





FAIR WEAR FOUNDATION | BEST PRACTICES 2017

FWF MEMBER

hessnatur + non-FWF member brand Tchibo

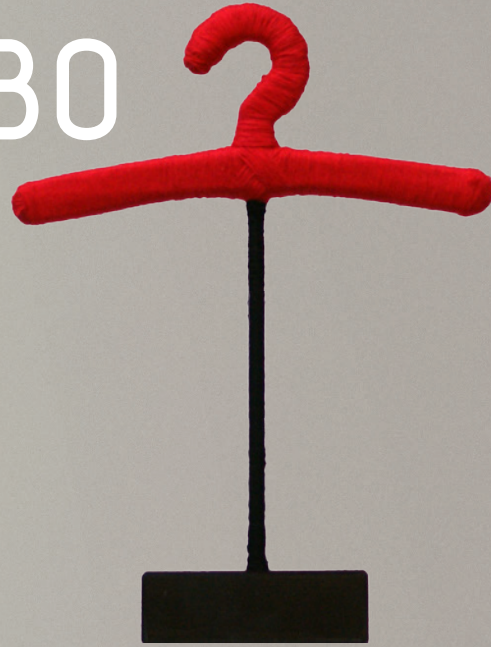
BEST PRACTICE

From a complex complaint to exemplary internal communication practices
- through long-term dialogue-based training set up with non-FWF member brand

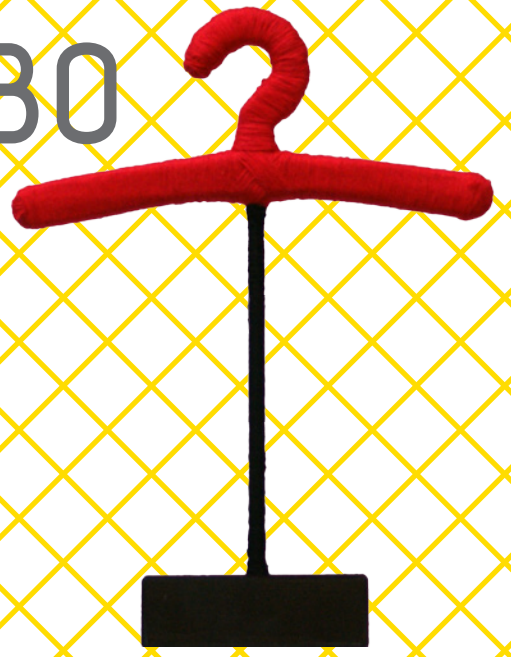
LABOUR STANDARDS

Freedom of association and the right to collective bargaining
no discrimination in employment

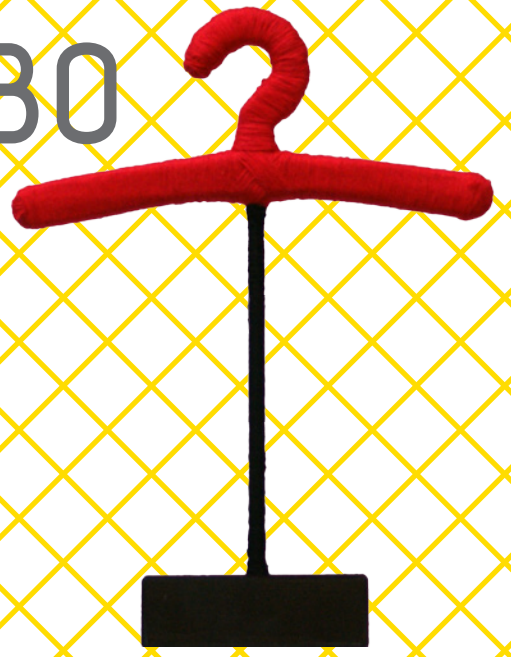
HESSNATUR & TCHIBO



BEST PRACTICES 2017



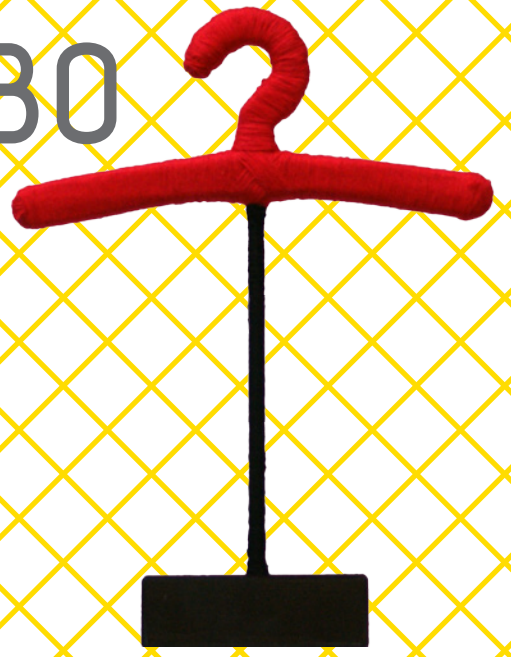
“How can brands help increase communication between management and workers, particularly in difficult cases like disputes related to dismissals?”



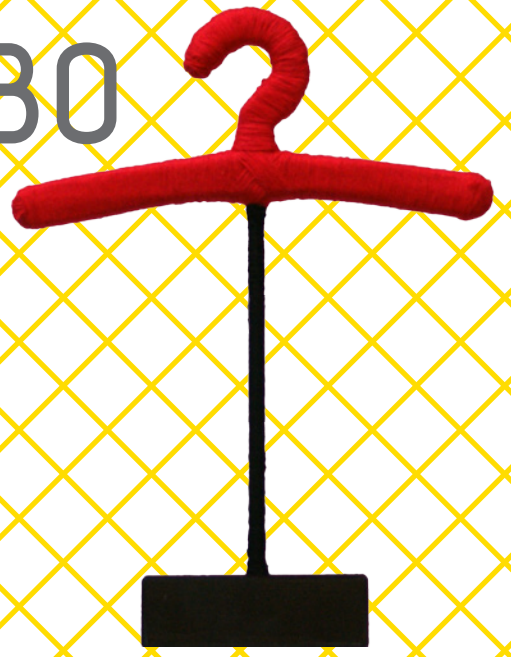
MAIN STEPS

1. Listen to all parties involved: workers and their representatives, factory management, other brands sourcing at the factory
2. Bring all parties to the table; cooperation is crucial to solving disagreements and disputes
3. Involve other brands sourcing at the factory. More brands = more leverage!
4. Try to see where all brands can streamline efforts and reduce duplication, for example in audits or trainings. Combine approaches whenever possible
5. Training, training, and training. But it's important that the training is right for the specific problem and the specific context.





“A key factor was collaboration with another brand. This allowed us to have a larger impact. We consulted with one another throughout the entire process. We were ready to share resources, and we created an environment of trust, where we were open for feedback and criticism. That enabled us to develop very useful shared training material.”



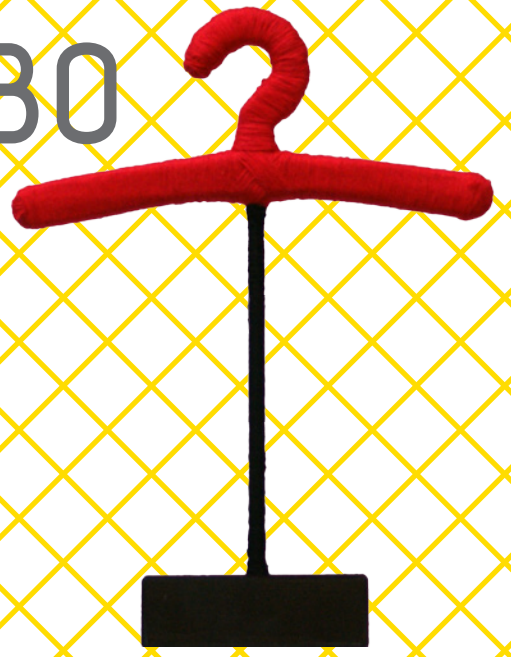
INNOVATING PROCESSES

- A new training was developed that addressed the factory's situation after a complicated case, was based on a facilitated dialogue-approach, and involved both a FWF member brand and a non-member brand
- The facilitated training sessions were tailor-made, and led to significant and sustainable improvements on working conditions
- Collaboration reduced duplication of training efforts

HESSNATUR & TCHIBO

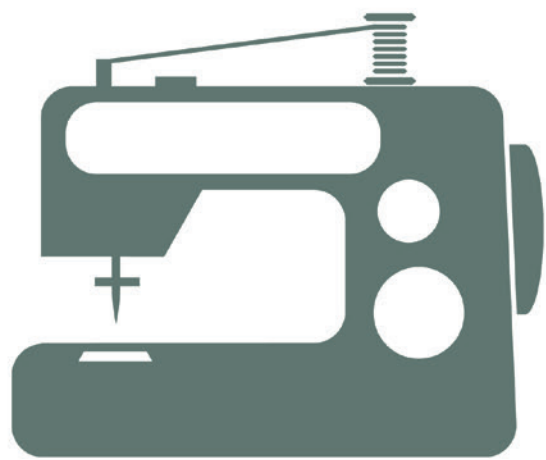


BEST PRACTICES 2017



POSITIVE RESULTS

- Worker representatives now meet with factory management on a monthly basis
- The training led to more open communication, where worker representatives and management are comfortable and open to sharing opinions
- Factory management has listened to workers' suggestions and, for example, established an incentive system on the basis of seniority and skills
- Cooperation between brands sourcing at the factory has also improved



hessnatur
& Tchibo



1 Long Term partnership with a production site

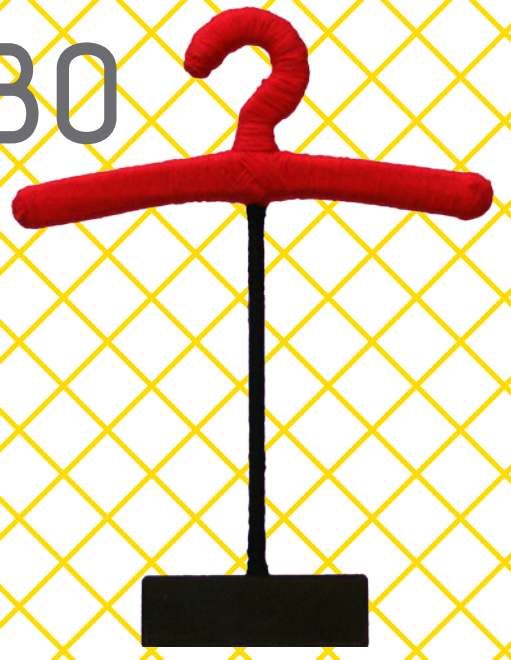
3 Intense collaboration with another brand to join efforts

5 Several training sessions on worker representation and internal dialogue

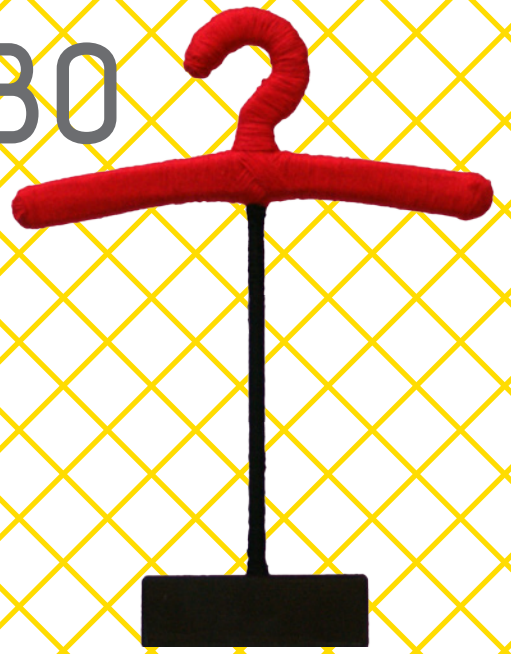
2 Complaint via the FWF hotline about freedom of association

4 Parties in dispute were convinced of a joint meeting

6 Concrete improvements of internal communication and working conditions



“The whole process led to a very open and trusting relationship between the brands who participated, strengthened long-term partnership and stimulated further common activities on social standards.”



ROCKY ROAD

- hessnatur needed to be persistent, and escalate the case to the top management of the mother company of the production site
- A lot of face time in the country was needed, although it paid off in the end