



BRAND PERFORMANCE CHECK

Kwintet AB

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

Kwintet AB

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

AFFILIATE INFORMATION	
Headquarters:	Malmö, Sweden
Member since:	01-07-2011
Product types:	Workwear
Production in countries where FWF is active:	Bangladesh, China, India, Italy, Lithuania, Poland, Portugal, Romania, Thailand, Tunisia,
Production in other countries:	Albania, Cambodia, Lao People's Democratic Republic, Latvia, Madagascar, Morocco, Pa South Africa, Spain, United Arab Emirates
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	93%
Benchmarking score	57
Category	Good

Summary:

Kwintet meets most of FWF's management system requirements. The company has included 93% of its production volume in its monitoring system, exceeding the requirements for a member's second Brand Performance Check. Kwintet uses both an external agency and their own auditors to audit suppliers. Over the past few years, the company has worked on consolidating its supplier base and has nominated certain suppliers as strategic or tactical. Both groups together form the preferred suppliers. The different units within the Kwintet Group source from this group only. CSR management is done centrally. Suppliers are assessed in a systematic way, and evaluated on social compliance using a grading system. Updates on Corrective Action Plans are documented and with data being used from other staff, mainly quality controllers visiting the suppliers.

Especially where Kwintet has larger leverage, the brand should see how to actively support remediation. FWF recommends that Kwintet facilitates participation in the Workplace Education Programme for some suppliers in Bangladesh. In the future, Kwintet should be sure to address the specific risks regarding building and fire safety in Bangladesh.

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	84%	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: In the past years Kwintet has consolidated its supplier list, a process that is ongoing.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	65%	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.	3	4	0
--	-----	--	---	---	---	---

Recommendation: FWF recommends the affiliate to maintain stable business relationships with suppliers. Long term relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.

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
--	-----	---	---------------------------	---	---	---

Comment: Kwintet asks every supplier to sign and return their supplier document, which included the information on the FWF Code of Labour practices. A sample selection was checked, and proven to have indeed signatures of suppliers. The CSR department can block an order if these papers are not signed yet by a supplier.

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
---	-----	---	---	---	---	---

Recommendation: A risk analysis as part of the decision-making process of selecting new suppliers is an important step to mitigate risk and prevent potential problems. FWF recommends [FWF affiliate] to assess the risks associated with operating in specific production areas. FWF advises to use information from FWF country studies and wage ladders.

Comment: All strategic suppliers have been assessed on social compliance before placing orders. This is part of the supplier assessment system in use in the Kwintet Group.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes	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.	1	2	0
--	-----	--	---	---	---	---

Comment: Kwintet has a system in place to rate their suppliers with the help of a violation matrix. This helps to give each supplier after an audit a grading in colours. Red graded suppliers get 3 months to show remediation has taken place, orange graded suppliers get 2 times a period of 6 months to take action. During the period a supplier is red graded, no new orders are placed. Quality controllers, often present in the factories, check on the actions taken at red graded suppliers.

1.6 The affiliate's production planning systems support reasonable working hours.	General or ad-hoc system.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	2	4	0
---	---------------------------	---	---	---	---	---

Recommendation: The longer in advance forecasts can be shared, the better the suppliers can implement a good system of production planning and avoid the occurrence of excessive overtime. It is advised to enhance the group of suppliers who receive forecasts, and to look for possibilities to share earlier forecasts. It has to be avoided that planning at suppliers is done based on production capacity of the factory which includes already the use of overtime.

Comment: Due to the type of products the Kwintet group is producing, it can maintain longer lead times (average 120-180 days). Forecasting is done for a period for 6 months for the biggest suppliers.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate 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.	3	6	0
--	----------------------	--	---	---	---	---

Comment: Kwintet asks suppliers where excessive overtime is a problem, to prepare an overtime reduction plan. For a factory where excessive overtime was part of a complaint of workers, staff of Kwintet has invested in a dialogue with the supplier to prepare an action plan. Next to that the presence in the factories of Kwintets quality controllers is used to get a good understanding of the occurrence of excessive overtime.

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Country-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.	2	4	0
--	----------------------	--	--	---	---	---

Recommendation: at a minimum, affiliates are recommended to investigate wages levels in production countries, among others by making use of FWFs Wage Ladder and country studies. As an advanced step, increased transparency in costing and productivity gives insight in the labour costs per product. This forms the basis for ensuring enough is paid to cover at least minimum wage and for making steps towards living wages.

Comment: Kwintet uses open costing, but specific labour cost per product are not known.

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
---	-----------------------------------	--	---	---	---	----

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
---	----	--	--	---	---	----

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
---	------------------------	---	--	---	---	---

Requirement: Affiliate is expected to take an active role in discussing living wages with its suppliers. The FWF wage ladder can be used as a tool to implement living wages. Most relevant wage estimates, such as local minimum wage, Asia Floor Wage, collective bargaining wage and industrial best practice wages are provided in the wage ladder. The wage ladder is included in FWF's audit reports. It demonstrates the gaps between workers' wages at a factory and living wages demanded by major stakeholders. The wage ladder can be used to document, monitor, negotiate and evaluate the improvements at its suppliers.

Recommendation: FWF encourages the affiliate to discuss with suppliers about possibilities to work towards higher benchmarks and to start doing so at suppliers that produce only for Kwintet which gives a high leverage.

Comment: In its audits Kwintet uses the FWF Wage Ladder. For several suppliers more specific wage information has been collected, with the intention to calculate the impact of a raise to a next benchmark. Due to a change in personnel no follow up was given to this exercise.

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.	15%	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
---	-----	---	---	---	---	---

PURCHASING PRACTICES

Possible Points: 42

Earned Points: 28

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	76%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	17%	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	93%	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
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

Recommendation: Resolving and remediating non-compliances is one of the most important criteria FWF affiliates can do towards improving working conditions. FWF expects affiliates to examine and support remediation of any problem that they encounter. Coordinated efforts between different departments are required to ensure sustained responses to CAPs.

Comment: Kwintet tracks closely how red graded factories solve the serious issues, and gives more time to respectively orange and yellow graded ones. The documents keep track of the results. It is not clear what the role of Kwintet itself has been in assisting the remediation taking place.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	59%	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.	3	4	0
---	-----	---	---	---	---	---

Recommendation: Regular visits provide the opportunities to discuss problems and corrective actions in the time period between formal audits.

2.4 Existing audit reports from other sources are collected.	Yes	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.	1	3	0
--	-----	---	--	---	---	---

Comment: Existing audit reports are collected together with the self assessment of suppliers.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	No	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.	-1	2	-1
--	----	---	--	----	---	----

Requirement: FWF affiliate is required to share and discuss the audit report and CAP findings with the factory within 2 months. A reasonable time frame should be specified for resolving findings.

Comment: Kwintet indicates that audit report and CAPs are shared with suppliers to agree on a time line. However. Kwintet was not able to show proof of this during a sample check.

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
--	-----------------------	---	--	---	---	---

Recommendation: In Bangladesh it is known that building and fire safety contain specific risks. Next to that in Bangladesh and India specifically there is an integrated risk for the textile industry regarding gender discrimination and violence against women. Affiliates are recommended to include additional activities to address those risks.

Comment: Local staff in Bangladesh has paid additional attention to building safety of the suppliers in Bangladesh and Kwintet has implemented a policy stating that no relations will be started with suppliers situated in commercial buildings. For China quality control staff is instructed to check on specific risks, a.o. under aged labour.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	No cooperation	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
---	----------------	---	--	----	---	----

Comment: Kwintet has shared CAPs with some other customers, to facilitate follow up on audits. However, Kwintet did not respond positively on all requests for sharing audit reports at shared suppliers.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	No	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.	0	2	0
--	----	---	---	---	---	---

Requirement: All production sites in low-risk countries must:

- Be visited at least annually by affiliate representatives;
- Be informed of FWF membership and return the completed CoLP questionnaire before production orders are placed;
- Post the FWF Worker Information Sheet in local languages.

Comment: NOTE: Caroline, can you share Documents of visits, or picture proof that the information sheet was posted for one factory in each of the following countries: Poland, Portugal, Italy

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
--	---------------------------	--	-----------------------------	-----	---	---

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
---	---------------------------	---	---	-----	---	---

MONITORING AND REMEDIATION

Possible Points: 25

Earned Points: 11

Additional comments on Monitoring and Remediation:

Next to using external agencies for auditing, Kwintet uses for its monitoring audits by own csr staff and has decided to use that more in the coming years. Kwintet needs to improve further the quality of these audits. Elements that can be improved are: 1) to include information on each labour standard of the FWF COLP, even if there are no findings, to avoid misunderstandings. 2) To always ensure more team members in an audit, to enhance the possibilities to crosscheck information and reduce the possibility of corruption/losing neutrality. 3) Make known in the reports how available stakeholder information (for example on specific risks regarding fire safety, violence against women or the occurrence of excessive overtime in combination with double bookkeeping and or time records) is used to crosscheck findings and to indicate clearly in the reports which sources have been used (documents/visual check/management interviews/worker interviews). Kwintet does have information from suppliers whether they have the information sheet for workers posted in the factories. It would be good to include that also in the audit reports.

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	3	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	1	
Number of worker complaints resolved since last check	4	

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
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

Comment: All staff visiting suppliers, especially quality control staff has a task in checking the posting of the Worker Information Sheet in the factories.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	55%	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.	3	4	-2
--	-----	--	--	---	---	----

Recommendation: Kwintet can stimulate its suppliers to participate in WEP trainings, to raise awareness about the existence and the functioning of FWF's worker hotline. In addition to sending the worker information sheet, affiliates can use the worker information cards available for download on FWF's website.

Comment: In 4 out of 5 audits done, most of the interviewed workers were not aware. 4 of Kwintet's suppliers participated in the WEP training programme to raise awareness of workers.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes	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.	3	6	-2
--	-----	---	---	---	---	----

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
--	--	--	--	-----	---	----

COMPLAINTS HANDLING

Possible Points: 13

Earned Points: 9

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: In 2013 the Kwintet Academy organised 3 events for staff of Kwintet Key Account Managers in which information on Kwintets membership of FWF was included. These events took place in Malmo, Oslo and Brussels.

4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	No	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.	0	2	0
--	----	--	---	---	---	---

Comment: Due to several changes within the company this could not be given enough attention in 2013

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes	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.	1	2	-2
--	-----	---	---	---	---	----

Comment: All agents will receive the CSR kit.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	29%	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.	4	6	0
---	-----	--	--	---	---	---

Recommendation: In order to ensure awareness and enhance understanding of the relevant labour standards, grievance mechanisms and the importance of a good mechanism for communication between employers and workers in the workplace, FWF developed the Workplace Education Programme. This programme is offered in the 4 priority countries. The affiliate should motivate its main supplier(s) to join WEP trainings.

Comment: 4 suppliers of Kwintet are participating in the WEP programme in Bangladesh.

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
---	----	--	---	---	---	---

Recommendation: Whenever the FWF affiliate contacts a new supplier, this new supplier must be informed on the implications of FWF membership. All factory workers should be informed about the labour standards and the process of monitoring and remediation. In order to further communication between employers and workers in the workplace FWF recommends affiliates to ensure suppliers participate in trainings. Trainings must meet FWF quality standards to receive credit for this indicator: top management, supervisors and workers should be included in the trainings, separately. Workplace standards and dispute handling should be included in the training. At least 10-20% of the workforce must be trained, depending on the size of the factory. Worker participations should be balanced and representative.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 6

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: In past years Kwintet improved on having correct information on suppliers production locations. To facilitate control over the use of possible subcontractors, it has been agreed that no order can be shipped without the approval of the quality control staff who are present in the production locations to check the 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
--	-----	--	---	---	---	----

Comment: Kwintet uses a shared server, and relevant staff has access to information related to suppliers and this information is actively shared in meetings.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	No	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.	-2	1	-2

Requirement: FWF membership should be communicated according to the FWF communications policy.

Comment: Communication on affiliation to FWF is in correct wording on the corporate website and most of their brand pages. Information on FWF affiliates is however missing on some of the brandwebsites (B&C, Bragard, Clinic dress). Kwintet does not use on the on garment FWF logo anymore.

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
--	-----	---	---	---	---	---

Comment: Kwintet published the FWF Performance report of 2012

6.3 Social Report is submitted to FWF and is published on affiliate's website	Incomplete or not done	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
---	------------------------	---	---	----	---	----

Comment: The annual report for FWF has not been submitted for 2013.

TRANSPARENCY

Possible Points: 4

Earned Points: -3

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

Recommendation: Keeping top management involved in developments regarding FWF membership facilitates that policies are integrated into the structure of the company. Evaluation should include input from relevant external stakeholders and feedback from suppliers.

7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	60%	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.	6	8	-4
---	-----	---	--	---	---	----

Comment: Kwintet took several steps in following up on last years requirements of FWF. The requirement to have information available on Kwintets FWF membership on all brand pages is a repeated issue. Follow up has to be ensured before next performance check. Next to that the further enhancement of affiliates own auditing quality needs more action. A suggestion is to have staff doing audits join an FWF audit to learn on the job.

EVALUATION

Possible Points: 10

Earned Points: 8

RECOMMENDATIONS TO FWF

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	28	42
Monitoring and Remediation	11	25
Complaints Handling	9	13
Training and Capacity Building	6	15
Information Management	7	7
Transparency	-3	4
Evaluation	8	10
Totals:	66	116

BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)

57

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

14-10-2014

Conducted by:

Margreet Vrieling

Interviews with:

Caroline Bouisset CSR and Asia Quality Manager
Madeleine Aaman Group Communication 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.