

Making things better

Pentland Group Corporate
Responsibility review 2015

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1

Introduction

*Who we are and what corporate
responsibility means to us*

Sustainable products



BERGHAUS’ AUTUMN / WINTER 2016 RANGE

will have MadeKind swing tags – they let the consumer know that products have been designed with sustainability in mind



90% OF LACOSTE’S & BERGHAUS’ LEATHER

came from Leather Working Group medal-rated tanneries



BERGHAUS

was the first British brand to sign up to bluesign®, a system that aims to eliminate harmful chemicals from the supply chain



MITRE

launched the Promax ball, made with recycled plastic

03

Ethical trade



Pentland is a

FOUNDING MEMBER OF ACT

an industry body focused on paying living wages



87%

REDUCTION IN ZERO TOLERANCE ISSUES

compared with 2014

23,203

WORKERS AT SUPPLIER FACTORIES

in Southeast Asia are covered by the Better Work programme



46%

of our spend is with

VENDORS WE HAVE WORKED WITH FOR MORE THAN 10 YEARS

04

Operations

We reduced

GREENHOUSE GAS EMISSIONS BY



7%

year on year



100%

We used

100% RENEWABLE ENERGY

at Pentland Brands sites across the UK



We sent

ZERO WASTE

to landfill at Pentland Brands HQ, the Glover Distribution Centre and Berghaus HQ



88%

OF OUR EMPLOYEES

said Pentland Brands is a Great Place to Work®

Charity and community

We started supporting



THREE NEW CHARITY PARTNERS

for the next three years, voted for by Pentland Brands employees

29



TEAMS PARTICIPATED IN GIVE BACK DAY

– a day of volunteering in the community



675

WE DONATED SURPLUS PRODUCTS TO 675 CHARITIES

through our partnership with In Kind Direct



We were awarded a

SILVER QUALITY MARK

for Payroll Giving

04

1.1

Continuously evolving
our approach

Building a sustainable business has never been more important. It’s also the right thing to do, and our stakeholders expect it.

A note from our Chairman

Our journey in 2015

The context for corporate responsibility changed considerably in 2015 and the UN Climate Change Conference, COP21, agreed to limit the rise in global temperatures to less than two degrees centigrade.

Building a sustainable business has never been more important. It’s also the right thing to do, and our stakeholders expect it. They demand consistently high standards, and are increasingly concerned with the impacts we have across the whole supply chain – from the raw materials we use to consumer products we sell.

This year we have aligned our strategy with the UN’s Sustainable Development Goals. We’ve also set out aspirations across our four focus areas, and highlighted key achievements to date.

I’m pleased to share that we’re making great progress and we’re continuing to build sustainability into the way we source, design, manufacture and sell our products.

We are proud that Berghaus extended its ColourKind range, which is made using 89% less water and 62% fewer CO₂ emissions. The brand also offers a repair service, to help people enjoy their products for longer. (See page 32 for more.)

Our partnerships with universities went from strength to strength. In 2015, we launched the Pentland Centre for Sustainability in Business at Lancaster University. This new research centre explores robust and responsible business models. We’ll look carefully at what it discovers and evolve our approach accordingly. We also continued to work on human rights with the UCL School of Public Policy.

A key area for Pentland is our ethical supply chain. This is highly relevant, given how much footwear and apparel is made in the developing world. Pentland was an early mover here.



We’ve had an ethical trade team for nearly 20 years. But today’s challenges cannot be tackled by one organisation alone. That’s why, in 2015, we joined the ACT collaboration. This collective of governments, unions and suppliers lobbies for living wages to be paid in the apparel and footwear supply chain. (More about this and our other partnerships on page 16.)

Nearer home, it’s great to know that Pentland Brands was ranked the eighth best large UK company to work for by the Great Place to Work® Institute. The organisation subsequently recognised us as the 18th best large workplace in Europe.

As our journey continues, I’m delighted to renew our commitment to the UN Global Compact, its Ten Principles and the new Sustainable Development Goals.

They will guide us through exciting times.

R. Stephen Rubin
Chairman
Pentland Group

What do we mean when we talk about sustainability?

For us, sustainability is about avoiding damage to the natural world and human communities.

If the planet and its people suffer, our business suffers too. So we aim to grow in a way that respects nature and society.

We launched the Pentland Centre for Sustainability in Business at Lancaster University

This research unit brings together the best minds in science and business to explore sustainable ways of working.

It focuses on six areas:

- Ethical supply chains
- Food, energy and water issues
- Ecosystems risk
- Sustainable lifestyles and cities
- Sustainable soils and land use
- Scaling up business solutions

We partnered with UCL to fund a Public Policy Scholarship

We launched the Pentland Scholarship with UCL, offering a fully funded Global Public Policy masters to students from the southern hemisphere to study at UCL, NYU and Pentland.

Reporting in line with the UN Global Compact Ten Principles

If you want to see how our activities align with the UN Global Compact, see page 65.

1.2 Who we are

We're in business to build great brands and make great products for people to love, generation after generation.

Pentland Group plc

A family business

Pentland Group plc is a family-owned, global management company. We have wholesale and retail businesses across many different products and countries.

As a family business with family values, honesty, fairness, respect and hard work run through everything we do.

Our three divisions

Pentland Brands

Our brand management division, Pentland Brands, is made up of 13 world-class sports, outdoor and fashion brands.

JD Sports Fashion plc

Our retail division comprises JD Sports Fashion plc, one of Europe's leading retailers of aspirational branded sportswear, fashion wear and outdoor clothing and equipment. We hold a 58% share in the company, which has approximately 1,000 outlets.

Investments

We also invest in other businesses across a variety of industries.

PENTLAND BRANDS

























* Footwear Licensee

JD SPORTS FASHION PLC



















INVESTMENTS AND TRADING SUBSIDIARIES





















About this report

This report provides an overview of activities that relate to Pentland Group plc and its three business areas.

It focuses especially on Pentland Brands – as this is where we have most opportunity to influence positive change across the supply chain. JD Sports Fashion plc, of which we own 58%, also has a large footprint. You can find more information about its activities in its combined annual report. We refer to its report throughout this review.

We consider the impact of these brands in terms of how products are sourced, designed, manufactured, distributed, used and disposed of. We understand that it is impossible to directly control everything, so this report includes many examples of how we've worked with suppliers, customers and consumers to make progress, using information obtained mainly from Pentland Brands.

LEFT

DETAIL FROM OUR HISTORY WALL



1.3 Why corporate responsibility matters

The social and environmental context we operate in is always changing.

Our business depends on natural resources such as water, energy, leather, rubber and cotton to produce and transport our products. Increasing population and consumption levels are driving up competition for these vital natural resources. Without them, we simply cannot sustain our business.

Operating our business responsibly and sustainably means we can reduce the impact of regulation, enhance our reputation, remain a Great Place to Work®, improve how consumers see our brands, and continue to deliver a financial return on investment.



IN 2015
‘EARTH
OVERSHOOT
DAY’

CAME ON 13 AUGUST
(EARLIER THAN EVER BEFORE)

meaning the world consumed a year’s
worth of renewable natural resources

► 8 IN JUST MONTHS ◀

SOURCE: Global Footprint Network

Meanwhile, the planet’s
POPULATION
continues to grow



from seven billion in 2011 to a projected

9.5 BILLION
BY **2050**

SOURCE: The United Nations

1 IN 9 people are
UNDERNOURISHED



and 1/5 of adults will be
OBESE by **2025**

SOURCE: UN World Food Programme
& Lancet Medical Journal (respectively)

IN JUST **45** YEARS
between 1990 and 2035



**WORLD ENERGY
CONSUMPTION**
is expected to have
DOUBLED

SOURCE: BP Global Energy Outlook

12% of the **WORLD**



still live in
**EXTREME
POVERTY**

SOURCE: World Bank

In response to these challenges,
the UN has established

**17 SUSTAINABLE
DEVELOPMENT
GOALS**

It expects member states to meet these
goals over the next 15 years



We have identified those where we can make
the biggest contribution, and we’re using
these to shape our future strategy

1.4

Considering our impact from beginning to end

Our environmental and social footprint goes beyond our own activities. From growing cotton and rearing cattle to reducing landfill, there are many ways that we can make our supply chain more sustainable.



Raw materials and chemicals

IMPORTANT ISSUES

Long-term security of raw material supply, farmer livelihoods and wellbeing, local environmental impacts, harmful substances, energy use and greenhouse gas emissions

EXAMPLE ACTIVITIES

- Berghaus uses 100% ‘Responsible Down Standard Certified’ down
- A number of Speedo swimming products – including its Pinnacle water shorts – are made using recycled polyester



Materials and components

IMPORTANT ISSUES

Worker wellbeing, harmful substances, local environmental impact, energy use and greenhouse gas emissions

EXAMPLE ACTIVITIES

- Lacoste and Berghaus source 90% of leather from Leather Working Group medal-rated tanneries
- Berghaus’ ColourKind range uses new dyeing techniques to reduce water and greenhouse gases



Manufacture and assembly

IMPORTANT ISSUES

Long-term working relationships, worker wellbeing, environmental impact and harmful substances

EXAMPLE ACTIVITIES

- 111 factory audits carried out to make sure the factories are meeting ethical trading standards
- 23,203 workers in Vietnam, Cambodia and Indonesia are now covered by the Better Work programme to empower workers and improve working conditions



Brand management operations

IMPORTANT ISSUES

Sustainable design principles, efficient use of resources, energy and greenhouse gas emissions and providing a great place to work

EXAMPLE ACTIVITIES

- We use 100% renewable energy across our UK sites
- We were ranked eighth best large-sized company in the Great Place to Work® index 2015
- We launched three new global charity partnerships



Retail

IMPORTANT ISSUES

Efficient use of resources, energy and greenhouse gas emissions, providing a great place to work and helping consumers to support sustainability

EXAMPLE ACTIVITIES

- JD stores’ bags are made from 33% recycled material and contain a special ‘oxo-biodegradable additive’, which means they decompose fully in a relatively short time



Consumer use and end of use

IMPORTANT ISSUES

Product quality and longevity, waste going to landfill and efficient use of resources

EXAMPLE ACTIVITIES

- We donated surplus stock that would previously have gone to landfill to 675 charities
- Berghaus provides a lifetime guarantee repair service

1.5 Our strategy

We have four pillars that guide our efforts to make our business more sustainable. They make sure we go beyond the boundaries of our business and contribute to the UN Sustainable Development Goals.

Management and governance

Our standards and policies guide the way we work. They also provide a template for our employees and suppliers. They include guidance on how to do business ethically with integrity and with respect for our stakeholders, and include our standards on anti-bribery.

We require all Group companies for which we hold 50% or more of the share capital to align with these policies and procedures.

Our central CR team sets standards, monitors compliance and drives our strategic approach. It is supported by CR specialists in our business units and brands. We all learn from each other by sharing information.

Every year, our brands measure their CR performance using our Corporate Responsibility Scorecard. It ensures their activities are in line with good practice.



All new starters receive training that sets out our CR priorities and shows what we expect of people and suppliers. In 2016 we plan to launch specific training reflecting new legislation to help to continue to identify and prevent modern slavery.



1.6

Partnerships and collaborations

Working with industry groups, academic institutions and non-governmental organisations means we are aware of best practice and we can make positive change happen at scale.



UCL

We started working with UCL to offer a Global Public Policy masters scholarship. The programme offers talented young professionals from the southern hemisphere a chance to study at two of the world's top universities – with teaching split between UCL and NYU – as well as an internship with Pentland. (See page 54 for more.)

The Pentland Centre for Sustainability in Business

In 2015, we launched the Pentland Centre with Lancaster University. The centre tasks businesses and academics to find practical solutions to real-world problems.

The Sustainable Apparel Coalition

This is an industry alliance that focuses on sustainable products in the apparel, footwear and home textile industries. In 2015, some of our brands started to use their Higg Index 'brand module' tools to find ways to improve. This included piloting the 'rapid design module' to assess the environmental footprint of three high-profile footwear styles.

The Ethical Trade Initiative

The Ethical Trade Initiative (ETI) is an alliance of companies, trade unions and voluntary organisations collaborating to improve the lives of workers. We were a founding member.

The Leather Working Group

The Leather Working Group (LWG) aims to promote sustainable business practices in the leather industry. In 2015 we grew the volumes of LWG certified leather sourced for our Lacoste and Berghaus footwear. (See page 19 for more.)

ACT Living Wages

Action, Collaboration, Transformation (ACT) brings together brands and retailers, manufacturers and trade unions to address the issue of living wages in the textile and garment supply chain. We were a founding member. ACT launched in Cambodia in 2015, and its members, met with the Cambodian Government and other key stakeholders including trade unions, suppliers, and the ILO, to discuss how industry-wide collective bargaining could be applied to Cambodia's garment industry.

Responsible Down Standard

This body defines a standard that companies can use to certify that the down in their products has been sourced responsibly. In 2015, we designed our Berghaus Autumn / Winter 2016 collection which will use 100% RDS certified down. (See page 21 for more.)

AFIRM Group

AFIRM exists to reduce the use and impact of harmful substances in the apparel and footwear supply chain. In 2015, AFIRM members produced an AFIRM restricted substance list (RSL) that has been requested by the supply chain. We often share factories with other brands, so having a single RSL makes it easier to monitor restricted substances.

bluesign® system

The bluesign® system aims to eliminate dangerous chemicals from supply chains. It checks for environmentally friendly and safe production standards. In 2015, Berghaus became the first British brand to join the bluesign® system. (See page 26 for more.)

Oeko-tex®

Oeko-tex® is an auditing and testing system for detecting harmful chemicals in the supply chain. All Speedo swimwear abides by the Oeko-tex® 100 standard. (See more on page 26.)

Better Work

This scheme aims to achieve lasting improvements to working conditions while creating a more profitable business model for factories. In 2015, we collaborated with Better Work in nine factories, across Vietnam, Cambodia and Indonesia. (See more on page 41.)

WFSGI

The World Federation of the Sporting Goods Industry (WFSGI) is an independent non-profit association, representing the global sporting goods industry. It helps the industry work together to promote responsible business practices and encourage more people to become involved in sport. Pentland Group Chairman Stephen Rubin is Honorary President of the WFSGI and Pentland Brands' Chairman Andy Rubin is European Vice President and an active board member.

SGFI and ETI

We worked with the Sports Goods Foundation of India (SGFI) and the Ethical Trade Initiative's Delhi Office to set up localised community centre working for homeworkers in northern India. This has given homeworkers more opportunity to formalise their terms of employment and provided safe and local places for them to obtain regular work.



2

Sustainable products

We will continue to reduce any harmful impact of our products across our supply chain

2.1 Responsible sourcing and product design

Sourcing the materials we use for our products responsibly and sustainably.

We've teamed up with the Leather Working Group

Why?

Leather is a critical material for shoe manufacture. We want to be sure that we're sourcing it responsibly and that tanneries provide a safe working environment that minimises harm to local environments and workers

What have we achieved?

Pentland is a member of the Leather Working Group (LWG), an independent organisation that audits environmental standards in tanneries.

IN 2015 **90%** OF
LACOSTE'S & BERGHAUS'
LEATHER
 **WAS FROM LWG**
GOLD, SILVER & BRONZE
MEDAL RATED PRODUCERS

OVER
50%
of Lacoste's leather was sourced from
GOLD MEDAL RATED TANNERIES

THE HIGHEST 
ENVIRONMENTAL PERFORMANCE
rating possible under this standard



We source Responsible Down Standard certified down

Why?

Down is unrivalled at producing warm, lightweight outdoor clothing. But some production methods present animal welfare risks.

What have we achieved?

In early 2015, Berghaus, our primary user of down, started working with the Responsible Down Standard (RDS). The Autumn / Winter 2016 range was made using 100% RDS certified down.

RDS independently verifies that the down is traceable from the product in the shops back through to the hatching farms and that all feathers are collected as a by-product of the meat industry. They also check that animal welfare has been respected, with no live plucking and no force feeding, such as that which often happens in foie gras production.



We started mapping our rubber and cotton supply chains

Why?

We use rubber to make durable shoe soles and inners for balls. As global demand rises, we must continue to understand where our rubber comes from and how it has been produced.

Around 90% of the world's 100 million cotton farmers are in developing countries. Sourcing cotton in the right way can improve farmers' health and livelihoods.

What have we achieved?

In 2016, we will start to map our rubber and cotton supply chains, so we can understand the ultimate source. We also plan to develop a responsible materials sourcing standard.

BERGHAUS
PARTNERSHIP

COLOURKIND® | GORE-TEX®

Berghaus partnered with Gore-tex® to extend its ColourKind range, which uses dyeing techniques that save on water and energy



This process means we have
WATER SAVINGS

OF
89%

and a significant
REDUCTION IN
POLLUTANTS
which includes:

62%
REDUCTION
IN CO₂

63%
REDUCTION
IN CHEMICALS

67%
REDUCTION
IN COD*

*Chemical oxygen demand – used to
measure organic pollutants in waste water



We're designing products with
sustainability in mind

Why?

As demand for our products increases, we must produce them sustainably over the long term.

What have we achieved?

Using recycled materials

A number of our brands use recycled materials. In 2015, we started to make our Mitre Promax ball with recycled plastic. It now uses less energy to make and produces 47% fewer greenhouse gases.

Speedo uses recycled materials too. In 2015, a number of swimming products – including these Pinnacle water shorts – were made using recycled polyester.

Expanding our ColourKind range

Berghaus partnered with Gore-Tex® to extend its ColourKind range, which uses dyeing techniques that save on water and energy. In fact, textile processing for ColourKind styles uses 89% less water, 63% fewer chemicals and 62% less CO₂ than traditional techniques.

The range should save more than five million tonnes of water and 14.3 million tonnes of CO₂.

Making savings with 3D design and
rapid prototyping

Several of our brands are exploring 3D design and printing to make footwear and equipment more efficiently. This reduces how many samples we need to manufacture and send.

In 2015, we used the technology for Lacoste outsole design and development. One of the designs we used this for was the iconic L12.12 shoe. We used 3D design and rapid prototyping to get the outsole construction right before the product went to the factory.



We're reducing, reusing and
recycling our packaging

Why?

Packaging keeps products safe, stops them getting damaged and catches the eye of consumers. But it uses paper, cardboard and plastic. Recycling prevents waste from going to landfill. And using less packaging can save us money.



What have we achieved?

Our brands follow the 'reduce, reuse, recycle' principle where possible. In 2015, they took steps towards either reducing their packaging, reusing materials or recycling materials.

For example, Canterbury replaced the boxes it uses to transport protective wear with ziplock bags. Mitre made its e-commerce packaging 100% biodegradable.

Meanwhile, Speedo redesigned its goggle boxes – which represent 70% of its packaging weight. In 2015, Speedo sold eight million pairs of goggles. The new box is 100% recyclable, and all cardboard is from certified sources that use sustainably managed forests.

OPPOSITE PAGE

SPEEDO PINNACLE
WATER SHORTS MADE
USING RECYCLED
POLYESTER

ABOVE LEFT

3D PRINTED SOLES

ABOVE RIGHT

OUR NEW SPEEDO
GOGGLE BOXES

2.2

Chemical management

Committing to removing harmful substances from our supply chain.

We aim to eliminate harmful substances

Why?

Currently, 20% of global industrial water pollution comes from the treatment and dyeing of textiles. When we manage chemical use, we help protect consumers, factory workers and communities living near factories.

What have we achieved?

We give brands and suppliers the guidance and systems they need to avoid the use of potentially harmful chemicals in manufacturing. This includes our Restricted Substances List (RSL), which details chemicals prohibited either by law or our own policy.

We update it regularly to reflect changes in regulation and industry best practice. For example, in 2015 we tested for the presence of Chrome VI in leather, following new legislation.

AFIRM exists to reduce the use and impact of harmful substances in the apparel and footwear supply chain. In 2015, AFIRM members produced an AFIRM restricted substance list (RSL) that has been requested by the supply chain. We often share factories with other brands, so having a single RSL makes it easier to monitor restricted substances. We plan to adopt this industry RSL from 2016.

Each season, our brands review their product ranges and identify the materials that might contain potentially harmful substances. We then ask our factories to test those materials, and sometimes test them again once the products have been delivered to us.

Our quarterly Restricted Substances Network brings our brands together to discuss current issues and hear from experts.



1 BERGHAUS IS THE FIRST BRITISH BRAND TO JOIN THE BLUESIGN® SYSTEM

In 2015, Berghaus became the first British clothing brand to join the bluesign® system. It is designed to reduce harmful substances in the supply chain, by working with chemical suppliers, textile mills and component suppliers as well as with brands.

2 SPEEDO IS ACCREDITED BY OEKO-TEX®

All Speedo swimwear is accredited to the Oeko-tex® 100 standard. So every product is designed, developed and delivered meeting strict industry guidelines.

3 MITRE AIMS TO BE SOLVENT FREE BY 2017

Mitre is aiming to switch solvent-based glues for water-based ones across its entire range by 2017. It's also using volatile organic compound-free inks on the Hyperseam ball range. These products are safer for factory workers and better for the environment. This includes the Delta Hyperseam – the English Football League's official match ball.

4 TESTING JD SUPPLIERS

All JD's material, component and product suppliers must take part in compliance and testing programmes. JD also does its own due diligence testing. It has been developing a chemical compliance monitoring programme, which will begin in June 2016 with its top 10 suppliers in China and India. See the JD Sports Fashion annual report for more.

2.3

Consumer engagement

Helping consumers to understand the environmental and social impacts of the products they buy, and use their products more sustainably.

We're helping consumers to use products with less harmful impact on the environment

Why?

Consumers are increasingly interested in how the things they buy affect the environment. Some 64% of millennials would rather wear a socially conscious brand than a luxury brand.

What have we achieved?

Berghaus' consumers are especially interested in environmental issues. In 2015, Berghaus launched its MadeKind consumer swing tag, which helps shoppers identify products that have a smaller environmental footprint. The tag will be attached to products with at least one of the listed features opposite.

BERGHAUS MADEKIND CREDENTIALS



- 1 MADE USING COLOURKIND FABRIC
- 2 CONTAINS 50% OR MORE RECYCLED FABRIC
- 3 MADE USING MORE THAN 90% BLUESIGN® APPROVED FABRICS
- 4 CERTIFIED WITH THE RESPONSIBLE DOWN STANDARD

OPPOSITE PAGE

ONE THIRD OF THE BERGHAUS AUTUMN WINTER 2016 APPAREL RANGE WILL HAVE THE MADEKIND LABEL

WE PROVIDE RECYCLED AND DECOMPOSABLE PLASTIC BAGS AT JD



Around 35% of JD SPORTS BAGS

are high quality drawstring duffle bags, which customers tend to keep and reuse

We make them from



RECYCLED MATERIAL

using a special 'oxo-biodegradable additive', which means they decompose fully in a relatively short time



AROUND 60%

of all JD plastic bags are made from

BIODEGRADABLE MATERIAL

2.4 Traceability

We’ve mapped our major material and component supply chains to tier two.

We’re taking even more steps to understand where our products come from

Why?

Knowing where our products originate gives us more control. If an issue occurs, we can identify the root cause and remedy it. Similarly, if we have a positive story to tell, we can attribute it to a particular range or product.

What have we achieved?

Tier one

We have full visibility of our tier one suppliers (i.e. those that assemble our final products). In most cases they source materials and components directly.

Tier two

We have direct relationships with specialist suppliers such as Gore-Tex®. We’ve mapped our major material and component supply chains to tier two. Looking ahead, we’ll use a product life-cycle management tool and a chemical testing management system to give us a fuller picture.



Tier three / four

We work with partners to trace the materials and chemicals used by these suppliers. For example, tanneries that have gold medal Leather Working Group standards can provide traceability by ensuring hides are marked with an identifying stamp at source. (See page 19 for more information on the Leather Working Group.)



2.5

Product end-of-life

In 2015, Mitre continued to investigate the feasibility of recycling some of the materials in its footballs.

We gave products a second lease of life

Why?

Finding the best ways to reuse, recycle or extend the life of our products is very important. It could make production more efficient, less reliant on raw materials and more sustainable over the long-term. And it will reduce landfill.

What have we achieved?

Closing the loop

In 2015, Mitre looked into recycling the materials in its footballs with the Centre for Sustainable Manufacturing and Recycling Technologies. The results showed we could economically recycle and reuse latex bladders if it was on a very large scale.

The Berghaus lifetime guarantee

Berghaus provides customers with advice on how to keep technical kit performing better for longer. It will replace or repair a product free of charge if it has a construction or quality issue.

Donating surplus stock to people in need

We aim to avoid sending samples and surplus stock to landfill. It's why we work with organisations such as In Kind Direct and Africa Shoes. In 2015, 675 charities benefited from donations from In Kind Direct. (See page 64 for more.)



Reviving the spirit of the Rugby World Cup

After the Rugby World Cup, Canterbury's Brisbane office decided to donate old rugby flags to Reverse Garbage QLD. This local 'not-for-profit' collects high quality industrial discards and sells them at low cost to the public, so they are not wasted.





3

Ethical trade

*We will continue to conduct business ethically
and fairly with respect for everyone involved
in making our products*

3.1

Protecting workers' rights

Fostering long term relationships with suppliers and working with them to improve workers' rights.

We build long-term relationships with our suppliers

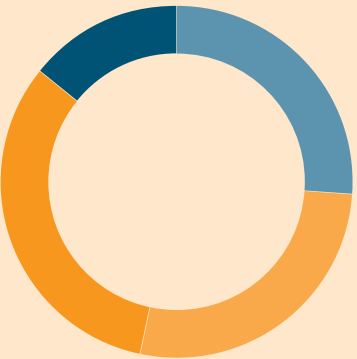
Why?

It creates mutual benefits. Factories benefit from having a secure customer. It helps them to achieve higher production standards and conduct business in a way that's consistent with our values.

What have we achieved?

We've worked with over half of our suppliers for five years, and a fifth for more than 10 years. Almost half of our spend is with factories we've worked with for over 10 years.

PROPORTION OF OUR SPEND BY FACTORY RELATIONSHIP LENGTH



● LESS THAN 5 YEARS	26%
● 5-9 YEARS	27%
● 10-19 YEARS	33%
● MORE THAN 20 YEARS	14%





In 2015, approximately 50,350 people benefited from better working conditions as a result of improvement programmes.

We’re committed to protecting supply chain workers’ rights

Why?

About 75 million people are employed in textiles, clothing and footwear. Almost three quarters of garment workers are female and most live in developing countries.

The jobs tend to be low-skilled and relatively poorly paid. That’s why we partner with suppliers to continuously improve working conditions and respect for workers’ rights.

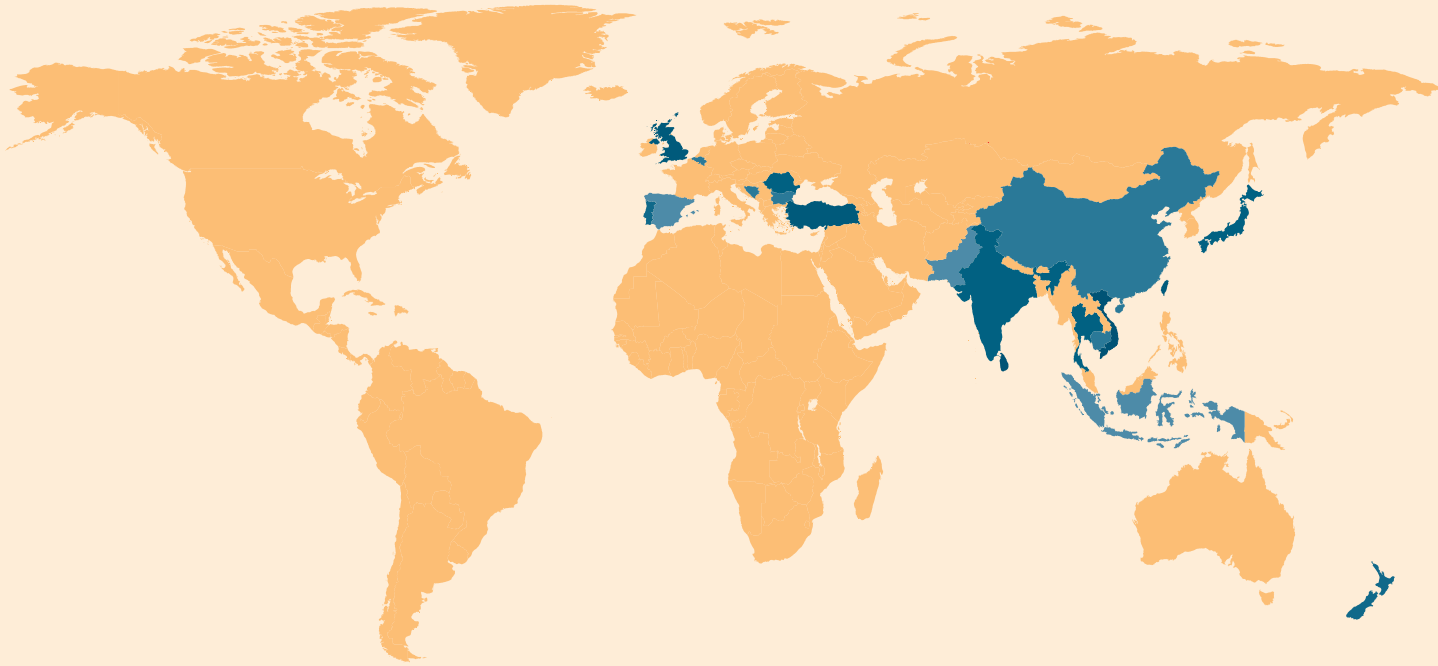
Our standards

We expect all Pentland Brands’ manufacturers to comply with our Code of Employment Standards for Suppliers. This adheres to the ETI Base Code and International Labour Organization conventions, as well as regional legislation.

We reviewed and updated our Code in 2014. It requires manufacturers to ensure:

- Living wages are paid
- Working hours are not excessive
- Working conditions are safe and hygienic
- Child labour is not used
- Employment is freely chosen
- No discrimination is practised
- There is no harsh or inhumane treatment
- Freedom of association and the right to collective bargaining are respected
- Regular employment is provided
- There is no unauthorised subcontracting

PENTLAND BRANDS SOURCING COUNTRIES



FACTORY COUNT AND SPEND

COUNTRY	FACTORY COUNT	SPEND
1 Belgium	1	<1%
2 Bosnia-Herz.	1	<1%
3 Bulgaria	1	<1%
4 Cambodia	4	1%
5 China	65	35%
6 India	16	6%
7 Indonesia	7	6%
8 Japan	2	<1%
9 New Zealand	1	<1%

COUNTRY	FACTORY COUNT	SPEND
10 Pakistan	5	2%
11 Portugal	3	2%
12 Romania	2	<1%
13 Sri Lanka	2	1%
14 Taiwan	5	<1%
15 Thailand	8	25%
16 Turkey	1	<1%
17 United Kingdom	6	<1%
18 Vietnam	19	20%

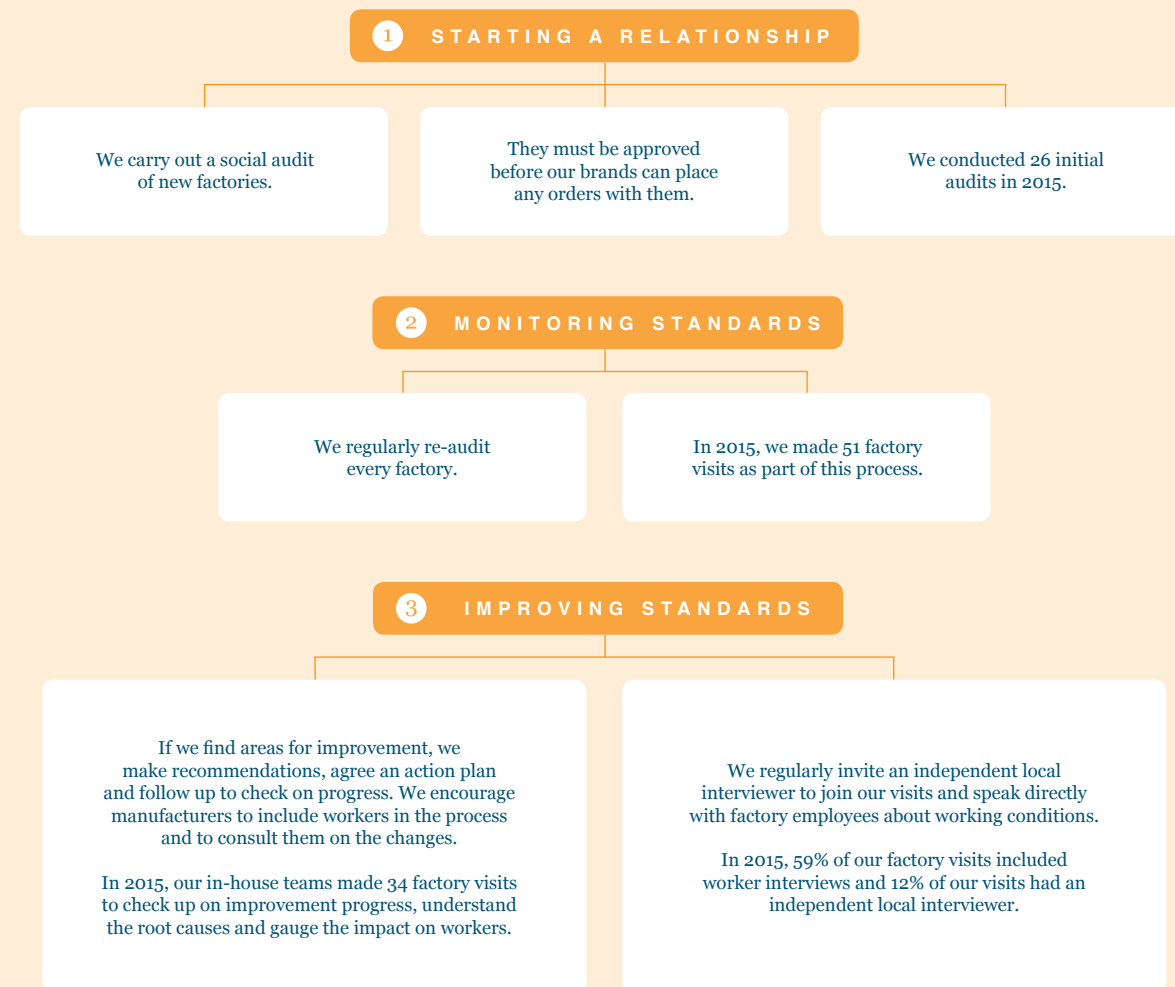
IN-COUNTRY TEAMS*

COUNTRY	IN-COUNTRY TEAMS
5 China	84
6 India	10
7 Indonesia	13
16 Thailand	21
19 Vietnam	37

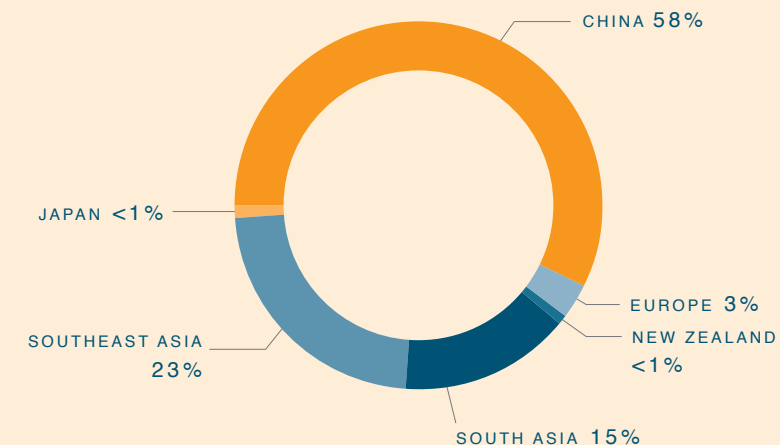
* Our people on the ground working with, and in, our factories

FACTORY REVIEW PROCESS

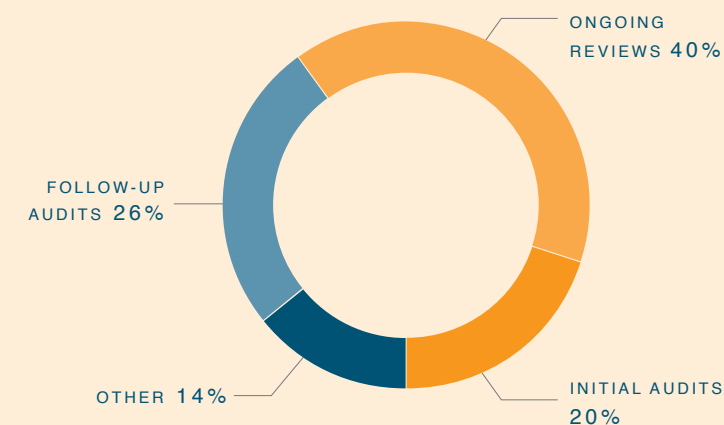
We have a series of policies and processes to help us monitor and improve conditions at our factories.



BREAKDOWN OF VISITS PER COUNTRY



FACTORY ASSESSMENTS BY TYPE



How do we categorise breaches of our Code of Employment Standards for suppliers?

Zero tolerance

An issue that has an unacceptable impact on worker rights or conditions. It could lead us to suspend or even end a supplier relationship if they do not immediately engage in sustainable improvement.

Critical

An issue of serious concern that could turn into a zero tolerance issue.

Minor

Less significant breaches. Alone, they can be quickly tackled. But in clusters they can identify a need for improved management practices.

Performance in 2015

- Zero tolerance issues reduced 87% on the previous year
- Critical issues reduced 2% on the previous year
- Minor issues increased 26% on the previous year

In the financial year 2015/16, JD Sports Fashion's critical issues reduced to zero and major and minor issues reduced by half. (To find out more about ethical trade at JD, see its Annual Report.)

Since late 2013, we have been using the Fair Factories Clearinghouse (FFC) to store our factory assessment data. The system allows our global teams to access and upload information at any time, share our data with other brands, assess risk and provide the right data to deliver effective improvement programmes.

OUR PARTNERSHIP
WITH BETTER WORK

We collaborated with
Better Work in



across
VIETNAM,
CAMBODIA AND
INDONESIA



We estimate that
Better Work made a

POSITIVE IMPACT

on over

23,203
WORKERS

in our supply base



Working with Better Work

We partner with the Better Work programme, an International Labour Organization and International Finance Corporation initiative. It makes ethical trade assessments and runs programmes to make sure factories meet labour standards.

In 2015:

- We collaborated with Better Work in nine factories across Vietnam, Cambodia and Indonesia
- We estimate Better Work made a positive impact on over 23,203 workers in our supply base

Improving our assessment and
improvement processes

We'll keep refining our methods so we can focus on the biggest risks. This will include developing a new assessment tool in 2016, which we'll use to classify all existing and new supplier relationships.

We'll also include more worker interviews, so we can hear their needs and aspirations, and check their experience at work matches the conditions observed during the audit.

We want to make our employee training even better, with emphasis on improving the capability of our in-country supply chain teams in identifying risks and supporting factory improvement programmes.

We're building stronger
relationships with our licensees

Why?

Self-evidently, it's harder to monitor standards in our licensees' supply chains than in our own. Sometimes our licensees don't have our resources – their own ethical sourcing teams, for example.

What are we doing?

We help licensees understand our expectations and adopt systems to monitor their supply chain standards. We've developed a labelling system that provides transparency and security on licensee manufacturing factories, and discourages unauthorised sub-contracting.

Encouraging licensees to buy their products from suppliers that we use directly is another way of improving control of factory standards. At Mitre, we are encouraging licensees to buy into core ranges supplied from their direct supply chain.

What's next?

We know we can do more. We'll work even closer with our employees who manage licensees, so they can accurately explain our standards and priorities – particularly around modern slavery. Using a new risk assessment tool, we'll be able to focus efforts on the supply chains which are highest risk.

We'll also introduce production inspections to check that products are made only in approved factories. Through this, we'll better understand the challenges for each licensee, and work with their sourcing and supply teams to make improvements.



The UK Modern Slavery Act

We welcome the new UK law that commits every company with £36 million or more in turnover to report on how it combats modern slavery in their supply chains. Pentland will produce its first statement in 2016.

What is a living wage?

It's generally defined as a wage that covers basic needs and provides some discretionary income. Defining a living wage exactly is challenging.

It varies by region and by individual situation – if a worker has a large dependent family, for example.



We're launching a new strategy on modern slavery

Why?

The United Nations reports that 27 million to 30 million people are being forced into labour – through violence, intimidation or more subtle means, such as the need to repay a debt. They are among the world's most vulnerable people.

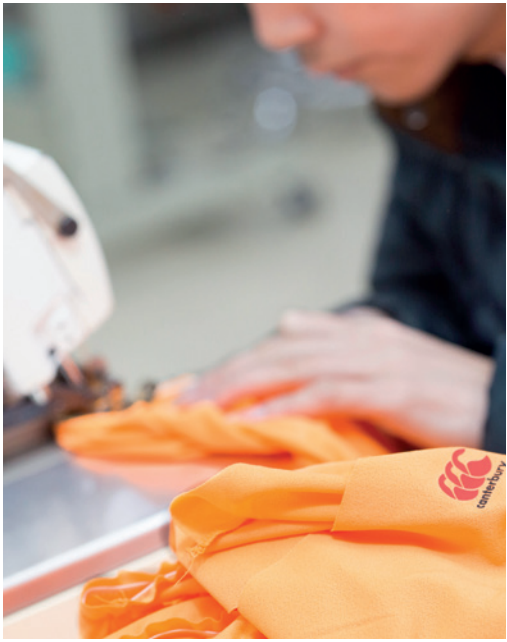
What's our approach?

Human trafficking and modern slavery are criminal acts that can be sophisticated and difficult to detect. We are in the process of widening and deepening the scope of our existing supply chain monitoring to be increasingly diligent and capable in detection.

We are starting to look deeper into our supplier's recruitment processes, interview greater numbers of those workers at risk and continue to be diligent in identification and remediation. We are also developing specialist modern slavery modules to incorporate into our existing training programme.

Our annual Modern Slavery reports will provide more detail on our diligence and include data on any discoveries within our supply chains.

Having cross-industry standards and practices is crucial. In February 2016, we held an event at our London HQ – facilitated by labour rights Consultancy Vérité – and attended by leading textile, garment and retail brands. Attendees discussed how to pool resources to develop common approaches.



We support living wages

Why?

We want our suppliers' factories to provide rewarding employment. This includes paying workers a fair wage, which is at least enough to cover basic needs and provide some discretionary income. It's complex, and not something we can achieve alone.

What have we achieved?

In 2015, we were a founding member of ACT (Action, Collaboration, Transformation). It's the first initiative on living wages to bring together international brands, retailers, manufacturers and trade unions.

ACT aims to improve wages by establishing collective bargaining in key garment and textile sourcing countries, supported by world-class manufacturing standards and responsible purchasing practices.

In September, we were part of a delegation that put ACT's case to the Cambodian government. We also met leading civil society organisations to gain insight into Cambodia's social, economic and political challenges.

ABOVE AND OPPOSITE
FACTORY WORKERS
IN SHENZHEN



4

Operations

We will continue to reduce any harmful impact of our business operations and create a great place to work

4.1 Reducing our impact on climate change

In 2015, we reduced our group CO₂ emissions by 7% compared with the previous reporting period.

We're lowering our energy use and emissions

Why?

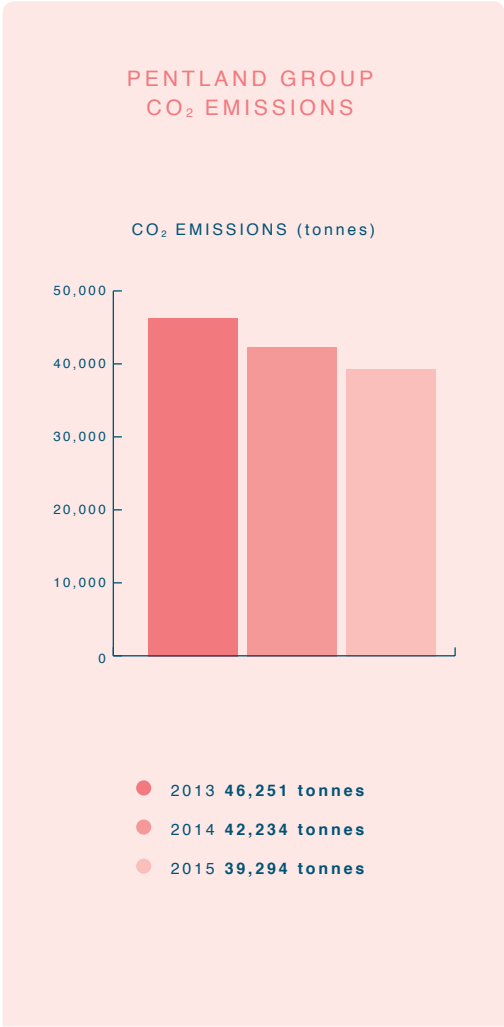
Preventing and adapting to climate change is a global challenge. For Pentland, extreme weather events could disrupt our business and supply chain. Last year, the UN Climate Change Conference, COP21, reached an international climate deal. This means companies can expect more regulation.

What have we achieved?

In 2015, we reduced our group CO₂ emissions by 7% compared with the previous reporting period – from 42,234 tonnes to 39,294 tonnes – despite growing our sales.

Towards the end of 2015, we put in place schemes to reduce our energy use further. We replaced the main boilers at our London HQ, which should reduce gas use by 40%.

We also upgraded our surveillance systems to use infrared night vision, so we can switch off external lighting at night.



BRONZE ENERGY AWARD

In 2015, our London HQ received a Mayor of London's

BUSINESS ENERGY CHALLENGE



It recognised our



REDUCTION IN ENERGY USE

between 2010 and 2014

All of our UK sites run on

100% 

RENEWABLE ENERGY

We will keep searching for ways to save energy. For example, we're looking to make additions to our motion-sensitive lighting controls, which operate based on natural light levels and occupancy of the space. We've run trials in offices and distribution centres, and have seen great results.

JD Sports Fashion's retail stores represent most of our environmental footprint. You can find out more about how they saved energy and greenhouse gas emissions in its Annual Report.

Taking action on energy and the environment

Our Energy and Environment Committee includes representatives from each of our UK facilities. It meets quarterly to share best practice and collaborate on efficiency projects.

In 2015, Canterbury created its own Energy and Environment Committee. It also worked with two of its supplier factories in China to establish energy saving controls.

In 2015, Lacoste Chaussures UK asked all staff to make pledges to save carbon emissions. Over half took part, making 277 pledges which were estimated to save over 7,300 kg of CO₂ – the equivalent of 15 flights from London to New York.

“We wanted to enhance the culture by engaging the whole business and ensuring sustainability is at the forefront of decision making and everyday practice”

Ernest Owusu-Bempah, Lacoste Chaussures

Berghaus’ new, more sustainable home

We recently refurbished our Berghaus HQ to make better use of natural light and air circulation. It uses motion-sensor switching and efficient bulbs to reduce electricity consumption.

RIGHT

OUR NEW BERGHAUS HQ



4.2 Using resources responsibly and efficiently

In 2015, a number of our sites sent zero waste to landfill.

We’re reducing waste

Why?

Our operations use natural resources such as water and paper. We have a responsibility to preserve them and to use them efficiently and to avoid sending waste materials to landfill, so we’re taking steps to reduce our impact.

What have we achieved?

In 2015, a number of our sites did not send any waste to landfill. They include our London HQ, Glover distribution centre, Berghaus HQ and JD’s main UK distribution centre, Kingsway.

- Overall our sites created 367.28 tonnes of waste – 64.63 less than last year.
- Of this, 85% was either recycled or used to generate energy.

Launching Give Me Tap

In 2015, we worked with the social enterprise ‘Give Me Tap’ to give everyone at our London HQ a refillable metal water bottle. Using the bottle instead of disposable cups saves paper and plastic. Give Me Tap uses the proceeds to fund clean water projects in Africa.

Waste not, want not

We introduced food waste recycling at our Speedo HQ in September 2015. The waste is taken to an anaerobic digestion facility to be used as compost and a source of energy.

THE 40% BY 2020 CHALLENGE

WHAT WE’RE AIMING TO ACHIEVE

By 2020, we want to reduce our PAPER USAGE BY...

40%

That means...



FEWER PAGES
EACH WEEK
per person

WHAT WE CAN ACHIEVE

If we make these small changes, we will save

6,800,000

PIECES OF PAPER

=



TREES

4.3

Attracting and keeping the best people

In 2015, 88% of employees said Pentland was a great place to work.

We're continuing to make Pentland an employer of choice

Why?

Our business depends on the talent, creativity and dedication of our people. We want them to understand their unique value and how they contribute to our success.

We aim to attract and keep the best people by letting them develop in a supportive and stimulating environment.

What have we achieved?

Every two years, Pentland Brands asks all its employees to complete a Great Place to Work® Institute survey, which is independently audited.

In 2015, 88% of employees said Pentland is a great place to work – up 4% on 2014.

We use the results from the survey to keep improving. In 2015, we identified talent management, reward and communications as areas that we need to work on in 2016.



Training the leaders of tomorrow

We run three programmes for high-potential people to maintain a strong pipeline of leaders in the business. They are:

- The Future Leaders Programme for people in the early stages of their careers
- The Emerging Leaders Programme for mid-to-senior-level people currently in a leadership role
- The Strategic Leaders Programme for our most senior leaders

15 people completed the Future Leaders Programme in 2015. The course provides opportunities to gain exposure and build strong networks. It takes place over a year, and covers everything from reflecting on your own personal style to being a better communicator and bringing in learning from the outside world.

Nurturing the next generation of creative talent

We depend on creative people to design, develop and market great products. So we consistently give opportunities to young talent and we work hard to be a destination for creative individuals. Our Design Pool Programme gives young designers work experience across a range of brands. In 2015, six young designers joined the programme. Three were offered full-time roles, and three will continue their contracts into 2016.

Two of our brands collaborated with NEWGEN designers in 2015. Kickers unveiled its latest collaboration at London Fashion Week with NEWGEN designer Danielle Romeril. And Red or Dead teamed up with NEWGEN designer Ashley Williams for its Autumn / Winter 2016 range.



The Churchill Award

The Churchill Award is a design competition open to students and graduates and organised by Pentland, the International Churchill Society UK and ARTS THREAD. The brief in 2015 was to design a gift box and label for a magnum of Pol Roger Brut Vintage 2006 champagne. The competition saw more international entries than ever before – with admissions from Hong Kong, Indonesia, the US and the UK.



Launching the Pentland Scholarship

In 2015, we worked with UCL to launch the Pentland Scholarship – a fully funded Global Public Policy masters. The programme will help talented young professionals provide public policy leadership in the context of contemporary governance. It will offer study at UCL and NYU, followed by a placement at Pentland.

Each year the scholarship will be awarded to someone from southern hemisphere who doesn't have the means to fund their own study but has the potential to improve governance and make a real difference in their own country. The first scholarship was provided to a female civil servant from Ethiopia.

Professor David Coen, Director of the Global Governance Institute and UCL School of Public Policy, met former President Bill Clinton at the Clinton Global Initiative commitment announcement to celebrate the creation of the scholarship.

What is a NEWGEN designer?

Every year the British Fashion Council supports a group of emerging young creative talent called the NEWGEN designers.

“It was such an inspiring day at Pentland’s offices. The Pol Roger theme inspired hundreds to submit their designs and there were competitors from all over the world. The winners demonstrated incredible awareness of the objective and will be outstanding achievers in their careers.”

Randolph Churchill

OPPOSITE PAGE

THE FUTURE LEADERS PROGRAMME

THIS PAGE LEFT

KICKERS X DANIELLE ROMERIL

THIS PAGE RIGHT

PROFESSOR DAVID COEN (UCL) WITH FORMER PRESIDENT BILL CLINTON



5

Charity and community

We will continue to contribute positively to the communities in which we operate

5.1

Global charity partnerships

We totally revamped the way we support charities and local communities.

We set up three global charity partnerships

Why?

Having a more strategic approach to giving means we can do better work, with a more lasting impact. We want our employees to feel proud to work for us, so we gave them the opportunity to choose our charities. This gives them a real stake in what we do.

Setting up the JD Foundation

Over the past three years, JD has raised over £600,000 for local charities such as The Christie. In 2015, it continued this work and set up the JD Foundation to focus on charities relevant to its target consumers.

This year support will be given to:

- The Teenage Cancer Trust
- Factory Zone
- Once Upon A Smile
- The Retail Trust

In addition, the Foundation will redistribute a percentage of the bag tax to Environment charities. We have already donated £278,235 to Mountain Rescue in England, Scotland and Wales, and estimate we will donate another £180,000 by the end of this financial year.

See the JD Sports Fashion Annual Report for more information.

What have we achieved?

In 2014, we asked a group of our own emerging leaders to select three charities across themes that resonate with us as a business:

Healthy Living – inspiring people to be more active;

Community Support – empowering disadvantaged people; and

Environment – helping to preserve our environment for future generations.

In 2015, we asked everyone in the business to vote for the specific projects they wanted to support. 70% voted, and the winning projects were:

- The clean water project in Kenya with the British Red Cross
- Empowering girls in India with International Inspiration
- Protecting the Javan rhino in Indonesia with WWF

In 2016, we'll focus on getting employees involved in fundraising and keeping them updated on the progress of our projects.



1 HEALTHY LIVING

THE CLEAN WATER PROJECT IN KENYA WITH THE BRITISH RED CROSS

This will give 2,700 people in rural Kenya access to clean water. Half of all hospital attendances in the region are caused by illnesses contracted from unsafe water.

“If we had clean water our lives would improve so much. We wouldn’t get sick anymore.”

Risper, mother from Bomet River Community, Kenya

2 COMMUNITY SUPPORT

EMPOWERING GIRLS IN INDIA WITH INTERNATIONAL INSPIRATION

International Inspiration encourages people to think differently about sport and the role of girls. The project we’re supporting provides a safe environment for adolescent girls in India to learn life skills through Kabaddi – a traditional Indian game.

“The goal is to create a safe environment for girls to develop in. In a patriarchal society, options for girls are extremely limited.”

Poonam, Head of Programming at International Inspiration

3 ENVIRONMENT

PROTECTING THE JAVAN RHINO IN INDONESIA WITH WWF

There are just 50–60 Javan rhinos left in the world, all in one habitat in Indonesia. Our work with WWF is creating a second habitat, so the species can avoid extinction.

“Their existence as an iconic ancient animal that has survived for more than 50,000 years is something that Indonesians are proud of, and something that the WWF is striving to protect.”

Ridwan, Rhino Monitoring Officer for WWF Indonesia

5.2

Volunteering and giving back to local communities

Our people volunteered for 29 different charities around the world in 2015.

We launched employee Give Back days

Why?

When we give employees time off to do community work, they bond with their teams in a meaningful way.

And, of course, it also helps us forge great relationships with local communities.

What have we achieved?

In 2015, we launched Give Back Day – a day out of the office to volunteer for a local charity. Collectively, our people volunteered for 29 local charities around the world.

We helped a variety of causes. Teams spent time with people in hospices and orphanages, cleared landscapes for the enjoyment of local communities, cared for animals in sanctuaries and prepared food for those less fortunate.

Helping the hungry in Hong Kong

In Hong Kong the team supported Food Angel, a programme for turning surplus food into nutritious meals for underprivileged communities. It also helped HK Paws, a rescue centre for abused and abandoned dogs

Helping people enjoy the great outdoors

Our Lifestyle Division traded in its shiny shoes for muddy boots volunteering for a day at Sweet Tree Farm in London. It gives vulnerable people a chance to enjoy the great outdoors.

Playing ‘soccer’ with young refugees

The German Lacoste and Boxfresh teams played ‘Soccer’ (a combination of an 18-hole golf course and football) with young refugees from Afghanistan, Syria, Somalia and Pakistan.

Supporting a local hospice

Several teams volunteered for the North London Hospice near our global HQ. The Executive Team helped to send out their Christmas Appeal fundraising letters, while our Legal and IT teams helped spruce up their gardens and decorate inside.

TOP LEFT

THE HONG KONG TEAM AT HK PAWS

TOP RIGHT

THE LIFESTYLE DIVISION AT SWEET TREE FARM

BOTTOM LEFT

THE LEGAL TEAM AT NORTH LONDON HOSPICE

BOTTOM LEFT

‘SOCCERGOLF’ IN GERMANY



5.3 Brand-specific activities

Speedo taught 4,370 children in India life-saving swimming skills and Canterbury donated to 400 schools in England.

TOP LEFT
THE ARCTIC RUGBY CHALLENGE

TOP RIGHT
SPEEDO SWIM GENERATION

BOTTOM
CANTERBURY ALL SCHOOLS PROGRAM

Our brands support good causes

Why?

Many of our brands support causes that align with their own values.

What have we achieved?

Berghaus supported the John Muir Trust to keep wild places unspoiled, restore damaged natural habitats and help people reconnect with the outdoors. In 2015, Berghaus' sponsorship helped the trust to win an EOCA grant for a major path restoration project in Suilven, Sutherland.

Canterbury partnered with Wooden Spoon, the Children's rugby charity, to provide kit for the Arctic Rugby Challenge 2015. This saw rugby legends trek to the North Pole to play the 'most northerly rugby match in history' and raise £300,000 for disadvantaged and disabled children in the UK and Ireland.

Canterbury also supported the All Schools Programme, which encourages state school children to play rugby union. In 2015, it donated playing kit to 400 schools in England.

Speedo's Swim Generation programme gives people from disadvantaged backgrounds essential swimming skills. Through it:

- We taught 4,370 children in India life-saving swimming skills, and trained 17 people to teach these skills
- We provided 87,400 free swimming lessons in India
- We provided over 2,500 free swimming lessons in Nottingham



5.4 Product donations

Our products can help people live healthier, more active lives.



We donate products to people in need

Why?

Donating unused stock reduces waste, and can help the people who benefit to live healthier, more active lives.

What have we achieved?

Pentland Brands has a long-term partnership with In Kind Direct, the UK's leading redistribution charity.

The charity (founded in 1996 by HRH The Prince of Wales) redistributes surplus and sample products to charities, social enterprises and non-profits in the UK and overseas.

Several of our brands have also provided surplus, sample and faulty footwear to Africa Shoes at a very low cost.

This social enterprise redistributes products to entrepreneurs in Africa for repair and resale. They are then sold to local people who might otherwise not be able to afford them.

OUR 2015 PRODUCT DONATIONS

MANY OF OUR BRANDS DONATED



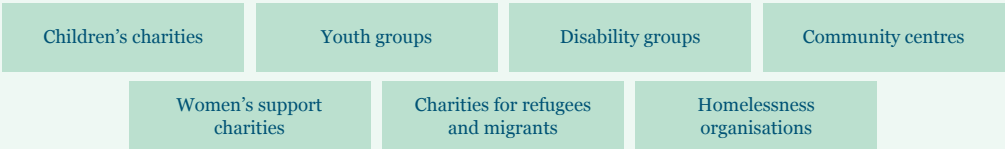
The estimated
RETAIL VALUE
of these donations was
£394,883

1,000
PENTLAND PRODUCTS
reached refugees, thanks to the generosity of
our brands and our close partnership
with In Kind Direct

675

CHARITIES BENEFITED FROM DONATIONS
MADE BY PENTLAND IN 2015

AMONG THEM WERE



* Footwear Licensee

6.0

UN Global Compact:
Ten Principles

Human Rights

Labour

Environment

Anti-Corruption

- 01

Businesses should support and respect the protection of internationally proclaimed human rights; and

Ethical trade
Page 33
- 02

make sure that they are not complicit in human rights abuses.

Operations
Page 45
- 03

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Ethical trade,
Page 33
- 04

the elimination of all forms of forced and compulsory labour;

Introduction
Page 01
- 05

the effective abolition of child labour; and
- 06

the elimination of discrimination in respect of employment and occupation.
- 07

Businesses should support a precautionary approach to environmental challenges;

Sustainable products
Page 17
- 08

undertake initiatives to promote greater environmental responsibility; and

Operations
Page 45
- 09

encourage the development and diffusion of environmentally friendly technologies.
- 10

Businesses should work against corruption in all its forms, including extortion and bribery.

Introduction
Page 01

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