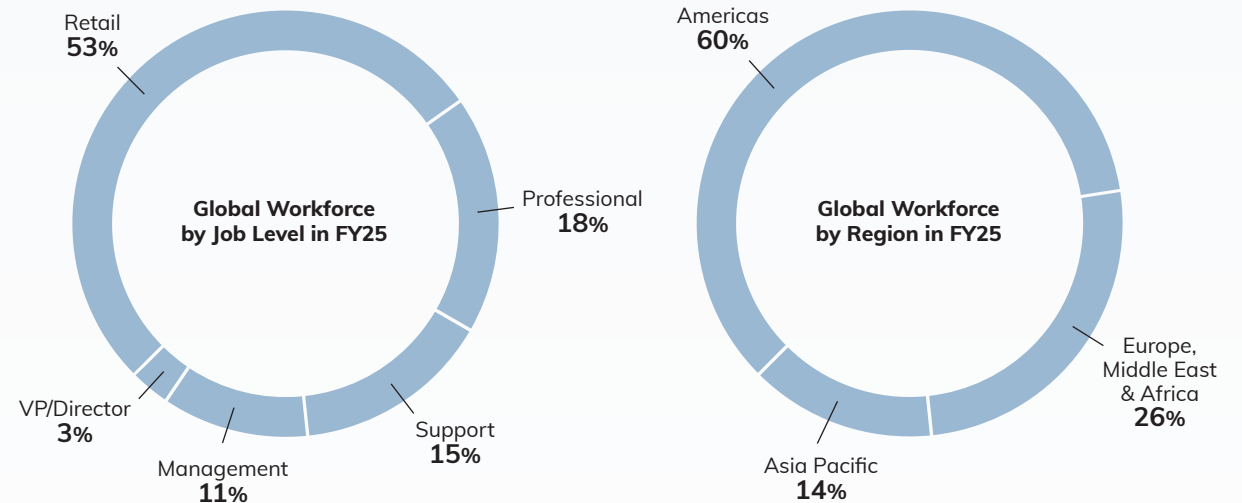
SOCIAL

Employees

OUR APPROACH

Our employees are a driving force behind our business. We have put in place strategies to attract, develop and retain talent with the skills and passion to build our brands with innovative products and experiences for our consumers around the globe. We are focused on providing development opportunities for employees across the organization, offering competitive rewards and benefits, and sponsoring programs that support well-being in an engaging work environment built on our values.

FY25 GLOBAL EMPLOYEE WORKFORCE BY JOB LEVEL AND REGION



OUR ACTIONS

Apprenticeships

VF offers several apprenticeship programs that provide pathways for career growth and professional development. They can help to improve skills within the talent pipeline for VF and the industry. Our Powering Potential Retail Apprenticeship gives retail employees the opportunity to transition to corporate roles after honing new skills and networking over a year-long apprenticeship.

Our corporate apprenticeship program, focused on apparel design, color and materials, offers aspiring designers invaluable exposure to VF brands, including the *Dickies®*, *Timberland®* and *Vans®* brands, through a full-year apprenticeship that features opportunities to present unique collections to brand teams.

In the EMEA region, we provide internship and apprenticeship programs at our headquarters, retail stores and distribution centers. In FY25, we offered 51 internships at our Switzerland headquarters, with a dedicated development program for recent university graduates from across Europe. These programs offer both strong learning opportunities and attractive career entry points for young talent.

In APAC, we launched the APAC Management Trainee program toward the end of FY24, aimed at bringing recent graduates into the company. After a successful first year, the program continues to grow.

Trainings and Skill Building

In FY25, we continued, expanded and/or launched several training and skill-building efforts, including introducing our new manager program, which equips first-time managers with appropriate tools for individual and team success. In FY25, 108 new managers participated in the training.

The Edge — In FY25, VF launched The Edge, our learning and development site tailored to help build on-the-job skills. The Edge offers practical opportunities to gain knowledge through videos, courses and workshops, conversation guides and reflection guides. In FY25, the site received more than 7,000 page views, and over 1,700 participants engaged in Workday courses promoted on the platform.

Career Center — VF's Career Center is designed to help employees develop in their roles by providing career development resources, job search tools and access to other resources. In FY25, 61 employees became certified as Global Career Advisors, and over 250 employees received one-on-one career coaching through the center.

Global Mentorship Program — We expanded our Global Mentorship program in FY25 by adding a mentoring circles option that pairs one mentor with multiple mentees. The six-month program is open to all regular, full-time corporate employees globally and in FY25, 373 employees participated.

Makers — This short-term placement program in the EMEA region allows our employees to explore other brands and functions with time-bound, temporary, project-based assignments. As of FY25, over 300 employees have taken this opportunity to learn and boost their career.

Inspire — We expanded this professional development program in the APAC region in FY25 aimed at preparing high-potential employees for the next step in their careers.

OUR PROGRESS



Apprenticeships

In FY25, 11 employees participated in our apprenticeship programs. Since these programs launched, 27 apprentices have advanced to full-time corporate positions.



Trainings and Skill Building

In FY25, employees completed 333,000 learning courses in Workday.



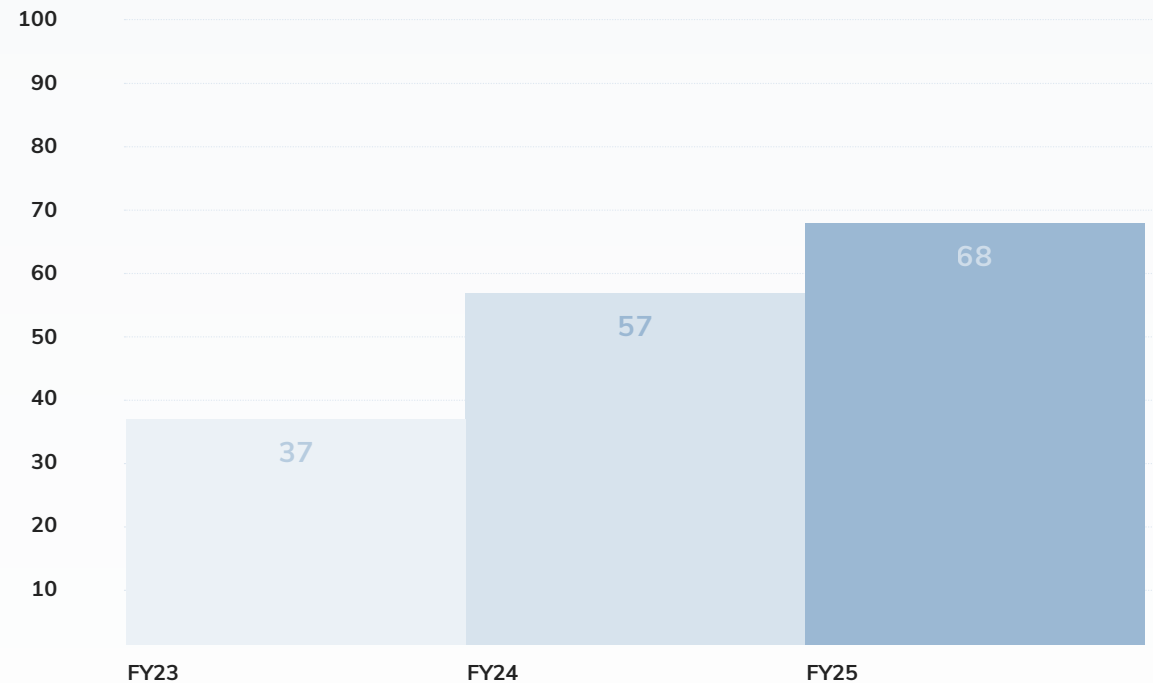
Supply Chain

OUR APPROACH

Guided by our [Human Rights Commitment](#), our due diligence process (see Page 38) systematically identifies and provides insights for mitigating the most salient impacts to people in our extended supply chain – including but not limited to – freedom of association, responsible recruitment, gender-based violence and harassment (GBVH), fair wages, child rights and health and safety.

VF's Responsible Sourcing Operations (RSO) team manages our efforts to mitigate these impacts by overseeing labor and environmental conditions and manufacturing standards in our global supply chain and building relationships with our key sourcing partners. We engage closely with Tier 1 and nominated Tier 2 suppliers to verify adherence to our [Global Compliance Principles](#) and utilize regular audits of supplier facilities, anonymous worker surveys and direct worker engagement to provide a full picture of working conditions. Our aim is to promote dignity, social dialogue and equal opportunities for all workers and to promote the health and safety of the people in our supply chain.

NUMBER OF VF SUPPLIER FACILITIES* THAT HAVE GRADUATED FROM THE LIFE AND BUILDING SAFETY (LABS) INITIATIVE SINCE 2018



* Includes Tier 1 supplier facilities located within Cambodia, India, Indonesia and Vietnam. The Supreme® brand is excluded.

OUR ACTIONS

Freedom of Association

VF first launched our Freedom of Association and Industrial Relations (F.A.I.R.) Dialogue program in FY23, in partnership with the [International Labour Organization Better Work Bangladesh, Better Factories Cambodia](#) and [Quizrr](#). The program trains both workers and managers on creating workplace environments that are conducive to social dialogue. In FY25, the F.A.I.R. Dialogue program was initiated at an additional nine supplier facilities across Bangladesh and Cambodia.

We also expanded coverage of the Dispute Prevention and Resolution Training Program (DPRP) in FY25 in Cambodia to a total of 14 supplier facilities. The DPRP implemented in partnership with [The Arbitration Council Foundation](#), aims to improve skills in workplace relations and enhance functioning mechanisms for dispute prevention and resolution.

VF also partners with the [Maquila Solidarity Network](#) on a freedom-of-association initiative in El Salvador. Learn more about this project on [Page 38](#).

Responsible Recruitment

VF requires all suppliers to implement the Employer Pays Principle, which prohibits compelling workers to pay excessive recruitment fees to obtain employment. In FY25, VF continued the [Your Voice Matters](#) program, with 49 supplier facilities participating since it first launched in FY22. In FY25, this program continued to focus on the top destinations for international migrant workers in VF's supply chain, including conducting anonymous worker surveys in Jordan and Taiwan Region.

Gender-Based Violence and Harassment

In FY25, VF expanded our Stop Abuse and Harassment, Foster Equality (S.A.F.E.) Together program within Bangladesh and launched the program at two supplier facilities in Cambodia and four in China.

The program is designed to help eradicate GBVH in our extended supply chain. We launched the program in FY23 to help workers understand their rights and help facilities establish mechanisms to combat harassment in the workplace.

Child Rights

VF combats child exploitation and labor through routine audits and mandatory training for management at facilities across VF's extended supply chain. These trainings position suppliers to comply with VF's requirements for child rights and child labor prevention and remediation. We are also working to advance child rights beyond supplier facilities through our Worker & Community Development (WCD) program (see [Page 30](#)).

Fair Wages

Embedded in VF's [Global Compliance Principles](#)¹⁷ is the tenet that every worker has a right to compensation for a regular work week that is sufficient to meet the worker's basic needs and provide some discretionary income. We have partnered with the [Fair Wage Network \(FWN\)](#) since FY23 to assess, identify and, where necessary, help remediate supplier practices to align with FWN methodology and support supplier facilities in providing fair wages. In FY25, we expanded the FWN assessments to suppliers in the Americas region and continued to expand the number of suppliers covered across the world.

Health and Safety

VF collaborates closely with government agencies, nongovernmental organizations, peers and others in the industry to promote the safety and health of workers in our global supply chain. In FY25, we focused on our continued partnerships with the [Life and Building Safety \(LABS\)](#) initiative and [Nirapon](#), as well as our internal Critical Life Safety (CLS) program. Learn more about these programs and VF's approach to supplier health and safety in our [past reports](#).

Through VF's CLS program, we conduct comprehensive assessments led by certified structural, electrical and fire safety engineers. These assessments are designed to verify that suppliers have essential life safety equipment and protocols in place to protect workers.

Key components of the CLS assessment include:

- Thermographic analysis of electrical systems.
- Structural loading analysis.
- Fire and emergency system reviews.
- Nondestructive testing for structural integrity, when specific risk parameters are met.

A CLS assessment is required within six months of a supplier's activation in our supply chain, and every five years thereafter to ensure ongoing compliance and risk mitigation. In FY25, 88% of in-scope suppliers were reassessed against our CLS protocol, reinforcing our commitment to safe working environments across our global supply chain.¹⁸

Through our CLS program, VF launched a pilot program covering select supplier facilities in FY25. The pilot was conducted in facilities with established CLS programs and focused on evaluating existing facility health and safety management systems (HSMS). From there we will support supplier facilities in addressing gaps where needed to establish and maintain best practices, including worker-facing health and safety policies, prioritization procedures and self-monitoring mechanisms. These systems aim to establish an internal culture of continuous health and safety oversight and improvement at our supplier facilities.

OUR PROGRESS



Freedom of Association

Training the Trainer courses were provided for 94 workers and management personnel at supplier facilities in Bangladesh and Cambodia through our F.A.I.R. Dialogue program in FY25. Additionally, in FY25, six new suppliers joined the DPRP in Cambodia, resulting in 127 individuals from facility management and unions being trained by The Arbitration Council Foundation.



Responsible Recruitment

VF's Your Voice Matters program reached 63% of known migrant workers in Jordan and 94% in Taiwan Region in FY25.¹⁹



Gender-Based Violence and Harassment

A total of 10,658 individuals participated in VF's S.A.F.E. Together program across Bangladesh, Cambodia and China in FY25. Surveys from 9,125 workers in the Bangladesh S.A.F.E. Together program showed an increase in participant knowledge of GBVH gender protection mechanisms by over 39% compared to FY24.



Child Rights

In FY25, 1,606 people at 542 supplier facilities in 40 countries were trained on child rights and child labor remediation protocol.



Fair Wages

The number of suppliers engaged with the FWN increased from 12 in FY24 to 25 in FY25. Additionally, in FY25, 10 of these supplier facilities involved in the assessment process received the Fair Wage Certified Employer label from FWN.



Supplier Health and Safety

As of FY25, 68 VF supplier facilities have graduated from the LABS initiative (up from 57 in FY24),¹⁸ demonstrating they have a functioning HSMS in place and have completed physical remediation in alignment with international standards (e.g., National Fire Protection Association and International Building Code, etc.) that are globally recognized for being best practices in structural, fire and electrical safety. In Bangladesh, 85% of in-scope²⁰ VF supplier facilities remediated 100% of their identified health and safety findings, compared to 82% in FY24.

Supply Chain Footnotes

¹⁷ VF's Global Compliance Principles require supplier facilities to comply with legally mandated minimum wage standards or the prevailing industry wage, whichever is higher. Where compensation does not meet workers' basic needs and provide some discretionary income, VF Authorized Facilities are encouraged to work with VF to make improvements and take other appropriate actions that seek to progressively realize a level of compensation that does.

¹⁸ The Supreme® brand is excluded.

¹⁹ Figures are based on the total number of migrant workers at the time of engagement located at our Tier 1 and nominated Tier 2 facilities.

²⁰ Auditing programs include Accord, Nirapon and RSC, covering VF Tier 1, Tier 2 and subcontractor supplier facilities in Bangladesh.



Photo Credit: RISE

Worker & Community Development Special Report

Celebrating a Milestone: Reaching 1 Million Workers and Community Members
Across VF's Global Supply Chain

Photo Credit: WaterAid

Worker & Community Development Program

VF's Worker & Community Development (WCD) program is our flagship effort to enhance the well-being of workers, their families and communities throughout our global supply chain. Since 2017, our goal has been to improve the lives of 1 million workers and community members by FY26 and 2 million workers and community members by FY31. In FY25, we successfully achieved our first milestone, reaching 1 million people through WCD initiatives globally — one year ahead of target.

VF's WCD program strives to go beyond standard labor-related compliance within the walls of our third-party, supplier facilities. In response to the needs of businesses, workers and local communities, WCD promotes dignified work, good health and supportive environments. The projects are designed to deliver shared value for workers, communities, suppliers and our company by reducing employee turnover and absenteeism while aiming to enhance worker skills and productivity, as well as worker and community well-being.



VF'S WCD PROGRAM: BY THE NUMBERS

2M people reached by FY31.

GOAL

15 active projects

FY25 PROGRESS

1M+ people reached

CUMULATIVE PROGRESS SINCE 2017

33 projects implemented

15 countries impacted



Childcare and Education

347k+

PEOPLE REACHED BY FOCUS AREA (2017 – FY25)



Health and Nutrition

294k+



Water and Sanitation

454k+

WCD PROGRAM OVERVIEW

Grounded in the needs of our stakeholders, the WCD program serves as a strategic platform for engagement with supplier facility management and their workers. The program activates key components of our Human Rights Commitment by identifying and addressing the needs of rights holders where they live and work.

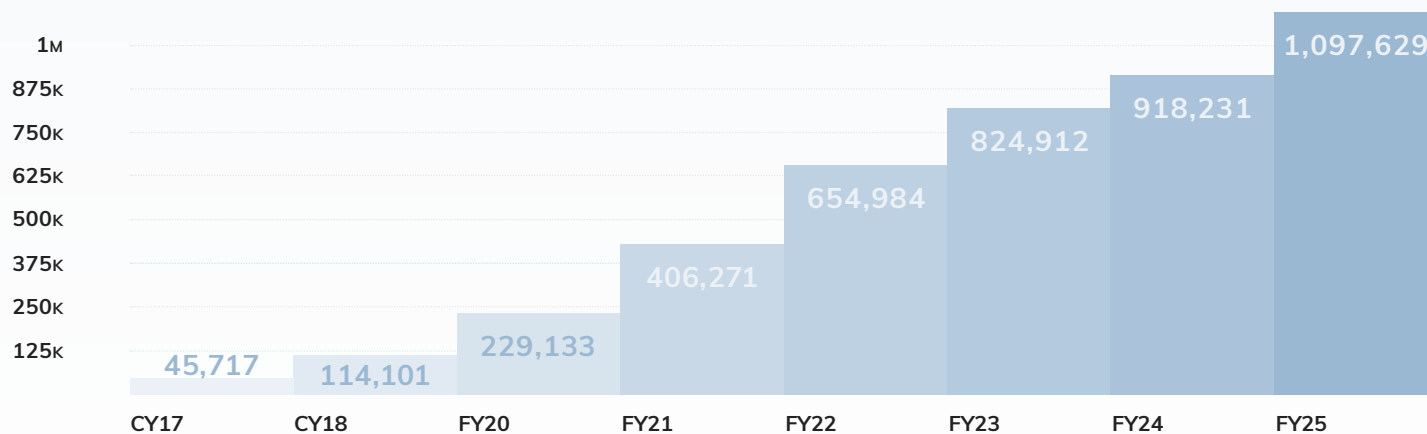
The WCD program was launched in 2017, beginning with the first WCD needs assessment. As part of this process, over 5,000 workers at VF supplier facilities across the globe were surveyed to identify the most pressing needs of both their workers and their communities.

Feedback from workers guided the development of VF's **Framework for Change**, which focuses on the three key areas of need most commonly identified across the global supply chain: Affordable childcare and education, adequate health and nutrition, and access to water and sanitation.

These areas are deeply interconnected — for example, achieving good nutrition is often dependent upon access to clean water and proper sanitation. As such, the WCD program emphasizes integrated, holistic approaches that are both impactful and scalable.

The first WCD projects were launched in Bangladesh, Cambodia, Dominican Republic, India and Vietnam in 2017. In subsequent years, the global footprint of the WCD program has expanded to a total of 15 countries. Each project is launched in partnership with an implementation partner that has expertise in the specific target area.

CUMULATIVE BENEFICIARIES REACHED



Responding to Emergencies

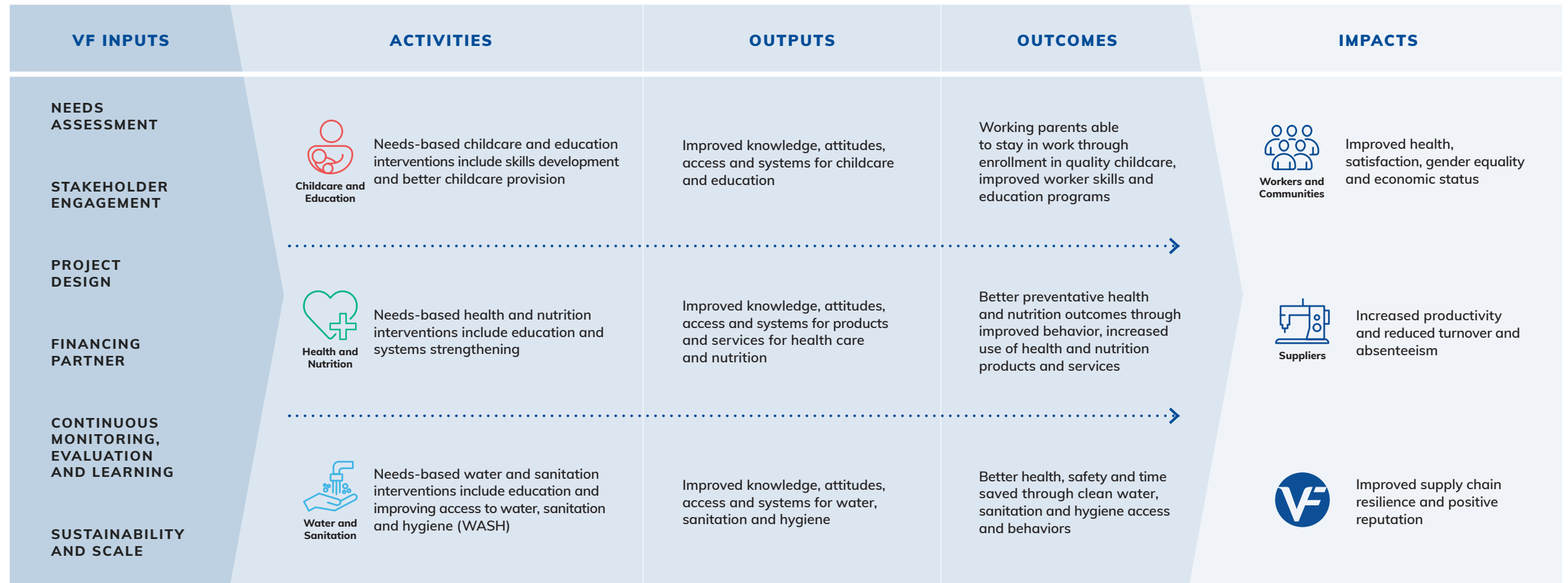
The WCD program supports communities in addressing their immediate needs following natural disasters. Examples of such interventions include:

- **COVID-19 Pandemic:** The WCD program collaborated with organizations in Bangladesh, Cambodia, India and Vietnam to implement a comprehensive response that provided personal protective equipment, hygiene training, vaccines and more to over 182,600 workers.
- **Earthquake Response:** Following the devastating earthquake of February 2023 in Türkiye, the WCD program collaborated with nonprofit partners and local VF suppliers to help 1,200 affected community members access safe drinking water.



FRAMEWORK FOR CHANGE

Underpinning the WCD program is its Framework for Change, which guides our work from project development to impact measurement. The framework builds on the principle of **shared value** by targeting outcomes that benefit workers, communities, businesses and society at large. All projects developed through the lens of WCD's Framework for Change align with achieving positive impacts for workers and communities, suppliers and our company. The results of routine stakeholder engagement via WCD needs assessments and input from partnering organizations help to shape projects, each of which aligns with one of the three focus areas of WCD.



HOW THE WCD PROGRAM WORKS

WCD projects are developed based on what workers identify as top needs in their workplaces and communities. Leveraging results from WCD needs assessments, VF develops projects in partnership with expert organizations, following a defined methodology to make each intervention relevant and effective. Interventions are designed to provide workers with access to knowledge and an environment that enables them to create long-term improvements in their lives and those of their communities.

Engage — VF conducts WCD needs assessments every two years at selected supplier facilities, considering worker insights, facility performance and local socioeconomic conditions.



Photo Credit: Water & Sanitation for Urban Populations

Identify — Through needs assessments, we identify salient issues within our defined focus areas of water and sanitation, health and nutrition, and childcare and education, with an added lens on gender and economic empowerment across each. The WCD team determines strategies and defines objectives and indicators based on the Framework for Change.

Design — VF partners with expert organizations to cocreate interventions, most of which operate in both supplier facilities and their surrounding communities.

- Facility-based interventions focus on strengthening supplier facility systems by providing on-site training and services that improve productivity and job satisfaction.
- Community-based interventions focus on tackling issues impacting a sizable portion of the community, providing community members with knowledge, tools and services in support of their families.

Monitor — A robust monitoring, evaluation and learning framework is embedded within the WCD program. VF continuously engages with partner organizations and suppliers to develop customized indicators for each project so that monitoring can assess progress toward desired outputs, outcomes and impacts.

Measure — Impact data is routinely reported to VF by implementing partners and supplier facilities. To help ensure the reliability of collected data, VF engages third-party assessors to verify final impact data from completed projects. As of FY25, 79% of WCD reported data has been independently verified.

WCD Needs Assessments

Since 2017, VF has engaged workers across 22 countries via our unique WCD needs assessments. The resulting data and insights are critical to the effectiveness of the program, as direct engagement with workers and supplier management provides firsthand knowledge of the greatest needs.

WCD needs assessments are carried out biennially at Tier 1 and nominated Tier 2 VF supplier facilities across the globe. Initial iterations of the needs assessments were conducted via face-to-face interviews with workers. The most recent assessments have leveraged technological advancements in digital tools to scale the number of people reached. Facility management is also engaged during each assessment, with the aim of understanding management's perception of workforce needs and what worker well-being practices are currently in place.

Our most recent WCD needs assessment was completed in FY25 and engaged more than 41,000 workers. The results confirmed the continued relevance of the WCD strategic focus areas and provided an updated overview of the supply chain workforce. Worker demographics were largely consistent with previous assessments: 67% are women, 65% have children living at home, and 91% are responsible for one or more dependents.

More information on the outcomes of WCD needs assessments can be found in the impact stories starting on [Page 30](#).

WCD Impact Stories

This section highlights a selection of key interventions implemented over the years. For a complete list of WCD projects carried out between 2017 and FY25, see Pages 34–35.

Protecting Children by Supporting Working Parents

VF's WCD needs assessments have shown that many workers at VF supplier facilities are parents working toward their vision of a better life for their children. Yet, these workers often report stress due to limited access to quality childcare, inadequate educational opportunities and worries about their children's health and safety. These widespread concerns can also have negative outcomes for both the well-being of workers' families and the productivity of facilities. In response, the WCD program has partnered with facilities and expert child rights organizations to support working parents and their children through locally tailored interventions.



Many supply chain workers across **China** are migrants who live apart from their children for much of the year. Since 2018, VF has partnered with **The Centre for Child Rights and Business** to implement family-support projects in over 20 supplier facilities. These initiatives include summer camps that allow children to stay with their parents during the summer holiday and tailored parenting workshops that help workers build stronger relationships with their children.

Parents often travel long distances to work at supplier facilities in **Cambodia**, frequently leaving their young children in the care of elderly relatives. Surveys show that this care arrangement often leads to heightened anxiety for working parents and inconsistent care for their children. VF collaborated with **Planète Enfants & Développement** to operate community-based childcare centers close to workers' homes that offer safe, reliable and affordable care. The centers enable workers, especially mothers, to remain employed or return to work sooner after maternity leave, while reducing absenteeism related to child illness.



Photo Credit: © UNICEF/UNI253595/Himu

In **Bangladesh**, reports show that children of ready-made garment workers are at heightened risk of stunting due to inadequate nutrition, limited childcare services and lack of support for working mothers. That is why VF has partnered with **UNICEF**²¹ USA to help UNICEF to bring the Mothers@Work initiative to 10 VF supplier facilities in the region. The initiative provides essential workplace services, such as breastfeeding rooms, access to childcare, maternity benefits and management training, to create safe environments for mothers and long-term benefits for children.

Promoting Safer Transport

In **Cambodia**, many workers commute using unsafe modes of transportation, contributing to frequent injuries and fatal accidents. VF's Prevention and Participation project, launched with the **AIP Foundation**, promotes safe commuting through raising road safety awareness, strengthening of management systems in facilities, safer transportation options, improved infrastructure and post-crash care.

Key outcomes:

- Reduced road crash injuries through education resulting from a change in attitudes and behaviors.
- Improved access to appropriate injury management services, facilitating a return to work with suitable employment options.

Learn more about the outcomes of the Prevention and Participation project [here](#).

Advancing Worker Skills and Development Through Education

WCD needs assessments have shown that most workers in VF's supply chain have limited formal education, with few progressing past elementary or middle school-level comprehension. Access to further learning, whether life skills or vocational training, is often scarce. At the same time, demand for education and skills development is high, particularly among women, who make up the majority of the workforce in VF's extended supply chain. To address these needs, the WCD program has partnered with a range of expert organizations to expand access to relevant and practical learning opportunities across the supply chain.

Since 2018, VF has partnered with **RISE** and its founding partner **BSR** HERproject to provide life skills training to workers in **Bangladesh, China, Guatemala, India, Indonesia, Kenya** and **Vietnam**. RISE programs cover financial literacy and health education and also work to strengthen workplace capabilities on topics such as gender-based violence and harassment prevention.

In **Bangladesh**, where women comprise the majority of the workforce but remain underrepresented in supervisory roles, VF partnered with **Better Work Bangladesh** to implement their Gender Equality and Returns (GEAR) project, equipping female workers with the technical and leadership skills needed to become line supervisors. Outcomes of GEAR also help facility management address business challenges in talent management by building systems to promote and retain internal talent. Similarly, within **China**, VF partners with **Timeline** to foster supportive facility environments that help female workers' participation in workplace discussions, advancements into supervisory roles and shared responsibilities at home.

Within **Jordan** and **Taiwan Region**, many facility workers are international migrants who face challenges in navigating the new communities where they live and work. In Taiwan, VF partnered with **One-Forty** to provide interactive local language courses and promote stronger relationships between migrant and local workers. In both Jordan and Taiwan Region, VF engages **Quizrr** to deliver digital training on financial literacy tailored to migrant workers. The training, which is available in their local language, helps to improve management of their personal finances.

In **Honduras**, unemployment among young jobseekers is a systemic challenge despite strong demand for skilled labor within the garment sector. VF has partnered with **Shimmy** to deliver digital training for technical skills and introduced a job-matching platform. This initiative supports young jobseekers in improving their skills and connecting with better opportunities in their local communities.

These projects adopt a peer-to-peer and/or training-of-trainers model to enable broader workforce engagement. By equipping workers with practical skills and growth opportunities, these initiatives help increase earning potential, enhance job satisfaction and improve the livelihoods of workers, their families and employers in the long term.



Photo Credit: One-Forty

WCD Impact Stories

Boosting Worker Health and Well-Being Through Essential Services

Access to quality, affordable health care is fundamental for any workplace and community to thrive. Many workers and communities across VF's global supply chain face significant barriers to adequate health care and nutrition. WCD needs assessments have found that routine health checkups are uncommon among workers, and up to 46% of surveyed workers reported that their health was negatively impacted by the workplace. Poor health, frequently linked to nutritional deficiencies, has also been associated with increased absenteeism and high turnover rates in supplier facilities. To address these challenges, the WCD program has collaborated with a range of local and international partners to deliver scalable, locally adapted health solutions that improve outcomes for both workers and their communities.

In **Cambodia**, most workers in VF supplier facilities are female and lack access to basic health care. VF has partnered with **CARE** to support female workers' access to health services, particularly focusing on anemia and menstrual health management. The project has enhanced the quality of health services available through on-site facility clinics and strengthened referral linkages to external health care providers.

VF collaborated with **Swasti** to meet the primary health care needs of supplier facility workers in **India** by offering free, routine health screenings for prevalent conditions such as anemia, hypertension and diabetes. Workers identified as at-risk received comprehensive support, including medical consultations, ongoing follow-ups and mental health counseling.

Limited access to affordable, nutritious, healthy food is a major contributor to poor health outcomes for workers in **Bangladesh**. Since 2019, VF has partnered with the **Global Alliance for Improved Nutrition (GAIN)** to improve both the availability and affordability of nutritious food in and around supplier facilities. This includes providing nutrition education through practical training sessions and awareness projects.



Photo Credit: Global Alliance for Improved Nutrition

Statistics show that maternal and newborn mortality rates are higher in **Indonesia** than in neighboring countries due to several factors such as inaccessible quality healthcare, late diagnoses and treatment, and lack of education of mothers and family members. In partnership with **DAI**, VF implemented a Maternal and Newborn Health project focused on raising awareness of health interventions among workers and management, improving quality of services provided in facility clinics and establishing strong referral pathways to support worker access to advanced care when needed.

Assessments have shown that many workers across VF's supply chain suffer from undiagnosed vision problems. In response, VF has partnered with **VisionSpring** to introduce the Clear Vision Workplace project in supplier facilities in **Bangladesh, India and Vietnam**. The project provides free eye exams and distributes eyeglasses to workers with vision impairments. As a result, workers have reported reductions in fatigue and headaches, while facility management has seen measurable improvements in productivity.



Photo Credit: VisionSpring

Across all WCD health interventions, several key themes stand out: Simple tools, accessible services and basic health education can make a profound difference. These efforts not only improve the health and well-being of workers and communities but also support facilities in building a more resilient and capable workforce.

Enhancing Access to Clean Water and Safe Hygiene Practices

Access to clean water, adequate sanitation infrastructure and good hygiene practices remains among the most urgent needs identified by workers and their communities through WCD needs assessments. In regions where waterborne diseases are prevalent, and water, sanitation and hygiene-related (WASH) infrastructure is lacking, workers face higher rates of illness and absenteeism — posing long-term risks to their well-being and livelihoods.

In **Cambodia**, assessments revealed significant gaps in WASH services in low-income neighborhoods surrounding supplier facilities. In response, VF has partnered with **WaterAid** since FY20 to strengthen local water and sanitation systems. Working closely with municipal water and sewage authorities and local service providers, the project focuses on building institutional capacity and supporting infrastructure development to reach underserved communities. The work has benefited more than 300,000 people since launch, contributing to the achievement of open defecation-free status in several worker communities and healthier living conditions.

The program has also helped 12 VF supplier facilities strengthen WASH practices in the workplace. Interventions have included training workers on hygiene awareness, assessing facility WASH infrastructure and carrying out necessary upgrades and establishing WASH workplace guidelines alongside internal committees to

oversee implementation, governance, and long-term sustainability or workplace WASH.

A similar approach has been taken in **Bangladesh** and **Kenya** where VF partners with **Water & Sanitation for Urban Populations (WSUP)** to address critical water scarcity, poor sanitation and high disease burden in worker communities.

- In Bangladesh, more than half of surveyed workers reported dissatisfaction with sanitation facilities and experienced high rates of absenteeism due to illness. Interventions have included upgrading shared toilet blocks, installing handwashing stations and conducting hygiene education campaigns.
- In Kenya, the project has addressed challenges stemming from rapid urbanization and recurrent droughts by collaborating with local authorities to build capacity, establish a dedicated sanitation unit and promote hygiene awareness.

Across these projects, WASH interventions are tailored to the local context but share a systems-strengthening approach that promotes local ownership and drives long-term, sustainable impact. Worker communities have seen:

- Improved access to clean, affordable water and safe sanitation.
- Reduced time and money spent obtaining clean drinking water.
- Increased awareness and practice of healthy hygiene behaviors.
- Decreased hygiene-related illnesses and absenteeism among workers.


By integrating community feedback, investing in local partnerships and focusing on scalable solutions, VF's WASH initiatives are fostering healthier environments and more resilient workplaces and communities across its supply chain.





Photo Credit: Water & Sanitation for Urban Populations

Nurjahan Begum, a garment worker in Bangladesh, used to wake up before dawn each day to beat the rush to a broken, overcrowded toilet. “The toilet was always unclean and unhygienic, and my family often fell ill — my 12-year-old grandson was even hospitalized with dysentery,” she recalls. That changed when WSUP, with support from VF Corporation, repaired and expanded the facility and provided essential hygiene training. “Now, the toilets are clean, safe and easy to use. No one in my family has been sick from poor hygiene since.”

WCD PROJECTS AND PARTNERS²²

FOCUS AREA	WCD PROJECT NAME	TIME PERIOD	IMPLEMENTING PARTNER	LOCATION(S)	NUMBER OF BENEFICIARIES
 Childcare and Education	DR Edtech Program	CY17	AEZFS and Breteau Foundation	Dominican Republic	800
	Better Business for Children	CY17 – FY21	UNICEF	Bangladesh, Vietnam	95,670
	Kenya Daycare Project	CY18	The Mother Goose	Kenya	140
	WeCare	CY18 – FY24	The Centre for Child Rights and Business	China	8,547
	VF Shearing Cadetship	FY20	New Zealand Merino	New Zealand	10
	Commuting Safety for Cambodian Workers	FY20 – FY24	AIP Foundation, with supporting funding from USAID	Cambodia	12,957
	Prevention & Participation	FY20 – FY25	AIP Foundation	Cambodia	173,415
	Gender Equality and Returns (GEAR)	FY22 – FY25	ILO-Better Work	Bangladesh	122
	Family Friendly Factory	FY23 – FY24	The Centre for Child Rights and Business	Philippines	9,786
	Community-based Childcare Centers	FY23 – FY25	Planète Enfants & Développement	Cambodia	1,848
	Mothers@Work	FY24 – FY25	UNICEF	Bangladesh	6,547
	Southern India Textile and Garment Supply Chain Project	FY24 – FY25	SAVE	India	13,945
	Cupinco School Project	FY25	YOUNGONE (EL SALVADOR), S.A. DE C.V.	El Salvador	103
	Gender Responsive Opportunities at Work (GROW)	FY25	Timeline	China	1,533
	Pathway	FY25	One-Forty	Taiwan	1,433
	Reimagining Industry to Support Equality (RISE)	FY25	RISE	China, Guatemala, Indonesia, Vietnam	20,330
	Shimmy Upskilling	FY25	Shimmy	Honduras	736

FOCUS AREA	WCD PROJECT NAME	TIME PERIOD	IMPLEMENTING PARTNER	LOCATION(S)	NUMBER OF BENEFICIARIES
 Health and Nutrition	Community Mobile Health Clinic	CY17 – CY18	Missione Possibile	Cambodia	6,420
	Clear Vision Workplace	CY17 – FY25	VisionSpring	Bangladesh, India, Vietnam	141,897
	Invest for Wellness Lesotho	CY18	CMS (Swasti)	Lesotho	10,760
	HERproject	CY18 – FY24	BSR	Bangladesh, India, Kenya	21,353
	Worker Wellbeing	FY19 – FY22	CMS (Swasti)	India	1,423
	Health and Nutrition Initiative	FY20 – FY22	CARE	Cambodia	12,377
	Stengthening Workers' Access to Pertinent Nutrition Opportunities (SWAPNO)	FY20 – FY25	GAIN	Bangladesh	76,778
	Maternal and Newborn Health	FY22 – FY23	DAI	Indonesia	20,679
	Invest for Wellness India	FY22 – FY24	CMS (Swasti)	India	2,028
	ThinkMD Digital Factory Clinic	FY24	ThinkMD	Cambodia	1,250
 Water and Sanitation	AquaTower Project	CY17 – CY18	Planet Water Foundation	Cambodia	20,000
	Championing Sustainable WASH for Factory Workers and Communities	FY20 – FY25	WaterAid	Cambodia	306,499
	Improving WASH in VF Corporation Worker Communities in Bangladesh	FY20 – FY25	WSUP	Bangladesh	96,363
	Access to Water for Earthquake-Affected Workers in Türkiye	FY24	Gelisim Tekstil San Ve Tic A. S.	Türkiye	1,200
	WASH for Development	FY25	WSUP	Kenya	30,680

Worker & Community Development Footnotes
²¹ UNICEF does not endorse any company, brand, organization, product or service.

²² The number of beneficiaries reached per project has been adjusted to avoid double counting.



>>> Governance

>>> Due Diligence

>>> Ethics & Compliance

MANAGEMENT

Governance

Our Board of Directors and Global Leadership Team (GLT) are committed to making responsible business decisions to advance our business and manage VF's social and environmental risks. This united leadership — combined with systems for effective management, diligent reporting and active engagement with our key stakeholders — provides sound governance of our responsible business efforts.



Global Leadership Team — Our GLT holds responsibility for environmental and social responsibility strategies and targets.

- VF's Vice President of Global Sustainability and Responsibility and VF's Chief Belonging and Talent Officer oversee the implementation of relevant goals and supporting programs and update members of the GLT and relevant committees of the Board of Directors at least once per year.

Board Oversight and Engagement — The Board and its Committees have oversight of our responsibility work. For example:

- The Governance and Corporate Responsibility Committee of the Board provides oversight of key strategies, programs, policies and risks related to the sustainability and social responsibility impacts of VF's businesses, including policies and initiatives to address climate risk.
- The Board's Audit Committee provides oversight over our supplier facility compliance program and receives updates on the compliance program quarterly.

Policies and Standards — Clear policies and standards that provide informed guidance are indispensable to good governance. For more information, see the Appendix on Page [50](#).

Data Privacy

VF's business operations and relationships with consumers, customers, employees and business partners rely heavily on information technology (IT) systems and data. We have established processes for identifying, assessing and managing material risks from cybersecurity threats using a systematic framework intended to protect the confidentiality, integrity and availability of the company's essential IT systems and data.

Oversight responsibility in this area is shared by the Board, its Audit Committee and management. For more information, please refer to the [VF 2025 Form 10-K](#).

Due Diligence

Employing rigorous due diligence requires having the proper systems, policies and procedures in place to identify, mitigate and measure progress in addressing adverse environmental and social impacts. Efforts are underway across VF's global enterprise to embed these practices into our responsible business approach.

Traceability

For the past seven years, we have continually expanded our supply chain traceability program, resulting in over 3,589 suppliers being identified from Tier 1 through Tier 5 across 170+ countries. VF leverages this traceability data to identify social and environmental vulnerabilities based on our commodity sourcing locations, volume data and material- and country- level risk assessments. Learn more about our traceability efforts on Pages [14–16](#).

Environment

VF continues to advance our processes for identifying and managing potential and actual environmental impacts and risks across our value chain. For example, we have enhanced our climate scenario analyses by evaluating potential climate risks associated with our direct operations, conducted supply chain-focused water risk assessments, and we continue to gauge land-use related risks by tracing the origins of our key materials.

Human Rights

Routine Human Rights Impact Assessments (HRIA) enable VF to identify actual or potential human rights impacts VF may cause, contribute to or be linked to through our direct operations, products and services, or business relationships. We conducted our first enterprise HRIA in 2017. Information on the results of these enterprise- and topic-specific HRIAs can be found in past [VF reports](#).

Understanding the Impacts of Farming on Species

In FY25, the VF Foundation, a private foundation funded solely by VF, awarded [Terra Genesis](#) and [WildMon](#) a grant to record birdsongs on rubber farms in Thailand. Bioacoustics monitors were installed in the winter to detect distinct birdsongs, each of which represents a thriving species being supported by the land. These birdsongs can help to determine strengthened biodiversity resulting from improved agriculture practices.

In FY25, our Worker Rights team conducted a new worker rights due-diligence survey to help proactively identify potential negative impacts related to areas such as freedom of association, forced labor and gender-based violence and harassment. This additional source of worker feedback provides our supplier partners with better information about potential gaps in their practices to uphold worker rights. More than 125,000 supply chain workers from nearly 200 Tier 1 and Tier 2 supplier facilities, licensees and subcontractors across 18 countries participated in the survey.

Stakeholder Engagement

VF understands that meaningful progress requires collaboration. We actively engage with external stakeholders to help define and prioritize our responsible business objectives. The insights and expertise of our partners, collaborators and stakeholders are integral to the development and execution of our policies and programs. Examples of our stakeholder engagement initiatives are included below.

Collaborating with The Microfibre Consortium — [The Microfibre Consortium \(TMC\)](#), a science-led nonprofit, aims to reduce the

environmental impact of fiber fragmentation from textiles. The North Face® brand became a member of TMC in 2018, and in 2024, VF joined TMC as a signatory at the enterprise level. In FY25, The North Face® joined the Consortium's Policy Committee and also submitted fabrics for shedding testing. To do this, VF's EMEA lab completed required training and tested 13 fabrics, contributing data to the Consortium's portal to support shedding analysis. Additionally, The North Face® participated in workshops hosted by the [Ocean Protection Council](#), [Materevolve](#) and [5 Gyres](#) to advance discussions on solutions to microfiber pollution.

Working with Maquila Solidarity Network — VF continued partnering with the [Maquila Solidarity Network](#), a labor and women's rights organization, to promote the implementation of the Employers Guidance on Ensuring Respect for Freedom of Association in El Salvador. In FY25, webinars and trainings were conducted for suppliers in El Salvador to support workers' freedom of association and union rights. Seven VF suppliers participated, with 23 of their compliance and human resources managers attending. In-person trainings were provided to 33 senior facility managers and union representatives to reinforce the guidance and its application.

Ethics & Compliance

VF's Ethics & Compliance program helps employees understand and uphold business standards embedded in our [Code of Business Conduct](#).

The program is led by our Executive Vice President, Chief Legal Officer and Corporate Secretary. Examples of our Ethics & Compliance activities include:

- Regular trainings to help ensure employees are aware of our policies.
- A variety of audits that measure the effectiveness of our business ethics program. Depending on risk profile and exposure, these audits are conducted quarterly, annually or over longer intervals by our Ethics & Compliance team, our Global Assurance function or by a third party.
- Business ethics policies on topics such as Open Door and Non-Retaliation, Conflicts of Interest, Anti-Corruption, Anti-Bribery, Antitrust, International Trade Compliance, Positive Relationships in the Workplace and others.





>>> Data

>>> TCFD

>>> SASB

>>> Supplemental Information

APPENDIX

Data

VF EMPLOYEE HEALTH & SAFETY

TOTAL RECORDABLE INJURY RATE ²³ — PER 100 EMPLOYEES	FY25
Distribution Center	1.69
Retail	1.06
Offices	0.11
Total	1.07
LOST TIME INJURY RATE ²⁴ — PER 100 EMPLOYEES	FY25
Distribution Center	0.87
Retail	0.56
Offices	0.07
Total	0.56
FATALITIES	FY25
Distribution Center	0
Retail	0
Offices	1
Total	1

VF SUPPLY CHAIN SNAPSHOT²⁵

SUPPLIER FACILITIES, BY SOURCING REGION	FY25
Americas	223
Asia Pacific	930
Europe, Middle East & Africa	87
Total Supplier Facilities²⁶	1,240
SUPPLIER FACILITIES BY SUPPLIER TYPE	FY25
Tier 1 and Subcontractor Facilities	972
Nominated Tier 2 Facilities	257
Licensee Facilities ²⁷	344

VF SUPPLY CHAIN AUDIT RESULTS

VF AUDIT OVERVIEW	FY25
Total number of supplier audits conducted	1,070
Number of audits completed by internal VF auditors	610
Number of audits completed by third-party auditors	460
TIER 1 SUPPLIER FACILITY AUDIT RESULTS ²⁸	FY25
Green	423
Yellow	271
Orange	58
Red	72
Black	15
NOMINATED TIER 2 SUPPLIER FACILITY AUDIT RESULTS ²⁸	FY25
Green	50
Yellow	111
Orange	54
Red	15
Black	1
SUPPLIER FACILITIES NOT ACCEPTED DURING INITIAL AUDIT	FY25
Tier 1 Supplier Facilities	33
Nominated Tier 2 Supplier Facilities	1
Total	34



²³ The Recordable Injury Rate includes injuries greater than minor injuries (first aid) per OSHA reporting requirements.

²⁴ Lost Time Days are the total number of days spent away from work due to a work-related injury/illness, not counting the date of injury.

²⁵ Suppliers that have both Tier 1 and nominated Tier 2 operations are counted as Tier 1 facilities.

²⁶ Total supplier facilities include Tier 1, nominated Tier 2, licensees and subcontractors.

²⁷ Total number of licensees includes some VF facilities that are shared with direct sourcing.

²⁸ In FY25, our Factory Audit Procedures were updated with new audit color-coded designations. For more information on our rating system, please see our [Factory Audit Procedures](#).

SUPPLY CHAIN HEALTH & SAFETY INDUSTRY INITIATIVES

BRAC VF FACILITY TRAININGS ²⁹	FY25
Number of facilities enrolled in BRAC training	37
Number of people trained through BRAC training program	106,142
LIFE AND BUILDING SAFETY (LABS) VF CUMULATIVE RESULTS ^{30,31}	FY18 – FY25
Number of VF supplier facilities onboarded	136
Number of LABS assessments conducted	133
Number of safety trainings conducted	320
Number of facility workers reached	333,638
Number of facilities that have graduated	68
BANGLADESH FACILITY REMEDIATION RESULTS ³²	FY25
Number of VF supplier facilities that have remediated all issues	33
Percentage of VF supplier facilities that have remediated all issues	85%

VF SUPPLY CHAIN CRITICAL LIFE SAFETY PROGRAMS³¹

VF CRITICAL LIFE SAFETY: DIRECT SOURCE INSPECTIONS	FY25
Number of Tier 1 direct source facilities inspected	133
Percentage of Tier 1 direct source facilities inspected	96%
VF CRITICAL LIFE SAFETY: LICENSEE FACILITY INSPECTIONS	FY25
Number of licensee facilities inspected	142
Percentage of licensee facilities inspected	93%
VF CRITICAL LIFE SAFETY: FACILITY REMEDIATIONS ³³	FY25
Number of facilities that remediated all priority 1 and priority 2 findings	53
Percentage of facilities that remediated all priority 1 and priority 2 findings	29%

VF GREENHOUSE GAS (GHG) EMISSIONS³⁴

SCOPE 1 AND 2 GHG EMISSIONS (MT CO ₂ e)	FY25
Scope 1 GHG Emissions	29,274
Scope 2 Location-Based GHG Emissions	58,236
Scope 2 Market-Based GHG Emissions	41,856
SCOPE 1 GHG EMISSIONS, BY GAS (MT CO ₂ e)	FY25
Carbon Dioxide (CO ₂)	20,429
Methane (CH ₄)	20
Nitrous Oxide (N ₂ O)	26
HFC Refrigerant	8,799
Total	29,274
SCOPE 1, BY CONSUMPTION TYPE (MWh)	FY25
Mobile Fuels	10,762
Natural Gas	98,562
Other Stationary Fuels	259
Refrigerants (kg)	6,769
Renewable Power – Onsite	1,936
SCOPE 2, BY CONSUMPTION TYPE (MWh)	FY25
Chilled Water	68
Total Electric Power	180,953
Non-Renewable Electric Power	128,611
Renewable Energy Credits	52,342
Steam	5
SCOPE 3, GHG EMISSIONS (MT CO ₂ e)	FY24 ³⁵
Total Scope 3 GHG Emissions	5,176,000
SCOPE 3, EMISSIONS INTENSITY	FY24
Total Scope 3 GHG Emissions (MT CO ₂ e)	5,176,000
Annual Revenue (\$)	\$9,915,678,000
MT CO ₂ e / U.S. Dollars	0.00052



²⁹ VF supplier facilities in Bangladesh.

³⁰ VF Tier 1 supplier facilities in Cambodia, India, Indonesia and Vietnam are in-scope for the LABS initiative.

³¹ The Supreme® brand is excluded.

³² Auditing programs include Accord, Nirapon and RSC, covering VF Tier 1, Tier 2 and subcontractor supplier facilities in Bangladesh.

³³ VF Critical Life Safety: Facility Remediations cover VF Tier 1 and licensee supplier facilities.

³⁴ The Supreme® brand is excluded from Scope 1 and 2 GHG emissions data reported.

³⁵ Due to a delay in collecting emissions data from third-party vendors, VF's reporting of Scope 3 emissions lags one year.

VF ELECTIRIC POWER CONSUMPTION

ELECTRIC POWER CONSUMPTION (MWh)	FY25
Renewable Consumption	52,342
Non-Renewable Consumption	128,611
Percentage of Consumption from Renewable Sources	29%

VF DISTRIBUTION CENTER WASTE GENERATION

VF DISTRIBUTION CENTER WASTE, BY TYPE (MT)	FY25
Total Waste Disposed	442
Total Waste Recycled	14,011
Total Waste Reused	3,848
Total Waste Generated	18,301

VF CHEM-IQSM PROGRAM RESULTS^{36,37}

NUMBER OF SUPPLIER FACILITIES SCREENED	FY25
Tier 1	93
Subcontractors	25
Nominated Tier 2	160
Tier 3	6
PERCENTAGE OF SUPPLIER FACILITIES SCREENED	FY25
Tier 1	85%
Subcontractors	93%
Nominated Tier 2	67%
Tier 3	100%
NUMBER OF CHEMISTRIES ³⁸ SCREENED	FY25
Tier 1	2,193
Subcontractors	462
Nominated Tier 2	5,706
Tier 3	264
NUMBER OF RED SUBSTANCES PHASED OUT ³⁹	FY25
Tier 1	130
Subcontractors	18
Nominated Tier 2	208
Tier 3	21



³⁶ The Supreme® brand is excluded.

³⁷ CHEM-IQSM Tier 1 facilities include Tier 1 and vertical facilities.

³⁸ Chemistries include softeners, dyestuffs, glues, detergents, among other compounds, and may contain multiple individual substances.

³⁹ VF eliminates the use of red-rated chemical formulations in the manufacturing of products. These chemicals are determined to be hazardous to the environment and the people who handle them. View the [CHEM-IQSM Program Manual](#) for further information on the elimination of prohibited chemicals from the supply chain.

TCFD Index

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

TCFD METRICS	COMPANY RESPONSE
GOVERNANCE	
a. Describe the board’s oversight of climate-related risks and opportunities.	VF 2025 CDP Disclosure (4.1.2) VF FY2025 Environmental & Social Responsibility Report (p. 37)
b. Describe management’s role in assessing and managing climate-related risks and opportunities.	VF 2025 CDP Disclosure (4.3) VF FY2025 Environmental & Social Responsibility Report (p. 37)
STRATEGY	
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	VF 2025 CDP Disclosure (2.1, 3.1, 3.6)
b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	VF 2025 CDP Disclosure (2.1, 3.1, 3.6, 5.1.2, 5.2) VF FY2025 Annual Report (p. 6) VF FY2025 Environmental & Social Responsibility Report (p. 9, 38)
c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	VF 2025 CDP Disclosure (5.1, 5.1.1, 5.1.2)

TCFD METRICS	COMPANY RESPONSE
RISK MANAGEMENT	
a. Describe the organization's processes for identifying and assessing climate-related risks.	VF 2025 CDP Disclosure (2.1, 2.2.1, 2.2.2)
b. Describe the organization's processes for managing climate-related risks.	VF 2025 CDP Disclosure (2.1, 2.2.1)
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	VF 2025 CDP Disclosure (2.1, 2.2.1)
METRICS AND TARGETS	
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	VF 2025 CDP Disclosure (7.54, 7.54.1) VF FY2025 Environmental & Social Responsibility Report (p. 42)
b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	VF 2025 CDP Disclosure (7.6, 7.7, 7.8, 7.8.1) VF FY2025 Environmental & Social Responsibility Report (p. 42)
c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	VF 2025 CDP Disclosure (7.53, 7.53.1, 7.54, 7.54.1, 7.54.3) VF FY2025 Environmental & Social Responsibility Report (p. 9–11)

SASB Index

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURE

TOPIC	CODE	ACCOUNTING METRIC	VF RESPONSE
Management of Chemicals in Products	CG-AA-250a.1	Discussion of processes to maintain compliance with restricted substances regulations.	VF FY2025 Environmental & Social Responsibility Report (p. 12–13) VF's Product Stewardship team closely monitors the chemical makeup of product components. We manage chemical usage in our supply chain by maintaining a robust Restricted Substance List (RSL) .
	CG-AA-250a.2	Discussion of processes to assess and manage risks or hazards associated with chemicals in product.	VF FY2025 Environmental & Social Responsibility Report (p. 12–13)
Environmental Impacts in the Supply Chain	CG-AA-430a.1	Percentage of Tier 1 supplier facilities and supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreements.	In FY25, 98% of in-scope Tier 1 and nominated Tier 2 supplier facilities were determined to be in compliance with the VF Global Wastewater Standards .
	CG-AA-430a.2	Percentage of Tier 1 supplier facilities and supplier facilities beyond Tier 1 that have completed the Higg FEM assessment or an equivalent assessment.	In 2024, 153 Tier 1 and 182 Tier 2 supplier facilities engaged in the Higg FEM assessment. Of the 335 FEM assessments completed, 90% were verified by an independent third party.
Labor Conditions in the Supply Chain	CG-AA-430b.1	Percentage of Tier 1 supplier facilities and supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, percentage of total audits conducted by a third-party auditor.	In FY25, VF conducted a total of 1,070 supplier audits, of which 43% were conducted by third-party auditors. In accordance with the VF Factory Audit Procedures , 100% of VF's Tier 1 supplier facilities are audited at least once per year.
	CG-AA-430b.2	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits.	In FY25, 10% of VF's audited supplier facilities were rated red or black due to nonconformance with one of our requirements as detailed in the VF Terms of Engagement . Failure to remediate issues can result in a facility designation downgrade and potential contract termination. For more information on our rating system, please see our Factory Audit Procedures .
	CG-AA-430b.3	Description of the greatest labor and environmental, health, and safety risks in the supply chain.	VF FY2025 Environmental & Social Responsibility Report (p. 22–24)

TOPIC	CODE	ACCOUNTING METRIC	VF RESPONSE
Raw Material Sourcing	CG-AA-440a.3	List of priority raw materials; for each priority raw material: environmental or social factor(s) most likely to threaten sourcing, discussion on business risks or opportunities associated with environmental or social factors and management strategy for addressing business risks and opportunities.	VF FY2025 Environmental & Social Responsibility Report (p. 14 – 16)
	CG-AA-440a.4	Amount of priority raw materials purchased, by material and amount of each priority raw material that is certified to a third-party environmental or social standard, by standard.	VF FY2025 Environmental & Social Responsibility Report (p. 14 – 16) In FY24, VF sourced: <ul style="list-style-type: none">• Organic Cotton: 1%• Better Cotton Initiative: 77%• Recycled Cotton: 2%• Virgin Down: 100% Responsible Down Standard• Virgin Wool: 94% ZQ Standard• Recycled Nylon: 40%• Recycled Polyester: 64%• Leather from LWG-audited Tanneries: 90% (FY25)
Activity Metric	CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1.	In FY25, VF sourced from 972 Tier 1 ⁴⁰ and subcontractor supplier facilities, 257 nominated Tier 2 supplier facilities and 344 licensee ⁴¹ facilities.

⁴⁰ Suppliers that have both Tier 1 and nominated Tier 2 operations are counted as Tier 1 facilities.

⁴¹ Figure includes supplier facilities that are shared with direct sourcing.

Supplemental Information

ORGANIZATIONAL PROFILE

Organizational details	<p>Name: V.F. Corporation</p> <p>Nature of ownership and legal form: VF FY2025 Annual Report (p. 24)</p> <p>Location of headquarters: VF FY2025 Annual Report (p. 23)</p> <p>Countries of operation: VF 2025 CDP Disclosure (1.7), VF Factory List</p>
Entities included in the organization's sustainability reporting	<p>Entities included in sustainability reporting: All entities included in the VF FY2025 Annual Report are also included in the FY2025 Environmental & Social Responsibility Report.</p> <p>Approach used for consolidating information: Unless otherwise noted, information disclosed in VF's environmental and social reporting covers the consolidated global business. In certain instances where data is not available for select regions or brands, refer to the relevant footnotes for details on changes to the scope.</p>
Reporting period, frequency and contact point	<p>Reporting period for, and frequency of, sustainability reporting: FY2025, annually</p> <p>Reporting period of financial reporting: Data primarily covers FY25: March 31, 2024 through March 29, 2025, the same as VF's financial reporting.</p> <p>Publication date of the report: October 7, 2025</p> <p>Contact point: SustainabilityAndResponsibility@vfc.com</p>
Restatements of information	<p>The Scope 3 GHG emissions stated on page 59 of the VF FY2024 Environmental & Social Responsibility Report are incorrect. The correct Scope 3 GHG emissions for all relevant categories in FY23 is 5,661,000 MT CO₂e. In FY23, our absolute Scope 3 GHG emissions from purchased goods and services and upstream transportation and distribution were 4,678,000 MT CO₂e.</p>
External assurance	<p>VF receives independent third-party limited assurance for Scope 1, Scope 2 (location- and market-based) and select Scope 3 emissions categories annually. View our FY2025 Environmental Data Assurance for further information.</p> <p>VF is assessing potential options for expanded reporting assurance in the near term. Related formal governance mechanisms are being evaluated.</p>

GOVERNANCE

Governance structure and composition	VF Governance Policy Documents Details on the composition of VF's Board of Directors, including gender, tenure and independence, is available in the VF 2025 Proxy Statement (p. 2 – 27).
Nomination and selection of the highest governance body	VF 2025 Proxy Statement (p. 18)
Chair of the highest governance body	VF 2025 Proxy Statement (p. 3)
Role of the highest governance body in overseeing the management of impacts	VF Board of Directors Governance and Corporate Responsibility Committee Charter VF 2025 CDP Disclosure (4.1.2) VF 2025 Proxy Statement (p. 22 – 24, 26 – 27)
Delegation of responsibility for managing impacts	VF FY2025 Environmental & Social Responsibility Report (p. 37)
Role of the highest governance body in sustainability reporting	VF FY2025 Environmental & Social Responsibility Report (p. 37)
Conflicts of interest	VF 2025 Proxy Statement (p. 3 – 14, 20 – 21)
Communication of critical concerns	VF FY2025 Environmental & Social Responsibility Report (p. 37 , 39) VF Ethics & Compliance
Collective knowledge of the highest governance body	VF 2025 Proxy Statement (p. 15 – 16) In FY25, members of VF's Board of Directors participated in cybersecurity and talent educational sessions.
Evaluation of the performance of the highest governance body	VF 2025 Proxy Statement (p. 18, 20 – 22, 25) VF Corporation Corporate Governance Principles
Remuneration policies	VF 2025 Proxy Statement (p. 28 – 29, 33 – 37, 40 – 50)
Process to determine remuneration	VF 2025 Proxy Statement (p. 26 – 27, 28 – 50)
Annual total compensation ratio	VF 2025 Proxy Statement (p. 63)

STRATEGIES, POLICIES AND PRACTICES

Statement on sustainable development strategy	VF FY2025 Environmental & Social Responsibility Report (p. 4)
Policy commitments	<p>We believe that clear policies, standards and principles are central to an effective governance approach. Our policies and standards encourage responsible business conduct within our own operations and with the external entities we engage with. Information on the application, scope and governance procedures of a specific policy or standard is detailed in the applicable document.</p> <p>A selection of VF policies and standards are listed below. For a complete list of public VF policies and standards, please visit VF Policies & Standards.</p> <ul style="list-style-type: none">• Child Rights Commitment• Code of Business Conduct• Commitment to Eradicate Gender-based Violence & Harassment• Human Rights Commitment• Responsible Recruitment & Anti-Forced Labor Commitment• Restricted Substance List• Terms of Engagement <p>Communication: VF's Terms of Engagement directs VF suppliers to adhere to the requirements of the policies and standards listed above. We deliver this information to our Tier 1 and nominated Tier 2 suppliers through annual communications that stress compliance is mandatory.</p>
Embedding policy commitments	<p>Salient VF human rights issues are embedded in the enterprise risk management (ERM) process. VF's Chief Operating Officer, a direct report of the CEO, is responsible for the oversight of supply chain-related risks. The ERM is a dynamic and holistic process used to identify and evaluate risks that have the greatest potential to significantly impact the performance of our enterprise. The ERM process helps VF to prioritize actions and sets forth accountability mechanisms to guide the ongoing management of risks. Updates to the ERM process and progress are regularly presented to the VF Board of Directors Audit Committee.</p> <p>Oversight of human rights at VF sits with our President and Chief Executive Officer, and the full Global Leadership Team. The VF Board of Directors' Governance and Corporate Responsibility Committee receives regular updates on human rights and the work to mitigate potential risks. They, in turn, review policies related to human rights.</p>

STRATEGIES, POLICIES AND PRACTICES

Processes to remediate negative impacts	<p>VF FY2025 Environmental & Social Responsibility Report (p. 22 – 24, 38)</p> <p>VF Factory Audit Procedures</p> <p>VF Code of Business Conduct</p> <p>VF Your Voice Matters Case Study</p>
Mechanisms for seeking advice and raising concerns	<p>VF Global Ethics & Compliance Program</p> <p>VF is committed to fostering dialogue and communication through multiple channels, including our Open Door Policy and our confidential Ethics Helpline. The Helpline is available 24 hours a day/seven days a week in every country where VF has employees. In FY25, VF investigated a total of 657 reports globally. Of the 657 reports received through the Ethics Helpline and via the VF Open Door Policy:</p> <ul style="list-style-type: none">• 127 were requests for guidance.• 530 involved alleged violations of VF's Code, policies or the law. We substantiated 257 of those cases.• 0 substantiated claims of harassment or discrimination relating to pregnancy and maternity rights or gender discrimination in FY24.• 144 contained allegations of discrimination/harassment, 40 of which were substantiated.
Compliance with laws and regulations	<p>VF Terms of Engagement</p> <p>VF Code of Business Conduct</p> <p>VF Factory Audit Procedures</p> <p>VF FY2025 Environmental & Social Responsibility Report (p. 41)</p>
Membership associations	<p>Stakeholder Engagement</p>

STAKEHOLDER ENGAGEMENT

Approach to stakeholder engagement	<p>VF FY2025 Environmental & Social Responsibility Report (p. 38)</p> <p>VF Stakeholder Engagement</p>
Collective bargaining agreements	<p>In FY25, there were collective bargaining agreements in place at VF facilities in Belgium, France, Italy, Mexico, Switzerland and the United States.</p> <p>VF FY2025 Environmental & Social Responsibility Report (p. 24)</p>

ECONOMIC PERFORMANCE

Direct economic value generated	<p>VF FY2025 Annual Report (p. 27)</p>
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ANTI-CORRUPTION

Communication and training on anti-corruption policies and procedures	<p>VF Ethics & Compliance</p> <p>To reinforce our ongoing commitment to and understanding of our values-based principles, the VF Ethics & Compliance program provides online and facilitator-led training on our Code of Business Conduct and other important topics such as anti-corruption, conflicts of interest and fair competition. In FY25, 97% of employees have received training on the Code of Business Conduct, which includes information on anti-corruption policies/procedures and the Ethics helpline.</p> <p>The VF Code of Business Conduct and all relevant corporate policies apply to everyone who conducts business on behalf of VF, including employees and members of VF's Board of Directors, regardless of seniority or location. View the Anti-Corruption section of the VF Code of Business Conduct for further information.</p>
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MATERIALS

Materials used by weight or volume	<p>VF FY2025 Environmental & Social Responsibility Report (p. 14)</p>
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ENERGY

Energy consumption within the organization	VF FY2025 Environmental & Social Responsibility Report (p. 42)
Energy intensity	0.00003 MWh / U.S. Dollars in FY25 ⁴²

WATER AND EFFLUENTS

Interactions with water as a shared resource	VF FY2025 Environmental & Social Responsibility Report (p. 12)
Management of wastewater impacts	VF FY2025 Environmental & Social Responsibility Report (p. 12)
Total water discharge across supply chain	In 2023, our Tier 1 and Tier 2 suppliers discharged approximately 55,224,263 m³ of water.
Water consumption	In 2023, our Tier 1 and Tier 2 suppliers used approximately 71,728,706 m³ of water.

EMISSIONS

Scope 1 GHG emissions	VF FY2025 Environmental & Social Responsibility Report (p. 42)
Scope 2 GHG emissions	VF FY2025 Environmental & Social Responsibility Report (p. 42)
Scope 3 GHG emissions	VF FY2025 Environmental & Social Responsibility Report (p. 42)
Emissions intensity	VF FY2025 Environmental & Social Responsibility Report (p. 42)
Reduction of GHG emissions	VF FY2025 Environmental & Social Responsibility Report (p. 9 – 11)

WASTE

Management of waste-related impacts	VF FY2025 Environmental & Social Responsibility Report (p. 17 – 18)
Waste generated	VF FY2025 Environmental & Social Responsibility Report (p. 43)
Waste diverted from disposal	In FY25, 17,860 MT of VF distribution center waste was diverted from disposal.

⁴² The Supreme® brand is excluded.

SUPPLIER ENVIRONMENTAL COMPLIANCE

New suppliers screened on environmental criteria	VF Factory Audit Procedures
Negative environmental impacts	VF FY2025 Environmental & Social Responsibility Report (p. 10)

EMPLOYMENT

Benefits provided to employees	VF's Volunteer Time Off Policy grants all employees globally a set number of hours of paid time off to volunteer. Since FY19, over 294,000 hours have been volunteered by VF and brand employees globally, more than 37,000 of those hours were in FY25 alone.
Parental leave	VF provides up to eight weeks of paid parental leave to all U.S. based eligible, employees who are new parents. To be eligible, an employee must be full time, benefit eligible and have completed at least one continuous year at VF. This policy is available to maternal, paternal and adoptive parents.

OCCUPATIONAL HEALTH AND SAFETY

Occupational health and safety management system	VF's global Health and Safety teams oversee company programs, policies and procedures to protect our people and comply with local regulations in the communities where we operate. VF employees in more than 170 countries can report their safety concerns and audit compliance through the Ideagen Environmental Health and Safety (EHS) application, which provides proactive data to advise our leaders on future strategy, set training priorities and create new tools.
Promotion of worker health	VF FY2025 Environmental & Social Responsibility Report (p. 23 – 24 , 26 – 33)
Prevention and mitigation	VF FY2025 Environmental & Social Responsibility Report (p. 23 – 24)
Work-related injuries	VF FY2025 Environmental & Social Responsibility Report (p. 41)

WORKER RIGHTS

Freedom of association	VF FY2025 Environmental & Social Responsibility Report (p. 22 – 24)
Child labor	VF FY2025 Environmental & Social Responsibility Report (p. 22 – 24)
Forced or compulsory labor	VF FY2025 Environmental & Social Responsibility Report (p. 22 – 24)

LOCAL COMMUNITIES

Operations with local community engagement, impact assessments, and development programs

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SUPPLIER SOCIAL ASSESSMENT

New suppliers that were screened using social criteria

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[VF Factory Audit Procedures](#)

PUBLIC POLICY

Political contributions

VF's political engagement activity and lobbying is conducted in accordance with applicable laws, policies and procedures, sound corporate practice and our high standards of ethical conduct.

Principles governing our approach to political expenditures include the following:

- VF does not endorse or make campaign contributions to federal, state or local candidates.
- VF does not make contributions in support of or in opposition to ballot initiatives.
- VF does not participate in electioneering communication to our employees or anyone outside the company.
- VF does not have a Political Action Committee (PAC).
- VF does partner and work with various third parties — such as trade associations, coalitions, civil society initiatives and international organizations — to communicate and advance our positions on key issues. VF periodically reviews the work performed by our trade associations and industry groups, either on VF's behalf or more broadly, to ensure continued alignment with our interests, business strategies and commitments.

Visit [VF Government Affairs](#) for more information.

Safe Harbor Statement

This material may contain “forward-looking statements” within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are made based on VF’s expectations and beliefs concerning future events impacting VF and therefore involve several risks and uncertainties. Words such as “will,” “anticipate,” “believe,” “estimate,” “expect,” “should,” and “may” and other words and terms of similar meaning or use of future dates may be used to identify forward-looking statements, however, the absence of these words or similar expressions does not mean that a statement is not forward-looking. All statements regarding VF’s plans, objectives, projections and expectations relating to VF’s operations or financial performance, and assumptions related thereto, are forward-looking statements. Forward-looking statements are not guarantees, and actual results could differ materially from those expressed or implied in the forward-looking statements. VF undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. Potential risks and uncertainties that could cause the actual results of operations or financial condition of VF to differ materially from those expressed or implied by forward-looking statements include, but are not limited to: the level of consumer demand for apparel, footwear and accessories; disruption to VF’s distribution system; changes in global economic conditions and the financial strength of VF’s consumers and customers, including as a result of current inflationary pressures; fluctuations in the price, availability and quality of raw materials and finished products, including as a result of tariffs; disruption and volatility in the global capital and credit markets; VF’s response to changing fashion trends, evolving consumer preferences and changing patterns of consumer behavior; VF’s ability to maintain the image, health and equity of its brands, including through investment in brand building and product innovation; intense competition from online retailers and other direct-to-consumer business risks; increasing pressure on margins; retail industry changes and challenges; VF’s ability to execute its Reinvent transformation program, “The VF Way” and other business priorities, including measures to streamline and right-size its cost base and strengthen the balance sheet while reducing leverage; VF’s ability to successfully establish a global commercial organization, and identify and capture efficiencies in its business model; any inability of VF or third parties on which it relies, to maintain the strength and security of information technology systems; the fact that VF’s facilities and systems, and those of third parties on which it relies, are frequent targets of cyberattacks of varying levels of severity, and may in the future be vulnerable to such attacks, and any inability or failure by VF or such third parties to anticipate or detect data or information

security breaches or other cyberattacks, could result in data or financial loss, reputational harm, business disruption, damage to VF’s relationships with customers, consumers, employees and third parties on which it relies, litigation, regulatory investigations, enforcement actions or other negative impacts; any inability by VF or third parties on which it relies to properly collect, use, manage and secure business, consumer and employee data and comply with privacy and security regulations; VF’s ability to adopt new technologies, including artificial intelligence, in a competitive and responsible manner; foreign currency fluctuations; stability of VF’s vendors’ manufacturing facilities and VF’s ability to establish and maintain effective supply chain capabilities; continued use by VF’s suppliers of ethical business practices; VF’s ability to accurately forecast demand for products; actions of activist and other shareholders; VF’s ability to recruit, develop or retain key executive or employee talent or successfully transition executives; continuity of members of VF’s management; changes in the availability and cost of labor; VF’s ability to protect trademarks and other intellectual property rights; possible goodwill and other asset impairment; maintenance by VF’s licensees and distributors of the value of VF’s brands; VF’s ability to execute acquisitions and dispositions, integrate acquisitions and manage its brand portfolio; business resiliency in response to natural or man-made economic, public health, cyber, political or environmental disruptions, including any potential effects from changes in tariffs and international trade policy; changes in tax laws and additional tax liabilities; legal, regulatory, political, economic, and geopolitical risks, including those related to the current conflicts in Europe, the Middle East and Asia and tensions between the U.S. and China; changes to laws and regulations; adverse or unexpected weather conditions, including any potential effects from climate change; VF’s indebtedness and its ability to obtain financing on favorable terms, if needed, could prevent VF from fulfilling its financial obligations; VF’s ability to pay and declare dividends or repurchase its stock in the future; climate change and increased focus on environmental, social and governance issues; VF’s ability to execute on its sustainability strategy and achieve its sustainability-related goals and targets; risks arising from the widespread outbreak of an illness or any other communicable disease, or any other public health crisis; and tax risks associated with the spin-off of the Jeanswear business completed in 2019. More information on potential factors that could affect VF’s operations is included from time to time in VF’s public reports filed with the SEC, including VF’s Annual Report on Form 10-K, and Quarterly Reports on Form 10-Q, and Forms 8-K filed or furnished with the SEC.



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