



BRAND PERFORMANCE CHECK

Schijvens Confectiefabriek Hilvarenbeek B.V.

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this report covers the evaluation period 01-06-2014 to 31-05-2015

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of 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. They evaluate the parts of affiliate supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

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.

The Brand Performance Check system is designed to accommodate the range of structures and strengths that different companies have, and reflects the different ways that brands can support better working conditions.

This report is based on interviews with affiliate employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

BRAND PERFORMANCE CHECK OVERVIEW

Schijvens Confectiefabriek Hilvarenbeek B.V.

Evaluation Period: 01-06-2014 to 31-05-2015

AFFILIATE INFORMATION	
Headquarters:	Hilvarenbeek, Netherlands
Member since:	01-03-2010
Product types:	Workwear
Production in countries where FWF is active:	Bangladesh, China, India, Turkey
Production in other countries:	Egypt, Pakistan, Portugal, United Arab Emirates
BASIC REQUIREMENTS	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	92%
Benchmarking score	68
Category	Good

Summary:

Schijvens meets most of FWFs management system requirements. With a monitoring percentage of 92% and a score of 68, Schijvens has shown significant improvement in both monitoring percentage and benchmark scoring.

In the past financial year, Schijvens put effort into reaching its required monitoring threshold by making use of FWF audits where possible and using external audits where this was not possible. For these external audits, the quality of the audits was assessed. In addition to this, Schijvens ensured audit follow-up for all of its audits.

FWF encourages Schijvens to continue with its efforts related to CAP remediation. Visits to the production locations should help with the remediation process, especially when it comes to the more complex issues such as wages, working hours and freedom of association. In addition to this, FWF also encourages Schijvens to continue follow up on the missing information identified by the Audit Quality Assessment Tool for relevant external audits as well as the Fire & Building Safety inspection reports in Bangladesh.

Finally, FWF also encourages Schijvens to continue its WEP training sessions as well as its efforts in linking its tendering process with production costs and workers' wages.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates who are doing exceptionally well, and are operating at an advanced level. Leaders show best practices in complex areas such as living wages and freedom of association.

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	32%	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.	2	4	0

Recommendation: FWF recommends Schijvens to consolidate its supplier base where possible, and increase leverage at main supplier(s) to effectively request improvements of working conditions.

Comment: Approximately 33% of Schijvens' production volume comes from suppliers where it buys at least 10% of production capacity, a slight decrease from the past year.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	45%	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.	2	4	0
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Recommendation: FWF recommends Schijvens to maintain stable business relationships with suppliers. Longterm relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.

Comment: Approximately 45% of Schijvens' production volume comes from suppliers where a business relationship has existed for at least five years, a significant increase from the previous year.

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: In the previous financial year, Schijvens started production at two new facilities. Both of these suppliers signed and returned the Code of Labour Practices, and these documents are on file.

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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Recommendation: FWF encourages Schijvens to visit all production locations before placing orders, especially those located in countries where the risk for social compliance issues is high.

Comment: Schijvens works to visit all production locations before commencing production. For the two new production locations, both were part of the same supplier company. Schijvens did visit the production facility where the majority of the production took place, and also completed an internal questionnaire related to social compliance issues. For the other production location, Schijvens requested and received recent external audits and completed an Audit Quality Assessment Tool. Both facilities were also audited shortly after mass production started.

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
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Recommendation: Schijvens is encouraged to develop an evaluation/grading system for suppliers where compliance with labour standards is a criterion for future order placement. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions.

Comment: Schijvens has a vendor rating system on an agent basis, and CSR elements are included in this. The results of this vendor rating system, however, are not (yet) structurally integrated into the sourcing decision-making process.

In the second half of 2015, Schijvens did stop working with one production location that was audited by FWF, because factory management did not want to invest time and resources for improving social compliance issues.

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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Recommendation: A production planning system can be established based on the production capacity of the factory for regular working hours. This involves getting factory management to amend its production capacity estimates.

Comment: In general, a leadtime of 6 months is maintained for suppliers located in the Far East for delivery to Schijvens' customers. For its suppliers located in Turkey and Egypt, a leadtime of 14 to 16 weeks is maintained. Based on historical sales data, a prognosis is made of the orders that need to be placed. This prognosis is discussed with the sales team on a monthly basis, and a definitive order is placed.

During the subsequent 6-month production window, Schijvens has fully implemented a PLM (program that provides bi-weekly factory production updates. In this way, Schijvens becomes aware of (potential) delivery delays much earlier and therefore has more time to discuss delivery times with its customers. Within two years, late delivery has been reduced significantly, and the amount of articles being flown in has also been significantly reduced.

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
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Recommendation: FWF encourages Schijvens to continue this root cause analysis discussions with all of its suppliers on a regular basis.

Comment: As in previous years, Schijvens works to have continual dialogue with its suppliers to ensure that any issues that occur throughout the production process are identified in an early phase and remediated in an acceptable manner.

In the past financial year, Schijvens became aware that there were a number of times that OT took place at a number of its production locations. This was identified through FWF audits as well as discussions with suppliers themselves. Based on this, Schijvens conducted a root cause analysis, and discovered that some relatively small rush orders that had to be placed and delivered caused excessive overtime. As a result of this analysis, Schijvens is planning to co-invest in a dedicated small order/sample factory in Turkey that will handle these relatively small orders as well as sampling.

As this mitigation process is not completed yet, full points cannot yet be awarded.

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
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Recommendation: FWF encourages Schijvens to continue its efforts in linking its tendering process with production costs.

Comment: Schijvens is aware of wage levels on a country basis. In addition to this, it is also starting work on integrating wage levels at its production locations into its tendering process. Once this has been implemented successfully, it should allow Schijvens increased flexibility to adjust production costs based on (desired) changes at its production locations.

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: Audits conducted and received in the past financial year did not indicate that suppliers failed 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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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 Schijvens to continue its efforts in linking its tendering process with production costs and wage levels.

Comment: Issues related to the root causes of wages lower than living wages are addressed as part of the CAP follow-up. In addition to this, as mentioned earlier, Schijvens worked on integrating factory-level wages into its pricing for tenders. Once more fully implemented, this can facilitate the implementation of wages approaching living 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
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1.13 Percentage of production volume from factories owned by the affiliate.	None	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.	N/A	2	0
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PURCHASING PRACTICES

Possible Points: 40

Earned Points: 26

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	90%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	2%	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	92%	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: FWF encourages Schijvens to continue with its efforts related to CAP remediation. Visits to the production locations should help with the remediation process, especially when it comes to the more complex issues.

In addition to this, FWF also encourages Schijvens to continue its follow-up work on the missing information identified by the Audit Quality Assessment Tool for relevant external audits. This will allow Schijvens to gain an even better understanding of the working conditions of the factory and therefore more effectively mitigate social compliance risks.

Comment: In the past financial year, Schijvens has put in a significant effort to address the Corrective Action Plans of all its audits, both FWF audits and external audits by liaising extensively with suppliers. Each CAP is on file, and updated on a regular basis when there has been contact with the supplier and/or agent. This means that many issues were addressed and remediated. Compared to the previous year, there has been a lot of efforts undertaken in this area.

Further progress on the CAPs can, however, be limited by the fact that only a limited number of suppliers were able to be visited in the previous financial year. This is especially important when it comes to more complex issues such as wage levels, overtime, and freedom of association.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	29%	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.	2	4	0
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Recommendation: Annual visits should be made for production sites (including subcontractors and production locations in low-risk countries). Regular visits provide the opportunities to discuss problems and corrective actions in the time period between formal audits.

Comment: Schijvens visited almost 30% of its production volume in the past financial year, a relatively low percentage.

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: Schijvens collected existing audit reports for a number of its production locations and actively followed up on the corrective action plans.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
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: A structured approach to risk mitigation can lead to better monitoring, and can help establish a system to investigate and address all suppliers that are subject to similar risks.

Comment: Through its audits and due diligence, Schijvens is able to identify some high risk issues related to its specific production locations. It does not, however, have a monitoring system in place that addresses its supply chain risks on a more systematic, structural level by taking elements such as country-specific risks or production process into consideration.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Advanced Capacity	Affiliates sourcing in Bangladesh should take additional action to address both building and fire safety and the prevention of violence against women.	Building, electrical and fire safety inspection reports, evidence of cooperation with other customers sourcing at the same factories (Accord signatories and/or FWF affiliates), etc.	3	3	0
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Recommendation: Schijvens could consider taking more explicit steps to deal with issues such as harassment at the work floor in Bangladesh, for example, by stimulating production locations to take part in the WEP programme and facilitate the establishment of Anti-Harassment Committees.

Comment: Schijvens has been working to address the high risk issues specific to Bangladesh in a number of ways:

- ensuring that its production locations were audited for Fire & Building Safety;
- collecting the Fire & Building Safety Inspection reports and following up on the CAPs;
- ensuring that its suppliers participate in FWF management workshops on building and fire safety;
- arranging FWF audits for most of its Bangladesh production locations.

2.6b High risk issues specific to Myanmar are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Myanmar	Myanmar is still in the process of establishing the legal and civil society infrastructure needed to ensure compliance with labour rights. Extra care must be taken when doing business in Myanmar.	Shared CAPs, Wage Ladders per factory.	N/A	3	0
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2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	No CAPs active or no shared suppliers.	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.	N/A	2	-1
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Comment: In the past financial year, Schijvens did not have a chance to cooperate with any other brands in resolving corrective action plans or complaints.

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
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.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0

MONITORING AND REMEDIATION

Possible Points: 30

Earned Points: 21

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	0	
Number of worker complaints resolved since last check	0	

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: A system exists to check that the Worker Information Sheet is posted in factories, and there are pictures on file to show that the vast majority of production locations have these documents posted in a proper location.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	50%	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
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Recommendation: Schijvens 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, Schijvens can use the worker information cards available for download on FWF's website.

Comment: Half of Schijvens' production locations that were audited had workers that were aware of FWF and its helpline or had WEP training sessions.

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: 6

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: All relevant staff at Schijvens is made aware of FWF membership.

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: Schijvens has ensured that staff receives ongoing training and attends FWF events on a regular basis.

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: Schijvens' agents are aware of FWF and actively support the FWF CoLP. This was done, among other things, by organizing a training session in 2013 at Schijvens' head office for its suppliers and agents.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	13%	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.	2	6	0
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Requirement: All factory management and workers should be informed and aware about the relevant labour standards and grievance mechanisms.

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. Schijvens should motivate its main supplier(s) to join WEP trainings.

Comment: Approximately 13% of production locations have participated in the WEP training programme where it was offered.

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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Comment: In the past financial year, no training sessions have taken place at Schijvens' production facilities in countries where WEP is not offered.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 7

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations	Intermediate	Any improvements to supply chains require affiliates to first know all of their 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.	3	6	-2

Recommendation: Schijvens is advised to develop a systematic approach to complete the supplier list. Part of the approach can be:

- 1) automatically include information from audit reports and complaints
- 2) Business relationships with agents include transparency of production locations.
- 3) Agreements with factories on the use of subcontractors stating clearly that when subcontractors are used, they are included in the monitoring system and information is shared on the subcontracted production process.

Comment: Schijvens has a system in place to ensure that invoices are booked on a production location level, and not just at supplier level. During the Brand Performance Check, no new suppliers were found.

However, various audits showed that subcontracting does take place, and these locations were not yet included in the database.

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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INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

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: Schijvens communicates extensively about FWF membership. FWF is mentioned prominently on its webpage and elsewhere. It also regularly informs its clients about FWF membership in presentations, etc.

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: Schijvens has published its most recent Brand Performance Check online on its homepage.

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 affiliates to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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TRANSPARENCY

Possible Points: 4

Earned Points: 4

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
7.2 Changes from previous Brand Performance Check implemented by affiliate	67%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: Schijvens was able to follow up on 2 out of 3 requirements from the previous Brand Performance Check:

- ensuring that new suppliers signed the FWF Code of Labour Practices;
- ensuring that the Code of Labour Practices were posted in all production locations.

It was unable to follow up on 1 requirement related to the timely follow-up of wages being paid below legal minimum wage because this issue did not come up again in the past financial year.

EVALUATION

Possible Points: 6

Earned Points: 6

RECOMMENDATIONS TO FWF

N/A

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	26	40
Monitoring and Remediation	21	30
Complaints Handling	6	7
Training and Capacity Building	7	15
Information Management	4	7
Transparency	4	4
Evaluation	6	6
Totals:	74	109

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

68

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

20-11-2015

Conducted by:

Kees Gootjes

Interviews with:

Jeske van Korven, Assistant Buyer

Jaap Rijnsdorp, Buying Manager

Shirley Schijvens, Owner

Danielle Michels, Project Coordinator

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.