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CORPORATE RESPONSIBILITY



FASHION WITH INTEGRITY

Our corporate responsibility programme, 'Fashion with Integrity', epitomises our approach to business. For ASOS, 'Fashion with Integrity' means managing all aspects of our business transparently, so that our customers can enjoy their fashion in the knowledge that, when buying our products, they are buying from a responsible company that is actively working to minimise the negative effects of the fashion industry on people, animals and the environment.

This is what our customers expect and this is how we will achieve our goal of becoming the world's number one fashion destination for twenty-somethings.

Give us your feedback –
please email us at
cr@asos.com

OUR PRODUCTS

Respecting people and the planet with great products that our customers can trust



Ethical Trading



Sustainable Sourcing



Animal Welfare

OUR BUSINESS

Achieving growth in a way that adds social value and minimises environmental impacts



Our Environment



Our People

OUR CUSTOMERS

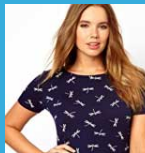
Helping young people to look, feel and be their best



Customer Care



Fraud & Data Security



Positive Body Image



Focusing on Disability

OUR COMMUNITY

Investing time and resource to make a real difference

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FASHION WITH INTEGRITY: AN INTRODUCTION TO ASOS' CORPORATE RESPONSIBILITY PROGRAMME

'Fashion with Integrity' is our name for our corporate responsibility framework comprising four pillars:



OUR APPROACH TO CORPORATE RESPONSIBILITY

In 2008 we started formalising our corporate responsibility strategy with the appointment of our Head of Corporate Responsibility and the beginning of our ethical trade programme. Since then we have improved the way we measure our impact on the environment and have made great strides in developing supportive relationships with our suppliers and the communities where we have a presence. This early work helped us devise Fashion with Integrity in 2010, our framework for helping ASOS to continue to grow responsibly and sustainably. In the past 2 years we have seen our programme become firmly embedded in the business, with ethical trade and sustainable fashion moving into the Sourcing department and a clearer focus on four new pillars: Our Business, our Products, our Customers and our Community.

Each year as we continue our overseas expansion, we are breaking our own records in sales, the size of our product collections and the number of people we employ. As we grow we create more jobs, help local communities to prosper, use our increasing influence to source more sustainable materials for our products and can donate expertise and funding to more charitable projects both in the UK and elsewhere.

However, we also create more carbon emissions, have a greater demand for natural resources and are responsible for ensuring decent working conditions for an increasing number of supply chain workers. Our biggest challenges include:

- ensuring all of our suppliers operate fair and safe working environments
- achieving greater supply chain traceability
- sourcing more sustainable materials
- reducing carbon emissions across our operations
- reducing the impact of our packaging and creating less waste

Ultimately, we are working to balance our unprecedented global growth with our goal of reducing our environmental footprint, whilst making an increasingly positive difference to the lives of young people in our local communities.

That is what Fashion with Integrity is all about, and is an approach that is helping us to achieve our goal of being the number one online fashion destination for twenty-some things.

STAKEHOLDER ENGAGEMENT

Understanding our [stakeholders'](#) views and ensuring we build that into our framework is central to how we think about corporate responsibility. We liaise with, among many others, suppliers, fellow retailers, customers, investors, governments, non-government organisations (NGOs), and local community groups, as well as, of course, our own employees.

THE UNITED NATIONS GLOBAL COMPACT

ASOS' Fashion with Integrity strategy reflects the ten principles of the United Nations Global Compact, a voluntary initiative that seeks to promote responsible corporate citizenship. In 2012, ASOS became a signatory to the [Global Compact](#), which addresses basic human rights, labour standards, safeguarding the environment and anti-corruption measures. As we develop the Fashion with Integrity strategy we continue to build on these 10 principles.

2015 PERFORMANCE

- Completed our third Communication on Progress for the UNGC
- Rolled out our new Fashion with Integrity framework
- Developed guidelines and held workshops with retail and editorial colleagues on customer diversity and cultural sensitivity
- Implemented more detailed reporting on gifts and hospitality received and given by ASOS employees
- Enhanced our business integrity due diligence process for key third party suppliers and service providers in selected countries and industries
- Brought Corporate Responsibility and Company Secretariat together to become the Corporate Responsibility and Governance department

2016 COMMITMENTS

- Review the Do the Right Thing business integrity communications strategy
- Increase awareness of the Speak Up hotline
- Further develop our work on cultural intelligence and diversity, with a focus on increasing access to our products and services for customers with disabilities



We have an important role to play in respecting, protecting and championing the human rights of everyone we work with. Find out more about our [human rights policy](#)

Our Marketplace [blog](#) is one way we're engaging with the wider industry on sustainable fashion issues:

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INTERVIEW WITH NICK BEIGHTON, CHIEF EXECUTIVE OF ASOS

Nick was appointed ASOS CEO in September 2015, having spent 6 years as the Company's Chief Operating Officer and Chief Financial Officer. During this time he was involved with the development of the Fashion with Integrity strategy, providing guidance and resource and championing a value based, responsible corporate culture. Nick is also a Director of the ASOS Foundation and takes an active role in fundraising as well as participating in programmes aimed at removing barriers faced by disadvantaged young people. Here he talks about some of his priorities as he takes over his new role.




Nick's biography:

- Nick Beighton is a chartered accountant who qualified at KPMG.
- Joining Matalan in 1999 as Head of Finance, he became Business Change and IT Director ahead of his appointment to the company's retail board in 2003.
- In August 2005, Nick joined the board of Luminar entertainment group as Finance Director, and became a member of the EU eCommerce Task Force and the Future Fifty Programme Advisory Panel.
- Nick Beighton joined ASOS in April 2009 as Chief Financial Officer and has since worked closely with Nick Robertson on the growth of the company.
- In October 2014, Nick Beighton was appointed Chief Operating Officer.
- In September 2015 assumed the role of Chief Executive Officer of the company in succession to Nick Robertson.

What, in your opinion, are the key CR issues for ASOS in 2015? 

The over-riding issue for all of us on this planet is climate change and we're stepping up our work here. We're moving away from a 100% offset programme and instead investing in projects that will directly reduce our carbon intensity. We're a fast growing business – so we can't deny that our footprint will get bigger – but we can invest in technology to increase energy efficiency, we can green our buildings, bring in more renewables, and with our supply partners we can take a closer look at all our operations to remove waste. On the product side it's about choosing more sustainable and recycled fabrics, and working with our suppliers to reduce the environmental impacts of our products.


The other top priority is to push ahead with our programme to build transparent supply chains both overseas and in the UK. We have a strong ethical trade strategy and I'm determined to promote a culture internally where it is 100% clear to everyone that we don't chase margin at the expense of workers in our factories. On the sustainability side, I've visited some fantastic supplier operations overseas with innovative environmental initiatives, great quality and efficient production, who also offer a fair, decent and dignified place of work for the people that make our products. That's what I want us to aim for everywhere.

What is the company doing to address some of the other challenges faced by young adults? 

We have always been committed to creating opportunities for young people to fulfil their potential. Across the business we are promoting young talent and finding ways to share our success where we can. The ASOS Foundation is all about removing barriers to success and we've set up a number of training programmes to help young people access opportunities in fashion and technology.

I'm directly involved in these and have seen first-hand the positive impact that our work with organisations like the Prince's Trust and Arrival Education can have on the life chances for disadvantaged young people. It's also a talent stream – we have taken on some fantastic team members via this route and hope to employ more as our digital courses become more established.

In the developing world we are going right back to basics to support economic development, by supporting water infrastructure and education, and promoting financial inclusion, especially for young women. Our new CR workstream 'Our Customer' also celebrates the diversity of our global customer base, and promotes cultural awareness, self-esteem and confidence.

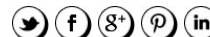
What would you like to achieve during the next financial year? 

I want to see us continuing to acknowledge the human and environmental 'cost' of fashion and making strides towards mitigating it where we can. I'm excited by the opportunities for our design and retail teams in new sustainable materials and processes and I'm looking forward to seeing some significant developments there.

On a personal level I'm looking forward to visiting the ASOS Foundation's partner charity, Udayan Care in Delhi. We'll be officially opening the 'Big Challenge' house that we raised funds for last year, and meeting the 12 orphaned girls and young women who will make it their home.


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FASHION WITH INTEGRITY AND THE ASOS BUSINESS MODEL

Our Fashion with Integrity programme is designed to support and complement the ASOS business model, so that we can balance financial performance with our long-term concern for the environment and the communities where we operate. Here's how the four pillars of our corporate responsibility programme are helping to deliver our business vision:

ASOS VISION:

The world's number one fashion destination for twenty-somethings

ASOS BUSINESS STRATEGY			
	The most engaging experience:	Truly global:	Highly efficient retailing:
	<i>A fantastic, customer experience of sharing, shopping and collating, whatever screen you happen to be using</i>	<i>With expanding international offices, we're the best for twenty-some things wherever they live in the world</i>	<i>A faster supply chain so we can deliver the right fashion, at the right price and at the right time.</i>
ASOS CR STRATEGY			
Our product	<ul style="list-style-type: none">Building ethically and environmentally sound supply chains so our customers can shop with confidence knowing we adopt and promote responsible business practicePromoting sustainable brands, products and materials to our customers and guiding their choices	<ul style="list-style-type: none">Aiming to raise global manufacturing standards within our supply chains through the promotion of international human and labour rightsGiving start-up fashion businesses and artisan producers access to a global market while providing our customers with the opportunity to buy a unique range of sustainable products from around the world	<ul style="list-style-type: none">Working with our suppliers to co-create transparent, sustainable efficient and productive supply chainsDeveloping more sustainable materials, manufacturing processes and products so that we can continue to supply the right fashion, more sustainably, at the right price for our customers
Our business	<ul style="list-style-type: none">Engaging with our customers on issues we know they care about and giving them opportunities to do something about themGiving our customers a way to recycle clothing or encouraging customers to recycle packaging and wash their clothes at lower temperatures	<ul style="list-style-type: none">Committing to international business standards such as UN Global CompactMonitoring and managing our global environmental footprintComplying with international environmental legislation	<ul style="list-style-type: none">Keeping waste and use of natural resources down to a minimum, increasing operational efficiency and driving down costs and negative impactsAttracting and developing talented employees is central to managing our business efficiently
Our customer	<ul style="list-style-type: none">Playing a positive role in reflecting and shaping the values of our 20 something customers, many of whom feel strongly about animal rights and fair labour standards and who are also receptive to positive body image messages	<ul style="list-style-type: none">Recognising the diversity of our global customers and ensuring our products and messages reflect and celebrate this diversity	<ul style="list-style-type: none">Ensuring our products reflect the values of our diverse socially aware 20 something customers
Our community	<ul style="list-style-type: none">Engaging with your colleagues, customers and communities to enable the young people we work with and for to look, feel and be their best	<ul style="list-style-type: none">Supporting young people worldwide through the ASOS Foundation and employee volunteering	<ul style="list-style-type: none">Developing community partnerships to help us learn more about the people and environments where we operate - knowing our markets is a part of the process of engaging with customers

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THE UNITED NATIONS GLOBAL COMPACT

The UN Global Compact is a voluntary initiative that seeks to promote responsible corporate citizenship. ASOS became a signatory to the Global Compact in 2012, meaning that we have committed to supporting its ten principles. These principles cover: basic human rights; labour standards; steps to safeguard the environment; and anti-corruption measures. We published our first communication on progress (COP), an annual reporting requirement of the Global Compact, in July 2013. We also attended our first local network meeting to discuss how businesses could better promote human rights.

The table below shows how each of the UN's principles are addressed within ASOS' Fashion with Integrity programme.

THE UN GLOBAL COMPACT PRINCIPLES		ASOS POLICY/PROGRAMME
Category: HUMAN RIGHTS		
Principle 1	Support and respect the protection of internationally proclaimed human rights	Human rights statement
Principle 2	Make sure they are not complicit in human rights abuses	Human rights statement ; The ASOS Way
Category: LABOUR		
Principle 3	Uphold the freedom of association and the effective recognition of the right to collective bargaining	Ethical Code of Conduct ; Ethical Standards
Principle 4	Uphold the elimination of all forms of forced and compulsory labour	Ethical Code of Conduct ; Ethical Standards
Principle 5	Uphold the effective abolition of child labour	Ethical Code of Conduct ; Ethical Standards ; Young Worker and Child Labour policy
Principle 6	Uphold the elimination of discrimination in respect of employment and occupation	Ethical Code of Conduct ; Equal Opportunity and diversity
Category: ENVIRONMENT		
Principle 7	Support a precautionary approach to environmental challenges	Environmental Policy ; Ethical Code of Conduct
Principle 8	Undertake initiatives to promote greater environmental responsibility	Environmental Policy ; Ethical Code of Conduct ; Animal Welfare Policy and Guidelines ; WEEE (waste electrical and electronics equipment) regulation compliance ; The Green Room ; Marketplace
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Ethical Code of Conduct ; Environmental Policy ; Carbon Neutral status ; The Green Room
ANTI CORRUPTION		
Principle 10	Work against corruption in all its forms, including extortion and bribery	Anti-bribery Policy ; Ethical Code of Conduct

ASOS UNGC COP 2012-13
ASOS UNGC COP 2013-14
ASOS UNGC COP 2014-15

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HUMAN RIGHTS

As a business with a global sphere of influence, we recognise that we have an important role to play in respecting, protecting and championing the rights of everyone we work with. That includes our employees, supply chain workers, customers, and people in the local communities who come into contact with our operations.

OUR APPROACH TO HUMAN RIGHTS

Our stance on human rights is derived from the following international standards:

- United Nations Universal Declaration of Human Rights
- United Nations Guiding Principles on Business and Human Rights
- Labour Conventions of the International Labour Organization (ILO).

By signing up to the UN Global Compact in 2012, we also commit to its ten principles that include six commitments to human rights and labour standards.

Our [human rights matrix](#), which includes clear guidelines on the rights of employees, customers, supply chain workers and communities, demonstrates how we comply with our obligations.

PROMOTING LABOUR RIGHTS

We support and have implemented the frameworks of the UN and ILO treaties and conventions. They are reflected in our company values and culture, mainstream business policies, supply chain risk-assessments and interactions with our stakeholders. Regular training helps us to cement best practice among our employees. The whole approach is overseen and periodically reviewed by the ASOS CR Leadership Group comprised of Legal Counsel & Company Secretary, Trading, Sourcing, People and Communications directors, Head of Corporate Responsibility and Senior Ethical Trade & Sourcing Manager.

We operate from the UK, but source from a worldwide supply base. Our human rights approach has largely focused on safeguarding the labour rights of workers within our global supply chains, and promoting universally decent working conditions in the sites that manufacture our products. We do this chiefly through our [ethical trade](#) programme, using our commercial position to push for higher standards where possible.

Some of our suppliers are located in regions where working conditions are at times challenging and where human rights are not always upheld. We assess our suppliers and their manufacturing sites against our [Ethical Code of Conduct](#). We identify problems, then encourage and support our suppliers to remedy them and work toward internationally acceptable labour standards as outlined within the Code through:

- on-site coaching by a labour standards specialist usually part of the ASOS regional team, or a third party such as an NGO representative
- off-site supplier training workshops attended by factory managers or owners, with speakers from our regional team, the ASOS head office ethical trading team, and local guest speakers on specific topics from time to time
- on-going supplier monitoring and support provided by our regional ethical trade teams.

We also take a preventative approach: our buyers are trained on labour standards and ethical trade principles, and they understand that our purchasing practices can influence factory working conditions and, through being judicious about who we work with, ultimately help to protect workers' rights.



Find out more about the
[United Nations Guiding
Principles on Business and
Human Rights](#)

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BUSINESS INTEGRITY

"DOING THE RIGHT THING": THE ASOS CODE OF INTEGRITY

At ASOS, our core values define who we are, what we do and how we do it. We call those collective values "***The ASOS Way***". To support these values, the Plc Board has created "***Doing The Right Thing***", the ASOS Code of Integrity. By setting down our core commitments, the "Doing The Right Thing" Code promotes integrity, best practice and appropriate corporate behaviours across our business, to support the continued development of ASOS.

Find out more about how we manage [corporate responsibility governance](#).

"AT ASOS: WE DO THE RIGHT THING"
OUR BELIEFS & EXPECTATIONS

Having integrity at the heart of everything that we do is essential for the continued sustainable growth of ASOS globally, and the protection of our brand and reputation worldwide. The ASOS Code of Integrity therefore sets out ASOS' beliefs and expectations in the following core areas:

- Complying with laws
- Prohibiting and combating corruption and bribery
- Dealing fairly in business
- Contracting openly with connected parties
- Ensuring gifts and hospitality are appropriate
- Protecting company assets and information

ASOS expects all employees and anyone acting on behalf of ASOS to exercise good judgment, to "Do The Right Thing" and comply in full with both the letter and spirit of our Code of Integrity. If there is ever any doubt about what is the right thing to do, ASOS expects everyone connected with it to err on the side of caution and "Do The Most Right Thing".

SPEAK UP

Given that we at ASOS support doing the right thing, we encourage anyone in the ASOS team to speak up if they feel that someone or something isn't living up to this standard or if they've seen something at work that isn't quite right. To make that easier, we have 'Speak Up', our confidential helpline through which anyone can discuss any issue or concern with someone impartial. Speak Up is free, independent, available 24/7 and is 100% confidential.

THE CORPORATE RESPONSIBILITY LEADERSHIP GROUP

When we make decisions, develop policies, or manage risks that raise moral or ethical questions, there are a number of steps we take to make sure we're sticking to the proper process. One important part of the process is discussing the relevant topic with our in-house senior Corporate Responsibility Leadership Group (CRLG), which is chaired by the Head of Corporate Responsibility and attended by the directors of the Retail and People departments, General Counsel, Company Secretary and Senior Ethical Trade and Sourcing Manager.

The CRLG meets six times a year and reports its findings and recommendations to the Chief Executive.

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CORPORATE RESPONSIBILITY GOVERNANCE

Our corporate responsibility team provides support and expertise to all ASOS departments, to help them manage their environmental footprint, their relationship with our suppliers, our customers and with the communities we work in. The ASOS Board supports the ethos that being a responsible company is the only way to achieve long-term growth and success.

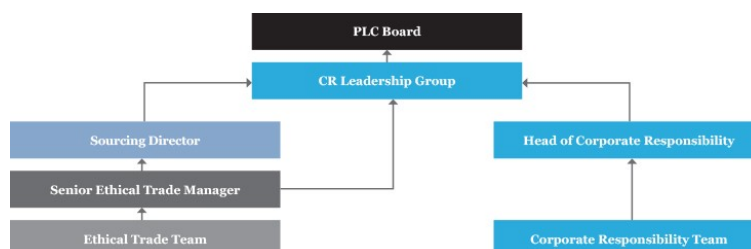
The corporate responsibility team consists of six people. The team is overseen by the Head of Corporate Responsibility. We recently created a new Sourcing department and our ethical trade and sourcing teams now sit within this function to ensure suppliers are selected based on their ability to meet our ethical and sustainable standards as well as our commercial requirements. ASOS Company Secretariat sits alongside CR in the newly created CR and Governance department, and both report into the General Counsel.

The corporate responsibility team runs company-wide projects to boost awareness of our Fashion with Integrity programme, and to ensure that we succeed in meeting the commitments we have made with regard to the programme. The Sourcing team work closely with design, buying, merchandising and technical departments to integrate Fashion with Integrity priorities into the core retail business.

The Corporate Responsibility Leadership Group, which includes General Counsel & Company Secretary, Trading, Sourcing, People and Communications directors, Head of Corporate Responsibility and Senior Ethical Trade & Sustainable Sourcing Managers, meets six times a year to review and discuss progress, and can be convened swiftly in case of an urgent incident.

The ASOS Board receives summary reports on significant developments in corporate responsibility and a detailed briefing every three months, including for example the number of factories assessed for labour standard risks. Board members can access this information via an on-line portal.

ASOS' corporate responsibility governance structure:

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STAKEHOLDER ENGAGEMENT

Our stakeholders include our suppliers, customers, NGOs, investors, governments, local community groups and, of course, our employees who are crucial to the success of our Fashion with Integrity programme. We seek to understand all of our stakeholder needs and incorporate their views into business decisions - from how we buy and source our stock to choosing our suppliers.

Our stakeholders play a valuable role in shaping our corporate responsibility programme, helping us identify and prioritise the issues that are most material or important to our business. They also provide expertise to help us to tackle our big sustainability challenges.

Our stakeholder engagement process differs depending on who we are talking to. We have teams dedicated to managing relationships with some of our partners and communicate with them frequently, for example our ethical trade team is constant contact with our suppliers. With others engagement is more informal and ad hoc, as issues arise that they are concerned with.

Emerging issues and stakeholder views are regularly discussed at Board level, as well as at our senior level Corporate Responsibility Leadership Group six times a year.

This diagram shows who our stakeholders are in each area, with examples of how they have helped support our Fashion with Integrity programme over the last year.

We'd really like to hear what you think of our corporate responsibility programme. Please email comments to cr@asos.com.

STAKEHOLDER GROUPS

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Customers
Employees
Investors
Suppliers
UN Global Compact

OUR PRODUCTS

Better Cotton Initiative
British Retail Consortium
Canopy
Cotton Made in Africa
Customers
Employees
ETI
Fur-free Alliance
Impactt
Leather Working Group
Made by
Other retailers
Oxfam
PETA
SCAP
SOKO
Suppliers
Supply chain workers
Textile Exchange
Traid
Wildlife Works
WWF

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Auditors
British Retail Consortium
Carbon Smart
Customers
Delivery partners
Employees
Environment Agency
European waste compliance schemes
Natural Capital Partners
Suppliers
UK Government
Valpak
XPO Logistics

OUR CUSTOMERS

B-eat
British Paralympic Association
Business Disability Forum
Customers
Diana Award
Employees
Equalities Minister Advisory Group on Body image

OUR COMMUNITY

ASOS Communities:
Barnet Business Educational Partnership
Barnsley Metropolitan Borough Council
Barnsley
Camden
Birmingham and Hemel Hempstead local communities
Camden Roundhouse
Charities Aid Foundation
Charity Commission
Customers
DWP
Fashion Enter
Haringey Council
Mayor of London - Team London
Oxfam

ASOS Foundation:
Arrival Education
The Prince's Trust
SOKO Community Trust
Udayan Care
Vison Africa
Wildlife Works Carbon Trust



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CORPORATE RESPONSIBILITY TIMELINE

The origins and development of our corporate responsibility framework and strategy: Fashion with Integrity.

- 2015
- Launched our new Supplier Scorecard, featuring sustainability and ethical trade data, giving buyers the tools they need to buy more sustainably
 - Joined a cross-industry working group of 14 retailers and trade unions to address the issue of living wages in supply chains
 - Partnered with the British Paralympic Association to design formal and ceremony wear for the Paralympics in Rio de Janeiro, Brazil in September 2016
 - Reduced our carbon intensity, as measured by grams per customer order, by approximately 19%
 - Out the size and number of swing tickets we attach to our products, saving approximately 7 tonnes of board material annually
 - Developed and delivered our first Prince's Trust 'Get Into IT' Service Desk programme with three graduates joining the ASOS IT Department
 - Achieved our 'Big Challenge' fundraising target, raising £250,000 to build a new Udayan Care family home in Greater Noida, India for 12 abandoned or orphaned girls
 - Expanded our rural water catchment in Kenya so it now provides drinking water to the 7,000 local people it serves all year round, making it easier for people to devote more time to education, enterprise, jobs and training
- 2014
- Launched our new Ethical Trade programme
 - Used the Sustainable Clothing Action Plan (SCAP) foot printing tool to assess the environmental impacts of the materials in our UK product ranges
 - Revised Animal Welfare Policy and Guidelines again to take into account best practice developments in animal welfare
 - Developed 'Retail Brilliance' a training academy for buyers and merchandisers, which includes modules on corporate responsibility
 - Launched 'Do the Right Thing' our new code of Integrity
 - Extended our Bamsley warehouse by over 25%, making our operations more efficient and saving 250 tonnes of carbon as a result
 - Launched the Big Challenge to raise 150k in twelve months to build and support a new Udayan Care home in India
 - Further developed 'Project Pipeline' including a water catchment programme in rural Kenya, providing drinking water for 7,000 local people
- 2013
- Published our CR website and first CR report
 - Over 15% of colleagues participated in Give a Day Away
 - ASOS Foundation became a registered Charity in its own right
 - Created a CR Manager, CR Coordinator and CR Assistant role
 - Reviewed and enhanced animal Welfare
 - Established the Stitching Academy to provide vocational training to young unemployed people in London
 - Launched Project Pipeline through the ASOS Foundation to provide essential amenities and training to young Kenyans
 - Expanded our Ethical Trade team to 11 colleagues who now sit in our new Sourcing department
- 2012
- Signed up to UN Global Compact
 - Achieved Platinum Quality Mark for Payroll Giving
 - Gained Achiever status with our second ETI report submission
 - Won the RSPCA's Good Business Fashion Innovation award
- 2011
- Created Ethical Trade Manager post and regional ethical trade teams
 - Created another CR Manager post
 - Registered The ASOS Foundation as a charity with the Charities Aid Foundation
 - Achieved Foundation status with our first ETI report submission
 - Launched revised Fashion with Integrity strategy to support our overall business strategy
- 2010
- Launched Fashion with Integrity strategy
 - Appointed two more CR Managers
 - Achieved Gold Quality Mark for Payroll Giving
 - Launched our sustainable fashion hub, the Green Room and Marketplace, a website for small start-up labels and a place where customers recycle/resell unwanted clothing
 - Launched ASOS Africa range
- 2009
- Joined the Ethical Trading Initiative (ETI)
 - Became a Carbon Neutral Company™
- 2008
- Appointed a Head of Corporate Responsibility (CR)
 - Set up CR programme with a focus on ethical trading

Corporate responsibility is not a 'nice to have' any more – it's a 'have to have'. 20-somethings are now probably the most engaged and interested group when it comes to sustainability and integrity. They rightly expect ASOS to play its part in finding solutions to our most pressing sustainability challenges. We're intent on delivering on their expectations.

Andrew Magowan,
General Counsel &
Company Secretary

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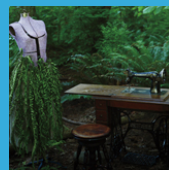
OUR PRODUCTS

At ASOS, we focus on three key things when sourcing our products: ethical trading, sustainable sourcing and animal welfare.



ETHICAL TRADING

We are committed to being a responsible retailer, where every worker in our supply chain is respected and protected.

[Find out more](#)

SUSTAINABLE SOURCING

We launched a re-defined sustainable sourcing programme focused on four pillars: improved traceability, lower environmental impact, craftsmanship: highlighting products manufactured by hand or using handmade materials and engaging customers on sustainability.

[Find out more](#)

ANIMAL WELFARE

ASOS firmly believes that animals should not suffer in the name of fashion or cosmetics and we have put in place measures to educate our buyers and suppliers on the Animal Welfare Policy.

[Find out more](#)

Give us your feedback –
please email us at
cr@asos.com

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ETHICAL TRADING

OUR VISION AND STRATEGY

Ethical trading is all about one very important thing – the people who work in our supply chain. In part because of the length, reach and complexity of modern supply chains in the fashion industry, garment workers around the world continue to be vulnerable, particularly in terms of health and safety standards in their workplaces, wages and effective representation. Notwithstanding that, we believe the workers in our supply chain should be safe at work, financially secure and respected by their employers. We are committed to being a responsible retailer, where every worker in our supply chain is protected. Achieving that requires us to set and uphold high standards ourselves, and to work together with suppliers to make sure they uphold these standards too.

Responsibility for improving working conditions starts with us, and our Sourcing and Ethical Trade department is fundamental. It ensures we develop our commercial strategy within a sustainable and ethical framework, and then works hand-in-hand with the buyers, designers, merchandisers, and technologists in our own retail teams to help them understand where they can have an impact on factory standards and how to make the right strategic choices.

ASOS sources garments and other goods from around the world, including China, Eastern Europe, India, Turkey and UK, where 84% of the factories making our products are based. We are committed to ensuring that our manufacturers operate in a way that respects workers' rights, maintains safe working conditions, upholds local employment law and protects the environment and animal welfare. We believe that working with manufacturers who operate safely with fair working conditions brings value to all of our stakeholders, including our customers.

To support our programme, we have created our own [standards, codes and policies](#), which define the responsible sourcing principles we will adhere to, and that we expect our suppliers to support. We also commit to reviewing and improving our own sourcing practices regularly to ensure that our actions do not compromise a supplier's ability to reach our standards.

At ASOS Ethical Trade is an integral part of Sourcing; by structuring the team in this way we aim to put ethical trade at the very heart of supply chain sourcing decisions. We believe there is a clear link between ethical trade and long-term commercial success, not just for us but also for our suppliers.

Finally, we believe strongly in relationships. Long term partnerships with our suppliers and factory owners gives us the ability to work together to continuously improve labour standards in our supply chains.

We receive support for our ethical trade approach from an alliance of companies, non-governmental organisations and trade union organisations called the Ethical Trading Initiative (ETI). Since 1988, the ETI has been working to improve the lives of workers in global supply chains. ASOS has been a member of ETI since 2009.

OUR APPROACH TO ETHICAL TRADE

ASOS views ethical trade as being our responsibility to ensure that every worker in our supply chain is respected and protected.

OUR PRIORITIES

To help us achieve our goal we have refocused our ethical trade programme around the following three strategic objectives:

- **Workers** in our supply chain have good worker-management relations, are employed in safe environments and have improved financial security
- **Our sourcing practices** are reviewed against our Ethical Standards and are continuously improved
- **Our suppliers** share our ethical trade vision and work with us to achieve it

Sourcing practices – working together across ASOS

As our sourcing practices have a huge direct impact on what happens throughout our supply chain, we have therefore defined our own sourcing standards, practices and policies that clearly set out how we work, what we expect from those we work with, and how we will help our suppliers improve where needed.

We review our purchasing practices each year and in 2014 we engaged [Impactt](#), a leading consultancy specialising in ethical trade, human rights and labour standards, to carry out an independent review which highlighted key areas of improvement.

Since then, our Ethical Trade Team has worked closely with our Buying and Merchandising Teams to carry out those improvements and to further embed ethical trading in our sourcing decisions. Examples of their work include:

- training sessions for Buying, Merchandising and Technical Teams on the importance of supplier relationships, communication and sampling
- factory visits for Assistant Buyer and Buyers' Admin Assistant levels to improve their knowledge of production processes and timings
- regular catch-ups with Buying Teams to review and improve awareness of their supplier and factory base
- involving Buyers directly in their suppliers' ethical risk rating improvement plans.

Sourcing practices – working together with our Partners

Having set out sourcing standards, the support and commitment of our suppliers is essential in turning them from words into deeds. We currently have 182 suppliers, who between them use 476 factories across 30 countries. To ensure that we are able to select the right long term partners and can have collaborative relationships with them, we do a number of things:

- **supplier scorecards:** covering assessments against key ethical trade indicators; these enable our Buyers to quickly and easily understand the relative ethical positioning of one supplier compared with another
- **factory health and safety education:** since 2014 we have been focusing on improving health and safety standards in our supply chain, including outsourced processes such as printing and washing; we have done this by helping factory managers understand how good health and safety management can benefit both them and their workers, through mechanisms that enable greater dialogue
- **regular factory audits:** ultimately, the only way to tell what's happening is to see it for yourself – so we aim to visit all 476 factories regularly, and audit how they are performing against our standards
- **improvement plans:** after any audit, we work proactively with our suppliers and

factories to enable them to reach our required standards, even if they are finding it difficult to meet all of them – automatically de-listing a factory or supplier as a result of a breach often only displaces the issue, rather than fixes it, at the same time as potentially making things worse for the workers in those factories; instead, we genuinely try to make things better on the ground

- **Living wage:** we have joined ACT – 'Action, Collaboration and Transformation' – a group of 14 retailers working with suppliers and the global Trade Union, Industrial, on an agreed set of Enabling Principles to address living wages through better purchasing practices, improved skills and productivity, freedom of association and collective bargaining, and positively influencing governments.

SENIOR LEADERSHIP

Our dedicated senior Leadership Group comprises Retail Director, General Counsel, Sourcing Director, People Director, Communications Director, Head of Corporate Responsibility, Sustainable Sourcing Manager and Senior Ethical Trade and Sourcing Manager. The group meets six times a year to discuss and make decisions upon, our ethical trade strategy, sourcing practices and internal processes which may affect our ability to maintain our Ethical Standards and other Corporate Responsibility topics

'Ethical trade is central to our sourcing strategy. We're building strong, open relationships with our suppliers, encouraging transparency, demonstrating how good working conditions can benefit our suppliers' business, and investing in projects to put worker/management dialogue centre stage. At the same time we're taking a regular, critical look at our own business practice and making changes to ensure we are supporting and not hindering our suppliers as they strive to make improvements.'

Maria Hollins, Retail Director

2015 PERFORMANCE

- Joined ACT: 'Action, Collaboration and Transformation', a group of 14 retailers working with suppliers and the global Trade Union, Industrial, on an agreed set of Enabling Principles, covering four areas to address living wages:
 - 1. Purchasing practices
 - 2. Productivity and skills
 - 3. Freedom of Association and Collective Bargaining
 - 4. Influencing governments
- Initiated a collaborative project amongst retailers, specifically working on UK manufacturing standards
- Conducted an independent assessment of our current sourcing practices and implemented an improvement plan

2014-2017 COMMITMENTS

Workers:

- Explore ways to improve worker management dialogue in factories
- Continue to work with suppliers to improve H&S standards
- Implement worker wage improvement initiatives

ASOS's sourcing practices:

- Regularly review and improve ASOS's purchasing practices
- Improve buyer understanding of the impact of purchasing practices

Suppliers:

- Increase the support provided to suppliers to help them advance their ethical trade programmes



INTERVIEW WITH SIMON PLATTS,
SOURCING DIRECTOR, ASOS

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THE ASOS ETHICAL TRADE PROGRAMME

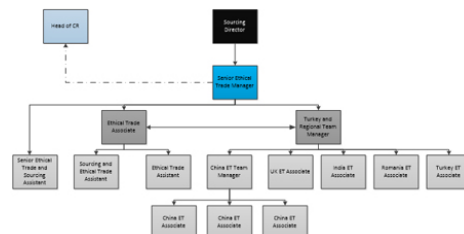
Our ethical trade programme is designed to help manufacturers who make or supply goods to ASOS provide fair and safe working conditions. We work with our manufacturers to understand the root causes behind poor working environments, and address them. It's a collaborative effort between our dedicated ethical trade and buying teams and our suppliers and manufacturers.

This Q&A helps explain what our ethical trade programme is, and how it works.

How is ASOS' ethical trade team organised?

Our dedicated sourcing department is rapidly expanding in the business as the need to be more strategic about how and where we buy from increases. Ethical Trade sits within this team to ensure new suppliers and manufacturers are selected based on ethical as well as commercial performance indicators.

The ethical trade team is split into head office and local teams in our main sourcing regions. We have five full time employees based in our London office and two part time members, who are both senior decision makers with influence in other areas of the business. The UK-based management team is responsible for overseeing the global ethical trade programme, liaising with buying teams and providing training. We have increased the regional team to nine members based in China, India, Romania, Turkey and UK who build relationships directly with suppliers and manufacturers.



How does the ethical trade programme work in practice?

Our teams assess the manufacturing sites in our supply chain on their ability to meet ASOS's Ethical Standards through desk based risk assessments, review of audits undertaken by other companies, as well as site visits by our own regional teams, paid for by ASOS. Depending on the outcome of these assessments we either monitor sites to ensure they continue to meet our standards, or we provide ongoing support and training to help them implement improvement plans.

Training is a core element of our programme designed to raise awareness of our Ethical Standards. We hold regional workshops to increase suppliers' understanding of our Ethical Standards and to provide an opportunity for suppliers to share ideas and best practice. All buyers and merchandisers receive regular training and updates on our sourcing and ethical trade strategy.

Our ethical trade programme also aims to identify and tackle the root causes of poor working conditions. We analysed supplier, site and worker data collated by our teams over a number of years, and consulted with a range of stakeholders to identify strategic projects we plan to implement over the next three years to help us better understand some of the systemic issues found within our supply chain. Each of these projects has been designed to help us achieve one of our three strategic objectives, and [our vision](#) of respecting and protecting every worker in our supply chain.

Who is responsible for upholding ASOS' Ethical Standards?

Suppliers and manufacturing sites must meet local employment law and it is also their responsibility to meet our Ethical Standards. However we believe in supporting them to meet these standards by sharing best practice and developing joint approaches to tackle issues. We are also committed to reviewing our own business practices regularly, since we know our actions may compromise our suppliers' ability to meet the Standards.

What happens if suppliers do not meet our standards?

Our aim is always to work with suppliers and manufacturing sites who have difficulty in meeting our standards to help them improve within a fixed time scale. If a supplier or factory, or both, consistently fail to improve despite our best efforts to support remediation, we will terminate the relationship. Such decisions are always taken at a senior level and in consultation with the either the supplier or the factory concerned, or both.

How do our buying teams support the programme?

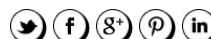
Overall it is important that our ethical trade, buying, merchandising and technology teams work together to ensure that business decisions are made with due consideration to both commercial and ethical issues. Our ethical trade team is in regular contact with the ASOS buying teams to discuss ethical performance, trends and sourcing decisions.

"As per our 3 years experience with Asos, we have seen that being transparent and willing to improve is the key element."
Turkish Supplier, 2014

"I believe ASOS would work with us to resolve issues. The answer is not just to walk away but to help factories to improve worker conditions."
UK Supplier, 2014

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STANDARDS, CODES AND POLICIES

Our commitment to trading responsibly and ethically is described in a set of core documents. Our own Ethical Code of Conduct is based on the Ethical Trading Initiative Base Code, which is in turn founded on International Labour Organisation Conventions.

We set out the standards we expect our suppliers to meet and our own responsibilities in three key documents:

- ASOS Ethical Standards,
- ASOS Ethical Code of Conduct and
- ASOS Young Worker and Child Labour Policy.

We believe in providing support to suppliers to help them meet our standards, and we commit to working with suppliers over a set time frame to bring them up to the required level if and when necessary.

ASOS ETHICAL STANDARDS

The [ASOS Ethical Standards](#) document sets out what we mean by an ethical working relationship with suppliers, emphasising the importance of creating partnerships built on trust and transparency. It also talks about our commitment to select and work with manufacturers who are committed to improving working conditions continuously.

We understand that our commercial actions may influence our suppliers' ability to meet our standards. ASOS, in turn, commits to:

- Make our requirements from suppliers clear
- Pay suppliers on time
- Work together to improve factory conditions
- Negotiate changes to contracts where necessary.

ASOS ETHICAL CODE OF CONDUCT

The [ASOS Ethical Code of Conduct](#) set out below defines the minimum standards that we require from all suppliers who manufacture or supply goods for ASOS. These standards relate to:

Business integrity

ASOS maintains the highest standards of business integrity and requires its suppliers to do likewise.

There shall be no improper advantage sought, including the payment of bribes, to secure the delivery of goods to ASOS, or to influence the outcome of an independent audit or review. This includes audits that are commissioned directly by the supplier, or on behalf of other customers.

Both suppliers and sites manufacturing goods for ASOS must also commit to making sites and corresponding documents and personnel available for periodic audit or inspection. It is expected that ASOS representatives, including third-party auditors, be given complete and accurate information to enable them to make a full assessment of a site's level of compliance.

Suppliers should note that ASOS reserves the right to withdraw orders immediately and without notice if there is evidence of any form of bribery or corruption relating to a supplier or factory. ASOS also reserves the right to withdraw orders from any supplier who conceals, falsifies or withholds information relating to a site's performance.

Compliance with laws and regulations

Suppliers and factories that produce goods for ASOS must fully understand and comply with all applicable laws and regulations in the countries where they operate, including laws relating to employment, health and safety, and the environment.

Terms of employment for workers at manufacturing sites

All workers, including those on part-time, temporary or agency contracts, must have formal contracts of employment that meet local legislation. Contracts must include wages, payment frequency, deductions, benefits, working hours, holidays, notice periods, sick pay, maternity pay and any other locally required aspects of employment.

All workers must be employed voluntarily and have the freedom to leave their employment if they give their employer reasonable notice. There must not be any form of social pressure, unpaid loans or other restrictions imposed by the employer that would restrict this freedom.

All workers must be hired and treated based on their ability to carry out their work and their performance. There must not be any form of discrimination or preferential treatment in the hiring, terms of employment, levels of pay, opportunities and treatment of workers.

The factory must take the necessary measures to ensure that all employees have a legal right to work.

The factory should make every effort possible to provide regular, secure employment. The use of temporary contracts or agency labour must not be used as a means of denying workers their rights or benefits under employment law. Apprenticeships and training contracts are encouraged, but must be legally compensated and provide adequate levels of training or development.

The factory must take the necessary steps to ensure that all elements of this Code are being fully applied to workers employed through agencies.

Freedom of association and the right to collective bargaining

Workers must be able to communicate openly with management regarding working conditions without fear of reprisal, intimidation or harassment.

Workers must be free to associate or to join organisations that represent them, including trade unions, without prior authorisation from management. Factory

Our buyers have been trained on ethical purchasing practices.

Our Ethical Trading team aim to visit all 476 factories regularly and audit how they are performing against our ethical trade standards.

management must not prevent, or discriminate against, workers who wish to lawfully and peacefully associate, organise or bargain collectively. The decision whether or not to associate should be made solely by the workers.

Management must not attempt to influence employee representatives to work in the management's interest.

In countries where employers are formally required to consult with their employees, this requirement must be met.

Where trade union membership is unavailable to workers, the employer must enable workers to develop a parallel means of association and bargaining. This includes making adequate facilities and time available.

Employees must be allowed to stand as worker representatives on trade unions, works councils or other formal representative groups. They must not be restricted, penalised or discriminated against and must have access to management and co-workers in order to carry out their representative functions.

Wages and working hours

Wages

Workers must be provided wages, overtime pay, benefits and paid leave which meet or exceed legal minimum levels, and suppliers must comply with collective agreements.

Payments must be regular and made in full with clear written details given to workers of how their wages have been calculated. Overtime payments must be at a premium rate, compatible with local legislation.

Workers must be provided with all benefits they are entitled to under national or local law e.g. paid leave, bonus, sick pay.

Where the minimum wage is insufficient to provide a living wage, factories must actively seek ways to improve wages e.g. through productivity programmes.

Where employees are paid according to their output (piece work), their wage must still meet the legal minimum wage standard. A formal, agreed piece rate calculation must be in place which ensures that workers are paid fairly and are able to meet the legal minimum wage standard, or above, within normal working hours.

Deductions

Legally required deductions that entitle employees to state benefits must be made and passed on by the employer to the State.

The cost of clothing and protective equipment required to perform work safely must be paid in full by the employer.

Deductions from wages or any other form of financial penalty must not be used as a disciplinary measure.

Working hours

Hours in excess of contracted standard hours (overtime) must be offered fairly, contracted voluntarily and paid at a premium rate. Workers must be able to refuse to work overtime without any form of penalty. Workers who refuse overtime must not be denied the opportunity to work overtime in the future.

Working hours must not exceed the maximum set under local law. Where there is no legislation governing maximum working hours, a maximum limit of 48 hours must be set for regular working with a maximum of 12 hours per week overtime. There must be adequate management systems in place to restrict overtime within these limits, except in emergency or unusual situations.

Workers must have at least one full day away from work per week on a regular basis. The working week may be extended in exceptional circumstances but employees must not work more than 12 days in any 14 day period.

Young workers

Factories must have effective systems in place to check the ages of all recruited employees and must hold copies of official documentation for every worker that verifies their date of birth. In countries where official documents are not available to confirm the exact date of birth, the factory must verify workers' ages using an appropriate and reliable assessment method.

All workers must be at least 15 years old, or meet the legal minimum age of employment if this is higher.

Young workers between the minimum age of employment and 18 years old can be employed, provided there are adequate precautions to protect them. They must not be employed at night, work overtime or carry out any form of hazardous work.

If children are found to be working directly or indirectly for the supplier, the supplier must immediately inform ASOS who will support a solution that puts the best interests of the child first.

For further information, refer to the ASOS Young Worker, Child Labour and Prevention of Children Entering Production Sites Policy

Maintaining a fair and respectful working environment

Factory managers and supervisors must treat all workers with respect and dignity at all times.

Management must implement a culture where all workers feel safe and are respected by their colleagues. The need for a respectful and dignified working environment must be communicated so everyone understands the boundaries of acceptable behaviour.

Any form of discrimination, preferential treatment, verbal abuse or any other form of behaviour that is disrespectful or intimidating must be thoroughly investigated. If proven, it must be dealt with through a formal disciplinary process.

All discipline must follow a formal disciplinary procedure which sets out a step-wise process for investigating and improving inappropriate actions or behaviours. All disciplinary actions must be handled professionally and fairly and must be documented. Employees undergoing discipline must have the right to a fair appeal.

There must be a process for employees to formally raise grievances with management. Employees who raise grievances must not be penalised or intimidated.

Health and safety

Adequate measures must be in place to protect the health and safety of all people at factory site and any other supplier workplaces, including temporary workers and workers on agency contracts. This must include a formal and regular assessment of risks and a corresponding programme of improvement.

The specific risks to vulnerable workers e.g. young workers, pregnant workers or workers with disabilities must be assessed separately.

Management's responsibility does not end with providing safe systems of work. Management must also ensure that safe working systems are understood through formal and informal training and that they are being followed. It is appropriate to use the disciplinary process for anyone who wilfully puts themselves or their colleagues at risk.

Occupational Safety

Exposure to potential safety hazards must be controlled through proper design, engineering, management systems, maintenance, safe work procedures and training. Where hazards cannot be adequately controlled by these means, workers must be provided with protective equipment.

Workers shall not be disciplined for raising safety concerns.

Emergency Preparedness

Emergency situations and events are to be predicted and assessed e.g. fire, explosion, flooding, earthquake. Emergency plans and responses must be developed and practiced e.g. evacuation procedures, worker training and drills, fire detection and fire fighting, adequate exit facilities.

Occupational Injury and Illness

Measures must be in place to manage, track and report occupational injury and illness, including provisions to: encourage worker reporting; record cases of injury and illness; provide necessary medical treatment; implement corrective actions to eliminate causes; facilitate the return of workers to work.

Industrial Hygiene

Worker exposure to chemical or biological hazards must be identified, evaluated, and controlled. Workers must be made aware of the hazards associated with any substances or processes. When hazards cannot be adequately controlled, workers' health must be protected by appropriate personal protective equipment and/or by limiting exposure.

Physically Demanding Work

Exposure to the hazards of physically demanding tasks must be identified evaluated and controlled e.g. manual handling; heavy or repetitive lifting; prolonged standing; highly repetitive tasks.

Adequate training must be given to ensure that employees adopt safe working practices.

Machine Safeguarding

Production and other machinery must be evaluated for safety hazards. Physical guards, isolation switches and barriers must be provided and properly maintained where machinery presents an injury hazard.

Sanitation, Food, and Housing

Workers must have access to clean toilets, potable water and hygienic food storage/preparation and eating facilities. Where provided, worker dormitories must: be well maintained, clean and safe; have sufficient emergency exits, hot water for bathing and showering; have adequate heat and ventilation; provide reasonable personal space and personal freedom.

Environmental management

Suppliers must comply with all relevant laws and regulations regarding the protection and preservation of the environment. This includes obtaining and maintaining all required environmental permits (e.g. discharge monitoring), approvals and registrations.

Factories must also adhere to all applicable laws, regulations and customer requirements regarding specific substances that are restricted (or prohibited) by law or by ASOS.

In sourcing suppliers, we will consider their environmental performance and, in particular their commitment to minimising harmful impacts of their operations on the community, environment and natural resources.

Areas our suppliers must assess and manage include:

Waste management: Elimination or reduction of waste by practices such as modifying production, improved maintenance, materials substitution, conservation, recycling and re-use of materials.

Energy and water reduction: Reduction of the consumption of water, electricity, gas, oil and other fuels through improved employee awareness, investment in energy/water saving equipment, improvement in production efficiency, use of rainwater and recycled water etc.

Hazardous Substances: Safe handling, movement, storage, use, recycling or reuse and disposal of hazardous chemicals and other materials.

ASOS YOUNG WORKER AND CHILD LABOUR POLICY AND PREVENTION OF CHILDREN ENTERING PRODUCTION SITES POLICY

Our [Young Worker, Child Labour and Prevention of Children Entering Production Sites Policy](#) sets out for our suppliers the steps they need to take to protect young workers and to ensure children are not involved in the manufacture of any of our products. We expect our suppliers to:

- Have effective systems in place to check the ages of all recruited employees and to hold copies of official documentation for every worker that verifies their date of birth
- Prohibit the presence of children in production areas under all circumstances
- Ensure full compliance with local law relating to young workers
- Assess risks specifically for young workers, to identify any hazardous work or conditions and to ensure they do not undertake work at night or tasks that are physically demanding



INTERVIEW WITH ALICE STREVEN, SENIOR ETHICAL TRADE AND SOURCING MANAGER, ASOS

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SUSTAINABLE SOURCING

ASOS champions sustainable fashion. We know it's what our customers expect from us, and we know it's the best way to safeguard our company's future, and the health and welfare of the environment and the communities where we operate. So we are using our growing global reach to promote manufacturing that is socially and environmentally responsible and to source more sustainable materials to use in our own-label ranges.

As a key element of our sourcing strategy, this year we launched a re-defined sustainable sourcing programme focused on four pillars:

- improved traceability of raw materials: better understanding where exactly more of our materials come from
- lower environmental impact: increasing the use of lower- impact materials and processes
- craftsmanship: highlighting products manufactured by hand or using handmade materials
- engaging customers on sustainability: offering a broad range of sustainable fashion and beauty products.

To better embed sustainability into our Retail operations, the Sustainable Fashion Team joined the Sourcing Team, moving from an 'advisory' capacity to a 'hands on' capacity, engaging daily with our Buyers and our suppliers on areas including:

- empowering our Buying, Design and Merchandising Teams to take ownership of our sustainable product goals
- supporting our partnership with suppliers to lower the environmental impact of our products
- capturing all relevant sustainability data in our newly launched supplier scorecards
- relaunching the Green Room to increase the profile and sales from sustainable fashion and beauty products, with a target to double the number of Green Room products by 2020.

A DEDICATED SOURCING TEAM

In 2013 ASOS set up a [sourcing department](#) to work with our buying and design teams and suppliers to develop more sustainable supply chains across the globe. We also created a Fabric Manager role within this team to promote the use of more sustainable materials within our collections.

HELPING CUSTOMERS DISCOVER SUSTAINABLE FASHION

1. [Eco Edit](#) (previously the Green Room) launched on Womenswear in 2010, is a section of our website where our customers can find out about and buy sustainable fashion and beauty. [Read more about Eco Edit.](#)
2. Signposts to help us identify sustainable products: we tag with a 'Signpost' image all products that we sell that have a social or environmental benefit. Not only does this promote sustainable fashion to our customers and make it easy for them to buy it, but it also helps our buying teams choose sustainable fashion for next season's clothing lines.
3. [ASOS Marketplace](#) is a platform that brings vintage and pre-worn items to our customers.
4. [Reclaimed Vintage](#): We take unwanted clothing items and materials and give them a new lease of life in our Reclaimed Vintage men and women's collections – another one of the ways we are helping our customers to consume less resources.

PROMOTING SUSTAINABLE FASHION INSIDE ASOS

We have developed resources to help our design and buying teams create and source more sustainable products.

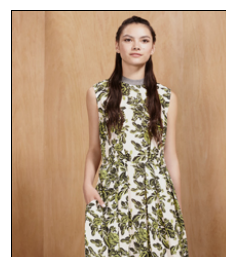
1. **The Sustainable Clothing Action Plan (SCAP):** led by WRAP, the not-for-profit recycling and waste organisation, SCAP aims to assess clothing production across its lifecycle to find ways to make it less wasteful, and to reduce its carbon and water footprints. We joined SCAP in 2012, and we are using their assessment tool to measure and reduce the water, carbon and waste footprint of our own-label clothing products sold in the UK.
2. **Sustainable sourcing training:** as part of our Retail Brilliance course for buyers and merchandisers the ASOS sustainable fashion team runs classes throughout the year on our product sustainability programme. Our aim with these classes is to inspire our teams to boost the sustainable fashion credentials of our own-label clothing as well as to keep them updated on industry developments.
3. **Sustainable materials library:** we started creating our library of sustainable materials in 2010, to help our buying and design teams find the most sustainable materials for their upcoming ranges. The library makes these materials more visible and accessible to our creative staff, inspiring them to use more of them in their collections.

2015 PERFORMANCE

- Expand the range of products in The Eco Edit to include womenswear Outlet, Marketplace and beauty, Brands and Outlet
- Increase customer engagement by redesigning The Green Room website to promote the stories behind the featured ethical and eco conscious brands
- Work with womenswear and menswear own label departments to increase the use of sustainably sourced materials in their ranges
- Continue to work with SCAP to find ways to reduce our water, waste and carbon footprint within our supply chains
- Deliver sewing and technical training to the local community where SOKO, our ASOS Africa manufacturer is based, so that we can build SOKO's capacity and extend the ASOS Africa range
- Invest in SOKO management development and supervisor training



ASOS Africa has been worn by Michelle Obama. Other celebrity fans include Ella Eyre and Mina Suvari



[ASOS Africa AW15 Collection](#)

Follow our official Twitter feed for The Green Room here [@ASOS_GreenRoom](#)



INTERVIEW WITH CLAIRE HAMER,
SUSTAINABLE FASHION
MANAGER, ASOS

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THE ECO EDIT



Eco Edit is a curated destination within the [asos.com](#) website where customers can buy pioneering sustainable fashion and beauty goods. It's one of the ways ASOS promotes products that are made by manufacturers and brands who use sustainable business practices. The Eco Edit has grown rapidly since its launch in 2010 as the Green Room and we have a target to reach £10 million by 2020.

HOW IT WORKS

All the items sold in the Eco Edit satisfy the principles of at least one of the following areas of sustainable fashion:

PEOPLE

- Building communities
- Developing fair trade and alleviating poverty
- Preserving craftsmanship and artisanal skills

THE ENVIRONMENT

- Addressing climate change challenges
- Preserving natural resources
- Removing waste
- Advancing animal welfare

HOW ECO EDIT WORKS WITHIN [ASOS.COM](#)

All of the products sold in Eco Edit are also available under their product categories on the [asos.com](#) website. We highlight them within Eco Edit as well, to give these products twice the exposure. We believe that by promoting these products and brands we'll encourage others to explore better means of production, so ultimately we can provide our customers with an even bigger range of truly sustainable fashion. Our criteria includes:

- Lower environmental impact materials & processes
- Recycled/up-cycled materials
- Sustainable cotton
- Made in UK or Africa
- Handmade/ handwoven
- Made by artisans/craftspeople
- Made under fair trade principles
- Vintage
- Community

OUR ECO EDIT SYMBOL

We have created a symbol to help customers learn more about the sustainable product ranges we sell. The symbol appears within the information of every sustainable item we feature, providing details on products' environmentally or ethical credentials, or both. Launched in 2015, our symbol helps customers to make informed choices about what clothes they buy, and helps to guide those consumers who are passionate about buying fashion with integrity.

Our buying and design teams also use the Eco Edit criteria to help them create or buy more sustainable product ranges.

ASOS AFRICA AND SOKO

Now in its twelfth season, [ASOS Africa](#) is our Eco Edit flagship brand. The collection is designed in-house, then cut and manufactured by [SOKO](#), the Kenyan clothing workshop which provides fair and safe employment and training for some of the country's poorest communities.

SOKO has grown from four to 50 employees over the last six years. As part of their contract working for SOKO, employees receive hot meals and refreshments each day, as well as healthcare cover. They also benefit from the facilities at Wildlife Works, where SOKO's new eco-factory is based, including a crèche, kitchen and washing facilities. This is particularly beneficial for the working mothers at SOKO who have few opportunities within their society to earn an income and gain financial stability.

We provide ongoing support to help develop the SOKO brand and the team. We recently sponsored leadership and communications training programmes attended by all SOKO employees. ASOS developed a pilot training programme for tailors in the community around SOKO, called the Stitching Academy, which launched in May 2014.



SOKO team participating in leadership and communications training.

ASOS Africa | Sustainable &
Eco fashion | ASOS

Discover ASOS Africa, our sustainable fashion range created by communities & supported by ASOS to create business through craftsmanship.

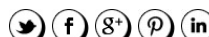
The ASOS Foundation matched a £5 donation per garment during SS11 & AW11 collections which helped SOKO move to a new rural eco-factory in 2012 and grow SOKO employees to 50 since the move



ASOS Africa has been worn by Michelle Obama. Other celebrity fans include Ella Eyre and Mina Suvari

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ANIMAL WELFARE

ASOS firmly believes that animals should not suffer in the name of fashion or cosmetics. In 2012, following consultation with animal welfare organisations, we rewrote our animal welfare policy in line with industry best practice and updated it again in 2014.

ASOS'S ANIMAL WELFARE POLICY

The ASOS Animal Welfare Policy applies to all of our branded and own-label suppliers, as well as ASOS Marketplace traders. It states they must:

- not use fur, rabbit hair (angora), leather and skins from exotic or wild caught animals or any part of a vulnerable or endangered species in their products
- not test any products or ingredients on animals.

In addition, they must:

- only source certain types of leather, wool, cashmere, mohair, other animal hair feathers and down from suppliers with a good track record of animal welfare.

Here's our guide to identifying faux from real fur.

Action	Faux	Real
Examine backing	Uniform knitted or mesh backing, one layer of lining	Soft suede-like leather base, often two layers of lining
Pierce base with a pin	Easy to push a pin through base	Difficult to push a pin through base
Examine hair	Uniform in colour and length, synthetic feeling fibres	Varying length soft tapered hair which rolls easily between fingers

HELPING OUR SUPPLIERS AND BUYERS TO COMPLY

We have put in place measures to educate our buyers and suppliers on the Animal Welfare Policy, including:

- Distributing guidelines and factsheets explaining animal welfare in the fashion and beauty industry, and a step-by-step guide to sourcing materials from suppliers with higher standards of animal welfare
- A guide to help buyers, suppliers and customers identify faux (fake) fur from real fur. We also distribute this information sheet to our vintage clothing boutique sellers on ASOS Marketplace
- Training workshops on the new policy and guidelines; induction training for all new staff now covers the Animal Welfare Policy
- Introducing stricter quality control checks at the ASOS warehouse and on ASOS Marketplace to ensure adherence to the Policy.

RECOGNITION FROM ANIMAL WELFARE ORGANISATIONS

PETA: ASOS was recognised at PETA's second vegan fashion awards in the men's accessories category, celebrating the most desirable cruelty free clothes and accessories on the market in 2014.

Here's what PETA had to say about ASOS being the first company to ban angora following the 2013 angora exposé: "By pulling all angora products from its international websites and shelves, ASOS has done the right thing for animals and consumers", Mimi Bekhechi, PETA UK.

ASOS was given the RSPCA's Good Business Award for Innovation in 2012. The respected animal rights organisation praised our 'robust employee training programmes' along with the ASOS 'faux from real' fur guide.

The RSPCA Good Business Awards reward food and fashion companies with the best animal welfare policies, and in particular those who are trying to improve and develop their work to improve animal welfare.

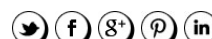
"Global fashion giant ASOS (is) ... proving that no matter how large an organisation, animal welfare can be at the heart of successful business," the RSPCA said in its press release following its Good Business Awards ceremony in London.



"Global fashion giant ASOS (is) ... proving that no matter how large an organisation, animal welfare can be at the heart of successful business."
RSPCA press release

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OUR BUSINESS

Achieving growth in a way that adds social value and minimises environmental impacts.

We believe in growing our company in a sustainable way, while ensuring our long-term commercial viability. We do this by focusing on two things: our people; and the environment.

ENVIRONMENT

As an online business, ASOS delivers products directly to customers without the need for bricks and mortar stores. We have offices in the UK, New York, Sydney, Berlin and Shanghai, and ship to customers in 243 countries from our fulfilment centres in the UK and Europe. The biggest environmental impacts from our business activities are carbon emissions from customer deliveries and the running of our buildings, and waste from our packaging. We aim to make our operations and use of resources as efficient as possible by controlling emissions, and focusing on the sustainability of our packaging.

TACKLING OUR CARBON FOOTPRINT

We began measuring our [carbon footprint](#), in 2008 in order to understand the extent and make up of our carbon emissions, and to find ways of reducing. We are making big changes in how we make and receive deliveries, including cutting back our [packaging and waste](#). For example, all of our delivery boxes are now made of 100% recycled material. Meanwhile, our fulfilment centre in Yorkshire has an energy performance certificate (EPC) 'A' rating.

OUR PEOPLE

At ASOS, we work hard to create a unique culture where people can enjoy their work, have fun with their colleagues, feel valued, respected and really believe they make a difference each day. We want ASOS to be a fast-paced, diverse and inspiring place for people to work, to ensure we are able to attract the best talent available in all areas of our business.

We have cut the number of deliveries to our warehouse from 150 to eight per day, thanks to our 2012 delivery consolidation project.

We've cut the waste that goes to landfill from our London headquarters and our Barnsley warehouse by 99%.



OUR ENVIRONMENT

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Our sites around the world



ASOS' carbon footprint is
44,331 tonnes CO₂
(September 2014)

The carbon footprint of
each customer order is
0.0018 tonnes of CO₂
(September 2014)

Kasigau conservation
project

OUR ENVIRONMENTAL APPROACH

ASOS' [Environmental Policy](#) sets out our approach to managing our environmental impacts, and in it we make the following commitments:

- continuously improve our environmental performance
- reduce pollution from our business operations
- use fewer natural resources and by using them more efficiently
- consider environmental issues and energy performance when designing, refurbishing, and using office buildings
- measure and cutting our carbon footprint to meet our published objectives and targets
- take environmental and climate change criteria into account when procuring and providing goods and services
- manage waste generated from our business operations according to the principles of reducing, re-using and recycling
- comply with all relevant environmental legislation as well as other environmental requirements to which we subscribe.

THE IMPACT OF RAPID GROWTH

Since our first carbon footprinting exercise in 2008, we have focused on putting in place systems to measure our carbon emissions, energy usage and waste more accurately. This has not been straightforward to do, because our rapid growth has meant we have had to change premises frequently during that time.

2014/15 PERFORMANCE

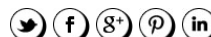
- Reduced our carbon intensity by approximately 19% since the last financial year, as measured by grams per customer order
- Reduced the size and number of swing tickets we attach to our products, saving approximately 7 tonnes of material per annum
- Reducing stock and vehicle movements across Europe - Excluding the UK, 35% of European orders can now be fulfilled by Eurohub, our distribution centre in Germany.

2015-16 COMMITMENTS

- further reduce the carbon intensity of our business operations by prioritising energy efficiency, renewable energy sourcing, and carbon efficient delivery partners
- continue to extend our waste packaging management and compliance programmes to cover additional territories
- continue to review all of our packaging with our suppliers to ensure that we are providing the most effective solutions to customers with the least environmental impact

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CARBON AND ENERGY

CARBON FOOTPRINT

We began measuring our carbon footprint in 2008 in order to understand the extent and make up of our carbon emissions, and to find ways of reducing them. This is particularly important given the context of our rapid growth.

Our strategy for tackling carbon emissions evolved out of an initial carbon footprinting exercise. Until recently a high element of carbon offsetting has been involved because the biggest contribution to our carbon footprint is emissions from customer deliveries, which can be reduced only up to a certain point. We are therefore using offsetting to ensure we can contribute to emission reductions until better low-carbon logistical options become available. We help to fund the following carbon offsetting projects that have been chosen for their social as well as environmental benefits:

- [The Kasigau conservation project in Kenya](#)
- [The Chengshan wind power project in China](#)
- [The Andipatti wind power project in India](#)

We aim to continue to minimise our carbon emissions by doing the following:

- saving energy through more efficient operations
- reducing the carbon intensity of our energy consumption by purchasing green tariff electricity and investing in energy efficient technologies
- working closely with our delivery partners to reduce customer delivery emissions
- reducing the carbon intensity of our packaging
- offsetting the carbon emissions resulting from business travel in certified projects with a social benefit

INCLUDED IN OUR CARBON FOOTPRINT

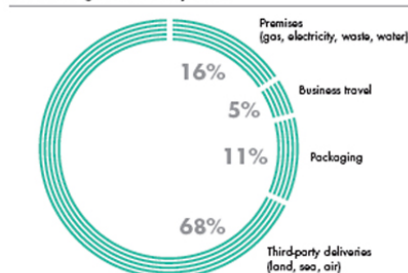
Our carbon footprint for the 12 months ending August 2014 was calculated to be 44,331 tonnes CO₂ (2013: 42,014 tonnes). This is slightly higher than last year owing to substantial growth in international markets and the inclusion of emissions from our packaging and data centres.

ASOS is an online business with no 'bricks and mortar' stores. We have determined that the following activities make up our carbon footprint:

- customer deliveries – by road, sea and air freight
- premises activities (including data centres) – energy, waste, water, outbound deliveries
- business travel – taxi, car, train, air and hotel nights stayed
- packaging – mailing bags and boxes

Our carbon footprint assessment includes all applicable Scope 1 and 2 sources and some Scope 3* – as stipulated by the [Greenhouse Gas Protocol](#).

Greenhouse gas emissions by source



NOT INCLUDED IN OUR CARBON FOOTPRINT

We do not include employee commuting in our assessment emissions. Also we do not currently include in our assessment emissions resulting from the transport of goods from suppliers to our fulfilment centre, from product returns from customers or from the manufacture of the products we sell.

Separately we are working with the Sustainable Clothing Action Plan (SCAP) to measure and reduce the carbon, water and waste footprint of our own-label products.

THE IMPACT OF AIRFREIGHT

Customer delivery emissions make up 68% of our overall carbon emissions, with air freight accounting for 97% of this figure.

We expect emissions from air freight to continue to rise as our international expansion continues. In order to counter this, we have opened a German fulfilment (part of the Eurohub) so it now represents over 13% of total stock. Excluding the UK, 35% of European orders are fulfilled by Eurohub, helping us cut down on stock and vehicle movements across Europe, and reducing emissions as a result.

We also have regional return hubs in America, Germany and Poland. This means that when items are returned from those countries, they can be shipped out to new local customers as new orders (rather than returning to the fulfilment centres in the UK or Germany), thereby cutting emissions and delivery times.

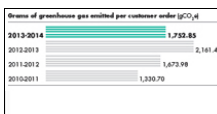
TACKLING EMISSIONS FROM CUSTOMER DELIVERIES

We have extended the size of our Barnsley fulfilment centre by over 25%. This has enabled us to hold more stock, and therefore helped us to reduce the number of miles our vehicles travel by 200,000 per year, saving 250 tons of carbon.

We also recently invested in two new Eurohub warehouses in Poland and Germany to cut down on stock and vehicle movements across Europe, contributing to our efforts to reduce emissions. Returns are now being processed locally and retained stock is being used to fulfil orders in some European countries. Previously, all European returns were going back to the UK for refund processing and all

"We work hard to develop innovative and efficient delivery mechanisms, so that customers receive their products successfully first time. As well as being good for customers, it's good for us and the environment, because it reduces the cost of fuel and carbon emissions from failed deliveries."

Matt Rogers, Director of Delivery Solutions and Inbound Supply Chain



European customer orders were being fulfilled from the UK.

We are working with delivery partners to look at ways to minimise road freight emissions by:

- reducing packaging, thereby allowing more packages to be loaded onto one delivery trailer and maximising its capacity
- introducing fuel saving technologies such as route planning software to cut the length of journeys
- researching low-carbon vehicles and fuels
- awarding contracts to logistics partners who are working to reduce their own emissions

ENERGY EFFICIENCY IN OUR BUILDINGS

We lease all our global offices including both our London headquarters and our customer service building in Hertfordshire. Our fulfilment centre in Yorkshire is run through our third-party logistics partner. Our buildings generate approximately 16% of our carbon footprint. The emissions generated by our buildings have more than halved compared to the previous year; however, we aim to continue to improve energy efficiency. We are currently working towards an energy compliance scheme that requires us to analyse 90% of ASOS energy use in the UK and undertake energy audits of all our buildings to reveal how we can become even more energy efficient.

The energy efficiency and carbon reduction measures we have put in place in our buildings include:

- installing more efficient lighting systems in the buildings we own, including fitting LED lighting on automatic sensors in our fulfilment centre
- purchasing energy using a green energy tariff from E.On and Haven through a climate change levy exemption certified scheme (this applies when we directly purchase our own energy)
- moving to a new fulfilment centre in Barnsley, Yorkshire, which has been rated 'excellent' by BREEAM (the Building Research Establishment's environmental assessment method – a best practice environmental rating system for buildings), and which achieved an energy performance certificate (EPC) 'A' rating
- researching renewable energy micro-generation options for our fulfilment centres

WATER

ASOS consumes relatively little water in our premises but we still think it is important to measure usage and try to reduce consumption. Eco Domes water saving technology is installed in all of the toilets in the Barnsley fulfilment centre.

We are also supporting community infrastructure in Kenya where one of our suppliers is based, by building a water rock catchment and tank system which is providing drinking water for 7,000 local people.

** Scope 1 emissions come from sources that are owned or controlled by the company, such as natural gas consumption. Scope 2 emissions account for greenhouse gas emissions from electricity and heat that is purchased from and generated by a third party. Scope 3 includes all other indirect emissions such as those from customer deliveries, business travel and commuting.*



INTERVIEW WITH PHIL MONK,
ENGINEERING MANAGER,
BARNSELEY FULFILMENT CENTRE

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PACKAGING AND WASTE

We source over 2000 tonnes of cardboard packaging and over 400 tonnes of plastic packaging a year, making it an important environmental impact for us. We are working hard to address this through initiatives such as using lighter packaging to help reduce emissions from customer deliveries, increasing recycled content, our delivery boxes are made out of 100% recycled materials, and our bags out of 25%, improving packaging recyclability and recycling all bags and boxes that have been returned by customers.

Some of the changes we have made in 2014 include:

- bringing our UK packaging standards in-line with our international standards which means we have increased the number of categories that we can send to our customers in a bag rather than a box. This has enabled us to fit more parcels on to vehicles and to reduce CO₂ emissions, as well as reducing the number of different boxes that we are reliant on enabling us to simplify manufacturing demands and reduce the number of deliveries we receive
- reviewing all of our packaging with our suppliers to ensure that we are providing the most effective solution and delivering to our customers with the least impact to the environment

REDUCING PAPER CONSUMPTION

All of the paper we use comes from suppliers certified as sustainable by the Forest Stewardship Council (FSC). We have introduced centralised printing system to try and reduce the amount ASOS employees print.

Our IT department has helped us reduce our paper usage, starting with our head office. For example, we now use digital 'lookbooks' to show our seasonal collections to the press, instead of printed ones. This cuts printing and distribution costs, as well as the carbon emissions from delivering them. We also now use iPads and iPhones for presenting and reporting rather than printed documents.

WASTE AND RECYCLING

We are continuing our aim to meet the target of sending no waste at all to landfill, and are reviewing ways to continue increasing the amount of waste we recycle. We plan to do this by:

- turning our food waste into compost
- recycling all paper, cans, plastics and batteries
- sending remaining waste to be incinerated to produce energy

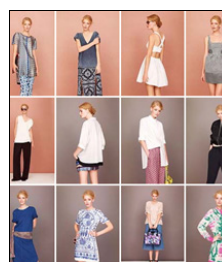
We donate end of life fashion items and IT equipment to Oxfam, a global charity that tackles poverty. At the end of Oxfam's last financial year ASOS had donated 85,000 garments which could be turned into vital unrestricted funds for Oxfam's work.

Our employees raise money for Oxfam through the 'Oxfam Collects' scheme, bringing books, clothing and other belongings they don't need to work. Oxfam collects the donations to sell in its shops and writes to each person to tell them how much their donated items have raised.

ASOS recycles all mailing packaging returned by customers.

Our mailing boxes are made out of 100% recycled materials and our mailing bags are made out of 25% recycled materials.

Between April 2014 and April 2015 ASOS donated 85,000 garments to Oxfam.



We're using digital lookbooks instead of printed ones to cut down on paper.

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OUR PEOPLE

Our employees are the heart of our business and the driving force behind ASOS' global success. We expect our employees to be high performers and find people with skills that complement our vision so that they thrive in our fast-paced environment. We work hard to grow and keep our talent, offering opportunities that match both their professional and personal aspirations.

WHO WE ARE

As at January 2014 we employed a total of 1,541 people, a 16% increase on August 2013. This includes 1475 full-time and 66 part-time employees. The ratio of women to men at ASOS is 1:4. Our Board of Directors currently has three women and four men.

Our UK employees are based at two sites: our headquarters in Camden, north London and our Customer Care site in Hemel Hempstead. In addition, we also have marketing teams based in France, Germany, the US and Australia as well as our newest operation based in China.

To support ASOS' operations, we also have 150 customer care positions in Belfast and over 1,000 workers in customer order fulfilment based at our Bamsley warehouse, employed through outsourced contracts.

OUR CULTURE: THE ASOS WAY

Delivering a first class customer proposition and service in a high-growth, unique company requires everyone to be pulling in the same direction. To help achieve our goals, we have core values that define who we are, what we do and how we do it: we call this 'The ASOS Way'.

These values represent our DNA; some things change, but these values don't.

The ASOS Way: our company values and the root of our success.

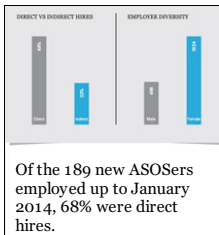
PERFORMANCE 2013

- Recruited internationally (five to 15 people) for our marketing teams based in Germany, France, the US and Australia
- Established employee hiring and development requirements for our new China office including hiring of local talent, offering developmental assignments for existing high potential employees and development of a 'Learn As You Grow' scheme
- Expanded People Hub, our centralised HR information system to include a Learning Management System, travel, expenses, benefits, payroll and share data
- Launched phase 1 of our development programme, 'Retail Brilliance', which 78% of our buyers and merchandisers have now attended
- Introduced ASOS extras, our new flexible benefits programme offering 21 new benefits for employees including iPads, Cinema tickets, Spa Vouchers as well as the traditional healthcare, life assurance and dental. As a consequence take up rates are now up to 65%, an increase of 32% on the previous year
- Provided all ASOS employees with an opportunity to have a stake in ASOS' future by implementing a Share Incentive Plan
- Developed an overseas travel security programme, including country-specific risk assessments, security advice and training
- Increased headcount by 189 new roles
- ASOS' Bamsley fulfilment centre won the British Safety Council International Safety Award in 2013

COMMITMENTS 2014

- Identify future talent internally and provide focused development using our newly designed talent framework
- Evaluate our progress against agreed people action plans and implement actions required to help the business achieve its people objectives
- Identify future skill requirements, undertake planning to attract and select relevant talent and build a pipeline of great people for future roles
- Revise our current global rewards and benefits package to make it as creative and award-winning as our UK offering

"Working for ASOS, you need to be incredibly passionate and committed but the rewards are great...did I not mention the discount and the sample sales?!" Louise Clark, Operations Manager, ASOS



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BUILDING A CAREER

We're passionate about furthering our employees' careers – we want a team of engaged, talented, high-performing people working to their full potential. We know people are more likely to join ASOS if we offer an attractive salary and great benefits – and they'll stay if they know they have a bright future and will play a part in our growth and share our success.

RECRUITING NEW TALENT

We have built strong links with a number of UK universities to help us develop the next generation of ASOS talent. We offer a 12-month internship programme for 24 undergraduates per year to undertake paid work placements at ASOS, where we help them acquire the knowledge and experience to be successful in the fashion industry. We currently offer internships within Buying, Merchandising, Design, Garment Technology, People and Software Engineering teams. In addition ASOS offer 18 month apprenticeship schemes for 6 apprentices within our Garment Technology, Buying and Merchandising teams.

We also run Get Started With Fashion Courses in partnership with The Prince's Trust, helping young people to gain the skills and confidence to look for work in fashion. Since its launch in April 2010, 67 young people have attended GSWF courses in London, Hemel Hempstead and Barnsley.

"I'm responsible for the development, career planning, hiring and promoting of my team. It's always great when you see members of your team develop, get promoted, buy their first range and grow with confidence."
James Barron, Buying Director, Menswear

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ADMINISTRATOR INTERN
(MENSWEAR)

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HEALTH AND WELLBEING

Our people are our greatest asset so naturally their health, safety and wellbeing are our top priorities. We have a number of guidelines in place to ensure that everyone who works for ASOS is afforded the same rights, opportunities and protection.

EQUALITY AND DIVERSITY

We pride ourselves on being a fair and supportive employer which means providing equal opportunities to all of our people. We do not hire or discriminate on the basis of age, gender, religious belief, ethnicity or nationality, sexual orientation, or disability. We strongly believe that by continuing to employ a diverse range of people, ASOS will become an ever more inspiring and innovative place to work. We currently have three women and four men sitting on our Board of Directors.

In 2012 we became a member of the Business Disability Forum, an organisation providing advice and tools to businesses to help them understand better how to support employees and potential employees with disabilities. In 2013 we established a working group comprised of representatives from each department to look at how we could better align our approach with the Forum's Disability Standard, a set of ten criteria designed to help all aspects of the business become 'disability-smart'. The group are currently carrying out an internal audit to review how we will implement the standard.

SAFETY AND SECURITY

Our employees and people working on behalf of ASOS are entitled to a safe working environment wherever they are in the world. Our Procurement & Facilities Director is responsible for the health and safety of all our employees. As an office-based business, most of our health and safety risks are relatively minor (incidents that could be treated easily by a first aider); nonetheless these risks are assessed every year and our policy is reviewed regularly. We also ensure all of our new starters are made aware of their responsibilities in this area. We were pleased that the number of health and safety incidents remained minimal in 2013/2014 and we are currently paying careful attention to further increasing safety and security in the office through structured assessments and implementing enhanced measures to ensure maximum safety and security for all our employees involved. We are doing this across our GLH, Hemel Hempstead and Birmingham facilities.

We also require our outsourced centres to follow stringent health and safety standards, and they must report performance to us regularly. For example we receive weekly site safety reports from the global fulfilment centre at Barnsley, and we review their safety performance quarterly.

As part of on-going safety and security assessments we undertook a full security audit of our office premises in 2012 and have strengthened our building access procedures based on the findings. We are also currently working on a comprehensive overseas travel security programme. In 2013 we carried out an internal risk assessment and safety review of every country visited by ASOS employees. We sought specific security advice for high-risk countries and now offer personal security updates and training for colleagues who plan to visit these areas.

WELLBEING

We provide a variety of benefits targeting employee wellbeing. In addition to ASOS extras, such as private healthcare, healthcare screening, dental insurance and discounted gym membership, we also like to show our appreciation for our hard working employees by providing them with a few additional perks:

- free personal security training
- a fitness centre in the office offering personal training, massage, pilates, zumba, yoga and many other classes
- a subsidised cafe
- fresh fruit delivered daily

In our most recent employee survey 97% of our people said they were proud to work at ASOS



ASOS is a member of the Business Disability Forum

ASOS' Barnsley fulfilment centre won the British Safety Council International Safety Award in 2013.

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REWARDING OUR EMPLOYEES

Rewarding our people well is critical for ensuring their continued motivation and engagement. We offer competitive salaries, an annual discretionary bonus, an award winning flexible benefits programme, and every ASOSer is given a stake in the future of ASOS through the various share plans in place.

PERFORMANCE RELATED PAY

In the last 12 months, we have introduced performance-related pay (PRP) at ASOS, whereby employee salary increases are linked to an assessment of individual performance. Assessment measures include achievement of personal objectives and how ASOSers embrace the ASOS Way, our core company values.

BONUS AND SHARE PLANS

Our discretionary bonus is designed to help us reach stretching yet achievable targets which allow every ASOSer to benefit financially from ASOS's success. We also have a range of share plans to enable eligible employees at all levels of the company to share in our success, including the Share Incentive Plan, a Performance Share Plan and Save As You Earn.

BENEFITS PACKAGE

We offer our ASOSers a range of benefits designed to complement our values, culture and demographic. ASOS extras is our flexible benefits programme and, along with more traditional benefits such as life assurance and health insurance, we also offer iPads, cinema discounts, Spa Finder and Tastecards to name a few.

We also have a discounts website called Sawy Savings where employees can save money on their weekly shopping, gifts, days out and much more. Summer Fridays take place between June to end of August where we finish at 3pm on Fridays during the summer months, not to mention creative perks such as monthly social get-togethers for all employees on a Friday afternoon, sample sales, birthdays as an additional holiday and an industry-leading staff discount on ASOS product.

In 2013, we introduced Reward Awareness Season to help ASOSers understand what we offer, what the rewards are worth to them and ultimately, how much we value our people. 97% of ASOSers were delighted with Reward Awareness Season, demonstrated by comments from the evaluation survey such as; 'Reward season just reminded me that ASOS is an awesome place to work'.



INTERVIEW WITH ADAM
WOODHOUSE, HEAD OF FINANCE,
BUSINESS PLANNING

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"I'm responsible for the development, career planning, hiring and promoting of my team. It's always great when you see members of your team develop, get promoted, buy their first range and grow with confidence."
James Barron, Buying Director, Menswear

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OUR CUSTOMERS

As ASOS, we focus relentlessly on reflecting the needs of our customers all over the world. Within our corporate responsibility programme, we do this in two ways: ensuring that our products and communications are inclusive, responsible and recognise cultural difference, and providing the best possible customer care 24/7.

We have more than 9.9m active customers in 190 different countries, most of them aged twenty-something. To us, being a sustainable business means giving our customers the best customer care that we can. This doesn't just mean handling queries properly, it means engaging our customers in our efforts to help the environment and to promote [positive body images](#).

INCLUSIVE PRODUCTS AND COMMUNICATIONS

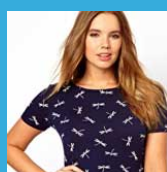
We celebrate and promote the diversity of our customers through our clothing ranges, our social media presence, our editorial content and our website.



CUSTOMER CARE

[Find out more](#)

FRAUD & DATA SECURITY

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CUSTOMER CARE

OUR CUSTOMER CARE TEAMS

The staff at our Customer Care centres in Hemel Hempstead, Lisbon and Russia are the front line for helping our customers. Over 500 people handle customer queries and complaints in different languages and across different channels – mainly email and social media.

As part of our wide-ranging commitment to doing the right thing by our customers, our Customer Care team are also trained to understand body image and associated [health issues](#). They can answer questions about our Model Welfare Policy and our stance on digital retouching, most importantly that we don't artificially adjust photographs of models to make them look thinner.

OUR SERVICE PROMISE

Making sure our customers get their ASOS goodies when they want them is the most important part of our service promise. Occasionally something goes wrong with our service and when it does, we promise to fix it as fast as we possibly can. Protection from fraud and [fraud and data security](#) measures are also some of the behind-the-scenes arrangements we have in place to make sure we're always looking after our customers.

OUR PRICE PROMISE

We promise to match the price of any non-ASOS item being sold at a lower price elsewhere (not that it happens often). If a customer sees a branded item cheaper on another website we'll match the price. As ever, [terms and conditions](#) apply.

In January 2014 we paid £359.12 to customers who found an item cheaper elsewhere, and £3,409 in total between July and December 2013.

During December 2013 we handled 572,626 customer interactions (social, email, chats, phone, live chat).

17th December 2013 was our busiest customer care day with approximately 34,000 customer contacts across all channels.

We topped the Institute of Customer Service's rankings in July 2012 and January 2013, and were named the UK's best organisation for customer service, according to a survey of 26,000 customers.

"Crikey... that was quick! I really appreciate the speed of your response, and the unexpected gesture of the promotion code. I have to say I've never known a company, either bricks and mortar shops or online, who give such a high level of customer service. Consistently too. And I buy a lot of gear! Much appreciated, keep up the good work."
ASOS customer

"Wow! You guys are THE BEST! I can't believe how amazing your customer service is. You've blown me away today. I've already sung your praises to friends and family."
ASOS customer

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FRAUD AND DATA SECURITY

A big part of looking after our customers is the work we do around protecting their personal information and stopping fraudulent transactions. Our anti-fraud measures are one of the most important services we provide for our customers – and save us time and money as well.

In 2015 we stopped £7.9m of fraud and reversed 16.3% of 'chargebacks'

PROFIT PROTECTION AND ANTI-FRAUD MEASURES

We want to make sure that our customers aren't interrupted by fraud checking while at the same time monitoring transactions so that fraudulent orders are intercepted. We use an automatic anti-fraud system that reviews every order from around the world, and then selects a maximum of 1.5% for manual review by the Profit Protection Team.

Our Profit Protection measures prevented £7.9m of fraud on 54,574 orders between September 2014 and August 2015.

The Profit Protection team works 24 hours a day, seven days a week to ensure threats are mitigated as efficiently and effectively as possible.

In the year financial year running from September 2014 – August 2015, the team identified £7.9m of fraud that could otherwise have resulted in a 'chargeback' and loss of stock. A chargeback is a refund made by a credit card company to their card holder. Chargebacks occur when a card holder disputes and item debited from their card, usually because they claim they did not authorise the transaction. The refund is then 'charged back' to ASOS, resulting in a financial loss.

Some other features of our anti-fraud strategy:

- orders are checked for fraud against up to 500 criteria known as 'rules'. This is how we establish whether the customer order is genuine. The system scrutinises billing and shipping addresses, the basket value, frequency of orders, and type of item, among dozens of other rules. We develop and remove rules as we identify new trends, so we can target fraud in a dynamic way.
- all potentially fraudulent orders are reviewed before the web cut off time on the day the order is placed, to mitigate delays to customers
- in 2015 we stopped £7.9m of fraud and reversed 16.3% of 'chargebacks'
- in one month (September 2015) 1.33% of all orders were manually checked
- In a single month (September 2015) orders cancelled due to fraud totalled £942,331

DATA SECURITY

As an online business, we are very conscious of the security around our site and take protecting our customers' data extremely seriously. Our IT Security Officer is dedicated to combating any IT security violations and we are continuously improving our systems, assessing how we compare to the world's best.

We have put in place technical and physical security controls to prevent unauthorised access to customer data. It would be inappropriate and insecure to divulge any details on the specific security measures we have in place. However, customer confidence in our security measures is vital to our success and, to reassure customers, we guarantee to use:

- access restrictions
- encryption of certain customer data
- alert systems (ASOS's IT data security has received the highest possible rating under the industry standard – that is, PCI-DSS Level 1 compliant).

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POSITIVE BODY IMAGE

We want to use our influence among young fashion-lovers in a responsible way, by promoting a healthy, positive body image to our customers. We do this by:

- participating in government advisory panels to tackle body confidence issues
- bringing in experts to train our employees on body image and health
- ensuring our own Model Welfare policy and guidelines on digital manipulation are fully applied, to protect our models and our customers
- enabling customers to post images of themselves wearing the clothes they have bought through our #AsSeenOnMe feature
- publishing articles on diverse and inspirational young women in our ASOS magazine, focusing on their achievements not their looks
- working with anti-bullying charity, The Diana Award, recognising that online channels and activities are having a huge impact in the area of bullying and self esteem
- continuing to fund the charity, B-eat, which provides online support for young adults with eating disorders

HOW WE WORK WITH OUR MODELS

We use over 100 models employed through 21 modelling agencies. The models we work with reflect our dominant customer, that is, twenty-somethings who wear size 8 – 10 (women) and medium (men). Our Curve range is for women's size 18-30, and we use agency 'plus size' models for this range. We have had challenges in finding agencies who supply 'plus size' models above a size 16 but we are beginning to make progress in this area.

OUR MODEL WELFARE POLICY

Our Model Welfare Policy states that we will:

- not work with models who are under 16
- provide free lunch and snacks to models
- closely monitor our models and raise any concerns about their health with their agency
- employ models who are a healthy weight and shape

DIGITAL MANIPULATION

Our internal guidelines on digital retouching dictate that we do not artificially adjust photographs of models to make them look thinner. When we retouch images, it is to ensure that the image looks more like the real product, so usually involves aligning the colour more closely with the real product.

The catwalk videos that we include alongside product descriptions on our website depict the models exactly as they are.

FASHION FOR A WIDE RANGE OF BODY SHAPES

Our garment technology team constantly work to improve the fit of our garments and to ensure that we can deliver the right fit, first time to every customer. We aim to make our fashion fit the customer, not the other way round. To serve our diverse customer base therefore, we offer fashion in over 30 different sizes, including clothing, footwear and jewellery.

- our Petite range fits people of 5'3" or less
- our Curve range fits people of size 18-30
- our Tall range fits people of 5'10"
- our Maternity range fits people of size 6-20
- our Wide Fit footwear range fits people shoe size 2 to 9

Our ASOS Curve range has been successful with strong sales, and has won several awards:

- Reveal online award: Best plus size for ASOS Curve September 2015
- Body Confidence Awards - Responsible Fashion (ASOS Curve)
- Fabulous for Curves at the 2013 Fabulous High Street Fashion Awards
- Best Online Retailer at the British Plus Size Fashion Awards in 2013
- nominated for the Campaign for Body Image in the Body Confidence Awards 2012

EMPLOYEE TRAINING

We are raising awareness among our customer care employees about potential health problems related to body image. The eating disorders charity [Beat](#) has provided training on body image health to our customer care team leaders. This will help them to respond sensitively to questions we receive from customers about body image and eating disorders, and direct them to appropriate help where required.

ONLINE SUPPORT GROUPS

In the past 3 years ASOS joined forces with Beat to fund Online Support Groups, which offer a safe and supportive environment for discussion between those with an eating disorder, or between carers, families and friends. Support Groups were trialled in late 2012, and launched in February 2013 to coincide with EDAAW – Eating Disorders Awareness Week. With the support of trained staff and Beat volunteers, online Support Groups offer an addition to the Beat Network face-to-face groups, as well as an alternative for people who may not be geographically close to a physical group. They also provide an anonymous space for people who may not feel comfortable meeting others.

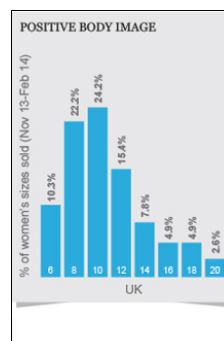
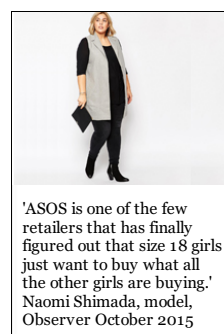
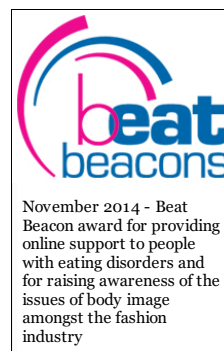
Each group has a volunteer facilitator, who is trained by Beat, and a Beat staff member moderates the discussion as well as signposting users to other sources of help, if appropriate.

Find out how to join a [Support Group](#)

ENGAGING WITH GOVERNMENT

ASOS participated in the UK All Party Parliamentary Group on Body Image (APPG) in early 2012. The group's objective was to uncover ways to promote a healthier body image in the wider community.

The conclusions of the group's [final report](#) were critical of the roles of the media, advertising industry and cosmetic surgery. The report also suggested one



recommendation for the fashion industry, to set up a roundtable to discuss body image issues. We met with the Government Equalities Unit to discuss how we can explore some of these issues further as an industry and as a result ASOS took part in the Equalities Ministers Advisory Group on Body Image

BODY CONFIDENCE

Body image dissatisfaction in the UK has never been higher, and a huge amount of young people struggle with the issue. ASOS does extensive work to harness its influence among young fashion-lovers to promote healthy body image.

ASOS and the Diana Award aim to work together to launch the #MySense of Self programme to equip young people with the tools to challenge social and cultural attitudes towards body image, and to provide a safe environment to discuss body image issues.

The Diana Award is scaling up its anti-bullying work into a full campaign that incorporates raising young people's self-esteem and body confidence. We will use our reach across the UK and Ireland to provide a resource that addresses the issues.

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FOCUSING ON DISABILITY

This year, through our Celebrating Diversity programme, we focused particularly on recognising that many of our customers and employees have hidden or visible disabilities. Since joining the Business Disability Forum in 2013 and completing our first Disability Standard self-assessment, we have worked across our business to implement improvements, particularly in the areas of awareness and communication, including:

- launching an employee training programme to increase awareness, skills and confidence
- launching a partnership with the British Paralympic Association aiming to raise the profile of 20-somethings with disabilities in fashion. The opportunity to work closely with the BPA and Paralympic athletes is helping us learn more about how we can provide a good experience to all our customers and employees.

STUDY



Credit: Paralympians Will Bayley, Jordanne Whiley, Sam Ruddock and Lauren Steadman on the ASOS catwalk

This year ASOS launched a partnership with the British Paralympic Association (BPA) to design formal and ceremonial wear for ParalympicsGB in Rio de Janeiro, Brazil in September 2016.

The ASOS Design and Garment Technology Teams are using their expertise in celebrating individuality to design fashionable formalwear for different body types and sizes. More than 500 people, including both athletes and support staff, will be provided with a capsule wardrobe of simple, functional yet fashionable pieces to wear at a range of official team occasions. This includes high profile team appearances in addition to the Opening and Closing Ceremonies of the Rio 2016 Paralympic Games.

"ASOS are an established, dynamic brand and our athletes will exude confidence wearing their designs. We'll be sending out the right message to the rest of the world when the team marches into the stadium."

Penny Briscoe, Chef de Mission, British Paralympic Association

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OUR COMMUNITY

Our community programmes are focused on creating opportunities for young adults to 'be their best' and achieve their potential. Through the activities of both the Company and the ASOS Foundation – an independent charity (charity number 1153946) – most of our community work takes place in the UK, particularly around the four areas where we employ the most people (London, Hemel Hempstead, Barnsley and Birmingham). We also support projects overseas in Kenya (where the ASOS Africa range is manufactured) and India (where some retail and IT suppliers are based).

The ASOS Foundation works with long-term charity partners including the Prince's Trust and Arival Education in the UK, SOKO Community Trust and Wildlife Works Carbon Trust in rural Kenya, and Udayan Care in New Delhi, India. In some cases our projects are about overcoming fundamental barriers, such as homelessness, lack of basic amenities or social exclusion. Our approach to tackling these barriers is unique for each of the projects we support. Find out more about what we are doing in the [UK](#) and [overseas](#).

BARRIERS PREVENTING YOUNG PEOPLE FROM REACHING THEIR POTENTIAL:

Barriers for young people		
UK	India	Kenya
lack of confidence, lack of education, lack of qualification, social exclusion	extreme poverty, homelessness, social attitudes to young women	Extreme poverty, subsistence lifestyle, no water, no training facilities, no secondary education, difficult to develop market for trade

ASOS FOUNDATION

The [ASOS Foundation](#) provides opportunities for young people to transform their lives. Funded by ASOS, it is also the focus for our colleagues' charitable fundraising activities. The ASOS Foundation is an independent registered charity (charity number 1153946)

Before the Foundation achieved independent charitable status, it operated within the Charities Aid Foundation (CAF) umbrella trust. CAF is a charity under English Law and registered with the Charity Commission (registration number 268369).

EMPLOYEES IN THE COMMUNITY

Our community activities also would not happen without our employees, many of whom share their skills and time with the young people on our programmes, and donate money through our [workplace giving](#) programme. We also support our employees when it comes to donating their time to the community and to their own favourite charitable causes, for example with our scheme that encourages them to "give a day away".



Our People team volunteering in the community





20% of ASOS colleagues donate to charity through their pay

http://www.asosplc.com/corporate-responsibility/our-community.aspx

41 / 51

2014-2015 PERFORMANCE

UK

- 229 young people achieved a national qualification at the ASOS-funded Stitching Academy in Haringey, London of whom 54 moved on to secure employment or further training
- Developed and delivered our first Prince's Trust 'Get Into IT' Service Desk programme with three graduates joining the ASOS IT Department
- 87 young people were trained at ASOS on our 'Get Started with Fashion', 'Get Started with Customer Care' and 'Get Into Web Design' programmes in partnership with the Prince's Trust
- 49 young people were awarded small grants via the Prince's Trust for equipment to enable them to access work or training
- Supported 'Call to Create' at the Roundhouse in Camden including circus, dance, poetry and music for young adults, and coding clubs for 11- to 14-year-olds
- Supported the delivery of Arival Education's 'Success for Life' programme for young people with potential for success who are disengaged from school and learning due to challenging circumstances in their personal life
- Funded Enterprise programmes at Barnsley College to develop young people's confidence and business skills

Kenya – Project Pipeline

- Expanded a rural water catchment to provide 7,000 local people with year-round drinking water, freeing up more people to take part in education, enterprise, jobs and training
- 38 people graduated from our Stitching Academy in Kenya with professional manufacturing skills that will enable them to get jobs in the industry or to establish small businesses
- Built a hall at Buguta High School – used as a dining hall by the children and in the evenings by the local community
- Over 70 people attended a Partner Africa training workshop on managing personal finance

India – Udayan Care

- Achieved our 'Big Challenge' fundraising target, raising £250,000 to build a new Udayan Care family home in Greater Noida for 12 abandoned or orphaned girls
- Our second 'Give a Week Away' gave 10 ASOS employees the opportunity to volunteer in India at Udayan Care, refurbishing living space and running workshops for the children

EMPLOYEE INVOLVEMENT

- Workplace Giving: over 20% of employees made regular donations from their pay to charity, for which ASOS was awarded a third Platinum Quality Mark for Payroll Giving
- Payday Pennies: launched in 2014, now 15% of employees donate the pennies from their salary directly to the ASOS Foundation
- Give a Day Away: 16% of our employees volunteered to give time and expertise to our community programme partners or to their chosen charity or community group
- ASOS Active and ASOS Engage: employees undertaking sponsored challenges and organising fundraising events contributed over £40,000 to the ASOS Foundation

2016 COMMITMENTS

- A second Udayan Care home for 12 girls in Kurukshetra, India
- Stitching Academy Hub in Kenya – a community facility to help graduates set up and run their own businesses
- A second community water catchment in Kenya
- A micro-loans programme for women's businesses in Kenya
- A programme in London to help unemployed young adults into trainee software engineering roles at ASOS
- 'Developing Exceptional Leaders' with Arival Education – a coaching programme for disadvantaged teenagers



INTERVIEW WITH DEBORAH
KIMATHI, FIELD DIRECTOR, SEED
OF HOPE (VISION AFRICA)

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[Home](#) / [Corporate Responsibility](#) / [Our Community](#) / [ASOS Foundation](#)**We open doors. We remove barriers. We help young people change their lives for the better**

The [ASOS Foundation](#) is an independent charitable trust, funded by ASOS and supported by our employees and customers. Its mission is to provide young people with life-changing opportunities, support and inspiration, through long-term partnerships with established charities.

The ASOS Foundation is currently supporting UK based and overseas community activities in Kenya and India. We have formed long-term partnerships with established charities and highly-regarded local organisations to help us deliver essential amenities, as well as education, training and job opportunities to young people. Wherever we help, we hope to create sustainable and long-lasting change.

UK PARTNERSHIPS**LONDON, HEMEL HEMPSTEAD, BIRMINGHAM: THE PRINCE'S TRUST – GET STARTED WITH FASHION COURSE**

In partnership with the [The Prince's Trust](#) in the UK, ASOS Foundation creates opportunities for young people in fashion, customer care and web design and technology.

Since 2010 we have worked with the Prince's Trust each year to offer 'Get Started with Fashion' 'Get Started with Customer Care', 'Get Started with Web Design' and 'Get Into Technology', a series of courses designed to build confidence and give skills to young people.

Through the Trust's Development Awards programme, we have also funded small access grants to help young people overcome barriers to starting work, training or education (such as help with interview costs, clothing or equipment).

ASOS Foundation also hosts networking events for small, local retail or manufacturing businesses that were originally supported by the Prince's Trust. In October 2014 over 40 young people with fashion businesses attended a Fashion Forum hosted by ASOS featuring an expert panel answering questions on all aspects of fashion: visual merchandising, working with buyers and fashion PR.

To find out more about our partnership and the work we do please click here: <http://www.asosfoundation.org/portfolio/the-princes-trust/>

AFRICAN PARTNERSHIPS**KENYA: PROJECT PIPELINE**

Project Pipeline was set up by ASOS in 2012 to provide water, secondary education and training to improve the lives of rural communities living in the Kisumu Corridor area around SOKO's factory, where our [ASOS Africa](#) range is made.

To find out more about Project Pipeline and the work the ASOS Foundation does click here: <http://www.asosfoundation.org/portfolio/project-pipeline-the-background/>

STITCHING ACADEMY KENYA

In June 2014 as part of Project Pipeline we launched Stitching Academy Kenya (SAK), a two month course teaching advanced, export standard tailoring skills. The aim of the SAK is to equip local people with training and skills to enable them to go on and set up their own businesses or take up new jobs with SOKO or other local manufacturers operating within the government run Export Processing Zones (EPZs). SAK runs four courses every year providing ten tailors with a qualification on completion of the programme.

An aftercare programme is currently under development linking graduates to local garment manufacturers, providing them with financial and computer training and the opportunity to loan sewing machines so that graduates can start up their own businesses.

To find out more about the Stitching Academy Kenya and the work the ASOS Foundation does click here: <http://www.asosfoundation.org/portfolio/stitching-academy-kenya/>

**BUNGULE YOUTH POLYTECHNIC AND BUGUTA HIGH SCHOOL**

We are also supporting the Bungule Youth Polytechnic to develop their infrastructure. We funded the building of dormitories which means young women in the local community can now attend college. We are in the process of establishing links between the college's tailoring course and the Kenyan Stitching Academy to provide students with opportunities to further develop their skills. At Buguta High School we have provided classroom equipment, and in 2015 paid for the construction of a student dining hall which also doubles as a community centre.

To find out more about Bungule Youth Polytechnic, Buguta High School and the work the ASOS Foundation does click here: <http://www.asosfoundation.org/portfolio/bungule-youth-polytechnic/>

KENYA: SOKO

Get Started with Fashion



Kenya Stitching Academy opening



Project Pipeline – water catchment



Udyan Care – ASOS Give a Week Away



Follow the ASOS Foundation on Instagram

In 2009 ASOS launched a range of Africa inspired fashion - [ASOS Africa](#), designed by ASOS and manufactured in Kenya by SOKO, a social enterprise. As SOKO grew, the company moved to a new eco-factory in Wildlife Works conservation area in the Kasigau Corridor, Kenya, approximately 120 miles north of Mombasa.

Wildlife Works is the world's leading REDD+ (Reducing Emissions from Deforestation and Degradation) project development and management company. The aim of the SOKO Community Trust is to provide people with the practical skills needed to see sustainable improvements in their lives and lift themselves out of poverty.

As the success of ASOS Africa has grown, SOKO has been able to employ more tailors and now provides livelihoods for over 45 people in the Kasigau region. SOKO is still growing and can offer work to local people in an area of high unemployment. ASOS Foundation has worked alongside SOKO, Wildlife Works Community Trust and the SOKO Community Trust to support initiatives which increase the capacity for local people to be able to take up these employment opportunities, by supporting education, skills training and infrastructure.

INDIAN PARTNERSHIPS



DELHI: UDAYAN CARE

[Udayan Care](#) is a charitable trust in India that provides a family-style environment, a good education and career mentoring to abandoned or orphaned children and disadvantaged young women in New Delhi. In 2009, we formed a partnership with Udayan Care to fund homes existing homes for girls and boys, as well as build a brand new Udayan home.

For the past five years the ASOS Foundation has funded the annual running costs of an Udayan home for girls and in 2011, we began to support a boys' home too.

As our partnership grew, ASOS colleagues started to visit the girls and boys when visiting India on business. In response to enthusiasm from colleagues to be able to make more of a difference, we launched 'Give a Week Away' in January 2014, giving ASOS volunteers the opportunity to spend a week at a Udayan home in Delhi.

During the two 'Give a Week Away' programmes in 2014 and 2015 a team of 9 ASOS colleagues took on the challenge of refurbishing two family rooms, two bedrooms and a games room at one of the girls' homes following a selection process.

This £7,000 was the start of something much bigger. In March 2014 the ASOS Foundation launched The Big Challenge - one year to raise £250,000 to purchase land and build a brand new Udayan home. The target was reached and in 2016 we began work on a new project to build a home for 12 girls in Kurukshetra, north of Delhi.

"My experience of Udayan Care has been truly amazing! From all of the refurbishment work to every single workshop carried out by all volunteers, it got better day by day. I have learnt so much in only 10 days and the entire experience has inspired me to continue working with local communities to really make a difference." Shyam Pattni, ASOS volunteer.

To find out more about Udayan Care and the work the ASOS Foundation does click [here](http://www.asosfoundation.org/portfolio/udayan-care/):

<http://www.asosfoundation.org/portfolio/udayan-care/>

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EMPLOYEES IN THE COMMUNITY

We want to engage our colleagues in the wider community and give them the support and opportunities to contribute in practical and effective ways – its part of our company ethos. So we have a number of workplace schemes to support those employees who want to give their time or money.

ASOS employees can play a significant role in our community programme by getting involved in any of the following initiatives:

- **Workplace giving** – making regular donations to charity from their pay
- **ASOS Active** - sponsoring or taking part in 'ASOS Active' fundraising sporting challenges
- **Give a Day Away' scheme** - donating time and expertise to our community programme partners or their favourite charity or community group
- **Give a Week Away scheme** - volunteering at an Udayan Care home
- **ASOS Engage** – ASOS colleagues organising fundraising events such as bake sales and quiz nights

WORKPLACE GIVING

In 2015 over 20% of ASOS employees donated part of their salary to over 87 different charities through our workplace giving scheme, launched in 2009.

In recognition of our employees' generosity, we received a Platinum Quality Mark Award from the UK government in 2015 for the third year. Platinum is the highest level and ASOS was one of the first companies to receive this award.

ASOS also participated in the Parliamentary Inquiry on [Growing Giving](#) to look at how businesses could play a greater role in encouraging young people to donate more through workplace giving.

GEARED FOR GIVING

We're also supporting [Geared for Giving](#), a national campaign run by the payroll donations experts [Workplace Giving](#). Geared for Giving promotes the benefits of donating to charity directly from salary to employers and employees and within the wider community. We're supporting the Geared for Giving campaign to encourage other large workplaces to set up co-ordinated workplace giving schemes like ours.

Workplace Giving helps companies like ASOS spread the message to our employees that donating part of your salary can be a great way to give to charity.

ASOS ACTIVE

ASOS Active is a group of colleagues who do sporting events for charity, such as the London triathlon, Palace to Palace cycle ride, or challenge events including abseiling from the Head Office roof, or a trek in the Sahara desert. **Add ASOS Active total**

GIVE A DAY AWAY

One of our more recent schemes, 'Give a Day Away', encourages everyone at ASOS to take one day each year out of the office, fully paid, to give time to a charity or voluntary project of their choice or to one of the organised charity events championed by ASOS.

GIVE A WEEK AWAY

Every year we give 10 employees the opportunity to volunteer at one of Udayan Care's Indian children's homes. Volunteers are chosen by the strength of their written applications, which must demonstrate an understanding of and commitment to the aims of [Udayan Care](#) and the ASOS Foundation.



We worked with Workplace Giving on our own successful campaign to get [more employees donating](#).



Give a Day Away



To raise funds for the ASOS Foundation through a fundraising activity, register your event at uk.virginmoneygiving.com/giving/ (just type 'ASOS Foundation' into the search box).



INTERVIEW WITH HELEN PLANT, 'GIVE A DAY AWAY' PARTICIPANT

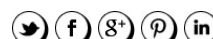
"We facilitated a workshop for a group of about ten 16- to 19-year-olds to build their confidence to find work."

Helen volunteered for The Prince's Trust under the Give A Day Away scheme. She found working with young people in need of some direction highly rewarding, while she was also able to build on some of her own skills.

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COMMUNITY PROGRAMMES

Our UK community programmes are based around ASOS' London, Hemel Hempstead and Birmingham offices, and our warehouse, or global fulfilment centre, in Barnsley, UK. Our aim is to provide opportunities to inspire, support and train local young people and to remove the barriers that stop them from reaching their potential. We also contribute to community sport, arts and charities, and regularly involve employees in fundraising activities.

LONDON: APPRENTICESHIPS

ASOS became one of the first companies in London to sign up to the Government's pilot apprenticeship programme. In partnership with social enterprise Fashion Enter Ltd and the College of Haringey, Enfield and North East London we developed an 18 month advanced Apprenticeship in Apparel.

Since March 2011, a number of young people have participated in the programme, learning hands on technical skills at Fashion Enter's garment factory, as well as working in the Technical Service Department at HQ, alongside garment technologists, buyers, suppliers, and designers.

To apply for an apprenticeship with ASOS please follow this link:
<https://asoscareers.asos.com/>

QUOTE FROM KHADRA OSMAN, STITCHING ACADEMY GRADUATE

"I'm really grateful I was able to get involved with the Stitching Academy during the summer. I was able to gain experience in a factory environment which I had previously not been able to do. My time spent at the Stitching Academy has opened so many new doors for me. I have been given the opportunity to start an apprenticeship with a major high street retailer which will allow me to get vital in house experience that I probably would not have been able to get at university."

LONDON: FASHION TECHNOLOGY ACADEMY

In July 2013 ASOS launched the Stitching Academy, in partnership with social enterprise [Fashion Enter Ltd](#). The Academy supports the National Apprenticeship in Fashion and Textiles Apparel scheme and offers 6-week pre-apprenticeship training to 120 young people at The Factory in Haringey London. Successful graduates will gain a Level 1 qualification in "Stitching Skills".

To date 106 participants have completed the internship, of which 69% were under 25 and unemployed. Following the course 50% are now employed and 37% are either in higher education or studying on another course.

In 2015 ASOS and Haringey Council partnered again with Fashion Enter to expand the Stitching Academy, creating the Fashion Technology Academy (FTA) in Haringey, London. The college offers accredited vocational qualifications and technical training across the whole manufacturing lifecycle. This includes machining, pattern cutting, quality assurance, finishing and machinery maintenance. Please click [here](#) for more information.

ASOS supplied all technical equipment and machinery for the project as part of our commitment to transform young lives through fashion and to support the retention of declining industry skills in the UK.

'ASOS is committed to building its business in the UK. Developing skills for the future is a key factor in enabling the growth of UK manufacturing. ASOS supports the Stitching Academy and the new Fashion Technology Academy in London – it's a great set up that will provide training for a young workforce and provide opportunities for careers in manufacturing'

Simon Platts, Sourcing Director

Find out more about our sister Stitching Academy in Kenya on [ASOS Foundation](#).

LONDON: CAMDEN ROUNDHOUSE

In Camden, north London, the home of ASOS' headquarters, we have been working with local partners on community projects for the past four years, including Camden's famous [Roundhouse](#) venue which helps young people to discover career opportunities in music production, the arts and media. ASOS has supported the Roundhouse weekly music technology drop-in sessions, which are open to all young people aged 14 to 25 to help them develop industry skills. For the past two years we have supported the Call to Create initiative to help develop young people's talent and creativity.

In September 2014 and May 2015 our technology team volunteered and ran a half term coding club to 11-14 year olds to show them the basics of coding and how to create a blog.

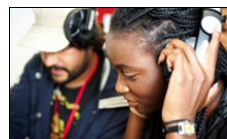
"ASOS is supporting partners of the Roundhouse's project Call to Create which ... will generate an international exchange platform to bring people together from different backgrounds and at the same time develop opportunities for young people to explore and express creativity. By doing this we will be able to celebrate the outstanding contribution young people can make to society and in doing so counter-act the too prevalent negative images of young people." Francesca Hayward, Roundhouse

BARNSELEY:

ASOS is proud to be the largest private employer in Barnsley, south Yorkshire where our global fulfilment centre is.

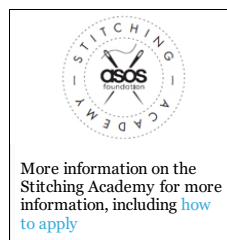
In 2010, we began a community investment programme in Barnsley, supporting local initiatives by young people in the arts, music, fashion, education and sport. Organisations we support include:

- **Barnsley Civic:** sponsoring contemporary art exhibitions, local crafts and incentive schemes for young volunteers.
- **Barnsley College:**
 - Funding the Enterprise Programme, a programme that develops young people's business ideas and supports them with a range of workshops to develop employability skills, CV & Interview techniques, networking, presentation and commercial awareness.
 - Providing iTrust business start-ups with grant and mentor support. iTrust is a joint venture between Barnsley College and The Barnsley Chronicle founded to support young people in Barnsley setting up in business.
 - Partnering with the Department of Arts, Media and Entertainment on the



ASOS supports the Roundhouse music technology drop in sessions for young people in Camden.

Photo credit: Peter Schiazza



"ASOS continues to be committed to supporting British manufacturing in our industry by providing skills and job opportunities to help young, talented people to reach their potential."
Nick Beighton
Chief Executive, ASOS

Extended National Diploma in Fashion, providing expert advice and feedback from ASOS volunteers throughout the year on PR, Marketing and Design.

- Sponsoring the Youth Achievement Award at the annual Bamsley College Excellence awards.
- Grimethorpe Recreation Ground: funding equipment, a children's summer soccer school and tournaments to give local young people access to better sporting and recreation facilities
- Safe@Last – sponsoring the annual 'Big Sleep Out', an event held to help raise awareness and funds to support young people at risk through running away.
- Sponsoring the Exceptional Achievement Category at the Bamsley Chronicle 'Proud of Bamsley' awards to recognise local people who have contributed to the community

BIRMINGHAM:

ASOS Birmingham office opened in August 2013. As part of our long standing relationship with the Prince's Trust our Technology team volunteered six days of their time to run project planning, CV and interview workshops for 12 young people participating in an intensive 12 week course. The course is designed to boost their skills and confidence to help them find employment or to go on to further education.

In 2014 and 2015 we launched our Technology programme running a week long 'Get Started with Web Design' course. During the week young people worked with the ASOS IT team and learnt the basics of how to create and develop a blog including editorial, copywriting, basic coding and social media.



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PERFORMANCE AND COMMITMENTS

We call our corporate responsibility (CR) programme 'Fashion with Integrity'. For ASOS, Fashion with Integrity means managing all aspects of our brand transparently so that our customers can enjoy their fashion in the knowledge that they are not harming people, animals or the environment.

This, our third CR report, summarises our achievements in the 2014-15 financial year, in each of the four pillars in our responsibility framework, and sets out how we plan to bolster our programme for the future. Find out more [about our report](#).

FASHION WITH INTEGRITY

The following diagram explains our corporate responsibility framework.



2014/15 ACHIEVEMENTS

FASHION WITH INTEGRITY 

- Completed our third Communication on Progress for the UNGC
- Rolled out our new Fashion with Integrity framework
- Developed guidelines and held workshops with retail and editorial colleagues on customer diversity and cultural sensitivity
- Implemented more detailed reporting on gifts and hospitality received and given by ASOS employees
- Enhanced our business integrity due diligence process for key third party suppliers and service providers in selected countries and industries
- Brought Corporate Responsibility and Company Secretariat together to become the Corporate Responsibility and Governance department

OUR PRODUCTS 

- Joined ACT: 'Action, Collaboration and Transformation', a group of 14 retailers working with suppliers and the global Trade Union, Industrial, on an agreed set of Enabling Principles, covering four areas to address living wages:
 - Purchasing practices
 - Productivity and skills
 - Freedom of Association and Collective Bargaining
 - Influencing governments
- Initiated a collaborative project amongst retailers, specifically working on UK manufacturing standards
- Conducted an independent assessment of our current sourcing practices and implemented an improvement plan.
- Expand the range of products in The Green Room to include womenswear Outlet, Marketplace and beauty, as well as menswear Own label, Brands and Outlet
- Increase customer engagement by redesigning The Green Room website to promote the stories behind the featured ethical and eco conscious brands
- Work with womenswear and menswear own label departments to increase the use of sustainably sourced materials in their ranges
- Continue to work with SCAP to find ways to reduce our water, waste and carbon footprint within our supply chains
- Deliver sewing and technical training to the local community where SOKO, our ASOS Africa manufacturer is based, so that we can build SOKO's capacity and extend the ASOS Africa range.
- Invest in SOKO management development and supervisor training

OUR BUSINESS 

- Reduced our carbon intensity by approximately 19% since the last financial year, as measured by grams per customer order
- Reduced the size and number of swing tickets we attach to our products, saving approximately 7 tonnes of material per annum
- Reducing stock and vehicle movements across Europe - Excluding the UK, 35% of European orders can now be fulfilled by Eurohub, our distribution centre in Germany.

OUR CUSTOMERS 

- Launched an employee training programme to increase awareness, skills and confidence
- Launched a partnership with the British Paralympic Association aiming to raise the profile of 20-somethings with disabilities in fashion. The opportunity to work closely with the BPA and Paralympic athletes is helping us learn more about how we can provide a good experience to all our customers and employees.

OUR COMMUNITY 

UK

- 229 young people achieved a national qualification at the ASOS-funded Stitching Academy in Haringey, London of whom 54 moved on to secure employment or further training
- Developed and delivered our first Prince's Trust 'Get Into IT' Service Desk

See the CR section of the ASOS annual report for [2013 and 2014](#)

See our [corporate responsibility timeline](#), showing the origins and development of our framework and strategy - Fashion with Integrity.

We'd like to know what you think of our performance so far in corporate responsibility – please email us at cr@asos.com.



Find out more about our Fashion with Integrity strategy

programme with three graduates joining the ASOS IT Department

- 87 young people were trained at ASOS on our 'Get Started with Fashion', 'Get Started with Customer Care' and 'Get Into Web Design' programmes in partnership with the Prince's Trust

Kenya – Project Pipeline

- Expanded a rural water catchment to provide 7,000 local people with year-round drinking water, freeing up more people to take part in education, enterprise, jobs and training
- 38 people graduated from our Stitching Academy in Kenya with professional manufacturing skills that will enable them to get jobs in the industry or to establish small businesses
- Built a hall at Buguta High School – used as a dining hall by the children and in the evenings by the local community

India – Udayan Care

- Achieved our 'Big Challenge' fundraising target, raising £250,000 to build a new Udayan Care family home in Greater Noida for 12 abandoned or orphaned girls
- Our second 'Give a Week Away' gave 10 ASOS employees the opportunity to volunteer in India at Udayan Care, refurbishing living space and running workshops for the children

Employee involvement

- Workplace Giving: over 20% of employees made regular donations from their pay to charity, for which ASOS was awarded a third Platinum Quality Mark for Payroll Giving
- Payday Pennies: launched in 2014, now 15% of employees donate the pennies from their salary directly to the ASOS Foundation
- Give a Day Away: 16% of our employees volunteered to give time and expertise to our community programme partners or to their chosen charity or community group
- ASOS Active and ASOS Engage: employees undertaking sponsored challenges and organising fundraising events contributed over £40,000 to the ASOS Foundation

2015/16 COMMITMENTS

FASHION WITH INTEGRITY

- Review the Do the Right Thing business integrity communications strategy
- Increase awareness of the Speak Up hotline
- Further develop our work on cultural intelligence and diversity, with a focus on increasing access to our products and services for customers with disabilities

OUR PRODUCTS

Workers:

- Explore ways to improve worker management dialogue in factories
- Continue to work with suppliers to improve H&S standards
- Implement worker wage improvement initiatives

ASOS's sourcing practices:

- Regularly review and improve ASOS's purchasing practices
- Improve buyer understanding of the impact of purchasing practices

Suppliers:

- Increase the support provided to suppliers to help them advance their ethical trade programmes

OUR BUSINESS

- Further reduce the carbon intensity of our business operations by prioritising energy efficiency, renewable energy sourcing, and carbon efficient delivery partners
- Continue to extend our waste packaging management and compliance programmes to cover additional territories
- Continue to review all of our packaging with our suppliers to ensure that we are providing the most effective solutions to customers with the least environmental impact

OUR CUSTOMERS

- Launch the #MySense ofSelf programme to equip young people with the tools to challenge social and cultural attitudes towards body image, and to provide a safe environment to discuss body image issues.

OUR COMMUNITY

- A second Udayan Care home for 12 girls in Kurukshetra, India
- Stitching Academy Hub in Kenya – a community facility to help graduates set up and run their own businesses
- A second community water catchment in Kenya
- A micro-loans programme for women's businesses in Kenya
- A programme in London to help unemployed young adults into trainee software engineering roles at ASOS
- 'Developing Exceptional Leaders' with Arrival Education – a coaching programme for disadvantaged teenagers



INTERVIEW WITH LOUISE MCCABE, HEAD OF CORPORATE RESPONSIBILITY

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THE REPORTING PERIOD

The data and progress against commitments in this report covers the period between 1st September 2014 to 31st August 2015, with the exception of the carbon footprint data which has been independently verified for the period between 1st September 2013 and 31st August 2014.

Strategies, policies and programmes are up to date as of October 2015 when this report was last updated.

Our next performance update will be in October 2016, following the end of our financial year on 31st August 2016.

USING THIS REPORT

Our Corporate Responsibility reports can be found within the ASOS Annual report and Accounts.

In addition you can download a PDF of the [2013_2014](#) and [2014_2015](#) corporate responsibility website which gives more detail on the Fashion with Integrity strategy.

KEEPING YOU UP TO DATE

We are keen to make our corporate responsibility communications dynamic, interactive, current, and, of course, sustainable. We will report our performance and commitments annually, but will try to keep our programme activity as up to date as possible, providing you with more frequent information on new initiatives, case studies and interviews. We also aim to publish feedback received from stakeholders about our corporate responsibility programme.

Let us know what you think about our Fashion with Integrity framework and strategy.
cr@asos.com

Find out what's new in the world of sustainable and eco fashion



Find out more about our Fashion with Integrity strategy

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