

Blueprint for Responsible Manufacturing

A Handbook for our Production Partners





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Taking On Responsibility

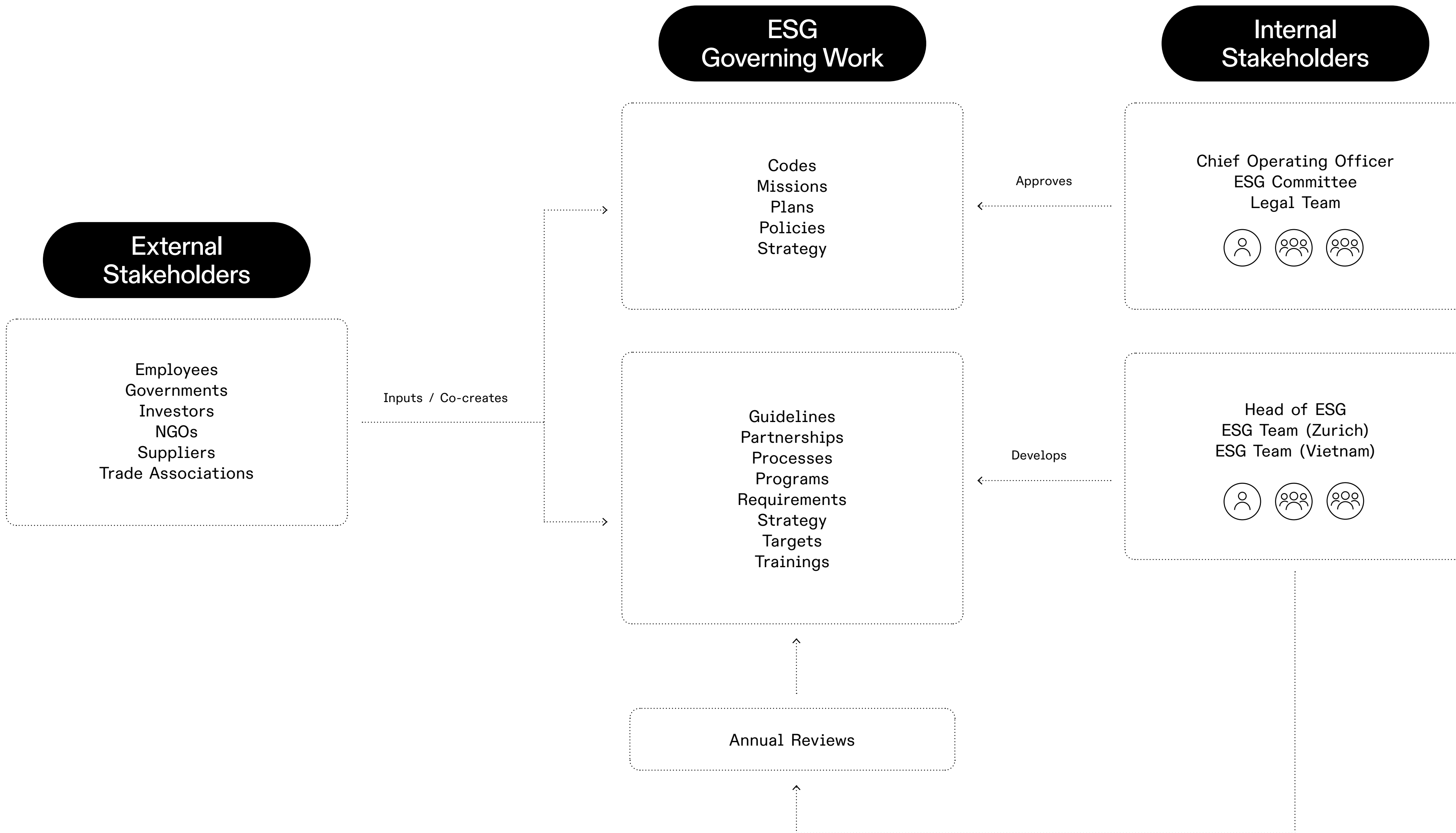
A Blueprint for
our Partners in Manufacturing

At On, we take responsibility for the design, sourcing, and production of our products. By leveraging your expertise and capabilities in this effort, we extend this responsibility to you. This handbook outlines the standards and requirements that we have set out for our manufacturing partners. It covers essential areas such as ethical labor practices, material sourcing, production processes, and environmental impact. Whether you are a material supplier, or an assembly or production partner, this handbook is for you.

Responsible Manufacturing at On is led by our production office in Vietnam and serves as the hub for all sustainability activities within our supply chain.

Our goal is to ensure that every On product meets or exceeds our standards for sustainability, performance, and traceability. By adhering to the guidelines in this document, you help us to build and maintain the trust and satisfaction of our customers, while contributing to a more responsible and sustainable global supply chain.

This handbook is a living document that will change over time as regulations, requirements, and industry standards evolve.





● On Office: 📍 Zurich, Switzerland ● On Production Offices: 📍 Ho Chi Minh, Vietnam 📍 Hanoi, Vietnam ● T1 Suppliers: 32 Total | 11 Footwear 21 Apparel/Accessories ○ Strategic T2 Suppliers: 25 Total | 15 Footwear 10 Apparel/Accessories

Commitments

We are committed to mitigating supply chain risks and conducting ongoing human rights due diligence. We expect you to share the same commitment.





Human Rights

Our commitment to upholding human rights is in accordance with the:

- International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- The ILO Core Conventions
- The United Nations Universal Declaration of Human Rights
- Guiding Principles on Business and Human Rights

Also, referenced throughout our Responsible Manufacturing activities is the Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Business Conduct. Where national law may conflict with international human rights standards, we require compliance with local law while seeking to uphold international standards.

Supply Chain Due Diligence

We are committed to mitigating supply chain risks and conducting ongoing human rights due diligence. To achieve this, On engages with a range of stakeholders – including direct employees, our business partners, NGOs, governments, and civil society – in an effort to continuously assess the potential impacts of our business operations and supply chain.

We expect all our business partners, involved in both our upstream and downstream operations, to align with our Responsible Business Policy. For segment-specific details, please refer to the relevant policies provided in each section.



On Supplier Code of Conduct

We expect you to demonstrate integrity and abide by applicable laws and regulations as well as our Supplier Code of Conduct. The On Supplier Code of Conduct covers the following areas:

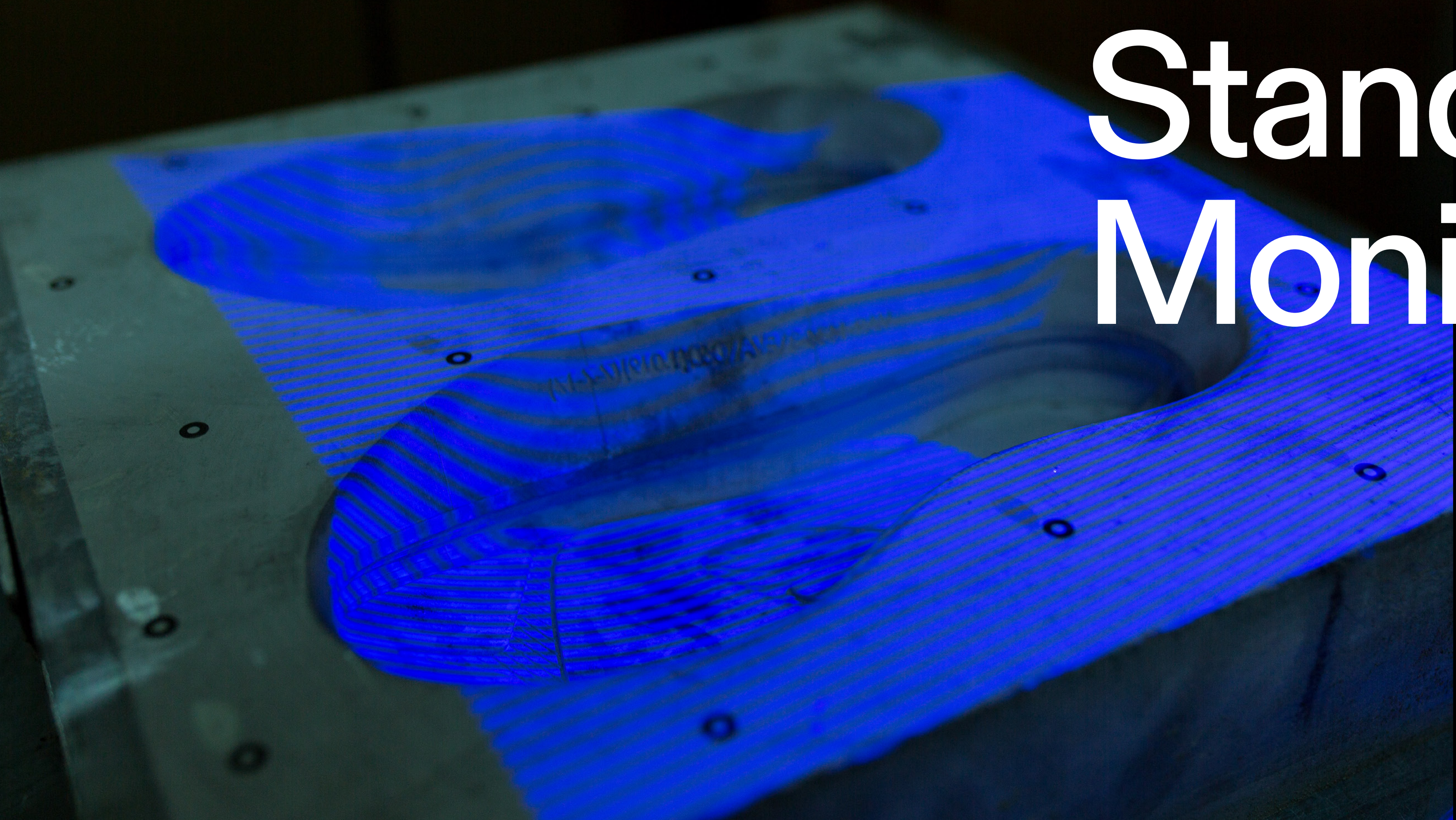
- Freely Chosen Employment
- Freedom of Association and Collective Bargaining
- Discrimination, Harassment, and Inhumane Treatment
- Child Labor
- Wages and Benefits
- Working Hours
- Recognized Employment
- Grievance Systems
- Working Conditions
- Environmental Impacts and Preferred Materials Sourcing
- Unauthorised Subcontracting
- Anti-corruption and Bribery
- Intellectual Property
- Transparency
- Compliance with Laws and Codes

Above and Beyond

Above and beyond the On Supplier Code of Conduct, we expect you to strive for manufacturing excellence and provide a working environment that creates positive impacts on employees and the surrounding community.

Where non-compliances are identified, we aim to work together with you to resolve these issues. In cases where serious violations are confirmed to be present, On will immediately initiate a corrective action procedure, which sets forth specific remediation timelines and actions, or the review, suspension or termination of contracts.

For further details please refer to the On Supplier Code of Conduct. The On Supplier Code of Conduct is shared with you in your local language.

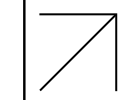


Workplace Standards Monitoring



Performance Monitoring

Through our Workplace Standards Monitoring Program, On ensures the compliance status of direct and indirect suppliers who produce On-labelled products. If you are one of our production partners, you'll sign and agree to On's Supplier Code of Conduct. The compliance against the standards in this code will be evaluated through announced and unannounced audits, conducted via a third party or internally.



Workplace Monitoring Lifecycle

We require the following due diligence in our supply chain for new and existing Tier 1 suppliers for apparel, footwear, and accessories, as well as strategically selected Tier 2 suppliers. The frequency of a supplier's monitoring is determined by performance and additional evaluation criteria:

- Audit according to the On Supplier Code of Conduct
- With approval from On, this audit can be replaced by an accepted equivalent third-party audit, such as Better Work, Social & Labor Convergence Project (SLCP), or similar.

| SUPPLY CHAIN DUE DILIGENCE PROCESS | T1 | Strategic T2 | Sub-contractors |
|--|----------------------------|-----------------------|-----------------------|
| Country Risk Mapping / Scanning | ● | ● | ● |
| 01. Pre-onboarding Supplier Background Check Supplier Profiling Onsite Visits Standards Alignment Qualification | ● ● ● ● ● | ● ● ○ ● ● | ● ● ○ ● ● |
| 02. Onboarding Program Induction | ● | ● | ○ |
| 03. Existing Monitoring Program and Remediation Capacity Building Program Priority Projects Social Indicators Reporting Regular / Irregular Touch Bases Crisis Prevention and Response | ● ● ● ● ● ● | ● ● ● ○ ● | ● ○ ○ ○ |
| 04. Phasing Out Responsible Exit | ● | ● | ● |

● Mandatory ○ Optional / As Needed

On's assessments can include internal checklists, as well as common industry frameworks and tools such as the Better Work systems. We require signatories of our On Supplier Code of Conduct to extend these requirements upstream to any of their own suppliers involved in processes within On's supply chain. As a supplier, you belong to one of the following categories:

● New Suppliers

You are a potential supplier or a supplier under consideration for production that is yet to be approved.

◐ Existing Suppliers




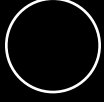
We already have an existing relationship; you have been approved for production and have completed your onboarding process. You are a part of our regular Workplace Standards Monitoring cadence.

○ Inactive Suppliers

You've had previous production with On but are not currently producing with us.

What your assessment looks like: We assess new or existing suppliers that have a high probability of critical risks due to their geographic location, type of operations, or other factors assessed during our annual supply chain risk mapping.

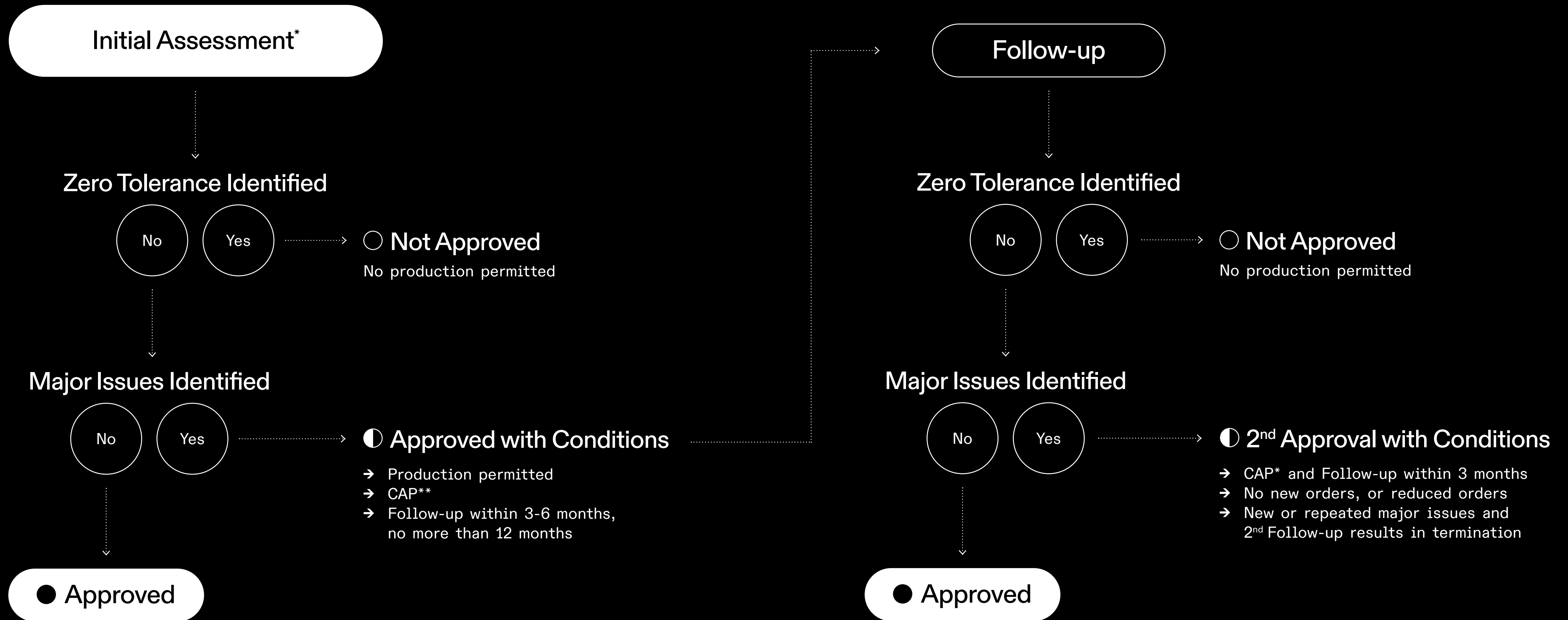
We require the following due diligence in our supply chain for new and existing suppliers, and the frequency of a supplier's monitoring will be determined by their performance and evaluation.

| Rating | Definition | ESG / Sourcing Status |
|--|---|---------------------------------|
|  A | Minimal or No Issues Identified | Approved Supplier |
|  B | Minor Issues Identified and Ongoing Remediation | Approved Supplier |
|  C | Major Issues Identified and Ongoing Remediation | Approved with Conditions |
|  D | Zero Tolerance Issues Identified and Ongoing Remediation | Not Approved |

 Approved Supplier
  Approved with Conditions
  Not Approved

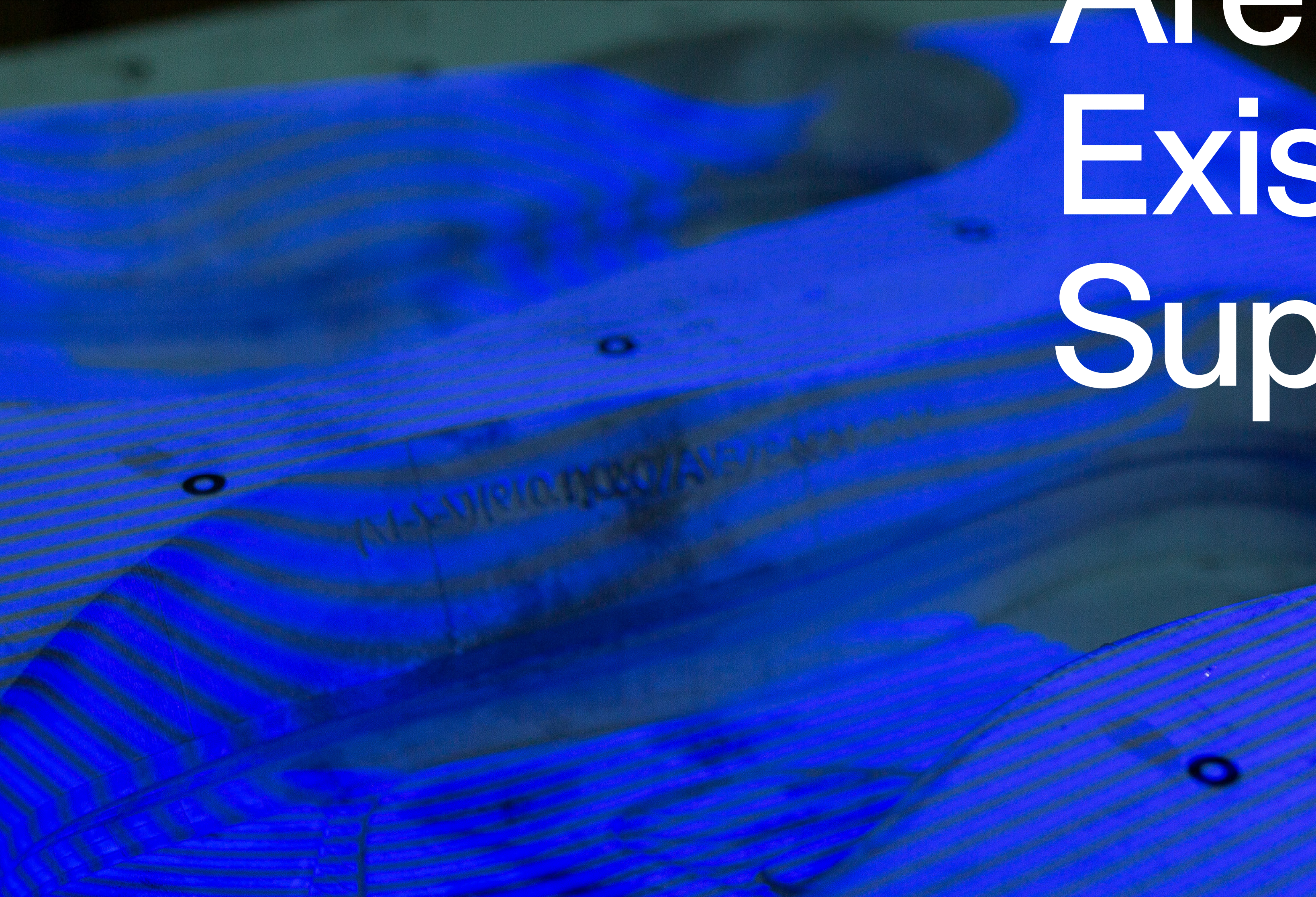


Are You a New Supplier?

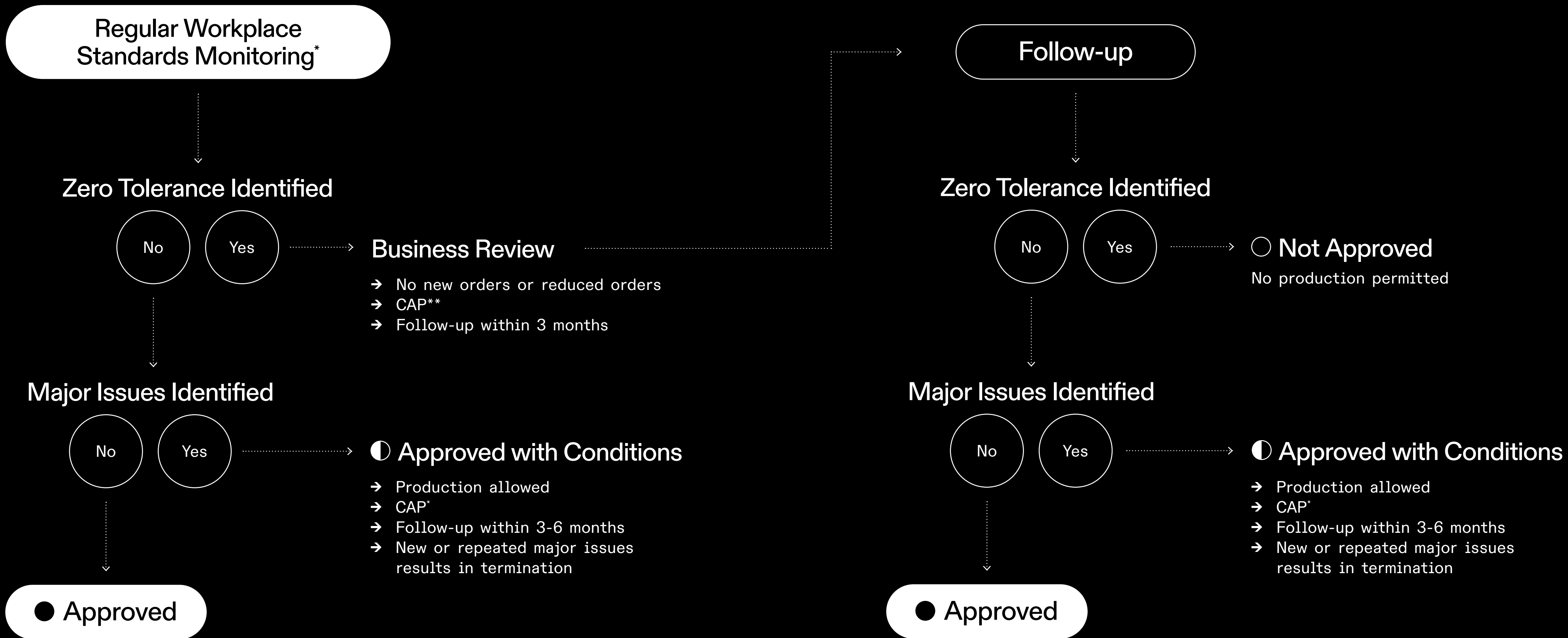


*That includes onsite visits or regular audits.

**CAP = Corrective Action Plan



Are You an Existing Supplier?



*That includes onsite visits or regular audits.

**CAP = Corrective Action Plan

Our Vision for Due Diligence and Supplier Self Governance

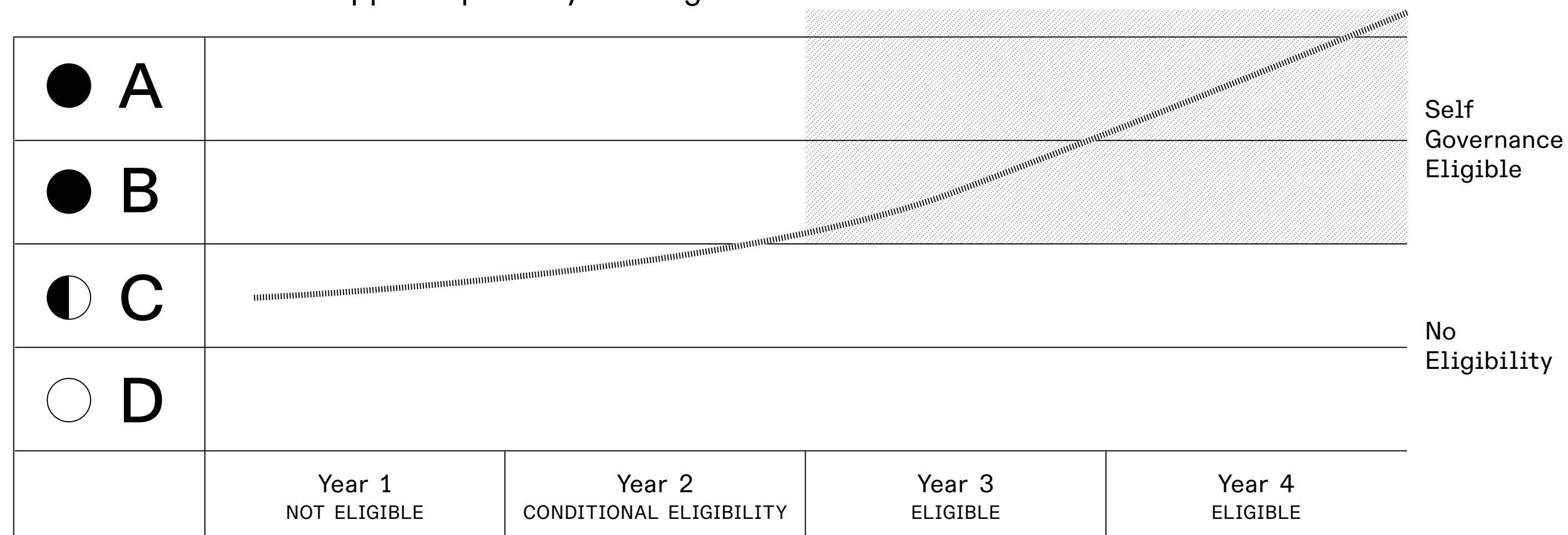
Our drive for performance is not limited to our daily operations, but also extends to our business partnerships. We envision a future where collaboration with top-tier partners practicing self-governance is a key part of our responsible manufacturing approach.

While we recognize the importance of managing supply chain risks, we also acknowledge the industry’s challenges such as audit redundancy and audit fatigue. With this in mind, we are dedicated to being a part of the solution, rather than part of the problem. We imagine a manufacturing landscape where our supply chain partners proactively assess their risks and take ownership of managing them. These partnerships require trust, which we aim to foster.

When integrated into On’s supply chain, each production partner will be offered the opportunity to participate in this initiative. This participation could be through a mutually agreed joint audit, or through industry-level participation such as SLCP, or completion of the Better Work Program.

Whether you’re already an On production partner or just becoming one, your participation is valuable and important to us. We’re looking for partners who feel empowered and prepared to take self governance to the next level, and we want to reward them for doing so.

How we determine a supplier’s pathway to self governance



Self Governance Eligible

No Eligibility



Further Responsibilities



Responsible Procurement

We demonstrate responsible purchasing practices with the following principles:

- Maintaining clear, prompt, and accurate information when issues arise concerning production orders
- Ensuring price negotiation does not go below the cost of production – we avoid this practice to ensure price negotiations do not negatively impact worker wages and working conditions
- Providing sufficient lead times to avoid excessive working hours or unauthorized subcontracting
- Sharing the cost of implementing and monitoring improvements in working conditions, where applicable
- Including suppliers' sustainability practices as a metric when evaluating our business relationship together with price, quality, and on-time delivery

Responsible Exit

We aim to minimize the negative impact on our production partners, as well as their workers, in the event that it is necessary to end a business relationship.

We follow industry best practices and reference the ACT Responsible Exit Policy & Checklist. This includes clear procedures for non-conformances and set timelines for remediation, evaluating the impact of exit on workers in close collaboration with supplier management, providing sufficient notice to suppliers, and measuring the impact on workers from the withdrawal of business.



Our mission is to
make high-performance
products with the lowest
possible footprint



Preferred Materials Sourcing

On Sources Raw Materials Responsibly.



We recognize certain raw materials have a higher risk with respect to environmental footprint and human rights violations. On sources its raw materials globally, and to mitigate our supply chain risks we proactively map our environmental and human rights impacts against geographic, social, and economic considerations.

Our teams are continuously working to ensure:

- Materials are not sourced from any sanctioned countries, or where state-sponsored forced labor or human trafficking has been identified.
- All material and fiber origin can be traced to its original geographic region or feedstock.
- Materials are not sourced from countries with high risk of child labor.
- Animal-derived materials are sourced in accordance with internationally recognized animal welfare and endangered species frameworks.
- Materials are not sourced from geographic regions involved in any form of deforestation.
- Any materials tied to a sustainability or responsible claims (such as organic and recycled) have been independently verified against a third-party certification system.

For further details, please refer to the On Preferred Materials Policy.

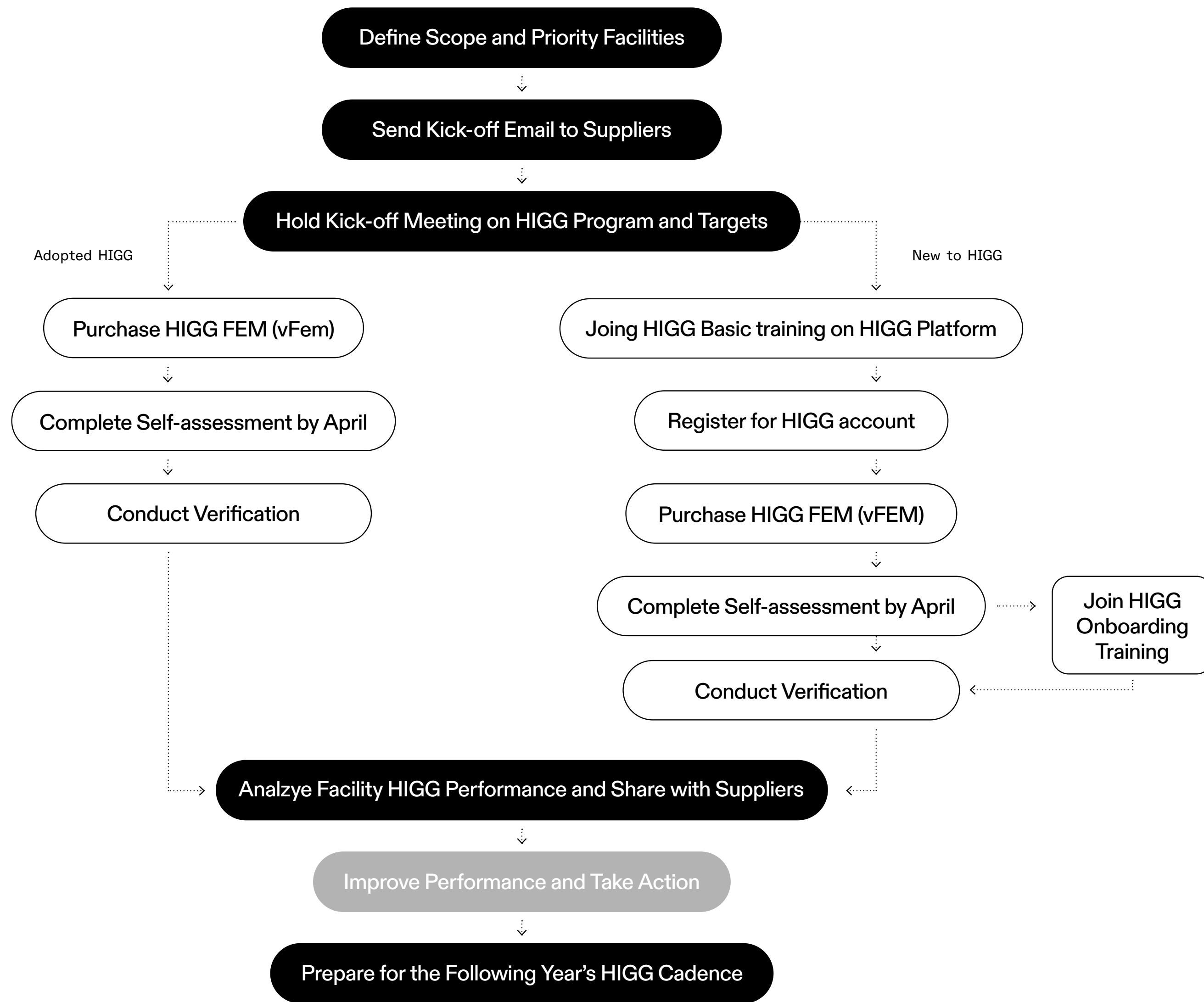
Environmental Impact Performance



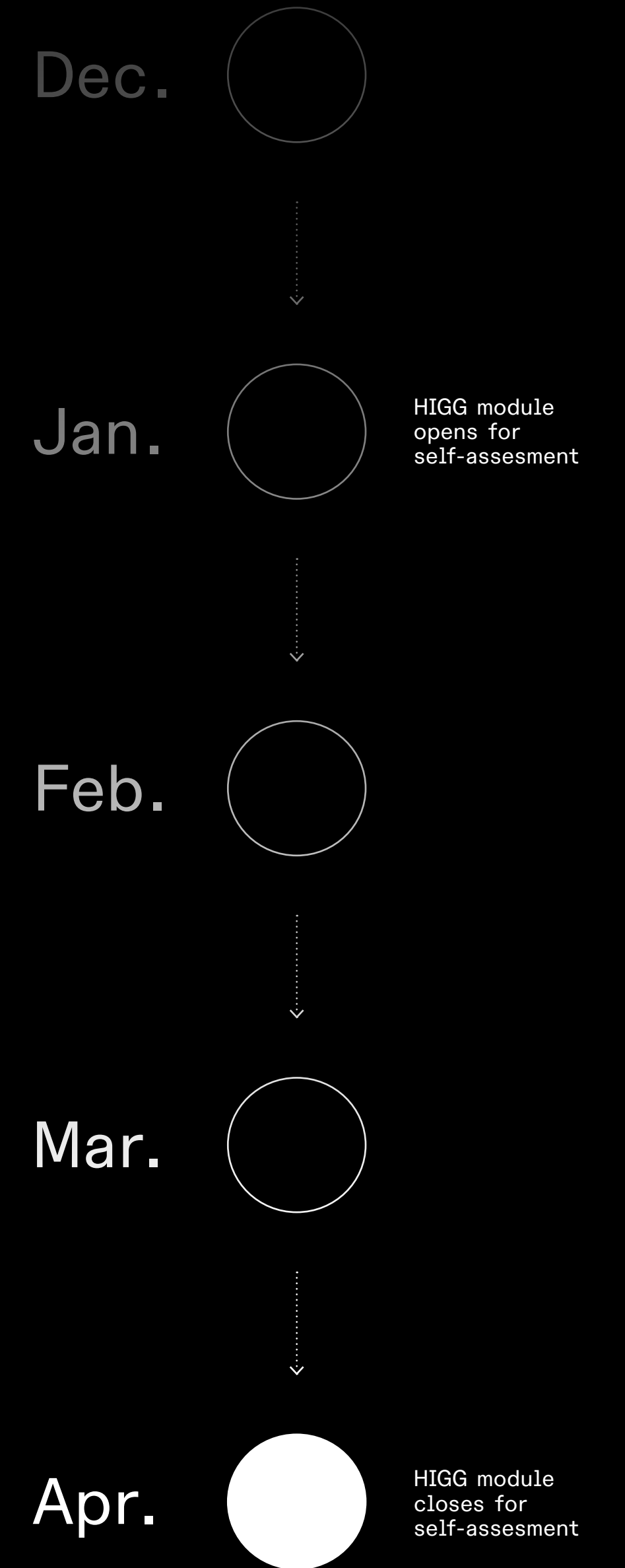
At On we envision a future where every On product is produced fossil-free and engineered for circularity. This commitment touches on the entire value chain, looking at upstream impacts with our suppliers, as well as downstream impacts with our product use and end-of-life phases. Going beyond environmental compliance across our entire value chain includes continuously assessing energy, air emissions, water, waste and chemical impacts, and engaging in evidence-based abatement activities.

At minimum, we expect suppliers to comply with the legal environmental requirements where they operate, and organize their environmental data in the case that this is requested by On.

We evaluate supplier environmental performance annually on air and greenhouse gas emissions, waste, wastewater, energy, and chemical management using the HIGG Index Facilities Environmental Module (FEM).



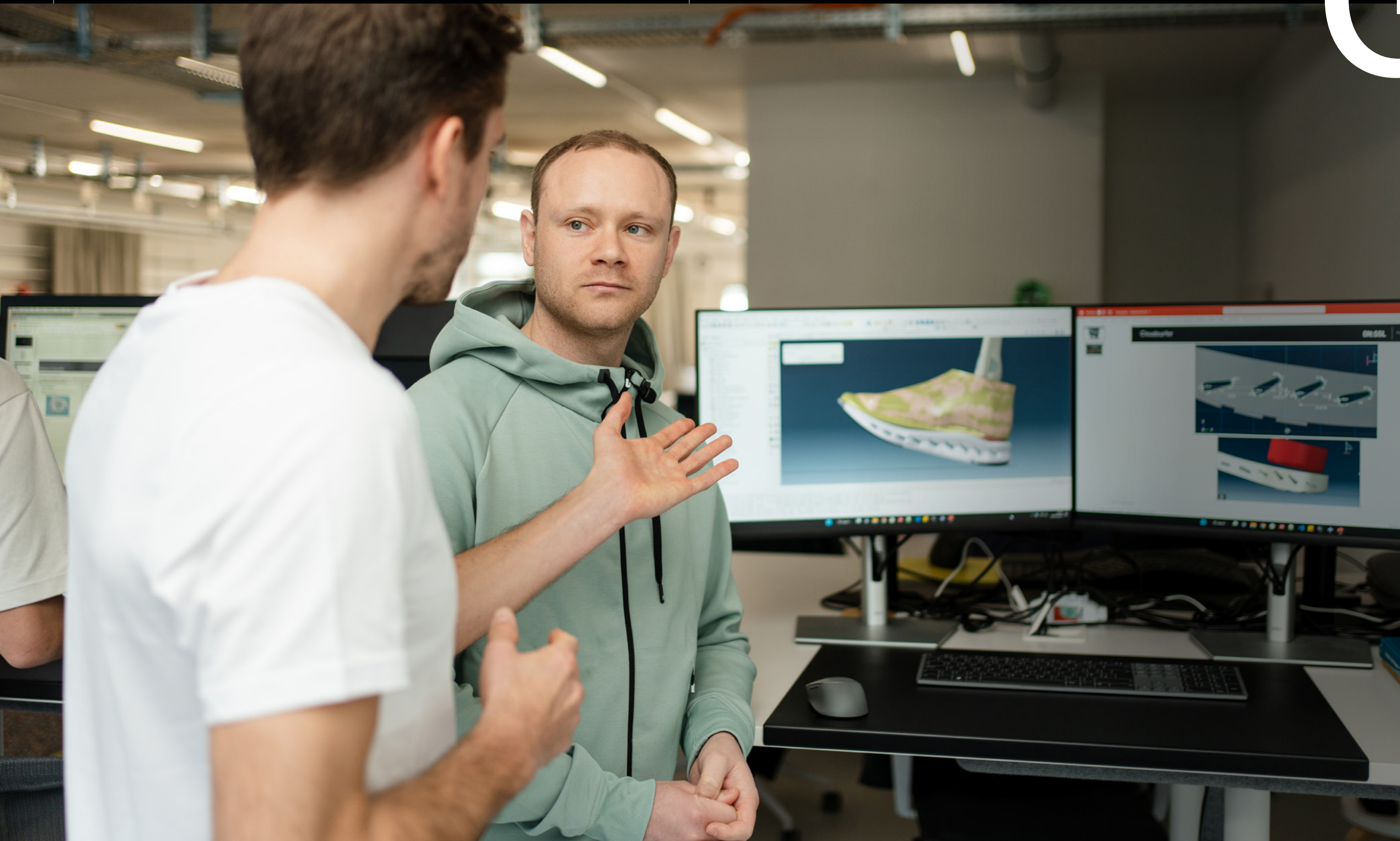
- On's Responsibilities
- Supplier's Responsibilities
- On and the Supplier's Responsibility



All Responsible Manufacturing at On is led by our Production Office in Vietnam. We help new suppliers with onboarding and will continue to support existing suppliers, improve performance and work to make self-governance a reality. For all governance related documents including human rights, preferred materials, and environmental policy, please visit our governance library.

For any questions regarding On's requirements and standards, please contact us at esg@on.com.

Get in Touch



Appendix

Social, Environmental, and Business Ethics Issues List

Below is the list of Zero Tolerance, Major Issues, and Minor Issues which we consider a violation of our Supplier Code of Conduct and internationally recognized standards (such as ILO Conventions).

- Zero Tolerance
- Major Issues
- Minor Issues

FREELY CHOSEN EMPLOYMENT

Prison Labor and Human Trafficking

- Work or service being performed by prisoners, whether in the confines of a prison or by prisoners who work in a manufacturing site.
- Involvement in the trafficking in persons for the purpose of exploitation. Exploitation shall include, at a minimum, the prostitution of others or other forms of sexual exploitation, forced labor or service, slavery or practices similar to slavery, servitude, or the removal of organs. "Trafficking in persons" shall mean the recruitment, transportation, transfer, harboring, or receipt of persons, by means of the threat or use of force or other forms of coercion, including abduction, fraud, deception, the abuse of power or of a position of vulnerability, or of the giving or receiving of payments or benefits to achieve the consent of a person.

Coercion

- Work or service being performed by any person under the menace of any penalty. This includes the use or threat of physical or sexual violence, harassment, or intimidation against a worker or his or her family or close associates with the aim of coercion.

- Workers held in debt bondage or forced to work in order to pay off actually incurred or inherited debt.
- Failure to provide workers the freedom to terminate the employment of indefinite or long duration by means of notice of reasonable length (in accordance with national law or collective agreement) at any time without penalty, or workers on contracts of fixed duration being required to serve beyond the expiry of their contract.
- The use of means to restrict a worker's ability to terminate employment, for example by requiring deposits, withholding employee documentation, the use of threats or violence, imposing financial penalties, or requiring payment of recruitment fees.
- Delay of payment or wages not paid regularly.
- Wages not paid directly to workers or paid in the form of vouchers, coupons, or promissory notes.
- Payment in the form of goods or services.
- Deception in wage payment, wage advances, and loans used as means to bind workers to employment.
- Deduction from wages with the aim of indebting a worker and binding him or her to employment.
- Workers compelled to make use of stores or services operated in connection with the employer.
- Disciplinary measures used as sanctions that result in an obligation to work.

- Compulsory labor used to discipline workers or as punishment for participation in a strike.
- Workers forced to work overtime.
- Performance targets that result in an obligation to work beyond normal working hours to earn a legally mandated minimum wage.
- Workers physically confined or imprisoned to a workplace or related premises such as employer-operated residences.
- Unfair treatment of migrant workers, such as less favorable work conditions compared with those available to local workers.
- Threatening migrant workers or their family members with denunciation to the authorities or otherwise coercing such workers into taking up or maintaining employment.
- Recruitment fees or costs being charged to workers directly or indirectly, in whole or in part.
- Workers being asked to lodge "deposits."
- Withholding worker identity documents or valuable items.
- Not providing migrant workers a written contract in a language that they can easily understand or a contract that does not clearly indicate their rights and responsibilities with regard to payment of wages, working hours, valid grounds for termination, and other issues related to preventing forced labor.

Key References

- ILO Conventions 29 on Forced Labor and 105 on the Abolition of Forced Labor
- ILO Combating Forced Labor_ A handbook for employers & businesses
- Better Work Guidance Sheet
- ETI base code

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Union Operations

- Preventing union representatives who are employed at the workplace or whose union has members at the workplace from accessing workers.
- Not allowing workers to form or join the union of their choice.
- Encroachment in union decision-making, rule-making, activities, administration, finances, or elections; not allowing the union to meet without management present.
- Attempting to manipulate or control the union, e.g., by financing the union in a way not provided for under national law.
- Offering union members bribes to withdraw from the union, or promoting them in an effort to impede their participation in union affairs.

Interference and Discrimination

- Terminating (or not renewing) workers' contracts due to union membership or engagement in union activities.
- Threatening, intimidating, harassing, or punishing workers for joining a union or engaging in union activities.
- Deducting union dues from wages in any way that does not accord with national law.
- Using blacklists or engaging in other discriminatory hiring practices related to the potential union membership of job candidates.
- Favoring one union over another (when there is more than one union in the workplace and this is not provided for under national law).

Collective Bargaining

- Failure to implement the collective agreement.
- Refusals to bargain in good faith or limit the issues that can be negotiated.
- Failure to consult with unions when required to do so.
- Prevention of workers from accessing collective agreements or their provisions.

Strikes

- The use of security guards, police, or armed forces to break up a peaceful strike or arrest striking workers.
- Prevention of workers from participating in a strike, punishing workers for participating in a strike, or not reinstating workers where eligible following their participation in a strike.

Key References

- ILO Convention 87 on Freedom of Association and Protection of the Right to Organize
- ILO Convention 98 on the Right to Organize and Collective Bargaining
- Better Work Guidance Sheet

DISCRIMINATION, HARASSMENT, AND INHUMANE TREATMENT

- Corporate punishment or physical abuse.
- Violence or imminent threat of violence, including sexual violence.
- Considering race, origin, religion, political opinion, or gender when making decisions regarding hiring, training, promotion, termination, or redundancy.
- Providing different working conditions (e.g., working hours, leave, health and safety measures, social security, or other benefits) or pay (including minimum wages, overtime, bonuses, allowances,

in-kind benefits, etc.) to workers based on discriminatory grounds.

- Asking job applicants or workers to undergo pregnancy tests (except as strictly required by health and safety laws) or asking them directly or indirectly about their HIV status. (Taking legally required measures to help workers with AIDS-related illnesses is not discriminatory).
- Including references to an applicant's gender, race, religion, or other personal characteristics in job announcements, application forms, or interviews (unless authorized by local law).
- Failure to hire disabled workers, adapt the workplace for people with disabilities (e.g., providing wheelchair access), or take steps to enable workers with disabilities to retain their work, when required by national law.

Key References

- ILO Convention 100 and Recommendation 90 on Equal Remuneration, and ILO Convention 111 and Recommendation 111 on Discrimination (Employment and Occupation)
- Better Work Guidance Sheet
- Better Work Zero Tolerance Protocol

CHILD LABOR

- Employment of workers under the age of 15 (or less than the age for completing

compulsory education in the country where such age is higher than 15).

- Employment of workers under the age of 18 subjected to the worst forms of child labor (forced labor, prostitution, pornography, and illegal activities).
- Engagement of young workers in hazardous work such as working with dangerous machinery, equipment, or tools; working in unhealthy environments; working during the night; or working overtime.
- Failure to properly document age on workers' personal files.
- Failure to clearly state a minimum age on a hiring announcement.
- Failure to provide a special onboarding session or extra Occupational Safety and Health protection for young workers.
- Failure to operate with a child labor policy in place.
- Failure to communicate a child labor policy to a subcontractor or service provider.
- Failure to communicate a child labor policy to suppliers' employees.

Key References

- ILO Convention 138 and Recommendation 146 on Minimum Age; ILO Convention 182 and Recommendation 190 on the Worst Forms of Child Labor
- ILO Supplier Guidance on Preventing, Identifying and Addressing Child Labor

WAGES AND BENEFITS

- Failure to pay at least minimum wages to all workers (including those paid piece-rate) for regular hours of work.
- Failure to pay workers the correct rate for all of their overtime hours.
- Failure to pay workers the correct rate for regular hours or overtime hours worked at night, on weekly rest days, or on public holidays.
- Failure to pay workers regularly or on time, or making unauthorized deductions from wages.
- Breaching legal requirements for paid leaves or social security contributions.
- Failure to provide legally required payment for unused annual leave, sick leave, severance, or other legally required payments including termination.

Key References

- ILO Convention 95 and Recommendation on Protection of Wages; ILO Convention 183 on Maternity Protection
- Better Work Guidance Sheet

WORKING HOURS

- Failure to use a time recording system or provide for the verification of working hours.
- Working more than 60 hours a week on a regular basis or without written approval

from an On representative.

- Failure to provide workers with at least one day off in every seven-day period, or where allowed by national law, two days off in every 14-day period.
- Failure to post notices or communicate working hours regulations, including the hours at which work begins and ends, where work is carried on by shifts, the hours at which each shift begins and ends, and rest intervals.
- Failure to comply with legal requirements regarding shift work.
- Failure to allow workers sufficient daily or weekly rest.
- Working overtime for reasons not provided for under national law.
- Allowing overtime hours to exceed national limits.
- Failure to comply with rules regarding work on weekly rest days or public holidays.

Key References

- ILO Conventions 1 Hours of Work (Industry), 14 on Weekly Rest (Industry), 132 on Holidays with Pay (Revised), and 183 on Maternity Protection
- Better Work Guidance Sheet

RECOGNIZED EMPLOYMENT

- Utilization of outsourced workers or allowing workers making products at home (home-worker) without written approval from On.
- Use of unlawful disciplinary measures, such as humiliation or physical punishment.
- Failure to follow legal requirements for recruitment or contracts for different types of workers or different types of contracts (e.g., fixed term contract, indefinite contract).
- Failure to specify the terms and conditions of employment or other legal requirements in the contract.
- Failure to clearly explain the terms and conditions of employment to workers.
- Failure to conduct legally required consultations with workers' representatives before reducing the size of the workforce.
- Termination of workers without a valid reason, or without providing legally required notice.
- Failure to reinstate or properly compensate unjustly terminated workers.
- Bullying or harassing workers.

Key References

- ILO Convention 158 and Recommendation 166 on Termination of Employment
- Better Work Guidance Sheet

GRIEVANCE SYSTEMS

- Retaliation against workers who report problems
- Failure to resolve grievances or disputes in line with internal rules or legal requirements.

Key References

- UN Guiding Principle 31
- ILO R130 – Examination of Grievances Recommendation, 1967
- Better Work Guidance Sheet

WORKING CONDITIONS

- Punishment of workers who remove themselves from work situations they believe present an imminent and serious danger to life or health.
- Occupational Safety and Health violations that pose an imminent and significant threat to worker health and safety.
- Failure to obtain or have on file valid legal health and safety permits such as construction permits, approvals for fire-safety systems or certification of high-risk machinery and equipment as per local laws.
- Failure to install and maintain function of a sufficient fire-safety system.
- Failure to perform an evacuation drill within any 12-month period.
- Use of high-risk machinery without

safeguard or safety device or lack of safety precautionary systems.

- Exposure of workers to hazardous substances or toxic dust due to absence of proper personal protective equipment or negligence to install or maintain exhaust, filters, or abatement systems.
- Failure to assess health and safety risks in the workplace.
- Lack of workplace Occupational Safety and Health policy.
- Failure to inform or train workers on Occupational Safety and Health issues.
- Failure to record or report work-related accidents, injuries, and diseases.
- Failure to provide adequate personal protective equipment (PPE) and/or training on its use.
- Failure to keep an inventory, or to properly label or store chemicals or hazardous substances.
- Failure to install or maintain guards on dangerous machinery.
- Failure to ensure that the workplace meets standards for temperature, ventilation, noise, lighting, vibration, etc.
- Failure to provide adequate first aid and/or health services. .
- Failure to provide adequate toilets, hand-washing facilities or free drinking water.
- Providing worker accommodation that does not meet minimum standards.
- Failure to prepare adequately for emergencies.

Key References

- ILO Conventions 148 on Working Environment (Air Pollution, Noise and Vibration), 155 on Occupational Safety and Health, 170 on Chemicals, 187 on Promotional Framework for Occupational Safety and Health;
- ILO Protocol 155 to the Occupational Safety and Health Convention;
- ILO Recommendations 97 on Protection of Workers' Health, 155 on Worker Housing, 156 on Working Environment (Air Pollution, Noise and Vibration), 164 on Occupational Safety and Health, and 177 on Chemicals
- Better Work Guidance Sheet
- Better Work Zero Tolerance Protocol

ENVIRONMENTAL IMPACTS

- Failure to obtain or make available valid environmental permits where applicable, e.g., wastewater discharge, air emission permit, surface water, underground water exploitation, etc
- The discharge of process wastewater directly to the environment without a treatment process plant (onsite/offsite).
- The presence of a coal boiler onsite without a coal phase-out plan to 2027.
- Cooperation with unlicensed or improperly licensed hazardous waste collection and treatment contractors
- Wastewater treatment processes which do not comply with local regulations

(e.g. treatment methods, meters, pumps, sampling points, overflow storm pits).

- Wastewater quality testing submissions to the government do not comply with local regulations from 2 or more in the previous year.
- Stack air emission quality testing submissions of the boiler system to the government do not comply with local regulations from 2 or more in the previous year.
- Failure to manage hazardous waste storage, including the use of procedures that incorporate handling, segregation of non-compatibles, second containment, labeling, ventilation, eyewash stations, etc.
- Failure to properly control non-hazardous waste according to local regulation (e.g. via collection, segregation, storage, or transfer).
- Lacking a procedure to prevent emergency cases of hazardous waste/wastewater discharge.

UNAUTHORIZED SUBCONTRACTING

- Utilization of production site or subcontractor without written approval from On.

ANTI-CORRUPTION AND BRIBERY

- Attempted bribery of auditors or On employees.
- Lack of whistleblower channels.
- Lack of written policy on anti-corruption and bribery.

TRANSPARENCY

- Lacking a valid business license.
- Denial of access to workplace, workers or documents.
- Coaching workers.
- Providing false, incomplete, or inaccurate payroll records, double books, or other fraudulent practices in evidence.

COMPLIANCE WITH LAWS AND CODES

- Failure to work on remediation as requested by local authority.
- Internal policy or practice is not in compliance with local laws or On supplier code of conduct.

Thank You.

