

Company Name Salvatore Ferragamo
Industry Apparel (Supply Chain and Own Operations)
Overall Score (*) 9.1 out of 100

Theme Score	Out of	For Theme
0.8	10	A. Governance and Policies
0.7	25	B. Embedding Respect and Human Rights Due Diligence
1.7	15	C. Remedies and Grievance Mechanisms
1.4	20	D. Performance: Company Human Rights Practices
1.8	20	E. Performance: Responses to Serious Allegations
2.8	10	F. Transparency

(*) Please note that any small differences between the Overall Score and the added total of Measurement Theme scores are due to rounding the numbers at different stages of the score calculation process.

Please note also that the "Not met" labels in the Explanation boxes below do not necessarily mean that the company does not meet the requirements as they are described in the bullet point short text. Rather, it means that the analysts could not find information *in public sources* that met the requirements *as described in full* in the CHRB 2019 Methodology document. For example, a "Not met" under "General HRs Commitment", which is the first bullet point for indicator A.1.1, does not necessarily mean that the company does not have a general commitment to human rights. Rather, it means that the CHRB could not identify a public statement of policy in which the company commits to respecting human rights.

Detailed assessment

A. Governance and Policies (10% of Total)

A.1 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.1	Commitment to respect human rights	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: General HRs commitment: The Company declares that 'This document consolidates the Group's commitment to fully respecting human rights and the rights of its employees as recognized by national and international conventions and declarations as part of its operations'. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Met: UNGC principles 1 & 2: In order to implement the universal principles of sustainability and support the United Nations' goals, in December 2018, the Salvatore Ferragamo Group joined the United Nations Global Compact. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Not met: UDHR: The Company discloses that 'has started the process to obtain SA8000 certification, the main social certification standard based on the Universal Declaration of Human Rights, on the agreements of the ILO, on international laws on human rights and on national labour laws'. However, there is no evidence that the Company already has the certification and is fully committed to follow the Universal Declaration of Human Rights. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] <p>Score 2</p> <ul style="list-style-type: none"> Not met: UNGPs Not met: OECD

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.2	Commitment to respect the human rights of workers	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: ILO Core: The company declares in its Sustainability Report that 'This document consolidates the Group's commitment to fully respecting human rights and the rights of its employees as recognized by national and international conventions and declarations as part of its operations, as well as rejecting any form of child labor, forced labor and discrimination based on personal characteristics irrelevant to a person's work'. However, the commitment to the right of Freedom of Association or to Collective Bargaining was not found. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] • Not met: UNGC principles 3-6: See above. • Not met: Explicitly list ALL four ILO for AP suppliers: It is stated that "Ferragamo has maintained a long-standing commitment to ensure human rights for all workers in its supply chain." However, specifications of the ILO Core principles was not found. [SUPPLY CHAIN TRANSPARENCY - not in the webpage but online: ferragamo.com & CODE OF ETHICS, 15/12/2016: group.ferragamo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Explicit commitment to All four ILO Core: It is stated that the Sustainability Report 'consolidates the Group's commitment to fully respecting human rights and the rights of its employees as recognized by national and international conventions and declarations as part of its operations, as well as rejecting any form of child labor, forced labor and discrimination based on personal characteristics irrelevant to a person's work'. However, commitment to the right of Freedom of Association or to Collective Bargaining was not found. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com & CODE OF ETHICS, 15/12/2016: group.ferragamo.com] • Met: Respect H&S of workers: It is stated in the Sustainability Report, that 'Over the years, the Company has made significant investments in safeguarding the wellbeing of its employees, developing an Occupational Health and Safety Management System to reduce or minimize the risks employees or other parties may be exposed to for different reasons as part of the Company's operations'. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com & CODE OF ETHICS, 15/12/2016: group.ferragamo.com] • Met: H&S applies to AP suppliers: The Code of ethics, which applies to suppliers, states that 'health and safety in the workplace is a top priority for the Company, which takes action to guarantee its employees and contractors a safe, healthy work environment in compliance with current legislation. The Company promotes a solid awareness of occupational health and safety in the workplace, and has adopted an integrated environmental safety management system that is audited regularly'. [CODE OF ETHICS, 15/12/2016: group.ferragamo.com] • Not met: working hours for workers • Not met: Working hours for AP suppliers
A.1.3.AP	Commitment to respect human rights particularly relevant to the industry (AP)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Women's Rights • Not met: Children's Rights • Not met: Migrant worker's rights • Not met: Expecting suppliers to respect these rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: CEDAW/Women's Empowerment Principles • Not met: Child Rights Convention/Business principles • Not met: Convention on migrant workers • Not met: Respecting the right to water • Not met: Expecting suppliers to respect these rights
A.1.4	Commitment to engage with stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to stakeholder engagement • Not met: Regular stakeholder engagement: The company declares that "As in previous years, future materiality analysis updates will provide increasingly engaging stakeholders, in accordance with the Sustainability Plan. To this end, in order to maintain a constant dialog with its stakeholders and to promote a culture of sustainability, the Group recently developed a digital platform allowing employees to access several videos on sustainability-related topics as well as express their ideas and opinions on the Group's progress in this area. Launched in early February 2018 in Italy and Europe, the platform will be rolled out to employees of the other areas in which the Group operates." However, this mechanism seems focused in communication and receiving feedback that actual dialogue. [SUSTAINABLE DEVELOPMENT GOALS, 08/08/2019: csr.ferragamo.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			Score 2 <ul style="list-style-type: none"> Not met: Commits to engage stakeholders in design Not met: Regular stakeholder design engagement
A.1.5	Commitment to remedy	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Commits to remedy Score 2 <ul style="list-style-type: none"> Not met: Not obstructing access to other remedies Not met: Collaborating with other remedy initiatives Not met: Work with AP suppliers to remedy impacts
A.1.6	Commitment to respect the rights of human rights defenders	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Zero tolerance attacks on HRs Defenders (HRDs) Score 2 <ul style="list-style-type: none"> Not met: Expects AP suppliers to reflect company HRD commitments

A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: CEO or Board approves policy Not met: Board level responsibility for HRs Score 2 <ul style="list-style-type: none"> Not met: Speeches/letters by Board members or CEO
A.2.2	Board discussions	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Board/Committee review of salient HRs Not met: Examples or trends re HR discussion Score 2 <ul style="list-style-type: none"> Not met: Both examples and process
A.2.3	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Incentives for at least one board member Not met: At least one key AP HR risk, beyond employee H&S Score 2 <ul style="list-style-type: none"> Not met: Performance criteria made public

B. Embedding Respect and Human Rights Due Diligence (25% of Total)

B.1 Embedding Respect for Human Rights in Company Culture and Management Systems (10% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.1	Responsibility and resources for day-to-day human rights functions	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Commits to ILO core conventions Not met: Senior responsibility for HR Score 2 <ul style="list-style-type: none"> Not met: Day-to-day responsibility Not met: Day-to-day responsibility for AP in supply chain
B.1.2	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Senior manager incentives for human rights Not met: At least one key AP HR risk, beyond employee H&S Score 2 <ul style="list-style-type: none"> Not met: Performance criteria made public
B.1.3	Integration with enterprise risk management	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: HR risks is integrated as part of enterprise risk system: In the context of the ERM, the Company says that "the system adopted envisages: updating the mapping of risks, identification and assessment of the risks and controls adopted to contain them before defining the opportune monitoring and operating strategies". In addition the Company discloses that monitors risks related to social aspects and respect of human rights, 'the Group monitors risks connected to the following aspects: violation of the law on occupational health and safety, inadequate procurement and supply chain model, violation of the identification requirements for "Made in Italy" products, and events with an impact on the Brand's image and reputation'.

Indicator Code	Indicator name	Score (out of 2)	Explanation
			[CORPORATIVE GOVERNANCE REPORT 2015, 2015: group.ferragamo.com & SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Score 2 • Not met: Audit Ctte or independent risk assessment
B.1.4.a	Communication /dissemination of policy commitment(s) within Company's own operations	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Commits to ILO core conventions: See indicator A.1.2 [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] • Not met: Communicates its policy to all workers in own operations: The company indicates that "the Group encourages everyone to spontaneously share, comply with, and disseminate the Code of Ethics". However, no further details on how it is encouraged. [SUSTAINABILITY REPORT 2017, 2017: csr.ferragamo.com] Score 2 • Not met: Commits to all 4 ILO core conventions: See indicator A.1.2 [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] • Not met: Communication of policy commitments to stakeholder • Not met: How policy commitments are made accessible to audience
B.1.4.b	Communication /dissemination of policy commitment(s) to business relationships	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Commits to all 4 ILO core conventions for suppliers: See indicator A.1.2 • Not met: Communicating policy down the whole AP supply chain • Not met: Requiring AP suppliers to communicate policy down the chain: In the Sustainability Report, it is stated that "On the one hand, the Group encourages everyone to spontaneously share, comply with, and disseminate the Code of Ethics; on the other hand, it requires everyone operating on behalf of the Salvatore Ferragamo Group or making contact with the Group to abide by and apply the Code, also envisaging the application of disciplinary and contractual sanctions in the case of violation". However, it does not show how it encourages it. [SUSTAINABILITY REPORT 2017, 2017: csr.ferragamo.com] Score 2 • Not met: How HR commitments made binding/contractual • Not met: Including on AP suppliers
B.1.5	Training on Human Rights	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Scores at least 1 on A.1.2 • Not met: Trains all workers on HR policy commitments • Not met: Trains relevant AP managers including procurement Score 2 • Not met: Score of 2 on A.1.2 • Not met: Both requirements under score 1 met
B.1.6	Monitoring and corrective actions	0.5	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Scores at least 1 on A.1.2 • Not met: Monitoring implementation of HR policy commitments • Met: Monitoring AP suppliers: The Company carries out audits in its supply chain: "These audits, based on multi-year plan and handled by external specialists, seek to ensure the respect for human rights and workers as well as compliance with occupational health, safety and hygiene standards. The audit process involves a number of stages". Stages include pre-assessment, on site-audit and improvement plan if needed. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Score 2 • Not met: Score of 2 on A.1.2 • Not met: Describes corrective action process: The Company indicates that "based on the audit findings, the Group prepares an improvement plan with the subcontract manufacturer to prevent, mitigate, or remedy non-compliance. The plan requires implementing specific actions in a given timeframe agreed to by the parties, as well as clearly identifying an accountable person in the supplier organization". No further details found including number of non-compliances discovered. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] • Not met: Example of corrective action • Not met: Discloses % of AP supply chain monitored
B.1.7	Engaging business relationships	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: HR affects AP selection of suppliers: In the Sustainability Report the Company indicates that "On the one hand, the Group encourages everyone to spontaneously share, comply with, and disseminate the Code of Ethics; on the other hand, it requires everyone operating on behalf of the Salvatore Ferragamo Group or making contact with the Group to abide by and apply the Code, also

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>envisaging the application of disciplinary and contractual sanctions in the case of violation." In the Supply Chain Act, it is stated that "The Company requests that all suppliers and sub-contractors accept the principles and requirements set forth in the Code of Ethics and the Organizational Model, which include provisions prohibiting slave and forced labor." However it is not clear how the Company takes these requirements into account in the process prior to the inclusion of potential suppliers in its supply chain. [SUPPLY CHAIN TRANSPARENCY - not in the webpage but online: ferragamo.com & SUSTAINABILITY REPORT 2017, 2017: csr.ferragamo.com]</p> <ul style="list-style-type: none"> • Not met: HR affects on-going AP supplier relationships: As indicated above, there might be contractual sanctions in case of violation, but no further details found in relation to how specifically human rights performance can affect the relation with the supplier. [SUPPLY CHAIN TRANSPARENCY - not in the webpage but online: ferragamo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met • Not met: Working with AP suppliers to improve performance
B.1.8	Approach to engagement with potentially affected stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Stakeholder process or systems: In the Sustainability Report the company states that they use 'Global Reporting Initiatives Guidelines on identifying, mapping and defining stakeholders' expectations as well as processing the results of their engagement and prioritizing them'. However, no specific details found on how it actually engaged with affected stakeholders. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Frequency and triggers for engagement • Not met: Workers in AP SC engaged • Not met: Communities in the AP SC engaged <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Analysis of stakeholder views and company's actions on them

B.2 Human Rights Due Diligence (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	Identifying: Processes and triggers for identifying human rights risks and impacts	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Identifying risks in own operations • Not met: Identifying risks in AP suppliers <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Ongoing global risk identification • Not met: In consultation with stakeholders • Not met: In consultation with HR experts • Not met: Triggered by new circumstances
B.2.2	Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Salient risk assessment (and context) • Not met: Public disclosure of salient risks <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.3	Integrating and Acting: Integrating assessment findings internally and taking appropriate action	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Action Plans to mitigate risks • Not met: Including in AP supply chain • Not met: Example of Actions decided <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.4	Tracking: Monitoring and evaluating the effectiveness of actions to respond to	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: System to check if Actions are effective • Not met: Lessons learnt from checking effectiveness <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met

Indicator Code	Indicator name	Score (out of 2)	Explanation
	human rights risks and impacts		
B.2.5	Communicating : Accounting for how human rights impacts are addressed	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Comms plan re identifying risks • Not met: Comms plan re assessing risks • Not met: Comms plan re action plans for risks • Not met: Comms plan re reviewing action plans • Not met: Including AP suppliers Score 2 <ul style="list-style-type: none"> • Not met: Responding to affected stakeholders concerns • Not met: Ensuring affected stakeholders can access communications

C. Remedies and Grievance Mechanisms (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.1	Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers	1.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Channel accessible to all workers: There is a whistleblowing system which covers the entire group. Any failure to comply with the Ethics Code or other internal issue can be reported. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Score 2 <ul style="list-style-type: none"> • Met: Number grievances filed, addressed or resolved: In the Sustainability Report the company states that "In 2016 and 2017, there were no grievances about human rights." [SUSTAINABILITY REPORT 2017, 2017: csr.ferragamo.com] • Not met: Channel is available in all appropriate languages • Not met: Expect AP supplier to have equivalent grievance systems • Not met: Opens own system to AP supplier workers
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external individuals and communities	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Grievance mechanism for community: It the Sustainability Report it is stated that the whistleblowing system is only available to the Company's employees. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Score 2 <ul style="list-style-type: none"> • Not met: Describes accessibility and local languages: It the Sustainability Report it is stated that the whistleblowing system is only available to the Company's employees. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] • Not met: Expects AP supplier to have community grievance systems • Not met: AP supplier communities use global system
C.3	Users are involved in the design and performance of the channel(s)/mechanism(s)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Engages users to create or assess system • Not met: Description of how they do this Score 2 <ul style="list-style-type: none"> • Not met: Engages with users on system performance • Not met: Provides user engagement example on performance • Not met: AP suppliers consult users in creation or assessment
C.4	Procedures related to the mechanism(s)/channel(s) are publicly available and explained	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Response timescales • Not met: How complainants will be informed Score 2 <ul style="list-style-type: none"> • Not met: Escalation to senior/independent level
C.5	Commitment to non-retaliation over complaints or concerns made	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Public statement prohibiting retaliation: in the Code of Ethics it states that "Regardless of the communication channel used by the person reporting the violation, the Company undertakes to treat each report with confidentiality, in accordance with the legislation in force, and to protect the anonymity of the informants, ensuring that they will not be subject to any form of retaliation." However, it is not clear whether the channel is open to external stakeholders. [CODE OF ETHICS, 15/12/2016: group.ferragamo.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Met: Practical measures to prevent retaliation: In the Sustainability Report it is remarked that complaints and concerns can be expressed anonymously. [SUSTAINABILITY REPORT 2017, 2017: csr.ferragamo.com] Score 2 <ul style="list-style-type: none"> • Not met: Has not retaliated in practice • Not met: Expects AP suppliers to prohibit retaliation
C.6	Company involvement with State-based judicial and non-judicial grievance mechanisms	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Won't impede state based mechanisms • Not met: Complainants not asked to waive rights Score 2 <ul style="list-style-type: none"> • Not met: Will work with state based or non judicial mechanisms • Not met: Example of issue resolved (if applicable)
C.7	Remedying adverse impacts and incorporating lessons learned	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Describes how remedy has been provided • Not met: Says how it would remedy key sector risks Score 2 <ul style="list-style-type: none"> • Not met: Changes introduced to stop repetition • Not met: Approach to learning from incident to prevent future impacts • Not met: Evaluation of the channel/mechanism

D. Performance: Company Human Rights Practices (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.2.1.a	Living wage (in own production or manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Living wage target timeframe • Not met: Describes how living wage determined Score 2 <ul style="list-style-type: none"> • Not met: Achieved payment of living wage • Not met: Regularly review definition of living wage with unions
D.2.1.b	Living wage (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Living wage in supplier code or contracts: In the Supply Chain Transparency document, it is stated that according to "Special Part G of the Company's Organizational Model under Italian Law-Decree 231/ 2001 (Organizational Model) requires Ferragamo managers every two years to obtain from all third party suppliers certifications that they and their sub-contractors comply with all national labor laws, including those laws relating to minimum age, compensation, work conditions, and collective work agreements." However, it does not mention living wage requirement. [SUPPLY CHAIN TRANSPARENCY - not in the webpage but online: ferragamo.com] Score 2 <ul style="list-style-type: none"> • Not met: Improving living wage practices of suppliers Score 1 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends demonstrating progress
D.2.2	Aligning purchasing decisions with human rights	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Avoids business model pressure on HRs • Not met: Positive incentives to respect human rights: In the Sustainability Report, page 48, it is stated that "For several years now, the Group has been implementing a remuneration system differentiated for employee category, including economic incentives contingent on individual and company performance goals aimed at promoting a sense of belonging and teamwork. Over the next few years, the Group will update the existing system through the Job Grading project, which will allow to analyse the work of all employees in depth and therefore ensure gender equality in remuneration policies". However it does not mention human rights specific. Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
D.2.3	Mapping and disclosing the supply chain	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Identifies suppliers back to product source Score 2 <ul style="list-style-type: none"> • Not met: Discloses significant parts of supply chain and why

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.2.4.a	Prohibition on child labour: Age verification and corrective actions (in own production or manufacturing operations)	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Does not use child labour: The company claims to reject "any form of child labor, forced labor". [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] • Not met: Age verification of job applicants and workers Score 2 <ul style="list-style-type: none"> • Not met: Remediation if children identified
D.2.4.b	Prohibition on child labour: Age verification and corrective actions (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Child Labour rules in codes or contracts: In the Supply Chain Transparency Code, it is stated that according to "Special Part G of the Company's Organizational Model under Italian Law-Decree 231/ 2001 (Organizational Model) requires Ferragamo managers every two years to obtain from all third party suppliers certifications that they and their sub-contractors comply with all national labor laws, including those laws relating to minimum age, compensation, work conditions, and collective work agreements. " However it does not disclose a guideline for verifying the age of job applicants and workers and remediation programmes [SUPPLY CHAIN TRANSPARENCY - not in the webpage but online: ferragamo.com] • Not met: How working with suppliers on child labour [SUPPLY CHAIN TRANSPARENCY - not in the webpage but online: ferragamo.com] Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends demonstrating progress
D.2.5.a	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in own production or manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Pays workers in full and on time • Not met: Payslips show any legitimate deductions Score 2 <ul style="list-style-type: none"> • Not met: How these practices are implemented and monitored for agencies, labour brokers or recruiters
D.2.5.b	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Debt and fees rules in codes or contracts • Not met: How working with suppliers on debt & fees Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made
D.2.5.c	Prohibition on forced labour: Restrictions on workers (in own production or manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Does not retain documents or restrict movement Score 2 <ul style="list-style-type: none"> • Not met: How sure about agencies or brokers
D.2.5.d	Prohibition on forced labour: Restrictions on workers (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Free movement rules in codes or contracts • Not met: How these practices are implemented and monitored for agencies, labour brokers or recruiters Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.2.6.a	Freedom of association and collective bargaining (in own production or manufacturing operations)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Commits not to interfere with union rights and collective bargaining and prohibits intimidation and retaliation: The company states that "more than 50% of the Group's employees are covered by collective bargaining agreements, as required by applicable laws and regulations in the countries in which it operates". However, no evidence found of a commitment to not interfering with the right to join or form a union or to bargain collectively, nor to put in place measures to prohibit any form of intimidation or retaliation for workers seeking to exercise these rights. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Met: Discloses % covered by collective bargaining: The company indicates that "more than 50% of the Group's employees are covered by collective bargaining agreements, as required by applicable laws and regulations in the countries in which it operates". [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Score 2 <ul style="list-style-type: none"> Not met: Both requirement under score 1 met
D.2.6.b	Freedom of association and collective bargaining (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: FoA & CB rules in codes or contracts Not met: How working with suppliers on FoA and CB Score 2 <ul style="list-style-type: none"> Not met: Both requirements under score 1 met Not met: Provide analysis of trends in progress made
D.2.7.a	Health and safety: Fatalities, lost days, injury rates (in own production of manufacturing operations)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Injury Rate disclosures: The Company indicates that the injury rate in 2018 was 1.1 in the parent Company, 4.5 in Europe and 8.0 in North America. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Met: Lost days or near miss disclosure: The company indicates that the lost day rate in 2018 was 7.2 in the parent Company, 141 in Europe and 33.8 in North America. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Met: Fatalities disclosures: No fatalities were reported between 2017 and 2018. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Score 2 <ul style="list-style-type: none"> Not met: Set targets for H&S performance Not met: Met targets or explains why not
D.2.7.b	Health and safety: Fatalities, lost days, injury rates (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Sets out clear Health and Safety requirements: In the Code of Ethics, the company states that "Health and safety in the workplace is a top priority for the Company, which takes action to guarantee its employees and contractors a safe, healthy work environment in compliance with current legislation." However, no further details found on health and safety requirements. [CODE OF ETHICS, 15/12/2016: group.ferragamo.com] Not met: Injury rate disclosures Not met: Lost days or near miss disclosures Not met: Fatalities disclosures Score 2 <ul style="list-style-type: none"> Not met: How working with suppliers on H&S Not met: Provide analysis of trends in progress made
D.2.8.a	Women's rights (in own production or manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Process to stop harassment and violence Not met: Working conditions take account of gender Not met: Equality of opportunity at all levels: The company indicates that "special emphasis is placed also on providing equal opportunity, ensuring the same work conditions for male and female employees and promoting initiatives to help balance family and professional life through different types of employment agreements". However, it is not clear whether this is maintained and monitored throughout all levels of employment. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com] Score 2 <ul style="list-style-type: none"> Not met: Meets all of the requirements under score 1
D.2.8.b	Women's rights (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Women's rights in codes or contracts Not met: How working with suppliers on women's rights

Indicator Code	Indicator name	Score (out of 2)	Explanation
			Score 2 <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met • Not met: Provide analysis of trends in progress made
D.2.9.a	Working hours (in own production or manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Respects max hours, min breaks and rest periods in its own operations Score 2 <ul style="list-style-type: none"> • Not met: How it implements and checks this
D.2.9.b	Working hours (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Working hours in codes or contracts • Not met: How working with suppliers on working hours Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made

E. Performance: Responses to Serious Allegations (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).0	Serious allegation No 1		No allegations meeting the CHRB severity threshold were found, and so the score of 7.27 out of 80 points scored in themes A-D & F has been applied to produce a score of 1.82 out of 20 points for theme E.

F. Transparency (10% of Total)

Indicator Code	Indicator name	Score	Explanation
F.1	Company willingness to publish information	0.75 out of 4	Out of a total of 48 indicators assessed under sections A-D of the benchmark, Salvatore Ferragamo made data public that met one or more elements of the methodology in 9 cases, leading to a disclosure score of 0.75 out of 4 points.
F.2	Recognised Reporting Initiatives	2 out of 2	The individual elements of the assessment are met or not as follows: Score 2 <ul style="list-style-type: none"> • Met: Company reports on GRI: It is stated in the Sustainability Report that GRI index is included in the report. [SUSTAINABILITY REPORT 2018, 2018: csr.ferragamo.com]
F.3	Key, High Quality Disclosures	0 out of 4	Salvatore Ferragamo met 0 of the 10 thresholds listed below and therefore gets 0 out of 4 points for the high quality disclosure indicator. Specificity and use of concrete examples <ul style="list-style-type: none"> • Not met: Score 2 for A.2.2 : Board discussions • Not met: Score 2 for B.1.6 : Monitoring and corrective actions • Not met: Score 2 for C.1 : Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers • Not met: Score 2 for C.3 : Users are involved in the design and performance of the channel(s)/mechanism(s) Discussing challenges openly <ul style="list-style-type: none"> • Not met: Score 2 for B.2.4 : Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts • Not met: Score 2 for C.7 : Remedying adverse impacts and incorporating lessons learned Demonstrating a forward focus <ul style="list-style-type: none"> • Not met: Score 2 for A.2.3 : Incentives and performance management • Not met: Score 2 for B.1.2 : Incentives and performance management • Not met: Score 1 for D.2.1.a : Living wage (in own production or manufacturing operations) • Not met: Score 2 for D.2.7.a : Health and safety: Fatalities, lost days, injury rates (in own production of manufacturing operations)

Disclaimer

A score of zero for a particular indicator does not mean that bad practices are present. Rather it means that we have been unable to identify the required information in public documentation.

See the 2019 Key Findings report and technical annex for more details of the research process.

The Benchmark is made available on the express understanding that it will be used solely for general information purposes. The material contained in the Benchmark should not be construed as relating to accounting, legal, regulatory, tax, research or investment advice and it is not intended to take into account any specific or general investment objectives. The material contained in the Benchmark does not constitute a recommendation to take any action or to buy or sell or otherwise deal with anything or anyone identified or contemplated in the Benchmark. Before acting on anything contained in this material, you should consider whether it is suitable to your

particular circumstances and, if necessary, seek professional advice. The material in the Benchmark has been put together solely according to the CHRB methodology and not any other assessment models in operation within any of the project partners or EIRIS Foundation as provider of the analyst team.

No representation or warranty is given that the material in the Benchmark is accurate, complete or up-to-date. The material in the Benchmark is based on information that we consider correct and any statements, opinions, conclusions or recommendations contained therein are honestly and reasonably held or made at the time of publication. Any opinions expressed are our current opinions as of the date of the publication of the Benchmark only and may change without notice. Any views expressed in the Benchmark only represent the views of CHRB Ltd, unless otherwise expressly noted.

While the material contained in the Benchmark has been prepared in good faith, neither CHRB Ltd nor any of its agents, representatives, advisers, affiliates, directors, officers or employees accept any responsibility for or make any representation or warranty (either express or implied) as to the truth, accuracy, reliability or completeness of the information contained in this Benchmark or any other information made available in connection with the Benchmark. Neither CHRB Ltd nor any of its agents, representatives, advisers, affiliates, directors, officers and employees undertake any obligation to provide the users of the Benchmark with additional information or to update the information contained therein or to correct any inaccuracies which may become apparent (save as to the extent set out in CHRB Ltd's appeals procedure). To the maximum extent permitted by law any responsibility or liability for the Benchmark or any related material is expressly disclaimed provided that nothing in this disclaimer shall exclude any liability for, or any remedy in respect of, fraud or fraudulent misrepresentation. Any disputes, claims or proceedings this in connection with or arising in relation to this Benchmark will be governed by and construed in accordance with English law and submitted to the exclusive jurisdiction of the courts of England and Wales.

As CHRB Ltd, we want to emphasise that the results will always be a proxy for good human rights management, and not an absolute measure of performance. This is because there are no fundamental units of measurement for human rights. Human rights assessments are therefore necessarily more subjective than objective. The Benchmark also captures only a snap shot in time. We therefore want to encourage companies, investors, civil society and governments to look at the broad performance bands that companies are ranked within rather than their precise score because, as with all measurements, there is a reasonably wide margin of error possible in interpretation. We also want to encourage a greater analytical focus on how scores improve over time rather than upon how a company compares to other companies in the same industry today. The spirit of the exercise is to promote continual improvement via an open assessment process and a common understanding of the importance of the UN Guiding Principles on Business and Human Rights.