



BRAND PERFORMANCE CHECK

Star Sock B.V.

PUBLICATION DATE: JULY 2016

this report covers the evaluation period 01-01-2015 to 31-12-2015

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

Star Sock B.V.

Evaluation Period: 01-01-2015 to 31-12-2015

AFFILIATE INFORMATION	
Headquarters:	Oisterwijk, Netherlands
Member since:	01-02-2015
Product types:	Socks
Production in countries where FWF is active:	China, Turkey
Production in other countries:	Portugal
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	63%
Benchmarking score	58
Category	good

Summary:

Star Sock meets most of FWF's management system requirements. With 63% of production volume under monitoring, Star Sock meets the 40% monitoring threshold required for first year members.

Star Sock works with a small, long-term supplier base and visits all production locations at least once per year. Star Sock has a business relationship of more than five years with 51% of its suppliers. All staff is aware of FWF membership requirements and information about working conditions at suppliers is shared frequently with staff involved.

Currently, all orders are placed in Turkey, China and Portugal.

At one of the main production locations in China a FWF audit was conducted and some of the issues found are: excessive overtime, a lack of awareness of the Code of Labour Practices among workers and social benefits were not paid correctly. Star Sock immediately followed up with a WEP training to raise awareness and inform workers about the FWF worker helpline.

Star Sock is working towards more systematic monitoring and remediation. The company has been encouraging stronger commitment from its suppliers in order to support implementation of the FWF Code of Labour Practices.

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	87%	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: Star Sock buys 87% of its production volume from suppliers where they are responsible for at least 10% of the production capacity; leverage at 6 out of their 9 suppliers is above 10%. This puts Star Sock in a good position to contribute to positive change at its suppliers.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	51%	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
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Recommendation: FWF recommends Star Sock 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.

Comment: 51% of production was at suppliers where Star Sock has had a relationship for at least five years. It is Star Sock's aim to build long-lasting, durable relationships with all 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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Recommendation: FWF recommends Star Sock to ensure that for all future new suppliers no (trial) orders are placed before a signed CoLP is returned.

Comment: Star Sock collected the signed Code of Labour Practices from all suppliers. For the four Chinese suppliers, Star Sock's local staff was responsible for the collection of the Codes. Star Sock was able to show all of them. The CoLP of one Turkish supplier was not available, since Star Sock only ran a very small trial order.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	No new suppliers	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.	N/A	4	0
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Recommendation: FWF recommends Star Sock to better document its due diligence process at new suppliers.

Comment: As part of its sourcing strategy, Star Sock only considers production locations with a strong management, quality, price, capacity and ethical guidelines. In the selection process of a new supplier, human rights due diligence takes place. After thorough desk research and first communication, the supplier is visited by the CSR responsible and sourcing manager. This visit is done before any trial orders and pricing programme. During this visit, FWF membership and willingness to be audited (where relevant) is discussed. In 2015, Star Sock started a selection process for new, additional suppliers in Turkey. Star Sock is aware that production in Turkey poses a risk of Syrian refugees without work permits to be employed by suppliers. Before factory visits in Turkey, Star Sock has consulted FWF about this and the company has clearly explained the risks to potential new suppliers in Turkey.

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: Since Star Sock aims to bring its preferred suppliers to a higher level, FWF encourages the company 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: Star Sock's basic approach is to discuss FWF with all suppliers, discuss CAPs and set a timeline. Spreadsheets are used to keep track of CAP with timeline and quarterly evaluation on progress is done with each supplier.

Due to Star Sock's small supplier base, the evaluation done in a more informal way but is documented per supplier.

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
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Recommendation: A good production planning system needs to be established based on the production capacity of the factory for regular working hours.

FWF advises Star Sock to investigate the production capacity of each supplier and see how the company's own production planning can facilitate the factory's planning. In order to gain more insight into the working hours of the factory, it is required to track the time needed to complete Star Sock orders.

Comment: Star Sock supplies a wide range of customers, with very diverse calendars. This makes it very challenging for Star Sock to plan production. In some cases, Star Sock asks customers to agree to flexible delivery dates, or move production forward and use warehouses in Europe to prevent peaks. In this way Star Sock tries to move production to low(er) seasons. However, a strong, integrated system is not yet in place. Star Sock is aware of the overall capacity of suppliers, but there is limited insight into suppliers' production planning and management systems.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Insufficient 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.	0	6	0
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Requirement: Star Sock should investigate to what extent its current buying practices has an effect on the working hours at supplier level. A root cause analysis of excessive overtime should be done to investigate which steps can be most effective to reduce overtime.

Recommendation: As excessive overtime was found at the one audited supplier in China, it could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. If necessary, Star Sock could hire local experts to analyse root causes of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request. This could be combined with a root cause analysis on living wages, which is closely linked to excessive overtime. Star Sock could start with those factories where leverage is high (more than 10% of the production capacity).

Comment: FWF audit conducted in 2015 found excessive overtime at one of Star Sock's suppliers in China. Audits also found that workers did not enjoy one day off during a seven-day period during peak seasons.

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: 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: In general, Star Sock is aware of wage levels on a country level. Target pricing levels are established based on past levels and in negotiation with the supplier and customer. Star Sock currently does not have a link between style pricing and wage levels of factory workers, but is working on this for the future.

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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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.	Basic approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	2	8	0
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Recommendation: Star Sock needs to develop a pricing policy which allows the payment of at least legal minimum wages in production countries. For this Star Sock needs to gain insight in the labour cost of socks per country.

Comment: Due to the relatively simple production process of a sock, and the small labour part in the production process (knitting machine does most of the work), Star Sock is able to identify the payment of the Cut-Make part; linking and boarding. When Star Sock is able to investigate further and determine more precisely the labour costs for its products, it should have a better understanding whether its FOB prices support payment of living wages. This could be the basis for discussion with management at the main suppliers, to encourage and support them further to move towards payment of living wage.

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: 18

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	33%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	30%	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	63%	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: Star Sock has designated one person to follow-up on issues and implement necessary changes.

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: FWF recommends Star Sock to more actively work on complex issues like overtime, conduct root cause analyses and ensure that learnings from one supplier are employed throughout its supply chain. Furthermore, Star Sock is encouraged to enroll more suppliers in a WEP training to enhance dialogue between factory management and workers.

Comment: In 2015, Star Sock's first year of membership, one FWF audit was conducted at a Chinese supplier. Among other issues there was low awareness of the Code of Labour Practices, excessive overtime and uninformed subcontractors.

Star Sock has addressed those issues with factory management and has partly started to remediate. It could show that considerable efforts had been made by the factory to inform workers about the CoLP; a WEP training was planned for April 2016.

Generally, corrective actions are discussed with suppliers either during factory meetings or on the phone.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	99%	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: Production managers and CSR manager aim to visit suppliers at least once per year. Factory visits are used to obtain a basic knowledge of the level of working conditions and discuss CAPs, quality and communication.

2.4 Existing audit reports from other sources are collected.	Yes and quality assessed	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.	2	3	0
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Recommendation: Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces double work. Existing audits can be counted towards the monitoring threshold if the quality of the report is assessed using the FWF audit quality tool and corrective actions are implemented.

Comment: Star Sock assessed audit reports from suppliers in both Turkey and China. Based on the assessments of these audit reports, Star Sock decides where to first pay attention to. Corrective actions implementations are planned for next year.

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.	Insufficient 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.	0	6	0

Recommendation: Knowing the country specific risks facilitates the starting point for discussing this with suppliers. Star Sock can agree on additional commitments that are required to mitigate the risks. The affiliate can provide additional measures for support and integrate that in the monitoring system. For Turkey and China, freedom of association should be an area to further investigate as well as risks related to Syrian refugees in Turkey.

Comment: Common issues in China, like freedom of association and excessive overtime, are known to Star Sock, but are not addressed in a systematic way. The company discussed the issue of illegally employed Syrian refugees with its potential Turkish suppliers, but not yet extensively with its current suppliers. Star Sock is aware of country studies and policies published by FWF, but a strong system to address the specific risks is still to be set up.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Bangladesh	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.	N/A	3	0
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
2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	Active 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.	2	2	-1

Comment: Star Sock sources from one shared supplier in China. The company has shown willingness to share audits and cooperate with other FWF members in resolving corrective actions.

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: 29

Earned Points: 18

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

Comment: The CSR manager is responsible for complaints handling

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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3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	0%	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.	-2	4	-2
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Recommendation: Star Sock is advised to continue to 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, Star Sock can use the worker information cards available for download on FWF's website.

Comment: In 2015, one FWF audit was done at a Chinese supplier of Star Sock. Despite the fact that Star Sock had received a picture of the posted worker information sheet, it was found during the audit that the information sheet was not posted and workers were not aware of the worker helpline. As follow up, Star Sock immediately requested a WEP training.

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
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: 7

Earned Points: 1

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: Internal presentations are given on a yearly basis and major achievements and challenges are shared during meetings.

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: Star Sock's local staff in China is contacted on a weekly basis by the CSR manager. Early 2015, this local staff member met with FWF's country representative in China to talk about FWF approach and requirements.

A personnel change that will take place in 2016 is being prepared well in advance, in order to ensure a thorough handover without unnecessary loss of knowledge.

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Affiliate does not use agents	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.	N/A	2	-2
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4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	33%	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
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Comment: One of Star Sock's main suppliers in China was audited and a WEP training was requested immediately after the audit report became available. Therefore, this training will be counted as part of 2015's remediation activities.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	All production is in WEP areas.	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.	N/A	4	0
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TRAINING AND CAPACITY BUILDING

Possible Points: 9

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	Advanced	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.	6	6	-2

Comment: Star Sock staff aims to visit each supplier at least once every year. During factory management meetings FWF membership is always part of the agenda.

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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Recommendation: FWF recommends to carefully and systematically transfer information regarding CoLP implementation between the old and the new person responsible for FWF.

Comment: Star Sock has an internal database where FWF documentation, audit reports and other information is stored. This information is accessible to all staff. CAP issues are listed and updated in separate spreadsheets. These documents are available to all necessary staff.

In the coming year, Star Sock's CSR responsible will be replaced by a new person. A new system will be put up to improve information sharing.

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	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: Star Sock communicates about FWF membership through the company's website. Membership description adheres to the FWF communications policy.

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: planning to publish BPC report?

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

Comment: how?

7.2 Changes from previous Brand Performance Check implemented by affiliate	No requirements were included in previous Check	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.	N/A	4	-2
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EVALUATION

Possible Points: 2

Earned Points: 2

RECOMMENDATIONS TO FWF

Star Sock is in its first year of FWF membership and aims to bring its suppliers to an ethically higher level. The company is curious to learn whether, in the long run, FWF is able provide sufficient guidance and support for capacity building. Star Sock recommends FWF to invest in capacity building support on the supplier side.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	18	40
Monitoring and Remediation	18	29
Complaints Handling	1	7
Training and Capacity Building	7	9
Information Management	7	7
Transparency	4	4
Evaluation	2	2
Totals:	57	98

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

58

PERFORMANCE BENCHMARKING CATEGORY

good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

20-04-2016

Conducted by:

Hendrine Stelwagen

Interviews with:

Erik Rozen (CSR & sourcing)

Eric Roosen (owner)

Hanneke Boon (manager customer care)

Willem Schilders (sourcing & production)

Pieter Ceelen (sales)

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.