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# GLOBAL IMPACT REPORT

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WOLVERINE WORLDWIDE | **W**

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## THE WOLVERINE WAY

### VISION

*To build a family of the most admired performance and lifestyle brands on earth.*

### MISSION

*We empower, engage, and inspire our consumers – every step of the way.*

### VALUES

*Consumers First*

*Play to Win*

*Be a Great Partner*

*Innovation – Think Forward & Think Big*

*Do the Right Thing – Always*

*Make the World a Better Place*

*Our People are the Difference*

*Act with Urgency*

## COMPANY OVERVIEW

WITH A VISION TO BUILD A FAMILY OF THE MOST ADMIRABLE PERFORMANCE AND LIFESTYLE BRANDS ON EARTH, AND A COMMITMENT TO SERVICE AND PRODUCT EXCELLENCE, WOLVERINE WORLDWIDE IS ONE OF THE WORLD'S LEADING MARKETERS OF BRANDED CASUAL, WORK, OUTDOOR, ATHLETIC, CHILDREN'S, AND UNIFORM FOOTWEAR AND APPAREL.

Founded in 1883, Wolverine Worldwide is home to a family of 12 brands covering all ages, passions, and pursuits, with globally-loved brands such as Bates®, Chaco®, Hush Puppies®, Keds®, Merrell®, Saucony®, Sperry®, and Wolverine®. The Company is also the global footwear licensee for popular brands Cat® and Harley-Davidson®. As the parent company to a portfolio of dynamic performance and lifestyle brands, Wolverine Worldwide markets footwear, apparel, and accessories in nearly every corner of the world. Together, the Wolverine Worldwide portfolio has over 1,000 years of brand equity and heritage.

Committed to developing, marketing, and distributing products that bring style to purpose, Wolverine Worldwide's brands are carried by leading retailers in over 170 countries and territories. Directly and through a strong global network of partners, the Company annually markets nearly 100 million units of footwear, apparel, and accessories around the world in over 15,000 points of distribution and across 41 websites, and 2019 sales over \$2.27 billion. With headquarters based in Rockford, Michigan, Wolverine Worldwide today employs over 3,800 global associates.

## MESSAGE FROM OUR PRESIDENT & CEO

When GA Krause laced up the very first pair of Wolverine boots in 1883, he knew the possibility of opportunity. That opportunity was to make the world a better place through community engagement, product innovation, timeless craftsmanship, and an unyielding dedication to consumers every step of the way.

For over 135 years, our Company, employees, and brands have lived up to Krause's legacy through our commitment to and positive impact on our local communities, and in our daily jobs with our drive and passion for creating innovative products and connecting with our consumers.

OVER THE PAST FEW YEARS, WE'VE EMBARKED ON A JOURNEY OF GROWTH;

BUT OUR COMMITMENT TO GROWTH GOES WELL BEYOND OUR PRODUCTS AND FINANCIAL PERFORMANCE.


In 2018, the Company successfully transitioned from the Wolverine Way Forward transformation into the next chapter of the Wolverine story. The Way Forward laid the path for increased support and growth for our social responsibility efforts, and in 2018 we set that plan into action, fully staffing our Corporate Social Responsibility team as well as our Responsible Sourcing team.

2019 was a baseline year, a starting point for the teams to evaluate our current sustainability efforts and strategize how to move forward. Focused on continuous improvement, these two teams have worked to set the groundwork and strategy of our commitment to our employees, our communities, and our planet to operate responsibly and sustainably just the way Krause envisioned back in 1883.

Our collective family of brands and the individual roles each brand plays are huge pieces of our combined improvement and success. While they all have different consumers, different paths for growth, and different footprints across the globe, they all have a strong commitment to making a difference for their consumers, their communities, and the planet.

I look forward to sharing with you our progress over the next several years. We realize as we embark on this journey that it is a roadmap to our aspiration – the better world we will one day achieve through the steps we take toward it every day.

TOGETHER, WE WILL BUILD A BETTER FUTURE FROM THE GROUND UP.



**BLAKE W. KRUEGER**

*Chairman, Chief Executive Officer, and President*





## BRAND SUSTAINABILITY: MERRELL

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*At Merrell, we believe in the profound power of the trail and we strive to be a dedicated steward of our environment. We exist to inspire everyone to explore the outdoors, and we need a healthy home in order to do just that.*

”

**CHRIS HUFNAGEL, MERRELL PRESIDENT**

For Merrell, sustainability is not a fixed goal, but rather a responsibility to continuously pursue a better path. We exist to inspire everyone to explore the outdoors and we need a healthy home in order to do just that. We diligently look at our materials and manufacturing for opportunities to lessen our environmental impact. We look to the Higg Index to help guide our overall strategy and product development decision-making, including which materials we use. Additionally, we'll continue to focus on transparency with our consumers as we know that's an imperative step to ensure we earn their respect and loyalty.

### WEAR AND CARE

We strive to reduce the impact of every footprint we help create in the world, starting with our own. From material content to manufacturing processes to employees and partnerships, we are always pushing ourselves to improve. We want to provide the best possible product while preserving the trail for future generations.

### OUR MATERIALS

At Merrell, our commitment to recycling extends well beyond the office recycling bin. We continuously search for opportunities to bring new life to both pre- and post-consumer recycled materials within our supply chain. From fabric made from single-use water bottles or ocean plastic to regrinding factory waste to make new shoe components, we believe it's our responsibility to use as much recycled content in our products as possible while balancing performance and durability. Through partnerships with our material suppliers, we've been able to incorporate post-industrial scrap rubber into the soles of some of our shoes, and we reuse scrap from the midsole manufacturing process in a variety of our shoes. We are always looking for ways to incorporate more repurposed material when possible.

As a brand that annually uses over 15,000,000 square feet of leather, we know that making our leather product as environmentally friendly as possible is one of our biggest opportunities to reduce our overall environmental impact. In 2018, more than 99% of our leather came from Gold- or Silver-rated tanneries, the two highest ratings offered by the Leather Working Group.

Natural materials, such as wool and cotton, are renewable resources that can be an environmentally friendly material

option when sourced appropriately. We've established guidelines for incorporating a variety of sustainably produced natural materials in our products. Wool is an eco-friendly material choice from a renewable source that can be recycled and is naturally biodegradable. We have committed to only using Responsible Down Standard (RDS) - certified down in our products. The RDS is an independent, voluntary global standard that aims to ensure that down and feathers come from animals that have not been subjected to unnecessary harm. The anti-odor treatment we use in our insoles is made of naturally occurring microbes similar to those found in yogurt or kombucha. The treatment is non-toxic to people and safe for the environment.

### OUR MANUFACTURING

Durability is at the core of sustainability for Merrell. We believe the longer you can use a thing, the fewer times you need to replace it with a new thing. So we build our shoes and apparel to provide long-lasting comfort and performance.

We believe everyone has a responsibility to use water thoughtfully, and we strive to reduce the amount of water used in the production of our footwear and apparel. The traditional method of coloring fabrics is extremely water intensive. Solution-dyeing is an alternative process that uses less than a third as much water as traditional dyeing. We are researching solution-dyed fabrics for a portion of our line.

Any production process typically concludes with at least some waste materials destined for a landfill. We believe adding to landfills should be a last resort, and through recycling, process efficiency, and innovative design and production methods, we strive to reduce our contribution to landfills.

**MERRELL®**



# MERRELL SUSTAINABLE PRODUCTS

## GRIDWAY COLLECITON

The Gridway Collection was launched on America Recycles Day (November 15th) in 2018. All shoes in the Gridway Collection are made from recycled materials whenever possible and are built with a singular intent: to last.

The various knit and canvas uppers in the collection are made from 100% recycled materials. Leather uppers utilize SuperLite, a Merrell-exclusive LITE leather made by ISA, offering the pinnacle of low impact to the environment during tanning. According to ISA, for each pair of Gridways made, nearly 10 liters of water are saved as well as enough energy to light a lamp for 94 hours.

Exclusive to Merrell and used throughout the collection, a Vibram® EcoDura outsole is made from a minimum of 30% post-industrial scrap rubber, bringing forth a durable, high-quality compound that also reduces waste.

Additionally, the collection features 100% recycled laces and 100% recycled footbeds in the leather and knit products, as well as EVA midsoles made with 30%-40% recycled content from manufacturing scraps.

In conjunction with the launch of the Gridway Collection, Merrell donated \$10,000 to Keep America Beautiful, the organization behind America Recycles Day.



MERRELL GRIDWAY COLLECTION

## XTR SWEEPER - FROM TRASH TO TRAIL

Trail races can take their toll on the route as much as the runners. So after the last competitor crosses the finish line, packs of volunteer “Sweepers” take to the course for some clean-up. We are celebrating these unsung heroes with their own signature shoes, made from materials like the ones they pick up to recycle.

The XTR Sweeper features a 40% recycled plastic mesh and 100% recycled TPU upper, 100% recycled laces, 100% recycled Hyperlock™ TPU film heel counter for security, 40% recycled breathable mesh lining, and 30% recycled integrated footbed. The shoe also features a BLOOM® foam midsole made from 10% algae biomass, which cleans and restores the environment when harvested, and a Vibram® EcoDura outsole that is 30% recycled.

## MOAB 2 EARTH DAY - DESIGNED WITH THE EARTH IN MIND

Manufactured with water- and energy-saving processes, the Moab 2 Earth Day is made with Econyl® 100% regenerated nylon fiber from nylon wastes. Merrell donated 10% of online sales of the Moab 2 on Earth Day to The Conservation Alliance.

## REPREVE® PERFORMANCE SOCKS

Repreve® fiber is made from recycled plastic bottles offering an environmentally friendly, moisture-wicking, and durable fabric.

## RIDGEVENT - PREDICTABLE WARMTH FOR UNPREDICTABLE ADVENTURES

The Ridgevent collection is designed with a back that breathes, even with a pack. The heat-mapped back baffles allow for breathability while gender-specific insulation provides warmth where your body needs it most. The collection includes DownPlus+ insulation made with 65% responsibly sourced waterproof goose down and 35% Pirmaloft® synthetic fibers.

MERRELL  
RIDGEVENT



MERRELL  
DOGFISH HEAD

## DOGFISH HEAD

A more sustainable trail runner inspired by our favorite post-run beer: SeaQuench™ Ale by Dogfish Head Craft Brewery. As two outdoor-loving brands, we believe our wild spaces urgently need to be sustained and protected, which is why it was important to us to rethink our manufacturing processes with this collaboration. As part of the collaboration, Merrell donated \$10,000 to The Conservation Alliance.

The Dogfish Head upper is made with the equivalent of 2 recycled water bottles, 100% recycled laces, protective TPU toe cap, TPU film heel counter, and removable EVA foam insole. The shoe also features a BLOOM® foam midsole made from 10% algae biomass, which cleans and restores the environment when harvested, and a 30% recycled M Select™ GRIP outsole that is sticky and durable.



# BRAND SUSTAINABILITY: SAUCONY

At Saucony, we have been loyal to the sport of running for 120 years, and we intend to be here for the next 120 years. However, we acknowledge that every running shoe and item of apparel we make has an impact on the environment. That’s why we’ve decided to put in the work to be better for the long haul. We know that becoming a more sustainable brand is not an easy task, but we are challenging ourselves to improve every season – simply because our world depends on it. Our goal: make the best product so that each consumer wants to hang onto it forever. Period. We’re already taking steps toward our goal; 100% of our 2020 line of apparel uses sustainable materials, and by Fall 2021, our road shoe line will significantly increase the percentage of recycled content across the range. We’re focusing on using the best materials for both the environment and performance, and building our product to be durable so it doesn’t just end up

in a landfill. For apparel and accessories, that means striving for the most recycled content in both polyester and nylon, reducing treatments on fabrics unless necessary for function and requiring organic cotton in our sportswear and logo wear. We’re also developing a biodegradable shoe with two goals in mind – to experiment with sustainable materials that don’t come from oil and to learn how to make shoes that will break down faster at the end of their lives. So, our biodegradable shoe will be made from natural materials and renewable resources. Our goal is for it to have no plastics, no bio-plastics, and no plastic derivatives. It’s one small step towards reducing our footprint. And we do not forget about the details; our apparel hangtags will be made of 80% post-consumer recycled paper and 20% Forest Stewardship Council certified paper. Our footwear boxes are currently made of 90-95% recycled content and are 100% recyclable.





BRAND SUSTAINABILITY:

# SPERRY

MISSION

Drawing on the heritage of innovation and devotion to the sea, our mission is to sustain the waters that stretch the globe and connect us all.

VISION

Create a more sustainable future by decreasing our overall usage of single-use plastic and water while increasing recycle materials throughout our line and supply chain.

POSITION

Committed to instill our mission into our corporate culture and engage our consumers to walk the walk with us.

To combat the ocean plastics epidemic, Sperry will build awareness, share sustainable solutions, and engage our consumers and partners to create change together.

LOOK GOOD. DO GOOD.



Sperry is proud to work with partners BIONIC® and Waterkeeper Alliance. Together, they've launched the Ocean Plastic Recovery Initiative, with plastic recovery facilities built to protect coastal and marine environments around the world.

The Sperry BIONIC® Collection is made with BIONIC material that's spun from, on average, five plastic bottles recovered from marine and coastal environments.

When you pick up a pair of Sperry BIONIC shoes, you help break the cycle of plastic pollution worldwide. Together we can change the cycle for good.

With a clear mission and vision, and a successful launch of the BIONIC Collection, the Sperry team is looking to the future and has set the following goals:

- 5% of new seasonal SKU will be made with at least 50% recycled materials in the upper by 2022.
- 10% of the marketing budget will support water-based initiatives by 2022.
- By 2022, reduce water usage by an additional 1MM gallons annually.
- Eliminate packaging in all possible places, with a focus on eliminating single-use plastic.







## BRAND SUSTAINABILITY: **KEDS**

At Keds, we have a long history of making product for and speaking directly to women. We are committed to making choices that help continue this over 100-year legacy by listening to our consumers and responding to their dreams, needs, and requests through our product initiatives. For 2021 we will be making a shift in our supply chain toward a more sustainable future. The first step in this journey will be to transition the cotton textiles in our product line to organic. This effort will launch early in 2021 and the transition will continue throughout the year. Our intent is to impact as many current footwear styles as possible in both seasonal and core iterations as well as all new product styles entering the market. As a companion to this effort, we will also be debuting a new shoe to launch mid-spring that will meet the comfort and fit needs of our modern female consumer, as well as deliver eco benefits so that she can feel good in our product and feel good about her choice. We are committed to making decisions that are better for our consumers, better for her community, and better for our world. Whatever that means!

**Keds**



## BRAND SUSTAINABILITY: **HUSH PUPPIES**

At Hush Puppies, looking forward to our AW20 line, we are committed to several new sustainable and eco-friendly practices and materials. In addition to following environmentally responsible practices for the production of leather, we've begun using recycled linings (RPET) and suedes made with a renewable plant-based formula (HeiQ) in select footwear. Also, all glues used in footwear are water-based. At Hush Puppies, we are also exploring the use of an algae-based additive (Bloom) in its midsoles and regrind rubber in its outsoles for the SS21 footwear line.

**Hush Puppies®**





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*People are drawn to businesses that share in their same social values. Companies are no longer measured solely on profit and loss and cannot be successful without integrating the personal values of their stakeholders. Establishing a greater purpose provides added value to the brand and product and increases employee and consumer engagement. A company that prioritizes doing good for the world while doing well financially offers the extra inspiration and motivation we often need in our day-to-day work.*

”

**RACHEL HOROS, MERRELL CSR AND SUSTAINABILITY MARKETING MANAGER**

# ENVIRONMENT

WOLVERINE WORLDWIDE IS COMMITTED TO  
**MAKING THE WORLD  
A BETTER PLACE.**

We do this by advocating and protecting the environment. We actively seek out environmentally sustainable business practices to reduce and responsibly manage our environmental impacts. Our commitment includes inspiring our global communities through environmental education and awareness. We believe the steps we take today will leave less of a footprint tomorrow.



# ENERGY, WATER, & WASTE

## REDUCING ENERGY CONSUMPTION

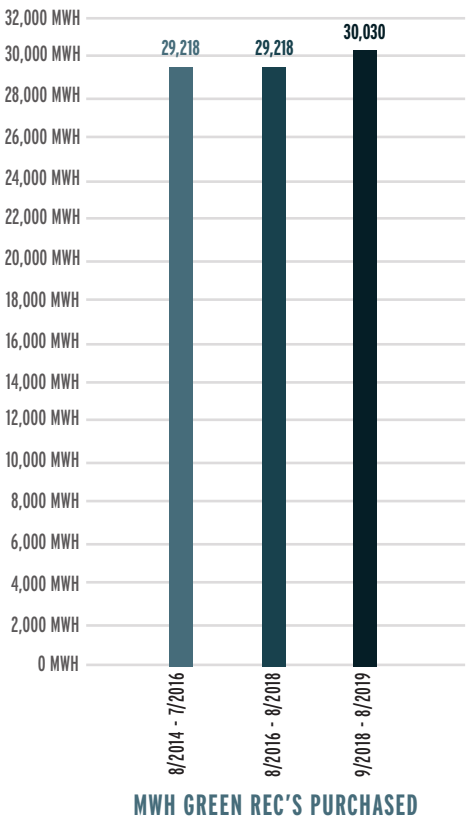
Over the past few years, we have implemented initiatives to improve energy efficiency and increase our use of renewable energy.

- Since 2015, we've powered all of our North America facilities by renewable energy.
- Our Boston and London campuses are both LEED-certified.
- Most Wolverine Worldwide buildings are lit by energy-efficient bulbs, which are responsibly recovered and recycled at the end of life.
- To reduce gas and electricity, our Michigan facilities are run by computer-based energy management systems.
- In 2019, we installed a lighting management software system in our newly remodel Central Stores building allowing us to efficiently monitor lighting usage, drive lighting efficiencies, and reduce energy consumption while extending lamp life.



## REDUCING WATER CONSUMPTION

The majority of our water use is from our office locations. We monitor water use and have implemented conservation initiatives across our facilities, including motion sensor faucets in many of our restrooms.



From August 2014 to August of 2019, Wolverine Worldwide has purchased 88,466 mwh of wind RECs to offset our energy usage.

# REDUCING WASTE

WOLVERINE WORLDWIDE CREATES WASTE THROUGHOUT OUR FACILITIES & OPERATIONS DAILY.

TO HELP MANAGE OUR WASTE, WE'VE IMPLEMENTED RECYCLING PROGRAMS AT MANY OF OUR FACILITIES.



In 2019, our Michigan-based facilities implemented a new single-stream recycling program for our office employees. This initiative PREVENTED **396,460 POUNDS** OF WASTE from ending up in landfills, which equates to approximately **1,132 CUBIC YARDS** OF SPACE.



**105,833 POUNDS** OF PAPER & CARDBOARD WERE RECYCLED, SAVING AN ADDITIONAL **159 CUBIC YARDS** OF LANDFILL SPACE.

By not using new trees for paper production, we also **SAVED 898 TREES, 370,000 GALLONS** OF WATER, AND **3,176 POUNDS** OF AIR POLLUTION.



Our Kings Place office in the U.K. recycled **8,997 POUNDS** OF CARDBOARD, **24,639 POUNDS** OF GLASS, AND **47,980 POUNDS** OF MIXED RECYCLED ITEMS IN 2019.







## ADVOCATES FOR THE PLANET

AT WOLVERINE WORLDWIDE, OUR GLOBAL EMPLOYEES ARE PASSIONATE ABOUT PROTECTING THE PLANET & ARE TAKING THE NECESSARY STEPS TODAY TO LEAVE LESS OF A FOOTPRINT TOMORROW.



### MERRELL TRAIL CLEAN-UP

A team of 15 volunteers spent an afternoon cleaning up over 8 miles of the Merrell Trail benefiting the local biking community.



### MAKE THE WORLD A BETTER PLACE

25 employees from the Wolverine Materials Team and Wolverine Leathers Team in Asia volunteered to clean up a local park in Jiangmen, China.



### MARSH ISLAND CLEAN-UP

Sperry and Waterkeeper Alliance's Buzzards Bay Coalition teamed up to clean Marsh Island by collecting 30 contractor bags full of trash in order to prevent the debris from contaminating the Acushnet River.



### ADOPT-A-HIGHWAY CLEAN-UP

12 adventurous employees braved the unpredictable April weather in Michigan to pick up 45 bags of trash along the two-mile stretch of highway near our Rockford headquarters.



### RUN ECO

The King's Cross team held a few Run Eco events over the course of the year, hitting the pavement of the King's Cross area on a run to make a difference. Along their 5km route, the team picked up several bags of trash and enjoyed some team bonding along the way.



## BRAND SUSTAINABILITY: CHACO

Since Chaco's beginnings in 1989, our core products have been designed to be rugged, durable, and repairable. Today, Chaco continues its commitment to sustainability through durability by building long-lasting products that avoid the landfill through options for repair. At the core of this ideal is our ReChaco program headquartered in Chaco's Rockford, Michigan-based sandal manufacturing facility. Tens of thousands of well-loved products have their lives extended each year at ReChaco through replacing outsoles, straps, buckles, and other components. As the brand looks to the future, key investments are being made toward integrating post-consumer plastics, textiles, and plant-based innovations into Chaco products, continuing our progress toward a more sustainable future, and planet-friendly footwear.





## BRAND SPOTLIGHT: RECHACO

From the time Chaco was founded in the foothills of the Rocky Mountains, every pair of the brand's iconic Z/Sandal silhouette has been built tough and designed with repairability in mind. Every year, tens of thousands of loyal Chaco fans and consumers send in their well-loved and well-worn sport sandals for repairs and TLC. Once years of wear and thousands of steps have taken their toll, the repair technicians at ReChaco can step in to replace outsoles, repair straps and buckles, and add new life to that favorite pair.

Chaco's commitment to ReChaco and sandal repairability represents a core element of the brand's social responsibility initiatives. Every pair of sandals is roughly 2 pounds of material saved from a landfill – add that up over decades and you have more than 209 tons of reclaimed product. In addition to repurposing packaging materials and the brand's cause sponsorship initiatives, Chaco stands behind its product durability and longevity as a core value proposition. After all, one of the best strategies in sustainability is to make long-lasting products in the first place.

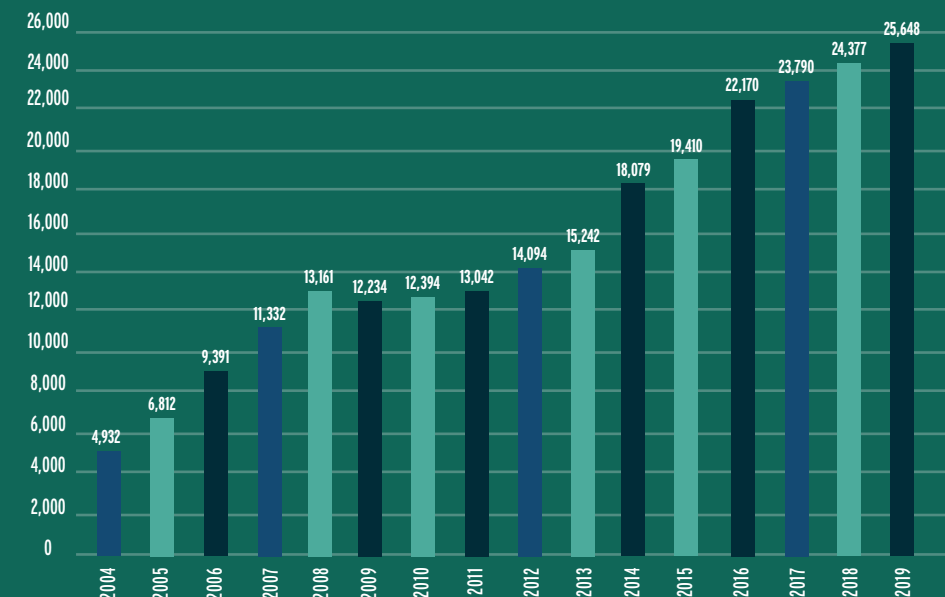
LEARN MORE ABOUT RECHACO BY  
VISITING [CHACOS.COM/RECHACO](https://chacos.com/rechaco)

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*Repairing old product isn't the most profitable way to spend our time. In fact, it's usually just the opposite. So why do we do it? At Chaco, we believe in sustainability and protecting our environment by tossing fewer things into the garbage. By keeping Chaco sandals out of the landfill, we're creating less waste and making great products last even longer. But more importantly, to these folks who choose to repair their products instead of throwing them away, their sandals come to represent years of adventures, travels, and memories made. At ReChaco, we repair sandals to let them live another day, conquer another mountain, hike another trail, and ride another rapid. But really, we're fixing a beloved friend and keeping those memories alive.*

”

LISA KONDRAT, DIRECTOR OF RECHACO



NUMBER OF SANDALS REPAIRED AND SAVED FROM LANDFILLS



“

*In 2018, Wolverine Worldwide joined the Sustainable Apparel Coalition and began using the Higg Index to track our sustainability progress. This is really exciting because the brands engaging with the Higg Index are working to take leadership positions in product sustainability; they are creating strategies and setting goals to build more sustainable products and supply chains.*

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**ERIN AUGUSTINE, RESPONSIBLE SOURCING DIRECTOR**

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## RESPONSIBLE SOURCING

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AS CORPORATE CITIZENS, WE STRIVE TO BALANCE  
**SOCIAL & ENVIRONMENTAL  
STANDARDS WITH INNOVATIVE  
BUSINESS SOLUTIONS.**

We recognize the importance of responsibly sourced materials. We are committed to working with supply chain business partners dedicated to safe, humane, and ethical working conditions that comply with international labor standards.



# PRODUCTION CODE OF CONDUCT

## THE WOLVERINE WORLDWIDE PRODUCTION CODE OF CONDUCT OUTLINES OUR LONGTIME COMMITMENT TO SOCIAL RESPONSIBILITY.

This includes upholding the human rights of workers by treating them with dignity and respect, and improving working conditions within their supply chain.

Our production Code of Conduct clarifies the minimum standards that factories and suppliers with whom Wolverine Worldwide conducts business are required to satisfy when conducting their operations.

We routinely conduct social compliance audits through our internal teams and third parties to monitor compliance with our Code of Conduct and continuous improvement. In 2019, we conducted approximately 190 social compliance audits.

## FOURTH ANNUAL SUMMIT

In October 2019, we held our fourth annual summit in Yangzhou, China. Presentations on a wide variety of topics, including environmental health and safety (EHS), worker engagement, C-TPAT, responsible sourcing, the Higg Index, and energy management were presented to more than 60 attendees from over 35 factories.

Additional training summits were held throughout the year, and for the first time, we held a summit in Vietnam with over 65 attendees, including representatives from over 33 factories. We also hosted a webinar training session for western hemisphere partners with nearly 20 attendees.

These summits and trainings help strengthen our factory partnerships and build a more connected team, all while working together to improve the livelihood of the people making our products.



# SUPPLY CHAIN TRANSPARENCY & IMPACT

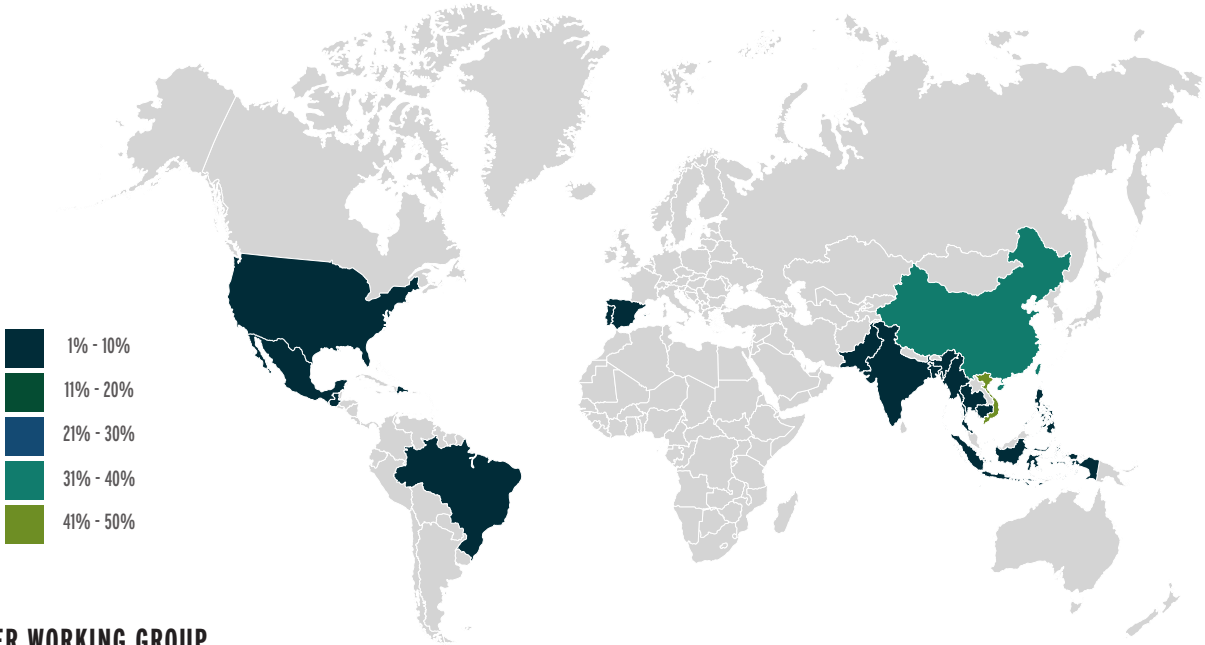
## SUPPLY CHAIN TRANSPARENCY

Wolverine Worldwide is committed to long-term partnerships rooted in trust, open communication, and a shared vision that fosters continuous improvement and compliance with our Code of Conduct. We value all of our production partners particularly our 33 core production partners, who account for a significant majority of our footwear production.

## SUPPLY CHAIN ENVIRONMENTAL IMPACT

We require manufacturing processes to minimize the adverse effects on the community, environment, and natural resources while safeguarding the health and safety of the public. These requirements include meeting all relevant local and national environmental protection laws, with the goal of meeting international environment project standards.

FOOTWEAR PAIRS SOURCED BY COUNTRY OF ORIGIN, 2019



## LEATHER WORKING GROUP

Wolverine Worldwide has been a member of the Leather Working Group (LWG) since 2006. We're proud to be an early adopter to establish strong environmental stewardship practices in the production of leather. Over the past decade, the LWG has worked to improve the leather manufacturing industry by creating alignment on environmental priorities, establishing best practices, and providing guidelines for continuous improvement. LWG-certified manufacturers combined save an average of 12.1 billion liters of water and 775 megawatts of energy every year. That's the equivalent annual water usage of nearly 30,000 homes and enough yearly electricity to light more than half a million homes.

In 2019, approximately 98% of leather collectively used by Wolverine Worldwide brands came from Gold- or Silver-rated tanneries, the two highest ratings offered by the LWG. Gold- or Silver-rated tanneries have scored at or near the very top in five categories related to best practices of environmentally-responsible leather production. As a result of driving large volumes through our highly rated tannery partners and expectation of continuous improvement for all suppliers, we estimate that Wolverine Worldwide saved more than 450 million liters of water and 50,000 megawatt hours of energy.



## HIGG INDEX

Wolverine Worldwide is a proud member of the Sustainable Apparel Coalition – the apparel, footwear, and textile industry’s leading alliance for sustainable production. The Coalition developed the Higg Index, a standardized value chain measurement suite of tools for all industry participants. These tools measure environmental and social labor impacts across the value chain. With this data, we can address inefficiencies, improve sustainability performance, and achieve the environmental social transparency consumers are demanding.

### BRAND TOOLS

In 2018 and 2019, Chaco, Merrell, and Sperry participated in the Higg Brand and Retail Module (Higg BRM) pilots. This helped identify gaps in their strategies. As a result of this feedback, these brands have completed a formal review and prioritization of their sustainability related risks, impacts, and opportunities. These prioritized lists guided the development of brand sustainability goals and strategies shared at the beginning of this report.

### FACTORY TOOLS

Wolverine Worldwide uses the Higg Facility Environmental Module (Higg FEM) to learn more about energy use, water use, and waste generated at our footwear, apparel, and material suppliers’ factories.

### PRODUCT TOOLS

Wolverine Worldwide brands are striving to use more sustainable materials whenever possible. We utilize the Higg Materials Sustainability Index (Higg MSI) to learn more about the life cycle impacts of each material we use and evaluate the benefits of choosing different materials.

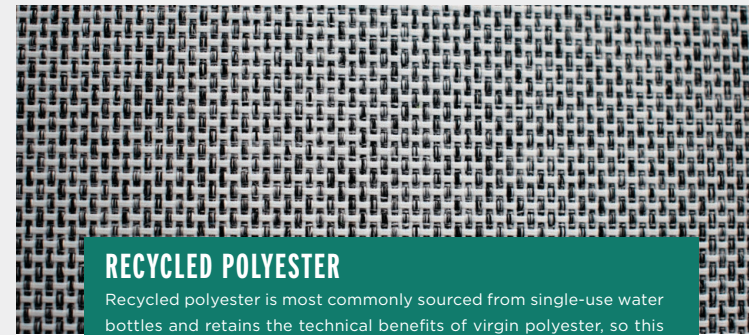
## PRODUCT SUSTAINABILITY STANDARDS

Our Product Sustainability Standards establish clear baseline expectations for all of our brands to promote social responsibility, environmental stewardship, and animal welfare. Additionally, these standards establish best practice recommendations, including the use of certified organic cotton and certified recycled materials.

### ANIMAL WELFARE

Several of our brands choose to offer vegan products, which do not directly contain any animal products. When we do decide to use animal-derived materials, we are committed to ensuring they come from animals treated humanely. For example,

- All goose or duck feathers in our products are Responsible Down Standard (RDS) certified.
- We are working to ensure that all wool comes from sheep that are humanely raised and are not mulesed.
- All of our leather is a byproduct of the meat industry and we’re partnering with the LWG to increase traceability further up the supply chain.
- Any fur used in our products is a byproduct of the meat industry.
- We expressly prohibit the use of exotic leathers and those that come from endangered species.



#### RECYCLED POLYESTER

Recycled polyester is most commonly sourced from single-use water bottles and retains the technical benefits of virgin polyester, so this is a good option for our more technical products.



#### RECYCLED NYLON

Recycled nylon is most commonly sourced from fishing nets and used carpet. Again, this is a technical fabric used in our more technical products and can be used as a one-for-one replacement of virgin nylon.



#### EVA (ETHYL VINYL ACETATE)

EVA is most commonly used in midsoles and outsoles. Similar to rubber, the scraps are generated, collected, and reused at various stages of the manufacturing process, so this is considered post-industrial recycling.



#### RUBBER

Rubber is most commonly used in shoe outsoles and recycled rubber is generally sourced from post-industrial scraps within the outsole manufacturing process. These scraps can be recovered, pelletized, and placed back into the beginning of the process.

### RECYCLED MATERIALS

Our brands are incorporating recycled materials into their products wherever possible while maintaining the durable quality our consumers expect. In general, we are focusing these efforts on several key materials, including polyester, nylon, rubber, and EVA.

### PACKAGING

Our branded cardboard shoe boxes are made with a minimum of 80% post-consumer recycled paper and are 100% recyclable.

We never use solvent-based adhesives or petroleum-based inks in our brand packaging. Instead, we use water-based solvents and inks, which use fewer chemicals, no petroleum (a non-renewable resource), and creates fewer emissions.

Our polybag shippers are made of 25% post-consumer recycled plastic and can be recycled via store drop off.

### END USE

Durability is sustainability. Our brands design their products to last for years, making good use of resources and keeping products out of landfills around the globe. Our brands encourage their consumers to care for their footwear, repair when necessary, and pass them on to someone else when done. Our Chaco brand embodies these principles with their ReChaco program (see page 18).



# COMMUNITY

“

*I'm very proud to work for an organization that embraces volunteerism to such a high degree. The amount of volunteer hours logged in any given year, supplemented and often surpassed by monetary contributions, continues to strengthen the employee and community engagement initiatives at Wolverine Worldwide. While time and money can all be tracked and represented on a spreadsheet, it's the emotional benefits of community engagement, the intangibles, that truly make Wolverine Worldwide a great place to work.*

”

JEN VAN OS, DIRECTOR OF SOURCING

## WOLVERINE WORLDWIDE HAS A HERITAGE OF SERVING THE COMMUNITIES IN WHICH WE LIVE & WORK.

As champions for positive change, it is our responsibility to enrich our global communities by giving of our time and resources to make the world a better place. **In 2019, our global employees volunteered over 3,000 hours of their time** benefiting several organizations throughout our local communities.



## CORPORATE INITIATIVES

AS A COMPANY PROVIDING INNOVATIVE FOOTWEAR, APPAREL, AND ACCESSORIES TO CONSUMERS AROUND THE WORLD, WOLVERINE WORLDWIDE TAKES SERIOUSLY ITS COMMITMENT TO MAKING THE WORLD A BETTER PLACE.

### WOLVERINE WORLD WIDE FOUNDATION

Rooted in the responsibility to contribute positively to the communities where our employees work and live, the Wolverine World Wide Foundation was founded in 1959 to support charitable initiatives. Through the Wolverine Worldwide Foundation, the Company is actively involved in supporting charitable organizations with a focus on education, the environment, arts and culture, and humanitarian aid and service. The Wolverine Worldwide Foundation embodies our belief that we are a part of a greater community, one founded on the premise that as we help each other, we build stronger communities that nurture brighter futures.

In 2019, the Wolverine Worldwide Foundation donated over \$1.2 million to more than 75 organizations throughout our local communities.

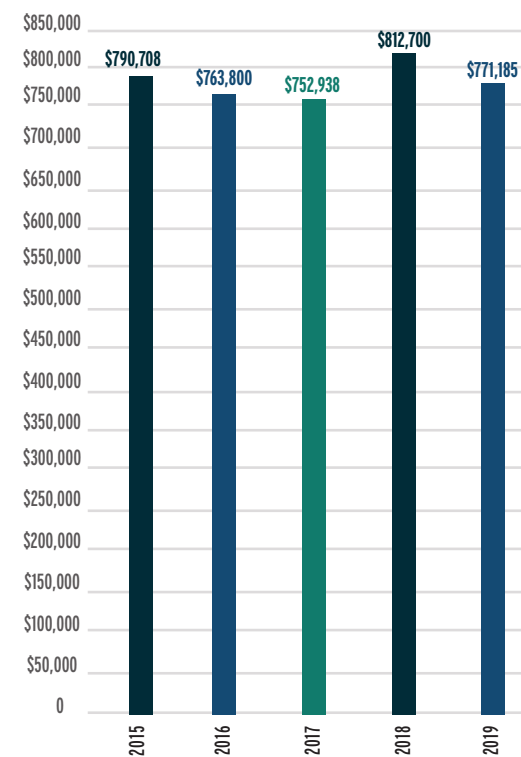
### HEART OF WEST MICHIGAN UNITED WAY

Wolverine Worldwide has partnered with the Heart of West Michigan United Way for over the past 55 years. Every year, through employee contributions, footwear, and apparel sample sales, and several events geared around FUNraising, the Company has consistently given back to the local community where we live and work.

### UNITED WAY EMPLOYEE CONTRIBUTIONS

For 2019, our local impact for the United Way included:

- \$771,185 pledged to local communities across the Wolverine Worldwide footprint.
- 17 families were “adopted” by Wolverine Worldwide employees during our Holiday Giving Tree program.
- 8 employee-led events raised money for the local community.
- 33% of Wolverine Worldwide employees pledge to United Way each year.
- 500+ volunteer hours toward United Way initiatives.
- \$7,500 in product donated to the Spread the Warmth clothing drive.



### A HISTORY OF GIVING: UNITED WAY

Over the past 5 years, **Wolverine Worldwide** has donated over **\$3.8 Million** to the United Way.

**BELOW:** The King's Place team partners each year with BIG (Business in Islington) Alliance becoming Business Mentors to support local students. Mentors meet with students every other week introducing them to the world of work, helping them to identify career goals and developing key competencies to achieve their goals.



**LEFT:** FUNraising is what it's all about at our Richmond Campus! Benefiting the United Way of Whitewater Valley, the team held a Coin Wars ending with the leader who raised the most kissing Kennedy The Donkey.



**ABOVE:** As part of the Richmond Campus United Way Campaign, employees held a food drive donating over 850 canned and boxed food items to Circle U just in time for the holidays.



**ABOVE:** Wolverine Worldwide supporting the American Cancer Society's Relay for Life in Rockford, MI. Employees have donated over \$100,000 in the past five years.





**LEFT:** Wolverine Worldwide's 2018 ArtPrize Why We Walk event, which encouraged participants to explore the city of Grand Rapids, MI and gave them an opportunity to vote with their steps to which local charity organization should receive a donation.



**ABOVE:** Super Mega Warehouse Sale benefiting the Heart of West Michigan United Way.

**BELOW:** Our Rockford HQ employees enjoyed pancakes under the sun during our annual Pancake Breakfast benefiting Two Ten.



**ABOVE:** Rockford employees volunteering at the Grand Rapids Symphony Holiday Pops offering attendees hot chocolate before each concert.



**ABOVE:** Wolverine Worldwide was once again proud to sponsor the 2019 Facin' The Mud corporate challenge. Hosting teams from companies across West Michigan to compete in a mud-filled, 10 obstacle 5K trail run with proceeds benefiting Team Rubicon and the Outdoor Foundation.



**ABOVE:** 20 employees from the Wolverine Leather and Materials team in Asia volunteered to help the elderly in their communities.



**LEFT:** 120+ children of our employees learned how shoes are made and the importance of community engagement and sustainability during Bring Your Child to Work Day. The kids also teamed up with their parents to make doggy chew toys out of old t-shirts for the adoptable pups at Kent County Animal Shelter.



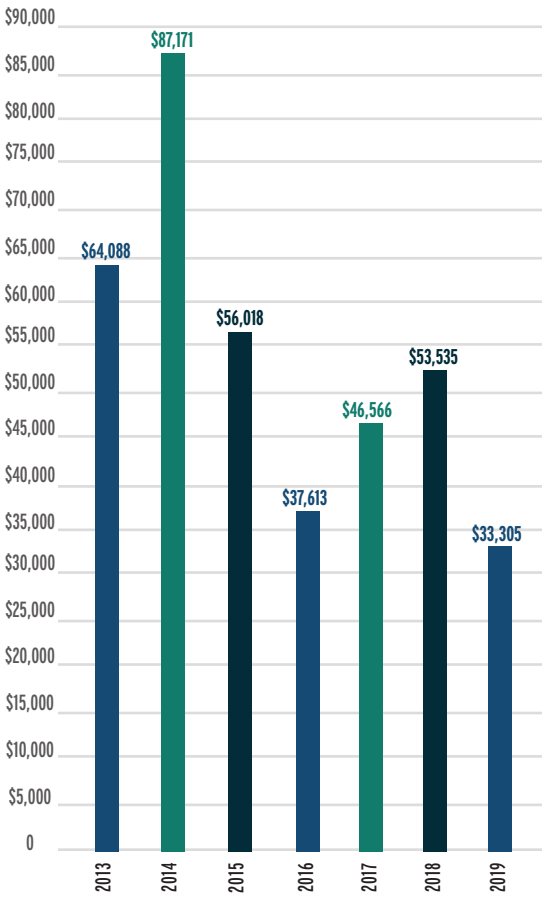
**ABOVE:** Employees from the Rockford office adopted 39 families over the past two years for the Holiday Giving Tree.



# CORPORATE INITIATIVES

## TWO TEN FOOTWEAR FOUNDATION

The Two Ten Footwear Foundation was established to strengthen the footwear community with financial, social, and educational support to individuals working in the footwear industry. As a member of the footwear industry, year after year, Wolverine partners with the Two Ten Footwear Foundation to raise funding and bring awareness to the opportunities available for industry employees through the foundation.



## EMPLOYEE GIVING: TWO TEN CAMPAIGN

In addition to Wolverine Worldwide Foundation donations, **our employees have donated over \$370,000** to Two Ten over the past 7 years.

### IN 2019, TWO TEN AWARDED:



**\$72,469**

in financial assistance to  
**52 WWW families**

### THAT ASSISTED WITH:



**42%**  
HOUSING



**37%**  
UTILITIES



**21%**  
AUTO  
PAYMENTS

### ADDITIONALLY, TWO TEN AWARDED:



**\$25,000**

in scholarships to  
**7 WWW recipients**

**BELOW:** 1st Annual Hunt Fest benefiting the Heart of West Michigan United Way.



**ABOVE:** Wolverine Worldwide was proud to sponsor the 2019 United Way Day of Caring. This awesome event draws 800 volunteers from 35 companies working on 50+ projects around Kent County.



**ABOVE:** We asked our employees and brands to help “spread the warmth” this winter by donating to Heart of West Michigan United Way and North Kent Connect. We delivered over 80 pairs of boots, 300+ pairs of socks, 40+ coats/jackets, and a variety of food and home necessities.

**LEFT:** Rockford employees donated and delivered 55 Baby Bundles to Family Promise of Grand Rapids and HOAP Inc. Each bundle included 100 diapers and three packs of baby wipes.





**ABOVE:** As part of the Richmond Campus Two Ten Campaign, the team held a diaper drive donating over 1,300 diapers to local charities.



**LEFT:** Waltham-based employees packed play space kits for Horizons for Homeless Children. The agency provides play spaces for children living in over 250 shelters in the Massachusetts area. The play space kits are filled with toys to make their days a little brighter.



**ABOVE:** Over 70 Wolverine Worldwide employees celebrated the 7th annual International Women's Day event campaigning for #BalanceforBetter, calling for a more gender-balanced world.



**LEFT:** Our Rockford HQ took a little break to enjoy all of the basketball action this past March in the first-ever Hoops and Hops event benefiting Two Ten.

# BRAND SPOTLIGHT: WOLVERINE

## PROJECT BOOTSTRAP

Founded in 2014, Wolverine's Project Bootstrap honors the spirit and tenacity of the American Worker and is working to build the next generation of skilled tradespeople. Wolverine supports individuals that personify the drive, grit, and work ethic of those in the trade. Over 3,000 pairs of work boots have been donated to trade school students across the country as a way for Wolverine to thank future tradespeople and helping them put their best foot forward.

Since 2017, Wolverine has partnered with the mikeroweWORKS Foundation donating over \$200,000 to the mikeroweWORKS Work Ethic Scholarship, and has provided over 400 recipients of this scholarship with a pair of boots. The mikeroweWORKS Foundation is on a mission to help close the skills gap by highlighting the millions of vocational opportunities that people often overlook by publicly challenging myths and misperceptions about these jobs. Through its scholarship programs like the Work Ethic Scholarship Program, the mikeroweWORKS Foundation encourages people to learn the trades that help sustain civilized life and provides financial assistance to people willing to learn a trade that's in demand. Since its inception, the mikeroweWORKS Foundation has granted or helped facilitate the granting of more than \$5 million in technical and vocational education for trade schools across the country.





A background image showing several runners from behind, running on a paved road. The focus is on the runners' legs and feet, with some wearing Saucony shoes. The image is slightly blurred, giving a sense of motion.

## BRAND SPOTLIGHT: **SAUCONY**

### **RUN FOR GOOD**

We exist to empower the human spirit, with every stride, on every run, and in every community.

### **GOOD PERFORMANCE**

We give runners the power to challenge themselves every day through our commitment to innovation, design, and boundary-pushing products.

### **GOOD HEALTH**

We support the whole runner - from sole to soul - with education initiatives, inspirational stories, and programs inspired by experiences.

### **GOOD COMMUNITY**

We advocate for runners of every level with our efforts toward building a greater good in the running community and beyond.

## **RUN FOR GOOD. TOGETHER.**

### **RUN FOR GOOD**

On June 5, 2019, Global Running Day, Saucony launched their new brand platform, Run for Good in combination with the Run for Good Relay, the world's first Instagram relay race. The brand asked followers to run a mile sometime in June and then post a selfie on Instagram tagging three friends to encourage them to do the same. With a goal to collectively run one lap (or more!) around the world (24,901 miles), the brand committed to donating \$50,000 to the Saucony Run for Good Foundation, Laureus Sport for Good, and CAMH. Over the course of the year, the Saucony Run for Good campaign raised an additional \$127,602 for cancer research and kids in need.

### **BIODEGRADABLE FOR GOOD**

Too many shoes end up in landfills for too long. We're not good with that. That's why we're developing a biodegradable shoe with two goals in mind. To experiment with sustainable materials that don't come from oil. And to learn how to make shoes that will break down faster at the end of their lives. So our biodegradable shoe will be made from natural materials and renewable resources. Our goal is for it to have no plastics, no bio-plastics, and no plastic derivatives. It's one small step towards reducing our footprint.





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# BRAND SPOTLIGHT: MERRELL

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## CAUSES WE SUPPORT

*We're proud to partner with organizations who work every day to protect and promote the outdoors and empower people to create amazing outdoor lives.*

### THE CONSERVATION ALLIANCE

Merrell has been a member of the Conservation Alliance since 2001, and a Pinnacle member since 2010. Together we have helped protect 50 million acres, 2,991 river miles, removed or halted 29 dams, purchased 12 climbing areas, and designed five marine reserves. Merrell has been a member of The Conservation Alliance since 2001, and a Pinnacle member since 2010.

### TEAM RUBICON

Team Rubicon seeks to provide our veterans with three things they lose after leaving the military: a purpose, gained through disaster relief; community, built by serving with others; and self-worth, from recognizing the impact one individual can make.

### AMERICAN HIKING SOCIETY

AHS champions conservation issues, builds public and private partnerships, supports volunteer stewardship, and provides critical resources to help plan, fund, and develop trails.

### CAMBER OUTDOORS

With its partner companies, individual members, and supporters, Camber Outdoors is accelerating and elevating women's leadership and participation in the outdoors, from the backcountry to the boardroom.

# MERRELL®

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## ONE DAY. ONE WORLD. ONE TRAIL.

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*In November of 2018, Merrell launched the One Trail project, a campaign celebrating diversity on the trail and seeking to contemporize attitudes about outdoor participation.*



The first iteration of the project was a mural of portraits taken on trails across the country on September 1, 2018. Merrell dispatched 50 photographers (one in each of the 50 states) to their favorite local trails, and together, they created an unscripted portrait of America - on a single day. The project shows the range of real people on the trail in all 50 states, creating a modern snapshot of America. Merrell followed up with another chapter in June 2019, showcasing real people enjoying Canada's trails.

Merrell believes the trail is a great unifier. It doesn't care who you are. The goal is to document the trail like this repeatedly -

and in different parts of the world, Merrell launched their second iteration of the One Trail project: "One Day. One World. One Trail." To celebrate the global diversity that exists on the trail on April 27, 2019, Merrell sent 23 photographers and filmmakers across the world out to the trail to showcase those experiencing natural spaces and how the trail unites us all.

The individuals featured in these projects are not paid models, athletes, or social media influencers. They are real people who were out enjoying the outdoors and stopped to share a moment with the creatives producing the project.

*Two films, as well as imagery from the 17 countries featured in the project, can be viewed at [Merrell.com/OneTrail](https://Merrell.com/OneTrail).*



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## OUR TEAM

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*In 2018 and 2019, Wolverine Worldwide revolutionized how we listen to our employees and how we engage the voices of our people to drive change. The Pulse Surveys were a huge win that provided a consistent way to hear from our employees. This was the first time Wolverine had done quarterly surveys, and Senior Leadership truly cares about the responses and uses insights to drive meaningful change and actions for their teams.*

”

**JAN HULL, VICE PRESIDENT OF TALENT**

AT WOLVERINE WORLDWIDE, WE BELIEVE

## OUR PEOPLE ARE THE DIFFERENCE.

Our company, our culture, and our products are all reflections of the amazing talent that makes up Wolverine Worldwide. We hire world-class talent, prioritizing opportunities for growth and development. We provide an enriching environment that improves the lives of all team members personally and professionally. We continually look for ways to make Wolverine Worldwide an even greater place to work. As a global company, we prioritize inclusivity and equality.

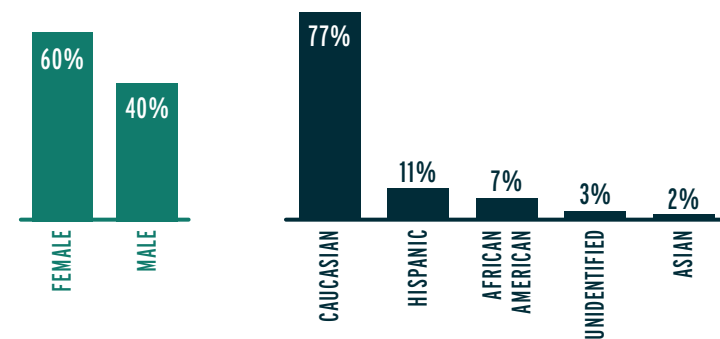




## LIFE AT WOLVERINE WORLDWIDE

### DIVERSITY AT WOLVERINE WORLDWIDE

As a growing global company, diversity is much more than just a goal; it's part of our DNA. With thousands of employees around the world, Wolverine Worldwide's workforce reflects a genuinely diverse range of cultures, religions, ethnicities, and nationalities, as well as varied professional and educational backgrounds. Because we believe in cultivating a well-rounded, diverse workforce, we continuously seek out individuals who reflect and support our goal of maintaining a healthy, diverse corporation. It is by embracing people of all backgrounds, ethnicities, genders, lifestyles, and belief systems that we believe we can achieve greater success.



2019 GLOBAL EMPLOYEE GENDER STATISTICS

2019 U.S. EMPLOYEE ETHNICITY STATISTICS

### PULSE SURVEYS

In 2018, Wolverine Worldwide began quarterly surveys as a way to quickly and consistently collect feedback and share the collective understanding of what's happening at Wolverine Worldwide and on our teams. The Pulse survey measures progress around key areas of our strategy and employee engagement. Leaders are equipped with local, real-time insights to help drive honest discussions and relevant actions for their teams.

IN 2018, WOLVERINE WORLDWIDE'S eNPS (EMPLOYEE NET PROMOTER SCORE), A METRIC USED TO GAUGE EMPLOYEE SATISFACTION WITH THEIR EMPLOYMENT EXPERIENCE, SAW 77% OF ITS EMPLOYEES WILLING TO RECOMMEND WOLVERINE WORLDWIDE TO THEIR FAMILY AND FRIENDS. IN 2019, OUR YEARLY AVERAGE eNPS INCREASED TO 79%



### FULL LIFECYCLE SURVEYS

In 2019, we implemented full lifecycle surveys to capture employee feedback at moments that matter: Day 1, Day 60 and Exit. For the first time ever, we have the power to look at the full employee lifecycle experience through real-time insights that allow us to quickly make enhancements to the overall employee experience.

### COMPREHENSIVE ONBOARDING

NewSoles onboarding is a best-in-class onboarding experience that begins the day you accept your offer and continues through day 180. This robust program is designed to ensure our employees start off on the right foot from the moment they begin their WWW career.

### PERKS OF WOLVERINE WORLDWIDE

We know the value our people bring to our team. That's why it's essential for them to be their best, whether at work or home. With a strong selection of offerings, we're doing just that. Wolverine employees are offered a comprehensive benefits package that is specific to their region of employment.

### BENEFITS MAY INCLUDE:

- medical, vision and dental insurance
- life insurance
- disability insurance
- mental health services
- paid parental leave
- adoption assistance
- breast milk shipping during business travel
- infertility benefits
- matched 401(k) plan
- military leave
- employee merchandise discount
- tuition reimbursement
- employee referral program
- stock purchase plan
- on-site fitness programs
- on-site daycare
- on-site dog daycare
- discounted on-site personal printing services
- subsidized on-site food & beverage offerings
- flexible work arrangements





**IN 2019, WOLVERINE WORLDWIDE EMBARKED ON A SIGNIFICANT CONSTRUCTION PROJECT AT OUR ROCKFORD HEADQUARTERS, TRANSFORMING AN OLD WAREHOUSE INTO AN ON-SITE CHILDCARE CENTER, AN EXPANSIVE FITNESS CENTER, AND A NEW DOG DAYCARE FACILITY.**

## ROCKFORD CAMPUS ENHANCEMENTS

The new amenities represent a significant investment in our people and our ongoing effort to recruit world-class talent to the area and remain one of the region's best places to work. We need to continue to invest in our workplace environment in a way that aligns with our values as an employer of choice and enriches the daily experience and quality of life of our employees.

### APPLETREE AT WOLVERINE WORLDWIDE

The new childcare facility, which opened in the fall of 2019, continues the legacy of the Company's Stride Rite brand, which in 1971 became the first company in the United States to offer employer-sponsored, on-site daycare. Now, nearly 50 years later, Wolverine has partnered with AppleTree, a local childcare provider, to offer affordable early childcare and preschool educational services for our employees.

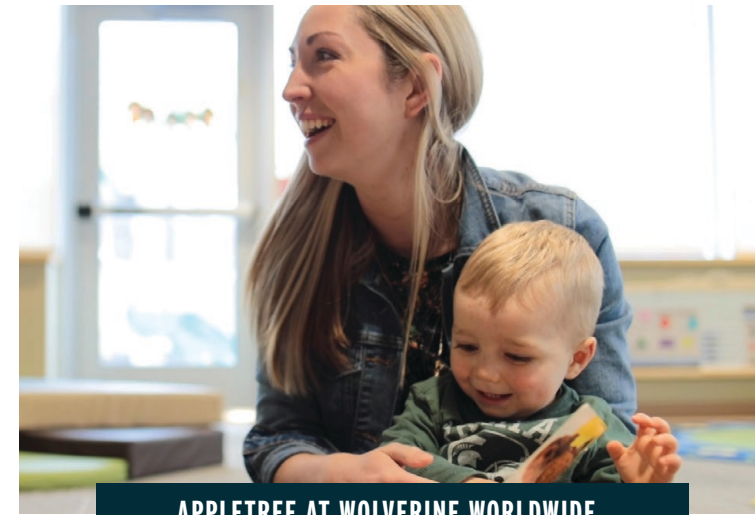
### THE ROCK FITNESS CENTER

The Rock, our new fitness center, offers a wide range of services managed by Kinema Fitness, an innovative national leader in Fitness Center operations.

In addition to personal training, wellness programs, free group fitness classes, and health challenges, employees will have access to premium equipment, basketball and volleyball courts, a pickleball court, an indoor track, and new locker rooms (with towel service).

### DOGTOPIA AT WOLVERINE WORLDWIDE

Dogtopia is our innovative approach to offering a dog-friendly work environment. Employees have access to our on-site dog daycare and spa services once their dog passes a simple evaluation. Dog-friendly work spaces have all been established in our Rockford HQ so our employees can work with their companions by their side.



APPLETREE AT WOLVERINE WORLDWIDE



THE ROCK FITNESS CENTER



DOGTOPIA AT WOLVERINE WORLDWIDE



# LEARNING AT WOLVERINE WORLDWIDE

## WE ARE COMMITTED TO HELPING ASSOCIATES DEVELOP THEIR SKILLS TO THEIR HIGHEST POTENTIAL.

That is why we offer a wide variety of topics and different ways to learn at Wolverine Worldwide. From instructor-led classes and online courses to video libraries and quick reference documents, learning is just a mouse click away.

In addition to internal learning opportunities, we offer support for external training events and provide tuition reimbursement to help our employees achieve their higher education goals.

### LEADERSHIP DEVELOPMENT

Leadership Way was born out of the idea that creating a culture of learning is necessary for success. We believe that our leaders should be developed at every stage of their career, from new managers to executives. Our goal is 100% people-leader development globally.

In 2019, Wolverine Worldwide launched Leading Forward 2020, our first global leadership development program for all people leaders. As Wolverine continues to evolve and transform, the development of our leaders is critical to our continued success. We partnered with Harvard to engage our 550 leaders participating in the experience to align around our strategy and to begin developing the capabilities it takes to execute against those strategies.

### JUST-IN-TIME-LEARNING

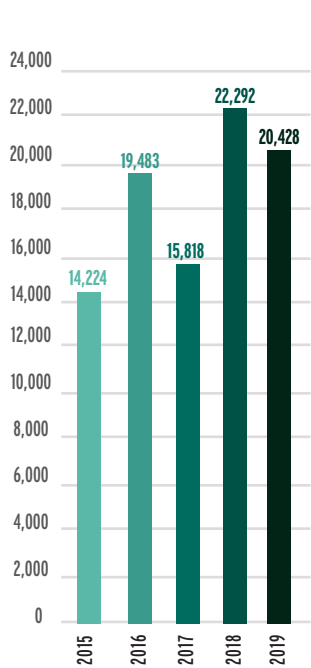
Our partnership with LinkedIn Learning allows employees access to thousands of online expert-led course videos that help them discover and develop business, technology, and creative skills anytime, anywhere.

### LIFELONG LEARNING

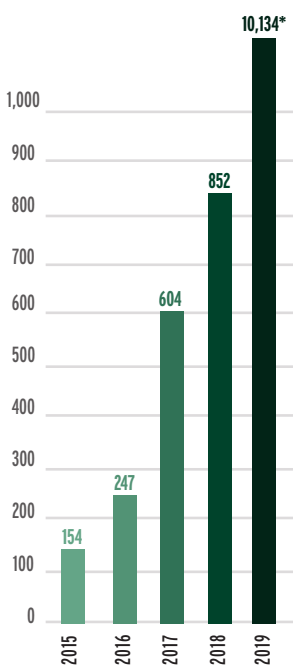
Whether it's going back to school for that degree, leveraging our Tuition Assistance program or just earning a certificate through our partnership with eCornell, we have something for all of our lifelong learners.

### COACHING OFFICE

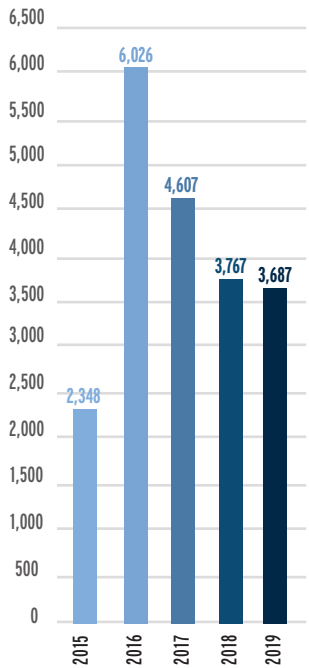
The Coaching Office provides all of our global employees free access to on-demand, one-on-one personal coaching to help them drive forward in all aspects of their performance and career.



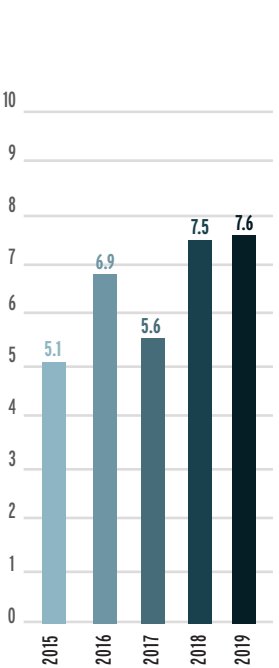
GLOBAL TRAINING HOURS



TOPICS PRESENTED



TOTAL EMPLOYEES ENGAGED



AVG. HOURS PER EMPLOYEE

\*LinkedIn Learning was heavily promoted in 2019, and our employees took advantage of the easy and quick learning opportunities.









**Hush Puppies®**

***HYTEST*®**



kids group

**MERRELL®**

