



Open Door and Non-Retaliation

VF Corporation Human Resources

Policy and Procedure

Revision Date: March 18, 2016

VF believes in open communication and the free expression of diverse and differing ideas as the best way to collaborate, solve problems, and create a winning team. VF recognizes that the Company's success depends on working together as a team – as One VF. VF wants Associates to express concerns, maintain their integrity in interactions with colleagues, and encourage one another to share the ideas that may contribute to the Company's success.

No associate will be penalized for voicing a question or concern in a reasonable and business-like manner. If associates have questions or concerns relating to work, associates are encouraged to report the question or concern to their managers. In most cases, an associate's manager will be in the best position to respond to the associate's questions or concerns since the manager is in the best position to understand the associate's job duties and responsibilities and the context of the concern.

In addition to an associate's manager, the following resources are available to assist:

1. The associate's manager's manager or the next level of management for the associate's position;
2. The associate's HR Business Partner;
3. The associate's department head, division controller, or coalition Chief Financial Officer (CFO);
4. VF's Controller or CFO;
5. VF's General Counsel and other members of the Law Department;
6. VF's Ethics and Compliance; and/or
7. VF's Confidential Ethics Helpline.

If an associate's question or concern relates to accounting, internal controls, or auditing matters, the associate must contact the associate's division/coalition controller or CFO. If the associate's question or concern relates to discrimination or harassment, including retaliation related to discrimination or harassment protected activity, the associate is advised to refer to VF's discrimination and harassment policy complaint procedures.

This is not a contract and does not alter the at-will nature of any associate's employment. As an at-will associate, either the associate or the company can end the employment relationship at any time, for any reason, with or without notice.

Questions or concerns related to VF's Code of Conduct, accounting, internal controls, auditing matters, or possible violations of the Code, VF policies, or the law may be submitted to the Ethics Helpline. The Ethics Helpline is free, confidential, and available 24 hours a day, seven days a week, to all VF associates. Reports may be made anonymously if an associate does not want to be identified. To make a report in the U.S. via the Ethics Helpline, call 1-866-492-3370 or visit www.ethics.vfc.com to find a list of phone numbers by country or to make a report online.

VF strictly prohibits any retaliation toward any associate for reporting a concern in good faith or for participating in an internal investigation. If an associate believes the associate has witnessed or been the subject of retaliation, the associate should immediately report the concern.

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