



## BRAND PERFORMANCE CHECK

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Social Fashion Company GmbH (ARMEDANGELS)

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

## BRAND PERFORMANCE CHECK OVERVIEW

Social Fashion Company GmbH (ARMEDANGELS)

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

AFFILIATE INFORMATION	
Headquarters:	Köln, Germany
Member since:	15-06-2015
Product types:	Fashion, Outdoor
Production in countries where FWF is active:	China, India, Turkey
Production in other countries:	Morocco, 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	73%
Benchmarking score	70
Category	Good

## Summary:

Social Fashion Company GmbH (ARMEDANGELS) meets most of FWF's management system requirements. Its monitoring threshold of 73% exceeds FWF's requirements for members in first year of membership. This, combined with a benchmarking score of 70, FWF has awarded a "Good" rating.

ARMEDANGELS became a member in June 2015 and has spent the first six months aligning its internal systems with the FWF requirements. In August 2015 a full-time sustainability manager was hired to manage all activities related to FWF membership.

Sustainability is at the heart of the ARMEDANGELS philosophy and the way the company works is in line with FWF requirements regarding long-term relationships with suppliers, continuous monitoring and proactive remediation. This is reflected in the monitoring percentage and the benchmark score in this first brand performance check.

FWF encourages ARMEDANGELS to (1) continue the systematic approach to monitoring and remediation, (2) use their open book costing to address living wages at their suppliers and (3) create clear guidelines for third party resellers related to FWF membership communication.

## 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	40%	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 ARMEDANGELS to consolidate its supplier base where possible, and increase leverage at main supplier(s) to effectively request improvements of working conditions.

**Comment:** In 2015, ARMEDANGELS bought at least 10 % of production capacity at suppliers that account for 40% of ARMEDANGELS' purchasing volume.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	15%	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.	1	4	0
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**Comment:** ARMEDANGELS was founded in 2006. In the past ten years a lot has happened in the company. They changed their entire business model from a t-shirt company to an all round fashion brand. This shift has led to an expansion of the collection and an increase in suppliers. One supplier has been with the company from the beginning, accounting for almost 15 % of the purchasing volume in 2015. Other suppliers were added along the way.

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:** All new suppliers are informed about ARMEDANGELS and their philosophy right at the beginning of the relationship. Suppliers are required to sign and return the CoLP before sample orders are placed. FWF was able to verify this has happened, during the brand performance check.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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**Comment:** The sustainability manager of ARMEDANGELS is trained as a SA 8000 auditor and has her own checklist on sustainability, which she also shares with other colleagues within the buying department. Also other audit reports are collected from prospective suppliers. All this information is used as input for the due diligence process for new suppliers. Based on this information ARMEDANGELS assess whether they want to work with a supplier.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0
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**Comment:** Supplier compliance and CAP follow-up is done on a monthly basis and when positive feedback is received this is rewarded with more production, when the supplier has sufficient capacity to expand production for ARMEDANGELS.

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.

**Comment:** ARMEDANGELS has different lead times for different products and different suppliers. In 2015 ARMEDANGELS experienced some problems with re-orders and a limit in supply of fabric. Re-orders came from resellers that wanted to have additional supply of products. However, because ARMEDANGELS uses certified fabric that was not available for the re-orders. This caused problems and therefore the company looked critically at the production process.

In 2016, ARMEDANGELS documented 8 phases of the production process, such as design, sampling, ordering, production etc., and constructed a timeline when what needs to be done. Suppliers are informed about the planning and able to provide feedback, which allows them to plan for reasonable hours of work and request longer lead times when necessary.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Advanced efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	6	6	0
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**Comment:** ARMEDANGELS had several last minute re-orders from resellers in 2015, because some products were in high demand. Also, they received the comment from a supplier that late changes created pressure on production and led to overtime. Therefore they improved their internal systems. As a result they have split their deliveries to ten dates making sure that their suppliers are almost working all year round for ARMEDANGELS instead of only six months. Time pressure is relieved and production planning is altered to accommodate the feedback of suppliers.

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

**Comment:** ARMEDANGELS visited all of their suppliers in November 2015 and convinced them to do open book costing. This approach will allow for style-level pricing in the future. At the moment pricing allows for payment of at least the legal minimum wages, based on the minimum wage levels of the production countries and the estimated production times.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	Yes	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.	1	2	-2
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**Requirement:** If a supplier fails to pay minimum wages, FWF members are expected to hold management of the supplier accountable for respecting local labour law and require a time bound action plan to ensure adequate payment.

**Comment:** During a FWF audit at one of ARMEDANGELS' suppliers it was discovered that not all workers received minimum wage. ARMEDANGELS discussed the results with the supplier during a live meeting at the brand's headquarters, during which they established a time line for solving this issue. ARMEDANGELS is following up on it regularly. However, ARMEDANGELS was unable to resolve the issue immediately due to the suppliers' financial problems.

1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	0	0	-1
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Comment: There is no evidence of late payments.

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 ARMEDANGELS 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: In 2015 ARMEDANGELS' activities focused on fulfilling the general FWF membership requirements and addressing pressing issues regarding overtime and minimum wages. Addressing living wages is on the agenda for 2016. For this ARMEDANGELS is open to work together with FWF and other members.

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: 24

## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	27%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	43%	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	73%	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 sustainability manager is responsible for follow-up on problems identified by the monitoring system. Information on suppliers is shared with the sustainability team on a monthly basis. The sustainability team consists of the CEO, head of buying, head of design, the quality manager and the senior technician.

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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Comment: FWF performed audits for ARMEDANGELS at the end of 2015. The follow-up on these CAPs will take place in 2016. ARMEDANGELS did do follow-up on FWF audits done for other members. Most items are from those older audits are solved and follow-up on longer term issues will happen in 2016.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	100%	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: ARMEDANGELS visited all their suppliers in 2015.

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: The sustainability manager collected existing audit reports from other sources. Based on her experience as an auditor and using the FWF audit quality assessment tool she assesses the quality of the audit and drafts a corrective action plan. This plan is discussed with suppliers.

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
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Comment: All audit reports and CAPs are shared with the factories. Suppliers are requested to start follow up immediately and report monthly on the progress. Updates on progress are also shared with the sustainability team.

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:** Knowing the country specific risks facilitates the starting point for discussing this with suppliers. Members can agree on additional commitments that are required to mitigate risks. ARMEDANGELS can provide additional measures for support and integrate that in the monitoring system. A structured approach should lead to higher score: if a brand has a system to investigate and address all suppliers that are subject to those risks.

**Comment:** The sustainability manager is responsible to identify possible high-risk issues and address them in communication with suppliers. She gathers information based on FWF country studies, desk-research and experience with social compliance. In 2016, ARMEDANGELS developed specific policies for their suppliers in Turkey to address country-specific high-risks, in consultation with FWF.

2.6a High risk issues specific to Bangladesh are identified and adressed 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
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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	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
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Comment: ARMEDANGELS is actively sharing information on its suppliers with other FWF members and other customers. Next, they see whether other customers are willing to cooperate in resolving corrective actions at suppliers. For a number of suppliers cooperation in remediation was possible. One example is joint remediation in 2015 on an audit for another FWF member that was done before ARMEDANGELS' membership started.

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: ARMEDANGELS produces part of its collection in Portugal. The company visits all production location annually and ensures the CoLP is posted in the production locations.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	100%	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.	3	3	0
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Comment: All external brands resold by ARMEDANGELS completed and returned the external brand questionnaire.

2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	100%	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.	3	3	0
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Comment: The external brands resold by ARMEDANGELS are also FWF member.

## MONITORING AND REMEDIATION

Possible Points: 35

Earned Points: 28



### 3. COMPLAINTS HANDLING

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

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

Requirement: The sustainability manager is responsible for addressing complaints.

3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0
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Comment: Suppliers have to provide proof that the worker information sheet is posted by sending photos, this is tracked in ARMEDANGELS' supplier monitoring system. Also, other ARMEDANGELS' staff visiting suppliers will take photos 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.	36%	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:** ARMEDANGELS 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, members can use the worker information cards available for download on FWF's website.

**Comment:** In 36 % of the factories at least half the workers were aware of the FWF worker helpline, in 2015.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes + Preventive steps taken	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.	6	6	-2
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**Comment:** One complaint was filed at the time of the audit of that factory. ARMEDANGELS was actively involved in the remediation process and afterwards had a discussion with this supplier and agreed on preventive steps to ensure the situation would not be repeated.

3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Active cooperation	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.	2	2	-2
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Comment: In 2015 a complaint was received from a factory that ARMEDANGELS stopped working with. However, they did cooperate with other members in the remediation process.

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## COMPLAINTS HANDLING

Possible Points: 15

Earned Points: 13

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## 4. TRAINING AND CAPACITY BUILDING

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

Comment: FWF membership requirements are shared with all staff member. In addition, ARMEDANGELS has a sustainability team, consisting of the sustainability manager, the head of buying, the head of design, the quality manager, the senior technician and the general director that gets together every month and discusses all issues related to sustainability, including FWF topics, such as audit results and follow-up.

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: All information regarding FWF requirements is shared among staff in direct contact with suppliers

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: ARMEDANGELS uses an agent in Turkey, but has ensured that they are also in direct contact with the factories. All information concerning FWF is shared with the agent and with the factory. The agent also has an active role in ensuring suppliers comply with the Code of Labour Practices and CAP follow-up.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	44%	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: ARMEDANGELS provided WEP training to two factories in 2015, accounting for 44 % of production volume in areas where WEP is 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 2015, ARMEDANGELS produced in Morocco, where WEP is not offered. The factory went bankrupt however, before there was a possibility to participate in a training related to awareness of labour rights.

## TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 9

## 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: All suppliers are visited before business is started. All suppliers are obliged to provide their supplier lists. ARMEDANGELS is GOTS certified, which requires to have full transparency of the supply chain.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1
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Comment: All suppliers, and their subcontractors, are listed in a central document, available to all relevant ARMEDANGELS staff. This document also includes information on audits and follow-up.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

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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	No	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	-2	1	-2

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

**Comment:** In 2015 one reseller of ARMEDANGELS used on garment communication, by placing the FWF logo next to the garment in the webshop. ARMEDANGELS has requested to remove the logo, however, the reseller has only removed the FWF logo with the specific garment and not with all ARMEDANGELS products. In 2016, ARMEDANGELS was able to solve this problem.

FWF considers ARMEDANGELS to be responsible for correct communication about FWF membership by its resellers.

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
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**Recommendation:** FWF recommends ARMEDANGELS to publish one or more of the following reports on its website: brand performance check, audit reports, supplier information. Good reporting by members helps to ensure the transparency of ARMEDANGELS and FWF's work.



Comment: In 2015, ARMEDANGELS did not engage in advanced reporting activities.

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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Comment: The social report is published on the ARMEDANGELS website.

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## TRANSPARENCY

Possible Points: 4

Earned Points: 0

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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

Comment: FWF membership is continuously evaluated in discussions between the CEO and the sustainability manager.

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 was the first Brand Performance Check of ARMEDANGELS, therefore there were no previous requirements.

## EVALUATION

Possible Points: 2

Earned Points: 2

## RECOMMENDATIONS TO FWF

ARMEDANGELS would like to see the Code of Labour Practice translated into other languages.

ARMEDANGELS would like to see that more information is shared between companies, supported by the FWF database. This would help to do more/better due diligence and it would help all sustainability managers and also release some of the burden for the FWF case managers.

ARMEDANGELS suggests that the FWF audit reports could be clearer. The current reports have a lot of repetition.

ARMEDANGELS would like the audit reports to be analysed better in order to track progress. Information from the audit reports needs to be easier accessible and give insight in where a supplier stands and how it scores compared to other factories within a country or region. That would make it easier also to share with colleagues.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	24	40
Monitoring and Remediation	28	35
Complaints Handling	13	15
Training and Capacity Building	9	15
Information Management	7	7
Transparency	0	4
Evaluation	2	2
Totals:	83	118

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

70

PERFORMANCE BENCHMARKING CATEGORY

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

12-05-2016

Conducted by:

Anne van Lakerveld

Interviews with:

Julia Aruni Kirschner, Sustainability Manager

Bianca Wagner, Head of Buying

Martin Höfeler, CEO

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.