

NUDIE JEANS

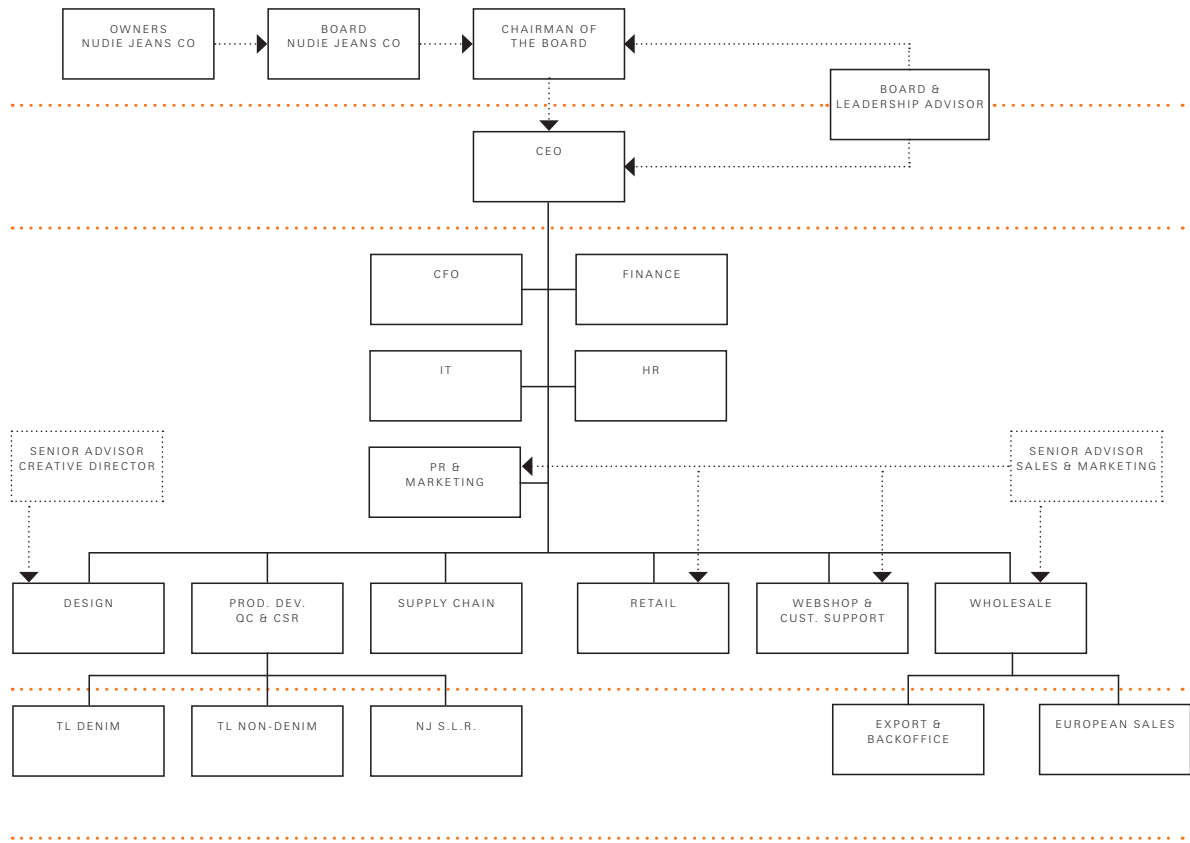
SOCIAL REPORT 2016

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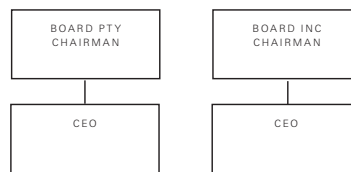
Start date membership: November 2009

Reporting period (financial year)
January 2016 – December 2016

Nudie JEANS CO
THE NAKED TRUTH ABOUT DENIM



SUBSIDIARIES



CONTENT

SUMMARY: GOALS & ACHIEVEMENTS 2016..... 4

1. SOURCING STRATEGY 5

1.1 Sourcing strategy & pricing5

Pricing5

1.2 Organisation of the sourcing department.....5

1.3 Production cycle.....6

1.4 Supplier relations6

1.5 Integration monitoring activities and sourcing decisions6

2. COHERENT SYSTEM FOR MONITORING AND REMEDIATION..... 7

2.1 India7

 Armstrong7

 Suvastra8

 MP Leather.....8

2.2 Tunisia8

2.3 Turkey.....8

2.4 Italy.....9

2.5 Portugal.....9

2.6 External production.....9

3. COMPLAINTS PROCEDURE..... 9

Case 19

Case 210

Case 310

Case 410

Case 510

4. TRAINING AND CAPACITY BUILDING11

4.1 Activities to inform staff members.....11

4.2 Activities to inform agents11

4.3 Activities to inform manufacturers and workers.....11

5. TRANSPARENCY & COMMUNICATION12

6. STAKEHOLDER ENGAGEMENT12

7. CORPORATE SOCIAL RESPONSIBILITY.....12

SUMMARY: GOALS & ACHIEVEMENTS 2016

“Making sure that our product is made under fair working conditions have been a top priority since day one for Nudie Jeans and is always a key factor in the decision-making process both strategically and operationally. The daily work consists of continuous improvements, via audits, follow ups and innovations as for example the living wage program.”

/ Joakim Levin CEO

2016 was a year we focused on re-auditing many of our suppliers. During 2016 we made in total twenty five audits at both main suppliers and sub suppliers. Eight audits were made by Fair Wear Foundation's audit team; one in Tunisia, one in Turkey and six in India. Sixteen audits were made by our external auditor in Italy, Poland and Portugal.

To support our suppliers in implementing our code of conduct we continued to train suppliers during the year. Two Workplace Education Program-trainings (WEP) were already started in the end of 2015 at two of our suppliers, were the last session within the program was held, in February, at our supplier in India, and the two last sessions in March and May, at our supplier in Tunisia. During 2016, we also organised a WEP at one of our suppliers in Turkey. An educational program given by the local NGO 'Save' is since last year also up and running at the spinning unit at one of our suppliers in India.

The training sessions are an important compliment to the audits and the ongoing dialogue between us and the suppliers and their continued improvement work.

In 2016, we have worked to resolve complaints received through the FWF complaints mechanism. We have received and resolved two complaints at two different suppliers in India and one at a supplier in Tunisia. We have also received two complaints from one of our suppliers in Turkey, where we together with two other brands have worked on the follow up and remediation work. We have also worked on six complaints that we received from previous workers from one of our suppliers in India.

Our engagement with stakeholders continued through our transparency work that is showed through the Production Guide, but also by initiating cooperation with other brands regarding remediation work and improvement work at several suppliers. We are also cooperating with researcher analysing our CSR work.

During the year of 2016 we have expanded our living wage program to also include a second supplier in India. We have also included the spinning unit at the first supplier in India where we have paid our share of living wages at the 2 CTM units since 2012.

We joined FWF Living Wage Incubator during 2016 to learn more about how we can develop our work with living wages, to share experiences with other brands as well as getting practical support from FWF.

We have also continued working towards raising awareness internally, as well as externally, on how we are working with our suppliers and the importance of focusing on social standards in the supply chain.

1. SOURCING STRATEGY

1.1. SOURCING STRATEGY & PRICING

Sourcing – finding new suppliers

Nudie Jeans is not an aggressive sourcing company, we are working with suppliers that we have established a good relationship with and that share our values. When we do need to find new production places we will either look for these ourselves or our agents will suggest new ones. We always visit the production location and discuss our criteria with the management before production starts. All new suppliers need to meet Nudie Jeans' expectations regarding quality, price, product development, lead-time, working conditions and ability to work with sustainable materials. In order to assure this, new suppliers must:

- Sign the Nudie Jeans code of conduct before production starts (if a direct supplier).
- Have documented high social, ethical and environmental ambitions.
- Have vertical manufacturing or a limited number of subcontractors.
- Be transparent regarding all units in their production chain and open to auditing.
- Have the potential for a long-term partnership and growth with Nudie Jeans.
- If located in a high risk country, demonstrate a democratic environment in the workplace.
- If located in a high risk country, be able to show proof of decent working conditions.

In 2016, we visited potential suppliers in Turkey, Tunisia, and Italy. We started a new collaboration with a supplier in Turkey, and also started using two new sub suppliers, one in Italy and one in Tunisia. We visited all units prior to approving them for our production. When choosing a new supplier, we always evaluate them from a health and safety perspective, previous audit reports are collected and the code of conduct is explained and discussed with the supplier at an initial visit at the factory. The willingness of the factory management to cooperate and be transparent is a very important element when deciding to start a business relationship.

The majority of our production is based in Europe, and during 2016, the division of production per production country, based on total production value was as seen below:

- Italy 51% (denim)
- Tunisia 29% (denim, khakis)
- Portugal 6% (jersey, shirts, knits and accessories)
- India 5% (Jersey, shirts and leather jackets)
- Turkey 3% (shirts and knits)
- Sweden 3% (accessories)
- Rumania 2% (denim jackets)
- Lithuania 0,5% (jackets)
- Poland 0,5% (accessories)

49% of our production volume are produced at suppliers where we have had a business relations for at least five years.

PRICING

The product development department and the denim & accessories department negotiate prices as part of developing each new collection.

1.2. ORGANISATION OF THE SOURCING DEPARTMENT

Our sourcing and purchasing department is divided into two sub departments: denim and accessories, and non-denim. In total, we have eight people working at the production and sourcing department: one production manager, two buyers, two product development Assistants, two garment technicians and one CSR manager.

For denim and accessories, Jon-Ivar Unsgaard (buyer) and Joel Stenberg (production manager) are responsible for sourcing, purchasing and order placement. For non- denim Jenny Henriksson (buyer) are responsible for sourcing, purchasing and order placement. Joel Stenberg as the production manager, is primarily responsible for the product development with assistance from both buyers.

Responsible for Nudie Jeans CSR work are Sandya Lang (From January 2016- April 2016) and Eliina Brinkberg (April 2016 – December 2016). The CSR manager is involved in all sourcing decisions regarding high risk countries and is involved in the ongoing evaluation of all suppliers in both high and low risk countries.

Nudie Jeans have a production office in Italy with personel working very close to the production in both Italy and in Tunisa. Since many years back we are working with a knowledgeable agent in Portugal that have built up good relationship with all our suppliers in Portugal. In Turkey we are working with an agent as well which enable us to have a closer collaboration with our supplier. For India, and the rest of the production in europe, we are having a direct contact with the suppliers.

1.3. PRODUCTION CYCLE

During 2016, we reworked our production cycle, where the sales periods are shorter while the production periods are longer. As a result, the production is less time-pressed which decrease the risk of short deadlines and overtime work. We also have an open dialogue with our suppliers regarding their peak and low seasons, where we try to place orders/ styles that are running during the whole year more specifically to the supplier's low seasons to balance their workload. In general, the production cycle has a timespan as described below:

Design Development	Sales period	Order Placement	Production	Delivery to Shops
26–28 weeks	8 weeks	1–2 week	20–24 weeks	1–8 weeks

During 2016 we also started to rework the structure of the collections. The goal is to have 4 almost equally large collections a year with a core collection running all year around, which will be the never out of stock items.

1.4. SUPPLIER RELATIONS

In 2016, we started cooperating with a new supplier in Turkey and a new sub supplier in Italy and one in Tunisia. The first production with the new supplier in Turkey took place during the summer 2016. When deciding to work with the new supplier we, from start, collaborated with two other FWF brands regarding monitoring and remediation, as an audit were made at the factory just before our collaboration started.

We always visit the supplier before taking a decision of sourcing. When on site, we make a visible inspection of the factory as well as discuss CSR issues with the management to get an understanding of their view on this work. If we look for a new supplier it is important for us to know that the supplier share our concern for environment and CSR. We are also asking for the possibility to read existing audit report, and we check during the first visit what has been implemented of the findings. Visiting staff also uses the basic health and safety checklist, and assesses general points for improvements and possible risks. The visits are normally together with the CSR manager, buyer and/or the head of product development, jointly presenting the company's profile.

During the year, we have terminated two supplier relationship. One supplier in Turkey closed their business due to economic reasons, which also led us to start working with the new Turkish supplier. The second termination of a business relationship was an Italian sub supplier working with prints. After many and long discussions regarding several remediation points that was found after the first audit, with little result, and a difficulty communicating and developing in the same direction, we took the decision, after reauditing the unit, to terminate the cooperation. After recommendations from our supplier and a visit from our local production manager we decided to include a new printing unit in our supply chain instead. We are planning an audit at this new unit during 2017.

We have also started to have production at a new unit in Tunisia through one of our Italian supplier. Also at this supplier we are collaborating with another FWF brand for monitoring and remediation. We made the first audit at the unit in the end of 2016, shortly after having started production.

1.5. INTEGRATION MONITORING ACTIVITIES AND SOURCING DECISIONS

During the regular evaluation of suppliers, CSR performance is one aspect. The CSR manager is responsible to bring up critical issues that will affect the production. When Nudie Jeans place orders, the key factors are quality, price, working conditions and the ability to meet our environmental requirements. As we mostly have only one product type made at each supplier, the order stock fluctuates with changes in sales. This means that it is hard for us to reward a supplier with more orders when they improve their performance regarding to code compliance. On the other hand, we have, as described above decided to terminate business relationships with supplier because of the lack of improvement even when we have offered support and help to improve.

During audits a corrective action plan (CAP) is written with a time frame agreed between the auditor and the factory management. Relevant Nudie Jeans staff is informed about the outcome of the audit and the CAP.

The follow up of the CAP is coordinated by the Nudie Jeans CSR manager. The first step will be done through email communication in which the supplier updates Nudie Jeans on the progress. At a second stage an on-site visit will be scheduled. In cases where we have agents, such as Portugal, they will be involved in the follow up visits.

Nudie Jeans strives to have close communication with the supplier regarding the measures taken to improve working conditions. This includes discussing how Nudie Jeans can assist the supplier in reaching the corrective actions required. Documentation of the progress with the CAP is done in a CAP-excel sheet and kept on the common server at Nudie Jeans. Our ambition is to cooperate and work with other clients using the same suppliers as we do. During 2016 we have done so with several FWF members (Continental Clothing, Mini Rodini, Hessnatur, Acne Studios) as well as other companies (ATC and Stella McCartney). In our cooperation with these brands, we have shared our audits, updates on CAPs and encouraged them to join our living wage efforts. We plan to continue this cooperation in 2017 and expand it to other factories where we see a need for this.

2. COHERENT SYSTEM FOR MONITORING AND REMEDIATION

When we plan for coming audits and select work places to be audited, we make an evaluation based on the current status of the supplier; if and when the latest audit has been done, status on improvement work, status on complaints and the related communication and follow up. If we have any new suppliers we strive towards auditing them in an early stage of the cooperation. We are working with the goal of re-auditing suppliers each 3-4 year if the follow up and the remediation work is running smoothly. If we see the need for a reaudit or a verification audit at a supplier before this time interval, we have the economical flexibility of planning for audits more frequently. We work with the same strategy for all our suppliers, European as well as non-European supplies, and we are auditing sub suppliers as well. The corrective action plan gives us a very good overview of the current situation and pinpoint the most important areas for improvement which also helps us prioritise our follow up work.

2.1. INDIA

For our Indian suppliers, our biggest focus in our remediation work are, and have been, on wage levels and working hours as well as a continuous focus on education and trainings.

ARMSTRONG

Armstrong is a supplier of Nudie Jeans since 2010 and are producing a small part of our total production. The factory has been visited by Nudie jeans CSR manager and the buyer responsible for non-denim in November 2016. During the visit, we have discussed the result of the audit that was made earlier in 2016, and went through the findings of the corrective action plan. We discussed the coming distributing of the living wage bonus and how the demonetisation has delayed the distribution that was planned to take place in November. We visited the spinning unit that belongs to Armstrong, where we discussed the outcome of the audit and the corrective action plan, and what improvements that already had been done. At the CMT units a large part of the production has moved into a newly build building which was not fully completed when we visited the factory. This has also liberated space in the original building. The reorganisation has made it more spacious in the production area, but markings in floor were not yet applied in a correct manner together with other similar findings. These points are expected to be improved when the building is finished and the production lines are installed as planned. Armstrong has been audited by FWF in 2011, 2013 and 2016. For the latest audit the most important findings were:

- Payment of a living wage
- Legally binding employment relationships
- Safe and healthy working condition

All employees are paid as per minimum wages in the hosiery industry, but as minimum wages are still very low in India it is not considered a "living wage". Nudie Jeans will continue to pay its living wage bonus and promote the concept to other brands working with Armstrong with the goal of more brands contributing to a full living wage.

The last audit showed considerable improvement from earlier audits, especially at the spinning unit. During 2016, an ongoing training for workers at the spinning unit have been implemented where the focus is on workers right as well as health and safety. The training is given by a local NGO. There are still many areas open for development at the spinning unit, and Nudie Jeans will continue to focus on education of workers. Since 2016 Nudie Jeans have included the spinning unit in the living bonus program, and the spinning unit will have its first distribution of living wage bonus during 2017.

SUVASTRA

Suvastra is also producing a small part of our total production, but as with all our Indian suppliers, we are working consciously with auditing and follow ups. A first FWF audit was made in 2015 and a verification audit was made in November 2016, where also their laundry unit Safeway was audited. Nudie jeans CSR manager together with the buyer for non-denim visited both units in November 2016.

The most important findings from the audit 2016 was:

- No excessive working hours
- Payment of a living wage
- Safe and healthy working condition

Nudie Jeans have followed up the corrective action plan by email and the factory have showed good improvements. A new building will be constructed for the laundry unit during 2017, which will improve many of the findings regarding safe and healthy working condition at the laundry unit. The remediation and follow up work of the findings will continue during 2017.

MP LEATHER

MP Leather produces a very small quantity for Nudie Jeans, but MP Leather is still an important supplier where we have put a lot of effort on the remediation work. Nudie Jeans started working with MP leather in 2014 and the first audit was made in the end of 2015. During 2016, we have focused on following up the findings of the corrective action plan, first via email but also when visiting the factory in December 2016. Many of the findings were improved, for example were trainings given to female workers to raise the proportion female supervisors, new worker committees have been formed and a new skill enhancement program have been implemented to better map the workers skills.

The most important findings were regarding:

- Payment of a living wage
- No discrimination in employment
- Safe and healthy working conditions

Nudie Jeans will continue to work on remediation discussions during 2017.

2.2. TUNISIA

In Tunisia, we have one part of our denim production which is our core products, as well as the production of our Khaki trousers. Tunisia is therefore an important production country for Nudie Jeans. The most common issues in Tunisia is the use of short term contract which falls under the labour standard Legally binding employment relations, minimum wages that are low in comparison to the living costs e.g Payment of a living wage and other common findings are in regard to Safe and healthy working conditions.

During 2016 we had one audit made at a new supplier in Tunisia, Fares, which is a new unit that sew our khaki trousers. The audit was made in December 2016 therefore the follow up work has just started.

We are also continuing to work on the follow ups and remediation work at our larger supplier in Tunisia, Denim Authority. FWF have previously done two audits at Denim Authority, one in 2012 and one in 2014. We are planning a third one in 2017. Nudie Jeans have a strong presence at Denim Authority as one of our quality controller based in Italy are in Tunisia every second week. A WEP-training was carried out at this supplier during 2016 with good results.

2.3. TURKEY

In Turkey the most common issues relates to Payment of a living wage, Freedom of association, and Reasonable hours of work. During 2016 we started working with a new supplier and are collaborating in the follow up with two other FWF

members. We have focused the follow up discussions on the findings regarding No excessive working hours. We are aware of the responsibility we have as a brand not adding to the high pressure at peak season, and have therefore focused the remediation discussions on production and order planning. At our second supplier in Turkey we have seen good improvements on the finding from the audit made in 2015. During our visit in May 2016 we could follow up on the open points in the corrective action plan and we had good and open discussions about how the political situation might affect suppliers and their workers. During 2016, a WEP-training was held at the factory with a good outcome.

2.4. ITALY

In 2016, we have focused the follow up work in Italy on Safe and healthy working conditions as well as mapping the supply chain. As our suppliers in Italy are using many smaller sub supplier and units, and we are well aware of the importance of knowing our supply chain, to be able to secure good working conditions throughout the whole supply chain. We have made audits at eleven Italian suppliers and sub suppliers during 2016 and worked continuously with the remediation. From email and photos, we have followed the improvement work.

2.5. PORTUGAL

During 2016 we made two audits in Portugal and started planning for a new round of audits at the rest of the suppliers and sub suppliers where it has been a couple of years since the last audit. In Portugal, the most common findings are related to Safe and healthy working conditions, for example the need of new firefighter trainings, or risk assessments on light and noise.

2.6. EXTERNAL PRODUCTION

N/A

3. COMPLAINTS PROCEDURE

In all production units, including subcontractors, we have posted the Code of Labour practice in the local language for the employees to read. The content should also be informed verbally to the workers by the factory manager or through trainings. This is how the employees can know about the FWF complaints system, they also get the information on WEP trainings we had at some of the suppliers.

When receiving a complaint, we immediately have an internal meeting to set a strategy as complaints are handled differently depending on the situation. In most cases, we inform our main supplier directly that a complaint has been filed and try to give all details without disclosing sensitive details about the plaintiff. In some cases, the supplier will then investigate the complaint further, in other cases, or as a second step, we will visit the supplier directly. In certain cases, we can involve our local production team or a NGO we collaborate with. A direct visit will usually be accompanied by an external consultant or a FWF audit team.

During 2016 Nudie Jeans have worked with five cases of complaints, which covers in total thirteen complaints. Even though Nudie Jeans have received a high number of complaints during 2016 it can be a positive reflection of the level of awareness of the complaint mechanism among the workers. It shows that the workers both have knowledge of FWF complaint mechanism but also have the confidence to use it. If no complaints were received, it could be an indication of a lack of knowledge of the complaint mechanism or that workers are afraid of reporting problems. Nudie Jeans support the development of a clear and open internal dialogue at all our suppliers, where it's possible of raise and solve problems internally, but when complaints are received we also get the chance to work on these issues together with both the factory and the workers.

CASE 1

A supplier in India, where the complaint was relevant to the labour practises of:

- Safe and healthy working condition
- Legally binding employment relationships

The complaint was admissible the 8th January and Nudie Jeans was the main contact point with the factory. Other FWF brand working with the factory where informed later on when FWF had clarified whether they were currently sourcing from the factory. After a thorough investigation made by FWF and after the factory had taken suggested remediation actions, FWF also verified the outcome and the case could be closed. The worker confirmed that he was content with the outcome.

CASE 2

A supplier in Turkey where two complaints were received shortly after a FWF audit had taken place which is quite common as the auditor often inform the workers about the complaint mechanism and how it can be used. The complaints were relevant to the labour practises of:

- No excessive working hours
- No discrimination
- Legally binding employment relationship

In these cases, Nudie Jeans collaborated with two other FWF brands also producing at the factory. As Nudie Jeans recently had started working with the supplier and one of the other brand had been leading the previous discussions on remediation and improvement work, the three brands jointly decided that this was a good strategy also for the complaints remediation. Even though all three brands have been visiting and discussed possible remediation plans during the year, it has been difficult to come to a conclusion and a closure in the cases. This work and the discussions will continue during 2017 as we would like to find a plan forward and a conclusions and closure to the cases. The management have agreed to a verification audit that will take place during 2017.

CASE 3

A supplier in Tunisia, where the complaint was relevant to the labour practises of:

- Legally -binding employment relationship
- Payment of a living wage

The complaint was admissible on the 3 of May, and Nudie Jeans informed the management of the factory shortly after. Before FWF could open an investigation, the worker was re-hire by the factory again, and as the worker were happy with this solution FWF could close the case.

CASE 4

A supplier in India, where three workers had called the complaint mechanism hotline separately. The complaints were relevant to the labour practises of:

- Payment of a living wage
- No excessive working hours
- Safe ad health working conditions

The complaint was admissible on the 28th October and Nudie Jeans informed and asked the management of the factory for a response shortly after. An audit was planned for the month after which gave a good opportunity to investigate the complaint further. After remediation steps taken by the factory, and the investigation taken place during the audit, FWF could conclude that the complaint could be closed and the complainants were content with the outcome.

CASE 5

Six complaints have been received, one in January and five in July at a supplier in India. The complaints are relevant to the labour practises of:

- Employment is freely chosen
- No discrimination in employment
- Freedom of association
- No excessive working hours
- Legally binding employment relationships.

The first complaint was admissible on the 2dn January 2016. Nudie Jeans contacted the factory management for their response and view on the complaint. The managements perception of the case was not consistent with the complainants. As the statement of the worker and the management were contradictory FWF started an investigation in the beginning of June. After FWF had visited the factory for the purpose of the investigation, 5 other workers reported complaints as

well. Also this time, the management statement and perception of the case was opposite to the workers. Even after yet another investigation FWF did not get any clarity in the cases. In the end of 2016 Nudie Jeans arranged a meeting in India with two representatives from FWF and the management of the factory, with the purpose of finding a solution and a way forward. During the meeting, it was possible to conclude that the right compensation had been paid to the workers, but the background and root cause to the actions taken by the management and the reasons for reporting complaints were still not clear or coherent. Nudie Jeans will continue the dialogue with the supplier regarding these cases during 2017.

We document all the complaints we receive and try to draw conclusion on common issues between them, finding root causes, to be able to see similar problems and our own role. So far, the complaints have been of various kinds and no immediate conclusions could be drawn.

4. TRAINING AND CAPACITY BUILDING

4.1. ACTIVITIES TO INFORM STAFF MEMBERS

We have presentations on CSR including the FWF membership three times a year for all our global sales staff. These presentations are often a mix of both information on Nudie Jeans general sustainability work, and how we are working with FWF and what the membership means, but also more interactive parts such as quiz and case discussions. These presentations are often very appreciated as it reminds everybody of the important work that we do, and it puts a reality and purpose behind the work, larger than only selling products.

During 2016 employees at the head office, the global sales offices and store staff have been continuously updated on progress, audit results and other relevant information in meetings as well through e-mail. There is a monthly CSR newsletter that goes out to all staff of Nudie Jeans. The information on each audit is available for anyone at the HQ to see. We are also having special CSR info's session with staff in the shops to discuss further how we work. By educating the salespeople in the stores we have a great opportunity to spread the word of what we are doing directly to the customers.

4.2. ACTIVITIES TO INFORM AGENTS

The agent we are working with in Portugal have worked for us for many years and are well updated on how we are working with the code of labour practises. Even if Portugal is rated as a low risk country, Nudie Jeans are working with equally rigid audits and follow up work as with supplier based in high risk counties. Therefore, we are also very conscious about keeping our agent up to date, and to involve her in the continued communication on follow ups and improvement works we do with our suppliers in Portugal. The agent Nudie Jeans work with in Turkey are, themselves, very committed to CSR issues and developments and are used to help us follow up according to FWF standards.

4.3. ACTIVITIES TO INFORM MANUFACTURERS AND WORKERS

We have instructed all our suppliers to post the FWF Code of Labour Practice at all production sites including subcontractors such as laundries and pressing houses.

The FWF WEP-trainings has been continuing at our Tunisian supplier during 2016, as well as at one supplier in India. We have also had one WEP training at second shirt supplier in Turkey.

The feedback from the trainings as from the reports has been very positive, the employees are happy to get a chance to discuss matters like anti harassments, violence against women and general complaints procedure. Also electing members to the worker's committees has been a positive experience.

5. TRANSPARENCY & COMMUNICATION

Since Nudie Jeans launched the Production guide in 2013, it has been a successful tool for the public and consumers to gain more in-depth information on our supply chain. In the production guide we present how and where we produce our garments. It also contains details about each of our suppliers and our relation to them, as well as the strengths and what needs to be improved regarding working conditions. There is an explanatory text about the role of FWF and how audits are done. Furthermore, consumers have been informed about our FWF membership at the point of sales in the booklet that comes with every pair of Nudie Jeans. Retailers and sales staff are informed through our collection book which has a section on our FWF membership.

Our transparency and communication work has also included being interviewed for several publications regarding different aspects of our sustainability. We have also given talks about our CSR activities, our work with FWF, our transparency efforts and our living wage project. A lot of effort has also been put into being open towards academic research into our work and sustainability aspects of this.

6. STAKEHOLDER ENGAGEMENT

- In 2016, Nudie Jeans joined the Swedish multi stakeholder research program Mistra Future Fashion.
- We are working and communicating regularly with Fairtrade Sweden- about Fairtrade cotton and expanding the Fairtrade standard.
- We are in contact with Clean Clothes Campaign for participating in a round table discussions living wages that will take place during 2017.
- We are members in Djurens Rätt – about animal welfare
- We have contact with Fair Action/ Fairtrade Center- about living wages, leather industry and supply chain issues.
- Nudie Jeans has also been engaged in CSR Västsverige activities and seminars.

During the year, the country studies for Tunisia, Turkey, Italy and India have been great resources when preparing for meetings with suppliers. The risk assessment for Turkey have also been of great use during the year as the political situation has been unstable.

7. CORPORATE SOCIAL RESPONSIBILITY

During 2016, our further CSR activities have included:

- Participating in different CSR activities in Sweden and UK such as presentations and panel discussions.
- Creating the first sustainability report for Nudie Jeans.
- Received prize for our sustainability work from Habit, a renowned textile industry magazine in Sweden. with every pair of Nudie Jeans. Retailers and sales staff are informed through our collection book which has a section on our FWF membership.

Our transparency and communication work has also included being interviewed for several publications regarding different aspects of our sustainability. We have also given talks about our CSR activities, our work with FWF, our transparency efforts and our living wage project. A lot of effort has also been put into being open towards academic research into our work and sustainability aspects of this.