

The background of the entire image is a dramatic photograph of a massive ocean wave. The wave is captured mid-break, with a massive plume of white spray and foam at its peak. The water is a deep, vibrant blue, with darker, textured areas where the wave face is breaking and lighter areas where it's still rising. The sky above the wave is a clear, pale blue.

2021 Global Citizenship & Sustainability Report

RALPH LAUREN

A Message

from Our Chairman and Our CEO

Dear Stakeholders,

The past year will forever be associated with change and challenge, but it has also been a time to focus on what matters most. The convergence of the global pandemic, climate crisis and call to action to dismantle systemic racism has been a catalyst for businesses around the world to focus and accelerate their progress toward a more equitable and sustainable future.

At Ralph Lauren, our Purpose – *to inspire the dream of a better life through authenticity and timeless style* – anchors our journey to Design the Change; our teams drive our work forward; and we scale our impact through collaboration and partnership. Amid all the challenges we faced this year emerged a spirit of resilience, dedication and passion that has helped us to not only make progress on our goals and commitments, but accelerate our momentum.

As the world evolves, we will continue to listen, learn and challenge ourselves to lead and deliver on our Purpose in a way that creates value for all stakeholders. While there is still more work to be done, our impact can be seen through some of the strides we made this year, including:

- Establishing a clear roadmap to achieve net zero greenhouse gas emissions by 2040;
- Taking action to address racial inequity, both inside our Company and as a voice and leader in our industry;
- Launching our comprehensive circularity strategy;
- Launching and open-sourcing the first phase of Color on Demand, a revolutionary platform that more sustainably dyes cotton;
- Increasing our overall transparency by sharing expanded workforce diversity data, climate impact data and factory disclosures; and
- Incorporating key ESG metrics into our executive remuneration, from Fiscal 2022 onwards.

For more than 50 years, the notion of timelessness has defined our business and our brand — and this reverence for things that last extends to our culture, our communities and the wider world. That is why we are committed to accelerating and sharing our progress – designing the change needed for a better tomorrow.

Ralph Lauren

RALPH LAUREN

Executive Chairman and Chief Creative Officer

Patrice Louvet

PATRICE LOUVET

President and Chief Executive Officer

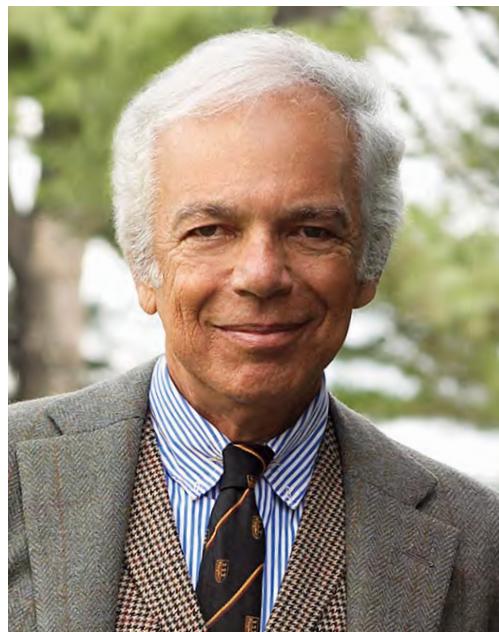
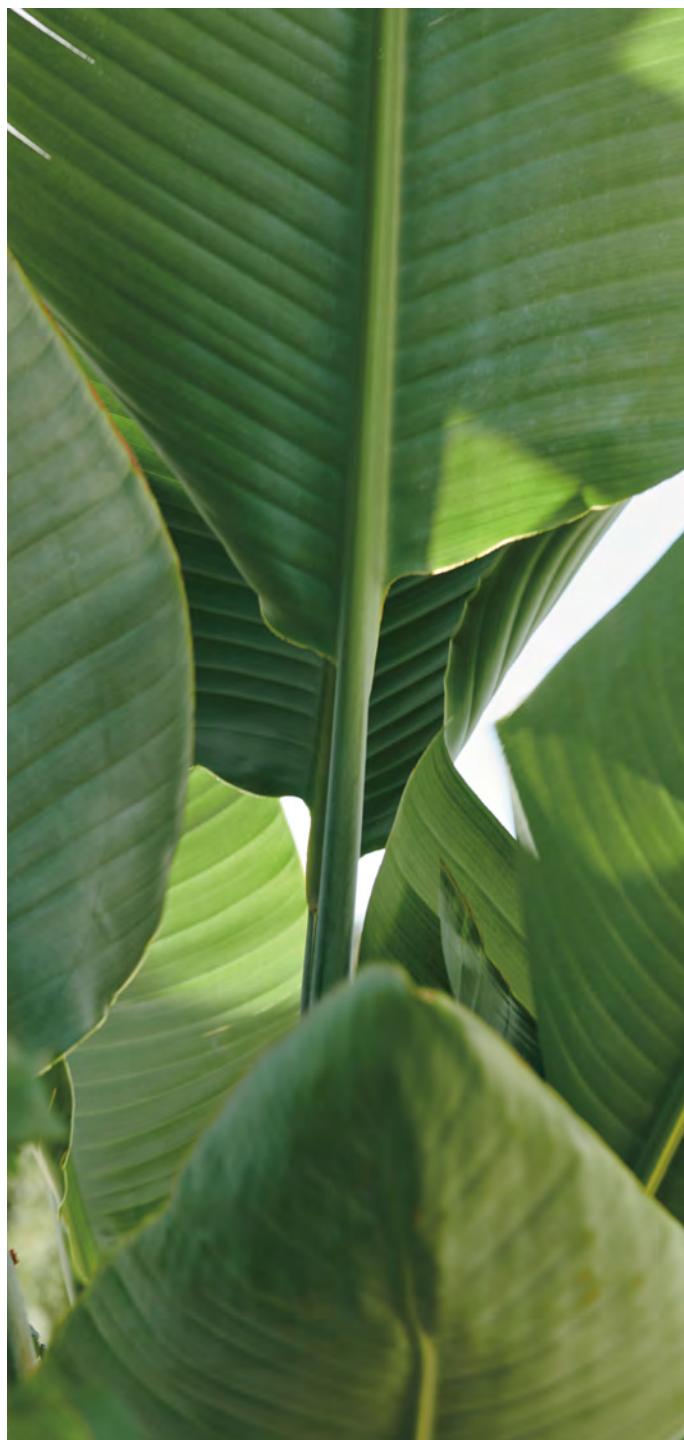


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Our Year in Review

Our purpose has always been to inspire the dream of a better life through authenticity and timeless style. This purpose is more relevant today than ever before as people all over the world reflect on the challenges of the past year and hope for a better future.

Through our citizenship and sustainability strategy, Design the Change, we met these challenges with action, making strides across each of our strategy pillars: Create Timeless Style, Protect the Environment and Champion Better Lives. Below is a snapshot of our FY21 progress.

FY21 Progress

CREATE TIMELESS STYLE

PROTECT THE ENVIRONMENT

CHAMPION BETTER LIVES

[Learn more](#)

Design the Change

Design the Change is our strategy to create positive social and environmental impacts across our Company, our industry and society. Through this strategy, we're creating a more sustainable future in three key areas:

CREATE TIMELESS STYLE: Creating more sustainable products is a foundation for timeless, authentic, lasting style. We design our products with intention and circularity in mind, and we partner with our suppliers to source more sustainable materials without compromising quality.

PROTECT THE ENVIRONMENT: Through ongoing innovation and strong partnerships, we are working across our value chain to reduce our climate and water impacts and avoid waste.

CHAMPION BETTER LIVES: We aim to create a more equitable world and positively impact the lives of people in our workforce, communities and supply chain.



Our Global Citizenship & Sustainability Goals

We drive progress across our Design the Change pillars through a set of supporting goals. Internal working groups define and implement our work across each pillar. Below is a summary of our progress through FY21, with more details throughout relevant sections of the report.

CREATE TIMELESS STYLE

-  Five of our iconic products will be Cradle to Cradle Certified™ by 2025

-  Provide resale and recycling experiences for our consumers by 2022

-  Produce 100 percent recycled cotton products of high quality by 2025

-  All of our design, production and merchant teams will receive annual training on sustainable, circular, inclusive and culturally aware design

-  Achieve 100 percent sustainably sourced key materials by 2025

-  100 percent of animal-derived materials will be certified to an animal welfare standard and traceable by 2025

-  Eliminate the use of hazardous chemicals in our supply chain by 2025

-  Achieve 100 percent wood substrates used in key elements of new store interiors FSC Certified, repurposed or recycled by 2025

PROTECT THE ENVIRONMENT

-  Achieve net zero greenhouse gas (GHG) emissions by 2040

-  Achieve a 30 percent reduction in absolute Scope 1, 2 and 3 GHG by 2030, compared to a FY20 baseline

-  Power our owned and operated offices, distribution centers and stores with 100 percent renewable electricity by 2025

-  Achieve at least a 20 percent reduction in total water use across our operations and value chain by 2025

-  Achieve zero waste to landfill across our distribution centers by 2023

-  Achieve 100 percent recyclable, reusable or sustainably sourced packaging materials by 2025

CHAMPION BETTER LIVES

-  Have at least 20 percent of our Global Leadership Team be from underrepresented racial and ethnic groups by 2023

-  Achieve gender parity with equal representation in leadership positions at the VP level and above

-  Increase employee volunteer hours by 25 percent compared to a FY20 baseline by 2025

-  Roll out our Wage Management Strategy to all of our strategic and key suppliers to address fair and timely compensation for factory workers by 2023

-  Make empowerment and life-skills programs available to 250,000 workers across our supply chain by 2030

-  Achieve a 25 percent increase of women in factory leadership that seeks to create a path to parity by 2025

Global Citizenship & Sustainability Governance

Global Citizenship & Sustainability governance is integrated across all levels of our organization.

Our Board of Directors (the Board) is responsible for formal governance of Global Citizenship & Sustainability. The Board receives progress updates at least once a year and reviews our annual Global Citizenship & Sustainability Report. Various Board committees have additional responsibilities:

- The Nominating, Governance, Citizenship & Sustainability Committee oversees our environmental, social and governance (ESG) risks and opportunities. The committee receives quarterly updates; reviews initiatives, goals and policies; and makes recommendations to the Board on ESG matters. Each quarterly update includes a detailed analysis on a specific ESG topic.
- The Finance Committee and the Nominating Committee advise on the incorporation of goals into our corporate strategy and engagement of business initiatives that influence corporate citizenship and sustainability.
- The Audit Committee assesses ESG risks as part of its overall Enterprise Risk Management review.
- The Compensation Committee considers performance against Company ESG key performance indicators in their compensation decisions.

Our Global Citizenship & Sustainability Senior Steering Committee is chaired by our Chief Product and Sustainability Officer and includes leaders from across the Company. The committee meets monthly to prioritize our approach and allocate resources. Committee members also define, track and champion our citizenship and sustainability work, including diversity and inclusion, with their teams.



MATERIALITY AND STAKEHOLDER ENGAGEMENT

We regularly conduct materiality assessments to help identify and prioritize the citizenship and sustainability issues, risks and opportunities that matter most to our business and stakeholders. Our assessments are conducted by a third party and include extensive engagement with internal and external stakeholders, including employees, selected licensees, suppliers, partners, NGOs and consumers. Our most recent assessment, conducted in FY19, informed the development of our Design the Change strategy, including our priority material issues listed below and associated goals. Our next formal assessment will be conducted in FY22.

We also maintain ongoing stakeholder engagement throughout the year to inform strategies, priority issues and goals in-between our formal materiality assessments. We also communicate regularly with investors on environmental, social and governance issues, typically through the regular course of investor meetings or one-off meeting requests.

We invite the public to provide feedback on our sustainability program through GlobalCorporateCommunications@RalphLauren.com.

PRIORITY MATERIAL ISSUES

- Chemical Use & Discharge
- Climate Change
- Diversity & Inclusion
- Employee & Worker Health, Safety & Well-Being
- Raw Material Sourcing & Traceability
- Sustainable Product Design & Packaging
- Waste Management
- Water Stewardship



Create Timeless Style

Creating more sustainable products is a foundation for timeless, authentic, lasting style. We design our products with intention and circularity in mind, and we partner with our suppliers to source more sustainable materials without compromising quality.

Responsible Design

Our Approach to Design

We commit to embedding sustainability, inclusivity and cultural awareness and celebration into the products and services we design.



ONGOING GOAL

All of our design, production and merchant teams will receive annual training on sustainable, circular, inclusive and culturally aware design



ACHIEVED FOR FY21

We challenge ourselves to think differently about each stage of the design and development process. This helps us create innovative products with timelessness, authenticity and quality at their heart. In FY21, we launched our Design with Intent program, which aims to identify and pursue opportunities to be intentional and impactful with all that Ralph Lauren represents—from product inception to marketing and every point along the customer journey, including store design and e-commerce. Our Design with Intent committee, with more than 60 members globally, drives our work in this area by bringing together diverse voices to inform the choices we make and the stories we tell.

In FY21, we also rolled out e-learning on sustainable product design and cultural awareness to all our design, production and merchant teams globally, meeting our goal for FY21.



Cultural Awareness

We strive to create and communicate with respect and we continue to educate our teams and celebrate the cultures and influences that inspire our brands.

Our designs are inspired by the world around us, including the landscapes, people and places we see each day. The breadth and reach of our brands across generations and cultures creates a style that is authentic, timeless and truly personal. We take seriously our responsibility to use the inspiration that captivates our imagination in a way that is culturally aware and appropriate.

Our Cultural Awareness Guidelines define our approach. We update these annually and distribute them to all teams with a role in design, advertising and marketing. We support our teams to apply the guidelines in practice with our cultural awareness educational program; this program is mandatory as part of our new hire onboarding process for all creative, design, marketing and advertising teams. Existing teams receive annual training and special workshops to keep current in this space.

In FY21, we expanded our Cultural Awareness Advisory Council to support our organization's end-to-end process—from concept through to campaign—ensuring our creators have ongoing access to diverse expertise and insight. The Cultural Awareness Advisory Council is made up of 30 members—an international and diverse group of Ralph Lauren Corporation employees. Members include representatives from different teams around the world, such as Brand, Design, Marketing, Social and PR, Digital, Corporate Communications, D&I, RL Library and Legal. The Council also includes advisory members from the D&I Employee Resource Groups, providing guidance and feedback specific, but not limited to, multicultural experiences, race, ethnicity, gender, LGBTQIA+ and disability.

We seek external advice and input to help us respect and support the many sources of inspiration we represent through our brand. Our advisors include the Smithsonian National Museum of the American Indian and the Johns Hopkins Center for American Indian Health.

As a member of the [Nest](#) Coalition for Craft & Culture, a group of peers committed to engaging responsibly and creatively with the global handcraft community, we're working to convene a virtual event program focusing on capacity building and market access for U.S.-based Indigenous Artisans.

Circularity

Our Circular Strategy

We are committed to responsible design and sourcing principles to create more sustainable products that are worn, loved and made to last. Anchored in this commitment and in our long-standing vision of timeless style, in FY21 we launched a comprehensive circular strategy. The strategy will inform our product development and support more circular systems in our industry by designing out waste and pollution, keeping products and materials in use and regenerating natural systems.

Building on our current sustainability work, our new circularity strategy and associated targets will focus on three pillars:

DESIGN PRODUCTS FOR CIRCULARITY

We will review select iconic products—including best sellers such as polo shirts, chinos, denim and sweaters—for longevity and circularity using the holistic [Cradle to Cradle \(C2C\) standard™](#). We will apply our learning to bring circular design principles to other key product categories in the future.



2025 GOAL

Five of our iconic products will be C2C Certified™

ADVANCE A CIRCULAR PRODUCT ECONOMY

To help our industry meaningfully shift from a linear to a circular product economy, we will continue to invest in scalable technologies that elevate the quality of recycled materials to match the quality and feel of virgin material. In FY21, we invested in [Natural Fiber Welding, Inc.](#), a leading sustainable material science start-up that is scaling a new industry standard for natural fiber recycling.



2025 GOAL

Produce 100 percent recycled cotton products of high quality

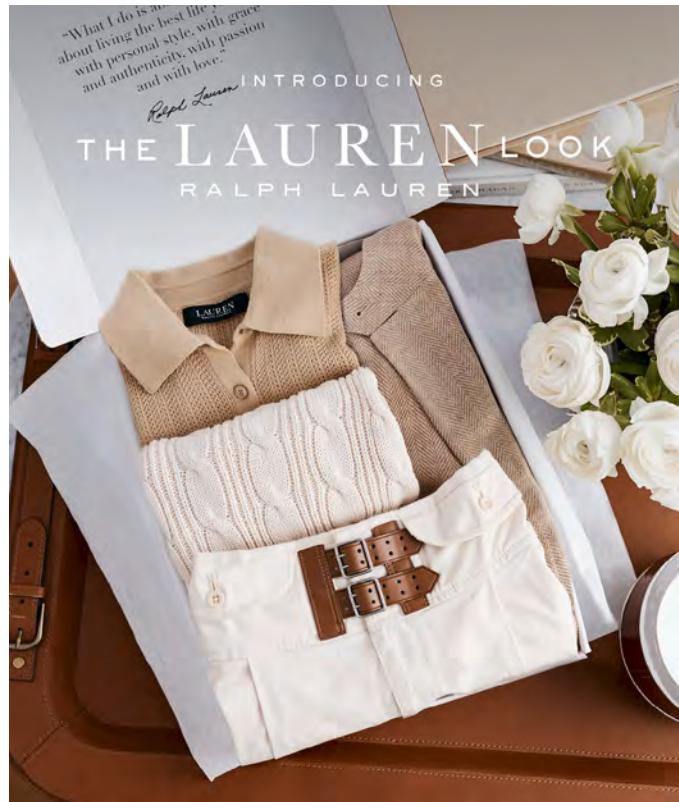
CREATE CIRCULAR CONSUMER EXPERIENCES

Building on the launch of our first subscription apparel rental initiative, [The Lauren Look](#), we will offer more circular experiences for consumers. We will expand our product offerings on re-commerce opportunities, increase recycling and upcycling options, as well as enhancing vintage selling capabilities.



2022 GOAL

Begin providing resale and recycling experiences for our consumers



Sustainable Materials

We commit to using more materials in a way that results in positive social and environmental outcomes, protects biodiversity, advances animal welfare and continuously improves the traceability of our raw materials.



2025 GOAL

100 percent of our key materials¹ will be sustainably sourced by 2025



2025 GOAL

100 percent of animal-derived materials will be certified to an animal welfare standard and traceable by 2025

OUR KEY MATERIAL GOALS ARE:

- 100 percent sustainably sourced cotton by 2025
- 100 percent recycled polyester by 2025
- 100 percent Responsible Wool Standard certified or recycled wool by 2025
- 100 percent of viscose will be sourced and verified through CanopyStyle audits by 2025
- 100 percent of leather will be traceable and verified to animal welfare and land management standards, or covered by Impact Incentives and 100 percent of our tanned leather will be Leather Working Group certified by 2025
- 100 percent Responsible Down Standard or Traceable Down Standard certified down and feathers by 2023
- 100 percent Sustainable Fibre Alliance certified (or equivalent) or recycled cashmere by 2025

Our focus on quality and authenticity drives us to look for more sustainable raw materials—always with durability, craftsmanship and performance in mind. Our sustainable material strategy is driven by our ethos of creating positive environmental and social outcomes through the products we make. We continue to explore new innovations in material development that enable us to scale positive impacts.

We are increasingly evaluating how our material sourcing can address more complex social and environmental challenges. Preferred fiber certifications help drive best practices and verify sustainability claims. We recognize the importance of supporting fiber production that contributes to ecosystem functioning and soil health to support a sustainable and profitable fiber industry. A key aspect of our sustainable materials strategy is to grow the adoption of regenerative agricultural practices in our leather and cotton supply chains through partnerships and direct-to-grower sourcing models.

COMMITTING TO NATURE

We are committed to deploying nature-based solutions through our business operations and product supply chains. To do this, engaging in collective industry action will be essential. We are working with the [G7 Fashion Pact](#) to restore biodiversity, participating in [Textile Exchange's](#) biodiversity benchmark as we develop a biodiversity strategy and setting commitments to science-based targets for nature and zero deforestation. Nature-based solutions are also tightly tied to our raw materials sourcing and net zero goals as we look to accelerate the adoption of regeneratively grown materials and further support farmers, who are drawing down carbon, through carbon credits.

Guided by our sustainable raw material road map, we are working toward our 2025 goals for overall sourcing and specific material types.

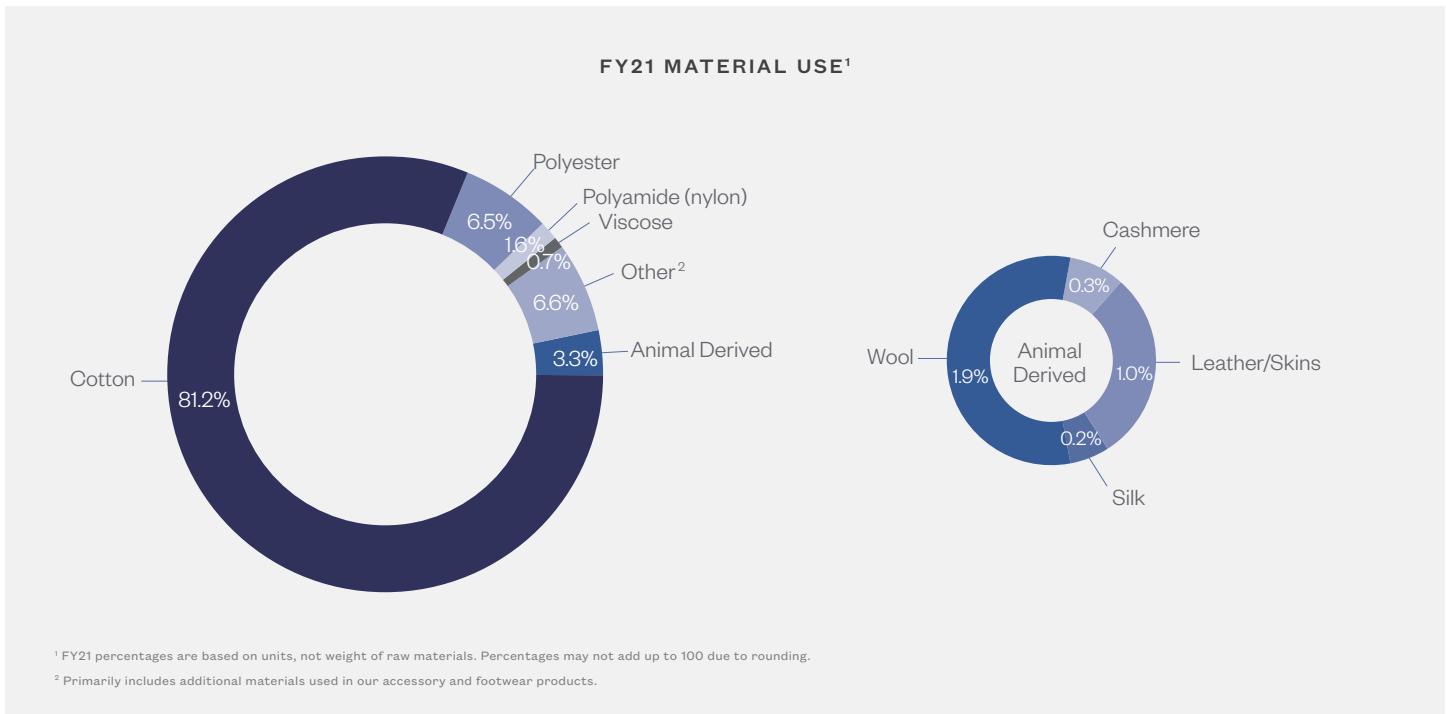
In FY21, we continued to increase transparency and traceability of our material use by:

- Beginning to map our supply chain to enable visibility of material origins across each step of the textile and garment supply chain to inform a robust sourcing strategy, provide assurance of sustainability impacts and mitigate risk.
- Developing systems to measure the total volume (by weight) of sustainable materials as a portion of total raw materials sourced, which will enable us to systematically track their sustainable attributes.

In FY21, 33 percent of our units produced met our sustainable material criteria—up from 11 percent in FY20.

¹ Key materials include cotton, polyester, viscose, leather, wool, cashmere and down.

Progress Toward More Sustainable Materials



COTTON

Cotton accounts for more than 80 percent of our total material use. We are committed to sourcing cotton in a manner that prioritizes soil health, utilizes water efficiently, minimizes chemical inputs and supports workers' rights and farmers' profitability.

Aligned with our FY21 goal, we continued to transition core products—such as polo shirts, knits, chinos and shirts—to sustainably sourced cotton. In FY21, we sourced more than 9,000 metric tons of cotton lint sourced as Better Cotton, a 42 percent increase from last year. As a Better Cotton Initiative member, we support its mission to address the environmental, social and economic issues associated with growing cotton.

Organic cotton fiber makes up less than 1 percent of cotton grown annually. Farmers who want to switch from conventional to certified organic farming face financial challenges and other barriers and must use organic farming methods for a two- to three-year transitional period before achieving certification. Toward our 2025 goal, we will introduce transitional cotton into our collections to support farmers during this period and to help drive the growth of organic cotton supply globally.

We also aim to increase the use of U.S.-grown cotton in our products. To support increased sourcing of sustainably grown cotton from the U.S., we are working at the industry and farm levels to support healthy soils through regenerative practices, such as cover crops and reduced tillage, while increasing farmer profitability.

HARNESSING INNOVATION TO SCALE MORE SUSTAINABLE COTTON

As part of our new circular strategy, we are working to scale technologies that will elevate the quality of recycled materials to match that of virgin material.

For example, through our investment in [Natural Fiber Welding, Inc.](#), in FY22 we will launch first-of-its-kind performance apparel utilizing Clarus cotton yarn. Clarus is made using an innovative process that welds short fibers into longer durable fibers to create high performance materials with the drying power and breathability often associated with synthetics.



POLYESTER AND NYLON

We are working to phase out virgin sources of polyester and nylon and switch to recycled options or natural fibers.

Polyester is a synthetic material produced from fossil fuels. It currently accounts for 6.5 percent of our total material use, and in FY21, 23 percent of our polyester was recycled.

In FY21, we:

- Focused on transitioning outerwear and swimwear lines to recycled polyester, including some swimwear previously made from nylon.
- Transitioned the Polo Pony logo to recycled thread. In FY21, we used more than 432 million meters of recycled thread.
- Started mapping our polyester use to identify opportunities to reduce and replace it with innovative alternatives.

We are also reducing plastic waste through the use of recycled polyester. By 2025, we commit to using at least 170 million recycled plastic bottles in our products and packaging. In FY21, we repurposed more than 21.9 million recycled bottles—including 1.8 million through our partnership with First Mile™ to produce The Earth Polo.² To date, we have used more than 40 million bottles.

In FY21, we continued transitioning to recycled nylon for some of our outerwear lines. Most of our Polo outerwear styles now use recycled materials. In select RLX outerwear, we use Econyl®—a 100 percent recycled nylon made from pre- and post-consumer waste.



VISCOSE

Viscose is a wood-based fiber that, when not sourced responsibly, has been connected to the deforestation of ancient and endangered forests. We are committed to sustainable sourcing of viscose, as described in our [Forest Protection Policy](#).

In FY21, viscose made up less than 1 percent of our material use. Of the viscose we used, 10 percent has been verified as sourced from manufacturers who have been deemed low-risk according to [Canopy's](#) annual Hot Button Report. We aim to increase this percentage by improving the visibility of our viscose supply chain. In FY21, we began mapping our viscose fiber manufacturers, and in FY22, we will engage the viscose suppliers who have not signed on to CanopyStyle and encourage them to participate in the third-party audit as we prioritize sourcing from low-risk suppliers, working toward our goal of having 100 percent of our viscose sustainably sourced and verified through CanopyStyle audits by 2025.

ANIMAL-DERIVED MATERIALS

Around 3 percent of our total material use comes from animal-derived sources, most of which are by-products from other industries. We are committed to the well-being and respectful treatment of animals, as described in our [Animal Welfare Policy](#), which includes our approach to sourcing exotic skins and our long-standing ban on the use of fur. In FY21, we updated our policy with an increased focus on traceability.

We recognize that leather, wool and cashmere production have the potential to contribute to negative or positive environmental outcomes. We are determined to source these materials sustainably, with low-stress animal handling and regenerative grazing practices to enhance ecosystem functioning and productivity. We evaluate non-animal alternatives where these materials align with our sustainability principles. We are also members of the [Southeast Asian Reptile Conservation Alliance](#), which advocates for a reptile skin trade that maintains wild reptile populations, supports local and national economies and promotes animal welfare principles.

LEATHER

In calendar year 2020, 53 percent of our leather manufacturers were certified by the Leather Working Group (LWG), accounting for 89 percent of our total leather use.

To support more sustainable leather sourcing, we engage in the [Leather Impact Accelerator](#)—a program dedicated to aligning members of the leather value chain to achieve meaningful sustainable impacts. We advanced our work on transparency and traceability in FY21 by benchmarking all the tanneries in our supply chain and joining the LWG transparency task force.

To support regenerative and holistic land management, we are researching and developing cattle and bison leather options through a direct sourcing model.

² Data is provided by our third-party partners and suppliers.

DOWN

One hundred percent of the down sourced for products manufactured by Ralph Lauren suppliers is certified by the Responsible Down Standard (RDS) or the Traceable Down Standard (TDS).

We also use Primaloft's® ThermoPlume® down alternative—made from recycled plastic bottles—in select outerwear, such as our custom packable jacket. In FY21, we repurposed 3.6 million plastic bottles using this technology.



CASHMERE

We finalized our cashmere strategy in FY21 and became a member of the Sustainable Fibre Alliance (SFA). Our strategy will initially focus on sourcing preferred fiber (including SFA certified cashmere) to address animal welfare and land management risks and recycled cashmere to minimize waste and reduce overall environmental impact from virgin production. We will engage in project-based initiatives in cashmere-growing regions to support systemic change and grassland restoration.



WOOL

In FY21, we prioritized the use of existing wool fabric and yarn stocks instead of purchasing new. As a result, we had limited progress toward our Responsible Wool Standard (RWS) certified fiber goal. Although our use of RWS certified wool was limited, we took steps to accelerate its future use by incorporating recycled wool into FY22 outerwear garments and starting to source yarns made with RWS certified wool for select core sweater programs.

Sustainable Spaces

We are committed to designing and building Ralph Lauren stores with materials that minimize environmental impact and maximize occupant health.

In FY21, we began formalizing our approach to creating more sustainable spaces in our stores. Our goal is to ensure all the key elements in our new store interiors—including fixtures, displays, flooring, hangers and signage—are sustainably sourced and made from materials that minimize environmental impact and maximize occupant health.

We base our approach on guidelines from leading green building and sourcing organizations, including the U.S. Green Building Council (USGBC) and the Forest Stewardship Council (FSC).



100 percent of the wood substrates used in key elements of new store interiors will be FSC certified, repurposed or recycled

Our initial focus is on wood substrates (solids, veneers and composites). Consistent with our Forest Protection Policy, we set a 2025 goal for 100 percent of the wood substrates used in key elements of new store interiors to be FSC certified, repurposed or recycled. We have started to track the percentage of key wood suppliers³ for store design and construction that meet this standard.

As our work on sustainable spaces progresses, we will assess other key areas for future focus and goal development.



³Our key suppliers are those with whom we reach a specific annual spend threshold, and this varies by supplier type.

Chemical Management

We monitor and reduce hazardous chemical use and discharge and we are working to eliminate all hazardous chemicals from our product manufacturing.



2025 GOAL

Eliminate the use of hazardous chemicals in our supply chain

We have a responsibility to ensure the chemicals used to make our products are safe for people and the environment. Our [Sustainable Chemical Management Policy](#) guides our approach to assessing the potential impacts of the chemicals used in our supply chain and to partnering with our suppliers on responsible chemical management.

The responsible use of chemicals is an industrywide challenge that requires collaboration between companies, their suppliers and third parties. As Friends of the [Zero Discharge of Hazardous Chemicals](#) (ZDHC) Programme, we collaborate with peers and experts to eliminate the use and discharge of hazardous chemicals across the apparel supply chain.

We adopted the ZDHC Manufacturing Restricted Substances List (MRSList) in FY20 so our suppliers can track and report on all chemicals used to develop and manufacture our products and to prioritize harmful chemicals for removal. In FY21, we shared the MRSList and broader guidance on chemical management with all our suppliers. We also rolled out chemical inventory management tools with our strategic and key wet processing facilities to increase visibility of chemical usage and move toward full MRSList conformance.

At the end of FY21, we gained visibility of chemical usage and MRSList conformance status of strategic and key facilities and top mills, representing approximately 31 percent of our supply chain spend. Of the chemicals reported, 59 percent conform with the ZDHC MRSList. We are working closely with our suppliers to achieve full conformance by 2025. We also require suppliers with wet processing facilities to test wastewater against ZDHC wastewater guidelines and share results on the [ZDHC Gateway](#) portal. Seventy-two percent of the facilities that tested comply with the ZDHC requirement, and out of the substances screened, 99.8 percent comply with the ZDHC standard.

In FY21, we assessed our suppliers' chemical management, along with other environmental impact data, through the [Sustainable Apparel Coalition](#) Higg Index Facility Environment Module. In FY22, third-party-verified results of the Facility Environment Module (FEM) assessment, combined with supplier conformance to the ZDHC MRSList and the wastewater standards, will be incorporated into our supplier performance evaluation scorecard and will help inform business decisions. Read more about our work to align our suppliers to Higg in [Supplier Engagement](#).

As part of our commitment to phase out all chemicals of concern from our supply chain, we continue to prioritize specific chemicals for elimination. In FY21, we began phasing out the use of per- and polyfluoroalkyl substances (PFASs)-based coating in our water-repellent fabrics, targeting full elimination by FY22. We also aim to phase out polyvinyl chloride (PVC) by the end of FY22, which will contribute to the phase out of phthalates, the plasticizers commonly used to make PVC.

WORKING TOWARD MORE SUSTAINABLE DENIM

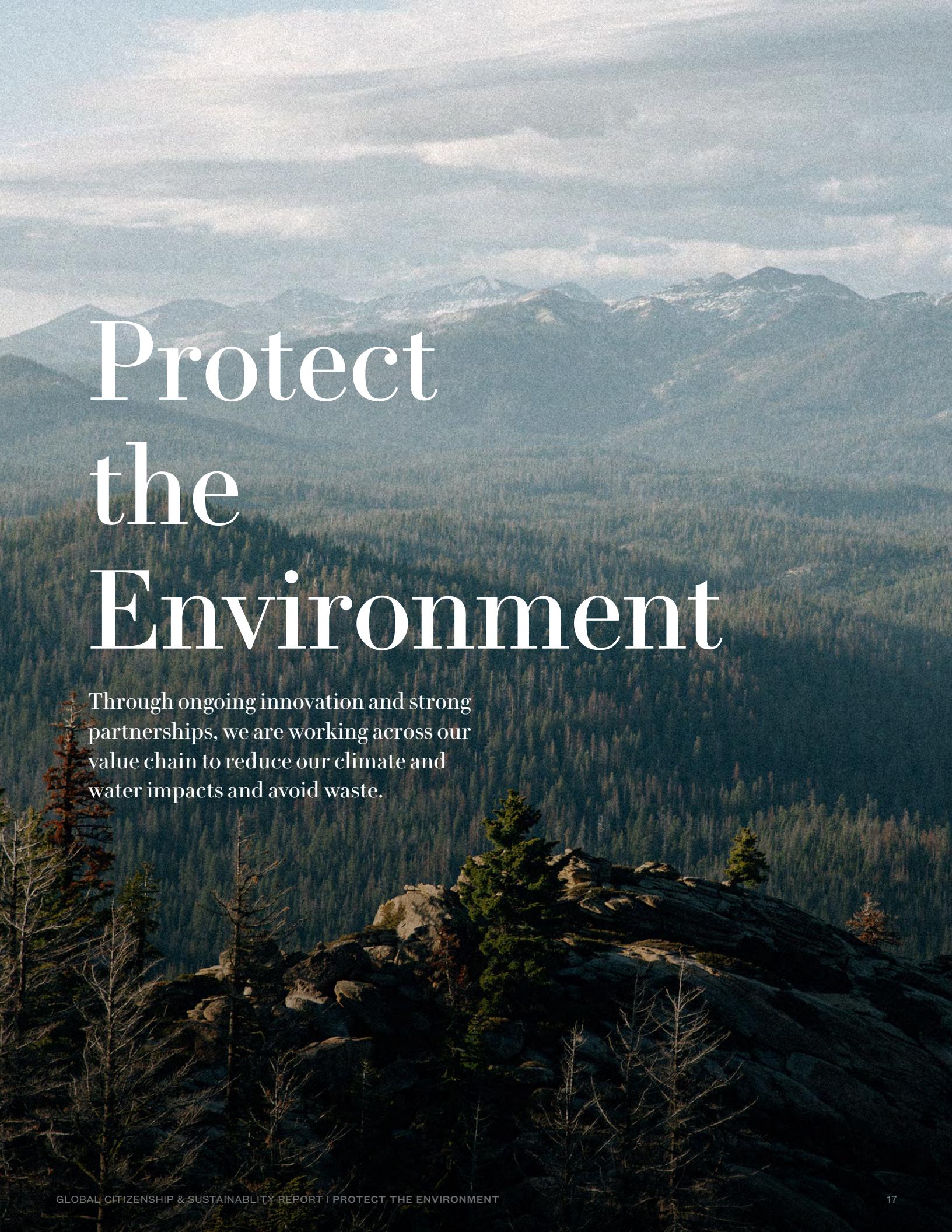
Conventional denim production requires significant water consumption and the use of potentially harmful chemicals to grow cotton and to dye and wash finished products.

In FY21, we continued transitioning to a more sustainable denim production, including increasing recycled cotton and recycled polyester content in our jeans and working to verify the origin of select cotton used for denim. In FY21, suppliers representing 47 percent of our denim business spend have started to implement new processes, reducing:

- [Water-intensive chemical](#) use in the production of our core denim products.
- The use of potassium permanganate to wash our denim, with the aim of phasing it out by the end of FY22.
- The use of pumice stones for our core denim washes by 80 percent, with the goal of fully eliminating pumice stones by 2025.

We are also exploring the use of natural indigo dye to replace current synthetic options. In FY21, we partnered with Stony Creek Farm in Tennessee and our supplier, Cone Mills, to test a natural plant-based indigo dye on a men's Polo style. Natural indigo production enables farmers to diversify crops and support regenerative, sustainable agriculture. This bio-based alternative to synthetic petroleum-based indigo also has the benefit of predictable and consistent coloring.

Protect the Environment



Through ongoing innovation and strong partnerships, we are working across our value chain to reduce our climate and water impacts and avoid waste.

Carbon & Energy

We are committed to playing our part to address the climate crisis by reducing greenhouse gas emissions across our value chain and investing in credible emission removals.

Our Climate Strategy



2040 GOAL

Achieve net zero greenhouse gas emissions by 2040

Today we face a climate crisis. As part of our commitment to the climate goals set forth in the Paris Agreement, we know ambitious near-term action to decarbonize our operations and value chain should be matched with long-term ambition. In June 2020, we set a 2030 goal to reduce greenhouse gas (GHG) emissions in line with the global reductions needed to limit average temperature rise to 1.5 degrees Celsius. We are now looking beyond 2030 and beyond the reductions we can achieve across our own value chain to achieve net zero GHG emissions by 2040. As part of this strategy, we will begin to scale investment in carbon removals in FY22, with plans to increase those removals through 2040 and maintain net zero GHG emissions thereafter.



2030 GOAL

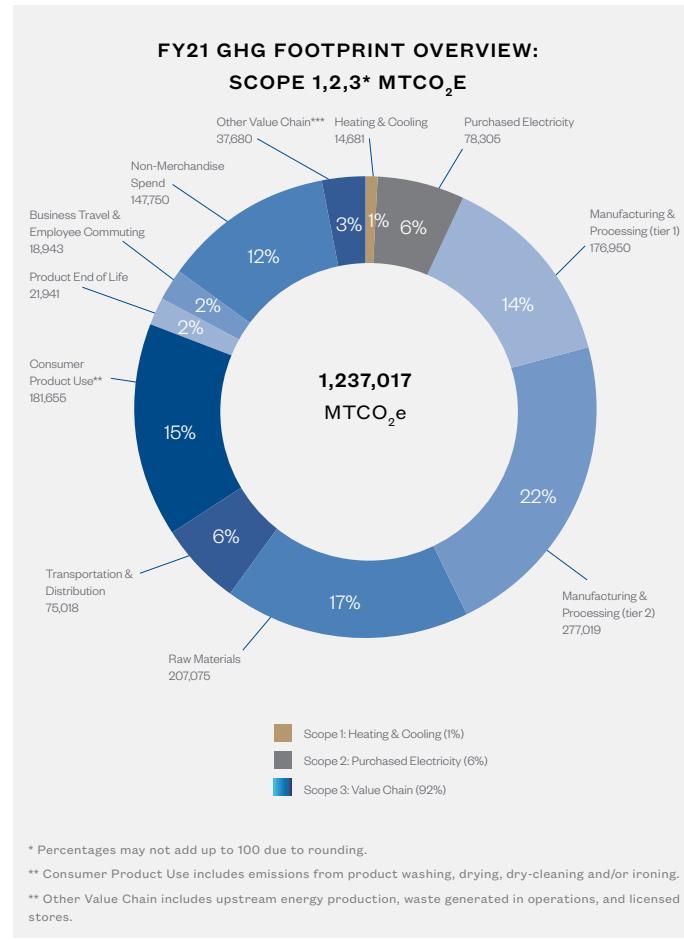
Reduce absolute scope 1, 2 and 3 GHG emissions by 30 percent by 2030 from a FY20 base year. As part of this goal, Ralph Lauren commits to sourcing 100 percent renewable electricity by 2025.

We are developing an action plan to help us reach these targets, with a focus on:

- Achieving 100 percent renewable electricity use in our owned and operated facilities.
- Reducing emissions throughout our supply chain, particularly in the areas of raw material sourcing, manufacturing and garment finishing processes.

Tackling the complex issue of climate change and truly driving sustainable change requires partnership. We are signatories to We Are Still In, the Business Ambition for 1.5°C Campaign, the UN Fashion Industry Charter for Climate Action, the G7 Fashion Pact and RE100. In FY21, we added our support to the [America is All In](#) policy statement, joining thousands of U.S. communities, businesses and institutions calling for, and committing to, a clean recovery in the wake of COVID-19.

Our Carbon Footprint



Our 2030 GHG reduction goal was approved by the Science Based Targets initiative (SBTi) and we have aligned our net zero strategy with the SBTi's [Foundations for Net-Zero Target Setting](#). For details on our climate strategy and net zero target, see Ralph Lauren's [Net Zero Commitment](#).

Carbon Footprint (Scope 1, 2 and 3) (MTCO ₂ e) ¹		
	FY20 ²	FY21
Total Emissions	1,861,736	1,237,017
Scope 1 Emissions	16,248	14,681
Scope 2 Emissions	90,380	78,305
Scope 3 Emissions	1,755,107	1,144,031
Carbon Intensity (MTCO ₂ e/\$ million revenue)	302.24	281.09

¹We measure and calculate our emissions according to the World Resources Institute Greenhouse Gas Protocol, the industry standard and international tool for carbon accounting. For a more detailed methodology, see our [ESG Supplement](#).

² Our FY20 carbon footprint has been updated since the original release of our FY20 Global Citizenship & Sustainability Report to reflect improved data methodology, including corrected electricity consumption at one of our distribution centers, more accurate estimates of manufacturing emissions and a more complete estimation of fabric mill emissions.

Since improving our calculation methodology last year, we began tracking progress toward our 2030 goal by measuring the carbon footprint of our entire value chain. Our Scope 3 emissions accounted for 92 percent of our total footprint in FY21, with Scope 1 and 2 accounting for the remainder.

Our Scope 1 and 2 carbon footprints consist mainly of emissions from electricity and fuels for heating and cooling the facilities in our direct operations, plus a smaller portion from refrigerant emissions. In FY21, our operational energy consumption decreased to 260,247 MWh, which resulted in 92,986 MTCO₂e. The energy intensity of our owned and operated stores was 32.1 kWh/sq ft.

Our Scope 3 carbon footprint consists of indirect emissions from our global supply chain. In FY21, our total Scope 3 emissions decreased to 1,144,031 MTCO₂e.

The evolving situation surrounding COVID-19 and ongoing high level of uncertainty has led to business disruptions that are reflected in our overall carbon footprint. Overall, our absolute emissions decreased by 34 percent in FY21. These changes are driven by production volumes decreasing by over 30 percent compared to FY20, which contributes significantly to our Scope 3 emissions from manufacturing and raw materials. We remain committed to implementing our GHG action plan for achieving and maintaining a 30 percent reduction in our carbon footprint by 2030. More detail on our carbon footprint is available in our [ESG Supplement](#).



Carbon & Energy: Our Operations

RENEWABLE ENERGY



2025 GOAL

Our owned and operated offices, distribution centers and stores will be powered by 100 percent renewable electricity

Moving to 100 percent renewable electricity for our owned and operated facilities is essential to meeting our Scope 1 and 2 emissions reduction goal.

In FY21, 6 percent of electricity used in our operations was from renewable sources, such as wind power, compared with 2 percent in FY20. This improvement resulted from increased renewable energy attribute certificate purchases in North America and Europe.

To drive more rapid progress toward our 2030 goal, we adjusted our renewables strategy in FY21 to focus on virtual power purchase agreements (VPPA) in North America, while also seeking opportunities to support community solar projects close to the communities where we operate. For any remaining renewable electricity needs, we will source renewable energy credits (RECs) and equivalent certificates in Europe and Asia. We expect to sign our first VPPA in FY22.

We are members of [RE100](#)—a global group of influential businesses committed to achieving 100 percent renewable energy—and we align our renewable sourcing with RE100's new market boundary criteria. In FY21, we joined the [Renewable Energy Buyers Alliance](#) and signed the [Energy Buyer Federal Clean Energy Policy statement](#), which calls upon the federal government to transition to zero-carbon energy.

ENERGY EFFICIENCY

We continue to improve the energy efficiency of our stores and offices. We are focused on reducing energy-intensive components like lighting, heating and cooling through energy management systems and by installing more efficient technology.

In FY21, we retrofitted 76 stores in North America, Europe and Asia to use energy-efficient LED lighting and installed LED lighting in an additional 61 new stores. By the end of FY22, all of our retail stores in Europe will be equipped with efficient lighting. In FY21, our stores consumed 173,220 MWh of energy and their carbon intensity was 0.012 MTCO₂e/sq ft—a 16 percent decrease compared with FY20.

In FY22, we will begin to deploy new energy management systems at retail stores in North America. This will allow us to more accurately track energy use and adjust our lighting, heating and cooling for greater efficiency.

Carbon & Energy: Our Supply Chain

Activities in our supply chain are the greatest contributors to our carbon footprint. We are working across materials sourcing, manufacturing and distribution to reduce our GHG emissions. Our next step is to integrate strategic road maps for these key focus areas into an overall strategy for reducing our supply chain carbon footprint.

RAW MATERIALS

Our strategy for reducing emissions from our raw materials focuses on switching to preferred fibers that result in fewer emissions than those that are conventionally grown. We are evaluating our fiber portfolio and creating annual preferred fiber usage goals. We aim to increase our use of recycled materials and fibers grown using regenerative land management practices, which will have multiple benefits for carbon sequestration, biodiversity and ecosystem functioning. Read more in [Sustainable Materials](#).

MANUFACTURING & PROCESSING

In FY21, we gathered environmental impact data, including energy and emissions, from our strategic and key suppliers through the Sustainable Apparel Coalition's Higg Index Facility Environment Module. Results from this assessment are shared in [Supplier Engagement](#).

In FY21, five of the largest fabric mills in our supply chain continued their journey through the Apparel Impact Institute (AII) Mill/Impact program, which focuses on achieving sustainable reductions to mill carbon, water and chemical footprints. All five mills completed on-site expert visits to identify efficiency improvement opportunities, which they will begin implementing to realize carbon reductions.

Our next step is to expand engagement with our suppliers through collective actions and strategic programs that drive emissions reductions in manufacturing facilities, aligned with our science-based target.

In FY21, we also made progress reducing transportation emissions for raw materials and manufacturing by developing local-to-local supply chains. We are working to consolidate our supply chain, with a goal for [80 percent of our business to be with strategic and key suppliers by 2025](#).

TRANSPORTATION & DISTRIBUTION

Our Scope 3 footprint includes emissions from product transport, such as train, ship and air freight. To mitigate cost and environmental impact, we prioritize efficiency when choosing how to transport products to our distribution centers. We only allow vendors to deliver products by air in rare circumstances, such as when production does not meet delivery deadlines and there is a risk to keeping our promise to our customers.

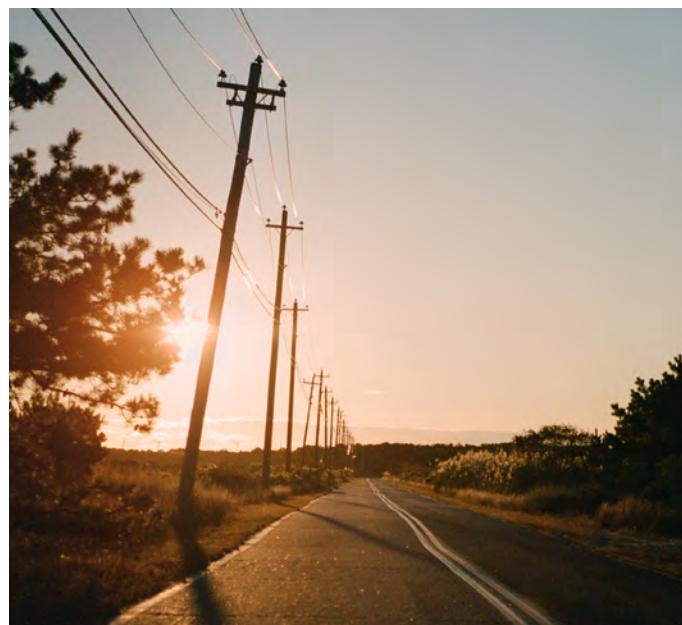
We are signatories to the Ocean Conservancy Arctic Shipping Pledge, which commits us not to hire carriers to ship our products through Arctic Trans-Shipment Routes. And we engage with Clean Cargo, a BSR collaboration for sustainable transportation, and the U.S. Environmental Protection Agency SmartWay program on efficient logistics.

Air Freight ¹			
	FY19	FY20	FY21
Air Freight (% of shipments)	5.8%	3.8%	6.7%

¹Inbound shipment from factory to global point-of-receipt managed directly by Ralph Lauren.

In FY21, air freight managed directly by Ralph Lauren was 6.7 percent compared with 3.8 percent in FY20. This increase was due to a combination of factors, including efforts not to buy ahead and create excess stock and time constraints linked to factory closures or delays as a result of COVID-19. In FY21, vendor-managed air accounted for 2.4 percent of total shipments, compared with 3.8 percent in FY20.

From FY22, our logistics provider selection process will include a sustainability scorecard that measures candidates' sustainability practices—from the presence of a company sustainability strategy to performance measurement and continuous improvement plans.



Water Stewardship

We commit to reducing water consumption across our value chain and to safeguarding and preserving water resources in our communities.

Our Water Stewardship Strategy

We take a holistic approach to water stewardship—covering our value chain and beyond.

CONSERVATION

Safeguard and preserve water resources where we operate through contextual water targets and collective action program implementation in priority geographies with high water stress.

COTTON

Sustainably source cotton and accelerate the adoption of regenerative farming practices.

COMMUNITY

Partner with organizations focused on watershed health and community WASH (Water, Sanitation and Hygiene) solutions.

2025 GOAL

Achieve at least a 20 percent reduction in total water use across our operations and value chain, compared to a FY20 baseline

Freshwater is an essential resource for people and wildlife, and a foundation for healthy ecosystems and thriving economies. It's also a resource that the apparel industry is heavily reliant on—from growing cotton to dyeing and washing fabric. Our approach to water stewardship includes actions that address overall use and quality, as well as protecting watersheds and ensuring access.

CONSERVATION

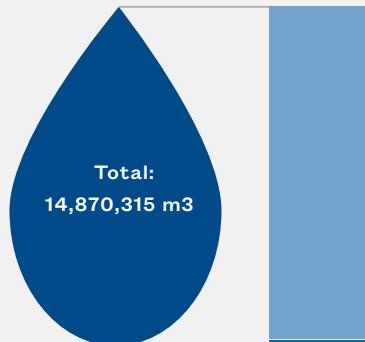
In FY21, we continued to collaborate with the World Wildlife Fund (WWF) to advance our work in this area and set a comprehensive strategy for water stewardship and water use reductions in our value chain. We analyzed our value chain through the WWF Water Risk Filter to map key areas of water risk and develop a water footprint. The analysis also identified opportunities for watershed conservation, reduced water consumption and improved community access to water.

Our goal to reduce water use by at least 20 percent by 2025 relates to manufacturing and processing in our supply chain and water use in our owned and operated facilities, compared to a FY20 baseline of 14,870,315 m³. In FY21, our footprint was 9,661,765 m³—a 34 percent reduction compared to FY20. This decrease was primarily driven by COVID-19-related business impacts, such as production volumes decreasing by over 30 percent compared to FY20, which contributes significantly to our supply chain water consumption. More details on our water footprint is available in our [ESG Supplement](#).

In our manufacturing supply chain, we focus on improving water use efficiency while also considering the shared basin-level water needs where our suppliers' fabric mills, factories and laundries are located.

We are setting contextual water targets to better align our reduction goal with surrounding water challenges. In priority water-stressed locations, we are contributing to collective action projects with WWF and local partnerships and experts to scale water use assessments and reduction strategies.

OUR FY20 WATER FOOTPRINT



Manufacturing & Processing:
14,573,646 m³

Owned & Operated Facilities:
296,669 m³

COTTON

As part of our water stewardship strategy, we evaluated the impacts of cotton farming. We looked at our key cotton growing regions through the WWF Water Risk Filter to identify geographies with high risk for water scarcity. We also estimated total water use (rainfed and irrigated) in cotton agriculture—the volume used is significant and our focus is on both reducing water use in cotton production and increasing effectiveness of water use. A key driver of this is the adoption of regenerative farming practices that make better use of rainfall and irrigated land. These practices increase soil fertility, water holding capacity and carbon capture; reduce erosion and pollution runoff; and create more resilience against floods and droughts. Read more about our work to increase the adoption of [more sustainable cotton](#).

COMMUNITY

Essential to our overall water stewardship strategy is supporting watershed health through conservation interventions—including wetland restoration, stakeholder engagement and the adoption of preferable land use management practices. We will invest in a number of water conservation programs in the coming year, as well as furthering our partnerships with organizations focused on community access and WASH (Water, Sanitation and Hygiene) solutions, based on local needs. More details on our water footprint is available in our [ESG Supplement](#).

In FY22, we will submit our first [CDP Water response](#), with plans to increase our disclosures in this area in the future.

WATER STEWARDSHIP IN OUR SUPPLY CHAIN

We are working with our product manufacturers to use more water-efficient production methods and to [capture water data](#) through the Sustainable Apparel Coalition Higg Index Facility Environment Module.

The five tier 2 fabric mills we enrolled in the Apparel Impact Institute Mill/Impact program are progressing through an 18-month process to reduce their overall environmental impact, including water use. The most recent focus is on efficiency measures, including optimizing the recovery of steam condensate and cooling water, maximizing the reuse of manufacturing process water and advancing wastewater treatment systems. Preliminary results show 8 to 20 percent reductions in water use, with the investment payback period ranging from 5 to 26 months.

Other water stewardship initiatives in FY21 include:

- Continuing our partnership with knit and woven manufacturers to minimize water use and improve effluent treatment by upgrading factory processing and equipment.
- Continuing to reduce the use of water-intensive chemicals and processing in the production of our core denim products.
- Launching Color on Demand, a revolutionary dyeing platform to color cotton more sustainably, using less water, less dye and less energy (see case study right).

REVOLUTIONIZING COTTON DYEING

Each year, trillions of liters of water are used for fabric dyeing alone, generating around 20 percent of wastewater worldwide. This water often requires lengthy, costly treatment to make it reusable.

We brought together four leading innovators in their respective fields—Dow, Jeanologia, Huntsman Textile Effects and COROB—to reimagine each stage of the coloring process and join a shared mission to create a more sustainable and efficient system for cotton dyeing.

The result is Color on Demand. This new multi-phased platform is composed of a set of innovative technologies that will enable the recycling and reuse of all water from the dyeing process, establishing the world's first scalable zero-wastewater cotton dyeing system. In addition to significant water savings, Color on Demand dramatically reduces the amount of chemicals, dye, time and energy used in the cotton dyeing process.

As part of the first phase of Color on Demand, we optimized the use of ECOFAST™ Pure—a pre-treatment solution for cotton garments, developed by Dow. When used with existing dyeing equipment, ECOFAST™ Pure enables the use of up to 40 percent less water, 85 percent fewer chemicals, 90 percent less energy and a 60 percent reduction in carbon footprint compared to traditional cotton dyeing processes. In partnership with Dow, we are releasing a detailed manual about ECOFAST™ Pure to encourage industry adoption and help standardize more sustainable cotton dyeing.

By 2025, we aim to use the Color on Demand platform in more than 80 percent of our solid cotton products. This revolutionary system will transform how the fashion industry colors cotton—more sustainably, more effectively and faster than ever.

To learn more about Color on Demand, watch [here](#).



Waste Management

We commit to integrating zero-waste principles across our business, focusing on reducing waste at its source and diverting waste from landfill through increased recycling and upcycling.

As we work to become a more circular business, we are integrating zero-waste principles across our operations and supply chain. We aim to reduce excess inventory, keep materials in use for as long as possible and minimize waste generated at our facilities.

Waste in our Operations



2023 GOAL

Achieve zero waste to landfill across our distribution centers¹

Across our distribution centers, offices and stores, we work to minimize waste and avoid sending materials to incineration or landfill, including excess inventory.

In FY21, we reduced our overall operational waste compared with FY20, due in part to COVID-19-related business impacts. We generated approximately 4,600 metric tons of waste at our distribution centers and diverted 85 percent of this from landfill—on track to meet our 2023 goal. In our North America-owned distribution centers, we achieved a 90 percent diversion rate in FY21. We also collected detailed waste data for all three of our third-party-operated distribution centers in Asia.

DISTRIBUTION CENTERS

At our distribution centers, we focus on finding recycling solutions for the waste materials we generate. In FY21, we worked with local recycling vendors to divert over 18,000 pounds of hangers from landfill at our North Carolina distribution center. We also began using recyclable corn board pallets for our internal distribution center activities and aim to expand this in FY22. We diverted all creative props and other decorative assets from landfill through recycling, sales to staff and donation of over 400 items to Habitat for Humanity, universities and other charities.

OFFICES, SUPPLIERS AND STORES

We initiated several new practices in FY21 to reduce and recycle waste from samples and fabric scrap in our offices and with suppliers. We are reducing the number of samples being created and shipped by working with suppliers to test their materials in-house rather than sending samples to third parties. We are also increasing the use of digitization so suppliers can create new products virtually and reducing sampling components, color approvals and related transportation. We also started a partnership with FABSCRAP to recycle fabric trim and samples in our offices. In FY21, we recycled and reused over 20,000 pounds of fabric waste. To further our teams' knowledge of fabric waste, in FY21 our employee sustainability group, the Green Ponies, hosted a discussion with the CEO of FABSCRAP during our Earth Day Speaker Series event.

The Green Ponies also continued to play an active role in other office waste reduction efforts. In FY21, they developed and distributed office and home recycling guides for our New York employees. They also improved the recycling signage in preparation for employees' return to our New York and North Carolina offices.

Waste Generated at our Facilities				
	Metric Tons		Diversion Rate	
	FY20	FY21	FY20	FY21
Distribution Centers	5,507	4,622	85%	85%
Stores*	2,917	1,777	78%	81%
Offices*	1,434	128	35%	35%
Total	9,858	6,527	75%	83%

*Using the Zero Waste International Alliance definition of zero waste, we will divert more than 90 percent of the waste generated at our distribution centers from landfill and incineration.

*Comprehensive site-specific waste data was not available for all offices and stores. Waste data was modeled for these sites.

Managing Excess Inventory

An estimated 92 million metric tons of textile waste is created globally each year.² This is a systemic problem in the fashion industry and one we are determined to help eliminate. Our Excess Inventory Management Principles standardize the steps we take to prevent our products from becoming waste. The principles are supported by a waste-management hierarchy to guide our decision-making for inventory and commercial waste.



PREVENTING EXCESS AT SOURCE

Our first step to reducing inventory waste is to prevent the production of excess product. Minimizing overproduction is a challenge across our industry. A key part of the solution is predicting product demand so we produce only what is needed. We are working toward this by shortening product lead times and implementing agile production models. We are also applying intelligent buying techniques that more closely predict demand and match it with manufacturing.

We completed a pilot project to minimize overproduction of wholesale orders in our European market. The pilot used a “cut-to-sales” model to ensure wholesale orders occur only after confirmation of customer orders. We will continue to refine our sales models and investigate options for improved real-time tracking systems in the European market to further avoid excess production.

PURSUE EXPANDED SALES CHANNELS

Once we have offered our products at full price across our range of channels and regions, we consider alternative sales channels for products not sold within planned timeframes—including via our outlet stores and various clearance partners around the world. Moving units between markets can also be an effective way of opening up new sales options for existing products. In FY21, we transferred 800,000 units globally to put them through clearance channels.

We are seeing greater interest from our customers in service-based models such as rental platforms or “shared closets.” In FY21, we announced the introduction of The Lauren Look, our first subscription apparel rental initiative, with the Lauren Ralph Lauren brand. In addition to supporting the reduction of clothing waste by expanding the lifespan of garments that might otherwise be purchased and worn only a few times, the collections will be donated to Delivering Good once they reach their rental cap. In addition to our branded rental site, our Polo, Lauren and Club Monaco brands are available for rent on multi-branded marketplaces, including Rent the Runway, Gwynnie Bee and Nuuly.

MAXIMIZE PRODUCT OR MATERIAL'S NEXT LIFE

Through capsule-driven collections on the Polo app, in-store events and consumer research, we have gained valuable insight into how to give our products additional lives through rental, re-commerce and upcycling. We are building on the momentum of our current initiatives to make a greater impact, focusing on evaluating potential new partners to scale our offering. In addition to our subscription apparel rental initiative, we see opportunity for a large-scale re-commerce program inclusive of restored, reimaged or upcycled products to further extend garment lifespans.

EMPLOYEE ACCESS

We give our employees access to excess inventories through stock sales. To reduce geographic restrictions to specific stock, we piloted a digital employee sale in North America in FY21.

DONATE FOR POSITIVE IMPACT

Our product donation strategy aims to help communities around the world, especially where our employees and customers live and work.

In FY21, we donated more than 1.5 million units of products to support hundreds of thousands of frontline workers and families in need around the world. The donation included comfortable loungewear and daily items, such as sweatshirts, sweatpants and T-shirts. These products have been distributed through charity networks, as well as many of our long-standing [Pink Pony](#) partners focused on cancer care.

RECYCLE

Recycling products at scale presents technical challenges, particularly for apparel with blended fabrics and non-textile products like footwear and handbags. We are finding more opportunities to recycle excess product by exploring new partnerships and innovations.

In FY21, we established partnerships with recyclers in Europe that will continue in FY22. We also initiated upcycling pilot projects in North America and Asia to explore technologies for converting damaged and excess products into new textile fabric and yarns.

DISPOSAL

Once all other options have been exhausted, our last resort is product disposal or destruction. We try to avoid this wherever we can, and then prioritize waste-to-energy disposal methods where available. We continue to ramp up our donation and recycling partnerships to avoid the need for disposal. Ultimately, we aim to cease this option altogether.

²[Reversing Climate Change is Fashion's Next Big Thing](#), Global Fashion Agenda, January 17, 2020.

Sustainable Packaging



2025 GOAL

100 percent of our packaging material will be recyclable,³ reusable or sustainably sourced⁴

Environmentally responsible packaging is an essential part of a circular future. By 2025, all our packaging material will be recyclable, reusable or sustainably sourced, which includes packaging made from post-consumer or post-industrial recycled content, or that is Forest Stewardship Council (FSC) certified.

In FY21, 54 percent of our packaging volume and 71 percent of our stock-keeping units (SKUs) met at least one of our sustainable packaging criteria.⁵ In FY22, we will be implementing a regular, standardized reporting process for our suppliers to allow us to track sustainable aspects of our packaging across brands, packaging types and regions throughout the year.

Our [Forest Protection Policy](#) supports our 2025 goal, describing our commitment to responsibly source any fabric, pulp and paper used in packaging. We collaborate with Canopy's [Pack4Good](#) initiative, in which innovative companies and suppliers help develop closed-loop solutions for packaging and paper that reduce negative environmental and social impacts. As part of this initiative, over the next three years we will:

- Source or design reusable or refillable shipping boxes to reduce corrugated paper use.
- Design and implement e-commerce, shipping, display and wrapping systems that minimize the use of paper.
- Employ reusable packaging systems. For example, in FY21, we tested reusable packaging from RePack with around 2,000 e-commerce orders in the U.S. We are evaluating options for expanding our use of this packaging in the U.S. and potentially other regions.

In FY21, we updated our product packaging inventory, which tracks every material used and identifies priority materials for reduction or replacement. Our 10 highest-priority materials include high-volume usage items, such as decorative tags and polybags.

We currently use FSC certified paper for our hangtags for core items. In FY21, we began eliminating nonessential decorative tags, which will continue into FY22.

We plan to transition to 100 percent post-consumer recycled content in our plastic polybags in FY22. This is an interim milestone as we work to reduce the need for polybags and to identify alternative materials for our polybags that fully meet our definition of recyclable and sustainably sourced packaging.^{3,4} We are engaging with partners and innovators through the Fashion Pact's Oceans pillar to identify and test paper-based polybag alternatives that will meet our performance requirements while also being recyclable at scale.

Through RalphLauren.com, our reduced packaging option gives customers the ability to have plastic or paper inserts, hangers, garment bags, promotional materials and paper invoices removed from their orders. In FY21, we removed and recycled all of the polybags from reduced packaging orders, which represented 15 percent of all orders placed through RalphLauren.com (12 percent in FY20).



³We use the Ellen MacArthur Foundation's New Plastics Economy Global Commitment definition of recyclable: a packaging or packaging component is recyclable if its successful post-consumer collection, sorting and recycling is proven to work in practice and at scale.

⁴Sustainably sourced includes packaging that is post-consumer or post-industrial recycled content or FSC certified.

⁵These percentages represent packaging from the subset of our suppliers who reported data for FY21. We are working to collect data from a more complete share of suppliers in FY22 and beyond.

Champion Better Lives

We aim to create a more equitable world and positively impact the lives of people in our workforce, communities and supply chain.

Diversity & Inclusion

We unite and inspire the communities within our Company as well as those we serve by amplifying voices and perspectives to create a culture of belonging, equality, inclusion and fairness for all.

Our Strategic Approach

Ralph Lauren's Global Diversity & Inclusion (D&I) strategy supports our purpose: To inspire the dream of a better life through authenticity and timeless style. We strive to fulfill our purpose and D&I commitment through actions that make an impact across our Company, among our customers and partners and within greater society.

Our D&I strategy spans five pillars:

- Talent — Cultivate diverse teams and elevate underrepresented talent to leadership ranks
- Collaboration and Belonging — Enable open dialogue and create safe spaces for the amplification of diverse voices and perspectives
- Learning — Build an inclusive culture through awareness, education and advocating for access to education for all
- Communication and Messaging — Maximize our inclusive message
- Celebration and Recognition — Appreciate our unique differences and increase educational events for all employees, with a focus on diverse experiences

Our D&I efforts focus on strengthening diversity and inclusion across race, ethnicity, gender, gender identity, sexual orientation, disabilities, mental health and wellness.



Taking Action on Racial Equity

We are always looking to listen, learn and deepen our work to create environments that reflect the values that define our brand—values like authenticity, dignity and respect for one another. And we want everyone to experience these values consistently. We are deeply examining bias—including looking critically at the structures and practices inside our Company, how we use our voice as a leader in our industry and the role we play in portraying the American dream.

COMPANY

ELEVATE TALENT INTO LEADERSHIP RANKS

For every open role at the Vice President level or above, we will interview at least one Black candidate and at least one candidate from other underrepresented groups. We also committed to ensuring that our Global Leadership Team is at least 10 percent Black, African or African American and at least 20 percent people of color by 2023.

COMPENSATION AND BENEFITS EQUITY

Our retail and distribution and fulfillment center populations are the most racially and ethnically diverse areas of our Company. In FY21, we rolled out expanded medical benefits for our U.S. part-time employee population. Looking ahead, we will regularly review all internal policies to ensure equity for our Black, African and African American employees and employees of color.

AMPLIFY DIVERSE VOICES AND PERSPECTIVES

We expanded both our D&I Employee Advisory Groups and RL Communities, including establishing the Asian, Asian American and Pacific Islander (API) Advisory Council; the Black Advisory Council (BAC); the Hispanic, Latino and Latinx Advisory Council; the Native American Advisory Council in North America; and the Black, Asian, Minority Ethnic (BAME) group in EMEA. Each group plays a central role in helping to ensure that our Company's progress is rooted in the real experiences of our diverse employees. We also established monthly employee roundtables to encourage education and empathy, further build community and empower our teams to mobilize action for meaningful impact. In addition, to understand the unique needs and priorities of our employees, we increased the focus on diversity, equity and inclusion in our employee surveys.

STRENGTHEN STRUCTURED EDUCATION PRACTICES

We have built on the formal unconscious bias and microaggression training we started in 2018. Part two of our mandatory D&I training—Respect and Inclusion: Allyship and Advocacy—was completed by all managers in July 2020 and our entire employee population in December 2020. Going forward, completion of this training is required for all new hires.

COMMUNITY

EXAMINE HOW WE PORTRAY THE AMERICAN DREAM AND USE OUR BRAND VOICE

With our Advisory Councils and Employee Groups, we are closely reexamining our brand's role in portraying the American dream—from the products we create to the imagery we promote. We're diversifying our brand storytelling, committing to represent Black talent in at least 20 percent of our brand marketing and advertising on owned digital channels each year.

FORGING NEW CREATIVE PARTNERSHIPS

We will be investing in Black, African and African American creative partners—including the content creators in front of and behind the camera and Black-owned media platforms.

HOLD OUR NETWORK ACCOUNTABLE

In July 2020, we reviewed our media partners to ensure the platforms we conduct business through operate in a way that aligns to our values and D&I standards. We also developed a set of diversity expectations for all partners.

CONNECT WITH CONSUMERS

We are conducting detailed analyses of our Black, African and African American consumer composition and their perceptions and expectations of our brand to inform our cross-functional business strategies.

SOCIETY

ADVANCE SOCIAL JUSTICE

We designated four CEO Action for Racial Equity fellows—delegates from our Company who are temporarily stepping away from their roles to create large-scale impact for racial equity and justice by advancing public policy reform at the U.S. local, state and federal levels. In the areas around our largest American facilities—New Jersey, New York and North Carolina—we started opening dialogues with public works bureaus, nonprofits, district attorney offices, school districts, and police and sheriff departments. Those conversations turned into opportunities for sharing our diversity, equity, inclusion and anti-racism trainings and resources. Additionally, through our involvement in the Open To All campaign, we are open-sourcing our D&I training materials to public safety agencies, schools and businesses.

DEEPEN OUR PARTNERSHIPS AND INVEST IN EDUCATION

We have deepened our relationships with existing partners like The Access Project, Phi Beta Sigma and United Negro College Fund. Additionally, we donated more than \$100,000 in scholarships to support students of color and we are developing mentorship and talent pipelines with HBCUs and historically Black sororities and fraternities.

We are also exploring ways to increase our support for Asian, Asian American and Pacific Islander communities, including but not limited to our existing relationship with Asian Americans for Equality, Asian & Pacific Islander American Scholars as well as the Asian University for Women in Bangladesh.

We recognize that our work is far from being complete, and we approach all of this with intentionality and humility. We are on a journey and do not claim to have the perfect playbook or all of the right answers. But we will continue to accelerate our pace of progress, and we will take action today, tomorrow and into a better future. Our ongoing commitment to racial equity, including our standing pledge to be [Open to All](#), can be found in our [June 2020](#) and [May 2021](#) open letters from Ralph Lauren and Patrice Louvet.

ENSURING DIVERSE REPRESENTATION

The diversity of Ralph Lauren employees and our culture of inclusivity drive innovation and creativity. We design our talent management programs to attract, retain and promote people from all backgrounds. We are committed to being transparent in our D&I journey. As part of this commitment, in FY21, we expanded our D&I data disclosures to include gender and ethnicity breakdowns by corporate and non-corporate roles and the diversity of our Board of Directors.

In FY21, 64 percent of our global workforce was female and 60 percent of our U.S. workforce was from underrepresented race and ethnic groups, consistent with representation from FY20.

As a founding member of Parity.org, we support its mission to close the gender and racial gap at the highest levels of business, where those disparities are widest. Over the past three years, we have also worked closely with Parity.org to create [our own road map](#) by adopting the Parity Model™. Based on representation, equality and inclusion, this model will continue to drive gender parity and greater diversity within our Company and industry.



ONGOING GOAL

Achieve gender parity with equal representation in leadership positions at the VP level and above



ACHIEVED FOR FY21

In FY21, we continued to meet our goal for gender parity in VP level and above positions. Moving forward, we will expand our focus beyond parity to include factors that retain women in leadership, including flexibility in work, policies, pay equity, culture and development.

We set a new goal in FY21 to have at least 20 percent of our Global Leadership Team be from underrepresented race and ethnic groups by 2023. We phased our path to this goal, and in FY21, we achieved our interim target of 13 percent.

To make progress toward this goal, we have:

- Participated in McKinsey & Company's Black Executive Leadership Program, which is designed for Black senior executives looking to ascend to C-suite roles.
- Joined McKinsey & Company's Management Accelerator Program, which provides self-identified Black colleagues an on-demand digital curriculum focused on building core management and leadership capabilities, as well as cross-functional knowledge.



2023 GOAL

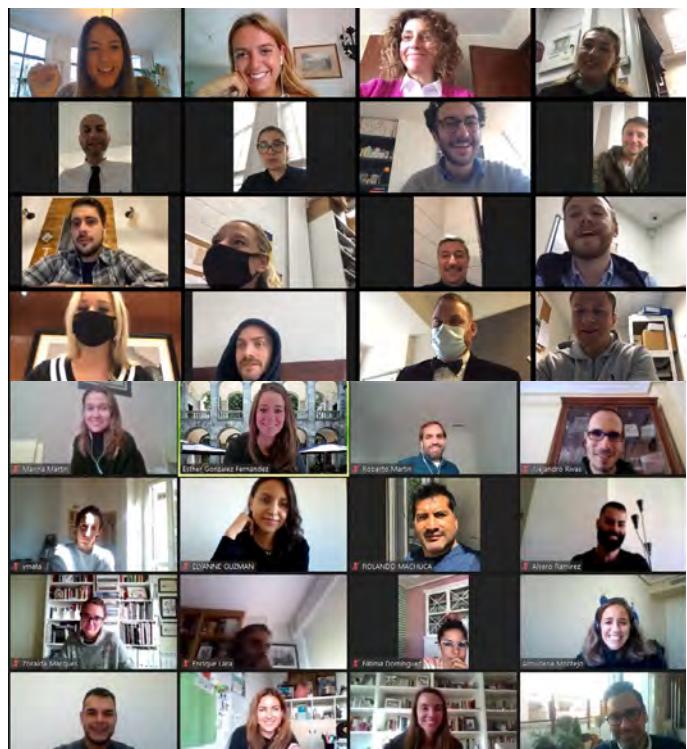
Have at least 20 percent of our Global Leadership Team be from underrepresented race and ethnic groups

We also promote gender equality beyond our walls. Within our supply chain, our goal is to achieve 25 percent higher female representation in factory management by 2025. Learn more in [Worker Empowerment and Well-Being](#).

RECRUITING DIVERSE TALENT

To sustain a robust and diverse talent pipeline, our University Relations program recruits at broadly representative colleges and career fairs. We have committed to interviewing at least two underrepresented prospects for each eligible position we have available. In FY21, 58 percent of our global new hires were female, a decrease of 1 percent compared with FY20. Sixty-four percent of U.S. new hires identified with one or more underrepresented racial or ethnic groups, a year-over-year decrease of 4 percent compared to FY20.

We work with nonprofits to expand career opportunities for people from marginalized or underserved communities. In FY21, we continued our partnership with SEO Scholars to mentor public high school and college students for a career in the fashion industry.



WORKFORCE DIVERSITY DATA¹

Global Female Representation			
	FY19	FY20	FY21
% of total global employees that are female	64%	64%	64%
% of non-corporate employees that are female (retail, store-line)	63%	63%	64%
% of corporate employees that are female	67%	66%	66%
% of corporate management (leadership, VP+) that is female*	49%	49%	48%
% of corporate executive leadership (our Global Leadership Team and above) that is female**	42%	45%	42%

*Due to total number of VP and above positions, parity is considered to be reached between 40-60%.

**Our Global Leadership Team includes direct reports to CEO and Executive Leadership Team.

U.S. Representation of Underrepresented Race and Ethnic Groups*			
	FY19	FY20	FY21
% of total U.S. employees from underrepresented groups	58%	60%	60%
% of non-corporate employees from underrepresented groups	67%	70%	67%
% of corporate employees from underrepresented groups	45%	46%	48%
% of corporate management (VP+) from underrepresented groups	14%	15%	20%
% of corporate executive leadership (our Global Leadership Team and above) from underrepresented groups**	7%	12%	13%

*Underrepresented used in the U.S describes any employee who is not considered white.

**Our Global Leadership Team includes direct reports to CEO and Executive Leadership Team.

Board of Directors Diversity			
	FY19	FY20	FY21
% of the Board that is female	29%	25%	31%
% of the Board from underrepresented groups	7%	8%	15%

¹Some table percentages may not add up to 100 due to rounding.

New Hire Diversity			
	FY19	FY20	FY21
% of global new hires that are female	57%	59%	58%
% of U.S. new hires from underrepresented race and ethnic groups	67%	68%	64%

U.S. Employees, by Race and Ethnicity (% of total)			
	FY19	FY20	FY21
U.S. employees, by race and ethnicity (% of total)	100%	100%	100%
White	39%	37%	38%
Asian	8%	8%	8%
Black or African American	23%	24%	24%
Hispanic or Latino	23%	24%	23%
American Indian or Alaskan Native	0.5%	0.5%	0.4%
Native Hawaiian or Pacific Islander	0.5%	0.5%	0.4%
Two or more races	3%	4%	3%
Undeclared	3%	3%	3%

U.S. New Hires, by Race and Ethnicity (% of total)			
	FY19	FY20	FY21
U.S. new hires, by race and ethnicity (% of total)	100%	100%	100%
White	31%	29%	34%
Asian	7%	6%	4%
Black or African American	27%	29%	31%
Hispanic or Latino	26%	27%	21%
American Indian or Alaskan Native	1%	0.4%	1%
Native Hawaiian or Pacific Islander	0.5%	0.4%	0.5%
Two or more races	5%	5%	5%
Undeclared	4%	3%	4%

PAY EQUITY

We take a proactive approach to gender and ethnic pay equity and continually monitor our compensation programs to ensure fairness. As of FY20, our female employees in the U.S. earned an average of 99 cents for every \$1 earned by males.

In line with [Parity.org's best practices](#), we conduct a biennial assessment with an independent human capital management firm to analyze employee compensation based on gender and ethnicity in the U.S. In FY20, we found that 96 percent of our U.S. employees' salaries fell within the equal pay parameters set by our model. We moved immediately to correct instances where compensation fell outside the parameters.² In FY22, we will expand our human capital assessment to examine gender pay equity for our global operations.

In 2020, we published a U.K. Gender Pay Gap report in line with U.K. legislation. Our mean and median gender gaps in pay and bonuses were substantially narrower than U.K. average figures. Due to COVID-19, the U.K. government did not require companies to publish a report for FY21. Our previous reports are available [here](#), and we will continue to comply with future reporting requirements.

FOSTERING AN INCLUSIVE CULTURE

Our Company is home to people from many different backgrounds and we value the varied perspectives they bring. We are creating a culture in which all employees feel welcome and can thrive through the celebration of identities, training and by encouraging participation in employee resource groups.

In FY21, we created a new course for all employees, "Respect and Inclusion: Allyship and Advocacy." The course is also part of our onboarding for all new employees.

In FY21, our workplace culture earned recognition in:

- Forbe's [America's Best Employers for Women](#)
- Forbe's [World's Best Employers](#)
- Great Place to Work's [Certified Companies](#) (U.S.)
- Parity.org's [Best Companies for Women to Advance](#)
- The Human Rights Campaign's [Best Place to Work for LGBTQ Equality](#)

EMPLOYEE RESOURCE GROUPS (ERGs)

In FY21, we restructured our ERG model to promote global participation and inclusion.

The ERGs are grouped in three categories:

- D&I Teams: Formed by location in each country and empower employees to foster D&I in their local workplaces.
- Ralph Lauren Communities: Focused on a shared area of identity and passion and partner with our D&I Teams on advocacy across the Company. Communities include Gender Parity; #RL Pride; Disability, Mental Health & Wellness; and Working Parents.
- Advisory Groups: Race and ethnicity D&I groups advise our Executive Leadership Team and organization to help amplify the voices of diverse groups at Ralph Lauren. These groups include: Black Advisory Council, Asian Pacific Islander Council, Native American Council as well as our Hispanic, Latino and Latinx Council.



²We expect that a small percentage of employees will be paid outside the predicted range to appropriately compensate for special skills or advanced degrees, which are not taken into account in the model. In those instances, we do not adjust compensation.

INVESTING IN ALL EMPLOYEES

EMPLOYEE WELL-BEING

We attend to the physical, emotional, social and financial needs of our employees and their families. THRIVE, our global wellness program, provides access to benefits such as flexible work arrangements, sabbaticals, volunteer events and physical and mental wellness support. In response to COVID-19, we expanded services in the U.S. to include additional backup childcare as well as MyStrength, an online wellness portal. Globally, we hosted monthly wellness webinars and provided weekly meditation through our RL Well-Being Exchange program.

LEARNING AND DEVELOPMENT

All employees can build skills and prepare for the future through the Ralph Lauren Learning Portal. In FY21, 91 percent of employees used this platform. We added new courses this year, many of which focus on remote working skills as well as D&I. The learning portal is just one option for corporate employees to apply their benefit of 10 hours of company-sponsored learning time.

We also support learning beyond our walls through tuition assistance. In FY21, Ralph Lauren awarded scholarships to employees enrolled in courses that build their professional skills.

ACTING ON FEEDBACK

We gather direct feedback from employees, measure their engagement and, through our employee survey, understand how we can improve. Amid the events that occurred over the past year, including a transition to remote working, in FY21, we implemented three pulse surveys conducted by an independent third party in place of our normal annual survey.

Through the surveys, employees indicated that our top strengths include a feeling of connection with our Ralph Lauren values, managers' flexibility and support when addressing personal matters and continued pride for the Ralph Lauren brand. The survey also highlighted areas of improvement, such as decision-making responsibilities for employees in lower-level positions within the organization.

For FY22, we will return to our global annual employee survey.

FAIR TREATMENT FOR ALL

Our Fair Treatment Policy helps us maintain a professional and productive work environment that is also free from discrimination and harassment. In FY21, we updated the policy to include our stance against bullying. People can raise concerns about the work environment through our open communication policy and they can escalate concerns in several ways, including through our open-door policy and the RL Global Hotline.

Our Global People Practices Team ensures the Fair Treatment Policy is implemented through legal compliance, working practices and reviews of impartial issues.

Employees must also adhere to our Code of Business Conduct and Ethics as well as our anti-bribery and anti-corruption policies. We provide annual training on these policies to help employees make appropriate decisions in their day-to-day work.

RESPECTING HUMAN RIGHTS ACROSS OUR VALUE CHAIN

The threat to livelihoods and health posed by COVID-19 reinforces the importance of our commitment to respect the human rights of everyone touched by our business.

We embody this commitment in our [Human Rights Policy](#), which expresses our decades-long support for the human rights of our employees, as well as our suppliers, customers and business partners. Our policy was developed with reference to the UN Guiding Principles on Business and Human Rights and the Organisation for Economic Cooperation and Development Guidelines for Multinational Enterprises.

Our Response to COVID-19

The COVID-19 pandemic has impacted people, communities and businesses globally. Throughout the past year, we prioritized keeping our people safe and well, contributing to local and international relief efforts and supporting our suppliers and their workers in the face of unprecedented challenges.

OUR PEOPLE

At the start of the pandemic, our first priority was to safeguard the health and well-being of our people. When the majority of our workforce began working remotely, we provided online resources to help with this transition, including a focus on physical and mental health. For roles that required employees to be in-person, we established safety measures within our offices and stores.

Financial grants were also provided through the Ralph Lauren Employee Relief Fund for employees facing financial hardship due to unforeseen personal circumstances, such as dealing with significant medical expenses, unexpected eldercare or childcare needs and even funeral expenses for an immediate family member. As we navigate the pandemic, we will continue to evolve our support for our people, always with their safety and well-being top of mind.

“In difficult times like during the country’s shutdown, you feel a lot of uncertainty, and you feel like you are alone. With financial assistance like this, you feel you have support and you have people who care.”

—Halyna, Ralph Lauren Employee Relief Fund grant recipient

OUR COMMUNITIES

In March 2020, the Ralph Lauren Corporate Foundation committed \$10 million to support COVID-19 relief efforts for our employees, our partners and our communities. Partner and community support included:

- Contributing to the World Health Organization’s COVID-19 Solidarity Response Fund, a global effort to prevent, detect and respond to the pandemic.
- Supporting the Foundation’s long-standing network of international institutions that care for people with cancer, who were especially vulnerable during this time.

- Committing an inaugural gift to the Council of Fashion Designers of America and Vogue Fashion Fund to support members of the American fashion community affected by the pandemic.
- Partnering with the Council of Fashion Designers of America Foundation to donate 250,000 masks and 25,000 isolation gowns to U.S. frontline workers.

Our Company also committed 1.5 million clothing products, 25,000 meals and other critical supplies, such as face masks and hand sanitizer, to frontline workers and nonprofit organizations around the world.

OUR SUPPLY CHAIN

Many of the countries where our suppliers are based have been hit particularly hard, socially and economically, by the pandemic. We worked to uphold the well-being of workers in our supply chain and support our suppliers through this challenging time. Our actions included:

- Conducting nearly 270 virtual Supplier Wellness Checks with our suppliers’ facilities from May to August 2020 in order to understand the challenges they faced and to identify and assess new risks brought on by the pandemic.
- Extending collaborations with long-term external partners to help us deliver our supply chain empowerment and well-being programs and social compliance program. We also changed our assessment protocols to reduce burdens on suppliers during this challenging time.
- Sharing adoption costs with our suppliers for enrollment in Zero Discharge of Hazardous Chemicals and the Sustainable Apparel Coalition’s Higg Index Facility Environment Module—upholding the importance of continual environmental improvement, even amid the challenges posed by COVID-19.
- Helping to ensure workers in our supply chain would still be paid by honoring our payments for all orders produced or in-production and enabling early payment through our supply chain finance program.

We remain committed to the safety and well-being of people in our Company, communities and supply chain. While the full effect of the pandemic has yet to be realized, we know the actions we take each day will have a positive impact by supporting and empowering all those affected by the pandemic.

Community Engagement & Philanthropy

We make a meaningful difference in our communities through our global employee volunteerism and our dedication to social and environmental causes.

Philanthropy

At Ralph Lauren, philanthropy is core to who we are. We aim to support and empower those in our communities through giving back. The Ralph Lauren Corporation provides funding, including a portion of proceeds from our cause marketing initiatives, to the Ralph Lauren Corporate Foundation[®] (the Foundation), a distinct charitable entity established in 2001. Combined FY21 contributions from the Company and the Foundation totaled more than \$20 million, up from \$7 million in FY20.

In March 2020, the Foundation committed \$10 million toward COVID-19 relief. This funding supported the World Health Organization's COVID-19 Solidarity Response Fund, Ralph Lauren colleagues dealing with financial challenges and members of the American fashion community affected by the pandemic. Learn more about the Company's efforts in [Our Response to COVID-19](#).

SOCIAL JUSTICE

Our [commitment to racial equity](#) extends beyond our Company to broader society. In summer 2020, the Company donated pre-purchased advertising space to Black- and African American-led partner organizations to help raise awareness of systemic racism. We provided billboards in high-traffic areas throughout the U.S. to Phi Beta Sigma Fraternity Inc., an intercollegiate, historically Black fraternity, and the United Negro College Fund (UNCF). We also donated a full-page print advertisement in *The New York Times* for UNCF to promote historically Black colleges and universities.

CANCER CARE AND PREVENTION

For over 30 years, Ralph Lauren has been committed to raising awareness in the fight against cancer. As part of this commitment, in 2003, the Ralph Lauren Center for Cancer Care was established in the Harlem neighborhood of New York City in partnership with the Memorial Sloan Kettering (MSK) Cancer Center. Now known as the MSK RL Center, its aim remains the same: reduce health disparities and improve cancer outcomes by providing high-quality, compassionate cancer screening, diagnosis and treatment to all. In FY21, the center enhanced its breast cancer prevention and screening program and opened an in-center mammography unit.

Our annual Pink Pony campaign underpins our support for hospitals and initiatives that provide cancer care and prevention. Examples of this campaign's worldwide impact in FY21 include:

- Supporting ONCOVID, a clinical trial in France that will evaluate the impact of COVID-19 on individuals with cancer and how they respond to treatment.
- Donating to the Deutsches Krebsforschungszentrum (DKFZ) Cancer Research Center in Germany to support their COVID-19 research on diagnostic testing and the development of a vaccine for high-risk groups, including those with cancer.
- Supporting more than 4,000 patients in New York via the MSK Financial Assistance Program and the Social Work Patient Fund to cover transportation, housing and childcare expenses.

The Company also supports The Royal Marsden Cancer Charity in the U.K. We pledged £1 million through FY22 to help establish a research area within the Oak Cancer Centre, which will open by the end of 2022.

"We are proud and honored to have such a special and long-standing partnership with Ralph Lauren. Your support over the years has made a difference for cancer patients and their families at The Royal Marsden, across the U.K. and worldwide."

—Dame Cally Palmer, Chief Executive, The Royal Marsden

[®]Previously known as the Polo Ralph Lauren Foundation.

LGBTQIA+ EQUITY AND INCLUSION

Our Company has proudly supported the LGBTQIA+ community for 30 years. In FY21, we launched a Pride campaign that included a unisex Polo Pride collection for adults and children.

FY21 was our second year partnering with the Stonewall Community Foundation on our Pride campaign. Stonewall prioritizes and lifts up the most vulnerable members of the LGBTQIA+ community, including people of color and transgender, gender nonconforming and nonbinary people. Through our partnership with Stonewall, we donate a portion of the purchase price up to 100 percent of each Polo Pride item to LGBTQIA+ organizations around the world.



ACCESS TO CLEAN WATER

Worldwide, one in three people do not have access to safe drinking water.⁷ To help end this disparity, we support organizations working to provide clean water sources for those in need. Through our continued partnership with GiveMeTap, in FY21, we helped fund drinking water projects in rural Africa. We also donate at least \$2 for every Polo-branded bottle sold on RalphLauren.com to help fund the installation of water pumps across rural Ghana.⁸ To date, the program has provided 18 water pumps in the Upper West region of Ghana and benefited more than 18,000 people.

In FY21, the Foundation expanded its partnership with DigDeep, a nonprofit focused on increasing access to water and sanitation throughout the U.S. Our three-year collaboration will support the COVID-19 emergency water delivery program for Navajo families, helping to ensure safe water access for 1,500 households and to provide 11 families with in-home water systems in 2022.



⁷Water and sanitation – United Nations Sustainable Development. (n.d.). Retrieved February 09, 2021.

⁸Purchase does not affect funding. All pump funding is by GiveMeTap. Learn more at GiveMeTap.com.

Giving Time and Talent

Despite a year of change and uncertainty, our employees' passion and commitment to support their communities remained strong. While in-person volunteering was suspended due to COVID-19 restrictions, employees found virtual and donation-based opportunities to continue giving back.

Employee Volunteering			
	FY19	FY20	FY21 ¹
Volunteer Hours	14,000	14,252	—

¹In-person volunteering was canceled in FY21 due to COVID-19 restrictions, including our three weeks dedicated to service through Ralph Lauren Gives Back.

At the end of FY20, we set a new 2025 target to increase our global employee volunteer hours by 25 percent compared to a FY20 baseline. Although our volunteer hours decreased in FY21 due to COVID-19 restrictions, we are confident that we will reach this 2025 goal through expanded virtual volunteering opportunities and a return to in-person volunteering events.



2025 GOAL

Increase global employee volunteering engagement by 25 percent compared to a FY20 baseline

RALPH LAUREN GIVES BACK

The Ralph Lauren Gives Back program enables our employees to volunteer year-round across social and environmental causes, including Pink Pony, Earth Day and Season of Giving. In FY21, we dealt with the restrictions of COVID-19 by adapting our program to create other ways of giving back throughout the year, including introducing the Ralph Lauren Matching Gift program.

Through this program, donations of up to \$1,000 made to nonprofit organizations by employees who have been with the Company for at least one year will be matched on a one-to-one basis by the Ralph Lauren Corporate Foundation, up to a total of \$1 million dollars.

A focus this year was providing support for the frontline workers who were tirelessly serving our communities amid COVID-19. In FY21, our Ralph's Coffee truck visited hospitals in New York to provide complimentary coffee and food to hospital staff. We also partnered with The Conduit, Gail's Bakery and Rocket Food to provide more than 25,000 meals for London's frontline workers and their families.

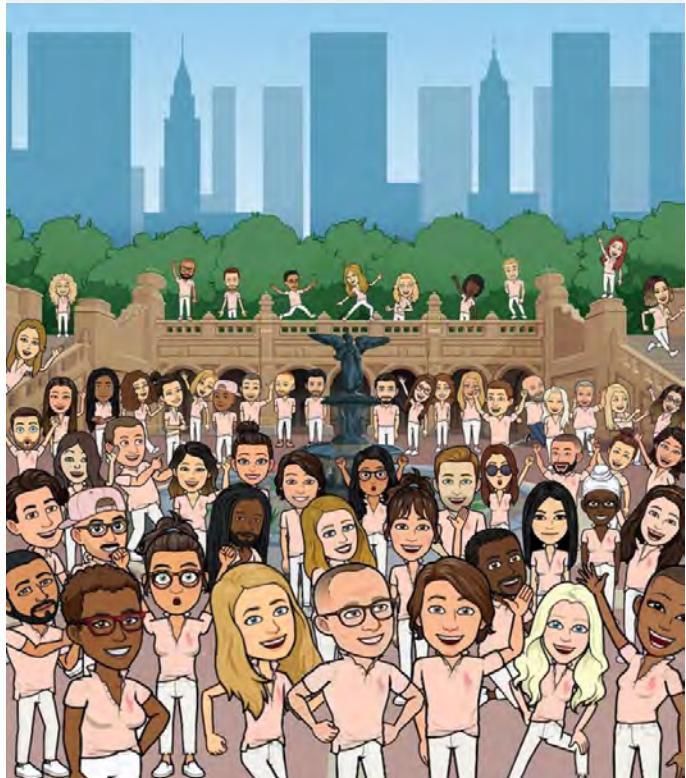
VIRTUAL VOLUNTEERISM

COVID-19 changed the way we live and work, including how we support our communities. By adapting our Ralph Lauren Gives Back volunteer program, we ensured employees could stay safe while still helping local nonprofit organizations.

We organized virtual volunteering opportunities throughout the year, including Pink Pony in October and Season of Giving in December. To encourage remote participation, we sent push notifications through our "RL Today" mobile app, informing employees about both local and global volunteering opportunities. Local volunteer captains also shared reminders of upcoming events.

We adopted a virtual format for events such as AIDS Walk NYC and Light the Night, which supports the Leukemia & Lymphoma Society. This new format allowed our employees around the world to participate safely. FY21 also marked our first year supporting the UNCF Walk to raise funds for educational scholarships.

Until in-person volunteering can resume safely, we will continue to find new, remote ways to engage employees in giving back.



Worker Empowerment & Well-Being

We are committed to conducting our global operations ethically and with respect for the dignity of all people who make our products. We aim to enrich the quality of work and life for everyone in our supply chain, ensuring they all have the opportunity to reach their full potential in a safe and inclusive environment.

RISK ASSESSMENT

Our global risk assessment tool helps us identify and evaluate our impacts on people and the environment, including those associated with our supply chain. We worked with a group of external stakeholders to further inform our understanding and prioritization of risk. As a result, we extended the internal and public information sources feeding into our analysis, with attention to:

- Risks associated with production processes with certain raw materials or chemical inputs—read more about our approach to [supplier engagement](#).
- Risks to particularly vulnerable groups of workers, in addition to country, regional and other sector risks.

We elevate the results of our updated risk assessment to the Board of Directors for regular review.

Supporting Migrant Workers

We do not tolerate any abuse of workers' rights in our supply chain. This includes the use of coercion, threat or deception that impact a person's ability to refuse or cease work or deprive them of personal freedom.

Foreign migrant workers can be particularly vulnerable to exploitation and unfair treatment and our [Foreign Migrant Worker Standards](#) aim to secure fair employment terms for them.

In FY20, our Foreign Migrant Worker (FMW) assessment tool identified fees paid by workers from Indonesia and Vietnam at one of our accessories factories in Taiwan. Their pay slips showed monthly deductions for recruitment agency fees. These fees are viewed by workers as standard when working overseas and are permitted by Taiwanese law, which is part of the remediation challenge.

Our FMW Standards provide protection for workers above the Taiwanese legal requirement and we therefore took action to eliminate this practice. The factory has changed its own policy and practices and reimbursed these fees, so its workers are not charged. The factory covers the cost of the recruitment agent's monthly fee, resident permit, health check, passport and airfare for workers. Our audit in FY21 confirmed that the factory continues to comply with this standard. We will monitor compliance going forward and the factory's continued relationship with us will be contingent on full compliance.

Championing Workers

We work with supplier factories to enhance the career progression and well-being of their workers. We focus on fair compensation and wage management, as well as worker empowerment and life skills—with an emphasis on developing female leadership. In FY21, we added a focus on diversity and inclusion (D&I).

FAIR COMPENSATION FOR FACTORY WORKERS



2023 GOAL

Roll out our Wage Management Strategy to all of our strategic and key suppliers to address fair and timely compensation for factory workers

The payment of living wages is a salient human rights issue in our sector. A living wage is defined as one where a worker receives a wage that is sufficient to meet their family's basic needs, such as food, water, clothing, housing, education and healthcare, plus some discretionary income for savings and unexpected events. We address this high priority issue through our Wage Management Strategy, which has executive level and Board oversight. We focus on wage management systems at the factory level, as well as the impact of our own purchasing practices, in order for suppliers to deliver fair compensation to workers in our supply chain.

In FY21, to increase our understanding of wage levels across our supply chain, we developed and deployed a new detailed wage data collection tool with our suppliers. We collected data on basic wage, overtime wage, allowances, benefits, incentives, bonuses and deductions. We have also begun to review our suppliers' wage management systems, including the presence of digital payments and policies on pay equity.

We collected more than 75,000 pieces of data from the majority of our strategic and key suppliers across our top 10 sourcing regions. We used the data to create wage ladders, plotting basic and total take-home wages against local minimum wage, the industrial average wage and various living wage benchmarks, such as those from the Global Living Wage Coalition and the Asia Floor Wage Alliance. We have more work to do, but we were encouraged to find that almost half of our strategic and key suppliers are already meeting a living wage benchmark for average total take-home pay. As expected, we observed regional differences and supplier variation:

- Some countries, such as China, are achieving the benchmarks for total take-home pay, but are doing so through heavy reliance on overtime and other bonuses.
- We saw higher wage levels, relative to benchmarks, in Italy and Sri Lanka. We have further to go in India and Cambodia and at some of our Indonesian and Vietnamese suppliers.

We also gathered feedback directly from workers in Vietnam to understand what level of income they feel would meet their needs comfortably, referred to as "aspirational pay." We will be extending this work to other regions next year.

Insight from this analysis and our engagement with suppliers on this topic, even during a pandemic, will enable us to prioritize and develop action plans to improve wage management systems and outcomes for workers over the coming years.

We recognize the important role we play in helping to ensure workers in our supply chain receive fair and timely compensation through our internal Responsible Purchasing Practices guidelines.

SUPPLIER DIVERSITY AND INCLUSION

Championing D&I is central to our values and approach to doing business. We extended our D&I efforts in FY21 to more closely involve business partners and suppliers. Read more about our overall approach to [diversity and inclusion](#).

We created a D&I workstream with our strategic supplier group to raise awareness of key issues and guide them to develop or enhance their own strategies. This work takes into account that D&I has many different cultural contexts that vary by locale. Through a series of quarterly roundtables, the group has so far:

- Shared what diversity looks like in their offices, factories, communities and countries.
- Confirmed a shared ambition to create inclusive workplaces.
- Identified specific themes as "diversity dimensions," including gender, age, language and culture.
- Held roundtables in their factories and shared the outcomes with us.

We will continue this work in FY22, with the focus on the diversity dimensions of language and culture.

In FY21, we partnered with BSR to develop open-source D&I e-learning for the supply chain, which will launch in FY22. This training tool will raise awareness of D&I issues among supply chain managers and supervisors and demonstrate inclusive behaviors. We will tailor the training for five geographies to reflect different regional contexts. Recognizing that this is a culturally sensitive and often challenging topic, we hope our efforts will lead to more inclusive workplaces for workers across our supply chain and beyond.

WORKER EMPOWERMENT AND LIFE SKILLS



2030 GOAL

Make empowerment and life-skills programs available to 250,000 workers across our supply chain



2025 GOAL

25 percent increase of women in factory leadership that creates a path to parity by 2025

Despite the challenges of COVID-19, we continued our worker empowerment and life-skills programs in FY21 using remote or virtual engagement. As of FY21, more than 39,000 workers across our supply chain received access to our empowerment and life-skills programs.

We are especially committed to empowering the women who work in our supply chain to build better lives for themselves and advance their careers. On average, 67 percent of the workers at our supplier factories are women, which is typical for our sector, and the global average of female supervisors in our top sourcing countries was 47 percent in FY21. The percentage of women holding supervisory positions varies by region. For example, in Indonesia and Vietnam, women account for 62 and 68 percent of supervisors, respectively. In Bangladesh, Peru, Guatemala and India, this figure is 15 percent on average.

Along with helping us identify the countries where we will focus our efforts over the coming years, the above figures revealed we have fewer women in supervisory roles across our supply chain compared with FY20. We will be conducting further analysis to understand the root cause, but believe this drop may reflect the pandemic's well-reported impact on women's professional well-being.

We continue to partner with BSR to sponsor the HERhealth program to empower workers through health education. We are receiving impact data for factories that have completed the program. Progress from beginning the program in March 2019 to completing it in February 2021 includes:

- There are no incidents of participants reporting missing work due solely to menstruation (86 percent at start).
- Participants can now report at least three of the four benefits of handwashing (25 percent at the start).
- There has been a 17 percent decrease of women workers reporting physical aches and pains from performing their job.

In FY21, we expanded the program to Vietnam. To date, the program has reached over 25,000 workers in our supply chain, 16,000 of whom are women.

Other programs to increase female empowerment and leadership in our supply chain this year included:

- Engaging our strategic supplier group to develop action plans for maintaining or increasing female leadership at their facilities.
- Continuing our partnership with the IFC and ILO Gender Equality and Returns (GEAR) Program in Bangladesh. GEAR trains female workers to prepare them for supervisory roles. It also trains factory managers on how to identify, promote and support high-potential female workers.
- Developing a specialized program to bring women's health education to hand-knitters in China. Our local partner Taos Network held workshops in the villages where women hand-knit sweaters and do not have access to the workplace wellness programs of a traditional factory environment.
- Sponsoring the expansion of HERessentials to India. The HERessentials module leverages digital tools to build workers' adaptive capacity and resilience in the face of crisis. This new technology-driven program engages workers and managers on gender, health and financial inclusion.

GRIEVANCE MECHANISM TRAINING

It is vital that factory workers have the means to report any issues associated with their workplace without fear of retaliation. Last year, we launched the RL Grievance Mechanism Program for factory workers as a complement to the primary operational-level grievance mechanism run by the factories themselves, and we continue to roll this out across supplier factories. The program enables workers to escalate their concerns directly to us using the RL Hotline email address, accessible through a QR code. Information is made available to workers on posters throughout the factory in their local languages.

Our Operating Standards require factories to maintain effective grievance mechanisms. We assess these mechanisms against the UN Guiding Principle's effectiveness criteria and also audit factories' grievance logs. Through this process, we reviewed over 450 grievances across eight countries in FY21. The top categories of these included 33 percent related to a health and safety concern at the facility or individual workstation, 13 percent related to benefits concerns and 12 percent related to factory food services of the canteen. At the end of FY21, 98 percent of the grievances were reported as resolved, 1 percent were under an appeal process and less than 1 percent were under investigation.

In FY21, we focused on training factory managers and workers on effective grievance mechanisms. We worked with local experts and partners to deliver the trainings in applicable languages, reaching 102 factories in eight countries that collectively employ around 180,000 workers. We will continue educating managers and workers on the importance of grievance mechanisms, alongside evaluating and improving the effectiveness of our program.

Social Compliance Program



Our Global Citizenship team monitors the compliance of our business partners as part of our due diligence processes. Our risk assessment processes help us to identify salient risks and prioritize areas for action. Our social compliance program works to help identify site-level risks, mitigate risks and remediate violations.

We regularly evaluate supplier relationships based on their performance and potential. This starts with our [Operating Standards](#), which communicate our expectations of suppliers with respect to legal and ethical matters, labor, animal welfare and environmental compliance. The standards must be prominently displayed in relevant languages in factory areas where workers congregate. We regularly review this document in response to evolving issues and expectations.

All new suppliers must meet our standards before we will place an order with them. We conduct detailed on-site audits, which include document review, visual inspection and worker interviews. We undertake due diligence with existing suppliers by scoping potential

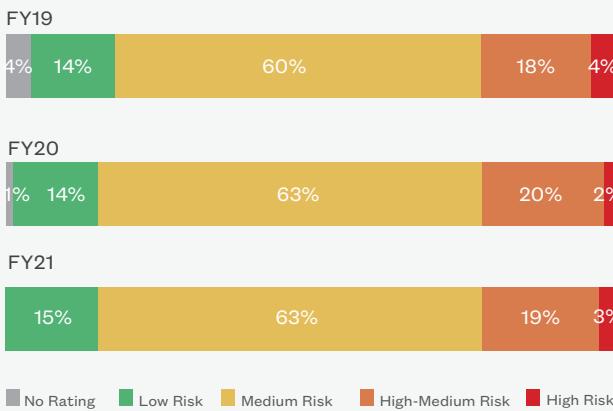
risks, preventing and mitigating identified risks through supplier and other assessments and remediating issues when found.

Our approach encourages transparency and continuous improvement. We work with suppliers to identify the root cause of issues—such as inadequate management systems or lack of training—and agree on corrective action plans that prioritize workers' welfare and livelihoods.

We use in-house and independent third-party audits alongside assessments conducted through the ILO Better Work program. In FY21, we extended our audits into tier 2 fabric mills. Our risk segmentation system, based on audit results, is part of the supplier scoring in our Supplier Engagement program and directly influences our sourcing decisions.

In FY21, all of our active factories received a risk rating. As with FY20, most factories (63 percent) were rated as medium risk. We saw a 1 percent increase in low risk and high risk ratings, and a 1 percent decrease in high-medium risk.

FACTORY RATINGS



ZERO-TOLERANCE ISSUES

We will stop working with factories that do not rectify instances of:

- Pervasive nontransparent record keeping
- Not paying minimum wage
- Monetary fines
- Locked emergency exits
- Unauthorized subcontracting
- Forced labor/Human trafficking
- Child labor
- Abuse (physical, verbal)
- Harassment (including sexual harassment) and discrimination
- Bribery

AUDIT FINDINGS

We audited 63 percent of factories supplying us in FY21, representing 89 percent of our volume. We conducted 327 audits at tier 1 factories and 60 at tier 1 subcontractors. We also conducted 15 audits at tier 2 fabric mills, representing 30 percent of our top 50 woven and knit fabric mill suppliers. Compared to FY20, our total percent of factories audited dropped 12 percent due to COVID-19 restrictions.

The most common categories of nonconformance were health and safety (53 percent), wages and benefits (14 percent) and working hours (12 percent). After reviewing all nonconformance issues with a supplier, we agree on a corrective action plan and follow up to ensure issues are addressed in a timely manner.

Less than 2 percent of audit findings revealed zero-tolerance issues (40 of 2,738 total findings). We deactivated two suppliers that were unable to remediate these issues or other Operating Standards requirements.

SUPPLIER AUDITS

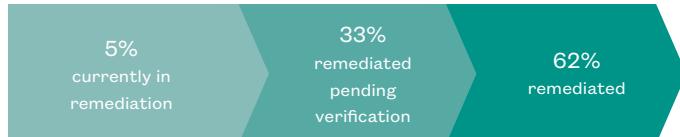
Supplier Audits	FY19	FY20 ¹	FY21 ²
Potential new suppliers			
Initial on-site evaluations	144	106	5
Initial social audits	52	65	56
Existing suppliers			
Percentage of factories audited	71%	75%	63%
Number of tier 1 factories audited	401	392	307
Number of tier 1 subcontractors audited	22	74	57
Audits conducted by 3rd party	334	333	312
Audits conducted by Ralph Lauren	14	48	8
Audits conducted by Better Work	75	85	67
Percentage of total audits that were fully unannounced ³	72%	72%	76%
Supplier Wellness Checks	-	-	438

¹ We had to cease the majority of our auditing in the last quarter of FY20 due to COVID-19 restrictions.

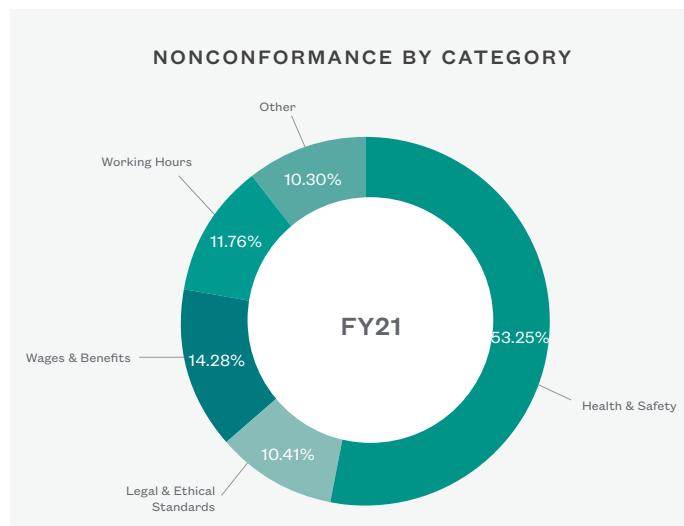
² The number of audits conducted in FY21 are below previous years' due to COVID-19 restrictions.

³ Percentage excludes audits performed in countries where unannounced audits are not permissible as well as pre-approval audits.

FY21 CORRECTIVE ACTION STATUS¹



¹ Corrective action status is based on our third-party audits.



The pandemic reinforced the importance of collaborating efficiently with our suppliers and peers. We revised our protocols to enable sharing and recognition of supplier audits and assessments with other companies, which helped reduce the administrative burden on suppliers during this challenging time.

The ILO Better Work program continued its work in various on-site and virtual forms during the pandemic, ensuring all the factories we source from in the program were engaged through assessment, virtual visit or progress check-ins.

We conducted more than 430 Supplier Wellness Checks in FY21. Suppliers shared details on enhanced health and safety measures in response to COVID-19, adherence to local wage and benefit requirements and communications tools used to stay connected with and support their workers.

WORKING WITH LICENSEES

In addition to our own products, we license the Ralph Lauren brands to selected companies. All licensees are required to have social compliance programs and standards equivalent to our own. We separately assess licensee supplier compliance programs and review their audits to ensure that they meet our requirements. In FY21, 26 licensees used approximately 328 factories to make licensed products.



Supplier Engagement

PARTNERING WITH OUR SUPPLIERS FOR POSITIVE IMPACT

Our Supplier Engagement Strategy aims to achieve mutual, long-term, positive impacts across our supply chain. This requires enduring partnerships based on transparency and trust.

We seek to work with partners who share our values and our commitment to conduct business with citizenship, sustainability and quality at heart.

Our Supplier Engagement Strategy (SES) guides us in building and maintaining these partnerships. It enables us to drive continuous improvement and positive impact based on shared transparency, accountability and value creation.

We communicate our expectations of responsible practices, and seek feedback on expectations on us as a responsible partner, with all suppliers, with a focus on our key and strategic suppliers, who represent the majority of our business. Currently, 50 percent of our business is with these suppliers, and we are aiming for 80 percent by 2025. In FY21, we amended the end date of this goal from 2022 to 2025 in light of challenges caused by COVID-19.

In FY21, despite restrictions related to COVID-19, our Global Product Integrity and Quality Assurance teams continued to:

- Empower suppliers to develop internal labs so they can self-test the performance attributes of materials and products instead of having these items tested by a third party.
- Train suppliers on our Product Life Cycle Management System and provide training and certification for suppliers to self-approve for garment fit and construction. These actions enable more efficient processes for testing and quality assurance.

Read about how we worked with and supported our suppliers during the pandemic in [Our Response to COVID-19](#).

In FY21, we continued to engage strategic and key suppliers and top fabric mills through the Sustainable Apparel Coalition's (SAC) Higg Index Facility Environment Module (FEM). We collected data from 230 tier 1 facilities, representing 77 percent of our supply chain spend—an increase from 63 percent last year. Within the reporting facilities, 103 (50 percent of our business spend) have completed data verification by an SAC-approved third party. Facilities scored an average of 46 points across all sections, with an average of 54 points in the water section and 71 in the energy section.

During the year, we expanded our rollout of Higg Index FEM to cover 31 mills, representing approximately 21 percent and 32 percent of our woven and knit fabric production, respectively. A total of 25 mills have completed third-party verification, with an average score of 49 points.

OUR APPROACH TO SUPPLIER ENGAGEMENT



Graphic adapted internally from "Five Critical Components of Supplier Relationship Management." BravoSolution, 8 Feb. 2016.

In FY21, we also:

- Updated our Responsible Purchasing Practices, with a heightened focus on citizenship and sustainability principles.
- Held Strategic Supplier Summits to share our business direction and discuss innovation, citizenship and sustainability, as well as a roundtable conversation on diversity and inclusion. We also kept suppliers updated during the pandemic via regular online meetings.
- Partnered with the Better Buying Initiative to seek anonymous feedback from suppliers on what it's like to work with us so we can understand how our processes and practices impact their factories and workers. In FY22, we will develop action plans based on the survey results.
- Were rated in the CDP's top 7 percent of companies for supplier engagement on climate change.

We will extend our SES from finished goods suppliers to material suppliers in the coming years. As we embrace the opportunities brought by increased digitization and innovation across our industry, we will also work with suppliers to take new technologies to scale and develop new business models built on circular principles.

LINKING SUPPLIER CAPACITY AND PERFORMANCE TO PURCHASING DECISIONS

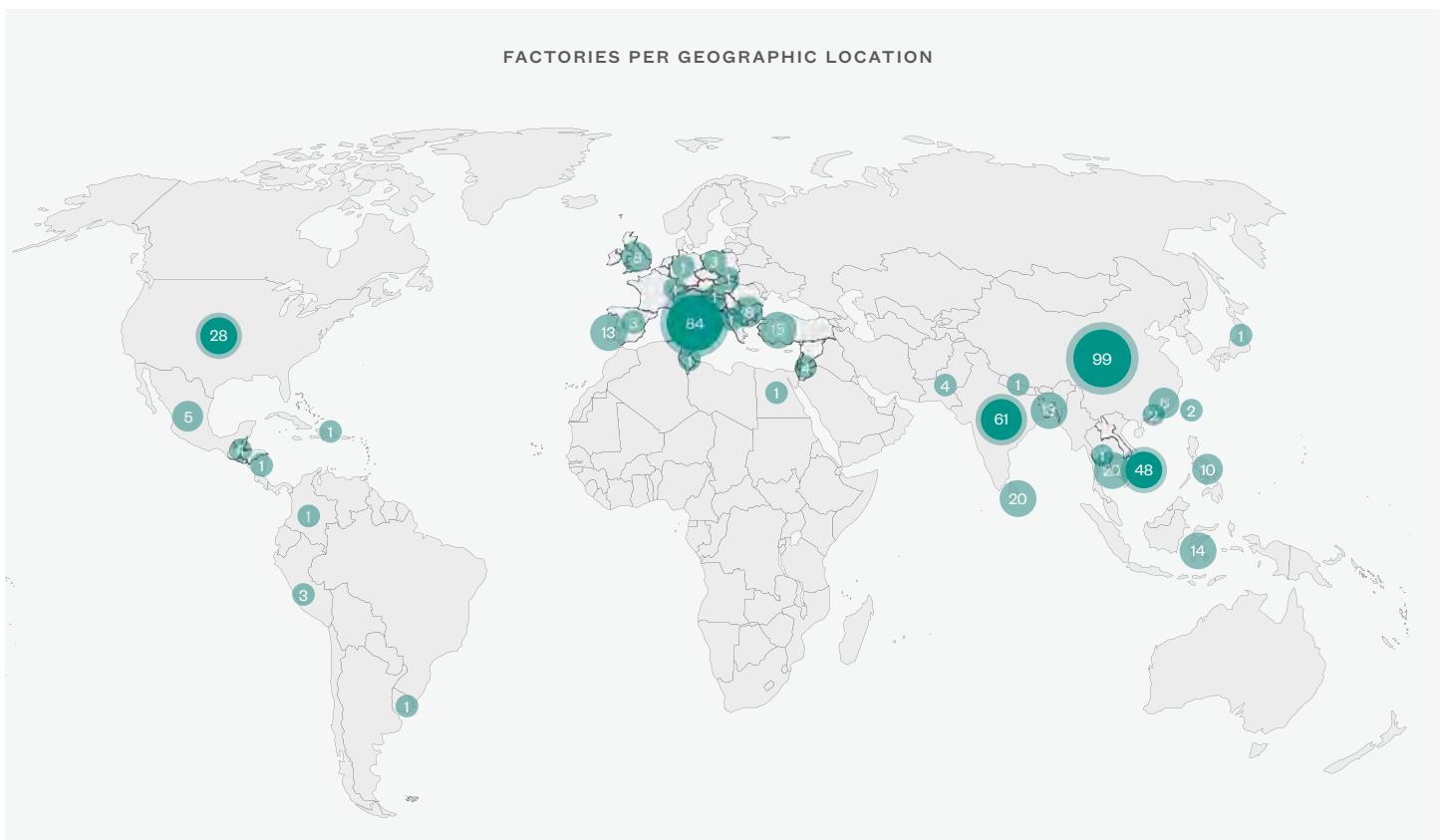
Our teams regularly assess supplier capabilities, capacities and performance, which in turn supports workers at the factory level. Understanding factory capacity helps us avoid placing orders that might lead suppliers to subcontract without our authorization or to place pressure on workers to put in excessive hours. To avoid making requests of our suppliers that could exceed their capacity to supply us on time, we plan orders early, keep factory capacity and capabilities under review and work to anticipate the need for new capabilities.

In FY21, we further integrated citizenship and sustainability into our SES and launched our Vendor Management System (VMS), a database that enables us to share information and opportunities with all tier 1 and tier 2 suppliers. We also integrated citizenship and sustainability into our Vendor Score Card, carbon, water and chemical management, as well as social and environmental targets now sit alongside other business-critical issues, such as quality.

Where compliance issues are shared across a number of suppliers in a particular region, we develop targeted capability-building and training events. These programs enable suppliers to share challenges and learnings and develop a common understanding of our requirements. In FY21, we used webinars and online meetings, including supplier summits in India and Turkey, to engage suppliers on key issues.

Factory Disclosure

OUR SUPPLY CHAIN



We are committed to increasing transparency about how and where we work.

In FY21, we worked with 489 active factories across 39 countries to manufacture our products. In early FY22, we took the important step to disclose details about our supply chain partners, such as the name and location of their manufacturing facilities, on the [Open Apparel Registry](#) platform. The disclosure includes a list of tier 1 factories that represent approximately 90 percent of our apparel and home textile business volume.

We will continue to build on our commitment to transparency by publishing tier 1 factories that manufacture our footwear and accessories, as well as strategic tier 2 material factories, in the coming years. Our future disclosures will also include additional details on factory information, such as product type and number of workers.

Collaborating for Impact

As we progress our Design the Change strategy, we are keenly aware that alone, we cannot meaningfully address the social and environmental challenges of the apparel industry. We continue to find collaborations through memberships, initiatives and partnerships that will help us drive progress across citizenship and sustainability within our Company, our industry and society.

Memberships

We are active members of the following organizations:



A leader in sustainable business that works with its global network of the world's leading companies to build a just and sustainable world.



A BSR™ program to create a shipping industry that is a responsible part of sustainable supply chains and that supports clean oceans, healthy port communities and global climate goals.



Aims to strengthen the impact of American fashion in the global economy through a membership of America's foremost womenswear, menswear, jewelry and accessory designers.



Works with business, academia, policymakers and institutions to mobilize circular system solutions at scale, globally.



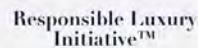
The Leather Working Group aims to improve the environmental impact of the leather industry by assessing and certifying leather manufacturers.



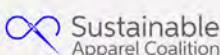
Connects global handworkers directly with brands to increase their market access opportunities across the retail landscape.



Unlocks the marketplace for all nonresidential renewable energy buyers through their alliance of large clean energy buyers, energy providers, service providers and NGO partners.



A platform for all luxury sector companies to discuss, explore and develop collaborative solutions for emerging sustainability issues in their value chains.



Aims to transform business for exponential impact through groundbreaking tools, collaborative partnerships and trusted leadership for industry sustainability.



Dedicated to advancing responsible and transparent supply chains of reptile skins and improving the trade's operating environment.



A membership of leading brands, retailers, and suppliers with the aim of positively impacting the climate through accelerating the use of preferred materials across the global textile industry.



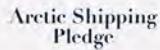
Helps companies advance supply chain sustainability by measuring, benchmarking and improving freight transportation efficiency.

Initiatives

We have signed on to or implemented the following initiatives:



A coalition of U.S. cities, states, tribal nations, businesses, schools, faith, health and cultural institutions working to cut U.S. emissions in half by 2030 and reach net zero emissions by 2050.



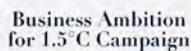
A voluntary commitment by consumer goods and shipping logistics companies to not send ships through the globally significant but rapidly melting sea ice and other unique habitats of the Arctic.



A partnership between the UN's International Labor Organization and the International Finance Corporation, a member of the World Bank Group, Better Work brings diverse groups together—governments, employers and workers and their representatives, global brands and others—to improve working conditions in the garment industry and make the sector more competitive.



Unlocks the full potential of women working in global supply chains through workplace-based interventions on health, financial inclusion and gender equality.



Call to action from a global coalition of UN agencies, business and industry leaders. Over 500 companies have responded to the open letter from global leaders and signed the commitment.



Leads the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts, including climate change, water and forests.



Focuses on improving the lives of the 47+ million Black Americans through advocacy and advancement of public policies that will root out and end systemic racism.



Advocates for ambitious national policies that modernize the power grid and ensure it is resilient, affordable, customer-focused and carbon-free.



A nondiscrimination campaign that believes everyone should be welcome regardless of race, ethnicity, national origin, sex, sexual orientation, gender identity and expression, immigration status, religion or disability.



Asks organizations to commit to interview and consider at least one qualified woman and person of color for every open role, VP and higher.



A global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to 100 percent renewable electricity.



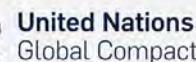
Drives ambitious climate action in the private sector by enabling companies to set science-based emissions reduction targets.



Promotes the SFA Cashmere Standard to encourage the adoption of responsible practices that benefit people, livestock and the environment. Their standard allows companies to demonstrate a commitment to transforming the cashmere sector and make credible claims about the sustainability of their cashmere products.



Aims to drive the fashion industry to net-zero greenhouse gas emissions no later than 2050.



Aims to mobilize a global movement of sustainable companies and stakeholders to create the world we want.

Partnerships

We have formally partnered with the following organizations:



Apparel Impact Institute identifies, funds, scales and measures the apparel and footwear industry's proven environmental impact solutions.



Accelerates the industry-wide transformation of buyer purchasing practices so that business relationships support buyers and suppliers in achieving their financial, environmental and social sustainability goals.



Works with the forest industry's biggest customers and their suppliers to develop business solutions that protect the last frontier forests. Canopy also works with brands to create cutting-edge campaigns that focus on conserving the world's Endangered forests and advancing Indigenous rights.



Powers innovation for the circular economy through products that have a positive impact on people and the planet.



Expert in specialty chemicals, rubber, agro-science, and plastic materials with a focus on creating innovative sustainable solutions to conventional manufacturing.



Aims to end commercial textile waste and maximize the value of unused fabric through reuse and recycling.



Formalizes waste collection networks in low-income communities and bridges the gap for global brands to purchase from these responsible supply chains, while diverting plastic waste from our oceans and landfills.



Is an internationally-recognized business and human rights consultancy specializing in improving labor conditions and raising productivity in global supply chains to benefit brands, sites and workers.



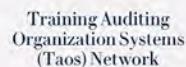
Applies financial resources, technical expertise, global experience, and innovative thinking to help their partners overcome financial, operational and other challenges.



An international organization built on the ideology of promoting Brotherhood, Scholarship and Service.



An academic program that gets low-income public high school students to and through college.



Provides social compliance monitoring, training and consultation services to companies working globally through extensive supplier networks.



Envisions a nation where all Americans have equal access to a college education that prepares them for rich intellectual lives, competitive and fulfilling careers, engaged citizenship and service to our nation.



Collaborates with people around the world to develop and deliver innovative solutions that protect communities, wildlife and the places in which they live.



Collaborates with global brands, chemical suppliers, manufacturers and other organizations to protect the planet by reducing the apparel industry's chemical footprint.

2021 Global Citizenship & Sustainability ESG Supplement

Our FY21 environmental, social and governance (ESG) Supplement includes a reference to the Global Reporting Initiative (GRI) guidelines—an internationally recognized standard for reporting on corporate social and environmental responsibility performance. It also includes a Sustainability Accounting Standards Board (SASB) index for the Apparel, Accessories and Footwear industry and our first Task Force on Climate-Related Financial Disclosures (TCFD) index. This supplement was developed in conjunction with our FY21 Global Citizenship & Sustainability Report.

GLOBAL REPORTING INITIATIVE (GRI) INDEX

Indicator	Disclosure	2021 Response
102-1	Name of the organization	Ralph Lauren Corporation
102-2	Activities, brands, products and services	Ralph Lauren Corporation 2021 10-K
102-3	Location of headquarters	New York City, New York
102-5	Ownership and legal form	Ralph Lauren Corporation 2021 10-K
102-6	Markets served	Ralph Lauren Corporation 2021 10-K
102-7	Scale of the organization	Ralph Lauren Corporation 2021 10-K
102-8	Information on employees and other workers	<p>a. Permanent—Female: 12,176, Male: 6,783 Temporary—Female: 878, Male: 352, Unknown: 83</p> <p>b. Permanent—North America: 10,297, APAC: 4,665, EMEA: 4,075 Temporary—North America: 95, APAC: 918, EMEA: 4,075</p> <p>c. Full Time—Female: 7,875, Male: 4,158, Unknown: 9 Part Time—Female: 5,179, Male: 2,977, Unknown: 74</p> <p>d. Data cannot be provided at this time</p> <p>e. Ralph Lauren headcount data as of March 27, 2021</p>
102-9	Supply chain	See the Worker Empowerment & Well-Being section of our 2021 Global Citizenship & Sustainability Report.
102-10	Significant changes to the organization and its supply chain	We did not have any changes to our share capital structure or other related capital formations.
102-12	External initiatives	Ralph Lauren Corporation subscribes to external initiatives, including: BSR's HERproject and Responsible Luxury Initiative, Better Work, CEO Action for Diversity & Inclusion, Parity.org, We Are Still In, the Arctic Corporate Shipping Pledge, the Science Based Targets initiative, RE100, Zero Discharge of Hazardous Chemicals (ZDHC), the AAFA/FLA Apparel & Footwear Industry Commitment to Responsible Recruitment, the Fashion Pact, the UN Fashion Industry Charter for Climate Action, the CDP climate change questionnaire, UN Global Compact, SEO Scholars, Open to All, Gender Equality and Returns (GEAR), Nest, ILO's Call to Action and World Vision. More details on external initiatives can be found in our 2021 Global Citizenship & Sustainability Report.
102-13	Membership of associations	Ralph Lauren Corporation is a member of many organizations, including: the Sustainable Apparel Coalition, Business for Social Responsibility, the Textile Exchange, the Better Cotton Initiative, the BLC Leather Technology Centre, the American Apparel & Footwear Association, Clean Cargo, the Council of Fashion Designers of America, the U.S. Environmental Protection Agency's Green Power Partnership and SmartWay Program, the National Retail Federation, U.S. Fashion Industry Association and BSR's Responsible Luxury Initiative. More details on memberships can be found in our 2021 Global Citizenship & Sustainability Report.
102-14	Statement from senior decision-maker	A Message From Our Chairman and Our CEO

Indicator	Disclosure	2021 Response
102-16	Values, principles, standards and norms of behavior	Ralph Lauren Corporation Code of Business Conduct and Ethics Ralph Lauren Operating Standards
102-18	Governance structure	As a public company, RLC is governed by a Board of Directors. The Board has four committees, consisting of only independent directors. The committees are the Audit Committee, the Nominating, Governance, Citizenship and Sustainability Committee (the Nominating Committee), the Compensation and Organizational Development Committee and the Finance Committee. The Nominating Committee has oversight of companywide environmental, social and governance (ESG) policies and initiatives. The Audit Committee oversees the enterprise risk management process, including ESG risk. The Finance Committee joins the Nominating Committee in advising on incorporating sustainability goals into our corporate strategy and engagement on strategy initiatives influencing sustainability and corporate citizenship. The Compensation Committee considers performance against Company ESG key performance indicators in their compensation decisions. See the Global Citizenship & Sustainability Governance section on page 7 of our 2021 Global Citizenship & Sustainability Report.
102-40	List of stakeholder groups	Employees, consumers, NGOs, investors, suppliers and partners, workers in our supply chain, industry associations, labor unions and government.
102-42	Identifying and selecting stakeholders	We work with a number of NGOs and multistakeholder initiatives, identifying partners that share our values and long-term goals and that bring expertise and complementary skill sets to our strategies and initiatives. See the Materiality and Stakeholder Engagement section on page 7 of our 2021 Global Citizenship & Sustainability Report.
102-43	Approach to stakeholder engagement	We engage with our stakeholders at varying frequencies and in different formats to inform our citizenship and sustainability strategy. In FY19, we conducted a materiality assessment to help identify and prioritize the sustainability issues, risks and opportunities that matter most to our business and stakeholders. The assessment was conducted by a third party and included extensive engagement with internal and external stakeholders, including employees, selected licensees, suppliers, partners, NGOs and consumers. Based on this assessment, we set goals for each of our priority material issues and selected issues in other categories, which are shared in our 2021 Global Citizenship & Sustainability Report. We also communicate regularly with investors on ESG issues, typically either through the regular course of investor meetings or one-off meeting requests.
102-44	Key topics and concerns raised	Key topics and concerns raised were: <ul style="list-style-type: none">• Climate Change• COVID-19• Forced Labor• Waste Management• Water Stewardship• Employee & Worker Health, Safety & Well-Being• Diversity & Inclusion• Sustainable Product Design & Packaging• Chemical Use & Discharge• Raw Material Sourcing & Traceability
102-45	Entities included in the consolidated financial statements	Ralph Lauren Corporation 2021 10-K All entities included in our consolidated financial statements are covered by this report. See the About this Report section on page 64 of our 2021 Global Citizenship & Sustainability Report.
102-46	Defining report content and topic boundaries	See Design the Change on page 5 of our 2021 Global Citizenship & Sustainability Report.
102-47	List of material topics	See Materiality and Stakeholder Engagement on page 7 of our 2021 Global Citizenship & Sustainability Report.

Indicator	Disclosure	2021 Response
102-48	Restatements of information	Any restatements are noted throughout our 2021 Global Citizenship & Sustainability report.
102-49	Changes in reporting	None
102-50	Reporting period	See About this Report on page 64 of our 2021 Global Citizenship & Sustainability report.
102-51	Date of most recent report	Fiscal Year 2020
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	GlobalCorporateCommunications@RalphLauren.com
102-55	GRI content index	We reference the GRI Standards in our 2021 Global Citizenship & Sustainability report.
201-1	Direct economic value generated and distributed	Ralph Lauren Corporation 2021 10-K
201-2	Financial implications and other risks and opportunities due to climate change	See our Index of Task Force on Climate-Related Financial Disclosures.
302-1	Energy consumption within the organization	<p>Total fuel consumption within the organization from nonrenewable sources: 892,651 GJ of natural gas, diesel, propane, gas oil, heavy fuel oil and electricity.</p> <p>Total fuel consumption within the organization from renewable sources: 44,238 GJ of electricity.</p> <p>Electricity consumption: 709,809 GJ Heating consumption: 227,081 GJ Cooling consumption: 0 GJ Steam consumption: 0 GJ</p> <p>Total energy consumption within the organization: 936,890 GJ</p> <p>Standards, methodologies, assumptions, calculation tools and conversion factors used: World Resources Institute Greenhouse Gas Protocol. Energy consumption calculated for energy from natural gas, diesel, propane, gas oil and heavy fuel oil consumed at global owned and operated retail stores, offices and distribution centers. Site-specific energy use is determined using a three-tiered system, depending on the availability of primary data for the fiscal year. If we have primary data for all months that a facility was operating in the fiscal year, the energy usage data is simply summed. If we have partial primary data, a regression is attempted based on typical yearly weather data to fill gaps. Finally, if the regression fails or we have no primary data, we model yearly energy using facility square footage and an energy use intensity based on the climate zone and facility type.</p> <p>More details on our footprint can be found in the Carbon & Energy section on page 18 of our 2021 Global Citizenship & Sustainability Report.</p>
302-3	Energy intensity	<p>We provide two energy intensity ratios for our organization, described below:</p> <p>For our owned and operated global retail stores: Energy intensity ratio: 32.1 kWh/square foot RLC-chosen metric to calculate the ratio: Square feet of owned and operated global retail stores Types of energy included: All Boundary for our ratio: Within the organization, energy used in owned and operated global retail stores</p> <p>For our owned and operated global retail stores, offices and distribution centers: Energy intensity ratio: 59,136 kWh/Million USD RLC-chosen metric to calculate the ratio: Million USD of revenue Types of energy included: All Boundary for our ratio: Within the organization, energy used in owned and operated global retail stores, offices and distribution centers</p>

TOPIC-SPECIFIC STANDARDS

Indicator	Disclosure	2021 Response
302-4	Reduction of energy consumption	<p>Energy consumption reduced as a direct result of conservation and efficiency initiatives: 4,628 MWh</p> <p>Types of energy included: Electricity used in owned and operated global retail stores</p> <p>Base year: Fiscal year 2020 (April 1, 2019–March 31, 2020)</p> <p>Standards, methodologies, assumptions and calculation tools used: Calculated based on average annual store electricity savings from LED lighting retrofits. Assuming half of annual electricity savings realized in FY21 for 37 retrofitted stores in North America. Additional information for this indicator is available in 302-1.</p> <p>More details on our energy efficiency initiatives can be found in the Carbon & Energy section on page 18 of our 2021 Global Citizenship & Sustainability Report.</p>
303-5	Water consumption	<p>In FY21, we continued to collaborate with the World Wildlife Fund (WWF) to advance our work in this area and set a comprehensive strategy for water stewardship and water use reductions in our value chain. Our goal to reduce water use by at least 20 percent by 2025 relates to manufacturing and processing in our supply chain and water use in our owned and operated facilities, compared to an FY20 baseline of 14,870,315 m³. In FY21, our footprint was 9,661,765 m³. We considered two factors in our water risk analysis, the basin risk – associated with the geography of our business and supply chain; and the operational risk – resulting from water use in manufacturing activities. The combination of both aspects forms a basis to our contextual water target, which aligns our reduction goal with the surrounding water challenges. More details on our water footprint is available in the Water Stewardship section on page 21 of our 2021 Global Citizenship & Sustainability Report.</p> <p>In our manufacturing supply chain, we focus on improving water use efficiency while also considering the shared basin-level water needs where our suppliers' fabric mills, factories and laundries are located. In priority water-stressed locations, we are contributing to collective action projects with WWF and local partnerships and experts to scale water use assessments and reduction strategies. We are also working with our manufacturers to use more water-efficient production methods and to capture water data through the Sustainable Apparel Coalition Higg Index Facility Environment Module. The five tier 2 fabric mills we enrolled in the Apparel Impact Institute Mill/Impact program are progressing through an 18-month process to reduce their overall environmental impact, including water use. The most recent focus is on efficiency measures, including optimizing the recovery of steam condensate and cooling water, maximizing the reuse of manufacturing process water and advancing wastewater treatment systems. Preliminary results show 8 to 20 percent reductions in water use, with the investment payback period ranging from 5 to 26 months. In parallel, we are continuing our partnership with knit and woven manufacturers to minimize water use and improve effluent treatment by upgrading factory processing and equipment. We also continue to reduce the use of water-intensive chemicals and processing in the production of our core denim products.</p> <p>As part of our water stewardship strategy, we evaluated the impacts of cotton farming. We looked at our key cotton growing regions through the WWF Water Risk Filter to identify geographies with high risk for water scarcity. We also estimated total water use (rainfed and irrigated) in cotton agriculture—the volume used is significant, and our focus is on both reducing water use in cotton production and increasing effectiveness of water use. A key driver of this is the adoption of regenerative farming practices that make better use of rainfall and irrigated land. These practices increase soil fertility, water holding capacity and carbon capture; reduce erosion and pollution runoff; and create more resilience against floods and droughts.</p> <p>In FY22, we will submit our first CDP Water Response, with plans to increase our disclosures in this area in the future.</p> <p>Standards, methodologies, assumptions and calculation tools used: Our supply chain water footprint was calculated based on the amount of water withdrawn from various water sources, combined with data from supplier manufacturing facilities and other activity data. The water footprint for our global owned and operated retail stores, offices and distribution centers were calculated using site-specific water use. If we do not have the site's primary data, we model yearly water use through facility square footage and water use intensity based on the region and facility type.</p>

Indicator	Disclosure	2021 Response
305-1	Direct (Scope 1) GHG emissions	<p>Scope 1 GHG emissions: 14,681 metric tons of CO₂e Gases included: CO₂, CH₄, N₂O HFC-134a, HCFC-22, R-410A, R-407C Biogenic emissions: n/a Base year: Fiscal year 2020 (April 1, 2019–March 31, 2020) emissions were 16,248 MTCO₂e FY20 was the first year we have conducted a global GHG footprint Emission factor sources: eGrid, Green-e, IEA, AIB and EPA GWP source: IPCC Assessment Report 5, 100-year GWP (AR5) Consolidation approach: Operational control Standards, methodologies, assumptions and calculation tools used: World Resources Institute Greenhouse Gas Protocol. Emissions calculated for refrigerants and energy from natural gas, diesel, propane, gas oil and heavy fuel oil consumed at global owned and operated retail stores, offices and distribution centers. Site-specific energy use is determined using a three-tiered system, depending on the availability of primary data for the fiscal year. If we have primary data for all months that a facility was operating in the fiscal year, the energy usage data is simply summed. If we have partial primary data, a regression is attempted based on typical yearly weather data to fill gaps. Finally, if the regression fails or we have no primary data, we model yearly energy using facility square footage and an energy use intensity based on the climate zone and facility type. More details on our footprint can be found in the Carbon & Energy section on page 18 of our 2021 Global Citizenship & Sustainability Report.</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>Gross location-based, Scope 2 GHG emissions: 77,854 MTCO₂e Gross market-based Scope 2 GHG emissions: 78,305 MTCO₂e Gases included: CO₂, CH₄, N₂O Base year: Fiscal year 2020 (April 1, 2019–March 31, 2020) emissions were 84,224 MTCO₂e location-based, 90,380 MTCO₂e market-based. FY20 was the first year we have conducted a global GHG footprint. Our FY20 scope 2 carbon footprint has been updated since the original release of our FY20 Global Citizenship & Sustainability report to reflect improved data methodology, including corrected electricity consumption at one of our distribution centers. Emission factor sources: eGrid, Green-e, IEA, AIB and EPA GWP source: IPCC Assessment Report 5, 100-year GWP (AR5) Consolidation approach: Operational control Standards, methodologies, assumptions and calculation tools used: World Resources Institute Greenhouse Gas Protocol. Emissions calculated for electricity (renewable and nonrenewable sources) consumed at global owned and operated retail stores, offices and distribution centers. Site-specific energy use is determined using a three-tiered system, depending on the availability of primary data for the fiscal year. If we have primary data for all months that a facility was operating in the fiscal year, the energy usage data is simply summed. If we have partial primary data, a regression is attempted based on typical yearly weather data to fill gaps. Finally, if the regression fails or we have no primary data, we model yearly energy using facility square footage and an energy use intensity based on the climate zone and facility type. More details on our footprint can be found in the Carbon & Energy section on page 18 of our 2021 Global Citizenship & Sustainability Report.</p>

Indicator	Disclosure	2021 Response
305-3	Other indirect (Scope 3) GHG emissions	<p>Gross Scope 3 GHG emissions: 1,144,031 MTCO₂e Gases included: All included Other Scope 3 emissions categories and activities reported: Purchased goods and services: 808,794 MTCO₂e Fuel- and energy-related activities: 19,026 MTCO₂e Upstream transportation and distribution: 62,349 MTCO₂e Waste generated in operations: 179 MTCO₂e Business travel: 3,245 MTCO₂e Employee commuting: 15,698 MTCO₂e Downstream transportation and distribution: 12,669 MTCO₂e Use of sold products: 181,655 MTCO₂e End-of-life treatment of sold products: 21,941 MTCO₂e Franchises: 18,475 MTCO₂e Base year: Fiscal year 2020 (April 1, 2019–March 31, 2020) emissions were 1,755,107 MTCO₂e FY20 was the first year we have conducted a global GHG footprint. Our FY20 Scope 3 carbon footprint has been updated since the original release of our 2020 Global Citizenship & Sustainability Report to reflect improved data methodology, including more accurate estimates of manufacturing emissions and a more complete estimation of fabric mill emissions. Emission factor sources: eGrid, Green-e, IEA, AIB and EPA. GWP source: IPCC Assessment Report 5, 100-year GWP (AR5) Standards, methodologies, assumptions and calculation tools used: World Resources Institute Greenhouse Gas Protocol. Supply chain energy usage and emissions were calculated using material volumes, data from supplier factories, transportation and distribution statistics and other activity data. More details on our footprint can be found in the Carbon & Energy section on page 18 of our 2021 Global Citizenship & Sustainability Report.</p>
305-4	GHG emissions intensity	<p>We provide two GHG emissions intensity ratios for our organization, described below. More details on our footprint can be found in the Carbon & Energy section on page 18 of our 2021 Global Citizenship & Sustainability Report.</p> <p>For the organization, inclusive of Scope 1, 2 and 3 emissions: GHG emissions intensity ratio: 281.09 MTCO₂e/ Million USD RLC-chosen metric to calculate the ratio: Million USD of revenue Types of GHG emissions included: Scope 1, 2 and 3 emissions Gases included: All</p> <p>For our owned and operated global retail stores, offices and distribution centers: GHG emissions intensity ratio: 0.0079 MTCO₂e/ square foot RLC-chosen metric to calculate the ratio: Square feet of owned and operated global retail stores, offices and distribution centers Types of GHG emissions included: Scope 1 and 2 emissions Gases included: CO₂, CH₄, N₂O, HFC-134a, HCFC-22, R-410A, R-407C</p>
305-5	Reduction of GHG emissions	<p>GHG emissions reduced as a direct result of reduction initiatives: 5,319 MTCO₂e reduced (Scope 2) Gases included: CO₂, CH₄, N₂O Base year: Fiscal year 2020 (April 1, 2019–March 31, 2020). FY20 was the first year we have conducted a global GHG footprint. Scopes where reductions took place: Scope 2, market-based. Standards, methodologies, assumptions and calculation tools used: Additional information for this indicator is available in 305-2. More details on our footprint can be found in the Carbon & Energy section on page 18 of our 2021 Global Citizenship & Sustainability Report.</p>

Indicator	Disclosure	2021 Response
306-1	Water discharge by quality and destination	<p>In FY21, 120 facilities in our tier 1 and 2 supply chain reported wastewater quantity through the third party-verified Higg Index Facility Environmental Module (vFEM), totaling at 219,555,563 m³. Out of the reporting facilities, 77 have industrial wastewater, among which:</p> <ul style="list-style-type: none"> - 46 facilities (59 percent) have a combined on-site and off-site treatment method - 20 facilities (26 percent) have on-site wastewater treatment - 6 facilities (8 percent) utilize off-site treatment - 2 facilities (3 percent) have a Zero Liquid Discharge system - 3 facilities (4 percent) have other methods of wastewater management <p>We will continue to expand our Higg vFEM adoption amongst our supply base and continue to report our manufacturing facilities' wastewater management approach in the future.</p>
306-2	Waste by type and disposal method	<p>Total weight of hazardous waste: 0 metric tons (MT) Total weight of nonhazardous waste: 6,526 MT Reuse: 8 MT Recycling: 4,349 MT Composting: 13 MT Recovery, including energy recovery: 358 MT Incineration (mass burn): n/a Deep well injection: n/a Landfill: 738 MT On-site storage: n/a Other (donation): 1,056 MT How the disposal method was determined: Information provided by the waste disposal contractors More details can be found in the Waste Management section on page 23 of our 2021 Global Citizenship & Sustainability Report.</p>
307-1	Noncompliance with environmental laws and regulations	<p>Ralph Lauren was not subject to any fines or nonmonetary sanctions for noncompliance with environmental laws and/or regulations in FY21.</p>
308-2	Negative environmental impacts in the supply chain and actions taken	<p>We explicitly state in our Vendor Compliance and Operating Standards that all suppliers are required to adhere to all applicable laws and regulations of the regions where they operate, including, but not limited to, the local environmental standards. We have the right to terminate our business relationship should the supplier fail to comply with the applicable laws and regulations. In addition to that, we are screening our supply base for any potential significant environmental impacts through the Higg Index Facility Environmental Module and the Institute of Public and Environmental Affairs (IPE) Supervision platform (the latter is specific to China-based facilities). If an issue is found, we require the supplier to take corrective action and put in place preventive measures to avoid recurrence. Specifically, on any violation record found on the IPE platform, we also require the facilities—at a minimum—to publish enterprise feedback onto the platform, which details the corrective and preventive measures taken.</p> <p>In FY21, we screened all our tier 1 facilities and our top mills through these platforms. We identified nine facilities with potential significant environmental impacts related to industrial wastewater, permits and air emissions. We do not use Higg FEM assessment results or IPE records to terminate business relationships with suppliers. We addressed all the identified facilities to ensure corrective action and preventive measures are in place.</p>
401-1	New employee hires and employee turnover	<p>In FY21, 58 percent of our global new hires were female and 64 percent of our U.S. new hires were from underrepresented race and ethnic groups.</p>
403-8	Workers covered by an occupational health and safety management system	<p>In FY21:</p> <ul style="list-style-type: none"> • 83 associates went through multiple Powered Equipment Trainings • 104 associates went through Peak Safety Training • 32 associates received the Safety Training that is included in New Hire Orientation

Indicator	Disclosure	2021 Response
404-2	Programs for upgrading employee skills and transition assistance programs	We offer a number of learning and development tools for our employees and workers in our supply chain. More details on these are available in the Diversity & Inclusion and Worker Empowerment & Well-Being sections of our 2021 Global Citizenship & Sustainability Report.
405-1	Diversity of governance bodies and employees	Detailed workforce data can be found in the Diversity & Inclusion section on page 30 of our 2021 Global Citizenship & Sustainability Report.
409-1	Forced or compulsory labor	Details on preventing forced or compulsory labor can be found in the Worker Empowerment & Well-Being section on page 37 of our 2021 Global Citizenship & Sustainability Report.
414-1	Supplier social assessment	All our new suppliers must pass an initial on-site evaluation or social audit before beginning work with us. Additionally, all suppliers, new or established, must meet the standards set out in our Operating Standards, which includes social compliance.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

SASB Topic	2021 Response
Management of Chemicals in Products	
<p>Discussion of processes to maintain compliance with restricted substances regulations CG-AA-250a.1</p>	<p>Ralph Lauren has Vendor Compliance Packets (VCP) for all mills and finished-goods suppliers. The VCP states suppliers must comply with American Apparel & Footwear Association (AAFA) Restricted Substances List (RSL). We adopt the AAFA RSL to serve as a practical tool that sets forth specific chemical substance bans, limitations or test methods, as specified by government or regulatory agencies.</p> <p>We test to the strictest global standard. Tests are performed through our Apparel Testing Program, which ensures our products meet compliance requirements, regardless of their markets of distribution. It also contains protocols on how tests should be conducted, including all fabrics, trims or related materials, apparel, accessories, footwear, home textiles and components that are supplied or sold to the Company for use in the manufacturing or distribution of any Ralph Lauren product. A zero tolerance policy is in effect on any product not meeting the RLC standards as defined in the protocol. Suppliers are required to use only Ralph Lauren nominated independent third-party testing labs to achieve passing test reports for raw materials and finished products prior to the shipping of product.</p> <p>We also use independent third-party labs to conduct raw material risk assessments of our lines each year to ensure our raw material suppliers are clear with our development standards and deliver fabric that will meet our compliance requirements. The raw material risk assessment result will reset fabric testing and garment testing standards if needed. As such, fabric testing cannot begin until an approved raw material risk assessment exists.</p> <p>Our three stages of testing are:</p> <ol style="list-style-type: none"> 1. Fabric testing for apparel The testing is required for bulk yardage in all colorways and where approved raw material risk assessment exists. A completed and passing fabric test is valid for six months. 2. Component testing for apparel, footwear and accessories Suppliers are allowed to test the raw material and subcomponents used to produce an item. A completed and passing subcomponent test is valid for 12 months. 3. Finished-goods testing for home, apparel and footwear Finished goods testing must be done in bulk fabric with bulk trim items. A completed and passing finished goods test is valid for six months.

SASB Topic	2021 Response
Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products CG-AA-250a.2	<p>Our process for assessing and managing risks and/or hazards associated with chemicals in products is described above. Policies and practices are fully aligned across our brands and product categories. As described above, all raw materials and finished products undergo testing to confirm compliance with regulations. Depending on the volume of orders, some styles may undergo more testing than others. We take a combination of hazard- and risk-based approaches to chemical management. As mentioned above, we complete extensive risk assessments each year by raw material. We are fully compliant with all laws and regulations and are currently exploring innovations for reduction, elimination or assessment outside of that scope. The third-party certifications used and our approach to chemical management at each stage of the product life cycle are discussed above.</p> <p>We partner with the Zero Discharge of Hazardous Chemicals (ZDHC) to work towards the alignment and collective action across the industry in monitoring and eliminating the usage and discharge of hazardous chemicals in textile, apparel and leather manufacturing, as well as promoting the development and adoption of safer chemical alternatives. We aim to eliminate the use of hazardous chemicals in our supply chain by 2025. We fully adopt the ZDHC Manufacturing Restricted Substances List (MRSList) and have communicated expectations to our supply chain through our Sustainable Chemicals Management Policy, as well as our VCP.</p> <p>In FY21, we gained visibility of chemical usage and MRSList conformance status of strategic and key facilities and top mills, representing approximately 31 percent of our supply chain spend. The suppliers are expected to adopt the ZDHC-approved chemical inventory list (CIL) management tool through either BHive, BVE3 or CleanChain and provide us with direct visibility to the chemicals used in our production through the tool. Each supplier's chemical inventory is screened against the ZDHC MRSList through the tool to monitor conformance and drive the adoption of safer chemical alternatives. At the end of FY21, 59 percent of chemicals reported from the suppliers as mentioned above conform with the ZDHC MRSList. We are working closely with our supplier to achieve full conformance by 2025. The suppliers with wet processing facilities are also expected to test wastewater against ZDHC wastewater guidelines and share on the ZDHC Gateway portal. Seventy-two percent of the facilities that tested comply with the ZDHC requirement, and out of the substances screened, 99.8 percent comply with the ZDHC standard.</p> <p>We also assessed our suppliers' chemical management, along with other environmental impact data, through the Sustainable Apparel Coalition Higg Index Facility Environmental Module (FEM). In FY22, the results of the FEM assessment, verified by a third party (vFEM) and combined with the supplier's conformance to the ZDHC MRSList and the wastewater standards, will be incorporated into our supplier evaluation scorecard and will help inform business decisions.</p> <p>In conjunction with these collaborative efforts, we developed a chemical phaseout program internally as an initiative to proactively eliminate the use of the priority chemicals in current and future design and production. In FY21, we launched our internal framework to phase out the use of per- and polyfluoroalkyl substances (PFASs) for our products with water repellent functionality, with a target for complete elimination by FY22. The chemicals applied as surface coating on our water repellent fabric need to be certified as PFC-free. In addition to ZDHC ChemCheck report, suppliers are also required to provide Oeko-Tex EcoPassport or Bluesign-approved chemical certification to demonstrate its compliance.</p> <p>We continued our transition to sustainable denim production across our global facilities. In FY21, our Men's and Women's Polo denim transitioned away from the use of potassium permanganate (PP) spray in our core washes, with the aim of complete elimination by the end of FY22.</p> <p>In FY21, we announced our Circularity Strategy. We are partnering with McDonough Innovation to obtain Cradle to Cradle (C2C) certification—a globally recognized measure of safer, more sustainable products that are designed for circularity. Our strategy is focused on three pillars that will allow us to expand our approach to timelessness. Those pillars are: Design for Circularity, Create Circular Consumer Experiences and Advance a Circular Product Economy. Through our partnership with McDonough Innovation, we will make five iconic products C2C Certified™ by 2025. The C2C Certified™ products will be assessed through each phase of manufacturing, from the raw materials selection, chemicals usage and processing, to all the way to the finished goods.</p>

SASB Topic	2021 Response
Environmental Impacts in the Supply Chain	
Percentage of (1) tier 1 supplier facilities and (2) supplier facilities beyond tier 1 in compliance with wastewater discharge permits and/or contractual agreement CG-AA-430a.1	<p>In FY21, 99.5 percent of tier 1 direct supplier facilities were in compliance with wastewater discharge permits and/or contractual agreements.</p> <p>We explicitly state in our Vendor Compliance and Operating Standards that all suppliers are required to adhere to all applicable laws and regulations of the regions where they operate, included, but not limited to, the local environmental standards. We have the right to terminate our business relationship should the supplier fail to comply with the applicable laws and regulations. Our compliance audit also includes the compliance to wastewater regulations as part of the health and safety requirement.</p> <p>Our main supply chain risks associated with the wastewater discharge are related to the usage of chemicals in production and the effluent treatment system put in place.</p> <p>Our supplier facilities implement effluent treatment methods in accordance with the local regulatory requirements. This may include operating an on-site effluent treatment plant (ETP), partnering with an off-site ETP and, for some, implementing a zero liquid discharge effluent treatment system.</p> <p>In addition to the regulatory compliance, we adopt the ZDHC MRSR and its suite of tools to guide and align our efforts to eliminate the use and discharge of hazardous chemicals with the industry's standards and best practices. This includes the implementation of ZDHC Wastewater Guidelines, which goes beyond the regulatory compliance. The ZDHC Wastewater Guidelines provide clear guidance in effluent testing methods, parameters, limits and reporting approach as a way to confirm that our manufacturing facility is not discharging hazardous chemicals to the environment. In FY21, we rolled out the ZDHC wastewater test to our strategic and key suppliers, as well as our top raw material suppliers, as part of our sustainable chemicals management initiative to monitor the facilities' conformance against the ZDHC MRSR. While the wastewater test is only a snapshot of the effluent quality of the facility, it ensures an annual monitoring that allows us to follow up and address any nonconformance from its source through a root cause analysis approach that aligns with the ZDHC. This helps inform both the facility and Ralph Lauren on targeted chemicals phaseout at the facility level.</p>
Percentage of (1) tier 1 supplier facilities and (2) supplier facilities beyond tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM assessment or an equivalent environmental data assessment) CG-AA-430a.2	<p>In FY21, we continued rolling out the Sustainable Apparel Coalition's Higg Index Facility Environment Module (FEM) to strategic and key suppliers and top fabric mills. We collected data from 230 tier 1 facilities, which represents 77 percent of our supply chain spend, among which, 147 facilities (63 percent of supply chain spend) reported to the FEM 2019 module. Within the reporting facilities, a total of 103 facilities (50 percent of supply chain spend) have completed data verification by an SAC-approved third party. Our facilities scored an average of 46 points across all sections, with an average of 54 points in the water section and an average of 71 points in the energy section. We also expanded our roll out to cover 31 mills, which represents approximately 21 percent and 32 percent of our woven and knit fabric production, respectively. A total of 25 mills have completed third-party verification, with an average total score of 49 points.</p>
Percentage of (1) tier 1 supplier facilities and (2) supplier facilities beyond tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor CG-AA-430b.1	<p>We monitor labor compliance against local law, national law and our Operating Standards through independent third-party audits, together with audits conducted by our in-house team and assessments from Better Work. In FY21, 63 percent of our tier 1 direct supplier factories were audited, and 97 percent of these were conducted by an independent third party. To reduce duplication of audits, we work with Better Work, an international organization focused on improving working conditions in the garment industry, to conduct audits in some of our factories.</p> <p>In FY21, we also prioritized auditing our raw material suppliers, completing audits for approximately 30 percent of our top 50 knit and woven fabric supplier spend. One-hundred percent of these were conducted by an independent third party.</p> <p>For additional information on our supply chain auditing, including methodology, relationship with suppliers, transparency and efforts toward capacity building, as well as our nonconformance rate, see the Worker Empowerment and Well-Being section on page 37 of our 2021 Global Citizenship & Sustainability Report.</p>

SASB Topic	2021 Response
Labor Conditions in the Supply Chain	
Priority nonconformance rate and associated corrective action rate for suppliers' labor code of conduct audits CG-AA-430b.2	In FY21, the most common categories of nonconformance were health and safety (53.25 percent), wages and benefits (14.28 percent), working hours (11.76 percent) and legal and ethical standards (10.41 percent). We review all nonconformance issues with the supplier and require that they be addressed in a timely manner. Every audit has a corrective plan that is later verified. In FY21, 62 percent of nonconformances were remediated, 33 percent are remediated pending verification and 5 percent are in remediation. A description of our audit process can be found in the Worker Empowerment and Well-Being section on page 37 of our 2021 Global Citizenship & Sustainability Report.
Description of the greatest (1) labor and (2) environmental, health and safety risks in the supply chain CG-AA-430b.3	<p>Labor:</p> <ul style="list-style-type: none"> • COVID-19 • Forced labor • Minimum wage <p>Environmental, health and safety:</p> <ul style="list-style-type: none"> • Fire safety • Wastewater • Chemical safety • Indoor air emissions
Raw Materials Sourcing	
Description of environmental and social risks associated with sourcing priority raw materials CG-AA-440a.1	<p>We identify priority (key) raw materials based on three criteria: top volume materials, such as cotton, materials with high environmental and social risks and impacts, such as cashmere, and materials of high importance to the Ralph Lauren brand, such as down. The scope of our risk assessment includes apparel and other Ralph Lauren products, including home goods, footwear and accessories. We identified seven key raw materials: cotton, polyester, leather, cashmere, wool, down and viscose.</p> <p>The environmental risks associated with these raw materials include water scarcity and stress, climate change, soil health, chemical management and animal welfare. The primary social risks include unsafe workplace conditions, exposure to toxic chemicals and unfair pay.</p> <p>To manage our risk associated with priority raw materials, we set a 2025 goal for 100 percent of our key materials to be sustainably sourced. We also set a goal for 100 percent of our animal-derived materials—as covered by our Animal Welfare Policy—to be certified or traceable. We define sustainably sourced with specific standards and certifications for each key raw material.</p> <p>In partnership with the World Wildlife Fund, we conducted a global water risk assessment across the Ralph Lauren value chain, including the risk associated with cotton growing. Our key cotton growing regions, including India and China, are vulnerable to water scarcity and stress. To reduce these risks, we are continuing to support cotton grown according to the Better Cotton Initiative, whose mission is to address the environmental, social and economic issues associated with growing cotton. In FY21, we sourced 9,000 metric tons of cotton lint sourced as Better Cotton. By 2025, 100 percent of our cotton will be sustainably sourced.</p> <p>Utilizing recycled cotton and polyester fibers is another way we are mitigating raw material risks to reduce carbon emissions, energy and natural resources needed to produce virgin materials. We leverage trusted third-party standards, such as the Responsible Wool and Down Standards. We are also researching recycled alternatives to reduce our use of virgin material. Our raw materials assessment and goals are disclosed in the Sustainable Materials section on page 11 of our 2021 Global Citizenship & Sustainability Report.</p>
Percentage of raw materials third-party certified to an environmental and/or social sustainability standard, by standard CG-AA-440a.2	33 percent of units produced in FY21 were made with raw materials that met a third-party certification. 31.5 percent of units met the criteria for the Better Cotton Initiative, while 1.8 percent of units were made with material certified to chain-of-custody standards, including the Global Organic Textile Standard and the Organic Content Standard for cotton, and the Global Recycle Standard and Recycled Claim Standard for cotton, polyester, nylon and wool.
Activity Metric	
Number of (1) tier 1 suppliers and (2) suppliers beyond tier 1 CG-AA-000.A	At the end of FY21, we had 489 active factories. This number primarily represents our tier 1 suppliers, with select suppliers beyond tier 1.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

TCFD Recommendation	Disclosures	Response
GOVERNANCE Disclose the organization's governance around climate-related risks and opportunities.	Describe the Board's oversight of climate-related risks and opportunities.	CDP Climate Response: C1.1 Global Citizenship & Sustainability Report: Global Citizenship & Sustainability Governance
	Describe management's role in assessing and managing climate-related risks and opportunities.	CDP Climate Response: C1.1b, C1.2
STRATEGY Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning, where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	CDP Climate Response: C2.3, C2.4
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	CDP Climate Response: C2.3, C2.4, C3.3, C3.4 Global Citizenship & Sustainability Report: Carbon & Energy
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CDP Climate Response: C3 Business Strategy
RISK MANAGEMENT Disclose how the organization identifies, assesses and manages climate-related risks.	Describe the organization's processes for identifying and assessing climate-related risks.	CDP Climate Response: C2.1, C2.2
	Describe the organization's processes for managing climate-related risks.	CDP Climate Response: C2.2
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	CDP Climate Response: C2.2
METRICS AND TARGETS Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	CDP Climate Response: C2 Risks and Opportunities
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	CDP Climate Response: C6 Emissions Data, C7 Emissions Breakdown Global Citizenship & Sustainability Report: Carbon & Energy GRI Index: 305-1, 305-2, 305-3, 305-4, 305-5
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CDP Climate Response: C4.1, C4.2 Global Citizenship & Sustainability Report: Carbon & Energy

Our Carbon Footprint¹

Scope 1 (MT CO₂e)

FY21	14,681
FY20	16,248

Scope 2 (MT CO₂e)

FY21	78,305
FY20	90,380

Total Scope 1 & 2 GHG Emissions (MT CO₂e)

FY21	92,986
FY20	106,628

Scope 1 & 2 GHG Emissions by Facility Type (MT CO₂e)

Retail	
FY21	64,382
FY20	74,207

Offices

FY21	8,530
FY20	14,585

Distribution Centers

FY21	20,075
FY20	17,837

Scope 1 & 2 GHG Emissions by Region (MT CO₂e)

Americas	
FY21	49,947
FY20	63,022

Europe, Middle East and Africa

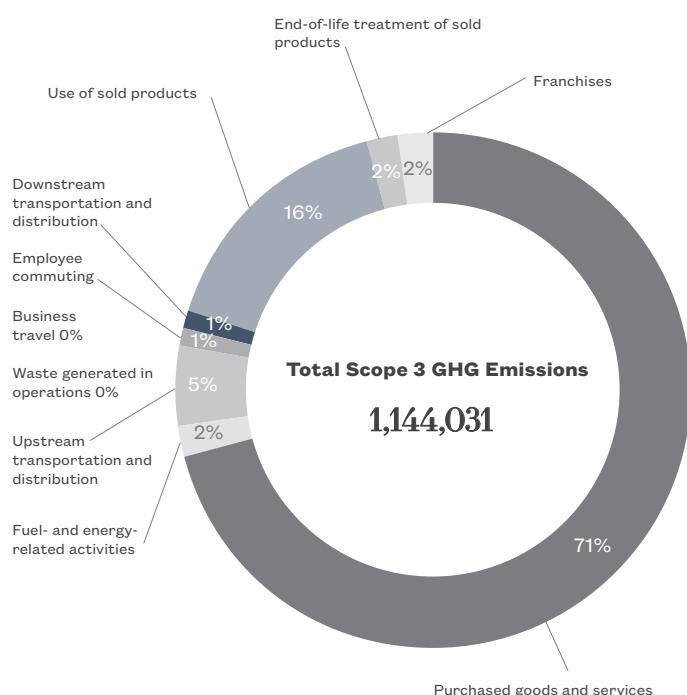
FY21	14,318
FY20	12,402

Asia Pacific

FY21	28,721
FY20	31,205

Scope 3 GHG Emissions by Category (MT CO₂e)²

Purchased goods and services	808,794
Fuel- and energy-related activities	19,026
Upstream transportation and distribution	62,349
Waste generated in operations	179
Business travel	3,245
Employee commuting	15,698
Downstream transportation and distribution	12,669
Use of sold products	181,655
End-of-life treatment of sold products	21,941
Franchises	18,475
Total Scope 3 GHG Emissions	1,144,031



¹ We measure and calculate our emissions according to the World Resources Institute Greenhouse Gas Protocol, the industry standard and international tool for carbon accounting. For a more detailed methodology, see our 2021 ESG Supplement. Our FY20 carbon footprint has been updated since the original release of our FY20 Global Citizenship & Sustainability report to reflect improved data methodology, including corrected electricity consumption at one of our distribution centers, more accurate estimates of manufacturing emissions and a more complete estimation of fabric mill emissions.

² Scope 3 GHG emissions calculated using methods from GHG Protocol Corporate Value Chain (Scope 3) Standard.

Our Water Footprint

Operations Water Use by Region and Facility Type (m³)

Americas

Retail	112,992
Office	31,239
Distribution center	18,029

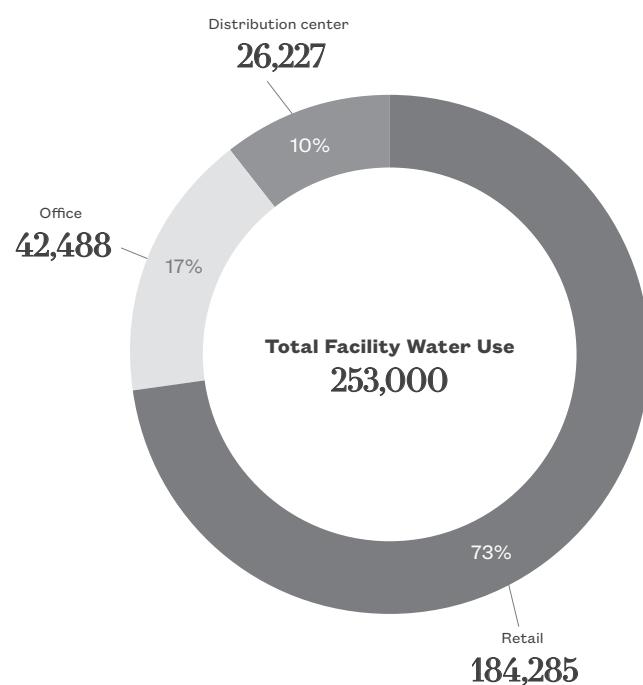
Europe, Middle East and Africa

Retail	25,326
Office	4,464
Distribution center	4,597

Asia Pacific

Retail	45,968
Office	6,786
Distribution center	3,601

Total Operations Water Use by Facility Type (m³)



Supply Chain Water Use by Region and Source (m³)

Americas

Groundwater	122,428
Municipal	232,780
Surface water	70,000
Produced/process water	69,550
Rainwater	300
Wastewater from other organizations	7,900
General or unknown origin	10,617

Europe, Middle East and Africa

Groundwater	151,761
Municipal	83,555
Surface water	18,727
Produced/process water	19,357
Rainwater	104
Wastewater from other organizations	1,915
General or unknown origin	3,819

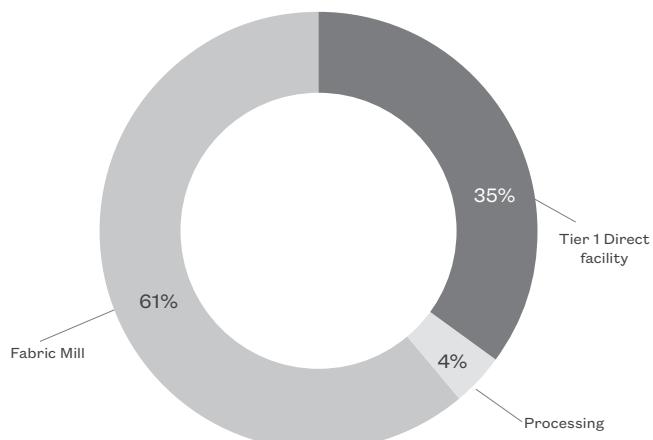
Asia Pacific

Groundwater	1,528,955
Municipal	3,461,898
Surface water	1,793,647
Produced/process water	1,711,815
Rainwater	5,068
Wastewater from other organizations	229,583
General or unknown origin	137,985

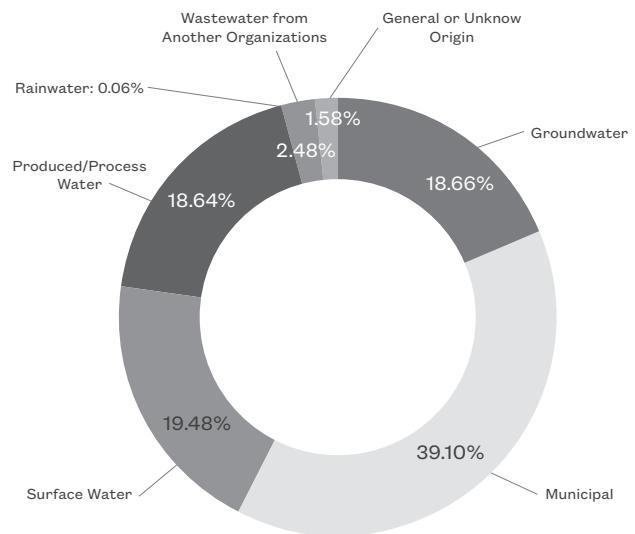
Grand Total

Groundwater	1,803,144
Municipal	3,778,232
Surface water	1,882,374
Produced/process water	1,800,722
Rainwater	5,473
Wastewater from other organizations	239,398
General or unknown origin	152,422
Total	9,661,765

Total Supply Chain Water Use (m³)



Total Supply Chain Water Use by Source (m³)*



*Percentages may not add up to 100 due to rounding.

About this Report

Our report covers fiscal year 2021 (FY21), from March 31, 2020 to March 27, 2021.¹ The report is supported by our ESG Supplement, which includes the Global Reporting Initiative, the Sustainability Accounting Standards Board and the Task Force on Climate Related Financial Disclosures. For information on our Company and financial performance, please see our 2021 Annual Report on Form 10-K, filed with the Securities and Exchange Commission.

Throughout this report, references to Ralph Lauren, ourselves, we, our, us and the Company refer to Ralph Lauren Corporation (RLC) and its subsidiaries, unless the context indicates otherwise.

This report contains goals, initiatives and forward-looking statements ("Forward-Looking Statements") based on current expectations. Various statements in this report or incorporated by reference in this report, in previously submitted and future filings by us with the Securities and Exchange Commission, in our press releases and in oral statements made from time to time by us or on our behalf constitute Forward-Looking Statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-Looking Statements are based on current expectations and are indicated by words or phrases such as anticipate, outlook, estimate, expect, project, believe, envision, can, commit, will, aim, seek, goal, target and similar words or phrases. These Forward-Looking Statements involve known and unknown risks, uncertainties, and other factors which may cause actual results, performance, or achievements to be materially different from the future results, performance, or achievements expressed in or implied by such Forward-Looking Statements. These Forward-Looking Statements are based largely on our expectations and judgments and are subject to a number of risks and uncertainties, many of which are unforeseeable and beyond our control, that could cause actual results, performance, or achievements to materially differ. These risks include, but are not limited to, those identified in the Company's Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, and Form 8-K reports filed with the Securities and Exchange Commission. We undertake no obligation to publicly update or revise any Forward-Looking Statements, whether as a result of new information, future events, or otherwise.

The information indicated herein is subject to the precision of our data collection and analysis method, which is subject to future evolution and calibration. Such information is subject to additional uncertainties, as there are limitations inherent in our data collection and analysis method. While we consider information from external resources and consultants to be reliable, we do not assume responsibility for its accuracy. Additionally, all numbers referenced are subject to the quality and comprehensiveness of the reporting received by the Company from internal and external sources and, therefore, are approximate and/or estimated values. It is also important to note that the availability of data varies from section to section of this report.

¹Availability of data varies with respect to fiscal or calendar year format. References to fiscal year will be represented as follows: Fiscal followed by the year; for example, Fiscal 2021. References to calendar year will be represented by the year alone; for example, 2020. In general, throughout this report, metrics and data are presented in a fiscal year format, and activities and events are presented in a calendar year format. We use a 52- to 53-week fiscal year ending on the Saturday closest to March 31. All references to Fiscal 2019 (FY19) represent the fiscal year, ending March 30, 2019; references to Fiscal 2020 (FY20) represent the fiscal year ending March 28, 2020; references to Fiscal 2021 (FY21) represent the fiscal year ending March 27, 2021.