



LOST AND FOUND: Il piano di azione di H&M verso il salario dignitoso

Settembre 2018

turnaroundhm.org

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Introduzione

Nel 2013 H&M ha pubblicato la “Roadmap towards a fair living wage in the textile industry”.

Il piano di azione conteneva un obiettivo specifico: 850.000 lavoratori tessili avrebbero percepito un salario dignitoso entro il 2018.

Un impegno che, dopo aver portato molta attenzione mediatica all’azienda, è presto scomparso dalla comunicazione del gruppo, così come i documenti originali sono spariti dal suo sito.

La comunicazione corporate di H&M adesso fa riferimento all’introduzione del “*metodo per un salario equo*” nelle fabbriche fornitrici. Gli 850.000 lavoratori e i loro redditi attuali non fanno più parte del discorso.

In altre parole, ciò che era stato identificato come lo strumento per raggiungere il salario dignitoso oggi è venduto dalla macchina della comunicazione di H&M come l’obiettivo in sè e per sè. Nello specifico, nei suoi rapporti aziendali sulla responsabilità sociale e ovunque nella sua comunicazione, H&M si riferisce solo al numero delle imprese dove il metodo per un salario equo è stato implementato (e persino questo potrebbe essere contestato sul terreno della rappresentanza dei lavoratori), senza nessun dato concreto su come questo si traduca in salario per i lavoratori.

H&M sta voltando le spalle a tutti quei lavoratori ed ecco perché è nata la campagna *Turn Around, H&M!*

Gli attivisti vogliono smascherare i tentativi di H&M di cambiare la storia e assicurare che l’impegno per un salario dignitoso - come promesso nel 2013 - non cada nel dimenticatoio.

Per questo abbiamo raccolto i documenti contenenti l’intenzione originale di corrispondere un salario dignitoso (inclusi i link a pagine che non esistono più) e una selezione di articoli dei media che avevano ripreso la notizia.

Turn Around, H&M! è coordinata dalla Clean Clothes Campaign e attivamente sostenuta dall’International Labor Rights Forum e WeMove.EU.

IL PIANO DI AZIONE VERSO UN SALARIO EQUO E DIGNITOSO...

Le prossime pagine presentano la *'Roadmap towards a fair living wage in the textile industry'* che H&M ha presentato a novembre del 2013.

Il primo documento è una immagine grafica della piano di azione. Un punto si distingue perchè menziona un obiettivo concreto: 850.000 lavoratori.

• H&M's strategic suppliers should have pay structures in place to pay a fair living wage by 2018. By then, this will reach around 850 000 textile workers. Our strategic suppliers are currently 750 factory units producing around 60 % of our products.

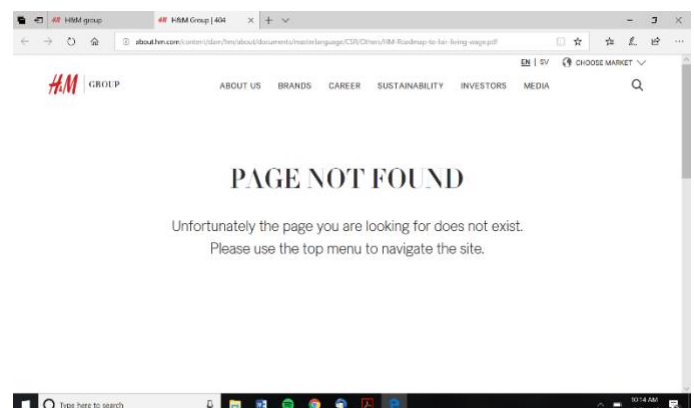
La rappresentazione grafica è seguita da una lunga spiegazione di come H&M intendesse raggiungere l'obiettivo.

Come si può osservare, quel documento è stato scaricato il 25 novembre 2013. Se adesso si prova a seguire il link visibile in basso, si finisce nella pagina generale del sito *'about H&M'*.

Il documento scaricato contiene tre link sulla parte destra. Un tempo questi erano collegati a *'Related information'*. Oggi sono una chiara illustrazione della conseguente rimozione del piano di azione dal sito.

I primi due link adesso puntano alla pagina *'about H&M'*.

L'ultimo link, prima diretto alla presentazione del piano di azione, deve essersi perso, visto che non è stato rediretto alla pagina generale del sito: a metà settembre 2018 esso puntava chiaramente al messaggio *"Page not found"*.



H&M's roadmap towards a fair living wage in the textile industry

H&M has developed a roadmap based on our vision that a fair living wage covering workers basic needs should be paid by our commercial goods suppliers. It should be enabled through our purchasing practices, and based on a skilled workforce that have their wages negotiated and annually reviewed, involving democratically elected trade unions or worker representatives.

H&M will continuously measure the workers own perception of receiving a wage covering their basic needs, which will be used as a guide in our work. The holistic approach covering H&M as well as factory owners, factory employees and governments takes the wage issue to the next level within the fashion industry, encouraging others to do the same.

Factory owners

H&M will support factory owners to develop pay structures that enables a fair living wage, ensure correct compensation and overtime within legal limits. This will be explored by implementing the Fair Wage Method in our role model factories, from which we will source 100% of the products during five years.

• By 2014, we will implement the Fair Wage Method in three model factories (one in Cambodia and two in Bangladesh) with a first evaluation already next summer, with the aim to be scaled up.

• H&M's strategic suppliers should have pay structures in place to pay a fair living wage by 2018. By then, this will reach around 850 000 textile workers. Our strategic suppliers are currently 750 factory units producing around 60 % of our products.

H&M

H&M will further improve our purchasing practices to ensure it enables our suppliers to pay their textile workers for the true cost of labor. Starting 2014 we will:

- Develop our price method to ensure the true cost of labor. By doing this we secure that we pay a price which enables our suppliers to pay their textile workers a fair living wage and reduce overtime.

Vision

A Fair Living Wage, covering workers basic needs, should be paid by all our commercial goods suppliers

Factory employees

H&M will support textile workers at our supplier factories to have access to education, skill enhancement and ensuring they are employed at a level matching their skills. They should also be able to bargain collectively through elected representatives.

• Starting now, we will run vocational training, a Center of Excellence, together with SIDA and the ILO to meet this need. We will train 5,000 students by 2016 and secure that they start at a wage level reflecting their skills and that they are aware of their own rights and responsibilities.

• We've started a skill development training and will secure employment for 100 supervisors through our Production Management Program in Cambodia.

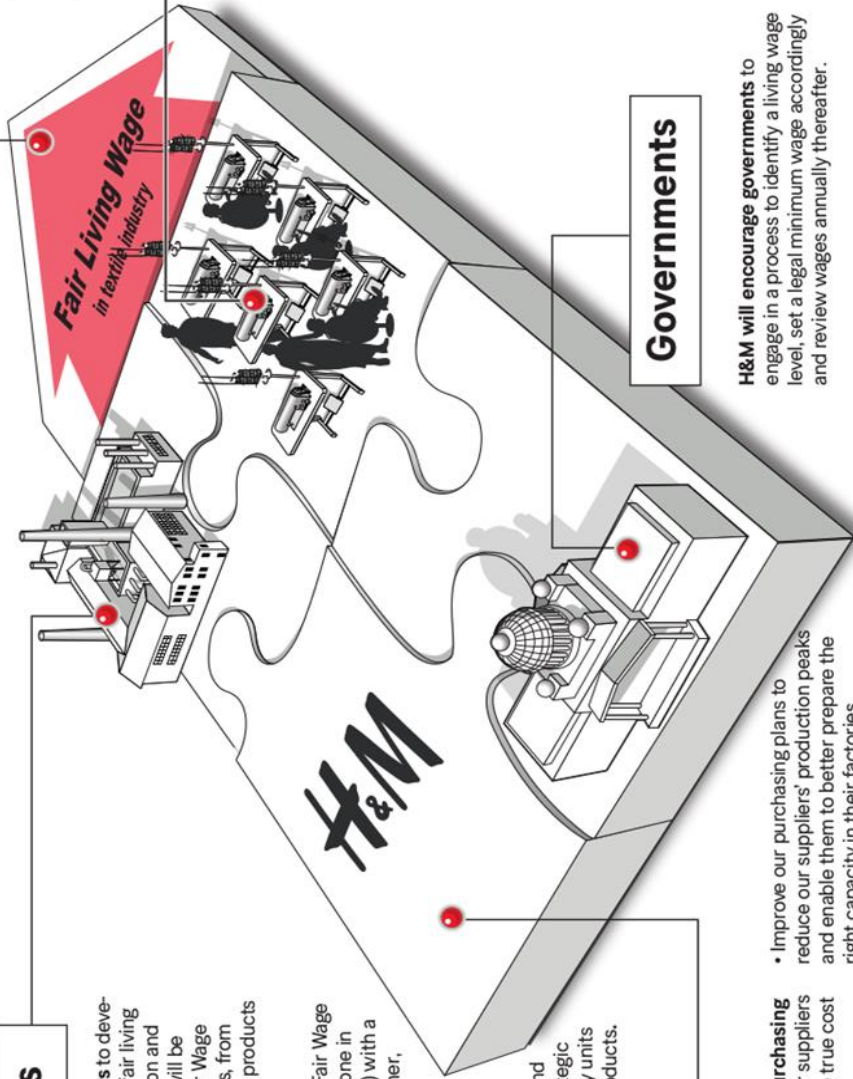
• We are implementing an industrial relation project in Cambodia in cooperation with Swedish trade union IF Metall, SIDA and ILO. The aim is to strengthen the structures for industrial relations in the country and increase collective bargaining.

• By 2014, we will expand our existing social dialogue project so that 15% of H&M's suppliers are trained in social dialogue and have freely elected Workers Participants Committees, with the intention to reach 100% by 2018.

Governments

H&M will encourage governments to engage in a process to identify a living wage level, set a legal minimum wage accordingly and review wages annually thereafter.

• We will continue to interact with governments and public agencies to advocate for annual wage revision and enforce labour legislation protecting the freedom of association. We will encourage others to do the same.





ROADMAP TO FAIR LIVING WAGE

SUSTAINABILITY / OUR COMMITMENTS / CHOOSE AND REWARD RESPONSIBLE PARTNERS / FAIR LIVING WAGE
/ ROADMAP

Roadmap to fair living wage

The roadmap towards a fair living wage consists of a number of activities and initiatives. Through the roadmap H&M addresses wages on several levels from our purchasing practices, supplier practices, workers' rights to government responsibility.

When developing the roadmap, H&M formed an Advisory Board for wages in H&M Supply Chain. The board will also support H&M in the future. The [Advisory Board](#) consists of experts from ILO, global trade unions, civil society and suppliers.

Further we consulted a number of campaign organisations, trade unions, NGO's and the Swedish Government. These included IndustriAll, Swedish Trade Union IF Metall, Swedwatch, Clean Clothes Campaign, Workers Right's Consortium, International Labour Rights Forum, Asian Floor Wage and Bengt Johansson, CSR ambassador at Swedish Ministry for Foreign Affairs.

Related information:

- [Fair living wage](#)
- [Advisory Board for Wage in H&M Supply Chain](#)
- [Roadmap overview \(PDF\)](#)

Tools to negotiate

More than 90% of the textile workers at our suppliers' factories in Bangladesh earn more than the minimum wage, but too many still earn too little.

We believe that the textile workers themselves know what wages they need. And the needs differ from region to region, factory to factory. The roadmap provides the workers with tools they need to negotiate their own wage and we will stay and support this process. We believe:

- The wages need to be negotiated between factory employees and owners
- A collaborative approach is crucial and hopefully more brands will engage in order to realize the fair living wages
- The minimum wage should be seen as the floor, not the roof.

Finding best practice in model factories

H&M will introduce a role model factory program with two factories in Bangladesh and one in Cambodia. H&M will buy 100% of the role model factories' capacity for a five year period. The role model factory program includes:

- Exploring how effective the Fair Wage Method is to drive higher wages
- Finding best practice examples to set the standard for the whole industry
- Starting off with a limited number of factories to better identify best practice and scale up to other suppliers.

Within the first year the aim is to secure the wage method, dialogue between employer and workers representative/union, functional pay structure, workers needs assessment and implementation, overtime at legal level, voluntary and correctly paid and a well-functioning organization for sustainability as well as for human resources.

Fair Wage Method

The Fair Wage Method is a recognized method in global corporate social responsibility. The inceptor of the Fair Wage approach is Daniel Vaughan-Whitehead, professor of corporate social responsibility at Sciences Po in Paris, and Manager of Wages and Incomes Policy at ILO.

The Fair Wage approach helps the supplier and the workers to reach a fair living wage. The method ensures regular and fair adjustment of the wages according to both price increases and performance.

By implementing the Fair Wage Method in our role model factories we aim to drive wage improvements through:

- Sustainable pay structures
- More regular wage adjustments
- Enhanced communication and social dialogue between the management and workers' representatives.

The Fair Wage Method starts with worker and management interviews. The purpose is to identify the perception on what the existing wage covers in terms of basic needs including rent, food, clothing and education. It also evaluates if the worker feels that there is fair correlation in regards to their skills, education, etc. After the factory has implemented a remediation plan, follow up interviews takes place to measure if the worker's perception of his or her wage has changed, and also the gap between worker and management perception on wage level.



[Click to download](#)

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Please use the top menu to navigate the site.

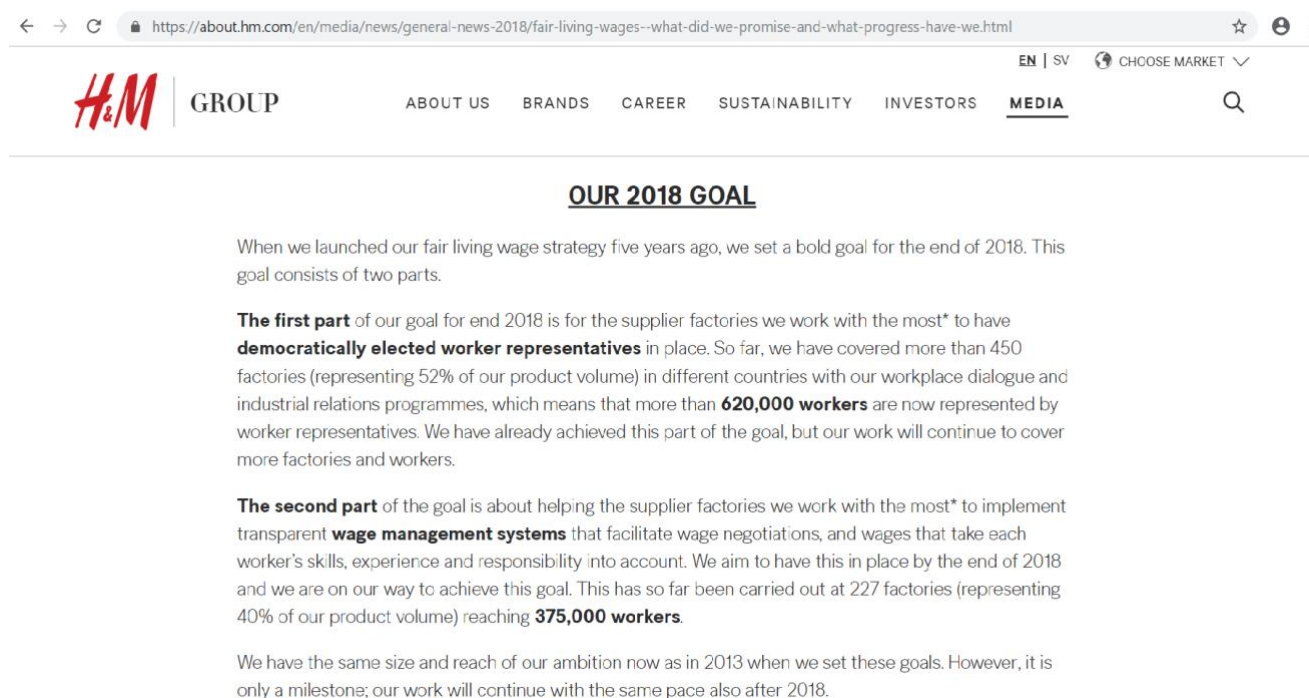
ABOUT US	BRANDS	CAREER	SUSTAINABILITY	BACK TO TOP
H&M group at a glance	H&M	Endless possibilities	Vision and strategy	
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COME H&M STA TENTANDO DI CAMBIARE LA STORIA

Adesso che il lettore ha avuto l'opportunità di vedere i documenti originali e gli obiettivi specifici presentati nel 2013, è il momento di guardare a quello che H&M sta facendo nell'anno che segna la scadenza per adempiere all'impegno assunto di pagare salari dignitosi. In breve: H&M sta cercando di cambiare la storia e di farci dimenticare l'impegno originario.

Ne è un esempio l'estratto sotto. Questo è una parte del "nuovo pezzo" che H&M ha prodotto quando *Turn Around, H&M!* è stata lanciata e gli [attivisti stavano per entrare in casa H&M](#): il meeting annuale generale degli azionisti a Stoccolma.

Come i lettori possono rilevare, ciò che è presentato come "il nostro obiettivo 2018" è molto diverso da quello presentato nel 2013, quando il piano di azione fu lanciato.



The screenshot shows the H&M website's navigation bar with the H&M logo and 'GROUP' text. The menu includes 'ABOUT US', 'BRANDS', 'CAREER', 'SUSTAINABILITY', 'INVESTORS', and 'MEDIA'. The main content area is titled 'OUR 2018 GOAL' and contains the following text:

When we launched our fair living wage strategy five years ago, we set a bold goal for the end of 2018. This goal consists of two parts.

The first part of our goal for end 2018 is for the supplier factories we work with the most* to have **democratically elected worker representatives** in place. So far, we have covered more than 450 factories (representing 52% of our product volume) in different countries with our workplace dialogue and industrial relations programmes, which means that more than **620,000 workers** are now represented by worker representatives. We have already achieved this part of the goal, but our work will continue to cover more factories and workers.

The second part of the goal is about helping the supplier factories we work with the most* to implement transparent **wage management systems** that facilitate wage negotiations, and wages that take each worker's skills, experience and responsibility into account. We aim to have this in place by the end of 2018 and we are on our way to achieve this goal. This has so far been carried out at 227 factories (representing 40% of our product volume) reaching **375,000 workers**.

We have the same size and reach of our ambition now as in 2013 when we set these goals. However, it is only a milestone; our work will continue with the same pace also after 2018.

Full article:

<https://about.hm.com/en/media/news/general-news-2018/fair-living-wages--what-did-we-promise-and-what-progress-have-we.html>

COPERTURA MEDIA DELL'IMPEGNO di H&M

Oltre al piano di azione originale che H&M ha “perso” di proposito, la copertura media dell'impegno originale di H&M conferma la validità delle aspettative secondo le quali i lavoratori tessili avrebbero ricevuto un salario dignitoso entro il 2018.

H&M adesso sta cercando di dipingere questi articoli come una mistificazione, ma non vi è alcuna evidenza di richieste di correzioni o smentite quando il marchio stava raccogliendo i frutti della pubblicità positiva del suo impegno da parte dei principali media, anche quelli specializzati, in tutto il mondo.

Sotto riportiamo solo alcuni esempi. Chiunque può trovarne di più facendo una semplice ricerca (che produrrà anche altre fonti contenenti i documenti originali di H&M).



H&M pledges living wage for textile workers in Bangladesh and Cambodia

World's second-biggest clothing retailer frustrated by lack of government action in wake of Rana Plaza disaster

H&M has pledged to pay a living wage to 850,000 textile workers after expressing frustration over a lack of action by governments to address working conditions in Asian factories in the wake of the [Rana Plaza](#) disaster.

The world's second-biggest clothing retailer said it would support factory owners at two factories in [Bangladesh](#) and one in Cambodia to adopt a fair living wage next year. The Swedish company, which has more than 200 stores in the UK, will then expand the programme to cover the 750 factories that supply its clothes by 2018.

Full article:

<https://www.theguardian.com/business/2013/nov/25/h-m-living-wage-textile-workers-bangladesh-cambodia>

H&M vows 'living wage' for factory workers by 2018

Hennes & Mauritz, the world's second-largest clothing retailer, laid out a plan on Monday to pay a fair "living wage" to some 850,000 textile workers by 2018, saying governments were acting too slowly.

Full article:

<https://www.cbc.ca/news/business/h-m-vows-living-wage-for-factory-workers-by-2018-1.2439698>

H&M promises to pay textile workers 'living wage' by 2018

By 2018, H&M said it plans to raise wages at 750 of its suppliers, which make 60% of the company's goods.

Most of the retailer's garments come from factories in Asia, including Bangladesh, where the collapse of a clothing factory killed 1,129 garment workers. It became the deadliest garment-factory accident and prompted calls for Western retailers to force suppliers to improve working conditions.

Full article:

<http://articles.latimes.com/2013/nov/25/home/la-fi-mo-hm-textile-workers-living-wage-20131125>

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BUSINESS

H&M Aims to Pay Living Wage for Garment Workers

Retailer to Assess Gap Between Pay and Local Food, Housing Costs

By *Christina Passariello*

Nov. 25, 2013 11:05 a.m. ET

PARIS—The largest buyer of made-in-Bangladesh clothes is trying to turn a pattern on its head: Cheap clothing shouldn't come at the expense of a living wage.

Swedish bargain fashion giant Hennes & Mauritz AB on Monday unveiled a plan to ensure that workers making its clothing are paid wages that cover their cost of living.

Full article:

<https://www.wsj.com/articles/hampm-aims-to-pay-living-wage-for-garment-workers-1385395508>

FASHION



H&M pledges fair living wage to suppliers

Swedish retailer H&M has spoken about its promise for fair living wages at the European Conference on Living Wages in Germany

BY SOPHIE WARBURTON | 26 NOVEMBER 2013

Helena Helmersson, the brand's head of sustainability, unveiled the company's 'road map' at the European Conference on Living Wages this week. The new scheme focuses on wage development at the factories of its suppliers by demanding that all those who work to make H&M products have their wages negotiated and annually reviewed, involving democratically elected trade unions or worker representatives.

Full article:

<http://fashion.telegraph.co.uk/columns/sophie-warburton/TMG10475853/HandM-pledges-fair-living-wage-to-suppliers.html>