



ENVIRONMENTAL · SOCIAL · GOVERNANCE

2023

# IMPACT REPORT





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A full-page background image showing a hiker in a yellow jacket and backpack walking up a rocky, sparsely vegetated mountain trail. In the background, a massive, jagged mountain peak covered in snow and ice rises against a clear blue sky. The scene is brightly lit, suggesting a sunny day.

# ABOUT US





**We Connect  
Active People With  
Their Passions**



# Our Core Values



Enjoy an Active Lifestyle



Compete to Win



Relentless Improvement



Culture of Honesty, Respect, & Trust



Doing the Right Thing



# Our Brands

We design, source, market, and distribute outdoor, active, and everyday lifestyle apparel, footwear, accessories, and equipment under four primary brands. Each brand compliments the other to address the diverse needs of customers.



The Columbia brand, headquartered in Portland, Oregon, has a mission to unlock the outdoors for everyone. It offers authentic, high-value outdoor apparel, footwear, accessories, and equipment suited for hiking, trail running, snow, and fishing and hunting activities, as well as everyday outdoor activities.



Acquired in 2000, SOREL has evolved from a men's winter-utility boot brand into a contemporary lifestyle brand bringing style to the outdoors. The SOREL brand leverages its rich heritage, innovation and style to offer distinct, compelling, and unexpected footwear to consumers around the world.



Acquired in 2003, the Mountain Hardwear brand's mission is to make gear that works, because out there, it matters. With over 30 years of wild wisdom, our Mountain Hardwear brand continues to design essential, premium apparel, accessories and equipment products for climbers, mountaineers, skiers, snowboarders, and trail athletes.



Acquired in 2014, the prAna brand's mission is to inspire an intentional, authentic life. Energized by the culture of yoga and climbing, the prAna brand offers apparel, accessories and equipment products for consumers defining their own kind of movement.





# Message From Our CEO

At Columbia Sportswear Company, we believe in connecting active people with their passions. As someone who has been part of this 85-year-old family business for a very long time, I have a passion for Columbia Sportswear, along with its employees, customers, and users of our innovative outdoor products. Contributing to a clean, livable planet where we can all thrive is also important to me. Fishing, hunting, and hiking are some of my favorite activities and without a thriving ecosystem, outdoor pursuits like these simply do not exist.

This report describes some of the many things we are doing as a company to make a positive impact on our planet, its people, as well as its birds, fish and all other animals. As you'll see in the pages of this report, we are focused on conducting business in a way that supports our core value of "Doing the Right Thing." And we are constantly working to scale up our investments in people, whether it's partnering with groups that work to get people outside or helping our own employees live full, balanced and healthy lives.

For us, connecting active people to their passions is more than just words – it's our way of life.

**TIM BOYLE, CHAIRMAN, PRESIDENT, & CEO**





# 2023 Scope & Scale

4

Primary  
Brands

1938

Founded In  
Portland, Oregon

10,070

Full-Time &  
Part-Time Employees\*

\$3,487

Million Net  
Sales In 2023

450+

Directly Operated  
Retail Stores\*

100+

Countries In Which  
Product Is Sold\*

\*Approximately





# Impact Governance

Our Board of Directors (the Board) shares in the oversight of our impact efforts.<sup>1</sup> The Talent and Compensation Committee considers human capital management issues, while the Audit Committee reviews periodic reporting on environmental, social, and governance (ESG) matters. The Nominating and Corporate Governance Committee considers ESG issues, including potential long- and short-term trends and impacts on CSC's business. Each committee reports to the full Board with respect to their specific responsibilities. The Board is also informed of supply chain oversight and related risks. CSC management views ESG as a company-wide effort, with collaboration and commitment throughout the supply chain. In 2021, the Company created an ESG Steering Committee which includes:

- Executive Vice President (EVP), Chief Financial Officer
- EVP, Chief Administrative Officer and General Counsel
- EVP, Chief Supply Chain Officer
- EVP, Corporate Affairs and Chief Human Resources Officer
- VP, Sustainability and Community Impact
- VP, Investor Relations and Strategic Planning
- Senior Director, Corporate Communications



<sup>1</sup> See our [Investor Relations website](#) for our Board Committee Charters.



# About This Report

## REPORTING SCOPE

This Impact Report covers Columbia Sportswear Company's 2023 fiscal year (January 1, 2023 through December 31, 2023).

## DATA INTEGRITY

Impact data is shaped by evolving methodologies, emerging standards, and data availability. Adapting to these changes while maintaining comparability in our data is critical to the integrity of the data and related insights. To that end, we have been focused on designing tighter controls governing our impact data processes and systems. Data presented in this Report has been collected, reviewed, and, in some cases, validated by our internal audit function, for completeness and accuracy. It represents the most complete and accurate information at the time of publication.

## DISCLOSURE PRACTICES

Columbia Sportswear Company is committed to publicly reporting its performance on environmental and social sustainability topics. Reporting helps us measure our progress and engage internal and external stakeholders for continuous improvement.

## SAFE HARBOR

The information in this Report and our corporate responsibility/sustainability reporting and website, inclusive of charts, graphs and discussion, and all other information presented, may contain forward-looking statements, estimates, or projections based on expectations as of the original date of those materials. Those statements, estimates and projections are not guarantees of future results or performance and are subject to certain known and unknown risks and uncertainties that are difficult to predict, are often beyond our control and could cause actual results to differ materially. These risks and uncertainties are detailed in our reports filed with the U.S. Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K. Presented information may also discuss previously non-public financial and statistical information. Our approach to the disclosures included in this Report and our corporate responsibility/sustainability reporting and website differs from our approach to the disclosures we include in our mandatory regulatory reports, including our filings with the SEC. This report and our corporate responsibility/sustainability reporting and website are intended to provide information from a different perspective and, in certain cases, in more detail than that required to be included in our filings with the SEC. 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 report or in our website materials. This Report contains third-party data. In the majority of circumstances, we have not, and do not intend to, independently verify third-party data. Actual results and outcomes may differ from those expressed in or implied in this report due to, among other factors, any applicable legal requirements and/or industry standards, in providing such data.



# 2023 Highlights



## Empowering People

- In addition to the 36 global water towers we've installed since 2016, we built our first water tower in Central America in partnership with Planet Water
- Over 6,000 volunteer hours were logged by employees
- Mountain Hardwear launched a new partnership with Leave No Trace, an organization promoting conservation in the outdoors
- Introduced new time-off policies for U.S. employees
- Wellness reimbursement program introduced for U.S. employees

## Sustaining Places

- 10<sup>th</sup> year of completing the Higg Index Facilities Environmental Assessment; increased overall Higg scores to 14% above industry averages
- Completed our first procurement of Green-e® certified Renewable Energy Certificates
- Maintained 100% Responsible Down Standard certified down and Leather Working Group certified tannery commitments
- Invested in new software systems to improve Greenhouse Gas accounting and product footprinting capabilities

## Responsible Practices

- Connected more than 101,000 workers in our supply chain to RISE programs, since the start of our RISE (formerly HERproject) partnership in 2008
- 79% of suppliers rated a B or above on our Social Responsibility Supplier rating
- Continued our commitment to transparency publishing our Tier 1 and Tier 2 supplier list for the third year in a row

\*Includes cash and product donations. Excludes CSC match donations.



# Industry Partnerships & Memberships





# EMPOWERING PEOPLE

Empowering people in the communities where we live, work and play is one of our core focuses. Our business thrives when we support and promote healthy lifestyles and the wellbeing of our employees, business partners, and communities. Our primary areas of focus include:



EMPLOYEES



SUPPLY CHAIN



COMMUNITIES

Our employee wellbeing programs are designed to support employees in all aspects of their life. Whether it's in the workplace or out on the trail, we live out our mission of connecting active people with their passions.

– Richelle Luther, EVP,  
Corporate Affairs & Chief HR Officer



# Our Employees



## Employee Wellbeing

Our wellbeing programs are designed to support employees in every aspect of their lives – both inside and outside of the workplace. **We accomplish this through our five pillars of wellbeing: physical, social/emotional, financial, career, and community.** Examples of benefit programs that span the five pillars of wellbeing include affordable, comprehensive and accessible medical, dental and vision plans, as well as resources for free mental health counseling, financial counseling and management tools, career coaching, and volunteer opportunities.

Throughout the past year, we continued to prioritize and invest in the wellbeing of our employees by introducing several new programs and enhancements.

To help employees invest in their own wellbeing, CSC introduced a new myWellbeing reimbursement account for U.S. full-time regular employees. Each quarter, CSC will reimburse employees for activities related to wellbeing. In the first two quarters of the program, over 1,000 employees were reimbursed for various activities, including gym memberships, ski lift tickets, and meditation courses.





# Club 1938

Club 1938 is an outdoor program for our employees based in China, providing a virtual hub for sharing tips and ideas to increase knowledge about the outdoors. In 2023, the Club published seven video stories, launched three online activities and completed two hiking events. To celebrate the one-year anniversary of the program, club members embarked on a three-day trip to Beijing Chongli, which included a celebration, an 11 km hike and a tour of the Great Wall of China.





## FLEXIBLE WORK

To encourage U.S. exempt employees to take time away from work to recharge and connect with their passions, significant enhancements were made to our paid time-off programs in 2023.

We introduced Routine Time Off (RTO), which allows employees greater flexibility when taking time off, aligns with new ways of flexible work, and ensures CSC is competitive in the talent marketplace.

CSC also launched a new paid Wellness Time Off (WTO) benefit for all 5,885 full-time and part-time U.S. employees. This provides employees with paid time and security to take care of their health needs when they are ill or to use for planned wellness activities, such as medical appointments.

With the success of the new U.S. paid time-off programs, we'll continue to pursue global opportunities to further enhance those policies as we continue investing in the wellbeing of our employees.

## LEADERSHIP DEVELOPMENT



### Manager Fundamentals

In 2023, we launched Manager Fundamentals, a program to set leadership expectations and development opportunities for CSC managers. The program provides foundational training, tools, and resources to help leaders tackle priorities that are crucial to a manager's role. By the end of the year, this program had over 5,500 course enrollments with 52% of managers across all functions, regions, brands and levels enrolled in at least one course.

### Leadership Excellence Acceleration Program

Our Leadership Excellence Acceleration Program (LEAP) welcomed 47 CSC leaders from 13 countries and across all four brands to embark on a seven-month journey. With a focus on three essential pillars—Leading Self, Leading Teams, and Leading the Business—the program introduced a new dynamic by dividing the LEAP class into five smaller learning cohorts, fostering collaboration among global, cross-functional, and diverse peers. Participants engaged in workshops, online courses, coaching circles, and senior leader connections, culminating in cohort pitchback presentations that showcased their skills.

### Amazing Race Development Program

Our leadership development program in China, *Amazing Race*, provides participants the opportunity to advance their learning skills through a customized learning journey. In this program, 11 participants completed in-person and online trainings, gained business insights by spending a day servicing consumers in one of our stores, and engaged in volunteer opportunities. The program concluded with two groups presenting business proposals they developed over the course of the three-month program.

### LEAD Program

Our LEAD program, tailored to different leadership levels within our distribution centers, has proven instrumental in nurturing leadership talent across the organization. With curated programs spanning up to 11 weeks, participants at various leadership levels undergo targeted development, contributing to the success of the program. The program has successfully established robust pipelines for internal mobility, fostering continuous growth and progression within our workforce.





# Diversity , Equity & Inclusion



Every step on our diversity, equity and inclusion journey is a step closer to a workplace where everyone truly feels they belong and can do their best work. To advance DEI efforts in 2023, we created a DEI Operating Model, recalibrated our DEI Pillars and upskilled our Employee Resource Groups into Networks with structured roles, terms and integration with our business strategy.

We currently have seven Employee Resource Networks.



## WLI

The Women's Leadership Initiative (WLI) hosted a series of events in celebration of Women's History Month for all global employees. Highlights included a panel featuring women in STEM and a volunteer day for Days for Girls, a WLI community partner.



## VAMOS UNIDOS

Vamos Unidos celebrated Hispanic Heritage Month with a keynote speaker discussing the topic "Latinos: Driving Prosperity, Power, and Progress in America." The group also welcomed the Hispanic Metropolitan Chamber to our Portland HQ campus for a branding class.



## BEN & FRIENDS

In early 2023, the Black Employee Network (BEN) & Friends welcomed Kreig Robinson, the director of Diversity, Equity, Inclusion, and Belonging Programs at 23XI Racing for a virtual event. The group also hosted a Literacy Drive supporting the Urban Literacy Project.



## PRIDE

The Pride group participated in the Portland Pride Parade in honor of Pride Month. With the support of Pride, we participated in the Human Rights Campaign's Corporate Equality Index.



## CAPE

The Coalition of Asian & Pacific Islander Employees (CAPE) ERN celebrated Lunar New Year with events hosted both on campus and virtually. The group also encouraged employee donations to support those impacted by the Maui wildfires.



## BRAVO

Our veteran ERN, BRAVO, sponsored a volunteer opportunity with Veteran's Stand Down, a group that honors and supports veterans. They also sponsored and participated in the RUCK 22 March for veteran suicide awareness.



## OUR TRAIL

Our Trail focused on allyship in 2023, while also co-sponsoring ERN events.

In addition to our ERNs, we also have Regional Green Teams and brand specific groups, including I.D.E.A., the Mountain Hardwear DEI employee collective.



# I.D.E.A.

Mountain Hardwear has a dedicated DEI group, I.D.E.A. (Inclusion, Diversity, Equity and Action), who plan DEI activities for Mountain Hardwear employees and amplify the events and initiatives of the corporate DEI programs. Highlights from I.D.E.A.'s work in 2023 include the Hardwear Hikes summer series which brought employees together to participate in employee-led hikes throughout the Bay Area. Additionally, the group promoted a Giving Tuesday campaign in support of YES! Nature to Neighborhoods.



# Europe

Our Europe DEI team has broad representation across corporate offices, retail locations and the distribution center. The team brought DEI to life through a Speaker Series in 2023. The Spring session focused on disability awareness. The team hosted a guest speaker to talk about his journey from a life changing injury to working for a performance driven sportswear company. The focus of the fall Speaker Series was mental health. In recognition of World Mental Health Day, the team organized events at locations across Europe, including a mindfulness meditation session, a guest speaker about the impacts of mental health in the sports industry, a smoothie bike experience and a mental wellbeing forum.





# Our Workforce at a Glance



## WORKFORCE BY LEVEL

### BY GENDER

	Individual Contributor	Manager	Director & Above	CSC Overall
FEMALE	55%	47%	39%	54%
MALE	42%	53%	60%	43%
NON-BINARY	<1%	0%	0%	<1%
UNDISCLOSED**	3%	<1%	1%	3%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### BY ETHNICITY\*

	Individual Contributor	Manager	Director & Above	CSC Overall
AMERICAN INDIAN OR ALASKAN NATIVE	<1%	<1%	0%	<1%
ASIAN	7%	7%	8%	7%
BLACK	7%	2%	<1%	7%
HISPANIC OR LATINO	25%	8%	3%	24%
NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	<1%	<1%	0%	<1%
TWO OR MORE RACES	4%	3%	2%	4%
WHITE	54%	78%	85%	56%
UNDISCLOSED**	2%	1%	2%	2%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*U.S. only

\*\* Includes individuals who selected "undisclosed" as well as those who left the question blank





## WORKFORCE BY ROLE

### BY GENDER

	Corporate	Distribution	Retail	CSC Overall
FEMALE	54%	45%	56%	54%
MALE	45%	53%	40%	43%
NON-BINARY	<1%	<1%	<1%	<1%
UNDISCLOSED**	1%	1%	4%	3%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### BY ETHNICITY\*

	Corporate	Distribution	Retail	CSC Overall
AMERICAN INDIAN OR ALASKAN NATIVE	<1%	<1%	1%	<1%
ASIAN	11%	8%	5%	7%
BLACK	2%	8%	8%	7%
HISPANIC OR LATINO	6%	19%	32%	24%
NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	<1%	1%	<1%	<1%
TWO OR MORE RACES	4%	2%	4%	4%
WHITE	74%	60%	48%	56%
UNDISCLOSED**	2%	1%	2%	2%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## WORKFORCE BY REGION

### BY GENDER

	North America	Europe	Asia	CSC Overall
FEMALE	55%	52%	50%	54%
MALE	44%	47%	37%	43%
NON-BINARY	<1%	0%	0%	<1%
UNDISCLOSED**	<1%	<1%	13%	3%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*U.S. only

\*\* Includes individuals who selected "undisclosed" as well as those who left the question blank





# Our Supply Chain



## COLUMBIA SPORTSWEAR CLEAN DRINKING WATER PROGRAM

To combat the global water crisis and improve access to clean drinking water, Columbia continues to partner with Planet Water Foundation, a U.S. non-profit organization, to build AquaTowers, or water filtration towers, in areas where CSC products are produced.

Our goal is to provide access to clean drinking water to 100,000 people per day by 2028. As of 2023, we have built a total of 37 AquaTowers – 11 of them in 2023, including our first water filtration tower in Guatemala, built in partnership with our supply partner, Texpasa. These efforts have helped provide up to 66,600 people with clean water each day.

[Click here](#) to learn more about what goes into a water tower build.





# Our Communities



## Outdoor & Community Support

### EMPLOYEE VOLUNTEERING

We encourage employees to volunteer by providing 16 hours of paid volunteer time each year. In 2023, 6,000 volunteer hours were logged, up 2,000 hours from 2022. To support volunteer efforts, employees can use the CSC Community Impact platform, Benevity, to post volunteer activities their colleagues may be interested in participating in.

CSC provides  
**16 hours of paid  
volunteer time**  
to eligible employees  
per calendar year.





# Transition Projects

**When employees are passionate about a volunteer opportunity, we want to support them.** John Ducker, Sr Director of Supply Chain Capabilities at Columbia Sportswear and a board member of Transition Projects, organizes bi-weekly volunteer opportunities for CSC employees to serve meals to those experiencing houselessness in the Portland, Oregon area. Transition Projects, a non-profit organization dedicated to aiding those without stable housing, assists individuals in finding housing and connecting them with necessary resources.

For over 20 years, Columbia Sportswear has been a proud supporter of Transition Projects through the Truckload of Coats donation drive, the Veteran's Stand Down, and employee-led groups preparing and serving meals at Transition Projects shelters. Our community support for people experiencing houselessness was recognized at the 2024 Impact Gala hosted by Transition Projects, where we were honored to receive the *Setting the Standard* award.





## COLLEGIATE OUTDOOR RECREATION PROGRAM

Columbia, prAna and Mountain Hardwear are proud to support the Collegiate Outdoor Recreation Program, providing students access to the clothing and equipment that's needed to get outside safely and comfortably.

College students often lack access to quality outdoor gear due to cost, storage space or general accessibility. But by donating gear to outdoor programs at 16 universities across the country, our brands are helping the next generation of outdoor enthusiasts have meaningful experiences in nature, from climbing remote mountains to exploring the urban outdoors at a local park.

The outdoor recreation offices on college campuses organize hiking, skiing and climbing trips as a way to introduce students to outdoor activities that they may have considered inaccessible due to their lack of knowledge. These outdoor programs also provide opportunities to gain work experience, access to top-of-the-line gear, and the chance to build and foster lifelong friendships.

University of Oregon is one of the universities supported by the Collegiate Outdoor Recreation Program. Through their Outdoor Pursuits program, Oregon students have ample opportunities to test out gear through the Rental Barn, their program headquarters and gear rental facility. One back country survival course requires students to spend a night out in the woods with only a tarp, so giving students access to the proper apparel is vital in keeping them safe while out in the elements. Gear from the CSC brands are heavily utilized during this class.

Liam is a Junior Environmental Studies major and Political Science minor with a passion for the outdoors. Not only does he enjoy getting outside, he works to help others do the same, by leading outdoor excursions as well as working in the Rental Barn himself. Liam educates students on what kind of gear they need for any planned outdoor activity as well as ensure they have the knowledge necessary to be successful from the trail to the mountain.

In addition to working in the Rental Barn, Liam himself takes advantage of the services offered. He recently participated in a study abroad program where he camped for two months in New Zealand while using a Mountain Hardwear Outpost Tent that was rented through the program. The tent held up so well against the elements, Liam bought one for himself.



Avery, a Sophomore Geology and French major who works for the bike shop on campus, leads intro to biking classes geared toward BIPOC and women. They have found that one major barrier to entry into biking is the uncertainty of what gear is needed to be successful. But by educating participants and giving them the opportunity to test out the gear themselves, Avery and the outdoor program have helped many first-timers become regular bicyclists.

Sustainability is a big part of University of Oregon's Outdoor Pursuits program. By having students rent the gear, it gets used continuously. The program also teaches students how to properly care for their outdoor gear and repair it when necessary, extending the life of the gear and keeping it out of landfills.


The Outdoor Pursuits program goes beyond just making gear accessible to students as they venture outdoors, often for the first time. It's also about introducing people to activities they may have considered out of reach and encouraging them to get outside and stay outside longer, ultimately fostering a lifelong appreciation of the outdoors and the recreational opportunities it provides.





## PROTECT OUR ROOTS EARTH DAY CAMPAIGN

In celebration of Earth Day, the Columbia brand partnered with Conservation International for a Protect Our Roots Earth Day campaign. Even the simplest of outdoor experiences can take root in our hearts and minds, creating memories that last a lifetime. Let's remember exactly what we are protecting – the epic landscapes that first made our hearts race and our legs stretch and places we never wanted to leave. The outdoors grow with us. Through this campaign, we asked a few of our athletes and ambassadors to share the outdoor location that first made their heart race and how that connection has evolved over the years. View the [campaign](#) and read the [Tough Mother Outdoor Guide article](#).



**prAna donated \$20,000 to Outdoor Outreach,**  
a San Diego based non-profit that uses the outdoors to inspire youth to see possibility and opportunity in their lives. Additionally, prAna provided climbing gear to the instructors in the rock climbing program.

## PROTECT WHAT YOU LOVE

As a member of the angling community, Columbia PFG is focused on protecting our waters and keeping them pristine for generations to come. To support this effort, the Columbia brand partnered with Captains for Clean Water to help restore and protect water resources. And to help amplify this message, Columbia PFG launched the *Protect What You Love* campaign across multiple channels, including social media, TV streaming platforms and podcasts. Watch [this video](#) to learn more about the campaign.

## GIRLTREK

The Columbia brand partnered with GirlTrek to celebrate Women's History Month. The brand highlighted the organization on [Instagram](#) by sharing how GirlTrek supported member Marcie Thomas in falling in love with the outdoors.

## NATIONAL PARK FOUNDATION

The Columbia brand has partnered with the National Park Foundation since 2013 and began supporting the Open Outdoors for Kids program in 2019. This program connects students with national parks through field trips, classroom activities, and educational activities.

## SOLES4SOULS

For more than 10 years, the Columbia brand has partnered with Soles4Souls, who turn unwanted clothes and shoes into opportunities by distributing them to people in the U.S. and across the world. In 2023, we donated over 9,000 shoes and clothing items, diverting over 10,300 pounds from landfills.

## TRANS CANADA TRAIL

The Columbia brand in Canada has a multi-year partnership with Trans Canada Trail, the longest trail network in the world. Through this partnership, Columbia is an official sponsor of the Trans Canada Trail with a focus on the Trail Care program which provides funding for projects to repair and improve trail sections and to make the trail more accessible for all users. Together, the Trans Canada Trail and Columbia Sportswear encourage Canadians and visitors to embrace the outdoors and engage in safe, active, outdoor recreation.





## LEAVE NO TRACE

Mountain Hardwear partners with Leave No Trace to increase awareness around stewardship of nature, especially when enjoying the outdoors. Mountain Hardwear athletes and ambassadors were trained in Leave No Trace principles and advocate for these practices when representing the brand. Mountain Hardwear employees participated in a trail-work day at Sibley Volcanic Regional Preserve, giving employees the chance to engage with Leave No Trace in a meaningful, real-life way.

## LGBTQIA2S+ & AMERICAN MOUNTAIN GUIDES ASSOCIATION

In partnership with the American Mountain Guides Association (AMGA), Mountain Hardwear offered 11 scholarships to their annual LGBTQIA2S+ Single Pitch Instructor Course. There have been 63 applicants with 38 scholarships granted over the four years the course has been offered. Through this program, 14 members of the LGBTQIA2S+ community are now Certified Single Pitch Instructors, the first climbing guide certification offered by AMGA. This certification allows folks to serve as leaders in the climbing community as rock climbing instructors, serving as examples to others in the community while diversifying the climbing world.

**The *SPI LGBTQIA2S+ Affinity* Group course has been a pivotal experience in my personal and professional growth.** It has empowered me to embrace my queer identity and to bring my authentic self into the climbing world. I am better equipped with the skills and knowledge to create inclusive spaces and be an advocate for change within the climbing community.

- Matt Moy, 2023  
LGBTQIA2S+ SPI  
Participant





# SUSTAINING PLACES

A healthy planet is the cornerstone of healthy people and communities. Our role is to conduct business responsibly by managing our impact on the environment through natural resource consideration. To sustain the places we live, work, and play, we focus on the following pillars:



CLIMATE MANAGEMENT



SUSTAINABLE MANUFACTURING



CHEMICAL MANAGEMENT



PREFERRED MATERIALS  
& CIRCULARITY

We're committed to sustaining our outdoor spaces so they can be enjoyed for generations to come.

– Abel Navarrete,  
VP, Sustainability and Community Impact





# Climate Management



At CSC, we recognize global climate change requires a collective response for mitigation and adaptation as it affects our communities, ecosystems, and outdoor participation.

## GREENHOUSE GAS EMISSIONS CALCULATIONS

In 2023, we accelerated climate reporting and greenhouse gas emissions quantification by investing in two new sustainability accounting platforms, which are being implemented in 2024. These systems will enable CSC to disclose emissions from our extended value chain down to the level of individual products.

## GREEN BUILDING & RENEWABLE ENERGY

CSC's Scope 1 & 2 climate management includes actions taken in our owned and operated facilities – from running our offices, retail stores and distribution centers efficiently to using renewable energy. In 2023, we procured Green-e® certified Renewable Energy Certificates to cover approximately 5,800 MWh of electricity for 2023. While 2023 usage is currently unavailable, we estimate this renewable energy procurement to account for approximately 14% of North America electricity usage based on 2022 electricity usage numbers.





# Europe DC: Energy Efficiency

We've implemented strategic measures within our distribution center in France to optimize and reduce our energy consumption. Through the adoption of intelligent LED lighting across indoor spaces and our outside parking area, enhancing insulation of cells, insulating technical heating points, and optimizing heating schedules based on seasonal and daily variations, we've made substantial progress.

These efforts have yielded remarkable results: compared to the previous year, 2023 saw a 27% reduction in gas consumption and 13% decrease in electricity usage. These figures are a testament to the engagement of our staff and their leadership by example in transitioning toward a more sustainable and energy-efficient future.





# CSC Headquarters: Greening Operations

Our corporate headquarters in Portland, OR has undergone renovations to include features and programs designed to minimize our environmental impact. The main building houses a solar array which reduces the amount of energy drawn from the grid. We've also implemented sophisticated building controls that intelligently manage energy consumption by dimming lighting and adjusting HVAC in unoccupied areas. And all occupied areas are illuminated by energy-efficient LED lighting. We have replaced much of our HVAC equipment, and have plans to replace the rest over the next few years, with units that are more energy-efficient and use refrigerants that are less harmful to the atmosphere. To encourage lower impact transportation, we installed eight EV charging stations with plans to add more. And we continue to be actively engaged in a partnership program with local utilities to closely monitor and decrease energy usage across our facilities.





# prAna Headquarters: Culture of Sustainability

The prAna headquarters was designed with sustainability in mind. This includes elements like doors and desks made from refurbished wood, waterless urinals, on-site composting and electric vehicle charging stations. New thermostats help lower energy use and the prAna Green Team is actively working to reduce waste going to landfills, with waste audits and better systems for composting and collecting recyclables.





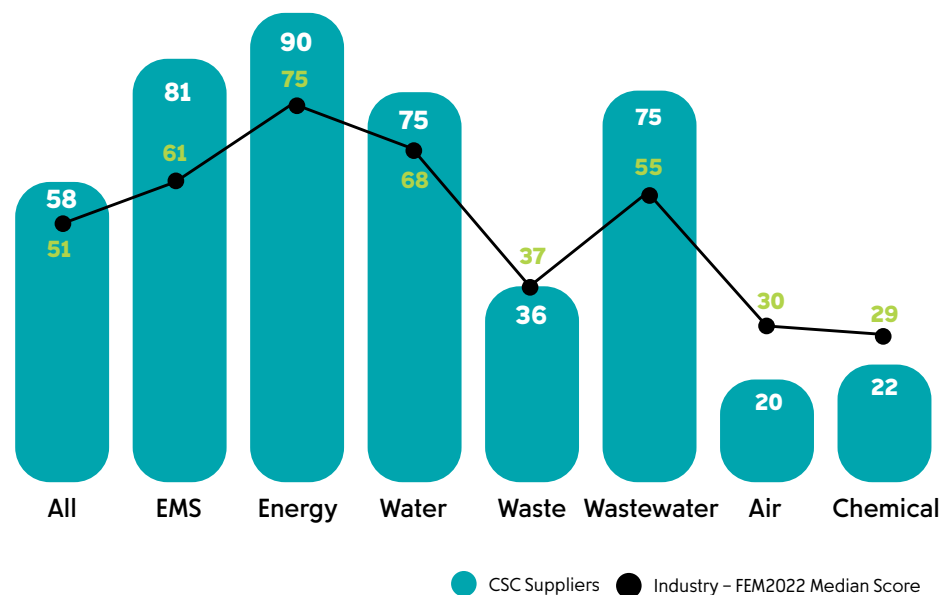
# Sustainable Manufacturing



CSC has been actively using the Higg Facility Environmental Module (FEM) to assess supplier sustainability performance since 2013 and we've seen consistent improvement across suppliers from increasing data collected and verification (97% in 2023) to overall score and practice improvement.

In 2023, CSC's in-scope manufacturing partner facilities continued to lead performance improvement by increasing their overall score by 4% since 2022, and scoring 14% higher than the industry median.<sup>2</sup> This overall scoring improvement was driven by an increase in water, environmental management systems, waste, and wastewater scores. Given the Higg FEM reporting cadence, annual data from our manufacturing partners is not available until the first quarter of the subsequent calendar year, resulting in the usage of 2022 manufacturing data in this Report.

## Higg FEM Industry Score Comparison



## Carbon Leadership Project (CLP)

The CLP is a joint program between the Apparel Impact Institute (Aii) and Reset Carbon that helps manufacturing partner facilities achieve their climate targets. The CLP works with manufacturing partner facilities to establish emissions baselines, and then supports manufacturing partner facilities with trainings and tools to develop targets and action plans to reduce emissions and environmental impacts. CSC's participation in the CLP is key to supporting our manufacturing partner facilities in identifying best practices and implementation methods for emissions reductions, and in sharing knowledge with our broader supply chain for further adoption. In 2023, CSC finalized one CLP program with a Tier 2 manufacturing partner. Through this assessment, Aii and Reset Carbon helped the manufacturing partner facility evaluate the potential for decarbonization across its operations. Based on the carbon toolkit results, total carbon savings are estimated to be 54% after CLP participation.

## Climate Progress Report

In 2022, we launched a proprietary climate progress tool on our supplier management system, Gateway. Through this tool, manufacturing partners are able to establish their own carbon baseline, set targets, draft an action plan, and track annual reduction performance automatically in the report. Since launching this tool, we have processed 543 climate progress reports.

<sup>2</sup> In 2023, CSC's in-scope manufacturing partner facilities achieved a median Higg FEM score of 58 out of 100 points, which was higher than the industry median score of 51. This was also a 4% improvement for CSC's in-scope manufacturing partner facilities over their median score of 56 in 2022.



# Chemical Management



Our Global Product Compliance and Chemical Management team collaborates with our product creation and manufacturing teams to implement industry best practices to make sure regulatory requirements and customer expectations are met or exceeded. To advance product safety, we have created our own **Restricted Substances List (RSL)**, which is informed by bluesign's® RSL, global laws and regulations, industry standards, and preferred chemistry and hazard assessment principles. In addition to our RSL, we have created our **Chemical Management Policy (CMP)**, which outlines chemical management standards, guidelines for hazardous chemical identification, and risk-mitigation steps.

In addition to our RSL and CMP, CSC furthers its dedication to greater adoption of new preferred chemistry systems across the industry by continuing to remove high-priority chemicals from use in products and across our supply chain.

We have been working toward moving to PFAS-free chemistry. We are currently implementing a transitional approach that will lead to phasing out intentionally added PFAS from our manufacturing processes. Some products manufactured by our family of brands have already been successfully transitioned to PFAS-free chemistry. Our product teams are actively working to substitute the PFAS chemistry for the remainder of our products by end of 2024. There may be some high-performance products designed for use in severe weather that will follow a different deadline, in line with applicable legislation.

## Other efforts include:

- BPA-free drinking bottles for all licensed product.
- Reduction in the polycarbonate usage, including small trim items on garments. We have already worked with one of the largest button suppliers to shift polycarbonate plastic trims to other compliant plastics or metals.







## BLUESIGN® SYSTEM PARTNERSHIP

bluesign® is a holistic system that provides the textile industry with solutions to drive sustainable processing and manufacturing practices, as well as chemical management best practices. CSC has been a bluesign® System Partner since 2016. In 2023, CSC continued to collaborate with bluesign®, other brands, and manufacturing and chemical manufacturing partners to advance chemical safety and best practices.

As a chemical solution service provider, bluesign® acts as a technical hub to provide professional support to our manufacturing partner on chemical management. Early this year, bluesign® hosted two webinars providing guidance of Higg FEM 4.0 chemical module which is an updated module in the industry to our manufacturing partners. 100% of Tier 2 apparel suppliers were invited including bluesign® system partners and non-bluesign® system partners.

## LEATHER WORKING GROUP MEMBER

The Leather Working Group (LWG) is committed to driving improvement across the global leather supply chain, minimizing the environmental impact of leather production, as well as inspiring, educating, and challenging its member companies. CSC has been a member of the LWG since 2021. As an LWG member, CSC prioritizes the selection of LWG certified partners when selecting new manufacturing partners in an effort to advance chemical management best practices in leather processing facilities.

## CLEAN BY DESIGN

Clean by Design establishes best practices and procedures for reducing chemical use, wastewater treatment, and enabling recovery and reuse of chemicals. In 2023, CSC pioneered Clean by Design with a supplier in China, Jiangsu Xinkaisheng Textile Technology Co. LTD, building upon successful engagements with suppliers in Bangladesh in 2022.

## INDUSTRY COLLABORATION ON CHEMICAL MANAGEMENT

The Initiative for Global Solidarity, a project set up by the German government, provided approximately €1 million to the Sustainable Apparel Coalition (SAC) to coordinate a new project on due diligence in global textile supply chains. Part of this included establishing training programs around chemicals management.

CSC connected and encouraged suppliers to participate in trainings provided by The Initiative for Global Solidarity focused on chemical management practices at the factory level. In 2023, eight of CSC supplying facilities completed this program.





# Preferred Materials & Circularity



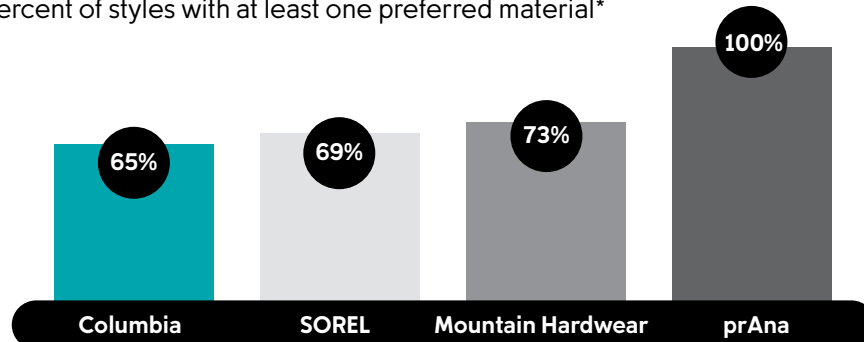
## Preferred Materials

At CSC, we use preferred attributes to enhance the environmental and social impacts associated with our products.

Preferred attributes are qualities associated with materials that demonstrate significantly improved environmental or social impact. Preferred attributes can be found at all levels of material sourcing, design, and production, and products can have multiple attributes. We consider preferred materials to be those materials containing at least one preferred attribute.

## 2023 BRAND LEVEL PREFERRED MATERIAL HIGHLIGHTS

Percent of styles with at least one preferred material\*



\* Styles with materials that have any percentage of preferred materials are included in this report. This report is based on best available data and may not be inclusive of all preferred attributes especially as it relates to trims, linings, insulations, or footwear bottom and upper components.

## CSC Preferred Attributes



### Animal Welfare

Certified to be made under humane conditions



### Energy

Less energy used



### Social Impact

Improved worker and/or community wellbeing (e.g. RISE)



### Biodiversity

Improved biodiversity



### Greenhouse Gas Emissions

Reduced greenhouse gas emissions



### Waste

Less waste created



### Chemicals

Reduced chemical impact



### Land Use Intensity

Improved land use intensity



### Water

Less water used



# Material Certifications



At CSC, we rely on third party certifications to provide assurance around the integrity of material inputs.

We are increasing the scope and coverage of certified materials used in CSC products. We have been 100% Responsible Down Certified since 2015 and in 2023, we added three new product level certifications for the prAna brand; Organic Content Standard, Responsible Wool Standard, and Regenerative Organic Certified® Certification.

## RESPONSIBLE DOWN STANDARD (RDS)

To support our commitment to animal welfare and the traceability of preferred materials, we became certified to the Responsible Down Standard (RDS) in 2015.

The Responsible Down Standard (RDS) requires animal welfare practices to be in place at the duck and goose farms in the down and feather supply chain. Products certified to the RDS contain down or feathers from farms certified to animal welfare requirements. The purchase of RDS-certified products demonstrates demand for better animal welfare practices in the down and feather supply chain.

Since our Fall 2016 collection, all of our down is independently certified to the RDS by Control Union.



License Number: CU 848416

## REGENERATIVE ORGANIC CERTIFIED® COTTON

In the Fall of 2023, prAna introduced their first products containing **Regenerative Organic Certified® Cotton** in the Milani, Ronnie, and North Loop series. This represented an evolution to prAna's preferred cotton program.

Regenerative organic agriculture focuses on regenerating soil health and the full-farm ecosystem. In practice, regenerative organic agriculture can look like cover cropping, crop rotation, low-to no-till farming, composting, and zero-use of persistent chemical pesticides and fertilizer.

Since 2018, 100% of prAna's cotton has been considered preferred by being organic, recycled, or Regenerative Organic Certified®.

## RESPONSIBLE WOOL STANDARD (RWS)

In 2023, to support our commitment to animal welfare and the traceability of preferred materials, we became certified to the Responsible Wool Standard (RWS).

The **Responsible Wool Standard (RWS)** verifies that wool fiber meets animal welfare and land management requirements and tracks it from the source to the final product. Products certified to the RWS contain wool from farms independently certified for these requirements. The purchase of RWS-certified products demonstrates demand for better animal welfare practices and responsible land management in the wool fiber supply chain.

All of the virgin wool used in prAna's apparel products in 2023 was certified to the RWS standard by Control Union.



License Number: CU 848416





## ORGANIC CONTENT STANDARD (OCS)

To support our commitment to traceability of preferred materials, we became certified to the Organic Content Standard (OCS). The OCS certifies organically grown material from source to final product. We started with a subset of prAna product in 2023 and are working to gain full certification for all organic products in the future.<sup>3</sup>



## CANOPY STYLE & PACK4GOOD

As part of our commitment to protecting ancient and endangered forests, prAna became a CanopyStyle member in 2013 and joined **Canopy's Pack4Good** commitment in 2019.

Through CanopyStyle, prAna committed to source all manmade cellulosic fibers (MMCFs) from suppliers who have proven, through Canopy's Hot Button Reporting program, their commitment to transparency and not sourcing from ancient and endangered forest amongst other KPIs. As of 2013, all of prAna's MMCFs were sourced from suppliers who have obtained dark green shirts, meaning they are low-risk for negatively affecting ancient and endangered forests.

prAna joined Pack4Good as part of their responsible packaging initiative to make sure that their efforts were holistic, focusing not only on plastic but also on paper-based packaging. As part of this commitment, prAna initially ensured that all paper-based packaging was at a minimum FSC certified, a goal met in 2022. They then worked towards shifting to highly recycled content and/or next-generation solutions.

## FOREST STEWARDSHIP COUNCIL (FSC)

To further prAna's commitment to protecting forests, we created a first of its kind yoga mat made of FSC certified natural and recycled rubber.

The Forest Stewardship Council Certification certifies forest management systems that are in line with their 10 FSC Principles, which unify a diverse set of stakeholders around common guidelines for forestry that are environmentally appropriate, socially beneficial, and economically viable.



<sup>3</sup> Certified by Control Union (License number: CU 8488416)



## Circularity



The products we design and produce represent a large portion of CSC's impacts, which is why it's important to keep these products in use for as long as possible. By supporting textile-to-textile recycling, product takeback, resale, and rental programs we are continuing this journey towards a circular economy.

### CIRCULAR MATERIALS: ECONYL®

We have used Econyl in a variety of products from the prAna brand, including the Willow Falls Reversible Swim Top. Econyl is made entirely of waste (old carpets, fishing nets, fabric scraps, and industrial waste) that can be recycled an infinite number of times without a loss in quality.



### PRODUCT TAKE-BACK WITH RETHREADS

At CSC, we are committed to taking a holistic, life-cycle approach to managing the environmental impacts of the products we make. This includes extending the life of our products and keeping these products out of landfills once they have reached the end of their wearable life. In select retail stores, customers can bring in their old garments and footwear, and we will help shepherd them onto the next phase of their life. Upon reaching our partner I:CO's facility, they are sorted to determine if they can be resold as secondhand products, recycled into open or closed loop recycling streams, or used for energy recovery.

### FRENCH RESALE, RENTAL & REPAIR PILOT

In our continuous commitment to sustainability, we launched an innovative pilot program in France, aimed at extending the lifecycle of our products and enhancing their circularity. This initiative, a cornerstone of our sustainability strategy, encompasses three key components: the resale of secondhand products, the rental of ski gear, and the hosting of repair workshops.

The resale segment has provided our customers with access to high-quality, secondhand products, ensuring that items enjoy a longer life and reducing the need for new resources. Our ski gear rental service has offered a sustainable alternative to purchasing equipment customers may not use regularly. Lastly, our repair workshops help foster a culture of reuse, improving the longevity of our product usage.

This pilot program not only reflects our dedication to environmental stewardship but also resonates with our customers' growing desire for sustainable consumption options. We are encouraged by the positive feedback and are exploring opportunities to expand these initiatives, reinforcing our commitment to a more sustainable and circular future.





## REPAIR SERVICES AT MOUNTAIN HARDWEAR

Equipment that lasts is not only vital for performance on the mountain, it's also important for keeping it out of landfills. The Mountain Hardwear Warranty team can give products a new life. From beginning to end, the Warranty team ensures they are doing everything they can to extend the use of an item, whether it's repairing a zipper or donating the product to a local non-profit.

It all starts with a claim. For example, say the zipper on one of our jackets breaks and it is no longer useful in the frigid temperatures it's intended for. Rather than throwing the jacket out and buying a new one, customers can submit a claim and send that item to the Mountain Hardwear Warranty team.

Once the team receives the product, they inspect it and let the customer know whether or not it can be repaired. As long as the product is covered under the warranty policy, it will either be repaired or the customer will be issued a Virtual Merchandise Credit.

Product repairs are done by our talented team of experienced seamstresses who repair up to four items a day, depending on how extensive the repairs are. The team assesses each product they receive and determines the best repair, sometimes having to get a little creative. In one instance, the sleeves had been cut off from a collection of a customer's jackets, so the team gave the jackets a second life as vests. As Cindy Ng, Product Repair Associate, says, one of the best parts of the job is getting to "design the repair."

To encourage long-lasting products, the team includes education as part of the process. Aftercare, such as how to properly clean or wash items without damaging them, is one of the most important parts of the job, according to Armondo Gomez, Warranty Representative.

But what happens to a product that cannot be repaired? The team works with local non-profits to donate the products that still have some functionality to them. Product that is no longer wearable is donated for scrap pieces, concluding the lifecycle of that particular garment.

And bringing it full circle, the Warranty team reports any frequent claims to the Product Development team, so they can take that information into account when designing for future seasons.







# RESPONSIBLE PRACTICES

One of CSC's core values is "doing the right thing." From our culture of ethics and compliance to investing in programs throughout our supply chain, we seek to incorporate responsible practices into our business through:



ETHICS & COMPLIANCE



SOCIAL RESPONSIBILITY  
IN OUR SUPPLY CHAIN

At Columbia Sportswear Company,  
we value doing the right thing across  
all aspects of our business.

– Peter Bragdon,  
EVP, Chief Administrative Officer  
and General Counsel



# Ethics & Compliance



## Our value of “doing the right thing” is at the core of our Ethics & Compliance program.

All CSC employees, our Board, and certain partners conducting business on our behalf are responsible for understanding and complying with our Code of Business Conduct and Ethics in addition to all related policies. This values-based Code of Business Conduct and Ethics guides our business, meaning that, in addition to complying with the law, we:

- Commit to ethical conduct
- Encourage and support a speak-up culture
- Treat one another with dignity and respect
- Conduct business honestly and compete fairly in the marketplace
- Protect and properly use company information
- Engage third-party partners who share our values

Our Ethics and Compliance program is supported by our Corporate Compliance Committee, which seeks to champion and foster a company culture that is ethical, compliant, and consistent with our Code of Business Conduct and Ethics. The Compliance Committee members are senior leaders from Human Resources, Legal, Finance, Internal Audit, and Business teams. Our Board, with support from the Compliance Committee and the Ethics and Compliance Program, oversees organizational structures, policies, and procedures at CSC to continuously promote an ethical and compliant culture.

We maintain a confidential compliance phone line and a web-based reporting platform for employees and other stakeholders to report concerns, both of which comply with CSC's confidentiality processes and offer anonymous reporting as allowed by local law. The Chair of the Audit Committee receives notifications of all reports made via these channels.

In 2023, we continued to invest in our Ethics and Compliance program by adding resources in the form of talent and systems with a focus on third-party due diligence. These investments underscore the value placed on ensuring we partner with companies that share our values and allow us to make decisions that are risk-based, as well as data driven.

Each July, we set aside the month to bring added focus to ethics and compliance. In 2023, we featured entertaining videos to drive home key compliance concepts. These videos highlighted concepts around gifts & entertainment, confidential communication, and awareness of the compliance line, including how to raise a concern. Feedback from employees was positive as it was a fresh take on compliance that our employees enjoyed.





# Traceability



In 2022, we extended our longstanding commitment to **traceability** by expanding our supply chain mapping and validation efforts. We are partnering with our Tier 1 and Tier 2 suppliers to map upstream suppliers and create a comprehensive supply chain map, from raw material to finished goods. We continue to invest in proven approaches to reduce supply chain risks and disruptions, including implementing risk-based testing and verification of material origin. Additionally, we are standardizing our chain of custody documentation collection and validation processes to improve granularity and further enhance the reliability and accuracy of our supply chain map.



# Social Responsibility In Our Supply Chain



## RISE

We believe we can have a positive impact on the world by improving the lives of both women and men in our supply chain. To achieve this, we partner with RISE, an initiative by BSR's HERproject, Gap Inc.'s P.A.C.E, CARE and Better Work, that supports collaborative industry action at scale to advance gender equality in global garment, footwear and home textiles supply chains.

Since the start of our RISE (formerly HERproject) partnership in 2008, we helped provide more than 101,000 workers in our supply chain with access to RISE programs. To assess the impact of RISE legacy programs, HERhealth and HERfinance, data was collected from eleven factories that participated in HERhealth and five that participated in HERfinance.<sup>4</sup> This survey showed an increase in areas such as women being more productive and motivated at work, women having improved confidence in talking to their manager or superior about issues at work, women having monthly savings plans, and an increased use of formal savings accounts.

In 2023, two of our manufacturing partner facilities kicked-off the RISE Foundations program – a workplace development program designed to increase agency and advance the rights of women workers.



Reimagining Industry to Support Equality

**Shruti is a 25-year-old Product Safety Officer at a Shahi AHP Apparels factory in Srirangapatna who participated in the HERfinance program. She shared her personal story, illustrating the impact these programs have on individuals.**



In the training, I learnt the importance of having control over my own finances. And also learnt how to handle money at a family level. Learning about the importance of budgeting in the training has been revolutionary for me and as a result, my family. Now, I insist that my husband and I sit together and make a monthly budget and spending plans. Our savings are calculated into that and we are able to put away money for our children and our future.

<sup>4</sup> Data was collected through baseline and endline surveys. Data was collected through 1:1 interviews with respondents (carried out by RISE local partners) and recorded via tablets.



# Social Responsibility Program & Scorecard Process



Our Standards of Manufacturing Practices (SMP), also known as our Supplier Code of Conduct, outlines expectations of manufacturing partners. Our SMP is based on International Labor Organization (ILO) conventions and Fair Labor Association (FLA) standards, including a section on prohibiting forced labor.<sup>5</sup> In 2023, we worked with 345 finished goods facilities, of which 85% underwent at least one audit or assessment during the year. We utilize performance data from the following audit and assessments sources<sup>6</sup> to measure our production manufacturing partners' (Tier 1) performance against our SMP and local labor laws:

- Unannounced audits performed by our internal specialists or designated third party audit firms
- Assessments performed by the ILO Better Work program
- Verified assessments using the Social and Labor Convergence Program's (SLCP) Converged Assessment Framework,<sup>7</sup> and
- Audits performed by other standards



Data from these audits and assessments inform our manufacturing partner social responsibility scorecard ratings. This scorecard also includes indicators around remediation efforts and long-term change, training and worker empowerment, management systems, and transparency.<sup>8</sup> Scorecards are updated monthly and shared with our manufacturing partners for continuous improvement. They are also used to inform our internal sourcing teams' manufacturing partner selection process. For facilities receiving F ratings, our policy is to take substantive and immediate action by reducing or ceasing production, depending on the circumstances. Once issues are adequately addressed, we reassess production at these facilities.

More information regarding our efforts to mitigate forced labor and human trafficking in our supply chain can be found in our Transparency in Supply Chain Statement.

2018-2023 CSC Tier 1 Manufacturing Partner Social Responsibility Scorecard Ratings (Percent)

	2018	2019	2020	2021	2022	2023
Best in Class	2%	0%	1%	1%	<1%	<1%
A	10%	6%	6%	5%	7%	9%
B	76%	69%	77%	74%	77%	76%
C	11%	23%	15%	19%	14%	14%
F	1%	2%	1%	1%	1%	1%

<sup>5</sup> More information regarding our efforts to mitigate forced labor and human trafficking in our supply chain can be found in our [Transparency in Supply Chain Statement](#)

<sup>6</sup> See [Appendix B](#) for more information about our Manufacturing Partner Social Responsibility Scorecard

<sup>7</sup> We are continuing the journey of assessing performance at our processing (Tier 2) facilities using SLCP. See [Appendix B](#) for more information

<sup>8</sup> See [Appendix C](#) for more information about our Manufacturing Partner Social Responsibility Scorecard



# Social Responsibility Audits & Assessments



As we continuously improve our social responsibility program, we have identified two key industry assessment programs and tools that are globally recognized, highly credible, and offer important benefits to us as well as our manufacturing partners. These benefits include the reduction of audit fatigue, increased empowerment of manufacturing partners to take greater ownership of their compliance programs, and the reallocation of both CSC and manufacturing partner resources to focus less on auditing and more on remediation, training, capability building, and worker empowerment programs.

## INTERNATIONAL LABOR ORGANIZATION'S (ILO) BETTER WORK PROGRAM

Better Work is a partnership between the UN's International Labour Organization and the International Finance Corporation, a member of the World Bank Group, that brings diverse groups together – governments, global brands, manufacturing partner facility owners, and unions and workers – to improve working conditions in the garment industry and make the sector more competitive. Factories enrolled in Better Work go through a process of learning that includes assessments, advisory services, industry seminars and training to improve social responsibility performance and compliance. As a Better Work partner, we encourage our manufacturing partners to join the program if it is available in their countries of operation. In 2023, 73 of our finished goods manufacturing partner facilities were enrolled in the Better Work program. Better Work assessment results are incorporated into our CR database for data tracking and scorecard rating.

## SOCIAL & LABOR CONVERGENCE PROGRAM (SLCP)

Developed by the apparel and footwear industry, the SLCP generates high-quality, comparable data on working conditions. The self-assessment verification model promotes greater ownership of internal human resources management systems by manufacturing partners, while the SLCP assessment-sharing model addresses audit fatigue. In 2023, 221 manufacturing partners (Tier 1 and Tier 2) completed the self-assessment plus verification process. We use these assessment verification results to assign our own rating based on our SMP system and require the manufacturing partner facility to complete their Corrective Action Plan in our Corporate Responsibility Database (Gateway). In the coming years we will continue to increase the number of manufacturing partners involved in SLCP, including our strategic raw materials manufacturing partners. The Better Work program is also adopting SLCP as their primary annual assessment tool, thus helping us to further our adoption of SLCP.

### Number of Industry Assessments Performed at our Manufacturing Partners' Facilities

	2022	2023
Internal CR Team SMP Audit	34	28
Third Party SMP Audit	73	47
Better Work Assessment	72	67
SLCP (Verified Assessment) Tier 1	140	152
SLCP (Verified Assessment) Tier 2	42	69
External Other Standard	31	20



 Columbia



MOUNTAIN  
HARD  
WEAR 

prAna





# APPENDICES



# Appendix A: SASB

SASB is an independent, standards-setting organization enabling businesses and investors to connect on the financially material aspects of sustainability. This Report marks the fourth time CSC has reported to the SASB framework, specifically the Apparel, Accessories and Footwear disclosure framework. All information reported is for the 2023 calendar year – January 1, 2023 though December 31, 2023.

**Table 1. Sustainability Disclosure Topics & Accounting Metrics – Apparel, Accessories & Footwear**

Topic	Metric	Category	Unit of Measure	Code	Reference/Response
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	N/A	C-AA-250a.1	<a href="#">Chemical Management RSL and Product Compliance Manual</a>
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	N/A	CG-AA-250a.2	<a href="#">Chemical Management Chemical Management Policy</a>
Environmental Impacts in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	Quantitative	Percentage (%)	CG-AA-430a.1	In 2023, 246 Tier 1 and 208 Tier 2 supplier facilities completed the Higg FEM Assessment (2022 cadence). 93% of Tier 1 and 80% of Tier 2 supplier facilities completed it, representing around 80% of CSC's overall manufacturing. <a href="#">Sustainable Manufacturing</a>



# Appendix A: SASB Continued

Topic	Metric	Category	Unit of Measure	Code	Reference/Response
Labor Conditions in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	Percentage (%)	CG-AA-430b.1	<p>(1) 85% of active Tier 1 manufacturing partner facilities had results from at least one audit or assessment analyzed against our Standards of Manufacturing Practices and local labor laws, including audit/assessment results from unannounced audits performed by our internal specialists or designated third party audit firms, assessments performed by the ILO Better Work program, verified assessments using the Social and Labor Convergence (“SLCP”) Program’s Converged Assessment Framework (“CAF”), and audits performed by external parties against other standards.</p> <p>(2) 34% of Tier 2 manufacturing partner facilities have been audited using the SLCP CAF, and/or audits performed by external parties against other standards with the data analyzed against our SMP.</p> <p>(3) 91% of total audits conducted at Tier 1 manufacturing partner facilities were conducted by third party auditors. 100% of audits conducted at Tier 2 manufacturing partner facilities were conducted by third party auditors using the SLCP CAF.</p>
	Priority non-conformance rate and associated corrective action rate for suppliers’ labor code of conduct audits	Quantitative	Rate	CG-AA-430b.2	<p>In 2023, 1% of supplier facilities received an F rating. Supplier facilities receiving F ratings were those presenting high-risk, non-compliance issues.</p> <p>Social Responsibility Program and Scorecard Process, see 2023 Impact Report p. 53 Appendix B.</p> <p><a href="#">Standards of Manufacturing Practices</a></p>
	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	N/A	CG-AA-430b.3	<p><a href="#">See “Risk Factors” in our Fiscal Year 2022 Form 10-K</a></p>



# Appendix A: SASB Continued

Topic	Metric	Category	Unit of Measure	Code	Reference/Response
Raw Materials Sourcing	(1) List of priority raw materials; for each priority raw material: (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities	Discussion and Analysis	N/A	CG-AA-440a.3	<p>The following represent risks identified, as well as the policies and statements to mitigate these risks.</p> <p><a href="#">Conflict Minerals Policy</a>  <a href="#">2022 Conflict Minerals Report</a>  <a href="#">Animal Derived Policy</a>  <a href="#">Natural Down &amp; Feather Insulation Statement</a>  <a href="#">Statement on Climate Change</a>  <a href="#">Uzbekistan &amp; Turkmenistan Cotton Policy</a>  <a href="#">Transparency in Supply Chain Statement</a>  <a href="#">Vendor Social Responsibility Manual</a>  <a href="#">Foreign Migrant Worker Policy</a>  <a href="#">Chemical Management Policy</a>  <a href="#">See "Risk Factors" in our Fiscal Year 2023 Form 10-K</a></p>
	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Quantitative	Metric tons (t)	CG-AA-440a.4	<p>In 2023, four fiber types make up 74% of our material portfolio – polyester (56%), nylon (9%), cotton (8%), and Recycled Polyester (6%).</p> <p>Currently, CSC claims full product certification for down products, which are certified to the Responsible Down Standard (RDS).</p> <p><a href="#">Preferred Materials and Attributes</a></p>

**Table 2. Activity Metrics – Apparel, Accessories & Footwear**

Activity Metric	Category	Unit of Measure	Code	Reference/Response
Number of (1) Tier 1 suppliers & (2) suppliers beyond Tier 1	Quantitative	Number	CG-AA-000.A	<p>Tier 1: 345 active facilities  Tier 2: 532 facilities  <a href="#">Transparency Map</a></p>

\*\*Account for top 80% of CSC's apparel and trim business.



# Appendix B:

## Social Responsibility Audit & Assessment Types

We utilize several different types of audits and assessments to gather data that is used to analyze and measure our suppliers' adherence to and performance against our Standards of Manufacturing Practices (SMP) and social responsibility requirements:

### INTERNAL CSC CORPORATE RESPONSIBILITY (CR) FIELD TEAM

All audits performed by our internal CR staff are unannounced. This allows our Specialists to see the manufacturing partner facility conditions as they are on a typical day. As illustrated in the chart below, the number of audits performed by our team greatly decreased in the past few years, which is due to a combination of increased adoption of SLCP, Better Work assessments, and the recognition of other assessments. This enables our field team to spend more time on remediation, training, and capability building, and worker empowerment programs with our manufacturing partners.

### THIRD PARTY AUDIT FIRM

For a handful of factories where we do not have local staff, as well as for our licensee business, we employ both Omega Compliance and Elevate Limited to conduct unannounced audits on our behalf, according to our SMP audit protocol. We do regular trainings with both firms and perform intermittent shadow audits to ensure audit quality.

### BETTER WORK PROGRAM

As a Better Work partner, we encourage our manufacturing partners who operate in countries where Better Work operates to join the program. In 2023, 73 of our finished goods factories were enrolled in the Better Work program. We incorporate the Better Work assessment results into our database for data tracking and scorecard rating. More information about our involvement in this program can be found in the Adopting Industry Assessment Programs and Tools section of this Report.

### SOCIAL & LABOR CONVERGENCE PROGRAM (SLCP)

In 2023, 221 manufacturing partners (Tier 1 and Tier 2) completed the self-assessment plus verification process (as compared to 182 in 2022). We use these verified assessment results to assign our own rating according to our system and require the factory to complete their Corrective Action Plan in our Corporate Responsibility Database (Gateway). More information about our involvement in this program can be found in the Adopting Industry Assessment Programs and Tools section of this Report.

### EXTERNAL, OTHER STANDARDS

We have developed strong relationships with several brands who share our values and approach to factory monitoring and accept audit results performed against their standards. We also recognize a handful of other credible audit, assessment and certification schemes in an effort to reduce audit fatigue. We translate performance data into our own rating system and require factories to complete their Corrective Action Plan in our Corporate Responsibility Database (Gateway).

# Social Responsibility Manufacturing Partner Facility Audits & Assessments Conducted

Audit/Assessment Data Source	2020	2021	2022	2023
Internal CR Team	91	57	34	28
Third Party Audit Firm	111	112	73	47
Better Work (Assessment) Tier 1	73	48	72	67
Better Work (Assessment) Tier 2				1
SLCP (Assessment) Tier 1	14	93	140	152
SLCP (Assessment) Tier 2			42	69
External, Other Standards	17	44	31	20
<b>TOTAL</b>	<b>306</b>	<b>354</b>	<b>392</b>	<b>384</b>

In 2023, we worked with 345 finished goods factories (Tier 1), of which 85% had at least one audit or assessment performed during the year. Our aim is to ensure that all Tier 1 facilities receive at least one audit or assessment annually. Notably, some factories may undergo multiple audits in a calendar year based upon the performance of the previous audit. Additionally, we continue to expand our social responsibility program to cover our processing facilities (Tier 2), employing the SLCP assessment. In 2023, 69 Tier 2 facilities underwent an SLCP verified assessment, as compared to 42 in 2022.

CSC maintains an internal Corporate Responsibility database known as “Gateway,” which contains factory profile information, Standards of Manufacturing Practices (SMP) audit/assessment results, remediation tracking, training and capability building activities, and factory SMP scorecard performance. Our factory partners can access a portal to input their remediation Corrective Action Plans and view their performance scores. This data enables us to conduct performance and trend analysis at the individual factory level and aggregate the data to highlight supply chain trends, thereby informing long-term strategy and identifying areas for improvement.





# Appendix C:

## Corporate Responsibility Scorecard Rating System

To assess the performance of our manufacturing partner facilities in terms of social responsibility, environmental sustainability, and product compliance, CSC has developed a rating system known as the Corporate Responsibility (CR) Scorecard Rating System. This system primarily evaluates Tier 1 manufacturing partner facilities. A comprehensive CR Scorecard Rating, or CR Grade, is determined only when grades are assigned for all three key areas: social responsibility, environmental sustainability, and product compliance. Each area carries equal weight in the total CR Grade calculation. In 2023, 138 Tier 1 manufacturing partner facilities received a CR Scorecard Grade.

- a. Social Responsibility Scorecard Rating System
- b. Product Compliance Scorecard Rating System
- c. Environmental Responsibility Scorecard Rating System

### 2023 Tier 1 Manufacturing Partner CR Scorecard Grades

Grade	2022	2023
A	21%	28%
B	47%	51%
C	32%	21%







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