



IMPROVING WORKING CONDITIONS
IN YOUR CLOTHING SUPPLY CHAIN

Tired of bad news about clothing factories? Whatever your job - design to sales, merchandising to material - **YOU** can take steps to make your brand's supply chain a better place to work. WellMade is designed to help you figure out where to start.

IN THIS PUBLICATION, BY
"YOU" WE MEAN BRAND EMPLOYEES
AND PROCUREMENT SPECIALISTS
— AND THOSE OF YOU WILLING
TO IMAGINE YOURSELVES IN
THAT POSITION.

well made

adjective (of a thing) strongly or skillfully constructed

Source: Shorter Oxford English Dictionary. 5th ed. 2 vols. New York: Oxford University Press, 2002

WellMade

adjective (in garments) when a product is skillfully produced and all the people who make it are treated fairly.

noun A project led by Fair Wear Foundation and partner organisations. WellMade teaches clothing brand employees how their day-to-day work can be adapted to support better labour conditions.

Source: WellMade team, 2013

WHEN WE STARTED
THIS PROJECT, WE TOOK TIME
TO REFLECT ON ITS NAME.
WHAT IS THE
ULTIMATE GOAL?

IN CASE YOU WERE NOT ABLE TO ATTEND ONE OF THE 90+ SESSIONS WE'VE OFFERED THESE PAST YEARS, WE'VE TRIED TO CAPTURE SOME HIGHLIGHTS IN THE PAGES THAT FOLLOW.



WellMade is a collaborative project spearheaded by Fair Wear Foundation, which builds on the strengths of various specialist in responsible supply chains in the garment industry and beyond.

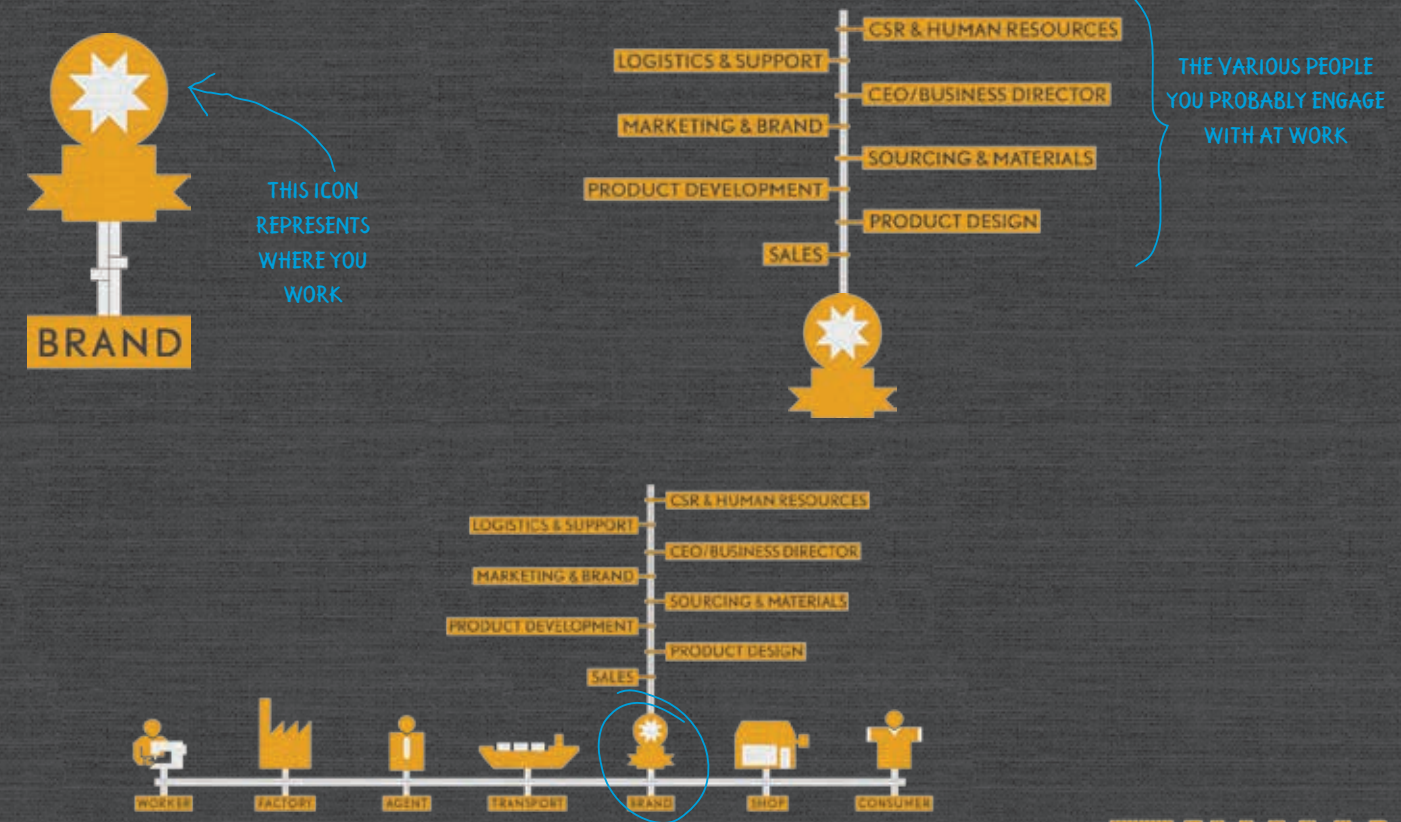


WellMade's approach stems from the reality that **brand employees** – and the decisions you make – have very real consequences for the **workers** who actually make the products you design, source and sell.



It's an interesting idea, given that most garment production takes place in factories in far off cities by **people you probably have never met**.

The fact is that **you** are connected to the workers who make your product in a way not unlike your relationship to other brand employees involved in designing, sourcing, and selling it.





WORKER



FACTORY



AGENT



TRANSPORT



BRAND



SHOP



CONSUMER



TO MAKE DECISIONS THAT ENHANCE WELL-BEING,
IT IS IMPORTANT TO TALK ABOUT SUPPLY CHAINS IN
TERMS OF THE **PEOPLE** WHO WORK IN THEM.
SO THE WELLMADE SESSIONS FOCUSED ON REAL
PEOPLE AND THEIR REAL STORIES.



WORKER



AMAL
BEGUM
FACTORY WORKER
BANGLADESH



FACTORY



MR.
KHAN
FACTORY OWNER
CHINA



AGENT



BERNARD
FOX
AGENT
BANGLADESH



TRANSPORT



MR.
SAIDUR
TRANSPORTER
BANGLADESH



fill in your name



SHOP



MARISSA
BEEKMANS
SHOP OWNER
THE NETHERLANDS



CONSUMER



HENDRIK
VAN DE VELDE
CONSUMER
BELGIUM

THERE YOU ARE
IN THE THICK OF THINGS!

Without each of these people doing their jobs, there would be no final product to sell.



In essence, you are all working as a **TEAM** to make the same piece of clothing.

'After the session, I am more aware of the impact of how I work. . . I am only one link in a larger supply chain, but I can still be part of making things better for the people who make our products.'

LITTAL MARKOWSKI, FASHION DESIGNER



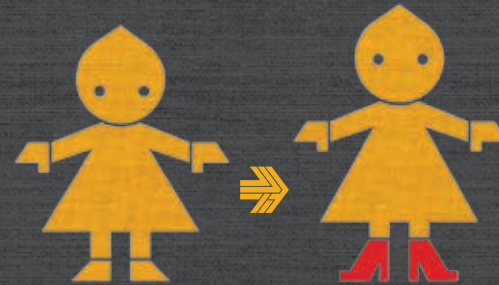
Each person in the supply chain has a story to tell. Take **Amal**, for example.

THIS IS A REAL WORKER AND THE FACTS WE PRESENT ARE TRUE. BUT WE'VE CHANGED AMAL'S NAME AND A FEW OF THE FACTS TO PROTECT HER IDENTITY.



AMAL

is 23 years old and already has a long career behind her. When she was 14, her uncle took her to a garment factory, making her wear high heels and make-up to look older.

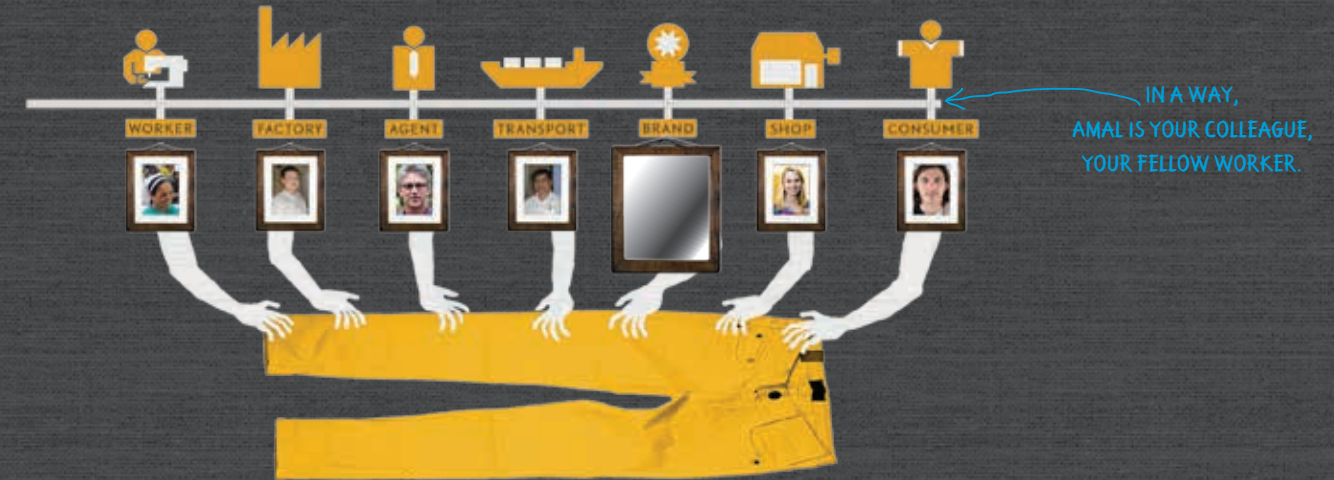


Amal got the job and has been working ever since. She started out as a 'helper to sewing machine operator' but now she's proud to be a 'senior sewing machine operator'.

Amal earns about **50 EUROS** a month, which is more than the legal minimum wage. Some might say this is not bad for a 23 year old, right?

OR IS IT? WE RETURN TO THE QUESTION ABOUT AMAL'S AND HER COLLEAGUES' PAY IN A PAGE OR TWO.

Amal, with Mr.Kahn, Mr. Saidur, you, your colleagues – and many people besides – all play a role in creating a given product.



But you are divided by **physical distance** – which the garment travels along during production.



That distance means you lead very **different lives**.

But you all share the very **same human rights**.



EMPLOYMENT
IS FREELY CHOSEN



NO DISCRIMINATION
IN EMPLOYMENT



NO EXPLOITATION
OF CHILD LABOUR



FREEDOM OF ASSOCIATION
AND THE RIGHT TO
COLLECTIVE BARGAINING



PAYMENT OF
A LIVING WAGE



REASONABLE
HOURS OF WORK



SAFE AND
HEALTHY WORKING
CONDITIONS



A LEGALLY BINDING
EMPLOYMENT
RELATIONSHIP

Yet for some members
of your supply chain team,
they are harder to guarantee than for others.

THESE ARE MR. SAIDUR'S RIGHTS AS MUCH AS
THEY ARE YOUR RIGHTS. THEY ARE YOUR BOSS'S
RIGHTS AS MUCH AS THEY ARE AMAL'S RIGHTS.

If we look at Amal and her colleagues in around the world, for instance, we see:



80% of factory workers are **WOMEN**

In Amal's case, **being a woman has had a big impact on her life**. One evening, after she had been working late, Amal was assaulted by a group of men just outside her factory. She struggled and shouted as the men tried to drag her away. At that moment, some of her colleagues also came out of the factory and managed to free her. Amal got off with just bruises and a terrible shock. Many others don't.

But even inside the workplace, Amal's career has been influenced by the fact that she is a woman. In Bangladesh, women are not supposed to work – it is deemed disgraceful by the majority of society. Working as a seamstress is still more or less acceptable, but when Amal was offered a promotion to line supervisor, her family forced her to refuse. Having a 'career' rather than a job would have ruined her chances to be married and lead a respectable life.

THIS IS ONE OF MANY WAYS
IN WHICH BEING
A WOMAN WORKER
AFFECTS WAGE LEVELS.



PAYMENT OF A LIVING WAGE

In Bangladesh, the legal minimum wage is **5300 TAKA**, which is **50 EUROS**.

This will pay for the rent of a single room, enough rice for a month, transportation and some vegetables and meat.



It will certainly not pay for any fun, or a trip to visit one's children who are most probably being raised by their grandparents in the village back home.



In Bangladesh, experts estimate that one would need to earn **five times** the legal minimum wage to get by. Similarly in various regions of China, wages would need to be doubled to meet people's basic needs. And in Turkey, cost of living estimates are 3 or 4 times more than the legal minimum.

THE UPSHOT: THE LEGAL MINIMUM WAGE IS MUCH TOO LOW TO SURVIVE ON IN MOST GARMENT PRODUCING COUNTRIES.

Most of us know already that improvements are needed for most garment workers worldwide.

So why not just tell factories to **SHAPE UP**?

That is actually what garment brands have been doing for many years now.

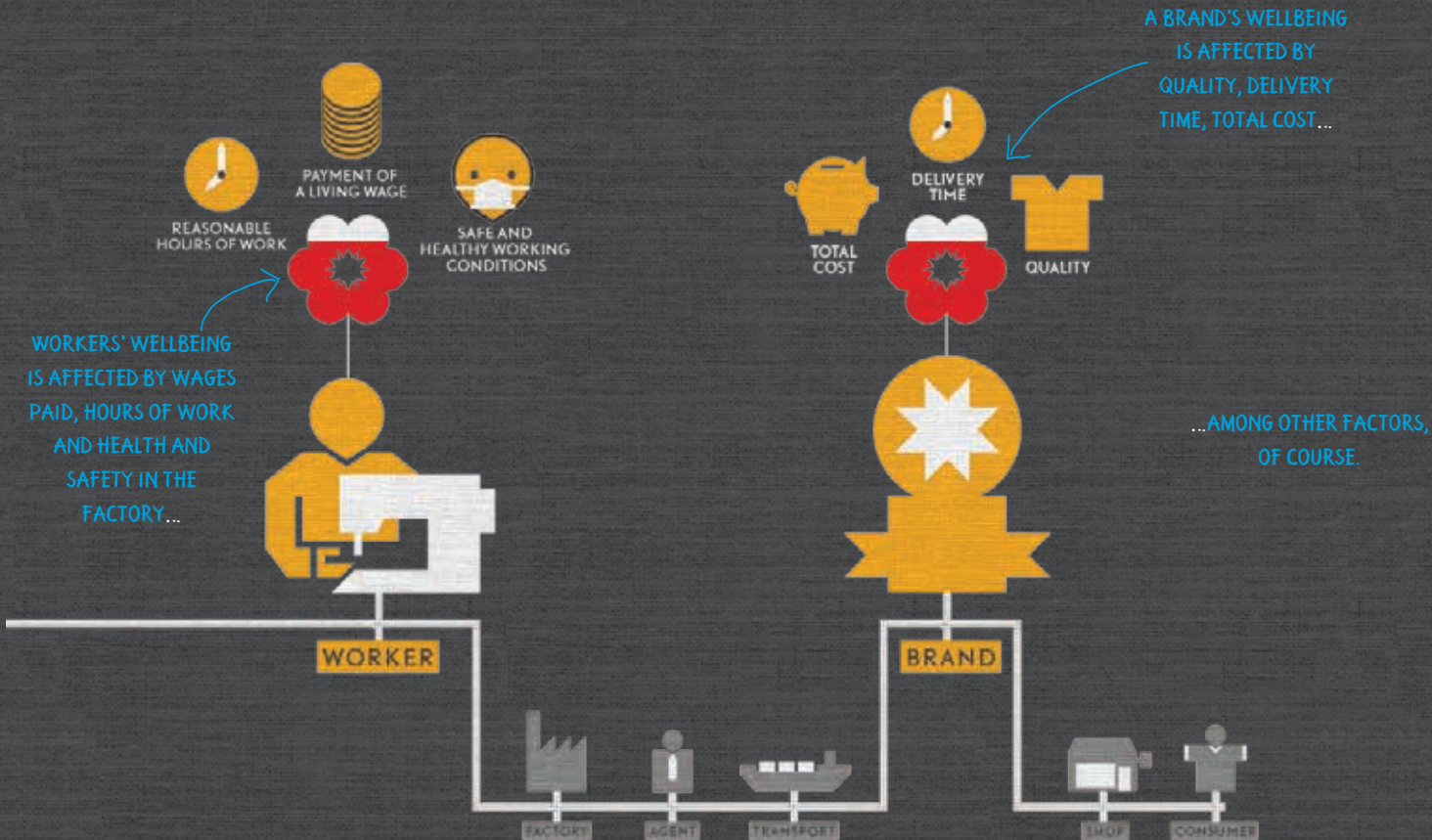
And not much has changed. One of the reasons is that **the way brands do business has an enormous impact on the wellbeing of workers.**

WellMade focuses on wellbeing.



IN WELLMADE SESSIONS, WE USED ANIMATION TO HELP PARTICIPANTS UNDERSTAND THE IMPACT OF THEIR CHOICES FOR WELLBEING

How do brands impact the wellbeing of workers? Let's look at an example.



The contract between a factory and a brand boils down to: money paid for a product. As part of this contract a certain period of time is agreed to make the product.



In an ideal world, the **lead time** matches the realistic time within which a factory can make an order. In reality, brands often ask for lead times that are shorter – for all sorts of reasons.

When this is the case, the factory only has a few options:

THE FACTORY COULD HIRE MORE WORKERS TO FILL AN ORDER.

But that costs more money and prices paid by brands are low.

THE FACTORY COULD SUBCONTRACT THE ORDER, or part of it, to another factory.

But of course that loses the factory part of its profit, and it also means that production takes place in a facility that may have even worse working conditions.

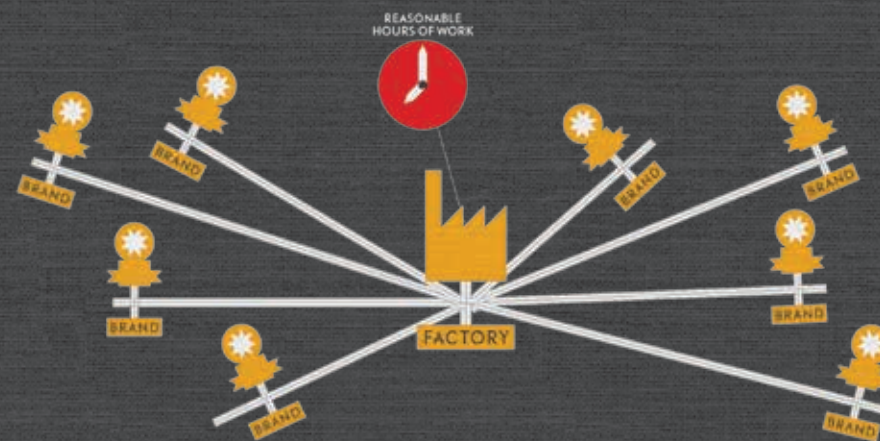
Despite the fact that overtime is dangerous and reduces quality, factories often feel they have no other option.



For factories, the alternative to accepting short lead times is to lose business, which means **laying off workers**.



WE TALK A LOT HERE ABOUT THE IMBALANCE OF POWER BETWEEN THE BRAND AND THE FACTORY. BUT AS YOU CAN SEE, ULTIMATELY IT IS THE FACTORY WORKERS – NOT THE MANAGEMENT – WHO SUFFER. THAT'S BECAUSE IN MOST GARMENT PRODUCING COUNTRIES, WORKERS ARE NOT PROPERLY PROTECTED BY LAWS, AND TRADE UNIONS ARE NOT ALLOWED OR UNABLE TO DO THEIR WORK.



Unpredictable orders also play a big role. When factories are not sure when the next order will come, they often overbook, which is another cause of overtime. Unpredictable orders also mean that workers are denied contracts or steady work.



These are just a few examples of how wages, excessive overtime, health and safety and labour contracts are affected by the way brands do business.

'I saw the potential of WellMade right away. It's so easy to understand, regardless of where you are in the company. . . That's why I am arranging a WellMade session at our HQ.'

GILLIAN STODDARD, PRODUCTION DEPARTMENT, LADRESS

This leads to the critical question for WellMade:

WHAT CAN YOU DO TO IMPROVE THE SITUATION
FOR YOUR FELLOW WORKERS IN THE SUPPLY CHAIN?

WE ASKED PARTICIPANTS
TO LOG INTO OUR INTERACTIVE
SYSTEM USING THEIR
SMARTPHONES.

GO TO
LIVE.WELLMADE.ORG



'I recommend WellMade to our fashion and workwear companies. The session was interactive and easy-to-understand... It provides real-life examples that company employees can relate to.'

NIENKE STEEN, MODINT
(DUTCH FASHION AND TEXTILES
BUSINESS ASSOCIATION)

WHAT IS MOST IMPORTANT IN YOUR WORK?

IN THE SESSION, PARTICIPANTS THEN
USED THEIR SMARTPHONES TO
INDICATE THEIR DECISIONS.


GOOD CHAIR
AND MONITOR


2 EVENINGS
WITH FAMILY

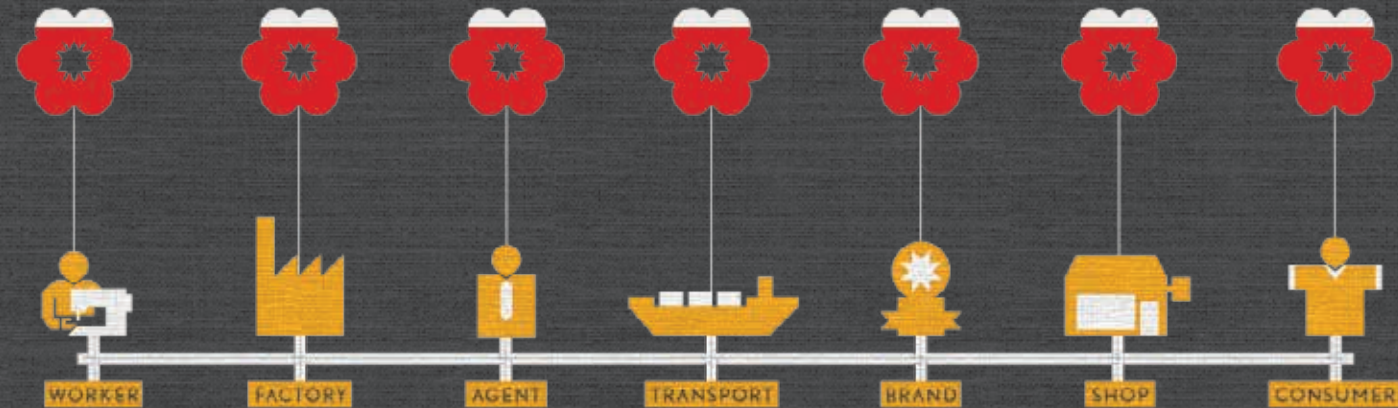

PAID MATERNITY
LEAVE


INFLATION
CORRECTION



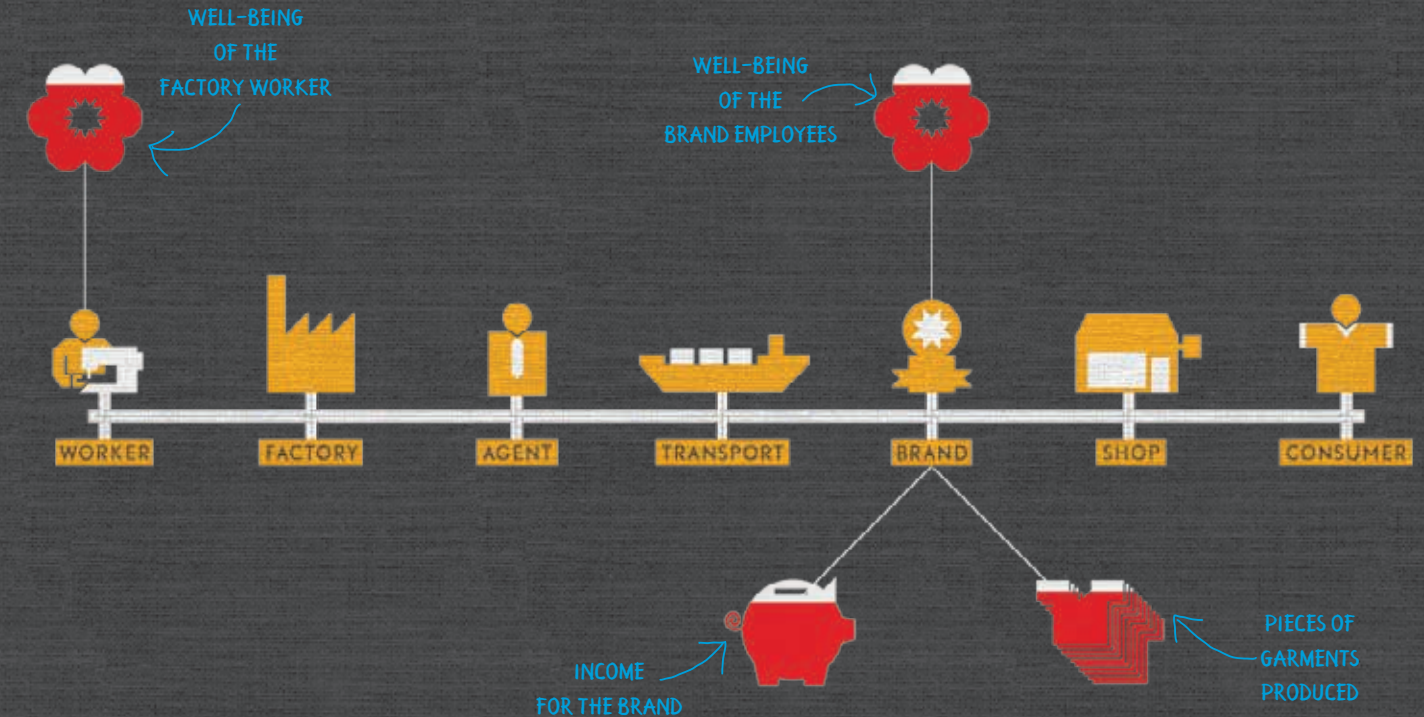
IF YOU ARE LIKE MOST PARTICIPANTS, YOU WANT ALL
OF THESE. BUT CONSIDER WHICH ONE YOU WOULD
PRIORITISE AND KEEP YOUR RESPONSE IN MIND.
WE RETURN TO THIS QUESTION AGAIN LATER.

Our aim in the supply chain is to distribute well-being fairly along the supply chain.



This is what it means for a product to be **WELLMADE**.

DURING SESSIONS, WE CONSOLIDATED RESPONSES PARTICIPANTS OFFERED VIA SMARTPHONE AND SHOWED THE IMPACT OF THOSE DECISIONS FOR WORKERS AND BRANDS.



CHALLENGE QUESTION

Just weeks before a retail delivery deadline for an order,
your brand's sales team sounds the alarm:

To: you
From: sales team

!!

Hi all –

Market research indicates that we have the colour all wrong.
We need to change the colour or the retailer cancels the order.

What would you do?

DO YOU ORDER A LATE COLOUR CHANGE?



IN THE SESSION,
PARTICIPANTS WOULD
COMMUNICATE THEIR
DECISIONS VIA
SMARTPHONE.



IN THIS BOOKLET, YOU 'VOTE'
BY CHOOSING WHICH HALF
OF THE NEXT PAGE TO TURN.

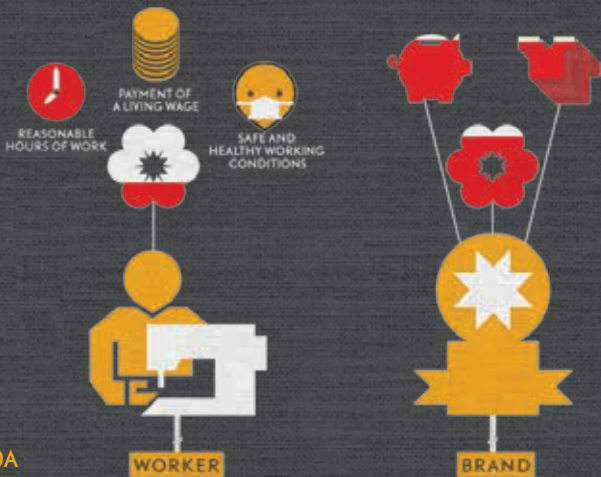


29A WILLMADE



29B WILLMADE

30A



YES! Change the colour. We are not in the business of making products that do not sell.' But how does this impact the members of your supply chain team?

By changing the colour of the garment, the factory needs to push production back until the new material is tested and ordered. By not using the time-slot that was set aside for you, you force the factory to create a new one - probably at night.

YES

What does that look like in reality?



31A

WELLMARK

NO

NO! Don't change the colour. We made a commitment to our supplier and its workers. We need to stand by that.'

Deciding against a late colour change and keeping your order steady is good for Amal and her colleagues' well-being. By keeping your order steady, you made their hours more manageable this week.



On the other hand, there are real **CONSEQUENCES** for your brand.



Sales go down...



...which affects your bottom line.



Quality is likely to be better, however, if workers are not working excessively long hours.

31B

WELLMARK

30B



YES

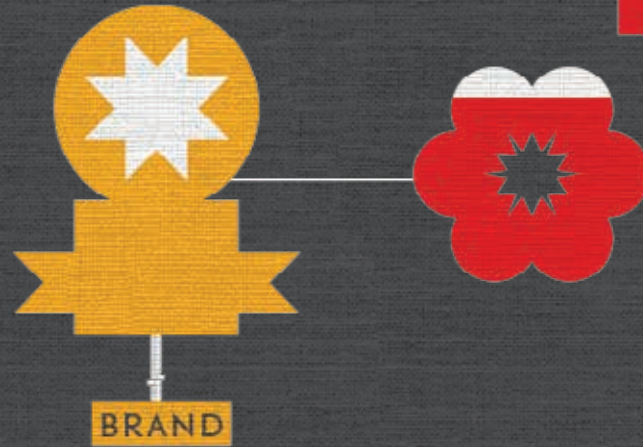
Amal's official working day is from 8 am to 6 pm. But thanks to rush orders and poor planning, Amal's workday shifts to more like 7 am to 11 pm or midnight.



There is no time for family life or relaxation. Mealtime is rushed and sleep is cut short. And everything hurts from sitting on a backless stool every day, bent over a sewing machine. Long hours also affect the quality of the work Amal and her colleagues are able to do. And also their safety. By far, the most workplace accidents happen during overtime, when workers are tired.

32A

WHAT ABOUT YOU?



NO

32B

YES

A question for you as a brand employee: How does making a decision that you know could have a pretty big negative impact for the people who make your product affect **YOUR** wellbeing?



33A **WELLMARK**

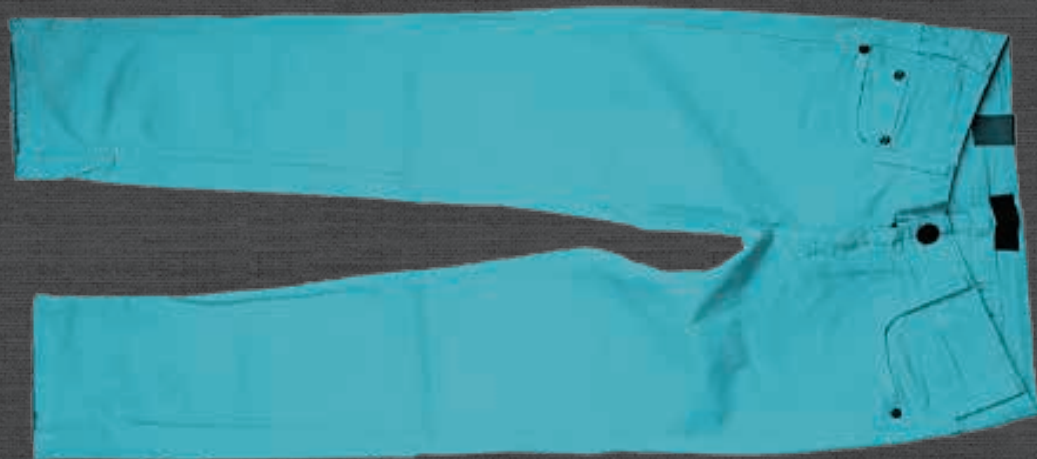
What happens to **YOUR** wellbeing when your brand decides against changing the colour? Is your wellbeing improved by the satisfaction of knowing you work for a company that maintains high principles in its production process? Or do worries about the bottom line enhance your anxiety?

NO



33B **WELLMARK**

34A



34B



That simplified example of course does not capture the complexity of your brand's complex supply chains. You face more choices than simple 'yes' and 'no' options like the one we offer here. The key to a WellMade product is to make choices that, on balance, **DO NOT NEGATIVELY IMPACT** the working conditions of the factory worker while upholding your brands' aims.

'Procurement professionals know how to use their influence in supply chains – with regard to price and quality. But WellMade helps us to use that influence to make better conditions for the whole supply chain.'

KARIN VAN IJSELMUIDE, KNOWLEDGE MANAGER
AT NEVI-PURSPPECTIVE, THE KNOWLEDGE NETWORK
FOR PROCUREMENT AND SUPPLY MANAGEMENT



WHAT ARE SOME WAYS TO COMPENSATE FOR LOST TIME CAUSED, FOR EXAMPLE, BY A LATE CHANGE?

THESE ARE SOME OF THE OPTIONS OFFERED BY BRANDS AND STAKEHOLDERS.

EARLY NOTICE TO SUPPLIER – telling the supplier as early as possible that you are going to miss your production slot so management can make reasonable adjustments to the production schedule



COMPENSATE ADDITIONAL COST – this enables the factory to hire the additional workers needed to complete the run or, at least, pay the extra cost of overtime required.



AIR FREIGHT MATERIAL – this decreases the wait between the time you decide on the change and the time the workers can start production. This however harms the environment.



HURTING THE PLANET IS NOT ON THE PATH TO MAKING WELL-MADE CLOTHES.

CHANGE DELIVERY TIME AT RETAILER – this will be a lot easier if good working conditions feature regularly in your interactions with your retailers.



PULL THE WHOLE ORDER – this is a last resort and does not enhance supply chain well-being. If pulling the order ends up being the only option for any reason, brands should compensate factories for the lost income. Factories should not bear the burden of late changes in your brand's production process.



All of these – and other – options should be considered. And if some of these steps are taken together, it may be possible to maintain the wellbeing of the brand AND workers together. But the best approach is to **PREVENT** this kind of time pressure altogether.



DEPENDENDING ON YOUR ROLE IN YOUR COMPANY,
YOU CAN HAVE **INFLUENCE** IN IMPORTANT WAYS:

♦ Accurate **SALES FORECASTING** helps a lot.

THE BETTER THE FORECAST, THE LESS NEED FOR
CHANGES. THAT IS GOOD FOR EVERYONE.

♦ **PRODUCTION PLANNERS** can work with factories to
fill low production seasons with carryover collection.

WORKERS HAVE STEADY
WORK WHILE YOUR BRAND
WILL LIKELY SAVE CASH WITH
ADVANCED CONTRACTS AND
LOW SEASON PRODUCTION

♦ If you are in sourcing, develop a **SOURCING STRATEGY**
that commits to long-term, open relationships with strategic
suppliers.

STEADY RELATIONSHIPS MAKE IT WORTHWHILE FOR
FACTORIES TO INVEST IN GOOD WORKING CONDITIONS.

♦ The more you and your colleagues take steps like these
and **INTEGRATE** them into what you do, the more WellMade
your products will be.



The late colour change example was a handy one to use in the sessions to introduce the
idea that what happens in the brand every day **DOES** have a very real impact for workers.

There are many more ways in which your day-to-day decisions impact factory workers.
Take, for example, a practice we frequently observe:

To: sourcing team
From: new head of sourcing department

Hi all –

I realise I'm new to this brand, and you're used to working with certain suppliers.
But as the new head of sourcing, I'd like to continue working with the suppliers I built great
relationships with in my previous job. I know them, they know me, and they are very reliable.
So we will be moving a substantial part of our production to these suppliers.

Yours faithfully,

The New Head of Sourcing

YOU MAY RECOGNISE
THIS AS A COMMON
PRACTICE WHEN
SOURCING PERSONNEL
CHANGE JOBS.

What would you do? Should the brand **MOVE PRODUCTION** in this way?

YES

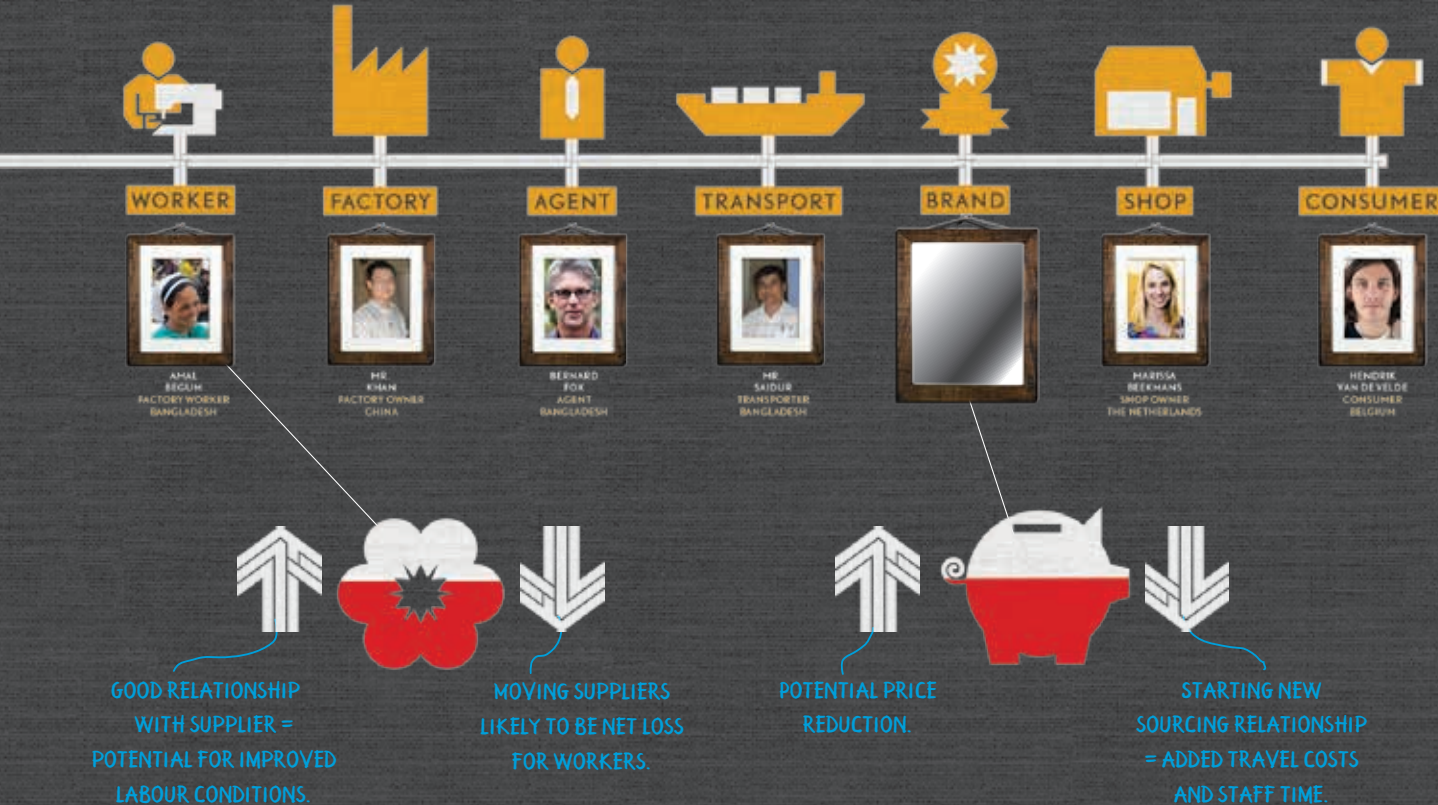
NO

There's no clear-cut 'best' answer here.

Let's use the WellMade methodology to reason through yo

Remember your team!

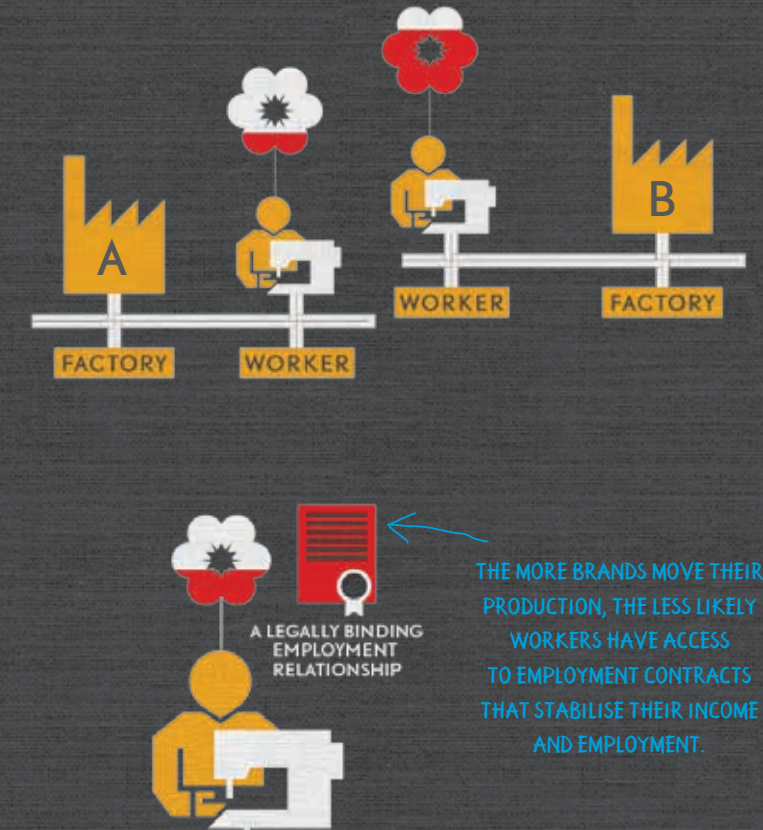
What are the potential **COSTS AND GAINS** of moving production to the sites this new sourcing manager knows?



Moving production generally hurts the workers in the factories that lost the work.

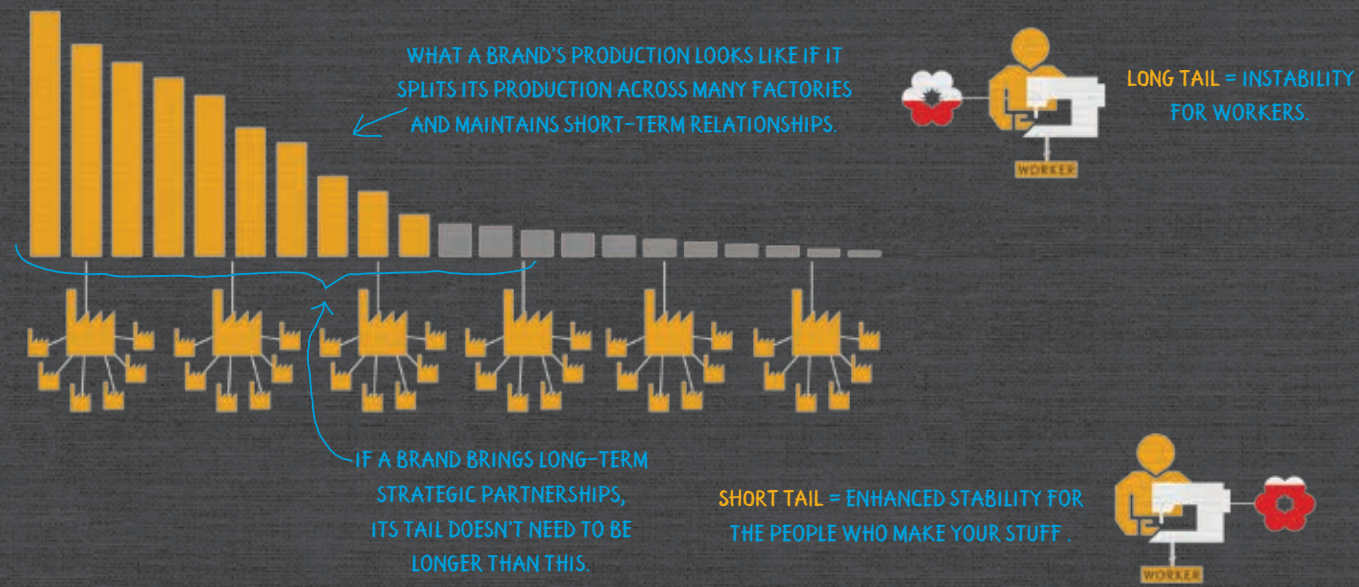
MOVING PRODUCTION and **UNSTABLE ORDERS** also undermine working conditions in general:

Factories do not have real incentives to improve conditions if they know production will probably move away regardless. The more brands move their production, the more unlikely it is that workers have access to steady **CONTRACTS**.



Let's quickly look at a final example:

Are you a **DESIGNER**? Consider what happens if you change material on the same garment from one year to the next – or add a feature (embroidery, sequins) that requires special machinery or techniques. This can also lead to factory changes and instability for workers. Without strategic sourcing practices that focus on building long-term relationships with key factories, garment supply chains look like this:

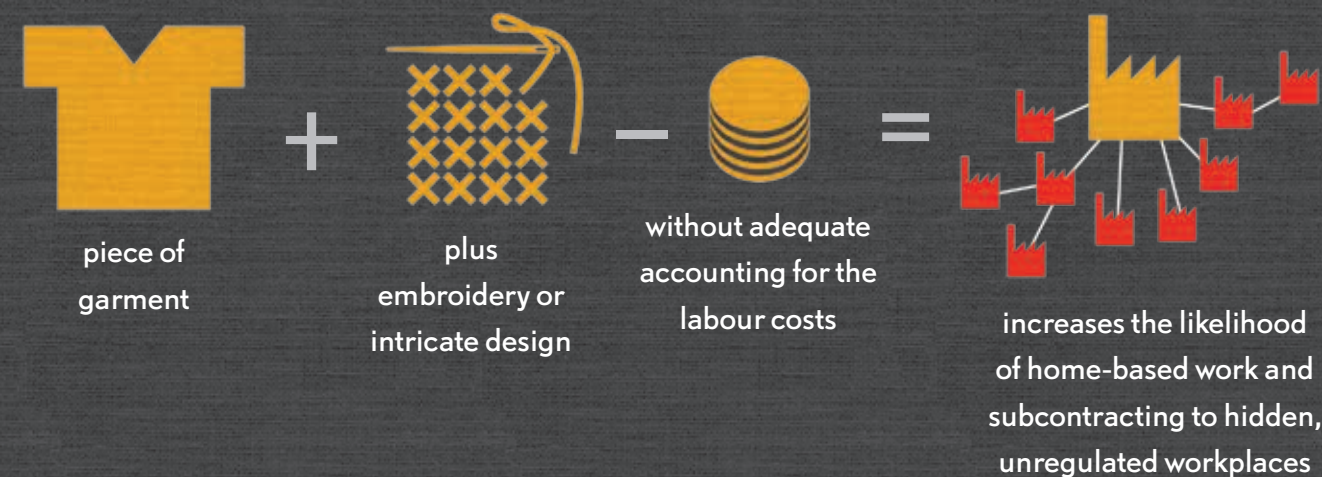


Source: FWF Brand Performance Check Guide, 2015

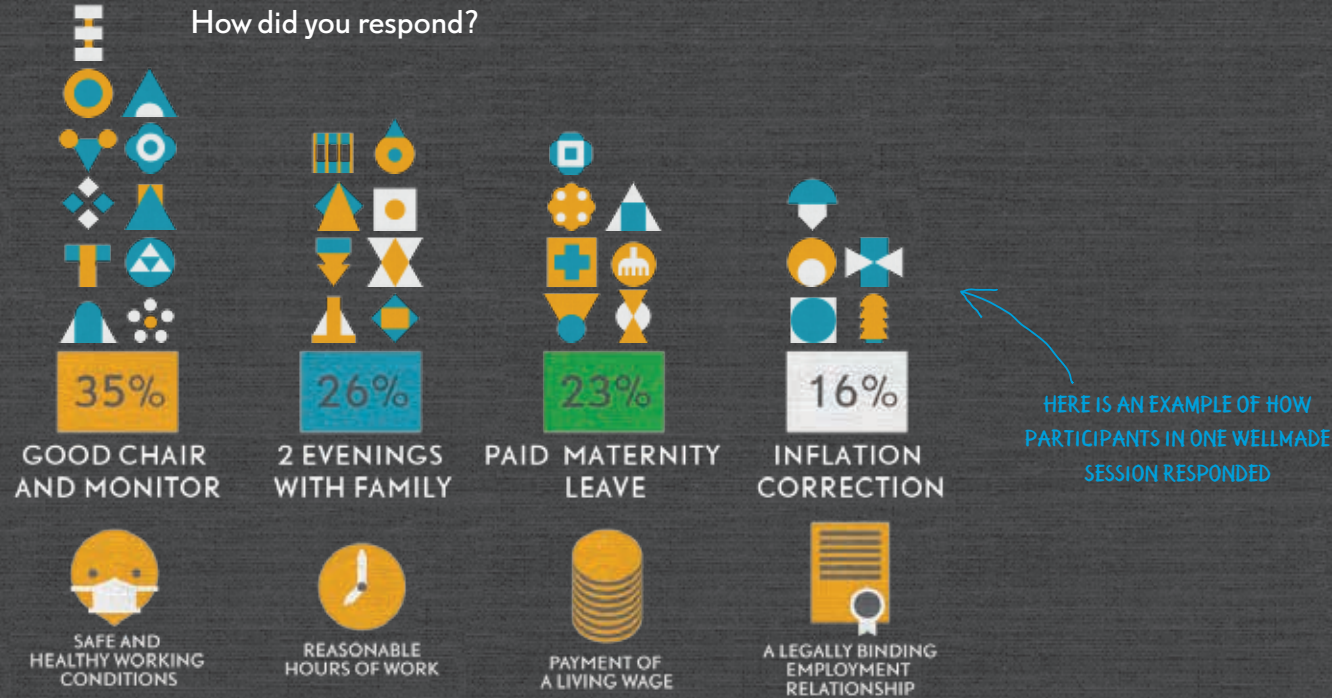
The upshot seems pretty clear. Long-term relationships with factories are pretty critical for worker wellbeing. They're almost a condition for making lasting improvements.

DECISIONS by most brand employees **AFFECT** the length of their brand's tail in some way. And there are other ways your decisions can impact workers.

For instance a decision like this:



Earlier we asked you **WHAT IS MOST IMPORTANT TO YOU IN YOUR WORK.**
How did you respond?

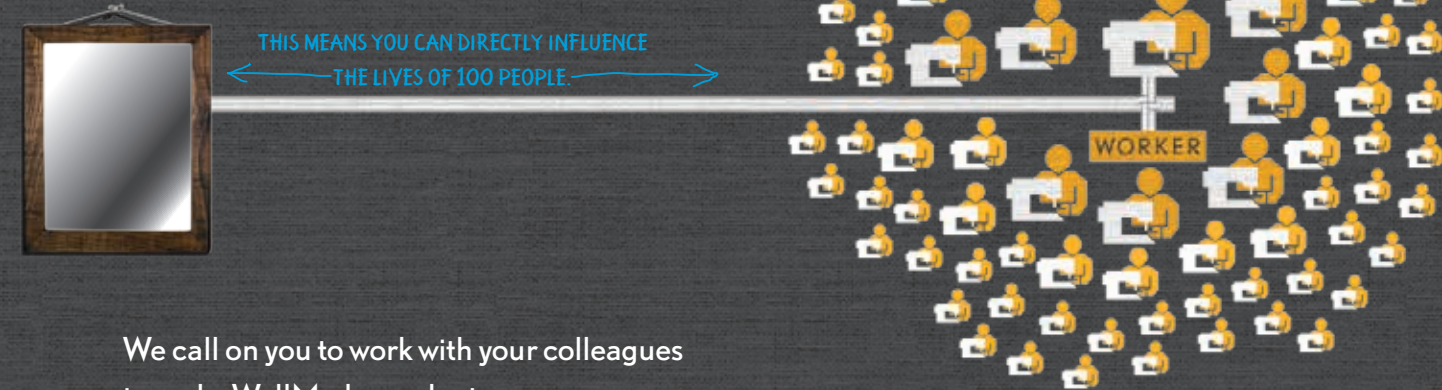


Whichever one you chose, the point is that you have a right to **ALL OF THEM.**
And so does everyone working in your supply chain.

We don't have to accept the fact that factory workers' rights are violated.
WellMade makes clear that there IS something we can do
about the problems workers face every day.

YOU DO HAVE INFLUENCE.

By our calculation there are as many as
100 factory workers for every
apparel brand employee in Europe.



We call on you to work with your colleagues
to make WellMade products.

WELLMADE IS WHEN THE PRODUCT IS SKILLFULLY PRODUCED
AND THE PEOPLE WHO MAKE IT ARE TREATED FAIRLY.

LEARN MORE **ONLINE** AND SPREAD THE WORD!

Visit WellMade.org, where you will find nearly 100 resources for brand employees and brand procurement officers to better understand their impact on the workers making their products.



Use WellMade.org and this booklet to engage your colleagues in finding better solutions.



WWW.WELLMADE.ORG

'for sustainability to work, everyone in a brand needs to be on board'

KLAUS HOHENEGGER, DIRECTOR, SOURCING SOLUTIONS

WELLMADE IS FOR
PROCUREMENT
OFFICERS TOO...

4 critical steps **PROCUREMENT OFFICERS** can take to improve workplace conditions. WellMade procurement sessions targeted procurement staff (that is buyers for governments and big institutions) whose decisions also impact workers. A few basic steps taken during the procurement process can have a big impact, including:

✓ **BE CLEAR ABOUT YOUR COMMITMENT TO LABOUR STANDARDS.**
Ensure your procurement criteria and contract clauses integrate labour standards.

LOOK FOR BIDDERS THAT
SHARE YOUR VISION OF
WELLMADE GARMENTS.

✓ **KNOW WHERE YOUR PRODUCTS ARE MADE.**
Your organisation is at risk if you do not know. Require your suppliers to provide exact location addresses for production and visit the factories.

YOU CAN ALSO INVITE OTHER BRANDS TO JOIN IN MEETINGS
WITH FACTORIES TO SET GOALS FOR WORKPLACE IMPROVEMENTS.

✓ **INTEGRATE CHECKS ON LABOUR CONDITIONS INTO TENDERS AND CONTRACTS.**
For instance, include a clause that requires third party verification by a body like Fair Wear Foundation. Use contract meetings to detail precise plans for improved conditions.

WHAT STEPS WILL BE TAKEN?
WHAT TIME LINE?

✓ **MAKE SURE TO FOLLOW UP ON LABOUR CONDITIONS.**
Touch base regularly with suppliers to check on progress in making improvements.

SET CLEAR DELIVERY DATES FOR DEVELOPMENTS.

For more guidance on procuring products that are WellMade, check out some great guidance materials offered by partners at WELLMADE.ORG.



Fact Sheet
**Socially Responsible Procurement
of Garments and Textiles**
Focus on the role of European governments and
organisations in the public and semi-public sectors

November 2014

This fact sheet is about the socially responsible public procurement (SRPP) of textiles and garments in Europe. SRPP is all about how the purchasing policies and

public procurement law and are wholly or partly financed with public money.

Labour conditions in the global textiles and garment supply chain and standards. This is

WellMade project partner SOMO offers key guidance for procurement officers – find this and other tools at wellmade.org

THE MAKING OF WELLMADE

Fair Wear Foundation worked with its partners to conceive WellMade in 2013.

Since then, we've:

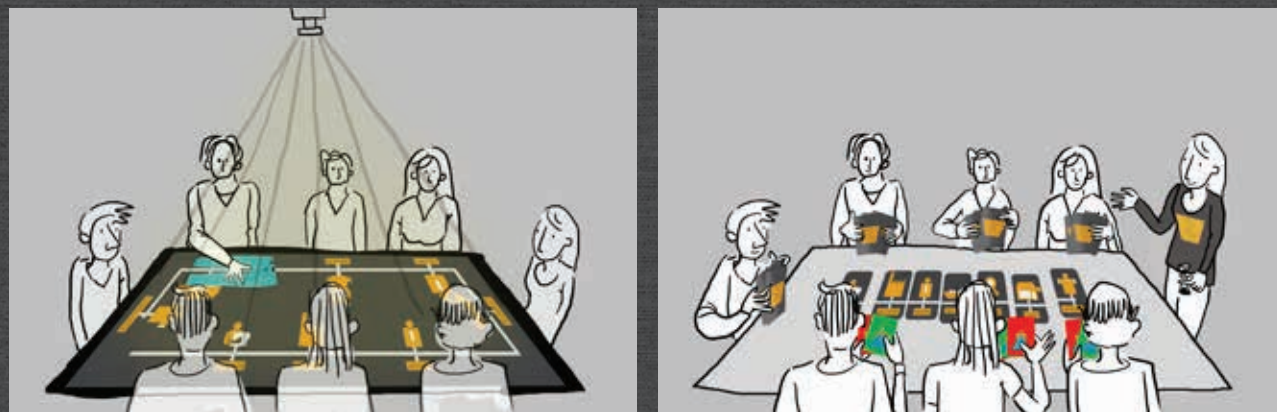
WE BROUGHT IN EXPERTS & TESTED OUR METHODS.

- ⇒ Held **90** live, interactive workshop **SESSIONS**
- ⇒ Attended **62** **TRADE FAIRS** and apparel events in 11 countries
- ⇒ Offered **12** additional **SESSIONS** tailored specifically to **PROCUREMENT** officers
- ⇒ Built wellmade.org, which houses approx. **100** **RESOURCES** for brand employees and procurement officers
- ⇒ Reached an estimated **15,000** **PEOPLE** online and in person since 2014

And that is just the beginning...

WHAT'S NEXT FOR WELLMADE?

WellMade is just getting started. The need for improved understanding of brand employees' impact on workers is still pressing. So we have already set our sights on the next stage of WellMade. We will continue to improve WellMade.org – with a focus on enhanced, practical tools for garment employees to put theory into practice. Going forward, WellMade will focus on delivering in-house sessions at brands – capturing full teams in a common discussion about changed business practices. Indeed this is the format in which WellMade has seemed to have the greatest impact already. We will continue to use a modified version of our original WellMade session, and also develop a second, advanced module that builds on the first.



ACKNOWLEDGEMENTS

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Fair Wear Foundation would like to thank its partners CIR (Christian Initiative Romero), CNV Internationaal, Ethical Trading Initiative and SOMO for their advice in developing the sessions and their contributions to WellMade.org.

We also are grateful for the input of WellMade project associates in the development and promotion of the project:

AEDT · European Outdoor Group · Eine Welt Netz NRW · Fair Trade Center · IAF (International Apparel Federation) · Industri-All European Trade Union · Scandinavian Outdoor Group

FWF would like to thank all of the trade fairs and other organisations that hosted WellMade sessions over the past three years. Their support helped to make the WellMade sessions accessible to thousands of garment industry employees and procurement specialists.

Ethical Fashion Show · Munich Fabric Start · ISPO · MINT/Modfabriek · Texworld · Performance Days · Slow Fashion Spain · OutDoor Friedrichshafen · Innatex · Baltic Fashion & Textile Vilnius · A+A Dusseldorf · Pure London · London Garment Expo · Modint Event · Sustainable Fashion Academy Sweden · Sustainability · Convergence TextileExchange · PSI,

Heimtextil · Vision Copenhagen · TecStyle Visions Stuttgart · Professional Clothing Show · Vienna Fair Erleben · NEVI Inkoopdag · Leipzig GCEP · Leveranciersdagen · Meet your Buyer · Landeslogistikzentrum Niedersachsen (LZN) · Il Salone della CSR e dell'innovazione sociale

FWF would also like to thank representatives of clothing brands, stakeholder organisations, and session participants who advised on the creation of WellMade and offered feedback on its execution along the way.

This booklet was written by Anne Lally and Sophie Koers. It was designed by buro RuSt.

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WATCH THIS SPACE!
MORE IS JUST OVER THE HORIZON...