



## BRAND PERFORMANCE CHECK

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Van Lier Shoes B.V.

PUBLICATION DATE: JULY 2016

this report covers the evaluation period 01-04-2015 to 31-03-2016

## 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](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

## BRAND PERFORMANCE CHECK OVERVIEW

Van Lier Shoes B.V.

Evaluation Period: 01-04-2015 to 31-03-2016

AFFILIATE INFORMATION	
Headquarters:	Breda, Netherlands
Member since:	01-04-2015
Product types:	Fashion, Bags & Accessories
Production in countries where FWF is active:	Bangladesh, China, India
Production in other countries:	Laos, Poland, 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	81%
Benchmarking score	64
Category	Good

## Summary:

Van Lier is in process of implementing FWF's management system requirements. During the first year of membership Van Lier has informed all suppliers of the Code of Labour Practices and ensured the questionnaires were signed and returned. During meetings and visits with suppliers each labour standard is discussed and explained with the factory owners/managers.

Van Lier's sourcing practices generally support effective implementation of the Code of Labour Practices. The company has a stable supplier base with long term relations and substantial leverage, accounting for 77% of the company's 2015 purchasing volume.

81% of Van Lier's 2015 production volume is sourced from countries that are classified as low risk where the company has met the monitoring requirements. Van Lier has followed-up on corrective actions of existing audit reports of other clients in the factories in Bangladesh and China. FWF recommends van Lier to conduct audits using FWF teams in Bangladesh, India and China.

Further steps can be taken by gaining more insight into wage levels and structurally documenting all monitoring and FWF information per factory in order to systematically document all social compliance information.

## 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	77%	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: 77% of Van Lier's 2015 supplier volume is bought from factories where the company has substantial leverage (at least 10% of the factory production capacity). Van Lier took up 100% of production capacity of a supplier in Poland in the past financial years. This gives the company a strong position to effectively work on improving working conditions.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	77%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	4	4	0
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Comment: Van Lier has a stable supplier base with long-term relationships based on close cooperation with its suppliers. 77% of their 2015 purchasing volume comes from factories they have worked with for more than 5 years.

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: During Van Lier's first year of membership all factories were informed of membership. All questionnaires and the Code of Labour Practices were signed and returned.

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:** 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 Van Lier to improve documentation per factory that includes the outcomes of a visit as part of the risk analysis. FWF advises to use information from FWF such as country studies, wage ladders and the Health and Safety guidelines. Van Lier can cooperate with local stakeholders to further investigate the situation in a specific country, particularly with regards to entering a new country like Laos. FWF can offer information on local stakeholders.

**Comment:** New supplier are commonly sourced through the network of existing suppliers. A new production location of one of the current suppliers was opened in Laos, where Van Lier started production in 2015. Van Lier assesses what other clients are working with the factory and collects existing audit reports where possible. The production locations are visited by the sourcing team where the Code of Labour Practices is discussed with factory management. The supplier's dedication to CSR is important and extensive time is spent on ensuring commitment of the management for the Code of Labour Practices by the Director of Operations. Meeting reports and pictures of the visit are documented. The Health and Safety checklist is used to evaluate potential health and safety risks.

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:** Van Lier is encouraged to develop an evaluation/grading system for suppliers where compliance with labour standards is a criterion for future order placement. This will ensure social compliance is part of the evaluation points that are discussed with suppliers. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions. This policy can be specifically shared during personal evaluation meetings with supplier managers/owners. In addition, when ending business relationships, the progress on social compliance needs to be formally integrated.

**Comment:** Production at the supplier in Poland is gradually phased out over the last few years. Given that Van Lier was responsible for 100% of the factory's production, it has been actively involved in ensuring lay-off process were done gradually and according to local law. Left-over leather was bought by Van Lier. Developments with regards to production in Asia are discussed in internal meetings when suppliers are evaluated after every season. Personal evaluation meetings are also held with factory owners/managers.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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**Comment:** Van Lier's production planning system is implemented in close communication with suppliers. The company blocks production per season and discusses delivery times in relation to capacity in advance. A buffer is build in to anticipate for possible delays. No style changes are made after samples are approved. In few cases changes are made to the cobbling process but according to Van Lier they do not result in production delays.

Van Lier used to have a bigger share in wholesale; in the past years a shift took place increasing the share of own distribution and stores. This enables the company to better plan ahead and move orders around when necessary. When delays occur (mostly because of leather that does not turn out the way it was meant to), the deadline for own stores can be postponed, or orders are split. In case orders are for clients and delays occur, a last resort is airfreight.

The orders for Bangladesh and China are purposely selected basic models with known material and colours in order to lessen the risk of delays. These and the never-out-of-stock items are placed in low season of suppliers.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	No production problems documented.	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.	N/A	6	0
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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. It allows Van Lier to link their own pricing policy to the payment of at least legal minimum wages in production countries.

**Comment:** Van Lier is aware of minimum wages per country. The company does not know the exact cost of labour. However, among others because that the company used to have own production in the Netherlands it is aware of the cost break down of shoes. Van Lier knows the material costs for leather and different shoe parts and can estimate the labour costs.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No data available	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.	N/A	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:** FWF encourages van Lier use the analyses of wage levels to support steps towards living wage benchmarks as estimated by local stakeholders. Van Lier is encouraged to discuss with suppliers about possibilities to work towards higher benchmarks. FWF has developed experience with approaches that ensure that production workers in the selected facility take full benefit from the additional amounts that are committed to wage increases. FWF could give companies specific guidance on process rollout on request. Van Lier is encouraged to assess the hypothetical cost effects of increasing wages towards benchmarks that are included in the wage ladder. To support companies in this process FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models.

**Comment:** Van Lier has researched the wage levels in FWF's Wage Ladder system for the countries it has production. The Director of Operations asked suppliers their guidelines for determining salary levels, including different scales-systems for different skill levels. This forms the basis for discussing wage levels during supplier meetings.

81% of Van Lier's 2015 supplier volume came from countries classified as low-risk where wages are bargained collectively.

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: 32

Earned Points: 23

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## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	0%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	81%	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	81%	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: The Director of Operations and CSR officer are both responsible for monitoring and remediation of labour standards.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	No Caps Active	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.	N/A	8	-2
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Comment: No FWF audits were conducted. Van Lier has worked on corrective actions from other audit reports (see 2.4). 81% of Van Lier's 2015 supplier volume came from countries classified as low-risk

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: The Van Lier sourcing team visits each factory at least one or twice a year and more often if any production problems arise.

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: Van Lier is still to assess the audit reports by using the FWF audit quality tool.

Comment: Van Lier has monitored and implemented corrective actions of existing audit reports from 2 suppliers in Bangladesh and China. Communication was shown between factory management and Van Lier, including status reports and photographic evidence. Moreover, the company collects reports from local authorities, among others the labour inspection and health & safety checks.

One audit finding showed a case of child labour where immediate action was taken. The job was offered to the father of the underage girl and the factory offered to pay for school. Status reports and remediation plans were shared with Van Lier. The remediation was led by another client who commissioned the audit report. However, the fact that Van Lier frequently communicated and requested information about the case supported the need for remediation.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	No Corrective Action Plans active	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.	N/A	2	-1
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2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Intermediate Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	3	6	0
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**Recommendation:** A specific policy on how to address and mitigate risks relevant to the use of chemical material in the shoe industry may help to identify additional monitoring or remediation efforts. Additional commitments may be needed to mitigate risks.

A training as part of FWF's Workplace Education Programme in India could specifically address the potential risk of gender discrimination or gender based violence in the workplace.

**Comment:** Van Lier has identified specific health and safety risks related to the production (gluing) of shoes, particularly in dealing with chemical material. Additional attention is given to health and safety measures and protection of workers, for instance in effective ventilation systems.

The Van Lier CSR officer attended a conference held by HIVOS, FLA and BSCI for all major shoe brands, regarding the risk of child labor in factories in India, in particular in Agra. The meeting focused on topics such as why child labour is more prevalent in that area (namely culture, history, lack of schools and infrastructure, poverty). There was also a discussion about signs to watch out for, and the steps that can and should be taken for prevention as well as solving the problem. Most of the child labour risk takes place when work is outsourced and done by home workers. The highest risk is in the area of stitching uppers. The supplier in India was very open and willing to be approached and visited by the research team, and willing to work with the project.

Van Lier has been present during production in India in order to investigate whether the sticking of uppers and production of moccasins was done at the production location and not by homeworkers.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Intermediate 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.	1	3	0
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**Recommendation:** FWF recommends to conduct a FWF audit at the factory in Bangladesh as soon as possible in order to gain insight into risks and corrective actions. Van Lier could consider taking more explicit steps to deal with harassment at the work floor in Bangladesh, for example by stimulating the supplier to take part in the WEP programme and facilitate the establishment of Anti Harassment Committees. Moreover, the company can investigate whether the supplier is part of the Accord and collect the inspection reports.

**Comment:** The supplier in Bangladesh attended the supplier seminar organised by FWF in December 2015. The new management of the factory is planning to attend the Fire & Building Safety training in 2016. The production location building was built on higher grounds to decrease the risk of flooding. Van Lier collects fire and building reports from the local authorities. This supplier is audited by the other client who is requested the factory to frequently give status updates on fire and building remediation efforts.

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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Recommendation: It is recommended to contact the other brand to investigate whether they would be open to cooperate and share that Van Lier is a FWF member.

Comment: Van Lier shares several of its production locations with a large luxury brand (non-FWF member). Through the supplier it receives several reports on improving working conditions, however, there has not yet been contact with the brand to jointly follow up on improvement points. No FWF audits took place in the last financial year.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0
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Comment: Suppliers in low risk countries are visited and the questionnaires are all signed and returned. Photographs of the Worker Information Sheet are filed.

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

Possible Points: 20

Earned Points: 14

### 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: Van Lier visits nearly all factories and takes photographs of the Worker Information Sheet.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	No audits done or no FWF helpline available	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.	N/A	4	-2
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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: 3

Earned Points: 3

## 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: A PowerPoint presentation was made regarding Fair Wear Foundation, to convey the membership message to management and personnel. Van Lier held two internal communication sessions for both the management as well as the personnel to inform them about membership and the FWF Code of Labour Practices.

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: The Director of Operations and the Van Lier CSR officer attended the FWF seminar in 2015. The Van Lier CSR officer attended a conference held by HIVOS, the FLA and BSCI for all major shoe brands, regarding the risk of child labor in factories in India, in particular in Agra.

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
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Comment: Van Lier works with one agent in China for one supplier. The factory was visited together with the agent and included going through the Code of Labour Practices.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	0%	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.	0	6	0
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**Requirement:** Manufacturers and their workers should be systematically informed about FWF and the implementation of the Code of Labour Practices. All factory management and workers should be informed and aware about the relevant labour standards and grievance mechanisms. 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.

**Comment:** As Van Lier has focused on informing all suppliers of the Code of Labour Practices in its first year of FWF membership, it has not yet enrolled suppliers in the Workplace Education Programme.

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 took place in areas where the WEP is not offered. However, in 2016 it was decided the production in Laos would not continue. Other active suppliers are either located in low-risk countries or in areas where WEP is offered.

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## TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 4

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## 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

**Comment:** Van Lier does not accept second party production or outsourcing in high risk countries. One supplier in Portugal used a subcontractor for Van Lier production that was not in the monitoring system and FWF's information management system. Van Lier investigated whether some of the processes were done by homeworkers, which was not the case according to Van Lier. Most of the leather production processes are done in-house at different departments at the suppliers Van Lier works with.

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 document all monitoring and FWF information per factory in order to efficiently collect all social compliance information including due diligence and visit reports. It is advised to use the information from the questionnaire to update overall supplier info.

**Comment:** The Van Lier sourcing team and CSR Officer share information through internal meetings and intranet. Pictures of supplier visits are stored on a shared image-server. However, documentation was not easily accessible or structured according to the monitoring system.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

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## 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:** Communication about FWF is in line with FWF's communication policy. When Van Lier became a member of Fair Wear Foundation, a press release was sent out to all the manufacturers in Portugal, India, Bangladesh and China, Van Lier franchise shops, Van Lier dealers and relations. FWF membership is also used in social media posts.

6.2 Affiliate engages in advanced reporting activities	No	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.	0	1	0
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: 3

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## 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: It is recommended to plan an evaluation meeting to discuss the outcomes of this performance check and formulate plans to follow up on the requirements and recommendations.

Comment: The Director of Operations responsible for FWF membership evaluates with the CEO and Commercial Director.

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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Comment: This is van Lier's first performance check since they became a FWF member on 1 April 2015.

## EVALUATION

Possible Points: 2

Earned Points: 2

## RECOMMENDATIONS TO FWF

Van Lier would like more guidance on how to cooperate with factory management in effective remediation.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	23	32
Monitoring and Remediation	14	20
Complaints Handling	3	3
Training and Capacity Building	4	15
Information Management	4	7
Transparency	3	4
Evaluation	2	2
Totals:	53	83

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

64

PERFORMANCE BENCHMARKING CATEGORY

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

11-07-2016

Conducted by:

Annabel Meurs

Interviews with:

Geert van Spaendonck – Statutory Director

Anna Hullegie – Director of Operations

Simon van Loon – Commercial Director

Ruvani van Spaendonck - CSR Officer

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.