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FASHION WITH INTEGRITY

We've named our corporate responsibility framework 'Fashion with Integrity'. It is designed to support our wider business strategy and will help us to implement sustainable working practices at ASOS. It will also help the suppliers we trade with to do the same. Operating in a responsible way is essential to our long-term future. Our customers expect it and the long-term preservation of the environment depends on it.



A conversation  
with our CEO  
Nick Robertson



ETHICAL TRADE

Our ethical trade programme aims to ensure our global supply base operates responsibly and fairly and protects workers' rights. We have created our own standards, codes and policies to support these principles.

[Find out more](#)



CARBON AND ENERGY

ASOS has been certified as carbon neutral by the CarbonNeutral™ Company since 2008. We're looking for ways to reduce our emissions, particularly in the context of our rapid growth.

[Find out more](#)

OUR PARTNERSHIPS

Find out which non-governmental organisations, charities and local authorities we work with as we try to make a positive difference in the



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please email us at  
[cr@asos.com](mailto:cr@asos.com)



communities where we have a presence.

[Find out more](#)



POSITIVE BODY IMAGE

We aim to promote more responsible and healthy body images by adopting guidelines that protect our models and customers, and by working with others to influence change in the wider fashion world.

[Find out more](#)



SUSTAINABLE FASHION

We are using our global reach to champion sustainable fashion through The Green Room, an online destination within the asos.com website where customers can go to learn about and buy sustainable fashion.

[Find out more](#)

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

'Fashion with Integrity' is our name for our corporate responsibility framework. As our company grew, it became clear that we needed a more definitive approach to corporate responsibility. In 2010 we launched our Fashion with Integrity strategy, which we refined in 2011 to keep it in line with ASOS's overall business aim: to be the world's number one fashion destination for **twenty-somethings**.

OUR APPROACH TO CORPORATE RESPONSIBILITY

We didn't simply begin working on Fashion with Integrity in 2010. It's always been part of our ethos and 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, our framework for tackling our biggest challenges.

Each year, we are breaking our own records in sales and the size of our product collections and staff, and we are also rapidly expanding overseas. As we grow we create more jobs, help local communities to prosper and can donate expertise, time 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:

- reducing emissions from making and sending products overseas
- creating lighter packaging and less waste
- sourcing more sustainable materials
- ensuring all of our suppliers operate fair and safe working environments.

We are working hard to tackle these, and have set ourselves ambitious commitments for improvement. That is what Fashion with Integrity is all about.

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.

HUMAN RIGHTS AND THE UNITED NATIONS GLOBAL COMPACT

We recognise that we have an important role to play in respecting, protecting and championing the human rights of everyone we work with.

ASOS's Fashion with Integrity strategy reflects the ten principles of the United



"To us, corporate responsibility is not about creating a selling point: rather, we have a duty to do the right thing and to take the long-term view of all aspects of our business."

*Nick Robertson, ASOS chief executive*

Our Fashion with Integrity programme is designed to support, complement and help deliver 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.

Nations Global Compact, a voluntary initiative that seeks to promote responsible corporate citizenship. In 2011, ASOS became a signatory to the Global Compact, which addresses basic human rights, labour standards, safeguarding the environment and anti-corruption measures.

2011-2012 PERFORMANCE

- Joined UN Global Compact
- Drafted our first Corporate Responsibility Report
- Included topics such as sustainable fashion, ethical trade, body image and animal welfare programmes in our new starter induction training
- Organised regular breakfast talks for our employees given by sustainability experts
- Developed a human rights statement

2013 COMMITMENTS

- Publish our first communication on progress (COP) under our obligations as a signatory to the UN Global Compact.
- Publish our first Corporate Responsibility Report
- Provide more public information on our corporate responsibility programmes, challenges and achievements
- Develop the corporate responsibility section of the company intranet to improve communication with expanding global workforce

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## INTERVIEW WITH NICK ROBERTSON, CHIEF EXECUTIVE OF ASOS

Nick is ASOS's founder and chief executive and has been a driving force behind our Fashion with Integrity strategy since we began working on it in 2008. Here, he explains how a socially, environmentally and economically responsible attitude is important for our customers, our company and the wider fashion industry.

Why has ASOS chosen to report on corporate responsibility? 

Since we began working on our Fashion with Integrity programme we have put in place some fantastic environmental, social and community-focused initiatives but we have never pulled them all together into one place. These pages are a great opportunity to let people know what we've been doing, and keep them up to date as we do more.

What keeps us thinking about our values and ethics? 

As we grow into a global brand we make a greater mark on the world. This brings greater responsibilities, but also the resources and influence to bring about change. I am very excited about the potential for thinking around corporate responsibility to lead to solutions, so we can meet our goals for growth and financial performance in an ethical way in accordance with our values. We are part of a global community, so we have to work with people and organisations around the world for our collective benefit.

How important is corporate responsibility to ASOS' customers? 

We believe it is implicit in what our customers expect when they buy from us. To us, corporate responsibility is not about creating a selling point: we have a duty to do the right thing and to take the long-term view of all aspects of our business.

What role does Marketplace play in Fashion with Integrity? 

[Marketplace](#) is a section of asos.com where customers can buy and sell their own products, including pre-owned clothes. It was a response our customers' need to generate cash, and also supports our imperative to cut waste and encourage communal and sustainable thinking. Marketplace has grown into a global community that provides a valuable service to our customers and benefits start-up and smaller brands. We've also made an effort to keep it as 'green' as possible, and our policies on [animal welfare](#) including our ban on fur apply to all Marketplace traders.

What are the main challenges and opportunities for ASOS in terms of corporate responsibility? 

We are a very fast-moving company and everything about us – including our efforts around Fashion with Integrity – also needs to evolve and develop rapidly. One of our main challenges is making sure our supply chain evolves just as quickly, and in line with the principles of our Fashion with Integrity approach.

How confident are you that ASOS can meet these challenges? 

Extremely – because as we become more commercially important to our suppliers we can insist on better working conditions in our factories, promote more environmentally-friendly and fair trade products, and play a greater part in supporting communities in the regions that we source from. Becoming more carbon efficient is a good example of this. Deliveries create the biggest challenge, but as our volumes grow, we are in an even better position to work with our delivery and packaging partners to find ways to reduce our emissions on every parcel we send.

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FASHION WITH INTEGRITY AND THE ASOS BUSINESS MODEL

Operating in a sustainable way is essential to our long-term future. We want to improve continually on this front, and we are working to balance our huge and rapid global growth with our concern for the environment and the communities where we operate.

We are embedding the principles of sustainability in business decisions at all levels – it’s a journey of continuous improvement. Where we encounter challenges we turn to our stakeholders to build our knowledge and capacity to make the changes we need to. ASOS is a dynamic and innovative company and we have the tools and the commitment to achieve this goal.

Fashion with Integrity comprises four pillars: Ethical Trade, Sustainable Fashion, Sustainable Business and Community. Here’s how the pillars help support and deliver our wider 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-somethings 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			
Sustainable fashion	<ul style="list-style-type: none"><li>Promoting sustainable brands and products to our customers and guiding their choices</li></ul>	<ul style="list-style-type: none"><li>Giving small sustainable artisan producers access to a global market while giving customers the opportunity to buy a unique range of sustainable products from around the world</li></ul>	<ul style="list-style-type: none"><li>Developing more sustainable materials, manufacturing processes and products so that we can continue to supply the right fashion at the right price</li></ul>
Sustainable business	<ul style="list-style-type: none"><li>Engaging with our customers on issues we know they care about and giving them opportunities to do something about them</li><li>Giving our customers a way to recycle clothing on our Marketplace channel or encouraging customers to recycle packaging and wash their clothes at lower temperatures</li></ul>	<ul style="list-style-type: none"><li>Committing to international business standards such as the United Nations Global Compact</li><li>Monitoring and managing our global environmental footprint</li></ul>	<ul style="list-style-type: none"><li>Keeping our waste and our use of natural resources to a minimum, increasing operational efficiency driving down costs</li><li>Attracting and developing talented employees is essential if we are to manage our business efficiently</li></ul>

Community	<ul style="list-style-type: none"><li>• Playing a positive role in reflecting and shaping the values of our twenty-something customers, many of whom feel strongly about animal rights and fair labour standards and who are also receptive to positive body image messages</li></ul>	<ul style="list-style-type: none"><li>• Supporting young people worldwide through The ASOS Foundation and employee volunteering</li></ul>	<ul style="list-style-type: none"><li>• 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 selling to and engaging with our customers</li></ul>
Ethical Trade	<ul style="list-style-type: none"><li>• Building ethically and environmentally sound supply chains so that our customers can shop with confidence knowing we both adopt and promote responsible business practices</li></ul>	<ul style="list-style-type: none"><li>• Aiming to raise global manufacturing standards within our supply chains through the promotion of international human and labour rights</li></ul>	<ul style="list-style-type: none"><li>• Working with suppliers to co-create sustainable, efficient and productive supply chains</li></ul>

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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. To prove we are meeting our obligations under the Global Compact, we will publish our first communication on progress (COP) in July 2013.

The table below shows how ASOS's Fashion with Integrity strategy reflects the ten principles of the Global Compact. In short, every one of the UN's principles is addressed within our overall Fashion with Integrity package.

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

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BUSINESS INTEGRITY

We uphold the highest standards of business integrity in all areas of our operations and require business partners – and all parties acting on behalf of ASOS – to do the same. We formally outline our position on business integrity to each employee when they begin working at ASOS, and then again regularly during team meetings.

ASOS'S ANTI-BRIBERY POLICY

Our [anti-bribery policy](#) prohibits any form of corruption, namely, facilitation payments and inappropriate gifts and entertainment. Employees must report:

- suspicions of corruption
- any requests for unusual payments
- conflicts of interest
- potential links with government officials.

We expect suppliers and business partners also to adopt our stance on anti-bribery, either by signing up to our policy, or demonstrating to us that they have their own which promotes the same high standards.

THE SPEAK UP HOTLINE

In 2012 we launched Speak Up, our confidential helpline where anyone who has concerns about our business integrity can report them. This might cover any potential discrimination, bullying or fraud, as well as allegations of bribery. Speak Up is available 24 hours a day, every day of the week, and can receive calls in a wide range of languages. Concerns are then passed to our general counsel for investigation and remain strictly confidential. In 2013, we will introduce business integrity e-learning, to bolster our message and policies to new starters and increase awareness among existing employees as well.

THE ETHICAL TRADE 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 Ethical Trade Leadership Group (ETLG), which is chaired by the head of corporate responsibility and attended by the directors of the Trading and People departments, general counsel and company secretary.

The ETLG meets quarterly and reports its findings and recommendations to the chief executive.





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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 ASOS's director of People and Services.

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 monitoring.

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.

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CORPORATE RESPONSIBILITY GOVERNANCE

Our corporate responsibility (CR) team provides support and expertise to all ASOS departments, to help them manage their environmental footprint, their relationship with our suppliers 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 CR team consists of a manager for each of our four pillars of the Fashion with Integrity programme, alongside four regional ethical trade teams which are part of our [ethical trade programme](#). The team is overseen by the head of corporate responsibility.

The CR 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 Ethical Trade Leadership Group, which includes executive board members, the head of corporate responsibility and the ethical trade manager, meets quarterly 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.







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STAKEHOLDER ENGAGEMENT

Our stakeholders include our suppliers, customers, NGOs, investors, governments, local community groups and our employees. We incorporate their views into business decisions - from how we buy and source our stock to choosing our suppliers. All of our stakeholders have in some way helped us devise and implement our corporate responsibility programme.

Our stakeholders help us to identify and prioritise any areas of the business that need particular attention when it comes to upholding our corporate responsibilities. Their expertise is crucial when we come to tackle our biggest challenges, for example guidance from the RSPCA in helping us draft animal welfare standards and partnerships. Similarly, our partnerships with NGOs and local community groups are critical to our aim of engaging with the regions where we do business, in the spirit of being a responsible employer.

Our stakeholder engagement process differs depending on who we are talking to. With some partners we communicate formally and frequently with others it's more informal and ad hoc, as issues arise that they are concerned with.

But ultimately, it's our [employees](#) who are implementing Fashion with Integrity, so educating them, seeking their input and motivating them to get behind our corporate responsibility commitments is a huge part of this programme, as you'll see from the note in the diagram below on their role.

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](mailto:cr@asos.com).



SUSTAINABLE BUSINESS  
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UN Global Compact  
Suppliers  
UK Government: All Party  
Parliamentary Group on Body Image  
The CarbonNeutral™ Company  
B-eat, the Eating Disorders Charity

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Barnsley Council  
Barnsley, Camden and Hemel  
Hempstead local community  
Camden Town Unlimited  
Charities Aid Foundation  
Workplace Giving UK  
NGOs: The Prince's Trust, SOKO,  
Udayan Care, Oxfam, Roundhouse  
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CORPORATE RESPONSIBILITY TIMELINE

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

2008	<div><p>“As we grow into a global brand we make a greater mark on the world. This brings greater responsibilities, but also the resources and influence to bring about change. I am very excited about the potential for sustainable thinking to lead to solutions.” <i>Nick Robertson, chief executive</i></p></div> <div><p>Corporate Responsibility (CR) focus on ethical trading</p></div>
2009	<div></div> <div><p>Initiative (ETI) Company™</p></div>
2010	<div></div> <div><p>Strategy givers Payroll Giving ion hub, <a href="#">the Green Room</a> small start-up labels and a e/resell unwanted clothing</p></div>
2011	<div><ul style="list-style-type: none"><li>Created Ethical Trade Manager post and regional ethical trade teams</li><li>Created a CR Community Manager post</li><li>Registered The ASOS Foundation as a charity with the Charities Aid Foundation</li><li>Achieved Foundation status with our first ETI report submission</li><li>Launched revised Fashion with Integrity strategy to support our overall business strategy</li></ul></div>
2012	<div><ul style="list-style-type: none"><li>Signed up to UN Global Compact</li><li>Achieved Platinum Quality Mark for Payroll Giving</li><li>Gained Achiever status with our second ETI report submission</li><li>Won the RSPCA's Good Business Fashion Innovation award</li></ul></div>
2013	<div><ul style="list-style-type: none"><li>Published our CR website</li></ul></div>





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ETHICAL TRADE

ASOS sources garments and other goods from around the world, including China, India, Turkey and Eastern Europe. Regardless of where we buy our goods, we want to ensure that our products are sourced from manufacturers who operate in a way that respects workers' rights, maintains safe working conditions, upholds local employment laws and protects the environment. Not only is this what our customers expect, but we believe that manufacturers with safe and fair working conditions produce the best quality goods.

OUR APPROACH TO ETHICAL TRADE

Our business model demands that we have a unique and versatile supplier base so that we can design and manufacture a range of products. We also believe there is a strong link between ethical trade and long-term commercial success, not just for us but also for our suppliers. Our [ethical trade programme](#) aims to ensure our supply base operates under responsible and ethically sound principles.

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 comply with. We require suppliers to meet – or to work towards meeting – these standards and will provide support to help them improve where needed. 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. Working collaboratively with suppliers in this way brings significant benefits, particularly the deepening of our relationship with them, and also the opportunity to gather valuable views and feedback which help to strengthen our ethical trade programme.

THE ETHICAL TRADING INITIATIVE

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 1998, ETI has been working to improve the lives of workers in global supply chains. ASOS has been a member of ETI since 2009.

Each year we submit a report to the Ethical Trading Initiative which contains our performance, commitments and targets. ETI provides feedback on the report, which is assessed independently and benchmarked against similar companies. ETI also provides an opportunity to collaborate with other retailers, NGOs and trade unions on a broad range of workers' rights issues.

We were delighted to be awarded 'Achiever Status' by ETI in 2012, in recognition of the development of our ethical trade programme. ETI 'Achiever Status' means that a company is achieving sustainable improvements in working conditions and respect for workers' rights by engaging with suppliers, trade unions, governments and customers. These actions are informed by – but go beyond – the company's supplier assessment programme.

2011/12 PERFORMANCE

- ASOS [Ethical Standards](#) and [Code of Conduct](#) sent to all suppliers
- Established a database to record, analyse and report supplier and factory performance on ethical trade KPIs
- Introduced manufacturing site assessment, grading and improvement procedures
- Assessed over 450 sites through our site risk assessment programme
- Set up a UK-based ethical trade management team and established regional ethical trade teams in China, Eastern Europe, Turkey and India
- Held supplier workshops in China, Eastern Europe (2011), Turkey and

India (2012)

- Ran 13 internal ethical trade workshops and training events for our buyers
- Continued active membership of ETI working groups
- Engaged 120 suppliers in web-based surveys to gather information on ethical trade challenges and support needed from ASOS.

2013 COMMITMENTS

- Continue to run supplier workshops in Eastern Europe, China, India, Turkey and UK, and extend them to include worker representatives as well as factory managers and owners
- Develop training and guidance materials in response to supply chain needs
- Boost support for manufacturers and suppliers from our regional ethical team
- Expand the ethical trade team
- Establish community-based projects aimed at improving workers' welfare and tackling the root causes of poor working conditions
- Continue to collaborate with ETI working groups and members



INTERVIEW WITH ALICE  
STREVEN, ASOS ETHICAL TRADE  
MANAGER

“To supply customers with high quality fashion, we need to work with a supply chain that is responsive and reliable and which will work collaboratively with ASOS to achieve long-term, sustainable change.”

Alice Strevens explains why ethical trade is so important for ASOS, the challenges the programme faces and the potential benefits it holds for workers now and in the future.

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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](#) defines the minimum standards that we require from all suppliers who manufacture or supply goods for ASOS. These standards relate to:

- Business integrity
- Compliance with laws and regulations
- Terms of employment for workers at manufacturing sites
- Freedom of association and the right to collective bargaining
- Wages and working hours
- Young workers (for more detail, see our Young Worker and Child Labour policy)
- Maintaining a fair and respectful working environment
- Health and safety
- Environmental management

ASOS YOUNG WORKER AND CHILD LABOUR POLICY

Our [Young Worker and Child Labour Policy](#) sets out for our suppliers the steps

450 manufacturing sites assessed for compliance with the Ethical Code of Conduct and basic working conditions in 2012

55 ASOS team members given ethical trade training, including instruction on our Standards, Code, policies and the commitments ASOS has made to its suppliers.

“My hope for the future is that we are successful in motivating factories towards exemplary labour standards as part of their own manufacturing excellence and sustainable business programmes and that these principles become second nature.”  
*Alice Strevens, ASOS Ethical Trade Manager*

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

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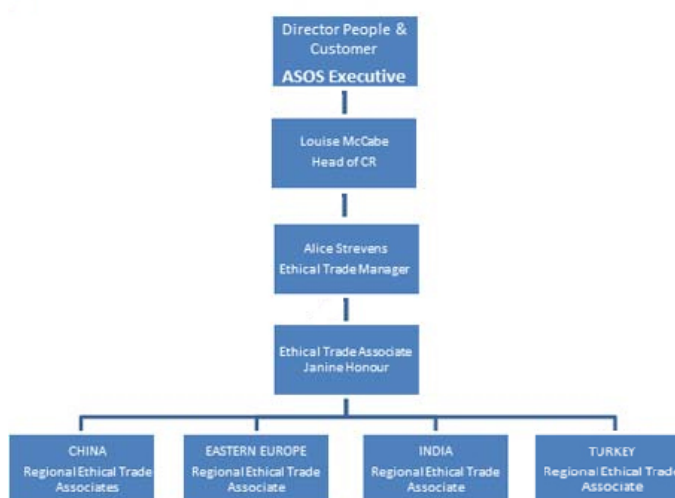
## THE ASOS ETHICAL TRADE PROGRAMME

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.

## What does ASOS's ethical trade team do?

The UK-based ethical trade management team is responsible for overseeing the global programme and reporting ethical trade performance to senior managers and the ASOS board. The team also provides training to internal stakeholders and to suppliers. Then we have a regional ethical trade team with associates based in China, India, Turkey and Eastern Europe who build relationships directly with the suppliers and manufacturers and carry out site assessments to identify and address the root causes of any poor working conditions. They also monitor social, legal and economic trends and report these to the UK management team. The regional and UK teams work together to lend necessary support to our suppliers and manufacturers to improve conditions. One of the ways we do this is through running supplier workshops. We held two in China and Eastern Europe in 2011, and two in Turkey and India in 2012 to increase suppliers' understanding of our Ethical Standards and to provide an opportunity for suppliers to share ideas and best practice.



## How does the ethical trade programme work in practice?

Our teams assess the sites in our supply chain on their ability to meet ASOS's Ethical Standards, and provide support where needed to improve working conditions. There are many reasons why sites may fall short of these standards, for example; lack of investment, poor understanding of local labour law, economic downturn, lack of infrastructure and insufficient local support services. Our ethical trade programme aims to identify the root causes of poor working conditions and to address them through a collaborative approach, working with buying teams, suppliers, factory owners and factory managers. We ran web-based surveys in 2011 and 2012, asking suppliers about the challenges they face in meeting the ASOS Ethical Standards and to find out what support they need from us. Their feedback has been invaluable in developing not only our ethical trade programme but also our broader business practices. We will continue this approach in 2013.

"The supply chain workshop made absolutely clear that ASOS ethical standards are not only an obligation but a great opportunity as well."

*Factory Manager from Turkey, ASOS 2012 workshop attendee*

"The best social compliance workshop I have attended. You made it all look so easy."

*ASOS Factory Owner from India, ASOS 2012 workshop attendee*

"The workshop was excellent, I liked the presentation on common issues that factories are facing the most."

*ASOS factory manager India, ASOS 2012 workshop attendee*

#### Who is responsible for upholding ASOS's Ethical Standards?

Suppliers and manufacturing sites must meet local employment laws and it is also their responsibility to meet our Ethical Standards. However we believe in working with them to bring them up to the Standards where necessary by monitoring performance and working on improvements. We are also committed to reviewing our own business practices regularly, such as ensuring we pay suppliers on time, since we know our actions may compromise our suppliers' ability to meet the Standards.

#### What happens if suppliers do not meet ASOS's 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 fails 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 ASOS's buying teams support the programme?

Overall it is important that our ethical trade, buying 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. The ethical trade manager also attends supplier reviews with senior commercial teams. As a result, the ethical performance of our suppliers is increasingly influencing sourcing strategies and decisions.

#### How does ASOS's employee training feature in the programme?

Training is at the core of the programme, designed to raise internal awareness of our Ethical Standards and to provide a forum to discuss topics and resolve problems. We started by training 150 buyers and managers in ethical trade practices in 2009. Then in November 2011 we conducted 13 workshops and training events to explain to 55 participants from our buying, commercial and technical teams how to promote ethical trade principles during day-to-day contact with suppliers. All new starters from buying, technical and commercial teams now undergo similar training.

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SUSTAINABLE FASHION

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. We’re doing it inside our own company, within the wider fashion industry and with our customers everywhere.

The areas of sustainable fashion that we are most passionate about, and where we target our greatest efforts, are:

PEOPLE

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

THE ENVIRONMENT

- Addressing climate change challenges
- Preserving natural resources
- Minimising landfill and material waste
- Advancing animal welfare

PROMOTING SUSTAINABLE FASHION TO CUSTOMERS: THE GREEN ROOM

[The Green Room](#), launched on Womenswear in 2010, is a section of our website where we showcase and sell all of our sustainable fashion. Read more about [The Green Room](#).

PROMOTING SUSTAINABLE FASHION INSIDE ASOS

We have created a set of tools to help our buying teams choose more sustainable products.

1. **Signposts** to help us identify sustainable products: from 2013, we will tag with a [‘Signpost’ image](#) all products that we sell that have a social or environmental benefit. Not only will this promote sustainable fashion to our customers and make it easy for them to buy it, but it will also help our buying teams choose sustainable fashion for next season’s clothing lines.
2. **Sustainable sourcing masterclasses**: the ASOS sustainable fashion team holds classes throughout the year for our buyers, designers, press and marketing staff. The classes focus on our sustainable fashion themes and principles, and particularly cover the Green Room. Our aim with these classes is to inspire our teams to boost the sustainable fashion credentials of our own-label clothing. Over 120 attended in 2011.
3. **Sustainable materials library**: we started creating our library of sustainable materials last year, 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.



ASOS Africa SS13

10% of ASOS Autumn/Winter 2012 season brands have products in their collections that are highlighted in The Green Room

Follow our official Twitter feed for The Green Room here @ASOS\_GreenRoom

4. **The sustainable clothing action plan (SCAP):** led by WRAP, the not-for-profit recycling and waste organisation, SCAP aims to make clothing production less wasteful, reducing carbon and water footprints. ASOS joined SCAP in 2012, and they are supporting us to lower the water, carbon and waste footprint in our supply chain.

### 2011/12 PERFORMANCE

- All new employees given induction training on sustainable buying
- Over 100 current employees trained in sustainable buying
- Grew our total number of sustainable fashion items from 300 to over 1,500 per season
- Developed the 'Sustainable Signpost' system to highlight important features of our sustainable products and brands
- Won the RSPCA's 2012 Good Business Innovation Award after we implemented our new Animal Welfare Policy
- Trained our existing buyers and Marketplace and Quality Control teams on our best practice animal welfare guidelines
- Sent 100% of our own-label suppliers our animal welfare guidelines
- Won the Retail Leader award at the Source Awards 2012 recognising our commitment to sustainability

### 2013 COMMITMENTS

- Complete our in-house system to enable us to measure sustainable material content in our products
- Complete our 'materials sourcing strategy' for Menswear and Womenswear own-label products
- Launch a new global press and marketing campaign for The Green Room
- 'Sustainable Signpost' icons to go live across The Green Room and asos.com
- Build on our sustainable materials library
- Distribute 'sustainable sourcing' information to buying, design, press and marketing departments
- Launch a pilot programme to assess water use, carbon emissions and waste produced during the lifecycle of ASOS own-label items
- Enrol more employees in sustainable sourcing masterclasses
- Invest in new machinery at SOKO, the Kenyan community-based clothing manufacturer

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THE GREEN ROOM

The Green Room is an online destination within the asos.com website where customers can go to learn about and buy pioneering sustainable fashion and beauty goods. It's one of the ways ASOS promotes products that are made by manufacturers who use sustainable business practices.

The Green Room has grown rapidly since its launch in 2010. Today it's worth £6 million and currently features sustainable products from our 2012 Autumn/Winter season, drawn from over 75 brands.

HOW IT WORKS

All the items sold in the Green Room 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 THE GREEN ROOM WORKS WITHIN ASOS.COM

All of the products sold in The Green Room are also available under their product categories on the asos.com website. We highlight them within The Green Room 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.

ASOS SIGNPOSTS

We have created 'Signposts' on our website to help customers learn more about our sustainable product ranges. The Signposts will appear next to every single sustainable product we feature, detailing features that are either environmentally or socially responsible, or both. Scheduled to go live on the site from 2013, our Signposts will help customers to make informed choices about what clothes they buy, and help to guide those consumers who are passionate about buying fashion with integrity.

Our buying and design teams are already using the Signpost information to add to our sustainable product ranges.

ASOS AFRICA AND SOKO

Now in its seventh season, our [ASOS Africa](#) collection is our flagship brand in the Green Room. ASOS Africa clothing is made by [SOKO](#), the Kenyan clothing workshop which provides fair and safe employment and training for some of

The Green Room is now one of the biggest online sustainable fashion hubs



Kenya's poorest communities. SOKO predominantly employs women, and the financial empowerment their work gives them helps them pay for their children's education.

Each season, ASOS's design and buying team work with local and global fabric mills to provide design inspiration for the ASOS Africa collections, which have been manufactured by SOKO in Kenya since 2009.



### INTERVIEW WITH ROSIE, SOKO WORKER

[Watch the Interview with SOKO worker](#)

[Read about how we helped build SOKO a larger factory](#)

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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 programme policy in line with industry best practice.

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), exotic leather and skins or any part of an endangered animal in their products
- not test any products or ingredients on animals.

In addition, they must:

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

ASOS: ‘FUR FREE’



We publicly re-affirmed our commitment to being a fur-free retailer by becoming a member of the [Fur-Free Alliance](#) in 2012.

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



“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*



Michelle Emmerson, Director, People and Services and Louise McCabe, Head of Corporate Responsibility receiving the RSPCA’s 2012 Good Business Innovation Award

## 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 THE RSPCA

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.

Judges for the fashion category were Lisa Armstrong, Daily Telegraph fashion editor, Wayne Hemingway, designer and co-founder of Red or Dead, and Shelly Vella, fashion director of Cosmopolitan magazine.

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## SUSTAINABLE BUSINESS

ASOS aims to be the world’s number one fashion destination for twenty-somethings. We know that, increasingly, this age group wants the companies they buy from and work for to have a good sustainability record. We believe that, by continuing to grow our company in a sustainable way, we will also ensure ASOS’s long-term commercial viability.

We want to achieve growth in a way that adds social value and minimises environmental impacts. The sustainable business pillar of our corporate responsibility strategy, Fashion with Integrity, helps deliver our overall business goals in the following ways:

- **The environment:** we aim to make our operations and use of resources as efficient as possible, minimising waste
- **Our people:** we aim to attract and retain the best creative talent by making ASOS a rewarding, diverse and inspiring place for people to work
- **Our customers:** we aim to provide our customers with the best products and outstanding service, including promoting a positive body image.

### TACKLING OUR CARBON FOOTPRINT

We are working hard to reduce our [carbon footprint](#), which has grown as we’ve expanded internationally. We are already a CarbonNeutral™ company, and 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 new fulfilment centre in Yorkshire has an energy performance certificate (EPC) ‘A’ rating.

### OUR PEOPLE AND THE ASOS WAY

We call our business culture [The ASOS Way](#) and our plan for growing sustainably depends on it. It sums up the workplace environment we want – full of passionate, innovative and collaborative people who treat each other with respect and honesty. We also take [safety and wellbeing](#) very seriously, and strive to provide a diverse workplace where talent is nurtured.

### OUR CUSTOMERS

[Great customer service](#) is a big part of our strategy for keeping our customers happy, but we’re also doing more – promoting a [positive body image](#) for our young shoppers while taking a stand against fashion industry practices we don’t agree with. We’re also [engaging customers](#) in our efforts to behave more sustainably because we know they have a big role to play.

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%.

2011-2012 PERFORMANCE

- All energy purchased directly by us for our premises used a green energy tariff
- Cut the number of deliveries to our fulfilment centre from 150 to eight per day due to our delivery consolidation project
- Created over 1,000 new jobs at our new fulfilment centre in Barnsley
- Developed our [Human Rights statement](#)
- Ranked no. 1 of all UK organisations for customer satisfaction in the Institute of Customer Service’s national customer satisfaction survey

- Our profit protection team identified an estimated £11m of fraudulent transactions that could otherwise have resulted in loss of stock

2013 COMMITMENTS

- Develop a set of ambitious carbon, energy, water, waste and recycling targets and a set of relevant KPIs
- Install energy meters in all buildings by September 2013
- Launch a new centralised HR information system, the People Hub, to allow us to plan staffing globally
- Launch a comprehensive learning and development programme for buyers and merchandisers
- Additional training for Customer Care staff to raise awareness of body image and related health issues

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THE ENVIRONMENT

ASOS is an online business, headquartered in London, with a fulfilment centre in Yorkshire and a customer care centre in Hertfordshire (both UK). We do not have any 'bricks and mortar' stores. We ship our products to over 190 countries around the world and provide our customers with a free returns service. We began measuring our carbon footprint in 2008; this exercise has demonstrated that our biggest environmental impacts come from the carbon emissions resulting from customer deliveries, the running of our buildings and packaging and waste.

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. However, in early 2013 we will be adding more floor space to our headquarters, after which we should be able to measure our energy consumption more accurately by using smart meters. We will also have systems in place in 2013 to measure the amount of waste we send to landfill from all of our sites.

We will have systems in place in 2013 to measure the amount of waste we send to landfill from all of our sites.

ASOS has set up regional hubs specifically for returns in Australia and America. So when items are returned from customers in these regions they stay local and can be shipped out as new orders – cutting emissions and delivery times.


2011-2012 PERFORMANCE

- All energy purchased directly by us for our premises used a green energy tariff
- Cut the number of deliveries to our fulfilment centre from 150 to eight per day due to our delivery consolidation project
- Installed more energy efficient lighting systems in all our premises
- Cut the amount of waste we sent to landfill from our headquarters and fulfilment centre by 99%
- All of our boxes and bags are now 100% recyclable
- Our plastic delivery bags are now lighter

- Recycling messages are now included on boxes and customer communications
- Donated £70,000 of clothing and IT equipment to Oxfam to be reused and recycled

### 2013 COMMITMENTS

- Develop a set of ambitious carbon, energy, water, waste and recycling targets and a set of relevant KPIs
- Install energy meters in all buildings by September 2013
- Develop a 'green' IT strategy to help reduce our emissions from energy use and travel
- Begin feasibility project for microgeneration of electricity at our fulfilment centre
- Increase our recycling rate from 40% to 70%
- Research viability of implementing a paperless office system
- Develop a closed loop recycled packaging system, so every bag returned by a customer goes back to our suppliers to be recycled



#### INTERVIEW WITH ROBERT MULDOON, CUSTOMER DELIVERY MANAGER AT ASOS

“Many of our suppliers are making better use of energy-saving technology such as solar and wind power.”

Some of the greatest strides we've made in addressing our carbon footprint come from changing the way we approach deliveries and packaging. Robert Muldoon, our customer delivery manager, has overseen these efforts and he's looking for new ways to reduce our emissions from this part of the business as we continue to grow internationally.

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CARBON AND ENERGY

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.

A ‘CARBONNEUTRAL COMPANY’™

ASOS has been certified as carbon neutral by the [CarbonNeutral](#) Company™ since 2008. Our Carbon Neutral Strategy evolved out of this initial carbon footprinting exercise, and currently involves a high element of offsetting, 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 Panchpatta wind farm in India](#)
- [The Tieling coal mine methane capture in China](#)
- [Biomass energy production in Brazil](#)

We aim to continue to achieve carbon neutrality by doing the following:

- saving energy through more efficient operations
- investing in energy efficient technologies
- reducing the carbon intensity of our energy consumption by purchasing green tariff electricity
- offsetting our remaining carbon footprint.

We are implementing systems that can measure our emissions from customer deliveries and from our premises more accurately so that we can set realistic but stretching targets to reduce our carbon footprint.

OUR CARBON FOOTPRINT

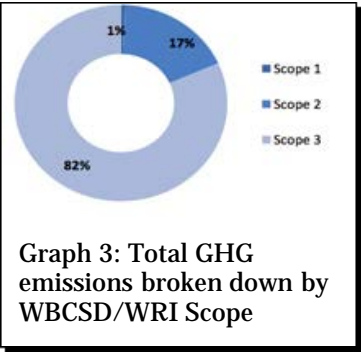
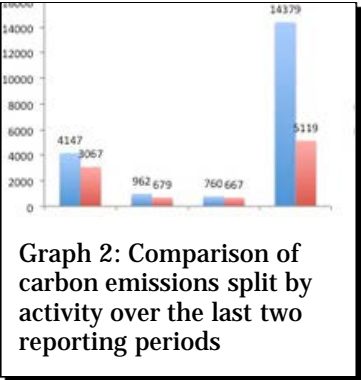
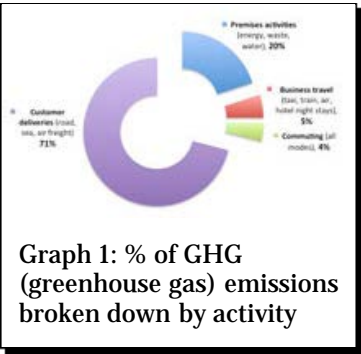
Our carbon footprint for the 12 months ending March 2012 was calculated to be 20,248 tonnes CO<sub>2</sub>. This is significantly higher than last year owing to substantial growth in international markets, particularly America and Australia, meaning we have been shipping significantly more product to customers in those locations.

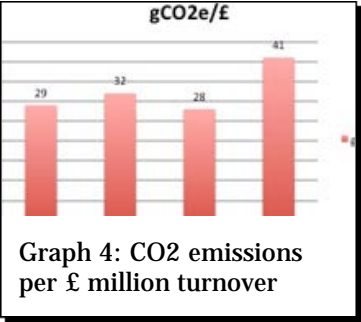
ASOS is an online business with no ‘bricks and mortar’ stores. We have determined that the following activities make up our carbon footprint:

- customer deliveries – by road, sea and air freight
- premises activities – energy, waste, water (currently part estimated since we share floors in our headquarters with other companies; we intend to introduce energy meters in 2013 so can measure our energy use accurately)
- business travel – taxi, train, air and hotel nights stayed
- commuting – all modes.

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

ASOS's carbon footprint is 20,248 tonnes of CO<sub>2</sub>





sources comprise over 80% of our total emissions.

**WHAT WE DO NOT INCLUDE**

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

***THE IMPACT OF AIR FREIGHT***

Our expansion overseas has led to a sharp rise in customer deliveries by air from our logistics hub in the UK. Air freight now makes up approximately 97% of all customer delivery emissions and 70% of our overall carbon emissions, compared with an estimated 45% in the last reporting period.

We expect emissions from air freight to continue to rise as our international expansion continues. In the long term, as we grow sales volumes, we will be looking at opening more regional fulfilment centres that will receive products direct from suppliers for shipping out to local customers, which would reduce emissions from air freight. However we have yet to reach the critical tipping point where our sales volumes are high enough to make such regional fulfilment centres viable. In the interim, we have set up regional return hubs in Australia and America. This means that when items are returned from those countries, they stay local and can be shipped out to new customers as new orders, thereby cutting emissions and delivery times.

**TACKLING EMISSIONS FROM DELIVERIES**

From March 2013, we will choose suppliers based on new criteria which include a more comprehensive range of sustainability requirements, such as a commitment to carbon neutrality. We are also working with our partners on the following areas.

***CUSTOMER DELIVERIES***

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 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.

***SUPPLIER DELIVERIES***

- We consolidated inbound supplier deliveries into our fulfilment centre in 2011, from 150 per day to eight. This made it easier to manage deliveries, while also helping to cut emissions.
- We changed the way we require trailers to be loaded – by switching from pallets to loose cartons, they were able to hold 40% more stock.

**ENERGY EFFICIENCY IN OUR BUILDINGS**

We lease 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 20% of our carbon footprint and during the last reporting period carbon emissions from our premises increased by 35%, due to:

- a 28% increase in the number of employees
- the inclusion of emissions from IT servers in the footprint for the first time
- an increase in floor space of 107% at our fulfilment centre and 67% at our customer service centre.

The energy efficiency and carbon reduction measures we have put in place in our buildings over the last two years include:

- installing more efficient lighting systems in the buildings we own
- 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 centre
- developing a 'green' IT strategy to make our computers more energy efficient, expand our use of video conferencing, and further digitise our creative and buying processes.

WATER

ASOS consumes relatively little water in our three premises, and we currently measure water usage in our fulfilment centre. In 2013, we hope to be able to report on water consumption at all our buildings, as well as on the impact of water-saving initiatives that we are currently looking into.

*\* 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.*







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PACKAGING AND WASTE

We source over 3 million kg of 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, and increasing recycled content and improving its recyclability.

Some of the changes we have made in 2012 include:

- making our plastic delivery bags lighter
- making our delivery boxes out of 100% recycled materials, and our bags out of 25%
- redesigning all of our boxes and bags so that they can be reused for customer returns or recycled
- recycling all bags and boxes that have been returned by customers.

We are currently investigating the feasibility of a ‘closed-loop system’ for our packaging, whereby all our bags used for returns will be sent back to our packaging suppliers to be recycled into new bags. This will help us to continue to increase the recycled content of our packaging in the future.

REDUCING PAPER CONSUMPTION

All of the paper we use comes from suppliers certified as sustainable by the Forest Stewardship Council (FSC). We have introduced printing initiatives and cloud computing which has reduced the amount of paper each employee uses each year by 9%.

Our IT department is also looking at the feasibility of making ASOS a totally paperless company, 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.

WASTE AND RECYCLING

The amount of waste we send to landfill from our headquarters and fulfilment centre fell by 99% this year. Next year we hope to include waste figures from our customer service building in Hemel Hempstead. Overall, we aim to meet our target of sending no waste at all to landfill next year, and have also set ourselves a goal of increasing the amount of waste we recycle from 40% to 70%. We plan to do this by:

- turning our waste into compost
- recycling all paper, cans, plastics
- donating end-of-season stock and IT equipment to Oxfam
- sending remaining waste to be incinerated to produce energy.

All of our delivery boxes are made out of 100% recycled materials



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







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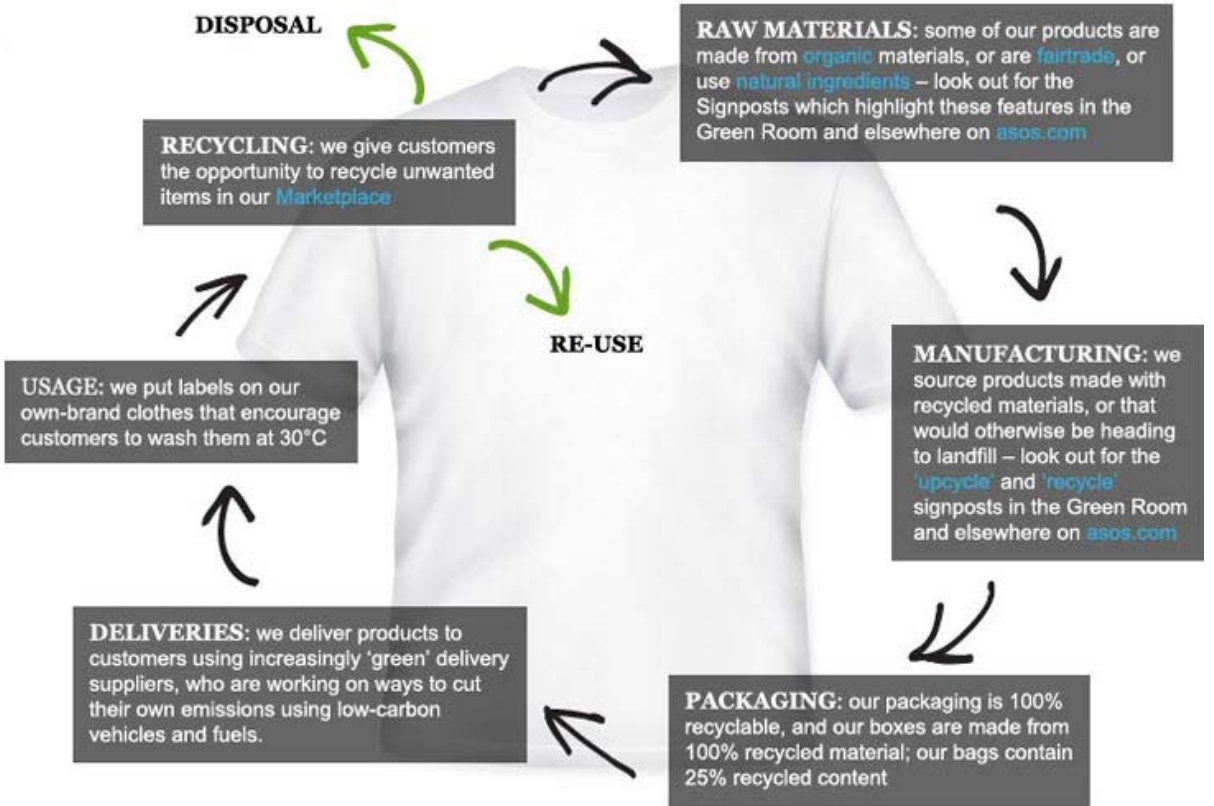
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ENGAGING CUSTOMERS

In general, our twenty-something target customers are increasingly concerned about sustainability. They expect companies to help them make sustainable choices about the products they buy and how they use them. We therefore believe in promoting the products we sell on our website that are made in a sustainable way, and pointing out simple, effective actions our customers can take to be environmentally friendly.

This diagram shows what we are doing to tackle elements of the environmental footprint of our products, and therefore how we are helping to provide more sustainable options for our customers at each stage of the product lifecycle. We will be looking at measuring in more detail the environmental footprint of some of our own-label products in 2013.



- **Raw materials:** some of our products are made from organic materials, fair-trade cotton, or use natural ingredients – look out for the Signposts which highlight these features in the Green Room and elsewhere on [asos.com](#)
- **Manufacturing:** we source products made with recycled materials, or that would otherwise be heading to landfill – look out for the 'upcycle' and 'recycle' Signposts in the Green Room and elsewhere on [asos.com](#).
- **Packaging:** our packaging is 100% recyclable, and our boxes are made from 100% recycled material; our bags contain 25% recycled content
- **Deliveries:** we deliver products to customers using increasingly 'green' delivery suppliers, who are working on ways to cut their own emissions using low-carbon vehicles and fuels.
- **Usage:** we put labels on our own-brand clothes that encourage customers to wash them at 30°C
- **Recycling:** we give customers the opportunity to recycle unwanted items in [our Marketplace](#).

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OUR PEOPLE

Our employees are the heart of our business and the driving force behind ASOS’s global success. We set the bar high for potential new recruits and require all of our employees to have sophisticated skills so that they can thrive in our fast-paced environment and perform above and beyond our challenging expectations. In return, we work hard to retain and reward our people through promotions, international placements, exciting secondments and a wide range of professional development prospects.

WHO WE ARE

As at January 2013 we employed a total of 1,104 people, a 56% increase on January 2011, and a 20% increase on January 2012. This includes 1,035 full-time and 69 part-time employees. The ratio of women to men at ASOS is 2:1. Our Board of Directors has three women and five men.

Our UK employees are based at two sites: our headquarters in Camden, north London and our Customer Care site in Hemel Hempstead. Our offices are conducive to a collaborative, fast-paced business: everyone including the CEO sits in an open plan environment.

To support ASOS’s operations, we also have 78 customer care positions in Belfast and over 1,000 workers in customer order fulfilment based at our Barnsley warehouse, employed through outsourced contracts.

OUR CULTURE: THE ASOS WAY

We believe that fulfilling our ambitious business plan, requires us to have a particular culture and set of values: we call this ‘the ASOS Way’. It means we are:

- ‘customer-obsessed’: we don’t make a move without considering what it means for our customers
- collaborative and respectful: we treat our own people well and with honesty
- passionate about the company
- restlessly innovative’: always looking for the next big thing

These values are more than just words: they form part of our business fabric and DNA; they help us to remain focused as we grow quickly. The principles set out in the ASOS Way provide the foundation for job descriptions, our recruitment and selection processes, employees’ objectives and performance measures.

“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

We welcomed 184 people to ASOS in 2012 – an increase of 20% on 2011.



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

THE PEOPLE HUB

We are in the process of implementing the 'People Hub', an integrated global human resources IT system which we launched in the autumn of 2012. It will help us to keep more detailed data about our employees and their careers, which we can access and analyse quickly. The benefits of the People Hub include:

- a simple way to record information about our people and why they work and stay with us – this should help us create a happier, more productive working environment and enable us to monitor our progress in promoting equality and diversity
- collaborative and respectful: we treat our own people well and with honesty
- allowing us to plan for succession
- allowing us to plan recruitment globally – we'll combine roles for those with relevant country experience with international placements, a great opportunity for current employees.

PERFORMANCE 2011-2012

- Number of employees grew by 20%
- Created over 1,000 new jobs at our new fulfilment centre in Barnsley
- Developed our [Human Rights statement](#)
- Became a member of the Business Disability Forum
- Launched 'The Collection', a comprehensive in-house training programme for all employees
- External specialists completed a full physical security audit of our office premises

COMMITMENTS 2012-2013

- Recruit international teams (five to 15 people) for our websites based in Germany, France, the US and Australia
- Launch a new centralised HR information system, the People Hub, to allow us to plan staffing globally
- Launch a comprehensive learning and development programme for buyers and merchandisers
- Develop an overseas travel security programme, including country-specific risk assessments, security advice and training









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## HEALTH AND WELL BEING

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

### Equality and diversity

As part of our commitment to [human rights](#) we pride ourselves on being a fair and supportive employer, which means providing equal opportunities to all of our people. To this end, 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.

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. We plan to start aligning our approach with the Forum's Disability Standard, a set of ten criteria designed to help all aspects of the business become 'disability-smart' during 2013.



### 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 Director, People and Services 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 2012 despite comprehensive refurbishment and relocation programmes taking place throughout the business.

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 last year and have strengthened our building access procedures based on the findings. We are also currently working on a comprehensive overseas travel security programme, which we plan to roll out in 2013, aimed at identifying, raising awareness of and protecting our employees from country-specific personal safety risks.

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

Wellbeing

We like to show our appreciation for our hard working employees by providing them with a few additional perks:

- free personal security training
- massage, Pilates and yoga classes in the office
- discounted gym membership
- a subsidised cafe
- free cycle safety training every spring
- free annual bicycle MOT at head office



INTERVIEW WITH SAMANTHA BENNET, SELLER DEVELOPMENT EXECUTIVE – MARKET PLACE

“You have to be flexible as the days are so different and sometimes there will be a launch in the evening or a fair on the weekend. But, you know what, when you enjoy what you do, it doesn't feel like work!”

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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 producing the next generation of UK designers, buyers and merchandisers. We offer a 12-month internship programme for 20 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 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, 46 young people have attended GSWF courses in London and Barnsley.

Getting started at ASOS

We want to support employees from the moment they join ASOS. We invest in our new recruits right from the start so they settle in as quickly as possible. Our introduction package for new starters, 'Up and Running', has several stages:

- before day one: we send out an information pack called 'Your Journey Starts Here' to help new recruits understand what we are all about and get them excited about working here
- the first week: our 'Welcome to ASOS' induction session sets out the ASOS Way, explains our business model and strategy and introduces employees to the building they will be working in, as well as covering health and safety and explaining the departments that make up the company
- the first few months: there's a lot to learn and much of it happens 'on the job', with the support of the employee's manager and the rest of the team. To get to grips with the whole business as quickly as possible we also organise a series of master classes providing an overview of our Fashion with Integrity strategy, sustainable fashion and ethical trade programmes and introductions to PR, logistics and finance.

Ongoing learning and training

Once employees successfully complete their probationary period, their training continues, supported by 'The Collection', our in-house management, people and behavioural skills programme, which we launched in October 2012. Some of the training modules delivered in this programme include:

- managing performance
- giving feedback
- being strategic
- leading through change
- introduction to coaching.

In the coming months we'll be launching additional modules to help the buying and merchandising teams develop their technical skills. We also offer French,

"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, Head of Buying, Menswear

To see our current vacancies visit our careers site or [Twitter](#) or [Facebook](#) page

German, Russian and Mandarin language workshops, enhancing the ‘truly global’ element of our strategy.

**Rewarding our employees**

Rewarding our people well is critical for their satisfaction and motivation. We offer highly competitive salaries, bonus and share plans, and innovative benefits packages to attract and retain the best talent.

**Salary**

We aim to pay salaries at median level or above, depending on the individual.


**Bonus and share plans**

Our bonus strategy is about giving employees stretching yet achievable targets which allow them to benefit financially from ASOS's success. We have a range of share plans to enable eligible employees at all levels of the company to share in our success, including Save As You Earn, a Share Incentive Plan, and a Performance Share Plan.

**Benefits packages**

We offer our employees a range of benefits designed to complement our values and culture. Along with health insurance and a 3pm finish on Fridays during the summer months, we offer 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 award.

Following a company-wide consultation, we will be launching flexible benefits this year. For example, some of our employees have told us they would prefer subsidised gym membership to health insurance so we plan to start offering both.



INTERVIEW WITH CRESSIDA DIMMOCK, CORPORATE RESPONSIBILITY MANAGER – COMMUNITY

“I feel lucky to have been able to take advantage of all the great opportunities that ASOS has given me over the years.”Cressida Dimmock, Corporate Responsibility Manager – Community

Cressida Dimmock was already an ASOS customer and fan when she joined the company as a receptionist at our headquarters in 2006. As ASOS grew, so too did Cressida's career and ambitions..

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OUR CUSTOMERS

We have 6m active customers in 190 different countries, most of them aged [twenty-something](#). To us, being a sustainable business means giving our customers the highest standard of customer care that we can. This doesn't just mean handling complaints properly, it means engaging them in our efforts to help the environment and to promote [positive body images](#).

More than any other demographic today, twenty-somethings demand truthfulness and transparency from the companies they deal with. So we make sure they have an authentic, honest and helpful experience whenever they engage with us. How? By making sure every area of the business is acting in our customers' best interests.

OUR CUSTOMER CARE TEAM

The staff at our Customer Care centre in Hemel Hempstead are the front line in our [customer service](#) efforts. Here, 278 people handle customer queries and complaints mainly via email and social media. It is a dynamic, multi-lingual and multi-channel environment.

As part of our wide-ranging commitment to doing the right thing by our customers, we're also training our Customer Care staff to understand body image and associated [health issues](#) and answer questions about our Model Welfare Policy and our stance on digital retouching, namely that we do not artificially adjust photographs of models to make them look thinner.

OUR SERVICE PROMISE

Delivering an order when the customer wants it is the most important part of our service promise. Occasionally something goes wrong with our service and when it does, we promise to fix the problem as fast as we possibly can. Protection from fraud and [fraud and data security](#) measures are some of the behind-the-scenes arrangements we have in place to ensure we always keep our service promise.

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, but if a customer sees a branded item cheaper on another website we'll sell it for the same price. As ever, [terms and conditions](#) apply.

In August 2012 we paid £220 to customers who found an item cheaper elsewhere, and £142 the next month.

THE BEST FOR SATISFIED CUSTOMERS

Every six months, the Institute for Customer Service publishes the results of a [survey](#) of customers' experiences of UK organisations. In July 2012, we came first, topping the sector-wide and overall rankings. Our 2013 score was 92.7, ahead of our nearest rival, John Lewis at 92.3. It's proof that our approach to customer service is working.

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.

CUSTOMER CARE

2011/12 PERFORMANCE

- Ranked no. 1 of all UK organisations for customer satisfaction in the Institute of Customer Service's national customer satisfaction survey
- Our customer care staff trialled the first 'live chat' with US customers as a way to respond to queries or complaints

**FRAUD AND DATA SECURITY**  
**2011-2012 PERFORMANCE**

- Our profit protection team identified an estimated £9.6m of fraudulent transactions that could otherwise have resulted in loss of stock

  
**2013 COMMITMENTS**

- Work with our fraud supplier to ensure that our fraud platform is able to dynamically adapt to global delivery proposition changes to ensure that the order with the highest priority by delivery cut off and territory is passed for review.

**POSITIVE BODY IMAGE**  
**2011-2012 PERFORMANCE**

- Developed our Model Welfare Policy
- Contributed to the All Party Parliamentary Group Report on Body Image
- Our plus size range, Curve, was nominated for The Campaign for Body Image Body Confidence awards
- Our customer care team leaders received training in understanding body image and eating disorders from Beat, the Eating Disorders charity

  
**2013 COMMITMENTS**

- Additional training for Customer Care staff to raise awareness of body image and related health issues
- Develop a process for independent expert organisations to review our website periodically to provide feedback on the imagery in relation to health and positive body image
- Work with Beat, the eating disorders charity to provide online support for men and women who are over twenty years old
- Participate in Beat's 'Body Ideal' conference in March
- Collaborate with the London College of Fashion to host a debate around body image in fashion







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CUSTOMER CARE

We aim to ensure every interaction with a customer is fast, respectful, honest and engenders continuing loyalty to ASOS. Resolving complaints is part of this and we have a dedicated team at our Customer Care centre.

OUR CUSTOMER CARE TEAM

Based in Hemel Hempstead and Belfast (where the centre is operated by Concentrix), our customer care operations run 24 hours a day, every day of the year. No matter where in the world a customer is contacting us, we want their experience to be personal, friendly and as 'local' as possible. We can communicate via email and social media, Twitter and Facebook, in English, French, German, Italian and Spanish, although on the phone we only speak English.

In November 2012, we began a 'live chat' trial with our US customers on the US version of the asos.com website.

The Customer Care team works with other teams across the business to analyse why our customers contact us so we can identify areas to improve and change, and enhance customers' overall experience of using ASOS. This also extends to talking to customers about [positive body image](#).

HOW WE TALK TO OUR CUSTOMERS

We predict we will have just under 4m individual 'contacts' in the form of a single email, telephone call or response to a post on social media from customers between August 2012 and August 2013. This includes:

- A total of 2,452,262 contacts in the six month period Sept 12 to Feb 13, averaging 13,548 per day

We aim to respond to every contact quickly and to provide a quality of service that will encourage loyalty and keep customers coming back. We promise to respond to a customer within four to six hours by email and within one hour on social media.

WHY CUSTOMERS CONTACT US

The top five reasons customers contacted us between Sept 2012 and Feb 2013 were:

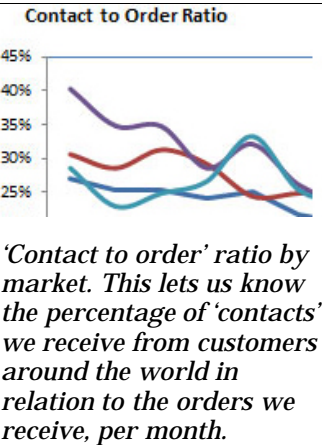
1. late delivery
2. general query about deliveries (although still within the delivery timeframe)
3. unsuccessful delivery
4. chasing a refund following a return
5. faulty product.

HANDLING COMPLAINTS

Customers are directed to complain to us via the Help & Contact page on asos.com. However, the majority of the complaints we receive come via the staff at our Customer Care centre, who refer them to our dedicated 'escalations' team.

We receive an average of around 200 complaints a week, including:

"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*



Contact-to-Order ratios

"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*

- an average of seven complaints a week by letter to our [postal address](#)
- an average of 20 by email or letter sent directly to directors, press or marketing
- an average of 180 a week from customer care contacts by email or phone call.

When we receive a complaint, we send an immediate acknowledgement email to the customer. We aim to respond to or resolve their complaint as quickly as possible, including where incorrect or faulty items has been sent. If an order is wrong or faulty, we'll reply within 4 hours, send the right item to the customer on a next day service and give our customer 10% off their next order.

According to the guidelines for Customer Care advisors, complaints are escalated when there is a:

- legal claim
- compensation request for damages or distress
- media threats – such as writing to a newspaper, magazine, or watchdog
- on-going complaint and a customer asks to speak to a manager.

### DELIVERY REFUNDS AND DISCOUNT CODES

When an order is late, we investigate. If the parcel can't be found we arrange a replacement, refund the delivery charge and give our customers 10% off their next order. We:

- refunded £28,519 in August and £16,824 in September 2012 for late deliveries. £186,666 delivery charges were refunded between September 2012 and February 2013 for late delivery.
- Generated 104,090 discount codes between September 2012 and February 2013 for late delivery.
- Generated 36,780 discount codes for faulty or incorrect goods.

### CUSTOMER SATISFACTION

Given our 'customer-obsessed' attitude, we were obviously delighted when we were ranked the number one organisation in the UK for customer service in July 2012 and again in January 2013, according to the [Institute of Customer Service's bi-annual survey](#) of 26,000 customers. We were awarded a score of almost 92 out of a maximum 100 on the Institute's UK customer satisfaction index, taking us to number one in the online retail (non-food) ranking and also to the top of all UK companies surveyed, ahead of our nearest rival Amazon. The average score across all organisations was 78 out of 100.

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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.

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 2.953% for manual review by the Profit Protection Team.

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 to August 2012, the team identified an estimated £9.6m 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 187 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. As at December 2012 for example we have 187 rules but we could add or remove as many as 50 in a week or month.
- all potentially fraudulent orders are reviewed before midnight on the day the order is placed, to mitigate delays to customers
- in 2011/12 we stopped £10.5m of fraud and reversed 11.4% of 'chargebacks'.
- in one month (October 2012), 3.22% of all orders were manually checked for fraud
- in a single month (October 2012) 1.14% of total orders were cancelled due to fraud, totalling £924,568.

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

In the year to August 2012, the team identified an estimated £9.6m of fraud that could otherwise have resulted in a 'chargeback' and loss of stock

- 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 to promote more responsible and healthy body images than are often seen in our industry. It's a stand we've taken to protect our customers and our working models, and we hope it will influence the wider fashion world.

The fashion industry sends messages that place pressure on young people and can make them feel negative about their bodies in three significant ways:

- 1. by using thin or muscular models who do not reflect the body shapes of the general public
- 2. through digital manipulation to create unrealistic body and beauty ideals
- 3. by creating a narrow range of clothing sizes.

In an effort to combat these industry trends we have:

- adopted a Model Welfare policy and guidelines on digital manipulation to protect our models and customers
- created clothing ranges and a website that celebrate and promote the diversity of our customers
- brought in experts to train our employees on body image and health issues
- created a [Marketplace](#) site that reflects a diverse view of beauty, as sellers are free to choose their own models, styling and imagery.

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 18-26, 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.

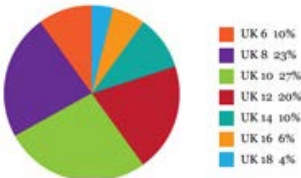
FASHION FOR A WIDE RANGE OF CUSTOMERS

ASOS's Curve range for sizes 20-26 was shortlisted in the Body Confidence Awards 2012



Caryn Franklin, UK fashion commentator and founder of the [All Walks Beyond the Catwalk](#) organisation spoke to ASOS staff about diversity and body image in the fashion industry.

% of women's sizes sold



'Women's clothing sold between January and March 2012 by size'

We offer fashion in a wide range of sizes, to suit practically any customer.

- our Petite range fits people of 5" 3' or less
- our Curve range fits people of size 18-26.

Curve has been successful with strong sales, and was also nominated for an award by 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. 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.

The eating disorders charity [Beat](#) provides training on body image health to our customer care team leaders. We plan to follow this up with regular in-house training sessions for all customer care employees and also extend our customer care induction training to address body image issues.


We also invite industry experts to speak on the topic to our employees. For example, in 2012, Caryn Franklin, UK fashion commentator and founder of the [All Walks Beyond the Catwalk](#) organisation spoke to ASOS staff about diversity and body image in the fashion industry.

We will continue to work with specialist organisations to make sure we play a positive role in promoting a healthy body image.

ALL PARTY PARLIAMENTARY GROUP ON BODY IMAGE

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, which we are currently investigating.



INTERVIEW WITH SUSAN RINGWOOD, CEO OF BEAT

“Show bodies that are beautiful, aspirational, diverse and real all at once.”

Susan Ringwood is the CEO of Beat, the eating disorders charity that trains ASOS staff on the importance of body image and what we can do to help. She wants the fashion industry to show bodies that are beautiful, aspirational, diverse, and real.

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COMMUNITY

ASOS is a young company. Over 50% of ASOS employees are under 30 and our customers are mostly twenty-somethings. So naturally we're passionate about helping young people achieve their potential. We want to make a long-term, positive difference to those who are living in the communities where we have offices, as well as where our goods are manufactured in the UK and overseas.

AT HOME AND ABROAD

So far, ASOS's local community activities have focused on the three areas where we employ the most people: London, Hemel Hempstead and Barnsley in the UK. We want to inspire local young people in these areas and provide them with great opportunities within ASOS and more widely.

As a responsible employer, we also want to improve the working conditions in the areas where our suppliers operate, including the factories that make the products we sell as part of our [ethical trade](#) programme. We do this not only through our employees on the ground, but also through [partnerships](#) with local non-government organisations and charities. Two of our four biggest charity partners are based in India and Kenya - countries where we have suppliers – and we are expanding that work right now.

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

2011-2012 PERFORMANCE

- ASOS Foundation gained charitable status in 2011
- Brought our 'Get Started with Fashion' course to Barnsley in conjunction with the Trust
- Raised funds to help build a new eco-workshop for the Kenyan women producing our ASOS Africa range through our partnership with SOKO
- Donated funds for a new home for orphaned and disadvantaged children in New Delhi
- Achieved Platinum Quality Mark for workplace giving
- Launched 'Give a Day Away' volunteering scheme
- Established a programme of community investment in Barnsley, home of our new UK fulfilment centre

2012-2013 COMMITMENTS

- Targeting £1m of fund-raising by 2014
- Develop an electronic charity box for customers to donate at asos.com checkout
- Run more Prince's Trust 'Get Started with Fashion' courses in London and Barnsley and roll out to Hemel Hempstead



Udayan Care girls home - ASOS Foundation



Udayan Care boys home - ASOS Foundation



SOKO ASOS Africa

**Our community programme**  
"Making a positive difference in communities where we operate"

- Set up long-term volunteering opportunities at Udayan Care
- Maintain Platinum Payroll Giving
- Increase the number of employees donating to charity through Payroll Giving
- 15% of employees volunteering through ASOS's 'Give a Day Away' scheme

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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. Wherever we help, we hope to create sustainable and long-lasting change.

OUR PARTNERS

Our [charity partners](#) currently include The Prince's Trust, Udayan Care and SOKO and were chosen with the CAF's help. Since becoming a charitable trust as part of CAF in April 2011, the ASOS Foundation has donated £94,000 to these partners with additional donations from ASOS.com.

CHARITABLE TRUST\* STATUS

ASOS Foundation is an independent charitable trust and is registered at the Charity Commission (registration number 1153946). Before the foundation achieved charitable status, donations were made through the 'ASOS Foundation' charitable bank account.

To raise funds for the ASOS Foundation through a fundraising activity, register your event at [Virgin Money Giving](#) (just click on 'Start fundraising' and then type 'ASOS Foundation' into the search box when asked for the charity you are fundraising for).



Royal Parks 2012



London to Brighton bike ride





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## PARTNERSHIPS

The ASOS Foundation aims to support communities in areas where ASOS has a presence. To make sure we target our help as efficiently as possible, we have formed long-term partnerships with established charities and highly-regarded local organisations.

We are delighted to have long-standing partnerships with the following charities:

- [The Prince's Trust](#)
- [Udayan Care](#)
- [SOKO](#)



ASOS became a patron of The Prince's Trust in March 2010. We worked with the Trust to create 'Get Started with Fashion' (GSWF), a series of courses designed to build confidence and give skills to young people, which we launched in April 2010.

Since its launch in April 2010, 46 young people have attended GSWF courses in London and Barnsley learning how to convert vintage or charity shop 'finds' into goods they can sell on ASOS Marketplace. A leading luxury retailer subsequently took on three young people from the 2012 London course. One participant joined ASOS as a Buyer's Administration Assistant and subsequently won a 2012 Prince's Trust Flying Start Award.

In 2012, 10% of ASOS employees volunteered with The Prince's Trust, either on the GSWF course, by fund raising or by helping young people on the Prince's Trust Team Programme to develop CV and interview skills.

We also host networking events for small, local retail or manufacturing businesses that were supported by the Prince's Trust

Here ASOS employee Bella Fairs talks about her experiences of working with The Prince's Trust and ASOS.



Hear what one woman working at SOKO feels about working in the ethical clothing trade.



## INTERVIEW WITH BELLA FAIRS, 'GET STARTED WITH FASHION' PARTICIPANT

"The afternoon with the HR team was a fantastic opportunity."  
Bella Fairs, 'Get Started With Fashion' participant

Bella Fairs was unemployed when she signed up to Get Started with Fashion. She now works for ASOS, thanks to the confidence and skills she developed on the course. Bella is a Prince's Trust Young Ambassador and recently won The Prince's Trust Flying Start award in recognition of her career achievements following completion of the course.

[Read More](#)



Udayan Care is a charitable trust in India that provides a family-style environment and a good education to abandoned or orphaned children and disadvantaged young women in New Delhi. In 2009, we formed a partnership with Udayan Care to fund homes they run for children in need.

For the past three years the ASOS Foundation has funded an existing home for girls and young women. In 2011, we began funding the running costs of an existing boys' home, while also raising money towards building a brand new Udayan home.

Separately, ASOS employees have also been writing to Udayan children as part of a 'Big Friend-Little Friend' scheme since 2009.

We plan to set up a month-long volunteer post in 2013 for two of our ASOS colleagues. They'll be chosen by the strength of their written applications, which will need to demonstrate an understanding of and commitment to the aims of Udayan Care and the ASOS Foundation.

ASOS funds family-style homes for orphaned boys and girls, run by Udayan Care.



SOKO is a Kenya-based clothing producer, which was formed in an effort to bring long-term, self-sustaining employment to workers in some of Africa's poorest communities. More broadly, the top-quality clothing SOKO workers make for ASOS helps to promote an ethical trade in fashion.

In 2009, ASOS and SOKO began developing the ASOS Africa range, a colourful, stylish range made by SOKO workers, that we sell on asos.com, including in the [Green Room](#) section of the site. With funding from the ASOS Foundation, SOKO built a new eco-workshop in 2012, creating jobs for up to 90 local workers, including training 30 embroiderers who can also work independently from the factories. Other roles created for the new eco-workshop include machinists, bead makers and administrative workers.

The initiative provides a regular income, particularly for women who have few

opportunities within their society to work, giving them a measure of financial stability and helping them educate their children.



SOKO workers creating the ASOS Africa range



SOKO's new Eco Factory in Kenya, built with donations from the ASOS Foundation and sales of the ASOS Africa range.

You can find out more about our partnership with SOKO in the [sustainable fashion section](#).

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CHARITIES

WE ALSO REGULARLY DONATE TO THE FOLLOWING ORGANISATIONS:



ASOS donates end of life fashion items and IT equipment to Oxfam, a global charity that tackles poverty. 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.



We make an annual donation to Retail Trust, a charity that supports the 3 million people who work in retail in the UK. Our donations help fund Retail Trust services such as counselling, helplines, legal and debt advice and hardship grants.



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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. Of course the best place to start is within ASOS. 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 – or all – of the following initiatives:

- **Workplace giving** – making regular donations to charity from their pay
- Donating time and expertise to our [partners](#) or their favourite charity or community group through our **'Give a Day Away'** scheme.
- Sponsoring or taking part in **'ASOS Active'** fundraising events

WORKPLACE GIVING

In 2012 over 20% of ASOS employees donated part of their salary to over 60 different charities through our workplace giving scheme, launched in 2009.

PLATINUM QUALITY MARK AWARD



In recognition of our employees' generosity, we received a Platinum Quality Mark Award from the UK government in 2012. Platinum is the highest level and ASOS was one of the first 37 companies to receive this award.

PAYROLL GIVING AWARDS



ASOS's payroll giving campaign was recognised as the Most Innovative Promotional Partnership at the Treasury's 2012 Payroll Giving Awards.

GEARED FOR GIVING

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

Give a day away



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 to Brighton cycle ride and local half-marathons. The group, which was set up in 2011 has raised around £10,000 each year for the ASOS Foundation.

**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.

Since April 2011, almost 100 employees have used their day to volunteer for The Prince's Trust or raise funds for [the ASOS Foundation](#) (as of end August 2012).

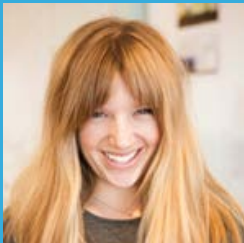


**INTERVIEW WITH HELEN PLANT,  
'GIVE A DAY AWAY' PARTICIPANT**

"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.

[Read More](#)



**INTERVIEW WITH JO WIGGINS,  
'GIVE A DAY AWAY' PARTICIPANT**

"It's nice to be supported by your company to go and help out a school that couldn't otherwise take such a fun day trip."

Jo spent her 'Give a Day Away' day helping out at Kids Co, a charity that supports vulnerable inner city children. She visited the London Aquarium with an excited year 4 class from a UK middle school.

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## LOCAL COMMUNITY ENGAGEMENT

Our local community activities are based around ASOS's UK offices in London and Hemel Hempstead, and our new warehouse, or global fulfilment centre, in Barnsley, UK. Our aim is to be a responsible employer in each area, and to provide opportunities to inspire and support local young people. We also contribute to community sport, arts and charities, and regularly involve employees in fundraising activities.

### LONDON: CAMDEN ROUNDHOUSE

In Camden, north London, the home of ASOS's headquarters, we have been working with local partners on community projects for the past three years. For example, in 2012, the ASOS Foundation worked with Camden's famous Roundhouse venue which helps young people to discover career opportunities in music production, the arts and media.

We sponsored Street Circus, an outdoor trapeze workshop, during the [Roundhouse's Circus Fest](#), a 'social circus' programme for disadvantaged young people. Its aim was to inspire participants to gain practical skills and confidence, and to develop trust in other people.

### HEMEL HEMPSTEAD: ASOS GIVES

'ASOS Gives' is a group set up in 2012 by our customer care team at Hemel Hempstead to co-ordinate community involvement in the local area. The fundraising activities are chosen and managed by the group and backed by ASOS, for example:

- Sponsoring a dragon boat race which raised £2,000 for children's charities Tiny Life and Cash for Kids
- Bake sales and fancy dress days for Children in Need and other local charities
- Tinned food drive for Salvation Army Christmas appeal
- Silent Auction for Keech Children's Hospital.

### BARNSLEY: HOME OF 'THE WORLD'S LARGEST WARDROBE'.

ASOS is proud to be the largest private employer in Barnsley, south Yorkshire where our global fulfilment centre is located (we call it 'the largest wardrobe in the world').

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:** sponsoring a competition for fashion students and the 2012 Barnsley College Excellence Awards which celebrates the achievements of the school's students and staff.
- **Grimethorpe Recreation Ground:** funding equipment, a children's summer soccer school and tournaments to give local people access to better sporting and recreation facilities
- **Passport to Leisure:** sponsoring a scheme to give discounted access to sport and leisure facilities to local residents



ASOS funded Bruce Dyer's Love Life Soccer School at Grimethorpe Recreation Ground in August 2012.

- **Friends in Fashion:** Unipart Logistics, which runs the Barnsley fulfilment centre for us, set up the committee 'Friends in Fashion' to co-ordinate employees' charitable activities, with our help. We donate £2,000 a year to local charities chosen by the group, and provide prizes and funding to support its initiatives.

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## PERFORMANCE AND COMMITMENTS

We call our corporate responsibility (CR) programme 'Fashion with Integrity', which sums up our principles of sustainability and approach to our business. This, our first CR report, summarises our achievements in the 2012 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, which is based on four pillars.



## 2012 AT A GLANCE

- Second most visited fashion website on the planet
- £31,199,000 operating profit
- 1104 employees
- 50,000 own label and branded product lines sold through asos.com
- 5 million unique visitors to the website every month
- 20,248 tonne carbon footprint
- £94,000 donations made through the ASOS Foundation
- 190 countries delivered to
- 2500 sustainable products in the Green Room

In our first year of reporting on corporate responsibility we have made great strides in developing supportive relationships with our suppliers and the communities where we have a presence. We have further improved the way we measure our impact on the environment and concentrated our efforts to do more, and we're talking to our people and customers about our principles. Crucially, we have been able to embed our Fashion with Integrity programme within the business.

## 2012 ACHIEVEMENTS

FASHION WITH INTEGRITY 

- Joined UN Global Compact
- Drafted our first Corporate Responsibility Report
- Included topics such as sustainable fashion, ethical trade, body image and animal welfare programmes in our new starter induction training
- Organised regular breakfast talks for our employees given by sustainability experts
- Developed a human rights statement

This first report has been assured by ASOS's internal audit function – read their statement.

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](mailto:cr@asos.com).



Download our 2011/2012 Corporate Responsibility Performance Factsheet

ETHICAL TRADE 

- ASOS Ethical Standards and Code of Conduct sent to all suppliers
- Established a database to record, analyse and report supplier and factory performance on ethical trade KPIs
- Introduced manufacturing site assessment, grading and improvement procedures
- Assessed over 450 sites through our site risk assessment programme
- Set up a UK-based ethical trade management team and established regional ethical trade teams in China, Eastern Europe, Turkey and India
- Held supplier workshops in China, Eastern Europe (2011), Turkey and India (2012)
- Ran 13 internal ethical trade workshops and training events for our buyers
- Continued active membership of ETI working groups
- Engaged 150 suppliers in web-based surveys to gather information on ethical trade challenges and support needed from ASOS.

SUSTAINABLE FASHION 

- All new employees given induction training on sustainable buying
- Over 100 employees trained in sustainable buying
- Grew our total number of sustainable fashion items from 300 to over 1,500 per season
- Developed the 'Sustainable Signpost' system to highlight important features of our sustainable products and brands
- Won the RSPCA's 2012 Good Business Innovation Award after we implemented our new Animal Welfare Policy
- Trained our existing buyers and Marketplace and Quality Control teams on our best practice animal welfare guidelines
- Sent 100% of our own-label suppliers our animal welfare guidelines
- Won the Retail Leader award at the Source Awards 2012 recognising our commitment to sustainability

SUSTAINABLE BUSINESS **Environment**

- All energy purchased directly by us for our premises used a green energy tariff
- Cut the number of deliveries to our fulfilment centre from 150 to eight per day due to our delivery consolidation project
- Installed more energy efficient lighting systems in all our premises
- Cut the amount of waste we sent to landfill from our headquarters and fulfilment centre by 99%
- All of our boxes and bags are now 100% recyclable
- Our plastic delivery bags are now 30% lighter
- Recycling messages are now included on boxes and customer communications
- Donated £70,000 of clothing and IT equipment to Oxfam to be reused and recycled

**People**

- Number of employees grew by 20%
- Created over 1,000 new jobs at our new fulfilment centre in Bamsley
- Developed our [Human Rights](#) statement
- Became a member of the Business Disability Forum
- Launched 'The Collection', a comprehensive in-house training programme for all employees
- External specialists completed a full physical security audit of our office premises

**Customers**

Customer service:

- Ranked no. 1 of all UK organisations for customer satisfaction in the Institute of Customer Service's national customer satisfaction survey
- Our customer support staff trialled the first 'live chat' with US customers as a way to respond to queries or complaints

Fraud and data security:

- Our profit protection team identified an estimated £11m of fraudulent transactions that could otherwise have resulted in loss of stock

Positive body image:

- Developed our Model Welfare Policy
- Contributed to the All Party Parliamentary Group Report on Body Image
- Our plus size range, Curve, was nominated for The Campaign for Body Image Body Confidence awards
- Our customer service team leaders received training in understanding body image and eating disorders from Beat, the Eating Disorders charity

#### COMMUNITY

- ASOS Foundation gained charitable status in 2011
- Brought our 'Get Started with Fashion' course to Bamsley in conjunction with the Prince's Trust
- Helped fund a new eco-workshop for the Kenyan workers producing our ASOS Africa range through our partnership with SOKO
- Donated funds for a new home for orphaned and disadvantaged children in New Delhi
- Achieved Platinum Quality Mark for workplace giving
- Launched 'Give a Day Away' volunteering scheme
- Established a programme of community investment in Bamsley, home of our new UK fulfilment centre

### 2013 COMMITMENTS

#### FASHION WITH INTEGRITY

- Publish our first communication on progress (COP) under our obligations as a signatory to the UN Global Compact
- Publish our first Corporate Responsibility Report
- Provide more public information on our CR programmes, challenges and achievements
- Develop the corporate responsibility section of the company intranet to improve communication with expanding global workforce

#### ETHICAL TRADE

- Continue to run supplier workshops in Eastern Europe, China, India, Turkey and UK, and extend them to include worker representatives as well as factory managers and owners
- Develop training and guidance materials in response to supply chain needs
- Boost support for manufacturers and suppliers from our regional ethical team
- Expand the ethical trade team
- Establish community-based projects aimed at improving workers' welfare and tackling the root causes of poor working conditions
- Continue to collaborate with ETI working groups and members

#### SUSTAINABLE FASHION

- Complete our in-house system to enable us to measure sustainable material content in our products
- Complete our 'materials sourcing strategy' for Menswear and Womenswear own-label products
- Launch a new global press and marketing campaign for The Green Room
- 'Sustainable Signpost' icons to go live across The Green Room and asos.com
- Build on our sustainable materials database
- Distribute 'sustainable sourcing' information to buying, design, press and marketing departments
- Launch a pilot programme to assess water use, carbon emissions and waste produced during the lifecycle of ASOS own-label items
- Enrol more employees in sustainable sourcing masterclasses
- Invest in new machinery at SOKO, the Kenyan community-based clothing manufacturer

#### SUSTAINABLE BUSINESS

##### **Environment**

- Develop a set of ambitious carbon, energy, water, waste and recycling targets and a set of relevant KPIs
- Install energy meters in all buildings by September 2013
- Develop a 'green' IT strategy to help reduce our emissions from energy use

and travel

- Begin feasibility project for microgeneration of electricity at our fulfilment centre
- Increase our recycling rate from 40% to 70%
- Research viability of implementing a paperless office system
- Develop a closed loop recycled packaging system, so every bag returned by a customer goes back to our suppliers to be recycled

- Recruit international teams (five to 15 people) for our websites based in Germany, France, the US and Australia
- Launch a new centralised HR information system, the People Hub, to allow us to plan staffing globally
- Launch a comprehensive learning and development programme for buyers and merchandisers
- Develop an overseas travel security programme, including country-specific risk assessments, security advice and training

### Customers

- Roll out 'live chat' more widely with our US customers following our 2012 pilot
- Begin project with third party software provider to refine our fraud-checking system: namely, we will work toward adding new safeguards while ensuring time-sensitive deliveries are sorted first, to avoid delays to customers.
- Additional training for Customer Care staff to raise awareness of body image and related health issues
- Develop a process for independent expert organisations to review our website periodically to provide feedback on the imagery in relation to health and positive body image
- Work with Beat, the eating disorders charity to provide online support for men and women who are over twenty years old
- Participate in Beat's 'Body Ideal' conference in March Collaborate with the London College of Fashion to host a debate around body image in fashion

### COMMUNITY

- Targeting £1m of fund-raising by 2014
- Develop an electronic charity box for customers to donate at asos.com checkout
- Run more Prince's Trust 'Get Started with Fashion' courses in London and Bamsley and roll out to Hemel Hempstead
- Set up long-term volunteering opportunities at Udayan Care
- Maintain Platinum Payroll Giving
- Increase the number of employees donating to charity through Payroll Giving
- 15% of employees volunteering through ASOS's 'Give a Day Away' scheme



#### INTERVIEW WITH LOUISE MCCABE, HEAD OF CORPORATE RESPONSIBILITY

"The huge increase in overseas orders, whilst great for the business, means we are constantly being challenged to find new and more effective ways to minimise the impacts of customer deliveries."

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ABOUT OUR REPORT

The corporate responsibility section of our website serves as our first 'Fashion with Integrity' corporate responsibility report. It was published in March 2013. Being an online retailer, publishing our first corporate responsibility report online was a natural step for us.

THE REPORTING PERIOD

In 2012, we changed our financial year end to August, so the reporting periods for our corporate responsibility data are not completely aligned yet. The social and community data covers the period up until January 2013. The carbon footprint data has been independently verified for the period between 1 April 2011 and 31 March 2012.

Our next performance update will be in October 2013, covering the financial year from 1 September 2012 to 31 August 2013.

ASSURANCE

ASOS's legal team and Company Secretarial Team has reviewed the content of this online corporate responsibility report to provide you with a reasonable level of assurance. Read the complete [assurance statement](#).

USING THIS REPORT

We do not produce a printed report or a downloadable document that has specifically been designed to be printed. Instead, the technology on this site allows you to select and download, if required, the areas of the report that interest you most.

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](mailto:cr@asos.com)

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



Download our 2011/2012 Corporate Responsibility Performance Factsheet







RESPONSIBILITY

- Fashion with Integrity
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ASSURANCE

ASOS Legal and Company Secretarial Team has reviewed the content of the ASOS 2012 Fashion with Integrity online corporate responsibility report (the Report). This includes performance data, descriptions of systems and processes, case studies, claims and future commitments that provide an account of ASOS's corporate responsibility performance during the 12-month period to August 2012.

Using the International Standard on Assurance Engagements (ISAE 3000) as a guide, we have sought to provide a 'reasonable' level of assurance to readers of the Report relating to the accuracy and completeness of the information it contains.

This has involved checking data sources and calculations along with an assessment of the accompanying narrative – we did this by reviewing the documents and interviewing the relevant managers. Any inaccuracies or misstatements found were resolved before the Report was published.

We conclude that the Report is free from any misstatement or misrepresentation and that it provides a sufficiently accurate and balanced account of aspects of ASOS's social, environmental and ethical performance that are of material interest to our stakeholders.