
NEXT SUBMISSION



Clean Clothes Campaign Wage Survey

Response ID:100; Next Data

1. Login/Password Action

Next

Password : Next

2. Introduction

1. Company name:

Next

2. Brands owned by company:

3. Main contact person:

Name: : CHRIS GRAYER

Email: : campaigns@next.co.uk

Contact phone number: : 0044 (0) 116 284 6557

3. The living wage standard

4. 1.1 What is your company's position on payment of the living wage to workers in your supply chain?

Next's code of practice requires all our suppliers to comply with this principle and meet (or exceed) legal requirements or industry standards – whichever is higher. This is communicated to all suppliers/factories through direct communication.

Next has adopted the ETI Base Code as its Code of Practice and this is a publicly available document. The

NEXT Code of Practice, which can be found within the NEXT Code of Practice Manual is referred to within our Contractual Terms and Conditions.

ETI BASE CODE SECTION 5 – DOC UPLOADED

NEXT CODE PRACTICE – DOC UPLOADED

NEXT TERMS AND CONDITIONS – DOC UPLOADED

5. 1.2 Please give the link to the code of conduct which is used when monitoring conditions in your supplier factories. If it isn't publicly available, please upload a copy using the option below.

www.nextplc.co.uk/corporate-responsibility/code-of-practice.aspx

Upload option.

[COP Standards 2011 - Specification Document.pdf](#)

6. 1.3 Does your company agree with the definition of a living wage as given [here](#)?

No, our definition differs from the definition given.

If no, please provide details of how your definition of a living wage is different and give

justification.

If no, please provide details of how your definition of a living wage is different and give justification:

In addition to information given in Q1...

As a long standing and active member of ETI, NEXT is fully committed to the Living Wage principle. The NEXT Code of Practice is aligned to the 9 principles of the ETI Base Code and our code specifies, "Employee wages for a standard working week should meet or exceed national legal standards or the industry benchmark standards, whichever is higher and be at least sufficient to meet basic needs and provide some discretionary income.

However we acknowledge that such a figure has to ultimately be nationally determined and therefore sensitive both to the realities of the national industry but also the sector within its global context.

The Asia Floor Wage campaign is an ambitious and meaningful attempt to address the issues that prevent workers from receiving a living wage.

4. Respect for freedom of association and collective bargaining, a precondition for a living wage

7. 2.1 How has the right to Freedom of Association and Collective Bargaining been clearly communicated to workers in your supplier factories and subcontractors?

Next expects all those who have business relationships with ourselves that:

All Product supplied to NEXT will be produced in manufacturing units in accordance with the NEXT Code of Practice stating:

- Employers respect the lawful freedom of association and the right of Employees to join a Trade Union of their choice to bargain collectively
- The employer shall adopt an open attitude towards the activities of Trade Unions and their organizational activities

The NEXT Code of Practice, which can be found within the NEXT Code of Practice Manual is referred to within our Contractual Terms and Conditions.

Please find attached our Code of practice booklet

Please find attached our multi lingual Code of Practice leaflet issued to all Suppliers/factories.

Percentage of supplier factories and subcontractors reached by these measures:

100%

Please supply an example of materials used:

8. 2.2 Do you support or facilitate training for workers to ensure they are aware of their right to freely associate, in conjunction with local independent trade unions or workers' rights organisations? Please supply details:

IndustriAll (Global Union Geneva)

LESN (China)

IndustriAll (Global Union) - Kemal Ozkan - Joint Turkey Programme

Sudershan Rao - Regional Secretary - Industriall - (Bangladesh / India)

SOGEP (Womens Rights Organisation - Turkey)

ERI Economic Rights Institute (China) - Worker Rights training 2014

Society for Labour and Development - India

HMS – India (As part of homeworkers group)

SEWA - As part of homeworkers group

SAVE – Homeworkers/Sumangali

SAWERA – Homemaker Training

At the supplier/country level we carry out the following activities:

Written and verbal communication for suppliers on the meaning of freedom of association and collective bargaining. Showcase what good practice looks like.

Develop and provide basic information/guidelines in local languages about the meaning of these rights and key actions to take.

Promote relationships between our in-country staff and trade unions at national/regional level in order to encourage more appropriate involvement of workers' organisations in code implementation.

Promote dialogue between industry stakeholders about a sector-wide response to ensuring that workers' rights to freedom of association and collective bargaining are observed.

Develop/support capacity for quality training on freedom of association for managers and workers at all levels of the supply chain,

The Trade Union representative or Worker Committee members are invited to attend the opening and closing meeting so they are aware of the process and findings of each audit. We encourage suppliers to engage with appropriate Trade unions where present and make our belief on independent worker representation clear to all suppliers through our literature and audit system. When and if appropriate, local stakeholder expertise and advice is sought to resolve code issues. With this in mind the Joint Turkey programme is focused on building internal mechanisms that will allow workers and management to resolve issues as close to source as possible without external parties having to mediate.

JOINT TURKEY PROGRAMME

In our beyond auditing model, the Joint Turkey programme in conjunction with two other retailers have specifically built in a work stream that focuses on FOA with embedded KPI's to ensure we meet our goals and objective. The Global Union IndustriALL and SOGEP are the stakeholders for this work stream, along with academics that have been recommended by IndustriALL. Base line assessments have been carried out assessing the current state FOA in the factories. A holistic approach will be taken in terms of training factory management and factory employees.

Trainings will be provided by Trade union and NGO partners at all levels of the factory, moving into more focused work with management and workers separately and together to identify shortfalls in the workplace against FOA requirements. We understand from the outset that supportive and committed management will be vital to the sustainability and the replicability of this project.

We remain committed to broadening a multi-stakeholder approach to increase workers awareness of their right to FOA and collective bargaining. We will never lose sight of the role governments and trade unions should play in ensuring that workers' rights are respected.

Names of local unions or workers rights organisations: : see above

Percentage of supplier factories reached by these measures: : %

9. 2.3 Do you provide training for management of your supplier factories and subcontractors on the right to freedom of association?

Through our Global supply chain CSR team we are able to provide guidance and support beyond simply producing a corrective action plan. Once issues are identified, we support our suppliers on any difficulties or challenges they may face in implementing any part of our Code. We provide training materials, example documentation and, importantly, reasons why certain requirements are necessary, along with guidance on how to use specific tools to address particular issues. This includes FOA / Worker management dialogue training. Key messages conveyed include:

- Freedom of association and collective bargaining are fundamental human rights at work and among the “core” ILO Conventions which are binding on all member states.
- Successful implementation of these principles in a workplace is likely to have a positive impact for workers and be a lasting driver for change. Workers that have established their own representation have the means to negotiate improvement in other areas.

• Supplier training: As part of the induction process for new suppliers our Global CSR team will always attend a meeting at the factory to discuss and reiterate the contents and requirements of our Code.

Joint Turkey programme

We are aware that factory personnel at all levels need to understand the business benefits for FOA. This work stream raises awareness of and educates factory management and with middle management to understand and identify FOA, thus embedding a sustainable mind set change through out the different management levels.

By using a top down and bottom up approach, we have a better chance to ensure FOA becomes part of the fabric of the factory from a management, middle management and employee’s perspective. Once we can review and measure the effectiveness of this work stream at factory level (first tier) we can then explore further down the supply chain. The programme will develop tools and training to enable relationships between workers and their management and this will, in conjunction with our partners provide a template for future work with suppliers.

Percentage of supplier factories and subcontractors reached by these measures:

100%

10. 2.4 Have your supplier factories and subcontractors issued the Right to Organise Guarantee to workers in any of your production units?

	Country:	Number of suppliers:	Details:
1:			
2:			
3:			
4:			

Please provide a sample of materials used in specific countries:

11. 2.5 Do you require supplier factories and subcontractors to sign Union Access Agreements? If yes, please supply details.

no
We have Code of Practice requirements written into our terms and conditions which are a pre-requisite to any supplier doing business with Next

Please see Terms and Conditions doc

Number of supplier factories with agreements:

Please provide a sample of agreements signed:

12. 2.6 Does your company have an accessible, actionable and safe means by which workers can file and follow up on complaints about violations of freedom of association and collective bargaining rights? How do you monitor that this can be accessed freely by workers?:

YES - NGO (INNO) in China

Designated whistle blowing phone direct to Global Team at HQ

Local in country audit teams to ensure understanding / accessibility for issues to be raised by workers or their representatives

How do you monitor that this can be accessed freely by workers?:

Bi monthly reports from INNO (NGO) our hotline provider.

From Aug 2012- Sept 2013, INNO has received a total 189 calls/QQ/Messages from 6 factories, 34 of them were specific labour legislation enquiries.

13. 2.7 Have you done any work to limit the use of short term contracts in your supplier factories and subcontractors?

Please provide details of your policy and its impacts in relevant countries: : We are aware one of the barriers faced in achieving compliance is short term contracting and have been working with our suppliers to understand and address this issue. This subject is taken extremely seriously by Next and actively trying to do something tangible to bring about change.

How has any of this work impacted on workers ability to receive seniority bonuses?: : n/a

14. 2.8 Is there anything else you would like to tell us about work you have done so far, or work you are planning, to promote the right to freedom of association in your supply chain?

JOINT TURKEY PROGRAMME

We are committed to creating a positive environment for Living Wages and Freedom of Association to enable suppliers to provide their workers with a living wage for a standard working week. Our strategy to implement living wages has worker management dialogue as a key / crucial pillar as the Turkey programme highlights. This collaboration will allow us to build relationships with local suppliers and the global and local unions to ensure capacity has been created to facilitate the scaling up of this work.

In addition we are actively participating / leading discussions within mutli stakeholder initiatives ie ETI corporate groups on a Wages programme where we can share best practice or the current Benschot research project which is working with the Centre for Policy Dialogue in Bangladesh and Prof. Doug Miller to help produce a clear and transparent report / tools that will be accessible to all.

JOINT TURKEY PROGRAMME

When planning JTP we were aware that we shouldn't just focus on one strategic labour priority in isolation as they are all linked with one another. The objective of the programme is to encourage, raise awareness and understanding for the need of a holistic programme that delivers:

- improved working conditions
- effective management systems
- mature industrial relations
- enhanced factory productivity
- identify opportunities to increase workers wages
- identify opportunities to reduce working hours

The team agreed on three work streams to encompass the above which are HR Management systems, FOA and Productivity/Efficiency linking this to employee's wages. By working together and using a collaborative approach we will have a better chance of success.

BANGLADESH FIRE SAFETY ACCORD

We have been actively engaged in the initial forming and implementation of the multi stakeholder Accord in conjunction with IndustriAll. As one of the first signatories to this ground breaking initiative we have provided a significant amount of time and resource – attending meetings at the ILO/IndustriAll offices to ensure this agreement meets the crucial and necessary need to tackle life threatening working conditions faced by workers in Bangladesh. We played an important role in ensuring multi stakeholder initiatives (ETI) we are members of made clear recommendations to endorse the signing of the Accord to all members and support IndustriAll to gain critical mass of signatories.

In addition

- Next has continued its involvement in Accord implementation:-
 - Technical Working Group: Establishing process, standards and methodology (Andy Latham)
 - Advisory Board : based in Bangladesh (Vikram Pandita)
 - Executive leadership (Chris Grayer)

5. Dialogue and negotiation with labour rights organisations

15. 3.1 Please provide details of any active collaborative work undertaken with independent trade unions or labour rights organisations in your sourcing countries:

SAWERA
LESN
CAMBODIA NGO...
INDUSTRIALL
CCC
LBL
SAVE
SOMO
ILO
ETI

We continue to collaborate with other brands and retailers, both members and non members of the ETI on a wide range of issues ie mapping Home working supply chains in India.

We are continuing to develop relationships and capacity with local partners in key sourcing locations to build an in-depth understanding of the social, legal, economical and political contexts which affect workers, or impede our suppliers' ability to comply with our COP.

JOINT TURKEY PROGRAMME

We are working with IndustriAll – Global Union and SOGEP, a Turkish womens rights organisations which has experience of labour rights training.

JTP is a collaboration of like minded retailers, who all have the same goal, Next and two other retailers have been working together for over a year preparing and appointing the above strategic stakeholders to ensure

	Country/region	benchmark
1.	We are realistic about the lengthy timeframe involved in completing project Joint Turkey programme and we are committed to this, however, in the meantime we are continuing through our regional teams to carry out more sophisticated and detailed work in the area of workers wages. We capture, as part of our audit procedure total wages including benefits (and excluding any overtime.)	
2.		
3.		

19. 4.3 Please give details of the number of your supplier factories in Asia that are currently paying the Asia Floor Wage.

	Country/region	Number of supplier factories paying Asia Floor Wage
1.		
2.		
3.		
4.		
5.		

7. Purchasing practices that make living wages possible

20. 5.1 Is your company doing work to limit the use of subcontractors in your supply chain and/or consolidate your supplier factory list? Please provide details:

YES

SUPPLIER LETTER RE SUB CONTRACTING – DOC UPLOADED

Workers in sub contract units also fall into the vulnerable workers category as they are often not afforded the same employment rights as regular workers in top tier suppliers.

All suppliers have to declare the site for each contract and delivery within every contract, giving us transparency and the ability to identify sub-contracting. This system which is linked with our audit database and our buyers contract management tools became fully operational during 2010 and is enabling Next to control the authorised location of contracting. This enables our product teams to manage contract planning within predetermined ethical parameters.

We regularly meet with each individual buyer and merchandiser to review every departmental supply base. The purpose of these reviews is to focus on improvement actions required for the poorly rated factories and strategic business planning for both poor and well performing factories. These reviews cover more than 75 buying departments. These 'strategy' meetings with each department have continued bi-monthly through 2012/13 and have led to significant improvements in a number of strategic, poorly performing factories across all divisions. Daily contact with the product teams in between these meetings is standard and provides the opportunity for us to discuss any issues they may have about specific suppliers.

Our global COP Manager and UK based Managers regularly attend monthly trade meetings with divisional product directors and managers to update on ethical performance within the divisions.

We produce a specific monthly summary of code of practice activities which is circulated to the main board directors, divisional product directors, their respective product managers and all product teams including

buying and merchandising functions. This monthly report is widely used across the business as ethical considerations are part of the criteria in supplier strategy discussions at trading and selection meeting

We have communicated, through a programme of training sessions, to all staff concerned with product in our UK head office product divisions and overseas sourcing offices our commitment to ethical trade, the ETI and its base code. We provide inductions for new recruits and buying school for our graduate trainees on a regular basis. We have also provide access and information such as ETI DVD Retailer films, Next Fashion victims DVD as and when required by teams.

Through all of this work this year we have continued to see improved compliance levels in our existing factories.

21. 5.2 Does your company operate a policy of buyers favouring supplier factories that consistently meet a high wage standard? How?

ALL CODE ISSUES TAKEN ON BOARD

- Divisional director meetings are held at least 4 times per year (often more frequently than this) – levels of business supplied into each division from each Cat (compliance) rating . Also how they are performing against the business average . We also show how these %s change month by month.
- Access to ‘COP Contracts with Sites Assigned/Unassigned’ reports are available on our intranet for product teams, which lists contract value against factory COP rating. This is checked if there is potential increase in business to a factory prior to contracts being placed.
- Supplier business summary – A ‘supplier business summary’ sheet for product teams, detailing value of business assigned to factories at each rating. This shows us how many active factories there are for the supplier, the value of contracts assigned across these factories and how much is coming from level of compliant factories (as value and as a %.

Product teams also call us directly to ask about factory audits and ratings.

22.

23. 5.3 Does your company break down and calculate whether FOB prices per piece are sufficient to allow for compliance with the wage standard your company has set out in its code of conduct?

no

24. 5.4 Does your company operate a policy of buyers favouring supplier factories that support the establishment and functioning of genuine trade unions, and those with collective bargaining agreements?

see above

25. 5.5 Please provide information about any other work your company has done / is planning to do on improving your purchasing practices, in relation to wages.

Internal communication: Internal communication across the business is vital to how we manage our supply base. Our ethical training programme is now an integral part of our Buying School Programme which is scheduled into the training calendar on a quarterly basis and is attended by all new product team members when they join the business. During 2012, approx 100 new employees from our product teams attended. We also work continually with those teams who have day to day responsibility for purchasing decisions, from the divisional director through to the managers and their teams. The aim of this is to develop the skills and capabilities of our product teams, so they are able to understand the role they play in our ethical trading programme and support the Code of Practice in our supply chain. In addition, we have produced visual training materials, such as a short film to show to the product teams, to maintain awareness of the impact that buying

decisions can have on suppliers, and to reinforce the product teams' understanding of the vital role they play in our ethical trading programme.

8. Living wage projects

26. Please provide details of any projects here. Please note you can cut and paste long pieces of text into these small boxes if necessary:

	Project 1	Project 2	Project 3	Project 4
Location:	TURKEY			
Number of factories and workers involved:	3 factories - approx 3000 workers			
Living wage benchmark used:				
Partnerships:				
Wage increase achieved:				
Details of process:				

27. Please upload any useful supporting documentation here:

9. New Page

28. 7.1 Have you publicly supported calls from civil society and unions to increase the minimum wage to a living wage standard in your production countries? Have you made this position clear towards governments and employers associations?

YES – THROUGH ETI - BANGLADESH

INPUT NTO WAGE ANALYSIS BY GERMAN LIVING WAGE INITIATIVE SPECIFICALLY IN BANGLADESH

As signatories of the Bangladesh Accord - including clause 23

23. Signatory companies to this agreement are committed to maintaining long-term sourcing relationships with Bangladesh, as is demonstrated by their commitment to this five-year programme. Signatory companies shall continue business at order volumes comparable to or greater than those that existed in the year preceding the inception of this Agreement with Tier 1 and Tier 2 factories at least through the first two years of the term of this Agreement, provided that (a) such business is commercially viable for each company and (b) the factory continues to substantially meet the company's terms and comply with the company's requirements of its supplier factories under this agreement.

29. 7.2 As part of this work, have you issued a public statement assuring country governments that you will not relocate production as a result of minimum wage legislation that ensures a living wage?

As an active member/signatory of the Bangladesh Accord we have been involved in and support all clauses re long term commitment.

10. Transparency

30. 8.1 Does your company publish a full public list of supplier factories, and sub contractors, their locations and products?

Having a robust, internally run audit programme has enabled us to make considerable progress in achieving total transparency with suppliers in all regions. Through these direct relationships we have been able to promote and persuade our suppliers to comprehend the principle of continuous improvement rather than falsify records to demonstrate compliance.

Do you have plans to publish a full list in the future?

NO –

31. 8.2 Does your company publish impact reports on projects related to wages?

Joint Turkey Programme Has Specific Wage KPIS And An Impact Assessment Will Be Undertaken Once Programme Is Complete

11. Collaborative working

32. 9.1 Please provide details of your involvement with any multi-stakeholder initiative projects working to improve wages:

ETI WAGES GROUP - COMMENCEMENT JANUARY 2014
PLEASE SEE EARLIER RESPONSES TITLED JOINT TURKEY PROGRAMME

Details: SUMMARY: Collaboratively NEXT and two other retailers we have created a programme 'To develop and implement a strategic and holistic programme that will improve factory productivity, workers conditions, worker hours, earnings, and worker management dialogue. This will utilise proven processes of communication, training as well as industrial and other forms of engineering.

33. 9.2 Please provide details of any work you have initiated outside an MSI, directly with other companies which has improved wages:

Respect for homeworkers and addressing poor employment practices in our extended supply chain continues to be of concern. We have produced Homeworker Guidelines for all suppliers, factory and contractor trainings, homeworker trainings including passbooks to provide transparency on wages – which allows us to monitor and have transparency on wages being paid to homeworkers. Recently we have taken charge of a building and provided equipment, a crèche, medical facilities – including a doctor and nurse – providing training on areas such as health and safety, nutrition etc – in conjunction with SAWERA a local NGO with a long history of working with homeworkers. Through this avenue we are also providing information and training to homeworkers on their rights and assisting in their registration of artisan cards to enable them to receive social security benefits from the Government

34. Supporting documents:

12. 10. A clear route map for implementing a living wage for all workers

35. 10.1 Has your company developed a strategy for delivering a living wage in your supply chain? Is this a public commitment?

We have invested significant time and thought into the planning and participation of our ethical trade resource in this area. We are continuously canvassing the views and opinions of local and international stakeholders and this has been a central element in the design of a number of our projects, within ETI and externally. . Our current strategy includes enrolling and supporting mutli stakeholder initiatives to understand and establish a plan/road map re living wage requirements and how this could be effectively implemented.

JOINT TURKEY PROGRAMME

Using the JTP programme there is a productivity/wages work stream. We aspire to work towards a living wage, but not in isolation. Our Joint Turkey Programme addresses HR Management system, FOA and wages. To ensure that the issue of wages is addressed and a sustainable mechanism for wage reviews is implemented, we need to address wages strategically. We can do this by holistically linking worker management dialogue with productivity/efficiency. Each work stream has its own KPI's. The KPI's in the wages work stream are set to ensure workers wages are enhanced and incentive schemes/targets are realistic and have employee involvement. We have an IE partner about to start the third work stream in the programme which is Productivity and Efficiency, ensuring the different levels of factory management are involved alongside the worker reps to make sure the link will be made between productivity/efficiency and wages. The IE partner has been discussed and agreed by the steering committee which consists of all 3 brands and IndustriAll.

36. 10.2 Does this strategy have a time scale? If yes, please state.

1 year – 18 months - The JTP programme will run from October 2013 - June 2015. We will however be sharing information / progress to others at regular intervals.

37. 10.3 What consultation have you carried out on this strategy, both within and outside your company?

Our CSR strategy has been presented to key stakeholders including:

ETI

INDUSTRIALL

TUC (Trades Union Congress)

38. 10.4 How will you ensure that vulnerable workers, such as homeworkers or migrant workers are also included in efforts to increase wages?

We continued to map and assess our supply chain beyond the first tier in order to capture those workers who are among the most vulnerable i.e. homeworkers, migrant workers, contract labour and those in sub contract units. This led to the development of new policies and guidance documents designed to support our suppliers in managing their own complex supply chains. These policies have been formulated in collaboration with a number of external stakeholders, for example, our Migrant Labour Policy and Guidelines was drafted in collaboration with another retailer with direct input from the ITGLWF. Policies and guidance documents are communicated to our suppliers through our interactive supplier extranet and face to face meetings.

Similarly, respect for homeworkers and addressing poor employment practices in our extended supply chain continues to be of concern. We have produced Homeworker Guidelines for all suppliers, factory and contractor trainings, homeworker trainings including passbooks to provide transparency on wages – which allows us to monitor and have transparency on wages being paid to homeworkers.

39. 10.5 Is there anything else you would like to tell us about your work on the living wage that hasn't been covered in this survey?

We have been key in the planning and arrangement of a corporate seminar in the UK in October 2013 to discuss how to move forward on the issue of living wage,

In addition we are attending a EUROPEAN CONFERENCE ON LIVING WAGES 25 - 26 NOVEMBER 2013, BERLIN, GERMANY, organized by the

Ministry of Foreign Affairs of the Netherlands

German Federal Ministry for Economic Cooperation and Development (BMZ)

Round Table Codes of Conduct

We are also finalising with the input of the TUC (Trades Union Congress) a programme of worker rights training

in China.

13. Further questions about your supply base

40. 1. What are your main production countries? Please state percentage of total production per country and the number of supplier factories.

	Country	Percentage of production	Number of suppliers
1	CHINA	44	1153
2	:INDIA	9 %	209
3	SRI LANKA	8 %	58
4	TURKEY	7 %	119
5	BAN'DESH	7 %	114
6			
7			
8			
9			
10			

41. 2. What kind of trade partners are part of the sourcing structure? Please indicate an approximate % of volume share of your production:

Production at factories owned by your company: : % -

Orders placed directly to supplier factories: : % -

Orders placed through agencies or intermediates: : % -

Other: : % -

42. If other, please specify.

43. 3. What is the length of time that you have been working with your current suppliers?

	% of suppliers
More than 5 years:	-
2-5 years:	-
Less than 2 years:	-

44. 4. How many sites did you use to produce your goods in 2012?

First tier suppliers: : 2118

45. 5. How many supplier factories do you trade with where you have a regular production share of more than 25%?

Number of suppliers: : -

Please list suppliers, country and % of product share at the factory: : -

Country:	United Kingdom
Region:	H9
City:	London
Postal Code:	
Long & Lat:	Lat: 51.514198, Long:-0.0931

Dear Anna,

CCC WAGE SURVEY : Next Submission

Thank you for inviting Next to respond to the CCC Wage Survey.

Following your correspondence on 12th January in response to the above submission I would like to take the opportunity to reply to a number of points you make.

We highlighted in our last correspondence that we are well aware that we (as many other global organisations) do not have an internationally accepted definition of a living wage, or a methodology for calculating one. Whilst the Asia Floor Wage Campaign offers strong discussion and benchmark figures, we continue to believe that less emphasis should be placed on finding a universal formula and more on how to ensure wages and worker benefits are increased sustainably through workers and employers engaging in dialogue, enabling mature systems of industrial relations to develop.

We are committed to and will be supporting the creation of an achievable “Living Wage “ strategy. We are working both within the ETI but also collaboratively (Corporate Wages Group) outside the ETI to research an achievable process of establishing bench marks. We participated as did all key stakeholders (Government, Unions and NGOs) in the recent Berlin Living Wage conference. The action plan that has been distributed following this event will also form an agreed key part of our strategy to ensure sustainable and real change on the issue of living wage.

In addition we have also identified the lack of recognition and involvement of world class textile/apparel manufacturers in the establishment of the living wage is a significant oversight. There are manufacturers that have established high levels of competency by retaining high quality workers through excellent conditions and payment. It is NEXT intention this year to seek a limited number of successful manufacturers that have achieved the above to partner & achieve understandings for future replication.

Throughout the last two years we have actively engaged with the ETI and shared our work on Wages and FOA and our other activities in our supply chain. We have also proactively collaborated with external stakeholders including global (IndustriAll) and local trade unions, MSIs and international and local NGOs and we have engaged directly with a number of campaign organisations.

Our regional teams continue to build links and relationships with external interested parties through local capacity building activities.

All of the above activities we hope will make significant progress in achieving the critical the progress of achieving

Regards

Chris Grayer
Global COP Manager
Next PLC



Code of Practice Code of Practice

SPECIFICATION DOCUMENT

June 2011



www.ethicaltrade.org

Next is a member of the Ethical Trading Initiative

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General Requirements

Employers are expected to comply with the relevant national laws, industry or collective agreements and any codes of practice.

Definition

The “workplace” is defined as the place of work in which the NEXT brand is visible either through manufacturing or finishing processes and can include factories, manufacturing units, subcontracting units, laundries, packaging manufacturers, embroiderers, processing companies, inspection houses and warehouses.

1. No Forced Labour - Employment is Freely Chosen

- The Employer shall not use forced, bonded or involuntary prison labour.
- The Employees shall be free to leave manufacturing or residential facilities at any time when they are not working.
- Employees shall be allowed to consult with doctors during working hours.
- No deposit or identity document shall be retained for hiring, accommodation, tools or personal protective equipment or for any other reason.
- The Employer shall not require the Employees to pay for any tools they use for manufacturing or which are required for their personal safety.
- Loans provided by the Employer to the Employee shall be subject to a written agreement between Employer and Employee with clear repayment terms and always at an affordable and realistic repayment rate.

2. Freedom of Association

- Employers shall respect lawful freedom of association and the right of the Employee to join a Trade Union of their choice and bargain collectively.
- The Employer shall adopt an open attitude towards the activities of trade unions and their organisational activities.
- If the right to freedom of association is restricted under law, the Supplier will facilitate and not hinder the development of parallel means for independent and free association and collective bargaining.
- The Employer shall ensure that any Employee representatives are not discriminated against and have access to carry out their representative functions in the workplace.

3. Health & Safety Standards

It must be the aim of all Suppliers to continue to work towards reducing accidents and maintaining the welfare and safety of their Employees.

Employers should introduce training in the safe and proper use of equipment and machinery and raise awareness of potential risks.

The training should be provided for all new Employees upon starting work and should be ongoing thereafter, particularly where equipment or processes have changed, workers have been reassigned a new duty or where an accident has occurred.

The Employer shall assign a senior member of management to be responsible for health, safety and welfare requirements of all premises from which they work.

The Employer must provide as much information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of their Employees. Training records must be kept for each individual Employee.

3.1. Working Conditions

Suppliers must provide and maintain a safe and healthy work place and working environment.

3.1.1. Workplace

- The workplace must be safe, clean and of sound structure.
- Clean drinking water must be provided and readily accessible.
- The workplace must be well ventilated and lit.
- Employees must be protected from extreme temperatures.

3.1.2. Toilets

- Toilets must be clean and free from foul odour.
- Toilets must be equipped with flushing and washing water.
- There must be at least one male room and one female room for every two floors.
- Toilets shall have doors to protect privacy, and any windows shall be opaque.

3.1.3. Canteens

- Food storage and preparation areas shall be clean and hygienic.
- Cooks shall be trained in food preparation hygiene.
- If food utensils are re-used, they shall be clean and sterilised.
- Facilities should be provided for eating meals and adequate rest.

3.2. Fire Safety / Evacuation Procedures

3.2.1. Smoking Policy

- Employers shall develop a policy on smoking and communicate it to all Employees.
- Signs shall be posted where smoking is prohibited.

3.2.2. Evacuation Procedures

- Evacuation plan, including procedure and layout, shall be posted in prominent areas.
- Emergency drills shall be conducted at least every 6 months in both the workplace and dormitories.
- The procedure shall be documented and communicated to all Employees.
- Employers must develop a written evacuation procedure for emergencies such as fire, chemical spillage, natural disaster and electricity failure.

3.2.3. Walkways, Stairs and Exits

- Fire exits shall be signed, well maintained, free from obstruction and easily opened.
- Walkways shall be at least one metre (40inches) wide and pathways are free from obstruction and tripping hazards.
- Stairs have adequate and secure handrails.
- There are at least two emergency exits on each floor.
- Floor and roof openings shall be covered or guarded to prevent falling.

3.2.4. Fire Protection Equipment

- At least one fire extinguisher with adequate extinguishing instruction shall be provided within every 75ft in distance or per 1,000ft².
- Emergency lighting shall be provided in the direction of escape route in case of power failure.
- Fire alarms or other means on all floors shall be provided to warn staff of evacuation.
- Fire protection equipment is immediately accessible and shall be free from obstruction.
- Fire extinguishers, hydrants, hose reels, sprinklers, smoke/heat detectors, emergency lights and fire alarms shall be inspected monthly for damage and obstruction.
- Fire extinguishers, hydrants, hose reels, sprinklers, smoke/heat detectors and fire alarms shall be inspected and maintained by qualified personnel annually. Emergency lighting should be tested bi-annually.

3.3. Medical Programmes

- The Employer should provide adequate and appropriate first aid facilities for their Employees in case of injury or illness at work.
- To help prevent future accidents, accident procedures should be put in place covering accident reporting and logging, accident investigation and analysis, and learning from accidents to prevent them happening again.
- The workplace shall have at least one qualified first aider in each floor and in each shift, and at least one for every 50 Employees in facilities of under 100 Employees. For workplaces in excess of 100 Employees, a ratio of one trained first aider for every 100 people or part thereof.
- First aid supplies are available and managed by designated personnel.
- First aid supplies shall be provided free.
- First aid sign is posted at the first aid box.
- Annual medical examination on respiratory systems should be provided for Employees using respiratory protection equipment.
- Annual medical hearing examinations should be provided for Employees who are exposed to excessive noise for 8 hours or equivalent.
- Accident reporting channel shall be established and communicated to all Employees.
- Accidents should be reported, investigated, documented and reviewed.

3.4. Chemical Safety

- The Supplier should always aim initially to minimise and eliminate the use of hazardous substances.
- All chemicals and hazardous substances must be identified and labelled with warning signs in accordance with their chemical properties and legislative requirements.
- All chemicals and wastes shall be delivered, handled, stored, transported and disposed of in accordance with its properties and legislative requirements.
- Employees exposed to substances hazardous to their health must be provided with such information, instruction and training as is suitable and sufficient for them to know the health risks associated with their exposure to the substances with which they work. They should also be familiar with the precautions necessary for their protection.
- Material Safety Data Sheets (MSDS) must be held for all chemicals, and the contents communicated to Employees.
- Personal protection equipment (PPE) shall be provided for handling chemicals.
- Spill kits or absorbents shall be in place in chemical storage areas.
- Processes using hazardous chemicals shall be well ventilated and personal exposure is monitored and kept below regulatory requirements.
- Eye washing equipment should be provided in the laundry process and hand spraying process and anywhere there is a risk of splashes in the eye.

3.5. Equipment / Machinery

- Employers must ensure that any equipment provided for work is suitable for its intended purpose, maintained in an efficient state, in working order and good repair. Dangerous machinery must be securely guarded.
- Equipment shall be clean and well maintained. All moving parts likely to cause injury shall be effectively guarded. A maintenance programme shall be in place for all safety devices and guarding.
- Where fitted, emergency stop buttons shall be effective and clearly labelled.
- Portable heating appliances shall be positioned safely.
- Hoists, pressure vessels, boilers and forklifts shall be regularly inspected, properly maintained and documented.
- Service lines including steam pipes, compressed air pipes and hot water pipes and tanks shall be regularly inspected and properly maintained.
- Permit-to-work programmes shall be implemented for electricity work, steam pipe work, pressurised pipe work, tank entry, fire protection equipment impairment and welding.
- Forklifts shall be inspected daily and operated by authorised personnel only.
- Gas cylinders shall be securely fixed and separated from incompatibles.
- Welding cylinders shall be equipped with flame arrestors and check valves.
- Explosion-proof equipment shall be used in storage areas with flammable materials.

3.6. Electrical Safety

- Only trained staff should be allowed to work with electricity, with all electrical systems being maintained so as to prevent danger at all times. Work should not be carried out on live systems unless there is no alternative.
- All portable electrical equipment shall be tested and checked by a qualified person annually.
- Qualified electricians shall maintain electrical equipment and supply.
- All portable electrical equipment shall be grounded and the power connection securely fixed with socket.
- Electricity main supply shall be free from obstacles, with warning signs, properly maintained and prevented from unauthorised access.
- No live wires shall be exposed.
- Only waterproof appliances and supply shall be used outdoors.

3.7. Manual Handling

- No Employee should be required to lift, carry, push or pull any load, which could harm them. In deciding this, the personal abilities of the individual should be taken into account together with the nature of the load, task and the environment.
- Where possible, manual handling should be avoided by providing mechanical handling equipment. Job rotation should be used where repetitive strain injuries could be a risk.

3.8. Job Hazard Assessment

- Where risks are not adequately controlled by other means then the Employer must supply suitable Personal Protective Equipment (PPE), free of charge, to the Employee. Examples may be hearing protection, respiratory protection, eye protection and gloves.
- The Employer must ensure the equipment is kept clean, maintained and used.
- Chain gloves shall be provided when using electrical cutters in the cutting process.
- Job hazard shall be assessed, identified and communicated to the Employees.
- Warning signs of hazardous areas such as high voltage, confined space, extreme temperatures and asbestos are posted.
- Employees are trained to use and maintain personal protective equipment.
- Signs shall be posted where personal protective equipment is required and use of personal protective equipment is mandatory.

- When noise level is likely to be higher than the recommended levels, the Employer shall appoint a qualified person to conduct noise assessment.
- If Employees are exposed to higher than the recommended levels for 8 hours or equivalent, the Employer shall eliminate noise source if possible. Otherwise ear protection equipment shall be provided and hearing examination is conducted annually.
- A noise control zone shall be defined where noise exposure exceeds the recommended levels for 8 hours or equivalent.

3.9. Residential Accommodation

3.9.1. Dormitories

- Where residential accommodation is provided for Employees it must be safe (particularly with regard to fire precaution), clean and provide sufficient space for an individual to live in comfortably. Toilet and washing facilities should be provided with clean running water.
- Dormitories shall not be crowded and living space shall exceed 25ft² per person.
- If the room exceeds more than 12 people, two fire exits shall be provided.
- Sleeping arrangements shall be adequate and provided with reasonable privacy.
- Each Employee must have his/her own bed.
- Lockers shall be provided for personal belongings.
- The building shall be structurally sound and properly maintained.
- Employees can leave and enter the dormitory freely without restriction unless reasonable grounds can be demonstrated for security and safety.
- Residential facilities must be safe in the areas of security, fire protection and electrical safety.
- An evacuation plan must be posted and fire drill is to be conducted at least every 6 months.

3.9.2. Bathrooms

- The number of bathroom cubicles for showering shall be adequate, with a minimum of one shower for 12 people.
- Hot and cold water shall be provided inside the bathroom cubicles for showering.
- Doors or curtains shall be installed in bathroom cubicles to protect privacy.

3.9.3. Toilets

- The number of toilets shall be adequate with a minimum of one toilet for 12 people.
- Toilets are clean and free from foul odour.
- Toilets are equipped with flushing and washing water.
- There must be at least one male room and one female room for every two floors.
- Toilets shall have doors to protect privacy, and any windows shall be opaque.

3.9.4. Canteens

- Food storage and preparation areas are clean and hygienic.
- Cooks shall be trained in food preparation hygiene.
- If food utensils are re-used, they shall be clean and sterilised.
- Facilities should be provided for eating meals and adequate rest facilities.

3.10. Childcare Facilities

- Childcare facilities shall be clean and safe, particularly with regard to fire safety and first aid.
- Childcare facilities should be supervised at all times by a responsible adult to avoid exposure to any workplace activities or processes which may present risks to their health and safety.
- Records must be kept of illnesses and injuries.
- All childcare facilities must conform to all NEXT Code of Practice standards.

3.11. Environmental Protection Standards

3.11.1. Waste Disposal

- The Supplier shall identify waste sources and develop a procedure for disposal.
- Hazardous wastes shall be labelled and disposed of properly. Disposal records shall also be maintained.
- Hazardous wastes shall be stored in designated and secure areas.
- The containers of hazardous waste shall be in sound condition.
- Training is provided for handling hazardous wastes annually.

3.11.2. Air Emissions

- The Supplier shall identify air emission sources and monitor the emission in accordance with regulatory requirements.
- Maintenance programmes and operating procedures should be developed and implemented for in-house air treatment facilities.

3.11.3. Industrial Waste Water Discharge

- The Supplier shall identify waste water discharge sources and monitor the emission in accordance with regulatory requirements.
- Maintenance programmes and operating procedures should be developed and implemented for in-house waste water treatment facilities.
- The local authority for waste water discharge shall grant appropriate license or permit.

3.11.4. Asbestos

- The presence of any asbestos in the workplace should be identified and steps taken to ensure its condition is monitored and that it is maintained safely and anyone working within this environment. e.g. electricians are made aware of the presence of asbestos.

3.11.5. Storage

- Secondary containment equivalent to minimum 110% of volume of the largest container shall be provided in storage areas for chemical leakage.
- No drains are allowed inside the storage area.
- Drum storage areas shall be covered to prevent rainwater from coming in contact with drums.

4. Child Labour

- NEXT will not work with companies who continue to use child labour in any of their facilities.
- A “child worker” is defined as someone who has not reached their 15th birthday, or any higher age specified in local law for completing mandatory schooling or beginning full time work. However where local law sets the minimum age at 14 years, under ILO convention 138 in accordance with developing country exceptions, the lower will apply.
- NEXT will support suppliers who are committed to:
 - Developing genuine and meaningful education programmes for existing child labour.
 - Gradually replacing child labour with adult members of their family.
 - Improving wages and conditions for adult workers so that child labour eventually becomes unnecessary.
- Employers shall develop a system to verify the ages of new Employees including checking original identity documents and cross-referencing with Employee’s photo.
- Employers shall develop a system to prevent borrowed identity documents including spot-checking the availability of the identity documents of existing Employees periodically.
- Copy of age records shall be retained in the workplace.

- Employers shall protect the young workers from working in hazardous areas. Young workers are defined as someone who is between the ages of 15 and 18 years of age.
NB: Expert opinion and evidence identifies additional health and safety risks to which young workers are exposed, associated with their inexperience, immaturity and lack of awareness of existing risks to their health and safety.
- In recognition of this, NEXT will support suppliers who introduce both training and educational provision and workplace measures, which seek to minimise those health and safety risks, i.e.
 - Risk assessments of the type of work they are required to perform, should be undertaken to avoid exposure to health and safety risks.
 - This should take into account the fitting and layout of their workstation and workplace.
 - The nature, degree and duration of any exposure to biological, chemical and physical substances.
 - The form, range, use and handling of work equipment and machinery.
 - The way in which work processes and activities are organised.
 - The job must be conducive to their inexperience and immaturity, e.g. no pressing, no heavy lifting, no exposure to dangerous chemicals and operations.
- A minimum of 20 minutes rest time shall be provided for each 4 hours work for the young workers.
- Young workers cannot work at night which is defined as any time after 22.00hrs.
- If circumstance exists where young workers cannot leave the workplace due to dependency on company transport, then educational facilities shall also be provided for young workers.
- Supervision of young workers should not exceed a ratio of one responsible adult to two young workers.
- All young workers shall be subject to any restrictions laid down by local legislation.

5. Wages and Benefits

- Employee wages for a standard working week should meet or exceed national legal standards or the industry benchmark standards, whichever is higher and be at least sufficient to meet basic needs and provide some discretionary income.
- Wages should be paid at least monthly.
- The Employer shall provide to the Employee written information on the wage calculation including:
 - hours or piece worked if appropriate;
 - pay rate;
 - gross pay;
 - overtime pay;
 - itemised deductions; and
 - net pay.
- The Employer shall use labour contracts or a letter of employment for each Employee. These documents shall at least:
 - include name of workplace, Employee name, initial wage and job title;
 - be signed as acknowledgement of receipt;
 - be retained by both parties; and
 - be consistent with legislation.
- The Employer shall provide documentation detailing working hours, work days, rest days, notice period, entitlement to leave and other benefits, that the Employees can refer to at any time. The contents of the document shall also be communicated to the Employees.
- Deductions from wages (including bonus) are only acceptable if:
 - They are required by law i.e. social security contributions and tax; or;
 - The employee consents in writing to the deduction.
- No deduction shall be made as a disciplinary measure.
- If work stoppage is required by the Employer, the Employees shall be paid at a rate not less than the minimum wage, unless specified by legislation.

6. Working Hours

- The work schedule shall be documented and communicated to the Employees.
- If the wage of the Employees is calculated on total working hours, the Employer shall have a system in place to record Employees' working time accurately.
- The normal working hours should not exceed 48 hours per week and must comply with national laws or the benchmark industry standards, whichever offers greater protection.
- Overtime working shall be voluntary and should not exceed 12 hours per week. An Employee shall only be asked to work overtime to meet the Employers reasonable business requirements i.e. at times of peak work load or peak trading, and Employees should have the right to refuse to work overtime without penalty or consequence. Overtime will not be demanded on a regular basis.
- All overtime worked should be paid at a premium or the equivalent time given as paid absence at a suitable later date.
- The total hours worked by any Employee in one week shall not exceed 60 hours.
- Every Employee shall be provided with at least one day's rest from work each week or two day's rest from work each fortnight.
- Every Employee shall be entitled to a period of paid holiday leave each year.
- Every Employee shall be entitled to take reasonable absence from work on the grounds of genuine incapacity through illness, without financial penalty or threat of dismissal. During any such leave the Employee should continue to receive, as a minimum, a reasonable payment to meet basic needs.

7. No Discrimination is Practiced - Equal Opportunities

The employment practices and policies of the workplace should afford all workers equality of treatment. Decisions or practices, which are based on unfair discriminatory grounds, rather than on merit, will not be acceptable for example:

- Discrimination in any form, based on race, colour, language, nationality, ethnic or social origin, religious belief, political opinion, sex, marital status, disability, property, birth, age, sexual orientation or union membership shall not be practised.
- No job applicant should be unfairly refused employment or offered employment on less favourable terms due to discriminatory practices.
- All Employees should have equal access to jobs, training, promotion and transfer and no one should receive less favourable wages, benefits or access to facilities on grounds of discrimination. The Employer shall develop a policy on discrimination of recruiting, wages, benefits, promotion, training, transfer, termination, retirement or access to facilities.
- No Employee should face, be threatened with, or receive disciplinary action or dismissal on grounds of discrimination.
- Employers are expected to adopt and adhere to a fair disciplinary procedure. Similarly, no Employee should be unfairly selected for redundancy or lay-off.

8. Regular Employment is Provided

8.1. Hiring & Personnel Practices

- Wherever reasonably practicable all workers should enjoy security and stability of employment and regularity of income.
- The Employer shall use labour contracts or a letter of employment for each Employee. These documents shall at least:
 - include name of workplace, Employee name, initial wage and job title;
 - be signed as acknowledgement of receipt;
 - be retained by both parties; and
 - be consistent with legislation.

- The Employer shall provide documentation detailing working hours, work days, rest days, notice period, entitlement to leave and other benefits, that the Employees can refer to at any time. The contents of the document shall also be communicated to the Employees.
- No Employee shall be required to pay fees for employment to the Employer.
- Employees shall not be required to give or serve unreasonable notice to their Employer, should they wish to leave their employment.
- If hiring agents are used, the Employer shall conduct audits to ensure the employment terms and conditions signed by the hiring agents and Employees are in compliance with local legislation and NEXT Code of Practice requirements.
- The practice of seasonal or periodic lay-off shall be reviewed and minimised.
- The following practices are not acceptable:
 - “At will” terminations;
 - termination without notice;
 - zero hour contracts;
 - inappropriate use of self-employed status for lower grade workers; and
 - false apprenticeship.
- Excessive use of fixed term contracts, home working, sub-contracting or labour only contracting shall not be used to avoid incurring obligations to employees under labour or social security laws which would arise from the regular employment relationship.

8.2. Sub-Contractors

- The Supplier shall ensure that all subcontractors are in compliance with national and local labour, environmental, health and safety legislation and NEXT Code of Practice standards.
- The Supplier shall communicate the NEXT Code of Practice requirements to their subcontractors.
- The Supplier shall conduct periodic audits on their subcontractors to ensure compliance.

9. Treatment of Employees & Employee Communication

- Corporal punishment, physical, mental or verbal abuse, sexual harassment or other forms of intimidation, harsh, or inhumane treatment shall not be allowed.
- The Employer shall protect their Employees from bullying, verbal or physical harassment, victimisation, discrimination or physical abuse in the workplace, whether from management, from their colleagues or from members of the public.
- A fair disciplinary procedure should be established and adhered to in all cases of alleged Employee misconduct or unsatisfactory performance.
- The Employer shall develop written grievance and disciplinary procedures for the workplace and communicate these to the Employees.
- The Employer shall ensure all communications for workplace grievance and disciplinary actions are documented and all disciplinary or grievance measures should be recorded.
- An appeal channel shall be developed and implemented for Employees facing disciplinary action.

10. Management Systems

10.1.

The Employer shall comply with all local labour, environmental, health and safety legislation and NEXT Code of Practice requirements.

- The Employer shall follow the most stringent requirements for legislation and NEXT Code of Practice standards.
- The Employer shall conduct periodic self-audits to ensure compliance with the legislative and NEXT Code of Practice requirements.
- The Employer shall be fully appraised of the current legislation and NEXT Code of Practice standards.

- It is the responsibility of the Employer to demonstrate evidence that they are in compliance with local legislation and NEXT Code of Practice requirements.

10.2.

The Supplier shall develop a system for the compliance of legislation and NEXT Code of Practice standards. This system shall include:

- assignment of personnel(s) to be responsible for overall labour, environmental, health and safety performance;
- line management accountability for labour, environmental, health and safety issues;
- disciplinary actions for violation of labour, environmental, health and safety rules with documentation maintained;
- identification of environmental, health and safety hazards in the workplace;
- identification of training needs and plans for training; and
- continual improvement of labour, environmental, health and safety performance.

10.3.

The Employer shall provide training for all new Employees as follows:

- Induction training to include work schedule, minimum wages, wage calculation, work days and rest days, entitled leave, workplace rules, dormitory and canteen rules (if any), disciplinary procedure and grievance procedure.
- Environmental health and safety awareness training to include, evacuation, fire prevention, accident reporting, electrical safety and asbestos, chemical handling, waste management (where applicable).
- Job specific training to include in-depth training that enables the Employees to be capable of carrying out their job competently. Examples of job specific training are self-audit training and accident investigation training.
- Training records shall include information of training date, training content, trainers and attendees.

10.4.

The work place, canteen and dormitory rules should be posted in prominent areas in local language.

Implementation of the NEXT Code of Practice

Implementation of and compliance with the Code of Practice is a condition of business for all NEXT suppliers.

NEXT will continue to work with suppliers who work towards compliance to the Code of Practice and who strive for continuous improvement of standards in the workplace.

Where violations of the Code of Practice are found, a corrective action plan will be agreed between NEXT and the supplier and will then be monitored. Where corrective actions are not implemented, NEXT will continue to review the business placed with that supplier and ultimately disengagement may ensue.