2016 SUSTAINABILITY REPORT



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#### CHINESE PROVERB

Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.

As a relatively young company in the global garments industry, we are on a constant quest to find ways to be innovative, to learn best practices from companies large and small around the world. Our ability to attract both clients and talent is rooted in this thirst for improvement. Over time, our philosophy as an enterprise has evolved from any upstart's drive of chasing its commercial footing, to an appreciation of our broader ecosystem that now richly includes partners, customers, community, environment, and above all, our people.

As the old Chinese adage advises, 授之以鱼不如授之以渔 – providing someone with food is often less productive than providing someone with the ability to earn their own food. In this spirit, we have started to invest in our people's development beyond their working life. Among our stakeholders, we are engaging more proactively with partners. Where possible, we are not shy of embracing new technologies that improve the lives of our employees, but also result in environmental efficiencies: world-class innovations such as e-Flow, Laser and Ozone are now commonplace at J.D.United.

Manufacturing business is seldom a coveted destination for top talent, but we have started to cultivate a workplace that takes its identity beyond being a factory seriously. Our head of CSR along with his team focuses solely on this endeavour and reports directly to me. We have established various forms of social engagements, gyms, sports, yoga, dance sessions and family days for our staff to foster a sense of community. With our key global customers, GAP and Levis, we have deep commitments to programs such as P.A.C.E. and HER. I find it truly rewarding that more and more young people and their families are joining and being benefited by J.D.United. This is what we had set out to achieve.

#### Our expansion into Africa and parts of ASEAN such as Cambodia and Myanmar, comes with similar responsibility. I feel proud of how our team is learning to balance the yin of commerce with the yang of sustainable practices. We will only continue to get better.

### Chairman's Message



## From the CSR Desk

DIRECTOR OF CSR Reporting to CEO Sustainability has become an integral part of J.D.United's strategy. It guides us to provide an ecofriendly, eco-efficient and employee-friendly work environment. It is the principle for us to manage our impact, and to give back to the communities where we live and work together.

Above all else, our people are our single most valuable asset. Their well-being is an anchor of our operations. We are committed to meeting the highest standards in occupational health and safety across our factories and offices. Across four countries including China, Myanmar, Tanzania and Cambodia, we are proud to have met the specific occupational health and safety requirements of the respective jurisdictions.

But this is only the start. As J.D.United's CSR unit, we follow our internal KPIs to conduct performance reviews covering anti-corruption, discipline, personal ability, internal assessment results versus customer assessment result, CAP (Corrective Action Plan) follow up, email etiquette, travel frequency, technical support, soft performance like team work etc. For factory performance, we are establishing similar rigorous KPIs to track on a quarterly basis.

We work with all business partners around the globe, and we address development challenges that the whole industry is facing. We firmly believe that our business shares the responsibility to make positive impact towards the whole industry, including our employees, customers, suppliers, and the workers in our supply chains. Improving both working conditions and the livelihoods of workers and their families in our sourcing communities is also meaningful to J.D.United.

To take our sustainability impact for the industry to the next level, we have been focusing on the following area in the past year to fulfil our responsibilities: risk management, global partners collaboration, responsible sourcing.

#### **Risk Management**

In order to meet our commitment in managing sustainable supply chain and to keep transparency in both monitoring and reporting of supply chain compliance and performance, we start to assign more efforts in total internal assessment of our factories around the globe, in case of any missed blind sight.

#### **Global partners collaboration**

We are involved in industry initiatives that bring multiple global stakeholders, including our customers, industry partners, governments, and NGOs to collaborate and make an impact globally. In the spirit of communicating more actively, we also plan to do a quarterly newsletter and annual sustainability report.

#### **Responsible sourcing**

Our approach to responsible sourcing is to take the major role of motivating and encouraging our customers, suppliers and industry partners to practice under the sustainability standards, by providing our customers with sustainable products and eco-friendly manufacturing process. Also, to meet customer's requests for sustainably sourced materials and products with reduced environmental impact from the factories that are certified, we sourced Better Cotton Initiative, Organic Cotton, and Water Less. In addition, we have screened out hazardous chemicals in production globally, and we managed to use less water, and to use more recycled water in production.

Broadly speaking, we envision our CSR activities to cover three pillars—sustainable business, sustainable people, sustainable environment. This first report from J.D.United will share our progress across these arcs.







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### Who We Are

Formally established in 2006 by industry veterans, J.D.United is one of the world's largest and leading suppliers of fast fashion and casual apparel, as well as related supply chain services. Based in Changzhou, China, our manufacturing facilities span east, central and southwestern China, South East Asia and Africa.

Our diversified product portfolio enables some of the most renowned international retailers and global brands presence in end-markets all over the world, spanning the US, Europe, Japan and the rest of Asia.

J.D.United's integrated design, development, manufacturing and supply chain services provide a complete full package apparel production solution for many categories of woven and knitwear garments, covering all aspects from concept to shelf. In addition to traditional apparel manufacturing, our services include product design and development, raw material sourcing, rapid sampling, laundry, quality control and ownlab testing, packaging, and logistics services. Our sizeable and strategically located production base is well-positioned to capitalize on the trends toward supplier consolidation and shifting production away from China into other costefficient geographies.

Since its inception a decade ago, J.D.United has grown significantly through our commitment to quality and responsiveness. Today, J.D.United delivers almost 60 million pieces of apparel annually.

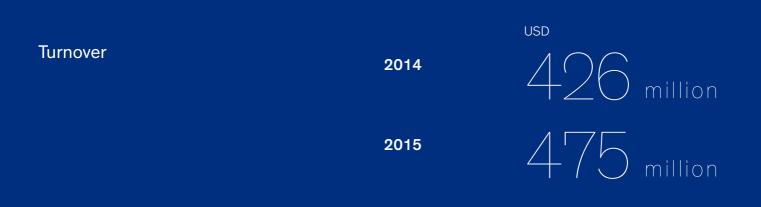
#### GLOBAL CLIENTELE





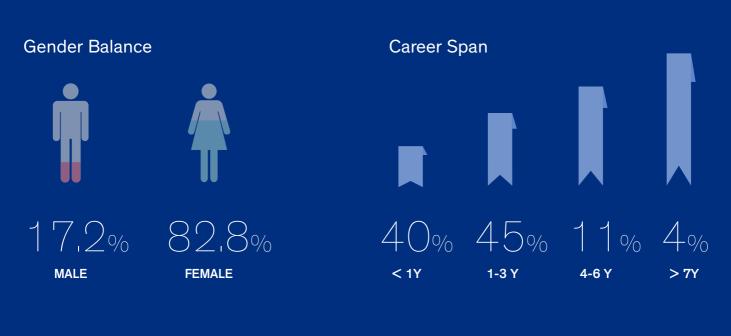
We employ approximately 30,000 employees world wide, of which around 700 are office employees, and 29,300 operate our factories. Our head quarters are in Changzhou, China.





#### **Product Distribution**





Age Distribution

4%	31%	42%	19%
18	18 - 25	25 - 35	35 - 45



### **Business Model**

Our integrated business model combines a buying/sourcing agent with extensive R&D and production capabilities.

Uniquely, J.D.United provides an integrated one-stop shop service to our customers, spanning all aspects of apparel production, such as design, sourcing, manufacturing and supply chain services. J.D.United evolved and developed to serve the fast fashion generation, delivering new concepts, trends and speed at a value. Despite being younger and more flexible than most other industry leaders, J.D.United has vertical integration, with a balanced customer and production base.

We have established strategic manufacturing bases across China. Southeast Asia and Africa that are able to support our continued development into the foreseeable future. In China, J.D.United has a strong design and development centre in Changzhou, taking advantage of the city's position as an important textile center in China. The company has developed manufacturing bases in Northern and Central China, where there is an abundance of labor. In Cambodia, J.D.United is the largest woven apparel manufacturer, taking advantage of the country's duty free access to the EU and Japanese markets. J.D.United is also developing a manufacturing base in Tanzania, which has an abundance of labor and enjoys duty free access into the US. Each of J.D.United's manufacturing bases are developed in regions / countries with strong social stability, abundance of labor, and in the cases of non-China locations, duty advantages to certain markets.

J.D.United regularly assists more traditional companies in adapting to the dynamics of today's apparel market, which requires brands to be trendier and more competitive to serve discerning fast fashion customers.

Nearly all of J.D.United's business includes codeveloping/designing with customers. J.D.United has received industry recognition for helping customers to build and enhance their brand image, redesigning their collections or design other value-added propositions and solutions. Of course, we are able to accommodate traditional OEM production requirements.

We seek to become a premier value-added partner to our customers' sourcing and merchandising operations, providing services beyond mere apparel manufacturing. To this end, we endeavor to engage in long-term production planning with our larger customers, ranging from one to three years. These plans cover the customer's expected volume increases, product categories they wish to be provided by J.D.United and the production locations.

We have demonstrated global success in developing new supply chains, facilities and product capabilities in direct response to these multi-year customer plans. J.D.United also accepts purchase orders electronically and allows retailers to operate efficiently with initiatives such as vendor managed inventory (VMI).



An integrated one-stop shop for our customers, spanning all aspects of apparel production, including product design, sourcing, manufacturing and supply chain services.

MISSION

To become the best supplier offering the most integrated services in fast fashion industry.

Believing in the value our staff and our company growth alongside of globalization in garment industry, we are committed to creating a better world through our 3C management value, and that is Care, Communication and Creativity.

With our strength in years of professional expertise and partnering with our customers, we wish to integrate vertical supply chain and across business plat-forms to meet our clients' needs, that allows for one-stop B to B shopping.



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### A Culture Beyond Commerce

The founder of J.D.United, Mr. Richard Sun, finds inspiration from ancient Chinese philosophy. One memorable phrase, 玖地, holds a special place in his heart — 玖, pronounced as "Jiu" or the number 9, is a symbolic number representing the largest sum, while 地, pronounced as "Di", represents a venue, a destination. Taken together, "Jiu Di" refers to the furthest nooks of the Earth as found in the eponymous book of Confucian philosophy, "The Analects of Confucius", from circa 5th century BC.

This ethereal aspiration to stretch far and wide and touch lives in distant places has always been a dream of J.D.United. As we mature as an enterprise, we appreciate more and more our ability to make a meaningful difference in the lives of communities. It is now a conscious part of our ambition to embrace underprivileged men, women and children who deserve basic human rights without discrimination, economic opportunities without poverty, and communal connections without isolation. As we strive for progress within the context of a sustainable future, we aspire to provide high-quality products at a sensible price for customers around the world.

But we also appreciate that lofty ambition starts at home. Beginning with our people, we strive to ensure a healthy and safe working environment and are even encouraging our employees to pick up life skills beyond their careers. With programs such as SCORE, we handpick our brightest talent and develop their creative and entrepreneurship skills.





### Stakeholder Engagement

We believe a methodical approach to engaging with our various stakeholders can help guide us in doing business the right way. It can also have a direct impact on a company's financial success, its sales, share price and investments, on its operations, and on its reputation. At J.D.United we have created a robust, stakeholder-driven approach to sustainability materiality that serves as a foundation for our sustainability strategy and reporting. Through understanding critical sustainability issues from both internal and external perspectives, we seek to strengthen our social license to operate and develop corporate strategy, goals, targets, programs, initiatives and a broader engagement strategy to advance sustainability across our global footprint.

As an innovation-based company, our stakeholders include customers and end-buyers, investors, government agencies, industry organisations, non-government organisations, local communities where we operate, and naturally our very important partnership with our suppliers and associates. Together, we aim to foster a culture of context-awareness and above-board behavior with best practices.

#### **Major Stakeholders and Key Actions**

Employees	<ul> <li>Respecting human rights and diversity</li> <li>Supporting and promoting development and growth</li> <li>Ensuring a safe and healthy work environment</li> <li>Ensuring equal opportunity</li> <li>Providing competitive compensation and benefits</li> <li>Attracting and retaining the highest talent</li> </ul>
Suppliers, Contractors	<ul> <li>Partnering with suppliers that exceed expectations</li> <li>Supporting collective efforts to deliver business results</li> <li>Respecting human rights for workers across our value chain</li> <li>Collaborating to identify and resource sustainability initiatives</li> </ul>
Investors	<ul> <li>Delivering profitable returns on investment</li> <li>Disclosing relevant Economic, Environmental, Social information</li> <li>Responding in a timely manner to inquiries</li> <li>Upholding our rigorous corporate values</li> </ul>

### Stakeholder Engagement

Customers	<ul> <li>Providing creative and innovative product solutions that in turn helpcustomers deliver their promises</li> <li>Offering a diversified portfolio, demonstrating sustainability attributes</li> <li>Providing sustainable products to address and help solve global environmental challenges</li> </ul>
Nonprofit Organizations	<ul> <li>Partnering to understand societal concerns</li> <li>Providing support to advance and solve global issues</li> </ul>
Government/Regulators	<ul> <li>Complying with laws, regulations and policies</li> <li>Supporting development and modification of changes</li> </ul>
Local Communities	<ul> <li>Engaging in citizenship activities across our value chain</li> <li>Providing economic and social value to communities</li> <li>Proactively seeking methods to minimize environmental impact</li> <li>Supporting safe and healthy communities</li> </ul>
Media	<ul> <li>Ensuring J.D.United is represented accurately with relevant, factual and current information</li> <li>Delivering coverage for our sustainability compliance for exampe with CCTV's long form report on our factory presence in Africa</li> <li>Inviting ideas and commentary on social innovation and community endeavors</li> </ul>

CNTV coverage of J.D.United factory in Tanzania, Africa http://bit.ly/20jkkNv







### Workplace Safety and Best Practices

As a basic human right, the health and safety of all our employees, especially those who work in our factories, is of utmost importance to us. To reduce injury and accident risk, J.D.United has invested upwards of € 10 million for eco-friendly machines, including Jeanologia's e-Flow washing machine, Laser technology denim pattern maker, and O-zone G2 BigMac.

This modern, efficient hardware ensures minimum effluents in the production cycle, which means reduced inhalation of harmful substances. Their automated nature also means less exposure to hazardous manufacturing processes. The Jeanologia G2 BigMac is globally renowned for outperforming all worker security standards—it facilitates an inline process that combines pressure and vacuum, which makes the entire water extraction process more efficient and safe.

All our operators go through a rigorous training and mentoring regime before they are allowed to operate production equipment.





Our workspaces are designed in ways that are spacious for day to day work, and we give due consideration to small details such as tidy uniforms for our operators or the availability of fresh air and ventilation through large fans. We also have stringent hygiene standards in all our work spaces across offices and manufacturing operations.

Beyond healthy eating, we have also started several physical fitness programs to motivate our employees to organize, participate, and compete with each other in activities such as sports, yoga and dance. This helps them to practice entrepreneurship, to cultivate a spirit of teamwork and collaboration, and to build a mentally tough attitude for the rigors of modern life. All these factors are crucial to a successful and balanced career. We do not stop at merely making these facilities available; we also offer professional sports trainers on campus to coach every employee in the sports activity of their choice. To further support a successful business, each employee needs to have a healthy physical body and well-being. In addition to a safe and clean working environment, J.D.United also invests in large scale canteens and facilities for clean, nutritious and healthy food for our staff. members.

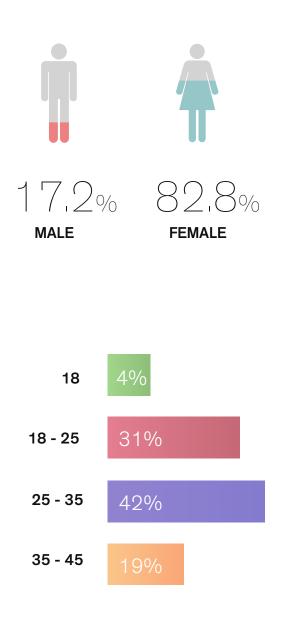




Big dreams start with baby steps. Our culture prominently encourages and rewards good behavior and appreciation for small but meaningful eco-friendly activities such as ensuring that lights are off when leaving the office. We have upgraded our office lighting to LED bulbs. These minutiae may seem trivial, but they make a material difference in imbibing the J.D.United culture and the sense of belonging to an ecologically conscious collective.



### Commitment to Diversity



Sustainability cannot be discussed without a healthy conversation about the role of women in society. In all the markets where we produce, it is a matter of pride that our factories and offices have a strong representation of women. J.D.United is a recognized member of the social ethos in Myanmar, Tanzania, Cambodia. We also have a relatively younger workforce, which makes for a more tuture-proof enterprise.

For our product innovation, we have a team of global designers that includes multiple races:

Korean	1
Turkish	2
Spanish	1

While manufacturing facilities have pragmatic limitations in the talent we can attract — mostly local talent, but our gender choices are evident — this conscious effort to house multi-racial creative talent, where it is possible, has allowed J.D.United to stay at the forefront of design capabilities that better serve clients' needs in the fast moving garment business.

Our designers' capabilities keep growing and developing. Each designer is sent to attend fashion weeks globally in every season, in order to keep up with the current and up-coming fashion trends, and to provide better design service for our client.





### Fostering Entrepreneurship

S.C.O.R.E program

We have started the S.C.O.R.E. program to encourage employees to develop not merely as staff of J.D.United, but also as creative thinkers and entrepreneurs.

Based on performance and observation of talent, we form small teams of employees. Each of these teams is virtually recognised as a single company and has the responsibility to craft innovative products with a balance sheet.

Operationally, the leader of each team is fully authorized to run it with autonomy, drawing on not only his or her own wisdom and managerial skill, but the experience of the collective. That is how we want the young people to grow, while keeping our company vigorous and innovative.

We are already beginning to see the impact of this initiative. As an example, a team of 20 people in the Remediation group have led a project that has positively affected the working environment of 900+ factory staff. The International Labor Organization will arrange the final evaluation to measure the outcome by Q1 of 2017.

### Responsible Sourcing

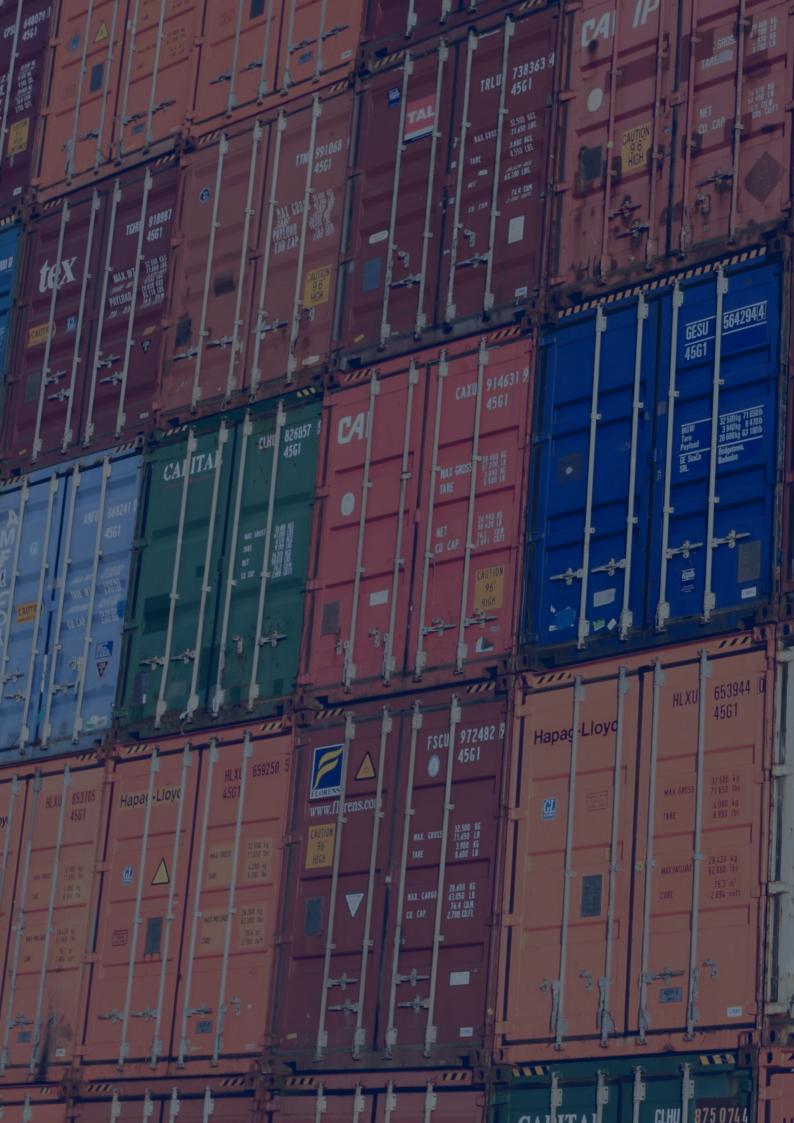


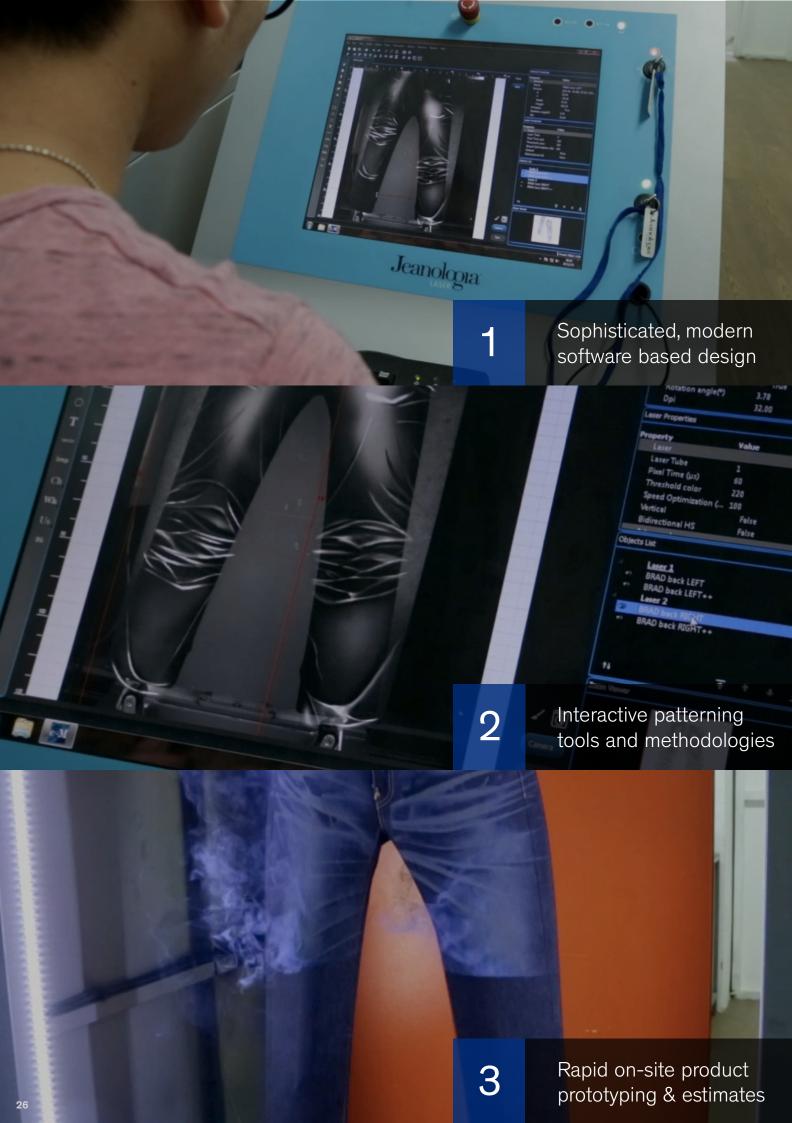
We follow rigorous internal controls for our value chain partners and contractors including fabric mills, chemical suppliers and outsourced contractors such as embroidery and garment factories.

FOR FABRIC MILLS	We conduct strict internal assessments and make sure there's no serious violation against local law and our customer's code of conduct in order to make sure all these mills are compliant. Additionally, we cooperate with non government and unbiased agencies such as <i>Institute</i> <i>of Public &amp; Environmental Affairs</i> to screen all the fabric mills for their environmental violations. The Institute of Public & Environmental Affairs is a NGO that cooperates with all the local environment protection bureaus to disclose the environmental violations of enterprises. When violations are discovered, our CSR team closely follows up with the relevant fabric mills to remediate the issue and remove the violation records. Our standards are stringent: if a given mill fails to remediate within 6 months, we inform J.D.United's sourcing team to terminate procurement from the mill.
FOR CHEMICAL SUPPLIERS	With our commitment to zero use and discharges of all hazardous chemicals from the overall process associated with the making and using of all our products by no later than 1st January 2020, we have a long term strategy to select our suppliers. We require all the suppliers to provide a third party testing report or certificate to demonstrate with evidence that their chemicals are clean or need to be replaced. Our policy in this regard is straightforward: if a supplier is unable to provide clean chemicals, we terminate our operations with the supplier.
FOR OUTSOURCING PARTNERS	Our CSR team understakes a thorough assessment on a monthly, quarterly, a biannual or annual basis depending on the nature and magnitude of discovered deficiencies. We follow up with factories for a clearly documented corrective-action plan, and ensure that they are keeping a

requirements.

good status in meeting local law and customer







### Passion for Innovation

#### PATTERN DESIGN INNOVATION

#### **SERVICE INNOVATION**

Our investment in the latest technologies such as the Laser e-Flow machines allows us to bring to life many creative forms of pattern design, which were previously inaccessible by the old-fashioned handmade techniques. This gives J.D.United a significant design advantage, an asset we transfer to our customers to leverage.

With a market-leading ability to expedite the product development cycle and on-site estimation, we have shortened the production process to a degree that our customers can translate that into a non-trivial competitive advantage in the fast fashion industry. We do not merely rely on the traditional method of being invited by our customers to present fabric, style, wash sample and accessories, such as Levis's Mill Week. Instead, we are gaining strength in a more agile prototyping methodology where our customers work closely with us on-site, with supplier's staff hand in hand, at factory level. This allow us to showcase a myriad of style and wash samples, have decisions and revisions made over-night, followed by rapid cost estimation. This rapid response cycle ensures efficiency and translates into tangible monetary and marketplace advantage for all our stakeholders.



"Our #1 asset: our people."

RICHARD SUN

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### C.A.R.E for Our People

While machinery is a vital component of a manufacturer's assets, people are the bedrock of our business. Our success and progress depend on our employees. It is among our key goals to provide for them and their families, and offer opportunities for development. Not only do we meet or exceed the wage standards in all geographies of our presence, we have invested heavily in workplace well being as we noted in the context of business sustainability: meaningful provisions such as larger fans or nutritious food in staff canteens.

To ensure that this human capital development did not remain a philosophical or marginally commercial aspiration, and instead became a part of our day to day work life, we formulated an official employee development program in 2015:

C.A.R.E. Connecting, Appreciating Responding, Encouraging

This formal program drives our efforts in providing a work ethos that is both engaging and full of avenues for self-growth and community building across both our office space and factories. For example, 2000+ workers in our Phnom Penh outfit in Cambodia have directly benefited from these investments.

We do not just stop at improvements to working environments. Our employees benefit from our elaborate investments to learn new skills, to elevate themselves physically and mentally through a diverse array of facilities such as gyms and programs such as professional training, and to also receive ongoing guidance on life in general, outside work. In living up to the principle that our people are a treasured asset, we organise summer camps and employee days which engage the entire family. And, proudly, with partnerships with our key customers such as Levi's and GAP, we have also embraced women's programs such as HER and P.A.C.E.

The math is simple; healthy workers make for healthy returns.

#### Our people programs follow three arcs:

#### A Promoting Health and Fitness

Through rich investments in Sports, Yoga, Gym, and Professional Training

### B

#### **Developing Culture** and Community

Through cultural activities such as Dance sessions; or Summer Camps with kids

#### C Empowering Life Beyond Work

Through support programs: - HER (2014)

- P.A.C.E. (2016)
- P.A.C.E. (2016)





A

### Promoting Health and Fitness

To encourage physical fitness, we have made available a number of modern facilities on our campuses across our footprint. Our employees have responded with active participation, racking up a total of nearly 32,000 hours among them. The monthly average frequency of activity is 3,850 person-times. Our gyms are well occupied, we hold regular Yoga sessions, a multitude of sports, and fifty-nine of J.D.United employees have participated in the 2014, 2015, and 2016 rounds of the Wujin West Lake International Marathon.



Hours spent on sports By J.D.United staff members

-54%

Sick leaves decreased 1.47 days 2015 1.39 days 2016

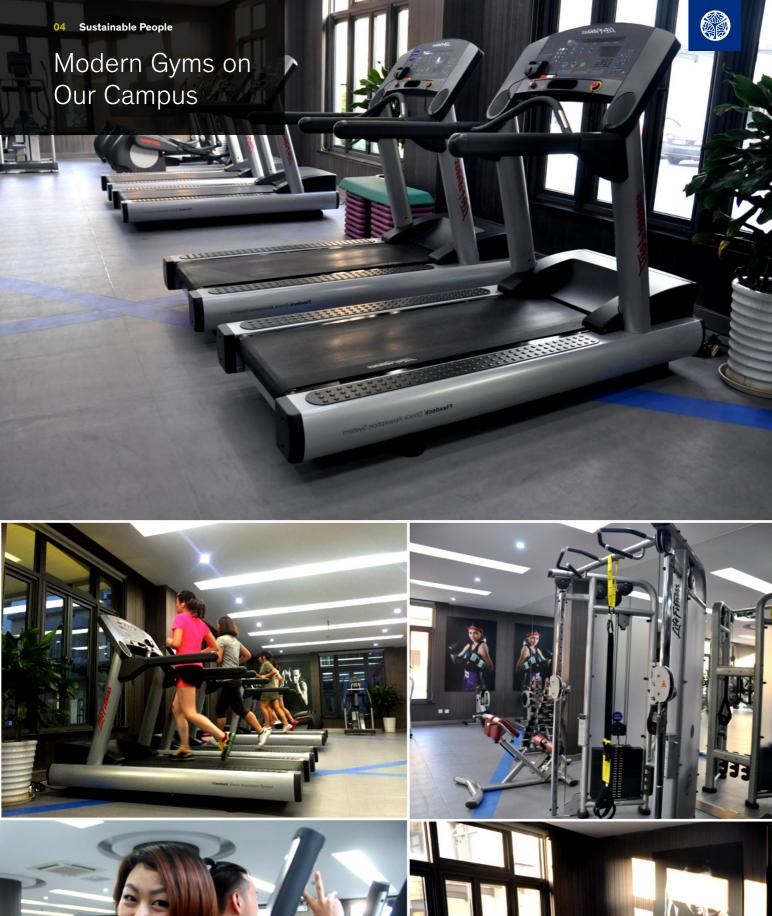


**Developing Culture and Community** 



Empowering Life Beyond Work









### Physical Fitness: Group Yoga





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### Sports Fitness: Badminton

Jeep





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# **玖地跑跑团征战南京**

#### Professional Lecture on Smart Running Skills

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### Sports Fitness: Ping Pong





THE T



### Sports Fitness: Biking Club



8 11/ 2 B

IDU FITNESS



JDUNITED

### Sports Fitness: Basketball



**A** 

#### Promoting Health and Fitness

#### B Developing Culture and Community

Health is a mix of physical and emotional well being. We recognize that it is important to have a sense of belonging, a feeling of connection and harmony for people to be truly happy.

As such, in addition to all the provisions for fitness, we also invest conscious time in cultural activities, entertainment, and encouraging our staff, their kids and family—our extended human network—to probe their other talents such as singing and dance. These social endeavors help with the development of communication skills, but also foster a sense of camaraderie while offering a respite from the rigors of daily work. This in turn boosts productivity. As a gesture to express our caring for our extended network, we also organise annual summer camps for our employees' kids.

What cannot be measured usually cannot be done well. From these activities we actively track our KPIs such as attendance rates, sharing numbers, and survey feedback from interviewing employees' team leaders. When feasible, we also interviewe family members to get more creative and unbiased suggestions for such social activities.

#### Empowering Life Beyond Work





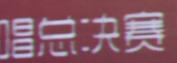
#### Group Dance Learning Sessions





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#### Singing at 'The Voice' of J.D.United







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#### Our Own Flavor of Chinese Culture

# 赢在未来 C.E.开班典礼

Trying a hand at Chinese opera

#### Exploring Our Bright Sparkling Superpowers

<sub>欢乐</sub>夜光跑

Kids at Annual Summer Camp

R

#### A Promoting Health and Fitness

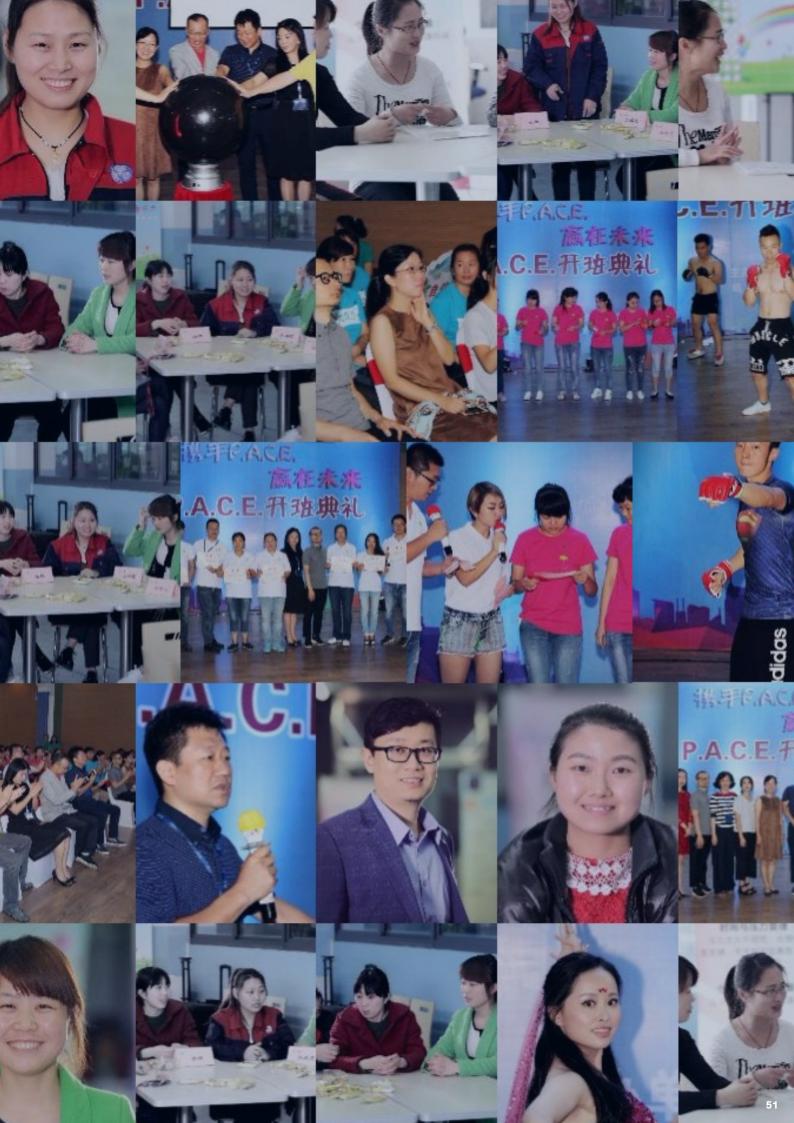
#### B Developing Culture and Community

#### C Empowering Life Beyond Work

We believe all work should be empowering, and should enable women and men to improve their wellbeing and increase their standard of living. We believe that employing women in the formal sector is vital to achieving gender equality within prosperous economies. We believe that enabling women to be better versions of themselves will improve living conditions for the wider society.

As such, we have partnered with our key clients and local NGOs such as BSR to create impactful programs for the 88% of our workforce that is female. In 2016 alone, HERproject touched the lives of over 640 women in Changzhou and we plan to extend its reach to over 4,000+ workers across geographies in three years. Meanwhile, our P.A.C.E. program involvement benefited 140 workers and 15 internal trainers. Our C.A.R.E. program has helped over 2,000 workers in Phnom Penh, Cambodia.







### HERproject

In partnership with Levi's

Launched in 2007, and adopted by J.D.United in 2014, BSR's HERproject links multi-national companies and their factories to local NGOs to create sustainable workplace programs for women. Through peer health education and training, the aim is to improve women factory workers' awareness of reproductive health issues and access to health services.

HERproject engages early with factory management to establish roles and responsibilities, an assessment of female workers' health needs, peer educator training sessions, and factory based outreach activities. In our adoption of HERprogram, our objective is to provide better care for our female employees and equip them with the awareness to become more self-dependent. We encourage our female employees to obtain basic knowledge of self care and hygiene, to build up a mature attitude towards social living, and to then influence other women around them.

We plan to achieve 100% coverage of female employees with 3 themed training sessions, including HERhealth, HERfinance and HERrespect sessions in partnership with BSR. Thus far, HERproject has touched around 650 lives at J.D.United, but by 2020 we aim to extend it to 4,000+ female workers in three geographies.

her +project



The goal of HERproject is to provide better care for our female employees. We encourage our female employees to obtain female care basic knowledge, to build up precautions attitude, and to influence other woman around them. We plan to achieve 100% coverage of female employees with 3 themed training sessions, including Her Health session, Her Finance session, and Her respect session.



### HERproject Methodology



Free publication materials for female staff to read and learn

HER project participants pose for a picture in Changzhou in 2016

Painting of "HER happy family"

#### **Training Curriculum**

- General reproductive health training session
- Birth control methods training session
- Wellbeing during pregnancy session
- AIDS precaution training session
- Basic nutritional knowledge training session
- Various entertainment activities

#### **Typical Activities**

- Team up with a set goal
- Finish health evaluation of each team member
- Choose the leader, train the leader
- Come up with specific execution plan
- Kick off on-site training session
- Total evaluation after the training session
- Team discussion of new learnings
- Rewards to peer educators
- Informational displays
- Physical checkups for workers
- Occupational checkups for assembling department
- Poster creation and display
- Engagement with local health service providers and local government

### HERproject: Material Impact



WOMEN'S EMPOWERMENT	<b>100%</b> of peer educators either strongly agreed or agreed that their communication skills improved
	<b>100%</b> of peer educators affirmed that they took initiative in sharing health knowledge inside factory and outside
	<b>100%</b> of peer educators either strongly agreed or agreed that they were now able to share health knowledge fluently
	<b>100%</b> of peer educators either strongly agreed or agreed that their confidence levels improved through HERproject
	<b>87.5%</b> of peer educators either strongly agreed or agreed that they were now more respected by peer workers
	<b>92.4%</b> of peer educators either strongly agreed or agreed that the HERhealth project brought them closer to others
	<b>100%</b> of peer educators agreed that they will happily share other knowledge with peer workers in the future
PROGRAM SUSTAINABILITY	Based on our HERproject implementation we have committed to maintain investment in women's health through the following activities
	» Maintain peer educator team and include HER training into new staff orientation to continue helping workers
	» Continue to contact the local government and hospital for free resources and invite doctors to give lectures to workers
	» Continue to organize worker engagement activities for female workers quarterly
	» Provide new staff physical checkups, annual staff physical checkups and annual occupational health checkups





#### **P.A.C.E.** In partnership with Gap Inc

Gap Inc's P.A.C.E. — Personal Advancement & Career Enhancement — is a global program help the women who make our clothes gain the skills and confidence they need to advance at work and in life. In 2016, J.D.United launched P.A.C.E. for young women in our manufacturing communities. For a woman, this program of coaching about life skills can be life changing, teaching them tangible skills while shifting their perception of themselves and their abilities. Participants describe becoming better at communicating, managing their finances, taking care of their health and planning for the future. Each woman has her own story about creating change—whether for herself, her family or her community.

Our objectives from P.A.C.E. are to build a harmonious work environment We have customized it to fit our company culture. Each female leader in a group is only qualified if she has participated in P.A.C.E. and also has taught others.





04 Sustainable Peop

The ultimate aim of P.A.C.E. is to cultivate a team of female managers who can successfully manage the team with trained management skills, increase work efficiency and keep motivating subordinates with their leadership.

#### **TRAINING CURRICULUM**

69.5 - 80 hours in 11 months

- Communication skills training session
- Problem-solving skills training session
- Time management skills training session
- Basic financing skills training session
- Basic legal training session
- Woman's health session
- Excellence in execution session
- Environment and personal hygiene session



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# Quote from a Trainer

NAME Dong, XiaoWei

"

ROLE P.A.C.E. trainer

EMPLOYER J.D.United I have been changed by P.A.C.E. ever since I participated in it. At first, the changes are subtle but after a while, I realized that I have been transformed in both working skill, behavior and interpersonal communication. For example, In the P.A.C.E. family communication class, I learned to talk with my three-year-old son "at his level" by holding him in my arms or squatting down, so we communicate eye-to-eye at equal level.

With regards to work or daily lives, I discovered that I have learned to give more time to reflect. Prior to joining P.A.C.E., I was easily upset by any negative incidence in life, and it would take me days to resolve my emotions. Now through the change in attitude, I let go of the problem a lot quicker, I have become more optimistic and open minded, always ready for the next challenge!

Everything that I learned in P.A.C.E. is commonly known, you can easily find it in books or over the internet; however, the knowledge in books or over the internet never brought about changes in me, where as P.A.C.E. did. This is the charm in P.A.C.E., it was derived from Life and it goes back to Life, for me it was extremely useful and inspirational! Thank you P.A.C.E.!



"

#### THE P.A.C.E. EXPERIENCE

Quote from a Participant



NAME R ROLE P. EMPLOYER J.

Rong, JuanJuan P.A.C.E. participant J.D.United

I have always been introverted and do not have a lot of selfconfidence, I am shy and I really do not like to speak with others. After coming to P.A.C.E. program, I learn to share my thoughts with others, I became outgoing and suddenly I realized that I actually can speak well. I am not scared of everything any longer, I now have the courage to speak up and I actually like it. I am very happy with the newly discovered self-confidence, I am not that bad after all.



# Quote from a Participant

NAME ROLE EMPLOYER Yang, BinBin P.A.C.E. participant J.D.United

Before coming to P.A.C.E., I had little confidence and I went through a difficult period in my Life. After I signed-up for P.A.C.E. program I started transforming. P.A.C.E. training program gave me a new outlook in life. I realized that I should value myself, believing in myself and look positive in Life. I learned that together we form a stronger team if we each strive harder. P.A.C.E. brought a lot of changes in me, I can now start my day with sunshine and a smile on my face.



- 01 A Word from Leadership
- 02 J.D.United at a Glance
- 03 Sustainable Business
- 04 Sustainable People

#### 05 Sustainable Environment

06 GRI Scorecard



#### Audacious Goals For 2020

As a leader in our industry, we believe it is important to set the right example for ecologically conscious manufacturing practices. Our endeavors in this direction started a few years ago, but 2016 was the year we significantly ramped up our investment in ecofriendly production. We have institutionalised a series of methods and guidelines in our factories to conserve water and energy, use more recycled water, reduce carbon emission, and to ultimately aim for zero toxic production. Water control for instance has yielded reduction rates of 10-15%. As a happy corollary, we have also decreased steam consumption by 5%.

Our aim is to become more self-driven than clientdriven in terms of sustainability motives. From resources consumption reduction plan, to new ecofriendly machine investment, J.D.United is becoming more and more environment conscious.

We will also keep influencing our suppliers, customers, employees by our sustainability initiatives. All our factories now have waste management standard operating procedures, with which employees working in factories are made familiar during their induction training. These effluent processing facilities allow us to directly drain used water down to rivers.

It is not only about efficiency and safety in our factories, we also want to proactively enforce methods of conserving carbon footprint across our corporate workplace. We are deeply aware of the importance of saving earth from global warming, so these little gestures go a long way. We have upgraded to environment friendly LED light bulbs and employees have strict guidance to turned off lights when leaving the workplace.



WATER REDUCTION



**ENERGY EFFICIENCY** 



TOXICITY



Jeanologia

We have made investments upwards of Euro 10 million for ecofriendly machines, including e-Flow nano bubbles washing machine, Laser technology denim pattern maker, and Ozone G2. This efficient combination needs only a glass of water rather than the usual 70 liters to achieve authentic vintage finishes of jeans: dark look, soft type rinse, aged and dirty and natural used effects.

e-Flow Washing Machine	This allows us to spray dye and softener resin to create washed-out effect on denim. In our experience, it lives up to its positioning as "One Glass, One Garment" technology, as it can achieve washed-out finishing on denim with less than 1 kg of water with zero toxic production by nano-bubbling technique.
Laser pattern maker	Laser technology replaces old-fashioned hand-made pattern technique, which had the potential to damage employees by secreting chemical residue in the air. By using the new laser technology, we protect our employees with zero toxic production and also with less water.
Ozone G2	Ozone technology can create washed-out effect on denim with zero toxic production, and less water and energy consumed. The air from the atmosphere is introduced into the G2 generator. Then, the air is converted into Ozone gas that is moved inside the tumbler. Afterwards, the ozone washes the garment breaking the anchor of the fiber dyeing. The ozone is transformed back to air and released into the atmosphere. No more toxic processes such as bleaching and permanganate usage.

(1)

# e-Flow

'One Glass, One Garment' washing machine uses nano bubbles to achieve washes with just one glass of water that otherwise need 70 litres of water.

Jernahana e-A

Jeanologia



05 Sustainable Environment

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### Laser

Design patterns without chemical residues. More automated, less toxic emissions, less water consumed. Happier, healthier employees.

Jeanologia |

Jeano

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### Ozone

05 Sustainable Environment

Jeanologia G2 cube

By using the air from the atmosphere, reproduces ozone gas conditions to give garments the real look of outdoor usage. Complete and integral finishing.

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## Water and Carbon Efficiencies with Best Practices



LCMP乃世界自然基金會的項目,旨在減少製造業的碳排放 LCMP is a WWF initiative to reduce carbon emissions in manufacturin 標籤編號 Label no.: LCMP-F-2015-002

常州市資來服飾有限公司 CHANGZHOU BAOLAI GARMENTS CO., LTD. 中國紅銀名希州市新進蜜蜜贈於28 No. 2, Hongtu Road, New North District, Changzhou,

這個標籤是授予那些已實行低碳製造計劃。減少碳强度,建立溫室氣體 管理系統及遵循在製造過程及運作中的能源效益最佳守則的公司

demonstrated a satisfactory performance in carbon intensity reduction greenhouse gas management and best practices in energy efficiency of manufacturing processes and operations.

加高詳細資料、並比較公司的表現、請參問: For more information and to compare companies, refer www.wwf.org.hk/icmp

有效期由 2015 年2 月10 日 至 2017 年2 月9 日 for the period of 10 February 2015 to 9 February 2017 After our investments in equipment, energy usage has become optimized. We recycled heat from the working machines to warm up cool water, and then use it for bleaching and garment dying process. Also, with a similar method, we can reduce emissions by recycling hot water steam from the working dryer. One of our methods to conserve energy is to use water curtain for cooling down laundry workshop temperature around 3-12 degrees. This saves up to 50% of the power, and as an additional benefit can increase air circulation within the workshop, making the ambience more comfortable. Also, instead of drying garments completely by tumbler, we have wet garments just hanging out for drying until nearly dry. Then we use tumblers for final touches.

For waste water, we follow the standards of the local governments: we proceed with half treatment and then deliver to city waste water treatment grid for advanced treatment.

To further reduce energy consumption, we have changed all our lamp models from T8 to T5, reduced the quantities of lamps, lowered down placement of the lamps to enhance their effect, and endeavor to use as much as natural light as possible.

## Zero Toxicity On-Site Chemical Management

While water and energy efficiency get a lot of attention in the context of ecological consciousness, other best practices such as management of on-site chemicals and toxins gets a short shrift. We have instituted rigorous policies and installed anti-explosive fans to keep healthy levels of ventilation. In addition, we also enforce professional behaviors in terms of onsite practice—chemical labels, MSDs, warning signs, 2nd container, and of course, storage segregation.

Enforcement is carried out with self-checks for our own factories and mills, with third party monitoring. Feedback is collected for continuous improvement.

We also active engage with the community in the area of toxicity reduction. For instance, we participate in the Zero Discharge of Hazardous Chemicals (ZDHC) Programme and help the community with: endeavors such as Manufacturing Restricted Substances List (MRSL), Conformity Guidance, Wastewater Quality, Audit Protocol, Research, Data and Disclosure, and Training. ZDHC-CNTAC

4th Annual Conference on Hazardous Chemical Control & Sustainable Manufacturing

#### Ø ZDHC

Dear valued suppliers, 尊敬的供应商,

> ZDHC-CNTAC 4th Annual Conference on Hazardous Chemical Control & Sustainable Manufacturing

第四届 CNTAC-ZDHC 有害化学物质管控利益相关方暨绿色制造会议

Tuesday November 8th - Shanghai - Shanghai Marriott Parkview Hotel 周二 11 月 8 日一上海一上海宝华万家大酒店

On behaif of Levi Strauss & Co, wejare pleased to invite you to ZDHC-CNTAC 4th Annual Conference on Hazardous Chemicale Control & Sustainable Manufacturing held on November 6<sup>19</sup> 2016 in Shanghal.

我们非常高兴代表利惠公司,邀请您参加将于 2016 年 11 月 8 日在上海召开的第四届 CNTAC-ZDHC 有害化学物质管控利益相关方暨绿色制造会议。

As a ZDHC Signatory Brand we are committed to zero discharge of hazardous chemicals and participate in the ZDHC Programme to drive the creation and implementation of standards and toxis.

作为 ZDHC 缔约品牌,我们承诺有害化学物质零排放并参与到有害化学物质零排放(ZDHC) 计划中以推动标准和工具的开创和执行。

As a supplier, it is important to us that you understand the aims and activities of the ZDHC Programme and we invite you to attend this conference to achieve the following:

作为供应商,您对于有害化学物质零排放(ZDHC)计划的目标和行动的理解对我们来说非常 重要。我们邀请您参加此次会议以达成如下目标。

 Improve their understanding of the challenges of hazardous chemical control in the value chan.
 更好理解供应链有害化学物质管控的挑战:
 Learn about ZDHC standards and tools for continuous improvement in the discharge

 Learn about 20HC standards and tools for continuous improvement in the discharge of hazardous chemicals.
 了解ZDHC 标准和工具以持续改进有害化学物质的排放;

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## **Organic Cotton**

Organic cotton is rare and expensive, Encouraged by some of our key customers such as C&A, J.D.United now buys organic cotton from India, focusing on quality by ensuring that all mills supplying to us are certified.

Working with organic cotton, we have to source both from cotton mills and dye mills as we seek both organic cotton material and the cotton that has been dyed with organic dye.

C&A recently started growing cotton in their own farms in China, and JD United has been awarded a partnership because of our due compliance to the clients' standards and requirements.

#### **OUR CERTIFICATIONS**



Organic Cotton Zero usage of pesticide and chemical fertilizer; Zero chemical residue tested from soil



#### **Better Cotton Initiative**

Making global cotton production better for the people who produce it, better for the environment it grows in and better for the sector's future.

# We source organic cotton from certified cotton and dye mills.

Control Union Certifications P.O. Box 161, 8000 AD Zwolle, The Netherlands http://www.controlunion.com tel.: +31(0)38-4260100

Annex to certificate no.: CU812485GOTS-01.2016 Henan Pingmian Textile Group Co.,Ltd. Global Organic Textile Standard (GOTS)

Under the scope of this certificate the following facilities / subcontractors have been inspected and assessed. The listed processing steps/activities comply with the corresponding criteria of the Global Organic Textile Standard (GOTS) for the certified products:

Unit no.	Name of unit	Address	Processes
PRC 015549	Henan Pingmian Textile Group Co.,Ltd.	No.17, Jianshe Road East, PingDingShan City, Henan Province, CHINA	Administration Exporting, Importing
PRC 068614	Pingdingshan Baomian Textile Co., Ltd.	Southeast of Third Ring Expressway, Baofeng County Pingdingshan, Henan CHINA	Exporting, Importing, Sizing, Spinning, Weaving

Stamp of the issuing body

Place and date of issue: Shanghai, 29 July 2016 Name of authorised person Standard's Logo

PR, Gar Le On behalf of the Managing Director Mr. M. C. K. Nabadawewa Certifier





Control Union Certifications P.O. Box 161, 8000 AD Zwolle, The Netherlands http://www.controlunion.com tel.: +31(0)38-4260100

CERTIFICATE OF COMPLIANCE (Scope Certificate) CERTIFICATE No: CU812485GOTS-01.2016 REGISTRATION No: CU 812485

Control Union Certifications declares that



Test Report No. SHSL1607158649TX

CHANGZHOU DONGAO GARMENTS CO., LTD NO.2-1, GUANGHUA RD, CHANGZHOU

The following sample(s) was/were submitted and identified on behalf of the client as:

Sample Description Style No. Manufacturer	** ** **	Woven fabric: 99% organic 1% elastane in black for men's pante 896-16-KO2-02L7-102 LUCKY
Proposed Care Instruction	:	
Test Performed	;	Selected test(s) as requested by applicant
Sample Receiving Date Testing Period Test Result(s)		Jul 08, 2016 Jul 08, 2016 - Jul 13, 2016 Unless otherwise stated the results shown in this test report refe

171489394.8855947442544030815949442548 20223 1.06-214142266 1.06-214468266 978-228-882222428489494948 4648 20223 1.06-214142266 1.06-21466503

 Jun de, 2016 - Jun 13, 2016
 Unless otherwise stated the results shown in this test report refer only to the sample(s) tested. For further details, please refer to the following page(s).

Date: Jul 13, 2016

Page 1 of 4

www.spigroup.con.or e.spi.china@spi.com he SGS Group (SGS SA)





SGS



certification of goods delivered is provided by a valid Transaction Certification (TC) covering them. The issuing body can withdraw this certificate before it expines if the declared compliance is no longer guaranteed. Accredited by: Dutch Accreditation Council (RVA), Accreditation No: C 412 Certificate of Compliance, page 1 of 3

# In Sum

For a manufacturing company, we are relatively young. Yet, we have set ourselves a lofty goal of measuring our sustainability endeavors against the stringent GRI 4.0 standard, charting a course across three strategic pillars—



### SUSTAINABLE BUSINESS

In addition to investing in the best-of-breed ecologically conscious production systems, we have tightened our workplace safety and exposure to harmful effluents. We have institutionalized guidelines of environmentally friendly behavior for our staff and our suppliers, enforced rigorous guidelines of responsible sourcing, and started to encourage media disclosure of such efforts. With over 85% of our workforce being female, and with a significantly younger skew on our payroll, we are consciously future-proof in our commercial footprint. We have already built a record of being recognized for these high standards, including a recent thumbs-up by senior leaders in *Economic Development*.

### SUSTAINABLE PEOPLE

Our office spaces and factories in all our geographies are known for high quality environments. We have a diverse array of assets for the physical wellbeing of our staff and their families, ranging from gyms and sports facilities to summer camps and cultural events. Beyond the work place, we are proud to be actively engaged with the HERproject with Levis and P.A.C.E. with Gap Inc, both of which are yielding positive measurable outcomes for our young staff.

### SUSTAINABLE ENVIRONMENT

Our production process is now as efficient as possible with available technology. We have invested to the tune of  $\notin$  10 million in upgrading to the high-efficiency machines including e-Flow, Laser and Ozone G2, which have a proven global track record of best in class production techniques. We have reduced our water consumption and wastage by 15-20%, and begun to source high quality materials such as organic cotton.

Included as a final appendix is our GRI Scorecard, which showcases a promising start to our accomplishments in the last two years. With our concerted and tracked Sustainability efforts, we will continue to get better.



# **GREATE Empowering Sustainable Decisions**

# G4 SUSTAINABILITY REPORTING GUIDELINES

- 01 A Word from Leadership
- 02 J.D.United at a Glance
- 03 Sustainable Business
- 04 Sustainable People
- 05 Sustainable Environment
- 06 GRI Scorecard



## **Global Reporting Initiative (GRI) Scorecard**

This is an endeavor to measure up our performance against the stringent GRI 4.0 Reporting Guidelines. Please note that J.D.United is a Pvt Ltd Inc.

Element	Description	Where we have addressed it	Coverage
SD	General Standard		
G4-1	Statement from the most senior decision- maker of the organization	01 A Word from Leadership: CEO's message	
G4-2	Description of key impacts, risks and opportunities	01 A Word from Leadership: From our CSR Desk	
G4-3	Name of organization	02 J.D.United at a Glance	
G4-4	Primary brands, products, and services	02 J.D.United at a Glance	
G4-5	Location of the organization's headquarters	02 J.D.United at a Glance	
G4-6	Number of countries operating in, and countries with significant operations	02 J.D.United at a Glance	
G4-7	Nature of ownership and legal form	02 J.D.United at a Glance	
G4-8	Markets served	02 J.D.United at a Glance	
G4-9	Scale of organization	02 J.D.United at a Glance	
G4-10	Total number of employees	02 J.D.United at a Glance	
G4-11	Percentage of employees covered by collective bargaining	Considered Business Confidential	$\bigcirc$
G4-12	Description of supply chain	01 A Word from Leadership: From our CSR Desk	
G4-13	Significant changes in organization during reporting period	Considered Business Confidential	$\bigcirc$
G4-14	Precautionary approach	01 A Word from Leadership: From our CSR Desk	
G4-15	External sustainability charters, principles or initiatives	03 Sustainable Business: S.C.O.R.E. 04 Sustainable People: C.A.R.E., P.A.C.E. with Gap Inc, HERproject with Levi's	
G4-16	List memberships of associations and organizations	03 Sustainable Business: Responsible Resourcing; 05	

Element	Description	Where we have addressed it	Coverage
		Sustainable Environment: Organic Cotton	
G4-17	Entities in consolidated financial statement	Considered Business Confidential	$\bigcirc$
G4-18	Process for defining the report content and Aspect Boundaries	01 A Word from Leadership: From the CSR Desk	
G4-19	Material Aspects	Considered Business Confidential	$\bigcirc$
G4-20	Aspect boundary within	Considered Business Confidential	$\bigcirc$
G4-21	Aspect boundary outside	Considered Business Confidential	$\bigcirc$
G4-22	Effect of restatement of information	Not applicable	$\bigcirc$
G4-23	Report significant changes in the Scope and Aspect Boundaries	Considered Business Confidential	$\bigcirc$
G4-24	List of stakeholders engaged	Considered Business Confidential	$\bigcirc$
G4-25	Basis for stakeholder identification	Considered Business Confidential	$\bigcirc$
G4-26	Approach to stakeholder engagement	03 Sustainable Business: Stakeholder Engagement	
G4-27	Key topics of concern raised by stakeholders	03 Sustainable Business: Stakeholder Engagement	
G4-28	Reporting period	Calendar year 2016; Page 1	
G4-29	Date of most previous report	Not applicable (this is first report of its kind for J.D.United)	$\bigcirc$
G4-30	Reporting cycle	01 A Word from Leadership: From the CSR Desk	
G4-31	Contact point for questions	01 A Word for Leadership: From the CSR Desk; Last page of Contacts	
G4-32	In accordance option	Not applicable	$\bigcirc$
G4-33	External assurance for report	Not engaged	$\bigcirc$
G4-34	Governance structure	Considered Business Confidential	$\bigcirc$
G4-35	Delegation of authority for sustainability topics	01 A Word from Leadership	
G4-36	Executive level position for sustainability topics	01 A Word from Leadership	
G4-37	Process for stakeholder feedback to highest governance body	01 A Word from Leadership: Chairmam's Message	
G4-38	Composition of board	Considered Business Confidential	$\bigcirc$



Element	Description	Where we have addressed it	Coverage
G4-39	Chair is executive officer	01 A Word from Leadership (CSR Head reports directly to CEO)	
G4-40	Nomination and selection process for board	Considered Business Confidential	$\bigcirc$
G4-41	Conflicts of interest avoidance for board	Considered Business Confidential	$\bigcirc$
G4-42	Governance body's role in development of values, mission statement, etc.	01 A Word from Leadership	
G4-43	Measures to improve board's understanding of sustainability impacts	01 A Word from Leadership: From the CSR Desk; 03 Sustainable Business (allusion to our training and onboarding for new employees in the CSR team)	
G4-44	Evaluation of board with respect to sustainability impacts	Considered Business Confidential	$\bigcirc$
G4-45	Board's role in identification and management of sustainability risks	01 A Word from Leadership	
G4-46	Board's role in reviewing organization's risk management for sustainability risks	01 A Word from Leadership	
G4-47	Frequency of the boards review of sustainability risks	01 A Word from Leadership: From the CSR Desk (quarterly)	
G4-48	Highest governing body's role in reviewing report and material aspects	01 A Word from Leadership (CEO directly engaged)	
G4-49	Process for communicating critical concerns to board	Considered Business Confidential	$\bigcirc$
G4-50	Nature and number of concerns reported to board	Considered Business Confidential	$\bigcirc$
G4-51	Remuneration policy for board	Considered Business Confidential	$\bigcirc$
G4-52	Process for determining remuneration of board	Considered Business Confidential	$\bigcirc$
G4-53	Stakeholders' views sought for board remuneration policies	Considered Business Confidential	$\bigcirc$
G4-54	Ratio of annual compensation for highest paid individual versus median	Considered Business Confidential	$\bigcirc$
G4-55	Percentage increase of compensation for highest paid individual	Considered Business Confidential	$\bigcirc$
G4-56	Organization's values, principles and standards	02 J.D.United at a Glance: Mission	
G4-57	Mechanisms for seeking advice on organizational integrity	01 A Word from Leadership; 03 Sustainable Business	
G4-58	Mechanisms for reporting concerns about unethical behavior	01 A Word from Leadership; 03 Sustainable Business	

Element	Description	Where we have addressed it	Coverage
EC	Economic		
G4-EC1	Direct economic value generated and distributed	Considered Business Confidential	$\bigcirc$
G4-EC2	Financial risks due to climate change	Not tracked	$\bigcirc$
G4-EC3	Coverage of benefits plan obligations	Considered Business Confidential	$\bigcirc$
G4-EC4	Financial assistance received from government	Considered Business Confidential	$\bigcirc$
G4-EC5	Ratio of entry level wage by gender compared to local minimum wage	03 Sustainable Business (compliance with prevalent local regulation)	
G4-EC6	Proportion of senior management hired from local community	Considered Business Confidential	$\bigcirc$
G4-EC7	Development and impact of infrastructure investments	03 Sustainable Business; 05 Sustainable Environment	
G4-EC8	Significant indirect economic impacts, including extent	Considered Business Confidential	$\bigcirc$
G4-EC9	Proportion of spending on local suppliers	Considered Business Confidential	$\bigcirc$
EN	Environment		
G4-EN1	Materials used by weight and volume	Considered Business Confidential	$\bigcirc$
G4-EN2	Percentage of materials used that are recycled input materials	Considered Business Confidential	$\bigcirc$
G4-EN3	Energy consumption within the organization	05 Sustainable Environment (discussion of)	
G4-EN4	Energy consumption outside of the organization	Not tracked	$\bigcirc$
G4-EN5	Energy intensity	Considered Business Confidential	$\bigcirc$
G4-EN6	Reduction of energy consumption	05 Sustainable Environment: e- Flow, Laser, Ozone (p68-71)	
G4-EN7	Reductions in energy requirements of products and services	05 Sustainable Environment: e- Flow, Laser, Ozone (p68-71)	
G4-EN8	Total water withdrawal by source	05 Sustainable Environment: Water (p72)	
G4-EN9	Water sources significant affected by withdrawal	Considered Business Confidential	$\bigcirc$
G4-EN10	Percentage and total volume of water recycled and reused	03 Sustainable Environment: Water (p72)	
G4-EN11	Operational sites near protected or high biodiversity areas	Not tracked	$\bigcirc$



Element	Description	Where we have addressed it	Coverage
G4-EN12	Significant impacts on biodiversity	Not tracked	$\bigcirc$
G4-EN13	Habitats protected	Not tracked	$\bigcirc$
G4-EN14	Endangered species habitats near operational sites	Not tracked	$\bigcirc$
G4-EN15	Direct GHG emissions	Not available	$\bigcirc$
G4-EN16	Energy indirect GHG emissions	Not available	$\bigcirc$
G4-EN17	Other indirect GHG emissions	Not available	$\bigcirc$
G4-EN18	GHG consumption intensity	Not available	$\bigcirc$
G4-EN19	Reduction of GHG emissions	Not available	$\bigcirc$
G4-EN20	Emissions of ozone depleting substances	Not available	$\bigcirc$
G4-EN21	NOx, SOx, and other significant air emissions	Not available	$\bigcirc$
G4-EN22	Total water discharged by quality and destination	Not available	$\bigcirc$
G4-EN23	Total weight of waste by type and disposal method	Not available	$\bigcirc$
G4-EN24	Total number and volume of significant spills	Considered Business Confidential	$\bigcirc$
G4-EN25	Weight of hazardous waste	Considered Business Confidential	$\bigcirc$
G4-EN26	Water bodies affected by organization's water discharges	Not available	$\bigcirc$
G4-EN27	Mitigation of environmental impacts of products	05 Sustainable Environment	
G4-EN28	Percentage of products and packaging materials that are reclaimed	Not available	$\bigcirc$
G4-EN29	Fines for non-compliance with environmental regulation	Considered Business Confidential	$\bigcirc$
G4-EN30	Environmental impacts of transporting products and members of workforce	Not available	$\bigcirc$
G4-EN31	Total environmental protection expenditures and investments by type	Considered Business Confidential	$\bigcirc$
G4-EN32	Percentage of new suppliers screened using environmental criteria	Considered Business Confidential	$\bigcirc$
G4-EN33	Negative environmental impacts in the supply chain and actions taken	03 Sustainable Business: Responsible Sourcing	



Element	Description	Where we have addressed it	Coverage
G4-EN34	Number of grievances about environmental impacts	Considered Business Confidential	$\bigcirc$
HR	Human Resources		
G4-HR1	Investment agreements and contracts that include human rights clauses	Not available	$\bigcirc$
G4-HR2	Employee training on human rights	03 Sustainable Business; 04 Sustainable People: P.A.C.E.	
G4-HR3	Incidents of discrimination and corrective action	Considered Business Confidential	$\bigcirc$
G4-HR4	Operations and suppliers in which the right to freedom of association may be violated	03 Sustainable Business: Responsible Sourcing	
G4-HR5	Operations and suppliers with risk of child labor	03 Sustainable Business: Responsible Sourcing	
G4-HR6	Operations and suppliers with risk of compulsory labor	03 Sustainable Business: Responsible Sourcing	
G4-HR7	Percentage of security personnel trained in the organization's human rights policies	03 Sustainable Business 04 Sustainable People	
G4-HR8	Indigenous rights violations	Not available	$\bigcirc$
G4-HR9	Number and percentage of operations that have been assessed for human rights	03 Sustainable Business 04 Sustainable People	
G4-HR10	Percentage of new suppliers screened using human rights criteria	01 A Word from Leadership 03 Sustainable Business: Responsible Sourcing (allusion to principles; precise number considered business confidential)	
G4-HR11	Negative human rights impacts in the supply chain and actions taken	Considered Business Confidential	$\bigcirc$
G4-HR12	Number of grievances about human rights impacts filed	Considered Business Confidential	$\bigcirc$
LA	Labor Practices		
G4-LA1	Employee hires and turn over	02 About Us	
G4-LA2	Benefits provided to full- time employees	Considered Business Confidential	$\bigcirc$
G4-LA3	Return to work and retention after parental leave	Not reported	$\bigcirc$
G4-LA4	Minimum notice periods regarding operational changes	Considered Business Confidential	$\bigcirc$



Element	Description	Where we have addressed it	Coverage
G4-LA5	Workers represented by management- worker health and safety committees	Considered Business Confidential	$\bigcirc$
G4-LA6	Type and rates of injury, lost days, work- related fatalities	04 Sustainable People (Reduction reported in numbers; types not available)	
G4-LA7	Workers with high incidence or high risk of diseases related to their work	Not available	$\bigcirc$
G4-LA8	Health and safety topics covered in agreements with trade unions	Considered Business Confidential	$\bigcirc$
G4-LA9	Average hours of training per employee	03 Sustainable Business 04 Sustainable People	
G4-LA10	Programs for skills management and lifelong learning	03 Sustainable Business (Entrepeneurship with S.C.O.R.E) 04 Sustainable People (C.A.R.E, HERproject, P.A.C.E)	
G4-LA11	Percentage of employees receiving regular performance reviews	Considered Business Confidential	$\bigcirc$
G4-LA12	Employees by category for diversity indicators	02 J.D.United at a Glance (allusion to overall numbers; details considered business confidential)	
G4-LA13	Remuneration of men to women by employee category	Considered Business Confidential	$\bigcirc$
G4-LA14	Percentage of new suppliers screened using labor practices criteria	Considered Business Confidential	$\bigcirc$
G4-LA15	Negative labor practices impact in the supply chain and actions taken	Considered Business Confidential	$\bigcirc$
G4-LA16	Grievances about labor practices	Considered Business Confidential	$\bigcirc$
PR	Product Responsibility		
G4-PR1	Percentage of product categories for which health and safety impacts are assessed/improved	Not available	$\bigcirc$
G4-PR2	Non-compliance concerning health and safety impacts of products	Considered Business Confidential	$\bigcirc$
G4-PR3	Organization's procedures for product labeling	Not available	$\bigcirc$
G4-PR4	Number of incidents for non-compliance with labeling	Considered Business Confidential	$\bigcirc$
G4-PR5	Results of customer satisfaction surveys	04 Sustainable People: HERproject material impact; P.A.C.E results	
G4-PR6	Sale of banned or disputed products	Considered Business Confidential	$\bigcirc$



Element	Description	Where we have addressed it	Coverage
G4-PR7	Non-compliance concerning marketing communications	Considered Business Confidential	$\bigcirc$
G4-PR8	Substantiated complaints regarding breaches of customer privacy	Not available	$\bigcirc$
G4-PR9	Significant fines for non- compliance with provision and use of product	Not applicable	$\bigcirc$
SO	Society		
G4-SO1	Percentage of operations with local community engagement, etc.	02 J.D.United at a Glance; 04 Sustainable People	
G4-SO2	Operations with significant impact on local communities	02 J.D.United at a Glance; 04 Sustainable People	
G4-SO3	Percentage of operations assessed for risks related to corruption	Considered Business Confidential	$\bigcirc$
G4-SO4	Communications and training of anti- corruption policies	03 Sustainable Business: Stakeholder Engagement	
G4-SO5	Confirmed incidents of corruption and actions taken	Not available	$\bigcirc$
G4-SO6	Value of political contributions by country and recipient	Not available	$\bigcirc$
G4-SO7	Legal actions for anti- competitive behavior	Not applicable	$\bigcirc$
G4-S08	Monetary value of significant fines	Not applicable	$\bigcirc$
G4-SO9	Percentage of new suppliers screened for impacts on society	03 Sustainable Business: Responsible Sourcing	
G4-SO10	Negative impacts on society in the supply chain and actions taken	Considered Business Confidential	$\bigcirc$
G4-SO11	Grievances about impacts on society	Considered Business Confidential	$\bigcirc$





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