





# FAIR WEAR FOUNDATION BEST PRACTICES 2017

FWF MEMBER

Schijvens

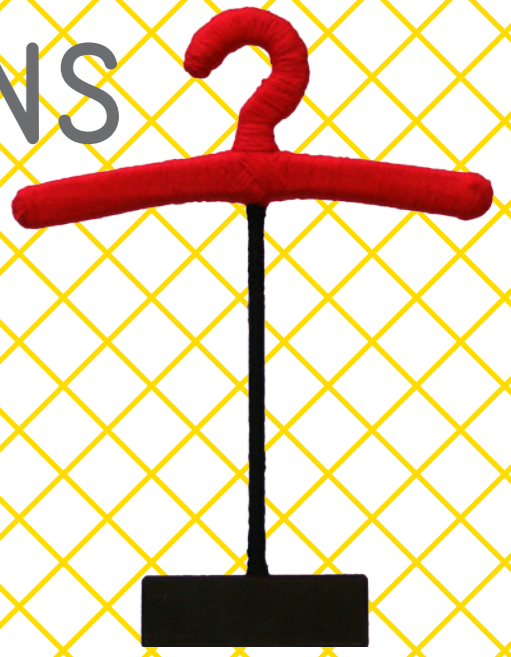
BEST PRACTICE

Living wage in our factory

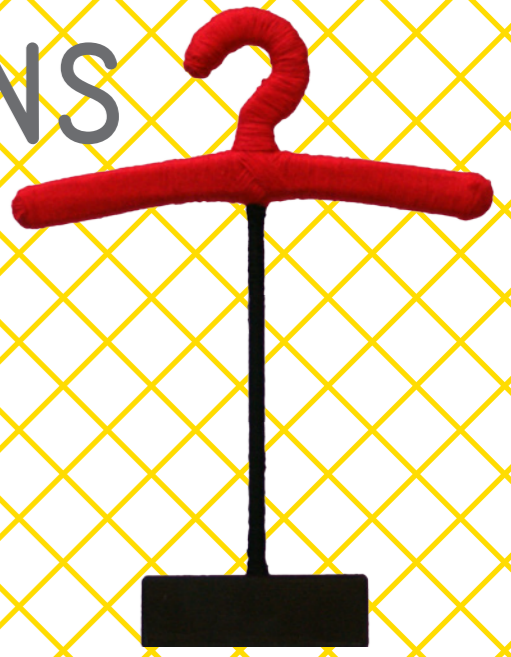
LABOUR STANDARDS

payment of a living wage  
reasonable hours of work





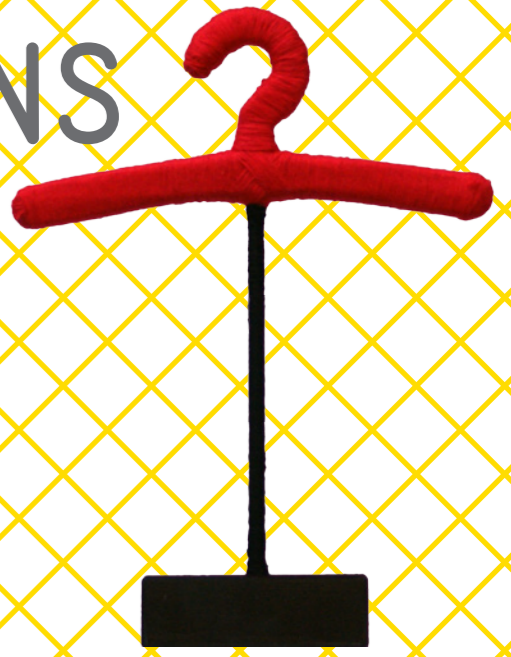
“How can a brand ensure the payment of a living wage at a factory where it is majority owner?”



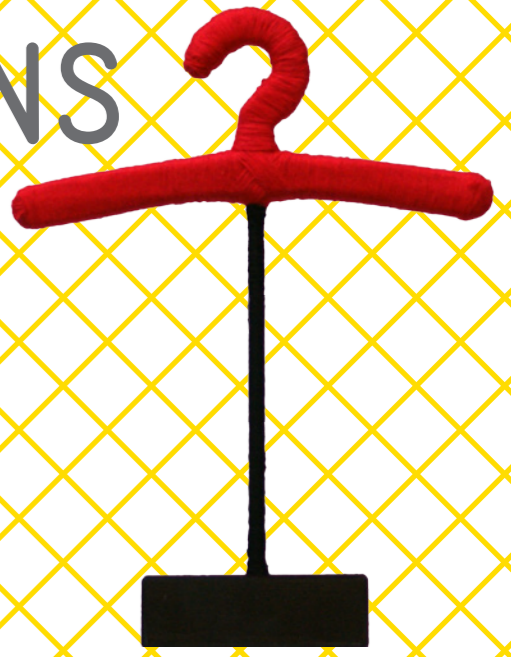
## MAIN STEPS

1. Research what the crucial issues are
2. Use FWF tools to get to the real numbers
3. Involve the workers, make it a participatory process
4. Don't make it too complicated: for example, use bonus systems
5. Share your experience at your other suppliers, and improve communication among your suppliers, not only about FWF and labour standards, but about your brand and your other suppliers
6. Involve other stakeholders and customers in the journey towards living wage





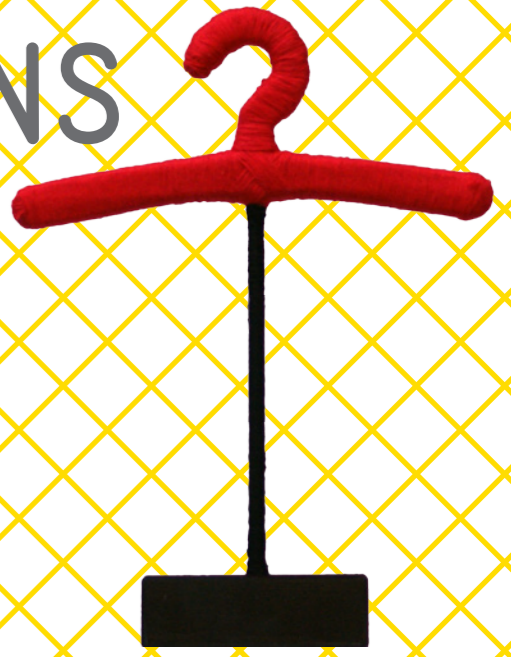
“While the main beneficiaries are the employees who got a salary raise, we believe that paying a good salary will also lead to loyal hardworking employees, so in the end Schijvens will also benefit.”



## INNOVATING PROCESSES

- Join forces with academia: part of the research was done by a young academic and he used the material for his own degree
- Be willing to pay the premiums, within acceptable limits
- Use resources like FWF's Incubator
- Involve the workers: employees in this case were able to fill in the lists of their needs





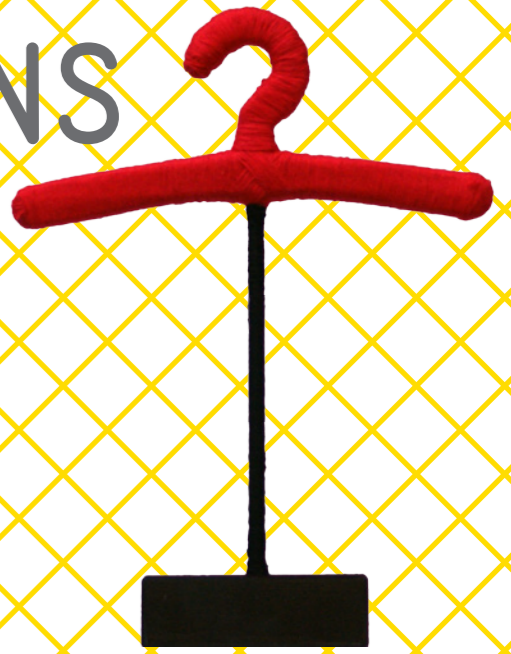
## ENACTING CHANGE

- Workers are now better off: Worker wellbeing is now higher
- There is more transparency
- Having more stakes in a company allow us to use it as a laboratory to implement ideas and then share them when we see they work.

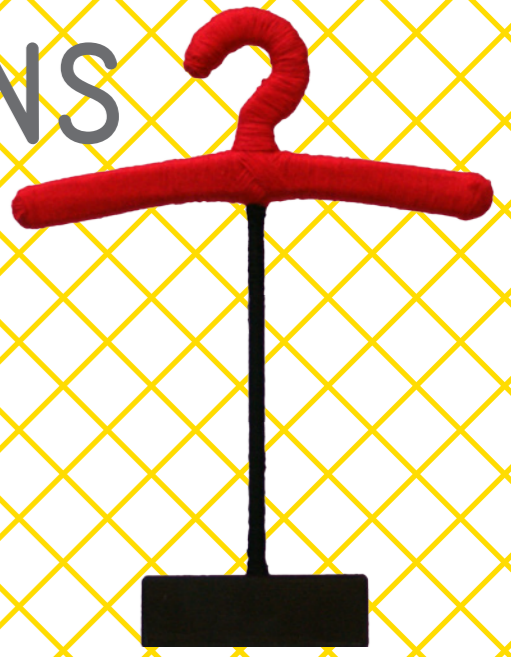
SCHIJVENS



BEST PRACTICES 2017



“You cannot just raise the lowest salaries to Living wage; you have to take into account that you also have to raise other salaries to keep up to the difference on experience and number of years working, otherwise the more experienced workers get frustrated.”



## ROCKY ROAD

- A first issue we noticed when we first started looking into living wages at the factory is that the workers were paid under the table, so not all information and wage levels were properly registered.
- Implementing new ideas is more difficult in places where we have lower leverage