

Video with some CEOs speaking
<http://events.ethicalcorp.com/reporting/2013/>

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<http://www.glassdoor.co.uk/Reviews/Amer-Sports-Reviews-E10378.htm>

search is amer sports an
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Responsibility

Amer Sports implements its business strategy in an ethically, socially and environmentally responsible manner and ensures that its products are innovative and safe while providing a safe and healthy work environment. We are committed to continuous improvements in our performance.

Amer Sports promotes healthy and active living. The company's products encourage people to exercise to stay healthy throughout their lives.

Respect for our employees, the environment and community

SOCIAL

- **LABOR AND WORKPLACE CONDITIONS**
Human rights and ethical principles
Health and safety
- **CITIZENSHIP AND COMMUNITY**
Community involvement
- **HUMAN CAPITAL DEVELOPMENT**
Competence development
Motivation
Equal opportunities

ENVIRONMENTAL

- **PRODUCTION**
Energy, waste, emissions, packaging
- **PRODUCTS**
High quality and safe products
Material efficiency
- **DISTRIBUTION AND TRANSPORTATION**
Transport methods, route optimization
- **DAILY OPERATIONS**
Daily practices: Energy, travel, waste, water, paper



Social

Labour and workplace conditions

Amer Sports conducts third party audits to help sourcing partners comply with industry standards, regulations, and Amer Sports' expectations in regards to health and safety, as well as environment and social responsibility.

Citizenship and community

Through our products we want to help people to stay healthy throughout their lives. Our focus in charitable programs is on sports, especially with children and young people.

Human capital development

Amer Sports develops and motivates its employees and creates a performance driven working culture which enables business success. We drive capability development for various backgrounds through learning and a knowledge-sharing culture in which all Amer Sports employees have a proactive and empowering attitude to their professional growth. Capability building is implemented by ongoing strategic reviews, dialogues and exploration of various options regarding organizational and individual development.



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Labour and workplace conditions

Our key areas in labour and workplace conditions cover human rights and ethical principles as well as health and safety.

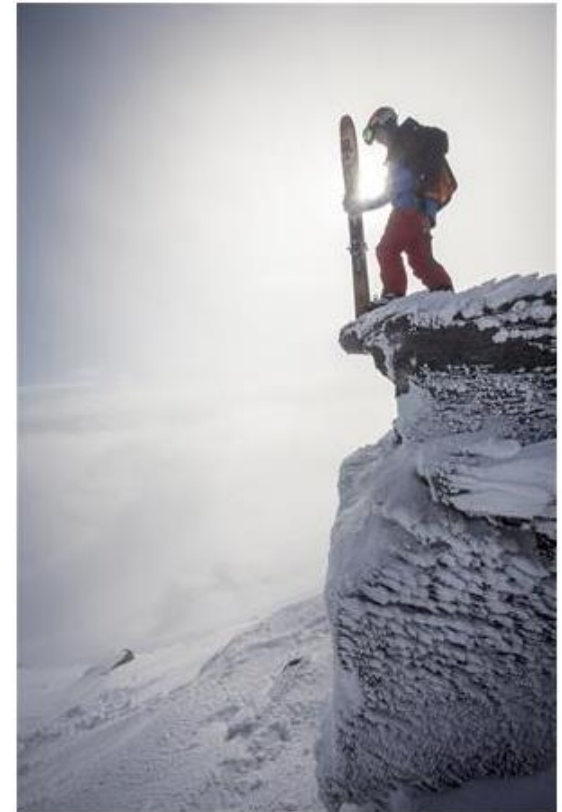
Human rights and ethical principles

We are committed to socially responsible labour and workplace practices. We expect also our sourcing partners to respect human rights in the spirit of internationally-recognized social and ethical standards including International Labour Organization (ILO) Standards and the United Nations' Universal Declaration on Human Rights. Amer Sports is committed these principles that are explained in the Company [Code of Conduct](#) and [Ethical Policy](#). Our [Social Compliance Policy](#) defines how Amer Sports implements its supplier monitoring program. Amer Sports provides training to help ensure such standards are met and actively monitors the performance of its sourcing partners. We are dedicated to improving working conditions in our supplier companies through cooperation with the suppliers.

- [Meeting standards](#)
- [Monitoring compliance](#)
- [Cooperation with suppliers](#)
- [Training](#)
- [Feedback channels](#)
- [Collaboration with NGOs](#)

Outsourcing

At the end of 2013, 30% of Amer Sports' production value approximately 28% was in China, 27% elsewhere in Asia Pacific, 27% in EMEA and 17% in the Americas. Amer Sports manufactures approximately 26% of its products itself and approximately 14% is produced by partially outsourced vendors. Of Amer Sports' total production value, approximately 60% is fully outsourced. [Read more on Global operations](#)



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Labour practices: health and safety

Amer Sports provides its employees with workplaces that are safe, fair and healthy. Our objective is to continuously improve working conditions in our operations to maintain a healthy and safe workplace. We know, only healthy and ergonomically designed workplaces are most efficient in the long run.

Some examples:

Atomic has focused on health and safety in its factory in Altenmarkt

Atomic has undertaken significant improvement works in its factory in Altenmarkt to reduce noise level by separating quiet and noisy areas and by insulating noisy machinery. There is also increased lighting in the production area due to additional roof lights and equipment. Air quality has been improved with the new ventilation equipment which also results in less heat being generated. New ergonomic workstations have been installed.

Suunto was awarded for its developments in LEAN initiatives

In 2011 Finnish Ergonomy Association has awarded Suunto for its LEAN initiatives to improve and develop work stations as a part of renewing the production. The targets of the renewals were to improve production while increasing well-being of employees and decreasing absenteeism and these targets were achieved. In its LEAN initiatives Suunto adopted completely new assembling teams and the function of the warehouse for the parts was also changed. The project required a lot of cooperation with several teams and specialists.

Amer Sports' Ethical Policy also gives guidance on health and safety issues

Suppliers undertake to provide employees with a safe and healthy workplace in compliance with applicable laws, ensuring, at a minimum, reasonable access to potable water and sanitary facilities, fire safety, and adequate lighting and ventilation. Suppliers also agree to ensure that the same standards of health and safety are applied in any accommodation it provides for employees.

Citizenship and community

Through our products we want to help people to stay healthy throughout their lives. Our focus in cooperative programs is on sports, especially with children and young people. We also support local communities and create welfare by paying taxes and salaries for employees in more than 30 countries and dividends for shareholders.

Our objective is to promote healthy lifestyles and get people moving. We work with juniors, young athletes and professional athletes and also cooperate with coaches.

Some examples:

- **Arc'teryx continues its support to the British Columbia Search and Rescue Association (BCSARA)**

Arc'teryx continues to deliver on its global commitment of supporting high-performance organizations with the announcement of three-year partnership with the British Columbia Search and Rescue Association (BCSARA).

Under the agreement, Arc'teryx is recognized as the official outerwear sponsor for the BCSARA and will provide a range of clothing wear including soft and hard-shells, thermal underwear, gloves, and backpacks. The BCSARA represents 2,500 unpaid professional volunteers from volunteer search and rescue teams across British Columbia. In any given year, search and rescue groups across BC respond to nearly 1,300 incidents annually.

- **Amer Sports Corporation cooperates with Liike ry to increase school attendance through sports**

The goal of the cooperation is to develop primary education, gender equality, health, school attendance and increased opportunities for secondary education in Tanzania through sports. Amer Sports and Liike ry, a Finnish non-governmental organization, continued their sixth year of developing sports and education in Tanzania. www.liike.fi/en

Over the past five years, Amer Sports has donated more than 30,000 Wilson soccer balls, basketballs, and volleyballs to more than 1,600 Tanzanian schools in Mtwara, Singida and most recently in the Lindi regions, which have been used by more than 500,000 children under the supervision of more than 10,000 Liike trained teachers.

- **Wilson is committed to Breast Cancer Research**

Since 1998, Wilson has proudly supported The Breast Cancer Research Foundation (BCRF), an organization dedicated to advancing the world's most promising research to eradicate breast cancer. Over the course of this partnership, Wilson has donated more than \$2.5 million.

www.bcrfcure.org

In 2004, Wilson expanded its partnership with BCRF by launching *Hope*, a line of sporting goods created exclusively for women. Over time, the Company has introduced new Hope and "Pink"



Human capital development

Organizational and personal development

In Amer Sports we want to ensure continuous organizational and personal capability development by identifying strategic development needs based on our corporation's vision and strategy.

Building capability focuses on having an effective organizational design, clarity of roles and responsibilities as well as capability development according to the latest business strategy. Capability building at Amer Sports is implemented by ongoing strategic reviews, discussions and exploration of options regarding organizational and individual development. [Read more on People and careers.](#)

Performance management

"Coaching for Success" establishes the basis for our people management. Performance Management at Amer Sports is called "Coaching for Success" which cornerstones are setting clear goals, evaluating performance and fostering continuous developmental dialogue with our people. Total rewards philosophy is closely linked to [Coaching for Success.](#)

Employee engagement

Amer Sports employee engagement survey, Pulse Meter, strengthens organizational dialogue and gives direction to organizational and people development. The Pulse Meter survey measures employees' opinions related to Employee Engagement, Future and Vision, Communication, Performance Management as well as Quality and Customer Focus. [Read more on Pulse Meter,](#)

Equal opportunities and diversity

Amer Sports provides its employees with workplaces that are safe, fair and healthy. All our employees are responsible for creating and maintaining working environments that are free from harassment or other inappropriate behavior. We promote equal opportunities and diversity. This is also defined in the [Code of Conduct.](#)

We recruit people for their professionalism, capability, experience and fit for the role. We have a wide range of professionals in many disciplines, such as sales, marketing, research & development, manufacturing, supply chain, sourcing and support functions.

Men/women

At the end of 2012, men represented 63% of Amer Sports employees and women 37%.

Age

At the end of 2012, over 80 % of Amer Sports employees were between the ages of 26 to 55.

[Read more on People and careers.](#)



We want to ensure continuous organizational and personal capability development.

Environmental

We are committed to reducing the environmental impact of our operations through the use of methods which are both responsible and economically sound.

Production

- Energy
- Waste
- Emissions
- Hazardous chemicals
- Packaging

Product

- High quality and safe products for use
- Material efficiency

Distribution and transportation

- Transport methods, route optimization

Daily operations

- Daily practices: Energy, travel, waste, water, paper



Amer Sports has established an ongoing corporate-wide process to evaluate its annual carbon emissions

	2009	2010	2011	2012	2013
Total revenue, EURm	1633.4	1740.4	1890.8	2064.4	2136.6
ENVIRONMENTAL					
CO2 EMISSIONS (tonnes)	42461	42267	45579	45855	46836
CO2/revenue (tonnes/EURm)	27.7	24.3	24.2	22.2	21.9
CO2/employee (tonnes/person)	6.7	6.4	6.5	6.4	6.4
Emissions intensity per EURm revenue	27.7	24.3	24.2	24.2	24.2
WASTE (tonnes)	5631	7168	8107	7908	7852
Waste/revenue (tonnes/EURm)	3.67	4.12	4.31	3.83	3.68
Waste/revenue (tonnes/person)	0.89	1.08	1.15	1.10	1.07
WATER CONSUMPTION (1000m³)			88.71	101.57	97.6
Water/revenue (1000m ³ /EURm)	-	-	0.0472	0.0492	0.0457
Water/employees (1000m ³ /person)	-	-	0.0126	0.0141	0.0133
ENERGY CONSUMPTION (GWh)	103.19	99.78	101.14	98.18	98.51
Energy/revenue (GWh/EURm)	0.067	0.057	0.054	0.048	0.046
Energy/employees (GWh/person)	0.016	0.015	0.014	0.014	0.013

We strive to continuously improve our performance and assess the environmental effects of our activities. In order to reduce our environmental impact we endeavor to adopt voluntary practices of clean production, taking actions to reduce emissions and eliminate the use of hazardous substances..

We seek ways to save energy, take into account material efficiency, waste management, preserve water and safeguard wastewater management. We are committed to reducing our demand for resources and emissions to the environment in our production and seek ways to reduce the use of materials that have significant environmental impact and look to re-use materials where possible.

Guidelines and policies

Amer Sports is committed to the following policies which guide all its actions and operations:

- Code of Conduct
- Ethical policy
- Social Compliance policy
- Environmental guidelines

Code of Conduct

The Code of Conduct gives directions to both social and environmental actions. "We are committed to reducing the environmental impact of our products and our operations through the use of methods which are responsible and economically sound. As our business grows, we strive to continuously improve our performance and assess the environmental effects of our decisions.

We are committed to socially responsible sourcing practices. We expect our sourcing partners to respect human rights in the spirit of internationally recognized social and ethical standards including International Labour Organization (ILO) Standards and the United Nations' Universal Declaration on Human Rights, and we provide training to help ensure such standards are met. We also actively monitor the performance of our sourcing partners. We strictly prohibit the use of forced or child labor."

The key content of the Code of Conduct is to guarantee to our consumers that we will provide innovative sporting goods which are safe for their intended use and inspire athletic achievement and enjoyment.

Our Promise to Consumers

We are determined to win the trust of our consumers by providing innovative sporting goods which are safe for their intended use and inspire athletic achievement and enjoyment. Our products meet or exceed applicable regulatory requirements with regard to product safety and labeling. We advertise and market our offering in a responsible manner.

Our Promise to Shareholders

Our Promise to Shareholders is that we are determined to win and maintain the trust of our shareholders by conducting our businesses in accordance with the principles of good corporate governance and the rules and regulations applicable to Finnish listed companies.

Our Promise to Business Partners

Our Promise to Business Partners is that we are determined to win and maintain the trust of our suppliers, customers and other business partners by establishing mutually-beneficial business relationships. In all our operations, we compete ethically, fairly and vigorously in accordance with the principles of fair competition and all applicable antitrust and competition laws. Communicating our message to employees Amer Sports launched its Code of Conduct e-learning program in 2011. The program has been created to help employees to familiarize themselves with the Code of Conduct which is available in 14 languages as every Amer Sports employee is responsible for his/her own conduct. Over 3,100 of our employees have already completed the e-learning test.

Ethical policy

The Amer Sports Ethical policy sets out the core values of our sourcing operations. We expect our suppliers, contractors and sub-contractors to operate according to the principles in our Policy. The ethical standards contained in the policy are also used as a tool to assist us in selecting and retaining our suppliers. The key content of the Amer Sports' Ethical Policy is to prohibit the use of child labor or forced labor, allowing workers freedom of association as well as the right to collective bargaining, and that there should be no discrimination in employment as well as providing employees with a safe and healthy workplace. [Read more on Ethical policy](#)



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Ethical Policy

Amer Sports is a sporting goods company with internationally recognized brands producing technically-advanced sports equipment, footwear, apparel and accessories that improve performance and increase the enjoyment of sports and outdoor activities.

We are committed not only to the highest standards of product quality, but also to socially responsible sourcing practices. We share with our business partners a commitment to treat employees with respect and dignity, ensure that workplace working conditions are safe and the manufacturing process is environmentally responsible.

We expect our sourcing partners to respect human rights in the spirit of internationally recognized social and ethical standards including International Labour Organization (ILO) Standards and the United Nations' Universal Declaration on Human Rights.

Suppliers are required to comply with the ethical standards laid down in this Ethical Policy within their scope of influence and to take appropriate measures for their implementation. Amer Sports provides training to help ensure these standards are met and also monitors the performance of suppliers. Supplier further monitors the ethical performance of its suppliers and contractors and is prepared to take immediate and thorough steps in cases where ethical performance of its suppliers or contractors is questioned.

This Ethical Policy sets out the standards and requirements for the adherence by us and our business partners.

1. Legal compliance

In the designing, manufacturing, delivery and through the entire supply chain of the products, all applicable national laws and regulations, directives, relevant industry minimum standards are diligently followed.

2. Prohibition of child labor

Employment of child labor is prohibited no matter if it concerns the work in the area of design, manufacturing and delivery of products. The term "child" refers to a person younger than the minimum working age stipulated in SA8000, or less than the local legal minimum age for employment or the age for completing compulsory education, whichever of the three is higher. The employment of young persons who do not fall within the definition of "children" agree also to comply with any laws applicable for protection of such persons.

3. Prohibition of forced labor

The employment of persons must be voluntary and it is prohibited to use any forced or involuntary labor, whether prison, bonded, indentured or otherwise. All forms of forced labour, such as lodging deposits or the retention of identity documents from employee upon commencing employment, are forbidden. Neither the company nor any entity supplying labour to the company shall withhold any part of any employee's salary, benefits, property, or documents in order to force such employee to continue working for the company.

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4. **Prohibition of harassment and abuse**
 Each employee should be treated with dignity and respect, and not to use corporal punishment, threats of violence, or other forms of physical, sexual, psychological or verbal harassment or abuse.

5. **Prohibition of discrimination**
 There should be no discrimination in hiring and employment practices including salary, benefits, access to training, advancement, discipline, termination or retirement, on the basis of race, religion, caste, birth, age, nationality, social or ethnic origin, sexual orientation, gender, family responsibilities, marital status, membership in employees' organizations including unions, political affiliation, political opinion or disability.

6. **Compensation and working hours**
 To comply, at a minimum, with all applicable wage and hour laws, including minimum wage, overtime, maximum hours, piece rates and other elements of compensation, and to provide legally mandated benefits. If local laws do not provide for overtime pay, the overtime work will be paid at least the regular wages. Except in extraordinary business circumstances, employees will not be required to work more than the lesser of (a) 48 hours per week and 12 hours overtime or (b) the limits on regular and overtime hours allowed by local law, or, where local law does not limit the hours of work, the regular work week in such country plus 12 hours overtime. In addition, except in extraordinary business circumstances, employees will be entitled to at least one day off in every seven-day period. It is agreed that, where local industry standards are higher than applicable legal requirements, it will meet the higher standards. Overtime hours are to be worked solely on a voluntary basis. Illegal, unauthorized or disciplinary deductions from wages shall not be made.

7. **Health and safety**
 To provide employees with a safe and healthy workplace in compliance with applicable laws, ensuring, at a minimum, reasonable access to potable water and sanitary facilities, fire safety, and adequate lighting and ventilation. The same standards of health and safety should be applied in any housing it provides for employees. Effective steps shall be taken to prevent potential accidents and injury to employees' health arising out of, associated with, or occurring in the course of work, by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the workplace environment, and bearing in mind the prevailing knowledge of the industry and of any specific hazards. All employees shall receive regular and recorded health and safety training, moreover, such training shall be repeated for new and reassigned employees.

8. **Environmental standards**
 To comply with applicable environmental laws and regulations regarding handling and disposal of chemicals and other dangerous materials, waste disposal and management, strive to reduce negative environmental impact of operation and continuously improve the environmental performance.

9. **Freedom of association and the right to collective bargaining**
 To respect the rights of employees to associate, organize and bargain collectively in a lawful and peaceful manner, without penalty or interference, in accordance with applicable laws and shall effectively inform employees that they are free to join an organization of their choosing and that their doing so will not result in any negative consequences to them. Employees are allowed to freely elect their own representatives.

10. **Monitoring**
 Amer Sports and its designated agents (including third parties) may engage in monitoring activities to confirm compliance with this undertaking for ethical conduct, including unannounced on-site inspections of design, manufacturing and delivery and employer provided housing, such inspections to include reviews of books and records relating to employment matters and private interviews with employees. Suppliers agree to maintain on site all documentation necessary to demonstrate compliance with this policy. Business partners are required to provide Amer Sports with all information Amer Sports may request about facilities

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11. **Protection of Intellectual Property**
To avoid directly or indirectly infringe or misappropriate any patent, trademark, copyright, trade secret, or other intellectual property right of any third party, or otherwise violate any rights of any third party in the manufacturing process.
12. **Communication to employees** To take appropriate steps to ensure that the provisions of this undertaking for ethical conduct are communicated to employees through a prominent posting of a copy of ethical rules.
13. **Privacy of data** All personal data collected or held will be processed in a fair, discreet and lawful manner that protects the privacy of individuals.
14. **Prohibition of corruption and bribery**
Do not engage in the giving or receiving, directly or indirectly, of bribes, kickbacks, other illicit payments or improper benefits intended to achieve business advantage or financial gain. Avoid situations that involve a conflict or the appearance of a conflict between duty to the company and personal interest.

If there is a violation of any of these standards, please bring the issue to our attention by emailing at aso.csr@amersports.com. You may write in your language and all information received will be kept strictly confidential.

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