



BRAND PERFORMANCE CHECK

Bierbaum-Proenen GmbH & Co. KG

PUBLICATION DATE: JULY 2014

this report covers the evaluation period 01-01-2013 to 31-12-2013

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at multiple levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of the clothing brands have an enormous influence for good or ill on factory conditions.

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices.

In most apparel supply chains, clothing brands do not own factories, and most factories work for many different brands. This means that in most cases FWF affiliates have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of affiliates. Outcomes at the factory level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of FWF affiliates cannot guarantee results.

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a factory can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of FWF's work.

Improvement of supply chains is a step-by-step process, through which affiliates must address many different issues. FWF affiliates vary greatly in management structures, and have different strengths. The Performance Benchmarking system is designed to reflect these differences, and the many different ways that a company can support better working conditions.

During the Brand Performance Check, FWF staff speak to various employees at the affiliate who have important roles to play in the management of supply chains. FWF verifies the actions of affiliates based on several sources including documentation of activities, financial records, the affiliate's supplier register and staff interviews. Following the Brand Performance Check, FWF summarizes findings in this report, which is made public via www.fairwear.org. The [Brand Performance Check Guide](#) provides more information about the indicators and is available for download.

BRAND PERFORMANCE CHECK OVERVIEW

Bierbaum-Proenen GmbH & Co. KG

Evaluation Period: 01-01-2013 to 31-12-2013

AFFILIATE INFORMATION	
Headquarters:	Köln, Germany
Member since:	01-07-2010
Product types:	Workwear
Production in countries where FWF is active:	Bulgaria, China, India, Macedonia, Yugoslav Republic, Tunisia, Turkey, Viet Nam
Production in other countries:	Germany, Pakistan
BASIC REQUIREMENTS	
Workplan for this evaluation period was submitted?	Yes
Actual supplier register for this evaluation period has been submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	95%
Benchmarking score	85
Category	Leader

Summary:

Bierbaum-Proenen (BP) meets most of FWF's management system requirements and goes beyond several. With 95% of production under monitoring, BP fulfils FWF's monitoring threshold for affiliates after three years of membership.

BP has strong, integrated sourcing systems, good knowledge of production processes, and calculates costs per production minute. Long-term relationships with many suppliers, combined with often high degrees of leverage at the production sites, mean BP is in a good position to work on implementation of social standards.

Regular visits to production sites, including visits by social compliance staff, mean that BP has a good overview of the situation at factories. BP has strong systems in place to reduce the risk of excessive overtime, however living wage issues remains a challenge. BP has conducted detailed wage analysis at each factory, comparing current levels to living wage estimates. FWF encourages BP to start a pilot with some of its core suppliers to make steps towards a payment of a living wage in those factories.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates who are doing exceptionally well, and are operating at an advanced level.

Good: It is FWF's belief that affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—are 'doing good' and deserve to be recognized as such. They are also doing more than the average clothing company, and have allowed their internal processes to be examined and publicly reported on by an independent NGO. The majority of affiliates will receive a 'Good' rating.

Needs Improvement: Affiliates are most likely to find themselves in this category when major unexpected problems have arisen, or if they are unable or unwilling to seriously work towards CoLP implementation. Affiliates may be in this category for one year only after which they should either move up to Good, or will be moved to suspended.

Suspended: Affiliates who either fail to meet one of the Basic Requirements, have had major internal changes which means membership must be put on hold for a maximum of one year, or have been in Needs Improvement for more than one year. Affiliates may remain in this category for one year maximum, after which termination proceedings will come into force.

Categories are calculated based on a combination of benchmarking score and the percentage of own production under monitoring. The specific requirements for each category are outlined in the Brand Performance Check Guide.

1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	86%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	4	4	0

Comment: While BP has high leverage at main suppliers, the leverage of production capacity at less important (to BP) suppliers is less than 10%. BP is aware of this risk to the suppliers and actively suggests those production sites to other brands (FWF affiliates and others) to produce there as well.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	89%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	4	4	0
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Comment: BP has long-lasting business relationships with most of its suppliers.

1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0
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Comment: New suppliers are required to sign the questionnaire before production starts. BP has started cooperation with one and has been testing three new suppliers in 2013. All of them received the FWF information and Code of Labour Practice. The signature will have to be returned before first orders are placed in 2014.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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Comment: Routines to integrate the Code of Labour Practices are in place. Both regarding new suppliers and at present supplier. All potential new suppliers are visited by either the head of purchasing department or the quality control department before trial orders are placed. If necessary, BP gives technical support to suppliers, also other assistance, such as credit for new machines can be given.

BP has developed a checklist to check social standards for travelling staff. The travelling staff hands the filled in documents and pictures to the CSR team. The CSR team evaluates the situation at the production site. This evaluation is integrated in the decision making of whether to start production at a new supplier and to have a good understanding about working conditions from the beginning.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0
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Comment: BP sees it as self-evident that supplier complies and supports good working conditions. Hence production is stable and stays at the production site if production site supports working towards good working conditions. This long term supplier relation is a reward in itself.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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Comment: For all production locations, BP has regular quantities of repeating articles per month. This is to give the suppliers a more even work load. For every supplier, BP arranges fixed lead times depending on the location of the supplier and if they do CMT or FOB production. Factories tell BP how many lines and minutes are available for BP's orders. Generally the fixed lead times include a time reserve of one week. Every October BP shares a forecast of production planning with each supplier for one year.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Advanced efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	6	6	0
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Comment: Overtime has been found at one production site in China only (where BP had low leverage). BP has investigated into root causes of overtime and discovered that overtime was done but due to production of other factory clients. BP stopped sourcing there for other reasons. No other audit reports have findings on OT. There is a clear relation with 1.6 (high leverage long-term suppliers)

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Style-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	4	4	0
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Comment: Price negotiations for CMT are done based on standard minutes developed in house at BP's own production unit. Local wage levels are taken into account through this system when calculating an acceptable price. BP has started an analysis comparing minimum wages and local living wages before and after social audits in the past years. Doing this they can measure wage increases in the long-run. Further BP considers inflation in price agreements with the suppliers each year. For suppliers which are paid FOB, BP also has a rough idea of how long production takes per piece.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No minimum wage problems reported	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	2	2	-2
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Comment: None of the FWF audit reports noted fail to pay legal minimum wages.

1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	0	0	-1
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Comment: None of the FWF audit reports showed evidence of late payments to suppliers by BP.

1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0
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Recommendation: FWF encourages BP to start a pilot with some of its core suppliers to make steps towards a payment of a living wage in those factories.

Comment: BP has a set up of several mechanisms on how to work on living wages at the production sites.

1. Measures to increase productivity:

- BP has started to produce videos on how to produce BP's products. The videos are shared with the production sites.
- Technicians from BP visit the production sites regularly to discuss with the management and workers on how to produce the product. This is often done before the production starts to ensure that production goes well from the beginning.
- Suppliers are invited to BP's own production site to learn about productivity on the spot.

2. Measures to ensure living wages to the workers:

- Among other factors, BP calculates the price of each product including the minutes needed to produce the product. The supplier is asked to try to produce the article within the minutes suggested before agreeing on a final price.
- Using the FWF wage ladder information, BP cross-checks every half year the development of the wages within the production sites, comparing the actual wages paid to living wage estimates and local minimum wages.

1.12 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	1	0
1.13 Percentage of production volume from factories owned by the affiliate.	13%	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	1	2	0

Comment: One production site in Tunisia is owned by BP. Furthermore a small amount of production and samples are produced in Cologne at the headquarter.

PURCHASING PRACTICES

Possible Points: 42

Earned Points: 37

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	95%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	0%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	95%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: BP has a CSR Team of 2 people.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2
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Recommendation: Besides doing audits, the affiliate could consider:

- Hire local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organise supplier seminars
- Provide factory training.
- Share knowledge/material.

Comment: According to BP's internal records, an average of 98 per cent of corrective actions (found during FWF social audits) have been implemented sufficiently by the end of 2013.

The company keeps track of the progress of the corrective action plans through a spread sheet system. Each non-compliance is given a priority rating and a person responsible for following up. For each point in the CAP that is done, a hyperlink is included in the spread sheet so that the documents, email, photos, etc. confirming the improvements can be accessed. For issues that are confirmed by sending photos and documents, double checks are done when visiting the facilities. BP briefs all BP staff visiting supplier before the factory visit to make sure that they are up to date on improvements that are needed.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	96%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	4	4	0
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Comment: BP visits its suppliers frequently. Staff travelling to production sites is closely involved in the implementation of social standards.

2.4 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	3	3	0
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Comment: BP regularly checks at supplier level for other social reports and actively follows up uncovered points. BP consults FWF for details frequently.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	FWF audit reports should be shared and discussed with suppliers within two months of audit receipt. Timely sharing of information and agreement on corrective actions is essential for improvement. A reasonable time frame should be specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
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Comment: The corrective action plans resulting from conducted audits are systematically agreed upon, followed up and reported on by designated persons including travelling staff of BP.

2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Intermediate Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	3	6	0
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Comment: BP started a preventive system on fire safety in 2012/13. BP has developed a detailed checklist on fire and emergency trainings. All suppliers have to fill in the check-list and to report on the situation and on trainings conducted. At some of the production sites, BP was at the factory during the fire and emergency trainings. Pictures and video clips have been taken to share knowledge with other suppliers of BP.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	Information sharing	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	1	2	-1
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Recommendation: Cooperation among costumers increases leverage, the chances of successful outcomes and long term improvements. A first step can be identifying other clients and their commitment to improving working conditions.

Comment: BP neither actively cooperated with other customers nor refuses to cooperate with other customers. Cooperation with other customers of suppliers has not been tried out yet as BP has made good progress without cooperation until now.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0
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Comment: Production in low-risk country is in Germany only, most of it at the headquarter of BP.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	No external brands resold	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	3	0
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2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	No external brands resold	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	Supplier register; Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0
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MONITORING AND REMEDIATION

Possible Points: 29

Earned Points: 21

Additional comments on Monitoring and Remediation:

BP has developed a checklist to be sent to the factory before the audits to prepare the factory for the audit.

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	0	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved		
Number of worker complaints resolved since last check		

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1

Comment: BP has a specific employee designated to address worker complaints.

3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0
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Comment: Staff from BP checks that the information sheet for workers is posted in the factories when they visit the production location. Pictures are collected of the posting of the CoLP. During the visits, 3 points are checked: 1. Posting readable? 2. Does the posting look like it has been hanging for a while already? 3. What is the location of posting?

BP checks whether the complaints handler number and name is posted correctly - this is done by travelling staff.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	100%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	4	4	-2
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Comment: All audit reports showed that workers were aware of FWF membership.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	N/A	6	-2
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3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	-2
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COMPLAINTS HANDLING

Possible Points: 7

Earned Points: 7

Additional comments on Complaints Handling:

Although BP has not yet received a complaint, they have developed an internal procedure on what to do in case they receive a complaint. This was recommended in the last Brand Performance Check by FWF.

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1

Comment: FWF trainings for BP staff. The responsible employee for social standards at BP offer a training on FWF affiliation for staff twice a year. FWF requirements are part of the learning programme for apprentice workers.

4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	0
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Comment: Staff is trained in general. Staff travelling to production sites is briefed in detail before visiting the production site. Usually the CSR team briefs the travelling staff about supplier specific problems and asks for proof such as documents, notes, pictures and even video shots. FWF has trained all purchasing staff in autumn 2013 on details about FWF requirements.

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	-2
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Comment: In most cases BP works directly with the supplier. In the cases that BP works via an agent, the production site is still visited regularly by staff of BP. The agent is responsible for communication, quality control, sourcing of new factories and suppliers of fabrics. All agents have been informed about FWF membership and the implementation of the Code of Labour Practices through meetings with staff of BP. Audit reports in 2012 have shown that agents have not informed factory management and workers about the CoLP. This has changed in 2013. Agents now support BP in the implementation of the CoLP requirements.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	67%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	6	6	0
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Recommendation: To inform suppliers about the workplace education programme and to access possibilities of trainings at the production site for management, line supervisors and workers on the CoLP and grievance mechanisms.

Comment: One production site in Turkey participated in the WEP in 2012. Calculation is based on FOB in CBIT countries.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	0%	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	0	4	0
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Recommendation: FWF recommends affiliates to arrange trainings on their own in areas where the Workplace Education Programme is not yet offered. Trainings must meet FWF quality standards to receive credit for this indicator.

It is recommended to start finding ways on how to ensure that workers are trained on labour rights in production countries where WEP is not

Comment: At BP's factory in Tunisia a training was given to the workers on the Code of Labour Practices by the management to ensure their understanding on the CoLP, workers signed for participation.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 11

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations and update supplier information.	Advanced	Any improvements to supply chains require affiliates to first know all of their suppliers and production locations.	Supplier information provided by affiliate. Financial records of previous financial year. Documented efforts by affiliate to update supplier information from its monitoring activities.	6	6	-2

Comment: BP has a designated person who keeps the supplier register updated. The supplier register submitted is accurate and contains detailed information on all suppliers. None of the FWF audits conducted in 2013 showed that extra subcontractors have been in use for BP production.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1
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Comment: BP has developed a system where information regarding code compliance is integrated in the overall assessment of the supplier. At this point, staff is informed about compliance and outstanding issues by being briefed before visits to factories. Staff can also access documents regarding social compliance of the individual suppliers on the server. Responsible staff from departments related to suppliers and products meet monthly. Social standards are part of the monthly agenda.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

Additional comments on Information Management:

Fire safety trainings have been done more regular and with more people in Cologne to be better able to follow up at the production sites.

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

Comment: BP has information about its FWF membership on the homepage. Furthermore, the company has informed the public, customers and end users through the catalogue, press releases and flyers that have been posted to customers. A link to FWF membership can be found on each invoice to customers. Communication regarding FWF is important to BP, and the company experiences a growing interest from customers.

6.2 Affiliate engages in advanced reporting activities	Yes	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	1	0
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Comment: The Brand Performance Check Report is published on the affiliate's website in German. The other languages (English, Dutch, French) will come in 2014.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for brands to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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Comment: The Social Report is published online, mentioned as news item on BP website and linked on BP-Facebook page.

TRANSPARENCY

Possible Points: 4

Earned Points: 4

Additional comments on Transparency:

BP was actively engaged in informing customers and their network on FWF membership during external occasions in 2013. BP has send a Fair Wear Newsletter with all happenings in 2013 with regard to social standards to all employees. Newsletters to customers include FWF information and the link to the FWF website. Also invoices include FWF information. BP informed its customers at the A+A fair in November and have been accompanied by FWF staff in the afternoons.

7. EVALUATION

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management	Yes	An annual evaluation involving top management ensures that FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: The Manager of Quality Management is responsible for evaluation of the effectiveness of the work plan and the available resources. An evaluation meeting takes place every year.

BP actively collects feedback from agents and manufacturers to evaluate the implementation of CoLP at all suppliers.

7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	100%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Adherence to these requirements is an important part of FWF membership.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	8	8	-4
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Comment: One requirement from last year's brand performance check has been followed up to FWF's satisfaction and hence implemented by BP.

EVALUATION

Possible Points: 10

Earned Points: 10

RECOMMENDATIONS TO FWF

1. More wage ladder details are needed especially with regard to regional differences within countries of production.
2. BP asks FWF for more help e.g. projects to implement living wages.
3. Differentiation between CMT and FOB prices needs to be made in the database to ensure that the production sites's importance to BP is rated in the correct manner.
4. Easier/more simple communication material is needed to get core messages across to the customers quicker.
5. BP asks FWF to trace more words online to ensure people end up with FWF and not anything else if they want to know about social standards.
6. BP would appreciate a cooperation between FWF and another organisation which is specialised on environmental standards.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	37	42
Monitoring and Remediation	21	29
Complaints Handling	7	7
Training and Capacity Building	11	15
Information Management	7	7
Transparency	4	4
Evaluation	10	10
Totals:	97	114

BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)

85

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

24-03-2014

Conducted by:

Stefanie Santila Karl and Ruth Vermeulen

Interviews with:

Matthias Goost: Managing director, Finance/ IT

Jahn Werner: external Communication

Ute Müller: Manager Quality Management / Sustainability

Hannah Nagel: Quality Management, Sustainability

Detlef Hornig: Quality Management, Sustainability (until end of 2013)

Fabian Kusch: Purchasing Manager

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data. Future Brand Performance Checks will include improved usability and transparency for audit data.