



Manroof GmbH

Social report

Reporting period 2021

(2021: 1.1.2021-31.12.2021)



www.manroof.ch

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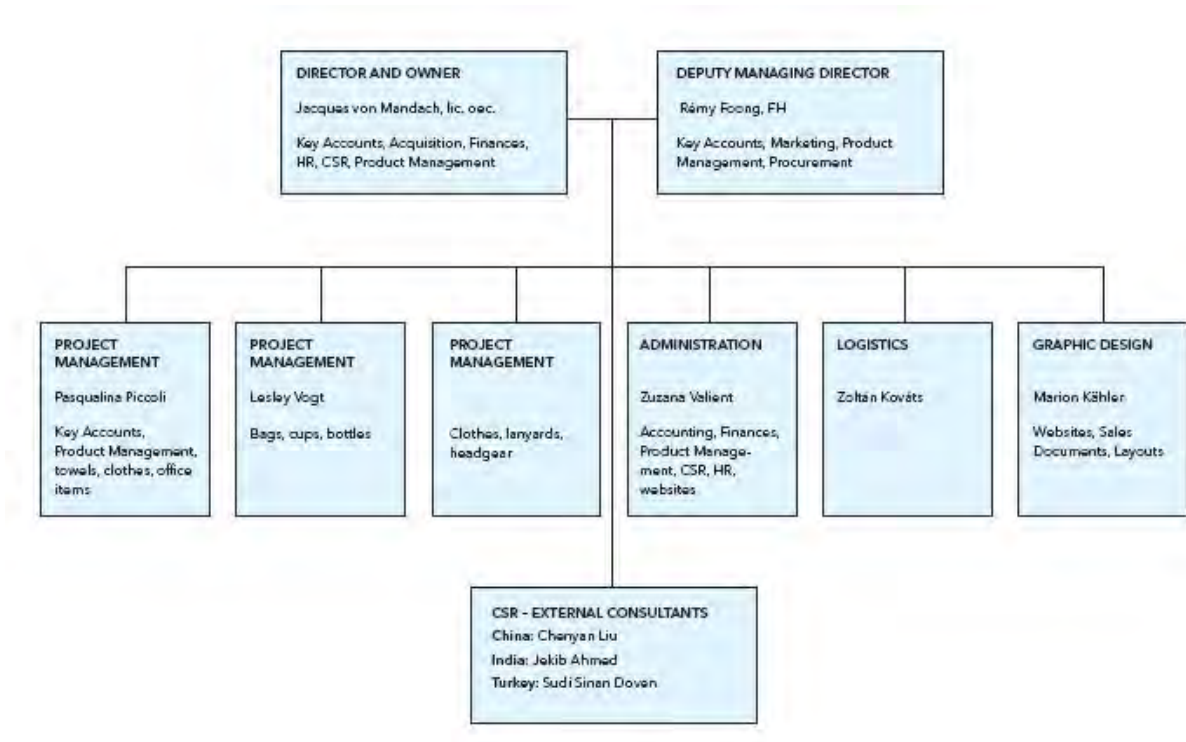
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1. Organisational chart

Manroof GmbH

Organization chart, March 2022



Manroof GmbH is a niche player for textile promotional products in Switzerland. We design, develop, and produce custom-made products such as lanyards, t-shirts, sweaters, caps, bags, and other textile products. All goods are manufactured on demand in China and the EU. In addition to custom-made products, we also process stock garments (especially T-shirts, polo shirts, bags, and jackets) with logos of our customers in silkscreen print or embroidery quality.

Established: 1999

Legal form: Ltd. (GmbH)

Owner and CEO: Jacques von Mandach

Employees 2021: 10

Products: lanyards, t-shirts, sweaters, caps, beanies, bags, jackets, flags etc.

Product use: retail and promotion

Clients: 95% in Switzerland (2020)

Country of production (2021), without

External Producers:

52.82 % Europe (2019 6.0 %, 2020 34.68 %),

34.87 % China (2020 55.77 %),

6.94 % Switzerland (2020 2.54 %)

4.53 % India (2020 2.55 %)

0.84 % Turkey (2020 4.46 %)

2. Summary: Goals & achievements 2021

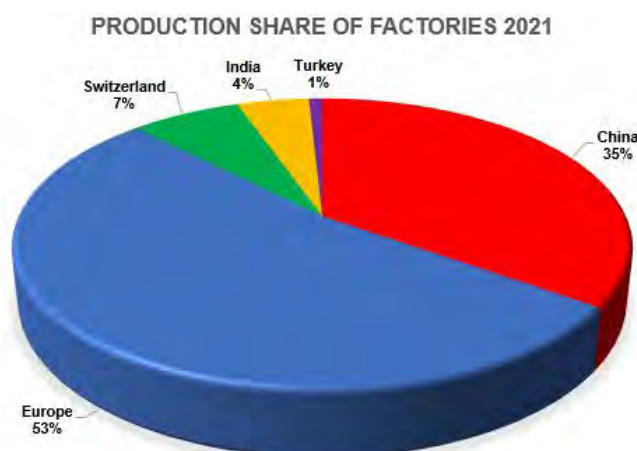
We have been a member of Fair Wear Foundation (FWF) since 2008. We have chosen this membership as a voluntary management system to monitor the working conditions in risk countries of our suppliers. The aim is to do our utmost possible to have “good working conditions”. We believe that it is our duty to produce fairly. We owe our clients well and fair-produced products. In addition, it helps to differentiate ourselves from our competitors. Besides FWF, we are also members of other standards such as Amfori, GOTS and Fairtrade, which give us even more weight for sustainability.

2021 was the second year of the Corona pandemic. No events took place thus neither promotional products nor giveaways were distributed. Therefore, many of our clients still have full stock. However, we managed to keep 2021 the same turnover as the year before. We spent less money with our Chinese suppliers and bought more goods from European factories.

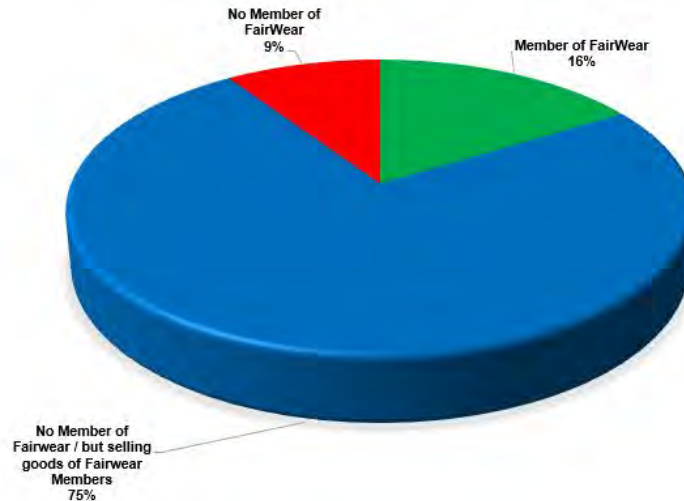
In 2020 and 2021 our CEO was not able to visit the suppliers in Asia. Advantageously, Manroof has CSR external consultants in each risk country which had the opportunity to visit the factory and support Manroof’s monitoring work. Visits are important to be sure that our suppliers understand the expectations regarding our CSR work and to exchange important information about working conditions.

Recent international discussions on forced labour issues in China have caught our attention. In past audits and trainings within our supply chain, no forced labour has been reported. We strictly respect and adhere to the FWF CoLP and local laws and regulations. We continue to follow FWF guidelines and as such maintain a dialogue with our suppliers to ensure that there is no forced labour in our supply chain.

Production share 2021: Share in China is 34.87 % thereof 30.34 % are audited by FWF / Share in India is 4.53 % thereof 4.53 % are audited by FWF.



PRODUCTION SHARE OF EXTERNAL PRODUCERS 2021



Manroof takes sustainability very seriously. Thus, our CEO, Jacques von Mandach, is responsible for CSR at Manroof. Ms. Zuzana Valient is responsible for documenting and managing all our production data, CSR related activities and is assisting him in his CSR work. Zuzana and Jacques alongside our external consultant participated in seminars and webinars organized by FWF to learn more about the latest strategy of the FWF and how to monitor the supply chain effectively and improve the working conditions at the factories of the suppliers.

2.1. CSR IMPROVEMENTS – SUCCESS IN INSTALLING A LIVING WAGE AGREEMENT –

So far, 22 audits have been carried out at our suppliers' factories. In 2021 no new audit was done. This is because we produced more in low-risk countries. In 2021 we ordered 59.76 % in Europe or Switzerland. The share of goods from high-risk countries dropped from 62.78 % to 40.24 %. In addition, we ordered goods from FWF members / External Producers: 16.16 %. With these figures we reach the required FWF percentage. The highlight of our CSR engagement in the latest years was the agreement with our biggest supplier to pay a living wage. This agreement goes on and is renewed every year or every second year. The calculation is based on the Anker Methodology. The workers will get living wages for the Manroof orders, and they receive a salary which is about 10% higher. In the first year, 2019, Manroof paid 50 % of the gap. 2020 and 2021 we are paying 75 % of the share. The aim is to pay 100 %. Our CSR external consultant is overseeing the payment with pay slips and interviews.

An important philosophy of our CSR monitoring system is, that we always work alongside local CSR consultants. For many years we have been working with external CSR consultants in China, India, Greece, and Turkey. The CSR consultants support us in our monitoring work. They have great knowledge about working conditions and national working laws. Their work is costly, but we benefit greatly. Since 2013 Mrs. Chenyan Liu, Chinese CSR consultant, is supporting us with the CSR work. She helps us monitor our main suppliers in China and continuously verifies the improvements made at the factories. Every year, she visits our main Chinese suppliers to discuss pending issues and possible solutions. Mrs. Liu is very important for the success of our CSR monitoring system in China.

To build a trusting relationship and support our suppliers to improve working conditions in factories, our CEO visits our main suppliers regularly. In 2021, due to the Coronavirus travel restrictions, these visits have been held virtually. During these visits, we once again communicate the importance of fair working conditions in the supply chain as the key factor of sustainable development, as well as the excellent service and product quality. We openly discuss the pending points of non-compliance issues and exchange ideas with factory owners and managers to seek the best course of actions. The CSR dialogue went well and has been documented for Brand Performance Check (BPC).

2.2. PROGRESS REGARDING HEALTH AND SECURITY ISSUES:

Workplace safety includes good maintenance on machines and fire safety management system, as well as good training to ensure the entire workplace is be protected. Most of the health and safety issues relating to facilities have been solved, and on top of this, suppliers also organized trainings or meetings with workers to address work safety. The pending points have been resolved. In comparison with other issues these issues are easy and fast to resolve.

Our experience shows that the problem is mainly a lack of know-how and a lack of formality. Our suppliers got bigger and bigger, and the Human Resources department has been neglected. as Additionally, many other issues have arisen which do not belong to operations, particularly when the company has less than 50 workers. Our suppliers welcome the help of our CSR external consultants, and they see it as a big chance to get information about how they can build a better factory.

The issues of health and security are often easy and fast to remedy. Therefore, we will not show detailed information in the chapter “Coherent system for monitoring and remediation” about the findings of each factory.

2.3. PROGRESS REGARDING REDUCING EXCESSIVE OVER TIME

(OT):

We have been committed to improve the current conditions towards a better future. For the past 5 years, we continuously looked for a solution for the issue of excessive overtime. Because of the Covid pandemic this issue was in 2019 and 2020 less of a problem for our suppliers.

We will continue our dialogue in order get more success on this topic. Particularly in China, overtime is a systematic problem of the economy and society. Factories continue to keep attendance records to

monitor the overall working hours for each worker, and to find a better strategy in fighting overtime. What is most important to us is that the management of factories is now aware of this challenge.

Reasons this problem remains unsolved:

- The workers do not use the electrical machines to confirm the time they start and stop working. We continue to remind our main supplier to do the time record correctly.
- We receive the working hour sheets 3 to 4 months after the work is done. So we are always looking at working sheets which are 3 or 4 months old. In this time, we can't make any changes since the time has passed already. Often the factory argues that they received unexpected amounts of orders from clients.
- Normally, European clients need their goods by April or May in Europe. But they often order only in November and December and not earlier. Chinese New Year in February stops production for one month and production before and after CNY is complicated.
- Although when placing an order, we ask our supplier not to have any overtime, other factory clients might not be aware of that problem. The suppliers always blame the other client's orders for overtime. If we have a higher leverage, we might be more successful with avoiding overtime.

We continued to have discussions with factories for better production planning on our side and encouraged factories to talk to their clients to have the same discussion. Reducing overtime remains a difficult task because it is structural. We expect that this issue will improve due to the stronger automatization of the production, and more brands which are committed to improve this together.

2.4. DAM BREAK WITH LIVING WAGE:

FWF requests Manroof as FWF member to pay living wage to the factory workers.

What is the living wage? The living wage defines the salary per month to pay all living costs. The living wages do not include overtime, only 40 hours work per week. The *Asia Floor Wage (AFW)*, <https://asia.floorwage.org/> gives a figure for the year 2015 and year 2017: RMB 3'847 and RMB 4'537.

We found out that there is a second living wage figure called Anker Methodology, www.globallivingwage.org. According to FWF, the living wage figure of Anker is also reliable. The Anker figures are lower than the Asian Floor Wage, RMB 2'818 for the year 2015. In our social dialogue we work with the Anker Methodology.

Living wage is another challenging topic. Despite the challenges, we explored the possibilities to move forward. FWF has given us a wide range of information and tools to find solutions. Namely, the Labour Minute Costing has helped us to calculate the costs to reach living wage. We have used the Labour Minute Costing to calculate additional costs to reach affordable living wage.

Our strategy is to make small steps towards achieving the living wage:

- We confront our suppliers on how we can reach the living wage. They show us how they plan to increase the salary every year.

- We request that they pay statutory holidays and annual leave. We have made some progress here. All workers receive a fixed amount of money by the end of the year as compensation for statutory holiday wage. Annual leave is entitled for all hourly rate workers, if they don't take the annual leave, allowance is provided as compensation.
- We show our supplier our interest in lifting the salary by paying extra money to the workers.
- Where the salary is not reaching the living wage threshold, we offer an agreement. Since October 2019 we have an agreement in place with our biggest supplier. Workers get living wage for "Manroof" orders which consists of 10 to 12% of the production capacity. This means that all workers get around 10% more salary every month. The financial gap is shared between Manroof and the supplier.

It is important to mention that there are different obstacles with implementing a living wage:

- The payment system (piece rate) of the factory makes it more difficult than salary payment by time. This is one of the biggest obstacles and makes this issue very complex.
- Normally, the Chinese garment industry doesn't differentiate between normal working time and overtime. They only look at how many hours a worker has worked per month and how many pieces were produced. This kind of system makes the calculation of paying a living wage very complicated. The main problem in China remains the Piece Rate philosophy and Piece Rate accounting. The average worker has no choice at all whether to do OT or not. It is simply demanded. In addition, the management is reluctant to give accurate accounts of the compensation, in advance and when paying the wages.
- Suppose the factory pays living wage (for the normal working hours). In this case A) working overtime in general will be less attractive for the factory workers. B) Increasing both the normal wage and overtime wage premiums create another level of complexity. Yes, this could be an incentive for employees to work more overtime and a hurdle for management. For management, the piece rate during OT would be higher and the profit smaller. But it would benefit from more motivated employees. CSR technically it would be a fairer compensation, at the same time not helping the reduction of OT. Manroof is committed to investigating these compensation complexities.

2.5. THESE SUPPLIERS PAY LIVING WAGE

With the companies listed below we stand in constant dialogues about living wage. The reasons we work only with these companies towards payment of living wage are:

- High threshold or high % of production share
and
- Long term relationship.

	Threshold 2021	Remarks
Bag supplier, China	27.81 %	This is our biggest supplier. Since October 2019, we have a one-year agreement with a commitment that the workers receive a living wage. The Manroof orders are ca.10% of production capacity at supplier P. Manroof paid 50% of the costs of his gap in 2019. Since 2020, we pay 75% of the gap. Workers get every month 2.5% (or RMB 100- since Oct 2020 it reached to 100) more salary. The average salary is around RMB 3500–4000/month). Manroof paid in 2019 USD 5'750, in 2020 USD 10'395, and in 2021 USD 12'290. If we would pay for 100% capacity the 77 workers would get 25% (RMB 850) more salary every month. The cost for Manroof would be USD 57'500/year if we shared the costs with our supplier. If we would pay all the costs, we would need to pay USD 115'000. These are the costs per year to reach living wage at supplier P. Our long-term aim is that the workers get a living wage for all orders.
T-Shirt and Hoodie supplier in India	4.53 %	According to our CSR Consultant Jekib Ahmed, the supplier is paying living wage. The salary paid here is INR 8804 to INR 12915 per month.
Europe and Swiss supplier	59.76 %	Suppliers in low-risk countries (EU and Switzerland). We have checked evidence at a few suppliers.
Total	92.1 %	Manroof pays to 92.1 % of his threshold living wage

2.6. THESE SUPPLIERS DO NOT PAY LIVING WAGE OR WE ARE NOT SURE THEY DO

The suppliers which are not paying living wage or where we are not sure if they are paying living wage are 13 companies in China and Turkey where Manroof places only a few small orders. The threshold per company is lower than 1.3 %. And in total the sum is 7.9 %

The reasons are as follows:

- We have recently started working with this factory.
- We are not yet sure if we are going to work with this factory for many years.
- Small threshold or low % of production share.
- Unsteady orders due to very special products.

Other threshold which we do not actively work on living wage / External Producers:

External Producers (EP)	Threshold of EP only	Remarks
EP, Brands member of FWF	16.16 %	As member of FWF these brands should do their duty to pay living wage to the workers in the factory. We try as much as possible to order with FWF brands
EP, some Brands member of FWF	74.46 %	Some Brands are member of FWF
EP, Brands are no member of FWF	9.38 %	The Brands are not member of FWF

3. Sourcing strategy

3.1. SOURCING STRATEGY & PRICING

Manroof strives for maintaining long-term business relationships with its suppliers. It is our goal to know and understand the supply chain and production method. It is often a challenge to convince suppliers to implement new procedures and standards. We reduced the number of suppliers in order to increase our negotiating power by raising the relative order share. We have been mostly working with the same suppliers for many years. By keeping the same suppliers, we were able to improve our relationships and work more closely on FWF issues. In 2021, we maintained stable business relationship as before. But we've increased the orders with European suppliers (2021: 52.82 %; 2020: 34.68 %) at the expense of Chinese companies (2021: 34.87 %; 2020: 55.77 %).

In addition, Manroof sources all stock garments from sub-suppliers which are mainly FWF members. To find new reliable suppliers, we are cooperating with other FWF members in Switzerland and abroad. We contacted a few other FWF members and shared factory details. We managed to find a shared supplier from another FWF member. Example 2021: Company Living Crafts is now ordering with our Indian t-shirt supplier.

It is difficult to source all products in Europe. In some urgent cases for new products, we are forced to order from Chinese suppliers without immediately performing a social audit. Once the cooperation intensifies, we will carry out a FWF audit. We communicate the importance of fair working conditions when we meet potential suppliers. Before we place our first order, all new suppliers are informed about the FWF Code of Labour practices and need to fill out the FWF questionnaire.

We are also a certified member of Amfori/BSCI, GOTS and Fairtrade.

FWF has changed its requests to members in the last year and we follow their expectations.

Namely there is a '**risk assessment**' which we need to do to find the risk our supplier is facing in their countries. Another important task is the supplier information and evaluation system.

The risk assessment is fed by information we get from different sources. The idea is that we act proactively with this tool and not just when the problems appear after an audit. We have started the tool "risk assessment" in 2021 by creating different files which we have sent to our suppliers to give feedback which help us to monitor the working conditions more proactively.

The basis of our CSR monitoring work is **supplier information and evaluation system** which we implemented according to FWF guidelines. A systematic approach is required to integrate social compliance into normal business processes and supports good decision-making. The approach is necessary to ensure that Manroof consistently evaluates the entire supplier base and includes information into decision-making procedures. Using this system, we classify our suppliers in the following groups:

- **Suppliers in high-risk countries with substantial buying power.**

Monitoring activity is high and intensive. Our external CSR consultants in China and India have the mission to support us monitoring these suppliers. This group contains the bag supplier in China (27.81 %) and the t-shirt supplier in India (4.53 % threshold). - Because the threshold of two Chinese suppliers have fallen sharply the last years (t-shirt supplier DKC 2021 1.26 % and cap supplier in YH 2021 0.66 %) we will no longer monitor these two suppliers as intensely as in previous years.

Part of the CSR work here is a 'supplier information and evaluation system' Fair Wear is requesting members to do (bpc guide 1.5). We have done this job and including our suppliers ZA, PA and DE.

- **Suppliers in high-risk countries with low buying power**

With these suppliers, we have a small threshold. The supplier where we spend most in this group had a threshold of only 1.26 % in 2021. Monitoring activities are regular. Of course, in the event that substantial orders are placed with one of these suppliers, we will change our monitoring activity.

- **Suppliers in low-risk countries. Monitoring activities are regular**

When a supplier becomes a high threshold, we strengthen our CSR monitoring work. This was the case with our Greek supplier Z. Our CEO visited the factory in 2019. On this occasion an external consultant accompanied him to conduct a due diligence of the working conditions. The resulting audit report showed that the working conditions are good. Our external consultant kept the contact with this supplier and is updating the information annually. In March 2022, an Amfori audit will take place which Manroof will pay.

Expenses for CSR 2021

Memberships and Certificates	FWF 22.6.21 Eur 5'064, Amfori 21.1.22 Eur 3'150 and GOTS 3.5.21 Eur 2'084	CHF 11'327.80
Audits 2021	No audits	n/a
WEP training	Invoice 23.2.22, 1 x India, Eur 1'890; Invoice 21.12.21, 1 x China Eur 1'250	CHF 3'454.00
Invoices CSR Experts	Invoice 15.11.21, Eur 2'170.60, Invoice 29.1.21 Eur 2'774	CHF 5'439.06
Living Wage agreement	Bag supplier China	CHF 12'290.00
	Total	CHF 32'510.86

3.2. PRODUCTION CYCLE

Production at Manroof is done using the just-in-time (JIT) method. All products are made to order. After specifications are defined, a sample is manufactured. The standard production lead time is 2–3 weeks after the sample approval.

3.3. FACTORY RELATIONS

Our membership at FWF defines our purchasing method. We prefer working with suppliers who have a production site that meets the following criteria:

- Located in Europe: No social audit report is required but is welcome. Suppliers which receive a high share of our orders we visit together with a CSR expert. A CSR due diligence report is done.
- Located in high-risk countries: certified by Fairtrade (Max Havelaar), GOTS or SA8000. Depending on the purchase volume, we will consider a FWF audit. We will plan a FWF audit once the order volume reaches a substantial level (50,000 euro/year).

When searching for new Asian suppliers, we prefer audited suppliers. Any audit or certification is welcome, for example: ISO9001, Amfori/BSCI, Sedex, SA8000 etc.

For each kind of product, we have listed possible suppliers. The criteria of this list are a mix of CSR, service, and price. When we select a new supplier, we check this list, our risk country map, and our risk supplier map. We then decide where we place the order. However, in 2021 we have added a few new suppliers.

One reason is that our active suppliers are not able to produce the requested article. For example: soft toys or hammocks. Another reason is that we receive orders for articles which we get only every few years.

There are also suppliers where we stopped the relationship. One reason being that the supplier did not cooperate with our CSR request. This happened for example with a baseball cap supplier. Another reason and more common is that we simply have no requests for the supplier's products.

3.4. INTEGRATION OF MONITORING ACTIVITIES AND SOURCING DECISIONS

When contacting new suppliers, we also check whether they have an existing audit report or certification (ISO 9001, Amfori/BSCI, Sedex, FWF audit, SA8000 etc.). Any kind of documentation helps us evaluate new suppliers. As soon as we believe that the purchase volume will increase substantially, we will ask the supplier for an audit to verify their working conditions.

Since becoming a member of FWF in 2008, we performed 22 FWF audits, 20 carried out in China and two in India. 34.87 % of our textile products were manufactured by FWF audited producers in Asia in 2021, mainly in China. Our supplier database of Fair Wear Foundation (Fairforce) shows our relative production share for each supplier and the date of the audit.

In 2021, our external consultants continued their social dialogue with our suppliers. In our monitoring system we have five suppliers in total in risk countries, which are monitored with our external consultants. We experienced that all five suppliers cooperated well with CSR issues. Therefore, we have no reason to change suppliers. We must point out that the monitoring of a Turkish supplier is complicated and a lot of intensive work. Therefore, we tend to avoid ordering in Turkey.

3.5. RISK MAPPING BY COUNTRY, MARCH 2021

1 = low risk, 5 = medium risk, 10 = high risk

Rating is according to country studies by Fair Wear Foundation and our experience through past years.

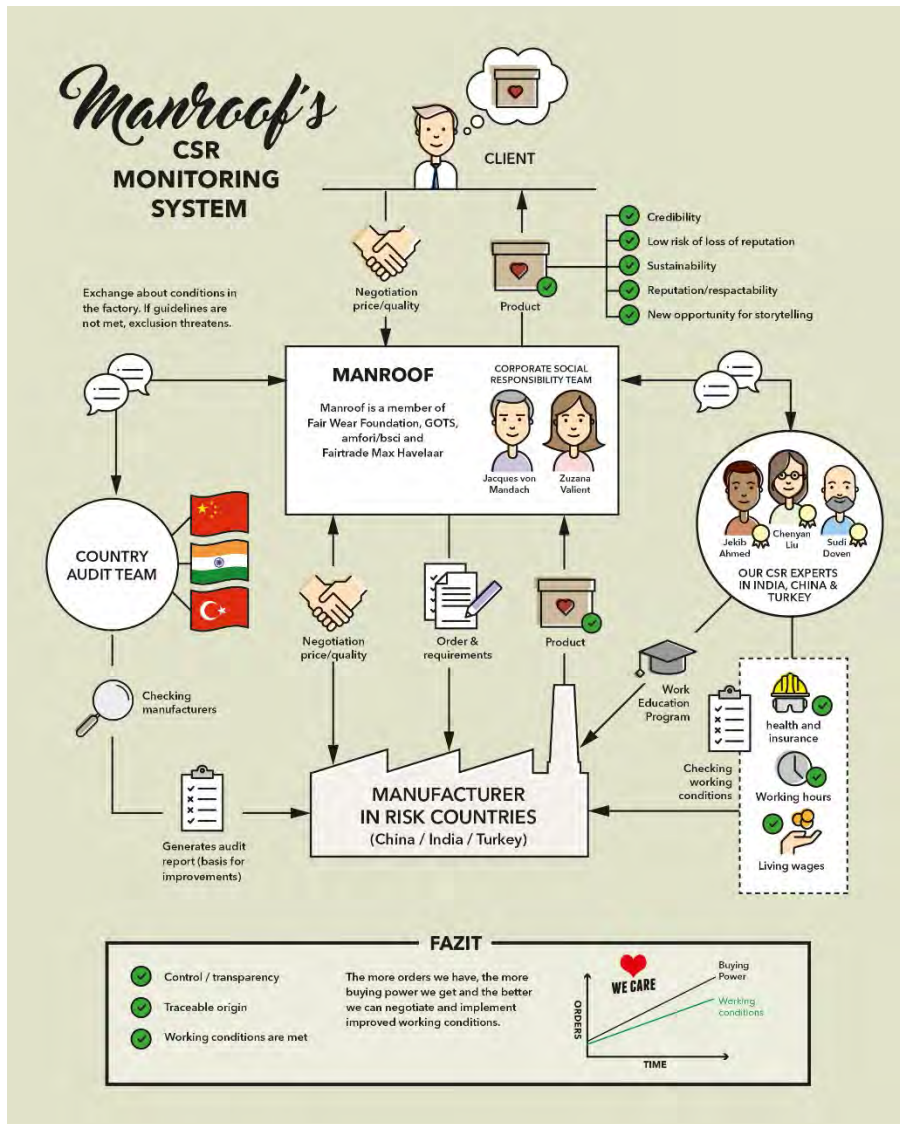
Risk/Supplier	China	India	Turkey	EU
Employment is freely chosen	6	5	6	2
Freedom of association and the right to collective bargaining	6	5	5	2
No discrimination in employment	6	6	6	2
No exploitation of child labour	5	6	4	2
Payment of a living wage	5	8	8	2
Reasonable hours of work	8	8	8	2
Safe and healthy working conditions	5	7	6	2
A legally binding employment relationship	5	7	8	2
Special Country problems	There are no unions. Excessive overtime is endemic	Sumangali-like practices is endemic	Refugees issue must be focused, lack of formality	Some issues in Italy, Romania and Bulgaria
How to prevent and mitigate risks, and what remediation steps may be necessary	High risks are discussed with supplier and external CSR agent in order to find solutions.	High risks are discussed with supplier and external CSR agent in order to find solutions.	High risks are discussed with supplier and external CSR agent in order to find solutions.	Check working conditions with visits and certificates, audit reports etc.
Allover rating	5	7	8	2
Remarks 2021	New suppliers must fill out a questionnaire and inform us about certificates, audits, and references. If possible, our CEO or our CSR consultant should visit the factory by next occasion.	New suppliers must fill out a questionnaire and inform us about certificates, audits, and references. If possible, our CEO or our CSR consultant should visit the factory by next occasion	New suppliers must fill out a questionnaire and inform us about certificates, audits, and references. If possible, our CEO or our CSR consultant should visit the factory by next occasion.	

<p>Influence order decision</p>	<p>Attractive country to place orders, because of good mix: CSR / price / delivery / service is good. From CSR point of view easier progress than in other risk countries.</p>	<p>Orders can be placed with suppliers; new suppliers need to be chosen carefully.</p>	<p>Better avoid orders in Turkey. CSR work is a big challenge.</p>	<p>If possible, we prefer to place orders in the EU. Not always possible because of price / delivery / product.</p>
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4. Coherent system for monitoring and remediation

Our CSR monitoring system with new suppliers starts with a questionnaire and a request to send us already achieved audit reports or certificates. If the threshold increases, we soon request a FWF audit, and our CEO will visit the factory. Once the FWF audit report is done, a close monitoring work starts. In this process, the work of our CSR consultant is highly important. The CSR consultant is responsible to check the audit report and the Corrective Action Plan (CAP) with the supplier. The consultant discusses and explains findings and solutions. In addition, a WEP (work education program) is requested to get management and staff trained. Also, our CSR consultant gives different training every year to the management or factory workers to specific issues. These education programs are an enormous help for the factory, particularly as we see a lack of know-how and formalism.

Legend: Manroof CSR monitoring system



4.1. FACTORY P. / CHINA

Threshold:	28 %
First Order:	2009
FWF audit reports:	3x
Last FWF audit:	Aug 2019
Next FWF audit:	Latest 2022
Quantity workers:	34
Products:	Bags

This is one of our most important suppliers with leverage around 12%. The last audit was carried out in August 2019. Many other audits were done (Amfori/BSCI, Sedex and others) and the factory shared them with us once they received the audit reports. Unfortunately, we never had the impression that the other audits were helping our CSR work. In terms of the work on the FWF CAP, the factory has shown great cooperation on correcting non-compliance points which were found at the FWF audits and sent relevant documents and photos as evidence of the improvement. Mrs. Chenyan Liu has been in close contact with the CSR coordinator for a couple of years. The supplier has sent back to us all information about Covid Checklist, feedback to our supplier evaluation system, questionnaire about risk assessment and other documents and information. – In 2021 no WEP or training took place because Chenyan Liu was unable to visit the factory. She only moved back to China in 2021.

Our CEO last visited this supplier in 2018. Once travelling is possible again, our CEO is planning a new visit. However, Chenyan Liu is not living in Shanghai and will visit after her maternity leave, which ends in summer 2022.

After a long-time business relationship and the CSR work, we believe that we have built a good solid trust between two parties. We believe this supplier will continue to improve working conditions. As for all health and insurance issues we have solved all open points.

Over Time (OT)

The FWF audit report of August 2020 shows following situation:

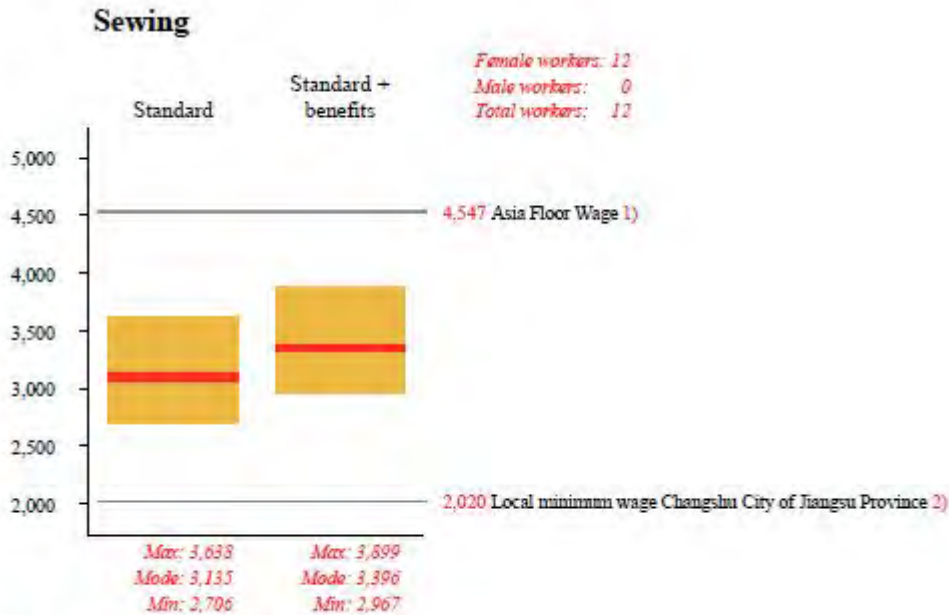
- *Based on the attendance records, workers worked more than 60 hours per week, from an average of 67.5 hours up to 83.5 hours.*
- *In general, workers have 1 to 3 days off in a month and they worked consecutively for 7 up to 30 days.*
- *Most workers worked more than 3 overtime hours per day (i.e. 3.5 up to 8.5 hours) for 1 up to 6 days in a month.*

We continue to randomly check workers' monthly working hours. Our agreement with the factory owner is to limit the excessive overtime working hours. Since 2018, the factory sent us more precise and transparent working hours record for each worker. We found working hours per day is within legal requirement, however, workers only have 1 to 3 days rest each month. One day rest in every week is sometimes not guaranteed. We are convinced that full transparency on working hours could create an

open dialogue to discuss how we could support each other. We will continue to have discussions over this topic with our factories. Due to the Covid Pandemic 2020 and 2021 overtime was less.

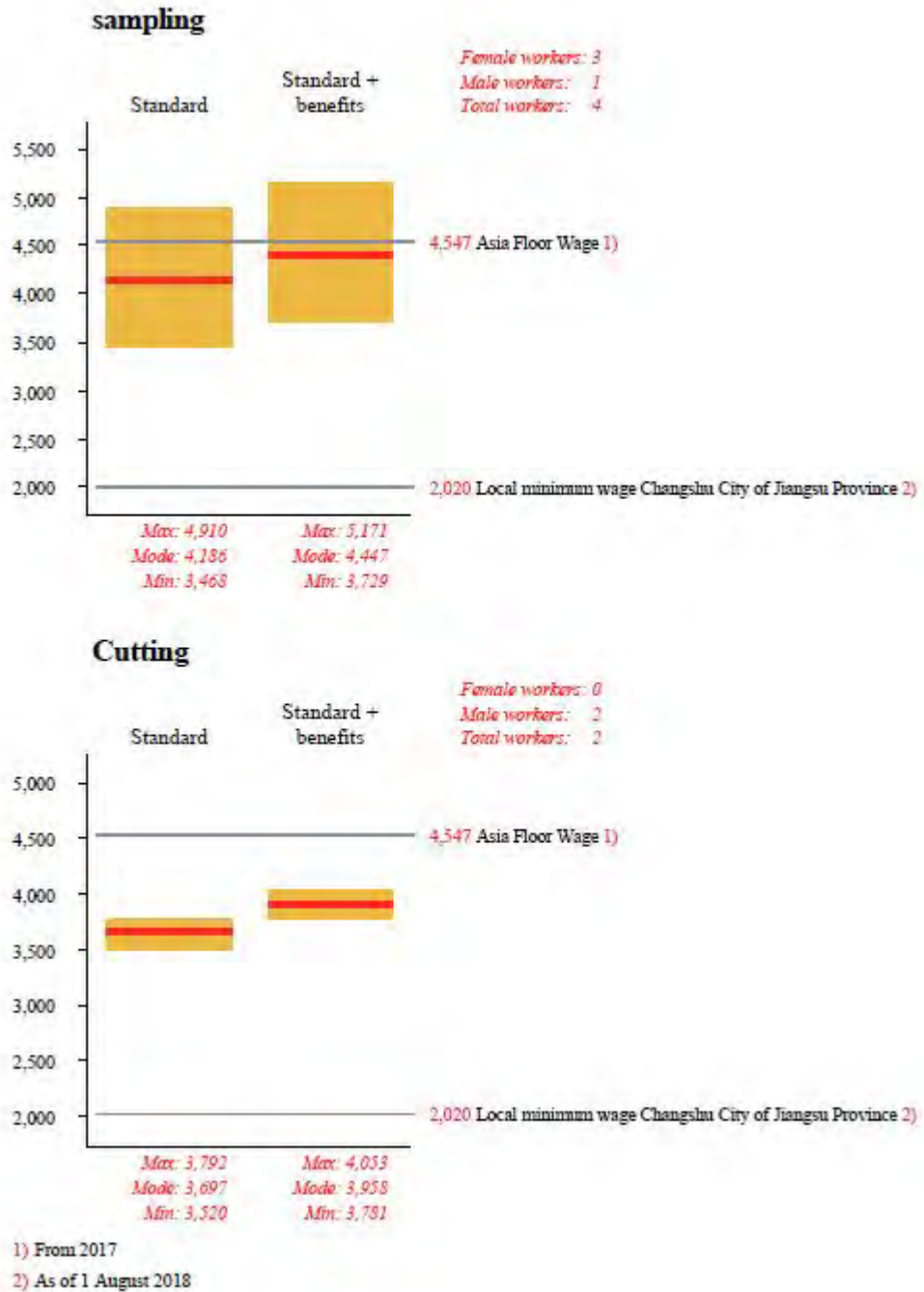
Living Wage

The FWF audit report August 2019 shows the following salaries at factory P.

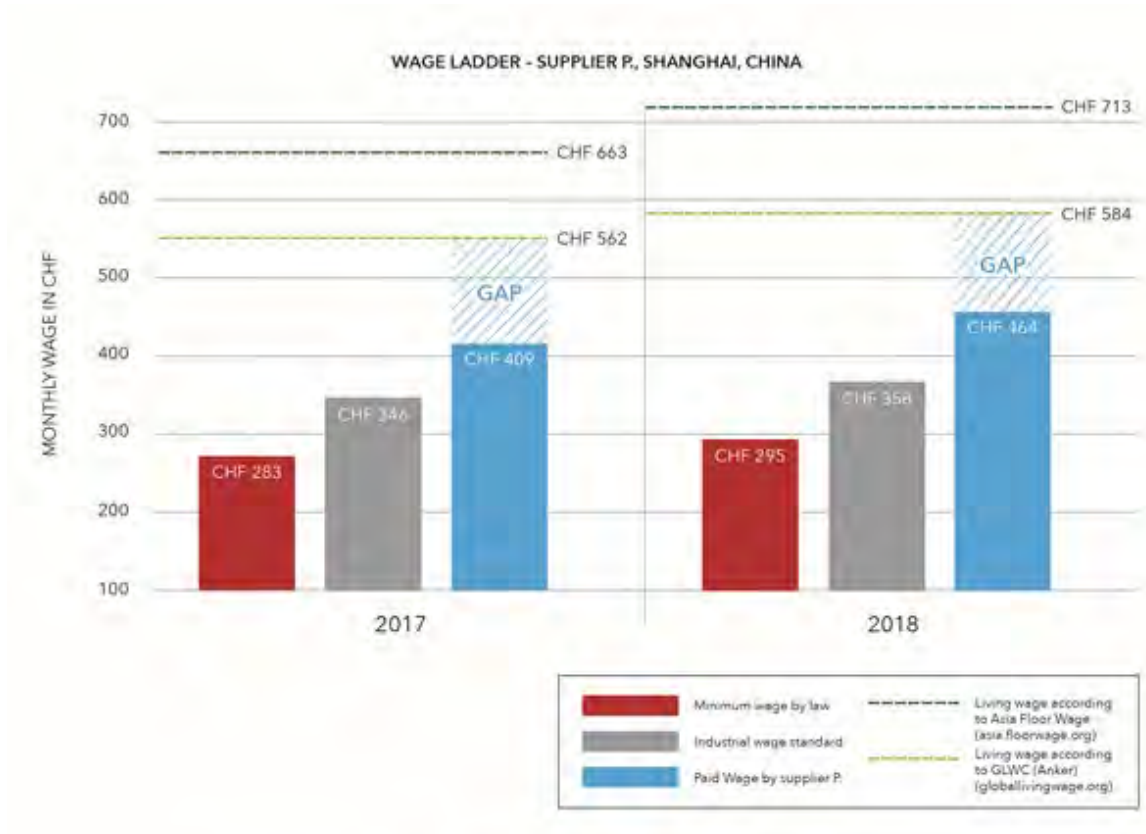


1) From 2017

2) As of 1 August 2018



In the charts above, the salary for living wage calculated by the Anker Methodology is missing. We calculated that the value of the Anker Methodology should be RMB 4'000 per month (2019). Manroof uses the Anker Methodology as benchmark. As you can see most of the salaries are also below living wage calculated by Anker Methodology. In the following diagram we show the gaps for living wage in the years 2017 and 2018.



FIGURES LIVING WAGE LADDER 2015-18 (IN RMB)

	Minimum Wage	Industrial Wage	Salary PA	Anker Wage	Asia Floor Wage	Inflation China	Inflation China
2015	1'780 (CHF 260)	2'210 (CHF 323)	n/a	3'534 (CHF 517)	3'847 (CHF 562)	2 %	
2016	1'820 (CHF 264)	2'290 (CHF 334)	n/a	3'700 (CHF 541)	4'192 (CHF 613)	2 %	102 %
2017	1'940 (CHF 283)	2'370 (CHF 346)	2'804 (CHF 409)	3'850 (CHF 562)	4'537 (CHF 663)	1,56 %	104 %
2018	2'020 (CHF 295)	2'450 (CHF 358)	3'176 (CHF 464)	4'000 (CHF 584)	4'882 (CHF 713)	2,10 %	105,66 %

bold = according FWF resources regular = estimation

For four years, we collected payment documents and exchanged many emails with the supplier about this issue. The management stated that the workers were paid the approximate industrial wage and the average wage are above the salaries paid in the neighborhood. The factory explained that it would be difficult for them to change the whole remuneration system as Manroof is the only client supporting living wage. Other clients are not showing the same commitment and support. Manroof is leading a proactive discussion with factory P. to support the living wage.

Living Wage agreement

In 2019 Manroof started the initiative and created an agreement to solve the living wage problem. FWF gives us a lot of tools and information. One important tool is the *labour minute costing* tool. We have used this tool and we know the cost per piece we would need to pay. This costing tool is for Manroof impractical for different reasons. One is that Manroof is not able to let his clients pay the additional costs. We still need to offer market prices or go even below market prices. Another reason not to use the *labour minute costing* tool is the fact that we have different kinds of products, and this would bring endless discussions with our suppliers. We need a simple and good solution. First, we fixed a living wage value based on the Anker Methodology, namely 4'000 RMB per month. Second, we calculated the gap. Our CSR consultant checks the payment slips and confirmed that the lowest salary is 3'176 RMB per month (2019). Thus, the gap is 824 per RMB month. We agreed with our supplier to share the costs. Starting in October 2019 the workers got more to close 10% of the gap. The staff was informed by the management about the additional payment. The gap is covering only Manroof's share at the factory which is about 12%. – Since 2020 we are paying 75% of the gap, instead of 50%. The cost for Manroof for in 2020 was USD 10'395.00 and in 2021 USD 12'290. We reviewed this project together with factory management and both parties were keen to continue, and the factory appreciated this support on living wage. We will see in the future if we can go further than 75% of the share. In addition, FWF requests that in the long run the workers will get a living wage salary for all the work. This is also our long-term goal.

Legend: Agreement between Manroof and supplier, dated 17.9.19

<p>Agreement</p> <p>P.</p> <p>and</p> <p>Manroof GmbH, Mattengasse 7, 8005 Zürich, Switzerland</p> <p>Shanghai and Zurich, 27.9.20</p> <p>about Living Wage Project</p> <p><i>new - duration and cancelation: This agreement starts for the payment of salary October 2020 and ends two years later, salary September 2022. This agreement is valid for two years. The new contract stays the same, what changes are only the figures. Text in black letters is from old contract, text in red letters are from new contract. CHF 1.00 = RMB 7.48</i></p> <p>Introduction: P. is factory for bags and textile products. Manroof GmbH (MA) is a trading company and buys the products from PA. As MA is a Fairwear Foundation member he needs to implement a salary system at PA where Living Wage is paid to the production workers.</p>
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Living Wage: Is the salary paid for the normal working hours, 40 hours per week. Over Time (OT) is not part of the living wage. The Living wage is salary which enables the worker to pay all costs for his living, like apartment / cloth / food / medicine / transport / savings / etc.

About: This agreement is an agreement of the payment of a Living Wage. The Living wage shall be reached immediately. But only for the share of the MA orders at P.

P guarantees that:

- The production workers will receive the money which MA will pay to P for the living wage project. The P workers get the additional money by end of each month.
- P guarantees that P will not lower the salary to the workers because MA is giving money to the workers. In other words: It is not the idea that Manroof's payment will substitute the salary payment of P
- P will show to Manroof pay slips. P already made contracts with workers before based on Chinese Law. The contract is clearly informing the paying method for regular hours and not for OT.

Manroof in the counterpart guarantees:

- *Payment 75 % of the GAP (before 50 %)*
- That will do everything to keep the buying volume or to even to increase it
- Manroof will continue to place good and big orders with P.

Both companies are interested in a good and a long-term relationship.

Calculation living wage:

Jacques von Mandach calculated in April 2019 that the living wage value is RMB 4000/month. This calculation is based on the Anker methodology (www.globllivingwage.com) and the figures for inflation in China.

Following amounts will be added to RMB 4'000/month:

- *The Chinese inflation in 2019 and 2020 is around 3 %. RMB 120 for the year 2020 and RMB 240 for the year 2021.*
- *The costs for living are going up. RMB 120 for 2020 and RMB 240 for 2021*
- *Basic salary according to P: 2021 RMB 3'250, 2022 RMB 3'350*

Salary year 2020/2021: RMB 4'000 + RMB 120 + RMB 120 = RMB 4'240.00

Salary year 2021/2022: RMB 4'000 + RMB 240 + RMB 240 = RMB 4'480.00

The figure of living wage can be substituted by a « negotiated » value in the future. Means, if the P. and a worker committee confirm that this value is lower or higher. A lower or higher value can be used for the agreement. The negotiation can be done by employer and trade union (or any form of employee committee which accepted by both parties) in P.

P, paid in average 2020 RMB 3'250.00 for the workers. Therefore the gap between living wage and paid wage is 2021 RMB (4'240-3'250 =) RMB 990/worker + month and 2022 is RMB (4'480 – 3'350 =) RMB 1'130.00/worker

Quantity production workers P. 2020 (production + printing + packing): 77 workers

The share of Manroof at P. 2020 is 10 %.

Figures for 2021:

The additional cost per month for all workers is:

$RMB\ 990 \times 77 \times 0.10 = RMB\ 7'623/\text{Month}$ or all workers for Manroof orders, RMB 91'476/year (CHF 12'26220) for all workers and Manroof orders.

Manroof share 75 %: RMB 68'607 (CHF 9'173), P. pays 25 % RMB 22'869 (CHF 3'057.35)

Figures for 2022:

$RMB\ 1'130 \times 77 \times 0.10 = RMB\ 8'701/\text{Month}$ or all workers for Manroof orders, RMB 104'412.00/year (CHF 13'958.82) for all workers and Manroof orders

Manroof share 75 %: RMB 78'309.00 (CHF 10'469.12), P. share 25 % RMB 26'103.00 (CHF 3'489.70)

Place and Date	P.	Manroof GmbH

Legend: Invoice 2020 dated 01.11.2021 for Manroof's share

INVOICE

CLIENT
 TO: MANROOF GmbH
 Mattengasse 7
 8005 Zurich
 Switzerland
 Tel: +41 (0) 44 274 15 03

DATE : 2021-11-01
 TRM OF PMT : T/T

1.COMMODITY,SPECIFICATION&QUANTITY	2.UNIT PRICE &TOTAL AMOUNT
<p><u>Living Wage Project</u> <u>2021-2022</u></p> <p>The share of Manroof at [REDACTED] 2020 is 10 %. Figures for 2022: RMB 1'130 (Gap Salary per month) x 77 workers x 0.10 (Manroof's share is 10%) = RMB 8'701/Month (CHF 1'163.23) "for all workers for Manroof orders only". RMB 104'412.00/year (CHF 13'958.82) "for all workers and Manroof orders only"</p> <p>Manroof share 75 %: RMB 78'309.00 (CHF 10'469.12), [REDACTED] [REDACTED] share 25 % RMB 26'103.00 (CHF 3'489.70),. Additional money for workers (100 %) RMB 104'412/year or RMB 8'701.00/month"</p>	<p>Manroof share 75 %: RMB 78'309.00</p> <p><u>TOTAL :USD12,290.00</u></p>
<p>Signed : [REDACTED]</p>	

We also learned from FWF that the best wage is a negotiated wage. In the past, meetings with different groups of factory workers and our CSR consultant took place. One objective was training the workers about their rights and answering different questions about this issue. Another objective was to receive the workers' opinion of how much they need for a living wage. Chenyan Liu wrote in her report:

Goals of the factory visit:

- To provide space for workers and management to talk about the living wage.
- To see how much workers need on living expense as a starting point.
- To show the Manroofs commitment on supporting living wage.



To see how much the living expense of individual participant is, participants were divided into four groups to talk about their actual needs for living and how much they need to spend on monthly substantial needs. The scenario is based on a family of two people (the worker and his/her spouse) where both people are working.

Legend: result of factory worker’s opinion about the living wage.

Group	Basic Living Wage	Living Expense Items
Group 1	2464	Food, clothes, accommodation with utility, shopping/daily living accessories, social gifting, children and education, social security
Group 2	2500	Food, clothes, social security, utility, daily living accessories, medical, social gifting, education, saving for children’s marriage, phone bill, transportation
Group 3	3451	Food, skincare, clothes, phone bills, accommodation, social security, elderly parents supporting, transportation, social gifting/saving
Group 4	3363	Food, clothes, accommodation with utility, transportation, children and education, elderly supporting, social gifting, medical/social security

An average living expense is around 3000 RMB. If we add the 10% as the small margin for unforeseen events, the average of basic living wage in 3300 RMB.

Conclusion: The opinion of the workers is that the living wage is lower, ca. 3’300 RMB. This figure is lower than the value calculated by the Anker methodology, 4’000 RMB. However, Manroof will keep the higher value of 4’000 RMB. We should not forget that the living wage according to Asia Floor Wage is 4’537 RMB.

The training with our external consultant brought also more information about the workers wishes regarding working conditions. It shows that this kind of training is a valve for other issues, which they are not able to express to the management.

We conducted a year-end review with factory. The pandemic hit the factory seriously due to the cancellation of client orders. The factory managed to keep the same working conditions and provided more health precaution to ensure everyone has a safe workplace. The support on living wage contributed to reduce the pandemic’s impact.

Outlook:

We will continue the living wage agreement and engage in further dialogues to examine where we can do more. Beside wages, we aim to provide more support on training on other topics. In 2022 quarter 3 and 4, our external consultant will be back from maternity leave and will conduct a training on labour relationships to increase the awareness and provide a safe space for workers and management to have a good dialogue on this topic.

4.2. OTHER FACTORIES IN CHINA

The Threshold of these factories are very small: lower than 1.3%. In the last two years we have moved many orders to Europe, to low-risk countries. Therefore, in comparison with previous years, Manroof is not going to implement a detailed CSR monitoring work with these suppliers. This is according to the FWF regulation. Naturally, in case substantial orders resume, Manroof has the advantage to have done good CSR work in the past with DKC and YH.

Some of these suppliers have done FWF audits and have shown good cooperation. We have asked them to send us back the following documentation:

- Covid Check List
- Supplier Evaluation System
- Questionnaire about risk assessment

Worth mentioning is that we have done with supplier DKC (threshold 1.26 %) and cap supplier in YH (threshold 0.66 %) until 2021 an intensive monitoring CSR work. DKC for instance already had three FWF audits, having the last one in 2019. YH had its first and last FWF audit in 2020 and a WEP Basic in November 2021. Both suppliers cooperated well.

4.3. FACTORY D. / INDIA

Threshold:	4.5 %
First Order:	2017
FWF audit reports:	2 x
Last FWF audit:	Nov 2020
Next FWF audit:	2023
Quantity workers:	37
Products:	T-Shirts

We started ordering T-shirts from this supplier in 2017. The service and communication of Factory D. is much better than that of our previous supplier. In December 2017, our CEO visited this new supplier in India. The owner was able to explain in detail the process and the CSR challenges in this factory. The factory has several different audit reports and certifications. The FWF audit report we made in January 2018 had some findings. Once again, the reasons for the findings were a lack of know-how and formality. With the help of an Indian CSR external consultant, Mr Jekib Ahmed, we were able to remediate root cause and improve working conditions. The FWF audit 2020 brought good results and showed that the working conditions improved.

In 2021, our external consultant visited the factory several times. His work is based on the results of the FWF audit report and the information he received in prior years. Together we improved following aspects in the factory:

- Workers Committee was built
- Internal Complaints Committee
- Living Wage

In May 2021, our CSR consultant has done a training about the topic Workers Committee. A democratic election process for constituting the workers committee was established. The aim was working on more responsive worker complaints management and moving towards the path of discussion, negotiation and bargaining collectively. The main object of the workers committee is investigation and settlement of basic industrial disputes and prevention of industrial conflicts and provide relief to workmen in case of basic floor level issues. This committee will work to develop a sense of partnership between the employee and his workmen. The factory made all the necessary arrangements for the workers to nominate their candidates for an open and fair works committee election. They chose nominees from all the major departments. After the nomination process was over, they checked all the nomination applications and eligible candidates were contested in a fair and democratic election. Candidates were provided with ample opportunity to campaign for their candidature. Then elections were held for all the seats, and the elected candidates formed workers committee. Post formation of the committee, our CSR consultant conducted a training to the elected members for building their capacity on effective functioning of the committee.

In October 2021 one WEP took place. Subject was Internal Complaints Committee (ICC) & elections. It helped the participants to develop an in-depth understanding of handling complaints and disagreements, to reinforce the duties of an ICC member - such as conducting sensitive interviews, remaining non-judgemental and unbiased. Also, different scenarios were faced, process of Inquiry to be followed, recommendations to be given and challenges faced by the ICC were discussed at length with the participants based on the experiences shared by the ICC members of other organizations.

The focus in 2019 was to identify all the areas of non-compliance and build the capacity of the factory to improve their practices to be able to meet the compliance requirements of the country laws as well as FWF standards.

In 2021, we focused mainly on the following aspects:

1. Pre- election training and facilitating Election process of Works Committee
2. Training of workers committee members
3. Occupational Health & Safety Review
4. Review and strengthening of company HR and social compliance policy documents
5. Initiation and formation of ICC
6. Facilitating participation in Worker Education Program of Fair Trade

Living Wage:

This supplier suffered a sharp drop of the turnover in 2020 and 2021 mainly due to the Covid Pandemic. Many of his clients did not place any further orders. Sales have fallen sharply. Our orders were not very high but stable. We were in contact with the Management, and we were aware of the difficulties. We offered our help in different ways:

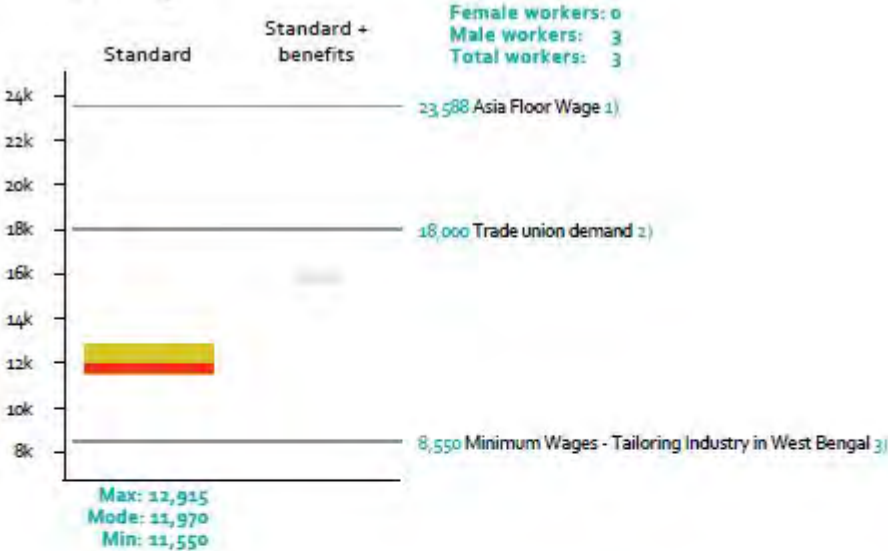
- to prepay invoices without any pending order
- to try to get new orders for him, which is very difficult for us
- to try to find other clients, like other FWF members. With one FWF member we have been successful: Living Crafts in Germany
- Lastly, we offered to pay financial help in case the minimum wage is not paid to the workers. We received confirmation that at no moment this was the case in 2021.

In addition, we have monitored Covid issues and have received a detailed Covid-19 health and safety checklist. The supplier has confirmed with us several times that the workers always received a minimum wage in 2021.

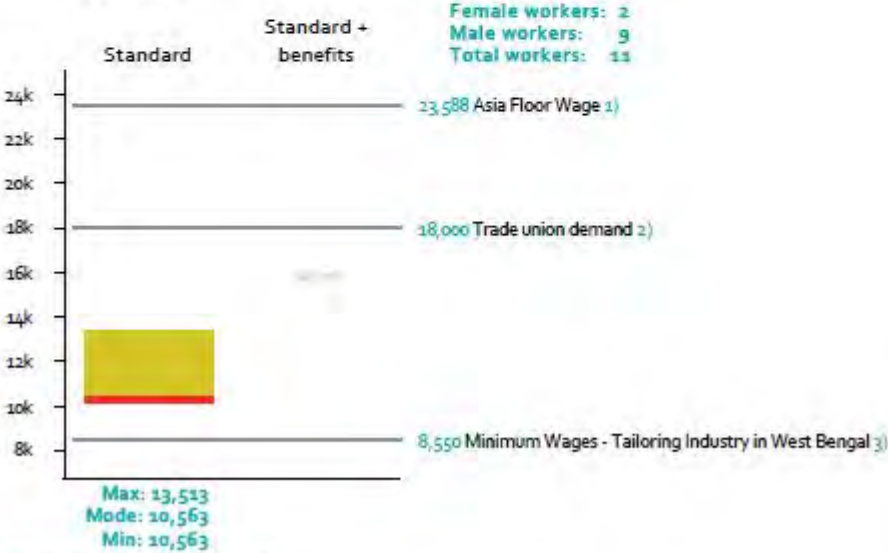
Findings about salary:

All the workers are paid higher than the Legal Minimum Wages. The LMW of unskilled, semi-skilled and skilled and highly skilled are INR 8550, INR 9406, INR 10347 and INR 11380 respectively. In this factory, the wages range from INR 8804 to INR 12915.

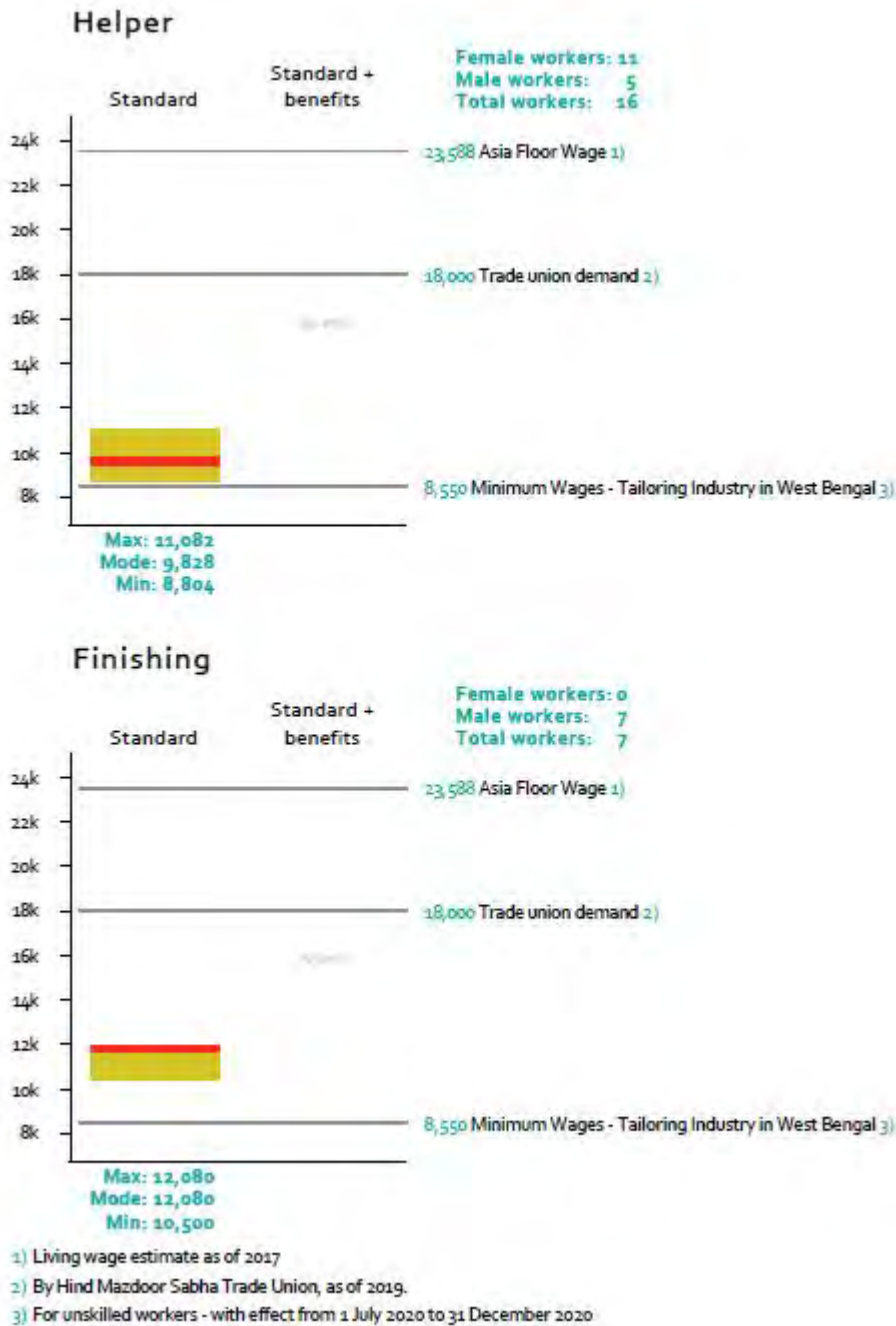
Cutting



Sewing



1) Living wage estimate as of 2017
2) By Hind Mazdoor Sabha Trade Union, as of 2019.
3) For unskilled workers - with effect from 1 July 2020 to 31 December 2020



This year 2022, we are going to continue our work for better working conditions. Our CSR consultant will focus following aspects:

- Working more proactively with elected works committee towards strategizing target wage between management and workers
- Empowering works committee on creating a level playing field for basic negotiations on some advanced entitlements/welfare measures
- Working closely with ICC (Anti Sexual Harassment Committee) on sensitizing on gender-based violence (GBV)
- Advanced training for occupational health and safety committee

4.4. SUPPLIERS IN OTHER RISK COUNTRIES

All other suppliers in “risk countries” have a leverage which is 1.26% or lower. With all these suppliers we assume that we will not place many orders in the future, less than 2 % per year. During the past few years, we placed some orders with suppliers located in India, Pakistan, and Turkey. They are certified by Max Havelaar and/or Global Organic Textile Standards (GOTS). Our annual order volume with these suppliers is very low, and the orders are not placed every year.

4.5. SUPPLIERS IN LOW-RISK COUNTRIES (OWN PRODUCTION)

In 2021 we have ordered 34.87% with suppliers in low-risk countries, mainly EU.

- Z.: own production, promotion products, Greece
- R.: lanyards, Italy
- S.: Socks, Bulgaria
- RF: Flags, Italy
- H.: Towels, Austria
- Swiss suppliers: mostly finishing such as printing or embroidery

All these suppliers filled out the questionnaire and posted the Code of Labour of Practices at their factory walls. We took pictures and kept the documents in our physical file “low-risk countries” available for inspection. Manroof employee, Pasqualina Piccoli, visited the factory R. in Italy in December 2019. Our CEO visited all Swiss supplier.

4.6. EXTERNAL PRODUCTION

We have suppliers who are external producers. The order volume is small but steady. They are textile product traders but not producers. They sell textile products from different brands, also FWF member brands. Of course, we always try to order brands from suppliers that are FWF members. We informed our external producers about our FWF membership.

5. Complaints handling

We have not received any complaints. Should we receive a complaint, we will try to solve the problem and lead an open discussion with the supplier.

Manroof has a workflow in place to monitor that the Code of Labour Practices, including the contact details of FWF's local complaints handlers, are posted at the factory production locations.

6. Training and capacity building

6.1. ACTIVITIES TO INFORM STAFF MEMBERS

All Manroof employees are aware of our membership with the Fair Wear Foundation. The information flow within the company is very fast. All employees have been informed in detail regarding our FWF membership.

6.2. ACTIVITIES TO INFORM AGENTS

We have only one agent, factory B. / China. Our cooperation within the CSR framework is working very well. This agent has highly skilled employees who take care of the improvements in our bag suppliers' factory H. This year, two orders were placed with this agent, in two different factories. Both factories have been informed about FWF and the new Global Worker Sheet has been posted in both factories.

6.3. ACTIVITIES TO INFORM MANUFACTURERS AND WORKERS

The suppliers' managements in high-risk countries were informed about Manroof's involvement with the FWF and the Code of Labour Practices by email as always. Our largest suppliers know that we demand constant social improvements. These suppliers informed their workers about the FWF. An important tool is the WEP (Work Education Programs) and the trainings which our CSR external consultants give to the factory. Our CSR external consultants made 2019 several trainings at supplier P., X. and D. In 2020, due to the Corona Pandemic only our Indian CSR consultant was able to visit our supplier in Calcutta.

7. Information management

We have requested and received a list of all subcontractors, with name, address, and product. Our suppliers have sent them the Code of Labour practices, and they have mailed us photos as proof.

We continue to request this list every year in order to keep it current.

8. Transparency & communication

Manroof communicates its FWF membership on the website, in the catalogue and the emails. We also mention it in our sales calls or written communication with our clients. In addition, our CEO attends different seminars and meetings.

9. Stakeholder engagement

There are no stakeholders engaged at Manroof or at our suppliers' factories. Manroof uses resources from non-profit organisations such as the FWF, the Clean Clothes Campaign (CCC), and the media to get more general information about CSR issues.

10. Corporate Social Responsibility



	<p>In 2012, Manroof acquired the license to produce Fairtrade Max Havelaar products. We are as well a supporter of the Swiss Fair-Trade organization. The Fairtrade brand is well known in Switzerland. The license enables us to produce with Fairtrade Max Havelaar certified productions all over the world. The regulations are very strict. Only selected factories are meeting the requirements. At this moment, it is not possible to produce Fairtrade Max Havelaar certified goods in China. We used the license to place orders in India, Turkey, and Pakistan.</p> <p>FLO-ID: 27588</p>
	<p>Manroof has been certified by Imo Control since 2013. The certification entitles us to process and market textiles according to the Global Organic Textile Standard (GOTS) 3.0.</p> <p>We used the license to source products in India.</p> <p>Certificate of Compliance No. 151929, valid until 30.6.2022</p>
	<p>In 2015, we joined amfori/BSCI (Business Social Compliance Initiative) because we are increasingly ordering non-textile products, and the Fair Wear Foundation does not monitor these products. Therefore, we want to know and improve working conditions at the non-textile factories as well.</p>
	<p>The company Manroof produces textiles and promotional items with the label SWISS MADE in collaboration with Swiss production sites. We support local production as much as possible.</p>
	<p>We have many approaches inside the company to protect the environment:</p> <ul style="list-style-type: none"> - We recycle (we reuse packing, we drink tap water only in the office – no PET bottles) - We use eco electricity - We transport large orders per sea freight - we try to place orders with Swiss companies (Swiss Made) and support the market in the country - we offer many products made of recycled materials, such as bags, lanyards, office supplies, and drinking bottles

This report was written in March 2022 by Mr. Jacques von Mandach

11. **Press release agreement living wage with major supplier**

Manroof's press release about its living wage agreement which started in 2019



Zürich, 31.10.19

Manroof zahlt als erster Schweizer Werbeartikelhändler faire Löhne für Aufträge

Nach elf Jahren Engagement kommt der Durchbruch: Manroof hat mit seinem Hauptproduzenten für Textilien in Shanghai eine Vereinbarung erreicht. Für Aufträge des Werbeartikel-Anbieters verdienen Mitarbeitende ab sofort einen existenzsichernden Lohn.

Es ist ein entscheidender Meilenstein auf dem Weg zu einer nachhaltigen Zukunft: Manroof verpflichtet sich mit seinem wichtigsten chinesischen Textilproduzenten dazu, Produktionsmitarbeitenden für die eigenen Aufträge einen Existenzlohn zu zahlen. Die Vereinbarung ist das Resultat einer langen Zusammenarbeit mit der Fair Wear Foundation, die Manroof als einzigen Schweizer Werbeartikelhändler seit 2008 zu ihren Mitgliedern zählt.

Löhne steigen, Preise nicht

Für Kunden von Manroof ist der Schritt mit keinen Aufpreisen verbunden. Vielmehr stärkt er Manroofs Profil als Anbieter fairer und hochwertiger Werbeartikel. Neu erhalten auch Kunden die Möglichkeit, soziale Verantwortung zu übernehmen: Für jeden Auftrag können sie einen Zuschlag von drei Prozent bezahlen, der den Produktionsmitarbeitenden in Shanghai zugutekommt.

Ein Erfolg, der inspiriert

In China und anderen grossen Produktionsländern herrschen in der Textilbranche oft unzulängliche Arbeitsbedingungen. Die Fair Wear Foundation setzt sich unter anderem dafür ein, in «High Risk Countries» die Arbeitssicherheit zu verbessern und faire Bedingungen zu schaffen. Die Einführung eines Existenzlohns – also eines Gehalts, der die Lebenshaltungskosten eines Mitarbeitenden deckt – stellt dabei eine der grössten Herausforderungen. Dass Manroof nach langwierigen Verhandlungen eine Vereinbarung mit einem Hersteller erreicht hat, gilt als grosser Erfolg. Für das Unternehmen ist es gleichzeitig ein Ansporn, den eingeschlagenen Weg der sozialen Verantwortung weiterzugehen.

Informationen zu Manroof und der Fair Wear Foundation:

<https://www.manroof.ch/wecare/>

Für weitere Auskünfte:

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