

Groupes de droits humains Unions Nachhaltig  
Arbeiter Verantwortung BSCI Travailleur  
Rechte Droits Fair Frauengruppen  
ISO 14001 Bekleidungsfabriken Ausbeutung  
Löhne Santé Geschäftsprozesse Sustained  
Human rights groups Marques Juste Wages Zulieferketten  
Worker Gewerkschaften Collaboration Entrepreneurs  
Zusammenarbeit Lebensbedingungen  
Supply chains ILO Discrimination Right  
Unternehmensverbände Syndicats Arbeitswahl Local governments  
Beschwerdestellen Unions Industrieverbände  
Brands Kommunalregierungen Health Fabrikbesitzer  
Groupes de droits humains Menschenrechtsgruppen  
Diskriminierung Women's groups  
Subunternehmen Living conditions  
Arbeitszeiten Contractors Verbraucherorganisationen  
Vereinigungsfreiheit Marken Exploitation Coopération  
Gesundheit Fair Wear Foundation  
Nachhaltig Supply chains

Develop. Supply. Manage.  
Full-service supplier of professional clothing.

# SOCIAL REPORT

www.workfashion.com

workfashion.com®

Gew Arbeitswahl Lebensbedingungen  
SA 8000 Supply chains Zusammenarbeit



# workfashion.com Social Report

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# Setting a good example



Image source: Markus Bertschi

Dear readers,

As one of Switzerland's first professional clothing companies, we take our responsibility seriously – towards society, towards the environment, towards our customers and towards all of our employees. This isn't merely a motto, but the foundation for how we think and act.

Sustainability and social responsibility are firmly anchored in the workfashion.com corporate culture. We want to improve the working conditions in our production facilities for the long term, so that we can create better living conditions for the local people. Because, behind all of our products, is the work of people who deserve the same opportunities as the people who buy these clothes, but who often don't enjoy the same conditions.

As a modern and forward-looking manufacturer of professional clothing, we see our contribution to this in living up to our social and ecological responsibility along the entire supply chain. We have been committed to the cause of ensuring sustainable working conditions for many years as a member of the Business Social Compliance Initiative (BSCI). In addition, workfashion.com is one of the few Swiss companies certified to SA 8000, which means that we act as a role model for our production partners. Becoming a member of the Fair Wear Foundation was a very important further step on this occasionally rocky road.

In this Social Report, we want to tell you about our achievements, but also our challenges – we be-

We take our responsibility seriously – towards society, towards the environment, towards our customers and towards our employees.

lieve that transparency is a crucial element of sustainable action. Find out where we manufacture, which requirements we impose on our production partners and what we do to constantly improve – because taking responsibility means taking action, each and every day!

We are delighted that you are interested in our first Social Report. Your interest and your support help boost the motivation and dedication that all of us bring to our day-to-day tasks, which are not always easy.



# workfashion.com ag

In alignment with the motto «Develop. Supply. Manage», workfashion.com offers a full-service solution for professional clothing and clothing management. The company employs more than 60 people at its location in Cham-Hagendorn.



## History

workfashion.com ag is an owner-managed company and was formed in the year 2000 from the merger of Plustex, which was founded in Hagendorn in 1967, and Fehlmann Kleiderfabrik, whose roots date back to 1854.

## Services

workfashion.com sets itself apart with creative and innovative clothing solutions, combined with expert, individual advice. With fashion expertise and logistical know-how, we develop cost-efficient, sustainable clothing concepts, individually tailored to customer needs.

## Customers

The customers of workfashion.com include energy suppliers, industrial companies, financial service providers, retailers, the forwarding and transport industry, food services, police, hospitals and retirement homes, the cooking and baking industry, hotel management schools, automobile repair shops, garden centres, and many more.

## Product groups

The range of products offered by workfashion.com can be divided into three groups: an immediately available stock range (STANDARD), customer-specific, combinable elements (CORPORATE), and entirely customised new developments (INDIVIDUAL).

## Business areas

### Business



### Corporate Fashion



### Energy



### Fire Service



### Forest



### Gastronomy



### Health Care



### Trade/Industry



### High Visibility



### Civil Services



### Outdoor



### Rescue



## Promotion / merchandising

Conquer hearts! We help you find the perfect merchandising or promotional articles – from the initial idea to realisation.

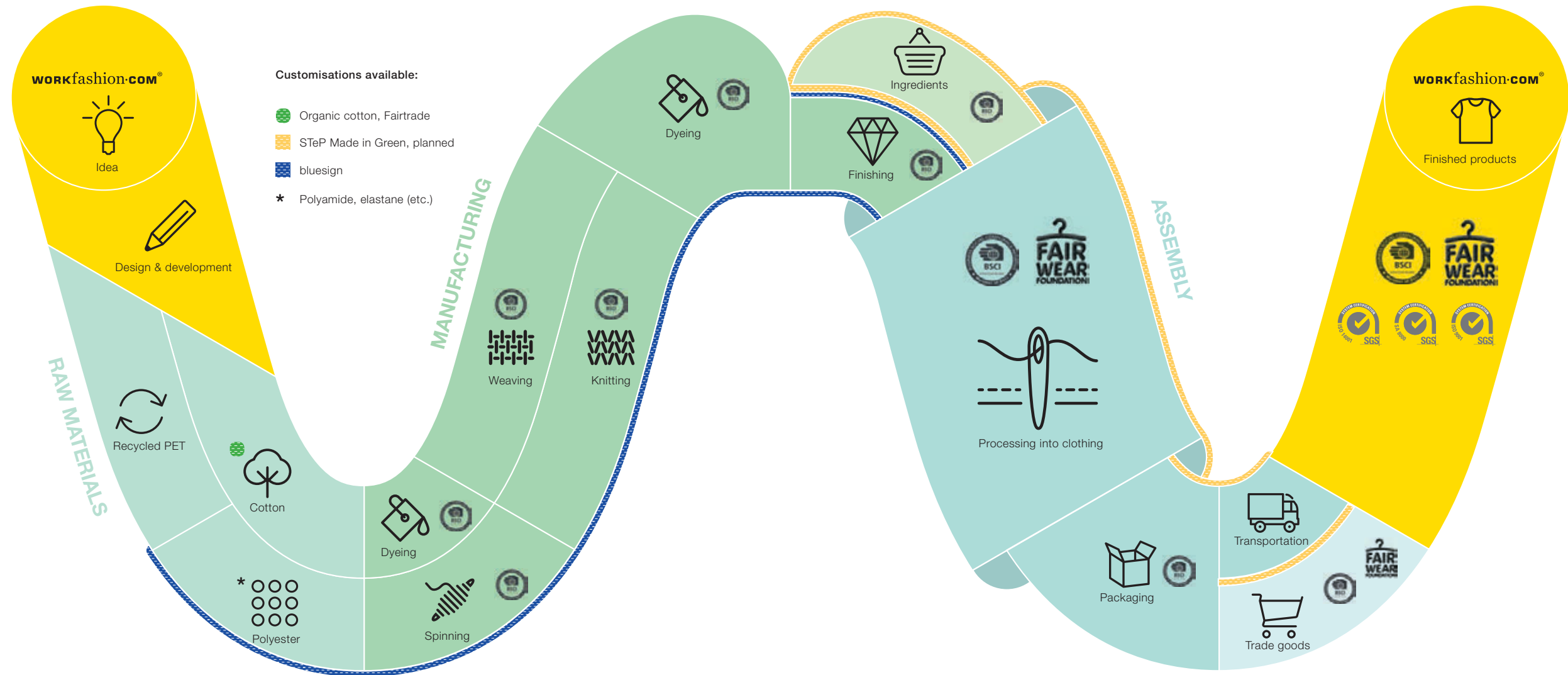
## Retail

For retailers, we offer select workfashion.com professional clothing, high-quality corporate fashion and leisure clothing for resale.



Taking responsibility means acting – each and every day

Illustration: From the idea to the finished product



**Fair Wear Foundation (since 2015)**

The Fair Wear Foundation is an independent, non-profit organisation committed to improving the working conditions in clothing factories.



**SA 8000 (since 2007)**

SA 8000 is an international standard, which aims to improve the working conditions of employees and is applied at workfashion.com.



**BSCI (since 2009)**

The BSCI is a business initiative for companies who seek to improve social standards, such as working conditions, in the global supply chain.

**ISO 14001 (since 2005)**

The ISO 14001 standard defines globally applicable criteria for efficient environmental management systems. ISO 14001 creates the basis for a continuous, verifiable improvement process in environmental performance.



**ISO 9001 (since 2005)**

ISO 9001 is an international quality management standard. Quality management is the term used to describe all organisational measures that serve a continuous improvement of process quality, performance and therefore products and services of all kinds.



## First year since joining focuses on knowledge development

Since joining the Fair Wear Foundation (FWF) in February 2015, workfashion.com has had an exciting, eventful year. It focused on the development of our knowledge and experience in the field of social and ecological corporate responsibility.

Our BSCI membership and certification to SA 8000 created the foundations for workfashion.com to go the next step in our sustainable action as a member of the FWF.

We achieved the following in 2015:

- Social audits were carried out in the production facilities accounting for 83 % of our production volume. The FWF requires 40 % in the first year of membership
- Announcement of our joining the FWF and our expectations on our production partners and trade goods suppliers
- Extensive sustainability training for workfashion.com employees
- Participation in presentations within discussion panels and projects in Switzerland
- Visits and communication with other FWF members
- Continuation of the pilot project: paying employees in production facilities based on working hours rather than unit prices

What we are focusing on in 2016:

- Implementation of corrective actions from 2015 social audits through monitoring, reviews and on-site visits from workfashion.com to production partners
- Further knowledge development and social audits among our production partners
- Launch of the Workplace Education Programme for our partners in Macedonia
- Resolution of the employee complaints received at the beginning of 2016
- Reviewing further steps in the field of ecological sustainability

Our challenges in 2016:

- Our product range of trade goods is preferably covered by partners audited by the BSCI and FWF. However, suitable sustainable products are still scarce at present
- Danger of exploitation of Syrian refugees in Turkey
- Living wages: wage increase for employees in production facilities
- Where purchasing volumes are low, our influence on sustainable production is limited. We are trying to increase this influence by working in partnership with additional customers

workfashion.com is well on the road to satisfying its own requirements, and those of the BSCI and FWF. We are rising to the challenges and are committed to ensuring fair and sustainable textile production each and every day.

## Clear rules create commitment

The Code of Conduct is the basis for the collaboration between the Fair Wear Foundation and workfashion.com. This is based on the guidelines of the ILO (International Labour Organisation) as well as the Universal Declaration of Human Rights. The eight working guidelines are at the core of all of our activities, which are aimed at improving the working conditions in our production facilities.



# Sustainability begins with selecting production partners

workfashion.com offers a full-service solution for professional clothing and clothing management. With a well-coordinated international network made up of specialised production partners with state-of-the-art facilities, we cover the entire spectrum of production technologies. Fair working conditions for the employees in our production facilities are our number one priority.

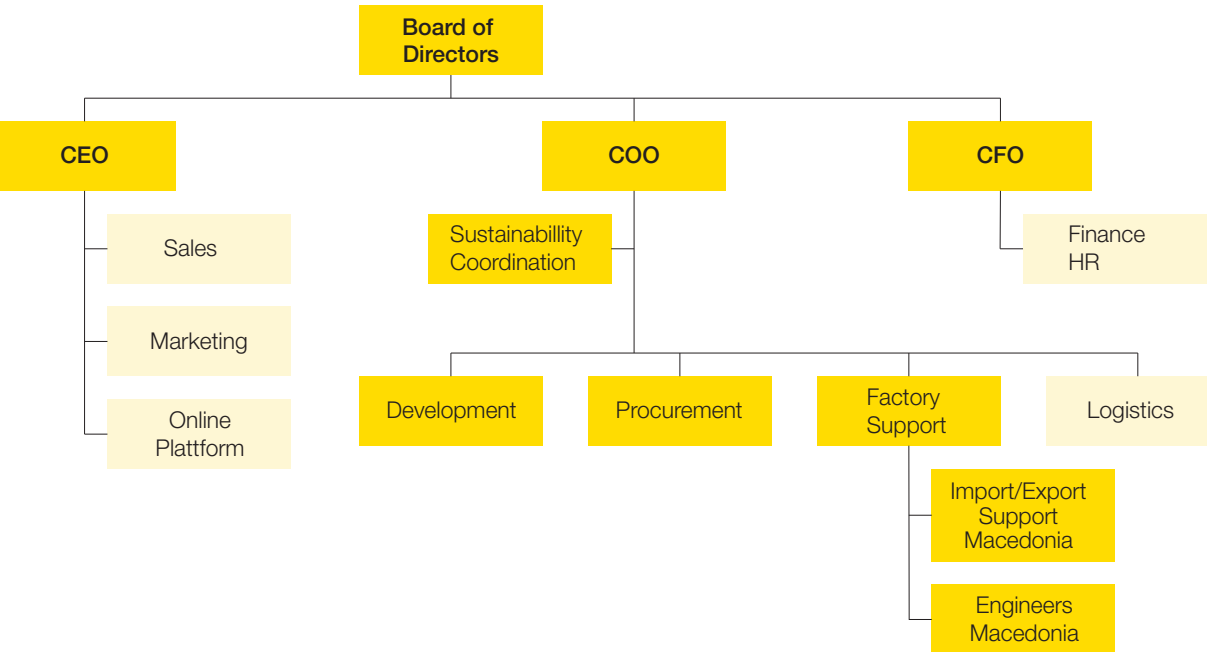
## Who is responsible for sustainability at workfashion.com

The workfashion.com sustainability strategy is very important to both our management and our employees.

The workfashion.com sustainability strategy is very important to both our management and our employees. This is why our sustainability organisation centres around close collaboration between our procurement organisation and management (dark yellow in the organisation chart). This closeness to the Procurement, Logistics and Development Departments promotes efficient, flexible and solution-oriented communication.

As a part of the supply chain, Procurement is responsible for two things: for operational activities and for ensuring compliance with sustainability requirements. In these tasks, it is supported by Sustainability Coordination.

## Organisation

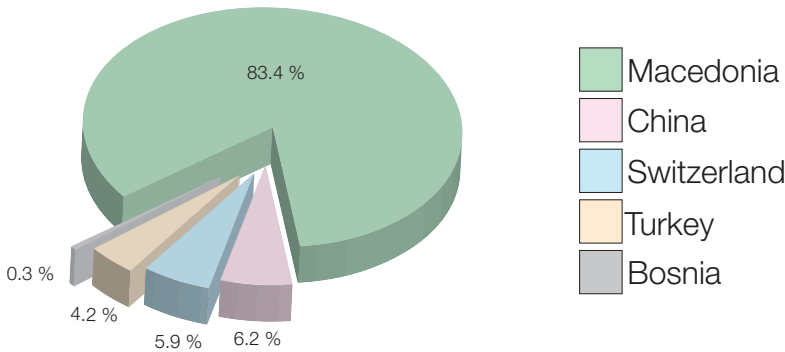


## Our procurement strategy

The workfashion.com procurement strategy aims for long-standing relationships with our suppliers. We have been working with around 80 %\* of our production partners for at least seven years. The foundation for this is mutual trust. Regular communication and visits are equally important, as is involving our closest partners in our future plans. Our suppliers come from Europe and Asia, with more than 80 %\* of our clothing assembled in Macedonia (see diagram). You can find an overview of our production partners on pages 18-19.

\*Analysis based on 2015 production volume

## 2015 production volume



## Subcontractors and agents

workfashion.com does not place any orders via agents – it works with the manufacturers directly. Some of our suppliers do commission subcontractors for production orders. However, these are also listed in the overview of our production partners (p. 18-19).

## Pricing

In general, for every product manufactured in-house, workfashion.com calculates the processing steps required and determines the target time. These serve as the basis for price negotiations, in which we clarify any discrepancies with our suppliers.

We have been working with around 80 % of our production partners for at least seven years.

Choosing new production partners

New production partners are evaluated by company management, in consultation with Procurement and Sales. The most important criterion for the long-term collaboration we strive towards is smooth communication. At the very beginning, we review the status of new production partners with regard to social sustainability. If they don't comply with our minimum requirements based on the FWF, we don't work with them.

The following criteria also play a central role in our selection:

- Location of production facilities
- Quality of products
- Capability and knowledge of the management
- Infrastructure
- Creditworthiness
- Wage level of employees
- Cost level
- Willingness to comply with, and continuously improve, the working conditions
- Acceptance of our Code of Conduct (Code of Labour Practices) and fulfilment of further requirements resulting from our FWF and BSCI memberships
- First impression during visit

In 2015, workfashion.com began working with three new production partners in Bosnia, Turkey and China. The criteria above were taken into account as far as possible for all of the new suppliers.

How we decide

Long-standing supplier relationships play a crucial role for workfashion.com. There are two thoughts behind this: firstly, our strong commitment to quality. And, secondly, a partnership based on mutual trust allows us to improve working conditions continuously. If a production partner fails to fulfil our minimum requirements, we scale back the collaboration, or even terminate it entirely. Normally, this happens if our requirements aren't followed despite multiple requests.

For the past year, workfashion.com has been a member of the Fair Wear Foundation. However, some of our production partners are having difficulty meeting the increased requirements. As a result, we may be putting some of our relationships with production partners under close scrutiny.

The workfashion.com procurement strategy is based on long-standing supplier relationships.

From the initial idea to the final product

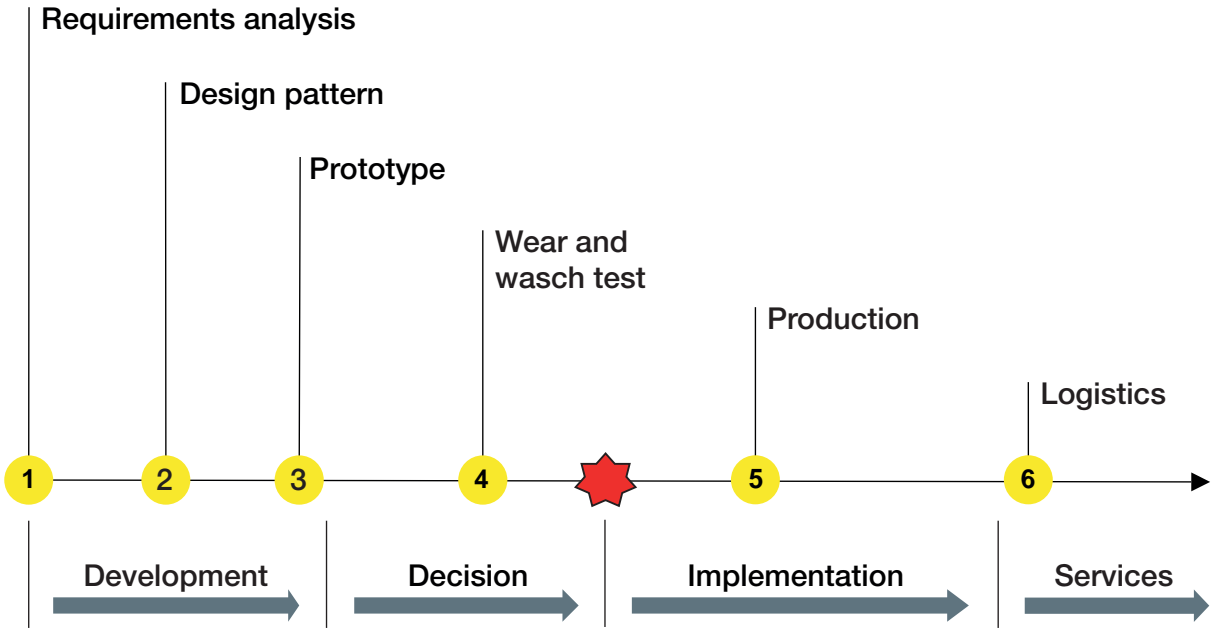
Many of our customers attach great importance to our products being available over many years. As a provider of professional clothing, workfashion.com is not influenced by seasonal fluctuations. Demand too is spread evenly throughout the year.

Therefore, workfashion.com stocks an instantly available, NOS (never out of stock) program – in addition to customised, combinable elements and individual new developments. To produce our NOS program, we use free capacities purposefully, so that we utilise our production partners' capacities evenly, and avoid overtime and output gaps as far as possible.

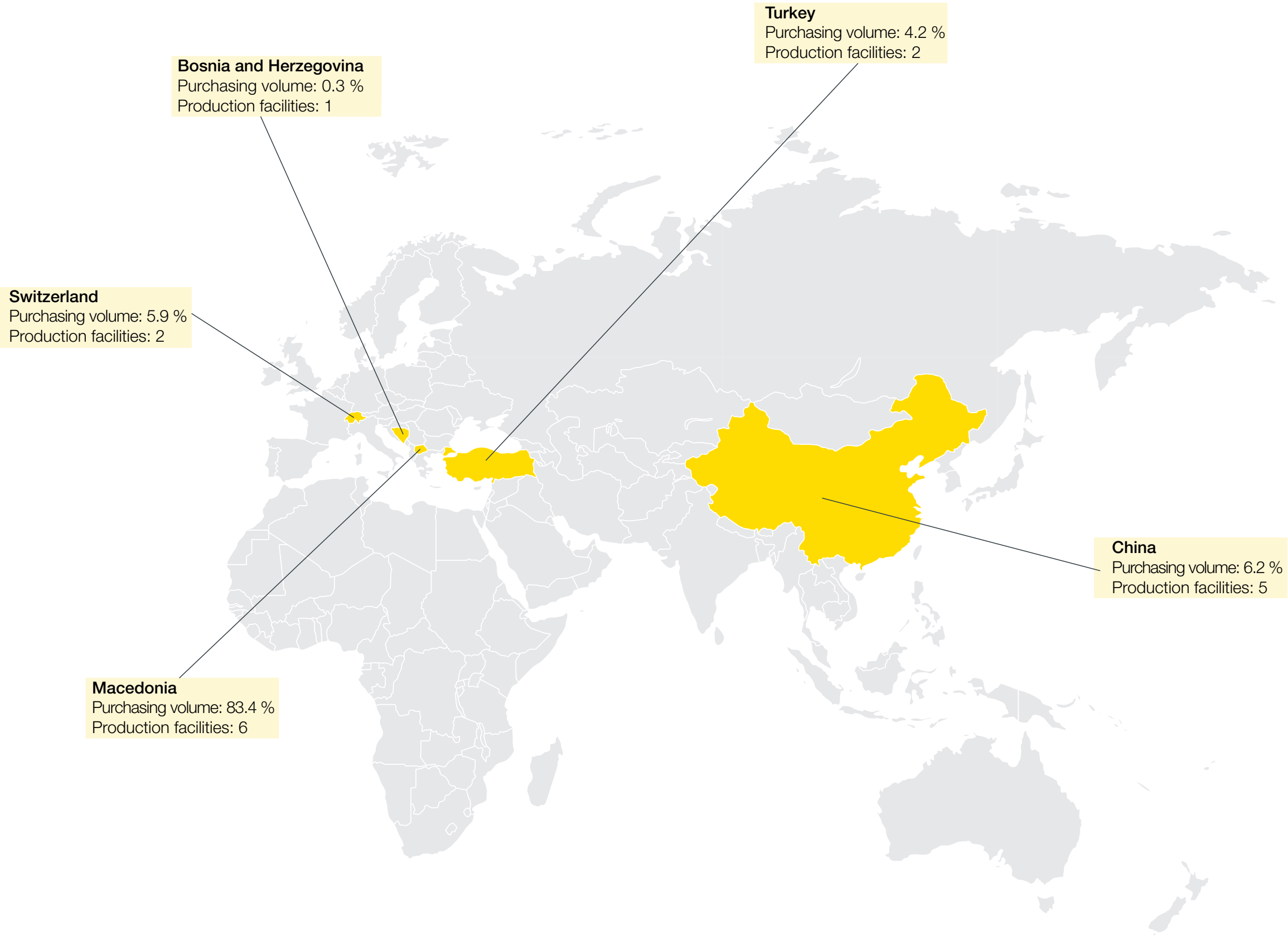
We plan our production based on material availability. We plan delivery deadlines together with our production partners. Depending on material availability, this means a delivery time for new developments of 10 to 20 weeks for productions from Europe, and 14 to 26 weeks for productions from Asia.

Many of our customers attach great importance to our products being available over many years.

Approach to projects (new development)



Where workfashion.com manufactures





Systematic monitoring – because sustainability doesn't happen by chance

workfashion.com uses a variety of monitoring systems to establish a sustainable way of working.

**The principle of sustainability must extend beyond the boundaries of the company. Therefore, workfashion.com uses a variety of monitoring systems to establish a sustainable way of working among our suppliers and partners. Our company too is reviewed, to see where improvements can be made, in the Brand Performance Check.**

#### Code of Conduct & FWF questionnaire

All production facilities are obliged to complete the FWF questionnaire truthfully and in full. In addition, they have to sign the Code of Conduct. In doing so, suppliers confirm that they will cooperate in the monitoring process and the continuous improvement of working conditions.

#### Information sheet for employees

We oblige all of our production facilities to display an information sheet for their employees. This sheet shows the FWF standards and the contact details for the complaints hotline.

#### Production facility audits

All production facilities are regularly audited by external, independent organisations. The audits are carried out by audit teams from the FWF and/or the BSCI audit partners.

#### Visits by workfashion.com employees

workfashion.com employees visit the production facilities regularly. Checklists are used during the visits. The findings are recorded and corrective actions defined. Our partners in Macedonia are also visited and supported continuously by textile engineers.

#### Corrective Action Plan

Areas in need of corrective actions – defined during audits or visits – are discussed and improved with our production partners. We review the implementation of the corrective actions with the aid of photographs, documents and visits.

#### Work Plan

Every October, the FWF receives a Work Plan from workfashion.com, which outlines the planned activities for the following year. So far, workfashion.com has submitted two Work Plans to the FWF.

#### Social Report

workfashion.com will compile an annual Social Report, which demonstrates its activities in the field of sustainability over the previous business year. This is our first Social Report.

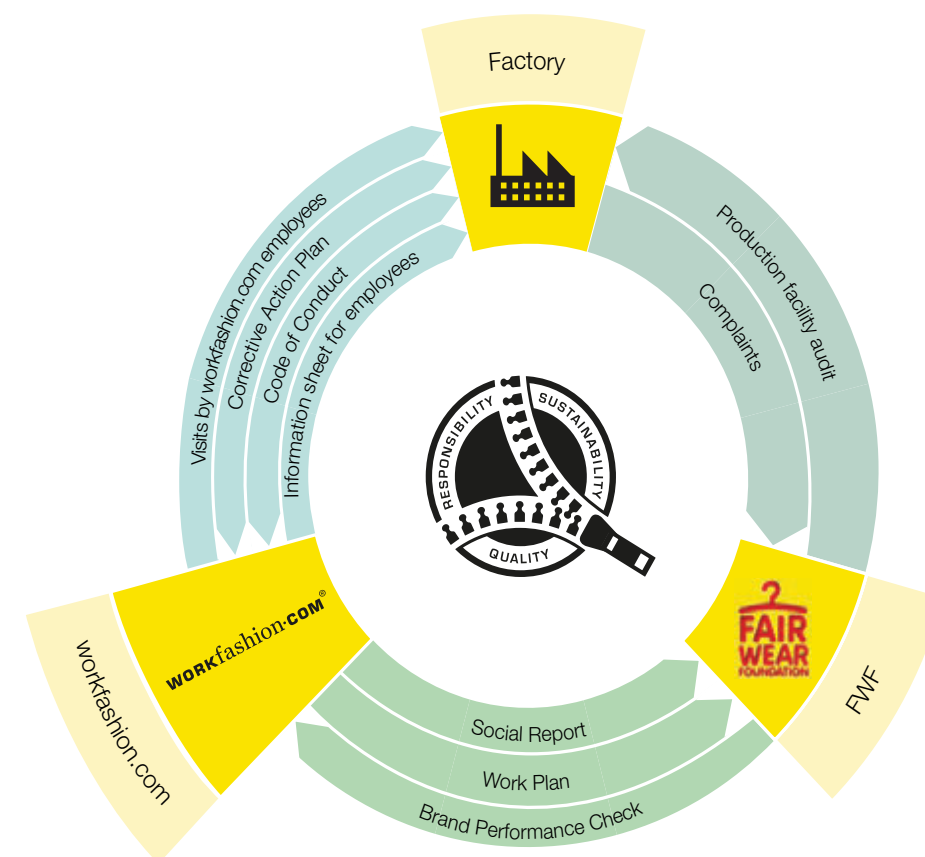
#### workfashion.com audit (Brand Performance Check)

The FWF will audit workfashion.com every year, to assess our development. The results will be published on the FWF website and will flow into our Work Plan and Social Report. The first Brand Performance Check of workfashion.com will be in spring 2016.

#### Complaints

The employees of our production partners can air their grievances to the local FWF Complaints Manager about their working conditions, if these are inadequate. The complaints submitted are forwarded anonymously to the FWF in Amsterdam, which will inform workfashion.com about them. In 2015, workfashion.com received no complaints.

#### Our monitoring system



Overview of our production partners

Continent	Production country	FWF-ID	Production volume 15 <sup>1</sup>	Low risk acc. to FWF	Collaboration since	FWF questionnaire	Factory visit 15	Status FWF CAP <sup>4</sup>	FWF Audit	Audit planned	FWF WEP <sup>6</sup> planned
Europe	Switzerland	7700	1.4 %	yes	2000	yes	no	/	n.v	no	no
	Switzerland	9868	4.6 %	yes	2000	yes	yes	/	n.v	no	no
	Bosnia & Herzegowina	8542	0.3 %	no	2015	yes	yes	/	no	no	no
	Macedonia	9392	0.1 %	no	2009	yes	no	/	no	no	no
	Macedonia	9361	3.1 %	no	2008	yes	yes	/	no	no	no
	Macedonia	7740	7.1 %	no	2015	yes	yes	/	no	yes	yes
	Macedonia	7739	42.9 %	no	2008	yes	yes	open	Sept. 15	yes	yes
	Macedonia	4508	16.5 %	no	2007	yes	yes	open	Sept. 15	no	yes
	Macedonia	2177	13.7 %	no	2014	yes	yes	95 % complete	Feb. 13	yes	yes
	Turkey	8387	0.3 %	no	2015	yes	no	/	no	no	no
	Turkey	7704	3.9 %	no	2009	yes	yes	/	Nov. 15	no	yes
Total Europe			94 %		ø 6.9 years	94 %	92 % <sup>3</sup>		83 %	3 Audits	5 Trainings
Asia	China	8687	0.02 %	no	2015	yes	no	/	no	no	no
	China	7738	0.1 %	no	2002	no <sup>2</sup>	no	/	no	no	no
	China	7733	1.5 %	no	2006	yes	no	/	no	no	no
	China	7701	0.8 %	no	2005	yes	no	/	no	no	no
	China	3107	3.8 %	no	2000	yes	no	/	Jul. 12 <sup>5</sup>	yes	no
Total Asia			6 %		ø 10.4 years	6 %	0 %		0 %	1 Audits	0 Trainings
Total			100 %		ø 8 years	99.9 %	92 %		83 % <sup>3</sup>	4 Audits	5 Trainings

Time period: January 15 to December 15

1.

Exclusively trade goods

2.

A production stop has been initiated until further notice because the workfashion.com minimum requirements were not met

3.

Based on the 2015 production volume

4.

Corrective Action Plan

5.

The audit has expired and is not considered in the calculation

6.

Workplace Education Programme



# Transparency in detail

The following list, broken down by country, provides a detailed insight into the monitored activities in workfashion.com's first year since becoming a member of the Fair Wear Foundation.

## Switzerland

- Not a high-risk country, according to the FWF
- One production partner and our own workfashion.com sewing studio/finishing department
- Collaboration for 16 years
- Annual production volume 2015: 5.9 %
- Visits 2015: No visit by workfashion.com, but regular communication

## Bosnia & Herzegovina

- One partner, who manufactures for us in one production facility
- Collaboration began in 2015, and the inspection process is not yet complete
- Annual production volume 2015: 0.3 %
- No audit has taken place yet. The FWF is not active in this country and future audits will be carried out by the BSCI
- Visits 2015: By our engineers from Macedonia
- Training 2015: No training took place
- Corrective actions 2015: After the visit, workfashion.com defined its own corrective actions in the field of «safe and healthy working conditions», and these have already been implemented
- Complaints 2015: There were no complaints

## Macedonia

- Three main partners and two additional partners, who manufacture for workfashion.com in six production facilities
- Collaboration for more than five and a half years, on average
- Annual production volume 2015: 83.4 %
- Audits 2015: Two audits were carried out
- Visits 2015: Five of the six production facilities have been visited, and the four main production facilities of the three main partners are visited at regular intervals by workfashion.com, by our engineers or our import/export partner. In addition, workfashion.com is in contact with our three main partners almost every day
- Training 2015: Will be offered in Macedonia from 2016. In 2016, training at the three main partners is planned
- Status of corrective actions 2015: Because of a time delay at the Fair Wear Foundation, work on the Corrective Action Plan could not begin until 2016 (will be mentioned in 2017 Social Report)
- Complaints 2015: There were no complaints

Annual production  
volume Macedonia  
2015: 83.4 %

## Turkey

- Two partners, who manufacture for workfashion.com in two production facilities
- Collaboration with production partner 7704 for seven years, with the new partner 8387 for one year
- Annual production volume 2015: 4.2 %
- Audits 2015: One manufacturer was audited in collaboration with two other FWF members
- Visits 2015: One production facility was visited by workfashion.com
- Training 2015: No training took place
- Status of corrective actions 2015: Because of a time delay at the Fair Wear Foundation, work on the Corrective Action Plan could not begin until 2016 (will be mentioned in 2017 Social Report)
- Complaints 2015: There were no complaints

## China

- Four partners, who manufacture for workfashion.com in five production facilities
- Collaboration for more than ten years, on average
- Annual production volume 2015: 6.2 %
- Audits 2015: A BSCI audit took place
- Visits 2015: workfashion.com did not visit any manufacturers personally
- Training 2015: No training took place
- Status of corrective actions: There are no corrective actions in place
- Complaints 2015: There were no complaints

China: Collaborati-  
on for more than ten  
years, on average.

## Suppliers of trade goods

As well as its own collections, workfashion.com offers complementary products from other trade goods suppliers. We have informed these long-standing suppliers that we have joined the FWF and are endeavouring to find out more about their supply chains. However, monitoring these is proving difficult, firstly because workfashion.com works with a large number of suppliers, and, secondly, because our influence is not as large as with our own production partners. Therefore, we are striving to primarily offer products from other FWF and BSCI members, so that our supply chain remains monitored as far as possible.

In addition, we evaluate our main suppliers in accordance with the ISO 9001 process in the fields of raw materials, finished goods and production partners. Sustainability and the improvement of this are also taken into consideration in the process. Afterwards, we define corrective actions and pass these on to our suppliers.



#### Complaints procedure

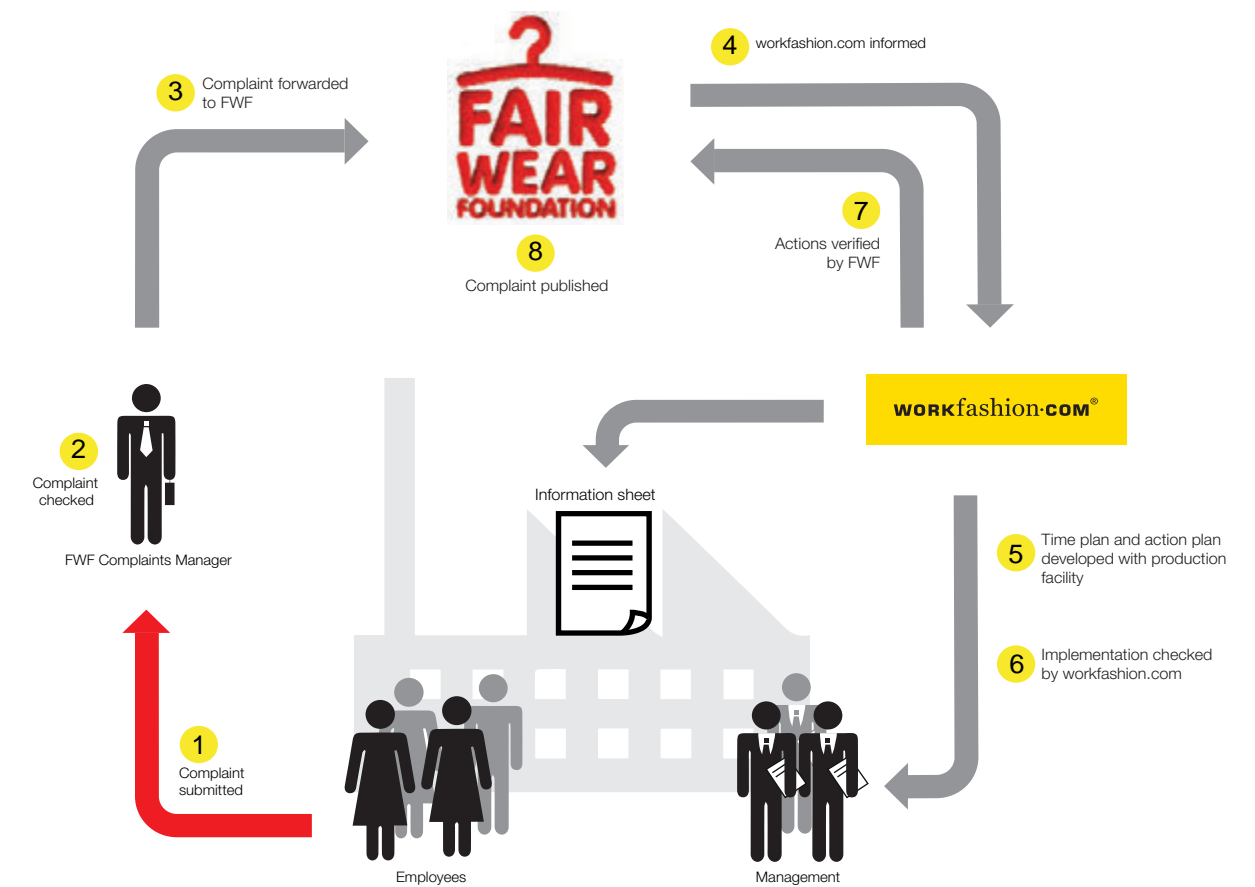
## The direct line for production employees

**workfashion.com has launched an efficient complaints system among its production partners.**

The workfashion.com complaints system is communicated via a notice on the bulletin board. The information sheet, which is written in the language of the respective production facility, contains the eight rules of the FWF Code of Labour Practices as well as the telephone number and/or e-mail address of the local Complaints Manager. This gives employees the opportunity to air their grievances to an independent officer. To protect the people concerned, the complaints are processed anonymously.

As soon as the Complaints Manager and the FWF in Amsterdam have checked the complaints received, workfashion.com is informed. Afterwards, workfashion.com works with the production partner to find an amicable solution for all parties involved.

Diagram of the complaints procedure:





# Knowledge creates sustainability

**A constant exchange of information and regular training are among the fundamental principles for ensuring fair working conditions. Therefore, workfashion.com consciously fosters a culture of communication with regard to sustainability – both internally and with external stakeholders.**

workfashion.com has used a variety of channels to raise awareness about sustainability among its stakeholders. Strong emphasis was and is placed on communicating our Code of Conduct.

A constant exchange of information and regular training are among the fundamental principles for ensuring fair working conditions.

## workfashion.com informs employees

- Sustainability seminar by the Fair Wear Foundation for new members/seminars by the BSCI
- Training for the entire workforce by the Fair Wear Foundation
- Internal sustainability training for new employees
- Launching of a monthly newsletter with information about the topic of sustainability, which is sent to both customers and employees
- Sustainability weeks in the run up to Christmas, with detailed information about the FWF Code of Labour Practices
- Film screening "The True Cost"

Through in-depth training, we deepened the knowledge of our Sales employees even further and closed some information gaps, thus optimising our customer service. In addition to internal training, workfashion.com takes part in events, projects and communication with other FWF and BSCI members.

## workfashion.com informs its production partners

workfashion.com's production partners were informed in advance that we would be joining the Fair Wear Foundation. We use on-site visits to remind them to comply with the Code of Labour Practices. During these visits, we make sure that the information sheet for employees is displayed. We also inform new production partners of our conditions, after thorough checks. In addition, we encourage our closest production partners to introduce ISO 9001 and ISO 14001, among others, to promote a sustainable corporate culture.

## External communication

workfashion.com regularly informs its customers and potential customers about sustainability issues and its activities in relation to the Fair Wear Foundation and the BSCI.

- Information on the company website [www.workfashion.com](http://www.workfashion.com)
- Information in brochures and our e-mail signature
- Company blog with regular reports on the topic of sustainability

- Monthly customer newsletter with information about sustainability
- Customer presentations on sustainability

## Reaching more people, together

workfashion.com sets out to promote the issue of sustainability in several committees and in various projects. The aim of these efforts is to raise awareness among the general public about responsible action in the textile industry.

One of the crucial pillars of our involvement is cultivating relations with NGOs. We see it as our ongoing mission to impart our knowledge in associations and in presentations. It's also important to us to pass on our values to the next generation.

## Association memberships

- Swiss Textiles
- BSCI Switzerland Contact Group
- economiesuisse: Swiss Business Federation (textile industry representative)
- Swiss Association for Standardization: Committee "Personal Protective Equipment" and "Social Responsibility"
- Electrosuisse: Committee "Equipment and Tools for Live Working"

## Projects

- «Implementation of sustainability standards in operational procurement» by the Commission for Technology and Innovation (KTI) of the University of St. Gallen
- The main partner of Smiling Gecko (NGO), which seeks to improve the Cambodian living conditions in a cluster with agriculture, school education and textile production

## References

- ÖBU (Swiss Network for Sustainable Management): Differences Between the BSCI and the FWF
- BSCI (Business Social Compliance Initiative): BSCI from the perspective of a purchaser
- BME Berlin (Association Materials Management, Purchasing and Logistics): Social Sustainability in the Entire Textiles Supply Chain

The aim of these efforts is to raise awareness among the general public about responsible action in the textile industry.

## Questions to workfashion.com



**Peter van Londen**  
COO

As the Head of Procurement, Peter van Londen is largely responsible for workfashion.com's sustainability strategy. He works locally with Flavia Jecklin to implement the Fair Wear Foundation's Code of Labour Practices among our production partners. In addition, he is the Vice Chairman of the Steering Committee in the BSCI Switzerland Contact Group.

Every day, our sustainability team is 100% committed to ensuring sustainable production of workfashion.com clothing. In an interview, they told us how they manage to bring the needs of our customers in sync with the needs of local employees, and what workfashion.com is doing for sustainability besides its Fair Wear Foundation (FWF) activities.

**workfashion.com can now look back at its first year as a member of the FWF. What has it achieved already?**

As a member of the BSCI for seven years, we had already been able to build up a solid foundation. In our first year as an FWF member, we focused even more on our supply chain and, for support, created a Sustainability Coordination role.

Our main partners in Macedonia were already audited by the FWF in September 2015 and are now working on implementing the corrective actions. We are finding that these high, sometimes new, requirements are posing a challenge to our suppliers, as these go beyond the BSCI requirements.

During personal visits we filled the knowledge gaps and answered questions as quickly as possible. Working with our partners towards continuous improvement is put in focus. Thanks to our FWF membership, we also found out which of our partners are willing to go this step with us, and which weren't. Internally, we strive to constantly demonstrate the importance of our sustainability efforts through training and sustainability events, so that this is internalised by our employees.

**A sustainable production of professional clothing is one of the corporate guidelines for some companies, but far from all of them. For many, the price is still the most important factor when making purchases. How do you manage to reconcile the demand for the cheapest price possible with sustainable clothing?**

We take the three-pillar sustainability model as our basis. Social sustainability and ecological sustainability (the first two pillars) must be in sync with the third pillar, economic sustainability. We must and can explain this to customers. This can be used to justify a fair price, and is generally accepted.

Sometimes, we aren't able to meet a customer requirement because the sustainability dimension isn't fulfilled sufficiently. When this happens, we have to be able to say no, and propose a sustainable alternative. Unfortunately, we already have lost some orders because of this.

**Flavia, you were present during two FWF audits in Macedonia in September. Is there still any potential for improvement in terms of implementing the eight Code of Labour Practice rules?**

Both audited factories were already at a very good level, as these had already been audited several times under the BSCI requirements. In addition, there are lots of legal guidelines in place in Macedonia that correspond with FWF requirements. Unfortunately, there is still some room for improvement when it comes to implementing these. In addition,

Macedonia's communist past still plays a large role and poses a hurdle, for example, when it comes to forming unions. In my opinion, there's still potential for improvement in the overtime arrangements, payments, employee representation and, sometimes, in occupational safety. We will work even closer with the audited factories in future to improve the working conditions for employees continuously. In implementing the improvements, I believe that partnership is essential, and this must be based on trust.

**One of the FWF requirements is that employees in the production facilities are paid a living wage, rather than just the minimum wage. This means that the wages should be sufficient to meet the basic needs of workers and their families and provide some discretionary income. What specific action is workfashion.com taking to ensure this?**

The textile industry usually works with a price per unit. In a pilot project with one of our production partners, a new pay system was put in place based on the hours worked. This means that the employees at this production facility can expect a secure income. workfashion.com hopes that this will lead to an improvement in quality, as employees are under less pressure and their work motivation increases. In this way, we want to gradually come closer to paying a living wage, with the help of the increase in productivity.

Our initial experience after one year is encouraging. Following a difficult beginning with low pro-

ductivity, we've now reached the desired level today. So this means we have to be patient.

**What are your goals for 2016 with regard to the FWF membership?**

Our aim for 2016 is to carry out social audits in more production facilities. Further pursuing and implementing corrective actions is another goal. We want to tackle this through personal talks and, to support these, the Workplace Education Programme. This involves educating the management and the employees of our production partner on the current employment law issues, safety in the workplace and the FWF complaints system. In addition, improving communication between employees and management is made a subject of the discussion.

We aim to further raise awareness for the Fair Wear principles both internally through training and externally through talks and presentations.



**Flavia Jecklin**  
Sustainability Coordinator/Procurement

Flavia Jecklin coordinates all activities in connection with the Fair Wear Foundation and is responsible for implementing the Code of Labour Practices among our production partners.



**workfashion.com ag**

Frauentalstrasse 3

CH-6332 Hagendorn

T +41 41 784 84 84

F +41 41 784 84 85

[contact@workfashion.com](mailto:contact@workfashion.com)