



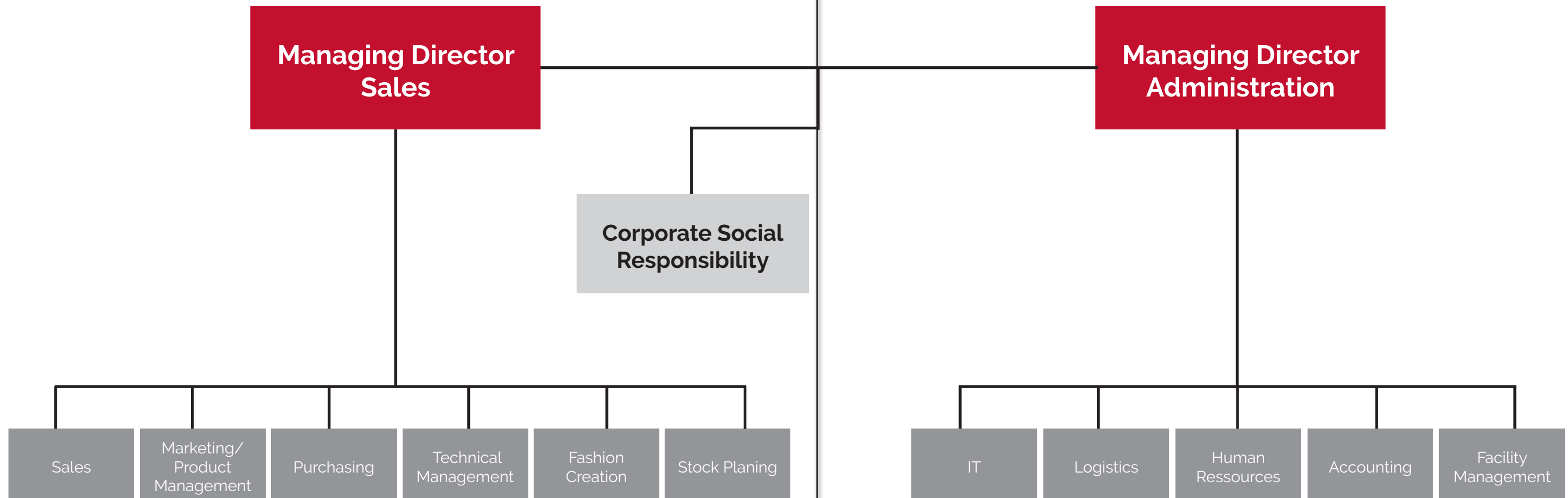
# SOCIAL REPORT 2017/18

May 2017 - April 2018  
Reporting period  
(financial year)



**GREIFF**  
SINCE 1802

# CORPORATE STRUCTURE





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## COMPANY PROFILE

GREIFF is a manufacturer of workwear solutions, especially for the service sector, the hotel sector and catering. GREIFF is an owner-run company with more than 120 employees today. It was established in Greiffenberg/Silesia in 1802 and is being based in Bamberg since 1945. For over 200 years, GREIFF is being focused on quality, style and tailor-made solutions for its customers.

As a company which is active in the clothing sector, GREIFF is working with a lot of international suppliers for many years now and enjoys good working relationships based on trust. When GREIFF selects business partners, it is always important that they also value good working conditions for their employees. GREIFF has spent considerable time examining just how they could implement this objective of good working conditions with even greater suc-

cess. For this reason, GREIFF joined FAIR WEAR FOUNDATION (FWF) on 15th March 2015. As a member of FWF, we – as GREIFF company - are involved in implementing the working guidelines of FWF in the production of our products. Together with our suppliers, we are planning specific improvements and are committed to implementing these step by step.

**GREIFF SUITS.**





## SUMMARY: GOALS & ACHIEVEMENTS 2017/18

GREIFF wants to achieve an improvement for more transparency during the production process in term of social conditions. By working with FAIR WEAR FOUNDATION, GREIFF is confident to improve the social conditions in the factories and along the supply chain.

GREIFF executed three audits in its production facilities in 2017. The 1st audit took place at the production facility in Macedonia "II" in July 2017, the 2nd audit took place at the production facility in Macedonia "I" in September 2017 and the 3rd audit took place at the production facility in Romania "I" in October 2017. A management and worker's training took place in Morocco in September 2017.

In the production facilities Bosnia "I" and Ukraine, GREIFF continued the implementation of the Corrective Action Plan's (CAP) of the audit from June 2016 and July 2016. This year, we received external audits again (e.g. BSCI, TÜV), which we evaluated and worked on with the production facilities. GREIFF and a German fashion company, which is not a FWF member, are working together on the improvements in the production facilities Romania „I" and Ukraine. At the beginning of this cooperation, we exchanged our audits of these companies and now we regularly inform ourselves about the progress or improvements in these two companies.

Since April 2017, GREIFF has been participating in a development project of the Federal Ministry of Education and

Research. We are pursuing this project with the production facilities in Pakistan together with an external partner. The aim of the project is to strengthen the Pakistan procurement market by qualifying the confectioner strategically important for GREIFF in Pakistan. The qualification should enable GREIFF to learn more about better social and environmental standards and to implement these in other markets. As part of this project, we were able to conduct monthly workshops in Pakistan. In addition, our external partner supports the production facility in the preparation of the STeP certificate. It will be finished in September 2018.

## SOURCING STRATEGY

### 1.1. SOURCING STRATEGY & PRICING

GREIFF is a manufacturer of workwear solutions especially for the service sector, the hotel sector and catering. Our range is designed specifically for these industries and is shown in our catalogues "Corporate Wear" and "Gastro Moda" which have a term of two years. We also offer workwear solutions for our customers beside the catalogue business. For example, we create designs which are in accordance with the requirements of our customer's CI specifications.

We differentiate our purchasing strategy in finished goods and production items. The first group consists of products that we buy directly from selected suppliers. These are trading goods, e. g. our ties and scarfs. The second group is produced by active and passive job processing respectively in custom work. GREIFF has no own production facilities.

From our location in Bamberg, we buy and coordinate all fabrics and trimmings, which are stored in Bamberg and then are sent to our production sites in the required amounts, for the manufacturing of the garments. The fabrics and trimmings that we purchase come from Portugal, Turkey, Germany, Austria, The Netherlands, Hungary, Italy and Belgium. The goods, which we buy directly from our suppliers, are stored for sale in Bamberg.

Our catalogues have a validity of two years. For this reason, a constant quality and constant prices are very important

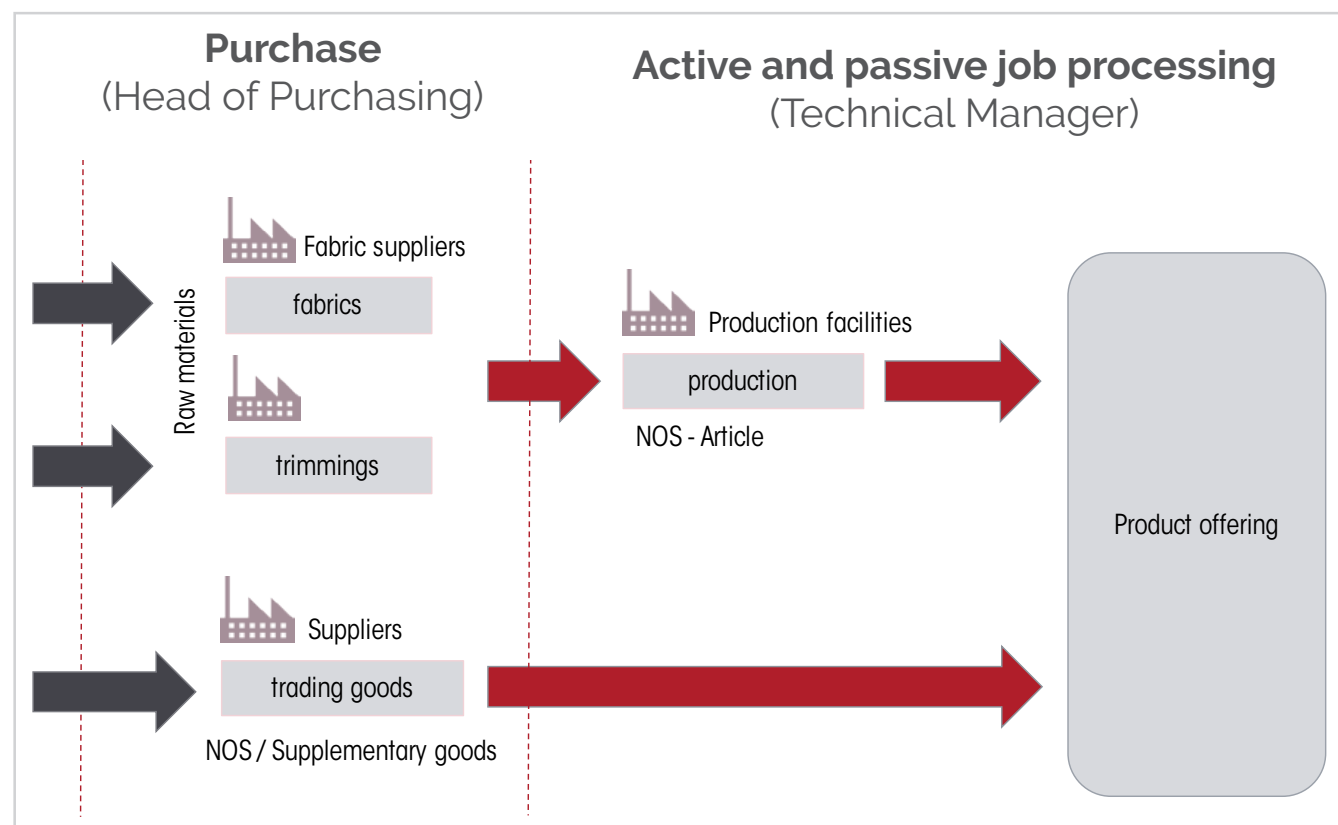
and can only be realized by long-term contracts with our suppliers. Furthermore, the collection consists largely of NOS (Never Out of Stock) products. When price adjustments are necessary, we conduct open discussions with our partners to achieve a fair price for all parties. The constant and very long business relationships with our production facilities would not be possible, if the price negotiations were not on a fair level.



### 1.2. ORGANISATION OF THE SOURCING DEPARTMENT

The sourcing department consists of our Technical Manager, the Head of Purchasing and Marketing and the three purchasing agents. Since February 2018, our product management is supported by an additional person which is responsible for product-related sustainability.

The final decision to send orders to a new manufacturer is made by our technical manager and our head of purchasing, in conformance with the managing partner.



### 1.3. PRODUCTION CYCLE

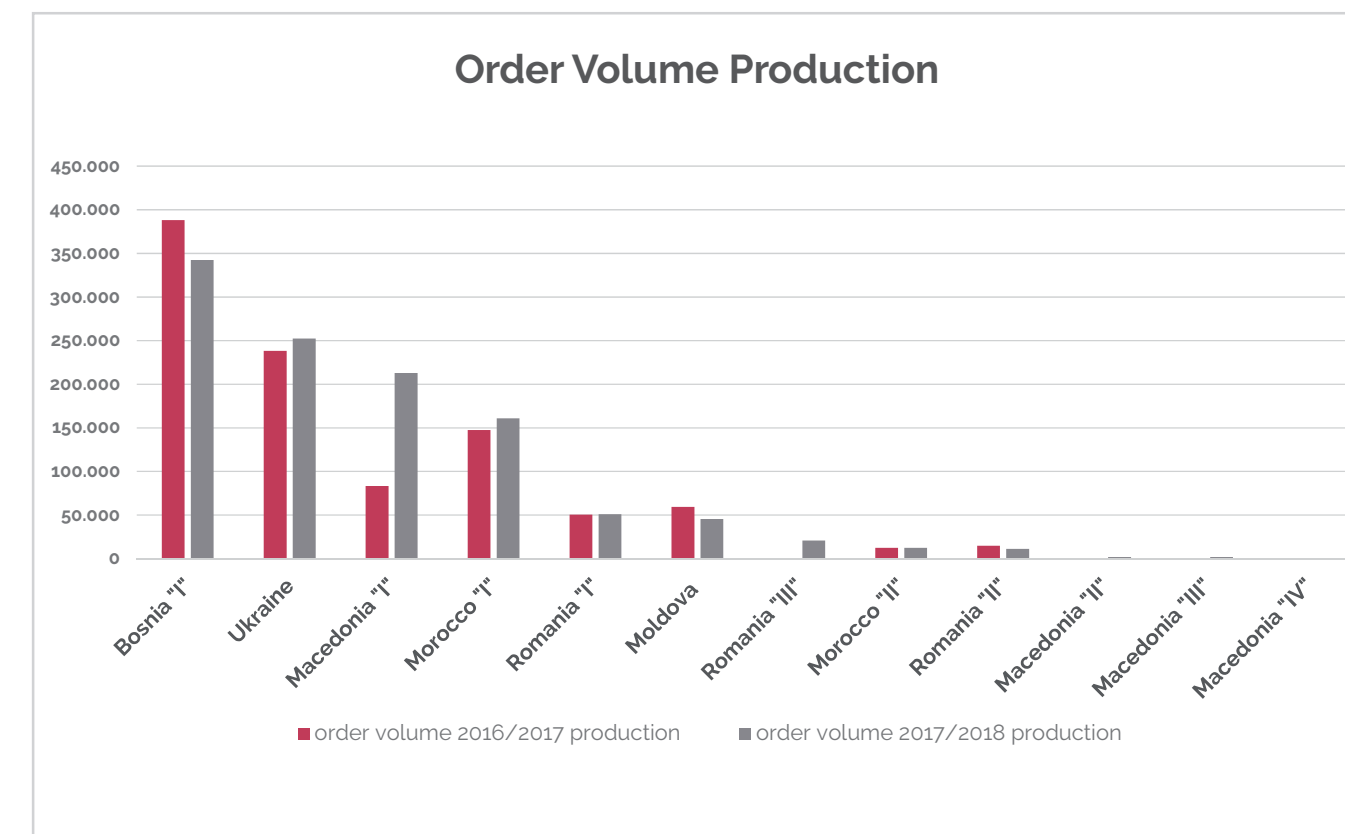
Our collections are always valid for a period of two years, because we produce workwear and corporate fashion. We also produce for customer projects, but this is always done individually. GREIFF does not have a high or low season, the production quantity of GREIFF is constant over the year in all factories.

Since we produce 12 months a year, we give our suppliers a 12-month capacity idea. This is handed over to our partners every year in December.

Last minute changes are very rare. The lead time with suppliers from Europe and Africa is 10 weeks and from Pakistan and Vietnam is approximately 16 or 26 weeks depending on the fact, whether the fabric is available at once or not.

For the factories in Europe and Africa, we buy all fabrics and trimmings and collect these at our stock in Bamberg. After a new order was placed, we send them order-specific by truck to our production facilities.

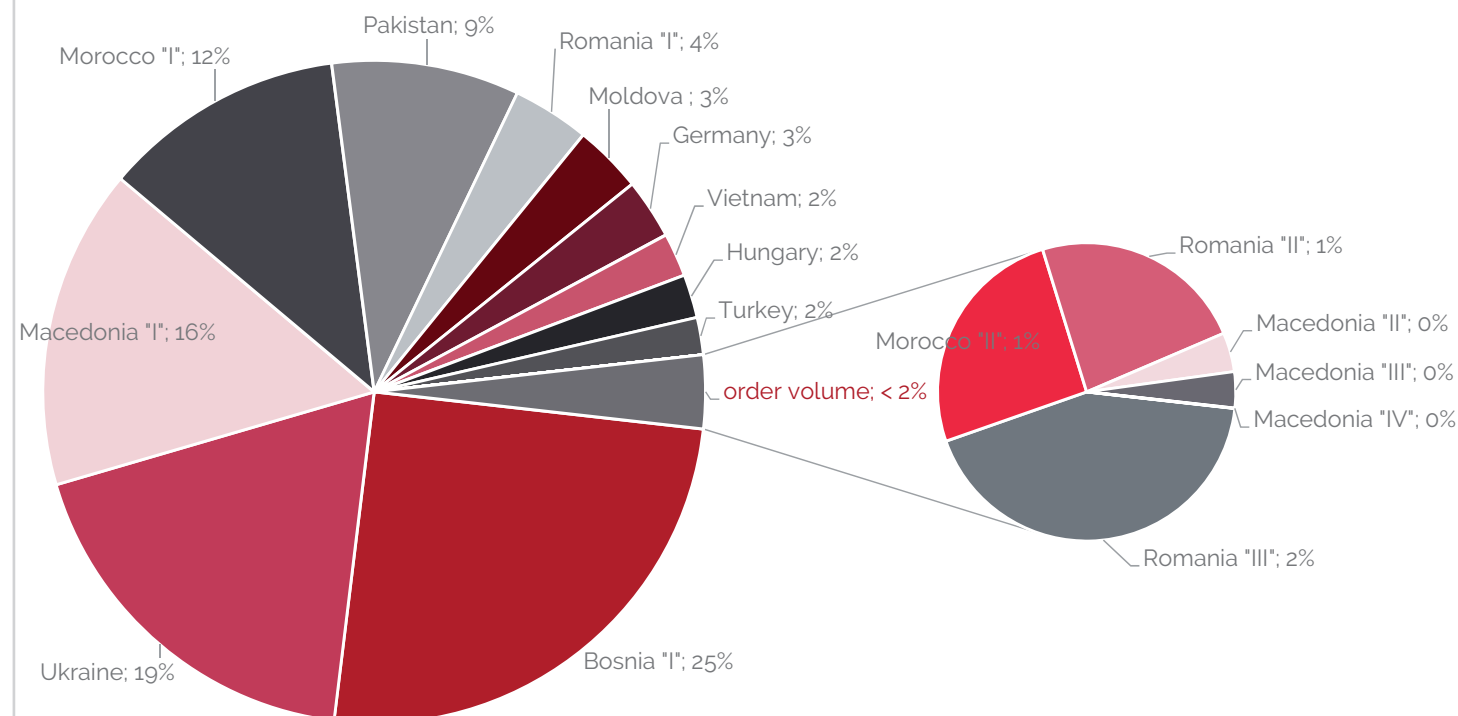
An overview of our production partners and the change in the purchasing volume of financial year 2016/2017 compared to financial year 2017/2018 can be seen from these charts:





An overview of our total purchasing volume in financial year 2017/2018 can be found here:

**Order Volume 2017/18**

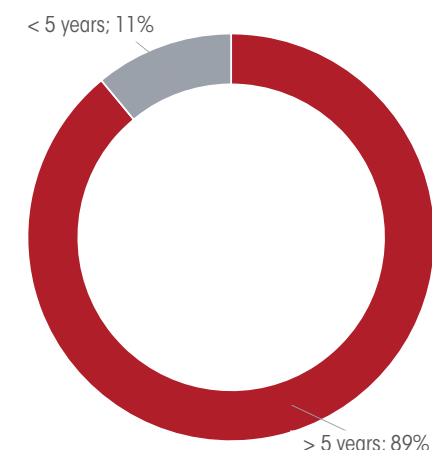


#### 1.4. SUPPLIER RELATIONS

GREIFF has long standing relationships with the suppliers and they are not frequently replaced. As you can see in the following diagram, GREIFF worked together with 89% of its production locations for over 5 years.

In the financial year 2017/2018, we visited almost all of our production facilities personally and expanded our business relationships. In 2017 we added four new production sites. These are: Macedonia „II“, Macedonia „III“, Macedonia „IV“ and Romania „III“. The relationship with two of these new production sites is short-term to offset increased capacity. These two production sites are Macedonia „II“ and Macedonia „IV“. The short-term co-operation with Macedonia „II“ was needed to cope with the increased demand for our Fairtrade collection and the co-

**% of production volume from production locations where a business relationship has existed for > 5 years and < 5 years**



operation with Macedonia „IV“ was necessary for the launch of our outdoor collection. Before we have placed the first order, we communicated this information openly, with these two production sites to get a fair business relationship.

#### 1.5. INTEGRATION MONITORING ACTIVITIES AND SOURCING DECISIONS

The result of our monitoring activities of the audits influenced our sourcing decisions. When we select a new supplier, GREIFF visits the supplier and discusses labour standards. After a sample order is placed, GREIFF uses the FWF Health and Safety Check list. GREIFF also asks the supplier about the wage levels in the factory, so we know whether the legal minimum wage is paid.

We maintain very long-standing relationships with our suppliers and they are not often replaced. We visit each of our suppliers at least once a year and our main production facilities are visited up to three times a year. In addition, we have staff that is permanently responsible for technical supervision in these main production sites. We will contact our case manager from FWF in order to help us implementing social standards at the production site.



## 2. COHERENT SYSTEM FOR MONITORING AND REMEDIATION

GREIFF executed three audits in its production facilities in 2017, which are:

### 2.1. MACEDONIA "I"



Factory Macedonia "I" is a family-owned company founded in 2016 with 140 employees and they are sewing men's shirt and lady's blouse. There was a change of the company name in 2016, our business with Macedonia "I" already started in 2015.

The audit was conducted in September 2017. This was not the first social audit for this company. In 2016, an initial "Bestseller" social audit has been conducted. The CAP has been presented to the auditors. Corrective actions – basically concerning H&S issues – have been implemented.

During the interviews, all employees could confirm that evacuation drills took place and they were able to explain how to act in case of emergency. Employees interviewed were aware of external trainings conducted either by external companies (fire prevention, fire safety, first aid training) or internally meetings which were held by the production manager to inform on production related news.

In general, employees appeared to be well informed on relevant questions concerning worker's rights. Postings of relevant information as well as the strong presence of the production and HR manager have a direct impact on the efficiency of internal communication. However, no documentation (as e.g. evaluation of training needs, training schedule and material for internal trainings) could be provided to verify a systematic approach to trainings as a tool to maintain or achieve compliance. In addition, the internal control and monitoring mechanism, necessary to enhance a continuous improvement process, has not been implemented efficiently. During the factory tour, the production area in general gave the impression of a well-managed and clearly structured organization. The ergonomic conditions (space and workstation-surrounding, height-adjustable chairs, light, ventilation, temperature) appeared to be acceptable on both audit days, as well as the atmospheric picture.

### 2.2. MACEDONIA "II"



Factory Macedonia "II" is a private owned company founded in 2005 with 60 employees and they are specialized in

the production of lower part clothing (skirts, trousers for men and women). The Collaboration with Macedonia "II" came about as GREIFF needed a second partner for the new Fairtrade collection. A short-term cooperation was agreed to cope with the increased demand for Fairtrade pants. So it was necessary to request a social audit by Macedonia "II".

The audit was conducted in July 2017. This was the first social audit for this company.

The audit resulted in many findings and non-conformity concerning safe and hygienic working conditions. General safe, secure and hygienic inspections regarding the building are carried out by a state owned Agency and accredited by the government. Macedonia "II" has appointed 10 H&S responsible workers. In 2013: All 58 workers were trained on H&S, since then no other training has been performed for new employees or refresher for old employees.

There is one dining room accessible to all workers, equipped with basic elements: one big table, chair, storage facilities and window that can be opened to the exterior. The toilets are accessible and in sufficient number at the entrance of the building, for officer staff and next to the changing rooms for the production workers. Sanitary equipment's and dining rooms were found to be kept clean. Some electrical boxes (e.g. in the corridor from pattern office to ironing & cutting area) were found to be wide open. In general in the factory, cables and electricity equipment are not maintained and kept in clean and proper state. Macedonia "II" should provide new trainings to everyone after the implementation of measures and new H&S equipment.

A non-conformity was raised with regards to the wages, where it appeared to the auditor that the calculation of salary (piece work rate) was not calculated in a transparent way. The workers are satisfied with the wages paid by Macedonia "II". They are happy to work in a non-risky environment and having a regular and stable employment and payment. However, Macedonia "II" should state clearly on workers' pay slip amount of complexity coefficient and no longer only overall amount and communicate information widely to all workers via meeting or board display.

All in all, the audit of Macedonia "II" was positive because, during the visit the workers have shown an open attitude and seemed to be working in relaxed conditions. Interviews were conducted with the help of an agent and in a peaceful atmosphere. No time pressure from Management has been observed by the auditor. Some workers expressed their general happiness in working for Macedonia "II", in receiving salary on a regular basis, and benefiting from rather good working conditions.

### 2.3. ROMANIA "I"



Factory Romania "I" is owned by 2 trading companies founded in 1992 with 257 employees. They are sewing men trousers, jackets, vests, full uniforms for aviation, customs, post etc. and mantles. Our business with Romania "I" started in 2007.



The audit was conducted in October 2017. This was not the first social audit for these company. GREIFF and a German fashion company, which is not a FWF member, are working together on the improvements in the production facilities Romania „I“. The German fashion company has conducted an audit at Romania „I“ in April 2017. This audit was made available to us. It was a good and detailed audit.

The audit team met with very good cooperation from the management, workers and all other consulted persons and organisations. Whatever information was requested, it was provided. The audit team finds that the audit process has yielded sufficient reliable information to be able to draw conclusions and establish requirements on most issues.

There is one trade union in the company, but it does not fulfil anymore the legal conditions for its representativeness and the process to elect workers' representatives is postponed to undetermined period. Due to this finding, there could not be assessed the standard Freedom of association and the right to collective bargaining.

The working schedule starts at 6:45 and it ends at 15:00; there is one break of 10 minutes for all workers and another break of 20 minutes available. There are kept records of the worked hours including the overtime. However there were no available documents about the workers' agreement to perform overtime, the internal regulation refers to variations of the work schedule based on orders.

The management team explained Romania „I“ went through very difficult financial crisis after 3 consecutive cra-

ses of their most important clients within the last 10 years. The company is still facing cash flow discontinuities and the shareholders decided to adjust the strategy starting 2018. So, the company had to find solutions for paying all wages in due time to workers. GREIFF paid the delivered orders before the deadline mentioned in the contract, therefore GREIFF directly supported Romania „I“ for good cash flow and to pay the workers in time. In addition, GREIFF has agreed with Romania „I“ on an increase of CM prices from 01.01.2017 by 5% and from 01.11.2017 by 7%.

Since the audit, Romania „I“ has already implemented some improvements, so Romania „I“, together with the union, the elected representatives of the non-members and the management, is already in negotiations for the conclusion of the collective employment contract. Regarding of the wage calculation system, the employees receive individually fact sheets (which are distributed every month), from which they can see how the wage was calculated. In case of uncertainty of the employees about the calculation mode, they can contact the accounting department at any time.

GREIFF works continuously with the production facility on the improvements of the CAP's from previous audits:

#### 2.4. BOSNIA „I“



Factory Bosnia „I“ is a private owned company founded in 1995 with 87 employees. Factory Bosnia „I“ is sewing mostly gastro fashion like aprons, vests and workwear. The audit was conducted in June 2016 and it was the first audit which took place at Bosnia „I“.

Bosnia „I“ continued to work on improving the CAP. So Bosnia „I“ hired an external company, which carried out a training on fire protection and occupational safety with the employees. The action plan included a revision of the risk assessment document, a review of the work environment, occupational safety training, and fire safety training for employees. A fire protection study and an evacuation plan has been set up.

The ISO 9001 certificate was updated by Bosnia „I“ in March 2018.

From 01.01.2018, GREIFF increased CM prices by 4%. From Bosnia „I“ we were assured that this increase will be passed on 100% to the wages of the employees.

#### 2.5. UKRAINE



Factory Ukraine is a private owned company founded in 2000 with 250 employees. It has a German owner. They are sewing men's shirt and lady's blouse. The audit was conducted in July 2016 and it was the first audit which took place at Ukraine.

Ukraine continued to work on improving the CAP. Ukraine organizes in May 2017 an evacuation training for all workers in case of fire together with the Ukrainian fire department. GREIFF received a report of the Ukrainian fire department and a video of the exercise was provided. The execution of this training was extremely professional and very well organized. Several persons of the voluntary fire brigade including the fire engine and a medical group were involved in the training.

Wages in the Ukraine are low, unfortunately this year again many workers are leaving Ukraine to receive better paid jobs in Poland. The owner of Ukraine takes good care of his workers and regularly raises wages. So employees of Ukraine receive continuous salary increases, wages on January 2017 increased by 3%, on July 2017 increased by 3% and on February 2019 there will be a further wage increase of 3%.

#### 2.6. MOROCCO „I“



Factory Morocco „I“ is a limited company founded in 2012 with 233 employees. They are sewing suits and skirts. The audit was conducted in October 2015 and in March 2017 there was the first complaint from a worker currently employed at the factory.

GREIFF works very intensively with Morocco „I“, our technician manager and



also our managing partner are in Morocco at least twice a year. Morocco „I“ took the complaint seriously and implemented many improvements directly.

In order to support and better inform the workers and the management of Morocco „I“, GREIFF organized in September 2017, together with an external partner, a two days management and workers training. All participants were intensively trained on the contents and meanings of the FWF CoLP. The group work and intensive exchanges led at the end of the two days to a considerable improvement in the cooperation of management and workers. It was a good understanding for both sides and at the same time the workers were informed about their rights. The implementation of this training had a positive effect on Morocco „I“ and there is a rethinking in many areas.

## 2.7. PAKISTAN



Factory Pakistan is a limited company founded in 1986 with 650 employees. They are sewing chef's jacket, trousers, apron and accessories. The first year of production for GREIFF was 2010.

GREIFF has been participating in a project called "develoPPP.de" since April 2017. The qualification enables GREIFF to implement and improve social and environmental standards in Pakistan. This project will run over a period of two years. As part of this project, we conducted workshops in Pakistan with our external partner almost monthly. The workshops were very varied, workshops were held on corporate social responsibility, quality management system (TQM), social compliance and working conditions, occupational health and safety and internal audits. Our external partner supports Pakistan in the preparation of the SteP certificate, which is expected to be completed by the end of September 2018. The qualification enables GREIFF to implement and improve social and environmental standards in Pakistan.

## 2.8. EXTERNAL PRODUCTION

External production includes all garments, which GREIFF resells with a different brand name. This is a small part of our trading goods for the industrial sector, for example in projects, or at the GREIFF Factory Store.

GREIFF operates a Factory Store in Bamberg where clothes of its own production, as well as a wide range of additional 60 brands such as Carl Gross, Digel, Marvelis, Olymp, S. Oliver, Street One, Cecil, Mac, Comma, Mustang, Gardeur, Wellensteyn and many more are offered. These brands are external producers that supply our Factory Store.

We asked all of our external producers to fill in the questionnaire and to send us some information about Code of Conducts or whether they are a member of any association. The return of these questionnaires is currently about 45%. The request is made by GREIFF at least once a year.





### 3. COMPLAINTS HANDLING

In all production facilities the Code of Labour Practices is posted in the local language for the employees to read. Complaints can be filed with a local FWF complaints handler, via telephone, in written or verbal form, through [complaints@fairwear.org](mailto:complaints@fairwear.org), and in some countries via social media or messaging apps. If we receive a complaint, we will talk to our technical manager in the first step, because he is responsible for the factories. The next step is to contact the management of the manufacturer and discuss the complaint with them. After this, we have to find solutions together and we will give the manufacturer a time frame to solve the complaint. FWF needs to decide whether it will open up an investigation or not. The outcome of the investigation will then again be shared with GREIFF. FWF is responsible for setting up a complaints procedure in production countries where FWF is active. The complaints procedure allows third parties to make complaints about the working conditions or the way the Code of Labour Practices is implemented in factories which supplies FWF members.

The responsibility of FWF includes investigating of the complaint, verifying whether the agreed CAP is implemented and public reported. This complaint report gives an overview of a complaint filed to FWF, the investigation and agreed corrective action plan as well as how the outcome is verified.

We suggest our suppliers to participate in WEP training, to raise awareness about the existence and the functioning of FWF's worker hotline. If our managing partner is in the production facilities he interviews the workers and gives awareness of the complaints handling system.

## 4. TRAINING AND CAPACITY BUILDING

### 4.1. ACTIVITIES TO INFORM STAFF MEMBERS

The employee is informed either by the respective department head in department meetings or personally, so each employee can ask questions. GREIFF provides information on FWF membership in the intranet and in internal meetings. In the relevant departments in addition to FWF membership, training is conducted. In addition, our employees from the purchasing, product management, sales and export departments took part in an internal training on sustainable sourcing, which was carried out by an external partner.

GREIFF participated in the annual stakeholder meeting. GREIFF also participated in the German stakeholder meeting in Tettnang on 13th and 14th March, 2018.

### 4.2. ACTIVITIES TO INFORM AGENTS

Agents are informed of FWF membership through the Code of Labour Practices, the model letter and the questionnaire. Our agents are informed by us about all the activities with FWF. The CAP will be given to the agents to follow up. GREIFF has two agencies, who are responsible for Vietnam and Macedonia. We are in very close contact with our agents, so we inform them in personal conversations.

### 4.3. ACTIVITIES TO INFORM MANUFACTURERS AND WORKERS

Manufacturers are informed about the Code of Labour Practices and FWF membership through the model letter

and questionnaire. According to FWF procedures, an information sheet for workers including the Code of Labour Practices and the contact details of the person, who deals with complaints, are posted in the supplying factories.

A FWF management and workers' training took place in Morocco in September 2017.

#### The contents were:

- Introduction of participants (expectations, hopes and fears)
- Introduction of FWF
- Introduction of each Standard (employment is freely chosen, there is no discrimination, no exploitation of child labour, freedom of association and the right to collective bargaining, payment of a living wage, no excessive working hours, safe and healthy working conditions, legally-binding employment relationship), in comparison with the law in an interactive way.
- FWF complaint procedure
- Ways to implement Social Dialog in the company
- What does the management think are topics about which workers would like to discuss with them?

The training started with welcoming everyone in German and the local language, introducing the trainers and explaining the objective of the training, the training process and the agenda. It

followed an exercise where the participants were divided into 3 groups. Each group had to read the FWF CoLP, draw the content and present it. During the lecture session, the participants learned about the historical background of the ILO and ILO conventions and where the standards derived from. The lecture was followed by an interactive presentation with a comparison between all of the FWF CoLP Standards and the local laws.

In the last session all participants from the management and worker groups, who participated in the prior training sessions, came together.

Before the closing session, the trainers prepared the topics to be discussed on a pin-board. The topics to be discussed were covered up, since they should not already be visible during the starting exercise.

## 5. INFORMATION MANAGEMENT

Through our membership of FWF we are in a continuous improvement process, all our activities are documented by this and can be traced at any time. The Code of Labour Practice (CoLP) is posted in all of our production facilities and we are receiving pictures from the factories. GREIFF is verifying during the visits that the CoLPs is posted in all production facilities. In addition, we inform in the trainings about the CoLPs. Any new production site has to fill in the FWF Questionnaire, and during our visit the basic health and safety questionnaire is also filled in. Our technician personally visits all production facilities and gets

an impression on site. We ask our production facilities about subcontractors and we check existing audit reports.

To ensure that all colleagues who are in contact with production sites are well informed about labour rights and working conditions we have regular meetings between management, CSR, disposition, Head of Purchasing and the technical manager to update all on the working conditions at our suppliers. All staff has access to the tools that FWF offers, such as monitoring CAP documents, reports on living wages and access to FWF's online information system.





## 6. TRANSPARENCY & COMMUNICATION

On our website we inform about our FWF membership. GREIFF has created a CSR brochure in which we also talk about the membership. GREIFF is following the FWF Communications Guide for communicating about its membership. In addition, we speak about our membership in lectures and contributions we write for trade journals. Since the end of 2017, GREIFF has an account on Facebook and Instagram, here we also inform about our FWF membership.

With the introduction of our myGREIFF-Code, GREIFF takes another step towards more transparency. The myGREIFF-Code can be found on a label on every of our NOS-garments. With the aid of the myGREIFF code, you can trace the whole process that went into making the product – from the fibre to the finished item of clothing. You can see where the raw materials used for, the product came from and where they were processed. If you have a GREIFF garment, just try the myGREIFF code at: <https://www.mygreiff.de>

## 7. STAKEHOLDER ENGAGEMENT

GREIFF is a member of "The Partnership for Sustainable Textiles". The Textiles partnership was established on 16th October 2014. The multi-stakeholder initiative, comprising textile and clothing industry, retailers, trade unions and civil society, pool the strength and expertise of its members in order to bring about social, ecological and economic improvements all along the textile supply chain. In doing so, the textiles partnership also aims to tackle common challenges more effectively, to exploit synergies through joint projects on the ground, to learn from one another and thus to improve underlying conditions in the countries.

GREIFF is a founding member of the "MaxTex Association". MaxTex, founded in 2014, is an international commitment of textile manufacturers, primary producers, clothing manufacturers, textile providers and scientific institutions.

It has the objective to ensure sustainable actions across the entire textile value chain. Thereby the corporate sustainability in social, economic and ecological terms takes centre stage.

## 8. CORPORATE SOCIAL RESPONSIBILITY

With GREIFF, corporate values do not only exist on paper, they are actually lived by every day for the good of mankind and the environment. This philosophy defines our company and is expressed in both our high standards of quality and service as well as our focus on details. Each and every employee contributes to our success. We are a re-

liable partner and go with agreements reached by responsibility. When selecting our business partners, we are in a process to ensure the observance of human rights and international social standards. If possible, we take sustainable materials and separate our waste. We deal with all resources in a responsible way.



Explanation of abbreviations:

**CAP:** Corrective Action Plan | **CoLPs:** Code of Labour Practices | **CSR:** Corporate Social Responsibility  
**FWF:** Fair Wear Foundation | **NOS:** Never out of Stock



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