

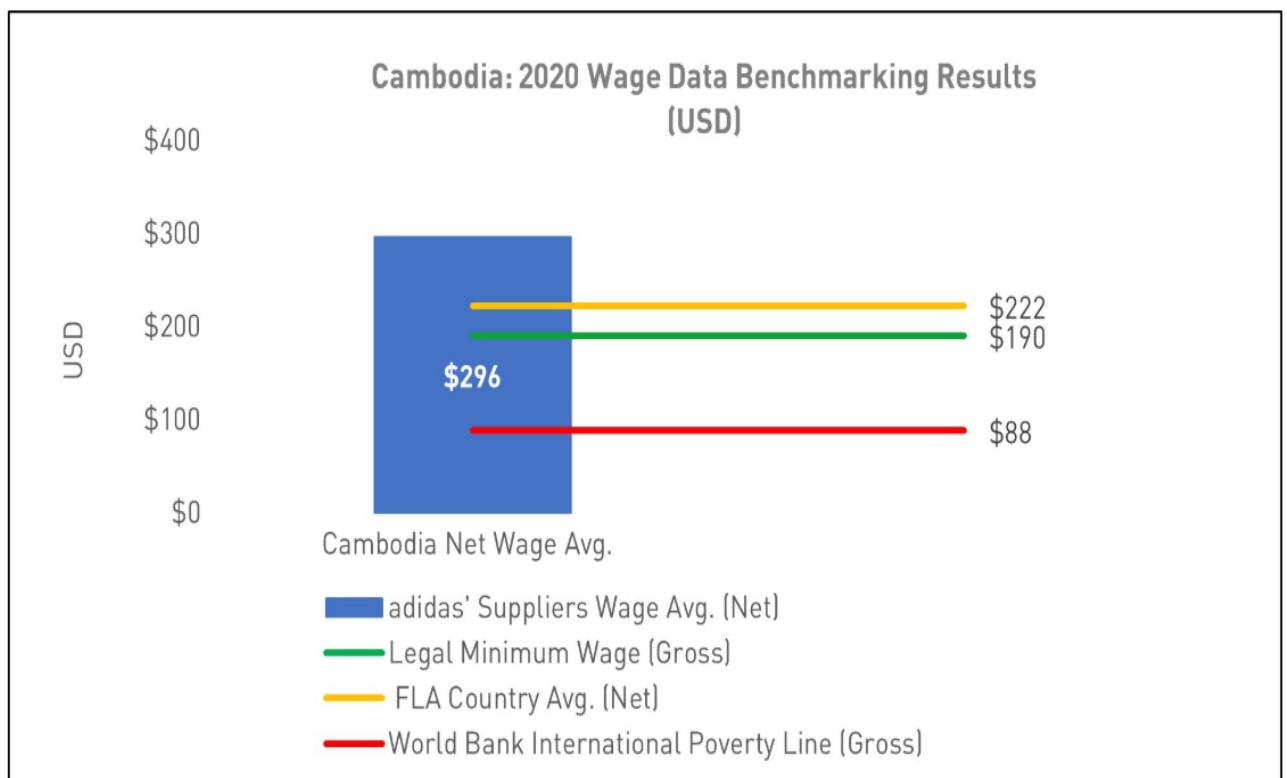
Benchmark Results

The figures below illustrate the full results of our 2020 wage benchmarking of our selected strategic suppliers in the six countries below. The scope of our benchmarking includes workers' net average wage and excludes consideration of any overtime income. Workers' total take-home pay can be higher than the wage data presented below. It is important to note that the figures below are based on factory averages, therefore, some workers may earn higher wages, while others may earn lower wages; however, under no circumstances will a wage below the minimum wage ever be acceptable, and none were found in our wage assessments.

For these results, we compared the collected wage data against external benchmarks, such as the applicable legal minimum wage and the FLA Country Average, which represents the industry average. The FLA Country Average Benchmark is only available as a country-wide average, and not for each applicable minimum wage group and/or region in countries with multiple minimum wage requirements. To avoid inaccuracies, we will only apply this benchmark in countries where the minimum wage is calculated for the entire country and not by various regions or groups. For our living wage benchmark, we have selected the GLWC benchmark, whenever available. Finally, we are using the World Bank's International Poverty Line as a constant benchmark in all applicable countries. In the future, we will be able to compare wage progression across our benchmarked countries by tracking and measuring the relationship between factory wages and the World Bank International Poverty Line. Our goal is to move wages away from this benchmark. All amounts below, except for the minimum wage and World Bank International Poverty Line benchmarks, are in their net format (excluding legal deductions).

Cambodia (ten factories/33,719 workers):

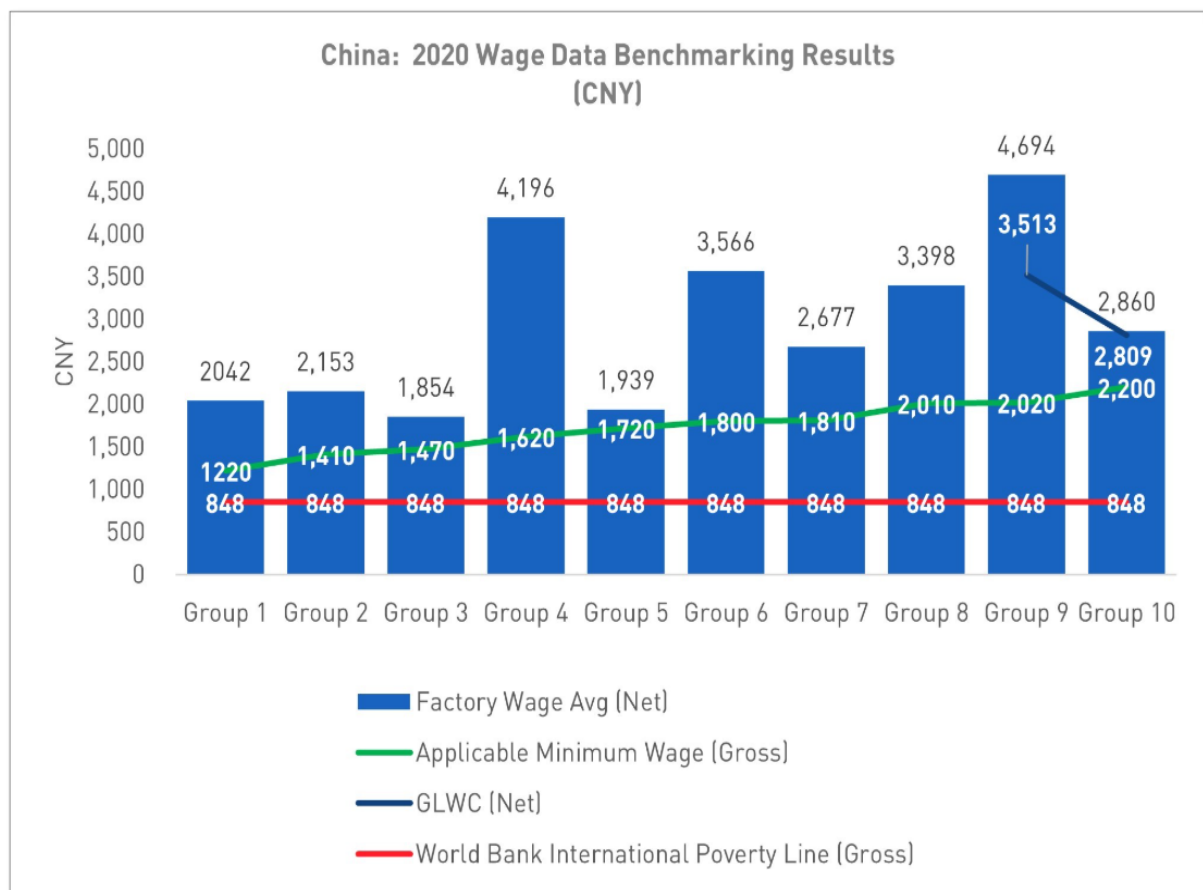
- There is only one applicable minimum wage requirement applicable for factories in Cambodia.
- All factories met the minimum wage.
- 90% of our factories are unionized; 10% have a Collective Bargaining Agreement (CBA) in place.



Country Net Wage Avg. (USD)	Country Net Wage Avg. vs. Applicable Minimum Wage (Gross)	Country Net Wage Avg. vs. FLA Country Avg (Net)	Country Net Wage Avg. vs. World Bank International Poverty Line (Gross)
\$296	Surpassed by 56%	Surpassed by 33%	Surpassed by 36%

China (14 factories/31,851 workers):

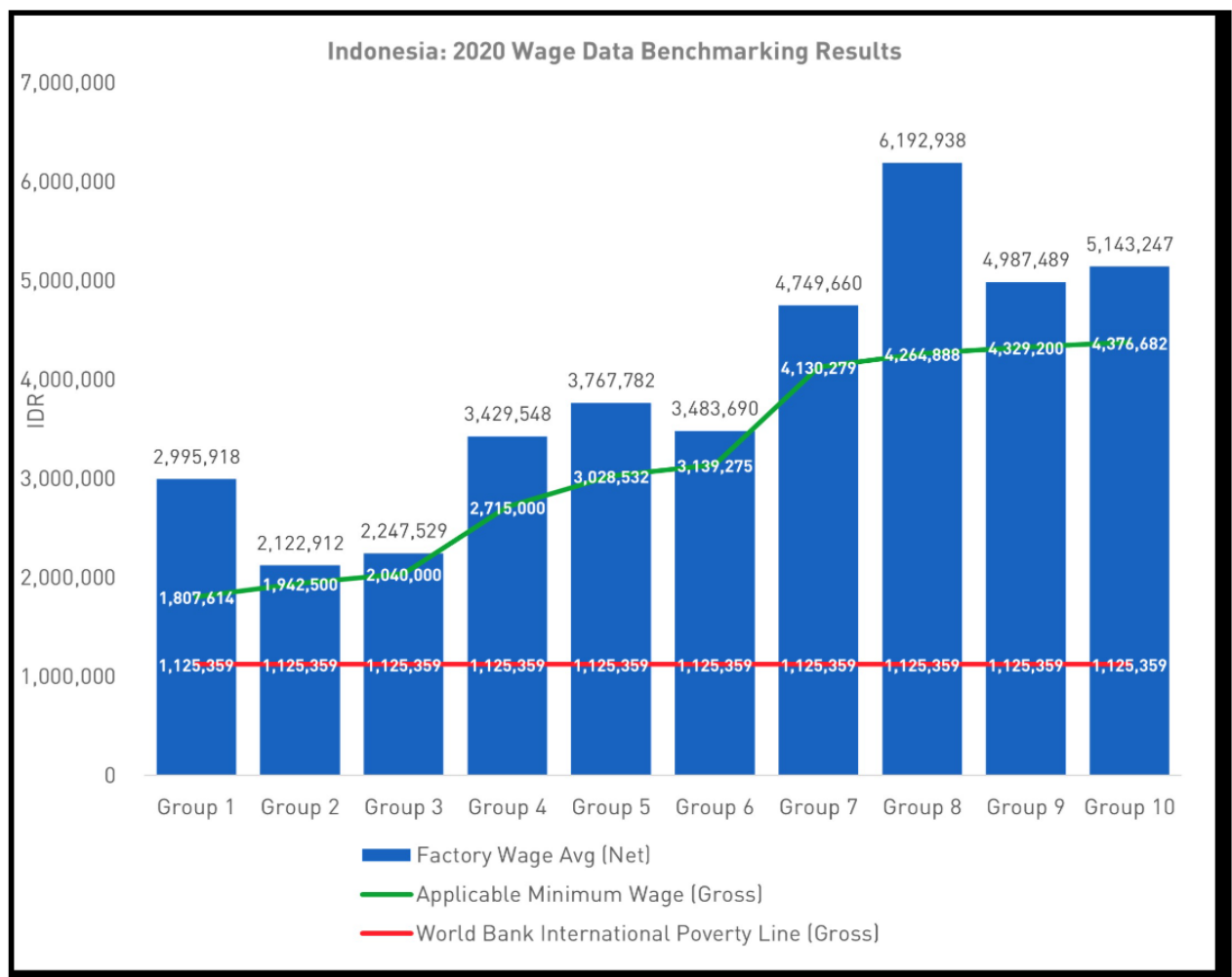
- Factories in our data collection scope fall into 10 different minimum wage requirement groups.
- Across all minimum wage groups, factories' net wages surpassed their applicable minimum wage requirement by between 13% and 159%.
- 79% of factories in China have a state-backed trade union and 43% have a CBA in place. The average net wage of all factories met the applicable minimum wage.



Minimum Wage Group	Group Net Wage Avg. (CNY)	Group Net Wage Avg. vs. Applicable Minimum Wage (Gross)	Group Net Wage Avg. vs. GLWC (Net)	Group Net Wage Avg. vs. World Bank International Poverty Line (Gross)
Group 1: Hunan Province Level 4	2,042	Surpassed by 67%	N/A	Surpassed by 141%
Group 2: Guangdong Province Level 4	2,153	Surpassed by 53%	N/A	Surpassed by 154%
Group 3: Jiangxi Province Level 3	1,854	Surpassed by 26%	N/A	Surpassed by 119%
Group 4: Jiangsu Province Level 3	4,196	Surpassed by 159%	N/A	Surpassed by 395%
Group 5: Guangdong Province Level 2	1,939	Surpassed by 13%	N/A	Surpassed by 129%
Group 6: Zhejiang Province Level 2	3,566	Surpassed by 98%	N/A	Surpassed by 320%
Group 7: Liaoning Province Level 1	2,677	Surpassed by 48%	N/A	Surpassed by 216%
Group 8: Zhejiang Province Level 1	3,398	Surpassed by 69%	N/A	Surpassed by 301%
Group 9: Jiangsu Province Level 1	4,694	Surpassed by 132%	Surpassed by 34%	Surpassed by 454%
Group 10: Guangdong Province Level 1	2,860	Surpassed by 30%	Surpassed by 2%	Surpassed by 237%

Indonesia (13 factories/103,763 Workers):

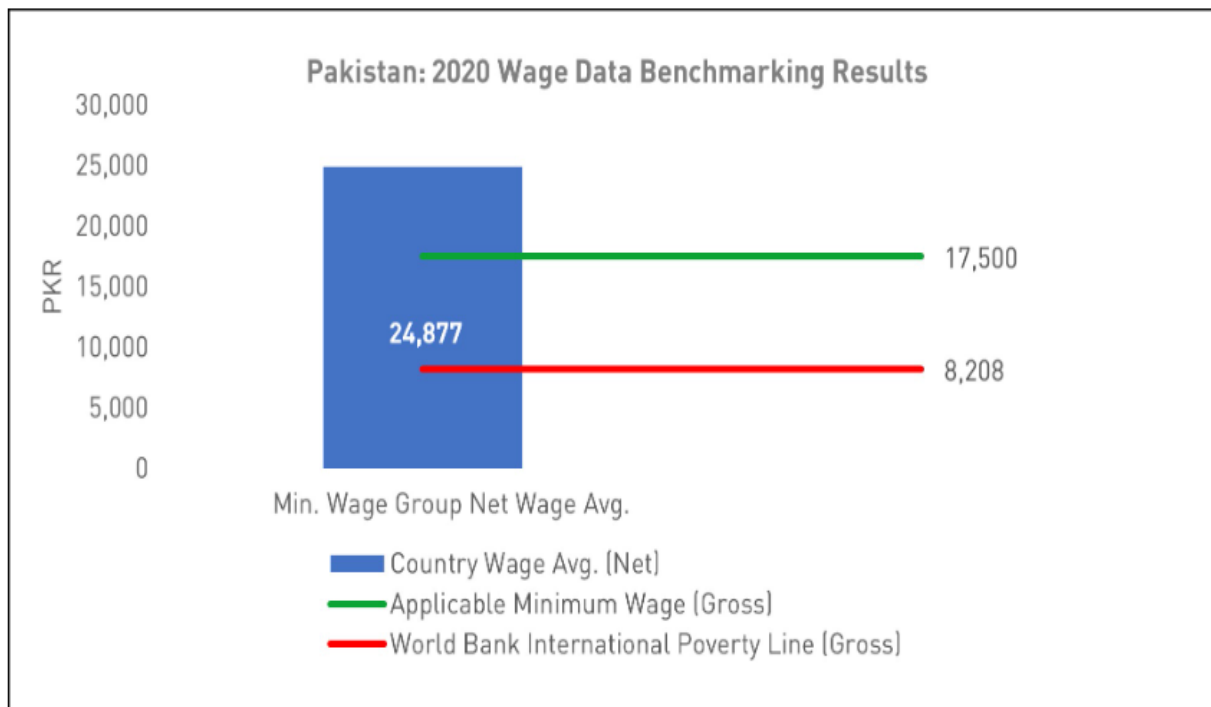
- Factories assessed in Indonesia fall into 10 different legal gross minimum wage groups, with widely varying minimum wage requirements.
- Across all minimum wage groups, wages paid surpassed the legal minimum wage by between 9% and 66%.
- 92% of factories are unionized and have a CBA in place.



Minimum Wage Group	Group Net Wage Avg. (IDR)	Group Net Wage Avg. vs. Applicable Minimum Wage (Gross)	Group Net Wage Avg. vs. World Bank International Poverty Line (Gross)
Group 1: District Minimum Wage: Kabupaten Brebes	2,995,918	Surpassed by 66%	Surpassed by 166%
Group 2: City Minimum Wage: Kabupaten Boyolali	2,122,912	Surpassed by 9%	Surpassed by 89%
Group 3: City Legal Minimum Wage: Kabupaten Jepara	2,247,529	Surpassed by 10%	Surpassed by 100%
Group 4: City Legal Minimum Wage: Kota Semarang	3,429,548	Surpassed by 26%	Surpassed by 205%
Group 5: City Minimum Wage: Kabupaten Sukabumi	3,767,782	Surpassed by 24%	Surpassed by 235%
Group 6: City Minimum Wage: Kota Cimahi	3,483,690	Surpassed by 11%	Surpassed by 210%
Group 7: District Minimum Wage: Kota Batam (UMK)	4,749,660	Surpassed by 15%	Surpassed by 322%
Group 8: Sectorial Minimum Wage: Kabupaten Serang (Sector II: Textile, Leather, Apparel, Bag & Shoes)	6,192,938	Surpassed by 45%	Surpassed by 450%
Group 9: Sectorial Minimum wage: Kota Tangerang (Sector IV: Leather, Footwear)	4,987,489	Surpassed by 15%	Surpassed by 343%
Group 10: Sectorial Minimum Wage: Kabupaten Tangerang (Sector IIIA: Textile, Apparel)	5,143,247	Surpassed by 18%	Surpassed by 357%

Pakistan (two factories/10,455 workers):

- The factories in our sample are located in the same province and must adhere to the same minimum wage requirement.
- Factories in Pakistan within scope are not currently unionized.

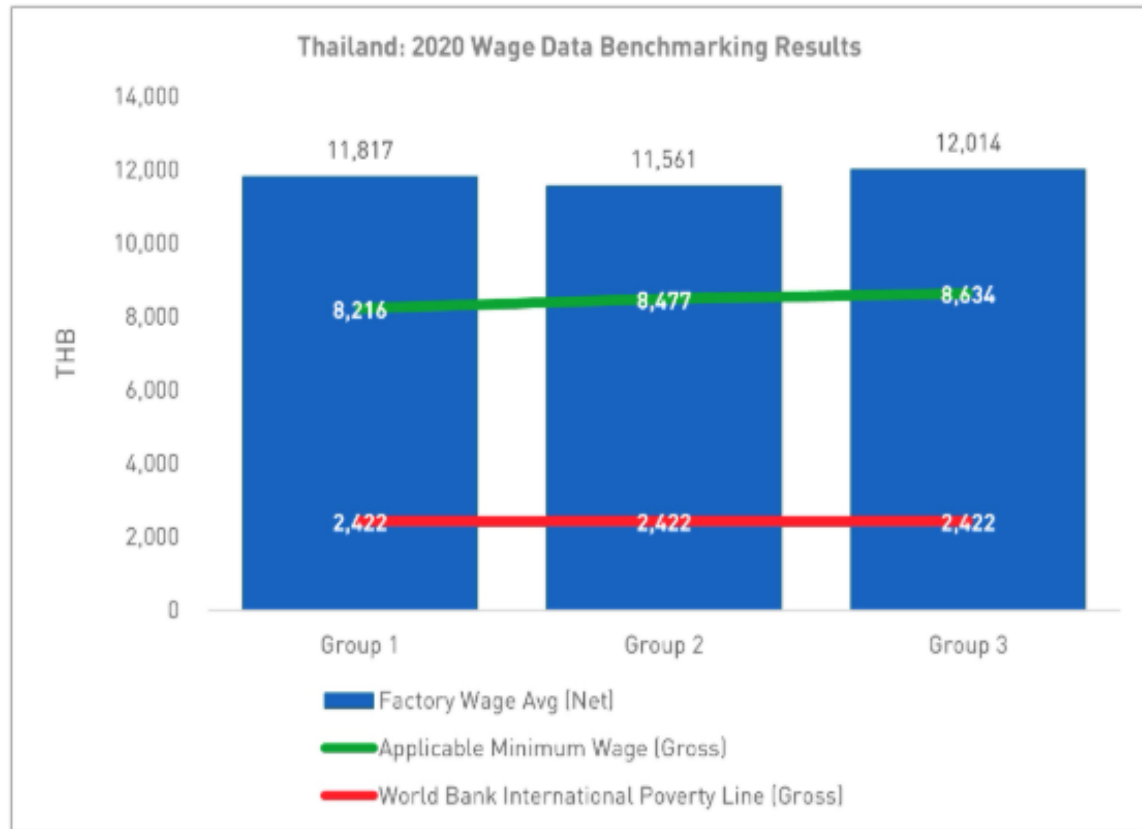


Group Net Wage Avg. (PKR)	Group Net Wage Avg. vs. Applicable Minimum Wage (Gross)	Group Net Wage Avg. vs. World Bank International Poverty Line (Gross)
24,877	Surpasses by 42%	Surpassed by 203%

Thailand (four factories/8,072 workers):

The minimum wage in Thailand is officially calculated as a daily wage. For reporting and tracking purposes, we have calculated a monthly wage based on the daily wage using the same formula as FLA: [the number of working days in the year multiplied by the daily rate] divided by 12 months in a year.

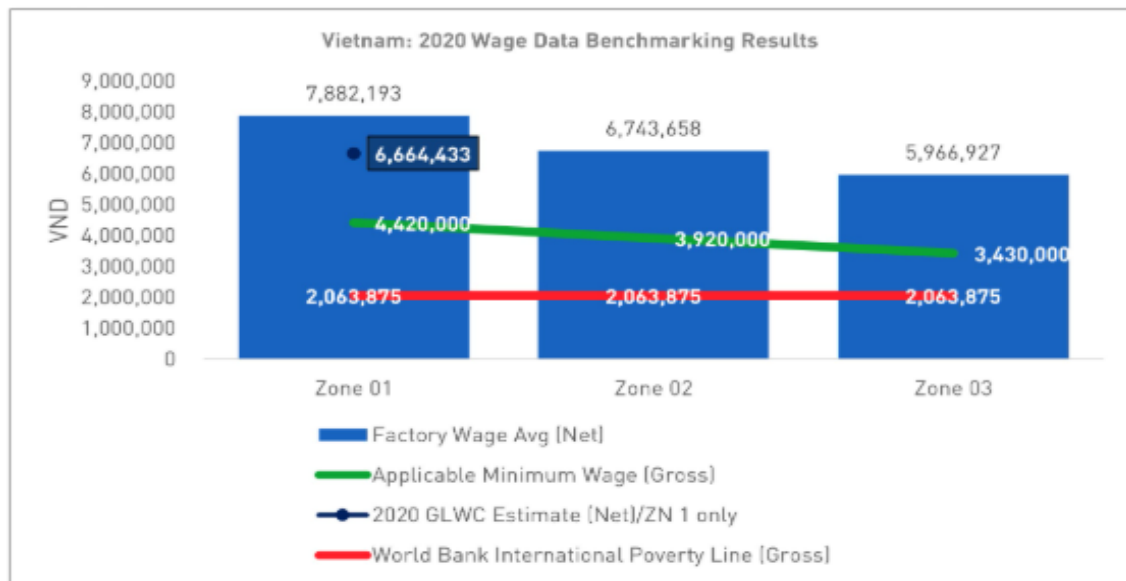
- Our applicable factories in Thailand are located within 3 different legal minimum wage groups.
- Across all minimum wage groups, wages paid surpassed the legal minimum wage by between 36% and 44%. Currently, none of the factories are unionized.



Minimum Wage Group	Group Net Wage Avg. (THB)	Group Net Wage Avg. vs. Applicable Minimum Wage (Gross)	Group Net Wage Avg. vs. World Bank International Poverty Line (Gross)
Group 1: Regional Minimum Wage Requirement – 315 THB/day (8216 THB/month):	11,817	Surpassed by 44%	Surpassed by 388%
Group 2: Regional Minimum Wage Requirement – 325 THB/day (8477 THB/month)	11,561	Surpassed by 36%	Surpassed by 377%
Group 3: Regional Minimum Wage – 331 THB/day (8634 THB/month)	12,014	Surpassed by 39%	Surpassed by 396%

Vietnam (17 factories/113,776 workers):

- Our factories are located within three legal gross minimum wage zones.
- Factories surpass the minimum wage by between 72% and 78%, and the Global Living Wage Coalition benchmark by 18% where applicable (Zone 1 only).
- 100% of our factories have a state-backed union and a CBA in place.



Minimum Wage Group	Group Net Wage Avg. (VND)	Group Net Wage Avg. vs. Applicable Minimum Wage (Gross)	Group Net Wage Avg. vs. GLWC	Group Net Wage Avg. vs. World Bank International Poverty Line (Gross)
Zone 1: Urban Hanoi and Ho Chi Minh City	7,882,193	Surpassed by 78%	Surpassed by 18%	Surpassed by 282%
Zone 2: Suburban Hanoi and Ho Chi Minh City	6,743,658	Surpassed by 72%	N/A	Surpassed by 227%
Zone 3: Provincial cities and districts of Bac Ninh, Bac Giang, Hai Duong and Vinh Phuc provinces	5,966,927	Surpassed by 74%	N/A	Surpassed by 189%

Fair Compensation Glossary

Cash benefits: Cash payments made by the employer that are not linked to performance or productivity. Examples: housing allowance, transport allowance, any non-production-related bonus. Vacation, hardship/hazard and profit-sharing bonuses are also included. This may also include legally required benefits such as 13th month pay, national and holiday cash bonuses if received during the year.

Fair compensation: Compensation that ensures that workers earn enough to meet the basic needs of themselves and their families, and have income left over for discretionary spending and savings.

In-Kind benefits: Goods and services provided by the employer to the employee as part of the compensation package. These goods and services should be provided free of charge or at a reduced cost to the employee. Examples: housing (such as a house or apartment), utilities for housing (such as water or electricity), meals, food rations, goods provided at a discount, transportation, childcare, education for workers' children, and private health insurance if not required by law.

Living Wage (as defined by the Anker Research Institute): remuneration received for a standard work week by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transport, clothing, and other essential needs, including provision for unexpected events.

Minimum Wage (as defined by the ILO): The minimum amount of remuneration that an employer is required to pay wage earners for the work performed during a given period, which cannot be reduced by collective agreement or an individual contract.

Net Wage Formula (as defined by the Fair Labor Association methodology): Net wage includes the basic contracted wage, in-kind and cash benefits, and deducts taxes and other deductions. Net wage does not include incentive or leave wages, unless otherwise specified, and never includes overtime wages.

Wage benchmarks: A wage or economic indicator used for comparison purposes. Examples of wage benchmarks include the minimum wage, a living wage benchmark, international poverty lines, etc. Throughout the strategy, we will compare factory net wages to various wage benchmarks to track and measure wage progress.