

# MODERN SLAVERY STATEMENT

2021 FINANCIAL YEAR

This statement has been published in accordance with the Modern Slavery Act 2015; California Transparency in Supply Chains Act (SB 657); and Australian Modern Slavery Act. It sets out the steps taken by Decathlon during the year ending 31st of December 2021 to prevent modern slavery and human trafficking in the industrial activities of its manufacturing suppliers.

**We are all delighted sportspeople  
who make our passion a vocation:**

*"To sustainably make the pleasure and  
benefits of sport accessible to the many".*

**DECATHLON**

*UNITED*

# Decathlon in figures



**103,161**

**teammates**

10.1% more than in 2020

46.7% women and 53.3% men



**8.0%**

**more absolute emissions compared with 2016**

4.6% more than in 2020

(10,501,320 tCO<sub>2</sub>e in 2021/product in 2021)



**€13.8 bn**

**in turnover excluding taxes**

21.3% more than in 2020

**71.5%**

**of delighted sports users**

69% in 2020

**1.47%**

**of sustainable sales**

1.36% in 2020

**1,747**

**stores worldwide**

**(company-owned, excluding franchises)**

114 more than in 2020

**93.14%**

**of teammates report  
"Being yourself"<sup>1</sup>**

0.13% more than in 2020

**10.4%**

**of sales realised with  
Ecodesign products**

5.9% in 2020

**74**

**warehouses and  
logistics platforms**

**78%**

**of Rank 1 suppliers' production sites are  
ranked A, B or C in human responsibility  
in production assessments**

7.1% less than in 2020

**77%**

**of our Rank 1 and Rank 2 suppliers'  
production sites were rated A, B or C  
for environmental management**

Down 4.2% from 2020

**50**

**partner suppliers**  
out of a total of 1,285 suppliers

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# 1

## VALUE CHAIN

BUSINESS MODEL  
SUPPLIER CATEGORIES

# VALUE CHAIN



(1) A Rank 1 supplier is one that has a contractual agreement with a Decathlon Group to produce or assemble finished/semi-finished products (manufacturing contract) or to supply raw materials or components (purchasing contract) who receives purchase orders from and submits invoices directly to Decathlon Group.

(2) A Rank 2 supplier is one that contributes to the Decathlon product value chain through a direct commercial relationship with a Rank 1 supplier with whom they manage all purchase orders and invoices

## BUSINESS MODEL UNDER DEVELOPMENT

SECOND-HAND PRODUCTS

LEASING PLATFORMS

SERVICE PLATFORMS

NEW DISTRIBUTION CHANNELS

## **The signed sports purchasing policy is based on 3 categories of suppliers:**

### **1/ Industrial Partners**

Suppliers with whom we build a long term industrial project and share the same vision in terms of purpose and values, transparency and collaboration.

### **2/ KAS - Key Account Suppliers (4)**

Essential suppliers that don't meet all the criteria of a partnership.

### **3/ Other Suppliers**

Suppliers with whom we keep all our requirements, and with whom we maintain relations with over several years, always based on trust and performance.

Decathlon's industrial vision is to continue to develop partnerships to strengthen relationships over the long term, collaboratively building and preparing the industry of the future.



# 2

## OUR RESPONSIBLE TEAMMATES

NETWORK  
COUNTRY REFERENTS



## RESPONSIBLE TEAM MATES

### The Production Teams



Decathlon's manufacturing activity is managed at the operational level by local teams. These locally-recruited teams visit supplier production sites on a regular basis, working with them on issues such as product development, quality, production cost control, lead-times, as well as compliance with the Supplier Code of Conduct. They are also in charge of detecting critical and unacceptable situations, and immediately finding solutions or suspending production and orders to speed up resolution, where Necessary. These team members are given prior "Sustainable Development in Production" training to reach the required skills level. The issue around combating forced and bonded labour were incorporated in the training since 2018.

### Operational Process Manager for Sustainable Development



These 39 managers are local recruits who speak the suppliers' language and understand the country's culture. This makes their work more effective and helps to identify local issues. They are constantly training the production teams and some are also in charge of continuously improving the tools and methods they use. Another 57 teammates (who are involved in industrial production and who have received special trainings) have volunteered to become involved as Assessors.

## Industrial Strategic Buyers

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At Decathlon, our buyers build their international purchasing policy, according to their industrial process, always including our Social Responsibility Strategy, considering the respect of Human Rights and prevention of Modern Slavery. To do so, they are trained during their induction period on those fundamentals subjects, and regularly manage their suppliers during quarterly reviews of their suppliers panel.

## NEW: Production Country Referent's on Tackle Forced Labor

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Since Last year , we have raised this new role in all our Level 1 risky countries , such that all the actions to prevent forced labor are locally managed, adapting to the context

As the topic requires cultural sensitivity & knowledge, the referents are already competent local social assessors, who will partially dedicate their mission on this topic

Referents will acquire the skills to :

- Empower the local teams
- Deploy tools
- Initiate third-parties collaborations (ex: industry working group, NGOs,...)

# 3

## COUNTRY RISK MAPPING

RISK MAPPING IN ACCORDANCE WITH VIGILANCE  
COUNTRY RISK



## COUNTRY RISK MAPPING

Forced Labour in the Industry has been identified as a major risk by our [Vigilance Plan](#) Risk mapping methodology. The methodology has evolved to include criteria such as manufacturing sector, country and exposure based on the importance of Decathlon's activity.

Aligning with the new evolution in risk mapping , we also include some internal and external data to strengthen further , as below :

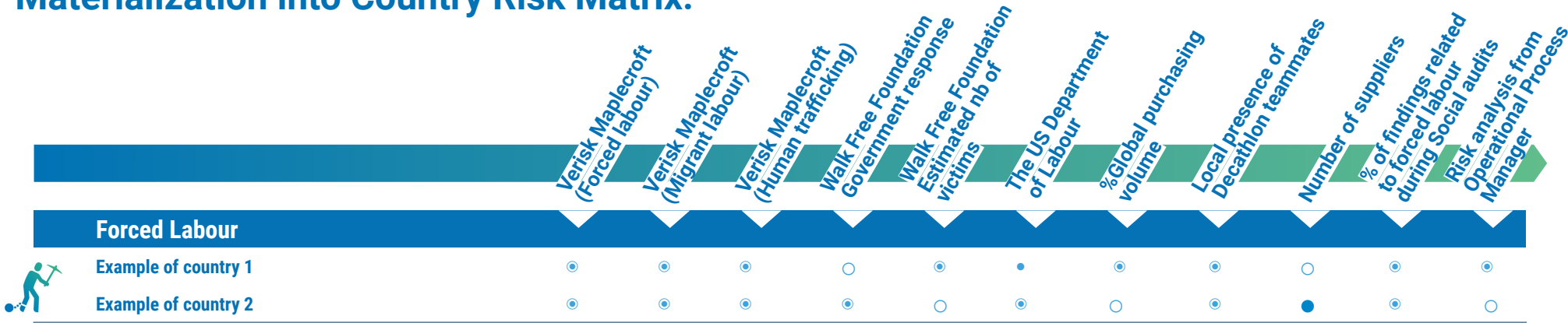
### Internal data

- Decathlon worldwide expansion relies on subsidiarity for each country to become autonomous with a production team and physical office. Therefore, presence of a local team and Operational Process Manager for Sustainable Development is an important parameter.
- Decathlon purchasing policy by categories of suppliers based on long term project and purchasing volume.
- Human Responsibility in Production performance indicators (% of findings in our suppliers related to forced labour during Social audits)

### External data

- International Labour Organization (ILO)
- International Organization for Migration (IOM)
- Walk Free Foundation Global Slavery Index
- Verisk Maplecroft database on forced labour, human trafficking, modern slavery and migrant workers by Industrial sector
- The US Department of Labour: risk on commodities
- Legal frameworks: "Duty of Care laws", "UK Modern Slavery Act", "California Transparency Act" and "Australia Modern Slavery Act"

Materialization into Country Risk Matrix:



IMPACT    ● HIGH    ● MEDIUM    ● LOW    ○ ZERO

As a result, 10 industrial procurement countries are spotted with the highest risk, designated as “Level 1 risky countries”. The actions described in the following pages will be prioritized first to Level 1 countries.



# 4

## VERIFICATION AND IMPROVEMENT

THE PILLARS  
EVALUATION



## VERIFICATION & IMPROVEMENT



### DETECTION

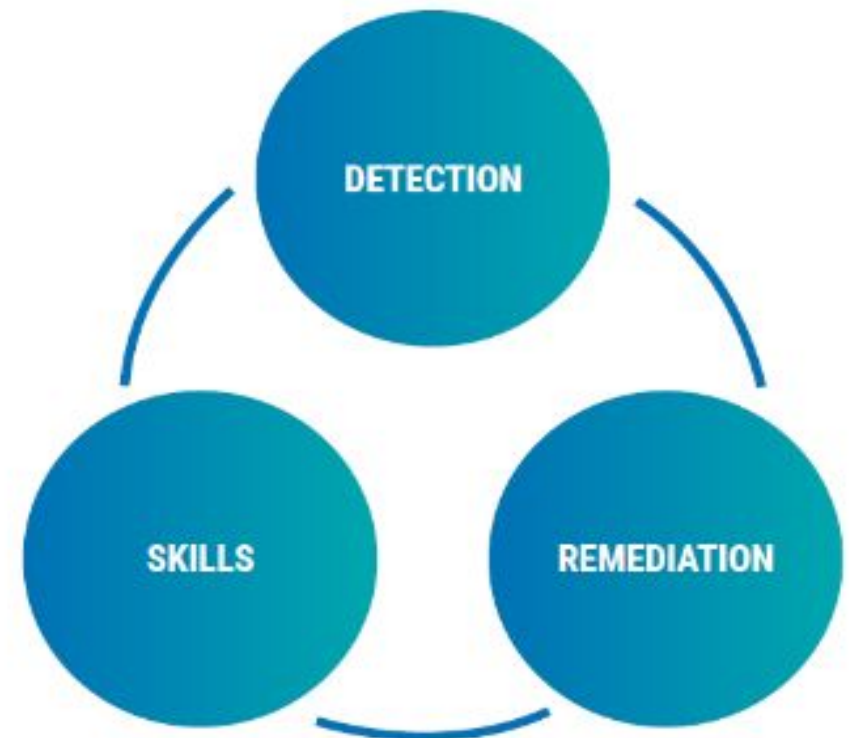
Detecting Forced Labor or Debt Bondage situations

### REMEDIATION

Corrective or Preventive actions implemented by supplier

### SKILLS

Improved knowledge on the issue among the different stakeholders , productions teams , buyers and suppliers



## VERIFICATION & IMPROVEMENT



Employment at Decathlon manufacturing suppliers must be voluntary, and workers must be free to leave the workplace after completing their standard working hours, or to leave the company respecting legal and reasonable notice. Contracted labour can't be abused and any practice to facilitate or contribute to forced labour is prohibited.

Following signing of our [Code of Conduct for manufacturing suppliers](#), Decathlon Social assessment concerned every Rank 1<sup>(1)</sup> and some Strategic Rank 2<sup>(2)</sup> suppliers. Each assessment provide a result from A to E and includes verification on:

- Bonded labour: physically or morally bonded through loans, deposits or illegal fees
- Forced labour: prison labour, forced labour under punishment or personal document confiscation threat.
- Human trafficking

All of which are totally forbidden.

In 2021, Decathlon Rank 1 suppliers were evaluated through 989 social assessments. During COVID19 period, in some countries where governmental restrictions did not allow assessments, we asked the concerned suppliers to take a self assessment through our digital tool Assess GO.

# 5

## SKILLS AND TOOLS

E LEARNING  
FOCUSSED WEBINAR SESSIONS  
CAPACITY BUILDING GUIDELINES



## SKILLS

### E LEARNING & WORKSHOP :

In 2018, Decathlon has collaborated with the UK based not-for-profit organisation Stronger Together (<https://www.stronger2gether.org>), to provide training through e-learning titled “**How to tackle forced labour in global supply chains**”. After deploying the E Learning in 2019 , today we have **67%** of our team mates in production trained on how to detect forced labor.

A complementary toolkit from <https://www.responsiblesourcingtool.org/> is also available and attached to this training. It includes:

- ❑ assessment of Labour Recruiters
- ❑ conducting Migrant Worker Interviews
- ❑ supplier/Subcontractor Self-Assessment

### WEBINAR ON “ILO INDICATORS OF FORCED LABOR ”:

To sensitize further on Forced Labour , we updated our training catalogue with a specific webinar on “Tackle Forced Labor” targeting our key actors in production countries.

This skill focuses to :

- Make everyone understand on the different Indicators to Forced Labor
- The shape & form it takes with examples adapted to manufacturing sector



Each ILO Indicator is illustrated with concrete examples for participants to understand the connection with their working environment at supplier factory.

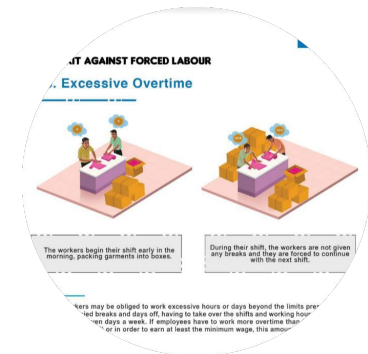


In continuation to what we did in 2020 for our internal team mates , we extended this training to our suppliers in 2021.

During 2 sessions , more than 102 members from 38 suppliers were trained.

### MOVING FORWARD :

- Moving on , this skill is recognized as one of the fundamental skills for any production team member who leads a relationship with a factory in the Level 1 countries.
- In addition to our virtual session's on "ILO Indicators of Forced Labor" , we will also develop an on-field training module , in collaboration with MEKONG CLUB
- The virtual training and all the tools will be made available on our online skill platform for better accessibility
- Next targeted population are Industrial Strategic Buyers
- We will further collaborate with VERITE & MEKONG CLUB to capitalize on the skill needs and integrate new risk factors from the recent pandemic



## TOOLS - CAPACITY BUILDING

### DORMITORY GUIDELINES :

Dormitory Guideline was communicated last year with our suppliers. It has helped our suppliers to understand Decathlon's requirements which guarantees decent living conditions to their employees.

Dormitory guidelines are also supported by an Assessor Checklist and guidelines for a quick & efficient assessment of the buildings and management systems on the following key points :

- Living conditions & safety of workers
- Legal authorizations
- Freedom of Movement
- Grievance mechanism
- Medical facilities



**Dormitory guidelines** were communicated to 200+ suppliers and their feedback's were collected to understand and support them on their local challenges for a future implementation.

### MOVING FORWARD :

- In Collaboration with MEKONG CLUB , Dormitory guidelines will be further streamlined integrating the risks pushed by the recent pandemic.
- We will initiate the campaign of Dormitory Assessment through the Focussed Checklist



## ETHICAL RECRUITMENT GUIDELINES :

Ethical Recruitment Guidelines were deployed last year. It has helped our suppliers to understand the prerequisites to an ethical and transparent recruitment process for migrant workers.

The Ethical recruitment guideline becomes a strong supporting document for all questions in our social grid , wherein it prioritizes the entire “Recruitment Life Cycle “ and insists on “No worker Pays for his Job”

Ethical recruitment guidelines were deployed with 200+ suppliers , requested our suppliers to frame their recruitment policy in order to prevent the risk of Forced Labor across their labor supply chain.

## MOVING FORWARD :

- In Collaboration with MEKONG CLUB , Ethical Recruitment guidelines will be further streamlined integrating the risks pushed by the recent pandemic
- With DIGINEX LUMEN , pilot a platform to map out different businesses and actors in the labour supply chain, through cascading question sets and multi-language communication features.
- Integrate additional requirements in the social assessment grid to verify the implementation of the recruitment guidelines



## TOOLS - DETECTION

### COLLABORATION WITH MEKONG CLUB :

Our Collaboration with [MEKONG CLUB](#) has guided us to gain expertise, their supporting documents & toolkits helps us to address new challenges. We capitalize on their network and experience to empower our team mates & suppliers in the fight against Modern Slavery.

### APPRISE AUDIT APP :

During 2021 , [Apprise](#) was deployed with 57+ sites in our supply chain with the help of our local referents , in which more than 600 workers took the survey anonymously. The deployment of our ILO Indicators Toolbox and Guidelines (Dormitory and Ethical recruitment), coupled with Apprise audit practices have helped us to better engage workers through the supplier HR management.

Also , Decathlon played an active role in adding required languages within the deployed countries, furthermore it helped Apprise team to fine tune already available languages in the application to ensure a better workers understanding. This exercise was done prior to our deployment in order to improve the accuracy of results that we get from the application



## MOVING FORWARD :

- Continue to deploy Apprise step by step covering more Rank 1 sites
- Share results from Apprise audit with our supplier and launch the Remediation in case of detection
- Continue to fine tune languages to improve the reliability of answers from workers
- Continue our collaboration with THE MEKONG CLUB

### QUOTE FROM PHOEBE EWEN , PROGRAMME DIRECTOR at MEKONG CLUB

*"During 2021 , Apprise Audit was deployed across 57+ sites in Decathlon Supply chain with the help of our local referents. They used this technology to interview over 600 workers anonymously , to detect labor rights risk.*

*The deployment of our ILO Indicators Toolbox and Guidelines (Dormitory and Ethical recruitment), coupled with Apprise audit practices have helped us to better engage workers through the supplier HR management.*

*Decathlon also played an active role in assisting to add new languages to the Apprise Audit Platform for the benefit of all users.*





## TOOLS - ENGAGEMENT & WELL BEING SURVEY (EWB)

This year also marked the deployment of a new survey tool measuring the level of worker satisfaction in four pilot countries (China, India, Bangladesh and Vietnam).

The questionnaire is based on [Nike's "Engagement and Wellbeing Survey"](#), which is used by a number of companies in the textile sector.



### COMMITMENT TO DEPLOY EWB SURVEY :

We strongly believe that, employee engagement is essential to the continuous improvement of working conditions. Thanks to this new survey tool, we and more importantly our partner suppliers have a 360-degree view of worker wellbeing on site, thus making it possible to define areas for improvement.

This project also offers a unique opportunity to identify the human risks that must be addressed and which will shape our future projects and strategies. By using Nike's survey, we have joined forces with other industry leaders in allowing production workers to express themselves more freely and with the assurance of confidentiality. It also avoids the proliferation of tools and demands towards our suppliers and their employees.



## FUNCTIONS OF EWB SURVEY :

Today we collaborate with 2 external service providers, [Labor Solutions](#) and [KNO](#). These two companies adapt to each supplier's situation to offer individualised assistance (internet access, smartphones, languages spoken by employees, etc.), guaranteeing confidentiality and easy access for respondents

The survey addresses six areas: skills development, communication, stress at work, remuneration, health and safety, and social connection. Once the results have been analysed and with the support of our external providers, our partners set up action plans to meet the needs expressed by their employees and they develop regular engagement routines to ensure continuous improvement and monitoring

## PILOT FEEDBACK :

In 2021, over 15,000 employees from ten production sites have already expressed their opinions and the initial results are very encouraging. At one of our supplier , the weekly employee participation rate was 76%.

Thirteen corrective actions have been implemented in response to the first survey and the staff turnover rate has declined by 5%. One hundred percent of managers report being satisfied with this programme and want it to continue, as it helps them better understand employees' expectations what their employees want

## MOVING FORWARD :

Based on these initial results, we aim to deploy the Engagement and Wellbeing Survey in 40 partner production sites in 2022.

## GOING BEYOND : RANK 2 PROJECT

Decathlon designs a variety of sporting goods manufactured in several industrial sectors, with value chains of varying depths. The approach for **Rank 2 suppliers** will be progressively adapted, integrating the risk level (sector/country), the respective impact and the concept of influence.

In 2021: three more industrial processes, in addition to the four launched in 2020, have begun applying the process on their Rank 2 policies, as presented below for two processes.

### METAL process: Changes in 2021

- **Following changes to the panel, priority Rank 2 suppliers were increased to 58;**
- **Four risk levels** were identified for the above elements
- This **framework** is used **twice a year** at the **Panel Review**<sup>14</sup> to observe progress;
- Auditing was delayed due to the COVID-19 crisis, but is expected to accelerate starting in early 2022.

Risk level	Number of Rank 2 suppliers 2021	Number of Rank 2 suppliers 2022	Action decided for 2022
1	4	4	<ul style="list-style-type: none"> <li>• Integration in <b>SDB</b><sup>31</sup></li> <li>• Signature of the Code of conduct by industrial suppliers</li> <li>• HRP audit every two years</li> </ul>
2	34	37	<ul style="list-style-type: none"> <li>• Integration in SDB</li> <li>• Signature of the Code of conduct</li> <li>• Self-assessment</li> </ul>
3	1	0	<ul style="list-style-type: none"> <li>• Integration in SDB</li> <li>• Signature of the Code of conduct</li> </ul>
4	7	17	<ul style="list-style-type: none"> <li>• No guidance</li> </ul>



## FOAM process: Changes in 2021

- **213 Rank 2 suppliers** were identified. **Sixteen of them were considered to be top priority for risk levels;**
- **Four risk levels** were identified for the above elements
- This **framework** is used **twice a year** at the **Panel Review** to observe progress;
- Eleven suppliers have signed the Code of conduct and the RSL;
- Two suppliers have performed a self-assessment, the results of which are being examined in early 2022 to establish the necessary action plans.

Risk level	Number of Rank 2 suppliers 2021	Action decided for 2022
1	0	<ul style="list-style-type: none"> <li>• Integration in SDB</li> <li>• Signature of the Code of conduct by industrial suppliers</li> <li>• HRP audit every two years</li> </ul>
2	15	<ul style="list-style-type: none"> <li>• Integration in SDB</li> <li>• Signature of the Code of conduct</li> <li>• Self-assessment</li> </ul>
3	1	<ul style="list-style-type: none"> <li>• Integration in SDB</li> <li>• Signature of the Code of conduct</li> </ul>
4	197	<ul style="list-style-type: none"> <li>• No guidance</li> </ul>

## MOVING FORWARD :

Continue to classify our new Rank 2 suppliers and take actions based on the risks. Also we discover more processes to deploy the same methodology

# 6

## REMEDIATION PROCESS

THE METHODOLOGY  
FINDINGS

## REMEDICATION PROCESS

- At Decathlon, we believe that remediation should be managed locally to ensure efficiency and better follow up. Our objective is that Decathlon local production offices are connected with external local supporting organisations and Brand working groups. This collaboration will provide complementary expertise as caregiver in victims protection and handling process.
- The working group formalisation has facilitated a collective stakeholder engagement in addressing the key issues with respect to Forced Labour

collaboration with VERITE & other external organizations helped us to learn and capitalize on the methodology of focus assessments , this year we tested with a similar methodology and conducted an internal focus assessment with 1 supplier

We had findings relating to :

- **Freedom of Movement**
- **Deception**
- **Working hours**

The findings were transparently shared with the supplier and a remediation plan is launched targeting to streamline their systems , in order to achieve a sustainable solution

Our local Operational Process Manager is engaged in working collaboratively with the supplier until the risks are nullified

The learnings from the focus assessments & remediation are capitalized and injected into our social audit grid.

Tools such as Apprise & Diginex LUMEN will support in interpreting right alerts and building an effective remediation

### MOVING FORWARD :

- Continue to learn and share as part of MEKONG CLUB's working groups
- Capitalize our learning's from the focus assessments collaborating with [VERITE](#)
- Structure a Remediation SOP for our suppliers to effectively address the alerts from Apprise or other detection tools
- Empower our local teams on Effective remediation process



# 7

## WHISTLE-BLOWING SYSTEM

LAW'S ON DUTY OF VIGILANCE

## WHISTLE BLOWING SYSTEM

As part of a process of continuous improvement and a desire to listen, we have set up a reporting or whistleblower system for human and environmental risks, both for our own operations and for our suppliers, subcontractors and service providers.

These alerts are reported by stakeholders in our business ecosystem: teammates, customers and users, NGOs, communities and local residents, civil society, experts, media and social media, shareholders and financiers.

They can include studies and reports, publications, direct contacts, or reports via the alert platform.

In February 2019, Decathlon established an independent, multilingual whistleblowing tool to:

- Guarantee the confidentiality of contacts and protection of whistleblowers;
- Guarantee technical independence from other internal IT systems;
- Manage reports from start to finish;
- Improve processes, capitalise on good remediation practices;
- Obtain an overall view;
- Comply with national ethics regulations (corruption, human rights, etc.).

To ensure resource coherence and optimisation, the Vigilance team works closely with the Business ethics team, setting up and developing a shared platform to receive alerts on reasonable vigilance, corruption and business ethics in general.



The “Whispli” platform can be accessed internally (by teammates) via the intranet and externally (by customers, suppliers, civil society, etc.) on [sustainability.decathlon.com](https://sustainability.decathlon.com) and on the [whistleblowing platform](#)

### Deployment of the whistleblowing tool

The whistleblowing tool has been deployed in **62 countries and regions** in the countries’ language(s).

Internal deployment means it is accessible to everyone, and ensures communication and awareness actions for teammates on:

- The link with our values of responsibility;
- Ways to report concerns (e.g., via hierarchy or the platform);
- Confidentiality and protection for whistleblowers if they use the platform.

External deployment: the digital solution was implemented in May 2019. The tool is included in our new Code of conduct for industrial suppliers (shared in 2021) and business partners (since 2020).

We recognise that we need to make this solution known to the most vulnerable populations, particularly at our industrial partners and suppliers. However, dissemination takes time. A pilot operation involving four partners in four countries was planned for 2020 but was postponed because of the pandemic.



# 8

## INDICATORS FOR PROGRESS

DECATHLON COC  
E LEARNING  
SUPPLIERS DEPLOYED WITH APPRISE  
SUPPLIERS DEPLOYED WITH TOOLKIT



## INDICATORS FOR PROGRESS

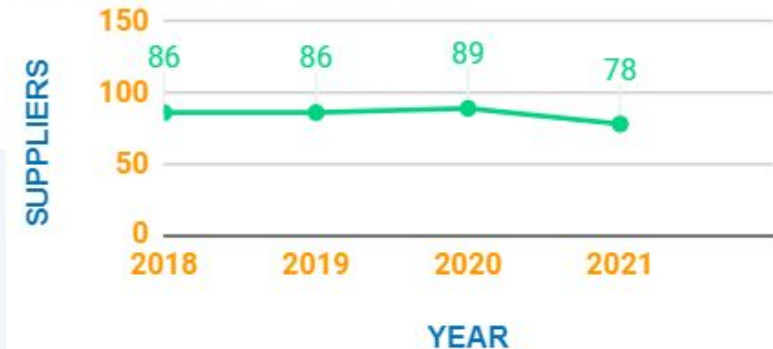
(as per the end of 2021)



**78% of our suppliers meet the Decathlon Code of Conduct requirements(1)**

*(ISO compare to 2018)*

% OF SUPPLIER'S MEET COC



(1) This indicator is calculated using % of rank 1 production sites rated A, B and C : No immediate risk for the health or the fundamental rights of workers

We particularly verify the correct application by our suppliers of our code of conduct in the areas of respect for Human Rights, personal safety, ethics and working conditions throughout the world.

The covid crisis has caused a delay in the proper execution of our HRP evaluation mechanism. Health rules and local government constraints have limited access to factories, or even temporarily stopped their activities. In addition, at the start of 2021, we increased the requirements of our evaluation grid in order to reinforce certain themes (e.g. forced labor, chemical risk), but also to support our suppliers towards autonomy. As a result, we end 2021 with weaker than expected performance, without having lost visibility on our HRP requirements across the world.

## INDICATORS FOR PROGRESS

(as per the end of 2021)



**67% of teammates validated  
Fundamental skills to Tackle  
Modern Slavery(2)**

*(ISO compare to 2020)*

### E LEARNING ON MSA



(2) This indicator is calculated using the total number of production team mates vs teammates who have taken the E learning in Decathlon Academy, our internal skill platform

## INDICATORS FOR PROGRESS

(as per the end of 2021)



### 57 suppliers assessed through Apprise tool

*(Measure of suppliers in Level 1 risky countries)*

#### APPRISE EVOLUTION



(3) This indicator is a measure of number of suppliers who deployed Apprise in Level 1 risky countries

Piloted in 2020 with 4 suppliers from different countries , 57 suppliers from all Level 1 risky countries were deployed with Apprise during 2021

10% of working population from each supplier , across each ethnicity took this survey

## INDICATORS FOR PROGRESS

(as per the end of 2021)



### 58 suppliers deployed Toolkit on “Indicators of Forced Labor”

*(Toolkit + Deployment of Dorm and Ethical Recruitment guidelines : Level 1 risky countries)*



(4) This indicator is a measure of number of suppliers who deployed our Toolkit on “Indicators of Forced Labor” in Level 1 risky countries

The supplier management attend the WEBINAR organized by Decathlon on “Indicators of Forced Labor” , and then are required to integrate in their Human Management policies to better sensitize employees (posters, trainings, routines,...)



A large, stylized number '9' in the top right corner. The background features a close-up of two hands, one from a darker-skinned person and one from a lighter-skinned person, holding a red baton. The background is a deep blue with a glowing, complex network of lines and dots, resembling a molecular or digital structure.

# 9

## PLANS FOR 2022

PROSPECTS FOR 2022

## PLANS FOR 2022

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Over the next twelve months, Decathlon will continue to work with suppliers and partners to embed programmes designed to prevent and tackle modern slavery.

### Specifically, we will:

- Continue working with Verité to conduct complementary investigation when a doubt is raised during our Code of Conduct assessments
- Labor Supply chain mapping pilot with DIGINEX LUMEN
- Continue to deploy Apprise or equivalent.
- Indicators of Forced labour deployment in Level 1 risky countries
- Continue to deploy Dormitory Guidelines & continue to assess concerned Dormitories
- Continue to deploy Ethical Recruitment Guidelines
- Collaborate with other relevant stakeholders to have collective remediations plan
- Monitor that 100% of all our relevant teammates complete the E-learning module 'Tackling Forced Labour in a Global Supply Chain'

## METHODOLOGICAL NOTES

**(1) Rank 1 Suppliers:** Rank 1 suppliers are contractually linked to a Decathlon Group to manufacture or assemble finished or semi-finished products (via a manufacturing contract), or to supply raw materials or components (via a purchasing contract) and receive purchase orders from said company, which they invoice directly.

**(2) Rank 2 Suppliers:** Rank 2 suppliers are suppliers that contribute to the Signed Sports product value chain. They are in a business relationship with a Tier 1 supplier with whom they organise the management of purchase orders and invoicing.

**(3) Partners:** Suppliers with whom we build a long term industrial project and share the same vision in terms of purpose and values, transparency and collaboration.

**(4) KAS - Key Account Supplier:** an essential and/or highly desirable and efficient supplier, but whose conditions for transparency and collaboration are not fully aligned with Decathlon's.

**(5) International Labour Organisation:** Tripartite U.N. agency bringing together governments, employers and workers to promote decent work for all:

<https://www.ilo.org/global/lang-fr/index.htm>

**(6) Verisk Maplecroft:** Consultancy and research firm specialised in global risk data and country risk analysis: <https://www.maplecroft.com/>

**(7) Global Slavery Index:** A tool ranking all countries in relation to the number of persons in a situation of modern slavery: <https://www.globalslaveryindex.org/>

**(8) VÉRITÉ:** A non-governmental organisation that provides tools for combating forced labour: <https://www.verite.org/>

**(9) International Organisation of Migration:** Intergovernmental agency based in Geneva and linked to the UN since 2016, that helps to ensure the proper management of migrant populations and promote global cooperation on the question of migration: <https://www.iom.int/fr/>

**(10) The US Department of Labour:** This department provides a regularly updated list of products, along with their country of origin, that have potentially been produced from child or forced labour: <https://www.dol.gov/agencies/ilab/reports/child-labor/list-of-goods>

**(11) Stronger Together:** International initiative working on training, guidelines and resources for tackling forced labour: <https://www.stronger2gether.org/>

**(12) Supplier Code of Conduct** available at: <http://developpement-durable.decathlon.com/>

**(13) SDB - Supplier DataBase:** A database used to reference industrial suppliers and their production sites, and to monitor their performance, including with regard to sustainability

**(14) Panel Review:** Review of the supplier panel and its performance.