



**AN ENGAGED &
VALUED FACTORY
WORKFORCE**

EQUITABLE MANUFACTURING

WE KNOW

A SKILLED & VALUED WORKFORCE IS KEY TO ACHIEVING OUR AMBITIOUS GOALS FOR GROWTH & SUSTAINABILITY. WE RELY ON A SOURCE BASE THAT IS HIGH-PERFORMING, RESILIENT & AGILE, WITH WORKERS THAT ARE MOTIVATED & COMPENSATED TO DELIVER HIGH PRODUCTIVITY & WORLD-CLASS PRODUCTS.

WE APPRECIATE

WHEN WORKERS ARE VALUED, THE ISSUES OF COMPENSATION, OVERTIME, WORKPLACE CONDITIONS & WORKER ENGAGEMENT WILL FUNDAMENTALLY SHIFT.

WE EXPECT

OUR FUTURE CONTRACT FACTORY PARTNERS WILL BE THOSE THAT TRANSFORM THEIR BUSINESS BY INVESTING IN THE SKILLS & CAPABILITY OF WORKERS & PROMOTING COLLABORATION BETWEEN WORKER & MANAGER TO SUPPORT A MORE SUSTAINABLE MANUFACTURING MODEL.





RESULTS

WHEN FACTORY MANAGEMENT ENGAGED & VALUED THEIR WORKERS, THE PILOTS SHOWED:

- _ IMPROVED PRODUCT QUALITY
- _ INCREASED PRODUCTIVITY AND LOWER COST PER UNIT
- _ BETTER PRODUCTION AGILITY AND PREDICTABILITY
- _ IMPROVED TRANSPARENCY TO FACTORY MANAGEMENT OF LABOR CONDITIONS
- _ MORE ENERGIZED AND VALUED WORKFORCES



**"MY VISION IS TO
LEAD THE INDUSTRY
WITH NIKE."**

— SUWARNI
SEWING SUPERVISOR, JAKARTA
23 YEARS IN APPAREL





**SUSTAINABLE INNOVATION WILL
ACCELERATE CHANGE LIKE THE
WORLD HAS NEVER SEEN.
THIS MEANS LEVERAGING ALL
OF OUR TALENTS.**



WE EXPECT OUR CONTRACT FACTORIES TO CREATE WORKING ENVIRONMENTS & CULTURES WHERE SKILLS ARE MAXIMIZED & WHERE WORKERS FEEL FREE TO SPEAK UP & SUGGEST BETTER WAYS OF DOING THINGS.

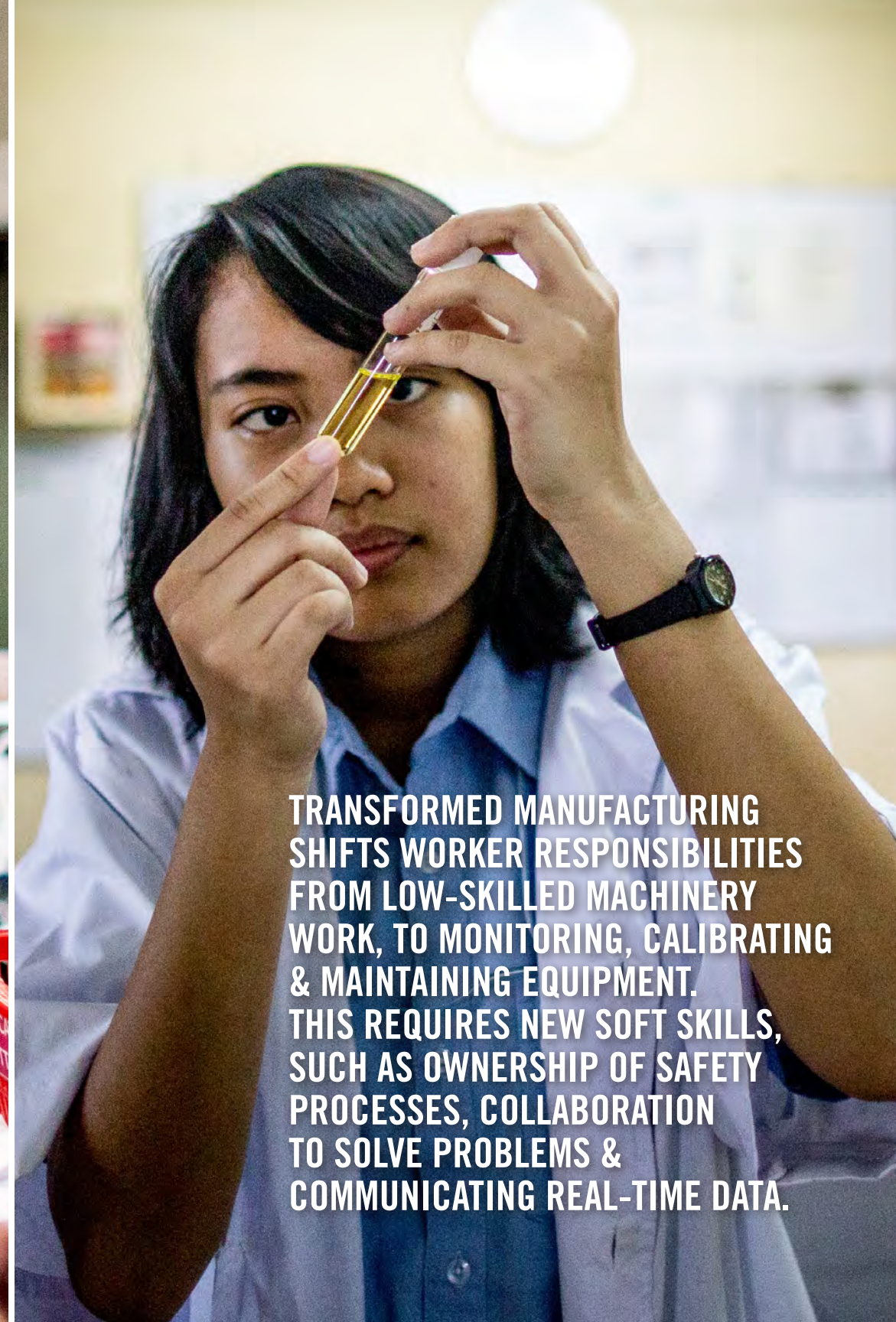


**"I FEEL LIKE I HELP
IMPROVE THE
PERFORMANCE
OF THE FACTORY."**

— HUONG
COOL PRESS OPERATOR, HO CHI MINH CITY
5 YEARS IN FOOTWEAR



WE'RE PURSUING SYSTEMIC CHANGE SO WORKERS CAN SHOW UP AT THEIR FACTORIES ON TIME, EVERY DAY, FEELING FOCUSED, MOTIVATED, SUPPORTED & REWARDED FOR THEIR CONTRIBUTION.



**TRANSFORMED MANUFACTURING
SHIFTS WORKER RESPONSIBILITIES
FROM LOW-SKILLED MACHINERY
WORK, TO MONITORING, CALIBRATING
& MAINTAINING EQUIPMENT.
THIS REQUIRES NEW SOFT SKILLS,
SUCH AS OWNERSHIP OF SAFETY
PROCESSES, COLLABORATION
TO SOLVE PROBLEMS &
COMMUNICATING REAL-TIME DATA.**



**EQUITABLE
MANUFACTURING**

SUSTAINABLE MANUFACTURING & SOURCING TEAM