



Waschbär

Social Report 2023



Fair Wear Foundation Membership 2023



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For Waschbär GmbH, social standards are an important part of who we are, since we create products for a sustainable lifestyle.

We are proud that we, together with the Fair Wear Foundation, are taking an active part in monitoring and improving working conditions worldwide.

Katharina Hupfer, CEO of the Waschbär GmbH

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Chapter 1

Introduction



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1. Introduction

Waschbär – A sense of purpose instead of profit maximisation

Since the end of 2017, Waschbär has been a company in steward ownership, meaning it practically belongs to itself. The steward-owners of Waschbär are owners-in-trust and are not permitted to sell or bequest the company. The profits we make remain in the company and are reinvested for the company's further development. Another aspect which remains in the company is responsibility. Decisions are made not by external investors or distant owners who have nothing to do with the day-to-day business, but always by people who work in the company. This form of ownership makes it possible for us to not work for the largest possible profits for investors or owners, but instead to pursue the actual purpose of our company on a long-term basis. Our goal is to shape the economy sustainably, in accordance with nature, our fellow humans and the environment, and to make a good life possible for everyone in the supply chain. We implement the concept of steward ownership together with the Purpose Foundation, which ensures that we comply with their principles. For more information, please refer to <https://purpose-economy.org/en/who-we-are/>.

This form of ownership enables us to work not for the largest possible profits for investors or owners, but instead to pursue the actual purpose of our company on a long-term basis.

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Chapter 2

Sustainability at Waschbär



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2. Sustainability at Waschbär

Waschbär GmbH originated as an Eco-Business. The company started with products to reduce the ecological impact on the environment and this is still the basic philosophy when sourcing its products.

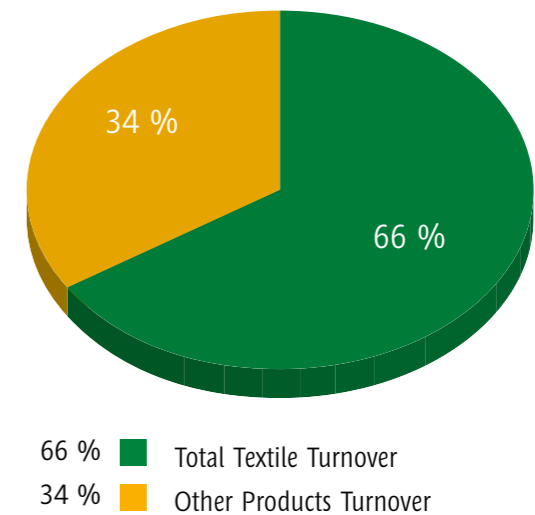
Protecting the Environment

Waschbär only uses energy from renewable sources at all of its offices. We monitor our CO2 emissions and include our consumption of electricity, gas, oil and water, the shipping of catalogues and goods to our customers, returns from our customers, employee business trips, as well as the commuting to the office in the calculation. In 2023, Waschbär continued to work with an external partner on its' own compost project with its silk supplier in China to make a financial contribution to balancing emissions. Since the project concluded at the end of 2023, Waschbär will work with a new project partner to continue its commitment towards making a positive contribution to the climate and generally reducing our environmental impact. Waschbär is EMAS certified.

In order to secure transparency in complex textile value chains down to raw material level and monitor compliance with our high standards, Waschbär collects extensive data and performs lab tests. To make sure all textile suppliers working with Waschbär are on the same level regarding sustainability, each partner receives Waschbär's ecological and social requirements. This policy clearly states Waschbär's expectation in terms of ecological and social standards. Additionally, the policy also refers to Waschbär's membership in the Fair Wear Foundation and the Partnership for Sustainable Textiles and details which requirements come along with this for the suppliers.

Moreover, Waschbär works with a product pass. The product pass is the central product information query from Waschbär. There is a product pass for every textile product from Waschbär. All properties of a product which relate to material, quality, care, production and supply chain as well as any certifications (Global Organic Textile Standard (GOTS), Responsible Wool Standard (RWS), etc.) are queried. The product pass is the base for the entire sustainability monitoring at the product level. On top of this Waschbär is certified according to the Global Organic Textile Standard.

Textiles:
Waschbär's most important sector



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2. Sustainability at Waschbär

Protecting People

Not only does the environmental impact matter within textile production, but so does the improvement of human rights and working conditions for the people employed in the textile industry. For this reason, Waschbär joined the Fair Wear Foundation in 2011. Fair Wear Foundation is an independent multi-stakeholder initiative that works with brands, factories, garment workers, trade unions, civil society and industry influencers to improve labour conditions in the textile industry. The Fair Wear Code of Labour Practice, which the Fair Wear Foundation acts upon, contains eight labour standards that are based on the conventions of the International Labour Organization (ILO) and the Universal Declaration on Human Rights.

The eight labour standards are:

- Employment is freely chosen
- There is no discrimination in employment
- 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

Waschbär actively works towards implementing these labour standards in its supply chain. To this end, Waschbär implements Human Rights Due Diligence (HRDD) actions, working closely with its textile suppliers to minimise risks and protect the rights of workers – with the aim of making our supplier factories safe and empowering work places. While working with factories (also referred to here as “production sites”), our focus is on the assembly stage, the stage in garment supply chains where products are assembled. For the most part, this involves cut-make-trim (CMT) processes like sewing as well as support processes like washing, ironing and packaging. In some cases, for example with regard to carpet production, a factory can also be a fabric weaving or knitting location.

In most cases, Waschbär works directly with its suppliers, meaning the people owning and managing the production locations themselves (also referred to as “factory management”).



Silk supplier in China



Mulberry plants and silk worms

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2. Sustainability at Waschbär

In some instances, however, Waschbär also collaborates with so called “agents”, which is a common practice within the garment industry in many countries. An agent is responsible for managing the communication between production facilities and brand. Nevertheless, they are equally informed about Waschbär’s standards and have to follow them accordingly. Agents work jointly with Waschbär on the implementation of the Fair Wear Code of Labour Practices. All activities, such as factory visits, audits and trainings, as well as other steps to improve working conditions are planned and implemented together. This is why the term “supplier” in this report can refer to factory management as well as agents.

Fair Wear Foundation assesses and validates continuously, for example through the annual “Brand Performance Check”, whether the actions that Waschbär is taking are appropriate to improve human rights and working conditions in its supply chains.

For Waschbär, being a Fair Wear member has many advantages: it increases transparency, connects us to other brands working towards the same goals and provides guidance and information. Fair Wear also supports our monitoring and improvement activities by conducting, for example, external and formal factory assessments (audits) as well as trainings in the production countries.

The sustainability department at Waschbär is responsible for both the social standards (including cooperation with Fair Wear and Partnership for Sustainable Textiles) and the environmental standards (compliance with the Waschbär exclusive ecological specifications and the GOTS certification). Sustainability is a core element for Waschbär – which is why the sustainability department has the right to veto any business relationship with suppliers.

Transparency and responsible sourcing together with a strong commitment to quality and social responsibility are key elements of Waschbär’s supply chain due diligence.



*The sustainability team comprises:
Laura Rappold, Barbara Engel, Simone Seisl and Monika Rothböck*

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2. Sustainability at Waschbär

Code of Conduct

Waschbär has a Code of Conduct and makes sure that all employees, suppliers and stakeholders are aware of it. It includes a whistle-blower and complaint mechanism and is publicly available on the Waschbär website (in German). The code of conduct and all policies and standards are assessed and further evolved through regular dialogues and evaluations. Every month, there is a series called “compliance dialogue” where topics from the Waschbär Code of Conduct are discussed among staff members from all departments.

An addition to the Code of Conduct is the Human Rights Due Diligence Policy. This document acts as a guide on how Waschbär’s values and expectations are reflected within the textile products sourcing. The Human Right Due Diligence Policy is aligned with and goes beyond the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector from 2018. The modules of the guidance help companies in the textile industry to avoid and address the potential negative impacts of their activities in their supply chains and include risk factors, definitions, considerations as well as possible actions for the company and its supply chain partners. On top of the eight labour standards of the ILO, the OECD Guidance focuses additionally on hazardous chemicals, water, greenhouse gas emissions, bribery and corruption, responsible sourcing from homeworkers, sexual harassment and sexual and gender-based violence in the workplace.



The Waschbär Verhaltenscodex (Code of Conduct) is also available as an interactive PDF. An English version is in the making.

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Internal and external communication



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3. Internal and external communication

Internal communication

All Waschbär staff members are informed about our core values, our commitment to product sustainability and the Fair Wear Foundation membership via the Intranet. Staff involved in product and supplier monitoring activities is trained in workshops about the Fair Wear Foundation, the Code of Labour Practices and our ecological requirements.

In a weekly meeting with members of all departments, purchasing colleagues present potential new products. It is then discussed whether the potential products are aligned with Waschbär's values and social as well as ecological standards. Every season, all Waschbär employees are informed about the latest collections and their specifics. Employees are also regularly updated about Waschbär's own ecological and social performance via webcasts or trainings.

Communication towards customers

Waschbär is clearly communicating its sustainability approach and guidelines towards customers. The membership at Fair Wear Foundation and Partnership for Sustainable Textiles is highlighted in the online shop, online magazine, catalogues and on social media. Our annual Social Report and Brand Performance Check results are publicly available on Waschbär and Fair Wear's websites.

Communication towards suppliers and workers

All Waschbär standards are communicated and discussed with suppliers within a sourcing dialogue, where Waschbär explains all of its requirements and offers support for the process of implementation. For potential new suppliers, this step is part of our onboarding process. For more information, please refer to the [onboarding chapter on page 17](#).

In order to inform production workers about their rights, the Fair Wear labour standards and the process of monitoring and remediation, Waschbär requires all factories to display an information sheet visibly and easily accessible to all employees. Waschbär provides copies of this information sheet in the relevant local language to all factories with the request to make it public for workers. The information sheet informs workers not only about their rights but also about their possibilities to complain about problems with working conditions and lists contact details for an independent complaint mechanism. Complaints can be handed in anonymously. Waschbär makes sure that the information sheet is posted at all of the supplying factories and is handed out to the workers during audits. Additionally, workers are informed about labour rights and the complaints procedure in specialized training sessions. Waschbär also encourages suppliers to become members of the Fair Wear Foundation.

Waschbär communicates its sustainability efforts internally through training and updates, and externally by informing customers, suppliers, and workers about its standards and commitments.

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Risk Assessment



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4. Risk Assessment

In total, Waschbär's textile supply chain – from raw material extraction, processing, material production to finished product assembly – stretches over 52 countries. Waschbär analysed all production countries and processes which are part of its textile supply chains with regard to human rights and environmental risks. This risk scoping exercise helps Waschbär identify where human rights risks are most likely to be present and most significant in our supply chain. Based on this information, Waschbär is able to divide its production countries between a low risk and a high-risk category – and to prioritize and tailor our preventive and mitigative measures accordingly. The risk assessment is revised every year and updated, if need be – for example when new developments in a country require changes. In 2023, the EU production countries Lithuania, Germany, Spain, Italy, Austria, Greece, Portugal and Slovakia were classified as low risk. Production countries Turkey, Bosnia and Herzegovina, China, North Macedonia, Tunisia, Romania, Ukraine, India and Bulgaria belong to the high-risk category.

To go into even more detail, Waschbär analyses all own label production locations with regard to Fair Wear Foundation's eight labour standards. Each factory is categorized based on severity and likelihood levels of potential harms, providing a comprehensive risk assessment. This approach enables Waschbär to identify in detail the potential impact of various risk factors across the supplier base. By assigning severity and likelihood levels, Waschbär is able to prioritize risk mitigation efforts and ensure proactive strategies to address any identified risks and prevent potential harms effectively.

This system also facilitated the creation of tailored actions at the supplier level, ensuring that specific measures are implemented to mitigate risks according to each supplier's unique profile.

Waschbär assesses human rights and environmental risks across its global supply chain, categorizing countries and factories by risk level. This analysis guides tailored risk mitigation efforts and proactive strategies for supplier-specific issues.

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Chapter 5

Responsible Purchasing Practices



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5. Responsible Purchasing Practices

Responsible purchasing practices are an important step in preventing contribution to harm in the supply chain. Waschbär follows a shared responsibility approach with its suppliers. This means that we collaborate as partners, treat each other as equals in negotiations and share the risks of the business relationship. This approach is reflected in our purchasing practices and sourcing decisions.

Pricing

Retail prices support a sound and sustainable economy within Waschbär. They are not defined to achieve maximum profit and maximum growth. All purchase prices are negotiated cooperatively with suppliers and each supplier is chosen based on their expertise and product qualifications. The purchasing price is never the only criterium for the selection of products. Instead, important selection criteria are social working conditions, ecological production, efficient production machinery, lead times, product quality as well as long-lasting and cooperative partnerships.

No pricing pressure is exerted on suppliers. Apart from that, there is no strategical increase of the margin. The margin is only partly considered within the supplier rating (see below), but never downgrades a supplier in such a way that the supplier gets less orders.

The buyers do not get commission for well-negotiated margins. Country studies with information on legal minimum wages and living wages are available for all buyers.

New suppliers of Waschbär are not facing monetary penalties in case of late deliveries within the first period of cooperation. If late deliveries occur, Waschbär initiates a dialogue with the supplier to determine the causes and find a solution together. Only if this isn't possible and it has been determined in a detailed evaluation that the main problem is on the supplier's side, some form of cost coverage from the supplier is needed as part of the partnership agreement. This especially is the case if Waschbär has a significant loss of income due to the delay.

Waschbär sets fair retail prices that prioritize sustainability over profit.

Supplier selection focuses on social, ecological, and quality criteria, with no pricing pressure or commission incentives.

Late deliveries prompt collaborative problem-solving, not penalties, ensuring fair partnerships.

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5. Responsible Purchasing Practices

Supplier evaluation

Waschbär evaluates its suppliers annually under certain aspects of performance, delivery time and sustainability. Based on these results, Waschbär decides upon the amount of orders for the upcoming periods. This rating of suppliers is based on five topics, which are: Innovation, Trust, Quality, Economics and Service. Each department in contact with suppliers evaluates their relevant topic (e.g. Sustainability/Trust) and sub-topics with an individual rating system. Altogether this results in an overall rating for each supplier. The ratings are then discussed openly with the suppliers to determine how improvements can be achieved together.

Innovation	Trust	Quality	Economics	Service
Progress Material Expertise Reliability	Social aspects Ecological aspects Communication	Return rate Fit Quality of Garment	Price Performance Order Quantities Approach	Meeting deadlines Invoice New articles

Production cycle

Waschbär offers new collections for its brand at least twice a year. The product range is promoted through the online shop and print catalogues. Waschbär is always planning ahead and suppliers receive new orders within a lead time of at least three months on average. For already established products, Waschbär plans long-term. This allows suppliers to buy yarns and fabrics well in advance. The materials are bought by the suppliers in the name of Waschbär and therefore a clear contract between both parties is signed. In case the fabric is not used up with the booked orders, the left-over fabric is paid for and belongs to Waschbär. In some cases, Waschbär even pre-finances the fabrics. Waschbär knows the peak times within the factories and avoids pressure towards production speed. With our one Chinese supplier, we are planning even one year ahead.

In 2023 Waschbär started with the implementation of a new planning tool to further optimize its procurement process step by step through even more reliable planning and forecasting. Sales, strategic and operative purchasing and production will all work together in an integrated system. The process is geared towards planning the two seasonal periods (fall-winter/spring-summer) per year and must adhere to a fixed schedule. Once the tool will be fully implemented, Waschbär also aims at providing an increase of planning security and stability regarding orders to our suppliers.

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5. Responsible Purchasing Practices

Onboarding suppliers

New suppliers are selected according to a defined onboarding process by the supplier management. The onboarding process involves the supplier manager, purchasing, production and sustainability. Before Waschbär starts working with a new factory, Waschbär closely examines the potential supplier and production location to find out if our values and approach towards sustainability match and if the technical requirements from both the quality and the purchasing department are met. This process involves initial discussions with the potential supplier to explain our values and requirements and the exchange of documents and questionnaires regarding working conditions, social and ecological standards. This includes a product pass with information on the entire supply chain, the Waschbär social and ecological requirements as well as a supplier and a factory questionnaire.

If these steps are successful, they are followed by a visit to the production site by a member of the Waschbär staff in order to meet factory management and see local conditions in person before starting any business relationship. During this first visit, an initial health and safety check is done on site. This tool helps spot common health and safety issues between formal factory assessments and makes it clear to factory management that we take good working conditions seriously. Finally, if this last step is successful, the purchasing conditions are signed by both parties. No orders are placed until all steps of the onboarding process have been followed accordingly.

Onboardings in 2023

In Hungary, a supplier specializing in carpet production was successfully onboarded, operating from one production facility. Similarly, in Croatia, a supplier focused on underwear manufacturing was brought on board, also with one production facility. In Bulgaria, a jersey supplier with three production locations was onboarded to facilitate the sewing process effectively. Moreover, Waschbär enhanced the partnership with a long-standing supplier for knitted fabrics in Lithuania. While already established, they required additional capacity to accommodate new styles provided by Waschbär, which prompted the onboarding of two more production facilities. For more information, see chapter Waschbär visits.

In all cases, the onboarding process was followed as outlined above and the production locations could be brought on board successfully.



Supplier in Lithuania



Supplier in Bulgaria

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5. Responsible Purchasing Practices

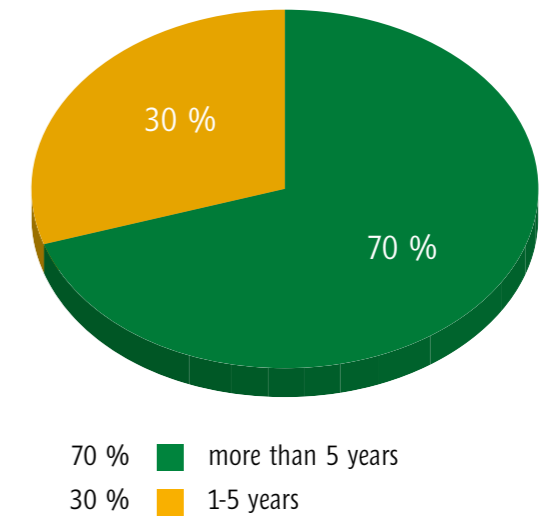
Offboarding

Waschbär established a transparent process in case there is a need for ending a supplier relationship. Terminating a supplier relationship becomes necessary from time to time, even if Waschbär always aims at long-term partnerships with factories (usually more than five years as shown in the graph on the right).

Reasons for the need to end a relationship differ. Some suppliers may not comply with our ecological and social sustainability standards, others may offer products that do not fit into the assortment anymore or do not fulfil the quality requirements. To make sure that the impact is manageable and fair for the company and its workers, Waschbär established a Responsible Exit Strategy. For Waschbär it is important to identify why a business relationship might need to end and, if possible, first try to work together with the supplier, giving them the possibility to improve the situation. If this is not successful, a plan is made to phase out in an appropriate time frame, depending on the leverage at the supplier. For more detailed information please refer to the simplified display of our Responsible Exit Strategy on the following page.

In 2023, an offboarding process was performed with a long-standing partner, an agent collaborating with a production site in Bosnia and Herzegovina. The agent had informed us that, due to personal reasons of factory management, the production location was not able to work with Waschbär anymore and therefore communicated the wish to end the business relationship. The agent, while looking for alternative production sites, informed us that at least two new factories would be necessary to accommodate all styles from the existing location. After careful internal evaluation, a strategic decision was made to work towards more supply chain consolidation and increase our leverage with existing partners. Therefore, the products previously manufactured by the production site were divided amongst other established Waschbär suppliers. Since the wish to end the business relationship came from the production location itself, no negative impact on employees was identified and the responsible exit was performed accordingly.

Duration of relationship with factories of Waschbär own textile products

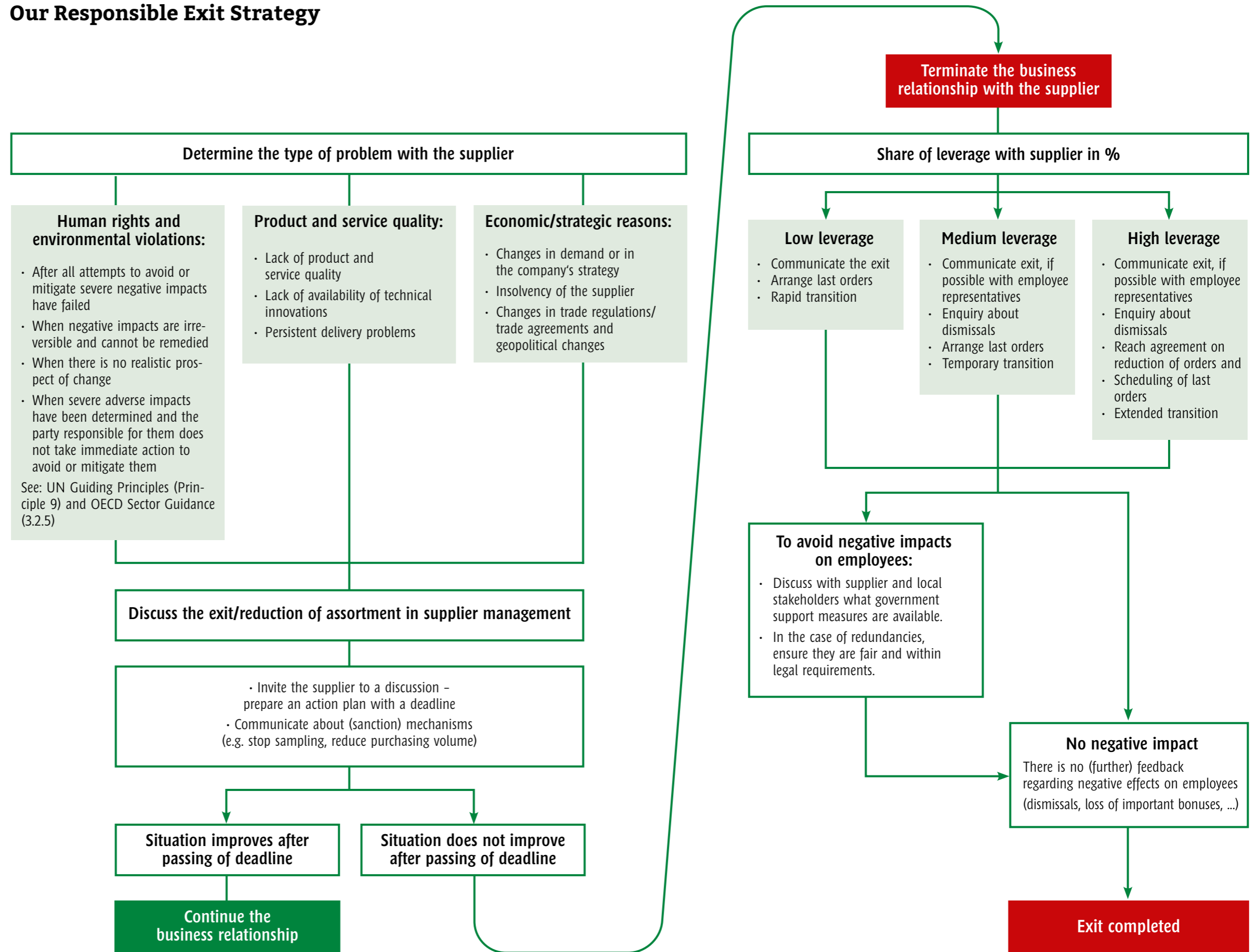


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5. Responsible Purchasing Practices

Our Responsible Exit Strategy



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Monitoring and Working on Improvements



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Based on its risk assessment, Waschbär prioritises and implements follow-up actions according to the severity and likelihood of potential harm in its supply chain. Preventive and mitigative actions can differ based on circumstances and nature of the harm.

Waschbär continuously monitors and verifies if planned actions have been implemented and if they have been effective in reaching their intended goal.

Audits

Audits, also called factory assessments, are an important verification tool. Audits are external examinations at a factory by an independent third party. They are used to determine to what extent the required standards, in this case the core labour standards of the Fair Wear Foundation, are complied with and where there may be room for improvement. Audits are organized by Fair Wear teams in the production countries and implemented by local experts, who are familiar with the specific country's culture and people. They are always conducted in the local language to be on an eye level with factory management and workers, so that information can be shared freely and openly. In addition to an onsite factory assessment, the auditors conduct anonymous worker interviews outside the factory facilities to verify the findings from the onsite visit.

It is important to highlight that audit costs are always covered by Waschbär (sometimes shared with other Fair Wear brands sourcing from the same factory) and never by the supplier, so they do not become an additional burden or even an obstacle for implementing human right due diligence at the supplier factory.

Audits are learning experiences, which give the suppliers valuable information on how they can improve working conditions at their factories. Waschbär, as the business partner, sees its role as an advisor and partner, who at the same time monitors improvements. The result of an audit is a detailed audit report and a Corrective Action Plan, short CAP. The audit report includes all relevant factory information and specifies the auditors' findings with regard to the Fair Wear Code of Labour practices. The CAP is a list of all findings that includes suggested corrective actions and a workplan for improvement for each finding. This document is the foundation for the following discussions with the supplier and the joint work to address all findings and continuously improve working conditions at the factory. In some cases, for example with regard to safety and health issues, improvements can be implemented very quickly. In other cases, for example when it comes to wages, Waschbär and the supplier agree to work jointly on long-term goals. Waschbär conducts

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6. Monitoring and Working on Improvements

audits every three years at all its own label production locations to monitor the implementation of agreed actions and to verify if they indeed have led to the desired improvements for workers.

In 2023 Waschbär conducted three audits at factories that produce the Waschbär private label and worked further on the CAPs of 2021 and 2022.

The figure shows that all of Waschbär's suppliers operating in countries classified as high-risk based on our risk assessment have been audited. In case the suppliers have not been audited, they are located in EU countries and were classified as low risk.

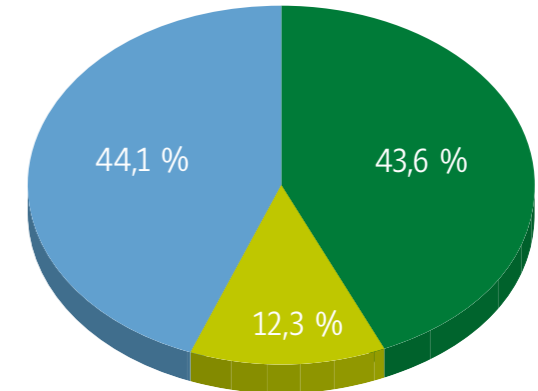
Trainings

Trainings serve as an important preventive tool. Trainings are workshops for factories to inform workers as well as the management about social labour standards. They help build awareness about labour practices in general, effective workplace communication, social dialogue and complaint mechanisms between workers and the management. Trainings are also implemented to support workers in learning about their rights and building their own voice to claim those rights for themselves. The focus of the trainings is tailored to the specific factories and the topics are decided based on their individual risk profile. In 2023 Waschbär conducted four trainings at factories that produce the Waschbär private label.

Visits

In addition to formal factory assessment (audits), Waschbär visits each own label production location at least every three years. It is very important to Waschbär to be in close contact with its suppliers and to regularly meet face to face to talk about the state of the business relationship. Regular factory visits are also important to demonstrate to factory management and workers that Waschbär values their work and is serious about improving working conditions. During these visits, open actions from the CAP are discussed and already implemented improvements are verified. If there are challenges with the implementation of improvement steps, it is discussed how Waschbär can support the process. During visits, Waschbär staff also conducts a basic health and safety check which helps spot common issues between formal audits.

**Social performance of suppliers
2023 Waschbär Brand
(as % of purchasing volume)**



- 43,6 % ■ produced within the EU (low risk):
Lithuania, Germany, Slovakia, Spain, Italy, Austria, Greece, Portugal
- 12,3 % ■ produced within the EU + audited:
Bosnia-Herzegovina, Romania, Bulgaria
- 44,1 % ■ produced outside EU + audited:
Turkey, China, North Macedonia, Tunisia, Ukraine, India



Supplier in Lithuania

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Working on improvements in 2023

In 2023, Waschbär was sourcing from 36 production locations from 17 different countries for its own brand textile products. This number refers to the factories where Waschbär own label textile products are assembled. Since Waschbär is analysing all production processes of its textile supply chain according to human rights and environmental risks, specific country and factory risks can be identified. Based on this risk assessment, key risk areas – meaning the most likely and most severe risks – are prioritized. While conducting audits, implementing trainings and deciding on which improvement steps and corrective actions to take, special focus lies on these prioritized risk areas.

Our key social sustainability focus areas for 2023-2025 are open calculation, living wages and promoting gender equality within our supplier network. For further details on these ongoing initiatives, see chapters below.

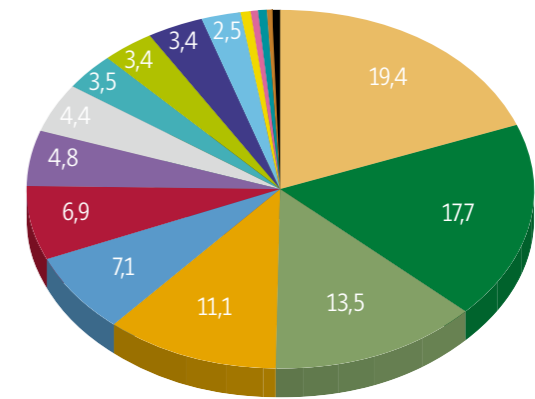
Countries classified as low risk

No specific improvement steps were determined for facilities in the EU countries Lithuania, Germany, Spain, Italy, Austria, Greece, Portugal and Slovakia, as no risk areas were identified which require immediate action. We will reassess the situation every year. Since the relationship with the suppliers in Bosnia and Herzegovina and India was terminated, no actions are fixed for these factories. In total, 43,6 % of Waschbär own label production (based on purchasing volume) is currently done in these low risk EU countries.

Countries classified as high-risk

These are detailed on the following pages.

Purchasing volume for own textile production 2023 in %



- 19,4 % Lithuania
- 17,7 % Turkey
- 13,5 % Germany
- 11,1 % Bosnia-Herzegovina
- 7,1 % China
- 6,9 % North Macedonia
- 4,8 % Tunisia
- 4,4 % Romania
- 3,5 % Spain
- 3,4 % Italy
- 3,4 % Ukraine
- 2,5 % Austria
- 1,0 % India
- 0,6 % Greece
- 0,5 % Portugal
- 0,2 % Bulgaria
- 0,2 % Slovakia

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Türkiye

	Factories	Duration of relationship	Waschbär leverage	Products
Supplier 1	Factory 1	24 years	23%	Woven styles
Supplier 2	Factory 1	22 years	10%	Home textiles
Supplier 3	Factory 1	6 years	3%	Woven styles (denim, cord)
	Factory 2 (wash house)	6 years	0.2%	Woven styles (denim, cord)

17.7 % of Waschbär own label production (based on purchasing volume) is currently done in Turkey. Waschbär is working with 3 suppliers at four production locations. In 2024, production will start with two new suppliers: another denim supplier including an associated wash house and a woven fabrics supplier.

Country Risk

Turkey, known as the eight largest garment exporting country globally, boasts a significant textile industry, with main production hubs in Istanbul, Denizli and Izmir. Notably, Waschbär's partners are located in these cities as well. However, the industry faces risks concerning unregistered employment and the employment of a high number of Syrian refugees in the textile industry. This goes along with risks of labour rights violations and unregistered work contracts. This especially affects women negatively, since unregistered employment is more common among female workers. Additionally, there are significant risks of discrimination based on gender and sexual orientation. Apart from that, Türkiye has been facing a very high inflation rate for the last years while the development of wages has not been keeping up for workers to be able to afford a certain living standard.

Although Türkiye did ratify the three related International Labour Organization (ILO) Conventions, the national legislation and industry practice does not comply with the international standards on freedom of association and the right to collective bargaining. Freedom of association refers to the right to form and join a trade union. Collective bargaining is the process in which workers, through their unions, negotiate contracts with their employers to determine their terms of employment, such as pay, benefits, hours, leave, job health and safety policies and more. Those contracts are called Collective Bargaining Agreements. Social dialogue, as a more general term, refers to the process of negotiation and communi-

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6. Monitoring and Working on Improvements

cation between employers, workers, and their representatives to address workplace issues, improve working conditions and promote mutual understanding and cooperation. Workplace cooperation and collective bargaining are common forms of social dialogue.

Factory Risk

Based on previous audits and visits at the Turkish production locations, risks include the limited involvement of existing worker representatives in improving working conditions. This lack of engagement can undermine the effectiveness of social dialogue. In some cases, issues around accurate working time documentation and overtime compensation have occurred. Furthermore, in some instances, factories have failed to provide allowances and statutory leaves as legally required. A general issue in all factories, but especially in Türkiye due to the high inflation, is the payment of wages classified as “living wages” by local stakeholders, such as local trade unions and NGOs. For detailed information, please refer to the chapter on [Living Wages on page 36](#).

Improvement Plans

An audit was conducted at a production location in Izmir at the end of 2023 to verify improvements made since the last audit in 2021. Many findings regarding factory communication, dealing with complaints, working time documentation and issues around health and safety could be resolved. Waschbär will again be working collaboratively with other Fair Wear members brands on the new Corrective Action Plan. Accordingly, the associated wash house will be audited again in 2024 to verify improvements made since the last audit in 2021.

In 2023, as part of our joint work on improvements, a training session on social dialogue was conducted at our supplier in Istanbul. This training aimed to foster better communication and collaboration among all parties, ultimately improving workplace relationships and productivity. To verify improvements made since the last audit in 2021, a new audit at this facility is scheduled for 2024.

As production for Waschbär will only start in 2024 at the other supplier facilities, they are scheduled to be audited in 2025 (they have been visited and approved as production locations by Waschbär staff in 2022).



Supplier in Istanbul, Türkiye



Wash house in Izmir, Türkiye

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Additionally, all Turkish suppliers will be visited again in 2024 for a comprehensive assessment of their operations and adherence to social standards. During the visits in 2024, both factory risks and country risks will be addressed and evaluated comprehensively. Open CAPs will be discussed and the sustainability of already made improvements will be verified personally. This holistic approach aims to foster sustainable practices and support the well-being of workers while navigating the challenges posed by the country's operating environment.

One of Waschbär's main focus topics for 2023-25 is gender equality. Training sessions on this topic have already been implemented in cooperation with a Turkish expert at supplier factories in Istanbul and Denizli. Waschbär's objective is to provide this training to all Turkish suppliers until the end of 2024 and, if successful, possibly extend it step by step to the entire supplier base in the following years. With this, we are aiming to promote gender equality throughout the supply chain. For more detailed information, please refer to the chapter on [Gender Equality on page 39](#).

China

	Factories	Duration of relationship	Waschbär leverage	Products
Supplier 1	Factory 1	11 years	20%	Organic silk products

7.1 % of Waschbär own label production is currently done in China at one production facility. Waschbär is a shareholder of 31.25% at this particular Chinese factory and is able to source silk from the in-house organic project since 2016. The Chinese supplier is one of the first and few producers and processors of organic silk in China. The cultivation project is located in Yilong County, in the north of the Sichuan Province. Around 250 farmers and their families from five villages work here. The smallholders breed mulberry moth caterpillars, from whose cocoons the silk is produced. The caterpillars only eat the leaves of mulberry trees, which are grown organically without pesticides or synthetic chemical fertilizers.

Country Risk

The textile industry in China is a cornerstone of the nation's economy and cultural heritage. Renowned for its rich history and innovation, China is the world's largest producer and exporter of textiles. The industry reflects China's intricate blend of tradition and innovation,

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shaping its global influence and economic landscape. In China's textile industry, corruption, restricted freedom of expression and labour rights violations pose significant risks. Corruption undermines fair competition, while censorship stifles worker complaints. The Uyghur minority faces forced labour, highlighting human rights abuses, especially in cotton production. Low wages, excessive overtime and unsafe working conditions persist exploitation.

Factory Risk

Based on audit findings and factory visits, workers may face risks with regard to reasonable hours of work. At peak times, workers may face overtime, which can exceed 60 hours per week and during this peak time, they may not receive 1 day off per 7 days of work. Even though all workers are paid above minimum wage, the paid wages do not reach the level that local stakeholders classify as living wages (see chapter on [Living Wage on page 36](#)).

Improvement Plans

In 2023, a new audit took place at this production site as part of our continuous monitoring and to verify improvements made since the last audit in 2020. The supplier has demonstrated exceptional responsiveness, facilitating the closure of numerous points in the CAP since the 2023 audit. As we are near the completion of addressing all corrective actions in 2024, our primary focus is on two key areas. While addressing overtime issues, the supplier has clarified that the overtime primarily stems from another customer's demands, particularly during the high season for cocoon cutting. As this situation is not directly related to our operations, it poses challenges in implementing immediate changes from our end. However, we will discuss possibilities to improve the situation in person during a factory visit planned for 2024. During this visit, we also plan to discuss ways to further improve on wage levels and work on the topic of living wages.

When it comes to forced labour, we have confirmed no Uyghurs are employed at the supplier, adhering to our zero-tolerance policy on forced labour. Furthermore, we have ceased sourcing cotton from China to prevent any association with forced labour in the cotton supply chain. The actions demonstrate our commitment to ethical sourcing and upholding human rights.



Clothing workshop



Silkworm cocoon processing

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North Macedonia

	Factories	Duration of relationship	Waschbär leverage	Products
Supplier 1	Factory 1	7 years	18%	Jersey

6,88 % of Waschbär own label production is currently done in North Macedonia. This supplier has been our partner for over ten years.

Country Risk

In North Macedonia, textiles constitute the second largest industrial sector. However, the country's garment textile exports contribute less than 1% globally. Challenges include irregular working hours, unpaid overtime and tax evasion. To address these issues, there's a critical need to prioritize social dialogue and uphold the right to freedom of association.

Factory Risk

Based on audit findings and factory visits, the factory's risk profile includes challenges around adequate management systems, workplace communication and working time documentation. Additionally, the existing wage levels, which are all above the legal minimum wage, do not reach living wage levels as estimated by local trade unions.

Improvement Plans

Since we have a long-lasting relationship with this supplier, we have been continuously working together, also in cooperation with another Fair Wear brand, on improving social standards. A main focus is on supporting social dialogue and working towards sustainable wage increases. In 2023, a training session was conducted to support these topics. Since the last audit in 2021, an election for worker representatives took place and a complaints system using a complaints box was implemented. A factory visit and a new audit are planned for 2024 to verify improvements.

Since over the last 10 years, we have established a trustful relationship with this supplier, the factory was chosen as partner for a pilot project on open costing and living wages. For further details, see chapter on [Living Wage on page 36](#).



Supplier in North Macedonia

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Tunisia

	Factories	Duration of relationship	Waschbär leverage	Products
Supplier 1	Factory 1	24 years	10%	Woven styles (denim, cord)
	Factory 2 (wash house)	24 years	0.1%	Woven styles (denim, cord)

4.8 % of Waschbär own label production is currently done in Tunisia. Waschbär has a very long-lasting relationship with this supplier which spans over 24 years now. Waschbär’s leverage at this factory is 10%. The supplier is a jeans supplier, which typically involves two production locations: a sewing factory and a separate wash house. This division allows for specialized expertise and processes, tailored to each stage of jeans production. In this context, it is important to highlight that Waschbär clearly states in its policy on social and ecological requirements for textiles that sandblasting is forbidden and not to be used on Waschbär products.

Country Risk

Tunisia is one of the largest garment suppliers to the European Union. Its garment industry is one of the most important sectors in the country, employing more than 250,000 people. In Tunisia’s textile industry, several country risks persist, impacting both workers and businesses. Union participation in the textile industry is low, limiting workers ability to advocate for their rights and negotiate better working conditions. Workers often face unannounced overtime and safety standards in many textile factories are inadequate, exposing workers to various hazards and increasing the risk of accidents and injuries. Additionally, corruption is a significant concern, permeating various levels of the textile industry. This can result in unfair business practices, compromised safety standards and unequal treatment.

Factory Risk

Based on previous audits and visits, factory risks include the limited involvement of worker representatives in improving working conditions and issues around health and safety. In one instance, some social security benefits were not paid on time as legally required and workers were compensated late during work stoppages.

Improvement Plans

In 2023 one audit took place at the sewing factory. The supplier has demonstrated a genuine willingness to address and improve the current situation. Some issues regarding health and



Sewing factory in Tunisia

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safety could be resolved already. However, improvement steps are small and take time. Therefore, we will be visiting the supplier in 2024 to make progress on identified issues in person.

One key focus is enhancing awareness of labour rights and ways to remediation among workers. To achieve this, during our visit in 2024 we will discuss conducting comprehensive training sessions for both workers and management with the supplier. These sessions will aim to inform them about their rights such as the FWF Code of Labour Practices and the complaints mechanism, promote a culture of safety and empower them to actively participate in improving working conditions.

We will also visit the wash house in 2024 to look back at the latest CAP and check improvements personally. To verify the improvement steps, we will conduct a new audit in 2025 together with another Fair Wear brand. This reaffirms our commitment to regular oversight and ensuring ethical practices within our supply chain.



Sewing department

Romania

	Factories	Duration of relationship	Waschbär leverage	Products
Supplier 1	Factory 1	16 years	3%	Shoes
Supplier 2	Factory 1	1 year	0.6%	Jersey
Supplier 3	Factory 1	6 years	0.5%	Knitted
	Factory 2	6 years	0.5%	Knitted

4.4 % of Waschbär own label production is currently done in Romania. Waschbär is working with three suppliers in four production locations.

Country Risk

Romania faces significant country risks, including bureaucratic and infrastructure challenges alongside corruption issues. Bureaucratic hurdles hinder business operations, while infrastructure deficiencies pose obstacles to development and investment. Corruption further undermines governance, economic stability and sustainable growth.

Factory Risk

Based on previous audits at the production locations, risks include workers' lack of awareness about labour rights and the complaints mechanism, limited inclusion of worker representatives into decision making as well as health and safety issues. Additionally, the

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6. Monitoring and Working on Improvements

existing wage levels, which are all above the legal minimum wage, do not reach living wage levels as estimated by local stakeholders (see chapter on [Living Wage on page 36](#)).

Improvement Plans

At all production locations, we are working together with other Fair Wear brands. Many improvements could be achieved especially around safety and health issues. In 2023 a training was conducted at one facility to inform workers about their rights and the complaints mechanism as well as to promote a culture of safety and empower them to actively participate in improving working conditions. We aim to provide these trainings to all four factories till the end of 2025.

Additionally, factory visits are planned at two of the locations in 2024 to discuss corrective actions in person as well as one audit to verify improvements.

Ukraine

	Factories	Duration of relationship	Waschbär leverage	Products
Supplier 1	Factory 1	5 years	1.3%	Jersey
Supplier 2	Factory 1	6 years	2%	Jersey
	Factory 2	6 years	1.5%	Jersey

3.38 % of Waschbär own label production is currently done in Ukraine. We are working with two suppliers with three production locations.

Country Risk

In Ukraine, political instability and the ongoing war in the eastern regions pose significant risks. The instability affects various sectors, including the textile industry, hampering growth and investment prospects.

Factory Risk

The factory risk level in Ukraine is closely monitored especially due to the ongoing war situation. We are continuing to be in close contact with our Ukrainian partners, which ensures real-time updates on stability and the current conditions, allowing uninterrupted production. Waschbär's support signifies a strong partnership.

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6. Monitoring and Working on Improvements

Improvement Plans

Due to the war, working on CAPs is currently on hold. However, we are working with other Fair Wear Foundation members on possibilities to monitor risks and labour conditions effectively in a situation of war, including how to conduct audits. We are hoping these efforts lead to a clearer understanding of the situation, ensuring a more proactive risk management.

Bulgaria

	Factories	Duration of relationship	Waschbär leverage	Products
Supplier 1	Factory 1	1 year	<1%	Jersey

0.16 % of Waschbär own label production is currently done in Bulgaria. In 2023, Waschbär only had production in one newly onboarded facility. However, two additional production locations were onboarded for the same long-standing supplier, which is why Bulgaria will gain importance as a production country in Waschbär's supply chain over the next years.

Country Risk

Bulgaria faces risks across various areas. Corruption remains a concern, impacting both business operations and government efficiency. Discrimination against the Roma population further compounds social tensions, affecting labour relations and societal cohesion. Additionally, governments and/or companies regularly interfere with collective labour rights or are unable to fully guarantee important aspects of these rights.

Factory Risk

For the newly onboarded production location, no immediate risks have been identified yet. However, we have been supporting another Fair Wear brand in a supplier factory that was previously shared with Waschbär. This factory's risks include challenges around inadequate management systems, health and safety as well as workers' limited involvement in decision-making and awareness about labour standards and the complaints mechanism.

Improvement Plans

In the facility where Waschbär has been supporting another Fair Wear brand regarding the CAP, many improvements around safety and health could be implemented. Additionally, an election for worker representatives took place in 2022, which holds regular meetings once a week. A factory visit and a new audit are planned for 2024 to verify improvements made since the last audit in 2021.

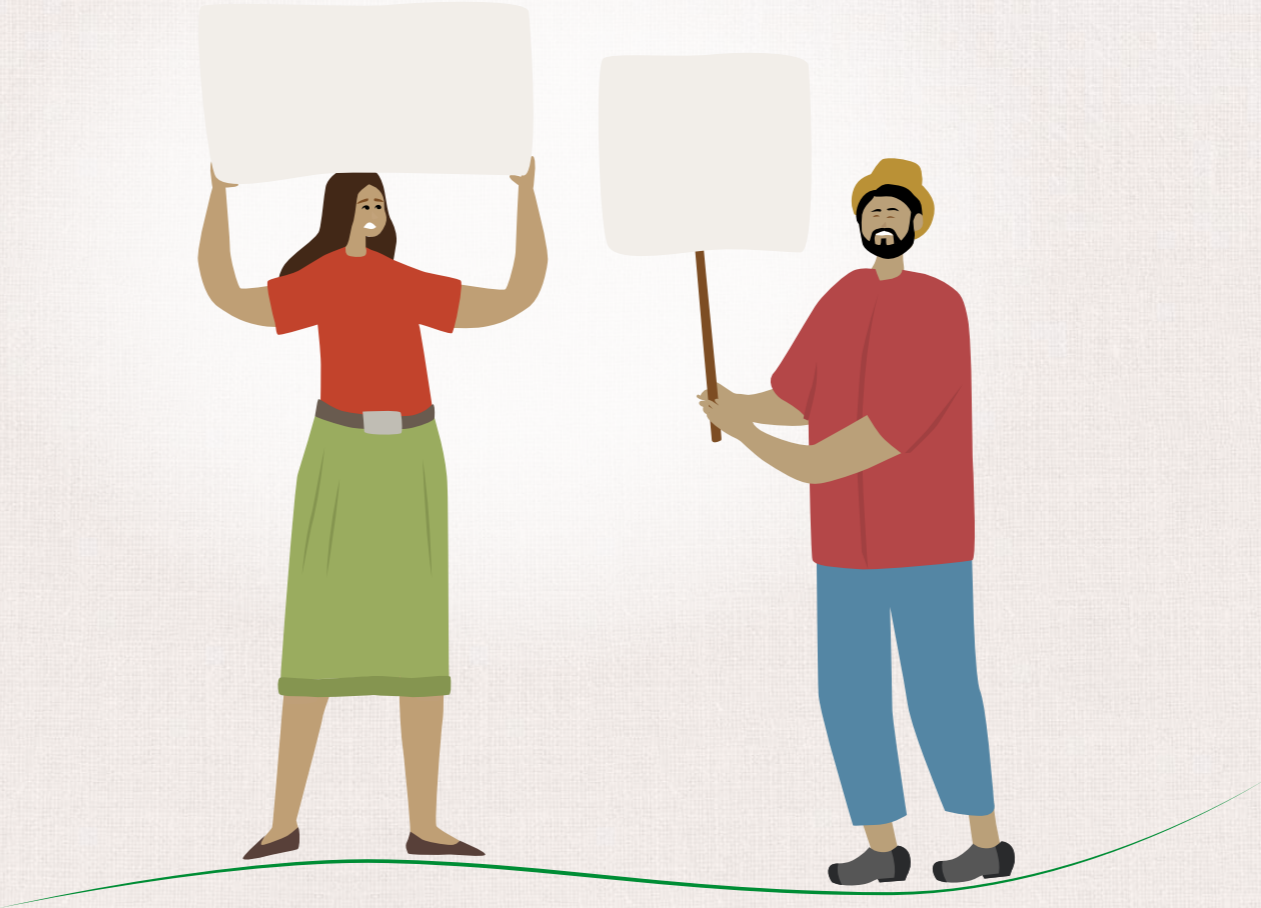


Sewing factory in Bulgaria

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Chapter 7
Complaints



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7. Complaints

Complaints can be filed by workers that produce for Waschbär through a complaint mechanism managed independently by Fair Wear Foundation. Waschbär ensures accessibility to the complaint mechanism for all workers in the textile factories where private label products are sewn. This is done by hanging up posters in all factories and conducting trainings, which inform workers about their rights and provide contact information for the complaint helpline. If a worker files a complaint, Fair Wear Foundation monitors that Waschbär and factory management work jointly to solve the complaint accordingly.

Complaints can be filed anonymously by the workers.

In 2023 Waschbär did not receive any complaints, but worked further on one complaint at a Turkish supplier, which was received in 2022.

Initial complaint

Türkiye is facing an economic crisis due to the high inflation rate. Therefore, wages lose their value which puts workers in a difficult position. The economic situation is also affecting the textile industry and it is becoming increasingly difficult for workers to cover their basic cost of living. Therefore, complaints about the loss of value of wages were raised. Some workers of this particular supplier started to protest about this situation and stopped working for a limited time frame. The management team reacted and raised the wages for workers. However, one particular worker raised another individual complaint that there was no salary increase for her position.

Conclusion of the investigation and Remediation

Waschbär accompanied the investigation process and was in constant exchange with Fair Wear and the supplier's management team. During the complaint investigation, no agreement between worker and management could be reached, the worker resigned her position and later filed a lawsuit for reemployment. The lawsuit began in September 2022 and after 1,5 years, it concluded in February 2024. The court announced that the worker is entitled to severance pay, which was then provided to the worker by the supplier with interest calculated from the termination date. The worker's claim for discrimination compensation was rejected by the court. After the court mandate, Fair Wear was in contact with the complainant to confirm the results. According to Fair Wear, the worker stated that she is still in contact with old colleagues who continue to work at the factory. She confirmed that she has not heard about any other complaints or similar issues at the factory from her old colleagues.

To close the complaint completely, Waschbär is going to travel to Türkiye in the beginning of 2024 and discuss the conclusion of the complaint with the management in order to analyze lessons learned and prevent similar complaints from happening.

In 2023, after protracted legal proceedings, Waschbär resolved a 2022 complaint from a Turkish worker over wage issues.

We will visit Türkiye to review and close the case and prevent future complaints.

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Chapter 8

Focus topic: Open Calculation and Living Wage



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8. Focus topic: Open Calculation and Living Wage

Living wages are a widely discussed topic among organizations advocating for improvements of labour conditions, such as trade unions and NGOs, business and political actors.

As of now, there is no internationally binding or commonly shared definition of what exactly constitutes a Living Wage. What is sure is that living wages are an important topic, because national legal minimum wages are often not enough to cover the needs of workers and their families. Those minimum wages are usually intended to cover the very basics and are the lowest wages permitted by national law or by a special agreement. A Living Wage, however, is the wage that is high enough to cover the basic needs of a family and also leaves some financial reserves, for example for unforeseen circumstances. Different organizations have published their definition of what constitutes a Living Wage and have developed various methodologies for its calculation. In the Fair Wear Code of Labour Practices, a Living Wage is defined as a wage paid for a standard working week that meets the basic needs of workers and their families and provides some discretionary income. Though definitions of a Living Wage vary, a common underlying concept does exist. Most organizations concur that the term “basic needs” includes costs like housing (with basic facilities including electricity), nutrition, clothing, healthcare, education, drinking water, childcare, transport, and savings. The methodologies how living wages for workers are then actually calculated differ significantly. While some organizations calculate their Living Wage estimates based on a single earner that has to provide for a four-person household, others provide numbers for a single earner that only has to provide for him- or herself. Some organizations publish a Living Wage estimate for an entire country, while others provide specific estimates for different regions in a country. This is why at the moment, for most production countries there exist several Living Wage benchmarks from different organizations that all provide different figures. Additionally, there are several structural and institutional challenges to implementing living wages. In many garment production countries, freedom of association and the right to bargain collectively are limited by law, in practice, or both. Workers’ wage levels are rarely set by way of collective bargaining. International comparisons show that without credible wage negotiations, wages rarely reach a living wage standard.

Waschbär only works with production facilities that pay at least the legal national minimum wage and tries to support continuous wages increases above minimum wage levels through its’ responsible purchasing practices. However, Waschbär is usually only one of many customers at a production facility, which means that it only makes up a certain percentage of production at the factory. This means that what Waschbär pays in higher purchasing prices does not automatically increase wages. That’s why it is important to have detailed insights into price calculation and all components of the costs of production at a factory.

Living wages, unlike minimum wages, aim to cover basic needs and provide financial reserves. Despite varying definitions and calculation methods, the concept is widely recognized.

Implementing living wages faces challenges, including limited collective bargaining in many garment-producing countries.

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8. Focus topic: Open Calculation and Living Wage

The introduction and use of an open calculation system help to understand which part of the production is most cost-intensive and where possible changes can be made to increase the wage outcome for workers. An open calculation system guarantees knowledge what effect changes in price components can bring about and shows responsibility for fair prices. It delivers valuable information and is an important step to increasing wages.

In general, an open costing calculation system includes:

Material and accessories, washing, labels, cutting, sewing, ironing, packaging, customs, overhead cost, profit and shipping.

Waschbär is committed to making progress on the way towards living wages. In 2023, Waschbär created a list of all suppliers and their wage levels to gain a clear overview of their wage structures. This effort showed that all suppliers producing for Waschbär are paying their workers above minimum wage. In some countries, such as Türkiye and North Macedonia, the gap between actual wages and existing living wage estimates is still quite significant – in others, such as China, the gap is quite small.

Waschbär continued to work on an open costing project with a supplier in North Macedonia by initially examining their existing costing system. While working with the Fair Price App, a calculation tool provided by Fair Wear, a lack of capacities for accurate labour minute costing became apparent. Throughout the year, an external consultant assessed the production facility in North Macedonia and identified productivity challenges, primarily stemming from a lack of professional production planning and organization as well as the unavailability of skilled labour. A detailed report outlining the productivity issues and possible ways for improvement was generated, but implementing those proved challenging due to economic circumstances.

In 2024, Waschbär will continue to engage with this supplier and introduce the case within our participation in the Living Wage Lab 2.0, managed by the Partnership for Sustainable Textiles. In this Lab, different brands as well as civil society organizations join forces to discuss lessons learned, possible solutions and make progress on the way towards the payment of living wages. As part of this work, Waschbär intends to strengthen capacity within the buying department on responsible purchasing practices including open calculation by conducting training sessions. This also aims at aligning goals and ensuring broader understanding and support for working towards a reduction of the gap between actual and living wages. In addition, Waschbär plans to review its supplier contracts by including clauses that highlight and strengthen our shared responsibility approach.

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Chapter 9

**Focus topic:
Gender Equality**



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9. Focus topic: Gender Equality

A person's gender influences their individual risks and needs. Gender equality in the textile industry is crucial for fair wages, safe working conditions and opportunities for advancement. It empowers women economically, reduces poverty and fosters diversity and innovation. Waschbär believes that achieving gender equality in this sector is essential for sustainable development and requires collective efforts to address barriers and discrimination, ensuring equal opportunities for all workers.

In 2023, based on our risk analysis, we developed a plan to offer trainings focusing on gender equality, discrimination, sexual harassment and gender-based violence at all of Waschbär's Turkish supplier factories. After consultation with factory management, we initially organized gender trainings at two Turkish factories, focusing on creating awareness, understanding rights, sharing information and fostering an open dialogue. To provide a safe space and platform for both men and women to engage in meaningful discussions, the groups were divided by gender. This approach encourages diverse perspectives and lays the foundation for a more inclusive and equitable workplace culture. Our goal is to extend these trainings to all Turkish suppliers in Türkiye by the end of 2024.

Additionally, Waschbär engages and collaborates with other stakeholders to ensure that women have a safe and healthy workplace. It is well-known that third party audits, while being an important tool to monitor compliance with social standards, have inherent weaknesses due to their limited timeframe, for example when it comes to detecting more hidden issues such as sexual harassment and gender-based violence. In addition, violence and discrimination, overtime and the double burden of domestic care and paid work expose women in particular to occupational accidents and diseases. Gender-responsive perspectives on occupational health and safety measures are still lacking. A working group, initiated in 2023 and hosted by civil society organisations FEMNET and SÜDWIND, brings together multiple stakeholders, including brands such as ourselves. This learning circle aims at addressing the gender data gap, which describes the disparity in data collection and representation between genders. This gap is particularly crucial in the textile industry, where women constitute a significant portion of the workforce. The collective goal of the working group is to enhance the availability of gender specific data with a particular focus on occupational safety and health. The working group also fosters dialogue between brands, facilitates knowledge-sharing on achievements while also drawing on insights from NGO's strategies in handling this crucial topic. Our participation in this working group remains active and committed throughout 2024.



Training on gender equality in Türkiye



Group discussions during training

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Chapter 10

Visiting Waschbär suppliers



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10. Visiting Waschbär suppliers

Waschbär staff is always in close contact with all our suppliers, since a regular exchange at eye level about the state of the business relationship is very important. For Waschbär, travelling and speaking to suppliers in person is a top priority in order to ensure transparent and honest communication and to maintain trusting, long-lasting business relationships. Additionally, we conduct trips as part of our onboarding process for new suppliers to get to know the people Waschbär is planning to work with. This involves not only staff from the sustainability department, but also colleagues from purchasing, quality and supplier management, among others. During visits, any topics that are relevant at that time are discussed, for example orders, materials, potential new products, any challenges that the supplier is facing as well as general labour conditions at the factory. In 2023, Waschbär travelled to four different countries to visit suppliers.

Bulgaria

In a first visit of the year, Waschbär travelled to Bulgaria to visit three potential new production locations of a long-standing supplier. As the visit was one part of the onboarding process, the focus was on labour standards and conducting basic health and safety checks. All facilities work very transparently and fulfilled the overall standards of Waschbär.

Croatia

In order to onboard a new underwear supplier, Waschbär travelled to Croatia. The factory was afterwards approved and production for Waschbär own label products will start in 2024.



The Quality department of supplier in Bulgaria



Underwear supplier in Croatia

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10. Visiting Waschbär suppliers

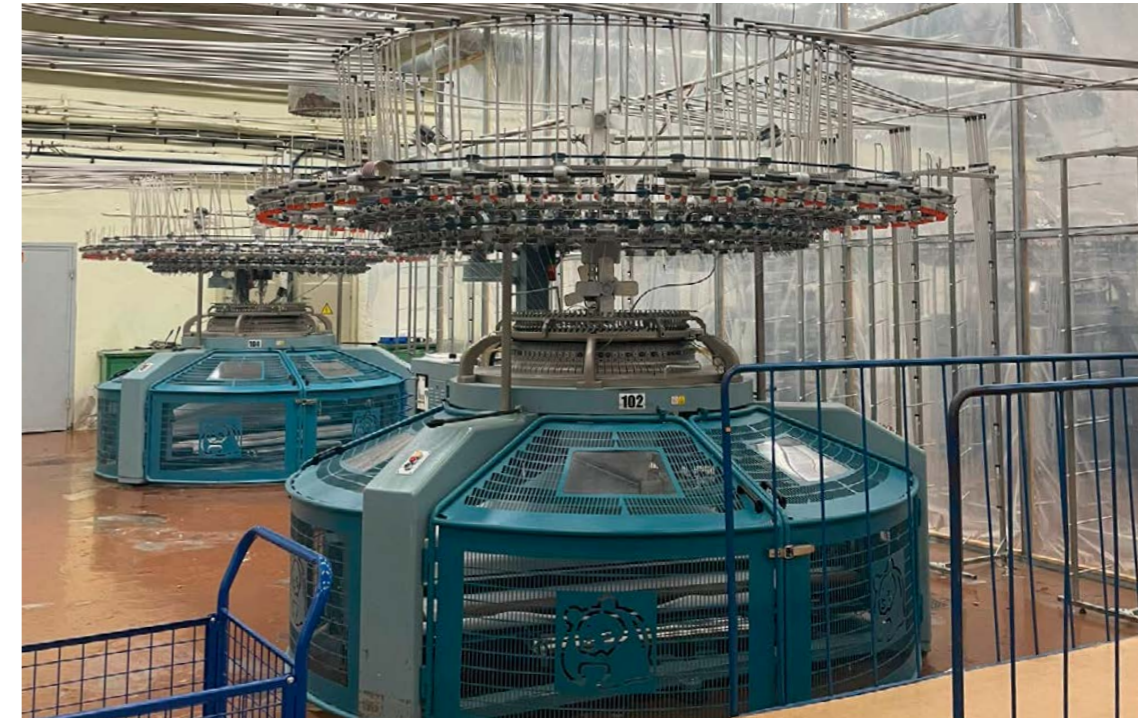
Lithuania

In December, Waschbär travelled to Lithuania to visit all production locations of our three long-standing Lithuanian suppliers. On the one hand, the visit was part of our regular monitoring activities to assess factory risks and social compliance. Another aim of the visit was the onboarding of two sub-contracting facilities for one of our suppliers, where we conducted basic health and safety checks. Overall, no major issues with regard to social and labour standards were found.

Additional topics were open costing and living wages. We engaged with all suppliers to discuss these issues and inquire about their sustainability strategies. Some of them are already working on living wages themselves and are open to sharing their lessons learned with Waschbär.

Hungary

At the end of the year, Waschbär travelled to Hungary to onboard a carpet manufacturer. The facility was approved with production planned for 2024 approximately.



Supplier in Lithuania



Strategic and operative purchasing colleagues visiting a carpet manufacturer in Hungary

Key data for Waschbär:

Address

Wöhlerstraße 4, 79108 Freiburg im Breisgau

Brand

Waschbär GmbH (founded 1987)

Homepage

waschbaer.de

Product range

Fashion, shoes, cosmetics, furniture,
home textiles, bedding, household, goods, toys, books, food.

Sales markets

Germany, Switzerland, Austria, The Netherlands

Distribution channels

Mail Order, E-Commerce, shops

Shops (Outlet stores)

Freiburg, Göttingen

Steward owner

Katharina Hupfer, Purpose Stiftung

CEO

Katharina Hupfer

Number of employees

250

Number of trainees

10

Total turnover

€ 51.1 million

Turnover textile and shoes

€ 33.6 million

