

# How to Buy Corporate Workwear and Industrial Clothing



Corporate workwear is a key area of spend for organisations in most sectors due the level of spend and its impact on both brand and employee morale



CIPS members can record one CPD hour for reading a CIPS Knowledge download that displays a CIPS CPD icon.

## Contents

Abstract .....	2
Introduction .....	2
Policy, Teamwork and Consultation.....	3
A corporate clothing policy .....	3
A planning team .....	5
Design and Specification .....	6
Safety considerations .....	7
Corporate image .....	9
Summary .....	9
Image.....	9
Function.....	10
Colour palette and fabric design .....	10
Supply chain and logistics.....	10
Length of contract envisaged.....	11
Acquisition methods .....	11
Purchase options include: .....	11
European Union Directives.....	12
Appendix 1 .....	21
Appendix 2 .....	22
Appendix 3 .....	25
Appendix 4 .....	26

### Abstract

This guide is aimed at the P&SM professional who is involved in, or is seeking to become involved in, the procurement of corporate workwear. Corporate workwear is a key area of spend for organisations in most sectors due the level of spend and its impact on both brand and employee morale. The category offers real scope for the P&SM professional to make a positive impact; however, given the personal impact on the employee, it can be an emotive topic and the impact of failure long-lasting.

After setting the scene with an overview of the market, the guide takes the reader through the key stages involved, from establishing an organisational clothing strategy, establishing a cross-functional team and considering the acquisition options, through to selecting a supplier.

### Introduction

The UK corporate workwear market saw growth of 90 per cent in the 10 years to 1998, reaching a value of c£410million. The years since have seen a slowdown in growth as market demand has matured, reaching £425m in 2002 and estimated to reach £446m in 2007. At current levels, the market represents approximately 4% of all clothing purchased in the UK. Expressed in terms of unit volumes, the UK market represented an estimated 33.4m items of clothing in 2007.

It is estimated that in the region of 90% of the UK's corporate workwear is imported, with South Asia and China being the most popular sourcing destinations.

Figures for 2005 show that the global market was worth US\$ 4.241bn.

It is estimated that over half the UK workforce wears some form of corporate or company-provided working clothing and for some companies the annual bill is very large indeed - £4-5 million a year for the 48,000 staff of British Airways, for example.

Uniforms have long been commonplace in sectors such as railways, airlines, the Royal Mail and the utilities, particularly in roles where it is necessary to identify employees and invest them with authority. Other trades have required distinctive workwear, often with protective characteristics, although not necessarily at the employer's expense - in the catering trade, for example, it has been traditional for staff to be expected to supply their own chefs' outfits, toques and so on. However, responsibility for supplying (and maintaining) necessary safety clothing and personal protective equipment now falls on the employer.

Corporate uniforms have now been adopted by a much wider range of industries. Most customer-centred businesses, in retail, travel, financial services and so on, recognise the brand enhancement that can be gained from staffing in smart and attractive clothes - this may range from fairly standard clothing customised with badges and accessories to a completely bespoke wardrobe of unique designs, fabrics and patterns. But it is not just staff in direct contact with customers that are dressing in corporate colours - many manufacturing companies, especially those influenced by supposedly 'Japanese' concepts of single status plants, are dressing all their employees in company overalls. Another trend caused by the outsourcing revolution is for employees of one company to dress in the colours of another - just as a logistics contractor's truck may carry the livery of the supermarket it supplies, so too may its driver.

The supply market itself has undergone changes. Services and service levels have become much

more sophisticated in response to client demand. At the same time, as the domestic textile industry has increasingly succumbed to overseas competition, the supply chain has become more global, which has brought its own problems, not least those of sweatshops and ethics. New materials and textiles have brought benefits and also complexity, while ever tighter safety and hygiene requirements also have an impact. (This booklet does not consider the acquisition of Personal Protective Equipment (PPE) other than footwear, except to state that this should always be obtained from the manufacturers or their authorised agents and distributors, and that since it is a legal obligation on employers not only to provide requisite safety equipment but to ensure that it is maintained in a safe condition, inspection, maintenance and repair schemes where offered by the suppliers should always be taken up. Buyers of corporate workwear should be aware that there is on the market a significant amount of counterfeit equipment, and equipment carrying bogus Standard certification - the potential consequences, to employees and to companies, of purchasing such items are very serious).

Procurement of corporate clothing is now a complex process, often at the heart of corporate strategy. Success requires the involvement of many parties - different internal management functions, suppliers, manufacturers, designers, consultants and aftercare specialists).

### Policy, Teamwork and Consultation

Introducing, or replacing, corporate clothing or uniforms is a decision with many ramifications and needs to be implemented as the result of a clear policy statement, with defined objectives. Because of its strategic dimension, corporate clothing policy and its implementation requires input and agreement, not only at Board level, but among a variety of management functions and, most critically, by the workforce as a whole.

#### A corporate clothing policy

It is assumed that the organisation is already meeting its legal obligations to provide workwear which is necessary to protect the safety of staff and/or the product. This limited aim can generally be met adequately through *ad hoc* purchasing from reputable suppliers, or if volumes allow, through some form of call-off contract.

A corporate clothing policy, however, has potentially much wider aims, which must be clarified by the Board at the outset. These aims may include:

- Improved perceptions of the organisation by customers, by creating an image that conveys the required message (professionalism/competence, teamwork, friendliness/accessibility and so on).
- Improved internal relationships (a uniform or style may be a component of strategies designed to break down barriers, flatten hierarchies and improve internal communication).
- Clothing policy may be an integral component of a brand awareness or repositioning exercise (and therefore requires close co-ordination with other elements of the campaign, although of course policies with other aims do need to ensure that the clothing policy does not cut across branding messages).
- In some circumstances, a clothing policy may be seen to contribute to an employee benefits package - perhaps particularly true with lower-paid staff - but the taxation position will need to be borne in mind (see Section 5)

The Board is required to clarify its aim(s) and, at the beginning of the exercise, put an approximate rough-cut figure on the amount of money it is prepared to expend on achieving these aims, bearing in mind that this will normally be a combination of (quite significant) up-front costs, and a lower level of on-cost. It is important that budgetary limits are established at the outset as the amount of money available has a significant effect on the entire acquisition process.

The Board should also agree at the outset a realistic and achievable timescale. For a reasonably complex corporate clothing programme, a timescale of 8 to 12 months from appointment of a lead supplier and managing agent to full implementation is reasonable (see Appendix 2). Particularly if the project is a replacement of corporate uniform, or where it is to be applied across many sites, the Board should also indicate whether it is expecting a gradual roll-out (which may be cheaper if a new uniform is introduced only as old items become life-expired) or whether it expects a 'big bang' approach, perhaps as part of some larger relaunch or repositioning.

In making these decisions, and throughout the process, management and workforce will need to be fully informed, consulted and involved.

Of the management functions, **Finance** will contribute to determining the budget, and will have particular views on the desirability or possibility of an outright purchase route, implying high front-end costs and a continuing internal management charge, or a leasing or management contract approach which will spread the cash expenditure more evenly.

The **Procurement** function clearly needs to be involved at an early stage. In particular, it will need to advise the Board on the availability of relevant in-house skills to manage a successful procurement, or whether the assistance of external consultants and/or management should be sought.

The **Marketing** team will have a major input into all aspects of the policy that impact on the presentation of the organisation to its external audience. It will need to ensure at the strategic level that the 'messages' that the uniform projects are consistent with the organisation's wider aims and at the more detailed level that, for example, the colourways chosen are compatible with those used for other advertising and promotional purposes.

Depending on the nature of the organisation, a variety of **operational heads** will need to be consulted on the special requirements that a clothing policy must take into account.

The **Safety Officer** (if distinct from the Personnel/HR function) must be included in the design specification and approval stages.

The **Personnel/ Human Relations** department must be involved. HR will in most cases be the function responsible for issuing (and recalling) uniform items (and therefore for the initial assessment of demand and for raising subsequent requisitions), for ensuring that maintenance, laundry and general appearance standards are upheld and for translating these into contracts of employment where appropriate, and for negotiating uniform and clothing issues with the workforce, either directly or through recognised Trade Unions or staff councils. A particular issue for Human Resources will be the form of any sanction to be taken against employees responsible for loss or damage to corporate clothing.

The workforce itself must be involved and informed at all stages. Different segments of the

workforce will have differing requirements and expectations to be fed into the design and specification process (see section 2). More generally, and especially if the organisation has not previously had a corporate livery or much in the way of a clothing/dress policy, the staff will need to be convinced of the need for its introduction, and that their concerns will be taken into account. Staff may resent any appearance of being used as ‘walking advertisements’ and in organisations that are under commercial pressure may need convincing that expenditure on uniforms is a sensible use of resources (this is especially true if their own rates of pay are being compromised).

Staff sensibilities are particularly important if a clothing policy is to apply to only part of the workforce: if, for example, counter staff are to be required to wear uniform while ‘back office’ workers are allowed casual dress, resentment can easily be arise. This will transfer into a lack of attention to the maintenance and cleaning of uniform, the addition of unauthorised extras and accessories, and a generally sloppy way of wearing the clothing which can present a more negative image than not having a corporate uniform at all.

### A planning team

It is a sensible approach to establish from the outset a planning and implementation team including representation from all the above groups, plus any external resources such as designers or consultants that may be brought on board. If the policy is to extend to third party service providers, some way of including their concerns should also be sought.

The team should, however, be kept as small as possible. If a large team is necessary, thought should be given to appointing a single project manager to drive the process forward in consultation with the team, which would in this case adopt more of an advisory, rather than executive, nature.

Before starting detailed work, the team will need to clarify as far as possible a number of initial considerations (the answers to some of these should be clear, given the policy set by the Board; for others, for example whether to use a rental service or an external contractor, the decision may be deferred, but it is important at this stage to be clear how the decision is going to be made, and how it will impact on other areas of the project).

The principal considerations include:

- The aims of the policy
- The finance available
- The timescale (these three elements should have been set by the Board as described above)
- The extent of the policy (such as, if it is not all-inclusive, which grades, types of staff, business units or operational areas are covered), and from this
  - Numbers of staff involved
  - Rate of turnover of staff in the areas under consideration
  - Any seasonal effects (such as are there periods where many temporary staff are employed, and are they to be included in the policy?)
  - Any anticipated large-scale changes in employee numbers

(There is no point, for example, in including the employees of a subsidiary that is being closed or sold off. Equally, if counter staff are being replaced by a remote call centre, employees in the latter may no longer need to be covered by the clothing policy).

- In broad terms, the range of clothing required, for example
- indoor/office clothing
- factory/warehouse clothing
- outdoor/foul weather clothing

- hot weather clothing (for staff required to work or represent the company abroad)
- safety/protective clothing not included above

Note that some, or many, employees may have requirements in more than one category. Note also that there may be a requirement for additional safety/protective clothing to allow for visitors to the site, and the need for this should be estimated at this stage.

Within these categories the team should assess the following:

- What garments are being procured, such as what constitutes the 'wardrobe' in each case.
- How many 'sets' will each user require (in many cases the answer is three - one being worn, one at the laundry, and one in the wardrobe; items worn only part of the time – for example outer coats for winter, or which are cleaned/repaired on a longer cycle than normal clothing, for example many safety items, may have a lower requirement per employee. Some of the latter may be issued from a 'pool' rather than allocated to individuals, although this approach has some problems in terms of tracking items and ensuring they are in good repair).
- The anticipated life of each garment. This leads to the policy question of whether garments will be replaced wholesale on a periodic basis, or item by item as the need arises.

Companies already using corporate clothing should be able to access their own (or their existing contractor's) management information on these issues. New entrants to the market should seek advice from the supplier base (most suppliers have fairly robust data on patterns of clothing usage in the different industries they serve). Suppliers will also advise on the next factor:

- Stocking policy. Irrespective of whether the firm is to hold its own stocks, or require an agent or supplier to hold stock on their behalf, the service level has a considerable effect on the number of garments in the scheme. There should be points beyond which extra-large or extra small sizes become special orders rather than stock items. The precise selection of these points will vary firm by firm - a construction company for example may choose to skew its stocking policy towards the men's XXXL end).

With this information, it is now possible to estimate the overall size of the procurement and thus to revisit the Board level assumptions and assess whether the Board's objectives are likely to be achievable within the timescale and funding levels anticipated. If not, the Board should be invited to reconsider. There is little point in proceeding to the detailed design and specification stage on the basis of a bespoke solution if the funds available are clearly not going to stretch beyond the provision of standard catalogue ranges.

Many or most of the items listed above will change to a greater or lesser extent as the project progresses, and the financial implications of such changes should be regularly reviewed against the planned expenditure.

## Design and Specification

Whether the organisation is to manage the procurement itself or decides to outsource, a detailed design brief and/or specification is obviously essential. This will be prepared using input from the users/wearers of the clothing, functional heads, safety representatives and, where external image is a consideration, the marketing function.

There are several separate areas where detail is required.

### Safety considerations

Safety has two aspects: the safety of the wearer, and the safety or integrity of the products and processes that the wearer is employed on (although many design features have implications for both).

Many companies will have to operate within safety parameters laid down by their customers, as well as by relevant legislation - civil engineering contractors, for example, may find safety aspects of staff clothing specified in contract documentation.

Each situation needs to be looked at individually; the following examples illustrate some of the issues which may arise.

#### ▪ **Personal safety**

The design of clothing likely to be worn by any employee whose work takes him or her near to machinery, especially rotating machinery, should eliminate any loose or trailing elements that could get caught up. Cuffs should be tight, skirts should not 'flow' excessively, and accessories such as scarves should not be used.

If employees with long hair are to be close to machinery, thought should be given to some form of restraining headcover (both for males and females).

Care should be given to the design and position of pockets, turnups, reversed cuffs and so on to ensure that they do not catch on switches and other projections.

Visibility is an issue particularly, but not exclusively, for staff working outdoors after dark. In such situations, try to incorporate significant areas of lighter colour in the design. High visibility clothing may be specified - this is typically applied to coats and other outer garments, but the requirements of staff working, for example, in the dusk of a summer evening when a coat is unlikely to be worn should also be borne in mind. The standard for high-visibility clothing is EN471

Clothing must be tailored to allow wearers to perform their tasks safely, to bend, lift, stretch and so on. Restrictive or ill-designed clothing may induce employees to act unsafely - short and/or tight skirts can have this effect. Clothing that can be caught by the wind can be both embarrassing and hazardous.

Footwear deserves particular attention (and see Section 4). In some cases safety footwear will be provided. Where employees are wearing their own shoes, policies should be introduced to ensure that these do not introduce a hazard - excessively high heels, open toed sandals, and slip-on styles that are not securely attached to the feet should be discouraged.

Various hazards may affect the choice of textile to be used. Chemical hazards may indicate a requirement for resistant over-garments. Risks from sparks or flames will preclude the use of many man-made fibres, particularly those which tend to melt on heating (see EN 469). Flame-retardant fabrics that will withstand industrial cleaning are now available to standards EN470, EN531 and EN533.

Always remember that it is not only production operators who may be exposed to hazards. Offices can, for example, contain rotating machinery (shredders in particular are a hazard to those wearing scarves or loose ties). Clerical workers (wages clerks, for example) may need to

visit production areas, or to cross hazardous areas such as transport yards - their clothing must not expose them to hazard when doing this.

### ▪ **Product and process safety**

As well as protecting the wearer from his or her environment, work clothing often has the task of protecting the environment from the wearer.

Examples include:

In the food manufacturing and retailing industries, clothing must be designed to prevent hair from coming into contact with food. Pockets should be designed to prevent their contents accidentally falling out and causing contamination. Clothing obviously must be specified to survive frequent laundering, but also should be in colours that do not hide dirt and contamination (generally this will mean white or predominantly white). Overgarments will need to be available for other staff whose business takes them into such areas. Loose and trailing garments which may brush against food should be avoided - jackets should button up all the way.

In the chemical and electronic industries static electricity is a problem, in the former case because it forms a potential source of ignition, in the latter because static discharge can damage components and assemblies. Textiles should be specified which do not create a build-up of static through friction; footwear also can be selected for anti-static properties. (Static can also be a problem for office workers, especially in air-conditioned premises with low humidity, and with some grades of carpet).

For food workers, health care workers, and also for those engaged in manufacture in clean-room conditions, textiles can be specified which are non-linting (such as do not create fluff). Pockets, which can retain dust and dirt, should be eliminated as far as practicable.

### • **Employee considerations**

Management should be receptive to the employees' views on aspects of safety and the fitness-for-purpose of proposed garments. Some additional issues, which may need to be considered, include the following:

- Provision for female staff during pregnancy
- Policies on headgear may need to take religious beliefs into account; the Sikh turban is an obvious example.
- Provision of a 'trouser' alternative to the dress/skirt for female staff, and a 'long sleeve' alternative. Note that this is not only out of respect for certain religious beliefs; staff members may have a variety of reasons, from birthmarks and scar tissue to inappropriate tattoos, for not wishing to reveal arms and legs.
- Skirt lengths require sensitive consultation. More generally, remember that in most cases designs are going to have to be suitable for employees over a wide age-range. Older staff, for example, may not be entirely relaxed in T-shirts and baseball caps.
- It may be necessary or advisable to offer staff some (controlled) element of choice in the clothing they wear - this will probably increase costs.
- Colours can be an issue. In some countries, particular colours may have political and cultural connotations. More generally, bear in mind that colour combinations that work well for some skin types may not be so happy a choice with others.

- Generally, remember that the corporate uniform says a lot about the organisation and its attitudes (that is, after all, one of its prime functions). It therefore says a lot about the sort of staff the organisation is seeking to attract and retain - there may be a conflict between this message and the message you are seeking to give to customers.
- Do not make the error of assuming that it is only female staff that may have strong views on the appropriateness of suggested designs - male staff too may have difficulties with their self-image or with matching the image of the design to their own evaluation of their worth and role.

Consultation with representative wearers should not be confined to the initial choice - regular contact should be maintained to ensure that uniform items are performing as expected, that any unanticipated problems are addressed, and to recover feedback both from staff and, via staff, from customers.

### Corporate image

The brief for designers and suppliers must contain a clear indication of the type of message that the corporate uniform is expected to deliver. Unfortunately, there will often be a number of messages, some being mutually contradictory. For example, an organisation will generally wish to convey an image of competence, professionalism and efficiency, which might suggest a fairly formal style. This may, however, conflict with a desire to engage with younger customers, where a more informal approach might be indicated.

The approach may be different for different groups of staff. For example, uniforms for airline flight deck crew rarely depart from the traditional quasi-military style, and it is generally felt that this is what customers expect. For cabin crew, however, a much wider range of options may be acceptable, from friendly/informal, through variants of national costume, to a more formal/executive style, depending on the airline, the routes and the dominant type of passenger (package holidaymakers or business executives).

### Summary

The brief presented to the designer, managing agent, or direct supplier as appropriate should address as many as possible of the following issues (although it must be accepted that many of these matters will be subject to change as the contract is negotiated).

### Image

- Nature of the business (or the element of the business in question). Clothing requirements for a subsidiary may not necessarily be particularly similar to those of the main or holding company; for example, the staff in the finance subsidiary of a retailer would not necessarily wear the same outfit as shop staff).
- Define the desired corporate identity for example formal/informal, classic/contemporary, national/international, budget-conscious or luxury market, and so on.

### Function

- Numbers of staff in each category, outline of wardrobe, special (for example safety) requirements, estimated usage patterns (from the management information systems of the existing supplier if available).
- Fabric requirements (durability, maintainability, crease resistance and so on.).
- Style pointers such as necklines, skirt lengths, short/long sleeves, trouser options should be specified as early as possible.

### Colour palette and fabric design

- Needs to match, or at least not conflict, with company house colours (of which there may be both primary and secondary). Often, major garments (jackets and so on) are linked to the primary colour and minor garments and accessories to a secondary colour. Some corporate images, however, do not lend themselves to clothing (for example, styles making extensive use of 'day-glo' colours, styles making extensive use of pastels or shades of grey, styles based largely on scripts or typefaces, may all be problematic).
- Guidance on desirability of including logos, crests, specific typescripts and so on, either as applied elements or in the design of printed or woven fabrics.

### Supply chain and logistics

- Requirements for staff measurement/sizing and order processing.
- Management information requirements and expectations (including compatibility of systems, scope for e-commerce).
- Stockholding requirements (in terms of ex-stock availability for a specified range of sizes, accepting that some will have to be special orders; timescales for meeting such special orders). This will also impact on payment terms - the supplier will want to be paid when the items are manufactured or when he takes delivery; the buyer naturally will wish to defer payment until items are actually received in stores or issued to employees, provided that the administrative burden of many small orders and payments has been addressed. As a compromise, it is quite common for the buyer to underwrite the cost of buffer stocks.
- Delivery requirements for example in bulk to the purchaser's stores, in individual 'manpacks' to sites, offices or even direct to employees' home addresses.
- Limitations on the acceptability of manufacturers/suppliers (particularly, whether sourcing from firms or countries where child/sweated labour is alleged to be a problem) is not acceptable.
- Expected timescales and sequence of events. These must be realistic, but should include, for example, any requirements for independent testing of fabrics and/or made-up garments, modelling and presentation of samples, and the extent of any wearer trials or pilot schemes. The nature of the roll-out - 'big

bang' or gradual replacement of existing garments, is also a critical factor here.

### Length of contract envisaged

Factors to be taken into account include the anticipated life expectancy of major items of clothing, and more particularly, the life expectancy of the branding or image (some business sectors need to be more 'fashion-conscious' and are therefore likely to change corporate clothing styles and suppliers at more frequent intervals).

Leasing charges, in particular, will reflect the duration of the proposed contract: the supplier will need to cover the risk of being left with unwanted stock.

"A specifically designed careerwear garment is a perishable commodity".

### Acquisition methods

Ideally, all the elements included in section 2.4 will have been at least sketched in before the buyer approaches the marketplace. However, for a variety of reasons, this is not always possible, and it may be necessary to hire consultants and/or contract for design assistance, or even to appoint a preferred lead supplier, in cases where some at least of these issues are still undecided.

In particular, it may not be possible to decide in advance whether an outright purchase or a leasing /maintenance contract is to be preferred. Also, corporate clothing is a field in which 'value engineering' techniques can flourish - clothing is costed by the manufacturers almost literally down to the last stitch. For all these reasons it is important in the acquisition process to maintain as great a flexibility as possible, subject to meeting the primary objectives, and to ensure that mechanisms are in place that will enable quite widely differing proposals to be evaluated and compared.

Contracts for the fulfilment of corporate clothing requirements may take several forms (and note that more than one type of contract may be used: the preferred solution for, for example, overalls for production operatives with an intensive requirement for collection, laundry and repair, and re-issue, may not be the most appropriate for office staff clothing where the employees themselves are responsible for cleaning).

The rental sector, which is particularly suitable for standard 'industrial' workwear such as overalls, is a mature market, highly competitive on price, and differentiated, if at all, by service levels. Rental will normally include aftercare, and often may be combined with a contract for other cleaning services (for example washroom). Obviously, rental is not an option for a bespoke wardrobe, but it can accommodate surprisingly extensive 'customisation' of standard ranges if volumes are sufficient. (In fact, some degree of customisation through badges and so on is general, so that garments can be tracked and reissued to their users).

Although traditionally aimed at large-volume users, the rental sector is now targeting small and medium sized firms, with service provided by delivery drivers who have also been trained to take staff measurements and offer other service features.

### Purchase options include:

- bulk retail purchase

Small firms may be tempted to equip staff from suitable 'High Street' ranges, often attractively priced. This is not usually a good idea: the chances of being able to replace or add garments like for like after the current season are minimal.

- direct contracts with manufacturers
- contract with a 'catalogue' supplier, who may be a wholesaler, or may manufacture some elements of the required range and buy in other elements for resale (note that few if any manufacturers will themselves make everything that is required)

These assume that the buyer will be responsible for managing the stock, and for aftercare requirements. Separately, it may be that a contract is issued purely for laundering and maintenance (or an employee voucher scheme is used).

There are some very good reasons why direct contracts with manufacturers are not favoured, except:

- a) for specialist requirements outside the scope of another contract - acquisition of relatively small quantities of safety or protective clothing, for example.
- b) for some very large contracts, and where relevant purchasing and contract skills exist, or can be created in-house, a direct relationship may be appropriate.

Generally, however, the risks of dealing direct outweigh the benefits. The textile industries of the developed countries are under extreme pressure from lower cost producers, and the risk of supplier failure is consequently high. On the other hand, producers in low-cost countries tend to be under-capitalised, often family-owned firms; enforcement of contract can be difficult, and there may also be ethical considerations (the working practices of firms in, for example, the Far East or North Africa may not be those with which a consumer-oriented Western corporation would wish to be directly associated).

For these reasons it is common to appoint:

- a managing agent (who may also be a manufacturer/supplier, or may be an independent), essentially, an outsourcing arrangement by which the buyer maintains direction but the agent has the managerial responsibility. The agent forms the sole point of contact ('one stop shopping') and absorbs the fluctuations of supply and demand within the textile industry. In return, the agent probably has scope to aggregate demand, to move effectively between suppliers as economic or performance conditions vary, and to offer, directly or through management, additional services (see section 3.3).

Contracts with managing agents may be on either a management fee or on a cost-plus basis.

Note that, even if it has been decided to have a bespoke corporate wardrobe designed and manufactured, the price lists of catalogue suppliers should be studied to provide a baseline for costs. It may also be that some uniform items, shirts and blouses for example, do not need to be included in the bespoke contract.

## European Union Directives

The need to compare alternative approaches presents particular problems for public bodies, and

other firms, regulated by the European Union Directives on public procurement.

### Some points to notice:

- Most corporate clothing projects of any scale are likely to exceed the threshold limits for the relevant EU Directives; notices will therefore have to be placed in the Official Journal.
- Particular care needs to be exercised if letting a contract for design or consultancy services. Of themselves, these may fall below the thresholds, but if there is any chance that the design contract may influence the letting of the substantive supply contract, the entire project should be advertised.
- Where alternative approaches (for example simple supply, or supply with a service element, or a leasing contract) would be equally valid, the terminology of the Notice must be carefully devised. Equally, the buyer must ensure in advance that there is a robust and justifiable process in place for comparing dissimilar proposals and bringing them to some common base (perhaps based on cash flow over time). Selection criteria must clearly be based on 'most economically advantageous' rather than simply on price.
- As minor details of clothing specification and design can have a major impact on cost, buyers should adopt the 'negotiated' procedure allowed for in the EU rules wherever possible. Note that under the Directives, Post Tender Negotiation purely on price is not allowed; refinement of detail design is legitimate, even though this will necessarily impact on price.
- A number of firms regulated under the Utilities Directive face the difficulty that some of their operations (and therefore staff) are not so regulated. If a real and clear distinction can be made between, for example, uniforms for bus drivers (non-regulated) and train drivers (regulated) ultimately employed by the same company, fair and good; if there is any ambiguity, or if uniform items may be common between the two, it is safer to comply with EU procedures across the board.
- A managing agent on behalf of a regulated entity will generally be required to obey the directives as if the agency itself were regulated.

### The Tendering process

Whether regulated or not, buyers will wish to limit the number of firms bidding for the business - as will be seen, proper analysis of offers is an extremely time-consuming procedure involving large numbers of people. A pre-selection process to identify likely providers is therefore essential, using both publicly available information such as catalogues, and information on successful supply to other companies.

At this stage, service capabilities ought to form a more significant factor than any detail of clothing style or design, although clearly some firms will appear even from their catalogues to be more suited to the requirement than others (probably, you will not be approaching Savile Row to equip staff in sweatshirts and designer jeans; equally, some suppliers have particular strengths in supplying certain industries, hotel and catering for example).

### Issuing and evaluating Invitations to Tender

A shortlist to receive ITTs should include a large enough number of firms to ensure that a good variety of approaches is offered, and the buyer must be prepared to see and hear a large number of 'paper' presentations, (seven or eight at least), from which two or three may be

selected to go on to present made up samples and so on. (The final design may well synthesise elements and ideas from several prospective suppliers, although an unrestrained 'pick'n'mix' approach can produce unhappy results).

The quantitative aspects of the contract at this stage are, as has been explained, less important than the qualitative; many details relating to the design, cost of garments and to the on-cost of maintaining them, are subject to negotiation.

What is important in selecting the supplier and/or agent is:

- service capability
- empathy with the corporate aims. (Regrettably, it is a commonplace to find that a number of the shortlisted companies invited to present have made little attempt to research your company or understand its needs).

In the case of the former, obvious checks can be made (for example, successful performance of similarly scoped projects for other clients). In the latter case, there is no substitute for full-scale presentations. These should include made-up garments (and the process should usefully involve staff representatives, not only to view the proposals but to wear them). It is not to be expected that the potential supplier's first effort will be perfect, but it should be possible to divine whether they are actually on the same wavelength as the buyer. (Note that, if one, or particularly several, bidders seem to be well off the requirement, it is probably the specification, in those adjectival terms such as 'formal', 'contemporary' and so on which needs reappraisal. In fairness, such redefinition should be promulgated to all parties).

The clothing contract is necessarily of a fairly long-term nature, as well as of considerable financial significance. It should be classed as 'strategic' and the personnel (not just including account executives), facilities and economic competence of the supplier (that is will the firm survive the duration of the contract?) need to be reviewed, probably including site visits. (Remember that, even if the buyer is intending to acquire stock and manage it itself, there will be continuing requirements on the supplier, for example for special sizes - their ability and willingness to meet these requirements in a cost effective and timely fashion is at least as important as the conditions of the original purchase).

To evaluate competing bids, which as noted may legitimately be founded on differing approaches, it is essential that some standardised 'check-list' or assessment procedure is agreed in advance, with appropriate weightings. Site visits, both to suppliers and to their customers, also need to be evaluated in some standard format.

A range of services is offered by potential suppliers as 'extras'. In fact, these ought in general to be included in the base contract, and one purpose of negotiation will be to ensure that as many as possible are.

Services offered include:

- market research (how your customers and staff view the new uniform - the independence of such surveys is obviously open to question).
- helplines- which may or may not be relevant, but can be useful for firms with a large and dispersed staff.
- IT and Management Information Systems - evidence of effective systems is an essential selection criterion, and availability of results from MIS, for transmission to any future bidder at contract renewal, should be a condition of any contract. They are your staff, so you are entitled to know how

they are using your clothing.

- enhanced service levels. Firms will offer faster response/ higher availability levels and so on for a fee. These are obvious areas for negotiation (but only if the buyer has a clear view of his/her likely needs).
- returns, and methods of dealing with them.
- specials, and their terms and conditions. These two, again, are areas for negotiation.

Where there is an existing range of corporate clothing, it may be possible to assess bids on a comparative basis, but in practice the number of variables is so great that this approach is value limited, especially if based on garment cost rather than the cost of an overall service.

Buyers should insist on a full presentation by all bidders, including any incumbent. There are significant costs here for suppliers, and it must be accepted that the buyer will absorb at least some part of those costs, particularly the costs of making up samples, and on an even-handed basis (ie any in-house or incumbent bid has a notional element added to its apparent costs).

### Checklist

To select a supplier or agent you should be confident of the answers to the following questions:

- Can they deliver what you require?
- Have you covered every service aspect that you require?
- Is everything tied down in sufficient (but not unnecessary) detail so that all parties (manufacturers, suppliers and independents) understand your requirements?
- Does the Board/management understand to what extent the proposals meet their initial requirements (given that it may not have been possible to fulfil their brief within the budget allocated) and do they still wish to proceed if what is proposed is only a partial solution?
- Are the targets and criteria given to suppliers realistic?
- Probably the most important factor: will the workforce adopt the new clothing happily, or are there unresolved problems?

### Footwear

The consideration of footwear as a topic for corporate clothing policies is relatively recent. While the supply of safety boots and shoes to operatives at risk has long been a legal requirement, clothing policies for other workers and in other industries have rarely gone beyond “shoes must be clean and, preferably, black”.

However, the rise in importance of corporate image-making through clothing has increased the importance of footwear, which can make or break the overall image - sometimes termed Occupational Footwear, as distinct from Safety Footwear.

The Safety and Occupational footwear markets are distinct. Safety footwear, manufactured, often in the UK, to strict BS and/or EN Standards, tends not to be widely available in the High Street, and is generally ordered as required on a contract with the manufacturer or his local agent direct to site. Few employers now hold stocks, as manufacturers and agents have greatly improved their service levels. Delivery is typically two days or less, and the major suppliers operate ‘shops-in-vans’ which will visit sites to fit footwear for individual employees. Major

users enjoy low prices (and the VAT is reclaimable) without any penalty from stockholding. Smaller firms may however have difficulty in sourcing locally - it is sometimes possible to come to an arrangement with a larger firm in your area and 'piggyback' on their contract.

Safety footwear extends beyond steel toecaps for crush protection, and requirements may include chemically protective boots and waders, anti-slip and oil-resistant soles.

Shoes for occupational use are very personal items, and items where a good fit is crucial. It therefore rarely makes sense for the employer to stock footwear for corporate use - stock levels and returns are excessive, capital is tied up, administration is costly, and staff may still be dissatisfied. Unlike safety footwear, suitable occupational footwear is normally available under competitive conditions in the High Street stores. Generally, therefore, it is better to allow staff to acquire their own footwear, within guidelines laid down by the employer.

One option is to give employees a cash allowance for footwear. This is, however, open to abuse, and is not tax-efficient (except for safety or protective footwear, shoes are unlikely to be accepted by the tax authorities as 'wholly and necessarily' for work use, and the allowance is therefore taxable).

A solution is a voucher scheme such as that operated by Shoe Vouchers Ltd. (see Appendix 1 for contact details). The company prints special vouchers for the employer, which staff can use in most shoe shops and online outlets, ensuring choice, comfort and fit, but the vouchers are only validated for a particular style of shoe (specifying, for example, 'Court shoe, 2" heel, Navy, no ornamentation') thus giving the employer a measure of control over the appearance of staff. Vouchers are cash-denominated to aid budgeting, and to allow employees to 'top up' with their own money if they so wish. Shoe vouchers are typically used as an interest-free loan, recouped from payroll in instalments (with any balance recouped if and when an employee leaves). The employer may decide to subsidise part or all of the cost, and the scheme attracts discounts from retailers.

A similar scheme operates for safety footwear but, given the paucity of High Street outlets, this operates with local agents or mail order with seven-day courier delivery to site or to the employee's home. Staff can select and order footwear with the provider from a range pre-selected by the employer (vouchers can be printed to include photographs of the pre-selected ranges of footwear.) The principal attraction from the employer's point of view is the elimination of Purchase Orders, delivery notes and returns - often at a cost of £50 plus, perhaps for a single pair of boots.

### **Taxation**

Clothing supplied to an employee is a benefit in kind and therefore the employee, or the employer on his/her behalf, would be liable for income tax on the value of the benefit.

Clothing used wholly, exclusively and necessarily in connection with employment is exempt from income tax. Some items – uniforms and protective gear, clearly fall into this category. Other items - ordinary business suits, plain blouses and non-safety footwear, are taxable, unless they have been modified or customised to an extent that the employer's tax office agrees is sufficient to make them eligible as a business expense. Each tax office or inspector has different ways of interpreting the rules: for some, quite small details such as buttons with the company logo, embroidered patches or badges, or other small features (known as 'tax tabs') may be sufficient; others take a stronger line. It is important to clarify the position taken by your tax office in

advance.

Note that most adult clothing and footwear is subject to VAT, which can be reclaimed on items bought for business use.

### **Aftercare**

For garments that require frequent laundering (for example in the food and health sectors) and/or that become heavily soiled, a leasing or rental contract under which the vendor is responsible for collection, cleaning and re-issue is the usual option. Where it is desirable to own rather than rent garments, a separate cleaning contract may be set up. Note that there are a number of issues, aside from heavy soiling, that may preclude the use of 'High Street' cleaners, in particular, for health workers, requirements concerning biological contamination.

For garments that do not normally become heavily soiled, or do not have specialist aftercare requirements, it is normal for employees to be responsible for the cleaning and routine maintenance of their uniforms. It is common to reimburse employees for the costs incurred (typically through a lump sum element, rather than an itemised re-imburement against receipts). Many firms find that the use of cleaning vouchers is a more cost-effective solution which encourages regular cleaning, attracts discount rates, and which cannot be diverted into non-employment-related uses (see Appendix 3 for some addresses).

It is important that staff are fully instructed in the care and maintenance of their corporate clothing. Proper documentation should be issued with garments (and, since as in the domestic environment, leaflets are lost and labels become detached, information should be readily accessible). In particular, guidance must be given on what articles must (or must not, in some cases) be dry-cleaned, and on the care of accessories and elements in materials such as suede, leather and some plastics.

Modes of garment failure during laundering or dry-cleaning include shrinkage (especially differential shrinkage between different materials - an outer fabric and an inner lining, for example), delamination of inner linings (often a manufacturing process fault), colour fading or bleeding. These are generally due to one or more of the following:

- Incorrect care labelling
- Inadequate consultation between supplier and buyer: for example, failure to mention likely sources of soiling or staining, or underestimating the frequency of laundering requirements
- Use of new fabrics or fabric combinations with inappropriate cleaning techniques
- Failure of garments to withstand more rigorous cleaning requirements

Failure is often not of the base fabric itself, but of details such as trims, or applied badges and logos.

Another cause of failure that may occur with garments sourced from overseas is the use of fabrics that are not what they claim to be.

Textile manufacturers offer guidance and recommendations on the aftercare of their products. Fabrics and completed garments can be tested by accredited laboratories such as those of the Fabric Care Research Association (address in Appendix 4).

### Disposal

Corporate uniforms serve to identify the wearers as employees or representatives of the organisation concerned, and anyone wearing the right uniform tends to be accepted without a second glance.

This poses an obvious security risk if uniforms and corporate clothing fall into the wrong hands. The risk is obvious to organisations such as the Post Office, security firms, financial companies, health services and railway companies, but in fact almost any organisation can be a target of criminal activities, made much easier by use of the appropriate uniform.

In addition, some uniforms and corporate clothing, for example those of the utilities, are a gift to con-men and others preying on third parties.

A number of rules for the end-disposal of company-specific corporate clothing are therefore suggested ('company-specific' means all items whose design, fabric or customisation would identify the wearer as an employee of the organisation).

- It should be a matter of policy that all workers, on leaving employment, should be required to hand back or otherwise account for all company-specific items of workwear with which they have been issued. (Clearly, this implies the existence of records of what items have been issued).
- A policy for the re-issue of clothing should be established. This may be appropriate for items of outerwear in good condition such as jackets, coats and skirts, and may be a particularly important method of cost control where staff turnover is rapid. It is important, however, that only items in good condition are re-issued - worn, frayed and stained items are insulting to staff, damaging to image and, in some cases, dangerous. Note too that the re-issue of 'next to skin' items such as blouses or hats will generally meet with understandable staff resistance.
- The policy should ensure that all company specific items for disposal, whether recovered from the workforce or unissued but surplus stock, are either destroyed, or sent for recycling in such a condition that they cannot be re-used as clothing. Clothing items should only be sold on or donated to good causes if it is possible to remove all identifying features such as badges and logos. A number of companies offer security shredding and disposal facilities.
- Contracts with suppliers should similarly specify that any surplus stock, production overruns, factory seconds and so on, whether of finished garments, applied finishes such as badge patches, or fabrics printed or woven in corporate patterns and colourways, be destroyed or securely recycled.
- Some industries, for example railways, airlines and some trucking companies (and, of course, the military), have an enthusiast 'following' creating a market for genuine or replica uniforms. It should be a condition of contract with suppliers that they do not supply this market with versions of your corporate uniform without permission (note that if the advice given earlier has been followed, for them to do so would be a breach of your intellectual property rights anyway).

Some firms, Caterpillar being perhaps the best-known example, have capitalised on their brand by allowing their logos and branding to be used on ranges of work- and casual-wear. This should

only be countenanced if the firm is satisfied that there is no risk to security, or of impersonation.

### **Conclusion**

To deliver a successful Corporate Workwear programme it is essential to have a clear corporate workwear policy that is agreed, understood and supported by all interested parties within the organisation. The implementation of the policy requires the involvement of a cross-functional team within which Procurement should play an integral role.

### Appendix 1 Elements of a clothing budget

The following list shows the principal elements that go to make up the budget for a corporate clothing project. Depending on the procurement route, some of these may be 'hidden' in management fees or leasing charges; it may be desirable during negotiation to separate these out.

#### a) Initial costs

Garment purchase - either a direct cost, or reflected in the scale of leasing charges - is dependent on

- numbers of staff involved
- what garments constitute the 'wardrobe'
- 'entitlement' per wearer, for example how many changes of clothing are provided
- additional provision for example foul weather, tropical climate or other use

Design bureau costs/consultancy fees

- independent testing services

Costs of samples/prototypes - it is general for these to be charged to the client, and as 'one-offs' the costs can rapidly escalate if not controlled

Internal costs of initial purchase, including

- tendering costs
- costs of trial user surveys and so on
- payments to staff for own purchase of for example footwear (this may also be a continuing cost)

Cost of setting up management information systems

#### b) Continuing costs

Further acquisition of garments. Specifically:

- replacement of worn/expired garments
- equipping new staff
- re-equipment of staff transferred to new jobs
- special orders for example maternity, outsize staff

External management (where applicable)

- service charges additional to garment costs
- management fees or cost-plus element

Internal management

- measuring/sizing staff
- garment ordering, stocking, financing and issuing costs
- management of garment recall
- from staff leavers
- for laundry/maintenance
- cost of maintaining/using management information systems

Costs of aftercare

- payment to staff for cleaning
- cost of voucher schemes (including any staff subsidy)
- maintenance/aftercare contract fees

### Appendix 2 Timescale for implementation

Overall timescale for a significant implication - 8-12 months from appointment of key supplier/managing agent who is also responsible for design.

#### Month 1 **Appoint supplier.**

Meet to discuss wearer trial dates, roll-out and launch dates.

Discuss risk and consequences of key dates not being met (for example, if it is intended to unveil the new look at a major trade show, what are the consequences if the new look cannot be generally present at the same time; smart buyers will have considered this possibility by writing penalty/damages clauses into the contract).

Supplier researches brand values, staff opinions, conducts site visits, and commences design work.

#### Month 2 After 4-5 weeks of design work and progress meetings, it should be possible to agree 'flat concepts' (that is overall look, based on drawings).

Fabrics should also be finalised. If using bespoke fabrics/ colours, 3-5 weeks should be allowed for these to be lab-tested and for sample lengths to be produced.

By the end of month 2, patterns should have been made and sample garments produced.

#### Month 3 **Wearer trials.**

Properly made-up samples should be tested with an appropriate range of test sites (which should be chosen not only for their representative nature but, where appropriate for their influence with other sites where it may not be practical to run tests). Wearer tests are intended to ensure comfort, practicability and fitness for purpose. Tests will also be made on the suitability of the fabrics for the environments in which they will be worn.

#### Month 4 **Ideally, wearer trials continue.**

Trial times of at least a month are required, and, of course, should include one, preferably several, cleaning cycles (which may vary for different garments). The 'feel' of clothing often changes after washing - staff feedback may therefore vary, positively or negatively - during the trial period.

Besides technical appraisals of the performance of garments and their fabrics, staff feedback, through questionnaires, interviews and so on, should be encouraged. If new trial uniforms are sent out as 'manpacks' - that is a set for each recipient, it is quite easy to include questionnaires. If staff requirements have been properly considered prior to the design phase, not too many surprises should occur - but in the best-regulated procedures there are bound to be new concerns. It is important that these are not only heard, but seen to be heard.

A particularly important area, and one which may require a separate questioning process, is the performance of the proposed clothing during and

after cleaning (especially if staff are to be responsible for cleaning). Often, problems here may not be apparent until several cleaning cycles have been completed - it is important not to rush this phase. Laboratory testing of garments may be required.

Other areas that should be trialled at this stage include ordering procedures, packaging and delivery modes to staff, and accompanying literature (for example, does the literature give staff the necessary guidance on how to wear and maintain the livery properly or effectively?).

**Month 4/5** An allowance should be made for retrialling items that have 'failed' first time. This may be as fundamental as a fabric that may be vulnerable to some environmental contaminant, or as detailed as an extra cuff button, but they are all issues that need to be addressed.

**Month 6**      **Production.**

Lead times vary enormously, commencing with the textiles themselves - for a stock fabric, a week or less; for a bespoke woven fabric, perhaps as much as three months. (Obviously, these are issues that should have been negotiated with the supplier at the outset, although, of course, it may be that a project which initially hoped to use an exclusive weave gets knocked down, through time or money, to using a more readily available fabric).

At this point order quantities become critical. The manufacturers can work out how much cloth is required for the initial run, but the customer will need to take a position on how many separate orders are likely to accrue, and therefore what over-run of fabric production is economical, for buyer and/or manufacturer.

Also, the buyer now has to firm up on the size breakdown (which has a surprisingly big impact on the amount of cloth required). If the staff levels are unstable (for example large numbers of temporary or casual staff,) some statistical approach can be adopted, accepting that some outsizes are likely to constitute special orders; in more stable workplaces, comprehensive staff measurement schemes should be used.

- suppliers may offer a 'van measuring' service, visiting the site(s) to measure all staff
- key staff may be trained to take measurements
- staff may submit their own measurements (but may need to be taught how to do this)
- for the future, body scanners may be available that will translate staff shapes directly to computer controlled cloth cutting machines!

There may be an element of staff discretion involved in fixing orders - not all staff may want or require the full range; if it is possible to instruct staff or their supervisors to take accurate measurements, the whole question of sizing and ordering is a natural for e-commerce - every staff member could have a clothing order point in his or her nearest PC. But there remains the problem of staff swearing they are a perfect 10 when they are obviously a 12!

**Month 7**      Expect bulk manufacture to begin; note that some small percentage of 'made to order', for example for particularly large or petite staff, must be carried out in parallel.

The buyer will need to ensure that arrangements for receiving and distributing the new garments are in place, along with any necessary instructions for how they are to be worn, and how they are to be cared for. Probably, a single person for each site should be given responsibility for what will become an ongoing activity (of course, this individual may be an on-site employee of an external contractor).

Production and dissemination of literature may be necessary, describing the uniform, how it is worn and cared for, and what staff are expected to do if they need it cleaned, replaced or augmented.

### **Month 8**

One might expect complete uniform sets to be available. Whether these are issued on arrival, or retained in anticipation of a grand roll-out (which may be tied to some other corporate promotion or rebranding) is a matter of choice. Before any issue, it is important to ensure that all the necessary management information systems are in place (whether run by the buyer or by the supplier) so that issue, usage, maintenance, recall and disposal can be monitored, and the current or future contract refined. Roll-out may be a major logistical exercise, and it is important to ensure well in advance that either internal systems can cope, or that a competent external contractor is appointed (or of course, that the supplier/agent is competent to handle the issue themselves). Best practice is for the supplier (or logistician) to make up man-packs, individually sized and addressed to individual recipients (in some cases it is appropriate to make such deliveries to home addresses - of course, this approach has a cost, but it may be regarded as worthwhile).

The process outlined above takes around 9 months, assuming not too many problems arise. Realistically, an allowance of 12 months should be made if timing is at all critical.

**Appendix 3 Voucher scheme**

Shoe Vouchers Ltd  
43/44 Bancroft  
Hitchin  
Herts. SG5 1LA  
Tel: 01462 454658  
Fax: 01462 436640

Cleanway  
Telephone: 020 7887 1253  
Fax: 0845 3304410  
E-Mail: [sales@cleanway.co.uk](mailto:sales@cleanway.co.uk)

### Appendix 4 Useful contacts

British Clothing Industry Association Ltd  
5 Portland Place  
London W1N 3AA  
tel 020 7636 7788  
fax 020 7636 7515

Trade association for clothing manufacturers, incorporating a 'career and workwear' section and a member of the British Apparel & Textile Confederation. BCIA sponsors the annual 'Career & Workwear Show' and Awards scheme, generally held in London each autumn.

Company Clothing Magazine  
32 Vauxhall Bridge Road  
London SW1V 2SS  
tel 020 7973 4647  
fax 020 7233 5057  
[www.company-clothing.co.uk](http://www.company-clothing.co.uk)

"Company Clothing" is produced 10 times a year. The UK Corporate Clothing Market Report 2007 – 2012 is available at [www.company-clothing.co.uk](http://www.company-clothing.co.uk)

Fabric Care Research Association  
Forest House Laboratories  
Knaresborough Road  
Harrogate HG2 7LZ  
tel 01423 885977  
fax 01423 880045

Further information :

CIPS Summary: Ethical Business Practices in Purchasing & Supply Management.

### Acknowledgements

The publishers were greatly helped in the compilation of this guide by 'Company Clothing' magazine particularly Lotte Debell, editor, who contributed to this update, 'Workwear Show', the British Clothing Industry Association and Shoe Vouchers Ltd.

Appendix 2 is largely based on a paper at C&W by Louise Grant and Mike West of de Baer Corporate Clothing.

---

**CIPS Group** Easton House, Easton on the Hill, Stamford, Lincolnshire, PE9 3NZ, United Kingdom  
T +44 (0)1780 756777 F +44 (0)1780 751610 E [info@cips.org](mailto:info@cips.org)

---

**CIPS Africa** Ground Floor, Building B, 48 Sovereign Drive, Route 21 Corporate Park, Irene X30, Centurion, Pretoria, South Africa  
T +27 (0)12 345 6177 F +27 (0)12 345 3309 E [infosa@cips.org.za](mailto:infosa@cips.org.za)

---

**CIPS Australasia** Level 8, 520 Collins Street, Melbourne, Victoria 3000, Australia  
T 1300 765 142/+61 (0)3 9629 6000 F 1300 765 143/+61 (0)3 9620 5488 E [info@cipsa.com.au](mailto:info@cipsa.com.au)

---

**CIPS Middle East & North Africa** Office 1703, The Fairmont Hotel, Sheikh Zayed Road, PO Box 49042, Dubai, United Arab Emirates  
T +971 (0)4 327 7348 F +971 (0)4 332 5541 E [mena.enquiries@cips.org](mailto:mena.enquiries@cips.org)

---



*Printed on stock containing  
50% post consumer  
recycled content*

[www.cips.org](http://www.cips.org)

CIPS™ is a registered trademark of the  
Chartered Institute of Purchasing & Supply