



Corporate Responsibility Report 2013

Mammut Sports Group AG

PART 1 | FAIR WORKING CONDITIONS

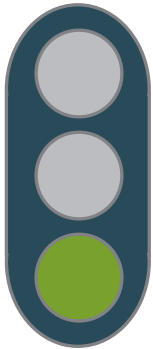
we care
MAMMUT about people,
communities and
our planet.



MAMMUT
Absolute alpine.

Fair Working Conditions

Our social responsibility revolves around the issues of fairness as well as health and safety in the workplace.



“Green” light: already in the 90ies, Mammut integrated the Clean Clothes Campaign’s model code of conduct. In 2008, we became a member of the Fair Wear Foundation which audits both our management system and our factories. In 2013, we monitored 98% of our suppliers of sewn products, an excellent level of coverage.

In Numbers

98%

Covered by our social monitoring system, based on our turnover with sewn products.

44

Suppliers for the production of about 3,5 million items a year.

16

Production countries for all products in the Mammut product portfolio.

Cover photo:
The Mammut logo is being stitched
on a jacket, Turkey, 2009
Photo: Mammut





Sewing, cutting and quality controlling are central steps in the production of outdoor clothing.

Sewer at the turkysh producer, 2009 | Photo: Mammút



Cutter at our turkysh producer, 2009 | Photo: Mammút



Quality control of a Mammút jacket, China, 2012 | Photo: Mammút

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1 | What is the issue?

An increasing number of clothing companies from all sectors are seeking to improve social standards in their suppliers' factories and to prove this to their customers through independent checks

"The clothing industry as a whole faces a huge challenge," says Ivo Spauwen, International Verification Coordinator with the Fair Wear Foundation, as he looks out of the bus window at the passing houses and streets – contemplatively but with quiet confidence. The 30-year old coordinator is on his way to a factory audit in Heshan, a city in the southern Chinese province of Guangdong. He is referring to an issue that is very close to his heart, and one that no international company can now afford to ignore: social responsibility for all the people who work, all over the world, in factories that supply major brands. Otherwise known as Corporate Social Responsibility, or CSR for short.

The clothing industry under fire

The last few decades have seen a lot of changes in the clothing industry. As a result of globalization, almost all large companies have relocated their production to distant lands – emerging and developing nations. In many cases, the path from raw material fiber through to finished garment now passes through countless production sites and several continents. Different laws and employment regulations apply in each country and social standards are generally far lower than those in industrialized nations. Some companies procure components for their collections from up to one hundred different producers, each of which works for multiple customers. The result: an enormous amount of work is required to monitor the conditions under which a product is produced.

»» The garment and sports shoe industries [...] have a responsibility to ensure that good labor practices are the norm at all levels of the industry. Given the current structure of the industry, brand-name garment companies and retailers must use their position of power to ensure that good labor standards are met.¹ ««

Consequently, initiatives such as the international Clean Clothes Campaign (CCC)¹ have uncovered a whole series of scandals in recent years: working weeks of up to 100 hours, monthly salaries that are insufficient to feed the actual worker let alone his or her family, a lack of social security and hazardous working conditions in factories.

¹ Clean Clothes Campaign, <http://www.cleanclothes.org/about/principles>
The CCC is a Europe-wide network that works to improve working conditions in the clothing industry around the world. It is active in 14 European countries and works closely with partner organizations in production countries.



Responsibility – all over the world

Non-governmental organizations (NGOs) require companies to take responsibility for fair working conditions in all production locations. Relocating production, they say, does not mean relocating the company's social responsibility. Quite the reverse. Other bodies are calling for a return to production locations in Switzerland or Europe. Instead of "Made in China", they are demanding "Made in Switzerland" or "Made in Europe".

» Mammut is praised as a pioneer. «

In the fall of 2012, the CCC published a study examining, in particular, working conditions at suppliers to the outdoor sector. Fifteen international outdoor clothing companies came under scrutiny. The result revealed a clear trend towards greater responsibility and increased commitment. Mammut was praised as a "pioneer". Click [here](#) to go to the CCC study.

2 | The Mammut approach

In October 2008, Mammut became the first outdoor company to join the independent Fair Wear Foundation initiative. By doing so, we have signed up to the strictest social standard in the textile industry.

Mammut views "Corporate Responsibility" (CR) as a management approach that makes social and environmental responsibility a concrete element of its company strategy alongside economic logic. We apply CR to our core business, at both an operational and a product level. It can be divided into the sub-areas of social, environmental and social responsibility.

Fair Wear Foundation (FWF) is a multi-stakeholder initiative which is supported by company and textile associations, trade unions and non-governmental organizations (NGOs). The latter group also includes the Clean Clothes Campaign (for more information, see [chapter 1](#)). As an independent verification body, the FWF checks that the actions taken by member companies are effective and coherent. The FWF is regarded as the strictest approach in relation to the monitoring of working conditions in supplier operations.

» In our company, environmental and social corporate responsibility are not issues that sit on an action plan for a year, simply because they happen to be "in". We view the process as a never-ending journey. We are continuously progressing in a specific direction. «

Quote from Adrian Huber, responsible for Corporate Responsibility



3 | The Mammut milestones





China, 2012 | Photo: Mammut

Impressions from inside
a garment maker for
clothing and backpacks.



Philippines, 2012 | Photo: Mammut

WHAT SAYS FWF on Mammut

FWF verifies our social performance and monitoring on a yearly basis. Here is the executive summary of the performance check for 2012.

Continue to the in-depth [FWF Brand Performance Check](#) on Mammut.

» Mammut meets most of FWF's management system requirements and goes beyond some of them. Mammut has strong internal systems in place. Proof is needed in the coming years on how well these systems can help prevent overtime and ensure living wages at the production sites. Mammut won the FWF Best Practice Award 2012 for its efforts in working together with other brands to ensure good working conditions.

Mammut has designated staff to coordinate activities to monitor and improve working conditions in factories. The company has a systematic way to manage the process to follow up on corrective action plans. The supplier register for 2012 meets the requirements of FWF. It lists all factories that manufacture clothing, footwear, harnesses, backpacks, sleeping bags and lamps for Mammut. Information on the status of corrective action plan is systematically collected and maintained on the corporate server. This information includes updates from purchasing staff and top management visiting suppliers. Discussions with suppliers on specific improvement points are well documented.

Performance of suppliers regarding social standards is taken into account in the process of selecting suppliers and placing orders. In 2012 Mammut started working with one additional supplier and in 2011-2012 relations with two suppliers were terminated. In both cases willingness to implement FWF's Code of Labour Practices was an important factor in the decision.

Mammut has a designated person responsible for handling complaints and is sufficiently aware of how FWF's complaints procedure works. In October 2012 FWF received a complaint regarding a supplier of Mammut in Turkey with regard to the standard 'Reasonable Hours of Work'. FWF, Mammut and another FWF affiliate member company have been working together to solve the complaint. Machinery for additional staff was bought end of 2012, this has been verified by FWF in 2013.

Staff of Mammut is sufficiently informed about steps taken to implement FWF membership. This is mainly done through internal meetings, the internal quality management system and newsletters. Staffs of Mammut who visit suppliers are sufficiently informed to follow up on corrective action plans during factory visits.

In 2012, Mammut has engaged one of its long term apparel suppliers in FWF's Workplace Education Program (WEP). WEP offers training activities to strengthen awareness of labour standards and grievance mechanisms among workers and management, and hereby promotes social dialogue on factory level.

» Mammut meets most of FWF's management system requirements and goes beyond some of them. «

» Mammut actively responds to questions resulting from public campaigns to raise awareness among consumers. «

Mammut informs consumers and other external parties about its approach to improve working conditions through its corporate website, dealer workbooks, product flyers and store meetings. The company makes use of hangtags to inform

consumers about its FWF membership. Sales staff has been informed about FWF membership of the company during store meetings.

Mammut actively responds to questions resulting from public campaigns to raise awareness among consumers. Company staff participates in external events to give insight in its work to implement labour standards. Mammut also engages with independent researchers who study the effectiveness of FWF's work. Doing so, the company contributes to growing awareness of working conditions in factories among consumers and other parties. «



What CCC says about Mammut

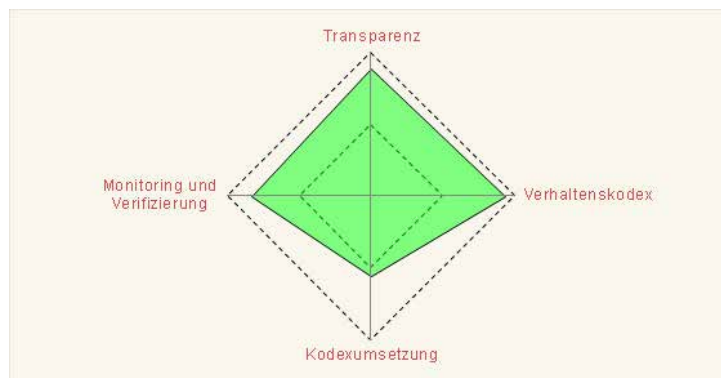
Since 2004 the Clean Clothes Campaign (CCC) examines the social responsibility of clothing companies. Since 2006 Mammut is one of these scrutinized companies.

2006 » The Mammut-Code guarantees all fundamental labour laws and explicitly refers to the ILO conventions. «

2008 **Follower:** » With Mammut and Odlo two of the many followers joined the Fair Wear Foundation in September 2008. Thereby they made a step in the right direction. «

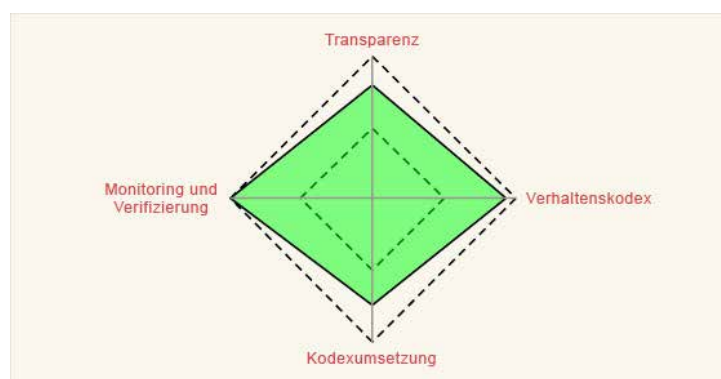
2009 **Follower:** » Even though the social standards have not yet been implemented at all suppliers, the company is on the right way and improvements regarding the implementation are to expect. «

2010 **Advanced:** » The large number of audits conducted 2009 shows a strong commitment to the FWF membership. «



© Clean Clothes Campaign, 2010

2012 **Advanced:** » Mammut was actively promoting the Fair Wear Foundation within the outdoor industry and has teamed up with other brands to cooperatively drive progress at mutual suppliers. «



© Clean Clothes Campaign, 2012



4 | What Mammut requires

As a member of Fair Wear Foundation, we pledge to deal only with products manufactured under humane working conditions. The Fair Wear Foundation's "Code of Labor Practices" sets out the guiding principles

The Fair Wear Foundation's Code of Labor Practices (CoLP) is based on the International Labor Organization (ILO) Conventions and the Universal Declaration of Human Rights. In cases where clarification of the ILO Convention is necessary, the Fair Wear Foundation (FWF) follows the ILO's recommendations and existing jurisprudence. The Code of Labor Practices encompasses the following eight core principles:

The social standard

1. Employment is freely chosen;
2. No discrimination in employment;
3. No child labour;
4. Freedom of association and the right to collective bargaining;
5. Payment of a living wage;
6. No excessive working hours;
7. Safe and healthy working conditions;
8. Legally binding employment relationship

Poster of the FWF Code of Labour Practices on the Wall. [Here](#) can be found the detailed CoLP.

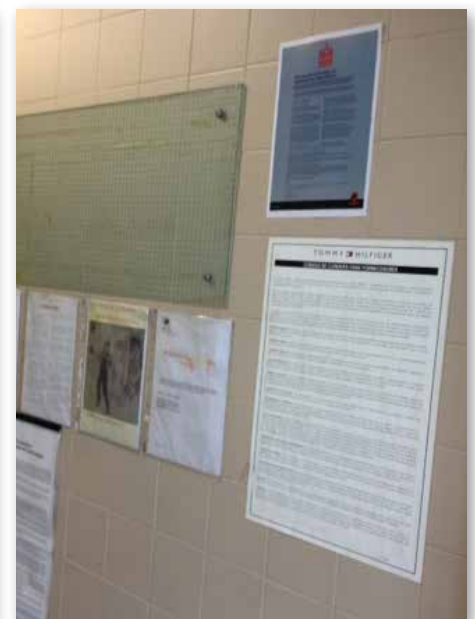
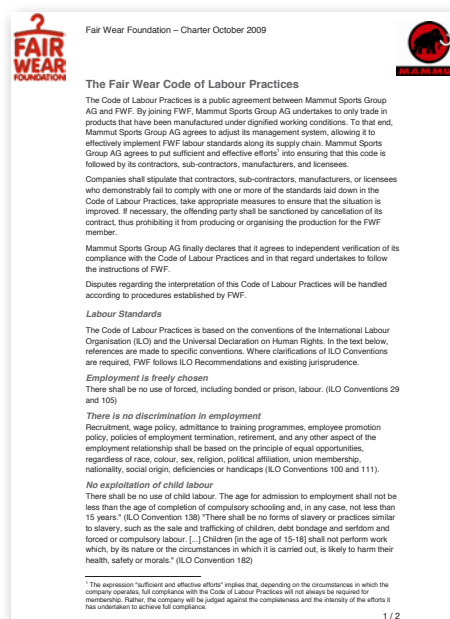


Figure 4.1
Yearly
Planning
Cycle



The FWF stipulates a stringent planning and management cycle for its member companies (see figure 4.1). The central element is the annual work plan that sets out our strategy and social monitoring actions for the coming financial year. The next step involves performing social audits. Mammut enlists the services of local, independent experts who have been trained by the FWF to carry out audits according to the FWF's guidelines.

The top priority for audits is suppliers who account for 2% or more of our purchases of sewn products. The FWF requires a repeat audit at least every three years, and even sooner in the case of critical breaches of employment law. An audit report is produced after each audit, along with a list of improvements and a schedule. Mammut assumes responsibility for the consistent implementation of improvements. In addition to these audits, the FWF recommends that its member companies carry out specific training programs and courses, for both factory managers and other employees.

As well as monitoring production factories, the FWF also audits our own corporate practices and applies its know-how to promote cooperation at both levels. Annual factory checks (known as Brand Performance Checks, or BPC) are conducted on our premises. The results indicate how effective we have been in focusing our own management philosophy on promoting fair working conditions across the supply chain – rather than hindering this. The check also encompasses our internal monitoring system: the process we follow, under our own responsibility, to continuously monitor our suppliers' day-to-day operations. Transparency of our actions is one of the FWF's core requirements. It therefore publishes the BPC report on its website and requires us, as a member company, to produce an annual report.

Scope

We require all producers of textile products – i.e. clothing, backpacks, sleeping bags, climbing harnesses and footwear – to comply with the FWF Code of Labor Practices. This commitment must be reaffirmed each year.

5 | Production: Fair Wear Foundation

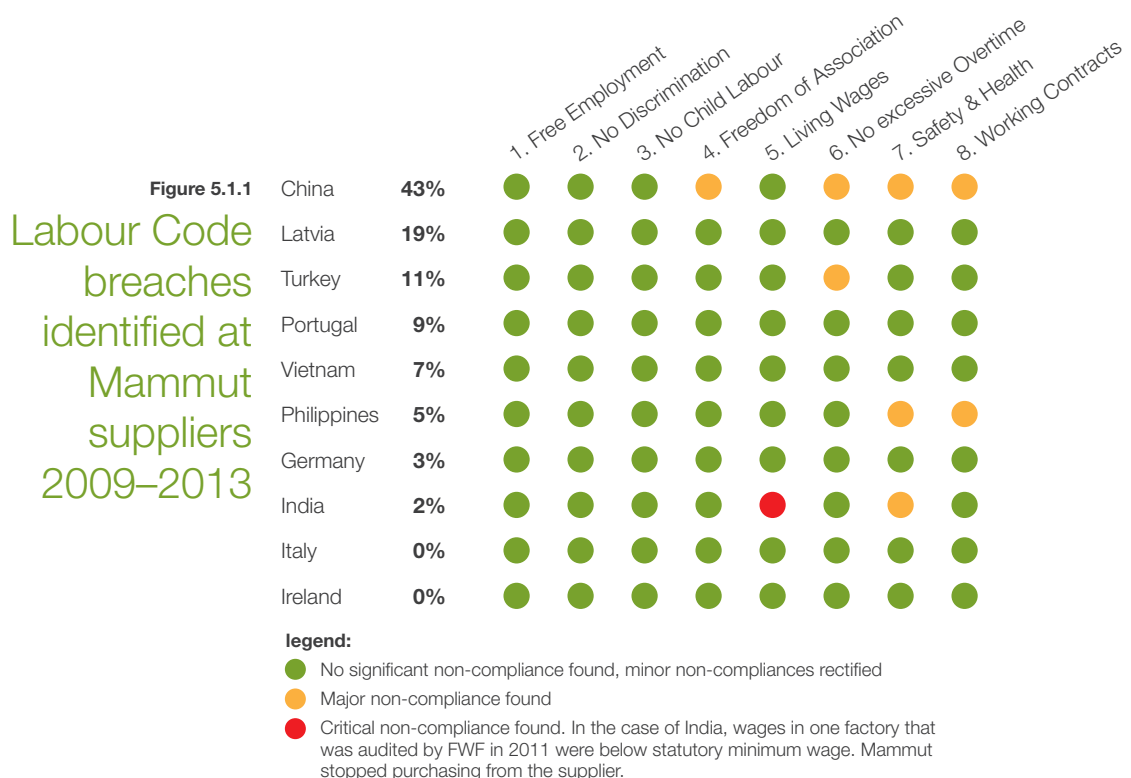
In 2013, our monitoring system covered 98% of our suppliers of textile products. Ten independent social audits were carried out with FWF experts.

5.1 | REVIEW & PROSPECTS

In the course of our membership period of close to five years, we have managed to construct a solid internal management system. Since 2009, we have published an annual social report and transparent information on improvements and challenges in relation to fair working conditions. As illustrated in figure 5.1.1, social responsibility in the supply chain is now an integral component of our core business

Overview of supplier performance

Overall, supplier improvement has been positive since 2009. As shown in figure 5.1.1, our traffic light symbols are at green in almost every area. The red dot shows a problem that was discovered at a factory in India in 2009 where the supplier was not paying according to the local minimum wage. Mammut no longer sources at this factory. In the long term, we view our main challenges as being the issues of excessive overtime and living wages.



FWF Best Practice Award

FWF credited us with a pioneering role, in particular in view of our cooperative approach. For our social monitoring, we cooperate with competitors to increase the effectiveness of our actions. In recognition of this commitment, the FWF has awarded us, together with Odlo and Schöffel, the FWF Best Practice Award 2013.

Mammut wins the FWF Best Practice Award

Erika van Dorn,
director of
FWF (r.)
and Corina Zanetti,
Mammut (l.).
2013 | Photo: FWF



Overview of objectives

Since 2013, we base our calculations on our total purchase volume, including products outside the FWF focus. After all, fair working conditions do not apply solely to producers of sewn products, but to all other producers as well. In 2013, we achieved a monitoring coverage rate of 95% of all products based on our purchase volume. From 2013 on, it is our aim to at least maintain this ambitious level and, if possible, even further expand it.

Figure 5.1.2

Goals 2013–14

	DIMENSION	GOAL 2013	STATUS 12/2013	DIMENSION	GOAL 2014
MANAGEMENT SYSTEM	Living Wages	<ul style="list-style-type: none"> • Further develop analysis 	done	Living Wages	<ul style="list-style-type: none"> • Update internal Living Wage study; integrate learnings from EOG-FWF study
	Optimisation of monitoring	<ul style="list-style-type: none"> • Better integrate “low risk” countries • Measure performance based on purchasing volume all products • Complaints management 	done / ongoing	Optimisation of monitoring	<ul style="list-style-type: none"> • Continue extending monitoring to producers of non-woven products • Improving evidence on Corrective Action Plans (CAPs)
SUPPLY CHAIN	Audits	<ul style="list-style-type: none"> • 3 social audits at footwear producers; • 1 verification audit by FWF in China 	done	Audits	<ul style="list-style-type: none"> • 1 social re-audit by FWF in China
	Trainings	<ul style="list-style-type: none"> • Encourage and support suppliers to participate in FWF Workplace Education Programm 	done / ongoing	Trainings	<ul style="list-style-type: none"> • 1 FWF verification audit • Convince all suppliers in China, Turkey & India to take part in FWF’s Workplace Education Program
	Industry involvement	<ul style="list-style-type: none"> • Push cooperation actively 	done / ongoing	Industry involvement	<ul style="list-style-type: none"> • Push cooperation actively
COMMUNICATION	CR reporting	<ul style="list-style-type: none"> • Extend reporting acc. to new FWF guidelines • Illustrate and comment CAP • Optimize illustration of performance 	not done	CR reporting	<ul style="list-style-type: none"> • New reporting format



5.2 | PURCHASING STRATEGY

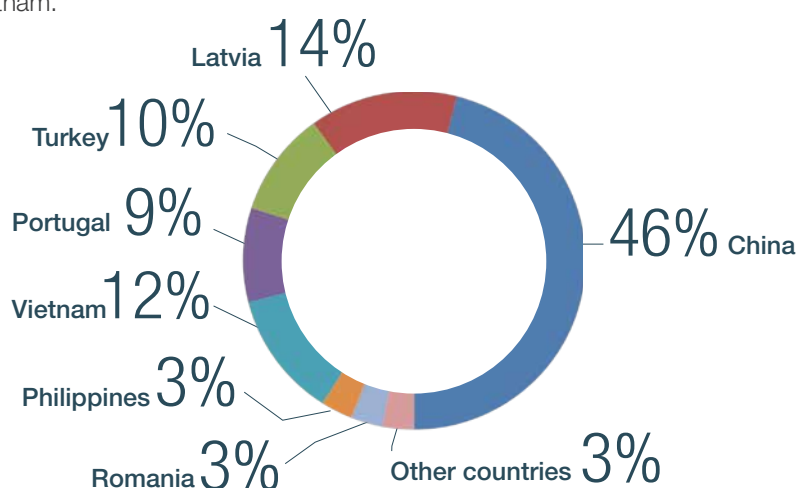
Mammut follows a conservative approach regarding its sourcing procedures and the management of suppliers. Long-term partnerships with our suppliers enjoy the highest priority as this helps us achieving and maintaining high quality and social responsibility standards. If the development of new supplier relationships or production countries still becomes necessary, we proceed very cautiously.

Mammut tends to work with high-quality factories which also produce for other top-level outdoor and sports brands. We arrange independent FWF audits for tier 1 suppliers and make regular visits to the factories. We work together with the factories on timeline planning and capacity reservation. Furthermore, we closely cooperate with other customers in relation to auditing and monitoring.

Product portfolio

Mammut sells mountain equipment, including apparel, hardware (e.g. backpacks, sleeping bags, harnesses and accessories) and mountaineering shoes. Approximately 40% of our production takes place in Europe and 60% in the Far East, mainly in China and Vietnam.

Figure 5.2.1
Mammut
Sourcing
Split
(garment maker level)



We have approximately 250 products in our apparel collection, divided into five different target groups: Alpine Climbing, Rock Climbing, Freeride/Snow, Backpacking/Hiking and Alpine Performance. Between 45% and 65% of the styles are carry-over styles from one season to the next. These products are – wherever reasonable – produced by the same supplier (for further details, see chapter 1.2 in [Mammut Corporate Responsibility >> at a glance](#)).

Supplier relations

For us, continuity is more important than short-term financial success. We strive to develop fair and long-term relationships with our business partners, whether along the supply chain, within the specialist retail sector or in other areas. As a result, the average duration of our business relationships with our manufacturers for sewn products is 10 years (status December 2012).

We maintain a continuous dialogue with our suppliers. Our staff visits our suppliers between three and four times a year. Regular meetings are held at trade shows (ISPO, OutDoor) and at our headquarters. In addition, our quality assurance officers (FEQO in China, Vietnam & Philippines) conduct on-site quality inspections at least once a week. The overall quality of the business partnership and strategy is subject to meetings that are held at management level at least every two years (Mammut CEO and/or CSCO). Purchasing decisions are made by the Head of Purchasing, while the ultimate responsibility lies with the CSCO.

We do not work with any agents or intermediaries. We have not terminated any business relationships with suppliers in 2012.



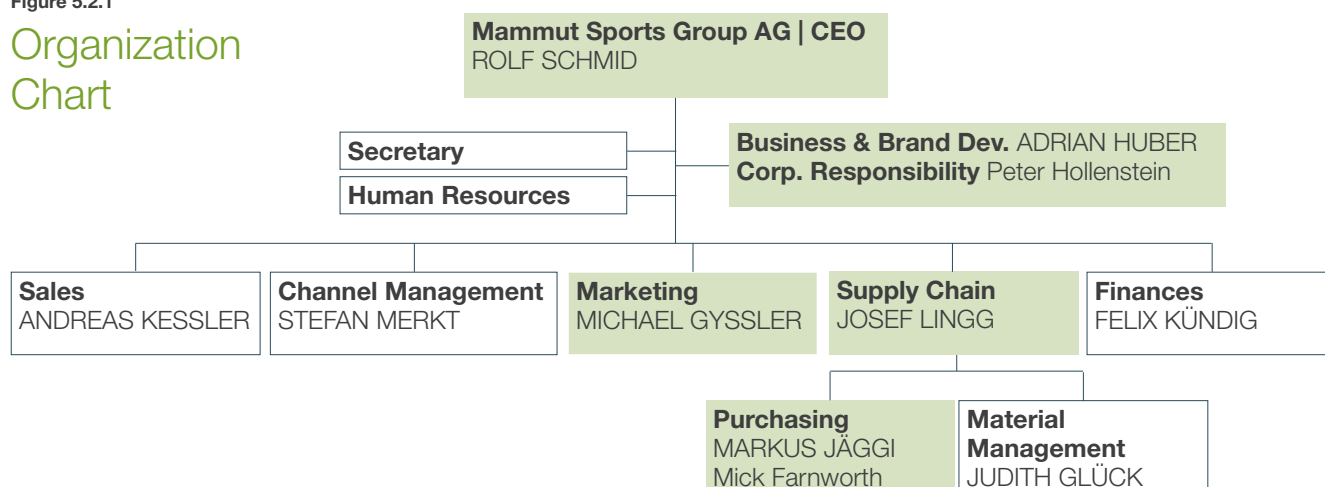
5.3 | ORGANIZATION

Strategic responsibility for ensuring fair working conditions is embedded at management level within Mammut. Reports are presented and strategic issues examined at quarterly management meetings.

Who does what: The Purchasing department within the Supply Chain division is responsible for operational aspects and the implementation of monitoring activities. Since 2008, it has been managed by Markus Jäggi, Head of Purchasing, and Mick Farnworth, Purchasing Manager Hardware. The entire purchasing team also takes part in annual training sessions and is kept up to date with the current monitoring situation. Our buyers are present at social and verification audits carried out at their allocated suppliers.

Figure 5.2.1

Organization Chart



The CR Management team – Adrian Huber and Peter Hollenstein – acts as an internal coordination point. It drives the implementation of strategy in relation to Fair Wear Foundation and ensures the achievement of the objectives defined in the work plan. For more information: see [Mammut Corporate Responsibility >> at a glance](#).



Josef Lingg



Markus Jäggi



Mick Farnworth



Adrian Huber



Peter Hollenstein

Questions & Feedback
MAMMUT
Corporate Responsibility
Peter Hollenstein
+41 62 769 81 72
csr@mammut.ch



5.4 | SUPPLIER EVALUATION

We have defined clear guidelines and formal checklists for selecting new suppliers. Social compliance aspects are an integral part of the selection and decision-making process.

Selection process for new factories

The purchasing department makes the final decision as to which supplier to should be chosen. Each decision and evaluation (see the criteria in table 5.4.1) is discussed beforehand by the various functions involved (buyers, designers, developers, fabric coordinator, product managers, pattern maker). We proceed as follows:

- Following an initial meeting to establish contact, a potential new supplier must fill in a questionnaire which includes questions on social auditing and certification.
- Before entering into a new business relationship, we visit the potential supplier and examine all production sites and steps. Among others aspects, we check general workplace safety and cleanliness, as well as working conditions.
- Once we have decided, the new supplier is informed on FWF. The supplier is required to complete and sign the questionnaire, including the CoLP, and to display the CoLP in its factory in a location visible to all staff.

Supplier performance

We evaluate the performance of our suppliers regularly. Social Compliance is an integral part of our supplier performance rating. The following criteria are used to determine a supplier's performance:

Table 5.4.1
Supplier
Evaluation
Criteria

Supplier evaluation criteria	new supplier	current suppliers
high quality standard	X	X
planning reliability		X
punctual delivery		X
Cluster a fabric-program to one supplier		X
availability of required technologies / machines	X	
capability to produce the product	X	
capacity for the forecasted quantities	X	X
ability to fulfill timeline and deadlines		X
FOB target prices	X	X
synergies with other programs		X
Compliance with CoLP	X	X
Agreement on improvements based on CoLP	X	
supplier mix, diversification		X
product mix at supplier (carry-over, new styles)		X
deadlines for prototypes, Sales Men Samples		X

Selection process for auditing decision

In accordance with FWF guidelines, we conduct audits at least every three years or when a complaint arises. The first priority is suppliers accounting for 2% or more of our purchasing volume. [Section 5.6](#) provides a detailed view of our suppliers' performance in 2013 in terms of implementing fair working conditions.



INTERVIEW

Systematic supply chain management is the key to effective corporate social monitoring. Mick Farnworth is in charge of implementing the FWF standard among suppliers. He gives an insight into his daily work.



Interview by Lotte Schuurman
with Mick Farnworth, Mammut
Purchaser Hardware

Insight into our purchasing

Every season Fair Wear Foundation portrays one of its member companies to provide a glimpse of what it means to be an FWF affiliate. In 2014 FWF gave the floor to: Mick Farnworth, a Purchasing Manager at Mammut.

"In the 1990s, Mammut was one of the early companies to send out a labour code of conduct to our suppliers, but when I look back, that was just a piece of paper; a contract to hide problems. The suppliers signed it and everyone was happy. Since then there has been a complete change of awareness of social responsibility and sustainability issues at Mammut.

In autumn 2008, Mammut joined FWF and started auditing in 2009. When we just joined FWF in 2008, suppliers were a little bit sceptical as they already had audits by BSCI, WRAP and FLA, so why did we go with a third party? Our answer was that FWF had the highest standards. It took us four years to bring our supplier monitoring up to FWF standards. And then we had the required 90 percent of our factories under monitoring.

I find it really good that FWF audits with three people for 1.5 days as it is a very thorough approach. Audits are a good way to track the progress and follow up on the CAPS from previous visits. We now have much more detailed analysis of the conditions in the factories which supply Mammut. 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!"

Every year, Mammut is audited by FWF. These Brand Performance Checks are very important to us. It is really helpful to have the new points system so that we can see the emphasis that FWF places on particular activities. We use the result to fine tune our work plan for the following year.

"We put the Fair Wear Foundation logo on three 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. The fashion brands that were sourcing from Rana Plaza and Tazreen were undoubtedly damaged by the bad publicity. Our customers tend to be very socially and environmentally aware, so we are very careful.

Many of our customers were not aware of FWF until we started to put the logo on our hangtags. 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. In contrast, very few people go to the Mammut website to read our very comprehensive social report.

"Many brands working together have more influence than one alone."

Mammut won FWF best practice award in 2013 for encouraging cooperation between brands. We are actively involved in sharing information with other companies. We always ask our FWF case manager if other brands are working at the factories and if they are willing to share the effort for an audit or corrective actions. 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 customers want the same change than when it is just one small and picky customer.

Cooperation between brands is also important if there are complaints from workers. Complaints are not actually regarded as a bad thing because they show that the social dialogue process is working. Where several brands are at a factory, it is customary for the largest customer to take the lead in handling the complaint with the supplier.

Continued on the next page



Mammut recently took the lead in two cases from workers in Chinese factories filed complaints about overtime. In both cases, we already have good contacts with the management. Together with the extended leverage, through representing other customers, we could ensure that the complaints were resolved quickly to get to a satisfactory conclusion.

FWF offers a Worker Education Programme (WEP) in several countries. Here again, collaboration with other brands brings improved results. Sometimes suppliers are not at all interested in participating in the training scheme, but when they realise that several customers want this, they are much more amenable.

“The tough challenges are excessive overtime and the living wage.”

In the beginning we were concerned that auditors would find under age labour or forced labour, but thankfully, these problems have not been found in audits of Mammut suppliers. In every audit, some small health and safety issues are identified. Some are easy to fix, like painting an arrow to mark the fire escape route, or checking a certificate is valid. The labour standards relating to overtime and the living wage are harder to implement.

When we analyse the faults found in recent audits, overtime is a recurring issue. Mammut takes steps to eliminate the problem but we have limited influence. Mammut has strict timelines and we book capacity with factories many months in advance. We place orders for classic styles in 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.

However, often the overtime problems in our suppliers are a result of other customers actions. In 2013, a FWF audit for Mammut found overtime problems at a Vietnamese glove factory, but this was actually due to salesman's samples for an Italian customer. Also in 2013, overtime and delays at a Chinese apparel factory were due to a large American customer ordering three times as much as they had forecast. We can only solve this by establishing cooperation with other customers.

We have been actively monitoring progress towards the living wage since 2010. We have attended living wage conferences in Berlin and Geneva and have followed various projects. We have done our own survey of wages in our factories to ensure that statutory wages are respected. The topic is on our agenda but progress takes a long time.

“We are very careful with the selection of suppliers.”

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. However, as the economy develops, fewer people want to work in sewing factories. We have already experienced capacity problems as factories struggle to find enough workers. Therefore, like many apparel brands, we will have to start production in new regions in the future. Many of our competitors already produce in Bangladesh, Indonesia, Cambodia and even Burma.

Mammut moves more slowly than other companies as we demand excellent standards in quality and social responsibility. It takes us quite a long time for Mammut to select new suppliers. We have made 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 have visited the factories, walked through the production sites and talked to the managers. Before we start production at a new supplier in a developing country, we will perform a FWF audit.”

Mick Farnworth was born in Blackburn, Lancashire, England in 1964. He studied BSc Mechanical Engineering and worked for the British outdoor brand Karrimor for 15 years. He joined Mammut in April 2001 as department manager for backpacks and sleeping bags. He switched to the purchasing department in 2007.



5.5 | INTEGRATION OF MONITORING ACTIVITIES & PURCHASING DECISIONS

Social responsibility is an integral part of our daily business activity and our internal quality management system. Mammut is committed to a continuous improvement process and a pragmatic approach.

The threshold of 90% is monitored and evaluated continuously. It is part of the quarterly reporting to Mammut management as well as a component of the yearly work plan and annual social report. In 2013, Mammut carried out more FWF audits than ever before and cooperations with other brands have been intensified. Thankfully, these efforts have paid off and the result of the 2013 BPC was that 98% of the textile supply chain was adequately monitored according to FWF requirements.

Consequent sourcing decisions

Social criteria, as stipulated by the CoLP as well as FWF requirements, have been integrated in our internal management processes, e.g.:

- selection criteria for new suppliers (see [chapter 5.4](#))
- performance evaluation criteria for new suppliers (see [chapter 5.4](#))
- checklist for supplier visits
- quarterly reporting and evaluations for management

So far, only one out of more than 40 suppliers has refused to accept the FWF standards. We discontinued our business relationship with this supplier (ref. 12220) in 2011. We also stopped working with one supplier (ref. 11071) following its repeated refusal to allow a FWF audit at its production site.

Managing corrective action plans

Corrective Action Plans (CAPs) can result from (social, verification) audits, complaints, factory visits or observations by Mammut staff. CAPs are added to the register with the status “pending” as well as with a timeline for implementation. The implementation timelines for CAPs and required evidence of implementation are defined together with the supplier. We follow the advice in the FWF and SEDEX manuals. Minor Occupational Health and Safety (OHS) issues are usually corrected immediately. For major issues, we consult with FWF experts and decide what action to take on a case-by-case basis.

Managing complaints

Mammut has received five official complaints since its affiliation with FWF in 2008, all of them concerning overtime. The issues were analyzed and resolved and there were no further repercussions.

We provide our suppliers with posters, including the FWF Code of Labor Practices in local languages as well as contact details of the local complaints handler. These posters must then be displayed on the factory wall in a location that is visible to every worker. During our regular supplier visits, Mammut purchasing and quality staff verify whether these posters are being displayed in an appropriate place.

Complaints are handled by the person responsible for CSR within the purchasing team, Mick Farnworth. Our internal procedure for following up on receipt of a complaint is as follows:

- verify with FWF if the complaint is valid
- if the answer is yes, inform the Chief Supply Chain Officer (CSCO), the Head of Purchasing and the CSR manager and coordinate the next steps



- discuss the complaint with the relevant supplier and define the necessary corrective actions as well as the implementation timeline
- integrate these actions in the internal CAPs register and follow up until the problem is resolved
- report back to the CSCO, the Head of Purchasing and the CR manager
- provide information about the complaint and associated corrective actions in the next Mammut Supplier Newsletter and in the Mammut Annual Corporate Responsibility Report

Smart use of restrained resources

We need to make the best use of our limited resources and influence. We are pragmatic when it comes to implementing the CoLP. This is particularly true for issues of global and industry-wide importance, e.g. overtime and living wages. In addition, in our view the priority is having a broad picture of the supply chain rather than a very detailed picture of a small number of suppliers.

Mammut was one of the very first companies to emphasize the need for harmonization of efforts among FWF members and even beyond. Since the very beginning of our membership, we have been seeking to establish cooperation with other brands in order to harmonize auditing and monitoring and thus increase the efficiency and effectiveness of implementation of the Code. We are currently cooperating with the following brands on auditing and monitoring:

Table 5.5.1

Mammut Cooperations

Partner brands	FWF member	N° of factories jointly monitored	Start date of cooperation
Adidas	/	2	2012
Burton	/	1	2013
Gore Bike	/	1	2013
Haglöfs	yes	3	2012
Kjus	yes	1	2012
Jack Wolfskin	yes	2	2012
Odlo	yes	1	2008
Patagonia	/	3	2011
Salewa	yes	1	2013
Schoeffel	yes	3	2011
Tabor	/	1	2012
Vaude	yes	1	2012

With the aim of making monitoring more effective and efficient, we accept audit reports from third parties such as BSCI, WRAP and STR, since these audits usually identify the major problems. We accept and encourage SA 8000 certification as well as FWF membership. As required by FWF, we carefully check the quality of such reports and we work with other customers of the audited factory to follow up on out-standing points from corrective action plans from these audits. The important thing in our view is that the factory management is clearly committed to social responsibility and takes a systematic approach to fair working conditions. Finally, we emphasize collaboration with competitors on social issues.

Data management

All data from audit reports, reported complaints, factory visits and corrective action plans (CAPs) are kept in the internal Supplier Register (see p. 22) and the CAP register. Both registers are managed by the person responsible for CSR within the purchasing department and updated at least each quarter. Labor standards and CAPs are also discussed at the regular meetings with each supplier.



5.6 | SUPPLIER PERFORMANCE

FWF requires us to report any problems identified and actions taken with respect to the FWF Code of Labor Practices. This reporting must be broken down at both a country level and a supplier level.

Overall performance per country is very positive (for an overview, see [chapter 5.1](#)). The following pages provide a detailed and technical insight into our performance level according to Code of Labor Practices (see below) as well as per supplier ([p. 28-29](#)). The Supplier Register ([p. 26-27](#)) gives an integral overview of our garment-makers and activities since 2008. Long-term challenges remain with regards to overtime and living wages.

List 5.6.1 Performance per Code of Labor Practices

1 free employment

» There shall be no use of forced, including bonded or prison, labour (ILO Conventions 29 and 105).

Comment

No breaches regarding forced employment found during audits on Mammut suppliers 2009-2013.

2 no discrimination

» Recruitment, wage policy, admittance to training programmes, employee promotion policy, policies of employment termination, retirement, and any other aspect of the employment relationship shall be based on the principle of equal opportunities, regardless of race, colour, sex, religion, political affiliation, union membership, nationality, social origin, deficiencies or handicaps (ILO Conventions 100 and 111).

Comment

So far, no audit at a Mammut supplier identified any discrimination issues (2009-2013).

3 no child labour

» There shall be no use of child labour. The age for admission to employment shall not be less than the age of completion of compulsory schooling and, in any case, not less than 15 years. (ILO Convention 138) "There shall be no forms of slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labour. [...] Children [in the age of 15–18] shall not perform work which, by its nature or the circumstances in which it is carried out, is likely to harm their health, safety or morals." (ILO Convention 182)

Comment

All audited Mammut suppliers 2009–2013 were completely free of child labour.

In our experience, it is rare to find issues of forced labour, child labour or discrimination among tier 1 suppliers of high-quality consumer goods in any country.



4 freedom of association

»» The right of all workers to form and join trade unions and bargain collectively shall be recognised (ILO Conventions 87 and 98). The company shall, in those situations in which the right to freedom of association and collective bargaining are restricted under law, facilitate parallel means of independent and free association and bargaining for all workers. Workers' representatives shall not be the subject of discrimination and shall have access to all workplaces necessary to carry out their representation functions. (ILO Convention 135 and Recommendation 143)

Comment

We require all workers in factories that supply Mammut to be free to join a union and engage in collective bargaining. The reality is that customs, and even local laws, restrict union activities in certain countries. FWF evaluates the status of unions in each factory audit and reports general issues in country reports.

5 living wages

»» Wages and benefits paid for a standard working week shall meet at least legal or industry minimum standards and always be sufficient to meet basic needs of workers and their families and to provide some discretionary income (ILO Conventions 26 and 131). Deductions from wages for disciplinary measures shall not be permitted nor shall any deductions from wages not provided for by national law be permitted. Deductions shall never constitute an amount that will lead the employee to receive less than the minimum wage. Employees shall be adequately and clearly informed about the specifications of their wages including wage rates and pay period.

Comment

Most countries define a legal minimum wage. By referring to third party audits and wage surveys, Mammut can be confident that its main suppliers pay their workers in accordance with legal requirements. In 2012 Mammut terminated the relationship with one Indian supplier due to non-payments of statutory wages in 2011 and unwillingness of the supplier to implement corrective actions. The audits carried out by FWF teams at suppliers in 2012 pointed out that all wages paid were above local minimum standards.

Comment FWF

Mammut has put efforts into increasing knowledge about living wages in production countries as well as on stakeholder level in Europe attending conferences on living wage. The company made an independent assessment of the performance of its key suppliers regarding wage payments. The company made use of available wage ladders made by FWF teams. For suppliers where no wage ladder was available, the company developed its own wage ladders based on information on wages that was obtained from suppliers. At one supplier in China it was found that some of the rank and file workers earn wages for regular hours that are on par with or above Asia Floor Wage. In most factories wages were found to be below the amount constituting a living wage as estimated by local stakeholders.



6 working hours

» Hours of work shall comply with applicable laws and industry standards. In any event, workers shall not on a regular basis be required to work in excess of 48 hours per week and shall be provided with at least one day off for every seven-day period. Overtime shall be voluntary, shall not exceed 12 hours per week, shall not be demanded on a regular basis and shall always be compensated at a premium rate. (ILO Convention 1)

Comment

Seasonal overtime is a recurring problem for the apparel industry. The root of the problem is complex. The entire fashion industry produces summer and winter collections and this means that every store in every country wants every style at exactly the same time. Retailers choose their collections and place their orders after the trade fairs, which are about six months before the season starts in store. There is therefore a race against the clock to order fabrics and make garments in time for the season.

Excessive overtime was found in all three factories where FWF teams conducted an audit in 2012. At those factories Mammut is not the only customer which means that the root cause for overtime can be from Mammut but also from other brands sourcing at the factories.

Comment FWF

To ease production pressure on suppliers Mammut shares detailed forecast information with suppliers, which should help them to plan their capacity for production. The company has reserved substantial margin time in its delivery cycles to ensure that reasonable order delay can be handled. Already in 2011 Mammut increased the lead time on apparel orders by three weeks to reduce the need for overtime. When retailers to which Mammut delivers ask for a bigger order of a certain style, the company generally tries to swap order delivery dates for 2 different styles that are made at the same supplier. In 2012 the company invested substantial efforts in detailed discussions with suppliers on capacity planning in order to decrease excessive overtime. These discussions are documented in detail by the company.

7 safety & health

» A safe and hygienic working environment shall be provided, and best occupational health and safety practice shall be promoted, bearing in mind the prevailing knowledge of the industry and of any specific hazards. Appropriate attention shall be paid to occupational hazards specific to this branch of the industry and assure that a safe and hygienic work environment is provided for. Effective regulations shall be implemented to prevent accidents and minimise health risks as much as possible (following ILO Convention 155). Physical abuse, threats of physical abuse, unusual punishments or discipline, sexual and other harassment, and intimidation by the employer is strictly prohibited.

Comment

Most of the recent fire tragedies have occurred in Bangladesh and Pakistan. They all share a few fundamental factors, including poor electrical wiring, locked fire exits, blocked escape routes and non-functioning firefighting equipment. Mammut does not currently have any production in these countries.

FWF audit teams are very careful to make detailed checks of fire and electrical safety. These are part of a long list of safety and ergonomic issues checked during the audits. Each audit produces a long list of minor issues that are usually corrected within a few days.



8 working contracts

» Obligations to employees under labour or social security laws and regulations arising from the regular employment relationship shall not be avoided through the use of labour only contracting arrangements, or through apprenticeship schemes where there is no real intent to impart skills or provide regular employment. Younger workers shall be given the opportunity to participate in education and training programmes.

Comment

FWF audit teams always include a payroll and contract specialist. This person checks contracts, training certificates and vacation records. He or she also verifies that factory procedures comply with local laws and ILO standards.



Table 5.6.2

Supplier Register

FACTORY DATA					MONITORING ACTIVITIES				
	PRODUCTION COUNTRY	FWF FACTORY NUMBER	PRODUCT GROUP	SHARE OF MAMMUT PURCHASING VOLUME 2013 ¹	FWF COLP SIGNED	AUDITED	AUDITING BODY / CERT. ³	STATUS CORRECTIVE ACTIONS ⁴	AUDIT PLANNED 2014
EUROPE	Latvia	5053	Apparel	13.7%	yes	Dec. 2011	FWF	no action	no
	Turkey	3918	Apparel	10.4%	yes	Sept. 2012	FWF	no action	no
	Portugal	3257	Apparel	5.4%	yes	/	/	no action	no
	Romania	2708	Footwear ⁵	3.4%	yes	Sept. 2013	FWF	pending	no
	Portugal	3288	Apparel	2.8%	yes	/	/	no action	no
	Germany	4573	Apparel	1.4%	yes	/	/	no action	no
	Portugal	3260	Apparel	0.6%	yes	/	/	no action	no
	Germany	3305	Slings	0.3%	yes	/	/	no action	no
	Italy	2948	Apparel	0.1%	yes	/	/	no action	no
	Germany	3253	Apparel	0.0%	yes	/	/	no action	no
	Ireland	3259	Apparel	0.0%	yes	/	/	no action	no
TOTAL EUROPE				38%	38%	38%			0 AUDITS
FAR EAST	China	5305	Apparel	10.0%	yes	Nov. 2009 March 2011	FWF FWF	no action	no
	China	4591	Apparel	9.9%	yes	April 2012	FWF	pending	no
	China	3289	Footwear ⁵	9.4%	yes	Nov. 2013	FWF	pending	no
	China	3264	Apparel	9.3%	yes	July 2010 Aug. 2011 May 2012	SRG FWF Stiftung Warentest	no action	yes
	Vietnam	3268	Backpacks	5.7%	yes	March 2011 Dec. 2013	SA8000 SA8000	no action	no
	Philippines	3280	Backpacks	3.4%	yes	Aug. 2012	FWF	good	no
	Vietnam	3277	Apparel	3.2%	yes	2012 June 2013	Brand FWF	pending	no
	China	3278	Footwear ⁵	2.7%	yes	Aug. 2013	FWF	pending	no
	China	3266	Sleeping Bags	1.5%	yes	Aug. 2012	SA8000	no action	no
	China	5304	Apparel	1.4%	yes	Aug. 2013	FWF	good	no
	China	3308	Backpacks	0.9%	yes	Aug. 2012	SRG, Mammut Visits	no action	no
	China	3018	Apparel	0.9%	yes	Aug. 2012 Nov. 2013	FWF FWF	pending	no
	India	2377	Apparel	0.9%	yes	Jan. 2011 July 2013	SA8000 SA8000	good	no
	Vietnam	3922	Apparel	0.9%	yes	Oct. 2013	SA8000	no action	no
	Vietnam	3287	Apparel	0.8%	yes	March 2013	FWF	no action	no
	China	3303	Apparel	0.6%	yes	Aug. 2010	WRAP	no action	no
	China	3275	Apparel	0.2%	yes	March 2009	unkonwn	no action	no
	China	3267	Sleeping Bags	0.1%	yes	July 2010 Oct. 2013	BSCI FWF	pending	no
	China	3292	Apparel	0.0%	yes	/	BSCI member	no action	no
	Vietnam	3247	Backpacks	0.0%	yes	/	/	no action	no
TOTAL FAR EAST				62%	62%	61%			1 AUDIT
TOTAL				100%	100%	99%			1 AUDIT



Legend to the Supplier Register 2013:

- 1 To calculate a supplier's share of Mammut's purchasing volume, we consider all products, including those not covered by FWF.
- 2 According to FWF, Mammut must audit all suppliers with a share of 2% or more. Re-audits must be conducted at least every three years. Mammut does not require social audits at suppliers who are certified to SA 8000 or are members of FWF.
- 3 FWF recommends working with independent third-party auditors, preferably experts trained by FWF in the FWF Code of Labor Practices. Mammut deploys FWF audit teams. Mammut management or purchasing staff generally accompany social and verification audits at suppliers.
- 4 "No action" indicates that no audit has been conducted and/or was necessary at a specific supplier. We have not received any complaints.
- 5 Mammut produces footwear at three suppliers in Romania and China. These suppliers have been part of our monitoring since 2010 and have signed the FWF Code of Labor Practices. The first third-party audits will be conducted in 2013.



Above: Josef Lingg, Mammut CSCO, verifies working processes during a supplier audit. Below: impressions of factory workers' daily life.

China, 2011 | All photo: Mammut



MAMMUT
Absolute alpine.

Table 5.6.3

Performance per Country & Factory

EUROPE

					1. Free Employment	2. No Discrimination	3. No Child Labour	4. Freedom of Association	5. Living Wages	6. No excessive Overtime	7. Safety & Health	8. Working Contracts
Latvia	5053	14%	Apparel		●	●	●	●	●	●	●	●
Turkey	3918	10%	Apparel		●	●	●	●	●	●	●	●
Portugal	3257	5%	Apparel		●	●	●	●	●	●	●	●
	3288	3%	Apparel		●	●	●	●	●	●	●	●
	3260	1%	Apparel		●	●	●	●	●	●	●	●
Romania	2708	3%	Footwear		●	●	●	●	●	●	●	●
Germany	4573	1%	Apparel		●	●	●	●	●	●	●	●
	3305	0%	Slings		●	●	●	●	●	●	●	●
	3253	0%	Apparel		●	●	●	●	●	●	●	●
Italy	2948	0%	Apparel		●	●	●	●	●	●	●	●
Ireland	3259	0%	Apparel		●	●	●	●	●	●	●	●

Legend:

- done – supplier is low risk (EU); improvements implemented (FE)
- ongoing – problem is identified, improvements are being implemented
- pending – problem is identified, but measures taken have not yet brought the required improvements
- supplier has not yet been audited

Comments

The European countries listed here include Latvia, Portugal, Italy, Germany and Ireland. These countries are regarded as low risk countries by FWF. Therefore, social auditing and further monitoring are not required, provided no issues arise and no complaints are made by workers. Nevertheless, Mammut visits each supplier on a yearly basis and addresses working conditions.

With regards to Turkey, Mammut received a complaint that a worker had been fired because of union membership. The FWF investigators did not find any evidence to support this and rejected the complaint.

Workers also complained about overtime following the FWF audit in September 2012. On investigation, this was due to bottlenecks in the taping and ironing sections in the factory. The factory agreed to purchase extra ironing and taping machines to reduce the problem in the future.



FAR EAST

				1. Free Employment	2. No Discrimination	3. No Child Labour	4. Freedom of Association	5. Living Wages	6. No excessive Overtime	7. Safety & Health	8. Working Contracts
China	5305	10%	Apparel	●	●	●	●	●	●	●	●
	4591	10%	Apparel	●	●	●	●	●	●	●	●
	3289	9%	Footwear	●	●	●	●	●	●	●	●
	3264	9%	Apparel	●	●	●	●	●	●	●	●
	3278	3%	Footwear	●	●	●	●	●	●	●	●
	3266	2%	Sleeping Bags	●	●	●	●	●	●	●	●
	5304	1%	Apparel	●	●	●	●	●	●	●	●
	3308	1%	Backpacks	●	●	●	●	●	●	●	●
	3018	1%	Apparel	●	●	●	●	●	●	●	●
	3303	1%	Apparel	●	●	●	●	●	●	●	●
	3275	0%	Apparel	●	●	●	●	●	●	●	●
	3267	0%	Sleeping Bags	●	●	●	●	●	●	●	●
	3292	0%	Apparel	●	●	●	●	●	●	●	●
				●	●	●	●	●	●	●	●
Vietnam	3268	6%	Backpacks	●	●	●	●	●	●	●	●
	3277	3%	Apparel	●	●	●	●	●	●	●	●
	3922	1%	Apparel	●	●	●	●	●	●	●	●
	3287	1%	Apparel	●	●	●	●	●	●	●	●
	3247	0%	Backpacks	●	●	●	●	●	●	●	●
Philippines	3280	3%	Backpacks	●	●	●	●	●	●	●	●
India	2377	1%	Apparel	●	●	●	●	●	●	●	●

Comments

In China, many FWF audits identified minor issues with the implementation of local regulations. Trade unions exist but they do not have the same freedoms as in the western world. Furthermore, the working contracts of migrant workers, sometimes do not comply with local laws.

Seasonal overtime states a bigger problem. Excessive overtime mostly occurs in June and July for the delivery of winter collections and again in January before Lunar New Year. Red dots thereby mark cases in which the weekly working time exceeded 60 hours. The issue is complicated in that migrant workers in coastal China expect overtime in order to improve their earnings and will leave a factory if sufficient overtime is not offered.

Mammut is working hard to prevent excessive overtime at its suppliers by booking capacities early and including substantial reserve time in the production process.

At audits in far eastern countries minor problems with occupational health and safety are often found. Typically these problems can be solved rather quickly in cooperation with the factories concerned.



5.7 | TRAINING & CAPACITY BUILDING

CSR is a constant process of learning and improving – for us as much as for our various stakeholders. Capacity building leads to long-term change.

Various channels are used to inform Mammut staff about our Corporate Responsibility in general, and about the FWF CoLP implementation and monitoring activities in particular. Activities include:

- Quarterly employee newsletter
- Quarterly management information for staff
- Internal blog
- Specific training for sales staff (seasonal)
- Specific training for purchasing and material management staff (at least annually)
- Internal corporate responsibility network involving staff from various departments

Furthermore, we take part in various platforms, seminars, round tables and research. We enter into continuous and constructive dialogue with key stakeholders and seek to progressively extend our knowledge of CR topics (refer also to [Mammut Corporate Responsibility >> at a glance](#), section 2.5).

More than 800 Chinese workers take part in training

With regards to our suppliers and factory workers, Mammut does not have the resources and knowhow to develop and implement its own training programs. Instead, we emphasize the importance of getting directly involved with Corporate Responsibility and implementing a management system to monitor fair working conditions. We promote SA 8000 certification as well as FWF membership, and encourage suppliers to take on social responsibility along its own supply chain.



Furthermore, we encourage suppliers to take part in FWF seminars and training programs, such as the FWF Workplace Education Program (WEP). The WEP endeavors to introduce both workers and managers to safe and effective approaches for communicating problems and resolving disputes. The program also seeks to reduce workplace risk step-by-step by raising awareness of workplace standards and functioning grievance systems. So far, Mammut could convince four Chinese suppliers (Ref. 11004, 11084, 11072, 14001) to take part in the WEP. Approximately 130 managers and supervisors attended the training session for managers. More than 800 production workers attended the training session for workers.



Training session for factory staff in the context of the FWF Workplace Education Programm, Dec. 2012, China. Photo: Mammut.

Mammut has informed all suppliers in Turkey and China about the FWF WEP and encouraged them to take part in the training session. A major supplier in Turkey has previously participated in a CSR training scheme organized by another provider. Further supplier training activities include:

- Addressing social compliance during every supplier visit
- Circulating the seasonal Mammut Supplier Newsletter
- Providing posters with the FWF CoLP to put up in the factory
- Encouraging suppliers to take part in FWF seminars and round tables



6 | Glossary

Audit (social, verification) Audits serve to control whether a company respects labour standards in its daily business. It gives but a momentary insight, though, and is not sufficient to assure social compliance. In case of Mammut, social audits are commissioned and paid for by us, while verification audits are commissioned and paid for by the FWF.

Brand Performance Check Fair Wear Foundation requires from member companies that they adapt their purchasing policy and management system to allow for improvements of working conditions at suppliers. To this end, FWF conducts yearly management system audits, so called Brand Performance Checks, at each of its member companies.

CSR, CR Corporate (Social) Responsibility. It stands for the responsibility a company assumes over the social and environmental impact of its economic activity.

CoLP FWF Code of Labour Practices. As a member company, Mammut commits to respect the Code within our purchasing practices. Further more, we must work towards its implementation along our supply chain. For details on the FWF CoLP, see [chapter 4](#). For further information on Mammut's performance with regards to the code, please visit the [chapter 5](#).

EOG European Outdoor Group. Mammut is a member and co-founder of the EOG. [More on the EOG](#).

FWF Fair Wear Foundation. The FWF is an independent multi-stakeholder initiative. It uses a comprehensive verification system to promote the progressive and on-going improvement of working conditions. [More on FWF](#).

ILO International Labour Organization. The ILO helps advance the creation of decent work and the economic and working conditions that give working people and business people a stake in lasting peace, prosperity and progress. [More on ILO](#).

Monitoring Monitoring is an umbrella term for all types of direct systematic recording, observation or surveillance of an operation or process. The repeated regular performance is a key element of the study.³

Social Compliance Result of conformance to the rules of social accountability by the extended organization including not only the organization's own policies and practices but also those of its supply and distribution chains. It is a continuing process in which the involved parties keep on looking for better ways to protect the health, safety, and fundamental rights of their employees, and to protect and enhance the community and environment in which they operate.⁴

Stakeholder Group with an interest or concern in the company. More on this subject in in the module [Mammut Corporate Responsibility » at a glance](#).

SWG Sustainability Working Group. This is the EOG working group on the issue of sustainability within the outdoor industry. Mammut is a co-founder of the SWG and is actively involved in finding cross-sector environmental solutions. [More on the SWG](#).

WE CARE This is your green thread through Mammut's corporate responsibility activities. More details can be found in the module [Mammut Corporate Responsibility » at a glance](#).

³ Wikipedia, search term "Monitoring", <http://de.wikipedia.org/wiki/Monitoring>, visited on 03/18/2014.

⁴ Business Dictionary, search term "Social Compliance", <http://www.businessdictionary.com/definition/social-compliance.html>, visited on 03/18/2014.



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>> at a glance

Mammut Corporate Responsibility



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Environmental Responsibility: Production & Materials



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Community Engagement



Questions & Feedback

MAMMUT Corporate Responsibility
 Peter Hollenstein
 +41 62 769 81 72
csr@mammut.ch

