



MEMBER PORTRAIT

MAMMUT

AUGUST 2014

FWF MEMBER PORTRAIT: MAMMUT

Every season Fair Wear Foundation (FWF) portrays one of its member companies to provide a glimpse of what it means to be an FWF affiliate. This summer FWF gives the floor to: **Mick Farnworth**, Purchasing Manager at Mammut and responsible for implementation of the FWF labour standards in the supply chain..

Three customers have more influence than one alone. Therefore the Swiss company Mammut promotes cooperation between FWF brands on audits, dealing with complaints and worker trainings. Effective, both for the brands and for the factory.

“In the 1990s, Mammut was one of the early companies to send out a Code of Conduct to suppliers. When I look back, that was just a piece of paper; a step in the right direction, but not sufficient to meet the problems. The suppliers signed it and that was it.

Since those days, there has been a complete change of awareness of social responsibility and sustainability issues at Mammut.

we believe in collaboration

Mammut won the FWF Best Practice Award in 2013 for the way we cooperated with other brands. We are actively involved in sharing information with other companies. We always ask our FWF case manager if there are other member brands purchasing from the factories we work with and if they are willing to work jointly on auditing and the necessary corrective actions.

COMPLAINTS HELP IMPROVE

We firmly believe that we get a better outcome if we collaborate on FWF themes. A supplier takes matters a lot more seriously when several companies want the same change than if it's just one small and picky customer. Many brands that work together have more influence than one alone. And experience shows that the result is more effective.

Cooperation between brands is also important if there are **complaints** from workers. We don't consider complaints a bad thing, because they show that the social dialogue process is beginning to work. Where several FWF brands buy from the same factory, it is customary for the brand with the largest share to take the lead in handling the complaint with the supplier.

Mammut recently took the lead in two cases from workers in Chinese factories who filed complaints about overtime. In both cases, we already had good contacts with the management. Together with the extended leverage we were able to ensure that the complaints were resolved quickly.

The FWF Workplace Education Programme (WEP) too, yields better results when brands work together. Some suppliers are initially not interested at all in participating in the training scheme, but when they realise that several customers want them too, they are much more amenable.

3 MILLION HANGTAGS

Mammut stands for quality and safety. And CSR is a measure of quality, so really important in the way we do business. CSR is an insurance for the brand against scandals. Our customers tend to be very socially and environmentally aware. However, many of them were not aware of FWF until we started to put the logo on our hangtags, and very few people go to the Mammut website to read our very comprehensive social report. In 2014, we will print the FWF logo on three million hangtags. This encourages customers to find out more about fair labour conditions in factories.

HIGHEST STANDARDS

When we just joined FWF in 2008, our suppliers were a little bit sceptical – they had already been audited by BSCI, WRAP and FLA, so why did we choose yet another external party? Our answer was that FWF has the highest standards.

During an FWF audit, three people spend 1.5 days each in the factory; I really appreciate this thorough approach. Audits are a good way to track the progress and follow up on the Corrective Action Plans (CAPs) from previous visits. We now have a much more detailed analysis of the conditions in the factories which supply Mammüt. You're making the supplier aware of what the problems are and you can correct them together. It is proof of the old motto 'what gets measured, gets done!'.

In the beginning we were concerned that auditors would find under-age labour or forced labour, but thankfully that didn't happen. In every audit, some relatively minor health and safety issues are identified. Some are easy to fix, like painting an arrow to mark the fire escape route. The labour standards relating to overtime and the living wage are harder to implement.

OVERTIME

When we analyse recent audits, **overtime** is a recurring issue. We take steps to eliminate the problem, but our influence is limited. Mammüt has strict timelines and we book capacity with factories many months in advance. We place orders for classic styles during the low season and book greige fabric in advance. Even if there are production problems and delays, it should still be possible to deliver on time without excessive overtime.

excessive overtime is a tough challenge

However, often the overtime problems with our suppliers are a result of other customers' actions. In 2013, during an FWF audit for Mammüt, overtime problems were found at a Vietnamese glove factory, but this was

actually caused by another customer. Also in 2013, overtime and delays at a Chinese apparel factory were due to a large American company ordering three times as much as they had forecast. We can only solve this by establishing cooperation with other customers.

LONG TERM RELATIONS

We believe in long term relations. The average relationship with Mammut's suppliers is seven years, but many have been partners for 10 to 15 years. Our manufacturers regularly visit our headquarters in Switzerland.

For the past ten years, China has been an important source of high quality mountaineering garments. As the Chinese economy develops, however, fewer people want to work in sewing factories. We have already experienced capacity problems as factories struggle to find enough workers. This means we will have to start production in new regions in the future. Many of our competitors already produce in Bangladesh, Indonesia, Cambodia and even Myanmar.

We are very careful about the selection of suppliers. It takes us quite a long time to select new ones as we demand high standards in quality and social responsibility. We make an analysis of several factories; what kind of products do they make and for whom? Do they have ISO certificates? Have they been audited for social standards? Next, we visit the factories, walk through the production sites and talk to the managers. Before we start production at a new supplier in a developing country, we will always perform an FWF audit. 🔴

MEMBER COMPANY

Mammut

LOCATION

Seon, Switzerland

NUMBER OF EMPLOYEES

500

PRODUCTION COUNTRIES

China, Latvia, Turkey, Portugal, Switzerland, Vietnam,
Philippines, Germany, Romania, Italy, India, Ireland

FWF-MEMBER SINCE

2008

FWF-MEMBER BECAUSE

Mammut's brand values are safety, reliability, performance, progress and responsibility. Therefore, we strive to achieve best practice in every aspect of the business, including social responsibility.

WHY FWF?

Because FWF has the highest standards and the most comprehensive verification system

WORKLOAD?

Implementation of the FWF labour standards is mainly done by the purchasing and the marketing manager. In case of complaints, the supply chain manager, the heads of business and specific buyers are also involved.



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