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04.07.2018

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Introduction

As a wildlife biologist, I need robust yet breathable equipment to endure long trek and rough conditions (Fig.1). I was first looking for hunting clothes, but I wasn't satisfied as those equipment were not suitable for active work (heavy, not breathable). In fact, I was looking for a mix between hunting and trekking clothes. This is how, doing some research on the internet, I came up with Fjällräven (www.fjallraven.com). Fjällräven is a Swedish company of **hiking gear and equipment** that can be



Figure 1: As a wildlife biologist, I needed robust yet breathable equipment

identified by their Arctic Fox logo and was founded in 1960 by Åke Nordin. They had a hunting section on their website and I found they had exactly what I was looking for. In addition, the company also has a **strong commitment to nature** as you can see on their front internet page – *We craft products for a lifetime of memories. Come closer to nature with Fjällräven and experience nature as we do – These highly functional product series are created for active lives from the mountains all the way to sea level – Nature is our constant source of inspiration here at Fjällräven. And this extends to our material choice – Adaptable for a lifetime in nature –* which was quite important to me as a biologist. Thus, making me a **True Friend** in the Potential profitability/Projected loyalty matrix (Fig.2).

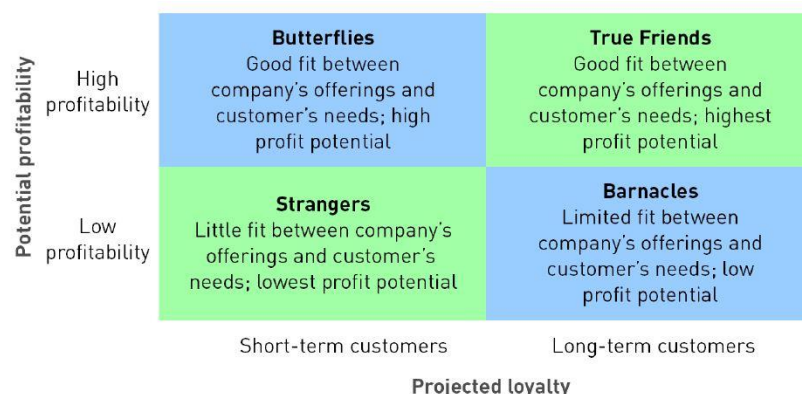


Figure 2: Different types of customers require different relationship management strategies. The goal is to build the right relationships with the right customers

Source: Wikipedia

Fjällräven AB	
Type	Subsidiary
Industry	Retail
Founded	1960 ⁽¹⁾⁽²⁾
Founder	Åke Nordin
Headquarters	Örnsköldsvik, Sweden
Products	Clothing, outdoor gear
Production output	China, South Korea
Parent	Fenix Outdoor AB
Website	www.fjallraven.com

Figure 3: In most cases, the overall volume of B2B (business-to-business) transactions is much higher than the volume of B2C transactions. The primary reason for this is that in a typical supply chain there will be many B2B transactions involving subcomponents or raw materials, and only one B2C transaction, specifically sale of the finished product to the end customer

As a final **business-to-consumer (B2C)** company (Fig.3) they developed an interesting and appealing technology to me, the **G1000** a 65% polyester and 35% cotton fabric which is their **cornerstone material** that is adaptable to a whole variety of different climactic conditions by using **Greenland Wax**, made from a mixture of beeswax and paraffin, Greenland Wax is a simple, nature-inspired solution to the challenges faced in the outdoors.

In general, Fjällräven is mostly known to us via the Fjällräven **Kånken rucksack** that was originally designed in 1978 to help prevent back problems amongst Swedish school children. It is now sold **worldwide** and is most popular with young females. Kånkens have a different logo to most other Fjällräven products, which are white and pink as opposed to brown (see Fig.3). As of April 2018, Fjällräven sell the Kånken in 54 different colorways. In 2016, the Re-Kånken, made entirely of polyester from recycled plastic bottles, was released (Wikipedia.com).

Marketing information

A marketing information system (Fig.4) includes the people, equipment, and procedures to gather, sort, analyze, evaluate, and distribute needed, timely, and accurate information to marketing decision makers.

In order to develop marketing information, it is important to gather information on three core components: internal data, marketing intelligence & competitor intelligence and marketing research.

What kind of information could be interesting for the company? Of course any **information** that comes from the **field** is of outmost importance in order to improve their equipment, making them more comfortable, more robust and more sustainable. For this, Fjällräven has **ambassadors** that take each new product out in nature and test the product technical properties. In complement, any feedback from **customers** (satisfaction survey) and any data related to them (customer purchase, sales force contact, service and support calls, website visit, credit and payment interactions and research studies) is integrated and analyzed in the marketing information system. Fjällräven **designers** play a vital role on this and plenty of videos are available on their website, going from technical outputs to care information passing by outdoor skill tips.

A second valuable information comes from **competitors' product**. Fjällräven evolves in a very competitive sector (outdoor clothing and equipment) but managed to create its **proper niche** (functional, durable and timeless outdoor gear) and developed their own, winning design, **G1000** core material.

A very important marketing activity that Fjällräven focuses on is **market research** and technology development. Development and improvement has been a central part of the company for many years. Delivering new technology and functions on their garments and equipment in order to give the consumer the best outdoor experience possible. Their expertise in the outdoor industry has provided them with a deep understanding of the importance of product development in order for outdoor adventures to be safe and successful. This is also important in order to stay relevant in the market.

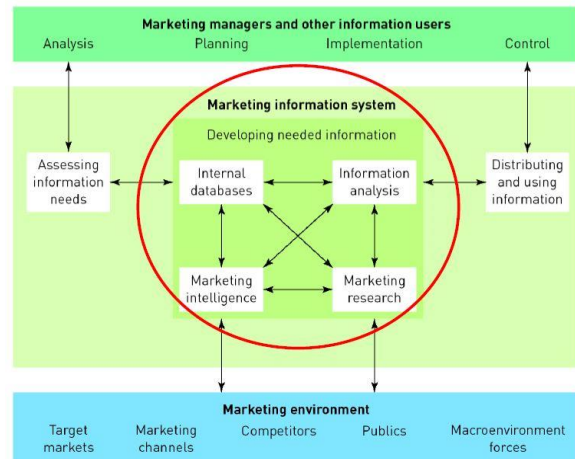


Figure 4: Graphical representation of the marketing information system (MIS), including among others marketing intelligence, competitor intelligence and marketing research

Marketing segmentation

Markets consist of buyers that differ in their wants, resources, locations, buying attitudes, buying practices, etc. Through market segmentation firms divide large, heterogeneous markets into smaller segments that can be reached more efficiently and effectively with products and services that match their unique needs (Fig.5).



Figure 5: Market segmentation is part of marketing strategy and gives the company a much better chance to deliver value to consumers

Most firms have moved away from mass marketing and toward market segmentation and targeting-identifying market segments (consumer markets, business markets, international markets and requirement for effective segmentation), selecting one or more of them, developing products and marketing programs tailored to each. Fjällräven just did so as it is illustrated in Figure 6.

FROM CITY TO NATURE

These highly functional product series are created for active lives from the mountains all the way to sea level.

Bergtagen Mountaineering >

Bergtagen is a family of clothing for life above the treeline. Every detail is optimised for the highest performance and reliability in mountainous environments.

Everyday Outdoor >

Our outdoor equipment is made for enjoying a day in a nearby forest, going on holiday or the daily commute - and even for the days when a lot of people might choose to stay indoors.

Trekking >

Fjällräven offers a wide variety of equipment for all kinds of trekking, in all conditions - designed to be timeless, durable and functional.

Figure 6: By creating functional product series, Fjällräven selects and focuses towards customers' needs and wants

Figure 6 is interesting, as in one illustration it clearly states to which consumers its appeal (**segmenting consumer market**). People who want to enjoy nature. By doing this, Fjällräven clearly selects a lifestyle (**psychographic segmentation**). We can even suppose that a **geographic** segmentation is operated as the company targets north and even arctic regions.

Moreover, the company **segments its business markets** into three classes: mountaineering, outdoor leisure and trekking (**operational variables**). And, in addition, the company, as many other outdoor clothing companies do, **segments its international markets** into different **geographic locations** as shown in Figure 7.

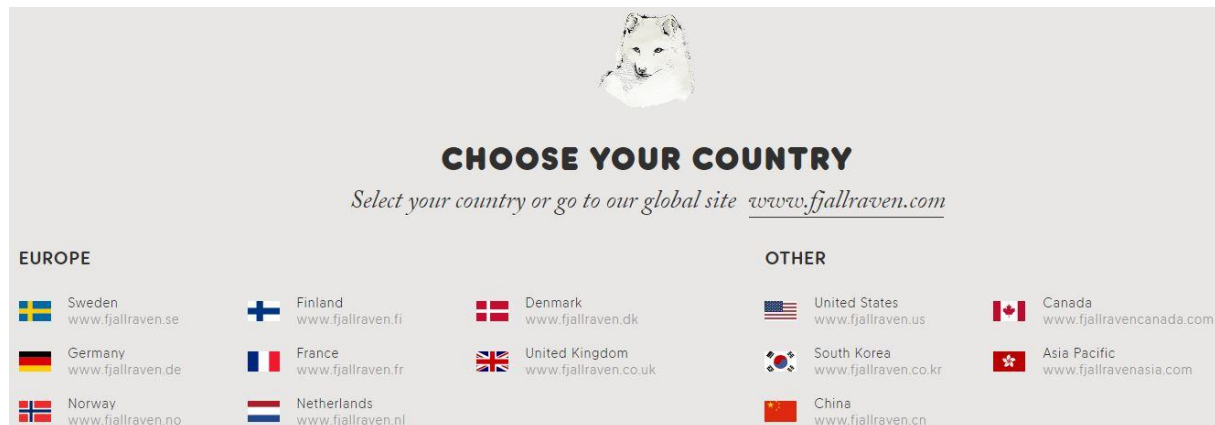


Figure 7: In order to segment its world market, Fjällräven groups countries by regions

Strategic information

As an outdoor clothing and equipment company, Fjällräven is committed to making nature more accessible. Thus, they focus on **simplicity** and **practicality**, and have the utmost respect for the **environment**. This is what they do:

- Develop functional, durable and timeless outdoor gear;
- Act responsibly towards nature, animals and people;
- Inspire and develop interest in outdoor life.

Figure 8 shows the way the company decided to follow. The most important one is their **mission**. Who they are, where they come from and where they are going. Their mission statement can be found in Annexe1. The second interesting statement comes from the **Fjällräven compass** which is a written document that, like a compass and a map, guides their decision-making. The four points of the Fjällräven compass are: Nature and Environment; Economy and Business Processes; Social Responsibility; and last but not least, Wellbeing. This document, the Fjällräven **Code of Conduct**, can be found in Annexe2.

Sadly, I don't have the space to treat in detail each aspect but I, as a biologist, find it very important and appealing their **sustainable vision** (design, material and production). Another interesting fact is their Arctic fox initiative and how they support real actions on the ground.

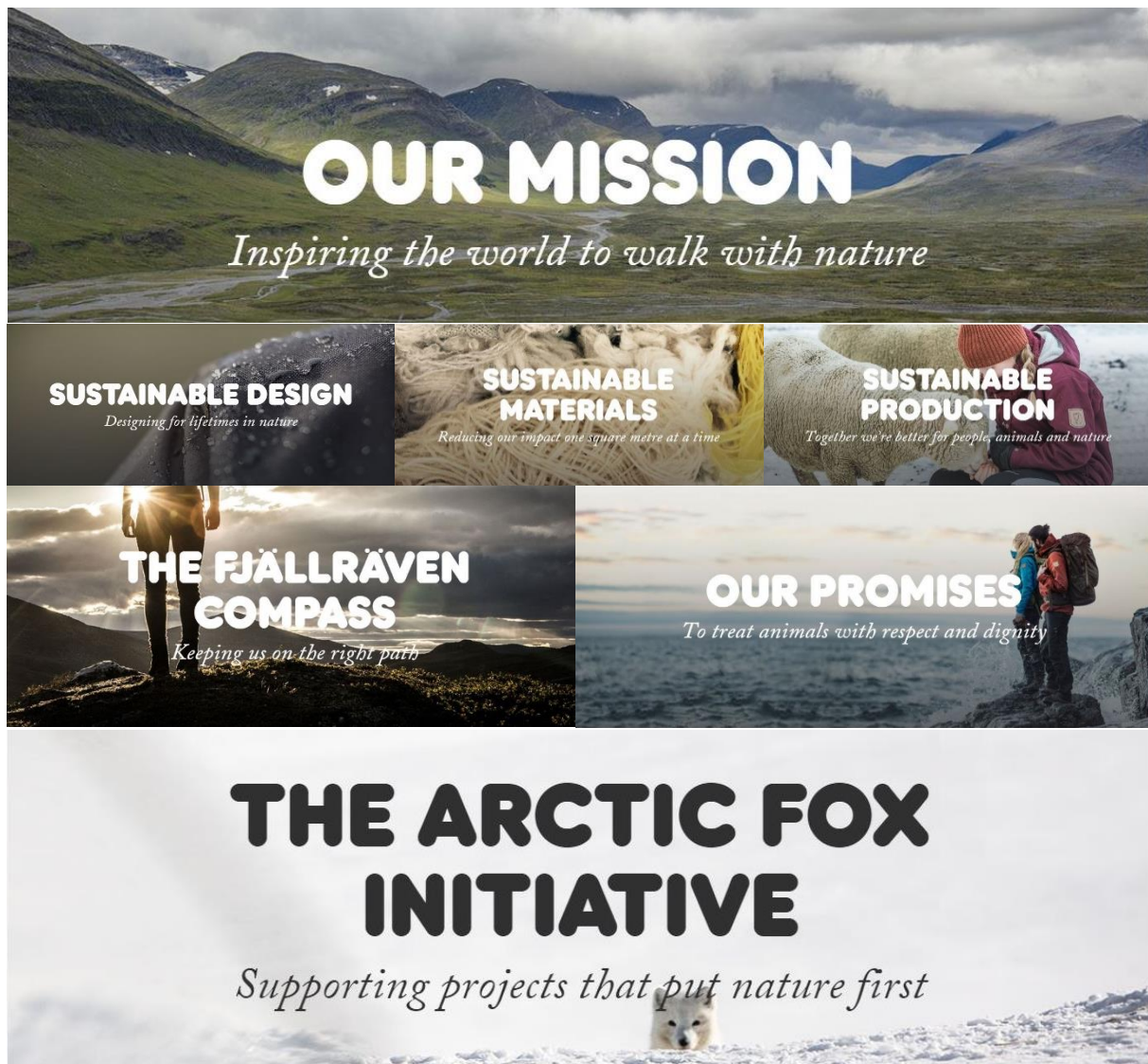


Figure 8: Fjällräven core mission is to enable and inspire more people to spend time in nature, leading them to a strong commitment to nature and a sustainable development

Integrated marketing communication

Integrated marketing communication (IMC) is part of the promotional mix that include all advertising, sales promotion, public relations, personal selling and direct marketing tools that the company uses to persuasively communicate customer **value** and build customer **relationship**. The IMC (Fig.9) aims to create a **broader image** of the brand and deliver a **clear message** to costumers by integrating all disponible tools, in place and time, in order to get into **customers mind**.

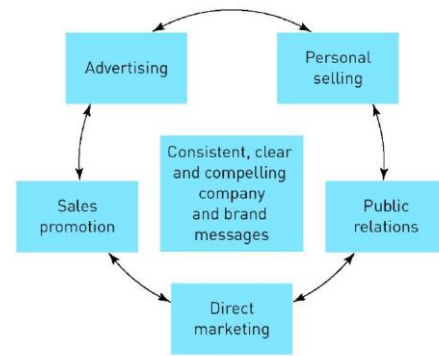


Figure 9: IMC aims to create a broader image of the brand and deliver a clear message to costumers

Marketing communication activities

A Bachelor thesis¹ found on the subject was very informative. The authors cote that “Fjällräven’s global **advertising strategy** is not very clear, nor specific at the moment”. Thus, their advertising camagne is spread over different marketing channels and focuses on communicating their traditional brand values and style. The advertising channels they use are **Magazines, Social Media, Web** and **Public Relations** (Öfverdahl *et al.*, 2015).

First of all, Fjällräven’s **official website** functions as a marketing tool and is used as an informative page, where people can search and shop for products, read about the company and about their developments. On the website a link is given to a **blog** were stories can be found and develop what is found on the website.

In addition, «the Fjällräven **YouTube** account is one of the most informative communication and advertising channels they have. They share information about the company, their research, technology developments and product information. They also share beautiful videos made by the Fjällräven photography team that shows different hiking areas and excursions, this to inspire others. The videos are mostly from Sweden, but all of them are translated with English subtitles in order to be understood by people from all over the world. The videos have content that can appeal to all their markets, not just Scandinavia. The Fjällräven account has 8,896 subscribers and has 4,418,781 views in total. The view range varies a lot, with everything from 600 to over 300,000 views per video. The most popular videos are the ones that are product related [...], were people stated that they like to search for product reviews before shopping for new products» (Öfverdahl *et al.*, 2015).

Finally, one of the biggest **market activities** that Fjällräven does is its annual trekking **events**. Every year, two major excursions are organized, the **Fjällräven Classic** and the **Fjällräven Polar**. Every people from anywhere in the world can join, and the intention behind the events is to encourage more people to have a nice experiences in nature. «They want to get people excited and to demonstrate that everyone can have a breathtaking outdoor experience with the right knowledge and equipment» (Öfverdahl *et al.*, 2015).

¹ Öfverdahl, A., Gram, C., Løken, K. & Lindgård, V. (2015) Bachelor Thesis of International Marketing, Pace University – Lubin School of Business, 189p.

Social Media activities

Fjällräven is very active on Social Media as we saw above. A Social Media is an internet platform where user can easily interact, contribute, generate and produce content. Nowadays, Social Media focus on 10 core platforms (Fig.10).

Types of Social Media



Figure 10: Blogs, Instant Communication, Social Networks, Media Sharing Sites, Social Bookmarks, Location based Social Networks, Review Sites, Forums and Social Commerce are the 10 core platforms used nowadays for Social Media activities

On which platforms did Fällräven focus its attention on?

Fist of all, two **Media Sharing Sites**, YouTube, with its massive use of the channel and Instagram (Fig.11). Secondly, their use of a **Blog**. And third, Fjällräven website shows that the company is active on a **Social Network** (Facebook). Thus, clearly showing a designed **Social Media structure** focusing on their customer target group.

As shown above, Fjällräven YouTube channel is used for instruction first of all, which represent a best practice Media Sharing solution and is therefore their most visited platform yet. Interestingly, Fjällräven uses two different Facebook and Instagram account for the Kånken rucksack, their fashionable item which they seem to differentiate from their main items (Fig.11) as discussed above. For this paper, I focus on Fjällräven accounts, not Kånken.

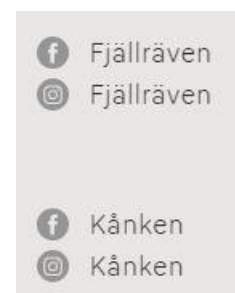


Figure 11: Fjällräven is present on two main Social Media and differentiate their main products from the more fashionable Kånken rucksack

To conclude, all their Social Media present a clear and well-structured profile and seems to focus on the right marketing through short texts, quotes and beautiful pictures. All platforms are very attractive with massive use of videos and pictures and all of them are related, everyone of them directing to their main Website.

Conclusion

In conclusion, I think that Fjällräven executes well the concept of IMC, focusing on a well defined Social Media Hub that target their right customer group. The beautiful pictures used are very attractive for all nature enthusiast alike and their massive use of videos are well suited for the e-generation we are all in and the broad use they make off suits everyone focusses.

Finally, as shown in the strategic information chapter, Fjällräven mission and commitment follows a clear and logical path that reflects they believes and direct all their choices, from fabric choices, to ground actions, trough production. Making them one of the most consistent brand on the market, where Fjällräven took a clear marketing management orientation with a strong commitment to environmental and social responsibility that suits well nowadays public needs.

Annexe1: Fjällräven Mission

Our core mission and driving force has always been, and always will be, to enable and inspire more people to spend time in nature. We want our products to help you feel secure and at home in the outdoors, now and in the future. We want them to be with you on your most memorable journeys and adventures. So we develop and create in a thoughtful manner and design for lifetimes of wear. We don't chase short-term goals, follow trends or compromise on quality. Our future and the future of nature are intertwined.

Being the best at outdoor equipment, in harmony with the environment, means we always look for more innovative and sustainable solutions. This includes using recycled and organic materials, PFC-free impregnation and developing products that can be worn and loved for generations.

Forever Nature

Nature is forever in our hearts here at Fjällräven. It's where we come from and it'll always be our destination. We don't conquer mountains, tame rivers or beat the weather. We go slowly. We tread carefully. We always cherish the visit and we leave longing to return.

Annexe2: Fjällräven Code of Conduct

For Fjällräven International AB it is important to take responsibility. In order to make our position clear to our suppliers we have set up a Code of Conduct.

The Fjällräven Code of Conduct is a mandatory and non-negotiable requirement that all of our suppliers, including their subcontractors and business partners, must follow. Throughout the Code of Conduct, the term “supplier” and “factory” is used, standing as universal terms for our suppliers, subcontractors and business partners and their premises.

The Code forms the basis for our business relationships and is therefore an integral component of our agreement with suppliers. Fjällräven expects suppliers to make improvements when the Code of Conduct standards are not met and to develop sustainable mechanisms to ensure ongoing compliance. We offer support and training in how to implement the Code. Fjällräven reserves the right to amend or modify the Fjällräven Code of Conduct at any time.

The Fjällräven Code of Conduct is based on the FLA Workplace Code of Conduct and current international reference documents and standards, including

- The United Nations Global Compact,
- The Universal Declaration of Human Rights,
- The International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights to work,
- The Rio Declaration on Environment and Development,
- The United Nations Convention Against Corruption,
- The UN Convention on The Right of the Child,
- The European Convention for the Protection of Animals kept for Farming Purposes, and
- The European Convention for the Protection of Animals during International Transport and the Council Regulation on the protection of animals during transport.

1. Legal requirements

Our general rule is that our suppliers must, in all their activities, comply with the relevant and applicable national laws in the country in which they are operating.

Should any of the following requirements by Fjällräven be in violation of the national law in any country or territory, the law in that country take precedence over the Fjällräven Code of Conduct. In such cases immediate reporting to Fjällräven is mandatory in order to decide on how to proceed.

It is important to understand that the requirements of Fjällräven may not be limited to the requirements set forth by national law. When legal requirements are less strict than the Code, it is always the Fjällräven Code of Conduct that applies to our suppliers. Suppliers shall apply the highest standards at all times.

2(10)

Updated 2013-08-05

1.1 Corruption, Extortion, Embezzlement and Bribery

We trust that excellence of our products is the key to our business success.

Therefore, we will deal with all our customers, suppliers and government agencies in a straightforward manner and in compliance with international antibribery standards and local anti-corruption and bribery laws. This includes any transaction that might appear to be arranged for granting concessions or benefits.

Corruption or bribery, extortion, and embezzlement, including any payment or other form of benefit conferred on any government official for the purpose of influencing decision making in violation of law, are strictly prohibited. These actions may lead to the immediate termination of the business relationship with Fjällräven as well as result in legal actions.

2. Child Labour

2.1 Definition

We define, in this context, the word “child” as a person younger than 15 years of age as covered by article 2.3 in the ILO convention No.138.

2.2 Policy

Fjällräven does not accept child labour. All measures to prevent child labour shall be implemented taking into account the best interests of the child.

We base our policy regarding child labour on the ILO convention No.138 recognizing the right of the child to be protected from economic exploitation and

from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral or social development. If the minimum employment age, in the country in which a supplier maintains its business is higher than 15 years, then the supplier must adhere to the national law and regulations.

We acknowledge that according to the UN Convention on the Rights of the Child, article 1. , a person is a child until the age of 18. We therefore recommend our suppliers to make sure that workers in the age group 15-18 years are treated accordingly. Limits for working hours and overtime for this age group should be set with special consideration to the workers age.

2.3 Enforcement

If a supplier does not accept our policy on child labour, we will not continue our co-operation with this supplier.

3(10)

Updated 2013-08-05

3. Workers Rights

Every worker shall be treated with respect and dignity. Fjällräven expects the suppliers to respect the personal dignity, privacy and rights of each individual and to prohibit any kind of violence and assault at the workplace, including threatening and intimidating behavior and performance of the worker. The workers shall be free to lodge complaints with their superiors.

All workers should be entitled to his or her basic rights:

3.1. Forced Labor

3.1.1 We do not tolerate forced, compulsory or any other type of labor that is deemed to be illegal in the production of goods for Fjällräven.

3.1.2 Fjällräven does not accept that bonded workers or prisoners are used in the production of Fjällräven goods.

3.1.3 There shall be no restrictions on the worker's right to leave the workplace.

3.1.4 Workers shall not be required to lodge "deposits" or their identity papers with their employer.

3.1.5 Any commissions and other fees to recruitment agencies in connection

with employment of foreign, migrant or temporary workers should be covered by the employer. Never should these workers be required to remain employed for an extended period of time against their own will.

3.1.6 Under no circumstances does Fjällräven accept that our suppliers use humiliation or corporal punishment or other forms of mental or physical disciplinary actions. No worker shall be subject to physical, sexual, psychological or verbal harassment or abuse.

3.2. Non-Discrimination

No worker should be discriminated on the basis of race, national origin, ethnicity, political opinion, social group, religion, age, sexual orientation, gender, marital status, health, disability or other classes protected by law.

3.2.1 All workers possessing the same experience and qualifications should receive equal conditions during employment, including hiring, compensation, advancement, termination or retirement. We expect our suppliers to promote equal opportunities for and treatment of its workers irrespective of the above mentioned reasons.

3.2.2 Dismissal of pregnant female workers, or workers during parental leave, or following their return to work, is not acceptable. Workers taking parental leave shall be entitled to return to their employment on the same terms and conditions that applied to them prior to taking leave and they shall not be subject to any discrimination, loss of seniority or deduction of wages.

4(10)

Updated 2013-08-05

3.3 Freedom of Association and the Right to Collective Bargaining

Fjällräven respects the workers' right to freedom of association and collective bargaining. All workers should be free to join associations of their own choosing, and they should have the right to bargain collectively.

We do not accept any disciplinary or discriminatory actions from the factory against workers who organize or join an association. We expect our suppliers to recognize and respect, as far as covered by the national laws or international

standards, the workers' right to freedom of association and to neither favor nor discriminate against members of employee organizations or trade unions.

3.4 Labor Contract

All workers shall be entitled to a written employment contract that contains an accurate, complete and understandable summary of the terms and conditions of employment, including wages, benefits and working conditions. This also counts for foreign, migrant, temporary or home workers, who in any case are not to be treated less favorably. Fjällräven expects our suppliers to ensure that all employees are aware of their legal rights and obligations.

3.5 Working Hours

3.5.1 We expect our suppliers to comply with the maximum number of regular working hours laid down in the applicable laws of the country in which a supplier maintains its business premises. This limit shall not exceed 48 hours a week as stated in the ILO convention No.1. In exceptional circumstances as covered by article 2 to 5 in the ILO convention No.1. the limit of 48 hours a week can be extended.

3.5.2 Workers are entitled to at least one day of rest in every seven-day period.

3.5.3 Overtime work must always be voluntary and compensated in accordance with applicable law and at premium rates. Overtime shall not be requested on a regular basis. The hours shall not exceed the numbers allowed by the law of the country. The sum of regular and overtime working hours shall not exceed 60 hours a week, unless in exceptional circumstances.

3.5.3 The workers should be granted their stipulated annual leave and sick leave without any form of repercussions.

3.5.4 Workers should be given their stipulated maternity and/or parental leave in case of pregnancy (see 3.2.2).

In developing countries, we recommend that our suppliers provide the workers with at least one free meal daily.

5(10)

Updated 2013-08-05

3.6 Compensation/Wages

Every worker has the right to an income that meets his or hers basic needs and provides some discretionary income. The legal minimum wages should be a minimum requirement, but not a recommended level. We expect our suppliers to provide fair remuneration and to guarantee the applicable national statutory minimum wage, the prevailing industry wage or the wage negotiated in collective agreements, whichever is higher. Where compensation does not meet worker's basic needs and provide some discretionary income, each employer shall take appropriate actions that seek to progressively realize a level of compensation that does.

Wages must be paid regularly, on time and be fair in respect of the worker's experience, qualification and work performance. Fjällräven does not accept deductions as a disciplinary measure.

4. Safety & Health at Workplace

All workers shall be provided a safe and healthy workplace setting to prevent accidents and injury to health arising out of, linked with, or occurring in the course of work or as a result of the operation of suppliers' facilities. Fjällräven expects its supplier to take responsibility for the health and safety of their workers and to control hazards and take the best reasonably possible precautionary measures against accidents and occupational diseases.

Fjällräven requires from its suppliers that the safety and health of the workers should be a priority at all times. No hazardous equipment or unsafe buildings are accepted. Suppliers shall adopt responsible measures to mitigate negative impacts that the workplace has on the environment.

The factory shall at all times be in possession of all applicable certificates and permits related to health and safety issues.

4.1 Building and Fire Safety

4.1.1 The factory should have clearly marked exits, and preferably emergency exits on all floors. All exit doors should open outwards. Exits should not be blocked by any items such as cartons, fabric rolls or debris, and should be well lit. If emergency exits are locked, the keys should be placed behind

breakable glass next to the doors, and thus be available to staff at all times.

4.1.2 All workers should be aware of the safety arrangements in the factory, such as emergency exits, fire extinguisher, first aid equipment, etc.

4.1.3 An evacuation plan should be displayed in the factory and the fire alarm should be tested regularly. Evacuation drills should be performed at least once a year.

4.1.4 All buildings shall be safe, maintained and checked regularly.

6(10)

Updated 2013-08-05

4.2 First Aid

4.2.1 First aid equipment must be available in each factory and at least one person in each department should have training in basic first aid.

4.2.2 The employer should pay any costs (not covered by the social security) which a worker may incur for medical care, following an injury during work in the factory.

4.2.3 It is recommended that a doctor or nurse is available at short notice, in case of an accident in the factory.

4.3 Factory conditions

4.3.1 A safe and healthy working environment shall be provided to prevent accidents and injury to health arising out of, linked with or occurring in the course of work or as a result of the operation of the supplier's facility.

4.3.2 It is important for the workers' well-being that the factory environment is clean and free from pollution.

4.3.3 The temperature in the factory should be tolerable as a working environment, and the ventilation should be adequate. Heaters or fans should be provided when needed.

4.3.4 The lighting at each workstation should be sufficient for the work that is being performed, at all times of day.

4.3.5 Sanitary facilities should be clean and the workers shall have access without restrictions. The number of facilities should be adequate for the

number of workers in the factory. Sanitary facilities shall preferably be separated for men and women.

4.4 Pregnant Workers and New Mothers

Fjällräven's suppliers shall abide protective provisions benefiting pregnant workers and new mothers, including temporary reassignments away from work stations and work environments that may pose a risk to the health of pregnant woman and their unborn children. If such protective provisions are not existent by national law, suppliers shall take reasonable measures to ensure the safety and health of pregnant woman and their unborn children.

4.4.1 We recommend our suppliers to make temporary adjustments of working hours during and after pregnancy.

4.4.2 Factories shall provide new mothers with breast-feeding breaks and facilities.

4.4.3 We recommend that factories with female workers arrange day care for children below school age.

7(10)

Updated 2013-08-05

5. Housing conditions

If a factory provides housing facilities for its staff, the requirements regarding safety and health conditions, under point 4 "Safety & Health at Workplace", should also be applicable to the workers' housing area.

5.1 All workers must be provided with his or her own bed, and the living space per worker must meet the minimum legal requirements.

5.2 Separate dormitories as well as toilets and showers shall be provided for men and women.

5.3 There should be no restrictions on the workers' rights to leave the dormitory.

5.4 In particular, Fjällräven wants to stress the importance of fire alarms, fire extinguishers, unobstructed emergency exits, evacuation drills and safe buildings in dormitory areas (see point 4 "Safety & Health at Workplace").

6. Environment

Our suppliers must comply with all applicable environmental laws and regulations in the country of operation. We also expect our suppliers to make every effort to reduce the environmental impact of their business by adopting the best practice principles and continuously seeking improved methods to minimize any adverse environmental impact of their operations, including emissions, resource use and waste.

6.1 According to Fjällräven's chemical restrictions, we do not allow the use of certain hazardous chemicals in the production of our articles. All of our suppliers must sign the Fjällräven Chemical Guideline, confirming that no prohibited chemical substances will be used in the production.

6.2 When the suppliers have a choice between two chemicals that serve the same purpose, they should choose the chemical that is the least harmful to the environment.

6.3 Hazardous waste shall be monitored and minimized. Disposal has to be undertaken in a safe way.

6.4 We recommend that our suppliers minimize production waste and spill.

6.5 Water usage shall be monitored and we recommend using recycled water, in order to reduce the total volume of usage.

6.6 Effluent treatment plants (ETPs) shall be properly operated, used and maintained as well as be appropriate for the types of effluents generated from the operations.

6.7 Energy usage shall be monitored and we recommend using renewable energy whenever possible.

8(10)

Updated 2013-08-05

7. Wool, feathers and down, leather and other products
from animals

Animals shall never be subjected to harsh or cruel treatment. Taking the lives of animals must at all times be conducted using the quickest, least painful and nontraumatic method available. Products from animals that are not intended for human consumption are generally not used.

7.1 Fjällräven does not accept:

- real fur in clothing, accessories or any other Fjällräven products.
- plucking or harvesting of feathers or down from live birds or feathers or down from force-fed birds.
- the practice of sheep mulesing.
- products from animals which have been slaughtered without stunning.

7.2 Animals shall be treated in accordance with the European Convention for the protection of animals kept for farming purposes. This means, for example, that the animals shall receive:

- proper and sufficient food and water,
- adequate shelter and a comfortable resting area,
- opportunity to perform normal patterns of behavior,
- minimization of pain and distress during handling,
- minimization of mental suffering during handling,
- protection from disease by prevention or rapid diagnosis and treatment.

7.3 Animals that are transported shall be treated in accordance with the latest version of the European Convention for the protection of animals during international transport and the Council regulation on the protection of animals during transport. This means, for example that:

- transportation must be carefully planned in order to minimize transportation times.
- only healthy animals may be transported, no sick or pregnant animals.
- during transportation, water, feed and rest shall be offered to animals at suitable intervals in appropriate quality and quantity with regard to their species and size.
- transportation of live animals should be replaced by the transportation of germ cells or carcasses wherever possible.

9(10)

Updated 2013-08-05

8. Data Protection

Fjällräven suppliers shall not disclose information that is not known to the

general public for personal gain or the benefit of anyone other than the company.

Such information includes technical data, financial data, operating data, customer information, memoranda or other information regarding the company's business and operational activities and future plans.

9. Monitoring and Enforcement

9.1 The principle of trust and co-operation

Fjällräven expects all its suppliers to respect this Code of Conduct and actively do their utmost to achieve our standards. We trust our own staff to take a high level of responsibility for their work, and we expect our suppliers to do the same.

We believe in partnership and we are willing to work with our suppliers to achieve workable solutions in each individual case.

We are willing to take in consideration cultural differences and other factors that may vary from country to country, but we will not compromise on our basic requirements regarding safety and human rights.

9.2 Monitoring

Fjällräven reserves the right to monitor compliance with regard to the principles and requirements set forth in this Code of Conduct. All suppliers are obliged to keep Fjällräven informed at all times where each order is being produced.

Fjällräven has the right to make periodic and unannounced visits to all factories producing our goods, at any time. However, these inspections shall only take place in accordance with the applicable laws and without compromising the business activities of the supplier.

We also reserve the right to allow an independent third party of our choice to conduct audits for ensuring compliance with our Code of Conduct. During audits Fjällräven requires access to all documents and areas and to all employees for confidential interviews. Fjällräven ensures that personal data is handled in accordance with applicable legal guidelines on the protection of personal information and anti-trust regulations.

9.3 Non-compliance

Should we find that a supplier does not comply with the Fjällräven Code of Conduct, we will terminate our business relationship with this supplier, if

corrective measures are not taken within a suitable and agreed time limit.

Significant breaches of the Fjällräven Code of Conduct will not be accepted and lead to the immediate termination of the relationship with Fjällräven.

10(10)

Updated 2013-08-05

Code of Conduct Compliance Commitment

- We hereby confirm that we have received, read and fully understood the Fjällräven Code of Conduct.
- We confirm that we have full knowledge of all relevant laws in the countries where we are operating.
- We confirm that the requirements in the Fjällräven Code of Conduct are not in any way contradictory to the national law.
- We commit to comply with the Fjällräven Code of Conduct and to take the responsibility to inform all our employees, subcontractors and subsidiaries on the content of the Code of Conduct and to make sure that they comply accordingly.
- We accept Fjällräven's right to make unannounced inspections at our factories and subcontractors at any time, and that this right can be carried out by any independent third party that has been appointed by Fjällräven.
- We guarantee that no production of goods for Fjällräven will take place at any other location than those Fjällräven has been informed of. We will, without delay, supply Fjällräven with detailed information on the location of all production facilities used for production of goods for Fjällräven.
- We commit to the responsibility of keeping ourselves informed on the content of the Fjällräven Code of Conduct and accept that Fjällräven reserves the right to amend or modify the Code at any time.
- We hereby commit to immediately report all incidences and violations /breaches of the Fjällräven Code of Conduct to compliance@fjallraven.se. Any other inquiries shall also be reported to this point of contact.

Date Company Name

Signature

Name

Company Stamp

This commitment should be signed and returned to Fjällräven latest by _____

Please return signed document to Fjällrävens office.